

## Avanade

# Building an Authentic Employer Brand to Boost Recruiting Success

### Summary

The Internet didn't invent liars and con artists, it just makes it easier for them to prosper. When it comes to dating, shopping and even looking for a job, it's tough to know who to trust. And yet online is increasingly the best (and only) source for matchmaking, purchases, or new careers.

Like most global technology companies, Avanade uses online recruiting to meet high demand—a projected 7,500 people in 2022 (compared to 2,000 in 2020). But it's not just about finding the right skills—the Recruitment Marketing team looks for people with growth mindsets who are eager to engage in Avanade's culture of innovation, inclusion and diversity, and authenticity.

Avanade's culture of authenticity distinguishes the company from its competitors and helps identify people most likely to succeed in a unique environment. That's why Avanade's 5-year strategy included expanding the corporate brand with a compelling employee value proposition (EVP) as a recruiting and retention tool.

As a global organization with an established and dynamic brand, Avanade has teams and processes in place to create a brand extension. The Employee Value Proposition (EVP) tapped into the insights of Avanade employees with research, reflection, testing, and iteration. Avanade's creative design studios created look and feel of the brand's expression, as well as tools for employees to apply the EVP and launch activities.

The centerpiece of the EVP is the strapline: "Together, we go beyond." "We" stands for teamwork and collaboration. "Together" we move forward and grow and push boundaries that takes us "beyond" our current state into new possibilities for our people, clients and communities.

Early on, the brand, HR and creative team agreed that imagery for the EVP would be focused on real employees. Storytelling is intrinsic to the EVP, giving Avanade people from all over the world and all levels of the organization a voice to share how they relate to the new EVP.

Recruitment marketing launched a renewed online presence—including an overhauled Careers section—in February 2021. Content featured a distinct look, feel and message around its employees and candidates with a consistent and compelling narrative around what it's like to work at Avanade.

Real employees telling actual stories add authenticity to the narrative.

One hallmark of the EVP's power is the enthusiasm with which Avanade people engage sharing their experiences. Pre-built templates invite people to add images and customize the strapline "Together we..." The Talent Acquisition lead contributed the hashtag #avanadeproud, which, combined with #workatavanade, is included in posts across social media platforms every day.

COVID made it difficult to develop a visual look and feel centered on employees when the 50,000+ Avanade workforce was all remote. In response, Avanade coached people through in-home photo shoots and invited them to upload high-quality original photos to the brand image library. Studio photography might have yielded more consistency, but the variations in employees' images reinforce the authenticity of the EVP.

### Business Results & Future Plans

While brand effectiveness is an intangible and difficult thing to measure, these results indicate that Avanade is on the right track:

- LinkedIn paid promotion resulted in...
  - 3.6 million impressions, 3.8K clicks, 1,160 applications – cost per application <\$5
  - 54K video views, 974 clicks, 168 applications – cost per application <\$17
- Avanade's CPO launch blog post got 70K impressions, 1,206 pageviews on blog post, 403 clicks, 35 applications—cost per application = \$25
- 33% increase in total applications in the 90 days before vs after launch
- 33% increase in career site and job page views in the 90 days before vs after launch
- A 'Moments that Matter' campaign invited employees to share their perspectives. Posts around Black History Month, International Women's Day and Ramadan resulted in 955K impressions, 3.5K page views across 11 blog posts, close to 8K clicks and +500 applications.
- Avanade is 2nd among 9 competitors according to Glassdoor ratings (4.2/5), 1st in 'Inclusion & Diversity' (4.6/5), 2nd in 'Work-life Balance', and 2nd in 'Culture and Values'.

Nearly every technology and professional services company claims that "people are our greatest asset." Avanade turned to its people as an invaluable asset for creating an employer brand and EVP that resonates; one that is both a reflection and aspiration of its workforce.