

# USING BRANDING TO ATTRACT, RECRUIT, AND RETAIN TALENTED STAFF

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## *Abstract:*

*In this environment in continuous changing it is hard for organizations to attract and maintain the best candidates. The organizations use many methods to recruit and hire, but now it is time to use the organization's brand to attract talents the organization would like. This article will define the employer brand as the organization's image, as an exceptional place to work in the minds of the current employees as well as potential candidates, clients, customers, and stakeholders. The case study is made in six large organizations from Dambovita County, Romania, and describes how to use the organization's brand to attract, retain, and engage the people it needs. I made a survey and the data collected I putted them in a model of analyze and can be applied to any organization which wants to find out if it is using correctly its strong powers to attract and retain the best candidates. The employer brand is the value proposition that organization conveys its employees and the external labor market. Great organizations create such a strong brand that it draws the talent to them rather than having to spend significant time and money on selling the organization to the talent market. Many benefits in the recruiting world are provided by a strong employment brand.*

*Keywords: human resources management, branding, advertising, recruitment, talented staff*

## **Introduction**

Many studies have demonstrated that educated customers appreciate products with branded ingredients and are willing to pay a higher price [Kotler P. and Pfoertsch W., 2010]. Thus, the candidates are willing to work in an organization known by its brand, which offers better conditions to work and more security, better careers and development opportunities, and better salaries.

With a strong employer brand, the organization is not limited by its recruiting budget, and its workforce is becoming recruiters for the organization. This is one of the biggest side benefits to having a strong employer brand. The organization's employees are so pleased to work for

the organization they cannot resist telling anyone who is interested about the benefits of working for the company. Employee referral programs help encourage current employees to refer outside talent, although even without this encouragement employees will openly encourage others if their company has a great employer brand.

## **1. About corporate branding**

Competition for talent is heating up in many industries and will probably intensify, since demographic trends make it increasingly difficult for companies to replace valued employees when they retire. In the world of marketing there is a tendency for seeing the world in terms of brands [Morley M., 2009]. Popular entertainers are named

brands, symbolizing their own style of music, politics, acting in the movie, sports, over time accumulating values, aspiration, and loyal following. In the public eye, the major professional service firms- lawyers, accountants, management consultants and others- are brands in their own right. In our globalizing world, companies that manage their corporate brands effectively gain advantages of market entry, penetration, and differentiation over their competitors in ways that help them integrate their wide-ranging activities [Hatch M.J. and Schultz M., 2008]. But no brand does this perfectly forever- the environment they face changes constantly, with ever-shifting patterns of competition and fluctuations in stakeholder support.

A corporate brand is a name, term, sign, symbol or design or a combination of these elements, intended it identify and differentiate the whole product offering in the minds of the subject concerned [Ormeno M., 2007]. A corporate branding is not just a logo, a name, and a house style, it involves the scope and scale of the brand effort, where the brand identity originates, the audience targeted, the placement of responsibility for the brand's performance, and the extent of the planning horizon [Hatch M.J. and Schultz M., 2008]. In short, branding the organization means involving everyone who is important for organization. Corporate brands express enduring ambitious and the values and beliefs of all connected with the organization. A corporate brand cannot focus only on the future, it must focus on its history, too. A product brand, which lives and dies with its product, a corporate brand accompanies the organization for life. That is why the corporate brand influences organizational activities from top to bottom, and it infuses everything the company is, says, and does, now and forever. A successful brand is an identified product, service, person or

place, augmented in such a way that the buyer or user perceives relevant unique, sustained added value that matches their needs most closely [Kotler P. et al, 2009]. A corporate brand is one of the most important strategic assets a business can have [Hatch M.J. and Schultz M., 2008]. Many organizations gained experience with corporate branding during the last decade [Schultz M. et al, 2005].

In marketing management discourse, the function of brands have been described as one of identifying and differentiating products, and brand management has been restricted to product and product line decisions. In brand management, brand identity is the unit of analysis, and brand is defined in an expanded way as product, person, organization or symbol [Schroeder J.E. et al, 2006].

The corporate brand will be more and more present and visible: through art sponsorship, foundations, charities, advertising. Corporate branding have taken a new importance since they speak on behalf of the organization, in fact they draw the organization's profile in the eyes of all those who do not have direct interaction with it [Kapferer J-N., 2008].

## 2. The role of brands

The role of corporate brand is [Kotler P. et al, 2009]:

- brands signal a certain level of quality;
- brands facilitate purchase;
- brands reduce risks;
- brand offers legal protection;
- brands are hard to copy;
- brands can be a powerful means to secure a competitive advantage;
- brands can attract higher- quality employees.

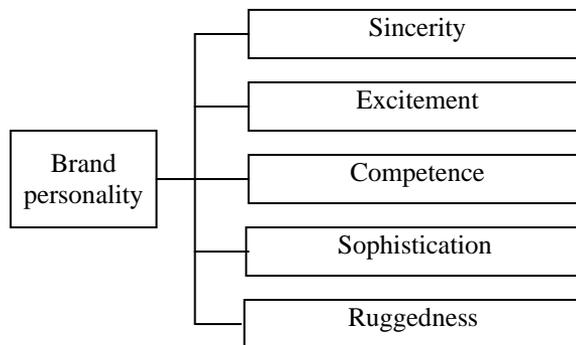
Most organizations rely on their corporate brands to perform the strategic function of positioning, that is, discovering or creating points of

differentiation vis-à-vis competitors [Hatch M.J. and Schultz M., 2008].

But corporate brands are also designed to attract customers and appeal to other stakeholders, reminding people why they belong to or should join the community of interests that swirls around the brand. The brand attracts some people who feel that what they share is distinctive, and this gives a sense of belonging to a like-minded community. A marketing researcher, Douglas Atkin, shows that people seek similar others and avoid those who do not share their interests. Thus, brand symbolism helps people to identify

others with similar values or interests. This differentiation and belonging represent two sides of the same coin when it comes to branding [Hatch M.J. and Schultz M., 2008].

The brand attracts some people who feel that what they share is distinctive, and this gives a sense of belonging to a like-minded community. The candidates are attracted by the organization brand, image, advertising, and work conditions. That is why the organization must have an honest relationship with the candidate, in order to convince them to join the organization.



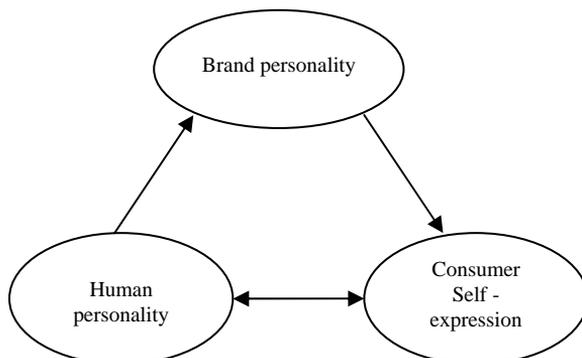
**Figure 1. The 5 dimensions of brand personality**

Source: Aaker J., 1997, p.354.

In response, many organizations are trying to sharpen the way they market themselves to recruits, by applying branding techniques to recruitment [Hieronimus F. et al, 2005]. Experience suggests that an organization to exploit its brand effectively when it fishes for talent, it must think of recruits as customers, use sophisticated marketing analysis to identify its key rivals, determine which corporate attributes matter most to

specific types of recruits, and understand how best to reach them.

The employer- branding effort will be counterproductive if the messages aimed at recruits undermine the company's broader marketing strategy. To be effective, employer branding can't just apply conventional brand- building techniques; the initiatives must fit in closely with the organization's overall brand strategy [Hieronimus F. et al, 2005].



**Figure 2. Brand personality construct**

Source: Heding T. et al., 2009, p.119

Eight steps for developing a positive employer brand [Orrick D, 2008]:

Step 1- form an employer brand development committee- its members should be involved in every stage of the effort to ensure continuity throughout the process.

Step 2- determine what employees (candidates) desire- to attract and retain the best employees the committee must think like an applicant: what these persons want and provide it.

Step 3- assessing the current brand- should be highlighted the current image of the organization and its brand so to improve it, in order to attract and retain the best candidates.

Step 4- clarify the organization's unique characteristics- an employer brand highlights positive attributes that make an organization unique and special when compared with other employees.

Step 5- identify the organization's desired image- having established what employees and potential candidates are looking for in a job, the current brand.

Step 6- develop brand message- when developing the marketing message, the organization is not selling the job, the brand message is selling what being an employee means to fulfill unmet needs in their lives. To be effective, an employment brand

message must be credible, consistent, and frequent.

Step 7- construct marketing materials- having developed the brand message, the material for delivering the message must be tailored to reach the desired audience.

Step 8- after the brand image is developed and marketing material has been constructed, some type of evaluation should be completed of its effectiveness.

### 3. Corporate branding- a tool in talent attraction

An organization needs three brands: its customer brand, its employer brand, and its talent brand, which provide a direction to market the organization to attract, retain and engage people.

In a changing marketplace, in a fluctuating economy, brand loyalty becomes a valuable currency for any organization to build. Business must earn worker loyalty to its brand that reaches beyond traditional definitions of employment. Organizations must attract employees the same way it attracts customers. To be a magnet is to draw, to attract, and, once a connection is made, to engage, to maintain a hold [Schumann M. and Sartain L., 2009]. Personal recruitment is an essential and difficult activity, which has an important influence over the whole activity [Florea

N.V., 2010]. Every company, no matter its business, its marketplace, and the economic conditions, needs the right people to be engaged in making the right contributions. To make this happen, a business must first attract the right people to do the right jobs at the right time. After the new employees are hired, the organization must earn their loyalty and engagement. Just as consumers by experiences, not just products, potential employees are looking for a great work experience when they shop for jobs.

Communicating the promise of a great work experience is what employment branding is all about [Bohlander G. and Snell S., 2010]. Having an employer brand that attracts and retains the best employees puts an organization ahead of the competition [Holbeche L., 2005]. When organizations win the reputation of being a good employer, they have their pick of available talent. A survey made by Spherion in Jan. 2007 shows why US workers voluntarily change their jobs, as follows:

**Table 1**  
**Top reasons why US workers voluntarily changed jobs in the past year**

No.	Criteria	%
1	Growth & earnings potential	30
2	Time & flexibility	23
3	Financial compensation	22
4	Culture & work environment	22
5	Benefits	12
6	Supervision relationship	10
7	Training & development	9
8	Management climate	9

Source: Cassidy C. and Kreitner R., 2010, p.89, adapted Spherion Survey, Jan. 11, 2007, [www.spherion.com/press/releases/2007](http://www.spherion.com/press/releases/2007).

Another study conducted by McKinsey in 2004 found that employees rated factors such as: fun place to work, for people like me, training opportunities and innovative company to be more important than high salary when it comes to winning over a potential recruit [de St Aubin D. and Carlsen B.J., 2008]. These items all tend to be more believable when they come from current employees and are consistent with the brand

“I’d rather do something interesting, solve an interesting problem, than do something boring and get rich”-Louis Monier, Internet Entrepreneur.

Challenging economic conditions can shift the balance of supply and demand of talent. When it comes to people, it can be even more challenging to engage when workers have fewer choices.

To make talents as famous as its brand the organization has to reach beyond in what it invested to be known for what it does to be known for who wants to work with it. Becoming a magnet- to secure the best talent in any business- is essential to thrive in any economic time no matter how challenging. Creating brand loyalty is critical to hire people [Schumann M. and Sartain L., 2009].

The talent brand is a marketing tool to secure and engage workers. People looks at what a brand a product represents, who is on the leadership team, who is the CEO. Brand will be an easy and familiar way to compare places to work just as it is to compare places to buy. The employer brand becomes not only a way to tell a company’s story but for a consumer of work to illustrate career progress.

In our world people react more and more to names and reputations, to rumors and word of mouth. They do not see the headquarters or the factories any more [Kapferer J-N., 2008].

In a recent survey of 703 people, 61% said they had found their most recent job via word-of-mouth [Cassidy C. and Kreitner R., 2010]. The message to managers is clear. Organization's employees will talk to their friends and family about their job. They are quite likely to encourage them to apply for an opening if they feel good about the organization, their supervisors, and the nature of their job.

A good example of employees selling their own company is the sale in a blog from yahoo. Jobs blogs are becoming commonplace among those branded best for employees. When employees themselves send the good news, it has far more impact than a recruiting brochure or even a good website [de St Aubin D. and Carlsen B.J., 2008].

Employees who like their own experiences will spread the word far more quickly and loudly than those whose experience is just viewed as satisfactory. If their employees are not telling really good stories, the organization is not in position of strength in the talent market and its brand may not hold up. If its employees are telling positive stories the benefit will be seen in a steady flow of interested candidates.

In order to make sure that employees will not telling very good stories about organization, here are six suggestions [de St Aubin D. and Carlsen B.J., 2008]:

1. survey the employees to see how their attitudes map to the brand attributes.

2. run employee focus groups to learn how they talk about the organization.

3. survey recruits to see how they feel about the organization and the employer brand.

4. track sites that target specific companies or market employees.

5. request feedback on sites where individuals are encouraged to share information about employers.

6. survey the customers to see if employers are conveying their company's positive brand image.

Using organization's brand also means using its branded employees. They become the brand ambassadors and attract talent to them as well as to the company. Potential recruits experience the brand through its employees and are attracted to the mission, vision and demonstrated values. The brand is becoming alive [de St Aubin D. and Carlsen B.J., 2008]. But not all the employees may become brand ambassadors, because they may not demonstrate all the aspects of the brand, may confuse the brand message or attract individuals who will not engender the desired brand attributes.

For example, GE has developed an employment brand of grooming excellent managers; GE routinely evaluates the internal talent as A, B and C talent (A are expected to demonstrate certain performance and potential, B are expected to attain an A rating with development and coaching and C are expected to improve or be asked to leave). The idea is that A players will attract A players.

Recruitment branding combines the elements of recruitment and marketing to present an accurate and positive image of the organization to those being recruited. Integrating HR and marketing allows organization to excel at attracting talent and customers [Gitman L.J. and McDaniel C., 2009]. This is done by including current information about the firm in printed recruitment materials and web-based job announcements. The significance of corporate branding as a way in which

an organization could build relationships with its environment in a strategic manner must not be neglected.

Corporations have learned how important it is to be understood and appreciated, not just by investors, customers, suppliers and employees but also by opinion formers, activist groups and the general public. Employees can make a difference or a long- standing relationship throughout staff training is clearly one of the most important commitments to brand management [Clifton R. et al, 2009].

The significance of the role of employers in relation to corporate branding was recognized as been very important. Employees are the most important asset, and employees are central to organization's competitiveness. Organizations must involve employees in developing and strengthening the corporate brand [Schultz M. et al, 2005]. Especially in service companies, the employees are the face of the brand to the customers [Sexton D. and Trump D., 2008].

Bringing the right people on board and organizing them to live the brand is the next mile marker for every leader. When an organization is a leader, it has some influence over who gets hired, for what jobs, and how they are organized to do the work [LePla F.J. et al, 2003].

When an organization is able to attract a higher quality talent pool, it is able to be even more selective than those organizations having difficulty finding the numbers or quality level desired [de St Aubin D. and Carlsen B.J., 2008]. This positive cycle continues to fill the pipeline, making everyone's life much easier. Recruiters find it easier to attract high- level talent, managers can be very selective with the talent they hire and the management process becomes much easier, given the level of talent and desire to succeed. This is possible when the organization has a strong employer brand.

A research study of 137 leading US organizations by the Conference Board, entitled "Engaging employees through your brand", found that HR executives felt that their corporate brand was a highly important tool in recruiting, retaining and organizing employees:

- 61% helping employees internalize the organization's values;
- 45% achieving reputation as an employer of choice;
- 38% recruiting employees;
- 38% retaining employees;
- 29% achieving organizational integration;
- 27% sustaining organizational integration;
- 24% facilitating integration following merger or acquisition.

Candidates are drawn to organizations that have strong brands for the same reasons as customers: something about your brand promise intrigues them. An organization includes requirements for living the brand within a specific job function, such as: what skills, experience and demeanor must the candidate have to be a good fit for the job. For example Audi is not looking for good technicians or good salespeople, it is looking for Audi good technicians and Audi good salespeople. Companies that want to hire people who have the potential to live the brand must also look for a willingness to learn, openness to feedback and the ability to balance job flexibility with clarity no matter what their job function [LePla F.J. et al, 2003].

In order to use the organization's brand to recruit talent the organization needs to start on the inside, which means that its brand cannot just be a clever or glitzy advertising campaign developed by its marketing department. It must start with making sure that what organization is selling outside is actually being delivered inside [de St Aubin D. and Carlsen B.J., 2008].

#### **4. Advantages and disadvantages of using brand to attract best candidates**

The employer brand has some advantages and disadvantages, such as [Morley M., 2009]:

##### **Advantages**

- it has not been usual for most corporations to apply brand management techniques to the overall corporate identity and the brand image or equity it has is often the halo effect of its product or service advertising, PR, and sales activities;

- a strong corporate brand acts as a "crisis shield" when problems occur as they inevitably will. A brand with a good reputation will be given the benefit of the doubt and time to put things right, a privilege not usually granted to anonymous or poorly regarded brands.

The benefits of employer brand management [Davenport J., 2009]:

- it is easier to recruit the talent organization needs. People want to work for a company with a good reputation as an employer.

- it is easier to keep the talent company needs as it has been able to match people's own preferences and aspirations with the employment offer and experience.

- it is easier to elicit high performance from people who are engaged in an organization which meets their needs.

- it is easier to be confident that employees are delivering to customers the brand experience that the business success requires.

##### **Disadvantages**

- for defensive - minded corporations it is dangerous when something goes wrong with one product that is directly linked to the corporate name or in one department, the corporate entity is tarnished and other product become damaged by association.

- it can be hard for a corporation to expand its portfolio of offerings when it

seems chained forever to its original flagships product.

- the tradition and culture of a "brand house" company can work against the creation of completely new power brands by denying the brand team the independence it needs to succeed.

- there is often less understanding of the importance and science of branding in some brand house organizations than in house of brands corporations.

#### **5. Case study**

The study aimed to measuring and comparing "power" brands with other large organizations from Dâmbovița local market in terms of attracting, recruiting, selection, employment, integration, development and retaining well-trained candidates. I made a survey and I have discussions with HR managers and specialists.

Thus, the analyzed organizations are:

1. ARCTIC, Gaesti- Arctic is the largest manufacturer of home appliances on the domestic market in 2002 was bought by Arcelik Group (Turkey) - is the largest private industrial corporation in Turkey. According to the Top of the most powerful Romanian brands realized by Wall-street in 2009, Arctic is ranked on 26<sup>th</sup> place. Mihail Dragoi, HR director at Arctic, declared in September 2009 that there is no problem in attracting and recruiting candidates, but in their retaining, because they started to go abroad and the two competitors in the area: PROTRUCK and Renault. Their retention policy includes a career plan for each employee, remuneration packages, training programs, professional development opportunities and flexibility. Arctic continues the development programs of future specialists, realized through collaboration with universities from Bucharest and Targoviste, which

consist in providing annual scholarships to students with internships and potential. As part of the Turkish group Arcelik Arctic International implements training and development programs of the group's portfolio. One of the programs "imported" is dedicated to top managers. For the middle management, training should aim at developing management skills (communication, feedback). The company has focused its attention even to the town where the factory is established refrigerators, where labor resources coming from Gaesti High School. In addition, most new employees are young recruited starting with 2007. In terms of engineers and specialists, Bucharest still remains the main source of recruitment. As sources of recruitment the company uses its own specialized sites, attends the job fair "Top Employers", and now uses recruitment agencies and services.

2. OTELINOX, Targoviste- OTELINOX was established on June 01 1974, following an international tender won by Japanese companies NISSHIN STEEL CO Ltd. for manufacturing of cold rolled stainless steel strips and sheets and DAIDO STEEL Co for manufacturing of hot rolled small profiles and wire rod. Both production units have been commissioned in 1979 and respectively 1980. In October 1997, SAMSUNG DEUTSCHLAND GmbH - a branch of SAMSUNG CORPORATION Korea, has acquired the main package of shares (51%, today it has 91% of shares) of S.C. OTELINOX S.A. According to Rankings 2010- best global brands Samsung is ranked on 19<sup>th</sup> place and it is an example of a company that has a passionate belief in the power of sponsorship to create a mega brand [Morley M., 2009]. Today it has 860 of employees, and its main recruitment sources are the advertising, the media, Internet, employee recommendations, and spontaneous applications. Having good salaries, bonuses, training programs it is attracting the employees with

experience from its indirect competitors: Erdemir and Mechel. The company has a manual of integration well done, and after the integration evaluate its new employees after 1 month, 3 months, ended with an examination, which can retain the employee or reject it.

3. Mechel, Targoviste- Mechel is one of the leading Russian mining and metals companies. Its business includes four segments: mining, steel, ferroalloys and power. The Group's subsidiaries are located in 12 regions of Russia, Kazakhstan, USA, Romania, Bulgaria and Lithuania. Mechel is the largest Russian producer of hard coking coal. Mechel Targoviste has 2700 of employees, and its recruitment sources are employee recommendations, advertising, lists with former employees, contracts with AJOFM and Valahia Univeristy of Targoviste and Internet.

4. Erdemir, Targoviste- member of OYAK-ERDEMIR Group, has been producing electrical steel coils and strips. It was first established in 1974, bought in 2002 by ERDEMIR Group, as the largest flat steel producer in Turkey. ERDEMIR ROMANIA is one of the world's leaders in the production of electrical steels. The company has 302 employees, and the most important recruitment sources are employee recommendations, AJOFM, media, lists with former employees, advertising, Internet and contracts with universities. To maintain its employees the organization is offering bonuses, training programs and good salaries.

5. UPET, Targoviste- was founded in 1949 and in 2006 is becoming member of Industrial Group Generation, important producer from Russia. From 1000 employees in 1990 is getting today at 600 employees. Its recruitment sources are ads in newspapers, posters, AJOFM, media and Internet. Recruitment message is very simple and it is not informing the candidates over the work conditions, that is why the

new employees are resigning the job in the first days of employment.

6. ELSID, Titu- was founded in 1984, as the second Romanian producer of steel electrodes for the metallurgical industry, and it has becoming starting with 2001 a private society with domestic capital. In present it has 190 employees, and its major recruitment sources are ads in newspapers, posters, AJOFM, media and Internet.

Starting with the fact that:

- HR activities and processes are hard to measure and quantify;
- any process, system or product from an organization can be analyzed through benchmarking (A. Monappa and M. Engineer, 1999);
- benchmarking process starts from the idea that anything is doing an

organization can be done by other organization, only if it is done at least as good as the leader organization ( Peter Drucker, 1998);

- benchmarking analysis supposes: - preparing the activity list which add value for the clients and for the organization; -sharing activities by performance, such as: -the biggest performance (maximum score=5); - average performance (score between 2-4); - the lowest score (minimum score=1) (Bramham, 2003)

, I accorded points for each activity and I build the Florea model of analyzing the brand influence on attracting, recruiting, and retaining the best candidates from six large organizations from Dambovită County.

This model is based on 5 main activities with 30 criterions developed and analyzed below:

**Table 2**  
**Florea model of analyzing the brand influence on attracting, recruiting, employment, and retaining the best candidates in organizations**

Activities	The bigger and the smaller value				
	5	4	3	2	1
<b>1. Publicity for organization</b>					
-the managers are often mentioned in newspapers	F	BC	-	D	AE
-articles or TV programs about organization activities	F	B	C	A	DE
-organization is known by its position in top branding	BF	C	-	DEA	-
-the organization uses its brand to attract, recruit and maintain	BF	C	-	-	DEA
-good work conditions and good salaries	BF	C	-	EA	D
-contests, prizes, and parties at some important events	BCF	-	-	AE	D
-meetings with universities, symposiums, alumni, round tables	F	B	C	AE	D
<b>2. Organization's involvement in sponsorship activity</b>					
-equips with laboratories, donates equipment for universities	-	BC	F	DA	E
-offers scholarships for students	F	-	-	-	ABCDE
-after the completion it hires the	CF	B	AD	E	

best students					
-informs the students about vacancies through school newspaper	-	-	-	-	ABCDEF
-offers internships for students	F	BC	A	D	E
-participates at the dissertation of the students	B		FC	A	DE
-does recruitment campaign in campuses for vacancies	-	F	BC	-	ADE
-it keeps the promises made during the recruitment process	FBC	A	-	E	D
<b>3. Attract candidates through advertising</b>					
-gives detailed information about the jobs in special brochures	BCF	-	A	E	D
-gives information about vacancies on their official site	ABCF	-	-	-	DE
-the advertising is made to attract attention	BF	C	A	-	DE
-the organization is known by its development programs, training, coaching, and mentoring	BF	C	A	E	D
-the advertising is formed by applying principles of sustainable development, not-discrimination, ethics, equal chances	ABCDEF	-	-	-	-
<b>4. Knowing the organization</b>					
-official tours within the organization to make known its culture, its politics, strategies, history, rules regarding the RSHI	F	-	BC	ADE	-
-special events and open day for career development, for presenting their products, offering discounts	CF	B	-	A	DE
-offers internships, site visits	F	BC	A	-	DE
<b>5. Partnerships to attract candidates</b>					
-with universities and former trainees	F	C	-	BA	DE
-with government agencies	-	-	DE	A	BCF
-with media, RTV	BCF	A	DE	-	-
-with recruitment agencies	F	-	-	BC	ADE
-cooptation systems	BF	C	-	A	DE
-pedagogical partnerships	F	BC	A	DE	-
-with professional trade unions	F	BC	A	D	E

Note: The analyzed organizations are denoted as: Erdemir- A, Ođelinox- B, Mechel- C, UPET- D, ELSID- E, ARCTIC- F.

**Table 3**  
**Points obtained after benchmarking the RSEI activities**

Activity	Total points	Points						
		Points per sub-activities	A	B	C	D	E	F
1	35	7*5	12	32	27	9	10	35
2	40	8*5	17	27	26	12	10	31
3	25	5*5	19	25	23	9	11	25
4	15	3*5	7	11	12	4	4	15
5	35	7*5	17	23	24	13	12	31
<b>Total</b>	<b>150</b>	<b>150</b>	<b>72</b>	<b>118</b>	<b>112</b>	<b>47</b>	<b>47</b>	<b>138</b>

From the maximum total of 150 points were formed three groups of organizations, as follows:

-Group 1 – UPET and ELSID - organizations with a score between 0-50 points are using non- competitive practices without calculating the cost and the performance analysis of RSEI; are non-performance and requires huge investment to get results;

-Group 2 – ERDEMIR - organizations with a score between 51-100 points are few, that apply the calculation of cost and analysis RSEI, but are not so innovative and they need improvement;

-Group 3 – ARCTIC, OTELINOX and MECHEL - organizations with a score between 101-150 points are performance organizations, with good practices of recruitment, selection, employment and integration, using corporate branding to attract, recruit and maintain good and talented staff.

### 5.1. Findings

As shown in the table above we can conclude that:

Activity 1- **Organization advertising** – as we can see only three organizations from six are known from newspapers by the candidates, and the same organizations are using brand to attract, recruit and retain good candidates; they also organize the meetings, special events, projects and

contest to make itself known by the future candidates.

Activity 2- **Organization's involvement in sponsorship activity-** the organization must also use different activities to attract and hire the best candidates, such as: equips with laboratories(three organizations), donates equipment for universities(three organizations), offers scholarships for students(only one organization), after the completion it hires the best students(only two organizations), informs the students about vacancies through school newspaper(none), offers internships for students(only one organization), participates at the dissertation of the students(only one organization), does recruitment campaign in campuses for vacancies(none), it keeps the promises made during the recruitment process(all the organizations).

Activity 3- **Attract candidates through advertising** – the analyzed organizations are not giving a special attention in making a good advertising(and the team is not prepared in making an attractive and interesting advertising), they are not provide all the information for a vacancy, not all the organizations present in their adds the development programs, so that to attract the best candidates, but all are making the add using principles of sustainable development, not-discrimination, ethics, equal chances

**Activity 4- Knowing the organization-** to know the organization well enough to work there the candidates must make official tours within the organization to know its culture, its politics, strategies, history, rules regarding the RSHI; the organization must organize special events and open day for career development, for presenting their products and offering discounts; they also must offer internships and site visits for future candidates to convince them to work for it.

**Activity 5- Partnerships to attract candidates-** the organizations must sign partnerships with different organizations, universities and agencies to attract the best candidates, but some organizations use cheap sources such as AJOFM (which is free of charge, but also is providing candidates with a low level of skills, and without any experience- e.g. the unemployed).

If an organization improves its processes, it will be able to improve its activities and its results. Therefore it has to use the benchmarking process.

## 5.2. Proposals

Organizations must pay attention to talent recruitment not only when they have vacancies.

So that, to attract, recruit and retain the best talent, the organizations must:

- focus on the organization's publicity: improve employer advertising through an excellent team recruitment, an excellent message, improving employer brand;

- consider recruitment as a marketing function and the candidate as a customer (because integrating HR and marketing allows the organization to excel at attracting talent and customers); attract the candidates through a good communication and a good sponsorship activity; keeping the promises made during the recruitment process;

- focus on advertising: using brochures, official sites, presenting in it the development programs, the career evolution, training, evaluation based on sustainable development, ethics, not-discrimination, equal opportunities, mentoring and coaching programs, so that to attract the best candidates and retain the best employees;

- partnerships in order to attract the best candidates: with universities and former trainees, with government agencies, with media, RTV, with recruitment agencies, cooptation systems, pedagogical partnerships, with professional trade unions;

- activities to know the organization better: every time a candidate and an employer have "touchpoints", each "touchpoint" leaves an impression and is an opportunity to have a positive impact and a perception is formed (and can be maintained or changed) [van Leeuwen B et al., 2009]:

- the moment a candidate looks for a job, s/he is hired already or leaves the organization'

- meetings, events, sponsorships, the integration programs, alumni, round table, conferences;

- work teams,

During integration and induction processes, new employees hear about the company history, meet with numerous senior leaders, meet with other employees, and are set up with a mentor. Employees that make the tour of the organization, during the integration period are clearly aware that organization culture is one that values people. During this time more executives from different departments explain and clarify the organization's vision, mission and uniqueness.

Strong employer brands manage the whole employment lifecycle consistently and in a structured way, leaving a compelling image.

In the final stage the organization must find out why people leave the organization and what the causes are; so that it can improve communication

program, advertising, development program and induction program.

### Conclusions

Every organization fights for talent and people skills and knowledge. That is why the organizations must create an employer brand program, but it is not enough; what is important is the organizational performance improvement delivered by being "core talent centered". It seems to be a war for talent, because the talented staff is rare and imperfectly imitable.

When organization has a good employer brand, the organization will increase its ability to attract, recruit,

hire, and retain talents it needs. Having a strong employer brand will ultimately reduce the cost of hiring, lower turnover, and increase employee productivity. This has a direct benefit on reducing operational expense and increasing profitability.

That is why organizations must make sure of picking those employees as brand ambassadors who naturally demonstrate it brand, and create an ongoing program of communication, coaching and development to support the brand attributes. When the organization has top talent and a top employer brand, the organization tends to attract top talent.

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