

# Value Management at the heart of the Employer Branding Strategy

## Presentation Case Study: Study of Values to Be Caetano in the Daily Life

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**Abstract:** The theme of Employer Branding has been playing an increasingly important role in the academic world and business reality. There are several authors who affirm the need for companies to start building their corporate brand from the inside out (Matanda & Ndubisi, 2013), delivering value propositions to all stakeholders, based on functional, emotional and symbolic benefits (Aaker, 2011; Barret, 2011). Working and developing these key factors strengthens the Employees' commitment to the Corporate Brand, their sense of belonging and the congruence between Employees' values and organizational values (Asha & Jyothi, 2013; Aaker, 2011). An Employer Branding strategy based on value management implies insight, planning and development of organizational climate and cultural fit studies (Mahnert & Torres, 2007).

Kapoor (2010: 51) states, "If an organization wants its employees to deliver on the company's brand promise, it needs to understand what drives its commitment." Based on this premise, the Salvador Caetano Group (GSC) developed a Study to evaluate the Organizational Climate based on the Employee Value Proposition (EVP) of its Corporate Brand. The EVP captures the essence of what the Organization wants to be in the minds of potential and current Employees, in order to deliver value to the final Customer, defining itself as a synthesis of the unique attributes and benefits that will lead individuals to want to be part of their daily lives (Benz, 2014). Looking for a Value Management that aims to simplify, guide and ensure commitment (Dolan & García, 2006), the Corporate Brand "Ser Caetano" is based on values left by its Founder: Ambition, Responsibility, Trust, Commitment and Cooperation, translated into behaviors. These values constituted Study Dimensions and their construction resulted from scales researched in the literature that supports traditional studies of Organizational Climate, originating tools customized to the reality of the Group itself. Titled "Study of Values to Be Caetano in everyday life", this was based on the following objectives: to measure the practicability of Values Being Caetano in the daily life of its Companies; assess the Employees' perception regarding factors that affect their performance and motivation; assess your degree of satisfaction with GSC and your business in particular; align the various companies of the GSC with the culture Ser Caetano; and provide continuous improvement in the quality of the work environment.

In the implementation of this research, methodologies and tools of quantitative (survey) and qualitative (focus group) were used. In the field, a sample of 2630 surveys was collected and 23 focus groups were carried out with the participation of 180 Employees, representing a total of 20 companies from 7 countries and a universe of 6000 potential participants. The results were subsequently presented to Top Management who was responsible for developing corrective action plans, as well as for the Employees themselves, fostering a culture of commitment. This article aims to present this

study, as well as trigger the reflection on the influence of value management in the construction of an Employer Branding strategy, with which it is intended to attract, develop and retain talent. The contribution to the academic world comes from the exploration and fusion of the subjects of Employer Branding and Management by Values. In a business case, it may provide clues to the construction of Employer Branding strategies, focused on creating value consistent with the articulation of the needs of internal and external audiences.

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