

**A Proposed Conceptual Framework to the impact of  
Talent Management on Employer Branding:  
An Empirical Study in Egyptian Food Processing  
Companies**

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## **Abstract**

Human capital brings value to the firm and organizational performance can be enhanced through skillful investment in human capital (Backhaus and Tikoo, 2004). Within this context, escalated competition for attracting best employees to the firm is named “the war for talent” (Michaels, Handfiels-Jones and Axelrod, 2001). In today’s globalized business world, companies in all scales do their utmost to win the war for talent.

An important tool in this war is employer branding. In order to attract better employees, firms recently started using branding principles and practices in the area of human resources management. The application of branding principles to human resources management has been termed as “employer branding” (Backhaus and Tikoo, 2004). The concept of employer branding has recently become a prominent topic in the HRM field.

So this research not only investigate the impact of talent management dimensions on the employer branding factors in pharmaceutical organizations, but also build a conceptual framework to the impact of talent management on employer branding.

Using survey approach, the data collected from 200 employers from various managerial levels from food processing companies in Egypt that have the biggest sales rate, the researcher selected managers as a the sample units from these food processing companies because manager has the chance to mobility between different companies and promotion to high administrative levels according to their capabilities to generate a distinctive sale rate and market share. That is to define the validity degree of both talent management dimensions and employers branding factors - between employers in different managerial levels in the Egyptian food processing companies, and also determine the impact of talent management dimensions on employers branding

factors, and finally constructing a conceptual framework explore the impact of talent management dimensions on employer branding.

This study found that talent management dimensions play a critical role to form the factors of employer branding. Talent management dimensions (communication, employee development, rewards and recognition, managing performance, open climate) have a positive impact on employer branding factors, and the five components of talent management lead to create employer branding factors (social value, interest value, Application value, Development value, Economic value, Management value, work/life balance). In the organizations between employers. The employer branding factors build three dimensions which form employer branding (identity, image, and reputation) and according to these three factors talent manager could form a blue-print to employer branding in the organization.

This study not only contributes to talent management concept but also identifies its basic dimensions or components that have their impact on formulating employer branding in an important production sector in Egypt “food processing companies” concentrating on companies with big sales rates according to the Egypt Business Directory (Retrieved on 27<sup>th</sup> Aug., 2017), and also proposed a cyclic model to display the impact of Talent Management on Employer Branding.

**Keywords** \_ Talent management- talent identification - talent assessment - talent development - talent retention- employer branding- reputation- signaling - resource utilization & development - identification, commitment & engagement.

## **Definition of Terms**

This research study addressed two main constructs: talent management and the Employer branding as well as some related terms necessary for framing the context of the research. In order to avoid any potential confusion, definitions of terms used across this research are provided below:

### **Talent Management**

Set of activities designed to attract, develop, motivate and retain the organizational present and future needs of high potentials for achieving and sustaining high level of performance and competitive advantage (DAnnunzio-Green, 2008; Garrow& Hirsh, 2008; Harrisr& Foster, 2010; Nilsson &Ellström, 2012; Yarnall, 2011).

### **Human Resources = Talent Management (J**

- Talent management is a collection of typicaloyce&Slocum2012; Hatmanet.al., 2010)

HR department practices (recruiting, selection, development, career/succession management).

- So term HR could replaces with Talent Management.

### **Talent Pool Concept (Ulrich, 2011; Jenkins, 2006)**

- Talent management is a set of processes designed to ensure an adequate flow of employees into jobs throughout the organization.

- Related to human resource planning.

- Focus is on internal workforce planning; succession planning .Right people at the right time in the right job.

**Generic Talent Management (Mc - Cauley& Wakefield, 2006; Redford, 2005; Rothwell&Poduch, 2004)** talent management focuses on:

1. Manage talent according to performance.
2. Manage talent as an undifferentiated good and emerges from both humanistic and demographic perceptions.

3. It is critical to manage everyone to high performance because demographics.
4. Business trends make talent more critical.
5. Cooperation and communication of managers at all levels.
6. Align the talent and developmental needs of organizations and their leaders to achieve business results through succession planning and management.

## **1. Introduction**

Human Resources (HR) as a function has evolved through many roles over the last hundred years and it must continue to be evolved. When Human Resources (HR) began, it was the Industrial Revolution and typically employees were looked upon like other materials or assets; the employees were to perform a specific task. In the 1940s through the 1960s, HR responded to external pressures and with unions and changing employment laws. HR was tightly tied to labor relations and performing the task of compliance to the laws. However, HR was typically not viewed as strategic to the organization.

Employees were viewed as materials and those materials were governed by laws. These laws needed interpretation and HR provided legal interpretation and protection for leadership. HR was not a strategic partner at most corporations. However, during the 1980s, organizations began to change and companies began to view the HR function as one that could help to manage the employees and increase satisfaction and engagement.

The viewpoint of employees was changing as well, as companies moved from looking at employees as materials to seeing employees as the most important asset. In today's environment, a strategic HR department is necessary to address the talent crisis (Christensen-Hughes & Rog, 2008; Cheney, 2000).

Many foreign corporations (in USA & Europe) have a talent management division within their HR department to specifically address the talent issues of attraction, development, and retention (Heritage, 2006). Employees are seen as a true strategic advantage.

Heritage outlines that the shift to a knowledge economy, from a manufacturing economy, can help HR reach its potential and become a strategic partner with the business leaders, as HR practitioners have long searched for credibility, recognition and status in the eyes of executives, senior managers and employees (Iles, Preece, & Xin, 2010, p. 125).

Talent became main stream when McKinsey consultants published their seminal research, *War for Talent* in 1997 (Collings&Mellahi, 2009). Talent management presents the opportunity to elevate the practice of HR to its theoretical potential and to elevate the role of HR practitioners to strategic partner (Christensen 2000, p. 746).

Ashton and Morton (2005) illustrate the need of talent as a strategy for corporations because of the following reasons:

- New cycles of business growth, often requiring different kinds of talent.
- Changing workforce demographics with reducing labor pools, and, therefore, a talent squeeze.
- The emergence of new enterprises which suck talent from larger organizations.
- A global focus on leadership which is now permeating many levels of the organizations.

While practitioners, executives, and consultants can articulate the importance of talent management, there is a lack of agreement on a definition of talent management (Collings&Mellahi, 2009; Lewis & Heckman, 2006).

Since competition for highly talented employees became almost as fierce as the competition for customers (Berthon, Ewing and Hah, 2005), companies

want to be seen as attractive employers for prospective applicants and current employees (Lievens and Highhouse, 2003).

So this study will investigate the impact of talent management dimensions on employers branding factors between different managerial levels in food processing companies.

## **2. Literature Review and Hypotheses**

### ***2.1 Talent Management***

#### ***Talent Management development:***

Since its emergence in the 1990s, the concept of talent management received remarkable attention from both academic and practitioners (Collings&Mellahi, 2009); however, no universal or clear definition has been established despite the numerous attempts made within the literature (Collings&Mellahi, 2009; Julia &Rog 2008; Lewis & Heckman, 2006; Piansoongnern&Anurit, 2010).

#### **The Different Perspectives of Talent Management**

Lewis and Heckman (2006) posited that definition of talent management stemmed from three different perspectives:

The first perspective defined talent management as a combination of various human resources activities and functions such as selection and recruitment, employee management, training and development and, succession planning (Lewis & Heckman, 2006). So, the focus of this definition concentrated on the process of talent management in terms of series of HR activities and functions for equipping the organization with the needed talents necessary to address future challenges.

Thus, the first perspective can be noted to frame talent management in a narrowly focused perspective that limited the definition of talent management to a merely re-branding of the HR function (Collings&Mellahi, 2009; Piansoongnern&Anurit, 2010).

The second perspective denoted that the fundamental role of the talent management concept was based on identifying the talent (e.g., ensuring the right talent in the right jobs throughout the organization), need for the future and on managing talent career development within the organization (Kehinde, 2012; Lewis & Heckman, 2006). So, this perspective shifted the focus of the talent management concept more towards the development of an internal talent pool (Kehinde, 2012; Lewis & Heckman, 2006).

The third perspective conceptualized talent management around the notion of talent in general. According to this perspective, talent is an organizational necessity that should not be necessarily associated with a defined position within the organization (Nilsson & Ellström, 2012; Piansoongnern & Anurit, 2010). This perspective views talent as differentiated performers (e.g., high potentials, key talent, critical roles) and how to manage each of those groups (Lewis & Heckman, 2006).

According to the previous viewpoint the focus of the first perspective was framed within the various processes of the HR function; the second, treated the concept of talent management as a re-branding of the succession planning and workforce planning functions; on the other hand, the third was focused on the capability of the individual talent for development and performance (Lewis & Heckman, 2006; Nilsson & Ellström, 2012; Farndale, E. Scullion, H. & Sparrow, P. (2010).

### **Talent Management Functions:**

For achieving the target results out of the talent management, Silzer and Dowell (2010) noted a generic talent management functions in a model comprised of four components:

- (a) Talent identification.
- (b) Talent assessment.
- (c) Talent development.



(d) Talent retention.

This model can be tailored according to the needs and the specific environment of each organization (Garavan, Carbery & Rock, 2012; Silzer & Dowell, 2010).

a) *Talent identification*: The first component, talent identification, can be noted to incorporate various HR activities such as talent attraction, recruitment and selection and, talent review (Babío & Rodríguez, 2010; Silzer & Dowell, 2010). At this stage, the organization is required to determine how to fill the talent pipeline in line with its strategy (Silzer & Dowell, 2010); in that sense, building the talent pipeline through workforce development decisions such as buy or build (Krishnan, 2011) is noted to constitute the driving strategy of talent identification (Silzer & Dowell, 2010). Recruiting the required talents, whether from internal or external sources, for supporting organizational strategy was noted as a critical challenge taking into consideration the current trends and characteristics of the global workforce (Phillips & Roper, 2009).

b) *Assessment stag*: As for the second component, the assessment stage, Silzer and Dowell (2010) posited that it referred to the necessary processes and practices for identifying the current and future capabilities of the talent against the organizational strategic requirements and needs. Garavan, Carbery and Rock (2012) noted that these processes incorporated methodical assessment approaches in addition to managers' evaluation for determining the future and specific development needs of the talent. Similar to the talent identification, the assessment is required to use frameworks that stem from the business strategy (Garavan, Carbery & Rock, 2012).

c) *Development stage*: The third component, the development stage, referred to the processes of planning, selecting and implementing various development activities for the whole talent pool in order to ensure a continuous supply of present and future skills and capabilities for driving the

organizational strategy (Garavan, Carbery & Rock, 2012). According to Silzer and Dowell (2010) development activities need to incorporate a mix of traditional training activities as well as practical experiences. In addition, Garavan, Carbery and Rock (2012) noted that currently it is highly encouraged that the talent develops generic business competencies in addition to his specific ones in order to be able to excel in various work situations.

d) *Talent retention:* The last component, talent retention, consisted of addressing the specific needs and issues related to talents in order keep them and minimize the risk associated with their turnover (Silzer & Dowell, 2010). Phillips and Roper (2009) noted that the effectiveness of talent retention is strongly linked to effectiveness of the performance management system applicable in the organization. According to Silzer and Dowell (2010) talent retention strategies need not be limited to compensation schemes but instead they need to address the individual needs in order to motivate and engage the talent. In line with this reasoning, (Aggarwal & Bhargava, 2009) argued that talent engagement is critical for retaining talents and increasing their productivity.

#### **Approaches to establish a talent pool:**

Beheshtifar and Kamani-Fard (2013) addressed the two approaches commonly utilized in establishing the talent pool:

- The first approach consisted of inviting managers to assess and select high potential employees;
- The second approach relied on the results of structured assessment centers. According to Boudreau and Ramstad (2005) the process of the talent pool identification, also referred to as talent segmentation, should focus on the quality of the selected talents in terms of their abilities to effectively contribute to strategic success. Yarnall (2011) identified seven concerns

that might influence the achievement of successful establishment and outcomes of the talent pool:

1. Concern that the process of talent selection does not serve the organizational needs,
2. Concern regarding the emergence of some kinds of bias as a result of the selection process,
3. Concerns regarding the changing of the organizational needs and requirements,
4. Concerns regarding the changing situations of the identified talents overtime,
5. Concerns regarding the emergence of a mismatch between the development programs offered by the organization versus those expected by the talent,
6. Concerns regarding the continuous commitment and involvement of the senior management during all the phases of the talent management program,
7. Finally concerns regarding the identification of the right success measurement criteria of the talent management program.

### **Talent Management Dimensions:**

According to the above talent management is a strategy, not an HR initiative. It is not a one-time occurrence or communication. Talent management supports all strategic and cultural objectives and embodies emotional commitment by management that is reflected in their actions and decisions (Ready & Conger, 2007). This allows organizations to develop and retain key employees to meet evolving business needs.

However, talent management will fail without commitment from top management. The passion must start at the top and be infused into the culture. Ready and Conger (2007) state that the vitality of a company's talent

management process is a product of three defining characteristics: commitment, engagement, and accountability .Collings, D.G. & Mellahi, K. (2009)

Fostering commitment begins with the new hire and continues throughout a career. Engagement reflects the degree to which company leaders show their commitment to talent management. Even down to line management, engagement is vital to ensure strategy is carried out with specific policies and practices oriented towards talent implementation. As a result, all stakeholders, including the employees themselves, are held accountable for making systems and processes robust. Kucherov, D.& Zavyalova, E. (2012).

Researcher proposed a holistic concept of talent management. A talent management strategy encompasses five dimensions: open communication, employee development, rewards and recognitions, clear top direction and open climate (a culture that supports these attributes). It is a concept that is supported by top management and embraced by all managers. Through this strategy, employer branding can be secured in order to positively affect overall organization strategy as it is embedded within the culture and company. Cappelli, P. (2008), Jiang, T.T., and Iles, P. (2011).

Organizations must acknowledge that people are their most valuable asset that is a strategic resource. It is only through maximizing human capital that organizations will be able to achieve growth and sustain success. Change will continuously occur but developing a talent management strategy to enhance employer/ employee branding can result in improved performance for both employer/employee and the organization.

## ***2.2. Employer Branding***

### **Literature Review**

The employer brand philosophy is generally concerned with building a distinctive image in the minds of recruits and existing employees that a company, above all others, is a "great place to work" (Berthon&Hah,2005).

Employer brand is a complex concept that draws its theoretical foundations from a range of disciplines including economics, strategy, marketing, human resources (HR), psychology, and organizational behavior. Employer brand is the most recent incarnation of the brand concept. Gehl, R.W. (2011).

The first to recognize branding's applicability to the employer/employee relationship; Ambler and Barrow (1996) are credited with originating the term. Often, employer brand is mentioned from a product and customer branding perspective (Kimpakorn & Tocquer, 2009) and implemented by applying brand practices with requisite substitutions directly to HR processes (Backhaus et.al., 2010).

Ambler and Barrow (1996) define employer brand as "the package of functional (developmental and/or useful activities), economic (material or monetary rewards), and psychological (feelings such as belonging and purpose) benefits provided by employment, and identified with the employing company". Sometimes referred to as the *employee value proposition* (EVP), "what it means to work here" (Gratton & Ghoshal, 2005), "the employment deal" (Rosethorn, 2009), or "the employment promise" (Ready & Conger, 2007). Employer brand is an adaptation of the traditional concept of brand, turned inward on the organization. Employer brand is also described as the embodiment of the organizational culture (Keller, 2008).

Employer brand is about "deciding what kind of employer a company needs to be" and "provides a consistent framework for management to simplify and

focus priorities, increase productivity, and improve recruitment, retention and commitment".

### **What is Employer Branding?**

The term *employer brand* appears to have first been used in 1996 and defined as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (Ambler & Barrow, 1996, p. 187).

In the last decade, many variations of this definition have appeared in the academic literature, such as "the image of your organization as a 'great place to work' in the mind of current employees and key stakeholders in the external market" (Edward & Edwald, 2013) and "how a business builds and packages its identity, from its origins and values, to what it promises to deliver to emotionally connect employees so that they in turn deliver what the business promises to customers" (Sartain & Schumann, 2006, p. vi).

The notion that an employer brand will not be sustainable if it does not serve the organization and improve employee satisfaction at the same time is a missing element from many of these common definitions.

Employer brand is best viewed as consisting of two elements: the "value proposition" about what people might receive as a result of working for a particular employer, and the "employee experience" which represents the reality of the delivery of the deal.

### **Factors Affecting Employer Brand**

According to the literature review there are four basic factors affect employer brand, (Schulte Ann Elizabeth, 2010).

- a) Reputation,
- b) Signaling,
- c) Resource utilization & development,
- d) Identification, commitment & engagement.

a) **Reputation:** It has been established that an employer brand is essentially a two-way deal between an organization and its people. The reality of the delivery of the deal is the aspect of employer brand that most closely aligns with the construct of corporate reputation.

The specific difference between brand and reputation is that brand is a promise. Making a relevant and distinctive promise helps to build a brand. A corporate reputation is built by fulfilling the promise to stakeholders. A company therefore owns its brand, but stakeholders own its reputation. (The Reputation Institute, 2009).

The difference lies in the nature of the reputation as a place to work, instead of reputation overall (The Reputation Institute, 2009). The stakeholders that own the workplace reputation, according to this definition, are the employees of a firm.

Appearing on a best employer list is a method that allows firms to signal recognition of their employee experience to both potential candidates and employees.

b) **Signaling:** is an important component of building a strong workplace reputation and in a business context it means that a company with favorable information about itself will 'signal' that information to others. Since the emergence of the internet, this creates a public forum for signaling.

First experience with a company comes from a visit to the careers section of the firm's website. In relation to employer brand, this means that before a candidate even walks into the door, s/he has met the firm and formed a first impression about who the company is and what it stands for (Bernard Hodes Global Network, 2006). Companies with strong employer brands find additional ways to signal their brand values internally, utilizing opportunities such as receptions, employee meetings, social events and even facilities design to create distinctive experiences.

**c) *Resource Utilization and Development:*** The advantage of applying employer brand to the experience of current employees is grounded in a theory known as a *resource-based view* (RBV) of a firm (Backhaus, et.al.,2002; Joo& McLean, 2006; Pate et.al.,2002; 2006; Mosely, 2007). Most RBV arguments are rooted in human resources, such as the combination of skills, knowledge and behavior of employees, or organizational resources like the control systems, routines and learning mechanisms available in an organization (Joo& McLean, 2006).

In effect, if a company can create a distinctive culture and leverage its learning and development function to develop unique capabilities in its employees, this strategy is the most sustainable route to competitive advantage because everything else is subject to inspection and copying. The evidence clearly suggests that employees are key in developing sustainable differentiation. (Mosely, 2007).

**c) *Identification, Commitment and Engagement:*** The essence of employer branding is to ensure employees identify with the organization, and its brand and mission, to produce desired outcomes for organizations (Martin, 2009). As such, the employer brand philosophy relies heavily on aspects of the psychological constructs of identification, commitment and engagement and these are especially critical in the employee phase of the employment lifecycle.

Identification matters because it is the process by which people come to define themselves, communicate that definition or image to others and use it to make decisions about their work and their lives (Ashforth, Harrison, & Corley, 2008). People identify to provide a basis for thinking of themselves in a positive frame. Like the consumption of an iconic brand, people often choose firms based on attributes that provide symbolic benefits related to perceptions about things like the prestige of a company and the social approval they imagine they will enjoy if they go to work for such a firm (Backhaus & Tikoo, 2004, Lievens, F., VanHoye, G., and Anseel, F. (2007).



Identification with the organization (seeing the organization and the self as sharing the same values and goals) and being willing to extend oneself in ways that promote the good of the organization (such as feeling that long hours for the good of the organization are worth the discretionary effort) (Sivertzen et.al.,2013). In most of the practitioner research and resources, this construct of organizational commitment is referred to as employee engagement.

Engagement involves both emotional and rational factors relating to work and the overall work experience. Emotional factors relate to people's personal satisfaction, such as a sense of inspiration or a job well done. The rational factors relate to the relationship between the individual and the broader corporation, such as the extent to which employees understand their role, and their team's role, relative to the company objectives. "Full engagement demands both.(Towers Perrin, 2003).

According to the above employer branding factors are summarized into three main factors: a) identity, b) image, and c) reputation (Martin,Graeme, et.al., 2005; Collins & Kanar,2013). Table1 displayed employer branding factors definitions.

### **Employer branding factors:**

Literature review proposed seven factors to create employer branding in a company, they are: Dabirian, Amir, et.al., (2017) , Sivertzen, A.M., et.al. (2013).

- a) Social value.
- b) Interest value
- c) Application value
- d) Development value
- e) Economic value
- f) Management value
- g) Work/life balance

- a) *Social value:* Comments related to the social value of work were largely emotional; as it refers to people care deeply about the enjoyment they gain from a positive work atmosphere; coworkers who are fun and collegial, and who share similar values; a team approach to problem solving; and a people-focused organizational culture.
- b) *Interest value:* Reviewers assessed how interesting work is based on the degree to which it requires novel work practices and an innovative mind in order to complete challenging but achievable tasks.
- c) *Application value:* Referring to application value, Glassdoor user comments suggested that employees desire to put their know-how and skills to meaningful and considerate use. Examples of this include teaching opportunities and providing superior benefits to customers.
- d) *Development value:* User reviews addressing development value captured the degree to which an employer recognizes employees' contributions and provides opportunities for professional development and career advancement.
- e) *Economic value:* Comments related to economic value were mainly concerned with compensation. Individuals focused on economic value were not only attentive to pay, but also to benefits such as healthcare, pension contributions, job security, and other quantifiable perks.
- f) *Management value:* Comments related to the management value proposition suggested that employees do not leave or stay at a workplace because of their companies; rather, they leave or stay because of their bosses. The influence of good and bad superiors at work is tremendous. Truly positive and negative experiences spill into employees' leisure time and affect their relationships with friends and family.
- g) *Work/life balance:* When people commented on work/life balance, they emphasized not only their desire to identify with the organization, but also their

identity as more than just an employee. They have ‘outside selves’ (Carroll, 2009). A proper work/life balance allows people to manage their work in harmony with all their other identities (e.g., parent, friend, traveler, club member) without conflict or stress.

After creation of employer branding factors, there must be three dimensions that guarantee the success implication of employer branding in different organizations, table (1) displayed Employer Branding Dimensions

**Table. 1**  
**Employer Branding Dimensions**

<b>Employer Branding Factors</b>	<b>Definition</b>
<b>Identity</b>	<b>Characteristics and comments that are used to refer to an individual’s sense of self (Bromley, 2001)</b>
<b>Image</b>	<b>Image is focused on how the individual is seen by others (Gioia, 1998).</b>
<b>Reputation</b>	<b>The distribution of opinions based on overt expressions of an image about a person by interested parties or stakeholder groups (Bromley, 1993). It is a combination of identity and image (Davies et al., 2001).</b>

Source: Williams, Bouvier B. 2014, Brown, T.J., Dacin, P.A., Pratt, M.G., & Whetten, D.A. (2006).

**Nine steps of The Employer/Employee Branding Plan:**

There are a plan comprised of nine steps to apply Personal branding to both employees and employers in different organizations (Sharp, Jordon .2015, McLaren ,JoEllynProuty , 2011):

1. Definition of Personal Branding

2. Benefits of Personal Branding
3. Elements of Personal Branding
4. Discovering a Personal Brand
5. Creating a Personal Brand Statement
6. Developing a Personal Brand
7. Online Personal Branding Strategies
8. In-Person Personal Branding Strategies
9. In-Print Personal Branding Strategies

Explanation of the employer/employee branding blueprint in the appendix attached to this research.

### **3. Methodology**

Research objectives to identify the degree availability of talent management dimensions and the availability degree of the employer branding factors, then investigate the impact of talent management dimensions on employers branding factors between employers in different managerial levels in food processing companies.

#### **3.1 Research Model and variables**

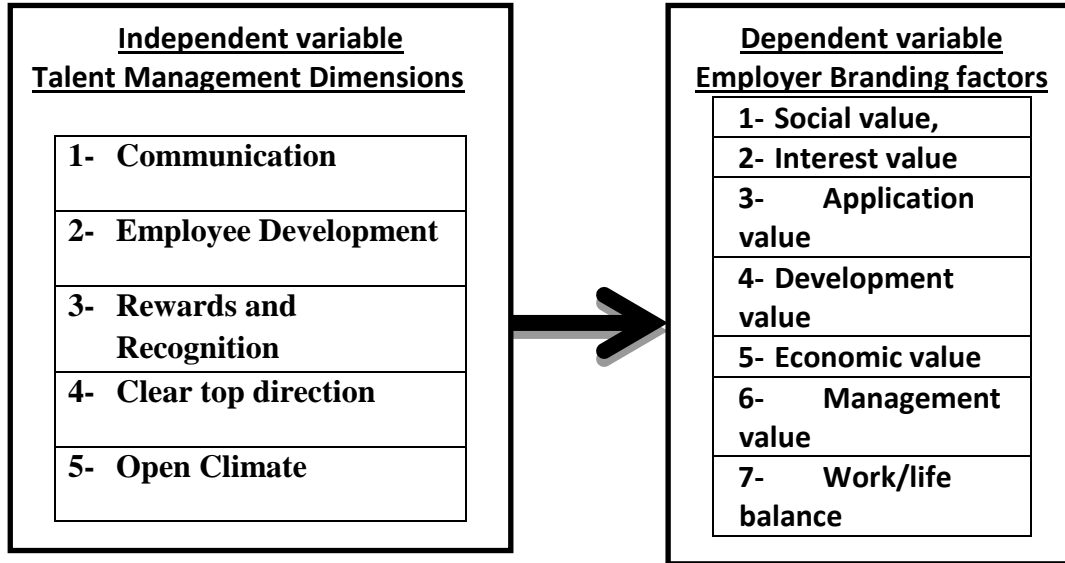
Figure.1 displayed research model which illustrated research variables and the relationship between them.

#### **3.2 Research Hypothesis**

**Hypothesis 1:** There are statistically significant differences between the validation degrees of talent management dimensions between employers in different managerial levels.

**Hypothesis 2:** There are statistically significant differences between the validation degrees of employer branding factors between employers in different managerial levels.

**Hypothesis 3:** There is a significant impact of talent management dimensions on employer branding factors between employers in different managerial levels.



**Fig.1**

**Research Model**

Source: Developed by the researcher

### 3.3. Sample and Data Collection

In order to test the research hypotheses, a sample of 200 respondents was selected from the research population randomly concerned that the sample size represented 10% of research population and represented various managerial levels as displayed in table2 .Data was collected using a survey from October 2016 to April 2017.

**Table 2**  
**Survey Response Rate**

Sample Units	Population Size	Sample Size	Responses Received	Response Rate
Top Management	198	20	16	80%
Middle Management	502	50	42	84%
Low Management	1291	130	94	72%
<b>Total</b>	<b>1991</b>	<b>200</b>	<b>152</b>	<b>76%</b>

Source: Developed by the researcher.

Data was collected using a self-administered questionnaire which includes the talent management dimensions developed by Susan (2009) consists of five main dimensions Sweem ,Susan L. (2009).,Yi Xue (2014). The employer branding factors developed by both Alniacik, Esra & Alniacik, Umit, 2012, Reis , et.al.2010).The employer branding factors consists of seven main factors .

Respondents are asked to indicate to what extent they consider the listed items important in choosing an employer? Responses are given on a 5 point Likert type scale where 1= Not at all important and 5= extremely important.

The data received from these surveys was statistically analyzed to determine if any of the talent management drivers had significantly affected employer branding.

### **3.4 Data Analysis and Results**

A total of 152 respondents participated in the study. SPSS program ver. 24 is used to perform data analysis. Reliability of the talent management and employer branding scales is examined by inter item consistency using Cronbach's Alpha coefficient. Overall reliability of the scale is good .Reliability was found to fall in a range  $\alpha$  ranging from 0.89 to 0.91in sequences. Table.3 displayed the validation degree of talent management in research community.

**Table .3**  
**The availability degree of talent management Dimensions**

talent management Dimensions	Research Community units of employers						F	Sig.	Total
	Top Management		Middle Management		Supervision Management				
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation			
1- Communication	4.090	0.188	3.760	3.72	3.502	3.04	0.732	0.053	3.784
2- Employee Development	4.116	0.341	3.940	4.05	3.643	0.962	0.564	0.380	4.071
3- Rewards and Recognition	3.601	0.736	3.750	3.56	3.575	0.757	0.500	0.472	3.642
4- Clear top direction	4.540	0.399	4.560	4.11	4.451	8.45	0.580	0.000	4.517
5- Open Climate	3.870	0.397	3.962	3.27	4.527	9.12	0.944	0.000	4.119
<b>Total</b>	<b>4.043</b>		<b>3.994</b>		<b>3.939</b>				<b>3.992</b>

Source: developed by researcher using SPSS Ver.24.

Based on the results shown in Table 3, the research suggested, after taking into account the mean and standard deviations of talent management dimensions in organizations community, that the talent management dimensions are highly validated spread out the different managerial levels, and this is extremely indicated by the general mean of 3.992. Also Table 3 indicated that talent management dimension validation with higher degree in top management level compared with middle and low management. The researcher explained this as top management has the authority to put human resources strategies more than the middle and lower management levels. Table 4 illustrated the validation of employer branding factors.

**Table .4**  
**The availability degree of employer branding Factors**

<b>Employer Branding Factors</b>	<b>Research Community units of employers</b>						<b>F</b>	<b>Sig.</b>	<b>Total</b>
	<b>Top Management</b>		<b>Middle Management</b>		<b>Supervision Management</b>				
	<b>Mean</b>	<b>Standard Deviation</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Mean</b>	<b>Standard Deviation</b>			
<b>1- Identity</b>	<b>4.090</b>	<b>0.188</b>	<b>3.760</b>	<b>.502</b>	<b>3.720</b>	<b>0.732</b>	<b>0.304</b>	<b>0.053</b>	<b>3.856</b>
<b>2- Image</b>	<b>4.116</b>	<b>0.341</b>	<b>3.941</b>	<b>0.643</b>	<b>4.052</b>	<b>0.564</b>	<b>0.962</b>	<b>0.380</b>	<b>4.036</b>
<b>3- Reputation</b>	<b>3.626</b>	<b>0.736</b>	<b>3.757</b>	<b>0.575</b>	<b>3.563</b>	<b>0.500</b>	<b>0.757</b>	<b>0.472</b>	<b>3.648</b>
<b>Total</b>	<b>3.944</b>		<b>3.819</b>		<b>3.778</b>				<b>3.846</b>

**Source: developed by researcher using SPSS Ver.24.**

Table 4 indicated that employer branding factors are highly validated throughout the research population, as the general mean was 3.846. Also Table 4 showed that employer branding factors validation with higher degree in top management level compared with middle and low management (3.944 ,3.819 , 3.778 In sequences). Researcher explained this as top management has the chance to mobility, development and promotion themselves more than managers in the middle and lower management levels.

Tables 5, 6,7,8,9 illustrated the impact of talent management dimension on employer branding factors depended on calculating significant correlation relationship between each dimension of talent management and employer branding factors as a whole.



**Table 5**  
**The Nature of Communication as the first dimension of**  
**Talent Management impact on Employer Branding Factors in various**  
**management levels**

<b>Tools</b>	<b>Top Management</b>	<b>Middle Management</b>	<b>Low Management</b>
<b>R</b>	<b>0.722</b>	<b>0.734</b>	<b>0.701</b>
<b>R<sup>2</sup></b>	<b>0.521</b>	<b>0.538</b>	<b>0.491</b>
<b>B</b>	<b>0.761</b>	<b>0.760</b>	<b>0.625</b>
<b>F</b>	<b>232.66</b>	<b>218.46</b>	<b>199.960</b>
<b>Sig.</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**Source: developed by researcher using SPSS Ver.24.**

Table .5 illustrated a significant correlation relationship between communications as the first dimension of Talent Management and employer branding Factors in various managerial levels. Correlation values in top, middle, and low management were 0.722, 0.734, and 0.701 in sequence. So communication is a function in employer branding factors, and then communication explained the changes in employer branding with 52.1% in top management, 53.8% in middle management, and 49.1% in low management. Also table .9 displayed a variance between the validation degrees to variables between the three managerial levels in research community, that is because all statistical significant is less than 0.05.

**Table 6**  
**The Nature of employer development as the second dimension of**  
**Talent Management impact on Employer Branding Factors in various**  
**management levels**

<b>Tools</b>	<b>Top Management</b>	<b>Middle Management</b>	<b>Low Management</b>
<b>R</b>	<b>0.822</b>	<b>0.825</b>	<b>0.888</b>
<b>R<sup>2</sup></b>	<b>0.675</b>	<b>0.680</b>	<b>0.788</b>
<b>B</b>	<b>0.761</b>	<b>0.731</b>	<b>0.891</b>
<b>F</b>	<b>232.66</b>	<b>348.691</b>	<b>460.511</b>
<b>Sig.</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**Source: developed by researcher using SPSS Ver.24.**

Table 6 illustrated a significant correlation relationship between employer development as the second dimension of Talent Management and employer branding Factors in various managerial levels. Correlation values in top, middle, and low management were 0.822, 0.825, and 0.888 in sequence. So employer development is a function in employer branding factors, and then employer development explained the changes in employer branding factors with 67.5% in top management, 68% in middle management, and 78.8% in low management. Also table .9 displayed a variance between the validation degrees to variables between the three managerial levels in research community, that is because all statistical significant is less than 0.05.

**Table 7**  
**The Nature of rewards & recognition as the third dimension of**  
**Talent Management impact on Employer Branding Factors in various**  
**management levels**

<b>Tools</b>	<b>Top Management</b>	<b>Middle Management</b>	<b>Low Management</b>
<b>R</b>	<b>0.722</b>	<b>0.698</b>	<b>0.699</b>
<b>R<sup>2</sup></b>	<b>0.521</b>	<b>0.487</b>	<b>0.488</b>
<b>B</b>	<b>0.761</b>	<b>0.845</b>	<b>0.705</b>
<b>F</b>	<b>232.66</b>	<b>218.19</b>	<b>131.35</b>
<b>Sig.</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

**Source: developed by researcher using SPSS Ver.24.**

Table 7 illustrated a significant correlation relationship between rewards & recognition as the third dimension of Talent Management and employer branding Factors in various managerial levels. Correlation values in top, middle, and low management were 0.722, 0.698, and 0.699 in sequence. So rewards & recognition is a function in employer branding factors, and then rewards & recognition explained the changes in employer branding with 52.1% in top management, 48.7% in middle management, and 48.8% in low management. Also table .9 displayed a variance between the validation degrees to variables between the three managerial levels in research community, that is because all statistical significant is less than 0.05.

**Table 8**  
**The Nature of managing Performance as the fourth dimension of Talent Management impact on Employer Branding Factors in various management levels**

<b>Tools</b>	<b>Top Management</b>	<b>Middle Management</b>	<b>Low Management</b>
<b>R</b>	<b>0.722</b>	<b>0.715</b>	<b>0.782</b>
<b>R<sup>2</sup></b>	<b>0.521</b>	<b>0.511</b>	<b>0.611</b>
<b>B</b>	<b>0.761</b>	<b>0.595.</b>	<b>0.698</b>
<b>F</b>	<b>232.66</b>	<b>155.123</b>	<b>141.421</b>
<b>Sig.</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

Source: developed by researcher using SPSS Ver.24.

Table 8 illustrated a significant correlation relationship between managing Performance as the fourth dimension of Talent Management and employer branding Factors in various managerial levels. Correlation values in top, middle, and low management were 0.722,0.715and 0.782 in sequence. So managing Performance is a function in employer branding factors, and then managing Performance explained the changes in employer branding with 52.1%in top management, 51.1% in middle management, and 61.1% in low management. Also table 8 displayed a variance between the validation degrees to variables between the three managerial levels in research community, that is because all statistical significant is less than 0.05.

**Table 9**  
**The Nature of Open Climate as the fifth dimension of Talent Management impact on Employer Branding Factors in various management levels**

<b>Tools</b>	<b>Top Management</b>	<b>Middle Management</b>	<b>Low Management</b>
<b>R</b>	<b>0.722</b>	<b>0.812</b>	<b>0.886</b>
<b>R<sup>2</sup></b>	<b>0.521</b>	<b>0.659</b>	<b>0.739</b>
<b>B</b>	<b>0.761</b>	<b>0.721</b>	<b>0.931</b>
<b>F</b>	<b>232.66</b>	<b>367.598</b>	<b>476.241</b>
<b>Sig.</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

Source: developed by researcher using SPSS Ver.24.

Table 9 illustrated a significant correlation relationship between open climate as the fifth dimension of Talent Management and employer branding Factors in various managerial levels. Correlation values in top, middle, and low management were 0.722, 0.812, and 0.886 in sequence. So open climate is a function in employer branding factors, and then open climate explained the changes in employer branding with 52.1% in top management, 65.9% in middle management, and 73.9% in low management. Also table .9 displayed a variance between the validation degrees to variables between the three managerial levels in research community, that is because all statistical significant is less than 0.05.

#### **4. Discussion and conclusion**

So this research not only investigate the impact of talent management dimensions on the employer branding factors in food processing companies, but also build a conceptual framework to the impact of talent management on employer branding.

Researcher conducted empirical study which based on 200 respondents from food processing companies in order to investigate the talent management dimensions that affect initiating employers branding which in turn help creating not only a mobility employer or promotion employer but also a self-development employer (Williams ,Bouvier B.2014).

Researcher used mean, correlation, one-way ANOVA, and regression analysis using SPSS package. The research results support the theoretical framework. The statistical results are shown in tables 5-9. In the former tables, the composite effects of talent management dimensions create the factors of employers branding.

##### **4.1. Theoretical implication**

Table.10 illustrated results of hypotheses test.

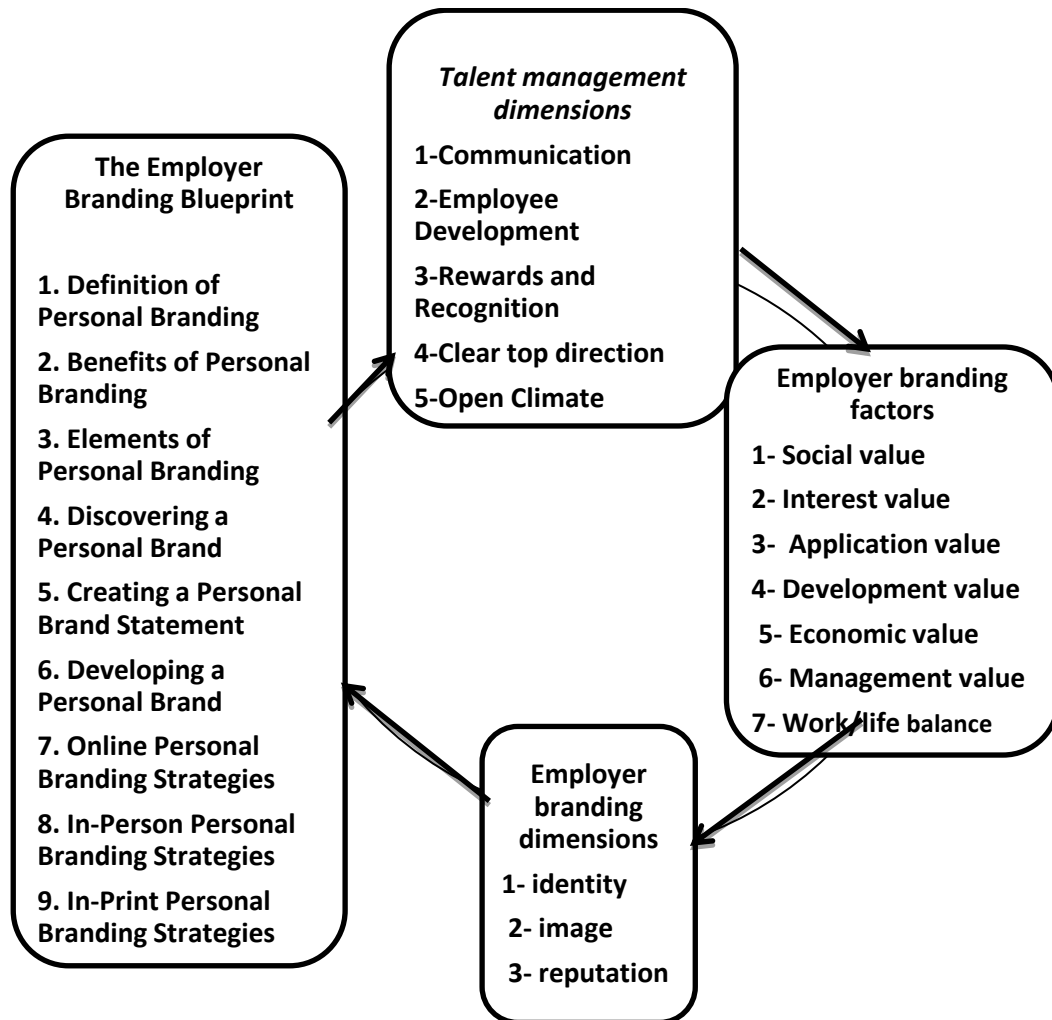
**Table.10**  
**Results of Hypotheses test**

<b>Hypothesis</b>	<b>Result</b>	<b>Reference</b>
<b>Hypothesis 1: There are statistically significant differences between the validation degrees of talent management dimensions between employers in different managerial levels.</b>	<b>Supported</b>	<b>Table 3</b>
<b>Hypothesis 2: There are statistically significant differences between the validation degrees of employer branding factors between employers in different managerial levels.</b>	<b>Supported</b>	<b>Table4</b>
<b>Hypothesis 3: There is a probability to have a significant impact of talent management dimensions on employer branding factors between employers in different managerial levels.</b>	<b>Supported</b>	<b>Tables 5-9</b>

Source: Developed by the researcher.

#### **4.2. Managerial implication**

Fig.2 proposed a cyclic model displayed a conceptual framework for talent management impact on employer branding.



**Fig.2**

**A conceptual framework for talent management impact on employer branding**

**Source: developed by the researcher.**

Fig.2 showed -according to theoretical and empirical study- there are five dimensions of talent management (Communication, Employee Development , Rewards and Recognition, clear top directio, Open Climate) lead to create employer branding factors (Social value, Interest value, Application value, Development value , Economic value , Management value , Work/life balance ). The employer branding factors build three dimensions which form employer branding in the organizations (identity, image, and reputation) according to these three factors talent manager could form a blue-print to initiate employer branding in the organization.

## **5. Conclusion**

This study investigates the possible differences in the perceived levels of importance of talent management dimensions (Communication, Employee Development , Rewards and Recognition, Managing Performance, Open Climate) and different factors of employer branding (Social value, Interest value, Application value, Development value , Economic value , Management value , Work/life balance). More specifically, it examines whether there are significant impact of talent management dimensions on the perceptions of potential employer brand branding factors. Identifying the perceptual differences in the importance levels of employer branding offers a way for employers to gain a competitive advantage by attracting the “best” employees and retaining them in the company.

This study has some limitations. First of all, this study used a convenience sample consisting of managers working in food processing companies in Egypt in general and from new cities in Egypt particularly El-Oubour City, El-Asher Mn Ramadan City, and 6<sup>th</sup> of October City.

However, it should be noted that managers are the primary source of potential employees in all industries. Organizations often direct their recruitment efforts towards experienced employees, since recent graduates are likely to apply for a job in near future. Having said that, future studies might cover the impact of employers’ demographic factors in Egypt on recruitment strategies to gain a wider understanding of the effect of talent management strategies on employer branding.

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## Appendix

### The Employer/Employee Branding plan

There are a proposed nine steps to apply Personal branding to both employees and employers in different organizations:

1. Definition of Personal Branding
2. Benefits of Personal Branding
3. Elements of Personal Branding
4. Discovering a Personal Brand
5. Creating a Personal Brand Statement
6. Developing a Personal Brand
7. Online Personal Branding Strategies
8. In-Person Personal Branding Strategies
9. In-Print Personal Branding Strategies

The first three steps offer basic information regarding personal branding, while the last six steps prepare the reader to discover, develop, and ultimately promote an individual brand. Researcher discussed the plan to achieve each step thoroughly:

**Step 1 – Definition:** the ongoing, strategic process of managing a reputation by integrating personal skills, values, passions, and individuality within a consistent message that is sent to specific target audiences via a variety of mediums.

**Step 2 – Benefits:** Definitions alone do not necessarily motivate people to make sweeping changes in their actions; similarly, the definition of personal branding is not enough to encourage individuals to create and manage their personal brands. Thus, themes that described the benefits of personal branding and why an individual should brand subsequently followed branding definitions.

**Step 3 – Elements:**

Branding allows individuals to craft an image that innately produces these specific

benefits. For these reasons, branding is particularly helpful while seeking employment and has proven to assist job seekers in gaining employment (Brown, 2009; Cijo, 2014; Clark, 2013; Delaney, 2013; Haseltine, 2012; Kang, 2013; Mather, 2008; Morgan, 2011; Trincherro, 2009; Vincent & Whitmarsh, 2014; Vitberg, 2010). The definition and benefits of branding assist in preparing participants to understand the elements of a positive personal brand *Authenticity*: conveying a personal brand that is real, genuine, and not replicated from another.

***Step 4 – Discovery:***

It is vital to understand the elements that make up a vibrant and dynamic brand before an individual embarks on discovering, forming, and promoting a brand. Each of these elements should be reviewed and understood during the discovery and development stage of the personal branding process. If the brand is lacking any of these elements, further brand modifications must be made until each element is fully enforced.

***Step 5 – Branding Statement:***

Once passions, values, strengths, target markets, and differentiations are unearthed, step five allows for the information to be placed within a personal branding statement.

***Step 6 – Development:***

Step four and five provide users the ability to create authentic, consistent, and distinct brands that can guide their branding strategies within the three avenues of branding: online, inperson, and in print. If additional skills are needed to establish the brand, the next step of the model facilitates personal brand development.

***Step 7 – Online:*** Once the personal brand is understood, discovered, and developed, it is time to promote the brand via the three areas of brand management: online, inperson, and in print.

***Step 8 – In Person:***

Despite the dominance of technology, effective person-to-person communication skills

remain at the top of what hiring professionals desire in their employees (AAC&U, 2007;

Hanneman& Gardner, 2010). Secondary terms surrounding the in-person branding theme

included interviewing; elevator pitches; networking opportunities; non-verbal communication; dress and appearance; apprenticing and job shadowing; and attitude.

Explanations of key terms within this theme are included.

An elevator speech is a brief discourse that can promote a person's brand and helps educate people about who that person is and what he/she does in a quick and effective manner. Specific steps and instruction for an elevator speech are included in the following steps:

***Step 9 – In Print:***

The last step of the nine-step personal branding model includes findings for in print branding. In print personal branding includes resumes, cover letters, blogs, business cards, bios, portfolios, and thank you notes. Again, all printed or written material must stay consistent with the overall brand. Blogging is included in this section due to its emphasis on writing. A blog is an online discussion or informational website and a great way for individuals to spread their brands and get the message directly to their audiences. However, blogging is a continual obligation, takes great effort, and is time consuming. To determine whether blogging is a good option, individuals should ask the following questions: Do you have something to say? Do you have time to post at least once a week? If so, strategies for blogging and other in-print tactics are indicated in the following:

- 1- Creating an effective résumé.
- 2- Create an effective cover letter.
- 3- Produce a blog to promote your brand.
- 4- Biographies.
- 5- Business cards.
- 6- Brand image.