

## Driving Consistent Identity for Top 5 Pharma Company's Employment Brand

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### Overview

How did a top 10 pharma company address brand messaging inconsistencies that were hampering their recruitment and retention efforts?

As a Senior Brand Strategy Consultant, I led a wide range of primary and secondary market research that underpinned a new global employment brand used across online and offline touches.

### Situation

Powerfully communicating attraction and retention efforts is essential to maintaining relevance in this hyper-competitive category but varied considerably by profession, seniority, and country. This led to brand dilution and significant marketing cost inefficiencies.

### Successes

Hired as the lead strategist and market researcher of a multi-discipline team, I led global C-Level interviews, conducted competitive analyses, solicited client input, incorporated quantitative research, and reviewed social media listening results

My research led to the insight that applicants - regardless of country, vocation, or seniority - shared a desire to make a difference. Based on the research, I wrote the “Many paths. One goal.” tag line to underpin the global employment brand. I guided the design team’s work to ensure that they stayed on-brand. Our efforts were rolled out globally.

# **The Global Pharma Leader Global Recruitment Brand Platform and Creative Concepts**

Helping Global Pharma Leader Maintain A High  
Performance Culture

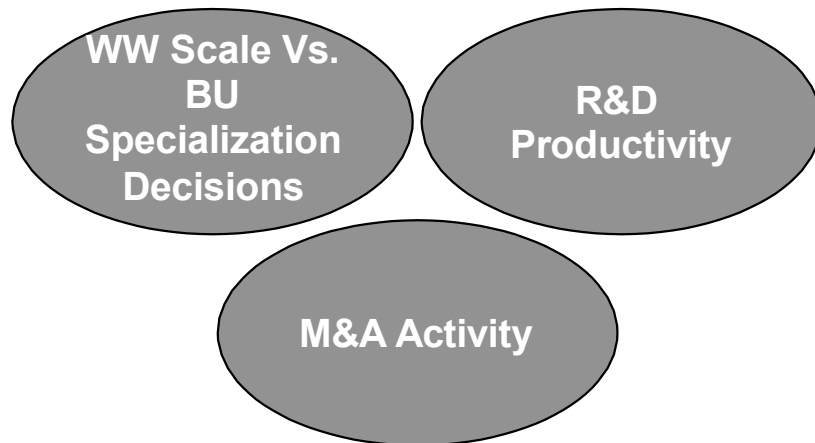
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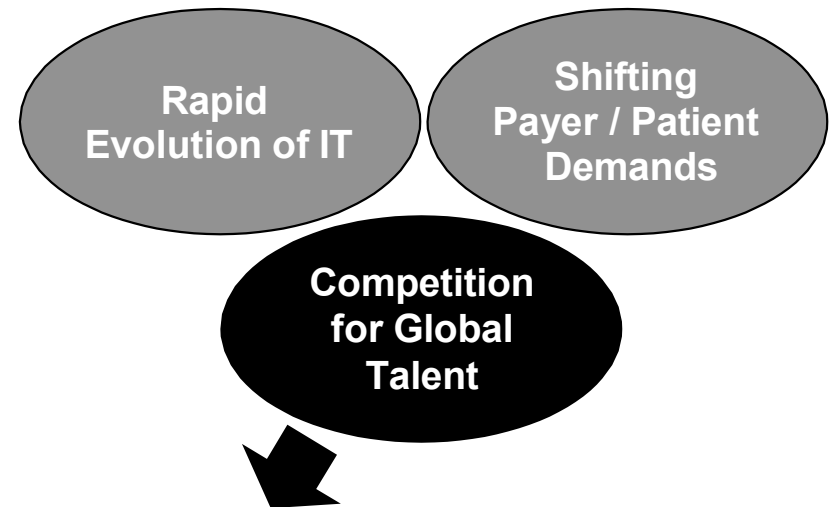
# **INTRODUCTION**

# Business Challenges and Opportunities – Which Require High Performance Workforce / Culture – Are Driving Global Pharma Leader’s Integrated Talent Strategy

## Internal Challenges & Opportunities



## External Challenges & Opportunities



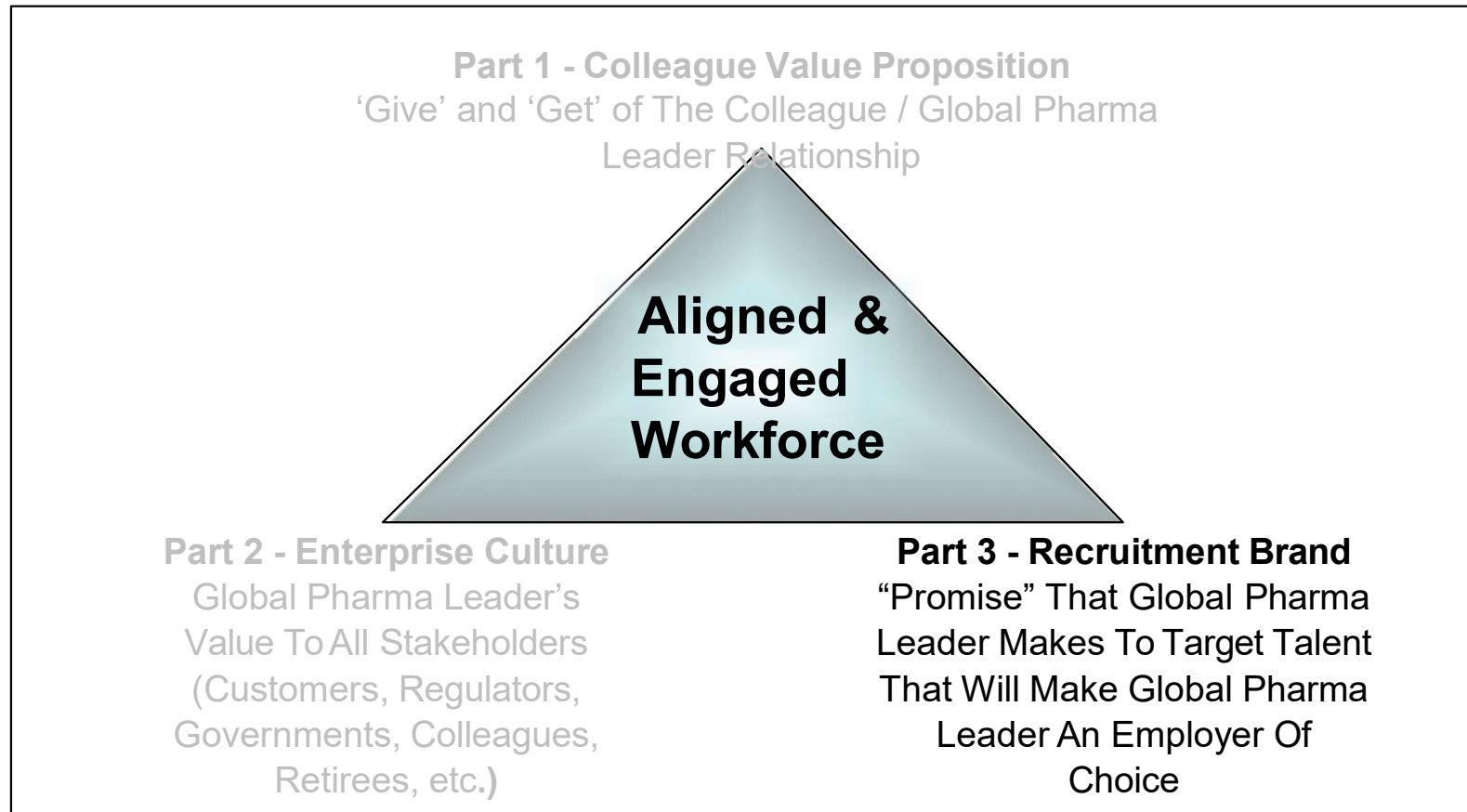
Building high-performing, adaptive Global Pharma Leader organization =

- attracting, developing, and retaining leaders, managers and colleagues with capabilities to deliver business results and
- shifting the culture to unleash these capabilities

## Three-Part Integrated Talent Management Initiatives Will Improve Business Results and Performance



## The Global Recruitment Brand Initiative Is One Part Of Integrated Talent Management



**These Initiatives Will Strengthen Global Pharma Leader's Ability To Attract, Develop, and Retain Talent – *Key Drivers Of Positive Business Results***





# **FINAL BRAND PLATFORM**

***J.B. DAVIS***

**The Branding Was Developed Over the Course of a Year, Involved Global Research and Included Multiple Rounds of Senior-Level Colleague Feedback**

Global Pharma Leader GLOBAL RECRUITMENT BRAND DEVELOPMENT ( )				
PHASE ONE	PHASE TWO	PHASE THREE	PHASE FOUR	PHASE FIVE
<b>ANALYZED VISION</b>  <i>What Does Global Pharma Leader Say About Itself?</i>	<b>ANALYZED IMAGE</b>  <i>What Does Target Talent Say About Global Pharma Leader?</i>	<b>FILTERED RESULTS</b>  <i>Which Attributes Identified By Global Pharma Leader Are Validated By The Marketplace?</i>	<b>BUILT PLATFORM AND RELATED "TOUCHPOINTS"</b>  <i>What Can Global Pharma Leader "Own" and How Can Global Pharma Leader Communicate This</i>	<b>ANALYZED RESULTS FROM CVP SURVEY</b>  <i>How Do Colleague Perceptions Extend the Platform?</i>
<ul style="list-style-type: none"> <li>• Interviewed 60+ Senior Leaders and SMEs, Incorporated Feedback</li> <li>• Reviewed Web Site &amp; Collateral, Established Benchmark</li> </ul>	<ul style="list-style-type: none"> <li>• Fielded Target Talent Survey, Incorporated Feedback</li> <li>• Conducted Social Media Listening Analysis, Incorporated Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Identified Potential "Points of Differentiation"</li> </ul>	<ul style="list-style-type: none"> <li>• Developed Brand Platform</li> <li>• Develop Global Web Site</li> <li>• Develop Tool Kit</li> <li>• Created Internal Communications Plan and Global Marketing Plan (Including Social Media)</li> </ul>	<ul style="list-style-type: none"> <li>• Infused CVP data Into Messaging</li> </ul>

**Global Pharma Leader GLOBAL RECRUITMENT BRAND ACTIVATION & MANAGEMENT  
( - )**

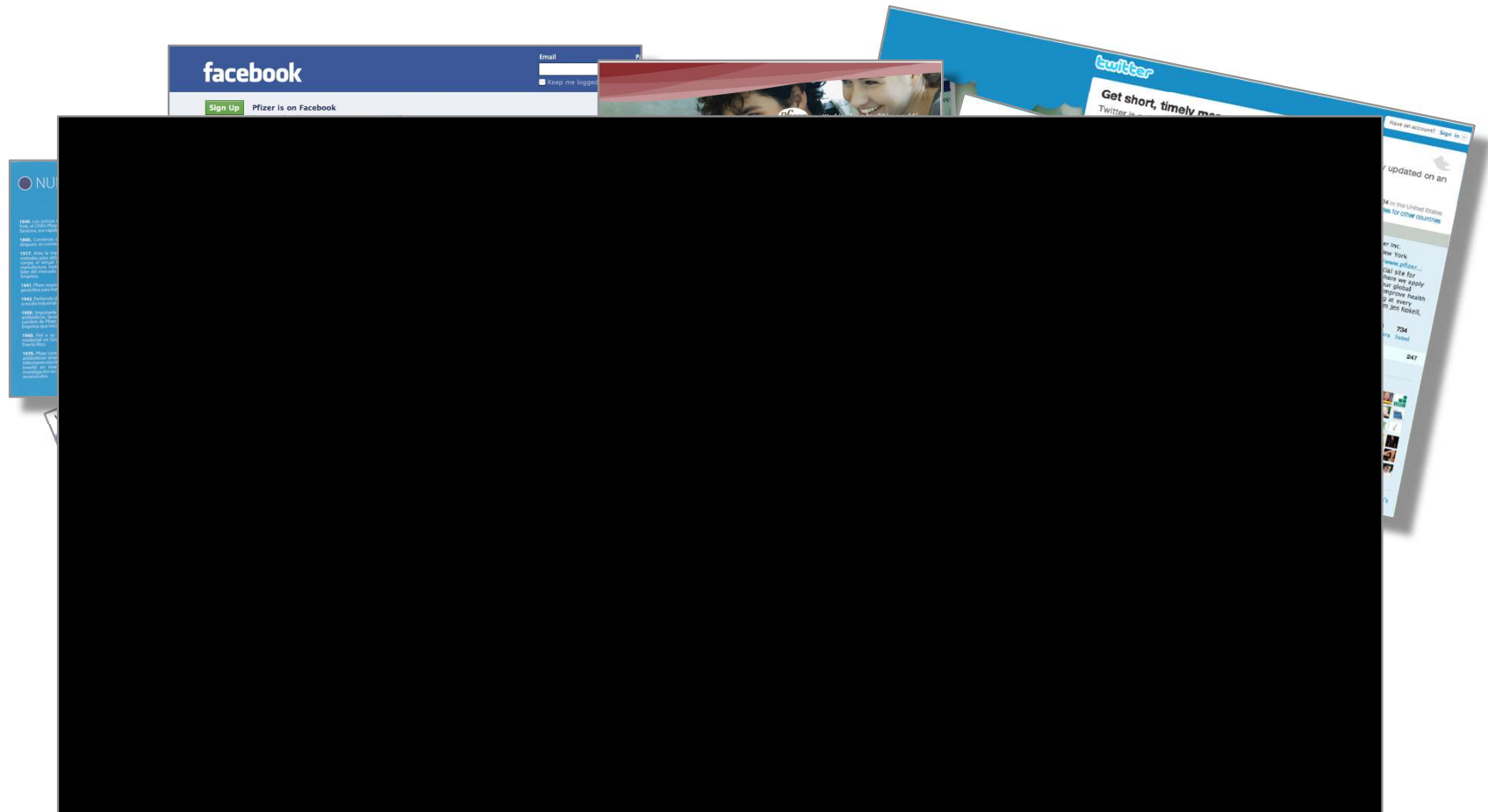
**PHASE SIX**

**LAUNCHING AND MANAGING BRAND**

*How Do We Inform Colleagues and Activate Target Talent?*

- Will Launch Internally and Externally
- Establishing Metrics
- Will Be Listening to Market
- Will Be Modifying Touchpoints

# Global Pharma Leader Competing For Talent At A Disadvantage Because Of Weak Branding, Inconsistent Messaging



**The First Part of The Brand Platform Is a “Big Picture” *Internal Strategy Statement* Called The Guiding Idea**

**Global Global Pharma Leader Recruitment  
Brand Platform**

- Guiding Idea
- Theme Line

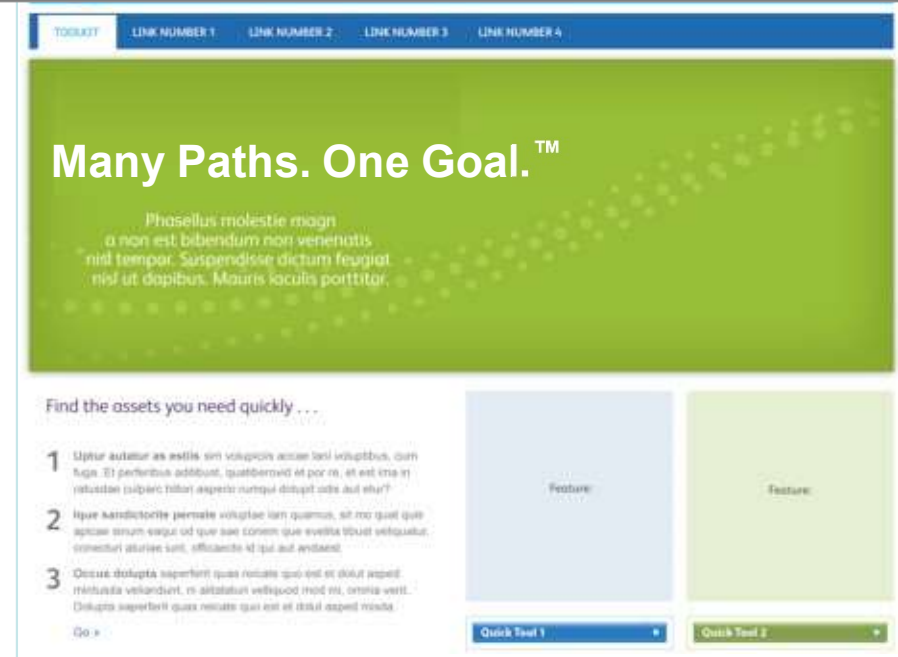


**You'll have a myriad  
of opportunities to  
advance your  
career *and* help  
make the world a  
healthier place**

## The Second Part of the Brand Platform Is the Theme Line, a *Target Talent-Facing* Phrase That Encapsulates the Guiding Idea

### Global Global Pharma Leader Recruitment Brand Platform

- Guiding Idea
- Theme Line



## The Brand Platform Is Research-Based, Colleague-Supported, and Market-Differentiating

You'll have a myriad of opportunities to advance your career *and* help make the world a healthier place

Many Paths. One Goal.™

Phasellus molestie magna non est bibendum non venenatis nisi tempor. Suspendisse dictum feugiat nisi ut dapibus. Mauris lacus porttitor.

Find the assets you need quickly...

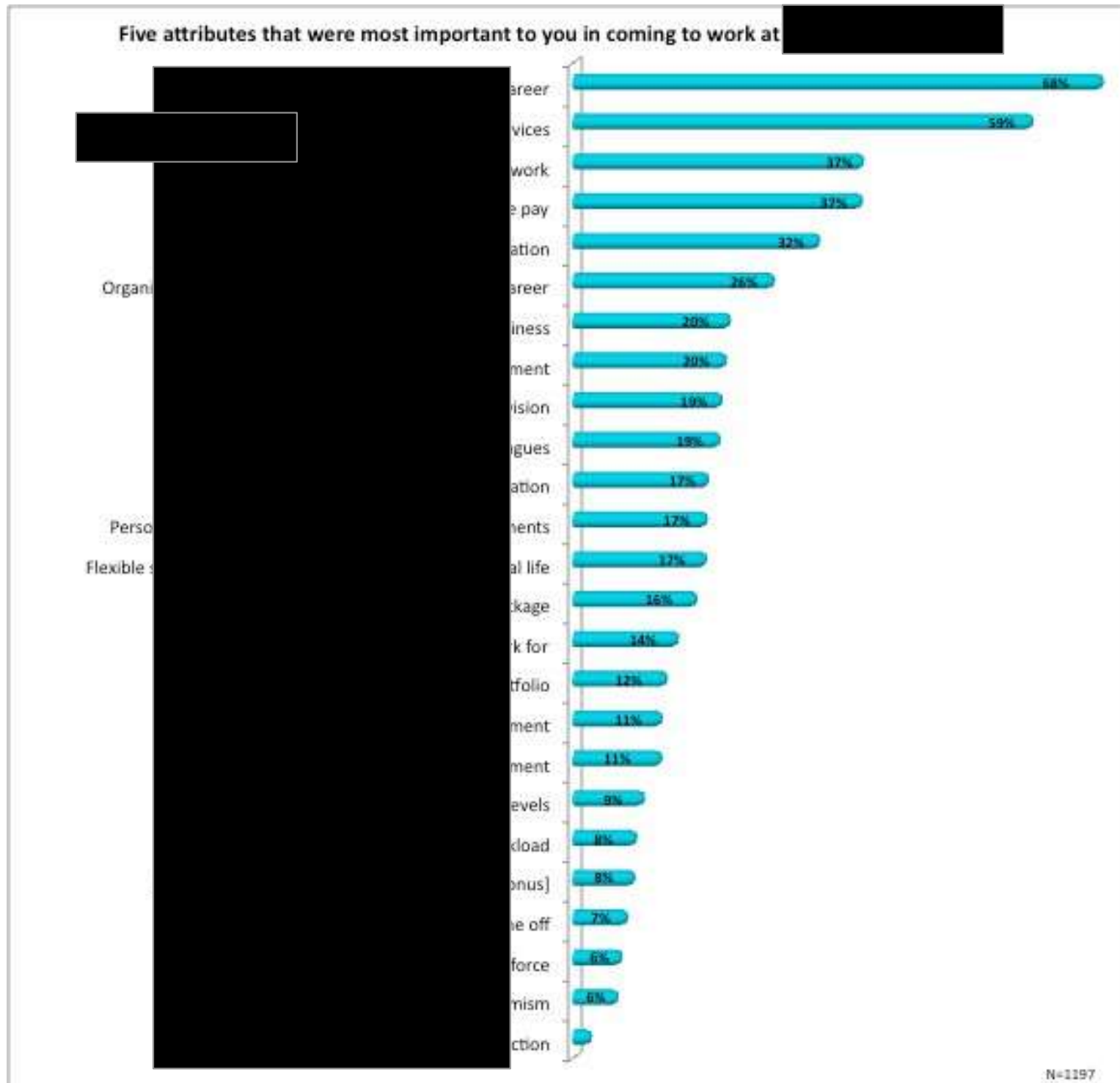
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Go >

Feature:	Feature:
Quick Test 1	Quick Test 2

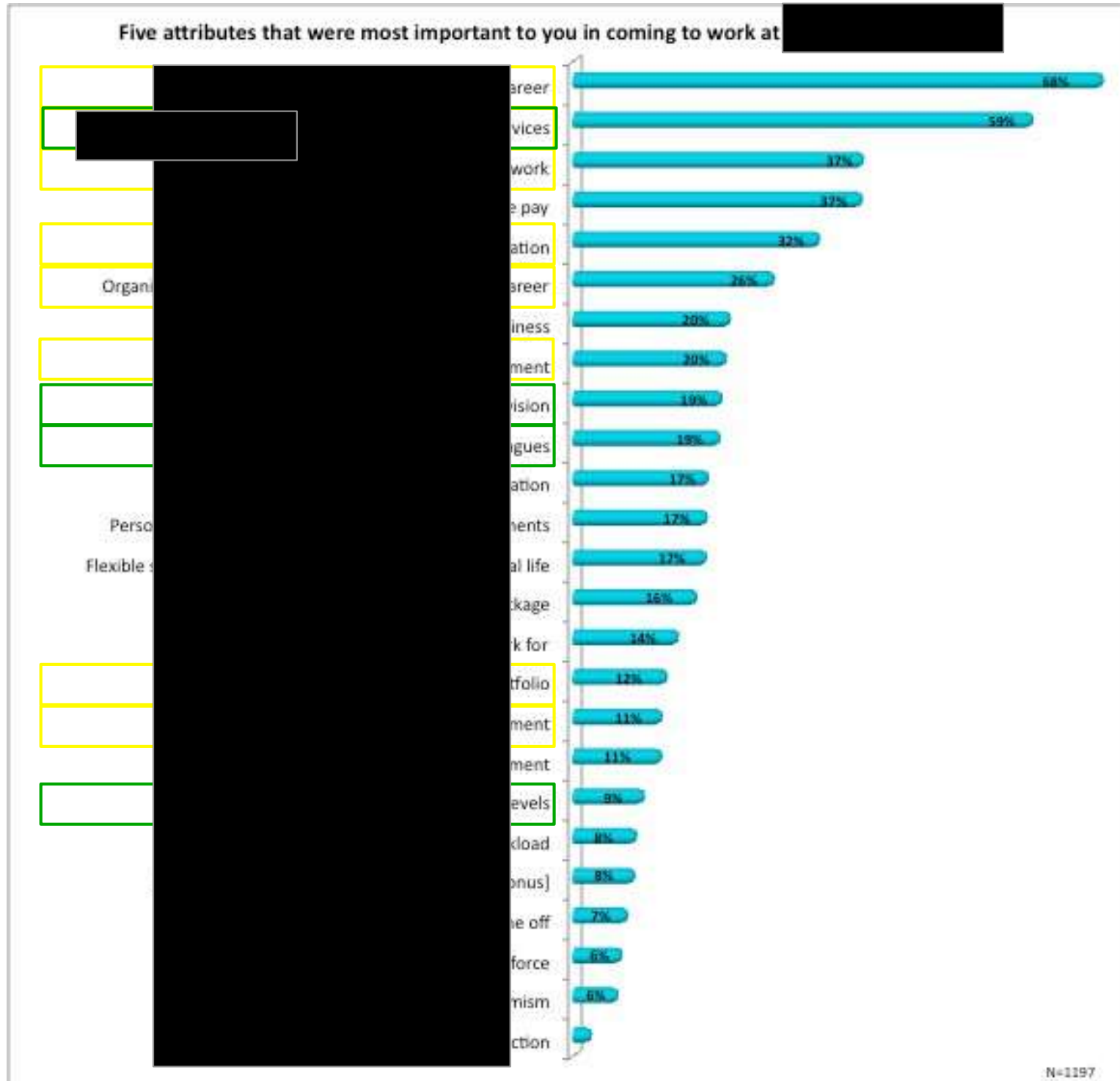
- ✓ **Endorsed** – strongly supported by senior colleagues (90% chose Guiding Idea, Theme Line came out on top)
- ✓ **Validated** – insights based on global research
- ✓ **Anchored** – leverages Global Pharma Leader's global leadership
- ✓ **Differentiated** – creates relevantly differentiated positioning
- ✓ **Emotional** – taps-into powerful vein (doing good)
- ✓ **"Campaignable"** – will work across "touchpoints"
- ✓ **Expansive** – speaks to where people come from, where careers take them
- ✓ **Eternal** – "path" metaphor timeless, cross-cultural

The Colleague Value Proposition Positively Provided Further Validation That The Positioning Was Relevantly Differentiated



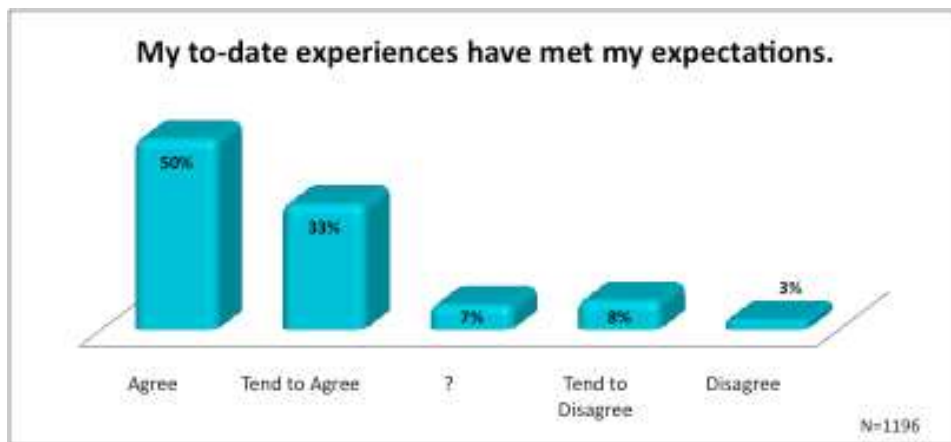
The Colleague Value Proposition Positively Provided Further Validation That The Positioning Was Relevantly Differentiated

- Many Paths
- One Goal

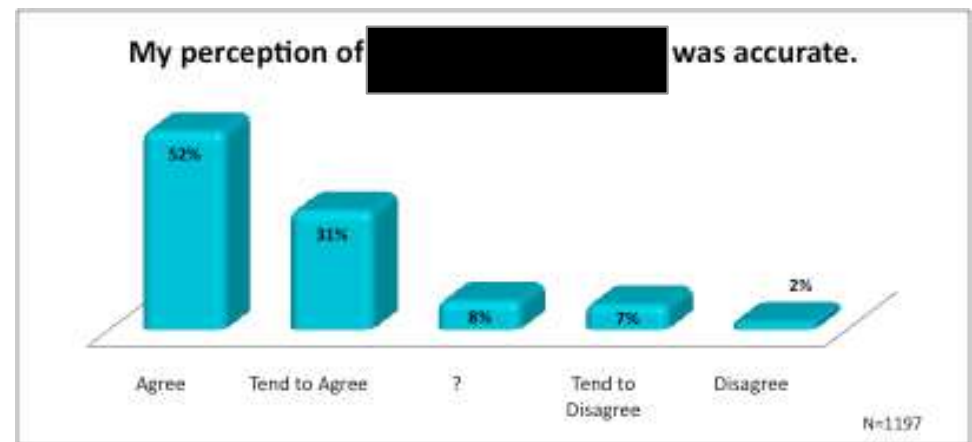




The Survey Also Revealed A Going-Forward *Retention* Opportunity: Ensuring That The Way Global Pharma Leader Communicates To Target Talent – It’s Brand Promise – Is Consistent With Colleagues’ Experiences and Perceptions So The “Tend To Agree” Migrate To “Agree”

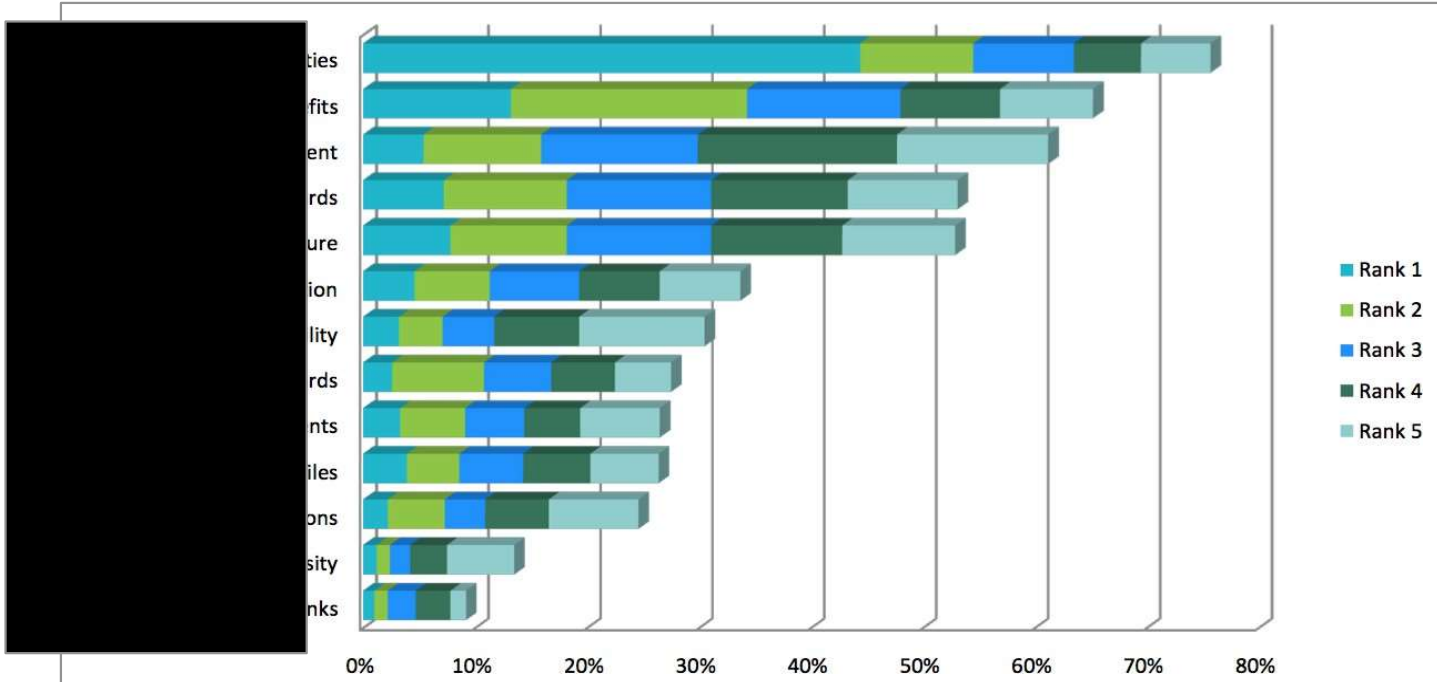


83% Of  
Colleagues'  
Experience Met  
Expectations



83% Of Colleagues  
Had Aligned Pre-  
Work and During-  
Work Perceptions

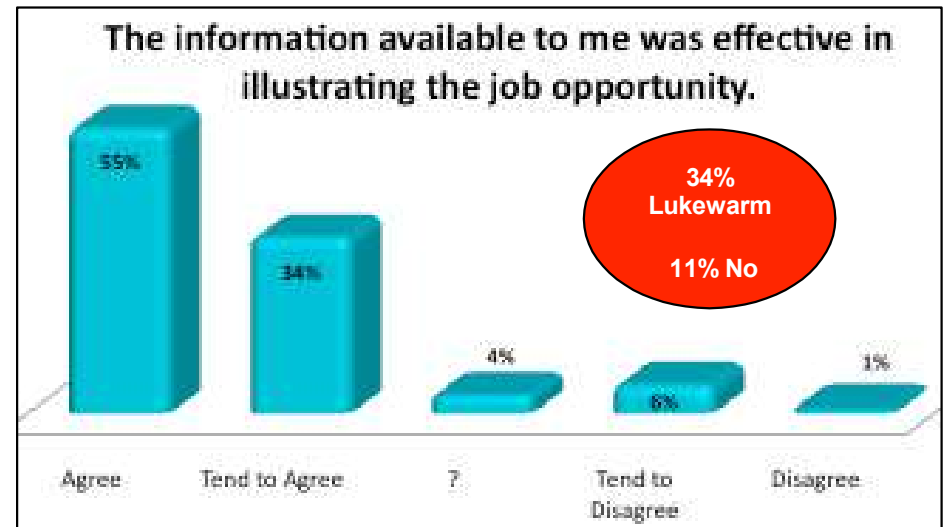
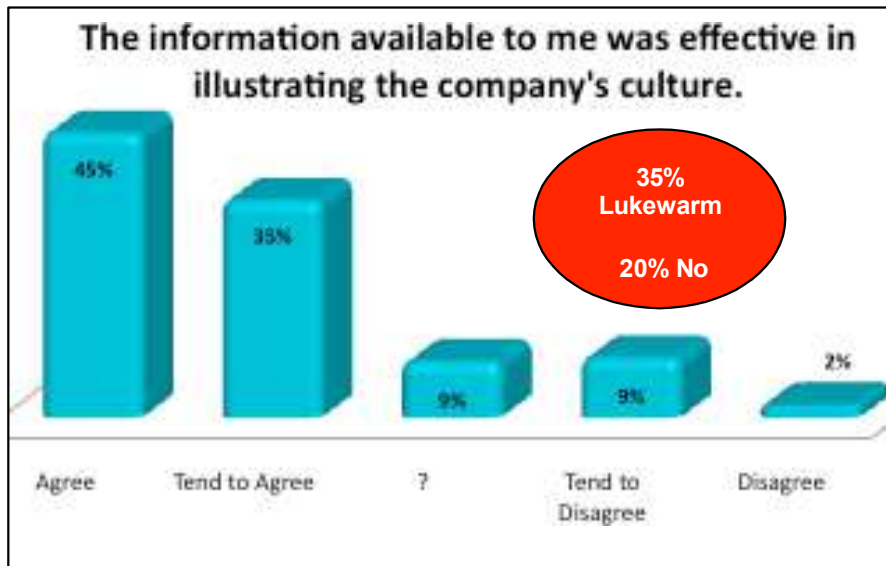
**One Strategy To Bring The Brand To Life Is A New Global Web Site That Is Strongly Aligned With (1) Target Talent’s Articulated Needs Relating To Web Experience and (2) CVP Data Relating To Global Pharma Leader Recruitment Touchpoints**



**(1) Target Talent**

Target Talent Research Clearly Demonstrated That The Web Site Needed To Have A Strong and Clear “What’s In It For Me” Story

**One Strategy To Bring The Brand To Life Is A New Global Web Site That Is Strongly Aligned With (1) Target Talent’s Articulated Needs Relating To Web Experience and (2) CVP Data Relating To Global Pharma Leader Recruitment Touchpoints**



**CVP – Web Site Not Fully Communicative On Several Levels: “Why Global Pharma Leader” (Culture) + Actual Job**

## New Global Site Strongly Aligned With Target Talent’s Articulated Needs, CVP, and The Brand

Design Element Of Site	Target Talent Research	CVP Research
Overall, the “why Global Pharma Leader” story now powerful stake in the ground	X	
One target talent driver identified by research – advancement opportunities – key part of Web site narrative via Career Paths functionality	X	X
Another key target talent driver identified by research – interesting assignments – key part of Web site narrative via work environment content	X	X
Negative perceptions of bigness / bureaucracy addressed via new “market leader” theme	X	
Market leadership supported via reasons-to-believe, more contemporary navigation / user experience, and refreshed look & feel	X	X
Many paths / one goal supported via headlines and visuals	These Two Design Elements Of Site Based On Branding Work Not Target Talent OR CVP Research	
Copy appeals to both functional drivers (category parity) and emotional drivers (category breakthrough)		

# **WEB & TOOL KIT CONCEPTS**

# The Brand Tool Kit Will Promote Consistent Branding and Provide Colleagues the Opportunity to Customize Various Touchpoints

Brand Resource Center

THE BRAND STORY | HOW TO USE SITE | TOOLS



We have the tools you need...

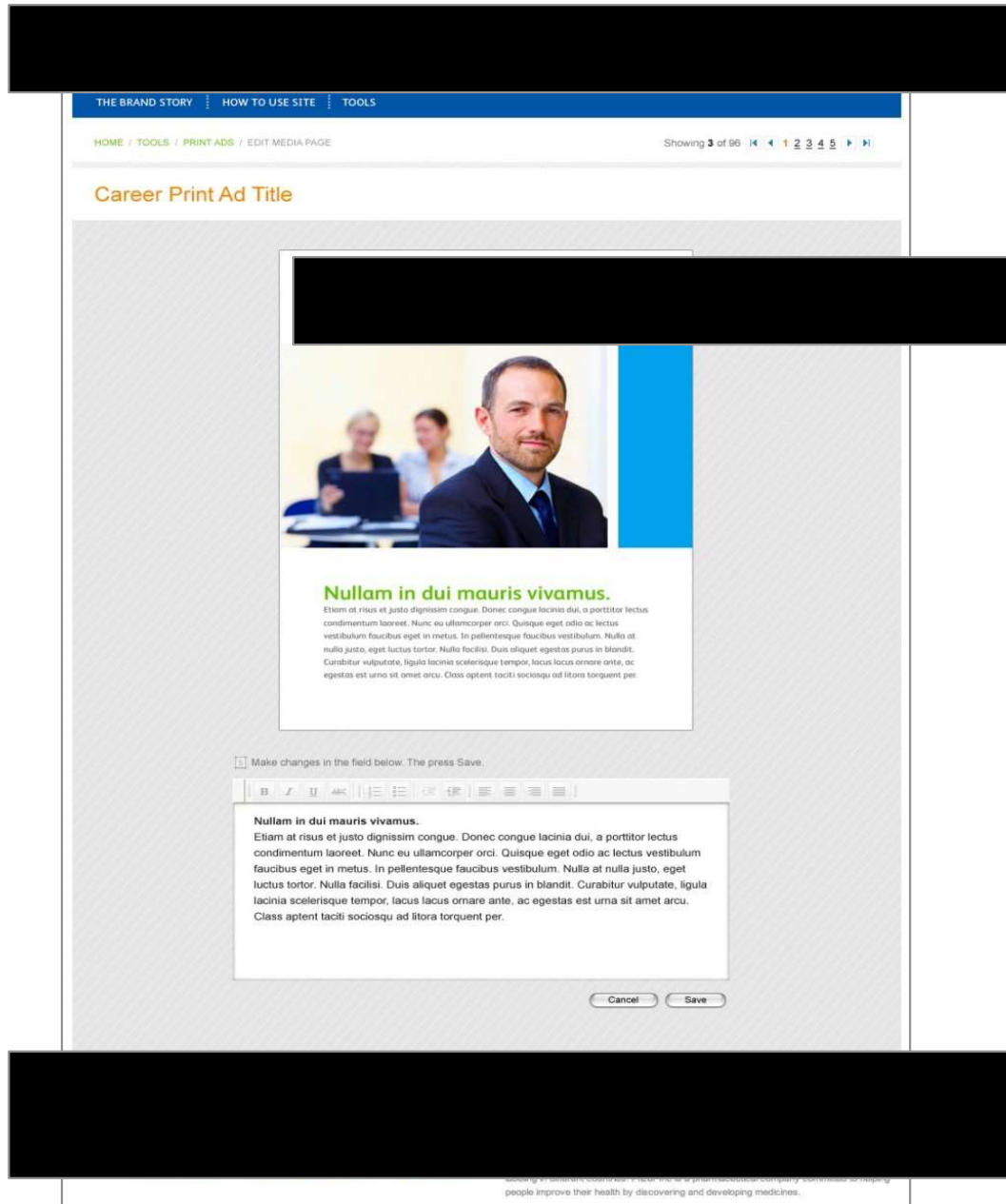
Start Your Search

Select Search Criteria

SEARCH

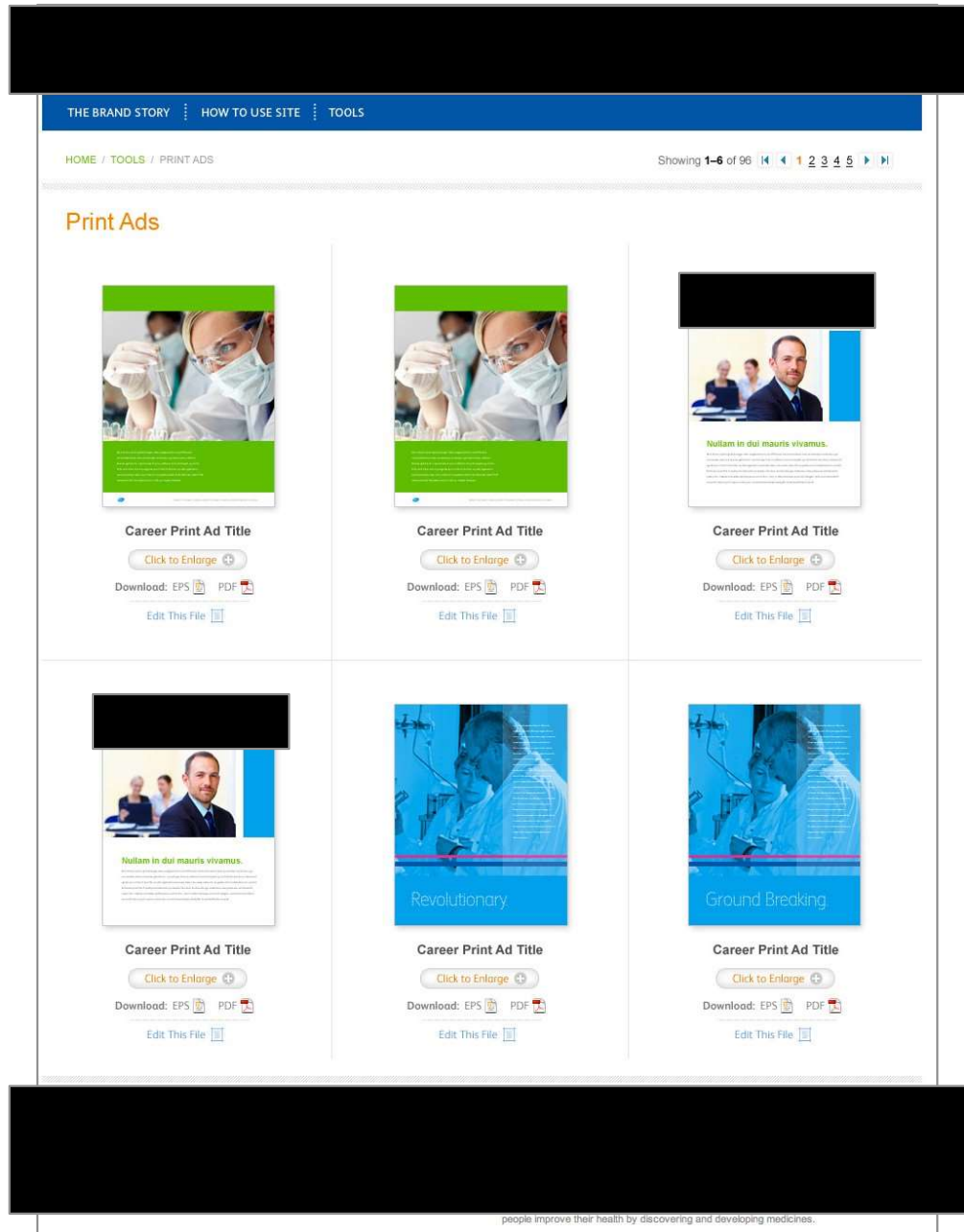
- **Objective:** empower colleagues to infuse the new brand into all recruitment touchpoints
- **Strategy:** build touchpoints on foundation of Brand, CVP data
- **Tactics:**
  1. Online “point-in-time” resource
  2. Includes templates needed to introduce the Brand on Launch Day and to begin managing the Brand after Launch Day
  3. Certain areas will be fixed while others can be customizable by region or business
  4. Users can search for on-Brand communications

# The Brand Tool Kit Will Promote Consistent Branding and Provide Colleagues the Opportunity to Customize Various Touchpoints



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  4. Users can search for on-Brand communications


# The Brand Tool Kit Will Promote Consistent Branding While Also Allowing Colleagues The Opportunity To Customize Various Touchpoints



- **Objective:** empower colleagues to infuse the new brand into all recruitment touchpoints
- **Strategy:** build touchpoints on foundation of Brand, CVP data
- **Tactics:**
  1. Online “point-in-time” resource
  2. Includes templates needed to introduce the Brand on Launch Day and to begin managing the Brand after Launch Day
  3. Certain areas will be fixed while others can be customizable by region or business
  4. **Users can search for on-Brand communications**




## Banner Ads Are One Example Of On-Brand / Customizable Touchpoints Colleagues Will Have Access To




In Addition To Being Aligned With Research-Driven Brand, Banner Ads Will Be Infused With Insight Gleaned From Colleague Value Proposition Data – **Communications Must More Specifically Communicate What It's Like To Work At Global Pharma Leader**

## Print Ads Are A Second Example Of On-Brand / Customizable Touchpoints Colleagues Will Have Access To



In Addition To Being  
Aligned With Research-  
Driven Brand, Banner  
Ads Infused With Insight  
Gleaned From  
Colleague Value  
Proposition Data –  
**Certain Words (e.g.,  
“Challenging Work)  
Can Evoke Particularly  
Strong Responses**

## Career Fair Posters Are A Third Example Of On-Brand / Customizable Touchpoints Colleagues Will Have Access To



In Addition To Being Aligned With Research-Driven Brand, Career Fair Posters Will Be Infused With Insight Gleaned From Colleague Value Proposition Data – **Specific Benefits Matter**

# **LAUNCH / COMMUNICATIONS PLANS**

*J.B. DAVIS*

# Brand Development, Activation, and Management

## The Internal Communications Plan and the Global Marketing Plan Share Objectives That Are Rooted in Best Practice Launches

- Ensure that \_\_\_\_\_ feels sense of ownership over Brand
  - Ensure that **HR Managers** understand importance of Brand
  - Ensure that **Recruiters** incorporate Brand into their communications with Target Talent
  - Ensure **Management** apprised of Brand
  - Ensure **Overall Colleague Community** aware of initiative
- 
- [External Plan Only] Reintroduce Global Pharma Leader to **Target Talent**, drive traffic to new Web site, and encourage them to apply for open positions

# Brand Development, Activation, and Management

## **The *Internal Communications Plan* Has Been Delivering Against the Objectives**

- Created Tool Box functionality
- Instituted regular internal communications
- Involved multiple stakeholders (e.g., corporate communications, Web)
- Provided multiple opportunities for SMEs and Leadership to provide feedback
- Planning kick-off webinar
- Appraising management
- Raising colleague awareness via before-launch, during-launch, and after-launch campaign on Global Pharma Leader World

## **The *External Marketing Plan* Will Deliver Against the Objectives**

- Rolling-out in phases with 1<sup>st</sup> round devoted to priority markets
- Targeting active and passive talent
- Active talent will be engaged via on-brand / customizable Tool Box-driven touchpoints, mobile-optimized site, and disseminating content across appropriate social media vehicles (with different SM used differently, such as dynamically adaptive job descriptions)
- Passive candidates will be engaged via mobile app, custom landing pages, and fully leveraging LinkedIn relationship

**NEXT STEPS**





# **APPENDICES**

# The Global Marketing Plan Will Bring The New Brand Message To Active and Passive Candidates

## CONTEXT

- To Maintain High Performance Culture, Global Pharma Leader Launched Initiatives To Attract & Retain Right Talent Globally - But Attracting Harder Than Ever Because Of Macro Trends (Target Talent Time-Pressed, Over-Messaged By Traditional Media, And Now Use Social Media [SM] + Mobile To Communicate Differently)
- Building, Communicating, And Connecting Via Brand Initiative Will Help Attain Talent Goal

## TARGETS

- All Professions
- 1st Wave 7 Priority Countries (US, UK, Canada, Brazil, Russia, China, And India)
- Later, All Countries Where Global Pharma Leader Has Presence
- Actively Looking
- Passive Candidates

## OBJECTIVES

- Communicate That Global Pharma Leader Should Be An Employer Of Choice
- Encourage Talent To Visit Career Site (s) And Apply For Jobs

## STRATEGY 1: BUILD THE BRAND

- Build Relevantly Differentiated Brand Platform – Owner (s): Core Global Pharma Leader & Agency / Budget: SOW
- Build Tool Box – Owner (s): Core Global Pharma Leader & Agency Budget: SOW

### GLOBAL BRAND LAUNCH

## STRATEGY 2: ATTRACT ACTIVE CANDIDATES

- Communicate New Brand Via Initial Tool Box Touchpoints – Owner (s): Global Recruitment / Budget: N/A
- Communicate New Brand Via Revitalized Global Web Site And Related Mobile-Optimized Site – Owner (s): Core Global Pharma Leader & Agency / Budget: SOW
- Develop SM Strategy – Owner (s): Core Global Pharma Leader & Global Pharma Leader SM Manager (s) / Budget: N/A
- Develop 3 Types Of Content And Disseminate Across Most Appropriate SM Platform (s):
  - On-Brand “Why Global Pharma Leader” Text – Owner (s): Core Global Pharma Leader & Agency / Budget: SOW
  - 1st Round Of “Day In Life Of Global Pharma Leader” Videos – Owner (s): Core Global Pharma Leader & Agency Picking-Up Existing Videos / Budget: SOW
  - 2nd Round Of “Day In Life Of Global Pharma Leader” Videos – Owner (s): SMEs Creating New Videos With Flip Cams / Budget: Beyond SOW
  - On-Brand Job Descriptions / Dynamically-Adaptive Job Descriptions – Owner (s): Core Global Pharma Leader & Global Recruitment / Budget: TBD

## STRATEGY 3: CONNECT WITH PASSIVE CANDIDATES

- Communicate Via Mobile App – Owner (s): Core Global Pharma Leader & Agency Or TBD Agency / Budget: Beyond SOW
- Communicate Via Suite Of Landing Pages [Core Global Pharma Leader Team And Agency Or TBD Agency]
- Ads Linked To LinkedIn Profiles & Web Targeting Via Jobs For You - Owner (s): Global Recruitment / Budget: TBD

## STRATEGY 4: ENHANCE THE BRAND

- Capture Feedback Via SM Listening Tool – Owner (s): Core Global Pharma Leader / Budget: N/A
- Refine Initial Tool Box Touchpoints Based On SM Listening Feedback And Landing Page Traffic Patterns - Owner (s): Agency Or TBD Agency / Budget: Beyond SOW

		Representative Content Distribution							
			in	e	YouTube	f	Job Sites	Traditional Banner Ads	Newly Branded Landing Pages
Content Group A: Pfizer Employer Of Choice		YES	YES	YES	YES	YES			
	"Day In Life" Videos	YES	YES		YES				
	Customized Career Pages		YES						
	Peer-To-Peer Conversations		YES	YES		YES			
Content Group B: Job Descriptions	Employee Quotes	YES	YES						
	On-Brand Job Descriptions	YES		YES		YES	YES		
	Distribution Via LinkedIn Job Network (1st Degree, Followers, "Might Be Interested In")		YES						
	Dynamically Adaptive Job Descriptions		YES						
Content Group C: Branded Messaging	"Jobs For You" Push To Non-Job Web Sites		YES						
	Branded "Teasers"							YES	YES

## MEDIA / SOCIAL MEDIA ASSUMPTIONS

- Banner Teasers + Banner News Around Launch + New Creative + Rotating Creative = Connect With Target + Stretch Marketing Spend
- Landing Pages = Drive Home Messages + Measure ROI
- Content Distribution (2D) = Best-Guess Not Finalized Global Pharma Leader Strategy

## CREATIVE ASSUMPTIONS

- Initial Tool Box Touchpoints: Print Ads; Banner Ads; Career Posters; Sell Sheets; Email; And Letterhead All Translated Into 1st Wave Targets
- All Tool Box Touchpoints Except Letterhead Will Have “Fixed” And “Live” Areas That Create “Glocal” Opportunities (1 Brand Message Globally And Opportunity To Customize Calls-To-Action By Countries, Publications, And Sites)
- Different Brand Positions Suggest Different Creative Directions