



# Employer Branding adoption gains ground in Latin America

2nd Latin America Employer Branding Trends & Best Practices Survey Results

# Executive Summary

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Latin American companies have decidedly adopted Employer Branding as tool for creating exceptional workplaces.

This is the main finding of our 2nd LatAm Employer Branding Trends & Best Practices Survey, carried out in May-June of 2016. Regionally, 41% out of more than 500 surveyed companies have a formal Employer Branding strategy. Adoption is highest among organizations with 2,500 or more employees - above 60%.

These firms actively manage their Employer Branding to strengthen their image, set themselves apart from their competitors and gain advantages to attract or retain talent. They do this by implementing employee training and development initiatives (63%), improving health benefits (56%), listening to their employees (55%) and increasingly prioritizing internal communications (48%).

*More than **60%** of companies with 2,500 or more employees have an Employer Branding strategy.*

*Companies with good employer branding reduce payroll costs by **10%** and hiring costs and **46%** - Randstad*



The KPIs Latin American CHROs use to measure Employer Branding clearly show a stronger focus on talent retention, compared to talent attraction.

Indeed, survey results show HR leaders look at workplace climate surveys (55%), the turnover rate (55%) and engagement surveys (27%) first, and then attraction indicators like “time-to-fill”, which shows up in fourth place (26%).

While companies neglecting employer branding will likely face difficulties to attract and retain talent, it is encouraging to note 40% plan to catch up before year-end or during next year.

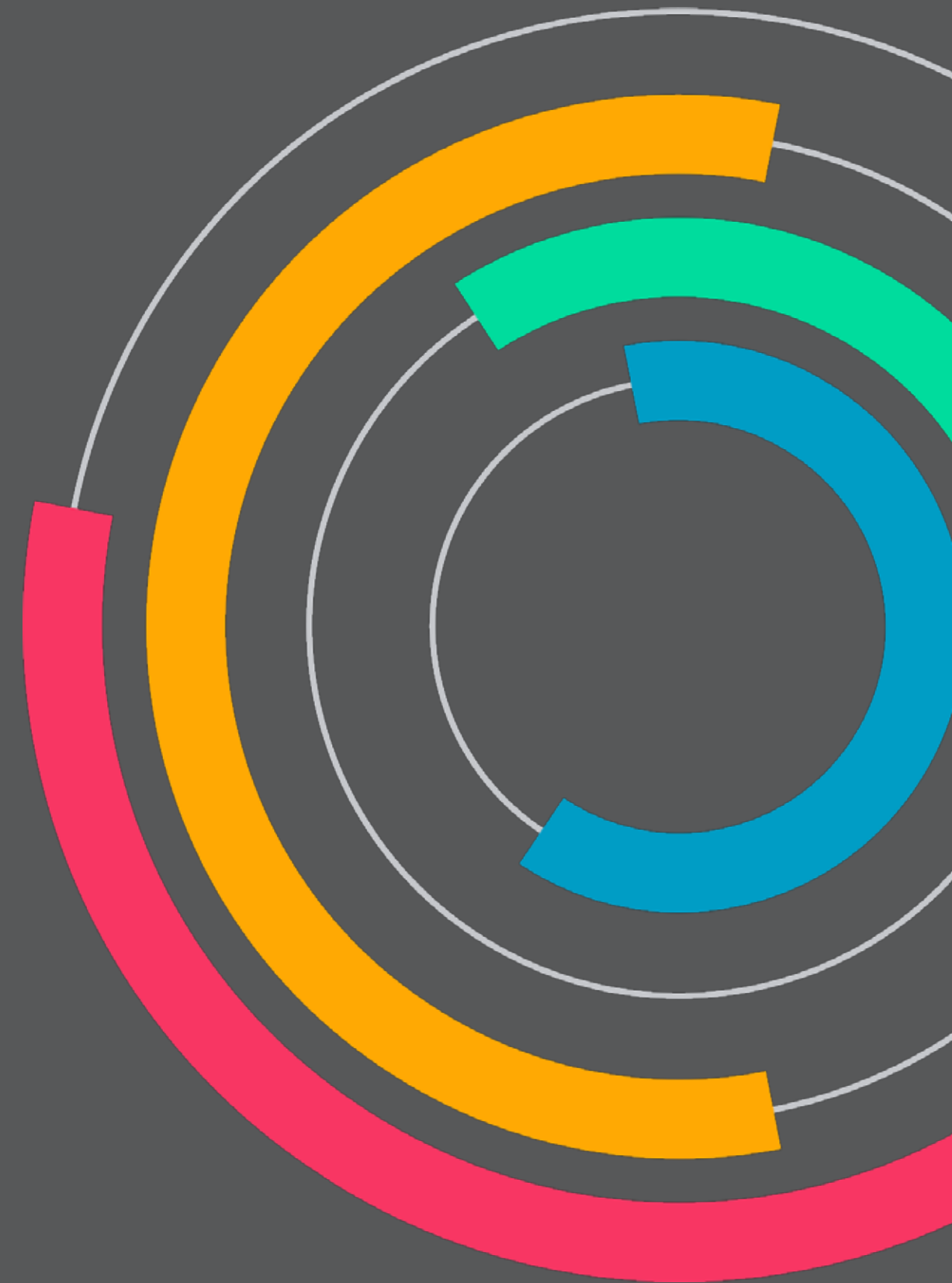
If this proves to be the case, more than 60% of Latin American companies will implement initiatives to improve employer branding by the end of 2017.

## Latin American countries are adopting Employer Branding at different rates

Chile is behind its peers - only 48% of companies have an employer branding strategy -, while Argentina stands out with the highest potential for growth: a 55% adoption by 2017.

*61% of employer reviews website Glassdoor's users look up potential employers' scores and reviews before applying for a position.*

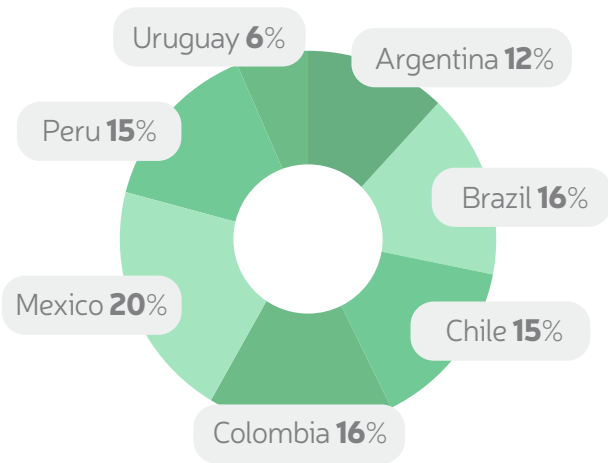
This report illustrates the trends and best practices shaping Employer Branding in the region, as well as each country's reality. We hope are certain it will be highly valuable for Human Resources VPs looking to improve their Employer Branding strategy.



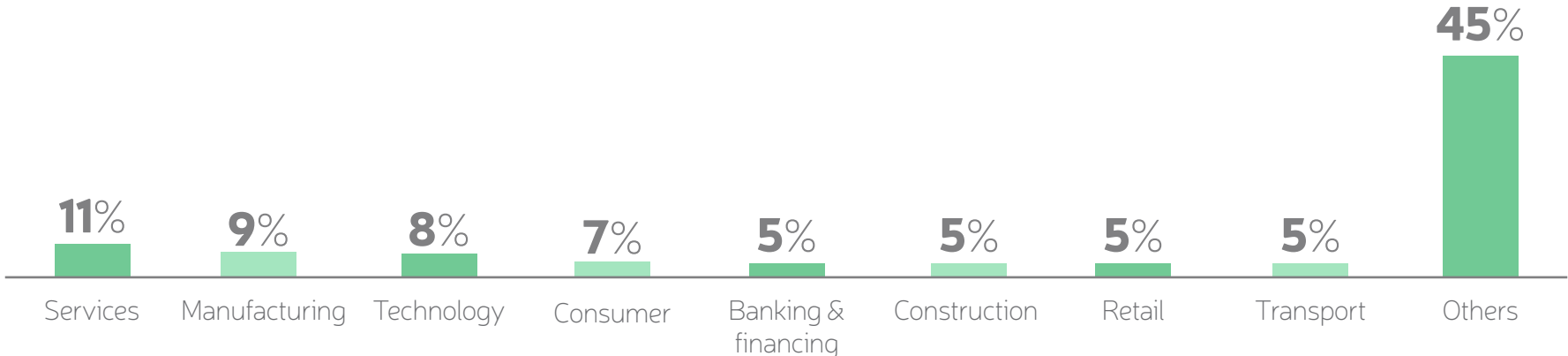
# Survey Details

The 2nd LatAm Employer Branding Trends & Best Practices Survey was carried out from from May to June 2016, and covered more than 500 companies of all sizes and sectors in Argentina, Brazil, Chile, Colombia, Mexico, Peru and Uruguay. This sample is sufficiently big to guarantee reliability level of 95%, with an interval of 5%, meaning the real results are 5% greater or lower than the value found in the surveyed universe .

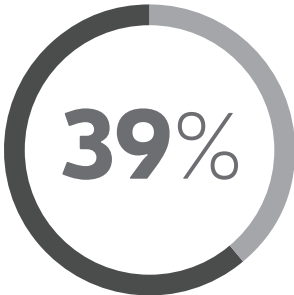
## Countries



## Economic sectors



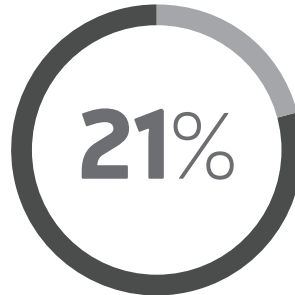
## Participant profile



HR VPs, Directors & Managers

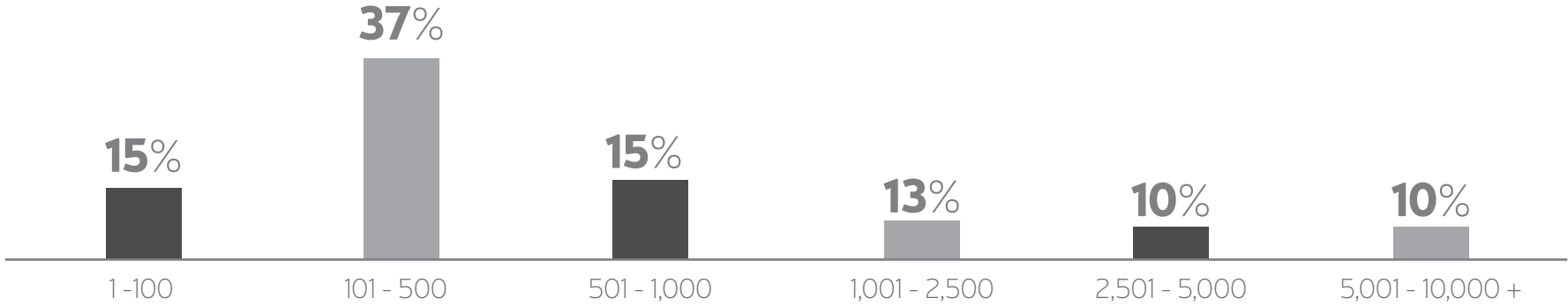


HR Assistant Managers, Heads & Coordinators



HR Analysts & Generalists

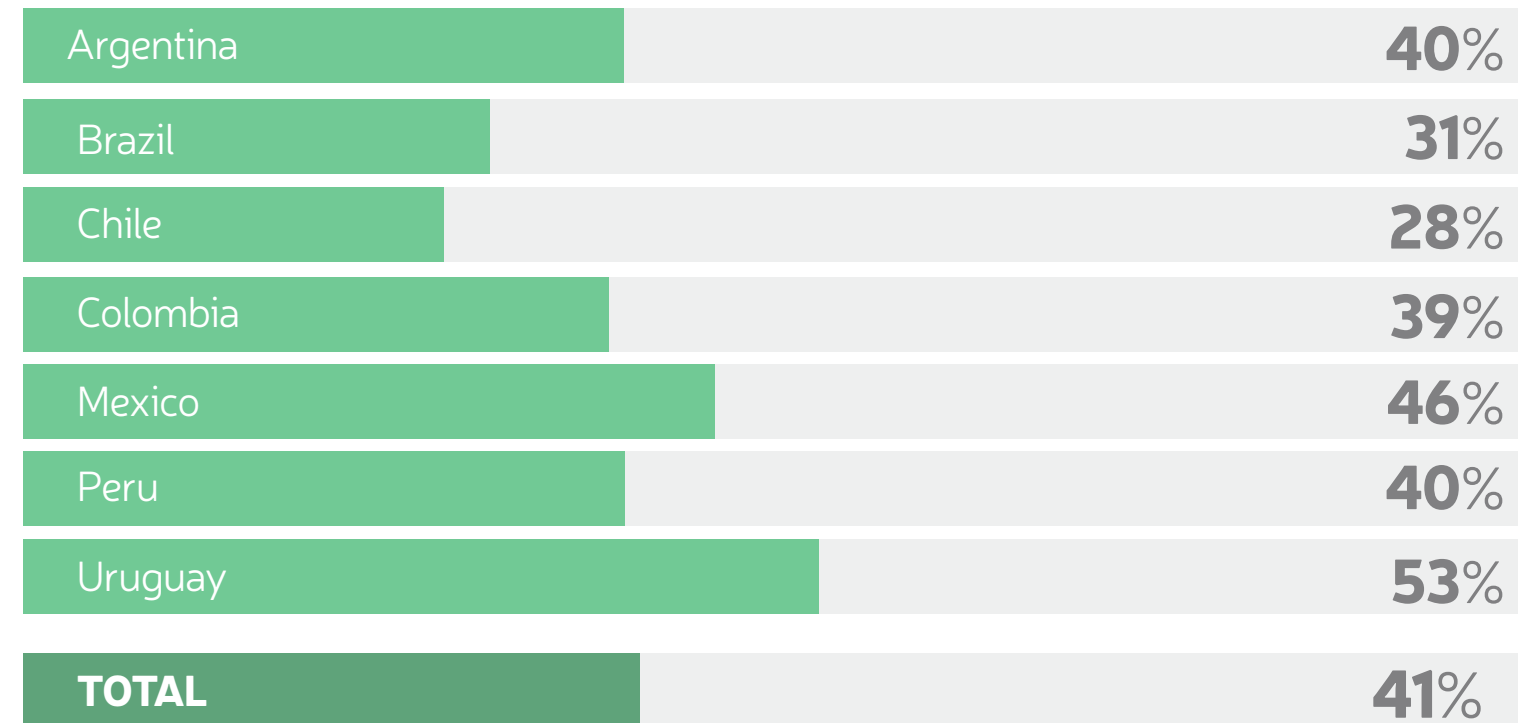
## Company Size (number of employees)



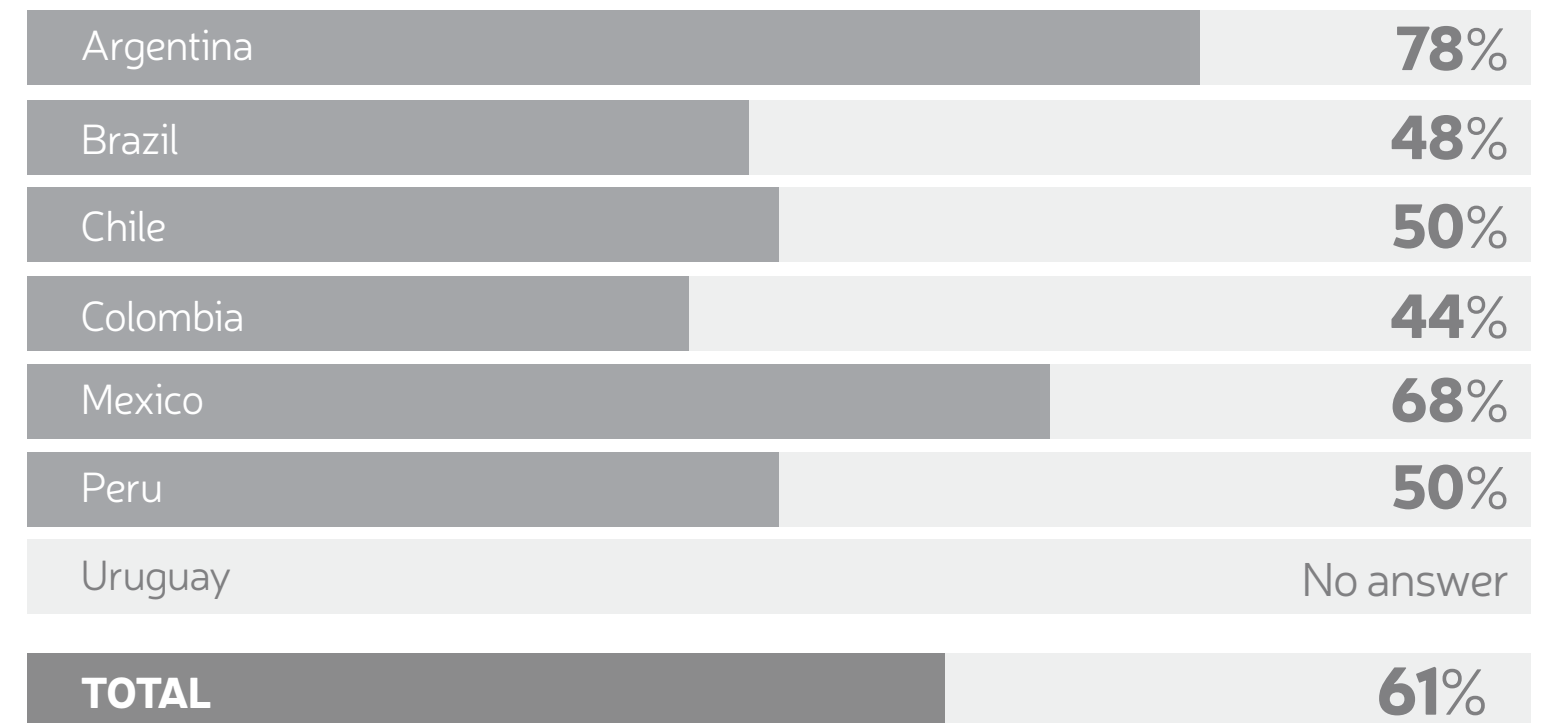
# Employer Branding in LatAm, today and tomorrow

Our survey results show 41% of Latin American companies have a formal Employer Branding strategy in place. And while the adoption rate among firms with 2,500 or more employees is higher than 60%, there are significant differences at the local level. Uruguay stands out with the highest adoption rate (53%), while Chile has the lowest (only 28%).

Companies that have an Employer Branding strategy



Companies with 2,500 or more employees that have an Employer Branding strategy



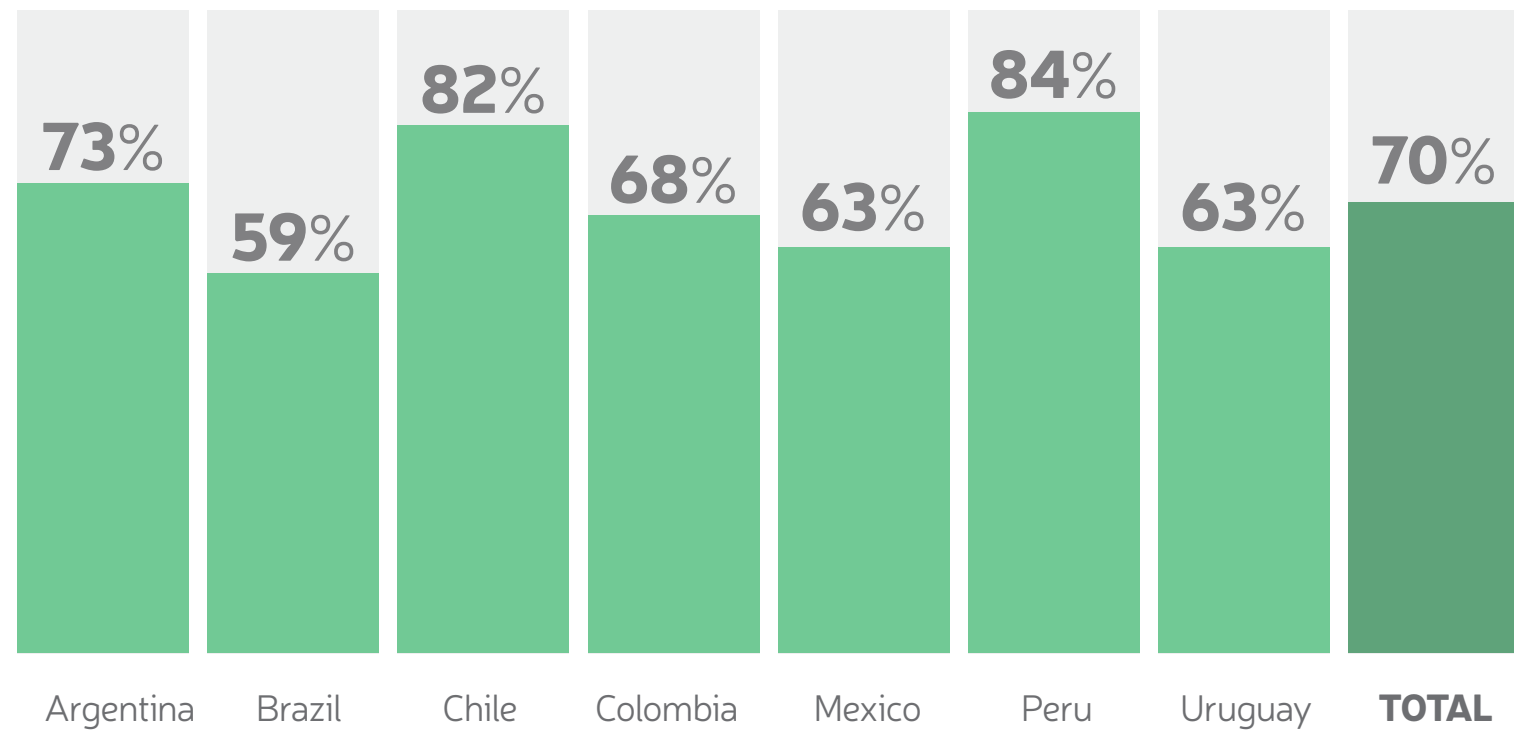
*In its latest Global Recruiting Trends report, LinkedIn states Employer Branding is a top priority for employers and proclaimed 2016 as the "year of the brand" for talent recruitment managers.*



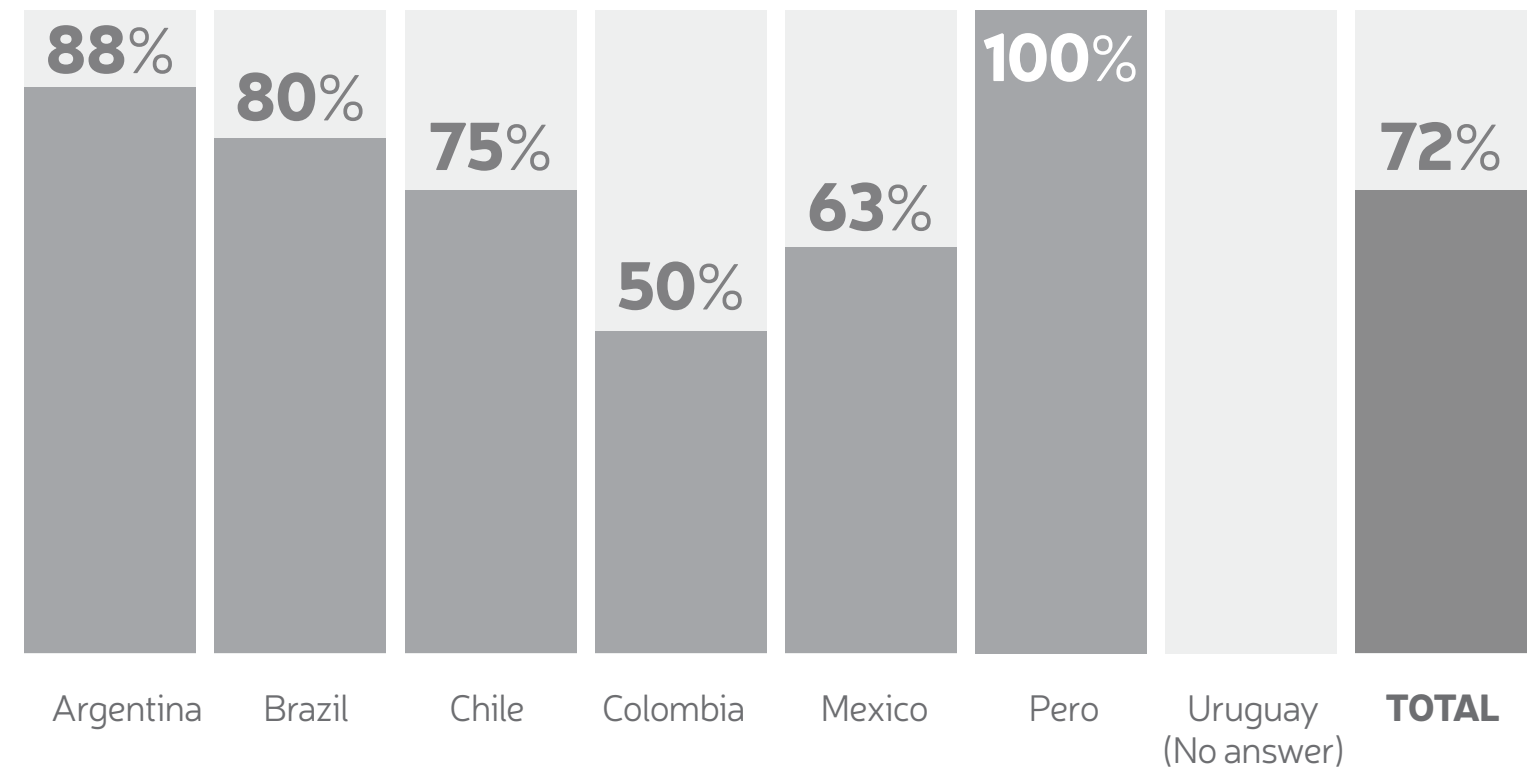
Regionally, 80% of the companies that manage their Employer Branding allocate the required budget. Once again, there are significant local differences.

¿Does your company budget for Employer Branding initiatives in 2016?

Companies that answered yes



Companies with more than 2,500 employees that answered yes

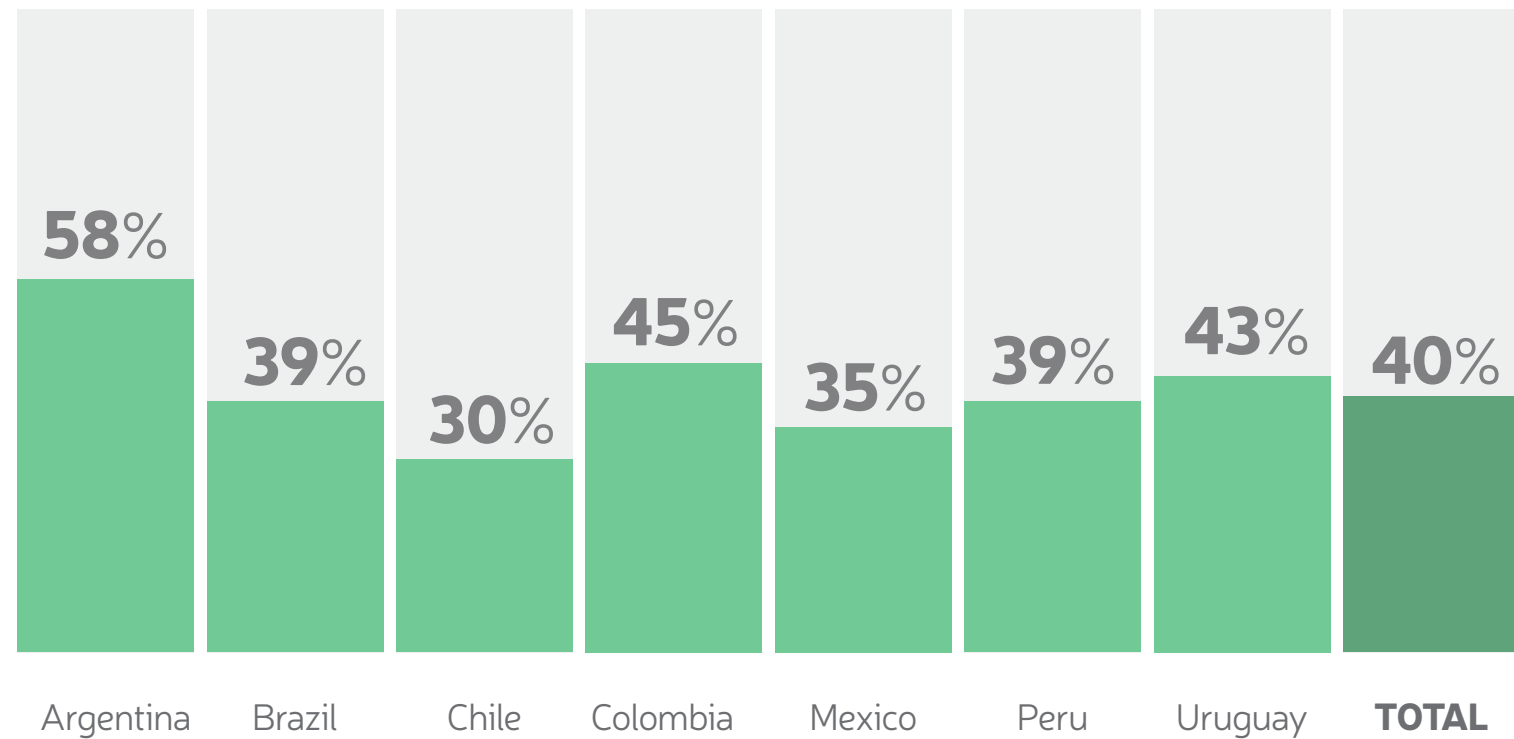


*According to Undercover Recruiter, 71% of employees say obtaining adequate funding is the main obstacle to Employer Branding success.*

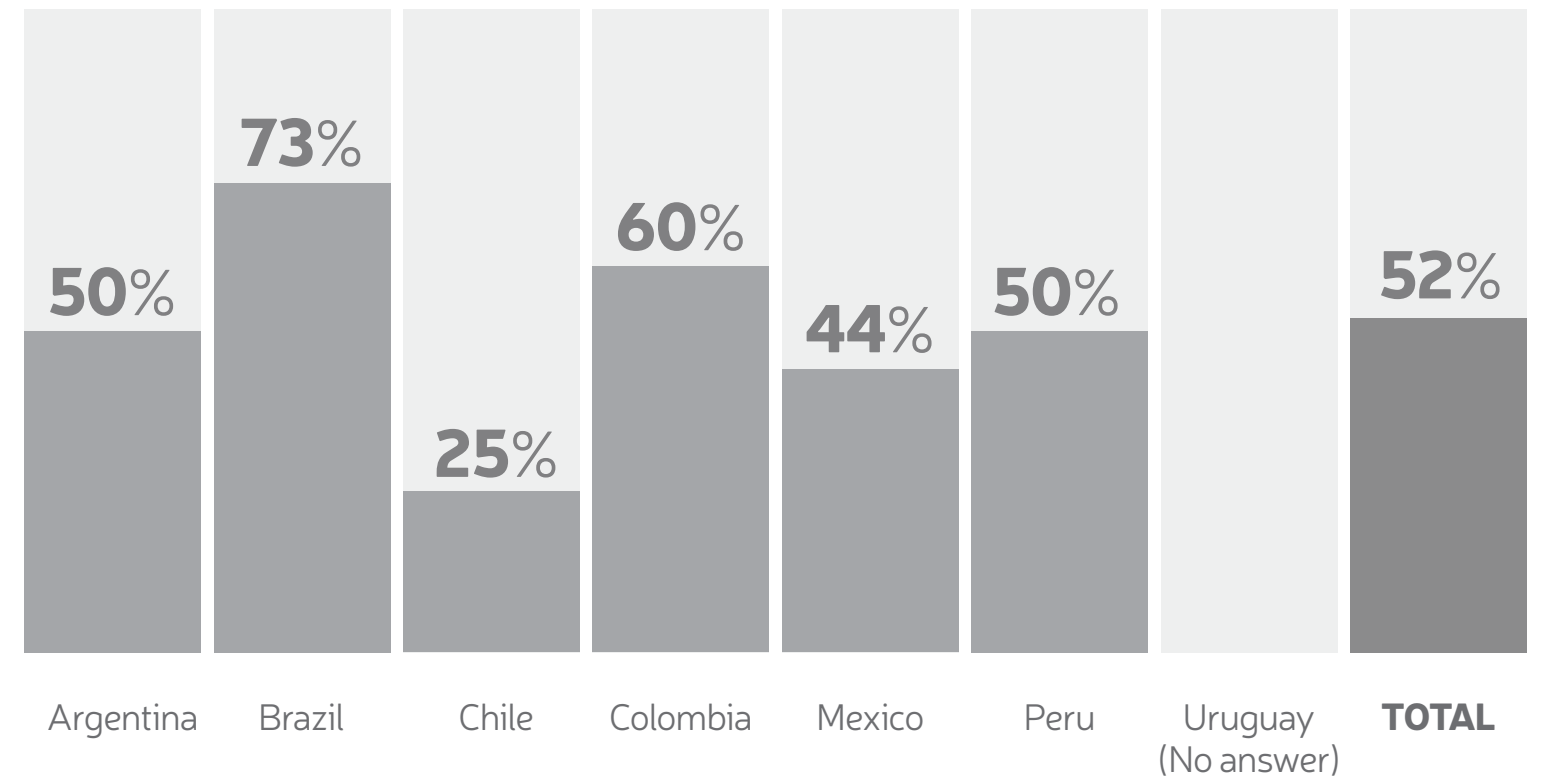
However, 40% of the companies that don't manage their Employer Branding expect to increase the required budget by 2017, at the latest.

Does your company plan to increase funding or staffing for Employer Branding initiatives in 2016 or 2017?

Companies that answered yes



Companies with more than 2,500 employees that answered yes



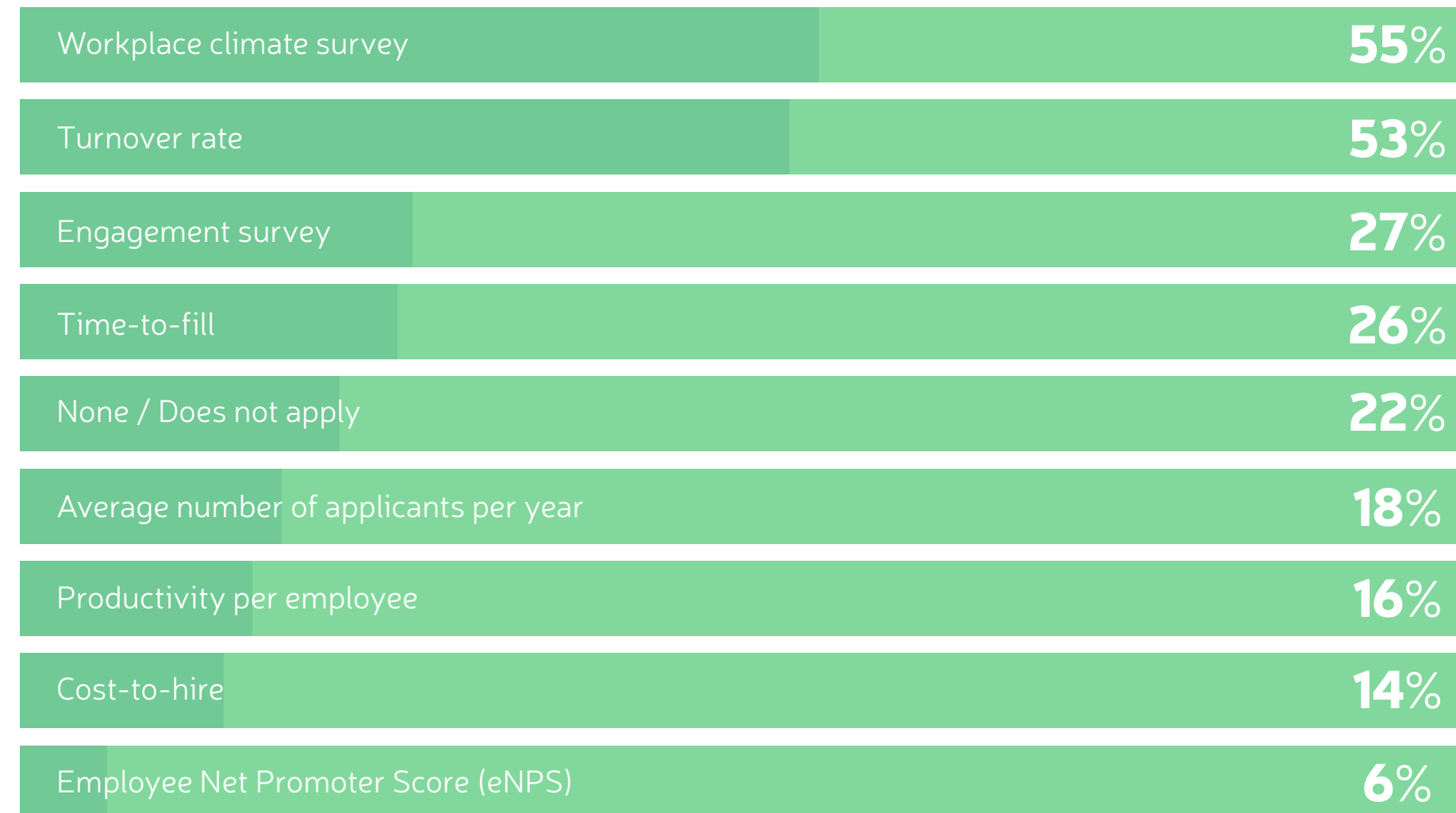
*Brandemix has said companies renovated their employer branding every 14 months in 2015. During 2016 this frequency fell to 11 months.*



# Latin American firms use Employer Branding mainly to retain talent

While Employer Branding allows to both attract and retain talent, HR leaders tend to focus more on talent retention and less on talent attraction. The top KPIs are climate surveys, the turnover rate and engagement surveys. “Time-to-fill” is in fourth place.

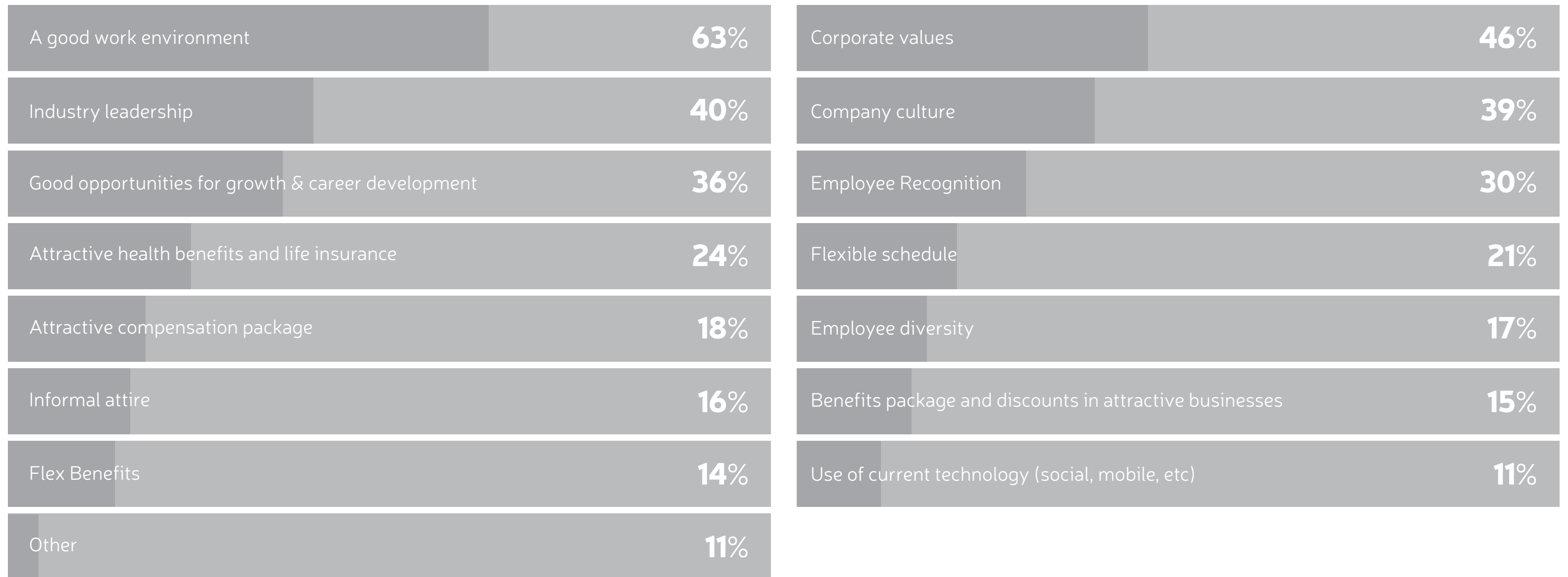
Which KPIs does your company use to measure its Employer Branding?



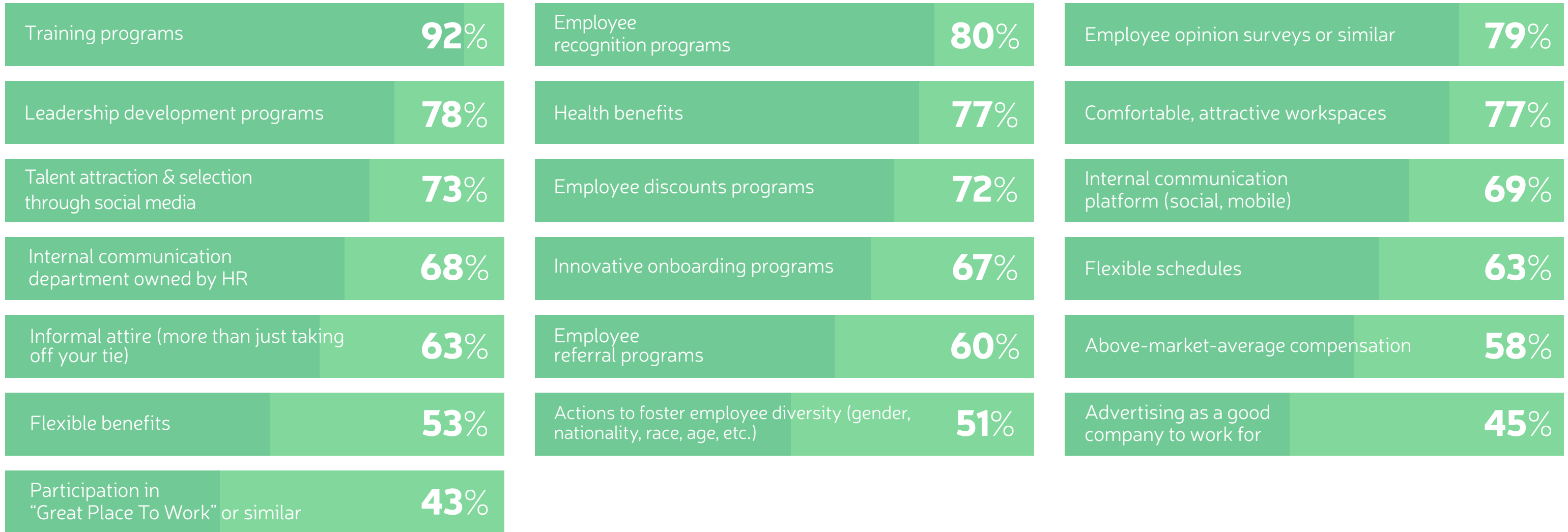
*Recruitment platform BreezyHR has said the seven best KPIs for measuring Employer Branding are, in descending order: retention rate; employee engagement; quality of hires; hiring costs; image surveys; market efficiency; and predictive analysis.*

The focus on talent retention is clear in the key attributes companies communicate with employer branding, the initiatives they use, how they monitor market and employee perception, and their preferred communications channels.

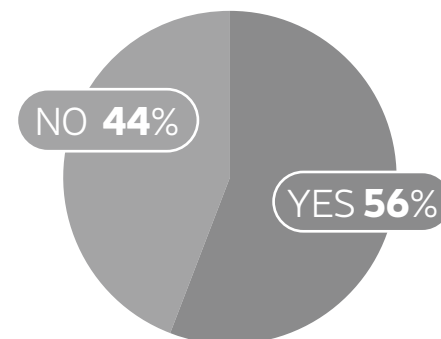
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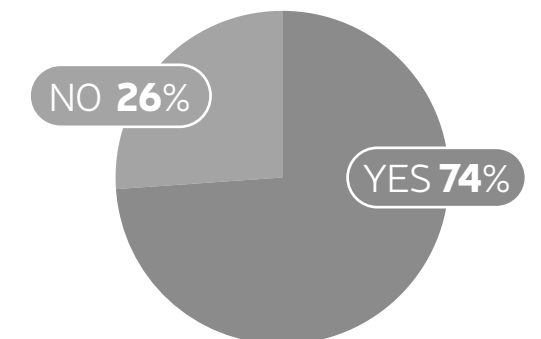
Is your company implementing, or has implemented, any of the following Employee Branding initiatives?



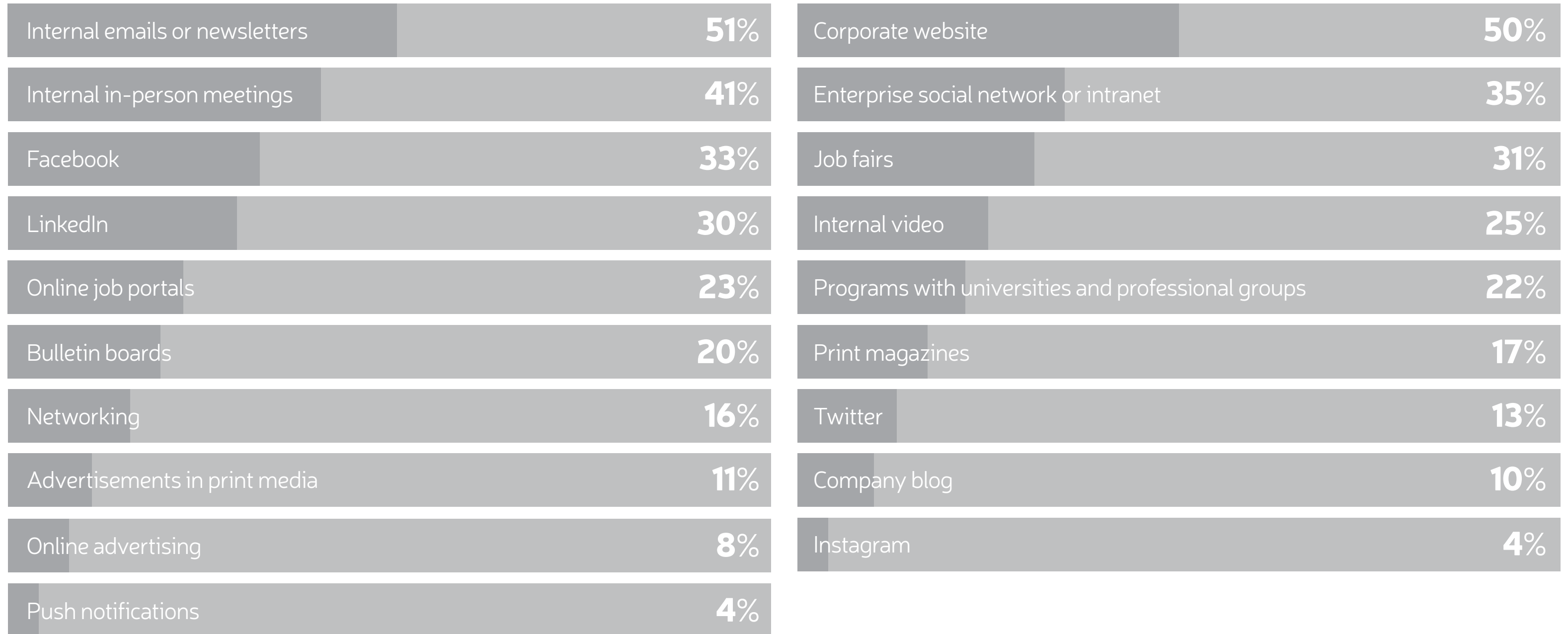
Does your company monitor market perception?



Does your company monitor employee perception?



## What channels does your company use to promote its Employer Branding internally or externally?

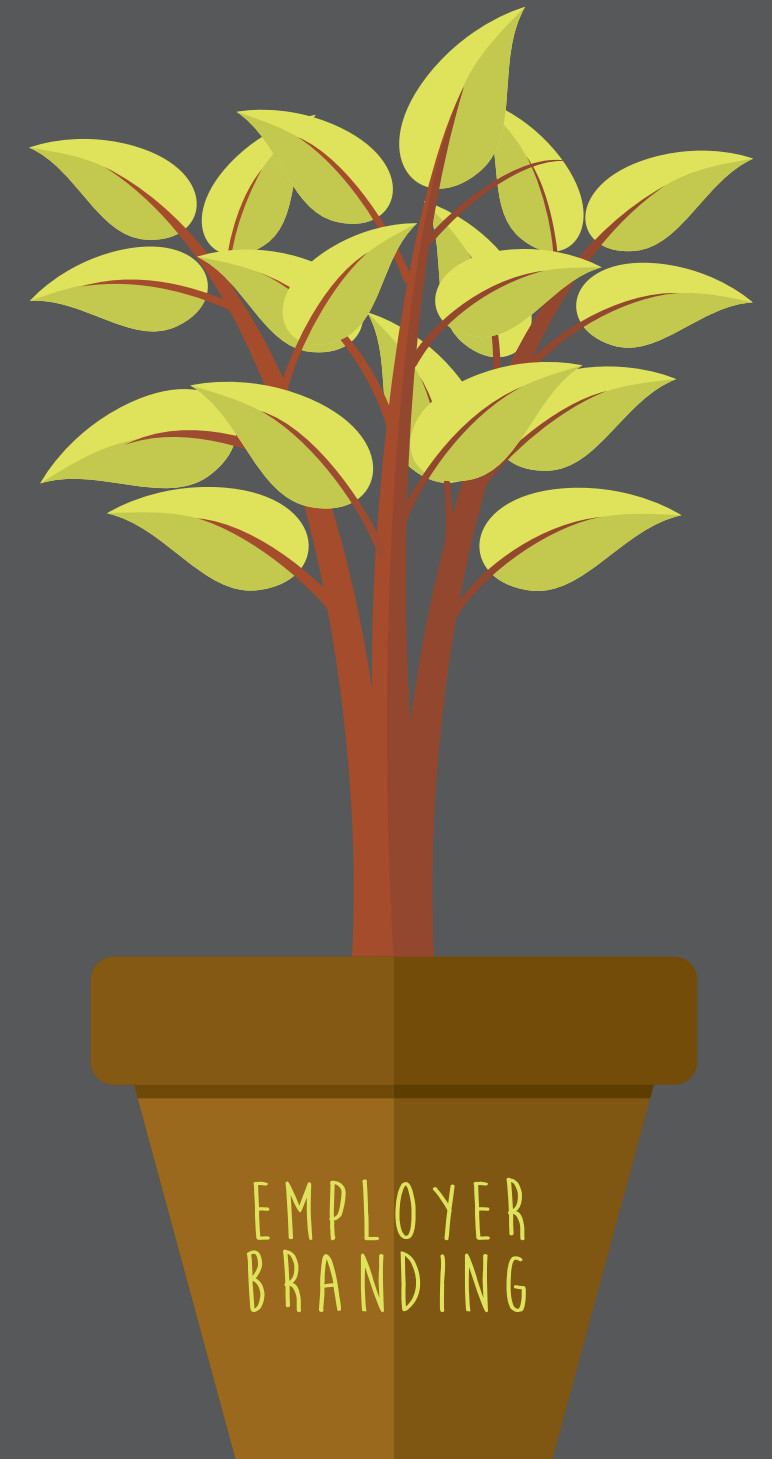


# The Takeaway

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The survey results point to a very interesting scenario for Latin America, with an increasing number of companies are adopting Employer Branding as a talent retention tool. Given its power to also attract talent, Human Resources must create an attractive, unique employer brand, based on employees' engagement and active promotion of company culture.

Moving in this direction - to reduce the skills gap and avoid wasting the time, money and effort it takes to retain the best employees - will become a critical issue for companies that don't have Employer Branding on their radars at this time. Additionally, the organizations who actively manage their employer brand must continue to innovate, listen to employees and ingrain corporate values in the everyday aspects of their company culture.





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