International Employer Branding: A Comparative Analysis and Evaluation of Global Strategies in Multinational Corporations

Bachelor Thesis

submitted by

Malin Kasselmann

1256594

prepared in the Bachelor of Arts (B.A.) study program in International Studies in Management

at the Faculty of Business

of Bielefeld University of Applied Sciences and Arts

Summer Semester 2024

First examiner: Prof. Dr. Sascha Armutat
Second examiner: Prof. Dr. Riza Öztürk

Table of Contents

List of Figures

List of Tables

List of Abbreviations

AI	Artifical Intelligence
CSR	Corporat Social Responsibility
DM	Diversity Management
EVP	Employee Value Proposition
FMCG	Fast Moving Consumer Goods
HR	Human Resources
HRM	Human Resource Magement
IBM	International Business Machines Corporation
MNC	Multinational Corporation
STEM	Science, Technology, Engineering, Mathematics

1 Introduction

Multinational corporations continuously compete to draw in top talent in the extremely competitive global business climate in order to keep a competitive edge. The global setting, which is supported by quickening technology advancement and fiercer market competition, emphasizes the strategic significance of human capital. Employer Branding is becoming a crucial instrument in this environment for differentiating Human Resources (HR) procedures and providing companies with a competitive advantage. The proverb invented by Peter Drucker, *'Culture eats strategy for breakfast'*, highlights how crucial company culture is to success. This quote encapsulates the reason multinational companies that operate in several global marketplaces increasingly view international Employer Branding as both desirable and essential.

Any firm that wishes to become a market leader in the labor market primarily must build a strong Employer Brand strategy. The pervasive talent shortage, which concerns managers rom a variety of fields, emphasizes the significance of this. In addition to advertising their goods and services, businesses nowadays need to make their organizational culture and values apparent. Communication about these issues in a straightforward manner is essential.

This bachelor's thesis compares and assesses global strategies in multinational corporations (MNCs), delving into the facets of global Employer Branding. Through a thorough review of the literature and case studies of three well-known MNCs, this thesis aims to identify the best practices and typical challenges experienced by MNCs in their pursuit of a cogent and successful global Employer Brand. This research is essential not only because it adds to the body of knowledge but also because it has applications that HR experts and business executives can take advantage of. Using the Boolean search method, relevant material from several academic databases, including Google Scholar and Springer Link, as well as from the online library of the Bielefeld University of Applied Science and Arts was located for this review. Keywords like "(international) Employer Branding," "global HR strategies," and "talent acquisition" were used. More precise terms were found through the described initial research, which facilitated the selection of more specific parameters. Through an analysis of the strategies employed by three multinational corporations to effectively manage the complexity of global Employer Branding, this

thesis aims to offer insightful advice to multinational corporations looking to increase their appeal to both potential and current global workforce members.

2 Theoretical Framework of International Employer Branding

2.1 Definition

Employer Branding encompasses a collection of functional, economic, and psychological benefits that individuals identify with working for a particular organization.[1] It is described as the company's coordinated efforts, both internally and externally, to promote a unique vision that distinguishes it as an employer of choice.[2] This includes cultivating an image of the organization as an attractive workplace for both current employees and external stakeholders.[3] Lloyd describes it as the "sum of company's efforts to communicate to existing and prospective staff that it is a desirable place to work".[4] Employer Branding holds a selection of characteristics and features, mostly intangible, that differentiate one organization from another, providing a particular type of work environment and attracting people who are most likely to excel and succeed within its culture.[5]

Employer Branding is similar to consumer branding in that it centers on establishing a favorable reputation that draws in skilled workers when needed.[6] In order to develop an appealing Employer Brand, this multidimensional strategy combines marketing, human resource management (HRM), and corporate social responsibility (CSR). Employer Branding seeks to create enduring partnerships between employers and employees by coordinating strategic HRM and CSR.[7]

---

[1] Cf. Ambler, T.; Barrow, S. (1996). The employer brand. Journal of Brand Management 4. 185–206. p.187.

[2] Cf. Backhaus, K.; Tikoo, S. (2004). Conceptualizing and researching employer branding. Career Development International 9. 501–517. p.502.

[3] Cf. Aggerholm, H. K., Andersen, S. E., & Thomsen, C. (2011). Conceptualising employer branding in sustainable organisations. p.109.

[4] Lloyd, S., (2002). Branding from the inside out. BRW. 24 (10). 64-66. https://www.afr.com/companies/branding-from-the-inside-out-20020314-ka3rq.. accessed on February 22, 2024.

[5] Cf. Walker, P., & Platt-Higgins, A. (2008). Employer Brand, A No Nonsense Approach. CIPD. p.3.

[6] Cf. Mosley, R., & Schmidt, L. (2017). Employer Branding_For_Dummies. John Wiley & Sons. p.8.

[7] Cf. Aggerholm et al. (2011). p.114ff..
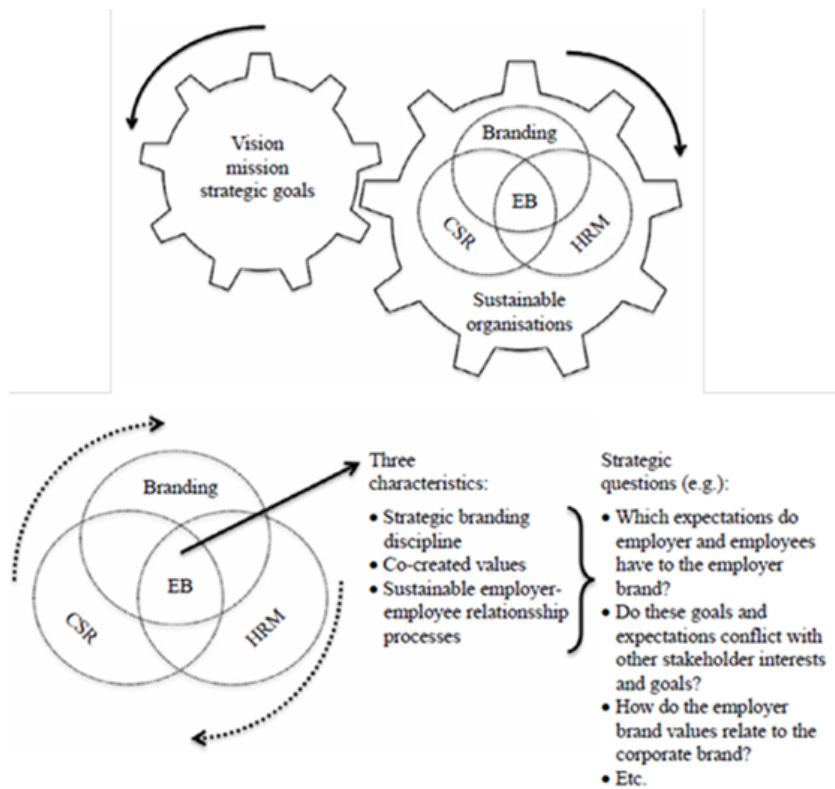
Figure 1: Employer Branding as the Intersection of Branding, HRM, and CRS (Source: Agger-holm et al. 2011. p.114-116)

According to Joo et al., Employer Branding plays a crucial role in how a company defines and cultivates its image as an ideal employer, leveraging human resources strategies to distinguish itself in the eyes of potential hires. When done effectively, it conveys a reputation and identity that attracts and retains top talent while strengthening bonds between existing staff.[8] Employers benefit from Employer Branding by enhancing confidence in leadership, retaining talent, fostering stronger employee connections, and reducing turnover and recruitment costs.[9] [10]

Moreover, just as consumer product brands provide functional, economic, and psychological benefits, an Employer Brand has advantages for employees. It provides practical chances for skill development and growth that are beneficial for advancing one's career progression. Potential candidates are often drawn

---

[8] Cf. Joo, B.-K.; Mclean, G. (2006). Best Employer Studies: A Conceptual Model from a Literature Review and a Case Study. Hum. Resour. Dev. Rev. 5. 228–257. p.231f.

[9] Cf. Alnıaçık, Esra & Alniacik, Umit. (2012). Identifying Dimensions of Attractiveness in Employer Branding: Effects of Age, Gender, and Current Employment Status. Procedia - Social and Behavioral Sciences. 58. 1336-1343. p.1337.

[10] Cf. Alnıaçık, E.; Alniacik, U.; Serhat, E.; Kültigin, A. Attracting Talented Employees to the Company: Do We Need Different Employer Branding Strategies in Different Cultures? Procedia-Soc. Behav. Sci. 2014. 150. 336–344. p.337.

in by financial incentives like bounties and competitive compensation. In addition, the strongest encounters are the ones that an Employer Brand cultivates on an emotional level. A great employer brand establishes a feeling of belonging, community, and mentorship. Furthermore, an Employer Brand has its own identifiable personality that can be strategically positioned like any other brand. Marketing research methods should therefore be adapted to craft an Employer Brand story that will resonate with target audiences and differentiate the organization from competitors.[11]

As a long-term strategy, Employer Branding aims to retain top talent within organizations by defining their unique attributes.[12] All stakeholders, including clients and the public, influence and are influenced by the Employer's Brand.[13] Given the "war for talent" brought about by demographic and economic changes, including declining birthrates, it is clear that there is a greater demand for highly skilled individuals than there is talent available. This makes employer marketing essential in the fight for top talent.[14]

Particularly in international expansions, Employer Branding can position companies favorably in countries where their products may not be as well known.[15] Organizations, pursuing a consistent Employer Brand across multiple locations, can adopt either a global or international Employer Branding approach. Global Employer Branding emphasizes the brand as a whole, with limited consideration for country-specific differences and high centralization, while international Employer Branding involves collaboration between corporate and local HR teams, leveraging both global brand image and local perspectives for balanced efforts.[16]

---

[11] Cf. Ambler, T.; Barrow, S. (1996). pp.185-206. p.188.

[12] Cf. Srivastava, P.; Bhatnagar, J. (2010). Employer brand for talent acquisition: An exploration towards its measurement. Vision Journal of Business Perspective. 14. 25–34. p.26.

[13] Cf. Wilden, R.; Gudergan, S.; Lings, I. (2010). Employer branding: Strategic implications for staff recruitment. Journal of Marketing Management. 26. 56–73. p.58.

[14] Cf. Mandhanya, Y.; Shah, M. Employer Branding: A tool for talent management. Glob. Manag. Rev. 2010. 4. 43–48. p.43.

[15] Cf. Hochegger, S., Terlutter, R., (2012). Why Organizations Systematically Engage in Employer Branding: A Conceptual Framework, in: Eisend, M., Langner, T., Okazaki, S. (Eds.), Advances in Advertising Research (Vol. III): Current Insights and Future Trends, European Advertising Academy. Gabler Verlag, Wiesbaden. pp. 403–419. p.410.

[16] Cf. Kozak, M. (2018). Conceptualizing employer branding: Is the whole more than the sum of its parts? case study-based evidence from Thailand. International Journal of Business and Administrative Studies. 4(5). 197-207. p.200.

2.2 Importance of a Unified Global Employer Brand

In today's dynamic global marketplace, MNCs face the continual test of attracting and keeping elite workers across diverse locations. For MNCs to effectively overcome this obstacle, establishing a unified employer image emerges as a pivotal approach. A coherent and compelling Employer Brand not only helps recruit exceptional employees but also plays a key role in retention by cultivating a sense of belonging and loyalty organization-wide, beyond geographical limits.

Within multinational companies, a unified employer image acts as a strategic instrument aligning organizational vision, values and culture across global operations, ensuring consistent experience for employees.[17] The development of a robust Employer Brand has been connected to increased worker commitment, satisfaction and sentiment towards the business.[18] This is particularly important for MNCs running in various markets where cultural variances and diverse worker expectations can pose difficulties maintaining a clear organizational identity. A unified employer image helps mitigate these difficulties by providing a clear, consistent message about what the company stands for, thereby attracting individuals whose values align.[19]

In addition, the globalization of markets has intensified competition for skilled professionals, constructing it essential for MNCs to differentiate themselves as ideal workplaces of choice.[20] A skillfully crafted uniform Employer Brand successfully communicates the organization's unique worth proposal, distinguishing it from opponents and rendering it more appealing to prospective workers worldwide.[21] This differentiation is critical in attracting a diverse talent pool that can drive advancement and growth on a global scale.

Moreover, a well-executed Employer Brand is essential for employee retention. Staff members' engagement and loyalty to the company can be increased

---

[17] Cf. Špoljarić, A., & Došen, Đ. O. (2023). Employer brand and international employer brand: literature review. Corporate Communications: An International Journal. 28(4). 671–682. p.671.

[18] Cf. ibid.

[19] Cf. Firsova S. & Kozhuhivska, A. (2020). Strategic Aspects of Employer Brand Managemen. Ефективна Економіка. 9. p.2.

[20] Cf. Chițu, E. (2020). The importance of employer branding in recruiting young talents. Postmodern Openings, 11(3). 220–230. p.222.

[21] Cf. Urbancová, H., & Hudáková, M. (2017). Benefits of employer brand and the supporting trends. Economics & Sociology. 10(4). 41–50. p.42.

by a unified employer identity that helps them feel like they belong.[22] The long-term success of any MNC is contingent upon high levels of employee involvement, which are linked to higher performance, lower attrition rates, and a positive organizational culture.[23]

In the digital era, an Employer Brand's online reputation has grown significantly in importance. Before applying, prospective workers usually research a company's reputation and employer persona.[24] A cohesive Employer Brand shapes the company more appealing to potential candidates by guaranteeing that its culture and values are accurately and consistently reflected across all digital channels.[25]

In conclusion, it is impossible to exaggerate the significance of a cohesive Employer Brand for MNCs. It not only facilitates to draw in and keep top personnel from a variety of geographies, but it also helps to create a strong organizational culture that advances corporate objectives. MNCs that invest in creating and preserving a strong, cohesive Employer Brand will be better equipped to overcome the challenges of hiring internationally and retaining staff, ensuring a competitive edge in the global economy as the global business environment changes.

---

[22] Cf. Stariņeca, O. (2015). Employer Brand role in HR Recruitment and selection. Economics and Business, 27(1). 58–63. p.59.
[23] Cf. Špoljarić et al. (2023). p.678.
[24] Cf. Ivanova, M. A. (2021). The effect of employer brand on talent management. Open Journal for Research in Economics. 4(2). 39–48. p.41.
[25] Cf. Špoljarić et al. (2023). p.677.

3 Global Employer Branding Strategies and Components of Employer Branding in Multinational Corporations

3.1 Employee Value Proposition in a Global Context

3.1.1 Crafting a Unified Employee Value Proposition

In the contemporary, globally linked business world, organizations that want to attract, retain, and engage top talent from a variety of geographic areas need to establish a global Employee Value Proposition (EVP). This idea transcends regional barriers by providing a unified and inclusive package that appeals to workers everywhere, encouraging alignment with the goals and values of the company.[26]

An organization's value proposition must align with its overall goals. It is developed based on the company's desired position in the market concerning its competitors or potential candidates. Organizational culture, management style, staff attributes, and associated goods or services are all included in this value proposition. It also covers the advantages that stakeholders get, like compensation and project involvement.[27] The EVP's section on culture advocates for a resilient culture that can continue across the entire organization even in case of management or guidance changes.[28]

To address the demands of employees worldwide, a unified global EVP integrates both tangible and intangible features. Incentives based on performance as well as a base pay are essential for luring and keeping talent.[29] Additionally, perks like health insurance and flexible scheduling show how dedicated the company is to its workers' welfare.[30]

---

[26] Cf. Bronlet, Xavier & Basile, Jessica & Basile, Roberta & Ferla, Nicola. (2024). Employee value proposition: Which factors matter? A Swiss case study on motivational factors. Problems and Perspectives in Management. 22. 279-294.p.280f.

[27] Cf. Ulrich, D.; Brockbank, W. (2005) The HR Value Proposition; Harvard Business School Press: Boston, MA, USA. p.10-15

[28] Cf. Green, M. (2022, February 1). 5 winning moves to create an enduring culture. https://www.linkedin.com/pulse/5-winning-moves-create-enduring-culture-mark-green. accessed on February 23, 2024.

[29] Cf. Theys et al. 2022. The development of an employee value proposition framework for the south African water board sector. p.3.

[30] Cf. Theys et al. (2022). p.3.

Career development opportunities are another essential component of a unified global EVP. Companies offering clear career paths and continuous learning environments are more attractive to individuals seeking advancement opportunities within the organization.[31] The nature of work itself, including intrinsic drive and job satisfaction, is another important element impacting employee engagement and retention.[32]

A strong company culture that values inclusivity, diversity, and teamwork promotes a feeling of community inside the organization. Individual employees are uplifted in such a pleasant work environment where they feel appreciated and respected, which increases dedication and loyalty.[33] In this particular context, diversity management (DM) is seen as crucial to EVP since it helps to mold the organization's identity according to the principles and values that prospective employees find appealing.[34] Hereby, the categories of diversity are as follows: primary, which includes factors like age, gender, ethnicity, physical ability, race, and sexual orientation; secondary, which includes factors like education, income level, location, marital status, military experience, parental status, religious beliefs, and work experience.[35] Furthermore, diversity can be divided in eight dimensions naming age, gender, psychophysical capacity, organizational role/job function, race, religion, and sexual orientation.[36] In conclusion, DM is a human resource management approach concerned with developing a culture at work that exploits the full potential of each employee to fulfil the urge of an organization.[37] Hence, it prioritizes the commitment to focus on o the need to address the unique demand and potential of each of the employees towards working for an organization. Moreover, the reputation and brand of an organization have a considerable impact on the attraction of the

---

[31] Cf. ibid. p.4.
[32] Cf. Phungula, N., Dhanpat, N., & De Braine, R. (2022). The effect of employee value proposition on normative commitment. Eureka: Social and Humanities. 2. 46–57. p.47.
[33] Cf. ibid.
[34] Cf. Kele, J., & Cassell, C. (2022). The face of the firm: The impact of employer branding on diversity. British Journal of Management. pp. 1-17. p.2f.
[35] Cf. Loden, M. and Rosener, J.B. (1991), Workforce America!: Managing Employee Diversity as a Vital Resource, McGraw-Hill Companies. p.18ff..
[36] Cf. Confetto, M. G., Ključnikov, A., Covucci, C., & Normando, M. (2023). Diversity and inclusion in employer branding: an explorative analysis of European companies' digital communication. Employee Relations. 45(7). 121–139. p.125.
[37] Cf. ibid. p.124.

EVP to both existing staff internally and externally as potential hires. How a company, in general, is perceived regarding ethical, social, and governance responsibility to business and the world plays a large role in how attractive of a potential employee others view it as.[38]

As a Gartner study on the EVP shows, spending money to create and present a compelling EVP can win over more clients and staff members. For instance, companies with an appealing EVP can reach a wider pool of candidates and cut salary costs by 50 percent. Furthermore, achieving the EVP can boost recruit commitment and reduce annual staff turnover under 70 percent.[39]

3.1.2 Communicating a Global Employee Value Proposition

As companies try to differentiate in the competitive job market, having a strong EVP is key. It becomes instrumental in not only attracting but also retaining the workforce by aligning the organization's values with the employees' expectations.[40]

For a successful EVP communication on a global scale, organizations need to understand the target audience's preferences and expectations. This involves conducting careful research to determine the distinctive value propositions that appeal to potential employees across various geographies and demographic groupings.[41]

Effective communication becomes crucial after the formulation of the global EVP. The communication plan should make use of the target demographic's preferred digital media channels to make the EVP's messaging palatable and accessible in a variety of geographical areas.[42] This strategy increases the effect and reach of EVP messaging by taking into account the diverse media

---

[38] Cf. Dzhulai, M. (2022). Development of an employer's value proposition for young professionals. Naukovij Vìsnik Mukačìvs'kogo Deržavnogo Unìversitetu, 9(3). p.3.

[39] Cf. Gartner (n.d.) Employee Value Proposition: Create a strong EVP to attract and retain critical talent. https://www.gartner.com/en/human-resources/insights/employee-engagement-performance/employee-value-proposition. accessed on February 23, 2024.

[40] Cf. Pawar, A., Nuradhawati, R., Rochaeni, A., & Kristian, I. (2023). Business significance of Employee Value Proposition towards effective workforce management. Academia Praja. 6(1). 1–20. p.2.

[41] Cf. Dzulai, M. 2022. Development of an Employer's Value Proposition for Young Professionals. p.2.

[42] Cf. K Teori, J.M., Terapan, D., & Kristia. (2023). Connecting with Future Talent: A Review of Employer Value Propositions and Digital Media Channels for Sustainable Companies Targeting Generations Y and Z. Jurnal Manajemen Teori dan Terapan | Journal of Theory and Applied Management, 16(2). 293–308. p.302f..

consumption patterns and preferences of a global workforce. Additionally, the company can appear more enticing and realistic to prospective employees by encouraging current workers to speak about it and to act as brand ambassadors. This will increase the company's attractiveness to prospective employees.[43]

However, making a global EVP work does not only involve a verbal commitment as it must be ensured that the company delivers what the EVP promises. If a difference between the communicated EVP and the actual employee experience occurs, it can lead to disappointment on the side of the employees, adversely affecting employee engagement and retention. For instance, it may have a detrimental effect if a business makes a specific promise to a candidate throughout the hiring process but then falls short of fulfilling it. Research indicates that there may be a decrease in commitment of over 25 percent over the first year of work[44], indicating that it is essential to be honest, transparent, and communicate only what the employer realy offers.

3.2 Unified Messaging and Brand Consistency

Guring an era where the job market is consistently changing itself and in today's increasingly globalized market, MNCs face the task of maintaining their reoutation across different countries. This involves concretely they must come up with a plan for Employer Branding that keeps their message consistent independent of the geograpgical location. MNCs attempt to make the brand look appealing in other countries while keeping a global image. This is crucial since Employer Branding has become a major component of corporate strategy. The essential point is to attracting and retaining the ideal candidates for ones team.[45]

Having a consistent global unified message is pivotal for an Employer Brand. It helps keeping the company's image and values consistent across different

---

[43] Cf. Veldsman et al. (2022). Promises in action: The role of employer brand, employee value proposition and employee experience in delivering on psychological contract expectations. p.19.
[44] Cf. Pawar et al. (2023). p.16.
[45] Cf. Näppä, A. (2022). Co-created employer brands: the interplay of strategy and identity. European Journal of Training and Development. 47(10). 37–52. p.37f..

locations. This consistency makes the brand durable and easy to recognize, which is helpful for getting potential candidates interested independent of where they are located. The Employer Brand sends a message to both current and potential employees, showing what the company communicates to the outside matches with the reality.[46]

Guaranteeing that the global message is aligning involves tasks like managing the company's online reputation, making sure people have a positive experience when applying to the company, and being honest and clear while talking to potential employees and the public.[47] Further, engaging current employees to speak positively about the company is integral to cultivating a strong external Employer Brand. This gives a positive impression on potential candidates.[48]

Yet, for Employer Branding plans to function well, they cannot stay in the HR department. They need to be part of the overall business strategy.[49] This involves ensuring coherence across all facets, so that what the company offers aligns seamlessly with its overarching strategy and other key business initiatives. This leads to an equally provided message.[50] Companies that focus on these steps are standing out while hiring, retaining employees, and getting the most out of their workforce.[51]

Combining global mobility with Employer Branding plans needs teamwork between HR and marketing teams to ensure the organization's messages are consistent inside and outside.[52] This teamwork is important for showing a strong and attractive employer brand that shows people the organization's goals, culture, and values.

---

[46] Cf. Chițu, E. (2020). The importance of employer branding in recruiting young talents. Postmodern Openings. 11(3). 220–230. p.220.

[47] Cf. Mirović, M., & Stanišić, N. (2023). The impact of employer branding on the IT recruitement process. Finiz. p.102.

[48] Cf. ibid.

[49] Cf. Sarabdeen, J., El-Rakhawy, N., & Khan, H. N. (2011). Employer branding in selected companies in United Arab Emirates. Communications of the IBIMA, 1–9. p.4 .

[50] Cf. ibid.

[51] Cf. ibid.

[52] Cf. Maheshwari, V., Gunesh, P., Lodorfos, G., & Konstantopoulou, A. (2017). Exploring HR practitioners' perspective on employer branding and its role in organisational attractiveness and talent management. The International Journal of Organizational Analysis. 25(5). 742–761. p.745.

3.3   Employer Branding Communication

3.3.1 Internal Employer Branding Communication

Internal communication in a company refers to the communication and exchange of information between employees. As an Employer Brand grows from the inside out, good internal communication is essential and the cornerstone for successful Employer Branding in the public eye.[53] The intranet or company celebrations are examples of the various channels of internal communication. An important aspect of employer communication is to credibly convey and disseminate the company's promise.[54] [55]

By using various forms of communication, a company can change its Employer Brand through its employees, implement Employer Branding measures and establish an Employer Brand.[56] The different means have a different degree of influence. The following table shows these different internal means of communication, gives examples of them and their influence on employees:

---

[53] Cf. Kriegler, W. R. (2014). Praxishandbuch Employer Branding - mit Arbeitshilfen online: Mit starker Marke zum attraktiven Arbeitgeber werden. Haufe-Lexware. p.210.

[54] Cf. Ibid. p. 212.

[55] Cf. Stotz, W., & Wedel-Klein, A. (2013). Employer branding: Mit Strategie zum bevorzugten Arbeitgeber. Walter de Gruyter. p.105.

[56] Cf. Kriegler. (2014). p.218f..

type of communication	example	level of influence
informal channels of communication	gossiping	high
dialog spaces	coffee corner	high
platforms for exchange	joint lunch	high
workshops & training		high
interior design	workplace	medium
company party	christmas party	medium
internal social media	dialog-capable intranet	medium
intranet		low
magazines		low
notices & information screens		low

Table 1: Internal types of communication (own illustration according to Krieger 2022,p.251.)

However, some of these internal communication channels are rather outdated. For formal reasons, they can still be used, but they should no longer be the cornerstone of internal communication. In the meantime, instead of relying on purely media-based dialogue, such as via the intranet or posters, many are focusing on a strong dialogue and direct communication with employees. It is becoming increasingly important not only to train managers as brand ambassadors, but also to involve lower and middle management in particular. They ought to come to share a common understanding of the Employer Brand with the public.[57] Good internal Employer Branding communication leads to a better identification of employees with the company. Many begin to judge the employer as more credible. The resulting loyalty and trust influence the employees and lead them to carry the Employer Brand to the outside world, for example on social media. In this way, they act as a sort of brand ambassador and support Employer Branding through recommendation and endorsement.[58]

---

[57] Cf. Kriegler, W. R. (2022). Praxishandbuch Employer Branding: Mit starker Arbeitgebermarke eine sinnstiftende Arbeitswelt gestalten. Haufe-Lexware. p. 326.
[58] Cf. ibid. p. 254.

3.3.2 External Employer Branding Communication

In addition to internal communication strategies, which are intended to empower employees to represent for the employer outwardly, companies employ external communication channels to directly showcase the Employer Brand to the public. This facet of Employer Branding communication is crucial, as even the strongest Employer Brand will not achieve its objectives without proactive engagement in the public labor market discourse. In addition to reaching out to the intended audience directly, staying in touch with the general public is equally important. The success of an Employer Brand is significantly influenced by the public perception.[59] Below are some examples illustrating these external communication avenues:

type of communication	example	area
events	job fairs, congresses, recruiting events	labor market communication
internet job market	Monster, Stepstone	labor market communication Corporate reputation
job advertisement	vacancies in newspapers, magazines, company homepage	labor market communication
image ads	ads in newspapers & magazines without vacancy	labor market communication Corporate reputation
brochures	Information for potential employees	labor market communication
internet presence	company homepage, career site, social media	labor market communication corporate reputation
social commitment & sustainability	measures for ecological, scientigic, social or cultural responsibility	corporate reputation
employer attractiveness competitions	Great Place to Work	corporate reputation
press work		corporate reputation

Table 2: External types of communication (own illustration according to Stotz/Wedel-Klein 2013,p. 109)

The company's employees themselves can also serve as conduits for external communication. To accomplish this, employees must be willing to publicly represent the company as an employer. They should present themselves to target

---

[59] Cf. Stotz/Wedel-Klein. (2013). p. 107.

audiences as a trustworthy source of knowledge about the business in their personal lives and on social media. The employees' portrayal of the company on social media is crucial, given that the company cannot solely speak for itself as an Employer Brand. Prospective candidates often proactively seek information about potential employers. In these instances, the most authentic presentation of the employer comes from the employees. When candidates encounter employees on social networks who genuinely enjoy to work for the employer, it fosters a positive perception of the company.[60]

With the various types of external communication, however, it should be noted that they all have strengths and weaknesses and different benefits. On the careers page, for instance, a business can provide a thorough and detailed introduction of itself, whereas an online banner can only provide a succinct overview.[61] The target group that the measures are intended to reach must also be considered simultaneously. Not all target groups use the same media to find out about employers or to be reached by them. Here, a distinction is to be made between occupational groups and generations.[62] For instance, with regard to the social media affinity of the target groups when examining a potential employer, research showed that the younger generations in the professional field of communication have a particularly high affinity for the usage of social media, while professions in logistics or the skilled trades rarely gather information about potential employers via social media.[63] Therefore, it is important to recognise the target groups as well as their needs and to see which means of external Employer Branding communication suit them best.[64]

3.3.3 Social Media Employer Branding

An increasingly important external communication channel is the communication of the Employer Brand via social media. The internet and the use of social media for Employer Branding are no longer a trend.[65] After years of many companies trying to implement their communication and dialogue via social media

---

[60] Cf. Kriegler. (2022). p.309ff..
[61] Cf. ibid. p.292.
[62] Cf. ibid. p.290.
[63] Cf. ibid. p.291. Abb. 6.8.
[64] Cf. ibid. p.290.
[65] Cf. Kriegler. (2022), p.319. trackable 8. Uncounted p.7.

without a fixed strategy, nowadays more and more attention is being paid to creating a continuous roadmap and sticking to it.[66]

Due to digital technology and social media, the way companies spread their Employer Brand has changed. Today, candidates can collect all information about potential employers online. That's the reason for the importance of companies taking charge of their online presence. Having a consinstent Employer Brand and communicating it across multiple digital platforms is key to targeting the best talent. Content that includes information about the company's culture, values, and benefits can have a significant impact on whether a prospect chooses to apply.[67]

The 5E model is suitable for creating a basis for a well-founded Employer Branding social media strategy in the form of dialogue-oriented communication. It consists of five phases. The five E's stand for *Explore*, *Elaborate*, *Enable*, *Establish* and *Enter*.[68]

Explore describes the first step of the model. The aim of this phase is searching for the Company's most influential and suitable social media platforms that reach the target groups. A suitable approach would be a systematic analysis.[69] The next step is to *Elaborate*. During this phase, the previously collected results are bundled and developed into a social media strategy. This strategy should be consistent and include regular postings on the respective platforms. Through continuous content, the employer remains present with the members of the platforms and the social media presence is strengthened.[70] The following third phase, *Enable*, is often underestimated. Its goal is to uphold the company's favorable Employer Brand in the eyes of the general public. If this step is neglected, the strategies developed will quickly fail to achieve the desired success. The people in charge should establish rules for all workers to follow so that they act in accordance with the Employer Branding plan to avoid failure.[71] The penultimate step, *Establish*, aims to introduce and implement the strategy to the public, i.e. the social media platforms. Even after the introduction, the

---

[66] Cf. ibid. p.319. trackable 8. Uncounted p.8.
[67] Cf. Chitu, E.. (2020). p.223.
[68] Cf. Kriegler. (2022), p.319. trackable 8. Uncounted p.8.
[69] Cf. ibid. p.319. trackable 8. Uncounted p.8ff.
[70] Cf. ibid. p.319. trackable 8. Uncounted p.10f.
[71] Cf. Kriegler (2022). p.319. trackable 8. Uncounted p.11f.

target groups and the reactions to the strategy should continue to be analysed in order to orientate oneself towards these and encourage regular visits to the channels with appropriate contributions.[72] In order to maintain an overview and create continuity in the publication of articles, it is advantageous for companies to create an editorial plan.[73] This enables a timeline to be created and the most important content points to be defined. The final step is *Enter*. In this phase, the dialogue with the target group is initiated. For example, employees of the company who can identify with the company themselves and can convey the values and ideas are suitable. As in the *Establish* phase, it is still advisable to observe your own strategy, but also that of competing companies, and to adapt ones strategy if necessary[74], as incomplete implementation can lead to damage to the Employer Brand that has already been established.[75]

Research has indicated that the belief that information about a company is easily accessible on social media positively affects the perception of the company's brand, making it a more desirable place to work.[76] A careers page is another crucial element for a proper social media representation of the Employer Brand. Potential employees might utilize it as part of the company website to learn more about open positions. Moreover, it should provide insights into the corporate culture and the company as an employer. Employee profiles can also be of interest to potential employees in order to assess the job requirements. The following diagram illustrates the relevance of the careers page. It shows which channels can provide useful information in which phases of the job search and demonstrates that all channels refer to the careers page at some point and are linked to it, making it more relevant. Especially since the career page is often the first point of contact for potential applicants to find out more about the company, it should be used as the cornerstone of the social media Employer Branding strategy.[77]

---

[72] Cf. ibid. p.319. trackable 8. Uncounted p.12f.
[73] Cf. ibid. p.319. trackable 8. Uncounted p.22.
[74] Cf. ibid. p.319. trackable 8. Uncounted p.14ff.
[75] Cf. ibid. p.319. trackable 8. Uncounted p.24.
[76] Cf. Kissel, P., & Büttgen, M.. (2015). Using social media to communicate employer brand identity: The impact on corporate image and employer attractiveness. Journal of Brand Management, 22(9), 755–777. p.760.
[77] Cf. Kriegler. (2022). p.319. trackable 8. Uncounted p.19.
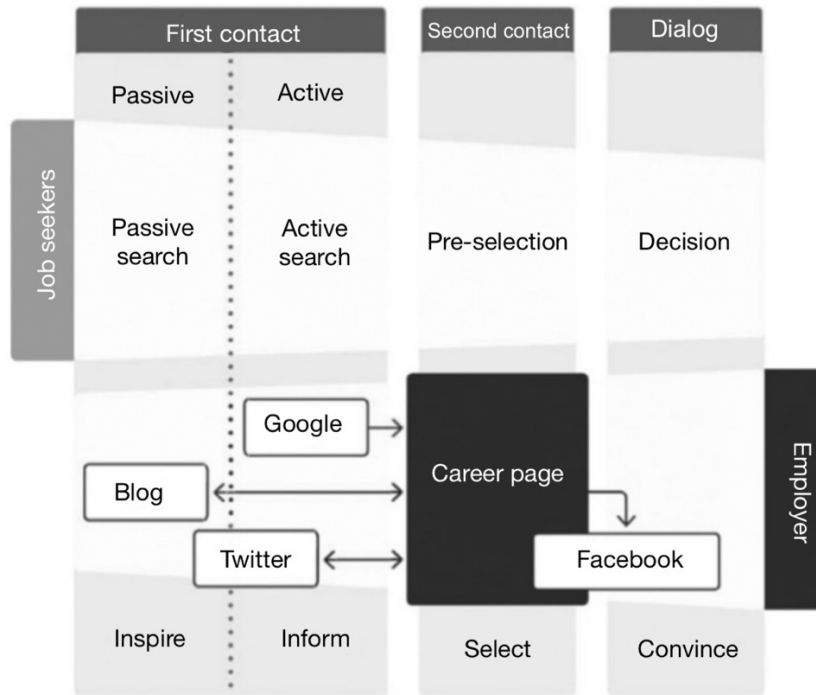
Figure 2: The careerpage as the linchpin of social media Employer Branding (own translation according to Kriegler (2022),p. 319, Trackable 8, uncounted p.20)

3.4 Recruitment Marketing on a Global Scale

Recruitment marketing is becoming an essential tactic in the global competition for top talent, as the job market becomes more candidate-driven. Marketing methods are being used by companies all over the world to attract and engage potential employees prior to their application for a job. The complex approach utilizes an eclectic assortment of promotional strategies and innovations to solidify a robust employment image and convey the sociocultural atmosphere and advantages of employment at the firm.[78] [79] The long-term goal of recruitment marketing is to lure competent applicants by propelling an engaging organizational portrait that reverberates with their desires and standards.

The concept of recruitment marketing relies substantially on conventional marketing principles. However, it adapts them to the talent acquisition process. It encompasses a wide range of activities, including Employer Branding, job advertising, and candidate engagement. The recruitment marketing takes place

---

[78] Cf. Kandoth, S., & Shekhar, S. K. (2022). Recruitment Marketing - a Bibliometric analysis. International Journal of Professional Business Review. 7(2). p.3.
[79] Cf. ibid. p.4.

on various platforms and channels.[80] Since reaching pontial candidates through social media has become one of the most successful options, digital media plays a crucial role. Companies may develop a more engaging and attractive recruitment process that draws in top prospects by using digital tools, creating compelling content, and utilizing company websites and other digital channels.[81]

Furthermore, in order to effectively attract and retain talent, recruitment, human resources, and marketing teams must work together. This is how closely recruitment marketing and the larger area of talent acquisition are related.[82] The dynamic landscape of recruitment marketing has a plethora of opportunities for firms to establish creative and original connections with potential candidates, as new technology and platforms are being developed.[83] Due to this dynamic nature, companies that want to stay competitive need to actively seek out the newest trends and innovations.

However, recruiting marketing aims to provide meaningful candidate experiences in addition to luring in talent. A memorable experience can powerfully impact whether an applicant decides to apply for an open role or accept an offer.[84] Content marketing and storytelling assume central roles in this, allowing companies to communicate their core values, internal culture, and long-term vision in a way that resonates deeply with potential candidates.[85] A thoughtfully devised recruitment strategy can fill current vacancies while cultivating a robust talent pipeline for tomorrow's needs.

In conclusion, recruitment marketing necessitates strategic collaboration between marketing and human resources experts, aimed at attracting top worldwide talent. It underscores the importance of a strong Employer Brand, engaging digital interactions, and positive candidate journeys in today's fiercely competitive job ecosystem. Organizations that adopt and refine these approaches

---

[80] Cf. Kandoth et al. (2022). p.4.
[81] Cf. Rodrigues, D., & Martinez, L. F. (2020). The influence of digital marketing on recruitment effectiveness: a qualitative study. The European Journal of Management Studies. 25(1). 23–44. p.25f..
[82] Cf. Kandoth et al. (2022). p.4.
[83] Cf. ibid. p.13.
[84] Cf. Rodrigues et al. (2020) p.38f..
[85] Cf. ibid. p.27.

will be best positioned to attract and retain the premier talent critical for success in the constantly evolving global marketplace.[86]

3.5 Talent Acquisition and Global Mobility

3.5.1 Cross-Border Talent Sourcing

Multinational firms are beginning to understand the strategic value of building a strong global Employer Brand in the context of today's linked business environment in order to attract top talent from across the world. In this changing environment, attracting and keeping qualified professionals requires creative ways to connect with high-potential individuals worldwide.

The growing need for highly qualified workers, along with fewer available candidates, is a problem for companies.[87] In this situation, strategies for building a positive reputation as an employer are crucial. They help create a workplace that people want to join, which helps tackle the problem of the scarcity of talented personal, which can hurt a company's success.[88] Also, managing talent globally has become important for MNCs to meet their overall goals. Moving employees between different countries is a major part of these strategies.[89]

The idea of cross-border talent sourcing, as part of global Employer Branding, is a complex process. It involves finding, choosing, developing, and keeping the best employees for key roles worldwide.[90] These strategies not only help fill immediate gaps in skills but also support long-term growth and adaptability of the organization.

Employer Branding is important in this process. It is a strategic way to attract young talent and keep current employees happy. It boosts organizational pride

---

[86] Cf. Kandoth et al. (2022). p.13.
[87] Cf. Alves, P., Santos, V., Reis, I., Martinho, F., Martinho, D., Sampaio, M. C., Sousa, M. J., & Au-Yong-Oliveira, M. (2020). Strategic Talent Management: The impact of employer branding on the affective commitment of employees. Sustainability. 12(23). 9993. p.5
[88] Cf. Maheshwari et al. (2017). p.3.
[89] Cf. Collings, D. G. (2014). Integrating global mobility and global talent management: Exploring the challenges and strategic opportunities. Journal of World Business. 49(2). 253–261. p.253.
[90] Cf. Scullion, H., Collings, D.G. and Caligiuri, P. (2010) 'Global talent management', Journal of World Business. 45(2): 105–108. p.106.

and supports the organization's culture.[91] [92] According to Chitu, Employer Branding has changed as companies compete globally for skilled workers. Having a strong brand and a good reputation is key to getting the best employees.[93] This fits with the bigger idea of talent management, which includes finding important roles that help the organization stay competitive worldwide and building a group of talented people to fill those role.[94]

Global talent sourcing, especially for people with high-level skills in STEM (science, technology, engineering, mathematics), has been affected a significantly by major trends like deglobalization. High-tech companies, which usually rely on finding talent all over the world, are facing challenges because of changes in government policies and political situations in different countries.[95] This develops to be even more complicated because there is a mismatch between the skills companies are looking for and the ones available in the global job market.[96] As a result, businesses have been experimenting with various approaches to get the talent they require, such as hiring competent individuals from abroad, obtaining talent from other sources, or relocating a portion of their workforce to another nation.[97] However, it is challenging to integrate foreign employees into the team and because hiring talent internationally can be expensive, it is challenging to make these techniques succeed.[98]

A key strategy in global talent sourcing is creating and managing talent pools on a global scale. These pools are crucial for meeting the changing needs of MNCs as they respond to global business trends and environments.[99] This approach allows MNCs to be proactive in finding suitable people for their needs,

---

[91] Cf. Chitu E. (2020). p.223f..
[92] Cf. Monteiro, B., Santos, V., Reis, I., Sampaio, M. C., Sousa, B., Martinho, F., Sousa, M. J., & Au-Yong-Oliveira, M. (2020). Employer Branding Applied to SMEs: A Pioneering model proposal for attracting and Retaining talent. Information. 11(12). 574. p.3.
[93] Cf. Chitu E. (2020). p.223.
[94] Cf. Collings, D. G., & Isichei, M. (2017). The shifting boundaries of global staffing: integrating global talent management, alternative forms of international assignments and non-employees into the discussion. International Journal of Human Resource Management. 29(1). 165–187. p.169.
[95] Cf. Farndale, E., Thite, M., Budhwar, P., & Kwon, B. (2020). Deglobalization and talent sourcing: Cross-national evidence from high-tech firms. Human Resource Management. 60(2). 259–272. p.260f..
[96] Cf. Oseghale, O. R., Mulyata, J., & Debrah, Y. A. (2017). Global Talent Management. In Management and industrial engineering (pp. 139–155). p.141f..
[97] Cf. Farndale et al. (2020). p.268.
[98] Cf. Farndale et al. (2020). p.267.
[99] Cf. Collings et al. (2017). p.177.

rather than waiting until they have an urgent vacancy.[100] By systematically identifying top-performing employees worldwide, MNCs can align their talent with their strategic goals.[101]

Moreover, connecting global mobility with talent management functions strengthens global talent sourcing efforts.[102] This integration facilitates it for MNCs to place talented individuals in key roles across their global network[103], which can improve overall performance.[104]

Another requirement in obtaining global talent is the use of technology. Technology and social media platforms are also central to sourcing global talent. For example, MNCs use large quantities of job boards and websites such as LinkedIn to find the exact skills they seek in various countries. The strategy helps them connect with potential applicants who might not be looking for jobs at the time but would accept competitive offers.[105]

Other strategies include forming partnerships with academic institutions and professional associations for further outreach to potential global talent. Organizations' strong relationships with other businesses and associations will help them identify talent such as recent graduates and experienced professionals who are searching for jobs across the globe.[106] Opportunities often include research projects, internships, and guest lectures that will enable employees to recognize their future talent.

Hiring diverse workers is also a requirement. Hiring descriptions that emphasize qualifications over qualities facilitates the recruitment of individuals with diverse backgrounds.[107] This encourages a more inventive workforce and expands the pool of talent.

---

[100] Cf. Collings, D. G. (2014). p.257f..
[101] Cf. ibid.
[102] Cf. Collings D. (2017). p.169.
[103] Cf. Collings D. G. (2014). p.257.
[104] Cf. ibid. p.277f..
[105] Cf. Oseghale et al. (2017). p.142f..
[106] Cf. Stahl, G. K., Björkman, I., Farndale, E., Morris, S., Paawe, J., Stiles, P., Trevor, J., & Wright, P. (2016). Six principles of effective global talent management. IEEE Engineering Management Review. 44(3). 112–119. p.22.
[107] Cf. Waxin, M., Ariss, A. A., & Fang, Z. (2021). Global Talent Management of skilled Migrants. In Routledge eBooks (pp. 277–295). p.10.

In conclusion, international corporations must source personnel globally. It makes it possible for people to compete globally for skills and to facilitate international employee mobility.[108] To remain competitive at a time of slowing globalization and changing labor markets, multinational corporations must aggressively seek out talent.[109] Additionally, global talent sourcing helps MNCs build social connections across their network[110], facilitating knowledge exchange and coordination. This enhances adaptability to changes and sustainable progress. Additionally, tapping emerging market talent can benefit MNCs seeking success in new domains by tapping local expertise and connections.[111] Doing so not only addresses immediate shortages but also cultivates a long-term pipeline for talent, especially for cutting-edge industries.[112]

3.5.2 Global Career Development Opportunities

Another critical component of effective global Employer Branding is the emphasis on career development opportunities.

Based on research conducted by Robert Walter, a recruitment consultancy, in 2015, 91 percent of millennials consider quick career advancement as most important aspect when deciding on an employer.[113] In this context, the concept of development value holds substantial importance in employer attractiveness. The expectations of this demographic emphasize the necessity for organizations to effectively convey and fulfil commitments regarding career advancement and professional growth, as these factors significantly influence an employer's attractiveness.

The idea of global mobility, including sending employees to different countries or relocating them strategically, is becoming more common in the talent management plans of MNCs.[114] These assignments help employees grow professionally by exposing them to different business settings and cultures. They

---

[108] Cf. Farndale, E., Scullion, H., & Sparrow, P. (2010b). The role of the corporate HR function in global talent management. Journal of World Business. 45(2). 161–168. p.161
[109] Cf. Farndale et al. (2020). Deglobalization and talent sourcing: Cross-national evidence from high-tech firms. p.268.
[110] Cf. Collings D. G. (2014). p.257f..
[111] Cf. ibid.
[112] Cf. Farndale et al. (2020). p.269.
[113] Cf. Robert Walter. (n.d.). https://www.robertwalters.co.uk/insights/career-advice/blog/91-per-cent-of-Millennial-professionals-say-career-progression-is-a-top-priority-when-considering-a-new-job.html. accessed on February 24, 2024.
[114] Cf. Collings D. G. (2014). p.254.

also help build a pool of leaders with global experience within the company.[115] [116] This approach aligns with the overall goals of global talent management, which aim to fill essential positions within the organization with top-performing individuals, ensuring that the company stays competitive in the global market.[117]

Yet, effectively putting global mobility plans into action needs a deep understanding of the obstacles and chances linked to various geographic and cultural settings. For example, entering new markets in developing countries means having personal employed that can work well in cultures and places that are different from what they are used to.[118]

Finally, providing tailored career development chances and chances to work internationally make a company more appealing to global talent. Things like switching jobs within the company, working in different countries, and being mentored are all examples of programs that show that a company cares about helping its employees grow and gain experience worldwide.[119] These chances are attractive to talented people who want careers that let them grow and see the world.

3.6   Theoretical Interim Conclusion

In the previous chapters, the current state of the literature on the topic of international Employer Branding and its global strategies in MNCs were presented in detail. The significance of international Employer Branding in the literature is analyzed and substantiated with studies.

The literature review indicates that in the current competitive global workplace environment, building a strong Employer Brand is not only desirable but also essential for multinational corporations.

Employer branding is the foundational cornerstone for drawing in, holding on to, and attracting top talent, both from within and beyond the company. It en-

---

[115] Cf. ibid.
[116] Cf. ibid. p.255.
[117] Cf. ibid.
[118] Cf. ibid. p.258.
[119] Cf. Stahl et al. (2016). p.22f..

compasses a holistic approach that integrates diverse facets such as organizational culture, leadership, career evolution prospects, and communication tactics.

Furthermore, the importance of a cohesively uniform global Employer Brand cannot be overestimated. Especially as corporations expand internationally, a cohesively uniform global Employer Brand becomes essentially critical, harmonizing organizational vision, values, and culture across diverse locales and differentiating the company in the planetary marketplace.

Compelling dissemination of the EVP, both internally and externally, plays a pivotal role in shaping perceptions and attracting the most suitable talent. This communication must be customized to resonate with the preferences and anticipations of targeted audiences while leveraging digital media channels for maximum influence.

Moreover, recruitment marketing and transnational talent sourcing strategies are fundamental components of a comprehensive Employer Branding strategy, enabling corporations to proactively identify, attract, and retain top talent globally.

In the further work, these findings will be analyzed, compared, and evaluated regarding the case studies of the MNCs Google, IBM, and Unilever. Criteria for this analysis will be established and taken into account in the online research. Based on these results, a summary of all findings will then be presented, and finally, some practical implications for MNCs will be drawn up.

4 Comparative Analysis and Evaluation of International Employer Branding in Multinational Corporations

4.1 Criteria for Selecting Multinational Corporations

The selection process for MNCs relies on several key criteria, reflecting the multifaceted nature of Employer Branding. Initially, the extent and magnitude of an entity's worldwide activities are crucial factors to take into account. MNCs with a wide global reach offer a more comprehensive framework for comprehending the implementation of Employer Branding tactics in various cultural and economic environments.[120] This global footprint is essential for examining how Employer Branding is adapted to meet the varying expectations of talent pools on a global level.

Another crucial criterion was the industry sector of the MNCs. Because different industry sectors have diverse talent demands, competitive environments, and organizational cultures, Employer Branding tactics may range across them. Technology companies, for instance, might emphasize innovation and adaptability in their Employer Branding[121], while manufacturing companies may prioritize opportunities for skill opportunities and a positive and dynamic workplace culture.[122] By choosing MNCs from a variety of sectors, this research will provide a comprehensive picture of how Employer Branding strategies address a range of industry-specific challenges and opportunities.

In addition, the degree of an organization's maturity with Employer Branding can influence the applicants under consideration. MNCs with a more advanced

---

[120] Cf. Mohd et al. (2023). Emerging trends and research patterns in international branding strategies: a bibliometric analysis Social and Management Research Journal. 20(2). 117–135. p.119.

[121] Burak, A., & Burak, A. (2024, February 1). Building an employer brand in Tech: Your 2024 guide. Relevant Software. https://relevant.software/blog/employer-branding-for-tech-companies/#What_is_employer_branding_for_tech_companies. . accessed on February 26, 2024.

[122] 5 Ways to build a successful employer Branding Strategy for Manufacturing Industry. (2024, February 5). Taggd. https://taggd.in/blogs/shaping-the-future-of-the-manufacturing-industry-5-strategies-for-building-an-impactful-employer-brand/#. . accessed on February 25, 2024.

and evolved Employer Branding provide a greater view of the strategic significance of Employer Branding; its utility with talent management; and for that matter, its true contribution to competitive advantage. These firms, and their Employer Branding best practice status, also teach how to creatively convey to candidates and employees a corporation's values, mission, and culture.[123]

Reputation and corporate brand equity are likewise factors in play. MNCs recognized for their widespread and favorable corporate reputation can take advantage of an Employer Branding more advanced application that positively impacts efforts to maximize overall brand equity. They can serve as living examples of how Employer Branding aligns corporate image with talent attraction and retention to effectively drive business success.[124]

Finally, innovative Employer Branding approaches by MNCs warrant attention. Organizations that have pioneered innovative techniques or leveraged emerging technologies for Employer Branding purposes offer a glimpse into the future of how companies can connect with potential and current employees in meaningful ways. Their initiatives may include digital engagement platforms, diversity and inclusion that is corporate-level focused[125], or possibly personalized employee experience.

In sum, the scale of global operations, the industry sector, the maturity of its Employer Branding efforts, its corporate reputation, and the innovation being displayed in Employer Branding practices should all be taken into consideration when choosing MNCs for a comparative analysis of global Employer b

Branding strategies to ensure a comprehensive examination of Employer Brand strategy and operations across the global landscape.

The main objective is to examine, contrast, and assess Google, IBM, and Unilever's global Employer Branding efforts. These international firms were chosen because, according to the yearly Universum study, they routinely rank among the top 50 most desirable employers. Each of the three businesses

[123] Cf. Maheshwari et al. (2017). p.747f..

[124] Cf. Pertiwi, L., & Azmy, A. (2023). The Implementation of Employer Branding in Hospitality Industry: A Literature review. International Journal of Multicultural and Multireligious Understanding. 10(12). 305. p.305f..

[125] Cf. Confetto et al. (2023). p.122.

makes a strong impression on potential workers across the globe. In addition, examining Google, IBM, and Unilever offers an opportunity to contrast Employer Branding approaches across divergent industry sectors. Google and IBM operate in the technology and IT services domains, while Unilever engages in fast-moving consumer goods. Due to this variability, there are many opportunities to study how Employer Branding strategies may change in response to organizational culture, industry dynamics, and strategic goals. Drawing comparisons between consumer items, services, and technology can yield valuable insights for developing global campaigns.

4.2 Case Studies of Global Employer Branding Strategies in Multinational Corporations

4.2.1 Google

Google, a division of Alphabet Inc., was founded in 1998 as an online search engine. Since the foundation, it has developed into a major player in the computer industry worldwide. Subsequently, the enterprise has transformed into a diverse portfolio comprising over fifty associated products and services. Google has established itself as the center of the digital life's for many. They have also entered the hardware market, particularly mobile phones. Due to its extensive product line and market domination in the high-tech industry, Google is ranked among the top four most significant companies in this field.[126] The company has branches in 50 countries[127] and employ over 182,000 employees globally.[128] Therefore, Google offers the optimal conditions and meets the criteria to carry out an analysis of the international Employer Branding strategies.

The goal of Google's employer branding strategy is to create a work environment that values inclusion, diversity, and teamwork. This approach has helped

---

[126] Cf. Hall, M., & Hosch, W. L. (2024, February 24). Google | History & Facts. Encyclopedia Britannica. https://www.britannica.com/topic/Google-Inc. accessed on February 26, 2024.

[127] Browse a list of Google's Office Locations - Google. (n.d.). https://about.google/locations/?region=europe&office=hamburg. accessed on February 26, 2024.

[128] Doofinder. (2024, February 26). How many employees does Google have? (2024). https://www.doofinder.com/en/statistics/how-may-employees-does-google-have#:~:text=2021%3A%20156%2C500%20employees%20The%20year,new%20heights%2C%20totaling%20190%2C234%20employees. . accessed on February 26, 2024.

the company establish a reputation as a top employer globally.[129] Central to its mission being "we want to work with great people"[130], emphasizing a dedication to top talent by leveraging the strength of its brand. Google has an advantage over competitors as they thrive on bringing together groups recognized for their intelligence, creativity, and inventiveness.[131] This strategy necessitates that the employer brand continuously reflect an inventive culture and offer competitive pay in addition to perks like comprehensive health insurance, flexible parental leave, and retirement savings plans.[132]

Fostering employee well-being and prioritizing invention, collaboration, and morale building are also pivotal to Google's strategy. The environment nurtures development, collaboration, and employee well-being.[133] This culture is not only appealing to potential employees but also contributes significantly to employee retention, as individuals are drawn to organizations where they feel valued and supported.[134]

Google further offers professional development opportunities as a key strategy of Employer Branding. Through extensive coaching initiatives like training programs and mentoring, they emphasize the importance on continuous learning and growth.[135] This not only enhances the attractiveness of Google as an employer for potential candidates, but also ensures that current employees feel challenged and engaged.

Google's Employer Branding strategy established a strong, centralized brand image globally, reducing the need for extensive recruitment efforts. It benefits, including on-site gym facilities and free meals[136], serve as incentives for attracting top talent from around the world. Given that there are only 5,000 open positions available per year, Google receives two million applications yearly,

---

[129] Cf. Pertiwi et al., (2023). p. 305.
[130] Cf. ibid.

[131] Cf. Secrets of Google's talent retention success. (2015, June 15). https://www.europe-anceo.com/business-and-management/secrets-of-googles-talent-retention-success/. accessed on February 26, 2024.
[132] Cf. ibid.
[133] Cf. ibid.
[134] Cf. ibid.
[135] Cf. ibid.
[136] Cf. ibid.

which confirms its reputation as one of the most valued employers in the world.[137]

4.2.2 IBM

Founded in 1911 as the Computing-Tabulating-Recording Company, IBM, short for International Business Machines, is a wel-known American computer company.[138] Today, leading technological progress, IBM provides the infra-structure, software solutions (including the prominent Red Hat), and consulting services to empower businesses worldwide in their digital transformations.[139] [140] Operating in more than 170 countries[141] and with a workforce exceeding 280,000 employees[142], IBM's global scale necessitates a strategic approach to Employer Branding that communicates consistency across borders.

By embracing an innovative culture, IBM provides its workers with the chance to influence the future and personally witness the effects of ground-breaking inventions, encouraging curiosity and experimentation across all career paths.[143]

IBM fosters a culture of dedication and involvement by granting employees autonomy and support, enabling them to grow, learn, and make significant contributions to the company.[144] Highlighting continuous learning and career evolution, IBM positions itself as an employer of choice, particularly in compet-itive markets where attracting top talent is paramount.[145] This approach is es-pecially important in large cities or industries where employers face a limited

---

[137] Cf. ibid.
[138] Cf. The Editors of Encyclopaedia Britannica. (2024, February 21). IBM | Founding, his-tory, & Products. Encyclopedia Britannica. https://www.britannica.com/topic/Interna-tional-Business-Machines-Corporation. accessed on February 27, 2024.
[139] Cf. About | IBM. (n.d.). https://www.ibm.com/about. accessed on February 27, 2024.
[140] Cf. The Editors of Encyclopaedia Britannica. (2024, February 21). IBM | Founding, his-tory, & Products. Encyclopedia Britannica. https://www.britannica.com/topic/Interna-tional-Business-Machines-Corporation. accessed on February 27, 2024.
[141] Cf. Locations - IBM Careers. (n.d.). https://www.ibm.com/careers/locations. accessed on February 27, 2024.
[142] Cf. FAQ - IBM Careers. (n.d.). https://www.ibm.com/ca-reers/faq#:~:text=IBM%20is%20the%20largest%20technology,located%20in%20Ar-monk%2C%20New%20York. . accessed on February 27, 2024.
[143] Cf. Randstad & Randstad. (n.d.). Randstad. https://www.randstad.com/workforce-in-sights/employer-branding/case-study-employer-branding-ibm/. accessed on February 27, 2024.
[144] Cf. ibid.
[145] Cf. ibid.

pool of graduates or highly skilled professionals, underlining the necessity of better HR practices for future success.[146]

IBM also believes that a diverse workforce is critical for forstering creativity and innovation, which is why it is committed to diversity and inclusion.[147] By attracting individulas from a variety of backgrounds, IBM's inclusive strategy not only strengthens its reputation as a desirable place to work but also expands its capabilities.[148]

Additionally, IBM promotes a culture of cooperation, innovation, and inclusivity by offering a wide range of employee benefits and incentives, including flexible work schedules, wellness initiatives, and discounts on company merchandise, to support its Employer Branding initiatives.[149]

To stay connected to talent worldwide, they actively participate in colleges, business academies, social media platforms, and professional networking sites. This subtle approach to enhancing their brand resonated with the diverse, international workforce of IBM.[150]

In conclusion, IBM's Employer Branding approach emphasizes the company's dedication to employee empowerment, diversity, and innovation - all of which contribute to IBM's reputation as a top employer in the consulting and technology sectors.

4.2.3 Unilever

Established in 1929 through a merger, Unilever is a globally recognized multinational firm that holds a dominant position in the Fast Moving Consumer

---

[146] Cf. Pereira, V., Malik, A., & Sharma, K. (2015). Colliding Employer-Employee Perspectives of Employee Turnover: Evidence from a Born-Global Industry. Thunderbird International Business Review. 58(6). 601–615. p. 604.

[147] Cf. Jonsen, K., Point, S., Kelan, E. K., & Grieble, A. (2019). Diversity and inclusion branding: a five-country comparison of corporate websites. International Journal of Human Resource Management. 32(3). 616–649. p.629f..

[148] Cf. ibid. p.15.

[149] Cf. Ishchenko, A. (2023, August 9). Employer Branding Strategy 101: Keys to Success. Business UK. https://business.studysmarter.co.uk/blog/employer-branding-strategy/. accessed on February 27, 2024.

[150] Cf. Randstad & Randstad. (n.d.). Randstad. https://www.randstad.com/workforce-insights/employer-branding/case-study-employer-branding-ibm/. accessed on February 27, 2024.

Goods (FMCG) industry.[151] Developing as a global leader, Unilever's products ranged from cereals to ice creams, shampoos, detergents, and more. Its assemblage incorporates household names like Lipton, Dove, and Axe alongside local brands and innovative names such as Ben & Jerry's.[152] With a workforce of 127,000 employees deployed in over 190 countries[153], Unilever's influence is global.

The strategic positioning of Unilever's Employer Branding has proven pivotal in navigating the complexities inherent to its infrastructure. In a realm where multiple consumer brands operate without open affiliation to the parent company, Unilever, the employer brand essentially becomes another brand aimed squarely at a distinct segment - employees.[154] Unilever's approach to Employer Branding is multifaceted, integrating progressive human resources principles while aligning with corporate social responsibility initiatives to craft a compelling proposition for existing and prospective employees alike.

Unilever's dedication to sustainability and social accountability has only amplified its employer attractiveness, demonstrating how CSR practices can cultivate an honorable ethical image and enhance desirability.[155] [156] This balanced approach, fusing profits with social good, has resonated strongly with stakeholders, including employees, reinforcing Unilever's Employer Branding.[157] Unilever acknowledges the changing needs and preferences of a global work-

---

[151] Cf. Plc, U. (2023, September 7). 1900 – 1950 – Joining forces, Unilever comes to life. Unilever. https://www.unilever.com/our-company/our-history-and-archives/1900-1950/#:~:text=On%202%20September%201929%2C%20Margarine,de-cide%20on%20an%20amalgamation%20instead.. accessed on March 4, 2024.

[152] Cf. Plc, U. (2024, February 8). At a glance. Unilever. https://www.unilever.com/our-company/at-a-glance/. accessed on March 4, 2024.

[153] Cf. ibid.

[154] Cf. Ambler, T.; Barrow, S. (1996). pp.185-206. p.188.

[155] Cf. Zou, S. (2021). Analysis on the Recovery of MNEs from the Financial Crisis: A Case Study of Unilever. Advances in Economics, Business and Management Research. p.123.

[156] Cf. MacIntosh, E.M. (2014). Communicated identity and corporate social responsibility: a case study of Unilever's "Sustainable Living". p.55.

[157] Cf. ibid.

force by emphasizing the significance of strategic marketing and a strong Employer Brand that communicates beliefs, values, and talent management strategies.[158] [159]

Constructing a compelling and inventive identity that upholds authenticity and attracts talent globally is at the heart of Unilever's Employer Branding strategy.[160] Unilever establishes a strong corporate culture, provides competitive benefits, and highlights opportunities for professional development to position itself as the employer of choice for attracting and keeping top people.[161] [162] This approach serves to distinguish Unilever from competitors while solidifying its reputation as a premier employer even in the current global market conditions.[163]

Motivated by the necessity to tackle the worldwide skills deficit, Unilever concentrates on disseminating its culture, values, and employer value proposition.[164] Furthermore, its devotion to diversity and integration underscores commitment to cultivating an inclusive environment, as evidenced by initiatives like women representing 31 percent of Unilever's Leadership Executive and 27 percent of senior management.[165] By aligning its employer brand with the expectations of a diverse talent pool, Unilever has elevated itself as a leader in global employment, enhancing competitive differentiation and ensuring long term success and sustainability.

4.3 Comparative Analysis

4.3.1 Recruitment and Talent Acquisition

In the dynamic business environment of today, locating and hiring top talent has become essential for organizations seeking to acquire the right skill sets

---

[158] Cf. Alver et al. (2020). p.6.
[159] Cf. Monteiro et al. (2020). p.2.
[160] Cf. ibid. p.4.
[161] Cf. ibid. p.5.
[162] Cf. Štokić, V., & Gardašević-Živanov, J. (2023b). Strategies relevant for positioning the organization as the employer of a choice: A case study of PWC. Pravo. 40(2). 112–123. p.2.
[163] Cf. ibid. p.2.
[164] Cf. Monteiro et al. (2020). p.9.
[165] Cf. Hu, Q. (2023). Unilever's Practice on AI-based Recruitment. Highlights in Business Economics and Management, 16, 256–263. p.261.

to achieve their goals and stay ahead of the competition. In this case, the importance of these processes is strengthening global organizations, complicating talent acquisition and retention, thanks to a variety of regional activities.

Google stands out in the HR management process in employee acquisition, focusing on cognitive skills and promoting diversity and inclusivity.[166] Given the priority of innovation and quality, the company plans to speed up the time spent on hiring and improve the quality of the new employees. By using this technology, the company abandons traditional biases pressed to its rivals based on age, gender, and educational background. Using the above data, it is also noteworthy that the selection in Google has advanced from a riddle and a quiz to a recruitment process with regular interview questions, in line with the company objectives.[167]

Likewise, IBM thinks of talent acquisition as another critical requirement in the competitive IT industry, which has a limited supply of qualified professionals. Understanding that the talent market is global, IBM uses technology to increase the reach to a broader labor market, recruiting both active and passive candidates in any country . Unlike traditional sourcing built upon requisitioning, IBM embraces a horizontal approach basing on the available skills and specialties, ensuring sufficient personnel reserves to meet rapid business needs.[168]

Unilever employs a creative approach in hiring, utilizing artificial intelligence (AI) to improve inclusivity and diversity while streamlining processes.[169] [170] Unilever uses AI-powered hiring decision-making methods in partnership with companies like HireVue and Pymetrics, which saves a significant amount of

---

[166] Cf. Walford-Wright, G., & Scott-Jackson, W. (2018). Talent Rising; people analytics and technology driving talent acquisition strategy. Strategic Hr Review. 17(5). 226–233. p.6.

[167] Cf. Secrets of Google's talent retention success. (2015b, June 15). https://www.europe-anceo.com/business-and-management/secrets-of-googles-talent-retention-success/. accessed on February 26, 2024.

[168] Cf. Grewal, A. (2021, February 8). 9 Ways IBM is Reinventing Recruiting. https://www.linkedin.com/pulse/9-ways-ibm-reinventing-recruiting-amber-grewal. accessed on March 4, 2024.

[169] Cf. Hu, Q. (2023). p.258.

[170] Cf. ibid. p.261.

time and money. Unilever also employs gamification and social media platforms to make the hiring process enjoyable and engaging for candidates. These efforts have led to positive outcomes, including substantial reductions in recruitment time and costs, as well as the recruitment of a highly diverse employee class.[171] [172]

Regardless of the disparities in their strategies, Google, IBM, and Unilever share common themes of prioritizing diversity and inclusiveness, leveraging technology to enhance recruitment processes, and aligning talent acquisition with broader organizational goals. However, the specific methods employed by each company reflect their unique corporate cultures and strategic priorities, highlighting the importance of tailoring talent acquisition strategies to fit organizational contexts.

4.3.2 Employee Value Proposition Communication

Google, IBM, and Unilever have each developed distinct EVPs that mirror their individual organizational cultures and strategic goals.

At Google, their EVP centers on empowering a culture of innovation, where employees are autonomous and creative in their work. By promoting the slogan 'Build for everyone'[173], they emphasize inclusion and diversity. Through events like Pride celebrations and campaigns for employees with disabilities[174], they focus on minorities and let them feel included and appreciated. Their EVP highlights impactful projects tackling global issues, and career programs[175] with a focus on development and well-being. On social media and dedicated careers sites like Youtube, LinkedIn and Instagram, Google shares authentic

---

[171] Cf. Global Talent Acquisition Strategy | HireVue + Unilever. (n.d.). hirevue.com. https://www.hirevue.com/case-studies/global-talent-acquisition-unilever-case-study. accessed on March 4, 2024.

[172] Cf. Hu, Q. (2023). p.257.

[173] Cf. Build for everyone - Google Careers. (n.d.). Build for Everyone. https://www.google.com/about/careers/applications/. accessed on February 27, 2024.

[174] Cf. Govindji, K. (2022, May 23). Zugehörigkeit bei Google in Europa, dem Nahen Osten und Afrika. Google. https://blog.google/intl/de-de/unternehmen/inside-google/annual-diversity-report-2021-emea/. accessed on February 27, 2024.

[175] Cf. Build your future with Google. (n.d.). https://buildyourfuture.withgoogle.com/programs/grad. accessed on February 27, 2024.

employee stories[176], benefits[177] and insights on the hiring process[178] that enhance transparency and authenticity in their Employer Branding.

IBM prioritizes an EVP with focus professional growth, career mobility, and a sense of belonging for employees.[179] With aims of diversity and pioneering projects, IBM stresses their legacy of groundbreaking work and inclusive workplace values.[180] A self-developed, specialized community forum[181] and professional networking platforms like LinkedIn[182] showcase IBM's dedication to continuous learning and professional growth through challenging projects.

Unilever builds their EVP around sustainability and social duty, reflecting the company's broader strategic focus, appealing to candidates passionate about environmental and societal issues.[183] Corporate social responsibility initiatives communicate the opportunity to work on values-aligned projects bettering the planet.[184] Through reports and their website, Unilever engages potential hires who prioritize ethical practices by emphasizing positive societal and environmental impacts.[185] They implemented various global and local communication channels, both digital and in-person, to further propagate the EVP across the organization. Additionally, a campaign was launched that honoured everyone's talent regardless their job titles. It promoted the discovery of inner talents that

[176] Cf. My path to Google. (n.d.). blog.google. https://blog.google/inside-google/life-at-google/my-path-google/. accessed on February 27, 2024.
[177] Cf. Life at Google. (2022, February 23). Benefits at Google | Financial wellbeing [Video]. YouTube. https://www.youtube.com/watch?v=XnO7AOn8pAc. accessed on February 27, 2024.
[178] Cf. Life at Google. (2019, March 24). How we hire at Google [Video]. YouTube. https://www.youtube.com/watch?v=zhUgaKb0s5A. accessed on February 27, 2024.
[179] Cf. Ziegler, A. (2023, March 24). IBM's credentials strategy - IBM Learning Blog. IBM Learning Blog. https://www.ibm.com/blogs/ibm-training/ibms-credentials-strategy-and-its-success-factors/#:~:text=By%20recognizing%20and%20rewarding%20employees,continue%20growing%20in%20their%20careers.. accessed on March 4, 2024.
[180] Cf. Pickens, C. G. (2022, April 12). Upholding the values of diversity, equity and inclusion - IBM blog. IBM Blog. https://www.ibm.com/blog/diversity-equity-inclusion/. accessed on March 5, 2024.
[181] Cf. Home - IBM TechXchange Community. (n.d.). Higher Logic, LLC. https://community.ibm.com/community/user/home. accessed on March 5, 2024.
[182] Cf. IBM. (n.d.). IBM | LinkedIn. https://at.linkedin.com/company/ibm. accessed on March 5, 2024.
[183] Cf. Sundberg, J. (2018, July 24). How Unilever developed a new EVP and employer brand. Link Humans. https://linkhumans.com/unilever/. accessed on March 5, 2024.
[184] Cf. ibid.
[185] Cf. Plc, U. (2023b, September 7). Engaging with stakeholders. Unilever. https://www.unilever.com/planet-and-society/responsible-business/engaging-with-stakeholders/. accessed on March 5, 2024.

reside in every heart and constitute the company's vital essence. This, strengthened by purpose, propels the group's efforts toward objectives that benefit the community and business alike.[186]

Overall, the unique EVPs constructed by Google, IBM, and Unilever demonstrate the critical nature of aligning these programs with organizational principles and strategic objectives. By adeptly communicating their distinct EVPs across multiple avenues, these companies enhance their appeal as employers and cultivate robust Employer Brands.

4.4 Evaluation of Effectiveness

4.4.1 Assessing Attraction and Retention

In the evolving labor landscape, employers have come to appreciate the significance of developing a strong brand to compete for top talent. This is especially clear when looking at market giants like Google, IBM, and Unilever, all of whom have developed unique approaches to improve their perception. The degree to which these strategies are able to both retain current employees and draw in new ones can be used to assess how effective they are.

Work-life balance, competitive compensation, and fostering a healthy work environment are essential components that not only attract potential candidates but also help keep current employees.[187] [188] In order to appeal to the workforce they want, Google, IBM, and Unilever have sharpened their focus on these crucial elements and leveraged their own cultures and values.

As the previous chapters have demonstrated, a company's branding strategy reflects its unique identity, strategic goals, and target audience preferences. While Google spots invention and inclusion, IBM centers on career evolution, and Unilever prioritizes sustainability and social responsibility. Despite these

---

[186] Cf. Sundberg, J. (2018, July 24). How Unilever developed a new EVP and employer brand. Link Humans. https://linkhumans.com/unilever/. accessed on March 5, 2024.

[187] Cf. Ahmed, R., Azam, M., Qureshi, J. A., E, A. R. H., Parmar, V., & Salleh, N. Z. M. (2022). The Relationship between internal employer branding and talent retention: A theoretical investigation for the development of a conceptual framework. Frontiers in Psychology. 13. p.2.

[188] Cf. Monteiro et al. (2020). p.4.

differences, all three organizations adeptly leverage various communication channels to attract and preserve top talent.

Assessment of these tactics is further enriched by insights from respected rating sites like Forbes and Universum. These rankings offer valuable benchmarks for assessing attractiveness as an employer and effectiveness in talent management strategies.

For the 'Universum World's Most Attractive Employers' study, students and professionals throughout the world are polled to nominate the most desirable places to work. Google is renowned for its creative workplace environment, commitment to diversity, and opportunities for professional growth. It regularly ranks first in the technology industry category. IBM is highly regarded for its global impact, emphasis on professional growth, and reputation as a technological pioneer. Because of its reputation for sustainability, social responsibility, and purpose-driven work, Unilever attracts applicants looking for fulfilling professions.[189]

In 'Forbes' Best Employers' survey, the annual list evaluates companies based on employee satisfaction, workplace culture, and overall reputation. Google consistently ranks at the top, praised for its supportive culture that fosters innovation and competitive benefits. IBM earns recognition for developing employees and strong corporate values in a supportive environment. Unilever achieves high marks for prioritizing sustainability, diversity, and corporate citizenship, interests appealing to purpose-driven candidates.[190]

These assessments illustrate how Google, IBM, and Unilever's branding attracts candidates by representing preferences and principles, cementing their status as highly coveted global employers. In both rankings, one can see Google's superiority. While Google is among the top 5 in both Universum and Forbes, IBM and Unilever are more in the (rear) midfield. This is because

---

[189] Cf. 2022 World's Most Attractive Employers Report | Universum. (n.d.). https://universumglobal.com/rankings/wmae-2022/. accessed on March 5, 2024.

[190] Cf. Rabkin Peachman, R. R. P., & Rabkin Peachman, R. (2023, October 10). World's Best Employers. https://www.forbes.com/lists/worlds-best-employers/?sh=76cb1bfa1e0c. accessed on March 5, 2024.

Google's Employer Brand is significantly more powerful. The organization values innovation, diversity, and possibilities for additional training very highly. Nonetheless, by placing a strong emphasis on innovation, development, diversity, and charity, all three have become highly sought-after workplaces, challenging for the best talent worldwide.

4.4.2 Employee Satisfaction Metrics

The implementation of Employer Branding strategies by leading global companies and its influence on critical KPIs must be closely examined in order to ensure employee satisfaction and retention in today's fiercely competitive marketplace. Examining the efficacy of these strategies at global giants such as Google, IBM, and Unilever reveals important information about how they affect employee happiness, work satisfaction, and ultimately organizational success.

Empirical evidence highlights the pivotal function of a strong Employer Brand in molding job happiness, which significantly influences employee dedication and retention.[191] [192] Notably, research has shown that employer branding significantly influences employee engagement and has a direct impact on job happiness, demonstrating its critical role in modern company.[193] Google, renowned for its exemplary employer image, demonstrates this by regarding its personnel as invaluable assets, resulting in decreased staff turnover rates and linked costs.[194] This methodology not only attracts top ability but also fosters a sense of belonging and fulfillment among employees.

Furthermore, the economic implications of Employer Branding cannot be overstated. Strong employer images allow organizations to procure talent at reduced costs, enhance employee relations, improve retention percentages, and offer competitive pay compared to competitors.[195] For multinational companies

---

[191] Cf. Widyana, S. F., Yuniarsih, T., Ahman, E., & Disman. (2021). Employer branding strategy to increase employee engagement. p.2.

[192] Cf. ibid. p.3.

[193] Cf. ibid. p.3.

[194] Cf. Bussin, M., & Mouton, H. (2019). Effectiveness of employer branding on staff retention and compensation expectations. South African Journal of Economic and Management Sciences. 22(1). p.2.

[195] Cf. Hadi, N. U., & Ahmed, S. (2018). Role of Employer Branding Dimensions on Employee Retention: Evidence from Educational Sector. Administrative Sciences. 8(3). 44. p.6.

like Google, IBM, and Unilever in particular, this competitive advantage is essential since it allows them to draw in and keep top talent while maintaining cost-effectiveness.

Employee turnover rates are important markers of both organizational health and work satisfaction. The operational effectiveness and employee satisfaction levels of major players in the market, such as Google, IBM, and Unilever, can be better understood by examining these rates. Studies reveal a strong correlation between intentions to leave one's employment and job happiness, underscoring the need of understanding and resolving these issues.[196] Examining specific turnover and retention rates further illuminates each company's commitment to its personnel. Google's impressively low turnover rate of 13 percent[197] underscores its dedication to creating a desirable work environment, with over 90 percent retention reflecting employee satisfaction and appreciation.[198] Similarly, IBM's top-tier retention rate, ranking in the top 5 percent among similar-sized companies, signifies its commitment to fostering a supportive workplace culture.[199] Unilever's success in keeping people is further evidenced by the 5.3-year average employee stay.[200]

In summary, the analysis of employee fluctuation and turnover rates at Unilever, IBM, and Google highlights the critical impact that job happiness plays in retaining employees. Businesses can effectively lower turnover rates and promote organizational health by emphasizing employee engagement, providing competitive benefits, and cultivating a healthy company culture.

---

[196] Cf. Ali, B. J., & Anwar, G. (2021). Employee turnover intention and job satisfaction. International Journal of Advanced Engineering, Management and Science. 7(6). 22–30. p.1.

[197] Cf. Must-Know Google Employment Statistics [Current Data] • GitNux. (2023, December 23). GITNUX. https://gitnux.org/google-employment-statistics/. accessed on March 5, 2024.

[198] Cf. Google Retention Score. (n.d.). Comparably. https://www.comparably.com/companies/google/retention#:~:text=Google%20Retention%20At%20a%20Glance,remained%20steady%20at%2079%2F100. . accessed on March 5, 2024.

[199] Cf. IBM Retention Score. (n.d.). Comparably. https://www.comparably.com/companies/ibm/retention#:~:text=IBM%20Retention%20At%20a%20Glance,remained%20steady%20at%2082%2F100.. accessed on March 5, 2024.

[200] Cf. Unilever. (2023, August 22). Working at Unilever: employee reviews and culture. https://www.zippia.com/unilever-careers-42793/#. accessed on March 5, 2024.

4.5 Practical Interim Conclusion

A comparative evaluation of global Employer Branding techniques among multinational corporations, for example, Google, IBM, and Unilever, demonstrates a intricate panorama molded by diverse organizational societies, strategic priorities, and commercial dynamics. Through an attentive collection procedure guided by criteria enclosing the range of global operations, commercial sector, Employer Branding maturity, corporate reputation, and invention, this analysis intends to furnish comprehensive insights into the efficacy of Employer Branding strategies across the global landscape.

The case studies of Unilever, IBM, and Google show various Employer Branding strategies that are suited to their strategic objectives and organizational settings. Google attracts top talent from around the world and fosters a collaborative culture through its emphasis on innovation, diversity, and skill advancement. IBM is a top employer in the technology and counseling sectors because of its focus on career mobility, diversity, and inclusivity. Unilever's dedication to sustainability, public responsibility, and diversity underscores its reputation as a purpose-driven employer with a global impact.

The comparative assessment of recruitment and talent procurement strategies reveals common themes of prioritizing diversity, taking advantage of technology, and aligning with organizational goals across Google, IBM, and Unilever. While each company embraces unique approaches tailored to its organizational culture and strategic objectives, all three effectively attract and retain talent by focusing on core values and strategic communication.

The importance of Employer Branding in fostering organizational performance and competitive advantage is highlighted by the evaluation of efficacy through assessments of attraction and retention metrics. Google's Employer Brand is highly recognized globally and demonstrates the company's commitment to innovation, diversity, and employee well-being. IBM and Unilever demonstrate how important it is to align organizational values and strategic objectives with Employer Brand in order to attract and retain top people, despite the fact that they are also well-known for their Employer Branding activities.

The significance of employer branding in influencing employee engagement, retention, and work happiness is further demonstrated by metrics tracking employee satisfaction. Employers such as Google, IBM, and Unilever can enhance organizational health and reduce attrition by prioritizing employee well-being, offering competitive benefits, and fostering a positive work environment. Long-term success and sustainability will be ensured by taking these actions.

In the end, a comparative examination of Google, IBM, and Unilever's worldwide Employer Branding strategies offers insightful information on the intricate inner workings of Employer Branding and how it affects attracting, retaining, and involving people in the global economy. As study goes on, an in-depth examination of particular aspects of Employer Branding efficacy and its consequences for organizational success will be undertaken.

5 Conclusion and Practical Implications

5.1 Summary of Key Findings

The literature review underscores the importance of international Employer Branding in today's competitive worldwide work environment. Developing a robust Employer Brand is not just preferable but crucial for MNCs to attract and sustain elite talent. Employer Branding encompasses various facets, like organizational culture, leadership, career opportunities, and communication strategies, all of which contribute to shaping opinions of the company as an employer of choice.

A cohesive yet varied global Employer Brand is pivotal for MNCs broadening globally, as it harmonizes organizational vision, values, and culture across diverse places, consequently distinguishing the company in the global marketplace. Skillful distribution of the EVP internally and externally plays a key role in attracting suitable talent, tailored to resonate with targeted audiences' preferences and expectations through digital media channels.

Recruitment marketing and transnational talent sourcing strategies are fundamental elements of a comprehensive Employer Branding strategy, enabling MNCs to proactively identify, attract, and retain elite talent globally.

The comparative analysis of global Employer Branding strategies among MNCs such as Google, IBM, and Unilever reveals distinct approaches customized to their organizational contexts and strategic aims. While each company prioritizes core values and strategic communication, they embrace unique strategies reflecting their organizational cultures and industry dynamics.

Employer Branding plays a critical role in influencing employee engagement, retention, and work happiness, as demonstrated by metrics tracking employee satisfaction. Global corporations such as Google, IBM, and Unilever are striving to guarantee long-term profitability and sustainability through lowering staff attrition rates, enhancing organizational well-being, providing competitive benefits, and cultivating a positive work environment.

Ultimately, a comparative analysis of global Employer Branding strategies provides insightful information on the complexities of Employer Branding and how it affects luring, engaging, and keeping skilled talent in the global economy.

5.2 Practical Implications for Multinational Corporations

A thorough analysis of global employer branding and global recruitment strategies, with a particular emphasis on case studies that highlight strategies used by industry titans such as Google, IBM, and Unilever, has demonstrated several key takeaways for multinational corporations looking to improve their Employer Branding initiatives and maintain a competitive advantage in luring top talent abroad.

In today's highly competitive world, it is essential to develop a working environment based on diversity, inclusion and creativity. Companies like Google and IBM have demonstrated the importance of appreciating uniqueness and promoting differences. By developing policies that appreciate joint effort and disagreeing, employers can foster their workers' creative utilization of their unique talents and capabilities.

Employer Branding strategies should be in line with the goals and values of the business in order to attract and retain excellent employees. For instance, Unilever's emphasis on social responsibility and sustainability demonstrates a sincere dedication to moral behavior and societal influence, which appeals to applicants who value conformity with their personal values.

Creative applications of innovative technology, such as gamification, social media, and artificial intelligence, can improve inclusivity, expedite the hiring process, and reach a larger talent pool. Companies may stay ahead of the curve in acquiring top people worldwide and maximize their global recruitment initiatives by utilizing these tools.

Crafting a compelling EVP that resonates with the intended audiences is imperative. Professional networks, social media, career portals, and other outlets all effectively convey the employer's unique personality and brand. This attracts candidates who, in creative ways, match with the organization's values and culture.

To make well informed decisions and continuous improvement, it is vital to regularly perform assessment on recruitment techniques impacting key metrics such as attraction, retention, and satisfaction. Employer Brand perception is possible to objectively evaluate through benchmarking with industry standards, as these reveal new areas of improvement as well.

Ultimately, offering a competitive benefits, great workplace culture, and focus on well-being, which are required to get the best talents globally are important. Prioritizing employee happiness and pleasure enables businesses worldwide to retain a higher percentage of their bright and motivated workforce. These companies' higher retention rates and lower turnover rates serve as evidence of this.

In summary, multinational corporations (MNCs) can enhance their Employer Brands, sustain their competitive edge, and draw in top diverse talent on a global level in innovative ways by implementing the strategic implications extracted from case studies and emphasizing the previously mentioned elements.

5.3 Limitations of the Thesis and Suggestions for Future Research

Given the extensive research presented in this thesis on international Employer Branding and its global strategies in MNCs, it's important to recognize certain limitations and identify areas for further research.

Firstly, the small sample size of the case studies of Google, IBM, and Unilever may limit their generalizability to other multinational corporations, even though they offer insightful information on the Employer Branding efforts of particular businesses. Future studies could expand the scope by incorporating a wider variety of case studies from various sectors and geographical areas.

Furthermore, the main focus of this thesis is on well-known multinational corporations that have strong Employer Brands. However, the Employer Branding strategies of smaller or emerging MNCs may differ significantly due to resource constraints and organizational dynamics. Future studies might examine the particular difficulties and strategies that these businesses face.

Although it does not thoroughly examine how cultural variations impact employer branding methods, the thesis also emphasizes the significance of having a unified worldwide Employer Brand. Subsequent studies could explore the manner in which cultural factors impact communication strategies and Employer Branding strategies in diverse regions. Moreover, while this work discusses metrics to measure employee satisfaction and retention, it lacks a quantitative analysis of the effectiveness of specific Employer Branding initiatives. Subsequent studies may include quantitative techniques to evaluate how Employer Branding efforts affect important performance metrics.

Furthermore, although acknowledging the dynamic nature of digital media, the thesis does not investigate emerging patterns in digital media usage and their consequences for international Employer Branding initiatives. Future studies may investigate those patterns and their effects on Employer Branding message framing.

Finally, integrating them could result in a more comprehensive examination of Employer Branding initiatives, viewed from the perspectives of stakeholders, present and potential workers, and workers themselves. Future research could focus on the differences to be found in stakeholders' perceptions when assessing Employer Branding or on Employer Branding initiatives' overall impacts on the success of the organization. Because of this, even though this work offers valuable information for the research, it could improve understanding of global business practices and their impact by addressing its limitations and further exploring the suggested locations.

In conclusion, even though this thesis has shed light on international employer branding in multinational corporations, resolving these issues and investigating the topics raised by further study will deepen our comprehension of employer branding strategies and how they affect organizational success globally.

References

Aggerholm, H. K., Andersen, S. E., & Thomsen, C. (2011). Conceptualizing employer branding in sustainable organizations. Corporate Communications: An International Journal, 16(2), 105–123. https://doi.org/10.1108/13563281111141642.

Ahmed, R., Azam, M., Qureshi, J. A., E, A. R. H., Parmar, V., & Salleh, N. Z. M. (2022). The Relationship between internal employer branding and talent retention: A theoretical investigation for the development of a conceptual framework. Frontiers in Psychology, 13. https://doi.org/10.3389/fpsyg.2022.859614.

Ali, B. J., & Anwar, G. (2021). Employee turnover intention and job satisfaction. International Journal of Advanced Engineering, Management and Science, 7(6), 22–30. https://doi.org/10.22161/ijaems.76.3.

Alnıaçık, E., & Alnıaçık, Ü. (2012). Identifying dimensions of attractiveness in employer branding: effects of age, gender, and current employment status. Procedia - Social and Behavioral Sciences, 58, 1336–1343. https://doi.org/10.1016/j.sbspro.2012.09.1117.

Alnıaçık, E., Alnıaçık, Ü., Erat, S., & Akçin, K. (2014). Attracting talented employees to the company: Do we need different employer branding strategies in different cultures? Procedia - Social and Behavioral Sciences, 150, 336–344. https://doi.org/10.1016/j.sbspro.2014.09.074.

Alves, P., Santos, V., Reis, I., Martinho, F., Martinho, D., Sampaio, M. C., Sousa, M. J., & Au-Yong-Oliveira, M. (2020). Strategic Talent Management: The impact of employer branding on the affective commitment of employees. Sustainability, 12(23), 9993. https://doi.org/10.3390/su12239993.

Ambler, T., & Barrow, S. (1996). The employer brand. Journal of Brand Management, 4(3), 185–206. https://doi.org/10.1057/bm.1996.42.

Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. Career Development International, 9(5), 501–517. https://doi.org/10.1108/13620430410550754.

My path to Google. (n.d.). blog.google. https://blog.google/inside-google/life-at-google/my-path-google/. accessed on February 27, 2024.

Bronlet, X., Basile, J., Basile, R. & Ferla, N. (2024). Employee value proposition: Which factors matter? A Swiss case study on motivational factors. Problems And Perspectives in Management, 22(1), 279–294. https://doi.org/10.21511/ppm.22(1).2024.24.

Burak, A., & Burak, A. (2024, February 1). Building an employer brand in Tech: Your 2024 guide. Relevant Software. https://relevant.software/blog/employer-branding-for-tech-companies/#What_is_employer_branding_for_tech_companies. accessed on February 26, 2024.

Bussin, M., & Mouton, H. (2019). Effectiveness of employer branding on staff retention and compensation expectations. South African Journal of Economic and Management Sciences, 22(1). https://doi.org/10.4102/sajems.v22i1.2412.

Chiṭu, E. (2020). The importance of employer branding in recruiting young talents. Postmodern Openings, 11(3), 220–230. https://doi.org/10.18662/po/11.3/209.

Collings, D. G. (2014). Integrating global mobility and global talent management: Exploring the challenges and strategic opportunities. Journal of World Business, 49(2), 253–261. https://doi.org/10.1016/j.jwb.2013.11.009.

Collings, D. G., & Isichei, M. (2017). The shifting boundaries of global staffing: integrating global talent management, alternative forms of international assignments and non-employees into the discussion. International Journal of Human Resource Management, 29(1), 165–187. https://doi.org/10.1080/09585192.2017.1380064.

Google Retention Score. (n.d.). Comparably. https://www.comparably.com/companies/google/retention#:~:text=Google%20Retention%20At%20a%20Glance,remained%20steady%20at%2079%2F100.. accessed on March 5, 2024.

IBM Retention Score. (n.d.). Comparably. https://www.comparably.com/companies/ibm/retention#:~:text=IBM%20Retention%20At%20a%20Glance,remained%20steady%20at%2082%2F100.. accessed on March 5, 2024.

Confetto, M. G., Ključnikov, A., Covucci, C., & Normando, M. (2023). Diversity and inclusion in employer branding: an explorative analysis of European companies' digital communication. Employee Relations, 45(7), 121–139. https://doi.org/10.1108/er-11-2022-0522.

Doofinder. (2024, February 26). How many employees does Google have? (2024). https://www.doofinder.com/en/statistics/how-may-employees-does-google-have#:~:text=2021%3A%20156%2C500%20employ-ees%20The%20year,new%20heights%2C%20total-ing%20190%2C234%20employees.. accessed on February 26, 2024.

Dzhulai, M. (2022). Development of an employer's value proposition for young professionals. Naukovij Vìsnik Mukačìvs'kogo Deržavnogo Unìversitetu, 9(3). https://doi.org/10.52566/msu-econ.9(3).2022.40-47.

The Editors of Encyclopaedia Britannica. (2024, February 21). IBM | Founding, history, & Products. Encyclopedia Britannica. https://www.britannica.com/topic/International-Business-Machines-Corporation. accessed on February 27, 2024.

Farndale, E., Thite, M., Budhwar, P., & Kwon, B. (2020). Deglobalization and talent sourcing: Cross-national evidence from high-tech firms. Human Resource Management, 60(2), 259–272. https://doi.org/10.1002/hrm.22038.

Farndale, E., Scullion, H., & Sparrow, P. (2010b). The role of the corporate HR function in global talent management. Journal of World Business, 45(2), 161–168. https://doi.org/10.1016/j.jwb.2009.09.012.

Firsova, S., & Kozhuhivska, A. (2020). Strategic aspects of employer brand management. Ефективна Економіка, 9. https://doi.org/10.32702/2307-2105-2020.9.51.

Gartner (n.d.) Employee Value Proposition: Create a strong EVP to attract and retain critical talent. https://www.gartner.com/en/human-resources/insights/employee-engagement-performance/employee-value-proposition. accessed on February 23, 2024.

Must-Know Google Employment Statistics [Current Data] • GitNux. (2023, December 23). GITNUX. https://gitnux.org/google-employment-statistics/. accessed on March 5, 2024.

Build for everyone - Google Careers. (n.d.). Build for Everyone. https://www.google.com/about/careers/applications/. accessed on February 27, 2024.

Browse a list of Google's Office Locations - Google. (n.d.). https://about.google/locations/?region=europe&office=hamburg. accessed on February 26, 2024.

Govindji, K. (2022, May 23). Zugehörigkeit bei Google in Europa, dem Nahen Osten und Afrika. Google. https://blog.google/intl/de-de/unternehmen/inside-google/annual-diversity-report-2021-emea/. accessed on February 27, 2024.

Green, M. (2022, February 1). 5 winning moves to create an enduring culture. https://www.linkedin.com/pulse/5-winning-moves-create-enduring-culture-mark-green accessed on February 23, 2024.

Grewal, A. (2021, February 8). 9 Ways IBM is Reinventing Recruiting. https://www.linkedin.com/pulse/9-ways-ibm-reinventing-recruiting-amber-grewal. accessed on March 4, 2024.

Hadi, N. U., & Ahmed, S. (2018). Role of Employer Branding Dimensions on Employee Retention: Evidence from Educational Sector. Administrative Sciences, 8(3), 44. https://doi.org/10.3390/admsci8030044.

Hall, M., & Hosch, W. L. (2024, February 24). Google | History & Facts. Encyclopedia Britannica. https://www.britannica.com/topic/Google-Inc. accessed on February 26, 2024.

Global Talent Acquisition Strategy | HireVue + Unilever. (n.d.). hirevue.com. https://www.hirevue.com/case-studies/global-talent-acquisition-unilever-case-study. accessed on March 4, 2024.

Hochegger, S., Terlutter, R., (2012). Why Organizations Systematically Engage in Employer Branding: A Conceptual Framework, in: Eisend, M., Langner, T., Okazaki, S. (Eds.), Advances in Advertising Research (Vol. III): Current Insights and Future Trends, European Advertising Academy. Gabler Verlag, Wiesbaden, pp. 403–419.

Home - IBM TechXchange Community. (n.d.). Higher Logic, LLC. https://community.ibm.com/community/user/home. accessed on March 5, 2024.

References

Hu, Q. (2023). Unilever's Practice on AI-based Recruitment. Highlights in Business Economics and Management, 16, 256–263. https://doi.org/10.54097/hbem.v16i.10565.

About | IBM. (n.d.). https://www.ibm.com/about. accessed on February 27, 2024.

FAQ - IBM Careers. (n.d.). https://www.ibm.com/careers/faq#:~:text=IBM%20is%20the%20largest%20technology,located%20in%20Armonk%2C%20New%20York.. accessed on February 27, 2024.

Locations - IBM Careers. (n.d.). https://www.ibm.com/careers/locations. accessed on February 27, 2024.

Ishchenko, A. (2023, August 9). Employer Branding Strategy 101: Keys to Success. Business UK. https://business.studysmarter.co.uk/blog/employer-branding-strategy/. accessed on February 27, 2024.

Ivanova, M. A. (2021). The effect of employer brand on talent management. Open Journal for Research in Economics, 4(2), 39–48. https://doi.org/10.32591/coas.ojre.0402.01039i.

Jonsen, K., Point, S., Kelan, E. K., & Grieble, A. (2019). Diversity and inclusion branding: a five-country comparison of corporate websites. International Journal of Human Resource Management, 32(3), 616–649. https://doi.org/10.1080/09585192.2018.1496125.

Joo, B. & McLean, G. N. (2006). Best Employer Studies: A Conceptual Model from a Literature Review and a Case Study. Human Resource Development Review, 5(2), 228–257. https://doi.org/10.1177/1534484306287515.

Kandoth, S., & Shekhar, S. K. (2022). Recruitment Marketing - a Bibliometric analysis. International Journal of Professional Business Review, 7(2), e0431. https://doi.org/10.26668/businessreview/2022.v7i2.431.

Kele, J., & Cassell, C. (2022). The face of the firm: The impact of employer branding on diversity. British Journal of Management, pp.1-17 https://doi.org/10.1111/1467-8551.12608.

Kissel, P., & Büttgen, M. (2015). Using social media to communicate employer brand identity: The impact on corporate image and employer attractiveness. Journal of Brand Management, 22(9), 755–777. https://doi.org/10.1057/bm.2015.42.

Kriegler, W. R. (2014). Praxishandbuch Employer Branding: Mit starker Marke zum attraktiven Arbeitgeber werden. Haufe-Lexware.

Kriegler, W. R. (2022). Praxishandbuch Employer Branding: Mit starker Arbeitgebermarke eine sinnstiftende Arbeitswelt gestalten. Haufe-Lexware.

Kozak, M. (2018). Conceptualizing Employer Branding: Is the Whole More than the Sum of Its Parts? Case Study-Based Evidence from Thailand. (2018). International Journal Of Business And Administrative Studies, 4(5). 197-207. https://doi.org/10.20469/ijbas.4.10002-5.

Life at Google. (2022, February 23). Benefits at Google | Financial wellbeing [Video].
YouTube. https://www.youtube.com/watch?v=XnO7AOn8pAc. accessed on February 27, 2024.

Life at Google. (2019, March 24). How we hire at Google [Video].
YouTube. https://www.youtube.com/watch?v=zhUgaKb0s5A. accessed on February 27, 2024.

IBM. (n.d.). IBM | LinkedIn. https://at.linkedin.com/company/ibm. accessed on March 5, 2024.

Lloyd, B. S. (2002, 14. März). Branding from the inside out. Australian Financial Review. https://www.afr.com/companies/branding-from-the-inside-out-20020314-ka3rq. accessed on February 22, 2024.

Loden, M., & Rosener, J. B. (1991). Workforce America!: Managing Employee Diversity as a Vital resource. McGraw-Hill Companies.

MacIntosh, E.M. (2014). Communicated identity and corporate social responsibility: a case study of Unilever's "Sustainable Living". https://doi.org/10.32920/ryerson.14657880.v1.

Maheshwari, V., Gunesh, P., Lodorfos, G., & Konstantopoulou, A. (2017). Exploring HR practitioners' perspective on employer branding and its role in organisational attractiveness and talent management. The International Journal of Organizational Analysis, 25(5), 742–761. https://doi.org/10.1108/ijoa-03-2017-1136.

Mirović, M., & Stanišić, N. (2023). The impact of employer branding on the IT recruitement process. Finiz. https://doi.org/10.15308/finiz-2023-101-108.

Mohd et al. (2023). Emerging trends and research patterns in international branding strategies: a bibliometric analysis Social and Management Research Journal, 20(2), 117–135. https://doi.org/10.24191/smrj.v20i2.24320.

Monteiro, B., Santos, V., Reis, I., Sampaio, M. C., Sousa, B., Martinho, F., Sousa, M. J., & Au-Yong-Oliveira, M. (2020). Employer Branding Applied to SMEs: A Pioneering model proposal for attracting and Retaining talent. Information, 11(12), 574. https://doi.org/10.3390/info11120574.

Moroko, L. & Uncles, M. (2008). Characteristics of successful employer brands. Journal Of Brand Management, 16(3), 160–175. https://doi.org/10.1057/bm.2008.4.

Näppä, A. (2022). Co-created employer brands: the interplay of strategy and identity. European Journal of Training and Development, 47(10), 37–52. https://doi.org/10.1108/ejtd-05-2021-0065.

Build your future with Google. (n.d.). https://buildyourfuture.with-google.com/programs/grad. accessed on February 27, 2024.

Oseghale, O. R., Mulyata, J., & Debrah, Y. A. (2017). Global Talent Management. In Management and industrial engineering (pp. 139–155). https://doi.org/10.1007/978-3-319-66864-2_6.

Pawar, A., Nuradhawati, R., Rochaeni, A., & Kristian, I. (2023). Business significance of Employee Value Proposition towards effective workforce management. Academia Praja, 6(1), 1–20. https://doi.org/10.36859/jap.v6i1.1421.

Pereira, V., Malik, A., & Sharma, K. (2015). Colliding Employer-Employee Perspectives of Employee Turnover: Evidence from a Born-Global Industry. Thunderbird International Business Review, 58(6), 601–615. https://doi.org/10.1002/tie.21751.

Pertiwi, L., & Azmy, A. (2023). The Implementation of Employer Branding in Hospitality Industry: A Literature review. International Journal of Multicultural and Multireligious Understanding, 10(12), 305. https://doi.org/10.18415/ijmmu.v10i12.5315.

Phungula, N., Dhanpat, N., & De Braine, R. (2022). The effect of employee value proposition on normative commitment. Eureka: Social and Humanities, 2, 46–57. https://doi.org/10.21303/2504-5571.2022.002322.

Pickens, C. G. (2022, April 12). Upholding the values of diversity, equity and inclusion - IBM blog. IBM Blog. https://www.ibm.com/blog/diversity-equity-inclusion/. accessed on March 5, 2024.

Plc, U. (2024, February 8). At a glance. Unilever. https://www.unilever.com/our-company/at-a-glance/. accessed on March 4, 2024.

Plc, U. (2023b, September 7). Engaging with stakeholders. Unilever. https://www.unilever.com/planet-and-society/responsible-business/engaging-with-stakeholders/. accessed on March 4, 2024.

Plc, U. (2023, September 7). 1900 – 1950 – Joining forces, Unilever comes to life. Unilever. https://www.unilever.com/our-company/our-history-and-archives/1900-1950/#:~:text=On%202%20September%201929%2C%20Margarine,decide%20on%20an%20amalgamation%20instead.. accessed on March 4, 2024.

Randstad & Randstad. (n.d.). Randstad. https://www.randstad.com/workforce-insights/employer-branding/case-study-employer-branding-ibm/. accessed on February 27, 2024.

Raja, H. S., Amniattalab, A., & Mohamad, N. (2021). The Relationship between Employer Branding and Talent Management: A Study on Manufacturing Sector. Estudios De Economía Aplicada, 39(10). https://doi.org/10.25115/eea.v39i10.5817.

Robert Walter. (n.d.) https://www.robertwalters.co.uk/insights/career-ad-vice/blog/91-per-cent-of-Millennial-professionals-say-career-progres-sion-is-a-top-priority-when-considering-a-new-job.html. accessed on February 24, 2024.

Rodrigues, D., & Martinez, L. F. (2020). The influence of digital marketing on recruitment effectiveness: a qualitative study. The European Journal of Management Studies, 25(1), 23–44. https://doi.org/10.1108/ejms-09-2020-002.

Sarabdeen, J., El-Rakhawy, N., & Khan, H. N. (2011). Employer branding in selected companies in United Arab Emirates. Communications of the IBIMA, 1–9. https://doi.org/10.5171/2011.228533.

Scullion, H., Collings, D. G., & Caligiuri, P. (2010). Global talent manage-ment. Journal of World Business, 45(2), 105–108. https://doi.org/10.1016/j.jwb.2009.09.011.

Secrets of Google's talent retention success. (2015, June 15). https://www.eu-ropeanceo.com/business-and-management/secrets-of-googles-talent-retention-success/. accessed on February 26, 2024.

Špoljarić, A., & Došen, Đ. O. (2023). Employer brand and international em-ployer brand: literature review. Corporate Communications: An Interna-tional Journal, 28(4), 671–682. https://doi.org/10.1108/ccij-11-2022-0141.

Srivastava, P. & Bhatnagar, J. (2010). Employer Brand for Talent Acquisition: An Exploration towards its Measurement. Vision, 14(1–2), 25–34. https://doi.org/10.1177/097226291001400103.

Stahl, G. K., Björkman, I., Farndale, E., Morris, S., Paawe, J., Stiles, P., Trevor, J., & Wright, P. (2016). Six principles of effective global talent manage-ment. IEEE Engineering Management Review, 44(3), 112–119. https://doi.org/10.1109/emr.2016.7559058. Retrieved from https://research.wu.ac.at/ws/portalfiles/portal/19849709/globaltalent.pdf

Stariņeca, O. (2015). Employer Brand role in HR Recruitment and selec-tion. Economics and Business, 27(1), 58–63. https://doi.org/10.1515/eb-2015-0009.

Stotz, W., & Wedel-Klein, A. (2013). Employer branding: Mit Strategie zum bevorzugten Arbeitgeber. Walter de Gruyter.

Sundberg, J. (2018, July 24). How Unilever developed a new EVP and employer brand. Link Humans. https://linkhumans.com/unilever/ accessed on March 5, 2024.

5 Ways to build a successful employer Branding Strategy for Manufacturing Industry. (2024, February 5). Taggd. https://taggd.in/blogs/shaping-the-future-of-the-manufacturing-industry-5-strategies-for-building-an-impactful-employer-brand/#. accessed on February 25, 2024.

Teori, J.M., Terapan, D., & Kristia (2023). Connecting with Future Talent: A Review of Employer Value Propositions and Digital Media Channels for Sustainable Companies Targeting Generations Y and Z. Jurnal Manajemen Teori dan Terapan | Journal of Theory and Applied Management, 16(2), 293–308. https://doi.org/10.20473/jmtt.v16i2.45126.

Theys, N. A., & Barkhuizen, E. N. (2022). The development of an employee value proposition framework for the South African water board sector. SA Journal of Human Resource Management, 20. https://doi.org/10.4102/sajhrm.v20i0.1944.

Ulrich, D. & Brockbank, W. (2005). The HR value proposition. Harvard Business Press.

Unilever. (2023, August 22). Working at Unilever: employee reviews and culture. https://www.zippia.com/unilever-careers-42793/#. accessed on March 5, 2024.

2022 World's Most Attractive Employers Report | Universum. (n.d.). https://universumglobal.com/rankings/wmae-2022/. accessed on March 5, 2024.

Urbancová, H., & Hudáková, M. (2017). Benefits of employer brand and the supporting trends. Economics & Sociology, 10(4), 41–50. https://doi.org/10.14254/2071-789x.2017/10-4/4.

Veldsman et al. 2022. Promises in action: The role of employer brand, employee value proposition and employee experience in delivering on psychological contract expectations.

Walford-Wright, G., & Scott-Jackson, W. (2018). Talent Rising; people analytics and technology driving talent acquisition strategy. Strategic Hr Review, 17(5), 226–233. https://doi.org/10.1108/shr-08-2018-0071.

Walker, P., & Platt-Higgins, A. (2008). Employer Brand, A No Nonsense Approach. CIPD.

Waxin, M., Ariss, A. A., & Fang, Z. (2021). Global Talent Management of skilled Migrants. In Routledge eBooks (pp. 277–295). https://doi.org/10.4324/9781003182788-16. Retrieved from https://eprints.staffs.ac.uk/6262/1/Global%20Talent%20Management%20of%20Skilled%20Migrants.pdf.

Widyana, S. F., Yuniarsih, T., Ahman, E., & Disman. (2021). Employer branding strategy to increase employee engagement. https://doi.org/10.4102/sajems.v22i1.2412.

Wilden, R., Gudergan, S. P. & Lings, I. (2010). Employer branding: strategic implications for staff recruitment. Journal Of Marketing Management, 26(1–2), 56–73. https://doi.org/10.1080/02672570903577091.

Ziegler, A. (2023, March 24). IBM's credentials strategy - IBM Learning Blog. IBM Learning Blog. https://www.ibm.com/blogs/ibm-training/ibms-credentials-strategy-and-its-success-factors/#:~:text=By%20recognizing%20and%20rewarding%20employees,continue%20growing%20in%20their%20careers.. accessed on March 4, 2024.

Zou, S. (2021). Analysis on the Recovery of MNEs from the Financial Crisis: A Case Study of Unilever. Advances in Economics, Business and Management Research. https://doi.org/10.2991/aebmr.k.210803.017.

Overview Of Tools Used

ChatGPT: It has been used to assist with initial ideas and to find synonyms.
https://chat.openai.com/

HS'BI

Hochschule
Bielefeld
University of
Applied Sciences
and Arts

I. Eigenständigkeitserklärung*

*Declaration of originality**

Hiermit versichere ich
Hereby, I

Kasselmann, Malin   1256594
_____   _____
Name, Vorname   Matrikelnummer
Last name, First name   *Student ID number*

International Studies in Management
_____
Studiengang
Study programme

dass ich die vorliegende | Bachelorarbeit / bachelor thesis |
affirm that I have prepared the present

(bei Gruppenarbeit mein bearbeiteter Teil) mit dem Thema
(in case of group work the part I have prepared) with the topic

| International Employer Branding: A Comparative Analysis and Evaluation of Global Strategies in Multinational Corporations |

selbstständig und ohne die Benutzung anderer als der angegebenen Hilfsmittel angefertigt habe. Alle Stellen - einschließlich Tabellen, Karten, Abbildungen etc. -, die wörtlich oder sinngemäß aus veröffentlichten und nicht veröffentlichten Werken und Quellen (dazu zählen auch Internetquellen) entnommen wurden, sind in jedem einzelnen Fall mit exakter Quellenangabe kenntlich gemacht worden.
independently and without using any other than the indicated aids. All passages – including tables, maps, figures, etc. – taken verbatim or rephrased from published and unpublished works and sources (including Internet sources) have been identified in each individual case with exact reference to the source.

Zusätzlich versichere ich, dass ich beim Einsatz von generativen IT-/KI-Werkzeugen (z.B. ChatGPT, BARD, Dall-E oder Stable Diffusion) diese Werkzeuge in einer Rubrik „Übersicht verwendeter Hilfsmittel" mit ihrem Produktnamen, der Zugriffsquelle (z. B. URL) und Angaben zu genutzten Funktionen der Software sowie Nutzungsumfang vollständig angeführt habe. Wörtliche sowie paraphrasierende Übernahmen aus Ergebnissen dieser Werkzeuge habe ich analog zu anderen Quellenangaben gekennzeichnet.
In addition, I assure that, when using generative IT/AI tools (e.g. ChatGPT, BARD, Dall-E, Stable Diffusion), I have listed these tools in full in a section "Overview of tools used" with their product name, the access source (e.g. the URL) and information on the functions of the software used as well as the scope of use. I have marked verbatim and paraphrased references from the results of these tools in the same way as I have marked other sources.

Mir ist bekannt, dass es sich bei einem Plagiat um eine Täuschung handelt, die gemäß der Prüfungsordnung sanktioniert werden wird.
I am aware that plagiarism is a form of cheating that will be sanctioned according to the examination regulations.

Ich versichere, dass ich die vorliegende Arbeit oder Teile daraus nicht bereits anderweitig innerhalb und außerhalb der Hochschule als Prüfungsleistung eingereicht habe.
I certify that I have not already submitted the present work or parts thereof as an examination performance elsewhere within and outside the university.

Hagen a.t.W., 18.03.2024
_____   *M. Kasselmann*
_____
Ort, Datum   Unterschrift
Place, date   *Signature*