

## Employer Brand Equity and Recruitment Research

Christopher J. Collins and Adam M. Kanar

### Abstract

Employer brands are one tool that scholars and the popular press have increasingly pointed to as a means for companies to differentiate themselves and gain a competitive advantage in attracting talent. This chapter explores the emerging literature on employer brands and employer brand equity and proposes future research directions. It first reviews key concepts from consumer brand equity to provide theoretical background from marketing. Second, it connects these concepts with the extant literatures on decision making and job search and choice to identify how employer brands may affect individuals who may be either actively or passively searching for new jobs. Third, based on research and theories from the literatures on marketing and recruitment, it identifies how firms can effectively develop strong employer brands that help to attract talent to the organization. Finally, this chapter proposes future research drawing from a constructive choice-goals framework that may continue to build our knowledge in the area of employer brands and applicant attraction.

**Key Words:** employer brand equity, employer brands, job search, marketing recruitment

Organizations are finding it increasingly difficult to source new employees to fill critical roles necessary to meet the new sales growth projections, a human resources problem so severe that it has often been dubbed the "war for talent" by the media. Nowhere is this shortage felt more than in the battle for knowledge workers, those employees with the education and computer skills that drive organizational innovation and performance in the new economy (Collins & Stevens, 2002). With national economies returning to growth, increased employment opportunities have also made it difficult for these same firms to retain their current employees, creating more job openings to be filled by individuals from outside the company. However, the improving economy may paint only part of the picture in the war for talent. Changes in demographics, including retirement of baby boomers and a smaller number of potential employees in the succeeding generations, will also

make it more difficult for companies to find and attract new workers to fill job vacancies (Collins & Stevens, 2002).

Although macroeconomic factors are part of the issue, changing sociocultural factors may also contribute to a need for companies to search for more external talent. For example, turnover has increased because of changes in individuals' attitudes toward work and commitment to a single company. As a reaction to layoffs and the changing nature of staffing (e.g., increased use of temporary and contractual labor), people have become more concerned with managing their own careers and growth opportunities and less so about the security of lifetime employment with a single firm (Cappelli, 1999). Individuals increasingly look to opportunities both within and outside their current employers to advance their skills and improve their individual marketability. Thus, firms are seeking competitive advantages in their battle both to attract new

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topics for further investigation

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