

## METHOD OF EVALUATION OF EMPLOYER BRAND POWER BY EMPLOYER BRAND TOUCHPOINTS

**Formulation of the problem.** The interest to the topic of employer branding is rapidly gaining momentum in Ukraine. Managers consider the employer brand as an effective way for companies to attract and retain employees, attract new talents and complement traditional branding efforts.

Currently there is no single model for evaluation of employer branding. Now managers evaluate both qualitative indicators (attractiveness of employer, image of the company in the minds of employees and future candidates, etc.) and quantitative indicators (reduced duration and cost of closing vacancies, personnel turnover, loyalty, engagement, etc.).

Employer brand has a dual nature and is formed for internal and external labor markets, so we need to create a comprehensive methodology of evaluation of internal and external employer brand.

**Analysis of recent researches and publications.** Currently the most common instrument for evaluation of employer brand is to build ratings of best employers. For today the main employers' ratings, conducted in the territory of Ukraine, are the following:

- Rating of "Best Employers of Ukraine" (conducted by HR Center on the methodology of Hewitt Associates) [1];
- Award "HR-brand" (compiled - Internet portal hh.ua) [2];
- Rating of "The most respected employers in Ukraine," (conducted by Internet portal hh.ua, based on model of measurement of employer reputation WorkRep of Reputation Institute) [3];
- Rating "Employer Brand Benchmarking Research" (conducted by Internet portal Rabota.ua) [4].

The peculiarity of these ratings is the focus on the external labor market and qualitative evaluation of criteria.

R. Mansurov proposes to evaluate employer brand in terms of its economic performance. In general, the economic effect of the formation of employer brand by R. Mansurov defined as the difference between economic effect of implementing employer brand activities and the costs of these activities [5].

N. Osovytska and O. Brukovska, consultants of award «HR-brand», offer to evaluate the effectiveness of internal and external employer branding on the following criteria [6]:

- *internal employer brand*: the level of engagement, satisfaction and loyalty of employees, personnel turnover, the number of candidates on the recommendation of staff, reduction in the number of sick leaves etc.;
- *external employer brand*: the attractiveness in the opinion of candidates reduction of costs and shorten of the period of vacancy closure, the number of quality incoming resumes, the reviews of candidates and recruitment agencies, monitoring the business information on the web (blogs, forums, websites, social networks), etc.

The researchers of the company JWT Inside propose the following list of tools with which managers of Western companies measure the effectiveness of employer branding:

- Number of visits to the career web-site of the company;
- Monitoring of information about the company on blogs, social networks and other media;
- Employee satisfaction and pride to work in the company, the recommendations of the company as an employer;
- Staff turnover statistics, monitoring causes of exemption of key employees;
- The company's ability to hire the best graduates from universities and the most professional specialists in the labor market, etc. [7].

Of course there are other instruments to measure the effectiveness of employer branding that can be developed for each company separately.

As can be seen, there are many approaches to the evaluation of employer brand, each of which is used to evaluate various performance criteria of employer brand.

**Formulation of the task.** The aim of the paper is to develop theoretical and methodological provisions of comprehensive evaluation employer brand by the touchpoints and evaluation of employer brand strength by identifying quality criteria.

**The main material of research.** The basis of the author's comprehensive methodology of evaluation of employer brand is evaluation model of commodity brand by L. de Chernatony [8] and the concept of contact branding by S. Davis and M. Dann [9].

Scott Davis defines brand as a collection of all the promises and expectations of the company that it wants to cause in the minds of consumers concerning their products and services. This definition has not changed for many years, but the attitude of companies to the construction of their brands has changed [10]. According to Davis, currently it is not possible to consider branding only in terms of advertising and

marketing and hope that if often enough and loudly assert the dignity of its products, consumers will buy those [11].

Under conditions of excess of information and extremely broad consumer choice the value of brands increases. However, company can't rely only on its ads. According to Scott Davis, the brand is created solely in the imagination of consumers during their daily contacts with the company through the so-called points of contact (brand touchpoints). These points can be: process of sales, after-sales service, communication with the employees of the company through various communication channels. With touchpoints create a brand image not only buyers, but also employees of the company, its shareholders, market specialists - in general all those who influence the public perception of the brand.

S. Davis and M. Dann understand under touchpoints all the ways in which the interaction of the brand with customers, employees and other stakeholders of the company is conducted [9].

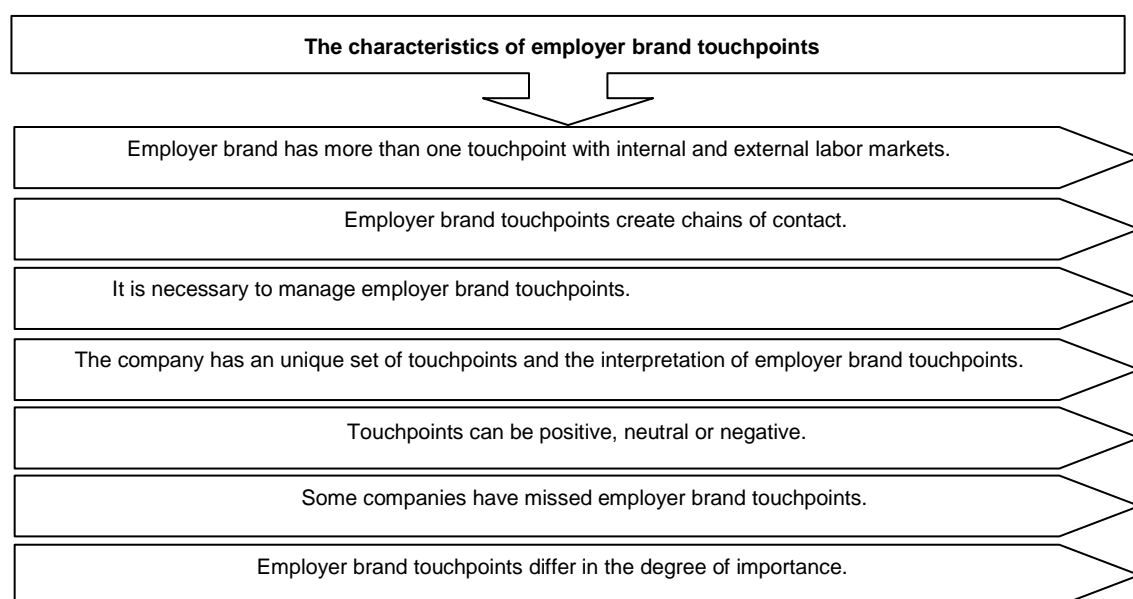
Accordingly, **touchpoints of employer brand** we define as follows - areas of contact of specialist with employing company at all stages of the cycle of interaction: before employment in the company, during employment and after release, which form a certain image of the company as an employer in the minds of employees.

The experience of the person in the labor market is a set of experiences and emotions that receives specialist during the interaction with the employing company. Brand experience of specialists in the labor market - the emotions and experiences of specialist during of interaction with an employer which carry the employer brand values. The experience of each specialist in the labor market is series of touchpoints. Employer brand promises certain impact at every touchpoint which specialist in the labor market (both internal and external) has with the company. The point of contact of employee and company takes place every time he is in contact with what the business offers. And at every touchpoint brand can console or annoy, persuade or frighten, delight or disappoint. After the first contact of employee with the company, which may be caused by advertising (or by chance), an employee comes to the territory of brand, and there he gets the real experience and impressions. This experience for 90% influences the attitude of employee - will employee be loyal, become an ambassador of employer brand, or go with the idea that the company's brand offer does not match with reality inside the company.

Through the selection and control of the main employer brand touchpoints it can be evaluated the effectiveness of brand management. Under the touchpoints we understand all the ways using which employees and potential candidates come into contact with the brand and that can be used or already are used to influence the decision of workers, which are associated with the employer brand and the perception of the image of the company as the most attractive employer.

It is necessary to manage employer brand touchpoints systematically. The main purpose of management is to ensure a clear, emotionally strong and positive interaction with specialists in the labor market that will make them remember the company, talk about it to others and be willing to work in this company.

The points of contact in the commodity branding have certain laws and characteristics. After analyzing the characteristics of commodity branding contact [12, 13], we have identified the following characteristics of the employer brand touchpoints (Fig. 1):



**Fig. 1. The characteristics of employer brand touchpoints.**

*Source: Developed by the author*

Thus, the characteristics of the employer brand touchpoints are the following:

**1. Employer brand has more than one touchpoint with internal and external labor markets.** The candidate's choice of employing company is influenced by many factors, which over time have formed in his mind the image of the company as an employer. Thus, only vacancy announcements on the website for job search can't form a complete picture of an employer, the company needs a full range of public relations. Existing employees make decisions every day to stay working in the company through a set of internal employer brand touchpoints, such as learning and development, career development, compensation and benefits, relationships with co-workers and managers, corporate culture, etc., not only through one point of contact, such as wages.

**2. Employer brand touchpoints create chains of contact.** Any touchpoint consists of a number of smaller touchpoints. For example, the touchpoint "Recruitment" consists of small, but important components that create the impression of the company as employer: job advertisements, selection process, interview, access to information about the company, information about the results of the interview and more. All employer brand touchpoints make up the overall chain of contacts that current employees are going through every day, continuing to shape the image of the company as an employer.

**3. It is necessary to manage employer brand touchpoints.** Managing all the employer brand touchpoints, the company manages business processes, helping it to achieve the desired results. Management of employer brand touchpoints is to study the perceptions of employees, competitors, planning, execution and control.

**4. The company has an unique set of touchpoints and the interpretation of employer brand touchpoints.** There are universal employer brand touchpoints, which occur in almost all companies. For example, posting vacancies on the website for job search, interviewing in hiring, remuneration, training and development. But one company is different from the other by the number of employer brand touchpoints (such as special corporate culture, program of employee retention, formation of personnel reserve or club of "former employees") and by their quality (eg, placement vacancies not only on websites for job search, but also on the corporate website, wages are strictly fixed or depend on the contribution of each employee in the company's success, etc.).

**5. Employer brand touchpoints can be positive, neutral or negative.** This characteristic results from the experiences that occur for the employee at certain touchpoint. For example, the touchpoint "Training and Development" will create a positive impression, if the company has a well-developed system of vocational training; training programs are available to all employees, designed in a usable form and so on. In this case expectations of employee from this touchpoint are completely true. The touchpoint is neutral if the employee by nature of his work does not require special educational and developmental activities. In this case, he doesn't attach any importance to the given touchpoint, he refers to it neutrally.

If an employee committed to training and development within the company, and the company does not support this desire, than in the given touchpoint "Training and Development" employee receives a negative experience and impression about the company, which may affect its decision to dismiss.

**6. Some companies have missed employer brand touchpoints.** Missed touchpoints can be a challenge for the company. If there is missed employer brand touchpoint, for example "Growth" (ie, there is no program for career growth, career growth occurs randomly and it is not clear or do not occur at all, etc.), but it is an important and attractive to key professionals, in this case attraction and retention of workers will occur at a very low level, loyalty to the company also will reduce.

**7. Employer brand touchpoints differ in the degree of importance.** The degree of importance of employer brand touchpoints depends on many factors:

- Objectives of formation of employer brand;
- HR management strategies;
- Strategy of business development;
- Stage of the company's life cycle;
- The expectations of potential candidates and current employees;
- The size of the company;
- The level professionalism of the management team;
- Job-offers in the labor market from competing companies.

The author's method of evaluation of employer brand power based on the key touchpoints is the most complete and effective because of several reasons:

- is practice-oriented, enables to evaluate how the employer brand manifests itself both within the company in the minds of current employees, and outside the company in terms of expectations and perceptions about the company among potential candidates and former employees; during the research allows to evaluate the gap between internal and external perceptions of the company as employer, as well as differences between the desired and the actual image of the company as employer in the internal and external labor market;

- provides the most comprehensive information to make strategic and tactical solutions for the creation, promotion and employer brand;

- provides diagnostics of impact of employer brand on business performance, allows to investigate the importance of each touchpoint to improve business processes;
- allows to direct investment in the maintenance and development of certain touchpoints more effectively;
- serves as a starting base indicator (indicator of the effect of the first level - the effect of perception), from which you can create a system of behavioral, market and financial indicators to measure the effectiveness of employer branding.

*Key touchpoints* are situations where the employee or potential candidate during the interaction with the company perceives his real attitude to the company, makes a certain impression.

The tasks of building employer brand based on touchpoints are the following:

- to identify touchpoints of employee with the company;
- to investigate what the real experience do employees and potential candidates receive at every touchpoint what impression do they form about the company as employer and why;
- to examine whether this impression is wishing to the company;
- to determine for each touchpoint what should be the specialist's impression;
- to identify what it is needs to change so that employees and potential candidates receive exactly the desired for company experience in each of the abovementioned touchpoints;
- to conduct organizational changes, to correct management practices.

Therefore, the main goal of constructing employer brand is to create the image of the company as employer at every touchpoint of employees and potential candidates with the company as it is necessary for the company.

The overall process of evaluation of employer brand by touchpoints we propose to carry out in four main stages:

**1. The internal research.** Correlation of employer brand touchpoints with the highest priority through their internal assessment aimed at identifying the image of the company, formed in the minds of employees and to identify perspectives of using the most important points; and determine how well a company can implement employer brand through these touchpoints and through specific business processes necessary for success in the future.

**2. The external research.** The external research of employer brand touchpoints with potential candidates is conducted to ascertain their views and attitude to employer brand, to identify what has the greatest value for potential candidates in terms of establishing their relationship with the employer brand.

**3. The analysis.** Comparison of results of internal and external research of employer brand touchpoints to determine the differences between internal and external perceptions of employer brand, to form current priorities, performance, capabilities and needs as well as those areas on which to focus first and foremost to successfully move forward. The comparison of external research can also be conducted over employer brand touchpoints of the competing companies.

**4. The definition of an action plan.** The development of an overall strategy of development of employer brand as a whole and at every touchpoint, which includes correlation of internal resources and support measures needed to implement strategies aimed at achieving long-term goals of the company.

The four-steps process of evaluation and planning of employer brand touchpoints is needed to ensure that during each contact with brand current and potential employees receive the same experience regardless of how do they perceive the employer brand.

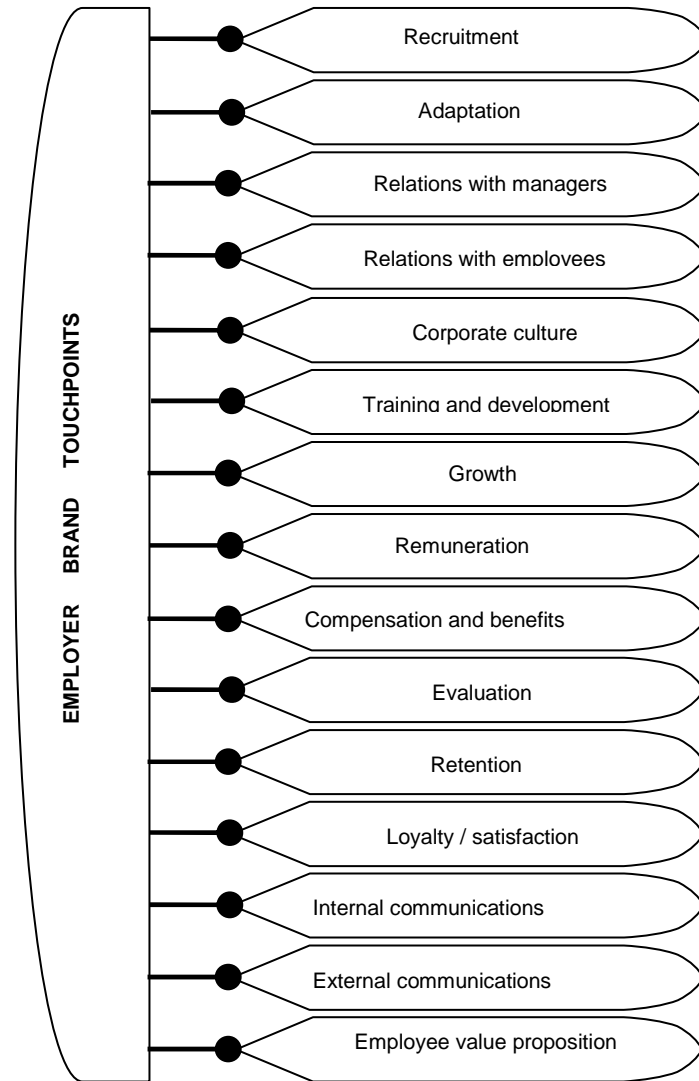
The author has developed "The map of key employer brand touchpoints" for evaluating the employer brand at every stage of interaction with potential candidates and current employees.

The author has identified 15 key employer brand touchpoints of the specialist with employing company: recruitment, adaptation, relationships with supervisors, relationships with employees, corporate culture, training and development, growth, wages, compensation and benefits, evaluation, retention, loyalty and satisfaction, internal and external communications, employee value proposition.

In Fig. 2 there are shows the main employer brand touchpoints with the workers in the labor market, which, according to the author, are the basic building blocks of creation and development of the employer brand.

Within each of the 15 touchpoints the author have formulated statements about the company as the most attractive employer (total 150 statements). The characteristics of the company were developed by the author based on the analysis of contemporary domestic and foreign studies of factors of attractiveness of employers and the study of empirical experience in building and managing the employer brand by companies that are leaders in the rankings of the most attractive employers.

Research and analysis of touchpoints allows determining the perception of the company's image in minds of current and potential employees. Also, analysis of each touchpoint allows defining effectiveness of branding at each stage of construction of employer brand.



**Fig. 2. The map of key employer brand touchpoints**

Source: Developed by the author

The respondents answer the consent with each of the 150 statements on the scale "-3" to "+3". For internal and external questionnaires it is used linguistically-point rating scale. Scale scores and interpretation are the same (Table 1).

Table 1

**The interpretation of linguistically-point rating scale of evaluation of employer brand as the result of questioning the specialists**

Mark	Interpretation
-3	Strongly disagree
-2	Disagree
-1	Rather disagree
0	Difficult to answer / Do not know
1	Rather agree
2	Agree
3	Strongly agree

Source: Developed by the author

When conducting *internal evaluation* respondents answered the question in terms of "how it really is in the company", and when conducting an *external evaluation* respondents answer "the way I think it happens in the company and it is attractive to me". Thus, the internal investigation shows the internal image of employer and external shows the external employer image in the minds of respondents.

In order to receive quantitative index the author introduced the index of employer brand power  $I_{EBP}$ . Define it as follows [developed by the author]:

$$I_{EBP} = P_7 + (P_6 - P_2) * 0,6667 + (P_5 - P_3) * 0,3333 + P_4 * 0 - P_1, \quad (1)$$

where  $P_1$  – share of respondents who answered "strongly disagree";

$P_2$  – share of respondents who answered "disagree";

$P_3$  – share of respondents who answered "rather disagree";

$P_4$  – share of respondents who answered "difficult to answer / do not know";

$P_5$  – share of respondents who answered "rather agree";

$P_6$  – share of respondents who answered "agree";

$P_7$  – share of respondents who answered "strongly agree".

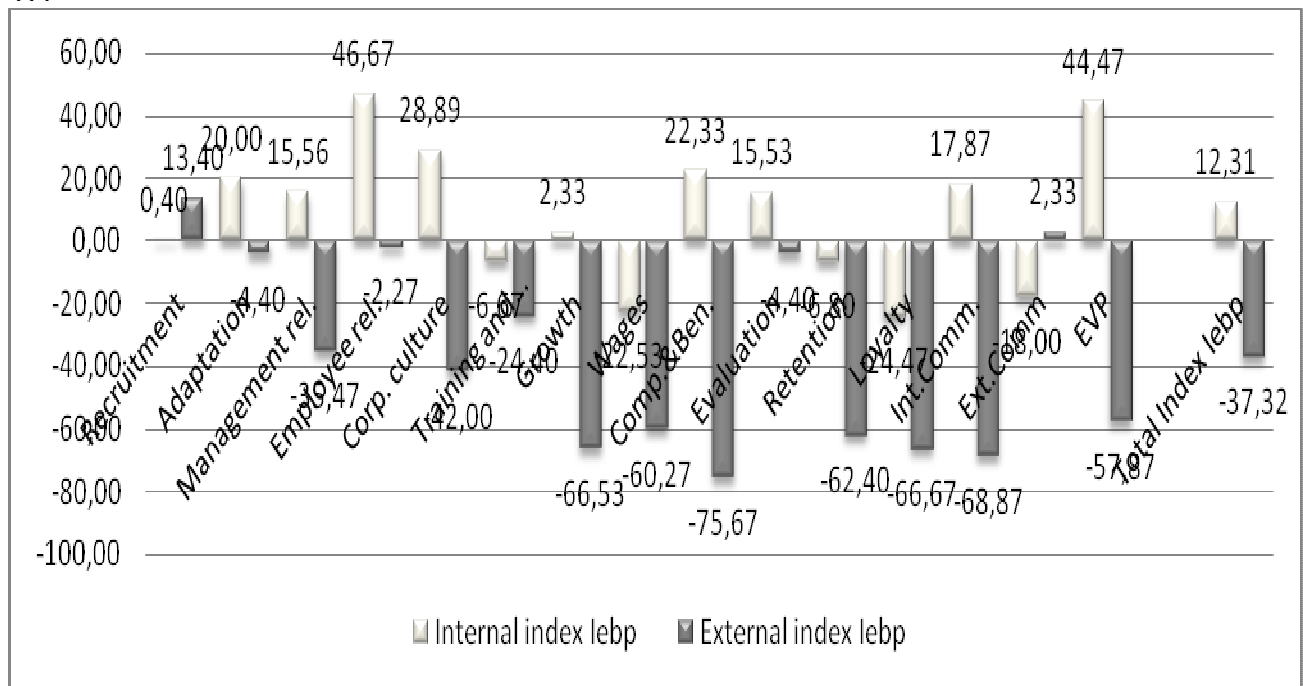
The author's Employer Brand Power Index has the following properties. It takes the value of "+100" (if all respondents expressed their full agreement with all the statements of survey) to "-100" (if all respondents expressed their categorical disagreement with all the statements of survey).

The closer the index value to "+100", the better the company attracts and retains qualified candidates in the labor market.

The power of the internal employer brand is expressed by the company's ability to retain key specialists, high level of loyalty and involvement of staff, increased productivity, increased job satisfaction, pride for the company.

The power of external employer brand is expressed by the ability to attract the most talented target candidates to the company due to prevailing image of the company as the most attractive place to work.

Based on these data, we can draw conclusions about the degree of coherence of internal and external employer brand. The developed method is designed for complex integrated evaluation, which allows to quickly measure the existing conditions and to evaluate the degree of coherence of the image about the company that was formed in the minds of employees, and opinions of experts about the company on the external labor market. The resulting stage of evaluation is to build employer brand power diagram (Fig. 3) and the matrix of employer brand power (Fig. 4). Calculations are performed on the database of company "X".

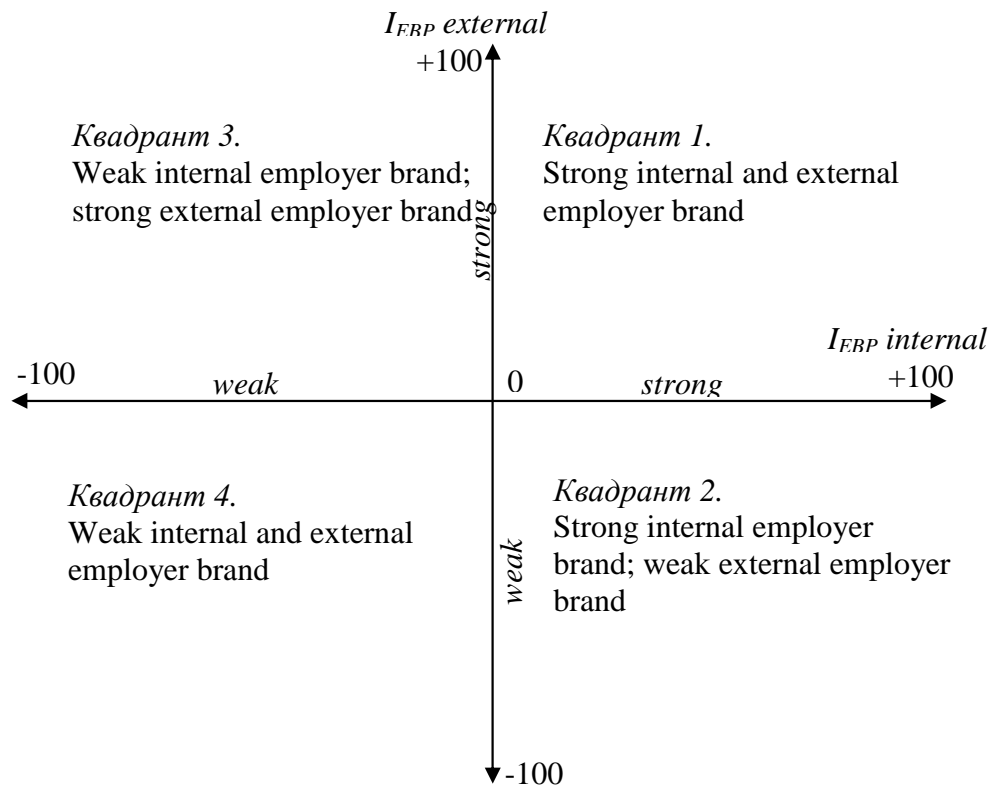


**Fig. 3. The diagram of employer brand power**

Source: Developed by the author

The diagram of the employer brand power makes it possible to see the extent of the gap between internal and external employer brand at every touchpoint. Careful analysis of the digram allows professionals to identify those areas where it is necessary to take measures to improve the effectiveness of employer branding.

The development and management of employer brand by touchpoints is necessary to conduct on the basis of matrix of employer brand power (Fig. 4).



**Fig. 4. The matrix of employer brand power**

Source: developed by the author

*Quadrant 1. Strong internal and external employer brand.*

The company that is ranked in Quadrant 1 attracts and hires the most professional targeted specialists in the job market. Target candidates are well aware of the company as an employer and want to work in it. Internal employees are highly loyal to the company, motivated to succeed, recommend the company as a good place to work. Internal and external specialists receive a positive experience at every point of contact with the employer brand.

The company has commitment of external candidates to employer brand and internal loyalty. In such case the company tends to support established relationship with internal and external experts, constantly strengthen and reinforce the positive image of the company as an employer.

Direction of development - *support and development of employer brand.*

*Quadrant 2. Strong internal employer brand, weak external employer brand.*

The company, ranked in Quadrant 2, is described by the high level of involvement and loyalty of domestic workers. Internal specialists passing each employer brand touchpoint receive a positive experience that shapes their commitment to the company. The company is characterized by well-established internal processes, strong corporate culture.

But at the same time the company is experiencing difficulty in attracting new professionals. External experts do not know the company as an employer or have negative experiences of contacting with it. The company spends significant funds on external employer brand communication to change or create a positive experience at every touchpoint of external specialists with company. Furthermore, such a situation may arise in cases where the company operates as a closed system.

Direction of development - *support internal brand and form external employer brand.*

*Quadrant 3. Strong external employer brand, weak internal employer brand.*

The company that is ranked in Quadrant 3, has a strong external employer brand. The successful positioning on the external labor market has allowed to create an attractive image of employer. The brand attracts many specialists, creates a desire to work in the company. It should be noted that in this case an external employer brand is artificially created and company spends significant funds on its support.

External specialists, becoming employees of the company, change their minds about the company-employer on categorically opposite - promises and values of external employer brand in reality are not supported. The company is characterized by high staff turnover, low staff loyalty and engagement, has a weak corporate culture and low level of investment in staff development.

Direction of development - *restoration of employer brand*, formation of standards of internal business processes, improvement of HR management tools, formation of unified internal employer brand, implementation of positioning on the external labor market.

**Quadrant 4. Weak internal and external employer brand.** The company that is ranked in Quadrant 4 is characterized by ineffective strategy of recruitment and personnel management, destructive corporate culture, lack of investment in staff development, low level of innovations.

The brand is characterized by negative experience of internal and external specialists at every touchpoint. The company is not focused on retention of employees in the case of excessive labor supply in the labor market. Only improvement of situation on the labor market may cause investment in the development of employer brand. Companies have to spend money to attract specialists even of the lowest level. Turnover of the company is high. Internal specialists negatively respond about the employer.

Direction of development - *building employer brand* - in-depth analysis of the situation in the company, HR strategy formation, restructuring of business processes, investments in building employer brand.

The matrix of employer brand strength shows the current position of the employer brand and prospect of development, allowing the creation of further areas of employer brand management.

**Таблица 2**

**The comprehensive methodology of evaluation  
of employer brand by touchpoints**

Stage	The sequence of the stage	Content	The results of this stage of the study
<u>Internal evaluation</u>	Formation of group of internal respondents	Determination of the number of respondents, qualitative composition (by departments, by age, by work experience ...)	Formed representative group of internal respondents.
	Filling in the questionnaires	Conduct a survey among of internal respondents. 150 questions. Evaluation limits: from "-3" to "+3". Assessment of the characteristics of the company by each touchpoint.	Correlation of employer brand touchpoints with the highest priority by their internal evaluation. Identification of the image of the company, formed in the minds of internal workers.
	Processing of the questionnaires	Calculation the index of employer brand power, $I_{EBP}$ . (1)	Identification of prospects of the most important touchpoints. Defining areas of implementation of employer brand through these touchpoints and through business processes which are necessary for the success of the company.
<u>External evaluation</u>	Formation of group of external respondents	Determination of the number of respondents, qualitative composition (staff reserve, candidates for vacancies, external specialists, recruitment agencies, etc.)	Formed representative group of external respondents.
	Filling in the questionnaires	Conduct a survey among external respondents. 40 questions, evaluation limits: from "-3" to "+3". Assessment of the characteristics of the company by each touchpoint.	Ascertain the views and attitudes of specialists on external labor market to the company as an employer.
	Processing of the questionnaires	Calculation the index of employer brand power, $I_{EBP}$ . (1)	Determination of the external respondents experience at every touchpoint. Analysis of each touchpoint and awareness of how the company must change tactics of behavior (organizational procedures, behavior of employees, etc.) to positively perceived desirable image of the employer.
<u>Analysis</u>	Comparison of results of internal and external research of employer brand touchpoints	Construction the diagram of employer brand power (Fig. 2)	Determining the differences between internal and external perceptions of the employer. List decomposition of business processes that positively and negatively affect the employer brand. Formation of current priorities, performance, capabilities and needs as well as those areas on which to focus in the first place to successfully move forward.
<u>Determination of the action plan</u>	Development of general strategy of development and improving employer brand as a whole and at every touchpoint .	Building the matrix of employer brand power (Fig. 3)	Correlation of internal resources and support measures needed to implement employer brand strategy aimed at achieving long-term goals of the company. A detailed list of desirable emotional and mental images related to the company for each target group at every touchpoint. Decomposition of the business processes that describe company's future actions at the touchpoints to ensure the desired image of employer. Together with the team and advisory board creating a behavioral code of the company which will facilitate the introduction of new practices at every touchpoint and discussion of effective mechanisms of its implementation. Development of behavioral code of the company. Description of the company's brand.

Source: Developed by the author



Having constructed from the matrix to rethink or submit in a new light the essence of employer brand. From that start all strategic decisions of employer branding and operations of the company. Often associations that the employer brand causes are influenced by one or more of the key factors of employer attractiveness. Employer brand positioning is affected by other factors, such as features of the labor market, company or profession.

Factors of attractiveness of employer brand must be maintained by means of employee value proposition: to identify the parameters that make the company an attractive employer for each of the 15 touchpoints. Factors of attractiveness should be selected based on their determining role in making decisions by specialist about the work in the company. In addition, the company must take into account other factors of attractiveness:

- *Compliance with current essence of the brand.* Before define the new essence of employer brand necessary to decide whether the company adheres to the old concept with minor amendments, or, alternatively, the employer brand causes positioning is absolutely necessary otherwise. If the employer brand new essence will be based on the already recognized strengths, it is necessary to ensure that the new concept will be based on the controversial factor.

- *Difference from competitors.* Employer branding company must be different for each target audience of specialists and general labor market from competing companies. The appeal for external labor market and loyalty of internal employees' employer brand will generate over the long term if it is clearly distinguishable from the competition. This means that factors of attractiveness of employer brand should be selected so as to maintain or create a unique employer brand.

- *Availability of sufficient resources in the company.* To develop employer brand to meet the needs and desires of employees is not enough - the company must have sufficient resources to fulfill the promises of the brand always. If there is lack of the necessary resources, it is necessary to resort to intermediate positioning while resources are not created. However, under no circumstances, the company can't lay in employer brand promises that the company is unable to meet.

Determining the essence of employer brand and identifying factors of its attractiveness is just part of work. The results of analysis should become a detailed guide for the entire organization.

**Conclusions.** The article presents the author's method of evaluation of employer brand by touchpoints. Touchpoint of employer brand are identified as the areas of contacting of specialist with employing company at all stages of the cycle of interaction: before employment in the company, during employment and after release, which form a certain image of the company as an employer in the minds of employees.

The author has identified the following 15 key employer brand touchpoints : recruitment, adaptation, relationships with supervisors, relationships with employees, corporate culture, training and development, growth, wages, compensation and benefits, evaluation, retention, loyalty, satisfaction, internal and external communications, employee value proposition. These touchpoints are reflected in the map of key employer brand touchpoints. To analyze the power of employer brand the author proposed index of employer brand power. The resulting stage of evaluation of employer brand power is to build the diagram of employer brand power and the matrix of employer brand power, which is determined using the current state and directions of development of employer brand.

The advantage of the proposed evaluation procedure of employer brand is an integrated approach that allows to evaluate the qualitative characteristics (image) of employer by means of a questionnaire and express quantitatively the strength of employer brand (employer brand power index). The estimate is made for both internal and external employer brand.

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## **Mokina S.M. METHOD OF EVALUATION OF EMPLOYER BRAND POWER BY EMPLOYER BRAND TOUCHPOINTS**

**The purpose** of the article is the development of theoretical and methodological guidelines of comprehensive evaluation of employer branding by the touch points, the development of method of evaluation of employer brand power, which includes qualitative criteria and can be expressed quantitatively.

**Methodology of research.** In the article the methodology of evaluation of employer branding power by the touchpoints is proposed. The methodology is based on the evaluation model of commodity brand of L. de Chernatony and the concept of contact branding of S. Davis and M. Dann. The methodology envisages allocation of the most important touchpoints of the employer brand with specialists in the labor market and conducting a survey of existing and potential employees for each of the touchpoints.

**Findings.** The article presents the author's method of evaluation of employer brand power by touchpoints. Employer brand touchpoints are defined as the areas of contacting employer with specialist during all stages of the interaction: before employment in the company, during employment and after release, which form a specific image of the company as an employer in the minds of employees.

The author has defined the following 15 key touchpoints of the specialist with the employer: recruitment, adaptation, relationships with supervisors, relationships with employees, corporate culture, training and development, growth, wages, compensation and benefits, evaluation, retention, loyalty and satisfaction, internal and external communications, employee value proposition.

These touchpoints have been reflected in "The map of key employer brand touchpoints". To analyze the strength the index of employer brand power was developed. The resulting stage of employer brand evaluation is the construction of the Diagram of employer brand power and the matrix of employer brand power, which determine the present conditions and directions of development of employer branding.

**Originality.** For the first time the method of evaluation of employer branding by the touchpoints was developed. Evaluation tools, as the part of the proposed method, were developed for the first time: the basic touchpoints of specialists with employer were highlighted; employer branding power index was developed, the Diagram of employer brand power and the Matrix of employer brand power were developed, directions of employer branding were proposed.

**Practical value.** The proposed method of evaluation of employer brand power is practice-oriented, allows to evaluate how the employer brand is revealed both within the company in the minds of current employees, and outside the company in terms of expectations and perceptions about the company among potential candidates and former employees; allows to investigate the significance of each touch point to improve business processes; allows to estimate the gap between internal and external perceptions of the company as an employer, as well as differences between the desired and the actual image of the company as an employer in the internal and external labor market.

**Key words:** employer brand, employer brand touch points, method of evaluation of employer brand power, employer brand power.