

**Employment Brand Message.** Organizations wishing to portray an appealing message to potential applicants may develop an employment brand to attract applicants. An employment brand is a good-company tag that places the image of being a great place to work or "employer of choice" in the minds of job candidates. An organization's employment brand is closely tied to its product market image. And like general product awareness, the more "customers" (in this case, potential applicants) are aware of an organization's employment brand, the more interested they are in pursuing a job.<sup>26</sup> Organizations that are well known by potential applicants may not need to engage in as much advertising for their jobs. Big-name organizations that market well-known products, such as Microsoft, Apple, Sony, and Disney, often have many more applicants than they need for most openings. Organizations with lower profiles may have to actively advertise their employment brand to bring in more applicants. One of the best ways for smaller organizations to emphasize their unique brand is to emphasize their most attractive attributes. Experts in corporate branding also encourage employers to compare their own organizational employment offerings with the competition to see how they are unique, and then highlight these unique advantages in organizational recruiting messages. For example, under a branding strategy, the US Marine Corps emphasized the Marines as an elite group of warriors rather than focusing on the financial advantages of enlistment, which had been done in the past.

Beyond reputation, another employment brand may be value or culture based. For example, GE has long promoted its high performance expectations in order to attract achievement-oriented applicants seeking commensurate rewards. Organization websites are often used to convey information regarding an organization's culture and emphasize the employment brand. Most organizational websites provide information regarding the organization's history, culture, diversity, benefits, and specific job information under a "careers" heading. It is informative to look through a series of these organizational websites to see how organizations cater to applicants. For example, Merck's corporate website shows an organization that conveys a message of professional development and social responsibility, whereas Goldman Sachs emphasizes performance and success, and Coca-Cola emphasizes global opportunities and fun.

There are several possible benefits of branding. Of course, establishing an attractive employment brand may help attract desired applicants to the organization. Moreover, having an established brand may help retain employees who were attracted to the brand to begin with. Research suggests that identifiable employment brands may breed organizational commitment on the part of newly hired employees.<sup>27</sup> Employment brands associated with empowerment and high compensation have been shown to be especially attractive to applicants.<sup>28</sup>

Research shows that having an employment brand can attract applicants to an organization, even beyond job and organizational attributes. Evidence also suggests that employers are most able to get their brand image out when they engage in