DESIGNING THE BRAND AMBASSADOR EMPLOYEE VALUE PROPOSITION

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Mercer
I DON'T BELIEVE IN GLOBAL WARMING
People between 18 and 34 years old today—Millennials or Gen Y—will spend together $200 billion annually from 2017 and $10 trillion throughout their lives.
Top Rated Brand Attributes:
- Trustworthy (31%)
- Creativity (29%)
- Intelligence (23%)
- Authentic (22%)
- Confidence (21%)
And in the Corporate World?
Directors and CEOs increasingly concerned about the talent management

1. TALENT
2. Relationship with clients
3. Innovation
4. Operational excellence
5. Brand and prestige
The most important challenges for HR Departments

- Improve employee engagement
- Retain top talent
- Improve employee productivity
- Ability to execute on HR strategy and initiatives
- Embrace work-life balance initiatives
- Adaptation to new generation’s demands
- Problems to hire qualified talent
- Ability to identify high potential talent within the organization

Source: GOIntegro – Research 2014
Future Work Skills 2020

While all six drivers are important in shaping the landscape in which each skill emerges, the color-coding and placement here indicate which drivers have particular relevance to the development of each of the skills.

**KEY**
- Drivers—disruptive shifts that will reshape the workforce landscape
- Key skill needed in the future workforce

**extreme longevity**
Increasing global lifespans change the nature of careers and learning

**computational world**
Massive increase in sensors and processing power make the world a programmable system

**rise of smart machines and systems**
Workplace robotics nudge human workers out of rote, repetitive tasks

**novel and adaptive thinking**

**new media ecology**
New communication tools require new media literacies beyond text

**globally-connected world**
Increased global interconnectivity puts diversity and adaptability at the center of organizational operations

**superstructured organizations**
Social technologies drive new forms of production and value creation

**sense-making**

**trans-disciplinarity**

**design mindset**

**virtual collaboration**

**cross cultural competency**

**new media literacy**

**computational thinking**

**cognitive load management**

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Disparity between the offer and demand around the world

**Talent**
- 13.3 million of unemployed in USA
- 205 million of unemployed around the world

**Employers**
- 3.3 million of vacant positions in the USA
- Worldwide, the 34% of employers cannot cover the available positions

GAP btw. Talent & Skills

Fuente: Ministerio de Trabajo de EE.UU. – Oficina de Estadísticas Laborales; Encuesta Laboral de Gallup 2011; Encuesta sobre Escasez de Talentos de Manpower Group 2011
Having the best world-class talent generates results

- 26% + earnings by employee.
- 17% - general voluntary rotation.
- 40% - rotation between the high-performance staff.
- 87% + ability to hire better qualified staff.
- 156% + ability to develop excellent leaders.
- 144% + ability to plan for answering future needs of the workforce.

Global market challenges
What we are dealing?

Pipeline a little bit weak
High expectations
Credibility from the inside
Congruence
the great challenge
Engagement is a psychological condition of people related with their job, in which...

**With Engagement**

- Encourages a **community feeling** (enhance the experience)
- Accepts the change and is willing to take risks (innovates)
- Is **tolerant** to short-term dissatisfactions (continuity)
- Is **proud and recommends** the company and its products
- Is willing to dedicate the **extra mile** (brand’s success)

**Without Engagement**

- Strives only “**what is fair and necessary**”
- Is focused in the **acquired rights**
- Keeps an eye in the job opportunities from the **market**
- Is resistant to change
- Can become a “**saboteur**”
A brand is an essential commercial identification and/or the set of several identifiers with which is associated and offers a product or service on the market.

Is one of the most valuable company assets and is built over time through experience.
Brand experience is built external and internally

**Corporate brand**
Differentiate the products and services from the competition. Builds up the image that the external stakeholders have about the organization.

**Employer Brand**
Indicates an organization reputation as a job supplier. Is the image of itself as a good buen (or not) place to work.
<table>
<thead>
<tr>
<th>EXTERNAL CLIENTS</th>
<th>INNOVATION</th>
<th>COOLNESS AND AVAILABILITY</th>
<th>EXCELLENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERNAL CLIENTS</td>
<td>• FLEXIBILITY</td>
<td>• TRADITION</td>
<td>• PROFESSIONAL TRAINING</td>
</tr>
<tr>
<td></td>
<td>• FUN</td>
<td>• STABILITY</td>
<td>• SENIORITY</td>
</tr>
<tr>
<td></td>
<td>• HORIZONTAL</td>
<td>• VALUES</td>
<td></td>
</tr>
</tbody>
</table>

**Programs to Achieve Desired Values:**

- **Google:**
  - Flexibility
  - Fun
  - Horizontal

- **Bimbo:**
  - Tradition
  - Stability
  - Values

- **GE:**
  - Professional training
  - Seniority
The Employer Brand is built from the Employee Value Proposal

The Employee Value Proposal (EVP) is the set of tasks, opportunities, challenges, rewards, benefits (current and future) and the experience that the organization provides to their employees. These can be from different order and “level of needs” (security, economic, emotional, transcendence)

A EVP has to be unique, relevant and convincing but also has to allow the co-worker to identify with the organization. Its design and communication can act as a key factor in the talent attraction, building of commitment and staff retention.
Every generation has needs and answers to different incentives. Therefore they perceive the company in a different way.

**Baby boomers**
- Loyal.
- Build careers for all their lives.
- Deal face to face.
- Understand hierarchy.
- Expect to win better wages through time.
- Focused on benefits.

**Generation X**
- Less focused on hierarchy/seniority.
- Independent.
- Self-sufficient.
- Patient for opportunities and recognition.
- Desire prizes according to risks.
- Their slogan is “Show me the money.”

**Generation Y**
- Expect to change jobs for building their skills.
- Use mobility.
- Desire growth opportunities/knowledge/innovation.
- Enjoy social aspects at work.
- Demand meritocracy.
- Demand recognition, feedback and flexibility.
- Establish clear criteria for success.

**Gen Z**
- Loyal.
- Build careers for all their lives.
- Deal face to face.
- Understand hierarchy.
- Expect to win better wages through time.
- Focused on benefits.

Fuente: Mercer. Entrevistas realizadas por Mercer a clientes.
Which aspects compose a EVP?

<table>
<thead>
<tr>
<th>Bonus and other incentives</th>
<th>Health plan</th>
<th>Education refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career opportunities</td>
<td>Long term assignments</td>
<td>Type of work</td>
</tr>
<tr>
<td>Employability</td>
<td>Remunerated free time</td>
<td>Wellness programs</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Training</td>
<td>Working at a prestigious organization</td>
</tr>
<tr>
<td>Base salary</td>
<td>Private Pension Plan</td>
<td>Organizational culture</td>
</tr>
</tbody>
</table>

Environmental conditions

Personal conditions
### More valued aspects by employees and engagement promoters within Latin America

<table>
<thead>
<tr>
<th>Position</th>
<th>Argentina</th>
<th>Brazil</th>
<th>Mexico</th>
<th>Canada</th>
<th>USA.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Professional career advance</td>
<td>Professional career advance</td>
<td>Base salary</td>
<td>Base salary</td>
<td>Base salary</td>
</tr>
<tr>
<td>2</td>
<td>Base salary</td>
<td>Base salary</td>
<td>Professional career advance</td>
<td>Retirement savings or pension scheme</td>
<td>Retirement savings or pension scheme</td>
</tr>
<tr>
<td>3</td>
<td>Training</td>
<td>Training</td>
<td>Training</td>
<td>Type of work</td>
<td>Type of work</td>
</tr>
<tr>
<td>4</td>
<td>Type of work</td>
<td>Working for a highly respected organization</td>
<td>Bonus/other incentives</td>
<td>Working for a highly respected organization</td>
<td>Health care low costs</td>
</tr>
<tr>
<td>5</td>
<td>Wide coverage health care</td>
<td>Type of work</td>
<td>Retirement savings or pension scheme</td>
<td>Bonus/other incentives</td>
<td>Bonus/other incentives</td>
</tr>
<tr>
<td>6</td>
<td>Flexible working hours</td>
<td>Bonus/other incentives</td>
<td>Wide coverage health care</td>
<td>Flexible working hours</td>
<td>Working for a highly respected organization</td>
</tr>
</tbody>
</table>

Culture: Connecting Vision with the results

The **drivers** influence individuals and groups to behave in a certain way.

Culture is defined based on the **common behavioral patterns** in an organization.

The **business results** are derived from common behavioral guidelines.

### Drivers
- Personal
- Social
- Organizational
- Models

### Behaviours
- Efficient
- Decisive
- Paternalist
- Entrepreneur
- Risk-taking
- Quality-oriented
- Empowered
- Quick
- Hierarchy-oriented
- Innovative
- Consent creation
- Collaborative
- Process-oriented
- Innovation
- Sales-oriented
- Competitive
- Cost-oriented

### Results
- Growth
- Profitability
- Positioning
- Reputation
- Quality
- Competitively
- Long-term results
EVP generates engagement, affecting the talent indicators, the brand image and the business results.
**Key Takeaways**

**Brand**

How my EVP is seen from out of my company?

How my employer brand is known?

What type of candidates attracts our brand?

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**Leadership**

How our leadership supports *engagement* and EVP?

Is our culture aligned to the values promoted by the brand?

Our leaders support the correct messages to the employees?

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**Brand promise**

What makes different the work experience in our enterprise?

How our EVP affects our external brand?

Which tangible benefits we can get by our EVP´s redesign?