



Universum Talent Research 2017

The Company X Ideal Employer Brand Report
Dummy Edition | Students | All Students



What is Employer Branding?

Every company has an Employer Brand, whether they like it or not

Just like a consumer brand, a company's Employer Brand consists of different associations. By influencing those associations you can drive your Employer Brand in the right direction.

Working with employer branding helps you to:

- ✓ Better utilise your budget
- ✓ Increase the quality of your job applicants
- ✓ Improve the accept/reject ratio
- ✓ Lower the compensation you need to offer
- ✓ Increase staff retention
- ✓ Use your culture as a recruitment asset
- ✓ Increase revenue growth and profit margin



Source:

- *LinkedIn Whitepaper, Why Your Employer Brand Matters, 2012
- **Boston Consulting Group, Creating People Advantage 2012, Mastering HR Challenges in a Two-Speed World

The cost benefits of a strong Employer Brand

Cost savings derive from a number of factors...

1

Targeting the right potential candidates

You are less likely to waste money attracting the wrong kind of candidates when being clear about who you are targeting.

2

Rationalising your creative spend

A consistent approach and focusing on a single creative framework with a selection of creative assets will save costs.

3

Building brand awareness and equity

A positive brand image generates a brand 'halo' that brings beneficial effects (and cost savings) to every aspect of marketing activity.

4

Enhancing your pulling power

In addition to more cost effective 'push' marketing, a strong employer brand image will 'pull' a much higher proportion of unsolicited applications.

5

Hiring good people for less

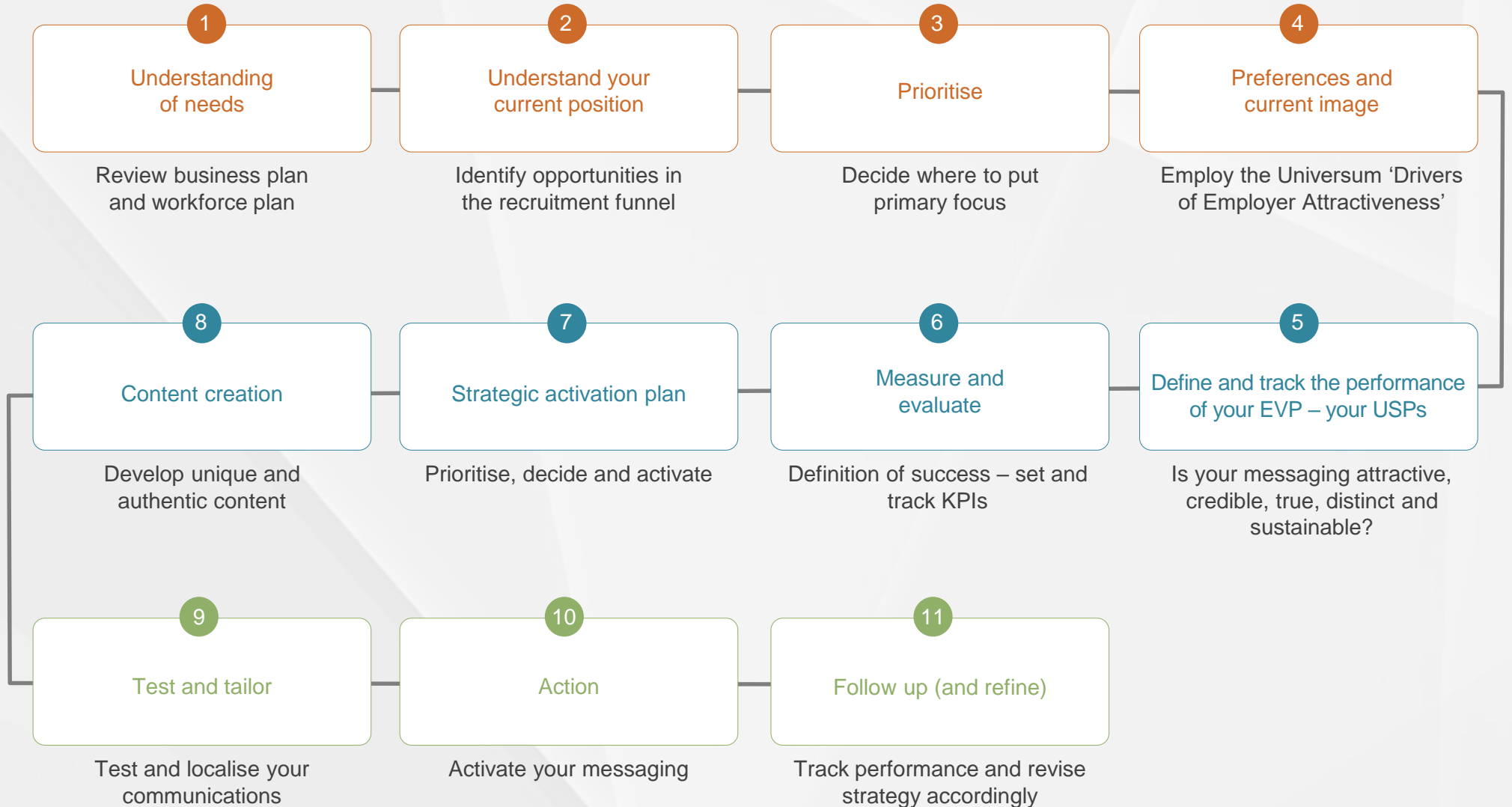
The stronger your employer brand is, the less salary increase will be required when trying to convince a candidate to leave an organization and join yours.

6

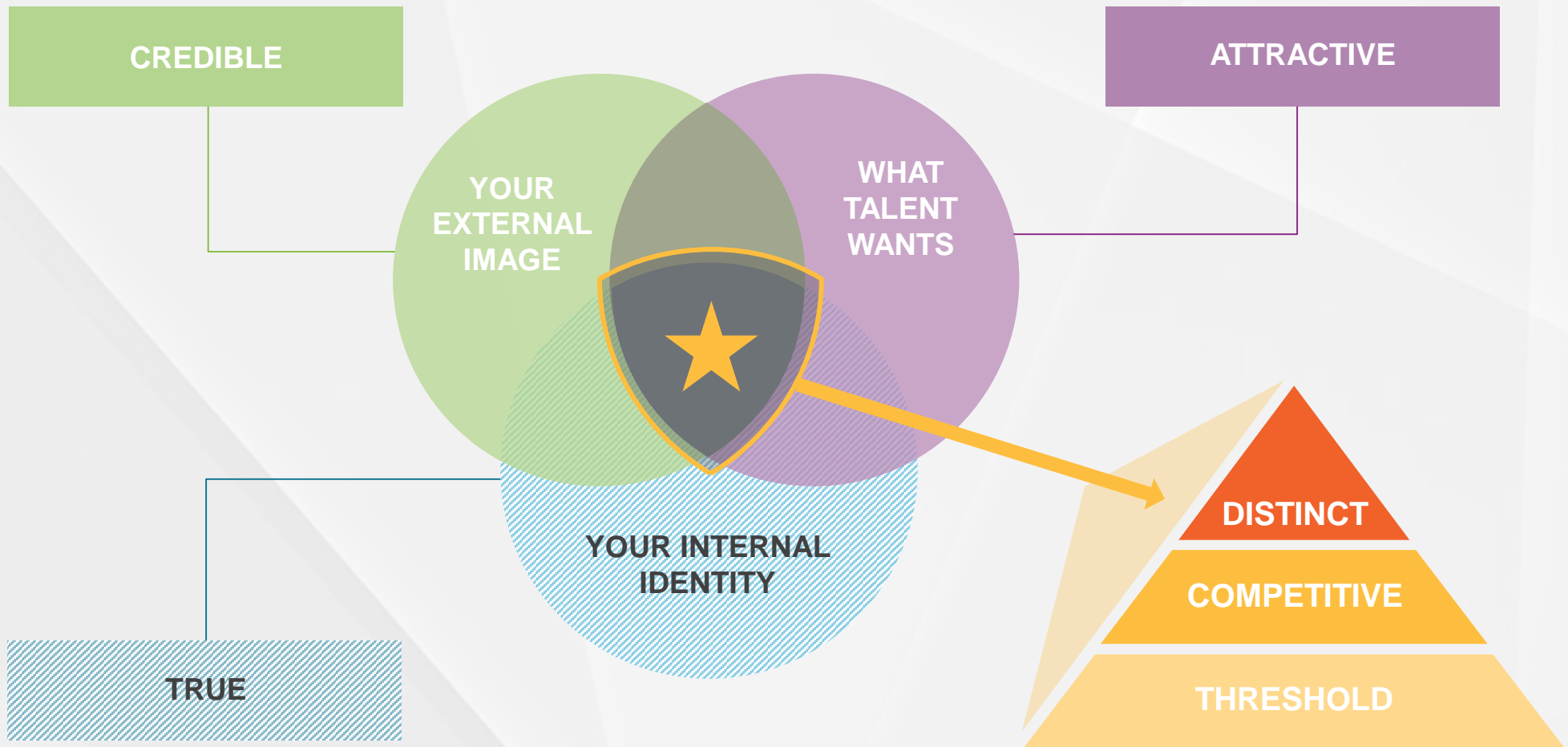
Reducing unwanted attrition

If you're clear in your messaging towards your target group and deliver on your employer brand promises, you're likely to enjoy a lower level of employee turnover.

Your journey with Universum



How do you identify your unique selling points as an employer?



In this report we will focus on what is **CREDIBLE**, **ATTRACTIVE** and **DISTINCT**.

What we cover in the report

- 1 EXECUTIVE SUMMARY
- 2 ATTRACTIVENESS
- 3 RECRUITMENT FUNNEL
- 4 UNDERSTANDING PREFERENCES
- 5 BRAND PERCEPTION
- 6 COMMUNICATION & NEXT STEPS

Scope of this report



YOUR TARGET GROUP:

all students in the survey

3 264 respondents



RECRUITMENT COMPETITORS

You will be benchmarked against the following competitors:

- **Competitor 1**
- **Competitor 2**
- **Competitor 3**
- **Competitor 4**
- **Competitor 5**

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EXECUTIVE SUMMARY

An overview of the main findings in the report, including the Employer Branding SWOT analysis, critical KPIs and the Employer Branding Scorecard.

The Universum Employer Branding SWOT analysis

The Universum EB SWOT is based on the results of the Universum Talent Research and summarises the most important takeaways from the Ideal Employer Brand Report.



The main Employer Branding Strengths



Strengths



1. Attractive and most credible attributes where you have an opportunity to improve your differentiation: 'A creative and dynamic work environment', 'Innovation' and 'Opportunities for international travel/relocation'.
2. You have a great gender balance - you are as attractive among females as males.
3. You have a strong employer brand image. Your target group perceives you to offer more than the average employer.
4. Your target group is highly aware of you as an employer.



Recommendations / Think about

1. If you stand for this internally and you want to communicate this, the ROI of your communication will be higher.
2. Consider including this in your communications to attract candidates who value a balanced work environment.
3. How can you improve this brand image even further? Does it entirely reflect the reality of working in your organisation? Are there specific talent segments you should be targeting?
4. Are you capitalizing on this awareness to make sure that your target group has the desired perception of your organisation?

The main Employer Branding Weaknesses



Weaknesses



1. You have a challenge delivering on some attributes that your target group considers important: 'Ethical standards', 'Secure employment' and 'Clear path for advancement'.



Recommendations / Think about

1. Do you have full awareness of the most attractive attributes to your target group, and how to operationalise that in your offering and message?

The main Employer Branding Opportunities



Opportunities



1. Attractive and most credible attributes where you have an opportunity to improve your differentiation: 'Market success', 'Professional training and development' and 'High future earnings'.
2. You are the most differentiated employer in the market regarding 'A creative and dynamic work environment', 'Innovation' and 'Enabling me to integrate personal interests in my schedule'.
3. Compared to your five recruitment competitors, you are the most attractive employer.
4. You are highly successful at differentiating yourself from your competitors - there are several key attributes that your target groups associate with you to a larger degree than your recruitment competitors.



Recommendations / Think about

1. If you stand for this internally, want to communicate this and are able to differentiate yourself from your competitors, your ROI of your communication will be higher.
2. You have an opportunity to own this attribute. This is something that you should communicate to differentiate yourself from your competitors.
3. Monitor these recruitment competitors to ensure they won't be able to overtake you next year.
4. Do these attributes accurately reflect your internal environment?

The main Employer Branding Threats



Threats



1. You may not be achieving full ROI on all communication channels.
2. 24% of the respondents who would consider working for you did not choose you as one of their ideal employer, but chose Company 122 instead.
3. You are less successful than your competitors at persuading talent who view you as an Ideal Employer to apply to work with you.
4. Your main recruitment competitors for respondents who chose you as an Ideal Employer are Company 139, Competitor 3 and Competitor 1.



Recommendations / Think about

1. Analyse which channels are the most effective ones, and prioritize those accordingly.
2. Analyse where you are weak in the recruitment funnel. Why is your target group considering you, but not regarding you as their Ideal Employer? What are the specific steps that Company 122 is taking to outperform you here?
3. Why is your target group viewing you as an Ideal Employer, but not applying? Are they applying to your competitors? Consider increasing engagement with intensified communication with your specific target group.
4. Analyse your competitors' employer branding strategies.

The Universum Employer Branding KPIs

The following slides document several Key Performance Indicators (KPIs). The KPIs have been selected by Universum to represent the most important criteria to track when building and strengthening your Employer Brand.



Your overall brand performance



Your change in attractiveness



How well you convert interest into actual applications



Your gender balance



How strong your brand is as an employer



Your capability to attract the best



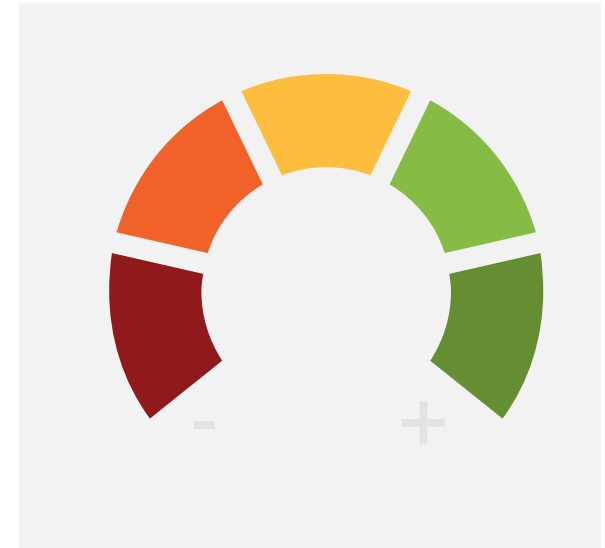
How differentiated your Employer Brand is



Your attractiveness compared to your competitors



To what extent you are associated with the criteria that matter to the target group



Each KPI score is based on your performance and is illustrated by a gauge with five levels, going from red (negative) to green (positive).



The Company X Employer Branding KPIs

Main Field of Study X



OVERALL EMPLOYER BRAND PERFORMANCE

Combination of all KPIs



CHANGE IN ATTRACTIVENESS

Ideal Employer Ranking 2017 compared to 2016



CONVERTING INTEREST INTO APPLICATION

Overall performance in the Universum Recruitment Funnel



GENDER BALANCE

Ideal Employer Ranking among females vs. males



OVERALL EMPLOYER BRAND STRENGTH

Average association with the 40 attributes compared to the average Ideal Employer



ATTRACTING THE BEST

Ideal Employer Ranking among High Achievers vs. students overall



LEVEL OF DIFFERENTIATION

Association with important attributes compared to your Recruitment Competitors



COMPETITIVE POSITIONING

Ideal Employer Ranking compared to competitors



PERCEPTION VS. PREFERENCES

Association with the most important attributes



Top Ideal Employers and your attractiveness

Main Field of Study X

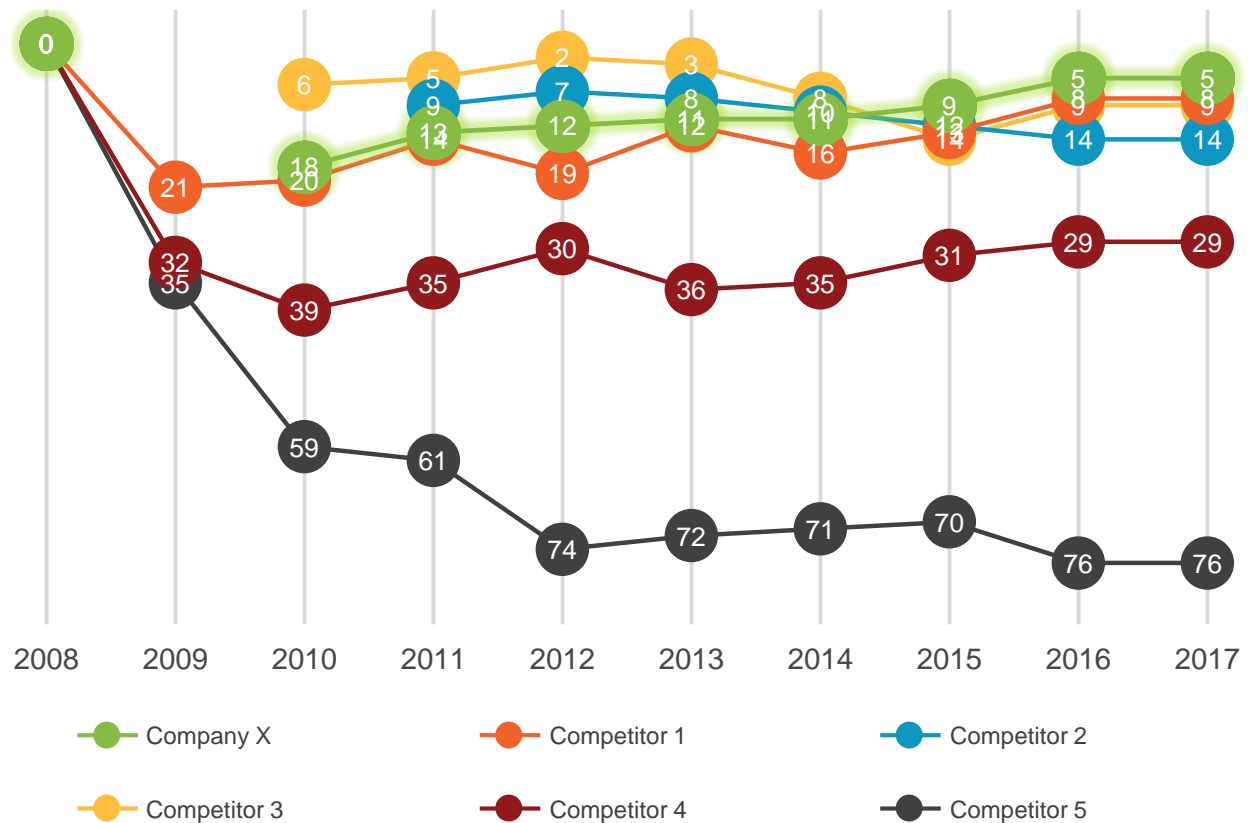
TOP 10 IDEAL EMPLOYERS

1. Company 122 (1)
2. Company 57 (2)
3. Company 175 (3)
4. Company 116 (4)
5. Company X (5)
6. Company 88 (6)
7. Company 206 (7)
8. Competitor 1 (8)
9. Competitor 3 (9)
10. Company 118 (10)

YOUR POSITION

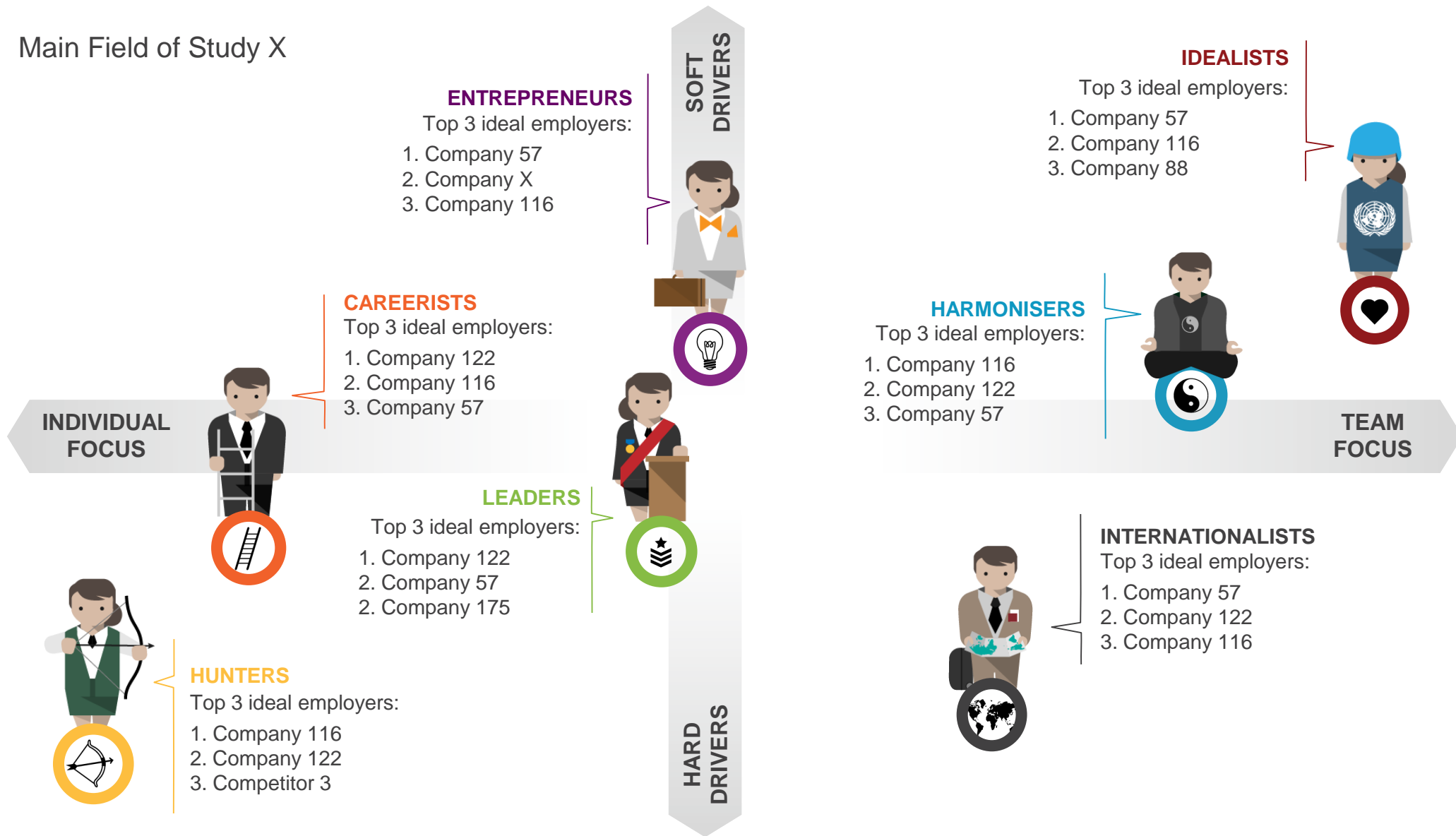
5. Company X (5)

ATTRACTIVENESS ACROSS TIME



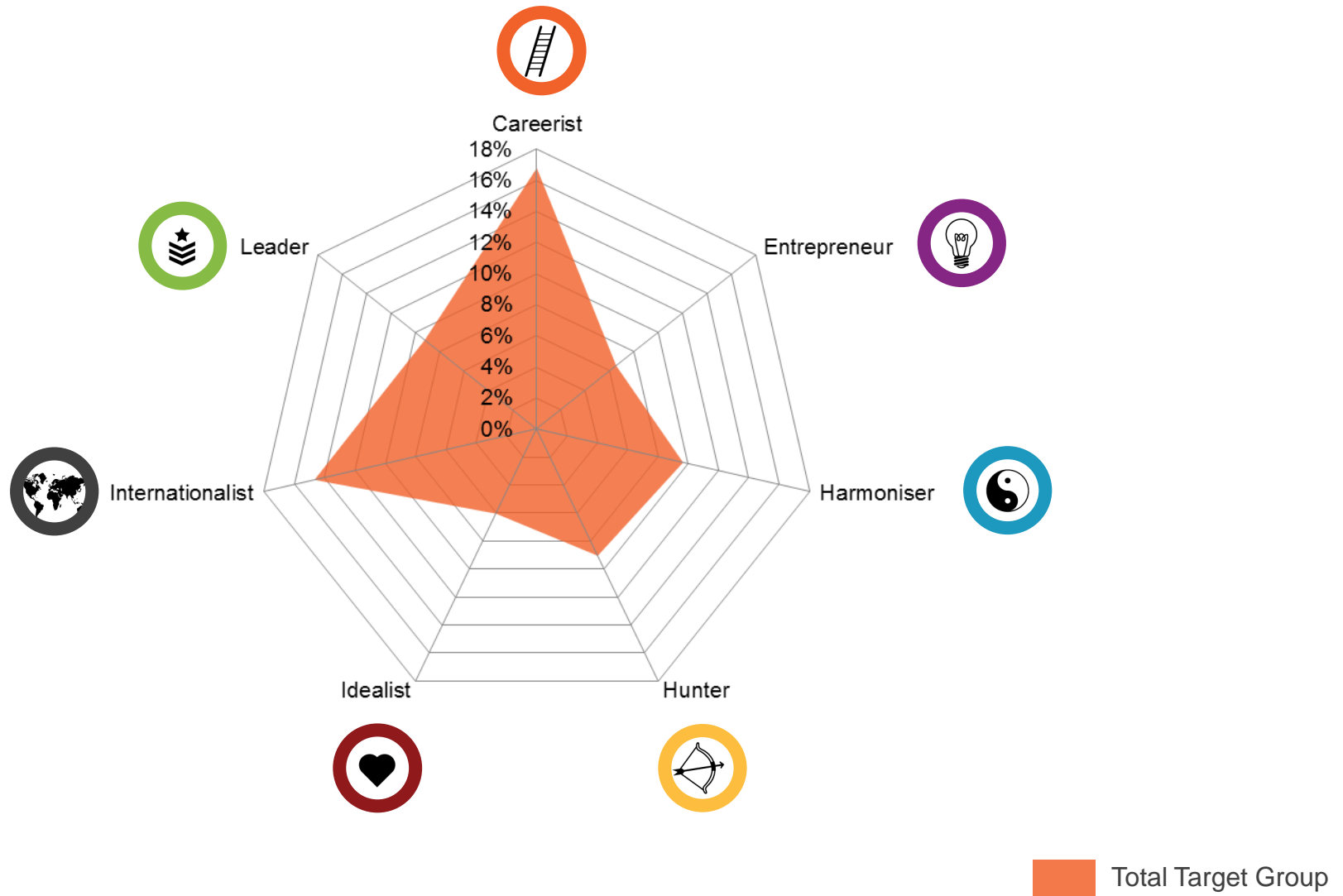
The Universum Career Profiles – who are they attracted to?

Main Field of Study X



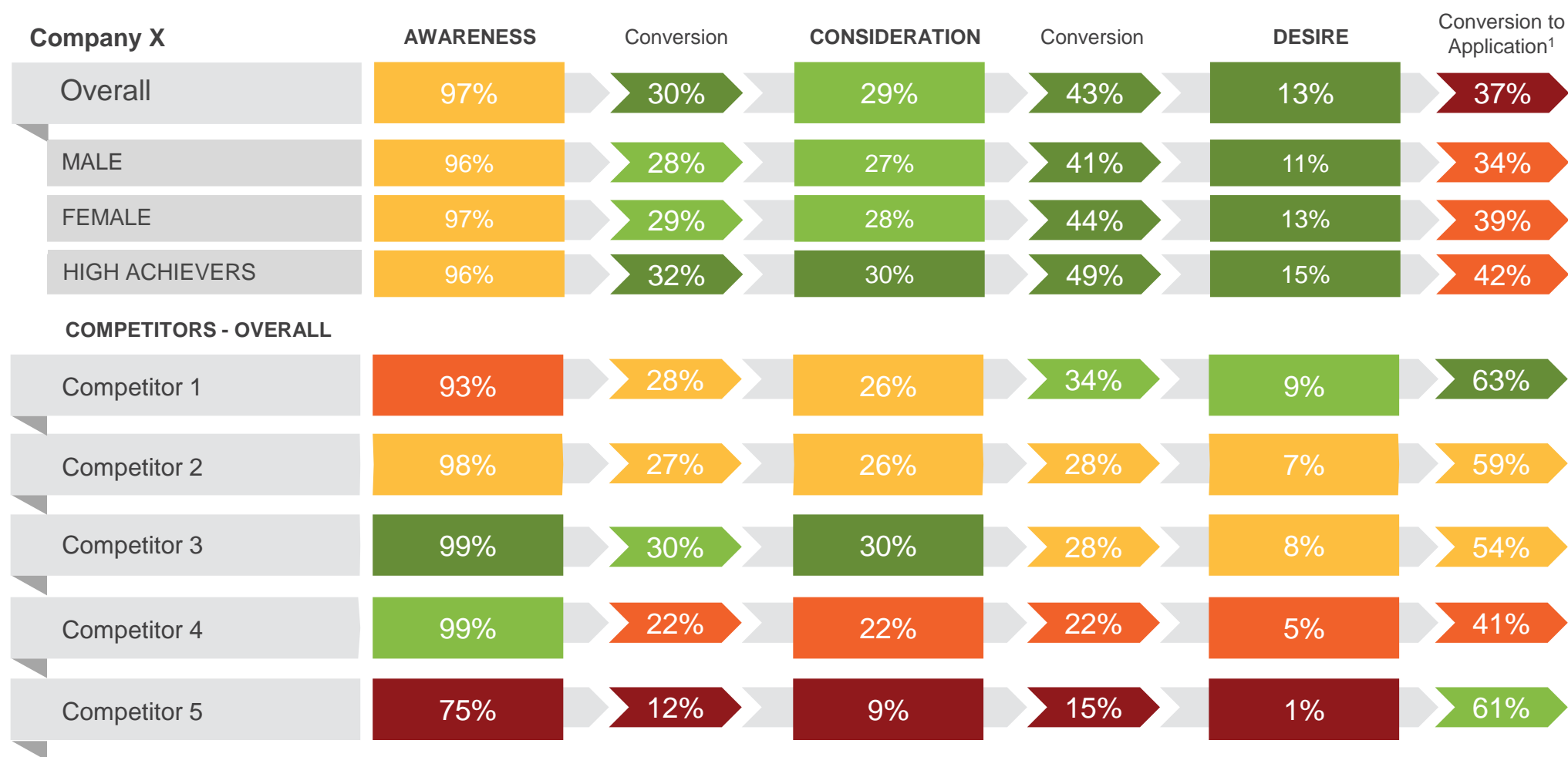
- Universum has conducted global qualitative research to identify and define these seven career profiles. More details in the Appendix.
- Please notice that gender is not part of the definition of each career profile. Female and male archetypes have been chosen randomly.
- Only career profiles with at least 30 respondents in the targeted population are presented.

The Universum Career Profiles in Country X



Company X Employer Branding Scorecard

Main Field of Study X



The colours represent the employer's performance relative to the competitors within each target group.

LOWEST



HIGHEST

¹ Share of students attracted to the employer, who have answered that they have applied or will apply to each of their selected Ideal Employers.

Top of mind associations with Company X



Overall most attractive and most associated attributes with you

Top 10 most attractive attributes

1. Professional training and development
2. Leadership opportunities
3. Leaders who will support my development
4. Ethical standards
5. Secure employment
6. High future earnings
7. Inspiring leadership
8. A creative and dynamic work environment
9. Opportunities for international travel/relocation
10. A friendly work environment

Top 10 most associated attributes with Company X

1. A creative and dynamic work environment
2. Innovation
3. Opportunities for international travel/relocation
4. Market success
5. Team-oriented work
6. A friendly work environment
7. Good reference for future career
8. Interaction with international clients and colleagues
9. Challenging work
9. Variety of assignments

Employer Reputation & Image

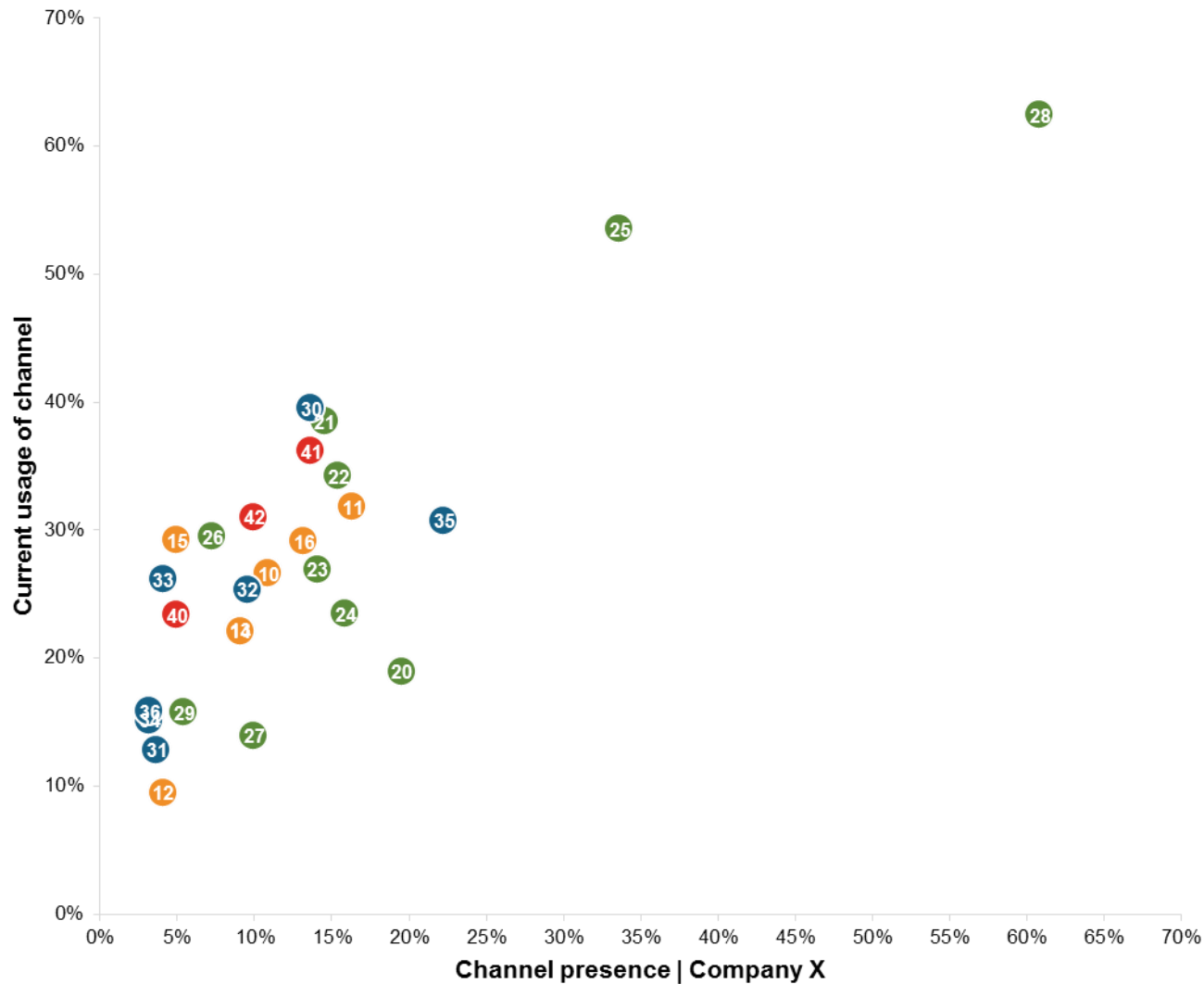
Remuneration & Advancement Opportunities

People & Culture

Job Characteristics

- ?
- How important to you is each of the below aspects? (Scale 1-5, 1=Not important at all, 5=Very important)
 - Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.
 - Which of the following attributes do you associate with each employer? Please select as many as applicable.

Most used communication channels vs. your channel presence



Print



10. Brochures presenting career possibilities at a company/organisation
11. Career magazines/guides/books
12. Direct mailings per post
13. Employer advertisements in business magazines
14. Employer advertisements in lifestyle magazines & other periodicals
15. Employer advertisements in newspapers
16. University press & student organisation publications



Digital



20. Blogs
21. Career and job related apps
22. Career guidance websites
23. Employer advertisements on news/business-related websites
24. Employer sponsored posts in social media
25. Employer websites
26. Job boards (sites where job openings are posted)
27. Live online events with employers (webinars, chats, meet ups etc.)
28. Social media
29. Targeted emails



In-person



30. Career fairs
31. Conferences arranged and hosted by employers
32. Employer office/site visits
33. Employer presentations on campus
34. Informational interviews with employers
35. Lectures/case studies as part of curriculum
36. Skills training sessions organised by employers



Other

40. Employer advertisements on the radio
41. Employer advertisements on TV
42. Outdoor/billboard advertising

- Which channels do you use in general to learn about potential employers? Choose as many as applicable.
- Through which channels have you learnt about these employers? Choose as many as applicable.

Universum Access provides dynamic and innovative ways to explore your insights



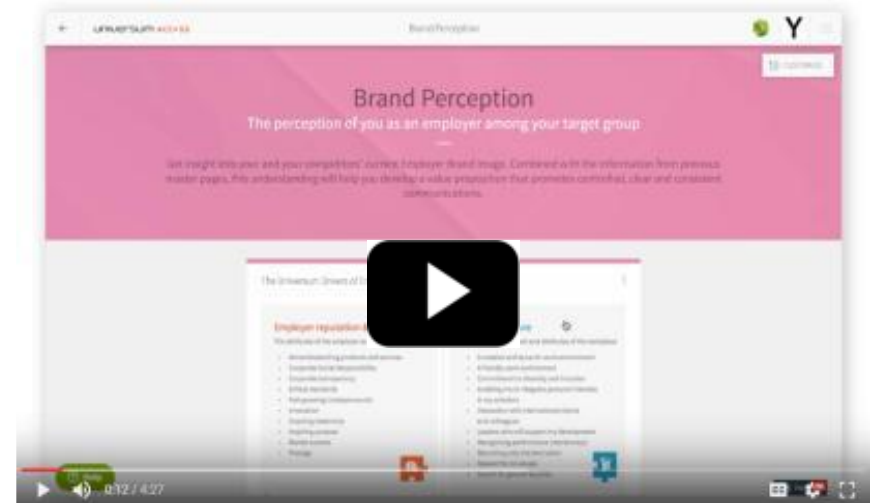
Dynamic Data Dashboard

The Global Overview on Access allows you to easily identify key strengths and challenges across all of your markets, thanks to innovative data visualisations.



One Stop Shop

Access will be your portal for everything Universum. Dig into your talent data, download insight reports, watch webinars, and even connect with Universum analysts directly through the portal.



24 Hour Access

You will be able to use the tool online at any time or place to create your own visuals or slides at a moment's notice.



Best Practices

You can also connect to Universum's Employer Branding Academy and watch videos on the latest country results, digital trends and best practices.



- For more insights, check out the Access Tutorial [here](#). You can also click the play button above when the presentation is in slideshow mode.

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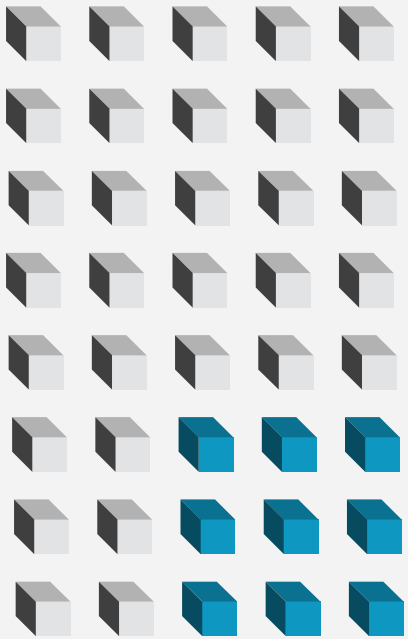
ATTRACTIVENESS

Find out how attractive you and your competitors are among the target group. You will be able to identify risks and opportunities by looking at how your attractiveness and competitive positioning varies among different categories.

The Universum Rankings

FULL COMPANY LIST

(130 employers within each main field of study)



CONSIDERED EMPLOYER RANKING

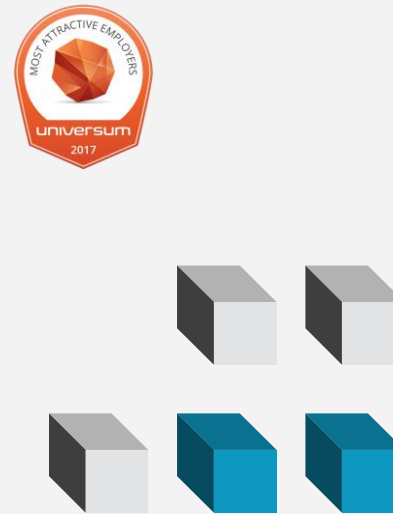
(as many as applicable)



"Below is a list of companies and organisations. For which of these employers would you consider working?"

IDEAL EMPLOYER RANKING

(maximum five employers)



"Now choose the five (5) employers you most want to work for, your five Ideal Employers."

POTENTIAL APPLICANTS' RANKING

(Yes, I have / Yes, I will)



"Have you applied or will you apply to these employers?"

Chapter highlights | Ideal Employer Ranking

Main Field of Study X



OVERALL

IDEAL EMPLOYER RANKING

1. Company 122
2. Company 57
3. Company 175
4. Company 116
5. Company X

5. Company X

IDEAL EMPLOYER RANKING

1. Company 122
2. Company 57
3. Company X
4. Company 175
5. Company 116

3. Company X

HIGH
ACHIEVERS



MALE

IDEAL EMPLOYER RANKING

1. Company 122
2. Company 57
3. Company 116
4. Company 175
5. Company X

5. Company X



IDEAL EMPLOYER RANKING

1. Company 122
2. Company 57
3. Company 175
4. Company 116
5. Company 88

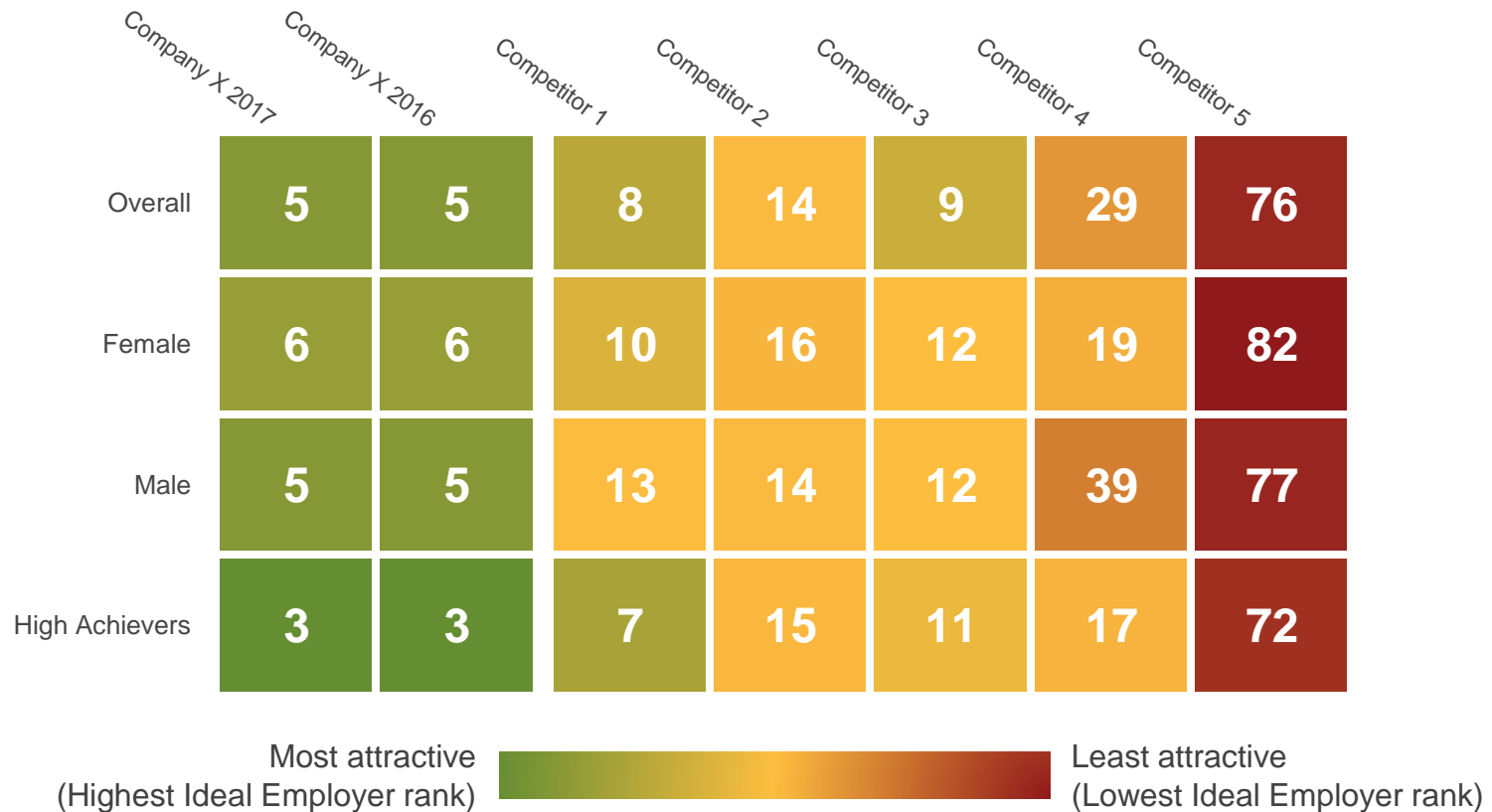
6. Company X



FEMALE

Ideal Employer Ranking | Competitive positioning

Main Field of Study X

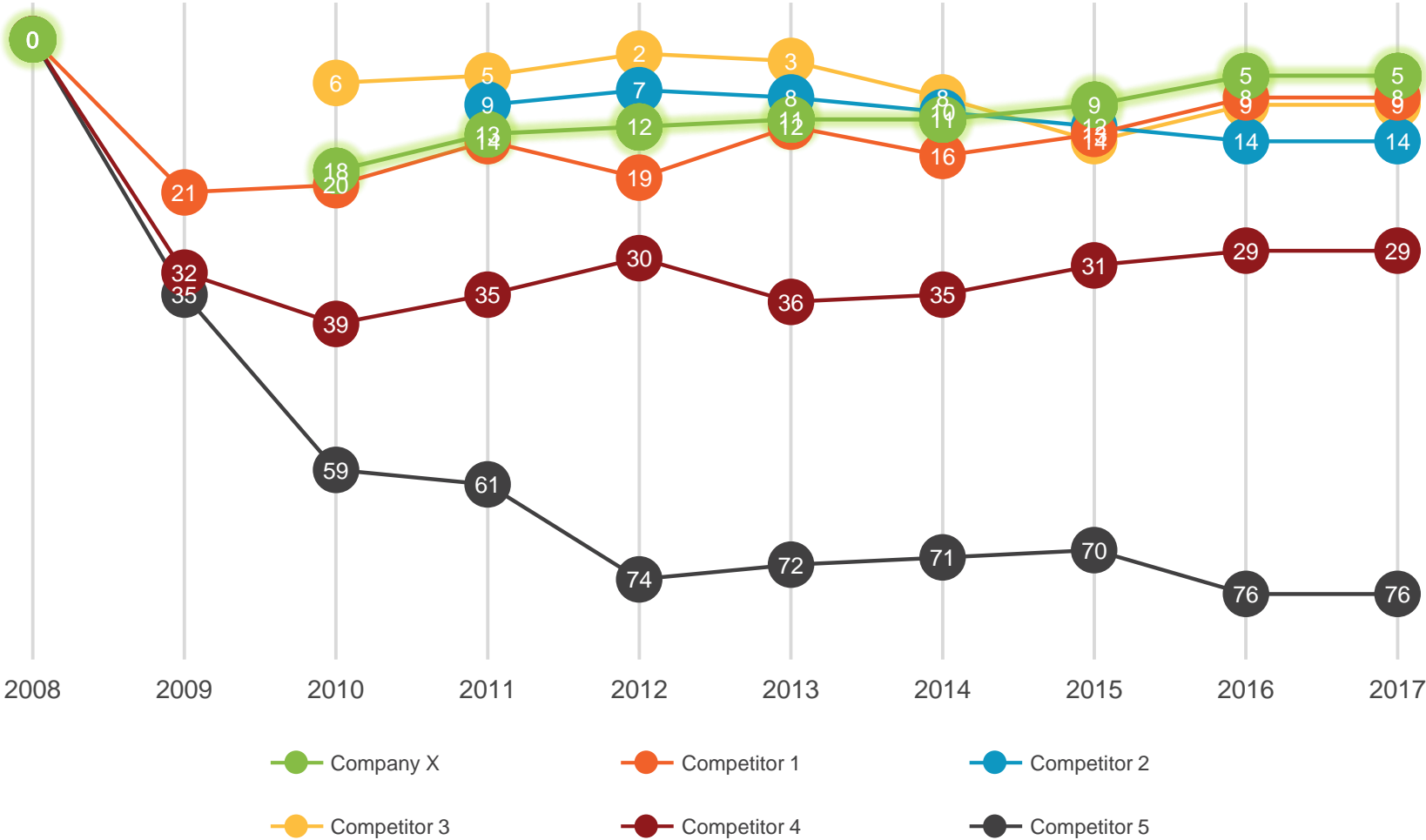


- ?
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.
 - What is your gender?
 - On a scale from 1 - 10, how would you describe your academic performance? 5 = average; 10 = excellent.

- !
- Respondents who rated their academic performance as 8, 9 or 10 are categorised as High Achievers.
 - The overall Ideal Employer Ranking is not an average of the gender rankings.

Ideal Employer Ranking across time

Main Field of Study X



Ideal Employer Ranking | Top 30

Main Field of Study X



Employer	Rank 2017	Percent 2017	Trend		Employer	Rank 2017	Percent 2017	Trend	
Company 122	1	19,66%	→	0	Company 91	16	7,20%	→	0
Company 57	2	16,48%	→	0	Company 205	17	6,27%	→	0
Company 175	3	15,29%	→	0	Company 222	18	6,19%	→	0
Company 116	4	12,89%	→	0	Company 21	19	6,12%	→	0
Company X	5	12,88%	→	0	Company 139	20	5,88%	→	0
Company 88	6	11,53%	→	0	Company 156	21	5,77%	→	0
Company 206	7	9,13%	→	0	Company 213	22	5,69%	→	0
Competitor 1	8	9,03%	→	0	Company 76	23	5,66%	→	0
Competitor 3	9	8,33%	→	0	Company 155	24	5,37%	→	0
Company 118	10	8,28%	→	0	Company 232	25	5,30%	→	0
Company 207	11	8,07%	→	0	Company 234	26	5,03%	→	0
Company 12	12	7,62%	→	0	Company 193	27	4,99%	→	0
Company 33	13	7,40%	→	0	Company 162	28	4,86%	→	0
Competitor 2	14	7,34%	→	0	Competitor 4	29	4,76%	→	0
Company 210	15	7,24%	→	0	Company 224	30	4,62%	→	0

Ideal Employer Ranking | Gender comparison | Top 15

Main Field of Study X



Employer	Rank Male	Rank Female	Employer	Rank Female	Rank Male
Company 122	1	1	Company 122	1	1
Company 57	2	2	Company 57	2	2
Company 116	3	4	Company 175	3	4
Company 175	4	3	Company 116	4	3
Company X	5	6	Company 88	5	7
Company 12	6	11	Company X	6	5
Company 88	7	5	Company 206	7	9
Company 33	8	19	Company 118	8	9
Company 118	9	8	Company 207	9	18
Company 206	9	7	Competitor 1	10	13
Company 210	11	13	Company 12	11	6
Competitor 3	12	12	Competitor 3	12	12
Competitor 1	13	10	Company 210	13	11
Competitor 2	14	16	Company 21	14	27
Company 91	15	15	Company 91	15	15



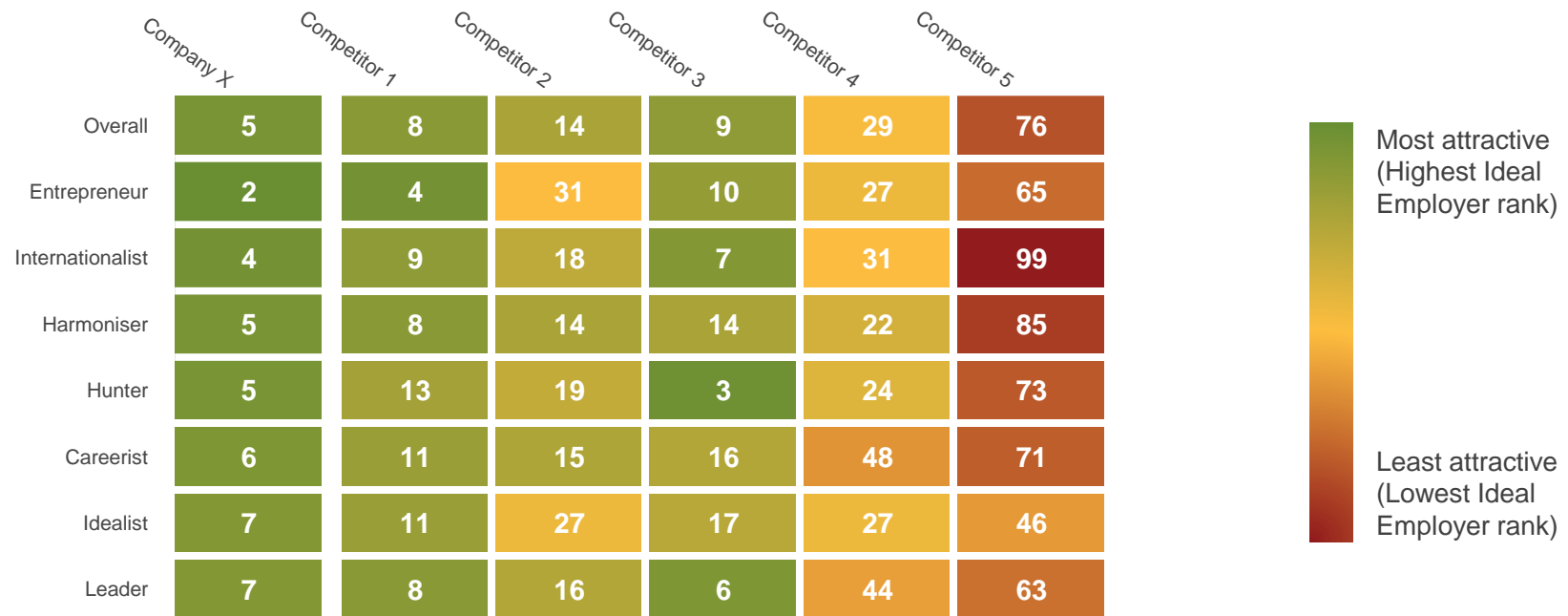
- What is your gender?
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.



- The left side of the table is sorted by the male Ideal Employer Ranking, the right side is sorted by the female ranking.

Are you attracting the profiles you are targeting?

Main Field of Study X




• Now choose the five (5) employers you most want to work for, your five Ideal Employers.

• Details regarding the different career profiles are available in the Appendix.
 • Only career profiles with at least 30 respondents in the targeted population and where you have a ranking position are presented in the table.

Are you attracting students from your target universities?

Main Field of Study X (1/X)



	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	
Overall	5	5	8	14	9	29	76	 <p>Most attractive (Highest Ideal Employer rank)</p> <p>Least attractive (Lowest Ideal Employer rank)</p>
University 8	2	2	10	12	13	6	88	
University 9	2	2	10	19	15	29	-	
University 5	4	4	44	10	18	10	-	
University 7	4	4	29	42	29	24	-	
University 1	5	5	11	8	9	30	65	

- ?
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.
 - Which college or university do you attend?

- !
- Only educational institutions with at least 30 respondents in the targeted population and where you have a ranking position are presented in the table.
 - The table shows a maximum of 30 educational institutions.

Attractive employers within most preferred industries

Main Field of Study X

Auditing and Accounting

1. Company 122
2. Company 57
3. Company 175
4. Company 88
5. Company 116

Financial Services

1. Company 122
2. Company 116
3. Company 57
4. Company 175
5. Company 88

Banks

1. Company 122
2. Company 116
3. Company 57
4. Company 175
5. Company 206

Management and Strategy Consulting

1. Company X
2. Company 122
3. Company 116
4. Competitor 1
5. Company 12

Media and Advertising

1. Competitor 3
2. Company X
3. Competitor 1
4. Company 186
5. Company 6



Your attractiveness per area of study

Business (1/X)



	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	
Business Data Systems	1	1	27	27	19	19	-	
Entrepreneurship	1	1	2	8	4	5	69	
Human Resource Management	1	1	2	6	3	19	79	
Industrial Psychology	1	1	1	3	5	4	91	
Informatics & Information Systems	1	1	18	12	12	40	58	

Most attractive
(Highest Ideal
Employer rank)

Least attractive
(Lowest Ideal
Employer rank)

- ?
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.
 - Please select your major(s)/main area(s) of study.

- !
- Only areas of study with at least 30 respondents in the targeted population and where you have a ranking position are presented in the table.
 - The table shows a maximum of 20 areas of study.

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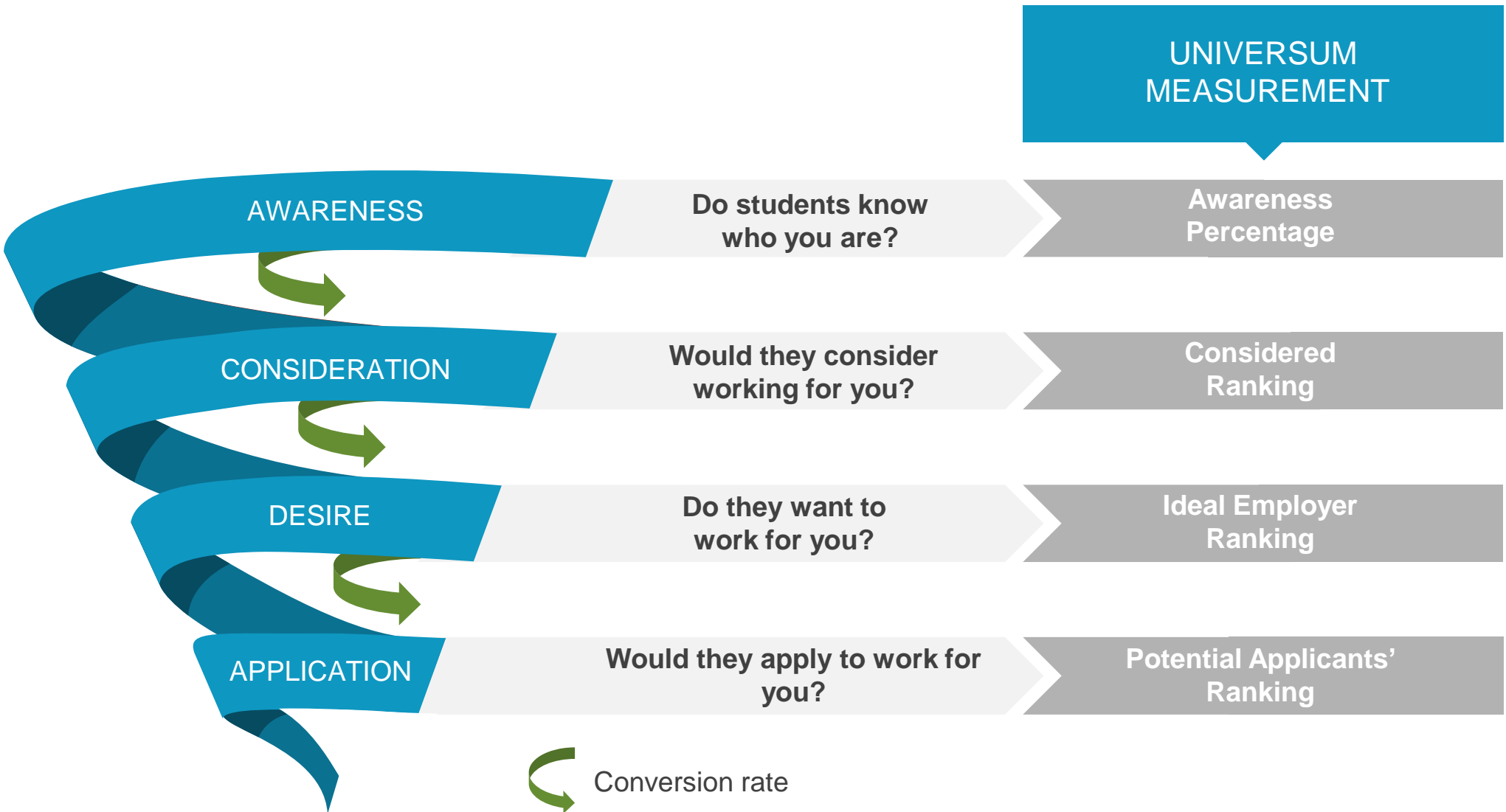
ATTRACTIVENESS

3

RECRUITMENT FUNNEL

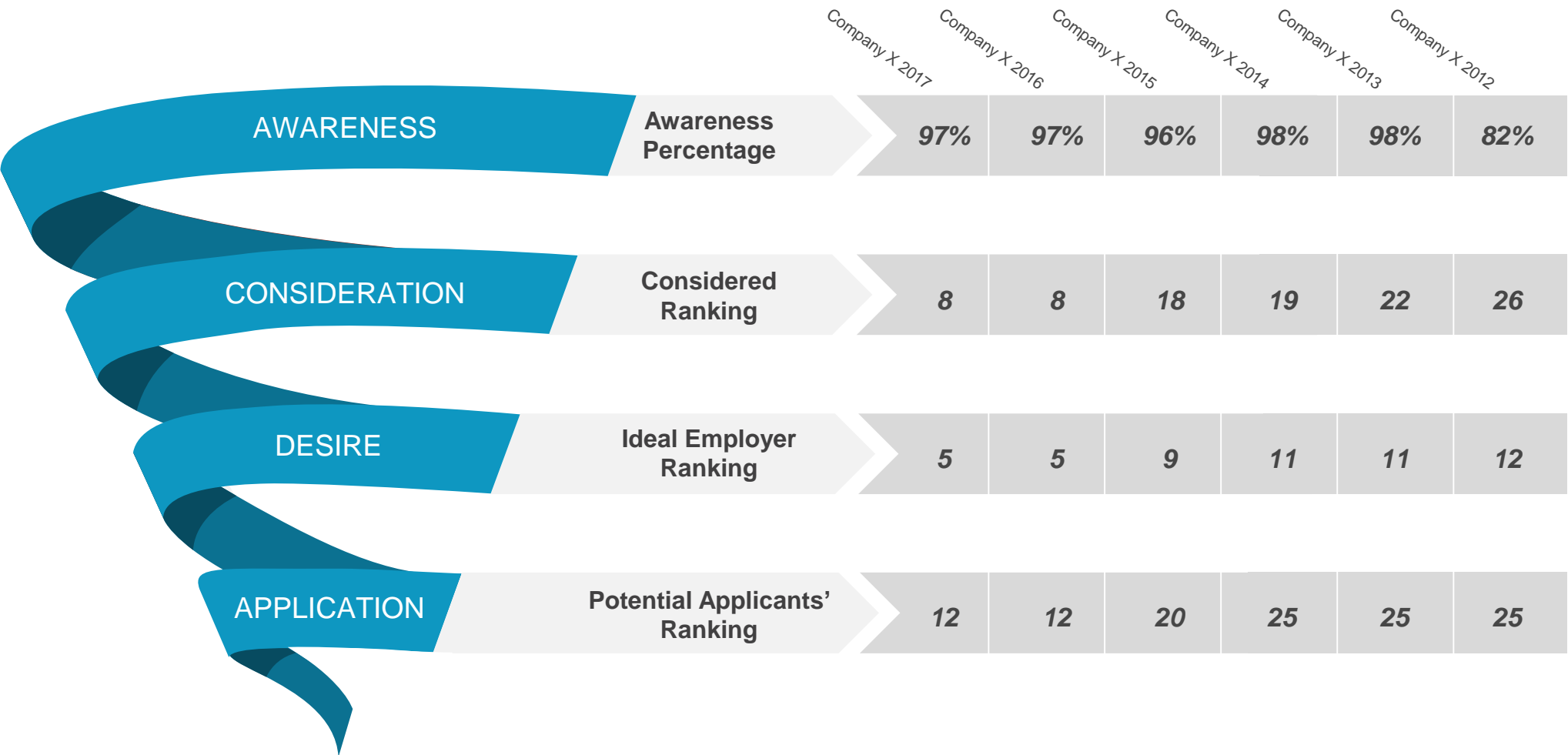
Identify your strengths and weaknesses in the Recruitment Funnel compared to your key competitors. Your Employer Branding efforts will be more effective if you know whether your main challenge lies in the Awareness, Consideration, Desire or Application stage.

The Universum Recruitment Funnel



Your performance in the Recruitment Funnel

Main Field of Study X



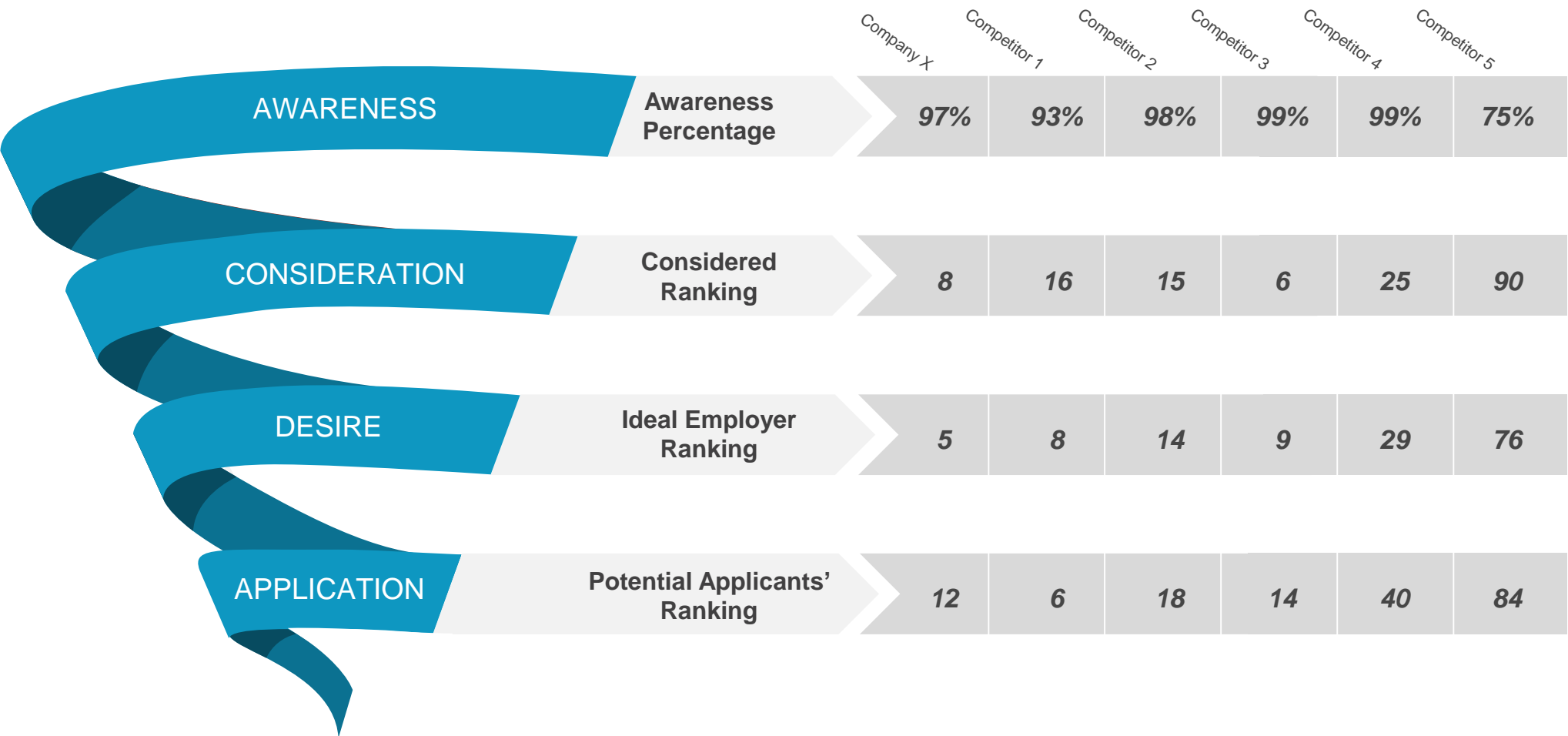
- This is the same list of employers you saw earlier. Please select all companies/organisations which you have not heard of as employers.
- Below is a list of companies and organisations. For which of these employers would you consider working?
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.
- Have you applied or will you apply to these employers?



- Note that the bottom three rows express rank rather than percentage.

The Universum Recruitment Funnel | Competitor comparison

Main Field of Study X



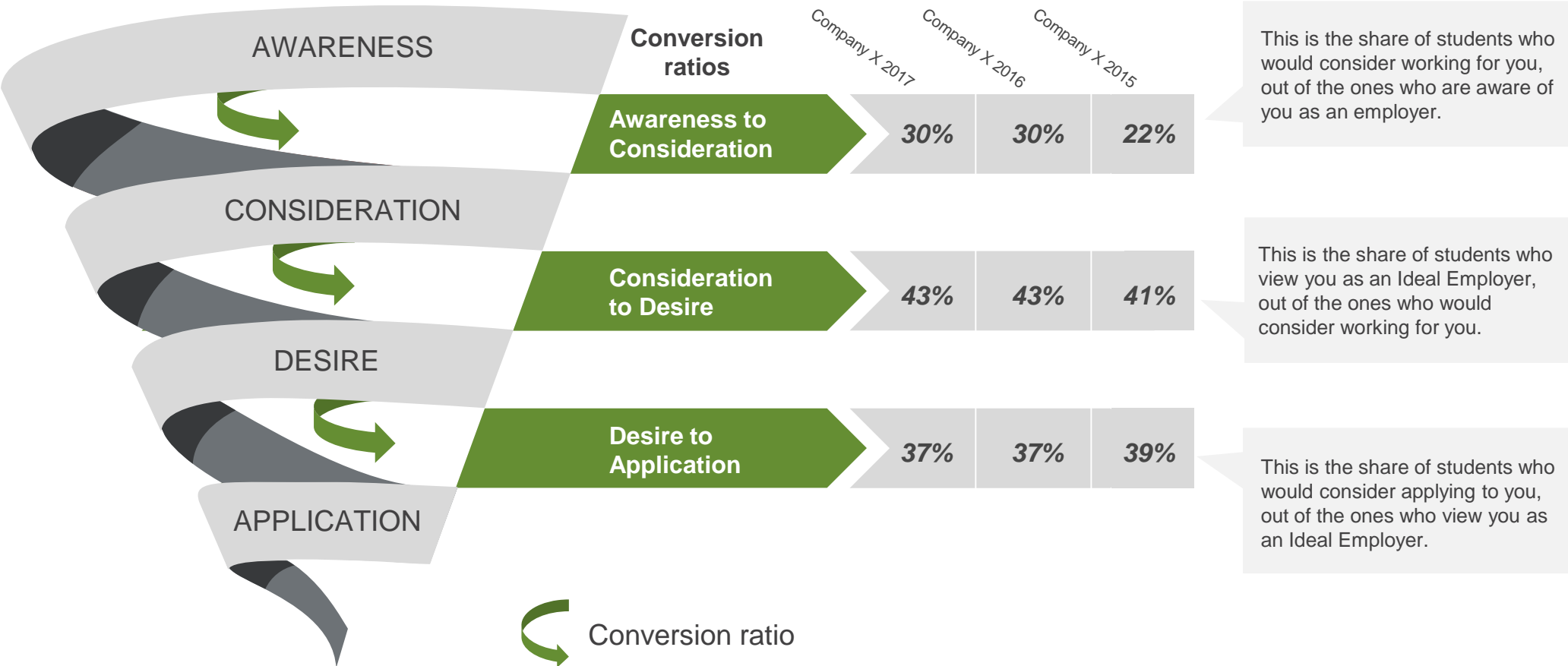
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- Note that the bottom three rows express rank rather than percentage.

Conversion ratios in the Recruitment Funnel

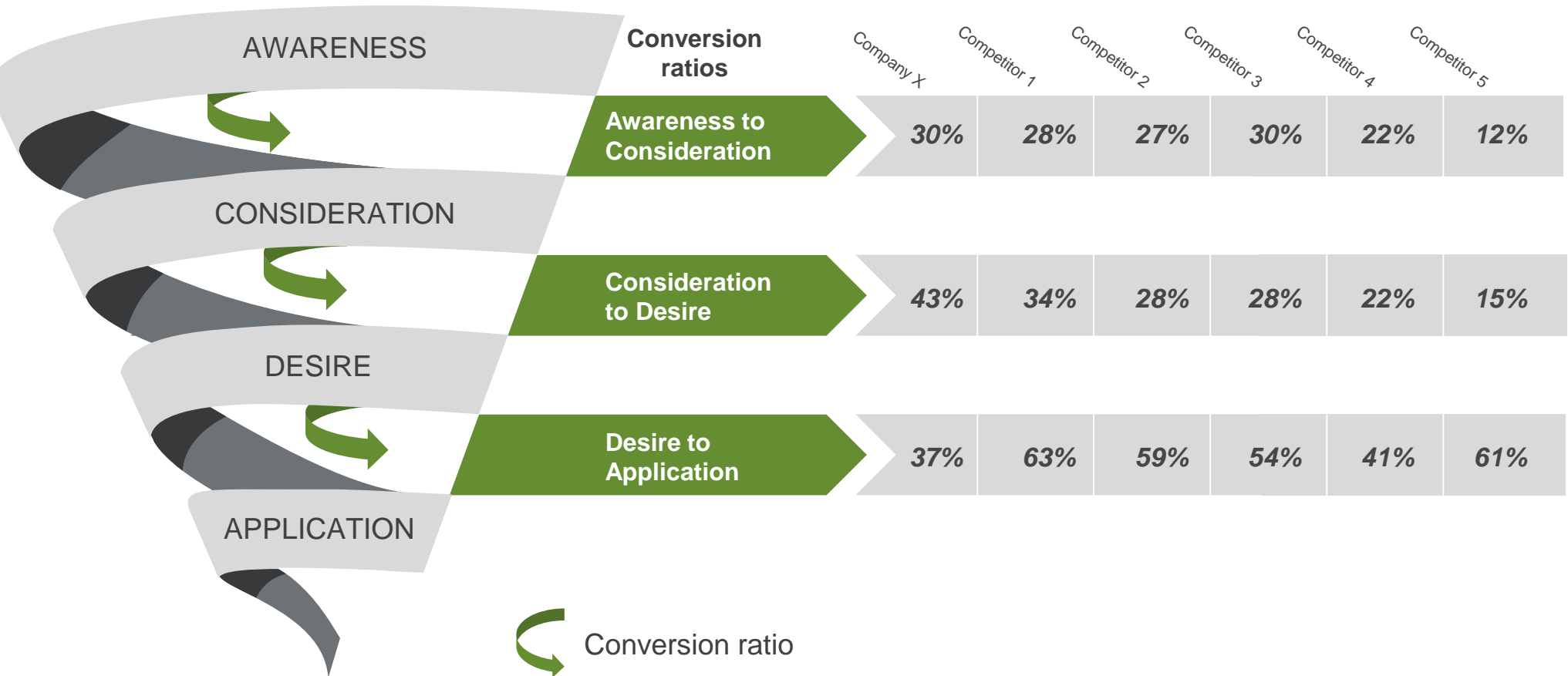
Main Field of Study X



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- Have you applied or will you apply to these employers?

Conversion ratios in the Recruitment Funnel

Main Field of Study X



- This is the same list of employers you saw earlier. Please select all companies/organisations which you have not heard of as employers.
- Below is a list of companies and organisations. For which of these employers would you consider working?
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.
- Have you applied or will you apply to these employers?

Your Key Recruitment Competitors

Students who selected Company X as one of their five Ideal Employers, also chose the employers in the table to the right as Ideal.

THINK ABOUT:

- ➔ Which employers are your biggest key recruitment competitors?
- ➔ Does this match your existing perceptions?
- ➔ Are there things you can learn from your key recruitment competitors?
- ➔ What do you have in common with these employers?
- ➔ How can you better differentiate your business from theirs?

YOUR KEY RECRUITMENT COMPETITORS

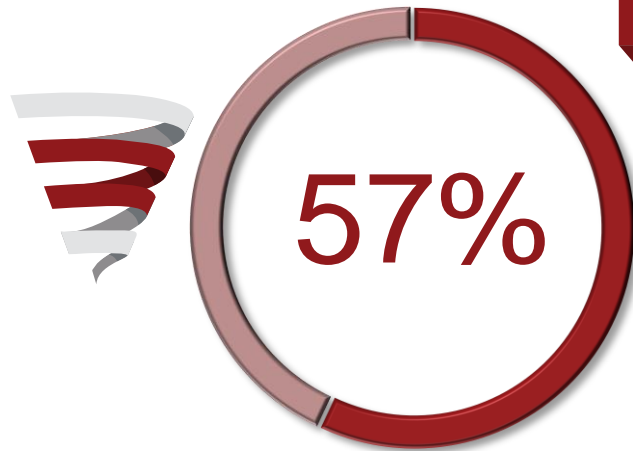


Employer	Industry	Percent 2017	Rank 2017
Competitor 1	Management and Strategy Consulting	30%	1
Competitor 2	Telecommunication and Networks	27%	2
Competitor 3	Public Sector and Governmental Agencies	25%	3
Competitor 4	Educational and Scientific Institutions	22%	4
Competitor 5	Educational and Scientific Institutions	20%	5
Company 123	Banks	17%	6
Company 45	Educational and Scientific Institutions	15%	7
Company 55	Fast Moving Consumer Goods	12%	8
Company 59	Engineering and Manufacturing	10%	9
Company 38	Pharmaceuticals and Biotechnology	7%	10

- Below is a list of companies and organisations. For which of these employers would you consider working? Please select as many as applicable.
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.

- The percentages show the share of students who selected Company X as one of their ideal employers, who also chose each of these employers as Ideal.

Who is taking your talent?



of the respondents who would consider working for you **did not select you as one of their Ideal Employers.** Instead, they chose the following competitors most frequently:

Competitor (Percent)

1. Company 122 (24%)
2. Company 57 (19%)
3. Company 175 (16%)
4. Company 116 (16%)
5. Company 206 (14%)
6. Company 88 (14%)
7. Company 118 (12%)
7. Company 12 (12%)
9. Competitor 1 (12%)
10. Company 33 (10%)

WHAT ARE THESE EMPLOYERS DOING BETTER THAN YOU?

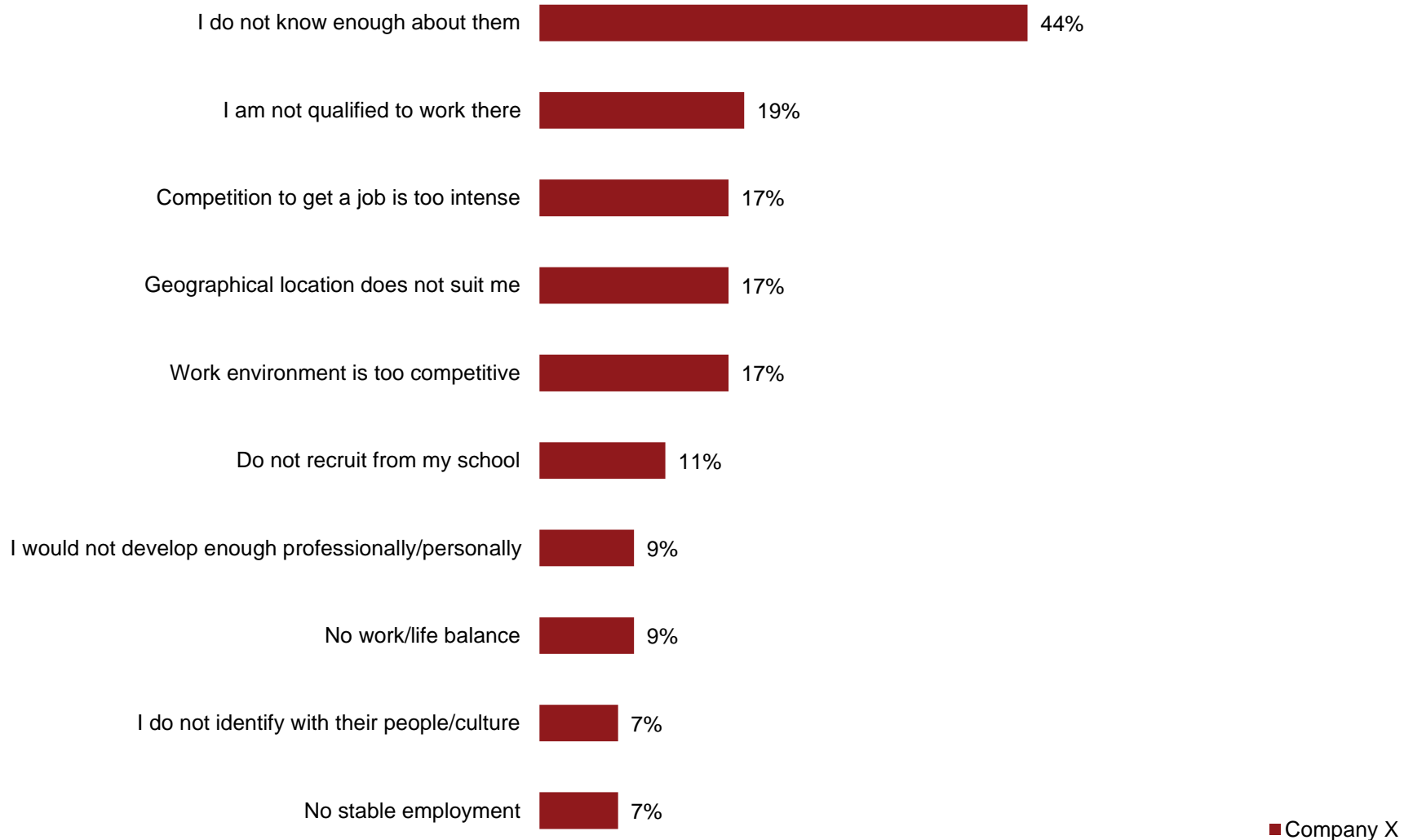
They are associated with these important attributes to a higher extent than you are!

- Ethical standards
- Secure employment
- Recognising performance (meritocracy)
- Leadership opportunities
- Corporate Social Responsibility



- Below is a list of companies and organisations. For which of these employers would you consider working? Please select as many as applicable.
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.

Why don't students go on to select Company X as Ideal?



• You indicated that you would consider working for these employers, but you didn't choose them among your top (Ideal) employers. Why not?



• Note that only the top 10 reasons are shown.

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- 1 EXECUTIVE SUMMARY
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- 4 UNDERSTANDING PREFERENCES

Understand what your target group finds attractive in an employer. You will be able to compare your current employer brand and employer value proposition with the survey results and identify which aspects to focus on more or less in your communications.

The Universum Drivers of Employer Attractiveness

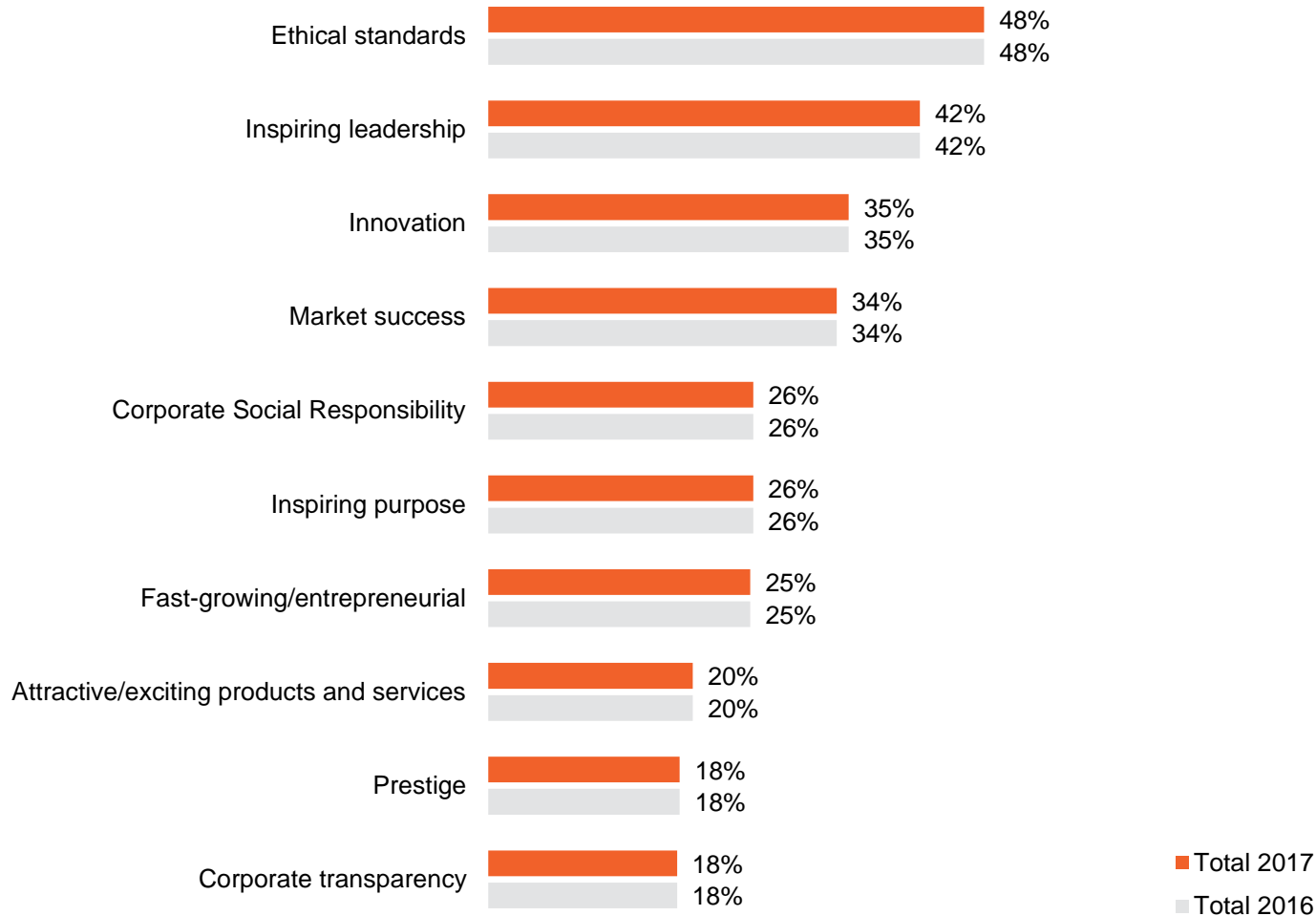


“Professional training and development” is students’ most important attribute



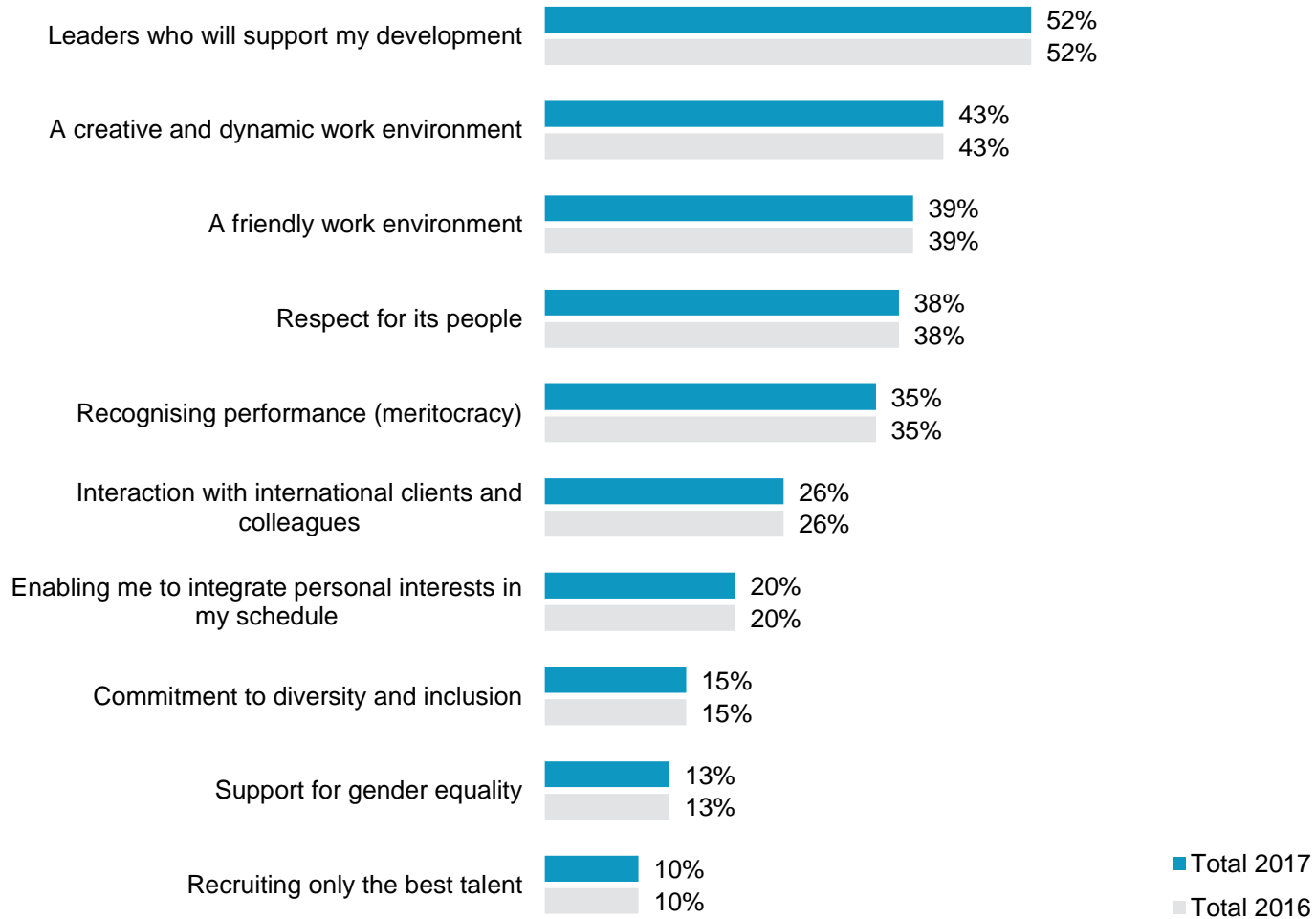
Employer Reputation & Image

Attractive attributes



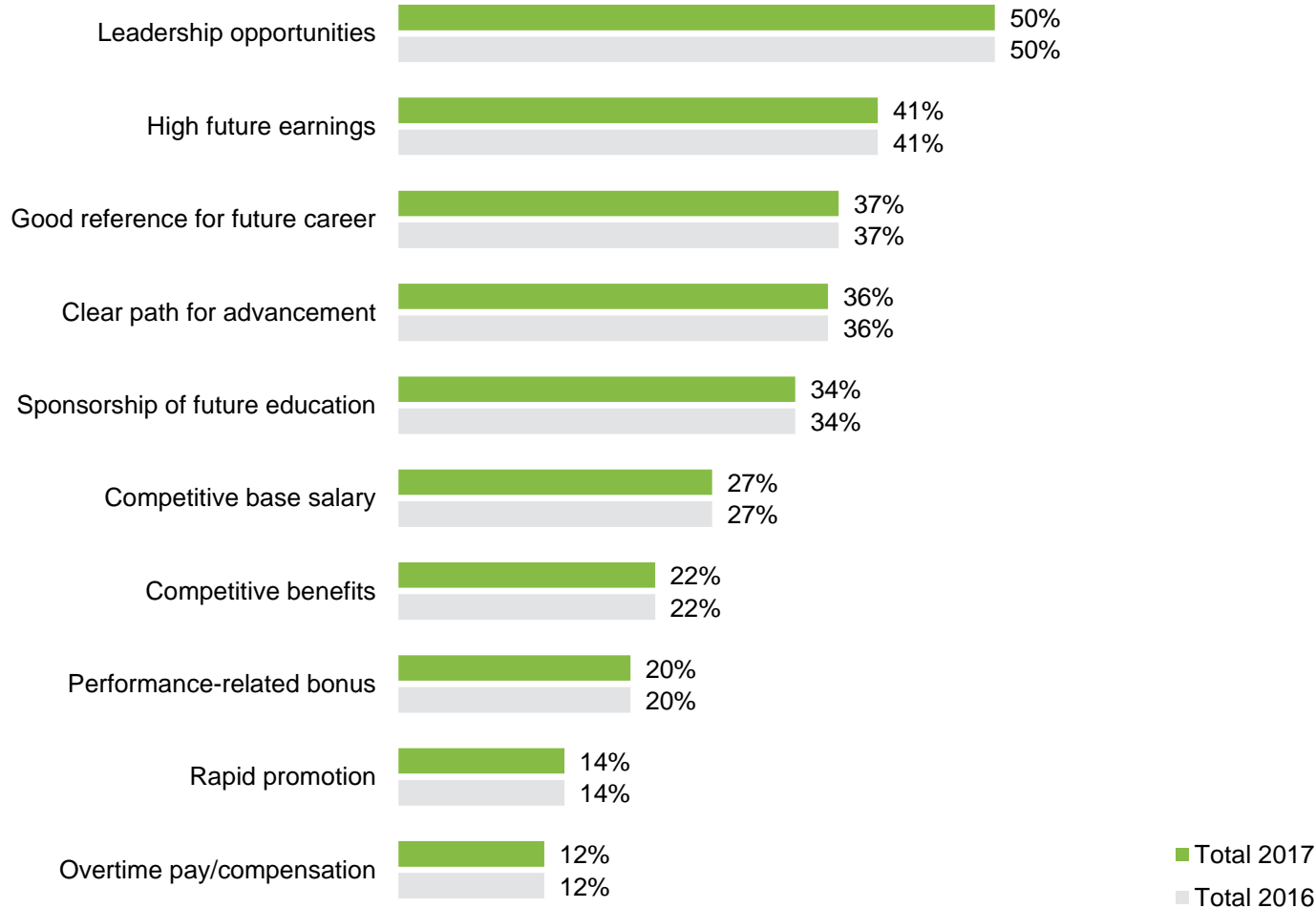
People & Culture

Attractive attributes



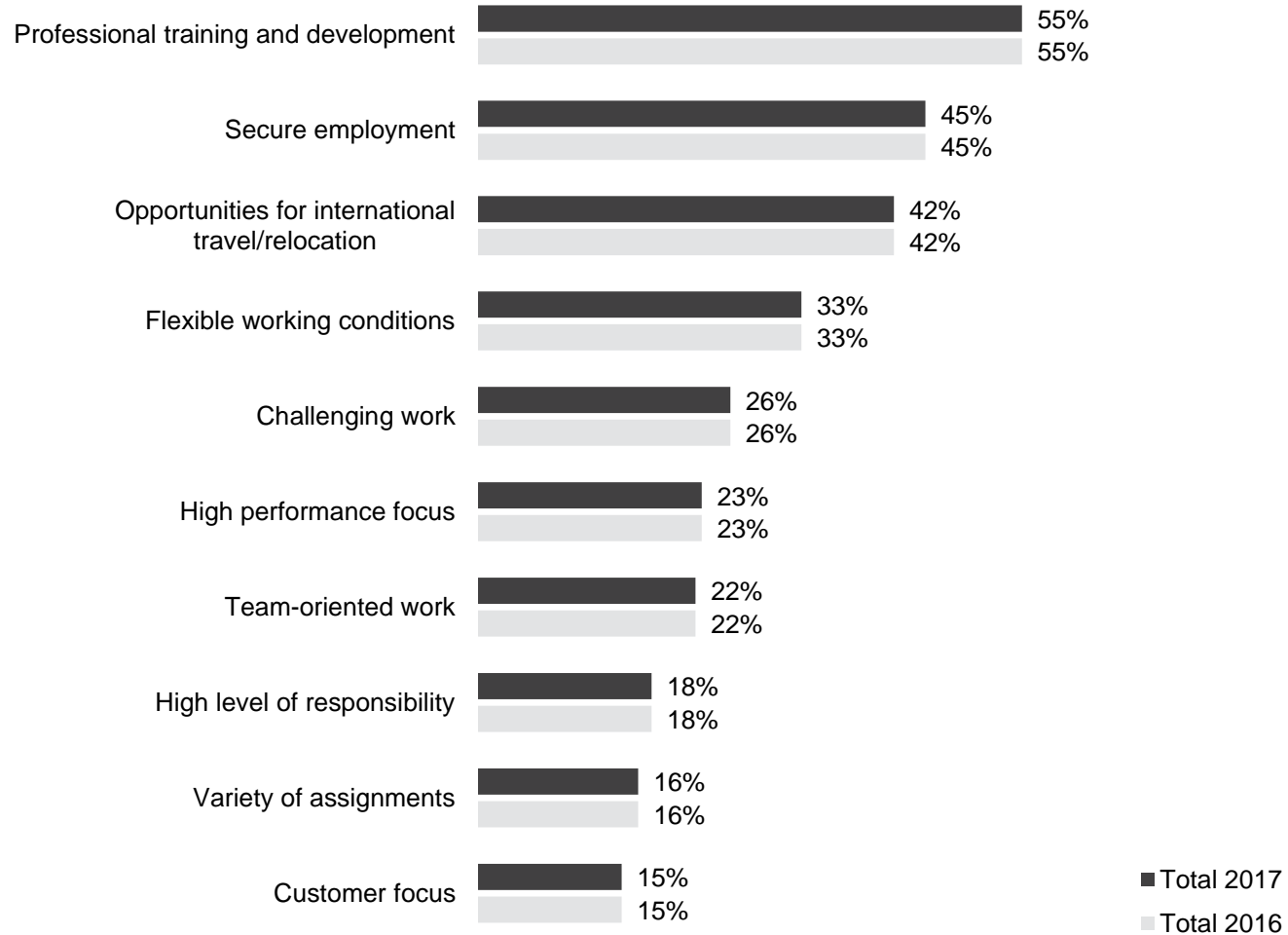
Remuneration & Advancement Opportunities

Attractive attributes

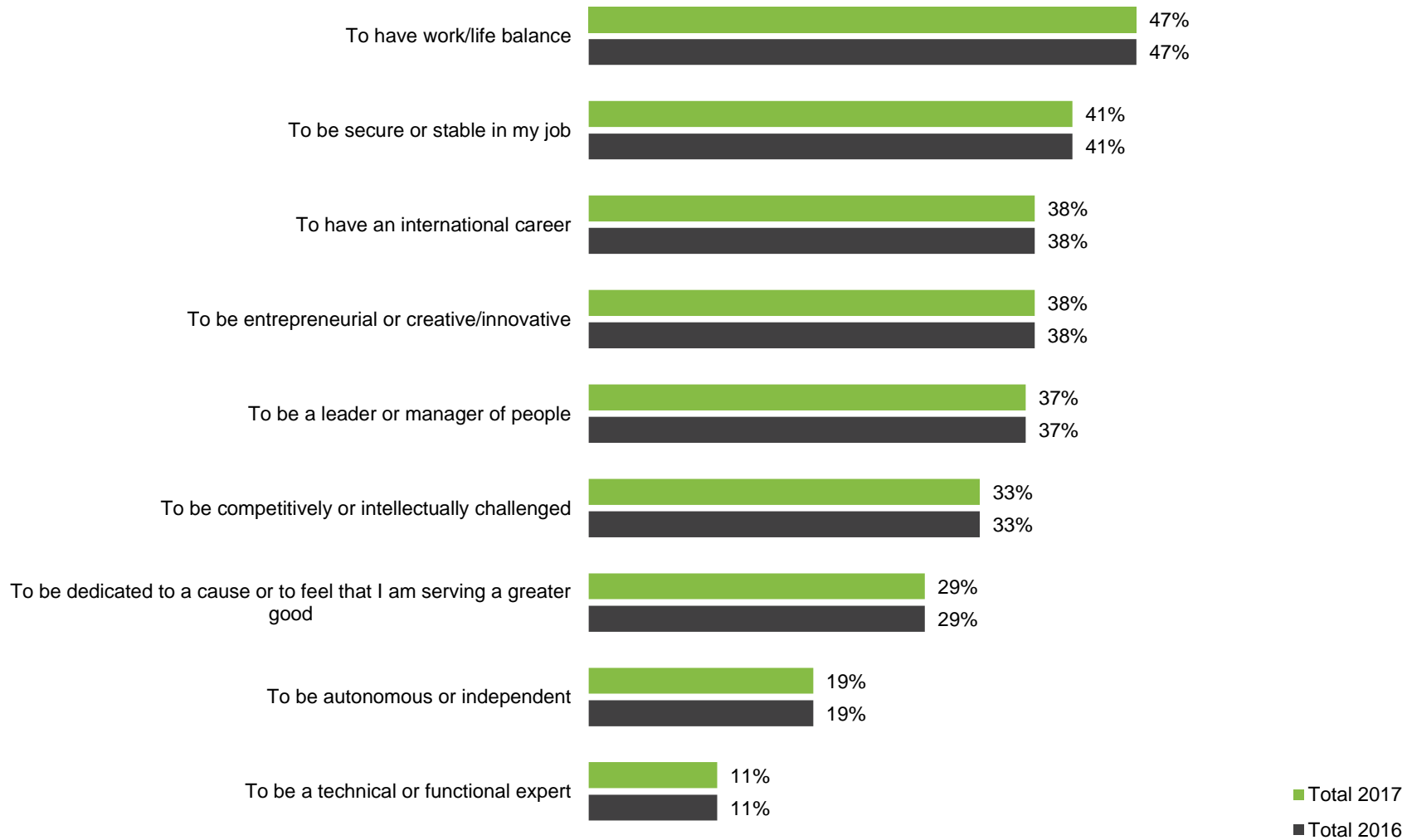


Job Characteristics

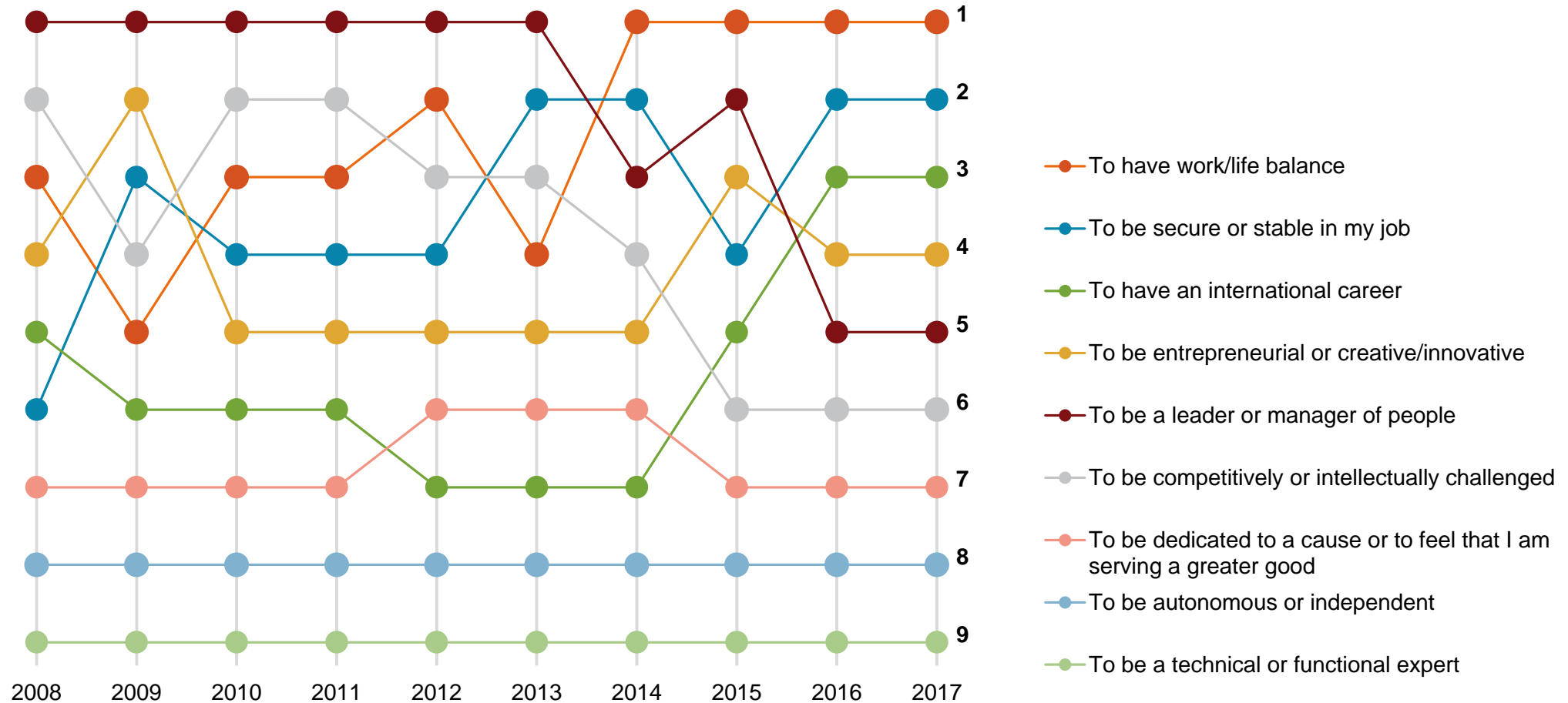
Attractive attributes



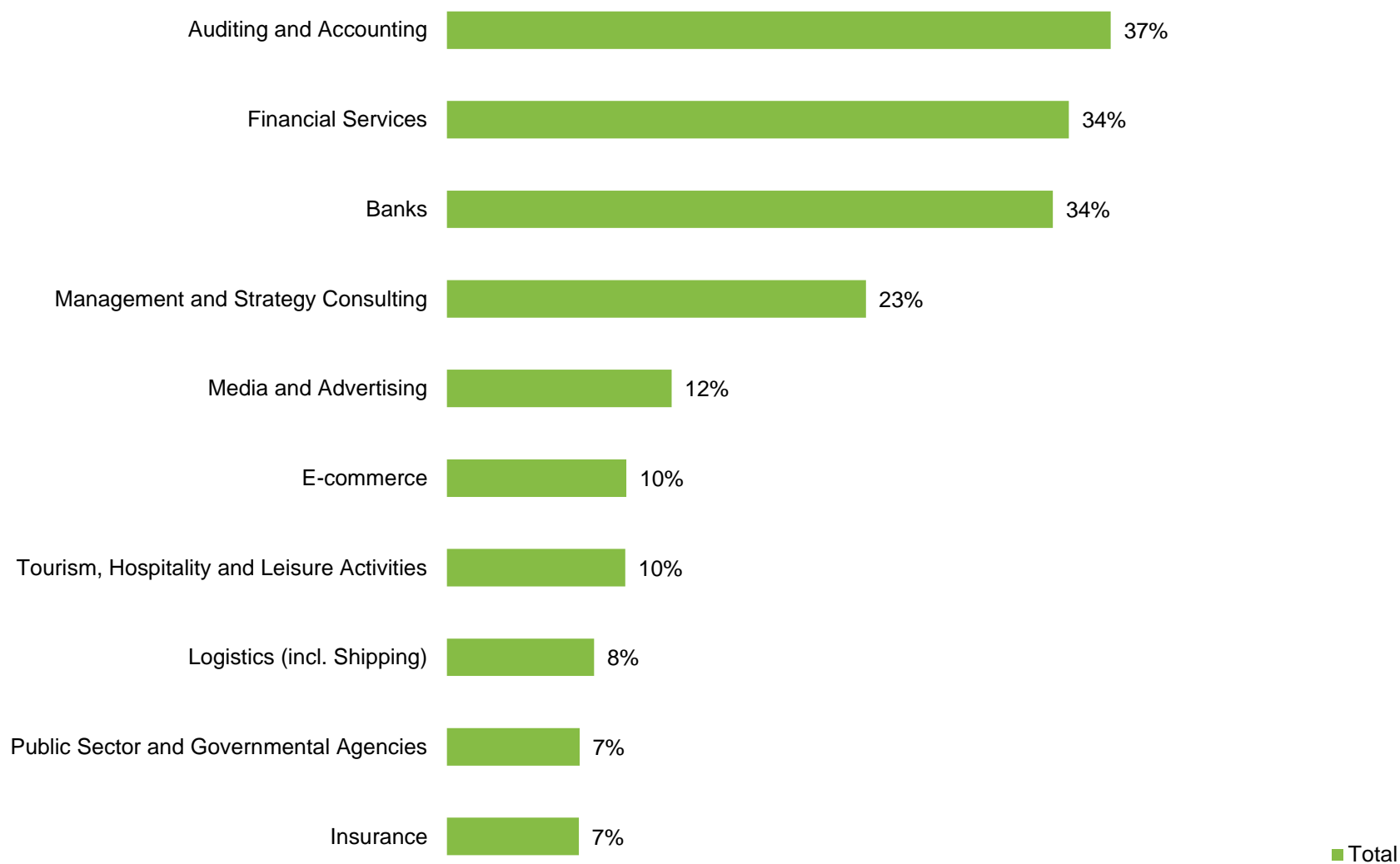
“To have work/life balance” is students’ most important career goal



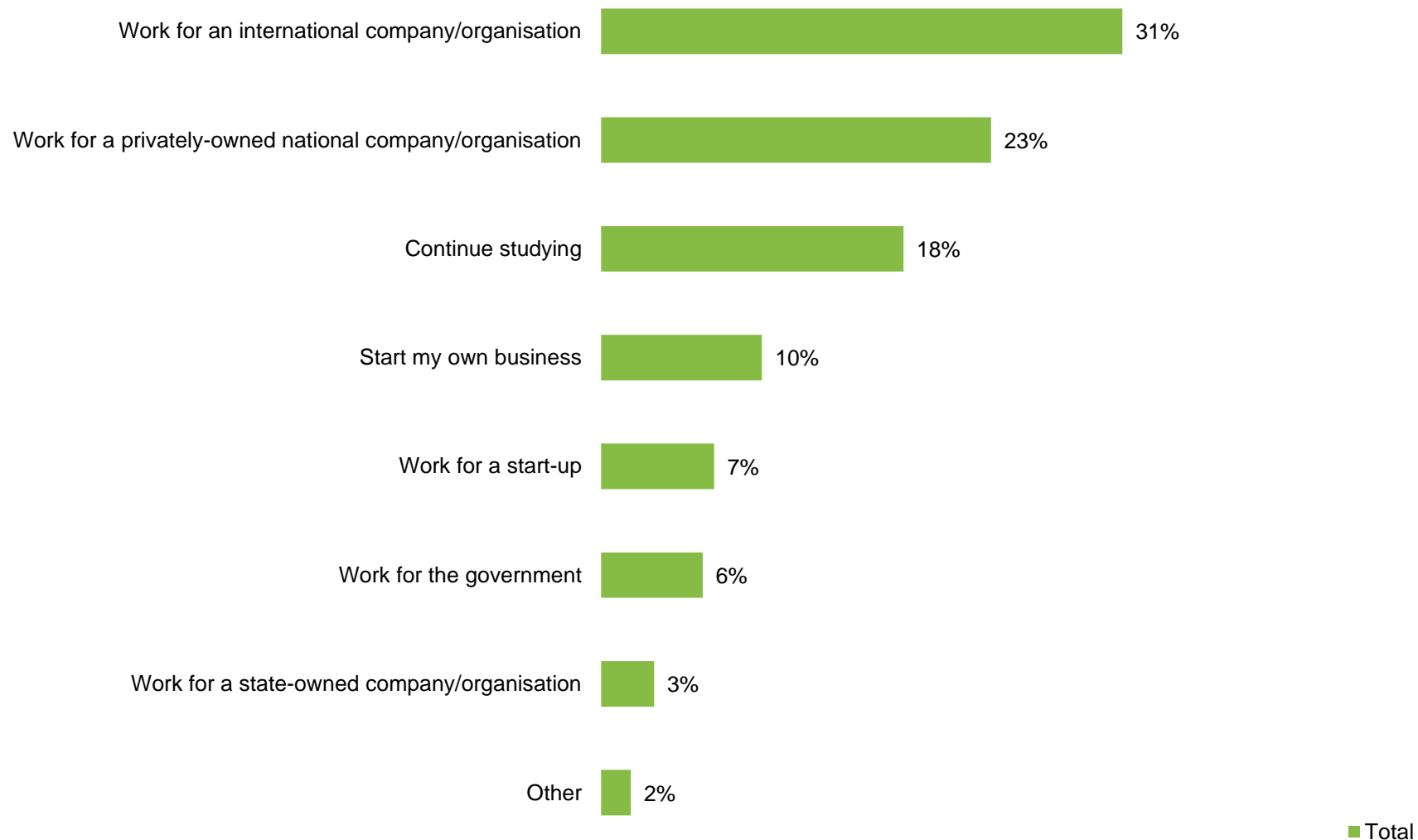
Career goals over time



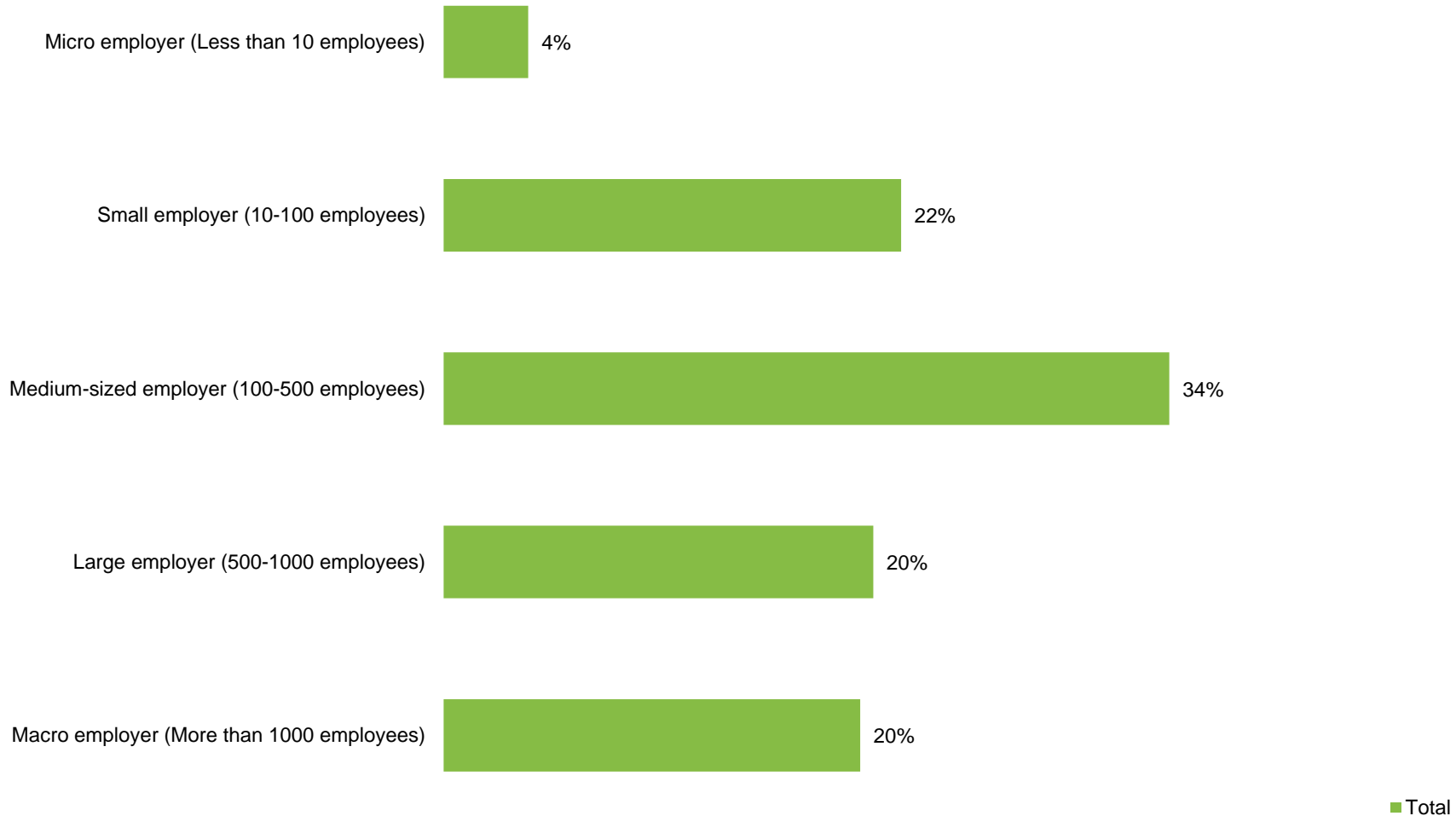
Most preferred industries



What students want to do most after graduation



For what size of employer would you prefer to work when choosing your first employment?



Career preferences | Gender comparison

MALE



AVERAGE EXPECTED ANNUAL SALARY

266 447 CURRENCY

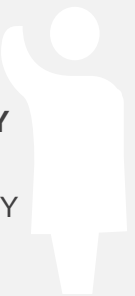


FEMALE



AVERAGE EXPECTED ANNUAL SALARY

247 505 CURRENCY



Top career goals

1. To be entrepreneurial or creative/innovative
2. To be a leader or manager of people
3. To have work/life balance

Most preferred industries

1. Banks
1. Financial Services
3. Auditing and Accounting

Top 5 overall most important attributes

1. Leadership opportunities
2. Leaders who will support my development
3. Professional training and development
4. A creative and dynamic work environment
5. High future earnings

Top career goals

1. To have work/life balance
2. To be secure or stable in my job
3. To have an international career

Most preferred industries

1. Auditing and Accounting
2. Financial Services
3. Banks

Top 5 overall most important attributes

1. Leadership opportunities
2. Ethical standards
3. Professional training and development
4. Leaders who will support my development
5. Opportunities for international travel/relocation

Expected annual salary (CURRENCY) by main field of study and gender





	Main Field of Study X	Main Field of Study Y	Main Field of Study Z	All Students 2017
	248 331	293 596	211 923	257 734
	266 447	308 318	254 540	291 403
	247 505	275 049	211 300	246 950
	18 941	33 269	43 240	44 453

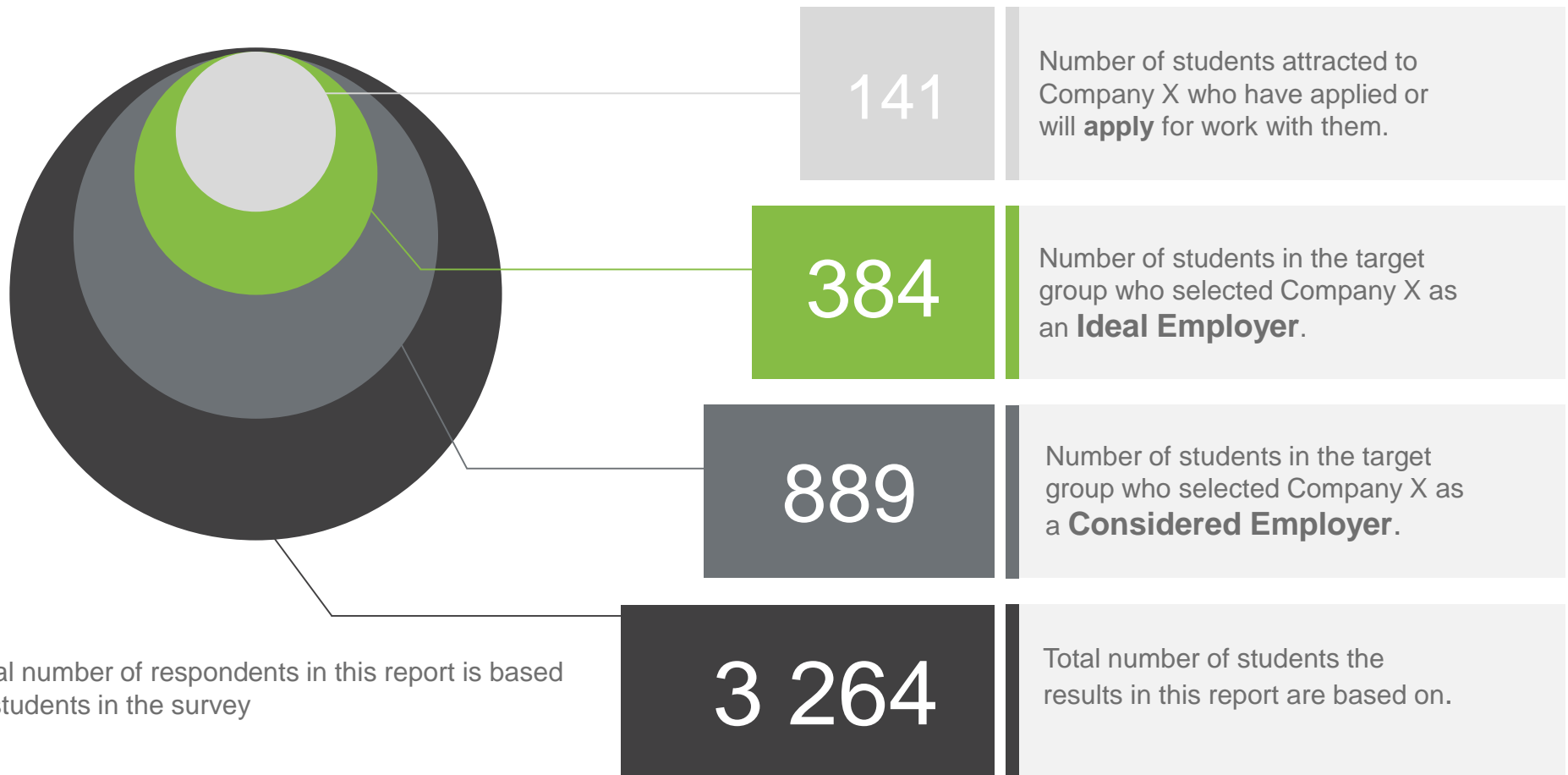
Table of contents

- 1 EXECUTIVE SUMMARY
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- 4 UNDERSTANDING PREFERENCES
- 5 BRAND PERCEPTION

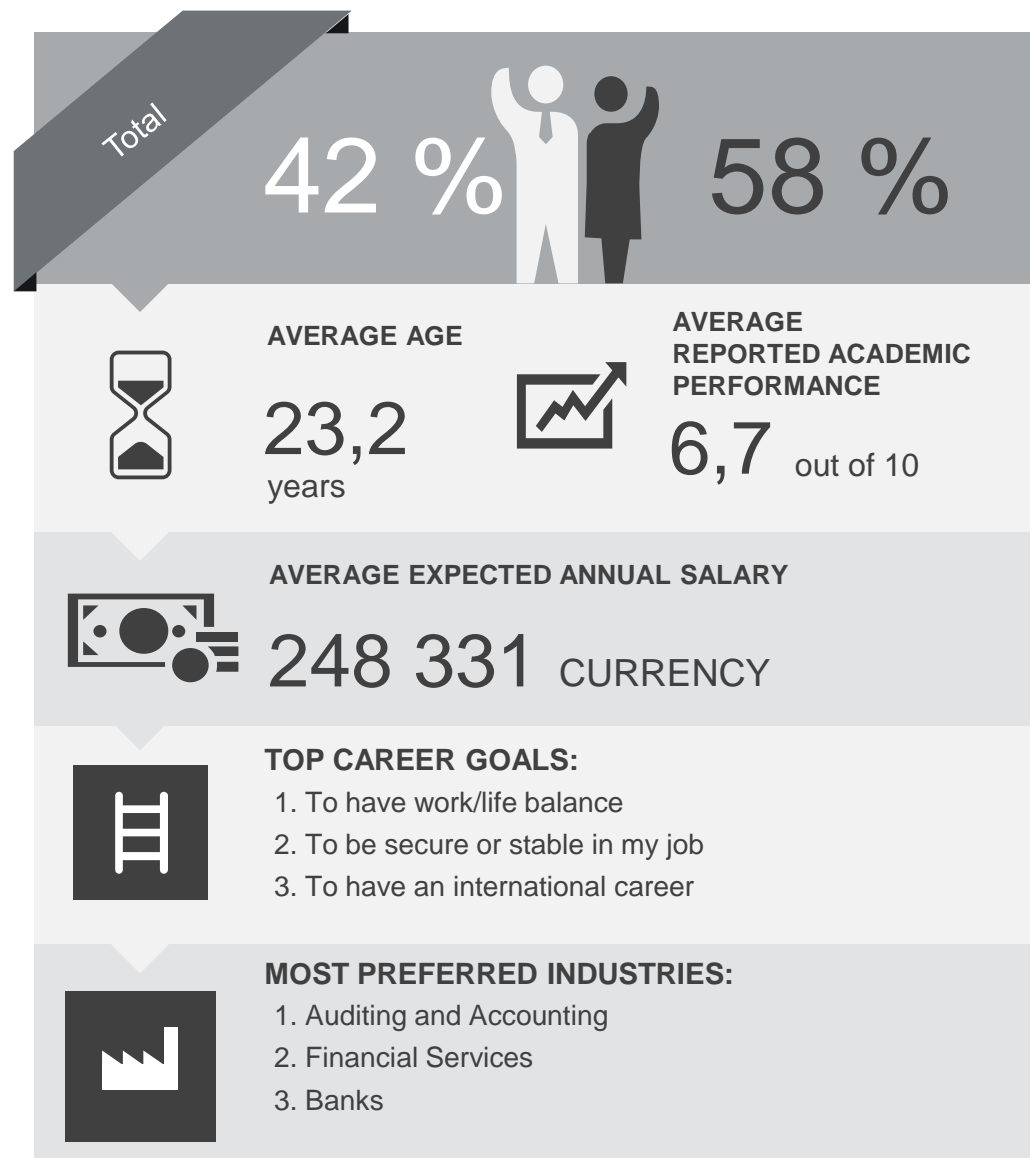
Get insight into your and your key competitors' current Employer Brand image. Combined with the information from previous chapters, this understanding will help you develop a value proposition that promotes controlled, clear and consistent communications.

Students attracted to Company X

The brand perception is based on the **384** students attracted to Company X



Characteristics of attracted students



What do students associate with you and your competitors?

Company X



Competitor 1



Competitor 2



? • What is the first word that comes to mind when thinking of these companies/organisations as employers?

- ! • These are answers written in by respondents who chose each company as an Ideal Employer.
- The bigger the box, the more frequently the word was mentioned by the respondents.
 - The size of the boxes is comparable within each word cloud, not between the word clouds.
 - Spelling mistakes might occur.

What do students associate with your competitors?

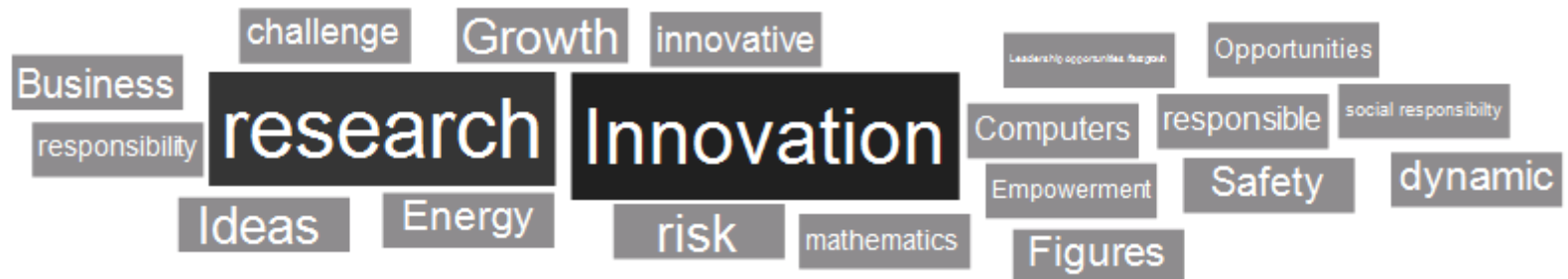
Competitor 3



Competitor 4



Competitor 5



? • What is the first word that comes to mind when thinking of these companies/organisations as employers?

- ! • These are answers written in by respondents who chose each company as an Ideal Employer.
- The bigger the box, the more frequently the word was mentioned by the respondents.
 - The size of the boxes is comparable within each word cloud, not between the word clouds.
 - Spelling mistakes might occur.

The Universum Drivers of Employer Attractiveness

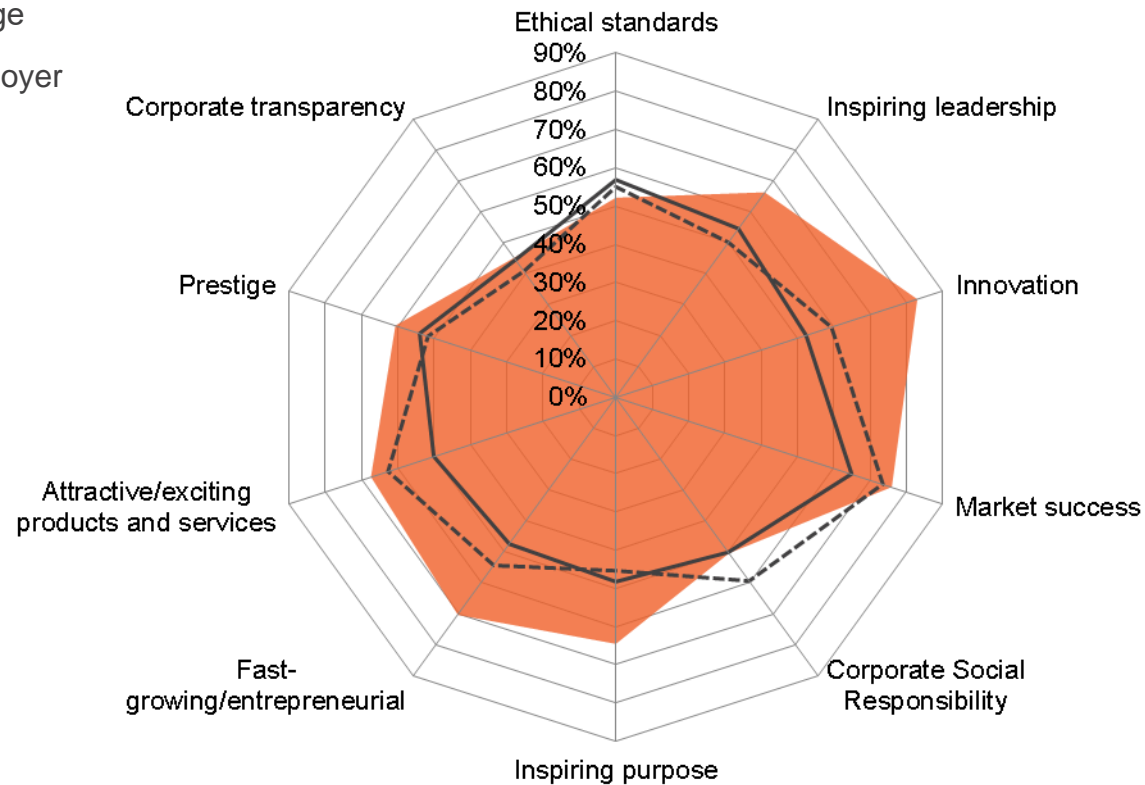


Employer Reputation & Image

Associations with Company X



- Company X
- Competitors' average
- Average Ideal Employer

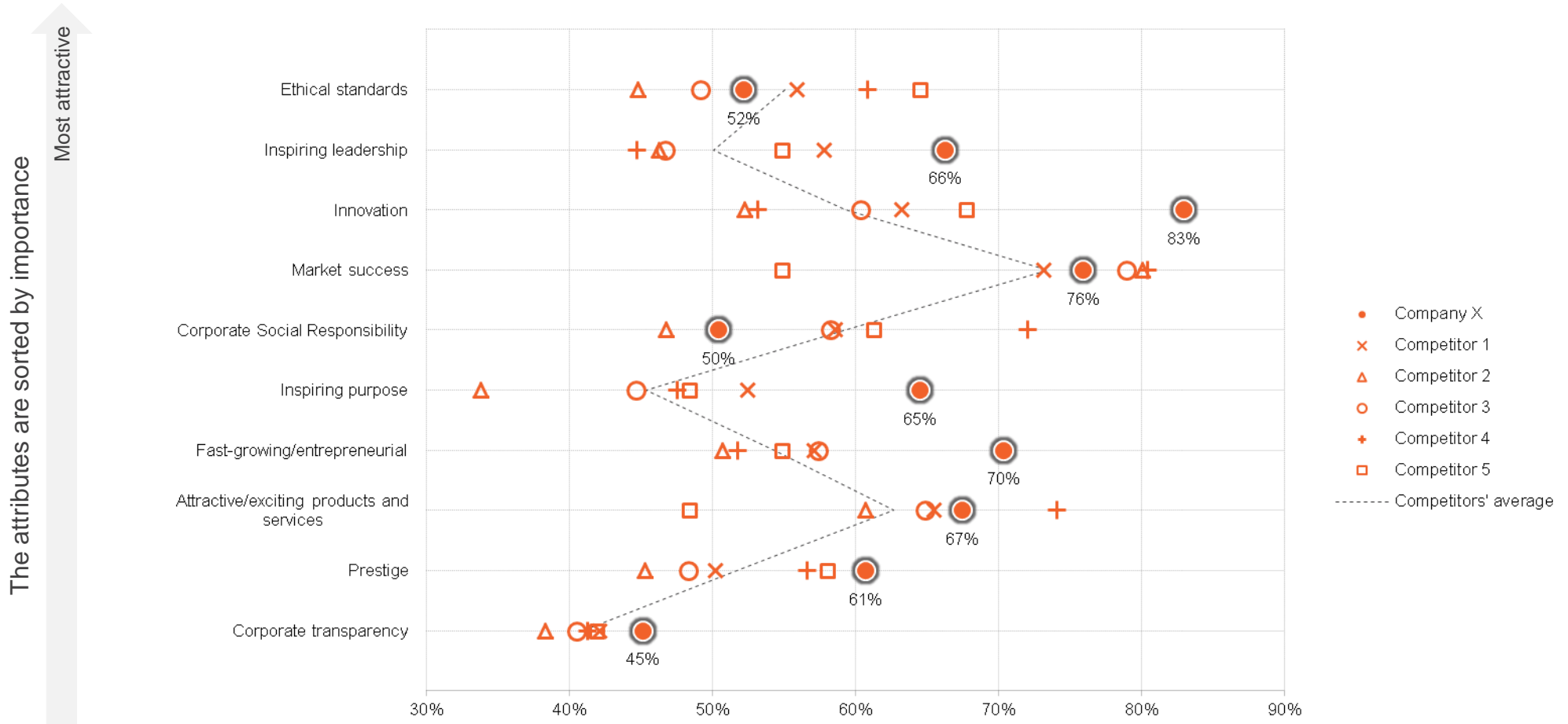


• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted clockwise according to attractiveness as rated by the total target group. 12:00 is the most attractive attribute.

Employer Reputation & Image

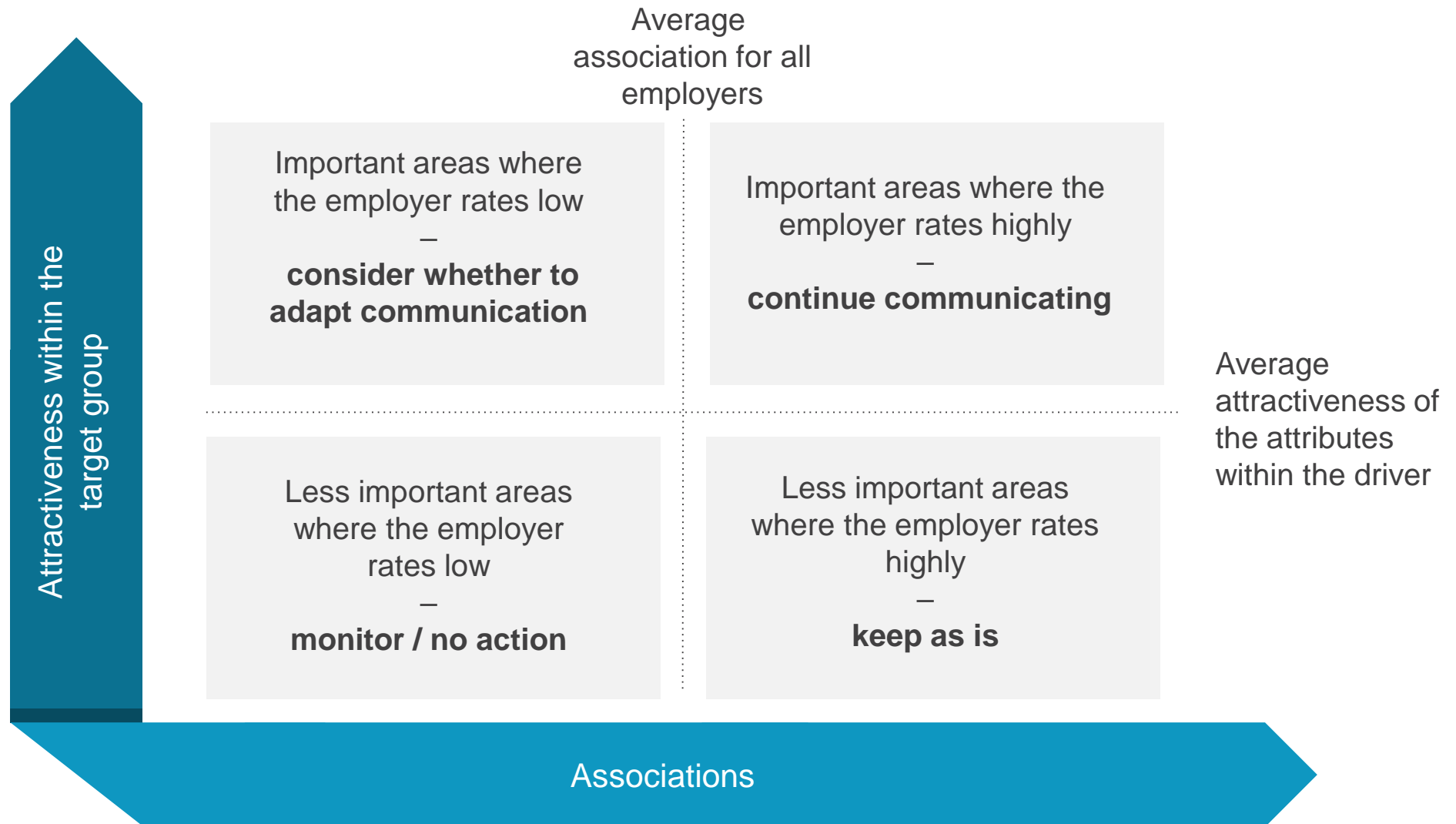
Competitor comparison



• Which of the following attributes do you associate with each employer? Please select as many as applicable.

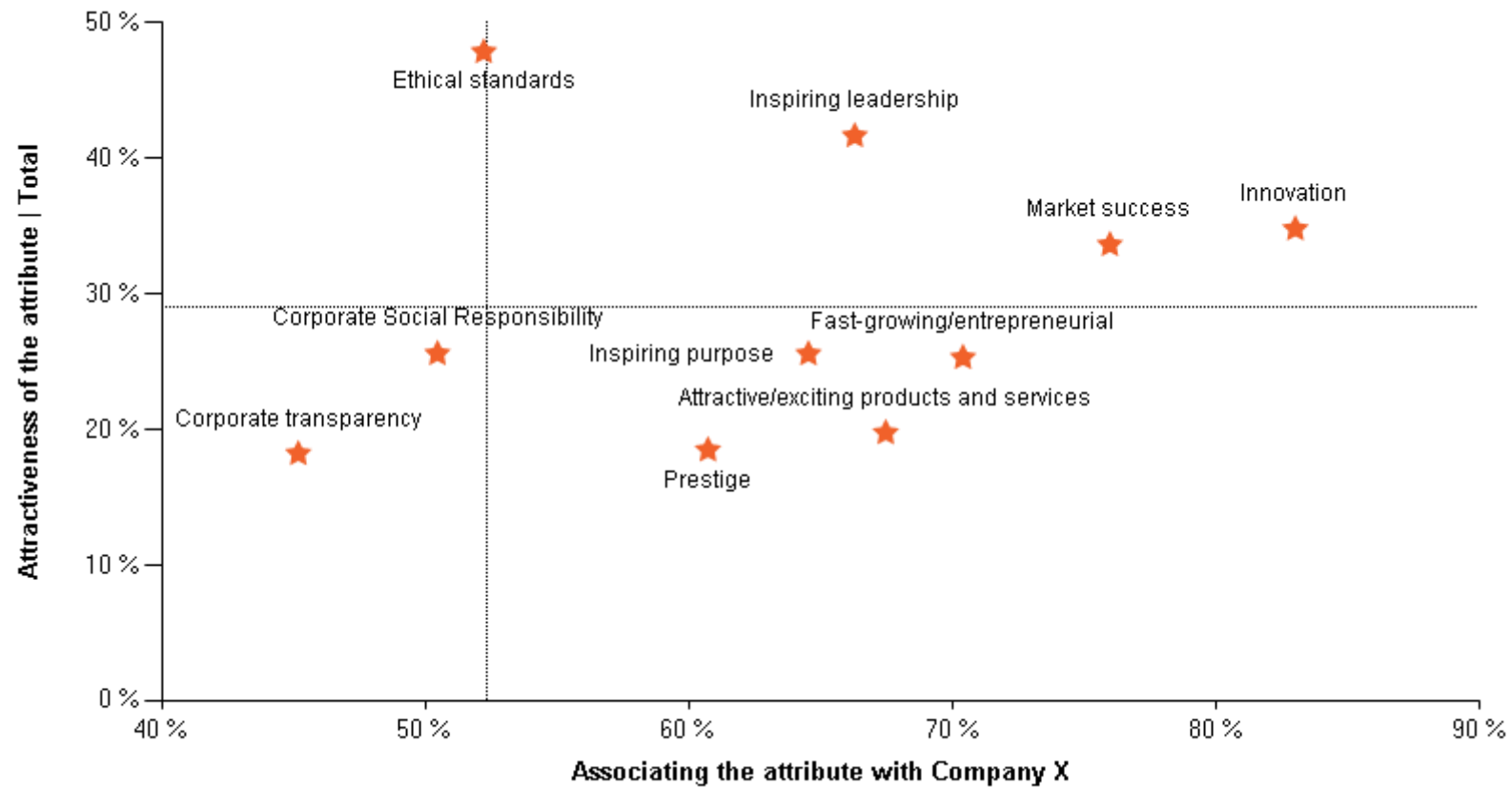
• The attributes are sorted according to attractiveness: the most attractive attributes are found at the top and the least attractive at the bottom.

Attractiveness vs. Associations



Employer Reputation & Image

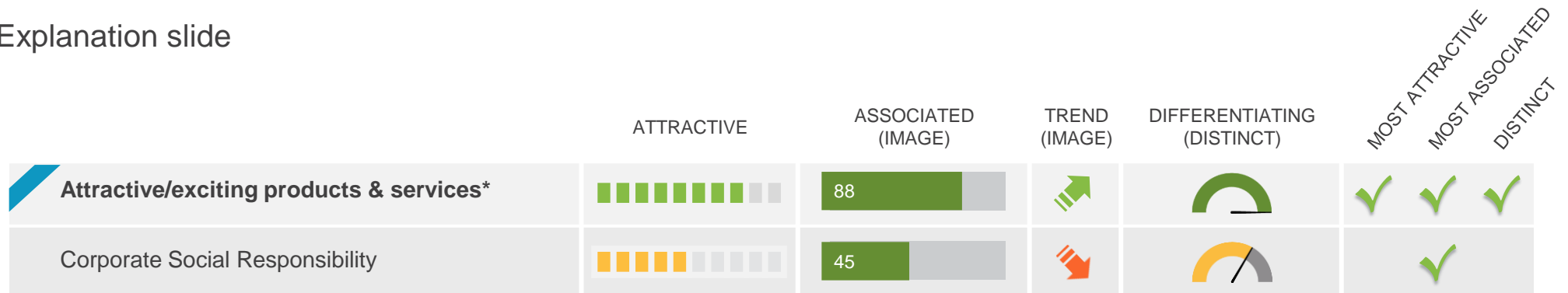
Attractiveness vs. Associations



- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

Next step: a diagnosis of your current Employer Brand

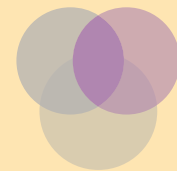
Explanation slide



* SHOWS THIS ATTRIBUTE IS
ALIGNED WITH YOUR INTERNAL
VALUES



THE
IMPORTANCE
OF THE
ATTRIBUTE
AMONG YOUR
TARGET
AUDIENCE



ATTRACTIVE



% OF
RESPONDENTS
WHO
ASSOCIATE
THE
ATTRIBUTE
WITH YOU



YOUR EXTERNAL
IMAGE (CREDIBLE)



CHANGE IN
YOUR
IMAGE
COMPARED
TO LAST
YEAR



YOUR
ASSOCIATIONS
COMPARED TO
YOUR FIVE
RECRUITMENT
COMPETITORS



MOST ATTRACTIVE:
AMONG THE TOP 4
MOST ATTRACTIVE
ATTRIBUTES WITHIN
THE DRIVER.

MOST ASSOCIATED:
AMONG THE TOP 4
MOST ASSOCIATED
ATTRIBUTES WITHIN
THE DRIVER.

DISTINCT: HIGHEST
ASSOCIATION
COMPARED TO
COMPETITORS.

Employer Reputation & Image

Summary

	ATTRACTIVE	ASSOCIATED (IMAGE)	TREND (IMAGE)	DIFFERENTIATING (DISTINCT)	MOST ATTRACTIVE	MOST ASSOCIATED	DISTINCT
Ethical standards							
Inspiring leadership							
Innovation							
Market success							
Corporate Social Responsibility							
Inspiring purpose							
Fast-growing/entrepreneurial							
Attractive/exciting products and services							
Prestige							
Corporate transparency							

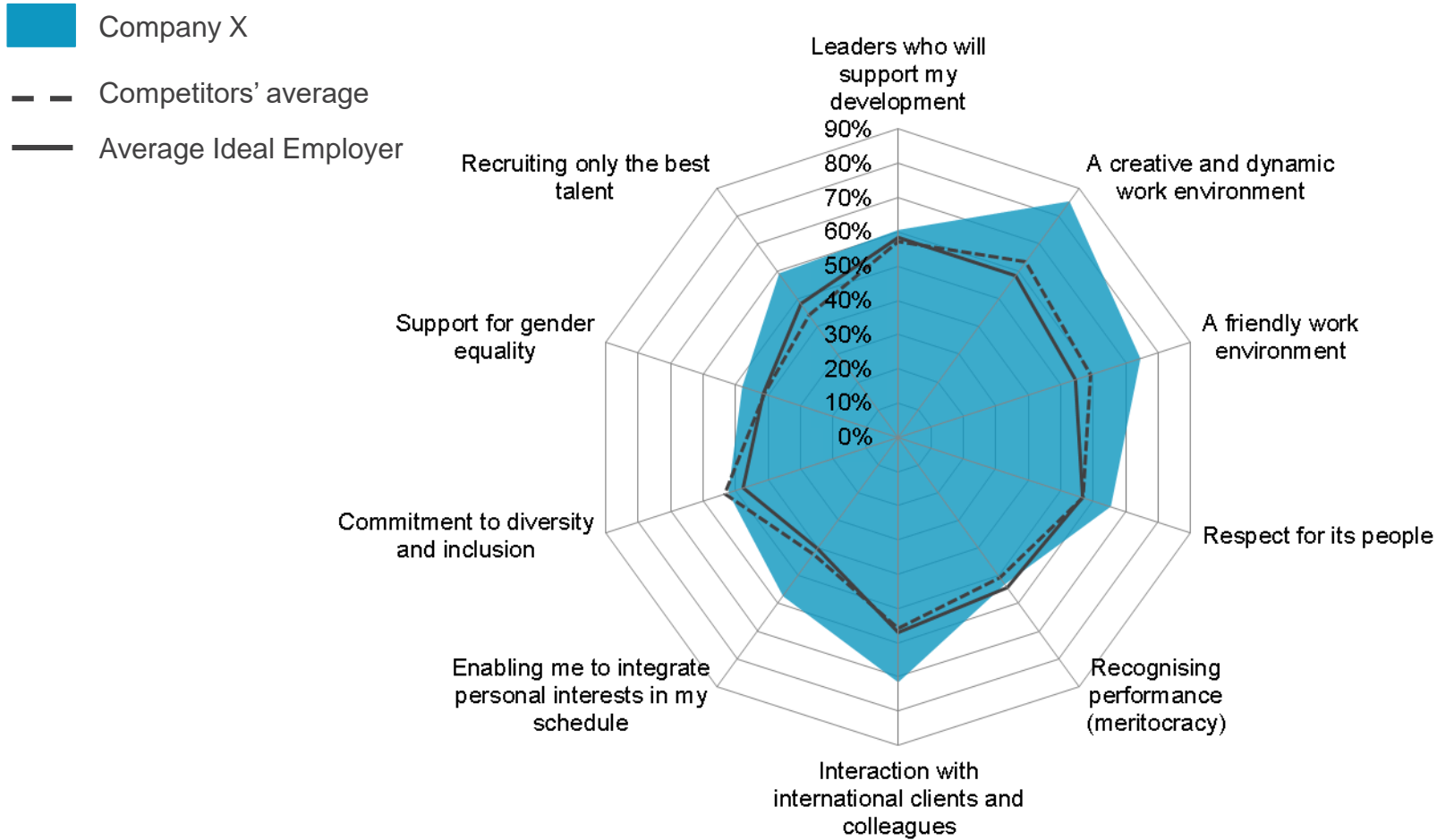
Part of your current EVP

- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

- The attributes are sorted according to how attractive they are to the target group.

People & Culture

Associations with Company X

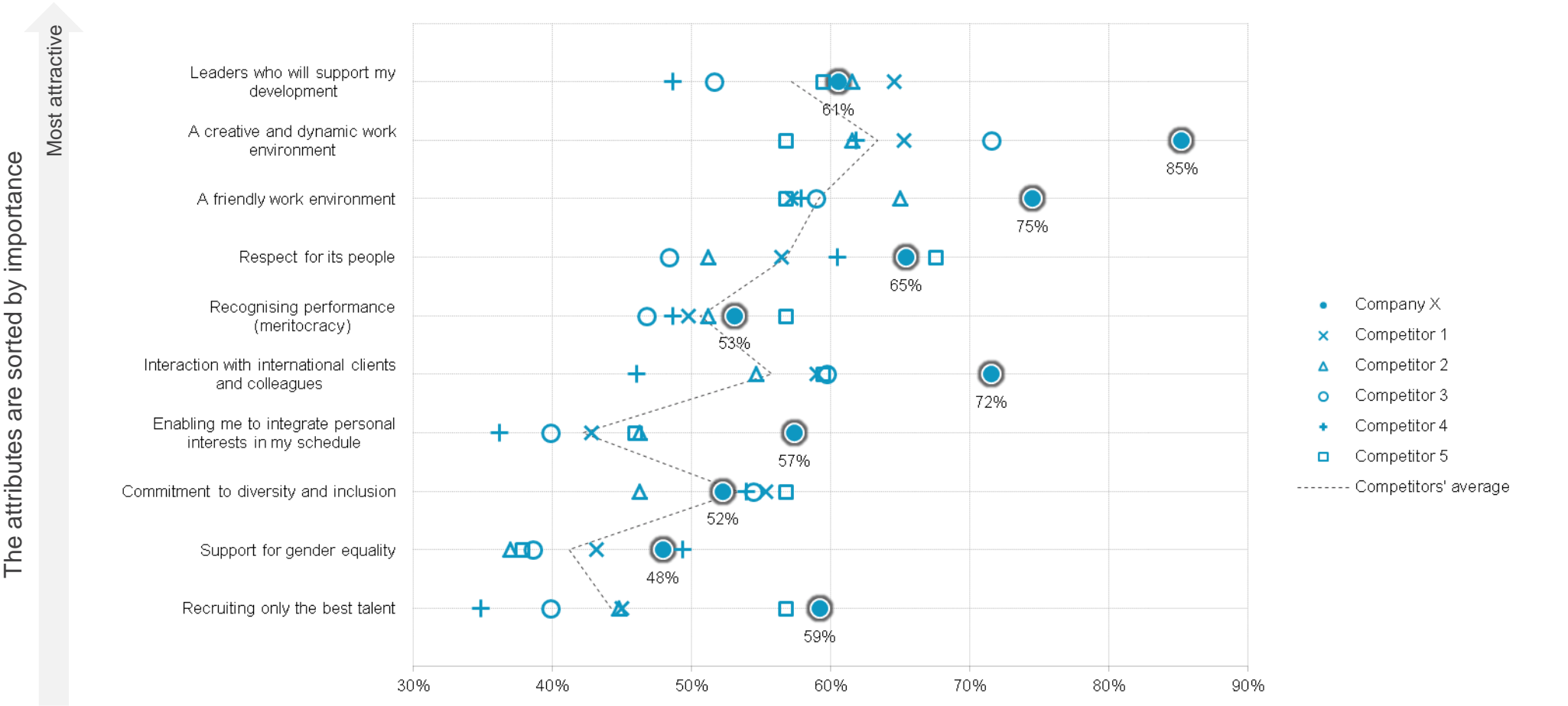


• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted clockwise according to attractiveness as rated by the total target group. 12:00 is the most attractive attribute.

People & Culture

Competitor comparison

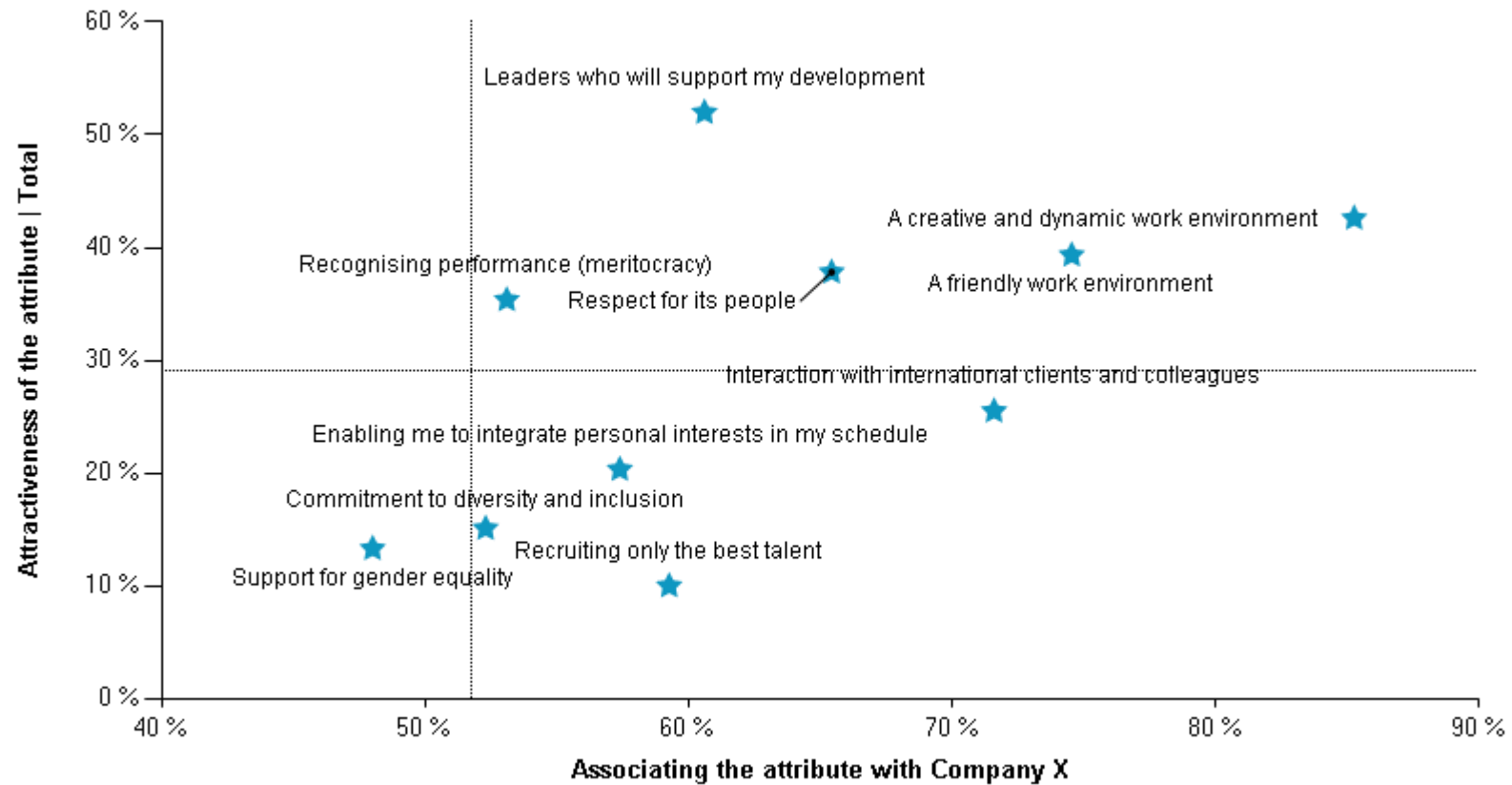


• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted according to attractiveness: the most attractive attributes are found at the top and the least attractive at the bottom.

People & Culture

Attractiveness vs. Associations



- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

People & Culture

Summary

	ATTRACTIVE	ASSOCIATED (IMAGE)	TREND (IMAGE)	DIFFERENTIATING (DISTINCT)	MOST ATTRACTIVE	MOST ASSOCIATED	DISTINCT
Leaders who will support my development							
A creative and dynamic work environment							
A friendly work environment							
Respect for its people							
Recognising performance (meritocracy)							
Interaction with international clients and colleagues							
Enabling me to integrate personal interests in my schedule							
Commitment to diversity and inclusion							
Support for gender equality							
Recruiting only the best talent							

Part of your current EVP

- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

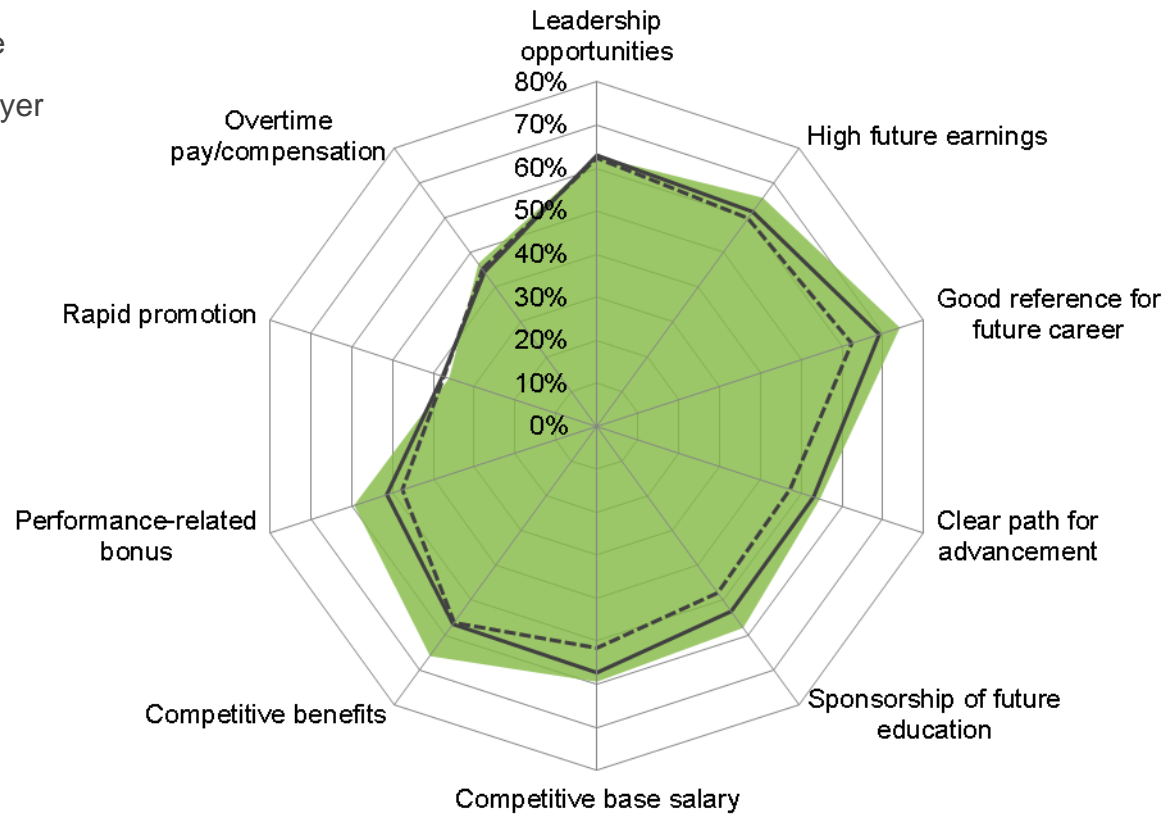
- The attributes are sorted according to how attractive they are to the target group.

Remuneration & Advancement Opportunities

Associations with Company X



- Company X
- Competitors' average
- Average Ideal Employer

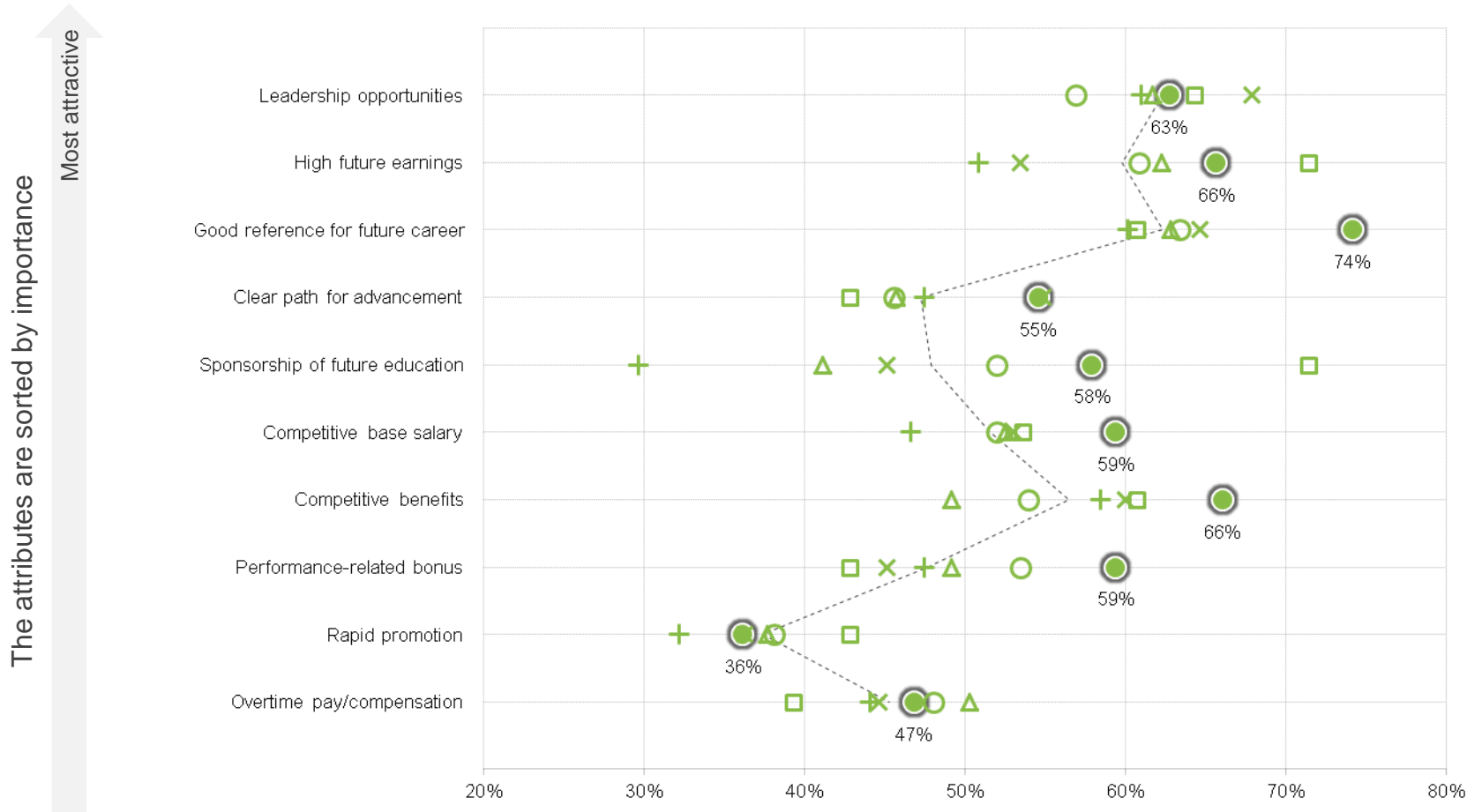


• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted clockwise according to attractiveness as rated by the total target group. 12:00 is the most attractive attribute.

Remuneration & Advancement Opportunities

Competitor comparison

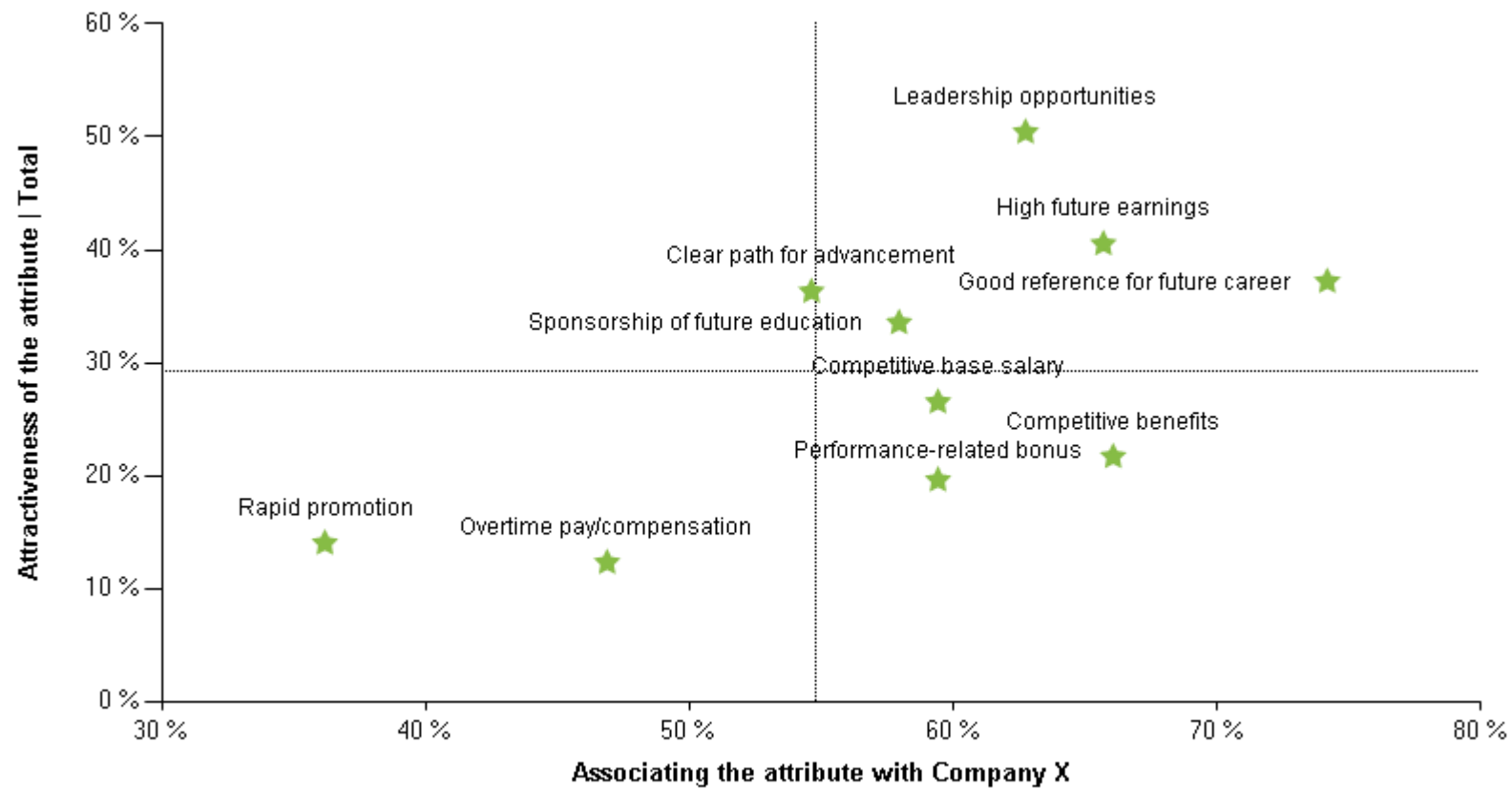


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Remuneration & Advancement Opportunities

Attractiveness vs. Associations



- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

Remuneration & Advancement Opportunities

Summary

	ATTRACTIVE	ASSOCIATED (IMAGE)	TREND (IMAGE)	DIFFERENTIATING (DISTINCT)	MOST ATTRACTIVE	MOST ASSOCIATED	DISTINCT
Leadership opportunities		63%	↔		✓	✓	
High future earnings		66%	↔		✓	✓	
Good reference for future career		74%	↔		✓	✓	✓
Clear path for advancement		55%	↔		✓		
Sponsorship of future education		58%	↔				
Competitive base salary		59%	↔				✓
Competitive benefits		66%	↔			✓	✓
Performance-related bonus		59%	↔				✓
Rapid promotion		36%	↔				
Overtime pay/compensation		47%	↔				

Part of your current EVP

- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

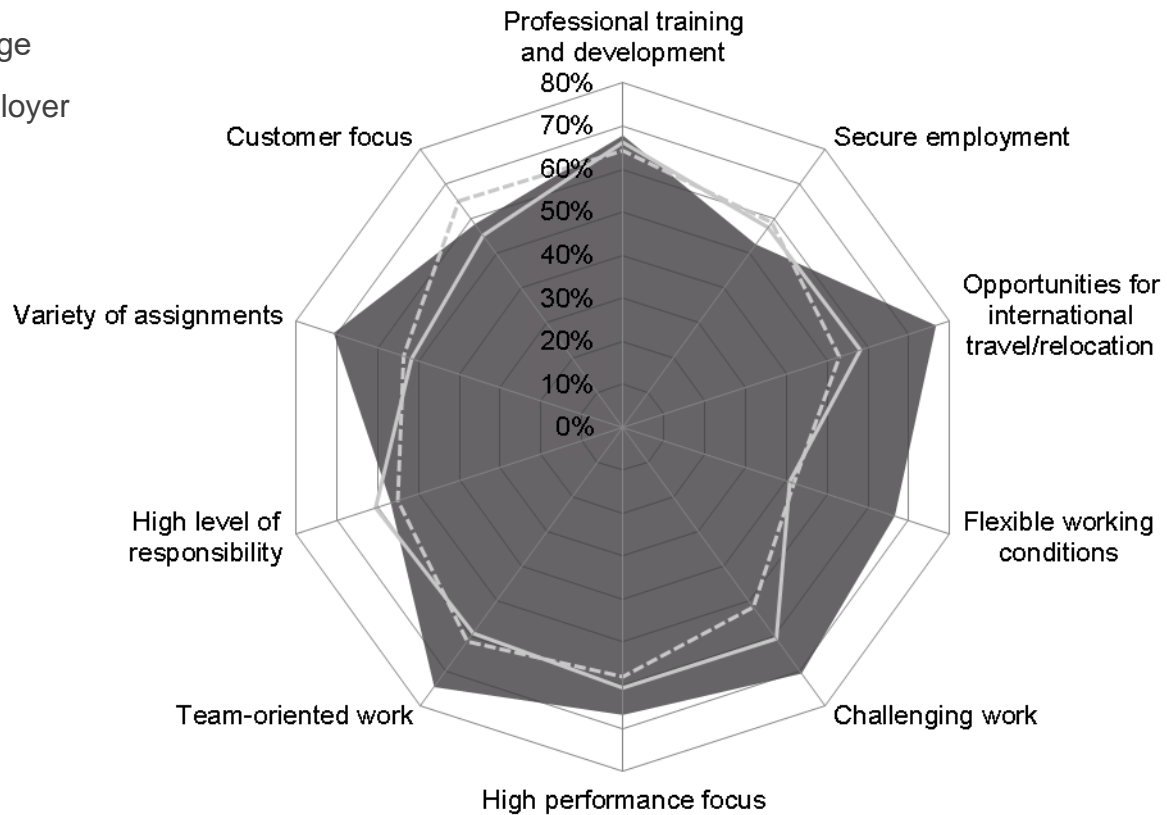
- The attributes are sorted according to how attractive they are to the target group.

Job Characteristics

Associations with Company X



- Company X
- Competitors' average
- Average Ideal Employer



• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted clockwise according to attractiveness as rated by the total target group. 12:00 is the most attractive attribute.

Job Characteristics

Competitor comparison

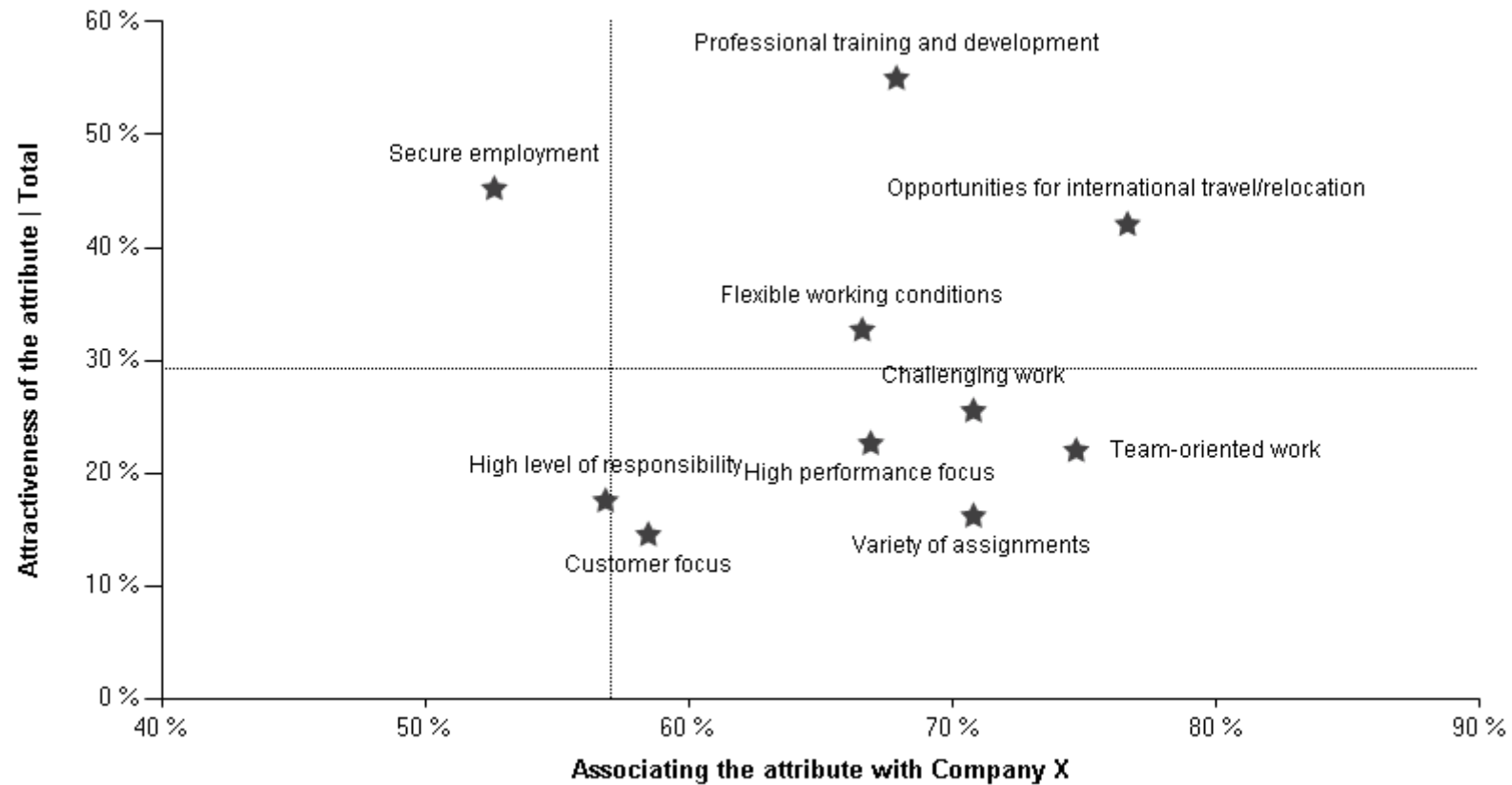


• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted according to attractiveness: the most attractive attributes are found at the top and the least attractive at the bottom.

Job Characteristics

Attractiveness vs. Associations



- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

Job Characteristics

Summary

	ATTRACTIVE	ASSOCIATED (IMAGE)	TREND (IMAGE)	DIFFERENTIATING (DISTINCT)	MOST ATTRACTIVE	MOST ASSOCIATED	DISTINCT
Professional training and development		68%			✓		
Secure employment		53%			✓		
Opportunities for international travel/relocation		77%			✓	✓	✓
Flexible working conditions		67%			✓		✓
Challenging work		71%				✓	✓
High performance focus		67%					
Team-oriented work		75%				✓	✓
High level of responsibility		57%					
Variety of assignments		71%				✓	✓
Customer focus		58%					



Part of your current EVP



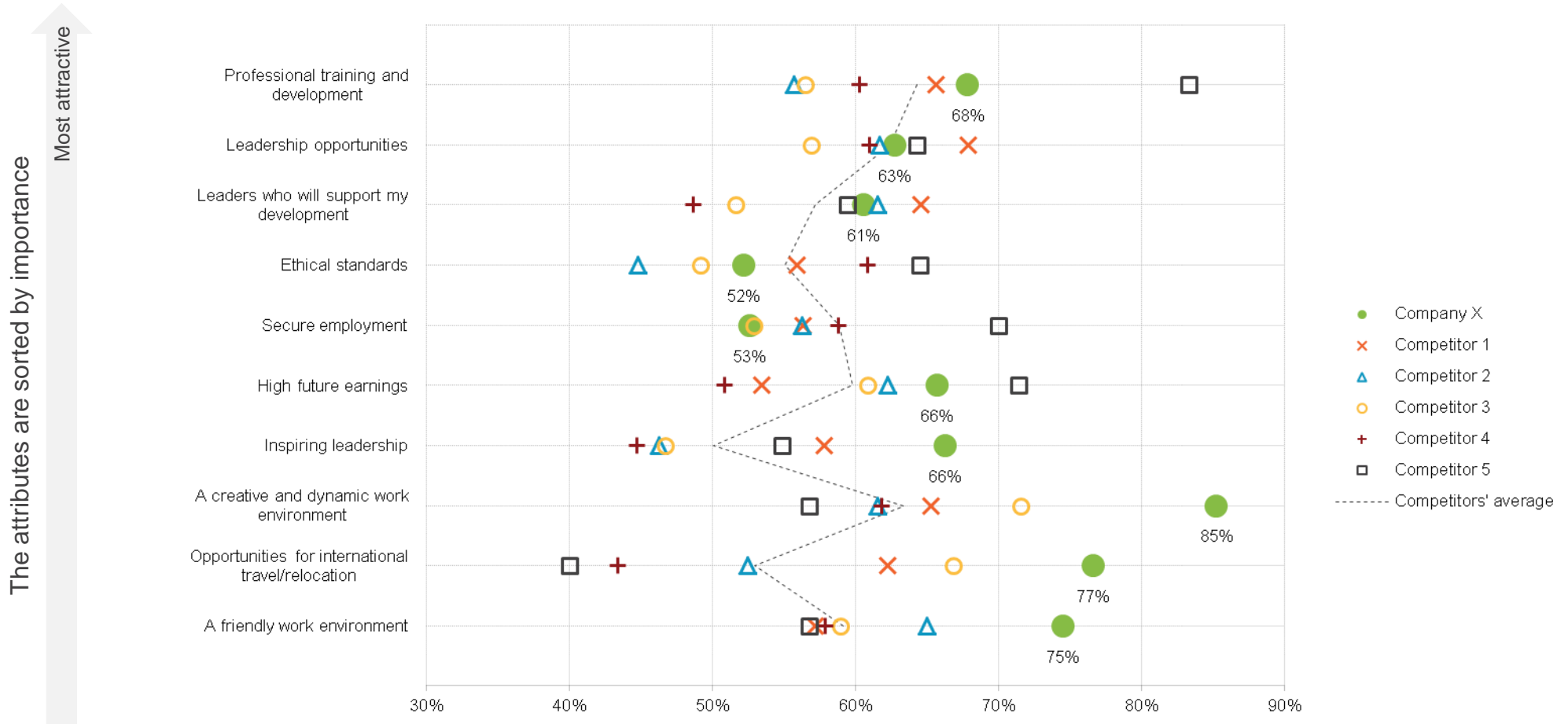
- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.



- The attributes are sorted according to how attractive they are to the target group.

Preferences vs. Perceptions (1/2)

Most important attributes overall, and your and your competitors' associations

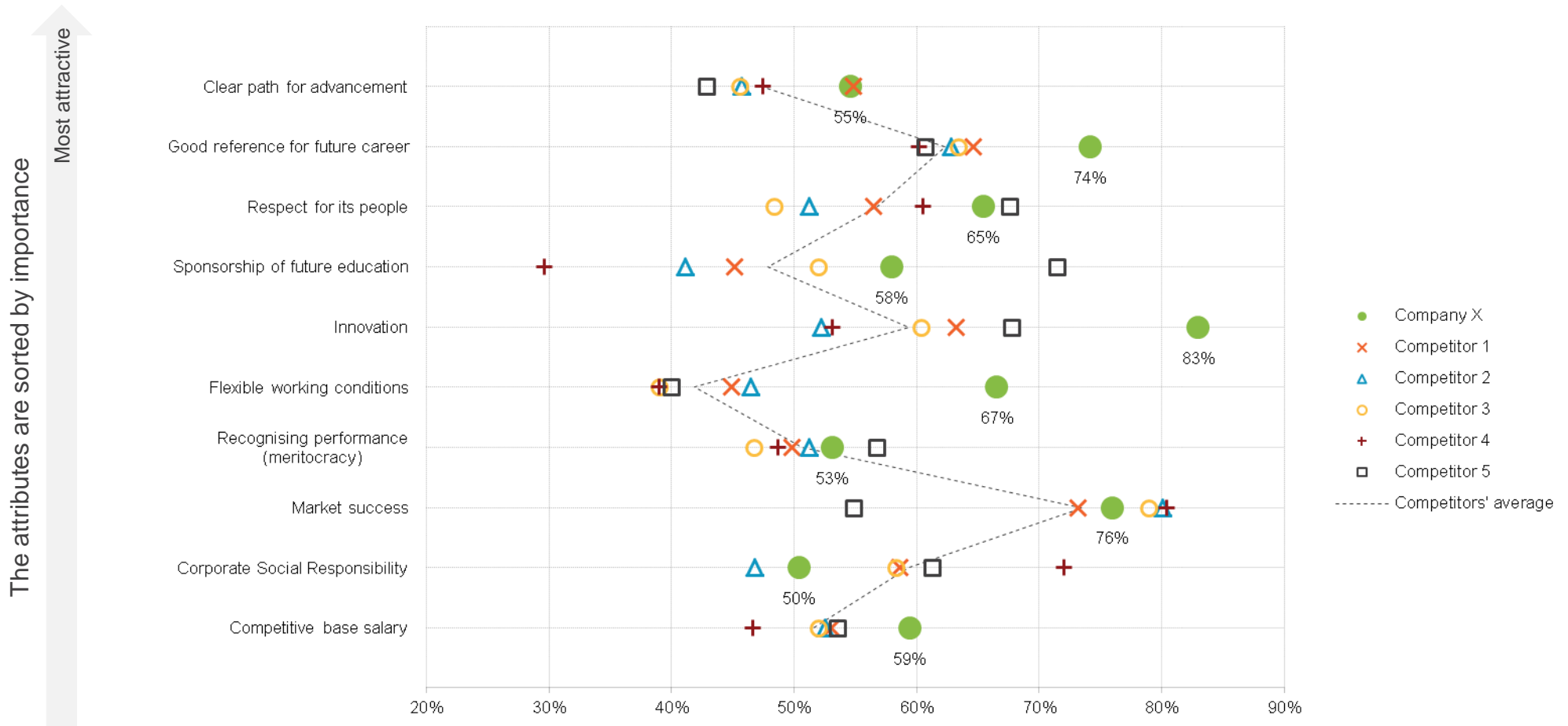


- Which of these are most important to you? Please select a maximum of 3 alternatives.
- Which of the following attributes do you associate with each employer? Please select as many as applicable.

- Note, the list of attributes shown here cuts across all four Drivers of Employer Attractiveness (i.e. out of 40 attributes), as opposed to by each individual Driver.

Preferences vs. Perceptions (2/2)

Most important attributes overall, and your and your competitors' associations



- Which of these are most important to you? Please select a maximum of 3 alternatives.
- Which of the following attributes do you associate with each employer? Please select as many as applicable.

- Note, the list of attributes shown here cuts across all four Drivers of Employer Attractiveness (i.e. out of 40 attributes), as opposed to by each individual Driver.

Highest scoring employers in key areas

Professional training and development

1. Company 134
2. Competitor 5
3. Company 101
4. Company 135
5. Company 115

Leadership opportunities

1. Company 134
2. Company 217
3. Company 72
4. Company 179
5. Company 24

Leaders who will support my development

1. Company 50
2. Company 115
3. Company 12
4. Company 134
5. Company 101

Ethical standards

1. Company 63
2. Company 101
3. Company 203
4. Company 21
5. Company 72

Secure employment

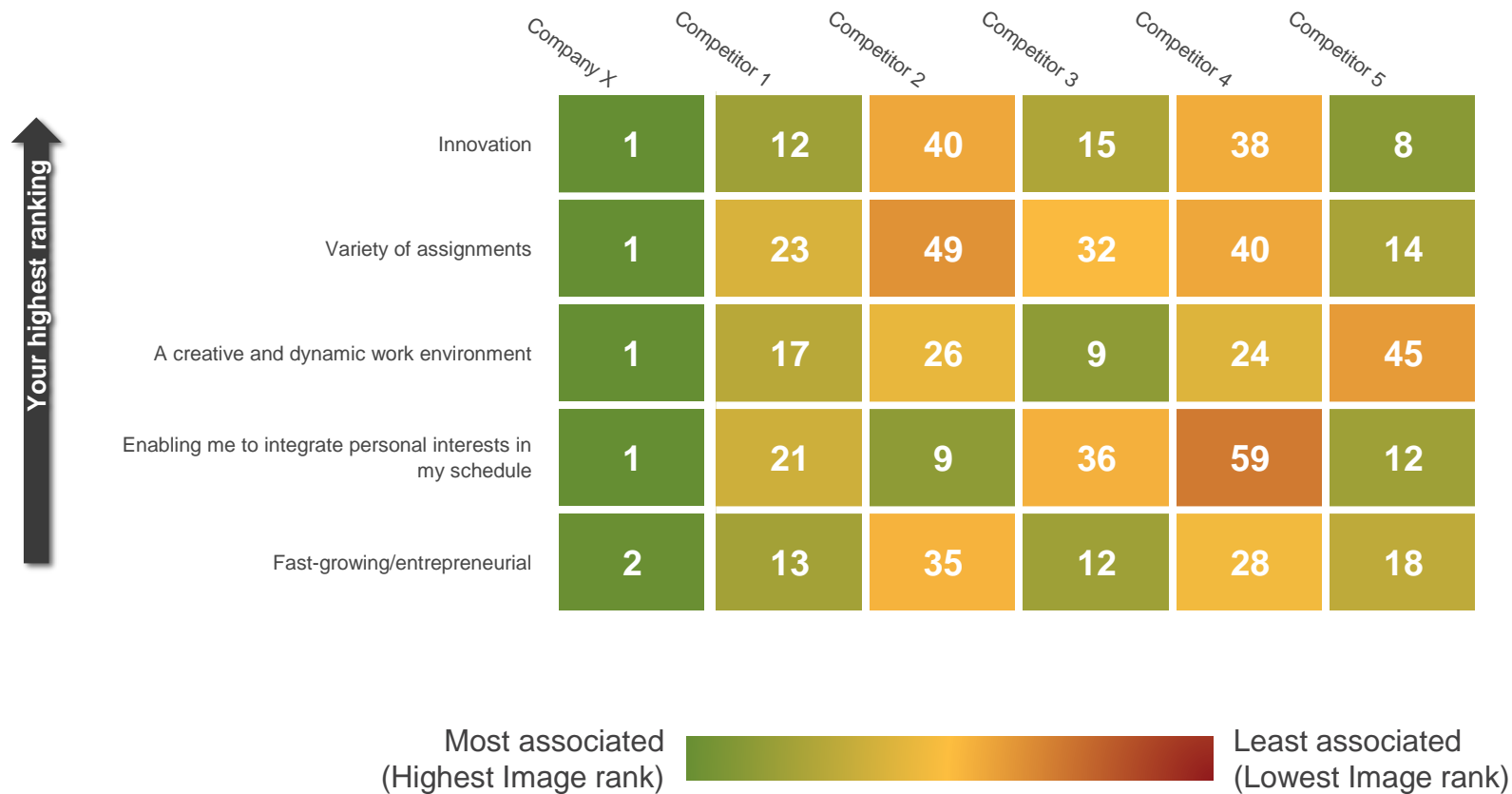
1. Company 134
2. Competitor 5
3. Company 62
4. Company 155
5. Company 211



- ?
- Which of the following attributes do you associate with each employer? Please select as many as applicable.
 - Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

- !
- The employers are ranked according to the share of students attracted to the employer who associated the attribute with that employer.

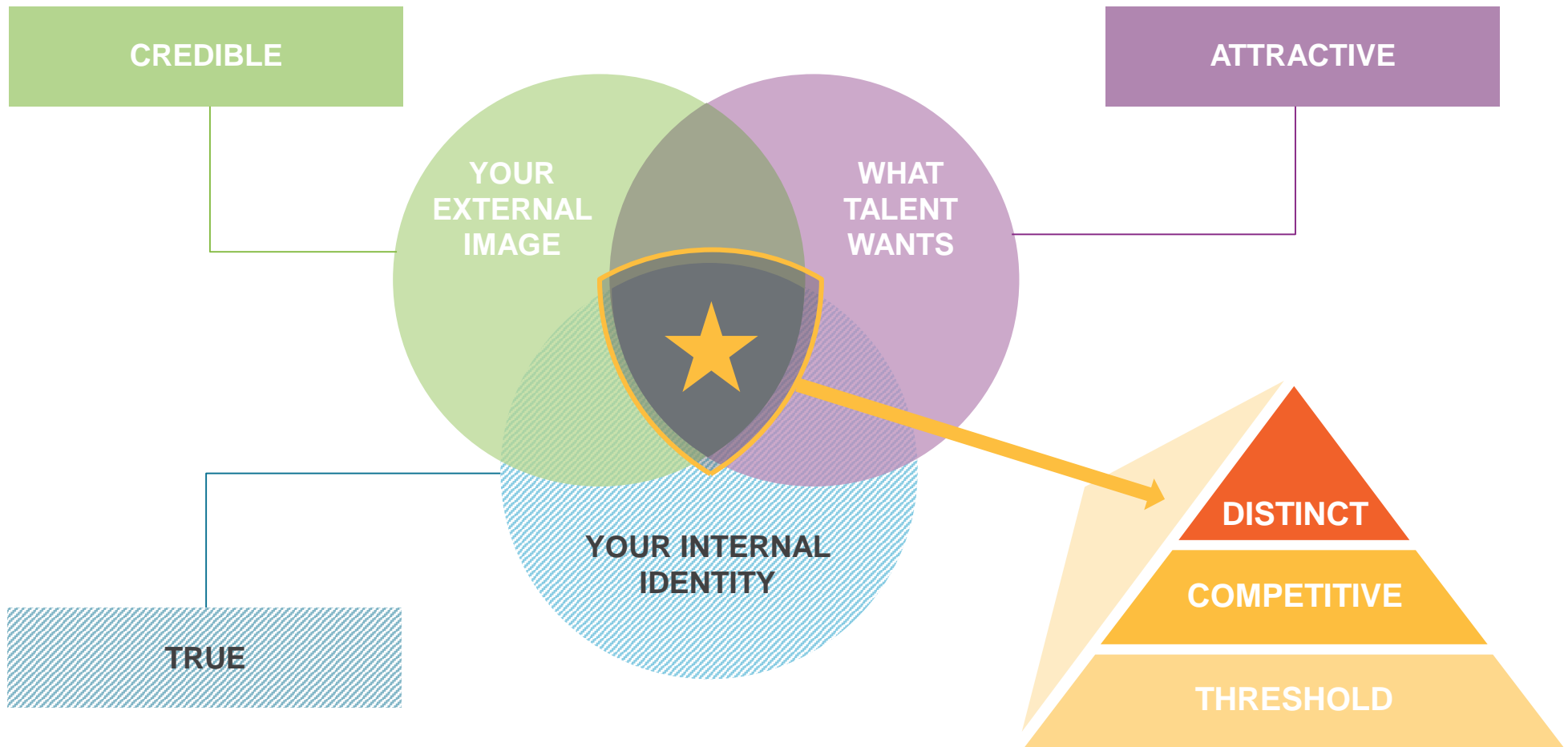
Attributes where you are ranked the highest



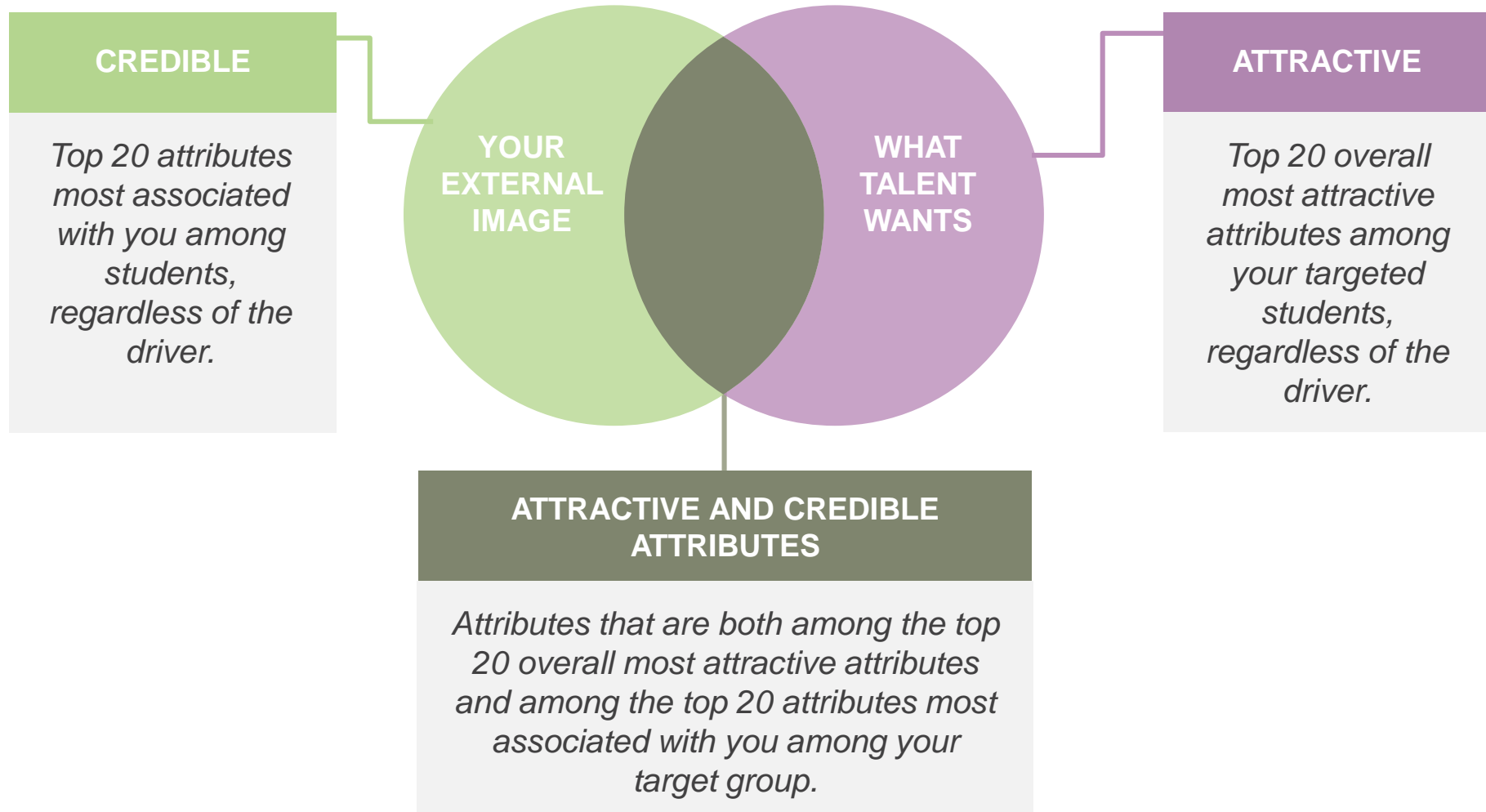
- ?
- Which of the following attributes do you associate with each employer? Please select as many as applicable.
 - Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

- !
- The employers are ranked according to the share of students attracted to the employer who associated the attribute with that employer.
 - The numbers represent the ranking for each employer within each attribute, compared to all listed employers.

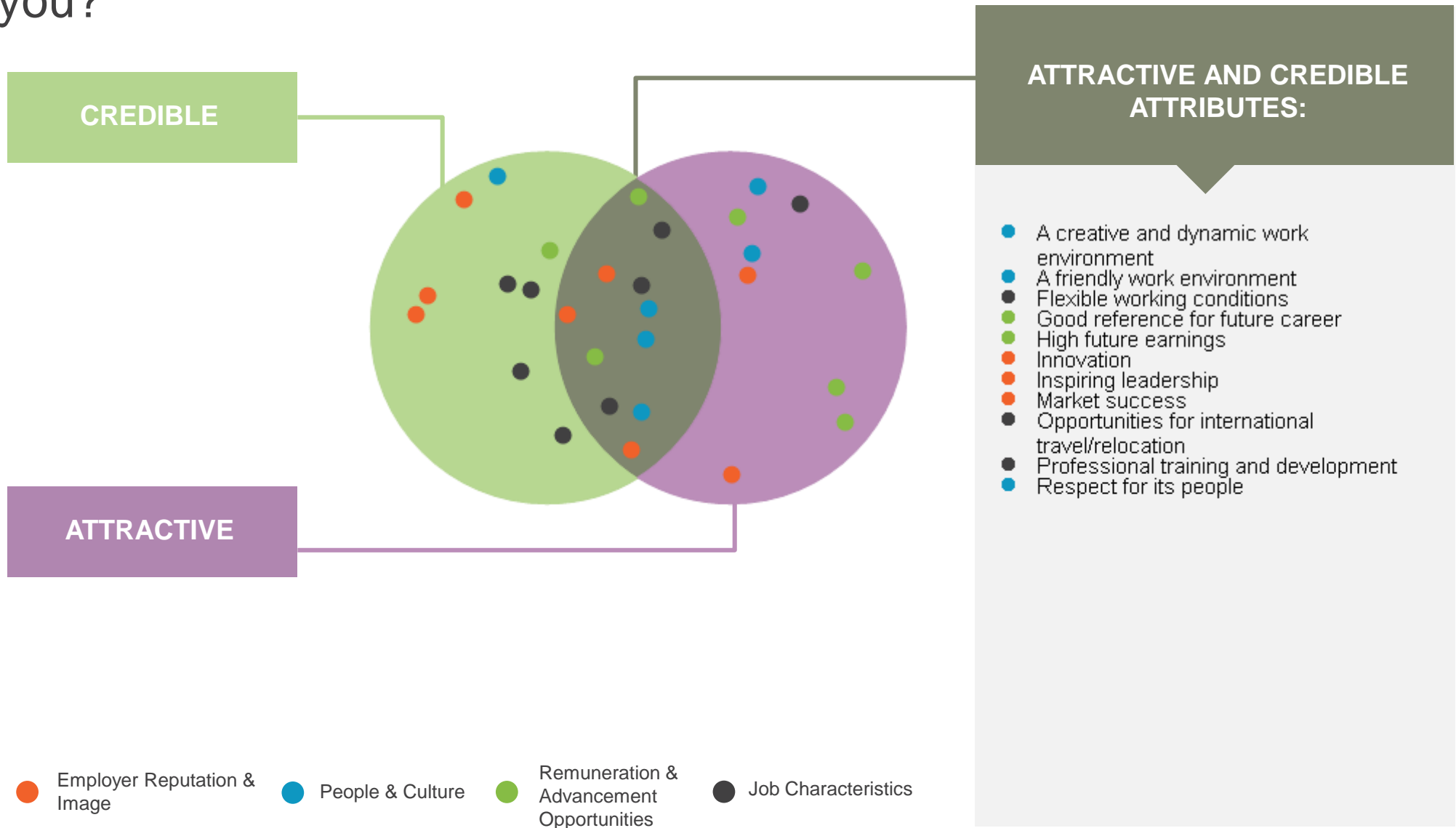
How strong is your Employer Brand based on what we have seen?



The following slides present an aggregated analysis of all 40 attributes from the Drivers of Employer Attractiveness

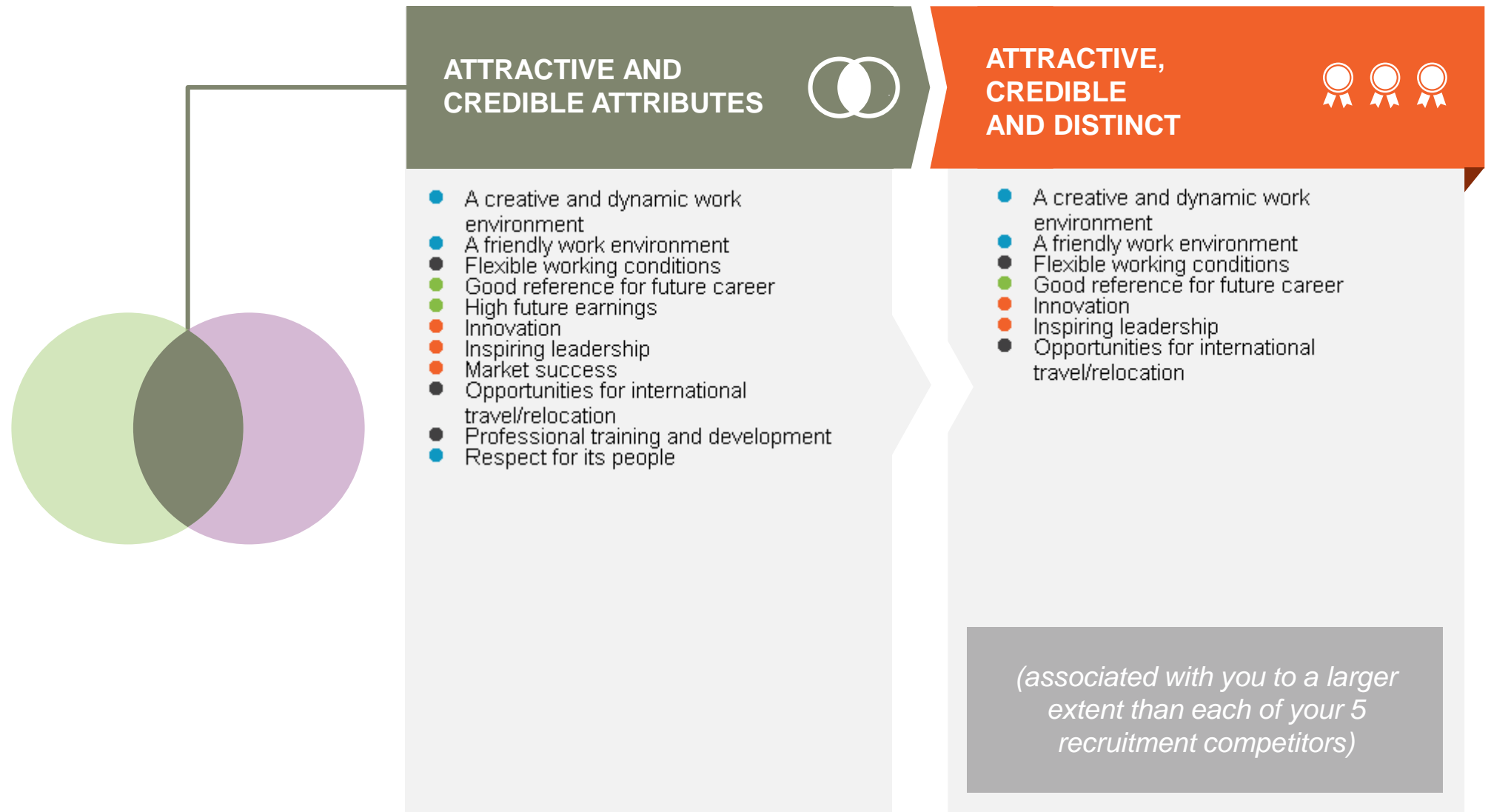


Are your target group's preferences aligned with their perception of you?

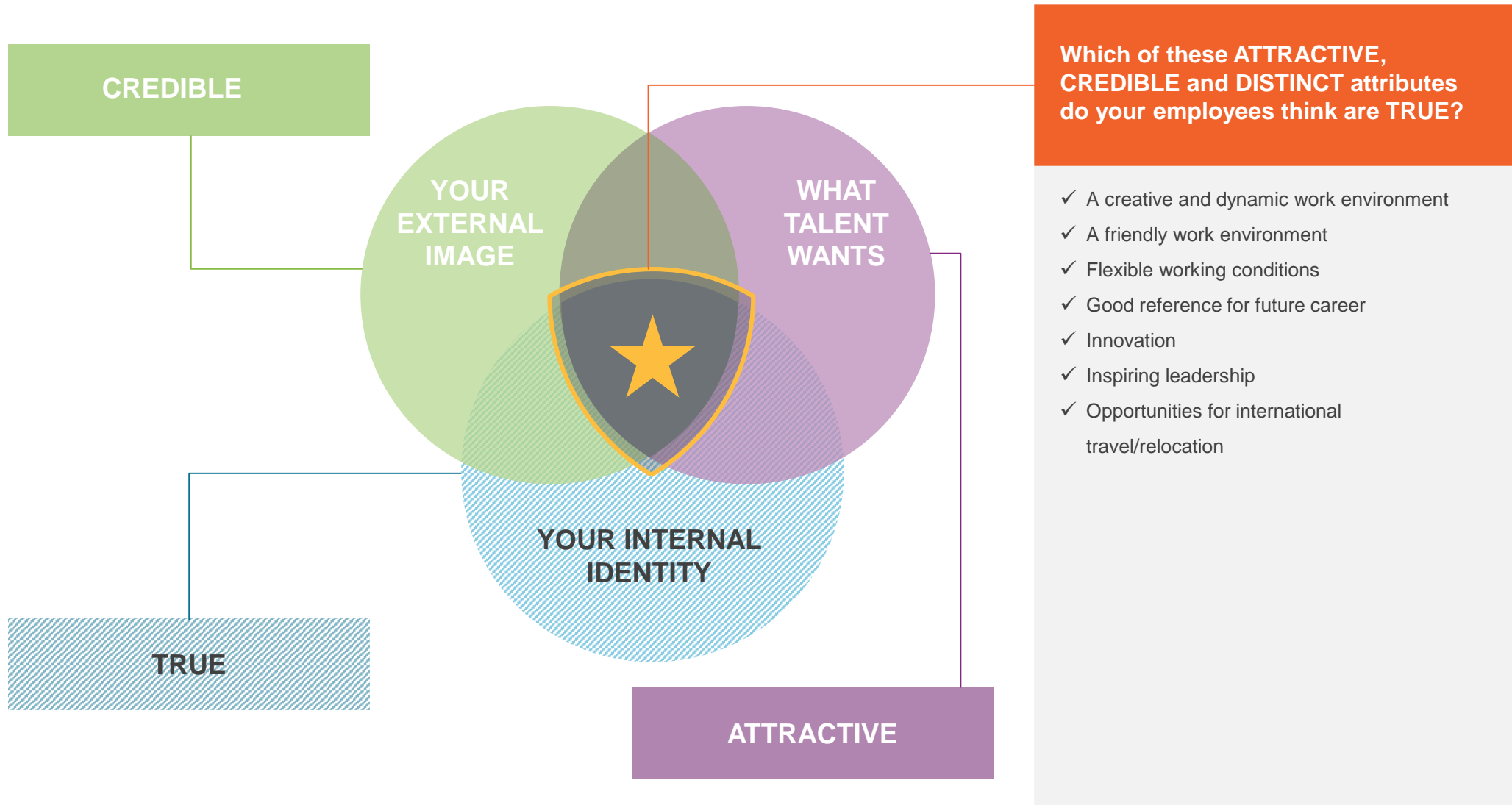


- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- How important to you is each of the below aspects? (Scale 1-5, 1=Not important at all, 5=Very important).
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

Are these attributes differentiating for you?



Is this aligned with what your employees think is true?



- Which of the following attributes do you associate with each employer? Please select as many as applicable.
- How important to you is each of the below aspects? (Scale 1-5, 1=Not important at all, 5=Very important).
- Which attributes do you perceive as the most attractive? Please select a maximum of three alternatives.

- If no data appears under the orange header, none of the attributes overlap all 3 areas.

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- 4 UNDERSTANDING PREFERENCES
- 5 BRAND PERCEPTION
- 6 COMMUNICATION & NEXT STEPS

Based on the results from the research, set targets and decide on next steps to activate your messages and strengthen your Employer Brand.

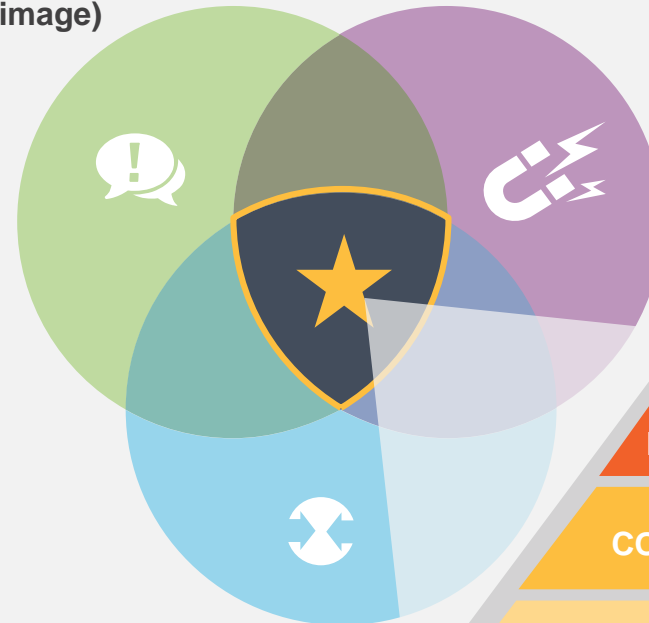
Your story is more important than ever

Our research proves that the more **focused** employers are in their communication, the more they engage their target group. So which values should you be focusing on?

- ✓ WHAT IS **TRUE** INTERNALLY?
- ✓ WHAT IS **ATTRACTIVE** TO YOUR TARGET GROUP?
- ✓ WHAT IS **CREDIBLE** AMONG THE TALENT YOU WANT TO ATTRACT?
- ✓ WHAT IS **DISTINCT** ASPECTS THAT DIFFERENTIATE YOU FROM YOUR COMPETITORS?
- ✓ WHAT IS **SUSTAINABLE**?

CREDIBLE
(External image)

ATTRACTIVE



DISTINCT

COMPETITIVE

THRESHOLD

The Universum Communication Channel Framework

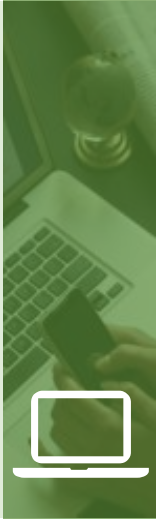
PRINT

- Brochures presenting career possibilities at a company/organisation
- Career magazines/guides/books
- Direct mailings per post
- Employer advertisements in business magazines
- Employer advertisements in lifestyle magazines & other periodicals
- Employer advertisements in newspapers
- University press & student organisation publications



DIGITAL

- Blogs
- Career and job related apps
- Career guidance websites
- Employer advertisements on news/business-related websites
- Employer sponsored posts in social media
- Employer websites
- Job boards
- Live online events with employers
- Social media
- Targeted emails



IN-PERSON

- Career fairs
- Conferences arranged and hosted by employers
- Employer office/site visits
- Employer presentations on campus
- Informational interviews with employers
- Lectures/case studies as part of curriculum
- Skills training sessions organised by employers

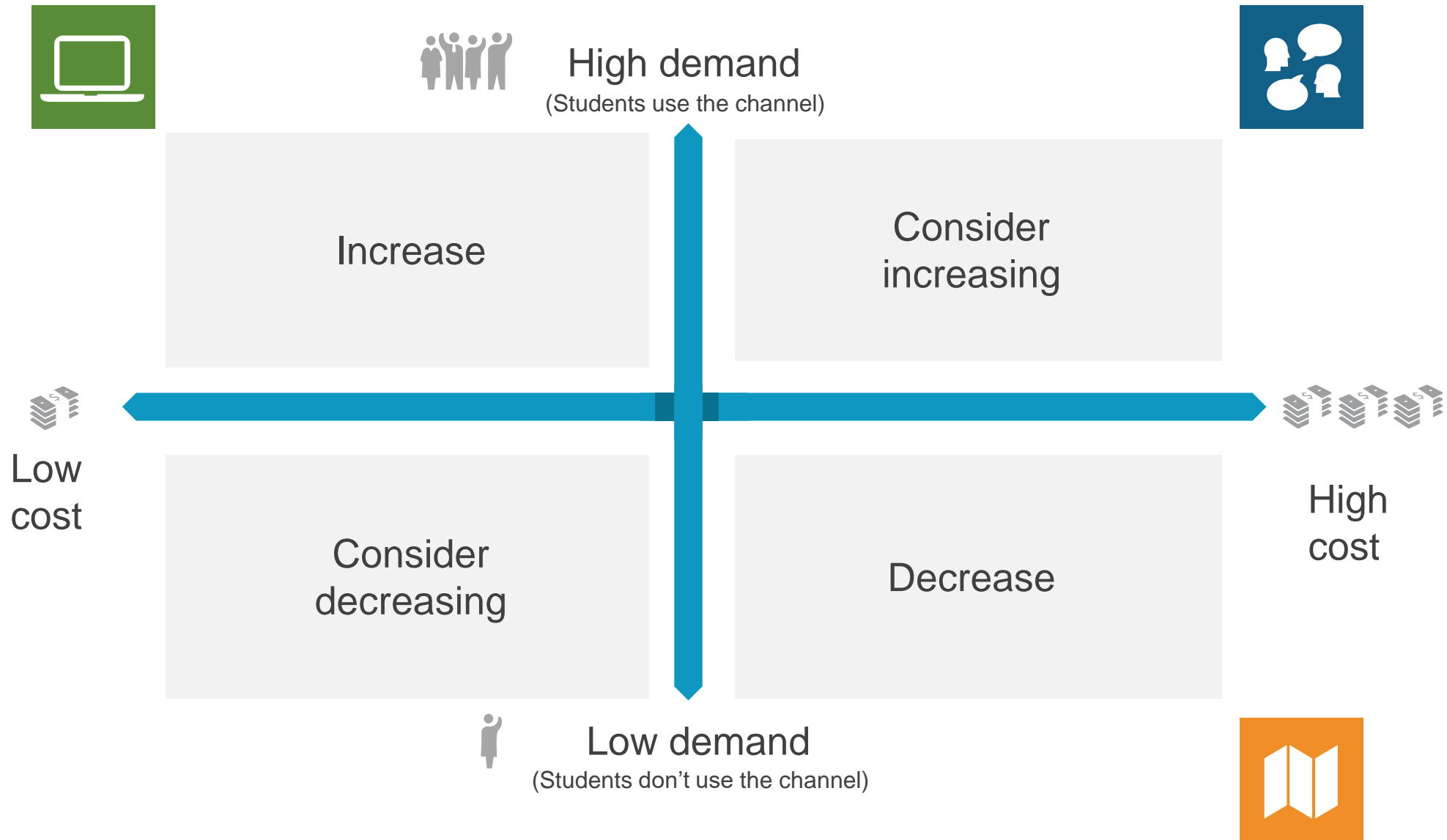


OTHER CHANNELS

- Employer advertisements on the radio
- Employer advertisements on TV
- Outdoor/billboard advertising



Prioritize communication channels by cost



Talent behaviour across different types of channels

KEEP IN MIND:

Students use a **combination of print, digital and in-person channels** when learning about potential employers.

On average, students use

7,4

different channels to find information about employers.

Different channels have **different costs!**

WHEN LEARNING ABOUT POTENTIAL EMPLOYERS...

COST LEVEL



67%

of the students use print channels.



90%

of the students use digital channels.

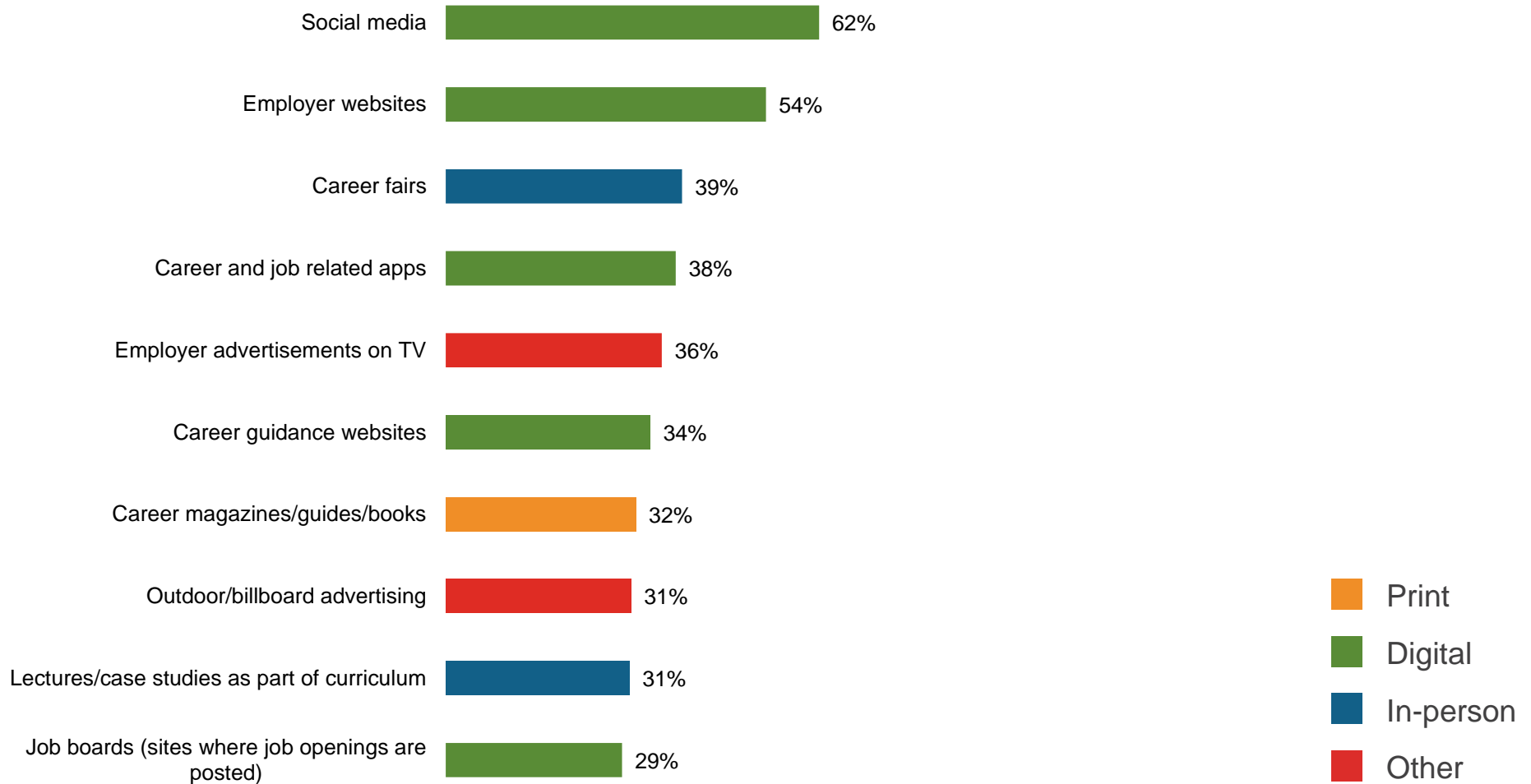


66%

of the students use in-person channels.



Which communication channels do students use the most?



In which channels are you perceived to be most present? (1/3)

	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitors' average
Social media	61%	61%	46%	54%	60%	54%	32%	49%
Employer websites	34%	34%	39%	32%	31%	30%	45%	36%
Lectures/case studies as part of curriculum	22%	22%	27%	20%	20%	21%	32%	24%
Blogs	20%	20%	8%	10%	13%	12%	0%	9%
Career magazines/guides/books	16%	16%	29%	21%	18%	17%	18%	21%
Employer sponsored posts in social media	16%	16%	14%	18%	25%	16%	14%	17%
Career guidance websites	15%	15%	24%	24%	20%	12%	27%	22%
Career and job related apps	15%	15%	24%	20%	20%	10%	18%	19%
Employer advertisements on news/business-related websites	14%	14%	15%	18%	16%	17%	9%	15%

Most used channel  Least used channel

In which channels are you perceived to be most present? (2/3)

	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitors' average
Career fairs	14%	14%	46%	20%	21%	20%	27%	27%
Employer advertisements on TV	14%	14%	26%	35%	38%	32%	27%	32%
University press & student organisation publications	13%	13%	23%	15%	14%	8%	14%	15%
Brochures presenting career possibilities at a company/organisation	11%	11%	21%	15%	14%	12%	18%	16%
Live online events with employers (webinars, chats, meet ups etc.)	10%	10%	6%	8%	11%	8%	0%	7%
Outdoor/billboard advertising	10%	10%	21%	22%	43%	25%	18%	26%
Employer office/site visits	10%	10%	9%	13%	9%	13%	9%	11%
Employer advertisements in business magazines	9%	9%	14%	15%	14%	10%	18%	14%
Employer advertisements in lifestyle magazines & other periodicals	9%	9%	14%	14%	18%	25%	9%	16%

Most used channel  Least used channel

In which channels are you perceived to be most present? (3/3)

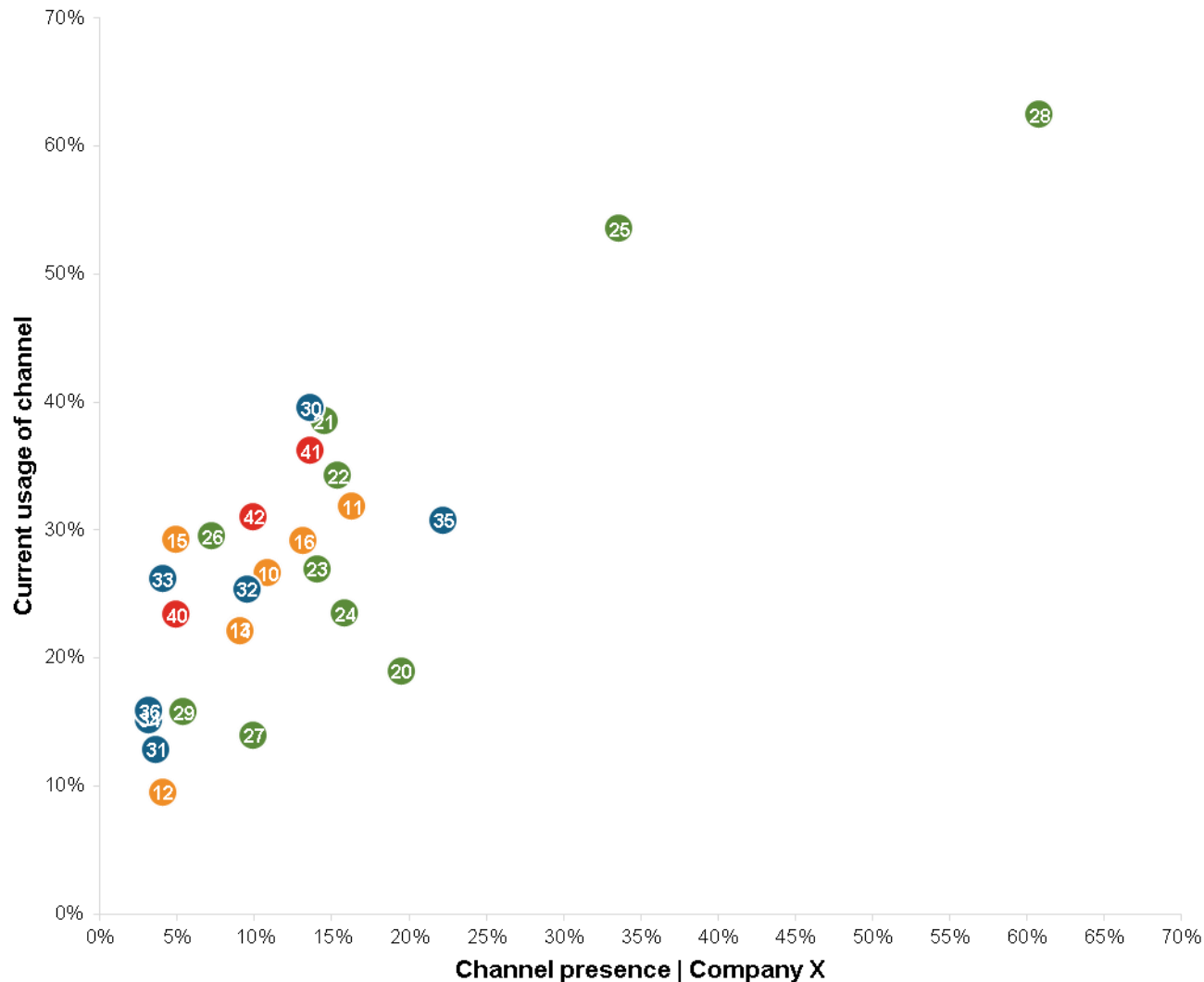
	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitors' average
Job boards (sites where job openings are posted)	7%	7%	15%	19%	17%	17%	14%	16%
Targeted emails	5%	5%	8%	5%	5%	9%	5%	6%
Employer advertisements in newspapers	5%	5%	15%	15%	23%	17%	14%	17%
Employer advertisements on the radio	5%	5%	12%	15%	27%	14%	5%	15%
Direct mailings per post	4%	4%	2%	4%	7%	8%	0%	4%
Employer presentations on campus	4%	4%	21%	9%	10%	7%	5%	10%
Conferences arranged and hosted by employers	4%	4%	6%	7%	5%	4%	5%	5%
Informational interviews with employers	3%	3%	5%	6%	5%	2%	0%	4%
Skills training sessions organised by employers	3%	3%	8%	7%	3%	8%	9%	7%

Most used channel



Least used channel

Most used communication channels vs. your channel presence



Print



10. Brochures presenting career possibilities at a company/organisation
11. Career magazines/guides/books
12. Direct mailings per post
13. Employer advertisements in business magazines
14. Employer advertisements in lifestyle magazines & other periodicals
15. Employer advertisements in newspapers
16. University press & student organisation publications



Digital



20. Blogs
21. Career and job related apps
22. Career guidance websites
23. Employer advertisements on news/business-related websites
24. Employer sponsored posts in social media
25. Employer websites
26. Job boards (sites where job openings are posted)
27. Live online events with employers (webinars, chats, meet ups etc.)
28. Social media
29. Targeted emails



In-person



30. Career fairs
31. Conferences arranged and hosted by employers
32. Employer office/site visits
33. Employer presentations on campus
34. Informational interviews with employers
35. Lectures/case studies as part of curriculum
36. Skills training sessions organised by employers



Other

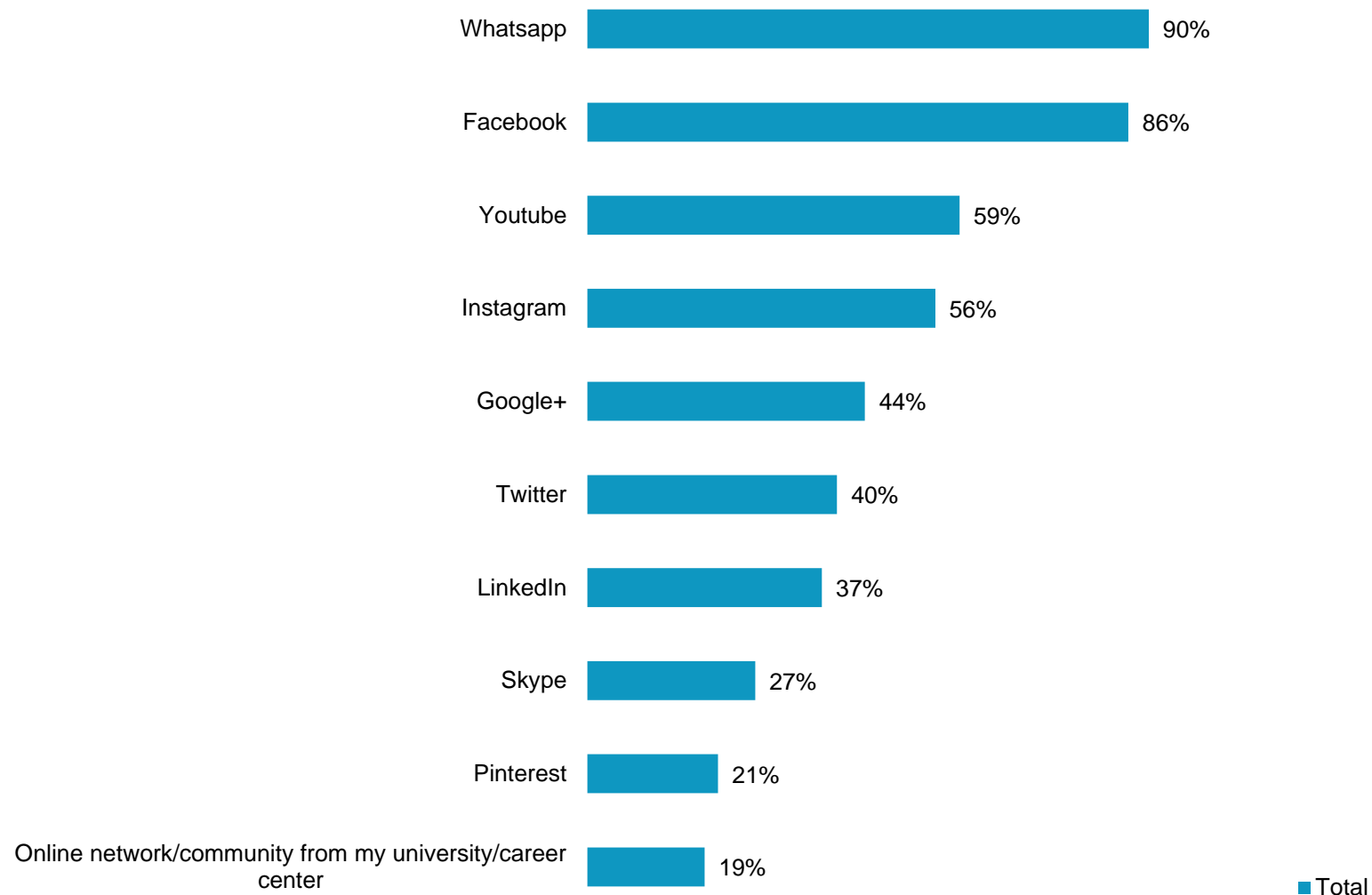
40. Employer advertisements on the radio
41. Employer advertisements on TV
42. Outdoor/billboard advertising

- ?
- Which channels do you use in general to learn about potential employers? Choose as many as applicable.
 - Through which channels have you learnt about these employers? Choose as many as applicable.

Social media measurement has become more sophisticated

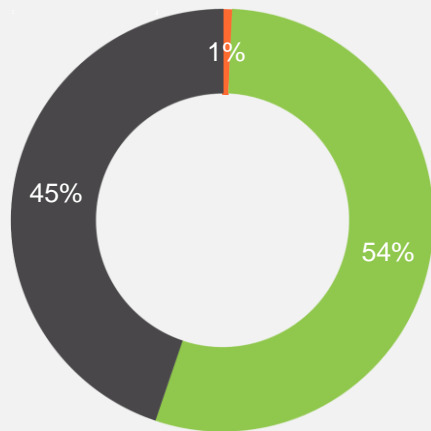


Most used online networks/communities 2017

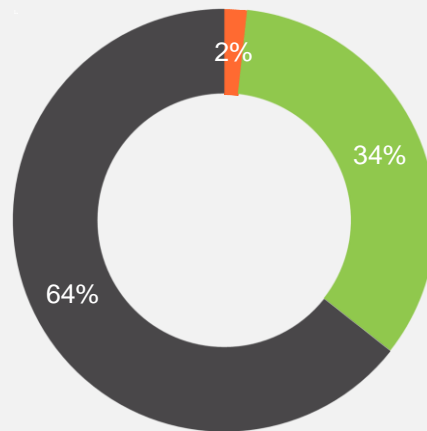


Context in which the target talent use the top online networks/communities

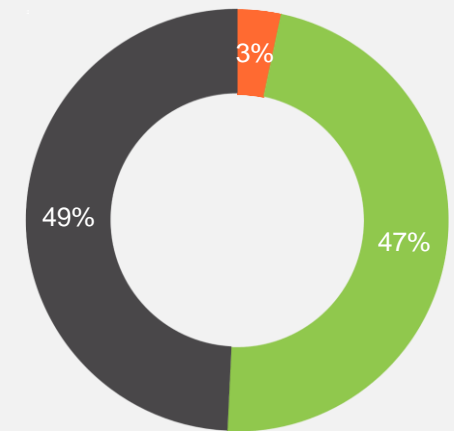
WHATSAPP






FACEBOOK



YOUTUBE



-  Career purposes only
-  Social purposes only
-  Both social and career purposes

How does talent interact with employers on Whatsapp?

1.

AWARENESS OF EMPLOYERS



19%

of the students have noticed information from employers through Whatsapp.

2.

LIMITED INTERACTION WITH EMPLOYERS



64%

of the students have interacted (clicked/shared/liked/commented etc.) with employers through Whatsapp.

3.

ACTIVE SEARCH FOR INFORMATION ABOUT EMPLOYERS



8%

of the students have searched for information about employers through Whatsapp.

4.

STUDENTS FOLLOWING EMPLOYERS



46%

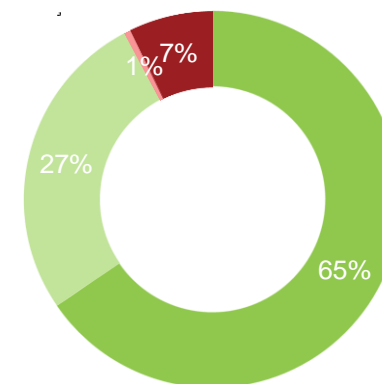
of the students are following employers on Whatsapp.



11%

of the students have **received information from employers** on Whatsapp

How do they feel about it?



■ I like it very much
 ■ I dislike it somewhat
■ I like it somewhat
 ■ I dislike it very much

- Have you noticed any information from employers through these online networks/communities?
- Have you interacted (clicked/shared/liked/commented etc.) with employers through these online networks/communities?
- Have you searched for information about employers through these online networks/communities?
- Do you follow employers on these online networks/communities?

- Have you received information from employers through these online communities?
- How do you feel about receiving employer information through the following online communities?
- Percentages relate to students who are using Whatsapp.

How does talent interact with employers on Facebook?

1.

AWARENESS OF EMPLOYERS



81%

of the students have noticed information from employers through Facebook.

2.

LIMITED INTERACTION WITH EMPLOYERS



59%

of the students have interacted (clicked/shared/liked/commented etc.) with employers through Facebook.

3.

ACTIVE SEARCH FOR INFORMATION ABOUT EMPLOYERS



69%

of the students have searched for information about employers through Facebook.

4.

STUDENTS FOLLOWING EMPLOYERS



72%

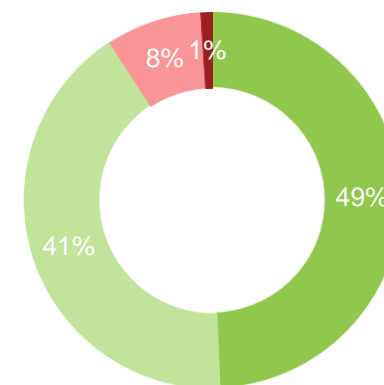
of the students are following employers on Facebook.



61%

of the students have received information from employers on Facebook

How do they feel about it?



■ I like it very much
 ■ I dislike it somewhat
■ I like it somewhat
 ■ I dislike it very much

- Have you noticed any information from employers through these online networks/communities?
- Have you interacted (clicked/shared/liked/commented etc.) with employers through these online networks/communities?
- Have you searched for information about employers through these online networks/communities?
- Do you follow employers on these online networks/communities?

- Have you received information from employers through these online communities?
- How do you feel about receiving employer information through the following online communities?
- Percentages relate to students who are using Facebook.

How does talent interact with employers on Youtube?

1.

AWARENESS OF EMPLOYERS



48%

of the students have noticed information from employers through Youtube.

2.

LIMITED INTERACTION WITH EMPLOYERS



24%

of the students have interacted (clicked/shared/liked/commented etc.) with employers through Youtube.

3.

ACTIVE SEARCH FOR INFORMATION ABOUT EMPLOYERS



42%

of the students have searched for information about employers through Youtube.

4.

STUDENTS FOLLOWING EMPLOYERS



32%

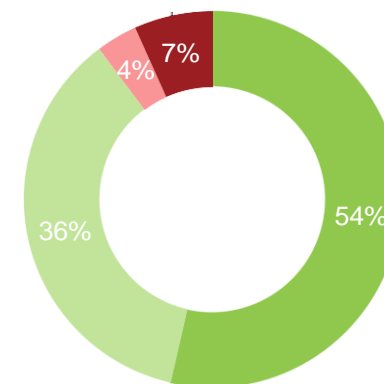
of the students are following employers on Youtube.



26%

of the students have received information from employers on Youtube

How do they feel about it?



- I like it very much
- I like it somewhat
- I dislike it somewhat
- I dislike it very much

- Have you noticed any information from employers through these online networks/communities?
- Have you interacted (clicked/shared/liked/commented etc.) with employers through these online networks/communities?
- Have you searched for information about employers through these online networks/communities?
- Do you follow employers on these online networks/communities?

- Have you received information from employers through these online communities?
- How do you feel about receiving employer information through the following online communities?
- Percentages relate to students who are using Youtube.

Most engaging employers on Social Media



Higher differentiation generates more earned media



When employers meet students offline...

Best campus recruiting activities



Best recruiting event



- Which employer has impressed you the most with its campus recruitment activities in the last 12 months?
- Which employer arranged the best recruitment event you have attended in the last 12 months?

What gets measured gets done

HAVE A STRATEGIC AND ALIGNED APPROACH

Establish a strategic approach to all Employer Branding activities to ensure consistency of messaging and activities.

ENSURE THAT YOUR ACTIVITIES ARE EFFECTIVE

Create results and measure the effect of activities in specific regions and for specific target groups.



SPEND MORE OR LESS?

Are you ahead of the competitors?
What are you associated with?
Make better informed budget decisions based on your performance.

ARE YOU ATTRACTIVE ENOUGH?

Set attractiveness goals based on your recruiting needs and your business/workforce plan, and assess annual achievements.

Set targets for attractiveness and conversion

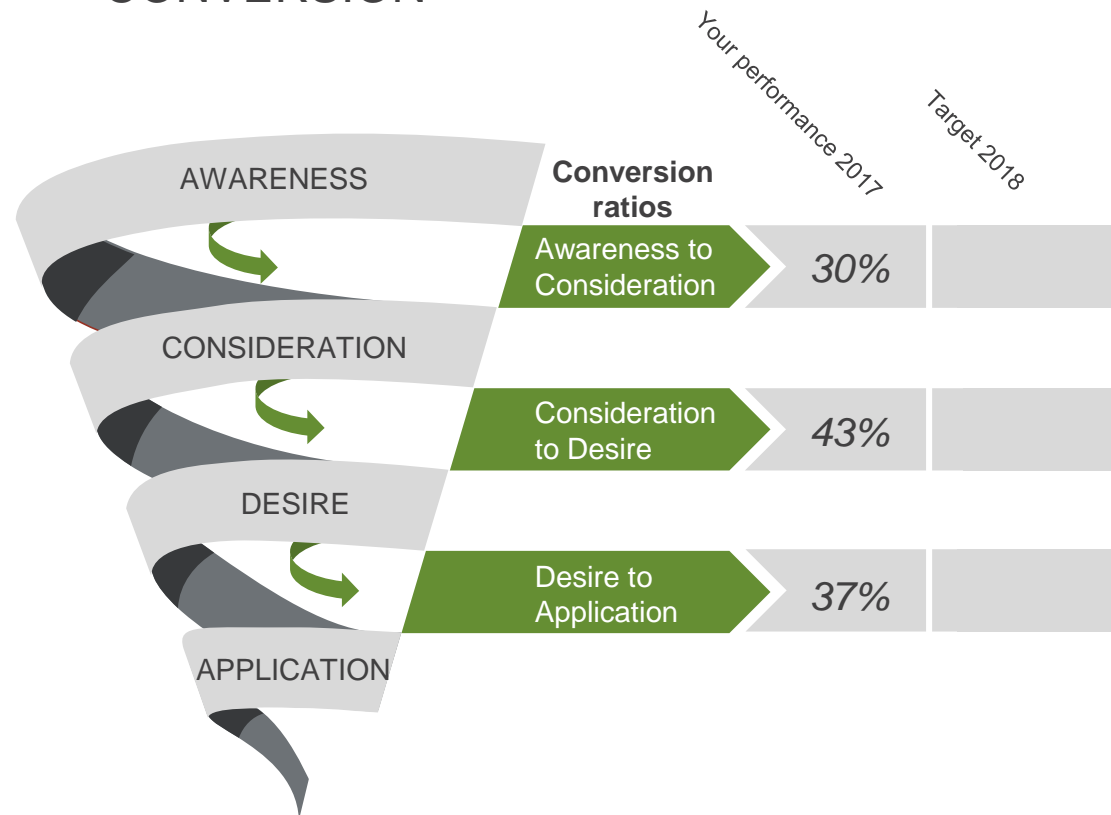
Main Field of Study X

ATTRACTIVENESS

Ideal Employer Ranking position

Target groups	Rank 2017	Target 2018
Overall	5	
Female	6	
Male	5	




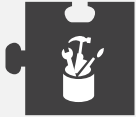
CONVERSION



Key communication focus for next year

BRAND PERCEPTION

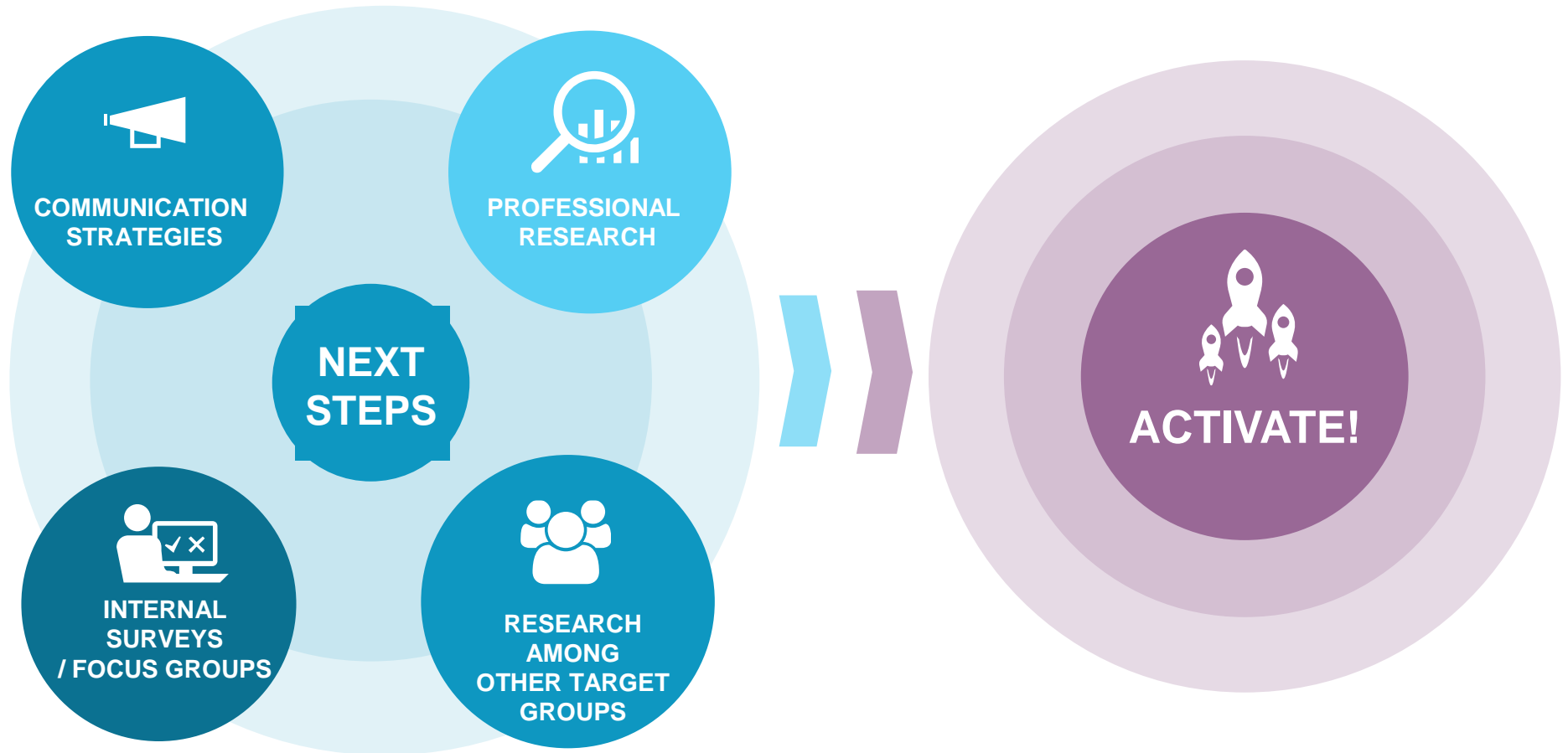
Use the following table to define the attributes on which you would like to focus your Employer Branding communications in the coming year.

Drivers	Attributes	Top 10 most associated attributes with Company X
 EMPLOYER REPUTATION & IMAGE	1. 2. 3.	<ul style="list-style-type: none"> ● A creative and dynamic work environment ● Innovation ● Opportunities for international travel/relocation ● Market success ● Team-oriented work ● A friendly work environment ● Good reference for future career ● Interaction with international clients and colleagues ● Challenging work ● Variety of assignments
 PEOPLE & CULTURE	1. 2. 3.	
 REMUNERATION & ADVANCEMENT OPPORTUNITIES	1. 2. 3.	
 JOB CHARACTERISTICS	1. 2. 3.	

● Employer Reputation & Image
● People & Culture
● Remuneration & Advancement Opportunities
● Job Characteristics

! • The attributes shown on the right are the ones where you have the highest overall rating

What are you currently missing to give a complete diagnosis of your Employer Brand?



APPENDIX

- About Universum
- About the Universum Talent Research
- Educational institutions
- Areas of study
- Considered Employer ranking
- Ideal Employer ranking
- Potential Applicants' ranking
- The Universum Career Profiles
- Lost Talent in the Recruitment Funnel
- Detailed tables from Employer Image chapter
- Current vs. desired usage of channels

Who we are



What's new at Universum?



ACC>SS

Launched **Universum Access**, the biggest online EB community and data center



20+

E-books like Generation Z, Global Happiness Index and Outlook 2020



25+

Years of **global data** and **experience**



FOR DUMMIES

Universum is writing “**Employer Branding for Dummies**”



Established, **globally recognized media partner**



Multiple **publications** in Harvard Business Review



4,000+

Media hits from Universum's rankings and research



100%

Growth in our **Digital Activation** solutions



Partnership with **INSEAD** on global Generational studies



Professional Data

Available **every year** in our top markets



1,3 million

Respondents worldwide

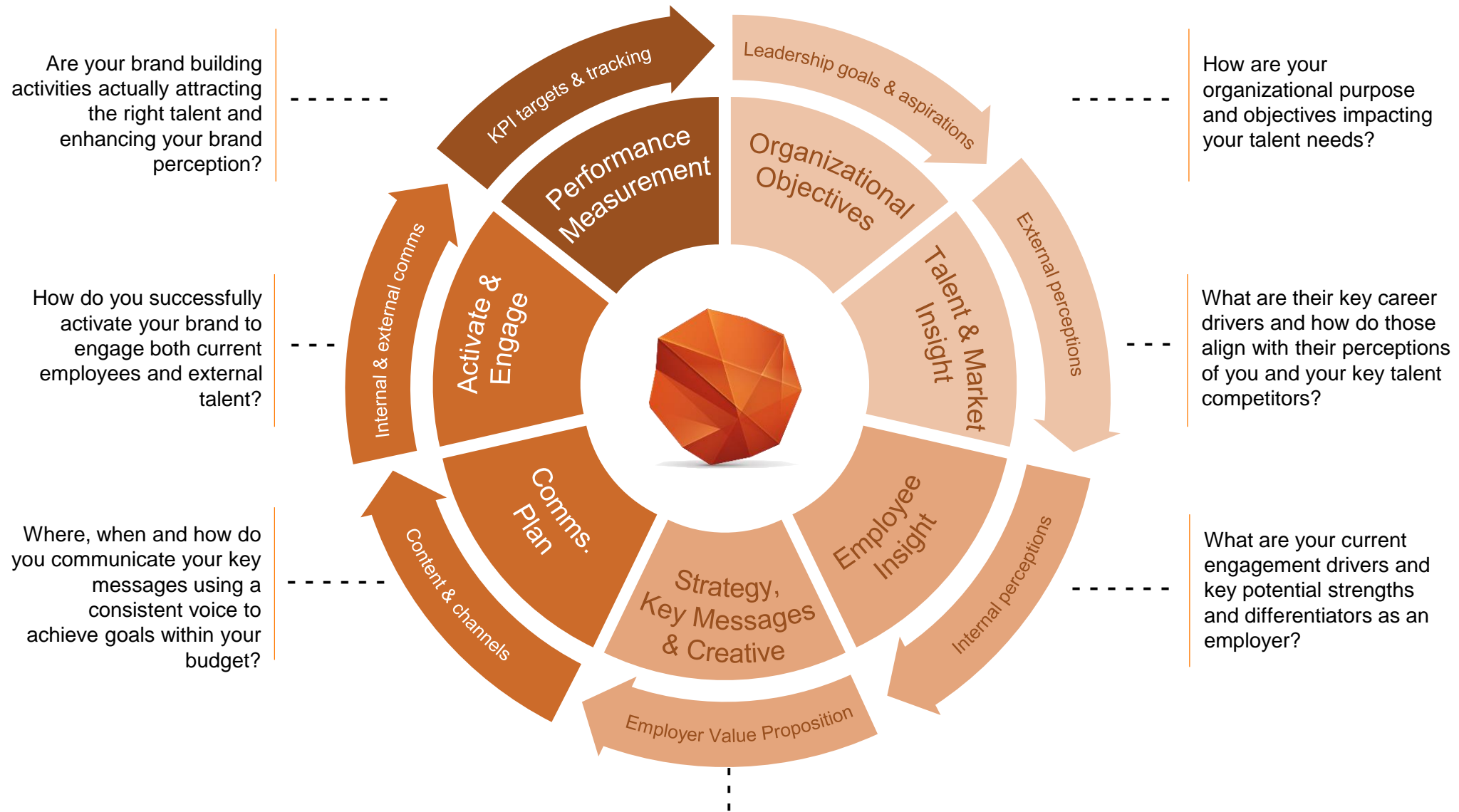


Tech hub

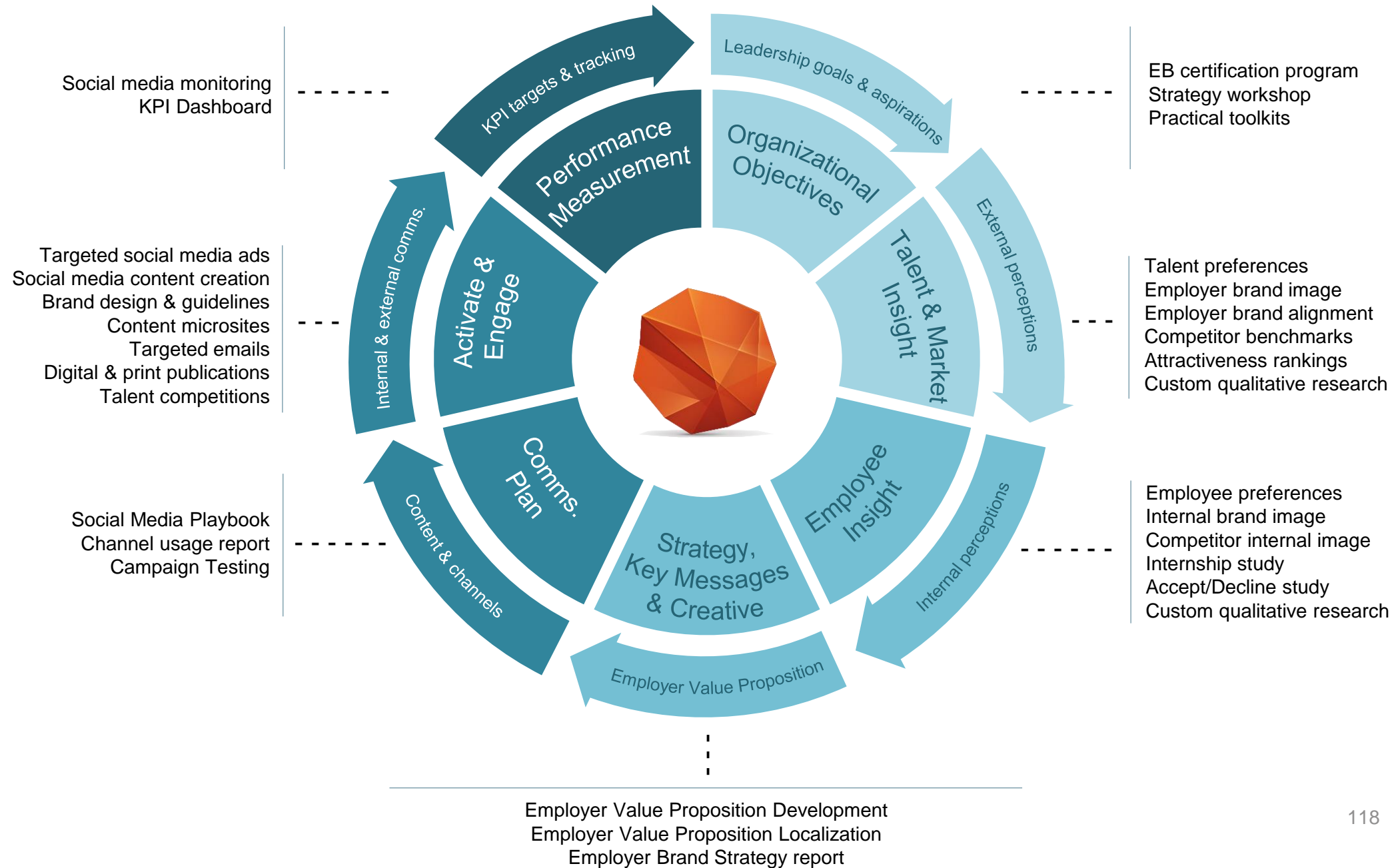
Launched in Chennai for **product development**



Our approach to strategic Employer Branding



Our product portfolio



About the Universum Talent Research

THE QUESTIONNAIRE

- Created based on over 25 years of experience, extensive research within HR, focus groups and communication with both our clients and talent.
- Global perspective – local insight.

DATA COLLECTION

Conducted via an online survey. The online link was distributed via university and alumni-networks, communities, the Universum Panel and different local and global partners.

WEIGHTING

- In order to provide our clients with reliable data we set targets per main field of study and educational institution/industry to reflect the actual distribution of students. Weighting is used to compensate for discrepancies from the targets.
- Note that only data based on all students or on all students within a main field of study is weighted. Breakdowns like gender, high achievers or other more specific target groups are not weighted.



302

educational institutions



WE HAVE CONDUCTED THE
UNIVERSUM TALENT SURVEY
FOR OVER 25 YEARS



FIELD PERIOD

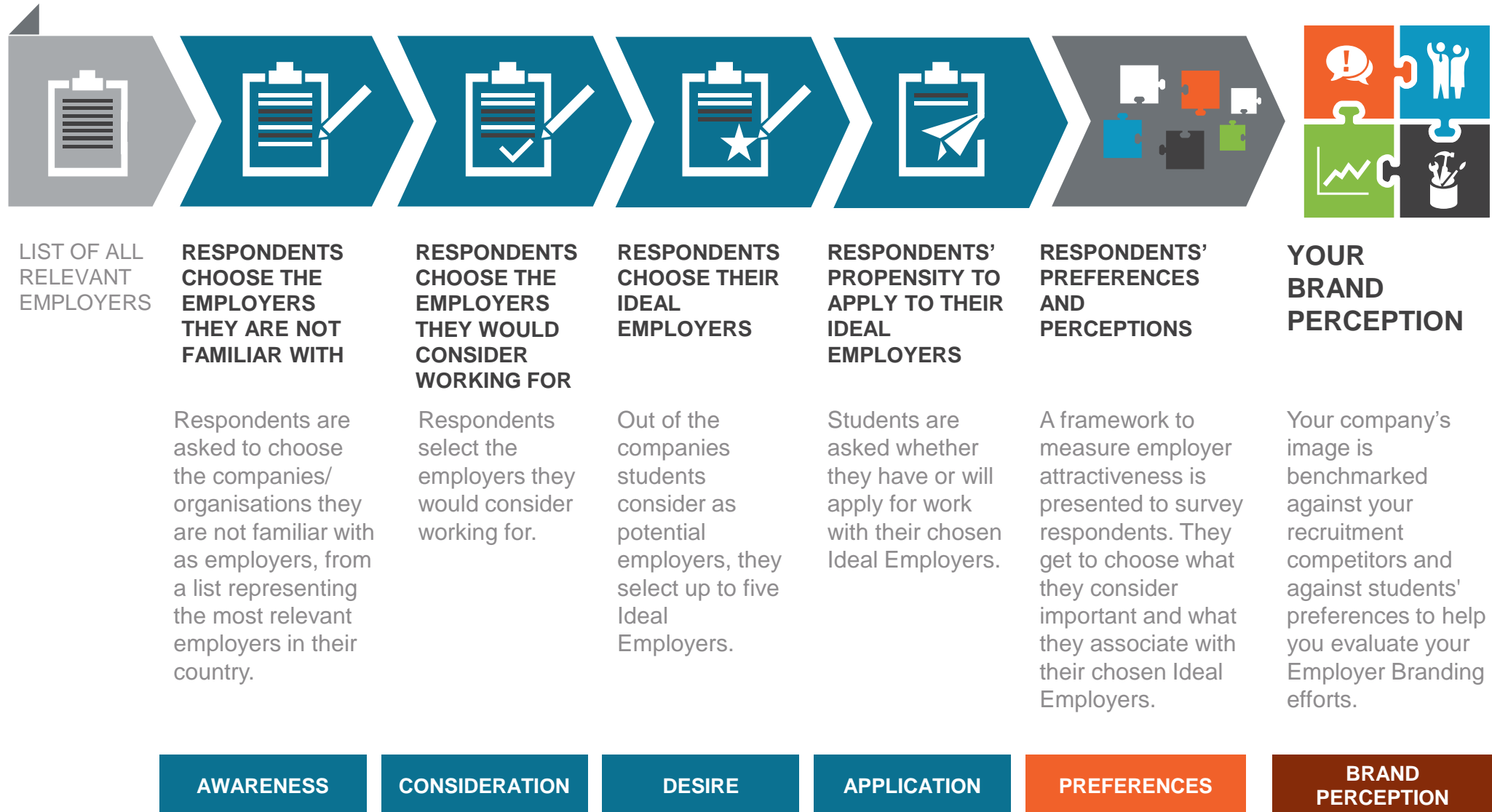
Month 2015 to Month 2016



Total number of respondents
in the survey 2017:

12 694

Determining your attractiveness and brand perception



Educational institutions (1/1)

University	Total	University	Total
University 1	39,09%	University 13	1,18%
University 4	8,71%	University 15	0,82%
University 2	8,09%	University 17	0,71%
University 5	4,51%	University 16	0,70%
University 10	4,49%	University 18	0,59%
University 3	4,14%	University 21	0,47%
University 6	3,73%	University 19	0,24%
University 9	2,84%	University 20	0,24%
University 8	2,67%	University 22	0,12%
University 7	2,56%	University 23	0,12%
University 11	2,15%	University 24	0,02%
University 12	1,53%	Other	8,99%
University 14	1,30%		

Areas of study

Business (1/1)

Area of study	Total	Area of study	Total
Accounting (CA)	26,43%	Administrative & Office Services	4,85%
Accounting	25,47%	Logistics / Transportation	4,73%
Management	21,46%	Informatics & Information Systems	4,21%
Financial Management	16,73%	Tourism Management	3,08%
Economics	15,56%	Business Analytics	3,04%
Auditing	13,82%	Quantitative Methods	2,68%
Marketing	13,38%	Insurance & Risk Management	2,04%
Human Resource Management	8,35%	Business Data Systems	1,87%
Entrepreneurship	6,47%	Actuarial Science	1,72%
Banking and Finance	5,45%	Other Business	8,17%
Industrial Psychology	5,05%		

Considered Employer Ranking

Main Field of Study X (1/X)

Employer	Rank 2017	Percent 2017	Trend		Employer	Rank 2017	Percent 2017	Trend	
Company 122	1	37,30%	→	0	Company 156	10	27,27%	→	0
Company 116	2	35,65%	→	0	Company 88	11	27,05%	→	0
Company 57	3	33,70%	→	0	Company 118	12	26,50%	→	0
Company 91	4	30,15%	→	0	Company 33	13	26,36%	→	0
Company 175	5	29,98%	→	0	Company 12	14	26,23%	→	0
Competitor 3	6	29,59%	→	0	Competitor 2	15	26,18%	→	0
Company 210	7	29,45%	→	0	Competitor 1	16	26,06%	→	0
Company X	8	29,45%	→	0	Company 162	17	25,66%	→	0
Company 206	9	28,58%	→	0	Company 207	18	24,69%	→	0



- Below is a list of companies and organisations. For which of these employers would you consider working?
Please select as many as applicable.

Ideal Employer Ranking

Main Field of Study X (1/X)

Employer	Rank 2017	Percent 2017	Trend		Employer	Rank 2017	Percent 2017	Trend	
Company 122	1	19,66%	→	0	Company 118	10	8,28%	→	0
Company 57	2	16,48%	→	0	Company 207	11	8,07%	→	0
Company 175	3	15,29%	→	0	Company 12	12	7,62%	→	0
Company 116	4	12,89%	→	0	Company 33	13	7,40%	→	0
Company X	5	12,88%	→	0	Competitor 2	14	7,34%	→	0
Company 88	6	11,53%	→	0	Company 210	15	7,24%	→	0
Company 206	7	9,13%	→	0	Company 91	16	7,20%	→	0
Competitor 1	8	9,03%	→	0	Company 205	17	6,27%	→	0
Competitor 3	9	8,33%	→	0	Company 222	18	6,19%	→	0

Potential Applicants' Ranking

Main Field of Study X (1/X)

Employer	Rank 2017	Percent 2017	Trend		Employer	Rank 2017	Percent 2017	Trend	
Company 122	1	5,89%	→	0	Company 210	13	1,88%	→	0
Company 57	2	5,05%	→	0	Competitor 3	14	1,85%	→	0
Company 175	3	4,73%	→	0	Company 12	15	1,74%	→	0
Company 116	4	3,30%	→	0	Company 155	16	1,73%	→	0
Company 88	5	3,22%	→	0	Company 21	17	1,69%	→	0
Competitor 1	6	2,35%	→	0	Competitor 2	18	1,66%	→	0
Company 206	7	2,32%	→	0	Company 156	19	1,55%	→	0
Company 222	8	2,16%	→	0	Company 33	20	1,44%	→	0
Company 207	9	2,08%	→	0	Company 232	21	1,40%	→	0
Company 91	10	2,02%	→	0	Company 205	22	1,36%	→	0
Company 118	11	1,98%	→	0	Company 162	23	1,21%	→	0
Company X	12	1,94%	→	0	Company 139	24	1,19%	→	0

The Universum Career Profiles



CAREERISTS

are future-oriented individuals who ultimately want to be managers and leaders of groups of people in a business environment. They have no problem starting from the bottom and learning what each rung on the ladder is like. In fact, many Careerists consider this process imperative to being a well-rounded leader later on in their careers. Careerists tend to be ambitious, but are also team-oriented, so they often bring others up along with them (riding their coattails so to speak). Careerists are also adaptable, meaning they are not set on any one way of achieving success and will instead do whatever they need to in order to adjust to a given situation.



ENTREPRENEURS

are curious and creative individuals who are primarily focused on challenging and innovative work. When searching for job opportunities, entrepreneurs look for fast-growing companies that share their entrepreneurial spirit. Entrepreneurs tend to be solution-focused, which means they are most effective when there is an active problem to solve. They lean towards leadership roles and are focused on team dynamics. Entrepreneurs can bore quickly if they feel stagnant, which means they are always looking to lead their team to new challenges.



HARMONISERS

are responsible and loyal individuals who are happy to take on responsibilities for the good of the team. Their friendliness and comfort around others makes them natural leaders, and their desire for harmony makes them excellent in team-oriented settings. They are also very successful when taking internships, as they find it easy to get along with whomever they are working for. Their driver is happiness. They would like to have a stable job where they are among nice colleagues.



HUNTERS

are eager to search for new business opportunities and expect a competitive compensation as well as career advancement and high future earnings. A hunter is wired to be solution-focused, which enables him or her to provide answers for customer problems, which is an important facet for salespeople. Hunter personalities experience a continuous personal renewal. They are able to show growth and project how their skill sets will most benefit an organisation. This adaptive quality is a highly valued trait in dynamic organisations.



IDEALISTS

want to work in organizations that value and respect their employees, while taking an ethical stand on issues of corporate responsibility. As might be expected, an idealist values environmental sustainability and wants to align with companies that share the same values. Although idealists are dedicated to causes for the greater good, they are not merely dreamers and can offer viable solutions that often include creative experimentation. Idealists are fully capable of envisioning a higher state while implementing and leading teams in task-focused efforts.



INTERNATIONALISTS

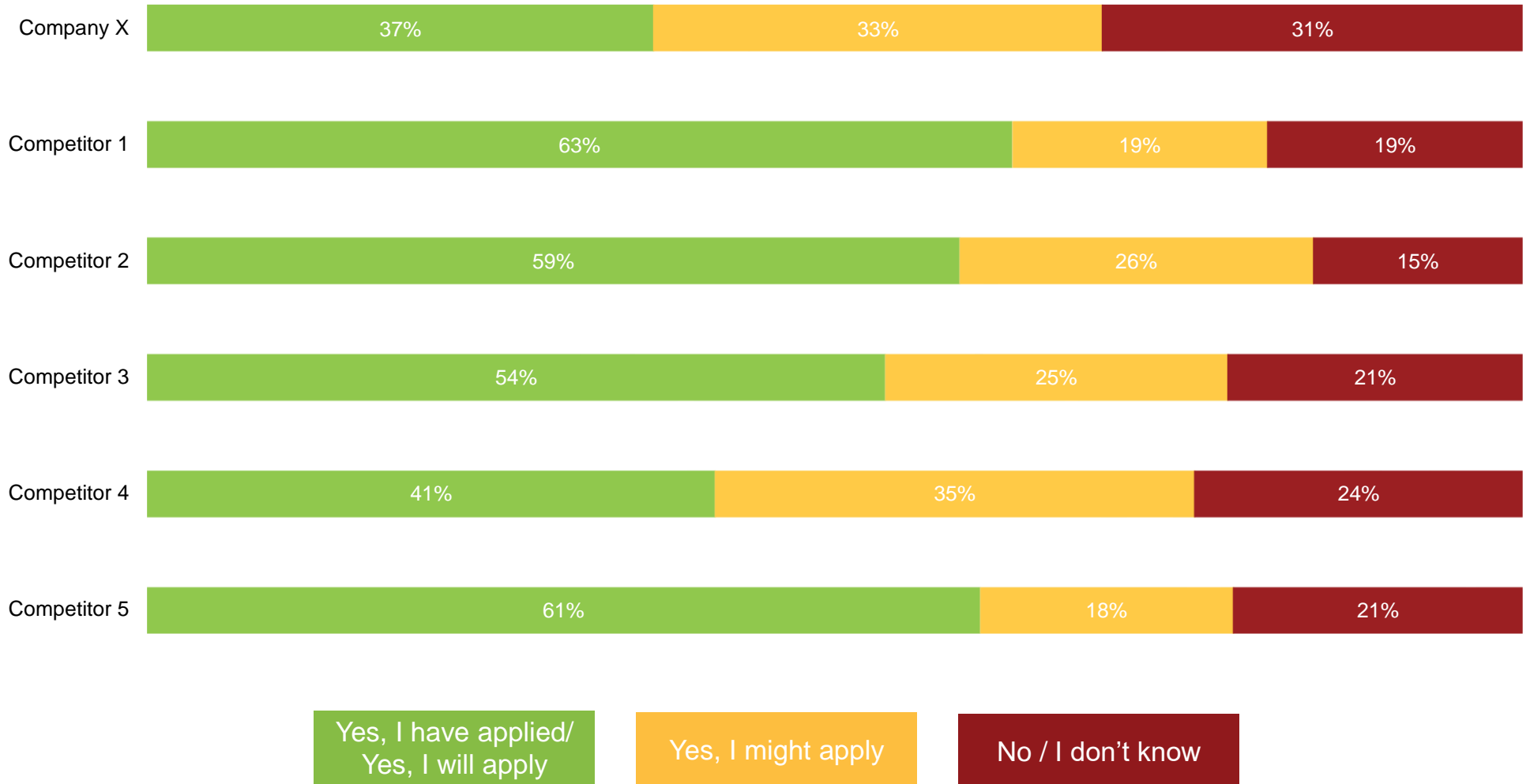
tend to be “big-picture” individuals who focus primarily on the future instead of day-to-day or historical situations. They usually (but not always) know relatively early on in their lives that they want to have an international career and are usually interested in building international connections. Companies that are global in scope, or at the very least companies that have offices and/or operations in multiple parts of the world, will be most appealing to Internationalists. They are curious, open-minded and they value social interaction.



LEADERS

are able to see the big picture in any situation, which helps them inspire both their teams and themselves. They prefer the numerous benefits of working with others in a team environment, rather than being a “lone-wolf”. Leaders aren’t afraid of being responsible for situations. They see responsibility as something to be desired and sought after. Because they understand that, their success or failure is ultimately in their own hands. Leaders are also quite introspective; they can look inward and assess themselves honestly and, when necessary, harshly. Before starting their careers, leaders are often involved in various types of organisations, and are often responsible for the founding and growth of projects.

Will students attracted to you also apply to work for you?



- ? • Now choose the five (5) employers you most want to work for, your five Ideal Employers.
• Have you applied or will you apply to these employers?

Lost talent in the Recruitment Funnel



- Below you will find some of the employers you saw earlier. Please select all companies/organisations which you have not heard of as employers.
- Below is a list of companies and organisations. For which of these employers would you consider working?
- Now choose the five (5) employers you most want to work for, your five Ideal Employers.
- Have you applied or will you apply to these employers?

Employer Reputation & Image

Competitor comparison



The attributes are sorted by importance

Most attractive

	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitors' average
Ethical standards	52%	52%	56%	45%	49%	61%	65%	55%
Inspiring leadership	66%	66%	58%	46%	47%	45%	55%	50%
Innovation	83%	83%	63%	52%	60%	53%	68%	59%
Market success	76%	76%	73%	80%	79%	80%	55%	73%
Corporate Social Responsibility	50%	50%	59%	47%	58%	72%	61%	59%
Inspiring purpose	65%	65%	52%	34%	45%	48%	48%	45%
Fast-growing/entrepreneurial	70%	70%	57%	51%	57%	52%	55%	54%
Attractive/exciting products and services	67%	67%	66%	61%	65%	74%	48%	63%
Prestige	61%	61%	50%	45%	48%	57%	58%	52%
Corporate transparency	45%	45%	42%	38%	40%	41%	42%	41%

• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted according to attractiveness: the most attractive attributes are found at the top and the least attractive at the bottom.

People & Culture

Competitor comparison



The attributes are sorted by importance

Most attractive ↑

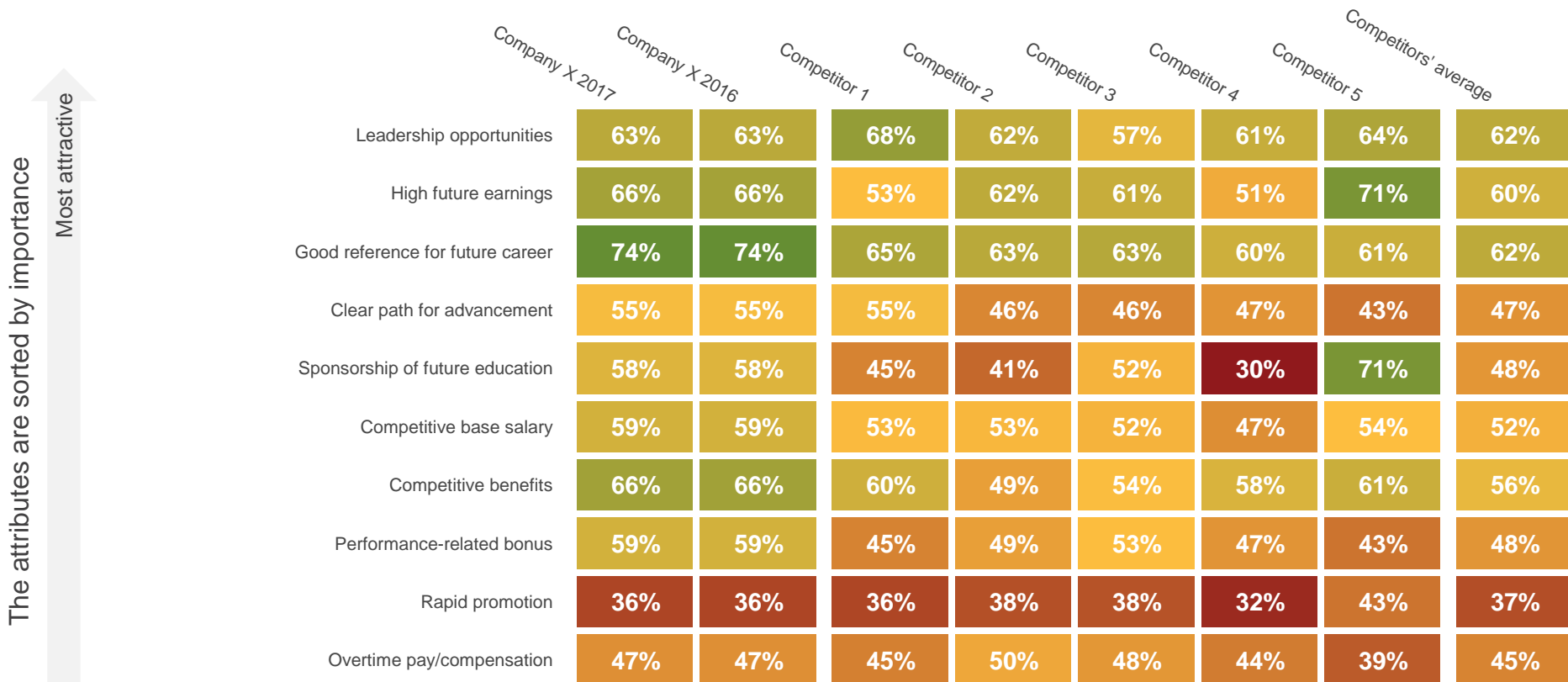
	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitors' average
Leaders who will support my development	61%	61%	65%	62%	52%	49%	59%	57%
A creative and dynamic work environment	85%	85%	65%	62%	72%	62%	57%	63%
A friendly work environment	75%	75%	57%	65%	59%	58%	57%	59%
Respect for its people	65%	65%	56%	51%	48%	61%	68%	57%
Recognising performance (meritocracy)	53%	53%	50%	51%	47%	49%	57%	51%
Interaction with international clients and colleagues	72%	72%	59%	55%	60%	46%	59%	56%
Enabling me to integrate personal interests in my schedule	57%	57%	43%	46%	40%	36%	46%	42%
Commitment to diversity and inclusion	52%	52%	55%	46%	54%	54%	57%	53%
Support for gender equality	48%	48%	43%	37%	39%	49%	38%	41%
Recruiting only the best talent	59%	59%	45%	45%	40%	35%	57%	44%

• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted according to attractiveness: the most attractive attributes are found at the top and the least attractive at the bottom.

Remuneration & Advancement Opportunities

Competitor comparison



• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted according to attractiveness: the most attractive attributes are found at the top and the least attractive at the bottom.

Job Characteristics

Competitor comparison



The attributes are sorted by importance

Most attractive ↑

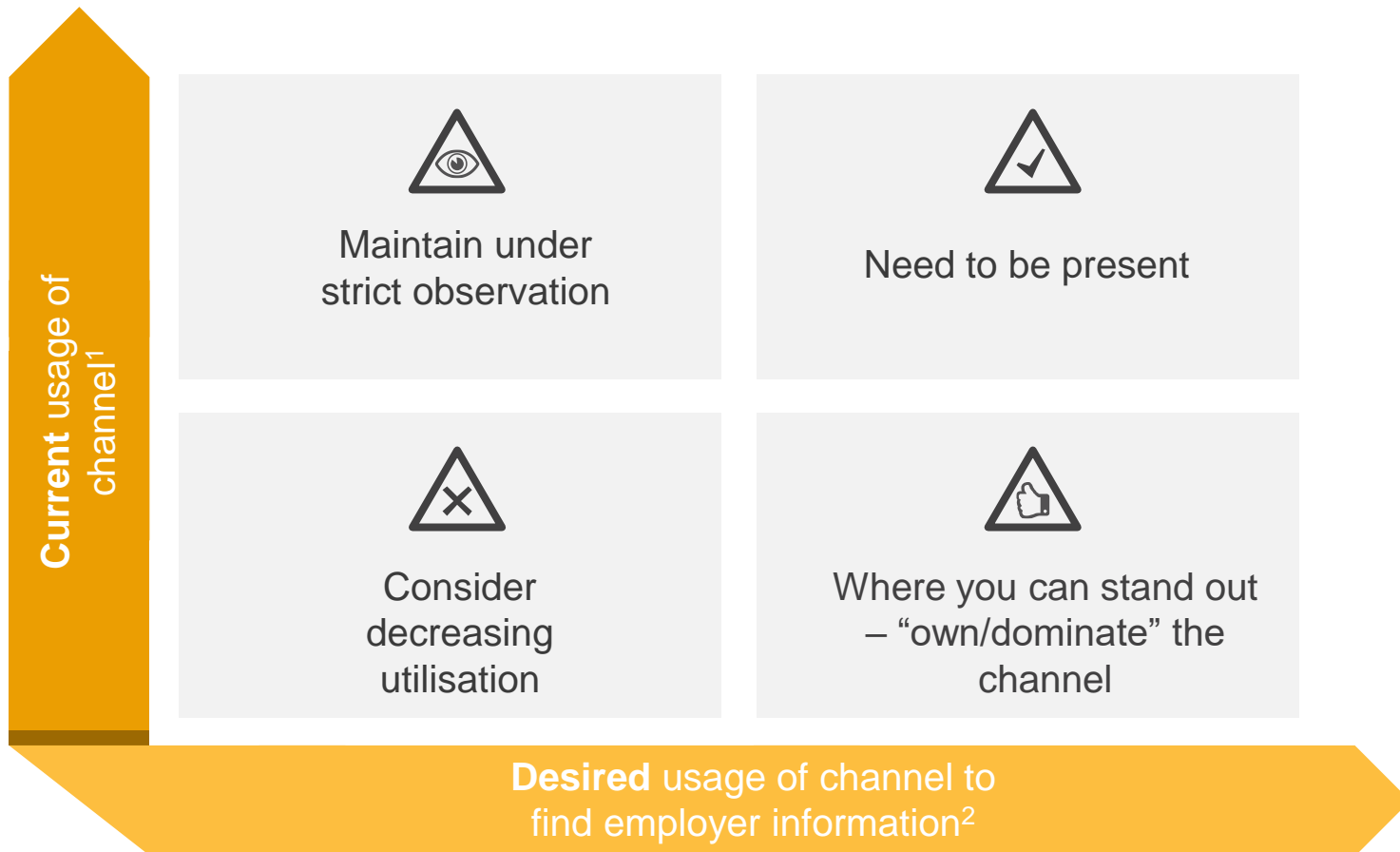
	Company X 2017	Company X 2016	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Competitors' average
Professional training and development	68%	68%	66%	56%	57%	60%	83%	64%
Secure employment	53%	53%	56%	56%	53%	59%	70%	59%
Opportunities for international travel/relocation	77%	77%	62%	52%	67%	43%	40%	53%
Flexible working conditions	67%	67%	45%	46%	39%	39%	40%	42%
Challenging work	71%	71%	51%	54%	50%	43%	60%	52%
High performance focus	67%	67%	55%	54%	62%	49%	70%	58%
Team-oriented work	75%	75%	66%	59%	65%	57%	60%	62%
High level of responsibility	57%	57%	57%	54%	52%	49%	63%	55%
Variety of assignments	71%	71%	56%	49%	52%	51%	60%	54%
Customer focus	58%	58%	68%	61%	74%	82%	40%	65%

• Which of the following attributes do you associate with each employer? Please select as many as applicable.

• The attributes are sorted according to attractiveness: the most attractive attributes are found at the top and the least attractive at the bottom.

Current vs. desired usage of channels to find employer information

¹ **Current usage of channel** represents channels that are currently being used by students to find information about employers.

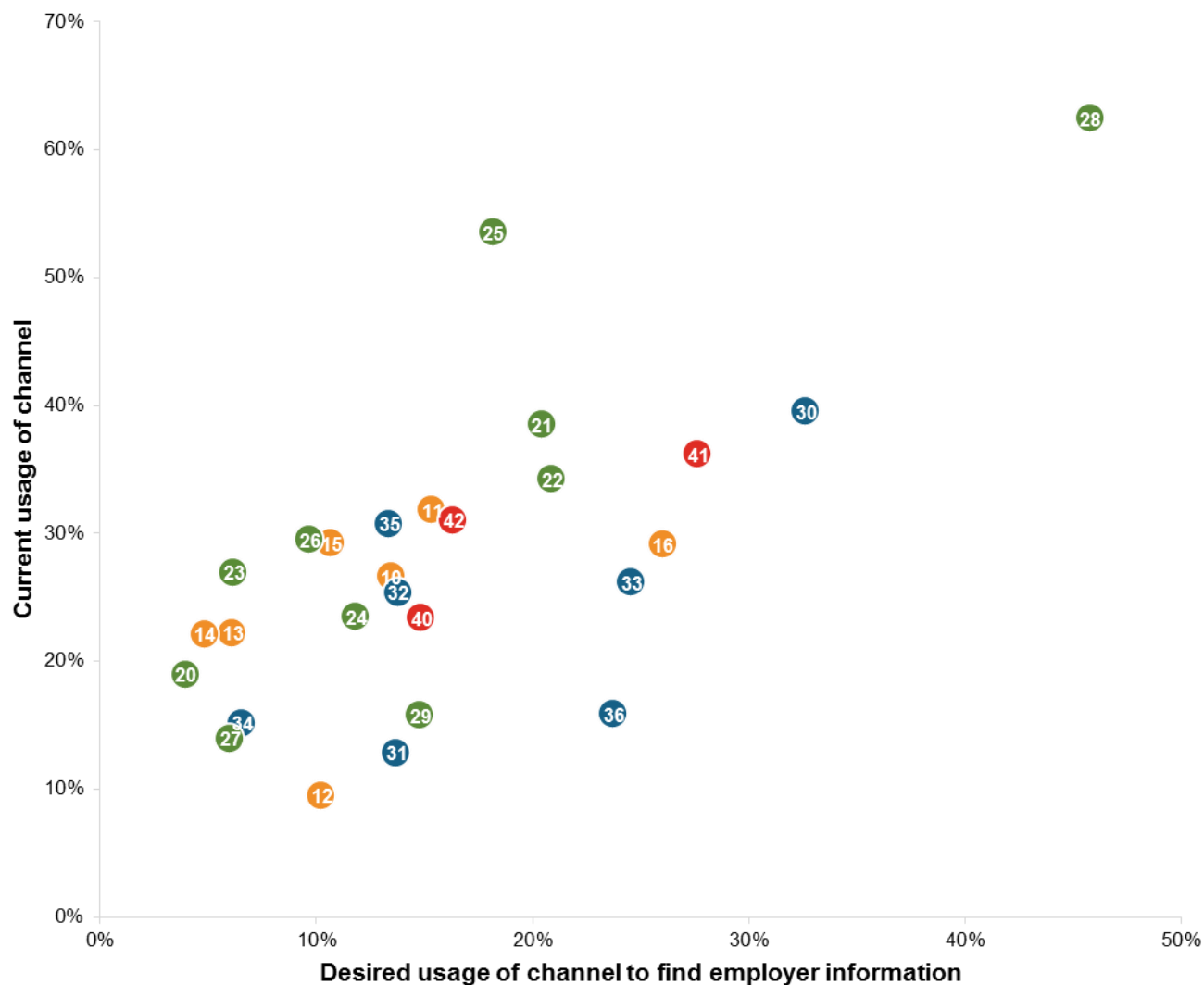


² **Desired usage of channels** represents channels where students think employers should invest more time and money to communicate with them.



- Which channels do you use in general to learn about potential employers? Choose as many as applicable.
- In which channels do you think employers should invest more time and money to communicate with you? Please select a maximum of 5 alternatives.

Current vs. desired usage of channels



Print



10. Brochures presenting career possibilities at a company/organisation
11. Career magazines/guides/books
12. Direct mailings per post
13. Employer advertisements in business magazines
14. Employer advertisements in lifestyle magazines & other periodicals
15. Employer advertisements in newspapers
16. University press & student organisation publications



Digital



20. Blogs
21. Career and job related apps
22. Career guidance websites
23. Employer advertisements on news/business-related websites
24. Employer sponsored posts in social media
25. Employer websites
26. Job boards (sites where job openings are posted)
27. Live online events with employers (webinars, chats, meet ups etc.)
28. Social media
29. Targeted emails



In-person



30. Career fairs
31. Conferences arranged and hosted by employers
32. Employer office/site visits
33. Employer presentations on campus
34. Informational interviews with employers
35. Lectures/case studies as part of curriculum
36. Skills training sessions organised by employers



Other

40. Employer advertisements on the radio
41. Employer advertisements on TV
42. Outdoor/billboard advertising

- ?
- Which channels do you use in general to learn about potential employers? Choose as many as applicable.
 - In which channels do you think employers should invest more time and money to communicate with you? Please select a maximum of 5 alternatives.

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THANK YOU!

Are you ready for the
next step in the world of
Employer Branding?