



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Name: Mikel Shil

Student ID: 2434307

Module Name: Human Capital Management

Module Code: LCMB7023

Lecturer's Name: Dr. Gladius Kulothungan (London)

Word Count: 2520

Table of Contents

Executive Summary.....	3
1. Introduction.....	4
2. Main Body.....	5
2.1 Technology’s Role in Shaping the Employer Brand.....	5
2.2 Adapting the Global Employer Brand to Macro-Factors.....	8
2.3 Winning the War for Skills through a Powerful EVP.....	10
2.4 Reflective Report: Building and Articulating My Personal Brand.....	12
3. Conclusion.....	15
References.....	16
Appendix.....	19

Executive Summary

The "War For Talent" will continue to intensify due to technological advancements, changing demographics and shifts in geopolitical policies. This report argues that International HRM (IHRM) must act as a brand manager of the employment experience—defining an authentic Employer Value Proposition (EVP) (the internal reality) and communicating a compelling Employer Brand (the external message). Section 2.1 describes how digital transparency and artificial intelligence have created conditions under which every interaction between an organisation and its employees or prospective employees is a potential Employer Brand moment. Section 2.2 provides insight into how demographic aging, expectations from Generation Z, and geopolitical shocks have necessitated the use of segmented employer branding. Section 2.3 reframes skills shortages as a form of Employer Brand problem that organisations must solve using their EVP in order to attract and retain the limited number of talented individuals available. Finally, Section 2.4 provides a reflection on the importance of developing a personal brand as an MBA student and develops a plan for continued development of a personal brand.

1. Introduction

In knowledge-intensive, platformed economies, scarcity of in-demand skills—not capital—constrains growth. Today's labour markets are the most transparent, mobile and segmented they have ever been. Therefore, this report seeks to advance the position that IHRM must be transformed into a sophisticated marketing function: creating an EVP that is lived inside an organisation and developing an Employer Brand that is consistent with that EVP, and demonstrating the alignment of promises made with evidence that supports those claims. Classic employer branding literature examines this inside-outside bridge between an EVP and Employer Brand, and the risk of inauthenticity associated with that process.

2. Main Body

2.1 Technology's Role in Shaping the Employer Brand

Radical transparency

With professional social media and online review platforms, information asymmetry has been broken down, allowing candidates to view the company culture, salary range and the quality of their leadership. Glassdoor describes employer brand analysis as a method to "hear" employee feedback using review insight tools and dashboards (Glassdoor, 2024). As a result, Glassdoor's expanding verification protocols and larger discussion around requiring reviewers' names represent the expanding role of Glassdoor in trust and authenticity (Gershwin, 2023). Transparency works both ways — publically disclosed attempts to manipulate reviews reinforce the reputational risks for HR (The Times, 2024).

Algorithms at work.

Embedded AI in various aspects of the sourcing, screening and hiring process changes where decisions are made and by whom. *The Academy of Management Annals* discusses the creation of "new terrains of control" through algorithmic systems, changing the dynamic between workers and managers and will need to be governed fairly, contended, and supervised by humans (Kellogg, Valentine and Christin, 2020). The labor market will also be impacted differently depending on which regions and industries adopt AI (OECD, 2023), creating regional and industry based shortages and opportunities.

Digital candidate experience is brand experience.

Each digital touchpoint — from the career website to one-click apply to assessments to automated updates — sends cognitive signals about competence, care and belonging. Benchmark studies of the candidate experience show that poorly designed experiences decrease the number of future applications, referrals and even the amount of consumer purchase (the "candidate resentment" effect), transforming CX from an HR hygiene issue to a brand P&L issue (Talent Board and ERE Media, 2024).

Exemplar: HubSpot.

HubSpot applies the "inbound recruiting" concept to talent attraction: it uses content rich career websites, openly shares its pay philosophy, and the open source Culture Code that codifies values including HEART (humble, empathetic, adaptable, remarkable, transparent).



Image 1: Hubspot's Cultural Theme (Source: HubSpot, 2023)

The Culture Code document has received millions of views and serves as a long-lasting brand asset attracting self selecting job seekers who align with its core values — an example of EVP-to-brand alignment (HubSpot, 2023).

IHRM as brand manager.

The employer brand exists in all places where talent interacts with the organization. Therefore, IHRM should: (1) oversee the entire journey (awareness → consideration → application → onboarding → growth → alumni), (2) determine evidence-based promises (EVP pillars) and (3) ensure consistent messaging across each of the organization's touchpoints — including automated communication speed and interview etiquette — because any misalignment between

what was promised and actual experience results in diminished brand equity (Backhaus and Tikoo, 2004; Moroko and Uncles, 2008).

Anchor case: Unilever.

The employer branding story of Unilever — "Be part of something bigger" and "make sustainable living commonplace" — connects the company's purpose to a promise of employment that emphasizes the impact, learning and inclusivity of working at Unilever (Unilever, 2025a). The brand is reinforced by flagship talent products (e.g. the Unilever Future Leaders Programme) and external credibility via student attractiveness rankings (Universum, 2024).

Technological advancements amplify scrutiny, authenticity, and inconsistency. IHRM's role as a brand manager requires developing a framework for being truthful with every pixel and process.

2.2 Adapting the Global Employer Brand to Macro-Factors

Demographics. As the UN projection, there is going to be a significant increase in aging populations and a slow down in population growth, which will lead to tremendous changes in dependency ratios and workforce makeups; high income countries are facing severe labor shortages until older workers, women and migrants join the workforce at higher rates (OECD, 2024; United Nations, 2024). Employer branding will need to create segmented EVPs – a value proposition that appeals to a Gen Z engineer (flexibility, purpose, rapid growth) will differ from one that appeals to a mid-career nurse (stable work environment, team support, predictable shift schedule); Universum's global student surveys have captured these generation differences and what attracts them to companies, purpose and career development being key long-term draws (Universum, 2024).

Geopolitics and duty of care. When conflict or disaster occurs, the policies that govern an employer's workforce can quickly shift, creating new employment markets.

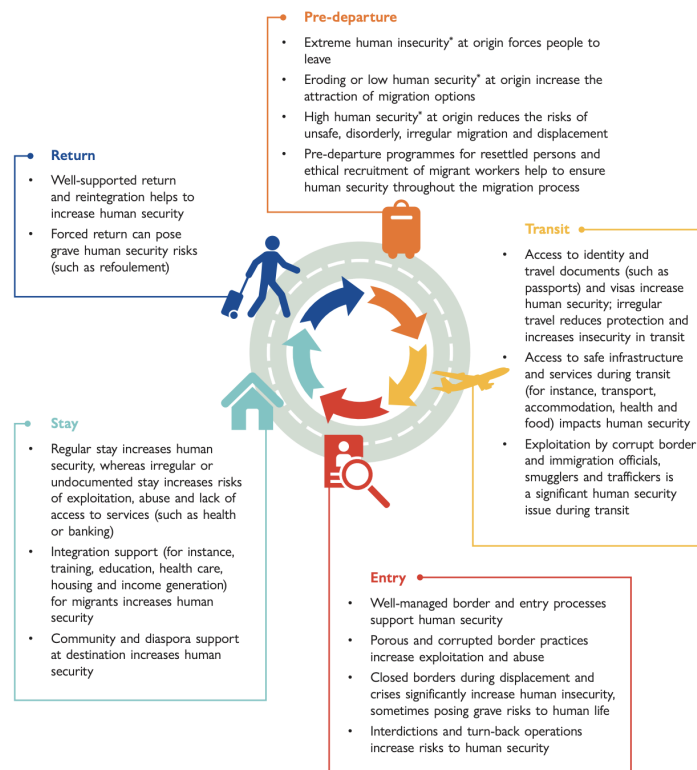


Image 1: Human security throughout the migration cycle (Source: World Migration Report 2024)

The *World Migration Report 2024* highlights the connection between migration and human security; for multinational employers, the way you respond to the needs of your employees (the duty of care) is now part of what creates the value of your brand (International Organization for Migration, 2024). Failure to act—or to communicate action—can tarnish trust.

Anchor case: Unilever’s segmented consistency. As an employer brand, Unilever focuses on its purpose and then locates the expression of that purpose locally: early career propositions highlight work on sustainable projects and take on responsibilities; manufacturing roles focus on workplace safety, developing skills and contributing to the community. The UFLP and the function-specific development paths create different types of talent personas, however, each will contribute to the same employer promise of creating a better world (Universum, 2024; Unilever, 2025a; Unilever, 2025b).

Hospitality contrast: Hyatt. Hyatt. With hospitality being one of the most volatile industries when it comes to turnover, Hyatt's competitor response is focused on care in the EVP: "we care about people so they can be their best," which is operationalized through the World of Care platform (employee wellbeing, diversity equity inclusion, and socially responsible business practices) and RiseHY — a scalable pathway for opportunity youth — both are strong evidence that transforms a caring message into actual employee mobility and sense of belonging (Hyatt Hotels Corporation, 2024; Hyatt Hotels Corporation, 2021). Validation by third parties such as Great Place to Work adds social proof (Great Place to Work, 2025).

IHRM method: talent personas and insight loops. Building on the literature on employer branding, IHRM should develop personas for important segments of the global labor market (for example, cloud engineers in India, nurses in the United Kingdom, hotel managers in South East Asia) and quantify the factors that drive, inhibit and break the relationship between the employer brand and the desired segment. Methods used to determine these factors include: conjoint analysis of the benefit elements of the employer brand, message testing, and review mining (Glassdoor/LinkedIn) to provide a closed-loop approach to authenticity (Ambler and Barrow, 1996; Backhaus and Tikoo, 2004; Glassdoor, 2024). This is a move toward developing employer brands based on empirical data rather than generic slogans that feel local while traveling globally.

2.3 Winning the War for Skills through a Powerful EVP

Reframing shortages as brand problems. Despite the cyclical decline in demand in many areas, recruiter surveys from the UK and globally continue to reflect significant difficulties recruiting needed talent, which is a persistent competitive challenge (CIPD, 2024; SHRM, 2024). Employer branding has three elements (buying, building and bonding) to solve shortages of skilled workers using brand equity to reduce the amount of money required to buy talent in the labor market.

Buying talent more efficiently. Employer brand equity drives increased applicant flow and quality, resulting in lower costs per hire and faster hiring time, which is consistent with empirical research demonstrating how applicants' decisions are influenced by the reputations of potential employers (Backhaus & Tikoo, 2004; Ambler & Barrow, 1996). In tech, HubSpot's Culture Code—a public statement of its company culture—allows HubSpot to pre-screen and create an inbound candidate pipeline whose self-selection process eliminates applicant "noise" and results in better fit—the employer brand serves as a filter as well as a magnet (HubSpot, 2023).

Building talent pipelines. As part of a strategic HR approach, companies shift their investments toward the creation of apprenticeships, academies and career mobility programs. In hospitality, Hyatt's RiseHY converts under-represented youth into frontline talent at scale—closing a structural gap by creating supply, not just chasing it (Hyatt Hotels Corporation, 2024). The OECD's 2024 analysis of the future of work suggests that generative AI will affect local labor demand patterns regionally; employers who use skills mapping to develop employees in specific locations can leverage local surpluses and shortages that emerge as a result (OECD, 2024).

Binding scarce skills with an authentic EVP. Research supports the idea that employer brands that are both attractive and truthful—i.e., the employer brand delivers on its promises regarding the employment experience (Moroko & Uncles, 2008). Hyatt's care-centric EVP is delivered through wellbeing, predictable scheduling and growth pathways—proof points that bind employees in a high-stress industry (Hyatt Hotels Corporation, 2021; Great Place to Work, 2025).. Consumer facing companies such as Unilever use purpose-driven work, structured employee development (UFLP), and global mobility as anchor points for employee retention;

external preference of students for impact and learning provide additional validation of the choices made based on brand (Universum, 2024; Unilever, 2025b; Unilever, 2025a).

The digital journey as retention lever. Candidate experience research demonstrates that negative experiences decrease affinity and same logic among job applicants; similarly, treating all aspects of the employee journey (including onboarding, internal mobility, and performance feedback). Treating these as brand touchpoints—with SLAs for response times, transparent AI usage and feedback loops—reduces “brand-experience dissonance” (Talent Board and ERE Media, 2024).

A strong employer brand attracts even when a candidate may not receive the highest compensation. When candidates are willing to sacrifice pay for meaningfulness, learning, and flexibility, then the employer brand is working. Backhaus and Tikoo (2004) describe this as a relationship between internal and external marketing, where the EVP (internal) and the Employer Brand (external) must be connected by shared truths.

2.4 Reflective Report: Building and Articulating My Personal Brand

Positioning. As an International Business MBA specialising in international marketing and brand management, my personal EVP centres on:

- (1) insight-driven strategy,
- (2) cross-cultural fluency and
- (3) digital storytelling. Following Deardorff (2006),

I gauge intercultural competence through attitudes (openness, curiosity), knowledge (cultural self-awareness), and skills (adaptability, empathy). Cultural-intelligence research further underscores metacognitive preparation and behavioural flexibility as predictors of global effectiveness (Ang and Van Dyne, 2008).

My Strength and Areas for improvement

Category	Dimension	Description
Strength	Technology and analytics	I have led coursework projects using AI-assisted market research and A/B testing, translating signal into story—a capability aligned with the “algorithmic workplace” trend (Kellogg, Valentine and Christin, 2020).
Strength	Communication	Repeated client-style presentations this term improved narrative clarity; peer feedback highlighted concise structuring and visual coherence.
Strength	Teamwork and leadership	In multicultural teams, I default to facilitative leadership: establishing decision rules, tracking risks and protecting psychological safety—behaviours consistent with high-performing, diverse teams in the IHRM literature (Dowling, Festing and Engle, 2023).
Strength	Self-directed learning	I maintain a growth backlog (skills, cases, tools), iterate weekly and publish project summaries—creating artefacts that serve as brand signals to employers.
Area for improvement	Commercial depth	Strengthen P&L fluency for marketing roles (e.g., SaaS unit economics, CAC:LTV).

Area for improvement	Quant storytelling	Elevate from dashboards to decision-ready insights; practise executive-style memos.
Area for improvement	Language range	Expand professional proficiency in a second language to enhance regional mobility.

Evidence from this term. I co-led a careers-site audit applying candidate-experience benchmarks (applications, comms latency, assessment friction), then re-wrote the funnel messaging using EVP pillars and proof points—mirroring Sections 2.1–2.3’s emphasis on touchpoint truth (Talent Board and ERE Media, 2024).

My development plan (next 90–180 days).

Focus Area	Action / Project	Key Activities	Evidence / Metrics
Portfolio	Build a case-book of MBA projects	Curate project summaries in brand positioning, talent personas, and candidate-journey redesigns; integrate visuals and data dashboards	Completed case-book with performance metrics (reach, conversion, engagement); peer or mentor review
Signal Clarity	Refine a 60-second elevator pitch	Map message to target employer personas—Tech (Product Marketing) and FMCG (Purpose-led Brand); test versions in mock interviews	Clarity and relevance scores from feedback panel; iteration count; final 60s video or transcript
Practice Market	Publish monthly EVP authenticity analyses	Compare employer brands—Unilever, HubSpot, Hyatt—on purpose, experience, and authenticity; cite (Unilever, 2025a; HubSpot, 2023; Hyatt Hotels Corporation, 2021)	12 monthly LinkedIn or blog posts; follower engagement metrics; peer comments or reshares

CQ & IC (Cultural Intelligence & Intercultural Competence)	Undertake two cross-cultural simulations	Complete simulations and gather 360° feedback using Deardorff's intercultural competence framework; adjust communication patterns (listening ratios, questioning)	Pre/post reflection logs; feedback summary; improvement in intercultural behaviour indicators
Mentors	Hold bimonthly review sessions with practitioners	Engage two mentors (Talent Acquisition and Brand) to review artefacts, case-book, and market positioning	6 sessions per year; mentor feedback forms; evidence of refinements and market-fit gains

Brand promise. “I turn complex market and talent signals into clear brand choices”—and I will prove it through shipped analyses, improved funnels and measurable outcomes.

3. Conclusion

Employer Brands are now strategic assets that increase in value over time in transparent, competitive and talent-constrained labour markets. Because technology continues to increase the level of scrutiny to which employers are subjected, only organisations whose EVP is consistently delivered across all of their touchpoints will be able to establish sustainable competitive advantages. Unilever illustrates how a purpose-driven EVP can be scaled to achieve a global presence while maintaining local relevance; HubSpot exemplifies radical transparency as an attractive force; and Hyatt demonstrates how care-centered promises can attract and retain employees in a high turnover environment. IHRM must act as a brand manager of the employee experience to build an Employer Brand that segments talent personas, validates promises through data, embeds proof points into operational processes and continuously assesses and enhances the employment experience. When done correctly, the Employer Brand will enable organisations to reduce their reliance on compensation packages as a means of attracting and retaining employees, and ultimately win the long-term competition for skilled workers.

References

- Ambler, T. and Barrow, S. (1996) 'The employer brand', *Journal of Brand Management*, 4(3), pp. 185–206. Available at: <https://doi.org/10.1057/bm.1996.42> (Accessed: 05 November 2025).
- Ang, S. and Van Dyne, L. (2008) 'Conceptualization of cultural intelligence: Definition, distinctiveness, and nomological network', in Ang, S. and Van Dyne, L. (eds.) *Handbook of Cultural Intelligence: Theory, Measurement, and Applications*. Armonk, NY: M.E. Sharpe, pp. 3–15.
- Backhaus, K. and Tikoo, S. (2004) 'Conceptualizing and researching employer branding', *Career Development International*, 9(5), pp. 501–517. Available at: <https://doi.org/10.1108/13620430410550754> (Accessed: 05 November 2025).
- Chartered Institute of Personnel and Development (CIPD) (2024) *Resourcing and talent planning report 2024*. London: CIPD. Available at: <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/2024-pdfs/8662-resource-and-talent-planning-2024-report-web.pdf> (Accessed: 05 November 2025).
- Deardorff, D.K. (2006) 'Identification and assessment of intercultural competence as a student outcome of internationalization', *Journal of Studies in International Education*, 10(3), pp. 241–266. Available at: <https://doi.org/10.1177/1028315306287002> (Accessed: 05 November 2025).
- Dowling, P., Festing, M. and Engle, A. (2023) *International Human Resource Management*. 8th edn. Boston, MA: Cengage Learning.
- Gershwin, A. (2023) 'Glassdoor leaves users in shock after it starts adding real names', *Hackernoon*, 2 April. Available at: <https://hackernoon.com/glassdoor-leaves-users-in-shock-after-it-starts-adding-real-names> (Accessed: 05 November 2025).
- Glassdoor (2024) 'Employer Brand Insights'. *Glassdoor for Employers*. Available at: <https://www.glassdoor.com/employers/solutions/insights/> (Accessed: 05 November 2025).

Great Place to Work (2025) ‘Working at Hyatt Hotels Corporation’. *Great Place To Work®*. Available at: <https://www.greatplacetowork.com/certified-company/1000120> (Accessed: 05 November 2025).

HubSpot (2023) ‘The HubSpot Culture Code: Creating a company we love’. *HubSpot Blog*. Available at: <https://blog.hubspot.com/blog/tabid/6307/bid/34234/the-hubspot-culture-code-creating-a-company-we-love.aspx> (Accessed: 05 November 2025).

Hyatt Hotels Corporation (2021) ‘World of Care’. *Hyatt*. Available at: <https://www.hyatt.com/world-of-care> (Accessed: 05 November 2025).

Hyatt Hotels Corporation (2024) ‘Hyatt celebrates its global RiseHY program designed to connect young people with long-term careers in hospitality’. *Hyatt Newsroom*, 20 March. Available at: <https://newsroom.hyatt.com/news-releases?item=124476> (Accessed: 05 November 2025).

International Organization for Migration (2024) *World Migration Report 2024*. Geneva: IOM. Available at: <https://publications.iom.int/books/world-migration-report-2024> (Accessed: 05 November 2025).

Kellogg, K.C., Valentine, M.A. and Christin, A. (2020) ‘Algorithms at work: The new contested terrain of control’, *Academy of Management Annals*, 14(1), pp. 366–410. Available at: <https://doi.org/10.5465/annals.2018.0174> (Accessed: 05 November 2025).

Moroko, L. and Uncles, M.D. (2008) ‘Characteristics of successful employer brands’, *Journal of Brand Management*, 16(3), pp. 160–175. Available at: <https://doi.org/10.1057/palgrave.bm.2550139> (Accessed: 05 November 2025).

Organisation for Economic Co-operation and Development (OECD) (2023) *OECD Employment Outlook 2023: Artificial intelligence and the labour market*. Paris: OECD. Available at: <https://www.oecd.org/employment-outlook/> (Accessed: 05 November 2025).

Organisation for Economic Co-operation and Development (OECD) (2024) *Job Creation and Local Economic Development 2024: The Geography of Generative AI*. Paris: OECD. Available

at:

<https://www.oecd.org/publications/job-creation-and-local-economic-development-2024-83325127-en.pdf> (Accessed: 05 November 2025).

Society for Human Resource Management (SHRM) (2024) *2024 Talent Trends: Overall findings*. Alexandria, VA: SHRM Research. Available at: <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/2024-talent-trends-overall-findings.aspx> (Accessed: 05 November 2025).

Talent Board and ERE Media (2024) *The 2024 Business Impact of Candidate Experience: Candidate Experience (CandE) Benchmark Research*. Available at: https://api.eremedia.com/wp-content/uploads/2024/12/The-2024-Business-Impact-of-Candidate-Experience_FINAL.pdf (Accessed: 05 November 2025).

Unilever (2025a) ‘Careers at Unilever: Be part of something bigger / Make sustainable living commonplace’. *Unilever Careers*. Available at: <https://careers.unilever.com> (Accessed: 05 November 2025).

Unilever (2025b) ‘Unilever Future Leaders Programme (UFLP)’. *Unilever Careers*. Available at: <https://careers.unilever.com/early-careers> (Accessed: 05 November 2025).

United Nations, Department of Economic and Social Affairs, Population Division (2024) *World Population Prospects 2024: Summary of Results*. New York: United Nations. Available at: https://population.un.org/wpp/assets/Files/WPP2024_Summary-of-Results.pdf (Accessed: 05 November 2025).

Universum (2024) *World's Most Attractive Employers 2024*. Stockholm: Universum. Available at: <https://universumglobal.com/ranking/wmac/> (Accessed: 05 November 2025).

Appendix

EVP Canvas — “from promise to proof” (template)

EVP Component	What We Promise (Proposition)	Proof Points (Evidence/Signals)	Signature Experiences	Talent Personas & Priorities	Channels	Success Metrics
Compensation	Fair, market-aligned pay; transparent ranges	Published pay bands; offer parity checks	Total-rewards briefing at offer	Gen-Z engineers: growth > max pay	JD, career site, Glassdoor	Offer-accept %, pay-equity delta
Benefits	Wellbeing, flexibility, family support	Mental-health access; flexible schedules	“Flex by default” playbook	Nurses: stability, dependable shifts	Onboarding, manager 1:1s	Retention at 12/24 months
Career	Fast learning, global mobility	Structured rotations; mentoring	Internal marketplace /skills academy	Ops supervisors : pathway to manager	LMS, mobility portal	Internal fill rate; time-to-first promotion
Work Environment	Psychological safety, modern tools	Engagement scores; tool licenses	Team charters; skip-level sessions	Hotel teams: safe staffing ratios	Stand-ups, retros, town halls	eNPS; productivity proxies
Culture/Purpose	Purpose larger than role	Purpose KPIs in goals; community days	Purpose sprints / volunteer days	Purpose-driven grads: impact, inclusion	Social, campus, PR	Applications per req; brand lift