



Inspiring Excellence

BRAC University

Talent Acquisition through
Employer Branding. A study on
Unilever Bangladesh Limited.

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Submitted To:
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Letter of Transmittal

Date:

Mr. Saif Hossain,

Senior Lecturer,

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Subject : Internship report on Talent acquisition through Leadership Development Programs.

Dear Sir,

I would like to take this opportunity to thank you for the guidance and support you have provided me during the course of this report. Without your help, this report would have been impossible to complete. With deep gratitude, I also acknowledge the help provided by Ms. Ipshita Fahmin, Leadership Development Manager, for providing me utmost supervision during my internship in the organization.

To prepare the report I collected what I believed to be most relevant information to make my report as analytical and reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The practical knowledge and experience gathered during report preparation will immeasurably help in my future professional life. I request you to excuse me for any mistake that may occur in the report despite of my best effort.

I would really appreciate it you enlighten me with your thoughts and views regarding the report. Also, if you wish to enquire about an aspect of my report, I would gladly answer your queries.

Thank you again for your support and patience.

Sincerely,

Navid Anjum Khan

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BRAC Business School.

Acknowledgement

The successful completion of any course not only requires sincerity of the student, but also support from various personnel. I was fortunate to have that support, direction, and supervision in every aspect from my teacher, Unilever officials and friends.

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Abstract

This case study addresses the concerns associated with talent acquisition and how employer brand can assist this issue. Based on the other academic journals on the topic and supported with interviews and mixed method exploratory research, this case study attempts to summarize how organizations and its managers are working their way through the concepts of employer branding and talent acquisition and applying them to their business. The case study contributes to the relatively new field of employer branding and the shift from recruitment to talent acquisition. This study is based on the two month internship program and the experience of working with the employer branding team for Unilever Bangladesh Limited. The case study will be talking about the development of the unique employee value proposition based on the person-need fit of talent and what one of the largest fast moving consumer goods company, Unilever Bangladesh Limited has been doing to fulfill those need. We will also talk about how employer branding helps a company like Unilever to position them as a superior place to work, and also associate themselves with the term “leadership” to attract prospective and suitable candidates through talent acquisition programs.

Chapter 1

1.1 Introduction

Modern times have introduced profound changes in many aspects of our lives. Daily activities such as shopping, planning travel or recreation, exploration of our personal interests, and even dating have all been affected. Meanwhile a lot of organizational processes are affected as well: purchasing processes, supply chain management, and customer relationship management have been reinvented to take advantage of the new technologies and concepts. Big changes have also occurred in the way that people look for new jobs and how organizations recruit and select them for work. In many ways, Internet technologies and new marketing concepts are ideally suited for facilitating the information exchanges that start the job search – employee selection process. This study is about the methods that organizations these days are using to facilitate the hiring process and the best practices for effectively implementing them in talent acquisition.

Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. In recent years employer branding has gained popularity among practicing managers. The case study discusses the relationship between employer branding and organizational career management. Finally, it outlines ways that the managers are practicing to develop employer branding as a useful organizing framework for strategic human resource management. With the increasing competition among graduating students in the job market, it is no longer the just the duty of the students to perform well and get into a good company. The recruitment landscape in Bangladesh is rapidly changing. Skills that were enough just five years back to fill up vacant positions and meet your recruitment KPIs (key performance indicators), are no longer the only skills that will help you to achieve sourcing target. The overall paradigm shift from 'Recruitment' to 'Talent Acquisition' is playing an important role The company's now a days have to proactively reach out to these prospective students and harness their potential for improving the company's performance. Each year sees an increasing number of graduates

and the potential of the graduating students are also increasing. They get more exposure to the global market practices and these young minds often carry revolutionary ideas. Ideas that the companies can make use of to make their business flourish even more.

Companies, both local and international, are trying their best to attract talent, by creating a superior employer brand image in the targeted group of students. This report will make an attempt to explore a few of the efforts that Unilever Bangladesh Limited makes to create a successful search model for talented individuals.

1.2 Origin of report

The completion of this report is a requirement for the internship program of BRAC Business School, BRAC University. I have done my internship in the Human Resources Department at Unilever Bangladesh Limited for two months. During which, I got the chance to work for the Leadership Development Program known as BizMaestros. I worked alongside the leadership development manager Miss Ipshita Fahmin to successfully land the flagship case competition of Unilever Bangladesh Limited.

1.3 Objective of study

The main objective of this report is to explore how Unilever Bangladesh Limited and other large companies use its leadership development programs/ talent acquisition programs to acknowledge their need for talented employees and how they address this need.

This report will also delve into the topic of how companies like Unilever Bangladesh Limited has a team for employer branding that runs separate projects than that of its regular operations in order to secure the brightest minds of the country for themselves and also how they position themselves as truly a better place to work in, in terms of providing value to its employees and the learning that Unilever Bangladesh Limited provides.

This report will also make an attempt to talk about how the company looks for the appropriate behavioral traits in its employees and potential candidates so that they are well suited for the organizational culture.

1.4 Methodology

For the successful completion of this case study and acquiring the relevant information on the topic, interviewing the leadership development manager about their programs and also working alongside with her on one of her projects has given me enough opportunity to observe and gain more insight on the topic of discussion. Furthermore, I had a chance to discuss with the team of employer branding at Unilever Bangladesh Limited about the scope of their work and its implications that I will use as a source of information. Note that all interviews were unstructured and were taken during work hours. The interview questions were all created to solve queries that I came across while I was on the job.

Several studies have also been found that covers similar topics of talent acquisition and employer branding, which are used as references in some areas, including definitions of the terms.

To summarize, the overall methodology of this study is based on observation and experience from working directly for one of the projects that Unilever Bangladesh Limited runs for Leadership Development and conversing with the project managers.

1.5 Limitations of Study

The information that was used for this report was limited by the confidentiality of the company. Unilever Bangladesh Limited is one of the largest FMCG in the country and thus they have high stakes for sensitive information. This report has been prepared keeping in consideration all the confidential information. This report has also been screened by the manager that I have worked with. During interviews, several instances of key information exchange occurred which cannot be provided in this report for

breach of company information policy. During these two months, I only had the opportunity to thoroughly go through Unilever's information, but inferences about other organizations are based on the reports that are published about the work of those organizations. The study is also only done on samples of management background, leaving out engineers and other occupations. The scenario might not be the same for them.

Also the nature of the work for all the managers that were to be interviewed did not allow them to give me ample time for detailed discussion and analysis of the topics. Thus the information provided in this report is a mixture of interviews and direct observations.

Chapter 2

2.1 Company Overview

Unilever is a British-Dutch based company, with a history of colonial exploitation, on which it has gradually built its capital. Today it owns more than 400 of the world's consumer product brands in food, beverages, cleaning agents and personal care products. Unilever employs more than 174,000 people and had worldwide revenue of €49.800 billion in 2013. Unilever has two parent companies: Unilever NV in Rotterdam, Netherlands, and Unilever PLC in London, United Kingdom. Both Unilever companies have the same directors and effectively operate as a single business. The current non-executive Chairman of Unilever N.V. and PLC is Michael Treschow (May 2007) while Paul Polman (January 2009) is Chief Executive Officer. The net income in 2014 was €5.515 billion and the total number of employees in 2015 is 172,000. Unilever's major competitors include Nestlé and Procter & Gamble.

William Hesketh Lever founded Lever Brothers in 1885. Lever established soap factories around the world. In 1917, he began to diversify into foods, acquiring fish, ice cream and canned foods businesses. In the Thirties, Unilever introduced improved technology to the business. The business grew and new ventures were launched in Latin America. The entrepreneurial spirit of the founders and their caring approach to their employees and their communities remain at the heart of Unilever's business today.

Unilever was formed in 1930 when the Dutch margarine company Margarine Unie merged with British soap maker Lever Brothers. Companies were competing for the same raw materials, both were involved in large-scale marketing of household products and both

used similar distribution channels. Between them, they had operations in over 40 countries. Margarine Unie grew through mergers with other margarine companies in the 1920s.

In a history that now crosses three centuries, Unilever's success has been influenced by the major events of the day –economic boom, depression, world wars, changing consumer lifestyles and advances in technology. And throughout they've created products that help people get more out of life—cutting the time spent on household chores, improving nutrition, enabling people to enjoy food and take care of their homes, their clothes and themselves.

2.2 Mission and Vision

Unilever has built their business by focusing on their brands, streamlining how they work, and improving their insight into the evolving needs and tastes of consumers. Now they are taking the next step in simplification - by aligning themselves around a clear common mission.

Unilever's mission is to 'add vitality to life'. The vitality mission will focus the brands on meeting consumer needs arising from the biggest issues around the world today – ageing populations, urbanization, changing diets and lifestyles.

The company sees growing consumer need for:

- A healthy lifestyle
- More variety, quality, taste and enjoyment
- Time, as an increasingly precious commodity
- Helping people to feel good, look good and get more out of life will enable us to meet these needs and expand our business.

Unilever understands the interrelationships between nutrition, hygiene and personal care. The company can do this because of strong research and development and locally rooted consumer insight. By bringing all this together that they can strive to contribute to quality of life and wellbeing - adding vitality to life. The long-term success of the business is intimately interconnected with the vitality of the environment and the communities in which operations occur. The environment provides the raw materials and the ingredients

needed to make the products. Healthy, prosperous communities provide a healthy, growing consumer base.

Unilever's corporate purpose states that to succeed requires "the highest standards of corporate behavior towards everyone we work with, the communities we touch, and the environment on which we have an impact."

Always working with integrity - Conducting our operations with integrity and with respect for the many people, organizations and environments our business touches has always been at the heart of our corporate responsibility.

Positive impact - We aim to make a positive impact in many ways: through our brands, our commercial operations and relationships, through voluntary contributions, and through the various other ways in which we engage with society.

Continuous commitment - We're also committed to continuously improving the way we manage our environmental impacts and are working towards our longer-term goal of developing a sustainable business.

Setting out our aspirations - Our corporate purpose sets out our aspirations in running our business. It's underpinned by our code of business Principles which describes the operational standards that everyone at Unilever follows, wherever they are in the world. The code also supports our approach to governance and corporate responsibility.

Working with others - We want to work with suppliers who have values similar to ours and work to the same standards as we do.

The purpose of Unilever is to make sustainable living commonplace. They work to create a better future every day, with brands and services that help people feel good, look good, and get more out of life. In 2009, Unilever launched The Compass – strategy for sustainable growth. It sets out their clear and compelling vision to double the size of the business, while reducing environmental footprint and increasing positive social impact and gives life to their determination to build a sustainable business for the long term.

2.3 Unilever Bangladesh Limited

Unilever Bangladesh is a company that has its own history built with the development of our nation and our culture. It has been part of the Bangladeshi household since the 19th

century with the same intention of bringing cleanliness and convenience to households as we do today. Back then Sunlight soap was marketed through Lever Brothers India limited throughout the undivided India. Later on, Lever Brothers Pakistan limited started its operation in Bangladesh on a larger scale. In 1964, the soap manufacturing facility was setup in Kalurghat, Chittagong.

1964-1972: Productions started off with Sunlight soap and Lifebuoy soap. After the war of independence in 1971, Bangladesh became an independent country. At this time, Lever Brothers Bangladesh Ltd. was constituted with Unilever owning 60.75% shares and the Government of Bangladesh owning the remaining 39.25% shares.

1972-1980: Post liberation period evidenced accelerated growth for the company. Demand started rising and the company continued its mission to meet consumer needs by producing quality soaps, introducing Lux - the beauty soap and Wheel. Launched in 1972 Wheel entered the merchandised laundry category, traditionally dominated by cottage soaps. It appealed to the consumers with unique care benefits for hand and fabric, a generic weakness in cottage soaps. It gradually became the secret ally of Bangladeshi women by extending the caring hand to ease her daily laundry chores.

1998-2004: These are the golden years in the history of Unilever Bangladesh as the company turned around from severe losses due to competitive backlash - to a company with 6 years of consecutive growth. Around the end of November 2001, the new personal products factory "Sankalp" in Kalurghat started production which helped meet the market needs from a shift on Unilever's dependence on soaps to diverse personal grooming categories. This is also the era when Unilever Bangladesh introduced many exciting new products such as Pond's face wash to end soap related facial skin woes or Lipton double chamber tea bags for more zest in our tea cups and the markets responded enthusiastically. In 2001, Unilever brought about a new excitement in the kitchen care sector with the introduction of Vim bar, the dish cleaning soap – a concept of convenience and common household habits combined together. In 2002 Rexona deodorant entered the market building in awareness about body odor problems and creating a new personal grooming habit in the country. The company's soap formulations changed radically during this time to bring in world class standards without any price rises. Lifebuoy, the health brand has moved from just the hard-working men's soap to reminding one, of the bond of love that binds a family in a healthy circle, free of germs and sickness.

Unilever Bangladesh had a journey towards adding new momentum to its trade marketing and today Unilever products are available in 90% of the households in Bangladesh. In a

company-wide move to come out from behind the great brands and be known as Unilever worldwide, Lever Brothers Bangladesh limited officially changed its name to Unilever Bangladesh in December 2004.

Unilever is one of the world's most successful fast moving consumer goods manufacturing companies with local manufacturing facilities, reporting to regional business groups for innovation and business results. Lever Brothers Bangladesh Ltd. as a subsidiary of Unilever is leading the home care, personal care and food product market of Bangladesh. On 25th February 1964 the eastern plant of Lever Brothers Pakistan Ltd. was inaugurated at Kalurghat, Chittagong with a soap production capacity of approximately 485 metric tons. It was a private limited company with 55% share held by Unilever and the rest by the Government of Pakistan. After independence the eastern plant was declared abandoned. But on 5th July 1973 it was registered under the name of Lever Brothers Bangladesh Ltd. as a joint venture company of Unilever PLC and the Govt. of Bangladesh with a share arrangement of 60.75% to Unilever and 39.25% to the Bangladesh Govt.

2.4 Organizational Structure of Unilever Bangladesh

Unilever Bangladesh Limited has five departments to carry out all the organizational functions. These departments are:

1. Customer Development Department Headed by Customer Development Director (CDD)
2. Brands & Development Department headed by the Brands and Development Director (B&DD)
3. Supply Chain Department headed by the Supply Chain Director (SCD)
4. Finance Department headed by Finance Director (FD)
5. Human Resources Department headed by the Human Resources Director (HRD)

This report will be focusing the Leadership Development Function and Employer Branding function of the Human Resources Department, as the objective of this study revolves around the systematic approach of key talent acquisition.

The HR Department in Unilever Bangladesh Limited is responsible for Supporting and developing people and teams to deliver outstanding business performance. People involved in human resources are strategic business partners to all functions facilitating, guiding, and helping in implementing the people's process for growth. They play both a tactical and a strategic role within every aspect of business partners, talent management, recruiting, management development, training, remuneration, communications, employee relations, and welfare. They also act as architects, of the organizations and facilitate and expedite the development of individual potential.

Chapter 3

3.1 Understanding the objective

Talent Acquisition vs. Recruitment

It is widely believed that the terms recruitment and talent acquisition are synonymous, but companies who have a sense of the big picture, know there's an important difference between the two. Recruitment and talent acquisition are comparable to short-term and long-term. Both approaches may be used depending on the circumstances, but one tends to be tactical in nature and the other, strategic.

Internal hiring managers can improve overall recruitment planning with a basic understanding of the strategic nature of talent acquisition. Independent recruiters can

likewise improve relationships with employers by better understanding the unique role that acquisition plays in helping a company achieve its strategic vision.

Talent acquisition is the process of finding and acquiring skilled human labor for organizational needs and to meet any labor requirement. When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements.

Talent acquisition as a unique function and department is a relatively new development. In many companies, recruiting itself is still an indistinct function of an HR generalist. Within many corporations, however, recruiting as a designation did not encompass enough of the duties that fell to the corporate recruiter. A separate designation of talent acquisition was required to meet the advanced and unique functions. Modern talent acquisition is a strategic function of an organization, encompassing talent procurement, but also workforce planning functions such as organizational talent forecasting, talent pipelining, and strategic talent assessment and development.

Employer Brand

The employer brand is the identity of a company as an employer of choice. For effective employer brand promotion, however, the company can only attract current and future employees if it has an identity that is true, credible, relevant, distinctive and aspirational. To achieve this, extensive research needs to be conducted, so as to ensure that the employer's identity addresses not only top talents but also top management's demand.

A brand is "a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Schneider, 2003). Branding was originally used to differentiate tangible products, but over the years it has been applied to differentiating people, places and firms (Peters, 1999). The term "Employer Brand" was first coined by Ambler and Barrow (1996), who explained it as, "the package of functional, economic and psychological benefits provided by employment, and identified with the employing

company". Employer brand is the process of attracting, engaging and retaining of talent. A company with a good employer brand is one where the value proposition of the company is reflected by the action of the people in the company at all levels.

Employer branding is the systematic approach to position a company as being a better alternative work place for both prospective and existing employees. Just like a product or a service brand where it needs to have a marketing strategy in place to promote itself to generate revenue, an organization needs to market its work environment and culture to promote themselves for people to choose a certain organization over the other to generate and manage talents. Employer brand involves communicating a clear message of what makes the organization different from the rest of the organization in terms of work environment and culture rather than just the mission and vision of the company.

Positioning

Product positioning is an important element of a marketing plan. Product positioning is the process marketers use to determine how to best communicate their products' attributes to their target customers based on customer needs, competitive pressures, available communication channels and carefully crafted key messages. Effective product positioning ensures that marketing messages resonate with target consumers and compel them to take action.

Effective product positioning requires a clear understanding of customer needs so that the right communication channels are selected and key messages will resonate with customers. For example, product positioning starts with identifying specific, niche market segments to target not just women over 25 but women from 25 to 30 who work in senior-level management positions, make \$X per year, are single and enjoy sporting activities. In addition to identifying the customer based on demographic and psychographic (personality/lifestyle) attributes, marketers need to understand customer needs, especially relative to the products and services they have to offer, to clearly convey value as part of their marketing plan.

Product positioning helps marketers consider how their offerings are different from others that consumers have to choose from. But it is not enough to know this from an internal perspective; marketers must communicate this to the target audiences. To do this effectively, they must choose communication channels that are designed to connect with their identified

target audiences at times when they will be most receptive to these messages. Consider how automobile manufacturers position their products through communication via television commercials during sporting events, for instance, or how cosmetics manufacturers run full-page, full-color ads in women's magazines.

The final challenge in effective product positioning is conveying the differentiating, value-added aspects of your product or service to your target audience through the communication channels you have selected. These messages are designed to convey how your product is different (and better) than competitive offerings, as well as to address the value-added attributes that are important to your audience. Product positioning is at the foundation of any effective marketing plan because it impacts the ultimate purchase decision.

3.2 Findings and Analysis

Organizations these days are taking great initiatives to pursue their demand for talent. While continuing their natural process of recruitment, many companies are focusing on acquiring talented individuals for their long term strategic goals. Talent management is an adopted and approved commitment to implement an integrated, strategic and technologically enabled approach to human resource management (HRM). This idea has branched out from the shared belief that human resources are the organization's primary source of competitive advantage; an essential asset that is becoming scarce. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes have been associated with improved operational and financial performance. Unilever Bangladesh Limited uses several tools at its disposal for talented individuals to be in the organization. This has become more of a competitive scenario amongst the leading organizations of the country. Not only do they compete in profit, revenue and market shares, but also compete for acquiring the best minds of the country. This helps an organization in several ways. They look to hire employees, who perfectly lines up with their long term goals and in turn, these employees help the organizations to achieve those goals, thereby making the company a successful one.

Unilever Bangladesh Limited thinks of itself as a community, rather than an organization. The community is shaped and led by its people, who operate creatively within a framework of shared values and business goals. People are essential to the way UBL does business; they are at the center of all of UBL's operations. The people come in Unilever to become leaders and Unilever dumps responsibilities on them and gives them what they want. In order to fit in the correct mindsets in the organization, UBL has a very strong Human Resource pillar which focuses on pooling talents through different tools. They believe in engaging with talents through different activities in order to find the right recruits for the organization.

Unilever Bangladesh limited, through-out the year, continues to reach out to different educational institutions to interact with students. They keep on adding to the list of institutions, as well as modifying the ways to reach the students with a long-term impact in their memories and minds. Unilever Bangladesh has been successfully engaging in different campus engagement sessions for years in order to improve the learning opportunities of the students. According to the campus research on different employer brands amongst the students done by AC Nielson firm, Unilever Bangladesh has ranked as the number one employer of the year 2013. UBL believes to improve the scope of learning the real life implementation of theories for students in order to ensure better future leaders. They believe if they are capable to do so, their employer branding will automatically be on top. The ranking always plays a secondary role in their objectives. Their first and foremost goal is to ensure better leaders for future.

Unilever Bangladesh Limited (UBL) often aims the university graduates and thus tries to keep a liaison with the top universities of the country. They aim to pick up the best fresh graduates by their talent acquisition programs and usually these programs start with engaging with the prospective candidates through campus sessions. During these sessions, along with talking about the opportunities and process of applying in the several programs UBL has, they also talk about Unilever itself. They do not just talk about the program that they are running, but also talk about how Unilever is as an organization. They promote the organization to these students. They use the tools for marketing that they would use to promote their products. Unilever makes audio visuals of the employees talking about their time at the organization, they promote the programs running on the internet and they promote through other relevant forms of marketing.

UBL has been leading with a few types of campus engagement sessions in order to brand Unilever Bangladesh as one of the top employers in the country. They are:

Unilever Leadership Internship Program(ULIP): Every year Unilever Bangladesh provides few talented students from key campuses of Bangladesh with Internship opportunity ahead of all other organizations. This opportunity is provided once a year. Usually during May-June every year, UBL selects interns for the upcoming September- May session at once. Getting an internship opportunity with a company like Unilever is very lucrative and students wait for this time of the year.

Unilever BizMaestros: Unilever BizMaestros is the flagship business case competition for final year undergraduate students. This competition offers a platform for the students where they can engage in real life business challenges. Initially, this competition was solely based on businesses cases addressing different Unilever brands. The modality of the competition was basically the traditional case presentation through power point slides. But nevertheless it gave participants the Employer Branding in UBL 27 opportunity to show their creativity through some manner. From 2013 Unilever Bangladesh has taken the competition to the next level and they are bringing something new every year. The competition is not limited to business cases only; rather it gave students an exciting experience of the business world. New and challenging tasks are incorporated which enabled the students to understand the challenges of real business and at the same time come up with innovative ideas. The winners of BizMaestros got to represent the country at the Unilever house in London on the global competition of Unilever, Unilever Future Leaders League. In 2016, Bizmaestros not only offered all this, but also an advantage in the Unilever Future Leaders Program.

Unilever Future Leaders Program(UFLP): UFLP is the Management Trainee recruitment program for Unilever. The Unilever Future Leaders Program is about developing tomorrow's leaders, today, and that too in a fast pace. It's designed to grow an individual into leader through hands-on learning alongside world-class experts. Graduates are to be hired into a function and get the opportunity to develop leadership skills by working on live projects while being into a job rotation which offers them all the experience they need to become ready for their first managerial role.

One of the key aspects of all the promotion Unilever does is how they try to instill and promote leadership. Unilever is trying to be as flat of an organization as possible while keeping a traditional hierarchy in place. Each and every employee is completely responsible for the task they are assigned. This is something that they intensely promote during their campus sessions. This is one of the characteristic a prospective Unilever candidate must possess sooner or later at Unilever.

Other organizations attempt to communicate some sort of message that is in line with their organizational culture, through employer branding. Similar to how Unilever tries to make itself synonymous with leadership, other organizations might align themselves with a different trait. This creates a distinct position of the organization in the consumer's mind, who in this case are prospective and existing employees. Not only does Unilever promote Leadership, but they also successfully incorporate this trait in all their process.

The Management trainee who are acquired through the UFLP are assigned task in different functions for a certain time and they are usually asked to lead a project or a team. These management trainees are most likely in experienced in the work environment but they are expected to take the leadership. The ULIP interns are each assigned to a project where they are asked to take full charge of the project along with their manager. The Bizmaestros participants are given with a scenario where they are usually asked to take leadership and executive decisions and present it to the UBL managers. Unilever associates much of their employer branding attempts at the direction of making their organization such that inspires leadership skills in the employees.

These programs that Unilever Bangladesh runs are a full-fledged project, that a team of employer branding is assigned. The team makes all effort to make the sessions successful. An event is successful only when the program venue is full to the brim with the target audience. It is the duty of the UBL team to attract the target audience. UBL mostly arranged the programs for the final year students. There are different types of promotions that are done by UBL in campuses as per required and as required for effective communication:

-Social Media is now-a-days the most effective way of attracting the students in any event. Unilever Bangladesh has an official Facebook page "Unilever Careers" and they are very active through this page. Every event and updates are posted in this page in advance. With the help of campus contacts, UBL manages to spread the news of the events to their particular audience as well.

-Posters are also effective for a lot of campuses. Mostly the time, date, venue, and the description of the guest speaker was used in the posters.

-There are some campuses, like East West University, and Independent University, where the best way of communication Wall banners and those were deployed in the respective campuses.

-In NSU and BRAC University, central places in the campus were brought under communication by deploying Cut-outs and Stand Alone.

-Where target audience are less scattered and small in number, like KU and JU, communications were done with the help of class representatives, faculties and Facebook events.

These session speakers that are brought in during the campus sessions are mostly UBL managers. They talk about how their journey has been in Unilever and how they were taught the leadership skill. They might not have it in the beginning but the will to achieve the leadership skill was more important for them to learn. This resonates well with high achieving students and students will great capacity in them, and thus they aim to participate in the UBL programs. This is how Unilever uses employer branding to secure the position of “leadership” in the minds of both existing and prospective employees.

These Leadership development programs not only help the organization to promote themselves as the better organization to work in, but also these programs facilitate the acquisition of the long term strategic talent that is required for the organization. These programs pave the initial stages of capturing the fresh graduates right as they are getting out of the university. The campus engagements ensure maximum number of students get to know about the organization. Before applicants had to go on job portals and look through newspapers to find the right fit. The organizations now realized even they need to look for the right employee for them. For this, the organizations make it as easy for the students as possible for them to start considering applying for a job in these organizations. They also do not want every one apply because that would make their jobs a lot harder, therefore they choose a specific value proposition for the students and cater to specific individuals.

3.3 Conclusion

Companies have long understood the benefits of developing successful brands for their products and services. In highly competitive markets, having a strong brand is essential. Now that the scarcity of human resources has seen a sharp rise in recent years, the development of an employer brand is now becoming recognized as being equally important. Employer branding is a relatively new approach toward talent acquisition and retaining the best possible human talent within an employment environment that is becoming increasingly competitive. Employer branding has the potential to be a valuable concept for both managers and scholars. Managers can use employer branding as a method through which they can effectively manage different talent acquisition and retention activities into an effective and efficient human resource strategy. Integrating recruitment, staffing, training and development and career management programs under one umbrella will have a substantially different effect than each of the processes would have alone. In fact, the development of a formal employer brand has been reported by approximately 40 percent of companies (Dell and Hickey, 2002). In addition to helping attract external job candidates and position an organization as an “employer of choice” positive employer brands have been found to help employees internalize the organization’s mission, vision and values. More specifically, an employer brand (Dell and Hickey, 2002, p. 24) “establishes the identity of a company as an employer. It encompasses the firm’s values, systems, policies and behaviors toward the objectives of attracting, motivating, and retaining employees. Effective employer branding keeps current and potential employees constantly and actively aware of the company’s employee value proposition and the benefits of committing to it”. As suggested by Dell and Hickey (2002) above, the development of an employee value proposition is an important component of an employer brand. The employee value proposition makes clear to the employee “what’s in it for them” or what extrinsic and intrinsic benefits will they receive in exchange of their labor, both now and in the future.

The value of the employer branding concept for management scholars parallels the value it has for managers. Management scholars can use employer branding to integrate many different but related constructs that have been discussed in the recruiting, selection, and retention literatures under one umbrella. The employer branding concept can be especially valuable in the search for an organizing framework for strategic human resource management.

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