

Generational Branding: Gen X & Gen Y

a **careerbuilder.com**• webinar

Agenda

- I. Redefining the employer brand concept
- II. Generation X and Y
- III. Implications

Employer Brand

Misconceptions & Management

Of critical importance

“Nearly half of all American workers indicate that their company’s brand...played a key role in their decision to apply for a job with their respective employers.”

– Bureau of Labor Statistics (bls.gov)

View from the field

- Executives define employer brand as:
 - “The essence of what we offer our employees communicated internally and externally” (52%)
 - “A solution for the consistency, style and impact of external recruitment marketing materials” (26%)
 - “Our promise...to current and potential employees that defines the delivery of our HR agenda” (22%)

100% are wrong.

So what is an
“employer brand”?

An intuition.

A mental association.

An emotional connection.

A gut feeling.

In short, your employer brand isn't
what you say it is.

It's what others say it is.

The ultimate irony in business:

Your employer brand is one of your most important assets. And you don't own it.

It'll only get harder

- There is a shift in power – from the employer to the employee – driven by:
 - Availability of information
 - Distrust of Corporate America
 - Choice in employers for the best candidates
 - Impending worker shortage

So how do we
manage our brand?

Employer branding

- A targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm

(Sullivan, ERE.net)

Effective branding

- Requirements
 - Communication that is:
 - Differentiating
 - Relevant
 - Consistent
 - Authentic
 - “Breadcrumbing” – providing current and recruited employees brand “evidence”

Generational branding

- Matching your messaging and offering to the unique needs and values of different generations
- Demands customization in voice, method of delivery, program offering and more

For the brand cop

- If you can change your clothes without losing your identity, why can't your brand do the same?



To attract this young talent, employers must align their organizational policies and structures to this generation's values, strengths, weaknesses, desires and expectations.

To align, we must first understand.

Gen Y

(Me first. Me first.)

By the numbers

1980 to 1995

70,000,000

2010

100,000 by 30

Picky, picky

- More than half of Generation Y's new graduates move back in with their parents after college, partly to take the time "to pick the job they really want."

(Time, 5 July 2007)



Family

- Live, then work (not “work to live”); separate work and home lives
 - Hobbies, etc., also demand their time
- Want jobs with flexibility , the ability to go part-time and the chance to leave temporarily if they have kids
- Remain exceptionally close to parents, who they tap for advice

In Response:

Merrill Lynch holds a parents' day for interns' families.



Risk-adverse

- Strong distaste for risk and ambiguity
- Accordingly, Gen Y seeks
 - Clarity in role, expectations
 - Clarity in career path and progression
 - Team-based work (consensus = less risk)

Social responsibility

- Attracted to organizations that aren't solely focused on profits and corporate success

The screenshot displays the 'THE BODY SHOP' website with a focus on social responsibility. The header includes the company name and a search bar. The navigation menu lists: HOME, ABOUT US, PRODUCTS, VALUES & CAMPAIGNS, WHAT'S NEW, MEDIA CENTRE, JOBS, and SHOP WITH US. A 'Text Size AAA' link is also present.

The main content area is divided into several sections:

- Our Values and Campaigns:** A central section featuring a photograph of two women. Below the photo, it states: 'The way we do business, the way we make products, the way we source ingredients; we're different because of our Values.' It includes a 'map' link and a 'Our Values' sub-section with the text: 'We believe business can be both profitable and responsible. This is the place to find out how we're different.' Below this is a 'MADE WITH PASSION' logo and five campaign icons: AGAINST ANIMAL TESTING, SUPPORT COMMUNITY TRADE, ACTIVATE SELF ESTEEM, DEFEND HUMAN RIGHTS, and PROTECT OUR PLANET.
- Our Campaigns:** A section with the text: 'We believe we all have a responsibility to look after each other. This is the place to find out how we stand up for others, and how you can do it too.'
- Our Values Report:** A link to 'Our latest online CSR report'.
- The Body Shop Foundation:** A link to 'Our charitable trust's website'.
- Our Principles & Policies:** A link to 'How we implement our commitments'.
- WHICH VALUES ISSUES ARE YOU CONCERNED ABOUT? TELL US WHAT YOU THINK BY TAKING OUR QUICK SURVEY. CLICK HERE >** A poll section with a 'POLL' button and a mouse cursor icon.
- STOP HIV: SPRAY TO CHANGE ATTITUDES. THANK YOU FOR YOUR SUPPORT IN 2007!** A pink banner at the bottom right.

Creativity

- Job seekers in Generation Y (53%) are more likely to place extreme importance on the amount of creativity that the job they're seeking allows for than those in Generation X (33%) and Baby Boomers (39%)



In Response:

Xerox is using the slogan "Express Yourself" as a way to describe its culture to recruits.

eXpress yourself™

Community

- Personal identity is an extension of the group
- Gen Y has a strong desire to collaborate and will form teams on their own
- Some will choose a job based upon where their friends work
 - 20 % of Gen Yers say they have switched jobs because of poor relationships with co-workers





Search

- My Profile [edit](#)
- My Friends
- My Photos
- My Shares
- My Notes
- My Groups
- My Events
- My Messages
- My Account
- My Privacy

At Ernst & Young
 go. your personal
 life is respected

Welcome to Ernst & Young

Jump Start Your Career with EY!
THE BEST PLACE TO GROW AND SUCCEED

We're dedicated to inclusiveness, flexibility, and your continuous learning and development.



We have a motto:
"Quality In Everything We Do"

For us, this begins with hiring motivated individuals who share our values: people with integrity, professionalism, and the strength of character to always do the right thing.



- [View Discussion Board](#)
- [Invite People to Join](#)
- [Leave Group](#)

Share +

Awards

For consideration:

In the late 90's, two-thirds of the teenagers ages 16-19 held at least a part-time job at some point in the year; now, just 48% of Gen Y has a summer job.

How about a company car?

- 87% say Gen Y workers feel entitled to better compensation and benefits
 - 74% of employers say they expect to be paid more
 - 61% say they expect to have flexible work schedules
 - 50% say they expect to have more vacation or personal time

Entitlement

- Gen Y doesn't feel this way because they're special
- They simply feel they deserve support from the employer in their efforts to grow and achieve

Self-Assured

- Self-esteem programs, parent coddling = belief that “I can do anything”
- Gen Y expects a promotion after 6 months on the job; employers believe it should happen after 18 months

In Response:

Aflac promotes its employee awards and recognition in addition to perks such as flexible work schedules and time off.



Technology

- Actually prefer to communicate through technology (IM, texting, blogs) vs. face-to-face
- Note: this is likely the reason for Gen Y being perceived as abrupt
 - Communication is akin to a text message

In Response:

Sun Microsystems introduced a telecommuting program to better attract Gen Y. Today, one-half of its employees work remotely thanks to their comfort with technology.



Money

- A fair starting salary, according to Gen Y: \$45k
 - (\$28k, say employers)
- Connectivity, technology ensures they know what others are offering
- Financial incentive is a strong *recruitment* tool for Gen Y, not one for retention
 - And, they will forego some cash if you can help support their lifestyle

Mentorship

- “This is the first generation in a long time that actually likes older people. They understand that the most effective way to jump up the ladder is by mentoring.”
- That said, Gen Y doesn’t want to sit at the kid’s table.

In Response:

YOUR SENSEI.

When you begin here you will be assigned a sensei. This is a Japanese word that means teacher and that is what you can expect from your sensei. It is up to your sensei to make sure you are as successful as you can be during your time here. Your sensei has been selected based on his or her knowledge of the CP+B culture. Most importantly, your sensei will be in a different department than you. We have found that departments are necessary to get the work done, but we have also found that the more people ignore departmental boundaries, the better it is for the work. That's why it is always a good idea when media people come up with creative ideas and creatives come up with planning solutions and production people come up with media ideas and so on and so forth. For this cross-pollination to happen, you will have to become comfortable in the other departments and what they do. Your sensei will help with one department but the rest is up to you. Use your sensei. Call them when you don't know the best way to get something done or how to deal with a specific person and they will help. Ask them to teach you karate and they will be of no use. Soon, you'll be wise enough to take the pebble from your sensei's hand and the student will become the teacher.

Gen X

(Put second. Again.)

By the numbers

1965-1980

51,000,000

16%

Similarities to Gen Y

- Gen X shares many characteristics – many, simply to a lesser power:
 - More collaborative
 - More altruistic
 - Tech-savvy (the first electronic generation)
 - Candid and straightforward
 - Creative
 - Desire for true work-life balance

Family

- Boomers divorced at a higher rate than any group in history
- From 1970-1990, divorce decreased by almost half for people with college degrees.
- Gen X takes care of family at the expense of top-tier careers
- Baby Boomer lexicon: “latch-key kid,” “yuppie”; Gen X-coined phrase: “stay-at-home-dad,” “shared care”

In Response:

At Pfizer's pharmaceuticals group, where the company emphasizes "respect for people" as its employer-branding position, a new "back-up" child-care center at headquarters underscores the company's commitment to help out its employees with sick children.



In Response:

Household International supported its Complete Reward employer brand with benefits such as a concierge-type program called Life Balance, which helped employees locate resources such as elder-care companies or even local merchants offering particular major appliances.

Freedom & Flexibility

- 6 of 10 women would leave their job for one with greater flexibility; half would jump if they could telecommute
- View security as an extension of having options

As a result, they're loyal to their own skills, and they change jobs to augment and hone their skills. They seek achievement of their own goals and value individuals over the chain of command.

Performance-driven

- View ability to add value as superior to experience and seniority

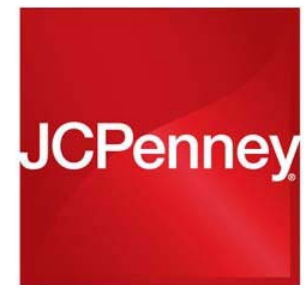
Cynicism

- Oft-used analogy: Bart Simpson
- Attribute to life events:
 - Magic Johnson & AIDS
 - The Challenger
 - Oliver North



In Response:

J.C. Penney eliminated all “fluff” recruitment brochures. Salary information is now discussed at job fairs and first meetings.



Every Day Matters™

Altruism

- Many are choosing their jobs based not on economic prospects but their desire to improve the world they live in

In Response:

Prudential created an assembly line for students and employees so they could fill backpacks with toothbrushes, snacks and other items for children who had been taken from their homes. Attendance quadrupled over the previous recruitment session.



Implications

Recommendations & Parting Thoughts

Change has begun:

57% of employers have introduced more flexible work schedules to accommodate the younger workforce

33% have implemented more recognition programs

26% give employees more access to state-of-the-art technology

26% have increased salaries and bonuses

24% offer more ongoing training programs

20% pay for cell phones

18% offer more telecommuting options

11% increased vacation time

Levinson, Meredith. "Employers change HR policies for Generation Y" (2007)

Implications

- Research and measure.
 - Note: You already have a brand – unless you know what it is, it cannot be managed
 - Nearly 2/3 of global executives claim to have employer brand programs in place; just 24% have metrics to measure the investment

Implications

- Seek outside endorsement.
- Map and prioritize the touch points influencing impressions of your organization.
- Beyond search and application, ensure personal touch.
- Be transparent. Be authentic.

Implications

- Develop an employer value proposition that includes:
 - Functional benefits
 - Emotional values they will feel
 - Financial reward
 - Experiential attributes
 - Organizational values

Why brand?

- Reduce recruiting costs
- Improve the quality of candidates
- Enhance performance
- Engage employees
- Improve retention

Produced on behalf of CareerBuilder.com

© 2008 Marc Paulenich.

No part of this presentation may be published, sold,
or used for profit without the written permission of
the author.