

LinkedIn[®] Employer Brand Playbook



5 Steps to Crafting a Highly Social Talent Brand

Table of contents

	Reasons to Invest in Your Talent Brand	04	STEP 05	Measure and Adjust	42
STEP 01	Get Buy-In	07		9 Talent Brand Warning Signs	46
STEP 02	Listen and Learn	10		Let the Talent Brand Journey Begin	47
STEP 03	Craft Your Approach	18		Additional Resources	48
STEP 04	Promote and Engage	22		The Talent Brand Hall of Fame	49

Index of useful facts and figures

3 Reasons to Invest in Your Talent Brand	04
Global Talent Brand Trends	05
Checklist to Audit Your Talent Brand Materials	11
Top Audiences to Listen to	13
Sample Survey Questions for Employees and Passive Candidates	14
Types of Research to Consider	16
Sample Goals for a Talent Brand Program	20
8 Golden Rules for Promoting (and Protecting) Your Talent Brand	23
6 Tricks for an Irresistible Job Description on LinkedIn	29
Tips to Jumpstart Your Company Page	30
Tips for Targeted Status Updates	31
4 Tips for Turning Your Employees into Talent Brand Ambassadors	36
Tools at a Glance	40
9 Talent Brand Warning Signs	46

Introduction

Is your company considered a great place to work? In today's competition for top talent, your reputation as an employer is a key factor in whether a candidate will take your job - or leave it.

The bottom line impact is real: a strong talent brand reduces cost per hire by up to 50% and lowers turnover rates by 28%.¹

3 reasons to invest in your talent brand



You'll spend less on hiring. Lower your cost per hire by as much as 50%.¹



You'll boost retention. Reduce employee turnover by up to 28%.¹



You'll influence the conversation with candidates. If you don't, others will.

¹ Eda Gultekin, *What's the Value of Your Employment Brand?*, <http://lnkd.in/valueofEB> (December 1, 2011).

What's talent brand?

The term “employer brand” has been around for a while, but social media has radically changed the game.

Your **employer brand** was the messaging you pushed to the marketplace and periodically refreshed. Today that messaging is digested and amplified – or questioned aloud – in real time based on people’s experiences with your company.

Your **talent brand** is the highly social, totally public version of your employer brand that incorporates what talent thinks, feels, and shares about your company as a place to work.

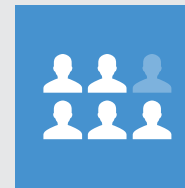
Today’s best corporate career sites feature employees sharing what it’s like to work there. For the darker side of talent brand, check out blogs and online communities where you don’t control the message.

Global talent brand trends



91%

of companies increased or at least maintained their talent brand investment in 2012.



83%

of talent acquisition leaders say employer brand significantly impacts their ability to hire great talent.²

² LinkedIn Talent Solutions, *The State of Employer Branding*, <http://lnkd.in/stateofeb> (October 2012), 8, 13.

Don't be daunted. We're here to help.

I'm a small company. Do I have a talent brand?

Every company has a talent brand. What do candidates find when they Google your company? What are current and former employees buzzing about in chat rooms? Does your messaging match what others say?

The good news is that there are multiple things you can do, many of them free, to showcase what makes your company special. And yes, you *can* compete with the big guns if you really focus on the most relevant talent pools.

What if my company's not that special?

Chin up. Read on and be inspired. We'll help you find the secret sauce that sets your company apart.

Where do I start?

With the help of a few friends - HR and talent acquisition leaders from around the globe, plus our in-house solutions experts - we've built this 5-step playbook to help you get there.

Whether you're short on time and funds, looking to establish a best-in-class talent brand, or somewhere in between, you'll find helpful tips you can start using today.

Get buy-in

Start strong with executive buy-in

Recruiting leaders often call the shots with employer brand - 61% either own it outright or co-own it with another function like marketing.³ No matter where the buck stops, we've found companies with strong talent brands have these three things going for them: buy-in from the C-suite, data to support their case, and strong cross-functional teamwork.

Before you jump in, be sure to follow these guidelines.

- 01 Start at the top
- 02 Arm yourself with data
- 03 Bring partners to the table

³ LinkedIn Talent Solutions, *The State of Employer Branding*, <http://lnkd.in/stateofeb> (October 2012), 14.

Set the stage for success

STEP
01



Start at the top

Your CEO and their team must get behind your talent brand, and commit to helping promote it. Keep making the case until they're on board.



"I probably delivered the same deck 40 times, sometimes to the same audience. You will feel like a broken record but it doesn't sound like that on the other end until you start converting people."

Kara Yarnot

Talent Acquisition Center of Expertise, SAIC



Arm yourself with data

Universal facts

Emphasize the business impact of a strong talent brand. Read "3 reasons to invest in your talent brand" on p.4 and our "State of Employer Branding" report for ideas.

LinkedIn insights

Ask your LinkedIn team to provide facts about your company's LinkedIn presence (such as number of employees with profiles, aggregate number of connections, and more). Explain that each profile and interaction on LinkedIn can reinforce your talent brand.

Recruiting metrics

If there are areas where you're struggling to attract strong candidates, use that data to illustrate the need for talent brand focus.



Bring partners to the table

Don't go it alone. Your talent brand is part HR, part Marketing, part Communications - and it'll need IT support. You don't have to know everything about website analytics, creative design or market segmentation when your coworkers do!

Leverage their expertise by including them in a cross-functional talent brand task force. With more skin in the game, your colleagues will help you succeed.

³ LinkedIn Talent Solutions, *The State of Employer Branding*, <http://lnkd.in/stateofeb> (October 2012), 14.

Listen and learn

Listen up!

Listen to your employees and candidates, and listen well. Ask questions. Gather facts, opinions, and stories - the building blocks of your brand. Put aside your own biases about what you should hear, and seek to understand their views.

Before you talk to your talent, walk in their shoes to experience your employer brand as they do.

Audit your existing materials

Go through the recruitment process step by step. Review all materials a candidate can access across print, online, social media, and events. Put on your employee hat and do the same with new hire materials, the intranet, and company events.

Cover your bases

Start with traditional print and digital assets, and your official presence on social media platforms. Then review the unofficial conversations taking place online, in places where others drive the discussion. Use our checklist to guide you.

Checklist to audit your talent brand materials

Official

Public

- Corporate website
- Graduate recruitment materials
- Recruitment advertising
- Live event materials
- Company and Career Pages on LinkedIn
- Official presence on other social platforms

Private

- Direct communications with candidates and alumni
- Company intranet
- Training and development materials
- Performance management process

Unofficial

- Employee exit interviews
- Employee LinkedIn profiles
- Activity on other social media platforms (e.g., Twitter, Facebook, YouTube, Flickr)
- Other online discussion forums (e.g., blogs, LinkedIn Groups, rating sites like Glassdoor)

Plan your research

With an idea of what's out there today, you're ready to conduct research among your core audiences.

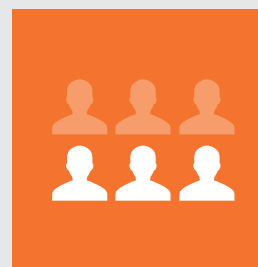
Research comes in all shapes and sizes. But regardless of your budget, here are four questions you need to answer:

01 **Who** are your targets?

02 **What** information will you collect?

03 **When** will you engage your targets?

04 **Where & how** will you engage your targets?



50%

of recruiters don't understand their own employer brands.⁴

⁴ Corporate Leadership Council, *Smart Sourcing: How Talent Advisors Use Sourcing Intelligence to Extend Recruiting's Influence* (2011), 38.

Who are your targets?

Start with current employees - they know your brand best and are easiest to reach. You can't be everything to everyone, so think about which sub-groups are most important to you.

Next, tap people outside your company. Your current employees live the reality today, but external talent may have a different opinion.

Top internal audiences to listen to

By tenure

- New hires
- Current employees
- Exiting employees
- Re-hired employees

By function

- Sales/Marketing
- Finance
- IT, etc.

By seniority

- Recent graduates
- Middle managers
- Senior leaders

By geography

- Office/region
- Country
- Continent

By performance

- Top performers

Top external audiences to listen to

- Former employees
- Candidates who declined your offer
- Passive candidates in target functions, regions or industries
- College students
- Vendors and consultants
- Customers and clients
- Competitors
- College career administrators

What information will you collect?

Get to know the good, the bad, and the ugly. You want to know what attracts target talent to your organization, what keeps them there, and where you can improve. Don't be defensive: objective research will really help you articulate the strengths and weaknesses of your talent brand.

You should share employee survey results internally, to let employees know they're being heard and hold yourselves accountable.

Sample survey questions for current employees

- What are the most important values you look for in a job?
- Where does XYZCo do a good job of delivering on these values?
- Which important values do you feel XYZCo does not deliver on?
- What originally attracted you to join XYZCo? Where have your expectations been met/not met?
- What's your favorite story about working at XYZCo?
- How likely would you be to recommend XYZCo as an employer?

Sample survey questions for passive candidates

- When you think about companies that hire people with your skill set, which companies come to mind?
- How familiar are you with XYZCo as a place to work?
- How likely would you be to consider a job at XYZCo?
- What is your overall impression of XYZCo as a place to work?
- What are the most important values you look for in a job?
- Based on your knowledge of the company, where does XYZCo do a very good job delivering on these values?
- Where do you think they don't deliver?



Look for opportunities to ask the same question to both internal and external talent. That will allow you to understand any perception gaps across those audiences.

When will you engage your targets?

There is no hard and fast rule on when to conduct research. Employer brand pros listen continually, monitoring alignment with their corporate and consumer brands on an ongoing basis. If your business strategy changes, your talent brand should be re-assessed.

JPMorgan uses annual surveys strategically

Challenge: Keeping employees engaged is difficult as career opportunities and temptations abound in a super-social and connected world.

Approach: Through its annual survey, JPMorgan asked what employees need and want in order to stay. Mobility and development opportunities topped the list.

Result: The company launched an extensive internal mobility program. In 10 months the internal hire rated increased by 5% - significant for a company that fills on average 75,000 positions a year. Next year's survey will measure the program's impact directly, but the company ranked #1 in Europe and #2 in the US in Vault's 2013 Best Places to Work for Internal Mobility rankings.

Where and how will you engage your targets?

Focus groups, one-on-one interviews, and surveys are the most common research techniques. Hire a consultant if you can afford it, as people are usually more candid with someone from outside of your organization.

For internal audiences

Regular employee surveys (semi-annual or annual) are a great way to go. They don't cost much and you'll be able to segment your audience easily.

For external audiences

Your best bet may be partners who conduct custom research, such as Universum for college students, or more general research firms like TNS or Gallup for broader audiences.

Types of research to consider

Quantitative

- Surveys
- Attrition data
- Exit interviews

Qualitative

- Focus groups
- One-on-one interviews
- Suggestion boxes

Putting it all together

You've audited your existing talent brand materials, thought through the candidate and employee experience, and conducted research among your highest priority audiences. Now it's time to reflect on what you've learned.



Mind the gaps

Where are the inconsistencies?
Do your materials match what
your research says?



Look for patterns

What themes bubble to the
top? Are there any major
anomalies? How does the
feedback vary by audience?



Handle the truth

If you learn something
unfavorable, address it.
Don't attempt quick fixes:
slapping a new picture on
your career site or changing
your tagline won't cut it.



*Don't get stuck on extreme comments or senior
management's input if your research says otherwise.*

Craft your approach

Craft your approach

Consider what you want people to think about your organization. Is it feasible based on the reality?

How does your communications team position the company?

What does the company aspire to be as an employer?

What does your research tell you talent actually thinks?

Now it's time to refine your message.

Be real

What you say about your company must be true for your employees. If not, they'll see through you and so will the marketplace. Divide your desired messages into three buckets: what you can definitely back up, what's true in some circumstances, and what you'd like to say but can't just yet.

Be personal

Go back to the individual stories gathered during the research phase. Stories are more easily remembered and are motivational for employees. Those you feature will be proud to participate.

Be brave

Admit some negatives - people will believe you more. If you want to claim a message that you just can't say yet, identify a related one that's still enticing but can be delivered without eye-rolling. Brainstorm options with your marketing team.

Be consistent

Think about how to align this messaging with your company's overall brand. There should be strong consistency between the two.

Set your goals

It's important to define success at the outset. Establish the baseline against which you will measure progress.

If you're already using LinkedIn's Talent Brand Index (pages 43-45), our free resource to measure how well you're reaching and engaging professionals with your talent brand, here are three potential dimensions:

Your score relative to key talent competitors

Variance by geography (e.g., What's your Talent Brand Index score in North America vs. Europe?)

Variance by key function (e.g., What's your score among software engineers vs. marketers?)

Sample goals for a talent brand program

- Increase offer acceptance rate by X%
- Reduce attrition by X%
- Improve employee survey ratings by X%
- Increase baseline familiarity with your talent brand in external surveys by X%
- Double the number of employees with an optimized social presence
- Increase Talent Brand Index score by X% relative to key talent competitors or for high-priority functions/ regions



To learn more about your Talent Brand Index score, contact us at TBplaybook@linkedin.com.

Test drive your messaging

Don't make a big splash without first testing your research findings. Tailor your messaging to different talent levels and geographic markets. Run messaging and campaign visuals by your employees and check that they ring true. Remember to engage your senior executives along the way.

Aurecon promises what it can deliver

Challenge: At a client-facing professional services firm, achieving work-life balance is often a real challenge.

Approach: Aurecon's CMO Danielle Bond worked with her Human Capital team to shift the focus from work-life balance to "flexibility," which they found was just as valuable to employees but much more attainable in their environment.

Result: A talent brand that rings true, internally and externally.

Promote and engage

8 golden rules for promoting (and protecting) your talent brand

Whether you share, post, tag, tweet, like, pin, or bust some other social move, it's important to promote and protect your talent brand.



Look in the mirror.

Make sure that what you do (and don't do) is what you'd like employees to emulate.



Make your culture shine.

It's never just about jobs. Focus on your people - their stories and emotions.



Empower your employees.

Lay out the goals and show them a clear, easy path to action.



Go viral.

For amplified results, find creative ways to get more people talking about your company's great culture.



Inform your leadership.

Use data to gain support, ease concerns, and help explain your choice of platforms.



Be visual.

Bold and colorful images, graphics, charts, and videos can bring your brand to life.



Target your messages.

The more relevant your message is to a particular audience, the greater its impact will be.



Don't bite off more than you can chew.

Show that your efforts are scalable and sustainable on one platform before moving on to another.

How to promote and engage on LinkedIn

We're biased of course, but LinkedIn is the natural place to start building your talent brand. Our 200 million+ members use LinkedIn to engage in professional conversations, share work-related stories, and research their next employer.

There's a wealth of free and paid LinkedIn tools you can use to showcase your company as a great place to work. Here are 10 ways to boost your talent brand on LinkedIn.

We'll cover these tips in greater detail throughout this section.

- 01 Upgrade your profile
- 02 Help your team update their profiles
- 03 Brand through LinkedIn job postings
- 04 Spruce up your Company Page
- 05 Reach key talent pools with targeted status updates
- 06 Launch your Career Page
- 07 Leverage ad space on your employee profiles
- 08 Convert your team into talent brand ambassadors
- 09 Make it interactive with APIs and Groups
- 10 Go above and beyond

Upgrade your profile

The #1 activity on LinkedIn is checking out profiles. Your profile is the first place a candidate will go after receiving your InMail, so it represents a prime branding opportunity.

Set up your own profile as a model for employees, and have the rest of the recruiting team follow suit.

Treat personal status updates like a megaphone to further spread the word about your company.

SAIC turns to data to ease concerns

Challenge: Leadership feared that getting more employees on LinkedIn would enable competitors to poach them more easily.

Approach: The talent acquisition team presented the unchanged pre- and post-attribution rates to leadership.

Result: Leadership bought in to the network, built their own profiles, and became more active themselves, strengthening the value of it even further.



To drive more traffic to your profile, follow our Targeted Status Update Tips on page 31.

The anatomy of a well-branded recruiting profile

Engaging, friendly picture

Who wouldn't want to work with Stacy?



Stacy Takeuchi

Director of Talent Acquisition - Connecting Talent with Opportunity at Universal Technical Institute

[Redacted text]

Connect

277 connections

- 🌐 **Websites** We're Hiring Great People! »
UTI Careers YouTube Channel »
Take a Tour of Our Home Office »

www.linkedin.com/stacytakeuchi/

Contact Info

BACKGROUND

SUMMARY

At UTI, we change the world one life at a time by helping students achieve the career of their dreams—it's the underlying inspirational reason for our existence and the reason we come to work everyday. Working at UTI is challenging, constantly changing and a place where you can make a real difference in others' lives and in your own career as well.

Descriptive headline that goes beyond the title

Links to branded destinations

Other features we like:

- Core skills, endorsed by your network
- Volunteer experiences
- Just enough on prior positions to build credibility

Killer summary

Written in the first person, oozing with passion

Help your team update their profiles

Coach your team to make the most of their LinkedIn profiles. Every employee on LinkedIn is an opportunity to brand your company as a great place to work.

Upgrading workforce profiles, brown bag-style

Challenge: No budget? No problem. Stacy Takeuchi and the team at Universal Technical Institute adopted a highly successful grassroots approach to upgrading their team's presence on LinkedIn.

Approach: With the exec team's blessing, UTI hosted a series of brown bag lunches to help hiring managers create a strong first impression for candidates.

Results: The informal lunches helped employees overcome their anxieties about what to say on their profiles - "I don't want it to seem like I'm looking for a job".

Grooming a global team of brand champions

Dell trains global employees at scale

Challenge: Given the size and distribution of Dell's organization, Brent Amundson and his team needed to create a structured program to succeed.

What worked: They established a certification process (SMaC University - Social Media and Communication) to help employees talk about the Dell brand.

Key program features:

- Kick-off class introducing five overarching social media principles
- Strategy courses on individual platforms feature interactive case studies and scenario-specific tips
- Centralized storage of training materials and dedicated forum for questions/feedback
- Sponsored regional launches around the world in which employees learn from outside experts

Why it worked: Training was optional, but those who opted in had to stay the course. Strong executive support helped raise the program's profile.

Results: Since July 2010, more than 5,000 employees have been trained.



"We empower our employees to be brand evangelists through our comprehensive social media training program. We help build our external brand by giving employees the tools and guidelines they need to communicate on behalf of the company. It's a lot of work, but the payoff is huge."

Brent Amundson

Dell

Brand through LinkedIn job postings

Every LinkedIn job posting is a branding opportunity, thanks to our millions of active job seekers and precision targeting to both active and passive candidates.

6 tricks for an irresistible job description on LinkedIn



Avoid overly-creative job titles.

Stick with standard titles and keywords commonly used in profiles and job searches. This helps LinkedIn's special algorithms match and deliver your job postings to the most relevant active and passive candidates.



Showcase the position's impact.

Passive candidates are 120% more likely to want to make an impact.⁵ Your jobs on LinkedIn will be seen by passive candidates, so get them excited about the potential of the role.



Use your job post as a talent branding vehicle.

Share the things that make your company a great place to work. Specifics like "annual chili cook-off" paint a more vivid picture than just saying "fun culture."



Try a conversational tone.

Marketing is usually more effective when you write like you would speak to your audience: simple, direct, and friendly.



Tie the job to your LinkedIn Company Page.

Use the drop-down list to link to your Company Page, so candidates can easily learn more about you.



Give high-priority positions extra oomph.

Use Sponsored Jobs to showcase key positions to targeted talent. Simply bid the amount you want to pay.



50% of all job applications via LinkedIn are generated by recommendation engines like "Jobs You May Be Interested In" rather than job searches.

⁵ LinkedIn Talent Solutions, *Getting To Know Passive Talent*, <http://lnkd.in/PT-infographic1> (May 2012).

Spruce up your Company Page

Well over 100 million professionals come to LinkedIn every month, so an official presence on the platform is critical. Make sure your Company Page reflects your overall brand and provides a unified experience for your audience.

LinkedIn Company Pages are now optimized for mobile devices - which is important since over 27% of LinkedIn's unique monthly visitors come through mobile apps.

5 tips to jumpstart your Company Page

- 01 Talk to your marketing team and coordinate your approach.
- 02 Add an image that welcomes visitors to your page and showcases your brand.
- 03 Post status updates to start a conversation with your target audiences.
- 04 Add products/services and solicit recommendations so people can learn about what you have to offer.
- 05 Feature relevant groups to attract a broader audience and extend your reach.



Netherlands-based Exact has over 300 recommendations for the top products on its LinkedIn Company Page.

Reach key talent pools with targeted status updates

Company Page followers have a strong interest in career opportunities, making targeted status updates a great, free way for interested professionals to engage with your talent brand.



71% of company followers on LinkedIn are interested in career opportunities at companies they follow.⁶

⁶ Sam Gager, *The Truth About Followers and Connections: Key Reasons to Cultivate Yours*, http://lnkd.in/followers_connections (January 15, 2013).

Tips for targeted status updates

Mix it up

Don't bombard your followers with links to job openings. Share relevant news stories about your company, employee interviews from your blog, and more. Aim for 2-3 status updates per week to start.

Have a plan

Sketch out what you'll say in advance and build a dialogue with your followers.

Stay on brand

Remember the messaging you're trying to get across and think about how to incorporate it into your updates.

Launch your Career Page

Your Career Page is the central hub for your talent brand activity on LinkedIn. Use videos, banners, and employee spotlights to showcase your culture and what it means to work there. Buy the ad space on your own Company Page overview to drive people to your Career Page.



Think visually.

Use images to give a real-world glimpse into your organization.



Think digitally.

Whatever you say, keep it brief. Content from your glossy graduate recruitment brochure may not make sense online, where attention spans are shorter.



Think video.

You'll be able to engage candidates more deeply if they hear real people tell their own stories, so make video a core part of your strategy.



Think customized.

Adapt your content to viewers based on their LinkedIn profiles. You can target your Career Pages based on a candidate's job function, industry, geography, and more.

Strong talent brand video examples

- **Work, Life, Benefits @ Zappos**
Zappos devotes an entire YouTube channel to showcasing its culture.
[lnkd.in/playbook-Zappos](https://www.linkedin.com/company/zappos/playbook)
- **Starbucks Jobs**
Starbucks has also amassed a series of videos on talent brand topics as "What it's like to be a Starbucks Partner".
[lnkd.in/playbook-Starbucks](https://www.linkedin.com/company/starbucks/playbook)
- **BP shares real employee experiences**
In 2012, as part of its new graduate program campaign, BP profiled local employees to provide an authentic insight into working at BP.
[lnkd.in/playbook-BPgraduates](https://www.linkedin.com/company/bp/playbook)

The anatomy of a successful Career Page

Bold, memorable visuals with lively colors

Arresting copy that grabs the reader

Focus on employees through videos and quotes that emphasize culture

Multiple page versions highly targeted to visiting talent

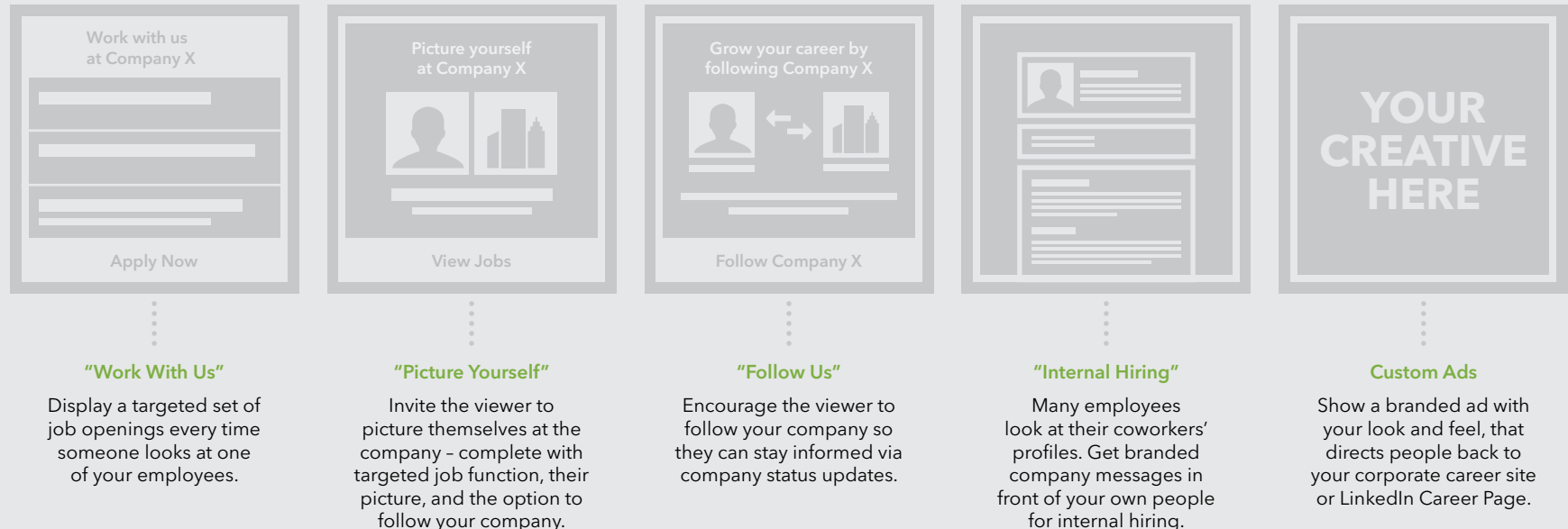
Custom Ads with a branded look

Leverage ad space on employee profiles

Every interaction someone has with your employees on LinkedIn is an opportunity to promote your talent brand. Since the #1 activity on LinkedIn is checking out profiles, more companies are taking advantage of this traffic to promote career opportunities.

Work with Us Ads allow you to purchase the ad space in the top right corner of every employee's LinkedIn profile. Click-through rates on these ads are typically 20x the industry average!

In most cases there's no creative work required. Choose from these styles:



Convert your team into talent brand ambassadors

Employees are your unofficial marketers and recruiters. Show them the way! Train them how to use LinkedIn and other social media to best represent your talent brand. Periodically remind them of the opportunity and call out those doing a really stellar job.

Spurring a 60% sales referral increase

Challenge: salesforce.com needed to steadily recruit across functions, especially account executives and sales engineers.

Approach: Kate Israels, the company's program manager for Talent Acquisition, asked CEO Marc Benioff to rally the team.

Results: Inspired by one email from Marc, within 24 hours the sales team doubled their usual LinkedIn status updates, visible to 159,000 professionals at over 40,000 companies, resulting in potential reach to 38,000 sales professionals. Employee referrals from Sales spiked 60% in one week.⁷

To: All Sales Worldwide

Subject: Get Social and Spread the Word



As we work to become a \$10 billion company, we need to grow our world-class sales team—and you can help us do that by connecting us to amazing people like yourself. We've put together a few posts that we'd love for you to share with your networks. This is a great way for you to help us build our first-rate team and receive a nice referral bonus.

Sample update: I'm in my #dreamjob at salesforce.com and we're hiring! Check out open positions here: www.salesforce.com/careers/sales/

Marc

⁷ Dina Medeiros, *How CEO Marc Benioff Turned salesforce.com Employees Into Brand Ambassadors*, <http://talent.linkedin.com/blog/index.php/2012/12/benioff-salesforce-ambassadors/> (December 11, 2012).

4 tips for turning employees into ambassadors

More than half of all employees are proud of their company and glad to tell people about it.⁸ Here's a handful of tips to enable your team, courtesy of our friends at TNS Employee Insights.

For more on unleashing employees as ambassadors, view our SlideShare presentation in conjunction with TNS at lnkd.in/employees.



Ensure your executives are on board.

Get C-suite support to drive widespread participation.



Educate employees on your brand.

The more connected they are to the brand, the better ambassadors they'll be.



Encourage share and tell.

Share authentic stories, pictures, and company events across a variety of media so your employees (and followers) can repost and drive viral discussion.



Monitor for success.

Measure engagement and create action plans to build your foundation of engaged, enthusiastic brand ambassadors.



"When you have no budget for your talent brand, everyone has to be a talent brand ambassador for you."

Stacy Takeuchi

Director of Talent Acquisition, UTI

⁸ LinkedIn Talent Solutions and TNS Employee Insights, *4 Essential Tips to Convert Your Employees to Talent Brand Ambassadors*, <http://lnkd.in/employees> (January 29, 2012).

Make it interactive with APIs and Groups

Gone are the days when you could push your campaign message out and watch quality job applications fly in. Today's candidates expect a two-way conversation, with context and personalization.

Leveraging LinkedIn tools including APIs and Groups is a great shortcut to drive relevancy and interaction. To download free "Follow" buttons and the Company Insider widget, go to developer.linkedin.com/plugins.



Embedding 'Follow' buttons in smart places helped Unilever grow its LinkedIn follower base from 40K to 235K in just 10 months.⁹

⁹ Leela Srinivasan, *Secrets of Employer Branding Leaders: Unilever*, <http://talent.linkedin.com/blog/index.php/2012/08/employer-branding-unilever/> (August 21, 2012).

Grow your base with "Follow" buttons

Embed "Follow" buttons in these places to expand your audience and drive social interaction:

- Your website
- All candidate communications
- Employee signatures and profiles

Show talent who they know with Company Insider

Visitors to Disney's corporate careers site instantly see any employees in their LinkedIn network, providing a more welcoming path into the organization. A friendly face may be just the thing you need to drive applications.

Hang out with target talent in LinkedIn Groups

Join industry Groups and associations on LinkedIn and other social media. Divide and conquer with your team to cover key groups. Be proactive and thoughtful - ask questions, offer advice, and share stories.

Embrace the power of discussion

Pfizer transforms its talent brand in Latin America

Challenge: Conservative reputation and practices were hampering Pfizer's talent attraction and engagement efforts in Latin America.

Approach:

1. Innovate: Changed mindset and gave up reliance on traditional job boards, headhunters, and print ads; adopted newer social media tactics.
2. Expose: Made the company's culture more visible in order to inspire candidates and employees, and to strengthen their emotional connections with the company.
3. Engage: Trained talent acquisition team in three social media platforms, with a focus on establishing career Groups on LinkedIn. Hired social media guru to ensure content stayed fresh and went beyond just job descriptions.

Results:

- ROI improved - candidates were more engaged and employees wanted to stay more.
- Efforts contributed to its #21 Most InDemand Employer ranking.¹⁰
- Hiring managers were happier and the recruiting team had more fun!

¹⁰ LinkedIn, *InDemand Employer Rankings*, <http://talent.linkedin.com/indemand> (October 2012).

¹¹ LinkedIn Talent Solutions and TNS Employee Insights, *4 Essential Tips to Convert Your Employees to Talent Brand Ambassadors*, <http://lnkd.in/employees> (January 29, 2012).



Nearly 80% of LinkedIn members want to connect with the companies in their lives.¹¹

Go above and beyond

Here are three tools to help you take your talent brand to the next level.



Video Ads

We already discussed the merits of video as a way of showcasing your talent brand (p. 32). Consider leveraging video in ad modules to share with LinkedIn members what it's like to work at your organization.



Annual branding campaigns using Recruitment Ads

Are you opening a new office in Brazil? Are you ramping up your sales force? Best-in-class companies craft an annual engagement strategy to keep their brand and opportunities in front of passive talent. There are many types of targeted advertising vehicles to choose from. Work with your LinkedIn team to devise a plan.



Sponsored Groups

Want to take your LinkedIn Groups involvement to the next level? Set up your own sponsored group to drive dialogue with target talent. Choose your level of sponsorship based on your culture, goals, and budget. It's important to target the types of individuals you'd like to engage, invite them in, and help keep the group vibrant.

LinkedIn tools at a glance

No matter where you are in your talent brand journey - starting out, making a modest investment or going all out for best-in-class branding - we have the tools for you.

		Free LinkedIn tools					LinkedIn Talent Solutions							
		Profile upgrades	Company Page	Targeted status updates	APIs	Groups	Job Slots	Sponsored Jobs	Silver Career Page	Gold/Platinum Career Page	Work With Us	Video Ads	Recruitment Ads	Sponsored Groups
Talent brand stage	Starting out	X	X				X		X					
	Making a modest investment	X	X	X	X	X	X		X		X			
	Best-in-class branding	X	X	X	X	X	X	X	X	X	X	X	X	X

Other social platforms to explore

We know LinkedIn isn't the only game in town. Here's a summary of the other major options. Remember, don't build a presence on a platform if you can't spend the time to manage it.

	Twitter	Facebook	YouTube	SlideShare	Pinterest
Talent brand benefits	<p>Highly viral and conversational</p> <p>Re-tweets can increase trust and credibility as an employer</p>	<p>Chatty platform for showing company's informal side - for instance, wacky photos from the holiday party</p>	<p>Authenticity - can showcase real employees telling real stories</p> <p>Really good videos could go viral</p>	<p>Strong professional context</p> <p>Strong SEO platform</p> <p>Allows you to host longer-form content and embed in a blog or site</p>	<p>Visual focus - images, charts, and graphics can enliven your brand</p>
Talent brand limitations	<p>No professional focus; lots of noise</p> <p>Character limits</p> <p>Need to go beyond tweeting jobs to engage</p>	<p>Social, not professional network - most people choose not to mix social and professional identities</p>	<p>Can be very resource-intensive to produce video</p> <p>May require outside help</p>	<p>Growing a following takes time</p> <p>Best used in conjunction with LinkedIn, Facebook, and/or Twitter</p>	<p>Not a professional platform</p> <p>Limited demographics (mainly women 18-34)</p>

Measure and adjust

How do you know if your talent brand strategy is working?

The most typical tool to measure employer brand is third-party research, which can be expensive. Here are some alternate metrics that you can monitor to better understand the impact of your talent brand initiatives.

Key indicators of talent brand success

In-house

- Your offer acceptance rate goes up
- Employee retention increases
- Internal surveys confirm your employees are excited about your company as a place to work

Online

- Traffic to your employee video stories goes up
- You double the number of employees with an optimized social presence

Talent Brand Index

- Your Talent Brand Index score rises versus your peers and in the segments that you care most about



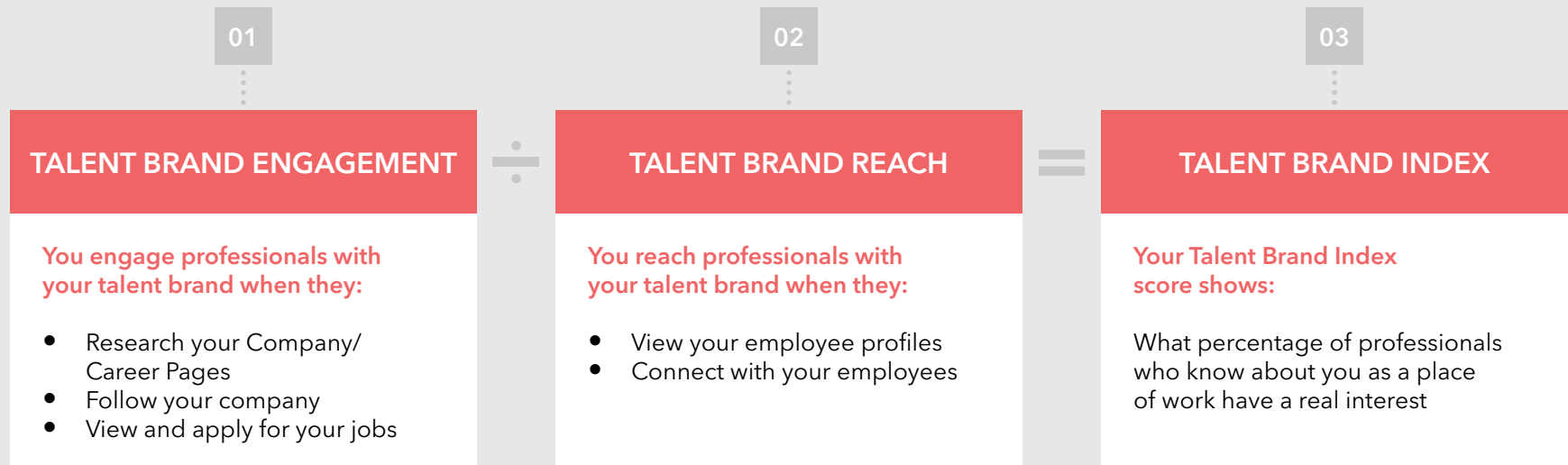
Only one-third of talent acquisition leaders say they consistently measure their employer brands.¹²

¹² LinkedIn Talent Solutions, *The State of Employer Branding*, <http://lnkd.in/stateofeb> (October 2012), 20.

How does the Talent Brand Index work?

Talent Brand Index allows you to understand how successfully you are engaging talent on LinkedIn. The index is based on the billions of interactions that take place on our platform each year.

We use two measures to calculate your Talent Brand Index score: reach and engagement.



There were 15 billion interactions on LinkedIn in 2012.

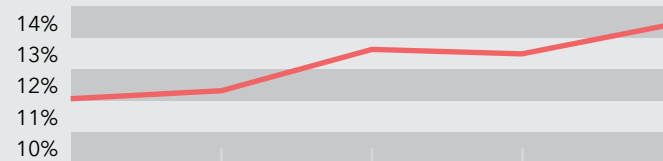
Talent Brand Index in action

You can use Talent Brand Index to measure the success of your employer branding efforts on several dimensions. See our examples on the right.

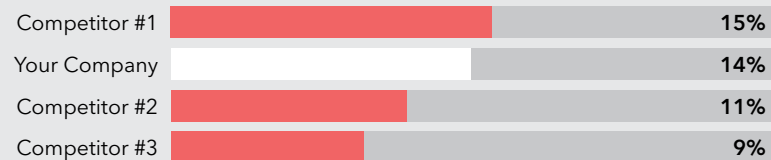
Based on this knowledge, you can invest your time in improving your talent brand in the segments that matter most.

We provide these insights to our clients at no charge. To start measuring the effectiveness of your talent brand on LinkedIn today, contact your account rep or email TBplaybook@linkedin.com.

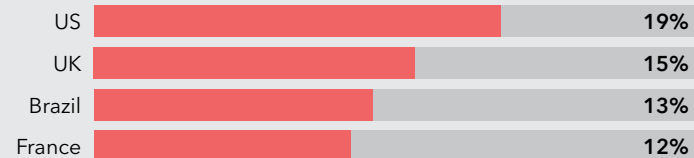
Over time



Versus key peers



Across geographies



Across functions



9 talent brand warning signs

Here are some common obstacles and our quick tips on how to approach them.

You don't know where to start.

Listen, observe, and talk to industry peers outside your organization.

Pages 11-17

Leadership is indifferent, resistant or even cynical.

Understand what fuels the push-back, link your goals to the bottom line, and build credibility with small-scale wins.

Pages 8-17

Your company is not a household name.

Raise grassroots awareness via social platforms and target messages to your most relevant audience(s).

Pages 23-41

You are overwhelmed by your talent brand to-do list.

Partner with Marketing and Communications. Ask for their guidance, input and co-ownership.

Pages 8-9, 23-41

Your global company has employees from a wide range of geographies and cultures.

Prioritize your audiences and test messages to ensure that they resonate well.

Pages 13, 21

Your messaging is similar to your competition's.

Dig deeper in your research to find fresh angles, and seek out extraordinary employee stories.

Pages 12-17

You don't know how to turn employees into ambassadors.

Tap your biggest champions first, educate them on the brand, and offer incentives to motivate them further.

Pages 27-28, 35-36

You're not sure when your talent brand needs a refresh.

Learn from and act on the feedback you collect, and monitor any changes in core business goals.

Pages 11-17

You're not sure if your talent branding efforts are having an impact.

Set goals up front and measure your efforts against them.

Pages 20, 43-45

Let your talent brand journey begin!

We've covered a lot in this playbook, so here's a recap. We hope you've found some useful tips and inspiration to get you off to a strong start.

STEP 01 Get buy-in

- Start at the top
- Arm yourself with compelling data
- Bring partners to the table

STEP 02 Listen and learn

- Audit your existing materials
- Conduct research based on who, what, when, where & how

STEP 03 Craft your approach

- Be real
- Be personal
- Be brave
- Be consistent
- Set your goals
- Test drive your messaging

STEP 04 Promote and engage

- Upgrade your profile
- Upgrade employee profiles
- Brand through Jobs
- Spruce up your Company Page
- Leverage targeted status updates
- Launch your Career Page
- Leverage ad space on employee profiles
- Turn your team into talent brand ambassadors
- Make it interactive with APIs/Groups
- Go above and beyond

STEP 05 Measure and adjust

- Choose your key indicators
- Explore Talent Brand Index

Additional resources

To help you begin your talent brand journey, we've gathered some additional resources to ensure your success.

We wish you the very best of luck in building a strong, vibrant and authentic talent brand! Keep in touch by sending your success stories and questions to TBplaybook@linkedin.com.

The State of Employer Branding

[Inkd.in/stateofeb](https://www.linkedin.com/company/linkedin/pulse/state-of-employer-branding)

Why Your Employer Brand Matters

[Inkd.in/playbook-EBmatters](https://www.linkedin.com/company/linkedin/pulse/why-your-employer-brand-matters)

4 Essential Tips to Convert Your Employees to Talent Brand Ambassadors

[Inkd.in/employees](https://www.linkedin.com/company/linkedin/pulse/4-essential-tips-to-convert-your-employees-to-talent-brand-ambassadors)

What's the Value of Your Employment Brand?

[Inkd.in/valueofEB](https://www.linkedin.com/company/linkedin/pulse/whats-the-value-of-your-employment-brand)

The Mindset Divide

[Inkd.in/mindset-study](https://www.linkedin.com/company/linkedin/pulse/the-mindset-divide)

What Passive Talent Wants

[Inkd.in/playbook-PT](https://www.linkedin.com/company/linkedin/pulse/what-passive-talent-wants)

The Truth About Followers and Connections

[Inkd.in/followers_connections](https://www.linkedin.com/company/linkedin/pulse/the-truth-about-followers-and-connections)

Talent Brand Hall of Fame

Throughout this playbook we've woven in best practices and advice from these talent acquisition leaders and companies.



Brent Amundson

Executive Director Global Talent Acquisition
Dell



Christa Foley

Senior HR Manager
Zappos.com



Christian Jaramillo

Talent Acquisition Manager
Mexico, Central America & Caribbean
Pfizer



Danielle Bond

CMO
Aurecon



Dawn Wilson

Enterprise Recruitment Marketing Manager
The Walt Disney Company



Ellie Shephard

Global Recruiting Program Manager VP
JPMorgan



Jeremy Langhans

Talent Acquisition Manager
Expedia, Inc.



Kara Yarnot

VP Talent Acquisition
SAIC



Kate Israels

Program Manager
salesforce.com



Lopa Gore

Global Employer Brand Lead
BP



Noortje ten Hoop

Corporate Recruiter
Exact



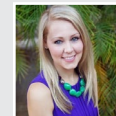
Paul Maxin

Director of Global Resourcing
Unilever



Phil Hendrickson

Manager of Global Talent Sourcing Strategy
Starbucks



Stacy Takeuchi

Director of Talent Acquisition
UTI

About LinkedIn Talent Solutions

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 200 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network. LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage and attract the best talent.



See more details on our solutions
talent.linkedin.com



Follow us on LinkedIn
linkedin.com/company/linkedin



Follow us on Twitter
[@hireonlinkedin](https://twitter.com/hireonlinkedin)



Access presentations on Slideshare
slideshare.net/linkedin-talent-solutions



Contact us directly
TBplaybook@linkedin.com

So, that's it! Ready to get started? Great!

Go to **talent.linkedin.com** to begin your talent brand journey today.

And remember - we're always here to help!
Just contact us at **TBplaybook@linkedin.com** if you have any questions.

