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## Article

# Strategic management of a company's employer brand : experience of international companies

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## Strategic Management of a Company's Employer Brand: Experience of International Companies

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**Abstract:** This article examines the strategic management of employer branding in multinational companies and its significantly positive impact on talent acquisition and retention. In today's competitive global marketplace, a robust employer brand is essential for organisations aiming to distinguish themselves and retain top talent. The concepts of employer brand development, talent acquisition, and employee loyalty assessment are challenging to monitor in the current domestic business environment. This raises the question of how companies with successful employer brands have developed their strategies and continue to sustain them in the marketplace. Therefore, the aim of this study is to develop strategic directions for the formation of the employer brand and its further alignment on the basis of the synthesis of successful practices from international technology companies. The employer brand diagnostic procedure includes three steps. The first step includes a general analysis of the employer brand of companies, such as the international companies Apple, Google and Microsoft, and a research roadmap of the mission and goals of the employer brand of international companies. The second step is to monitor the components of the employer's internal and external brand. The third step is to assess employee loyalty with eNPS. It is argued that organisations should integrate the mission, vision and objectives of their employer brand and HR strategy with the overall mission, vision and strategy of the company. This alignment is critical to developing a cohesive corporate culture and, as a result, developing a clear employer brand value proposition. Managing employee loyalty is a critical aspect of employer brand monitoring, as it is necessary to maintain a positive work environment and establish effective external communication to nurture employer brand ambassadors. The developed strategic directions, which are based on the positive practices of international companies with developed employer brands, have practical applications for companies that want to manage the value proposition of their employees and align their employer brand identities.

**Keywords:** employer brand; management; personnel; eNPS.

**Funding:** There is no funding for this research.

**1. Introduction.** Consequently, the synergy between marketing and HR management has led to the emergence of a new field: HR marketing. One of the areas that HR marketing examines is the formation of an employer brand, its value proposition, and the assessment of employee loyalty. An employer brand comprises two components: the marketing component (the company's position in its industry market, the product's image, and its popularity) and the HR component (corporate culture, remuneration, and the rewards and compensation system). The image of an employer's brand has a significant influence on a candidate when choosing a job. To shape the opinion of the external audience, it is crucial to first establish communication with the internal audience, namely, existing employees, to create an effect of job satisfaction, including employee engagement and loyalty. This raises the question of how companies that have built successful employer brands have shaped their strategies and how they maintain them in the market. The concepts of employer brand development, talent acquisition, and employee loyalty assessment are quite difficult to track in today's domestic business. International companies pay more attention to this issue, often because they have the financial resources to invest in their own human resources. However, a substantial body of research demonstrates that retaining and developing existing staff is much more cost-effective than continually hiring new employees. Therefore, for modern companies, an important aspect is not only the selection and successful implementation of an overall development strategy but also the unlocking of the company's potential as an employer. Building an employer brand has a crucial effect on achieving corporate goals. The main corporate goal is achieved by attaining several secondary objectives, such as attracting and increasing the number of talented new employees, improving the efficiency of personnel costs, retaining existing staff, maintaining a stable level of staff turnover, and ensuring a high level of staff satisfaction. Therefore, the challenge of creating an attractive employer brand requires thorough research and understanding.

The purpose of the study is to develop strategic directions for the formation of the employer brand and its further alignment on the basis of the synthesis of successful practices from international technology companies.

Section 1 introduces the problems associated with the emergence and research of the employer brand concept. Section 2, a literature review, details basic concepts such as employer brand, employee loyalty, and the employee net promoter score. Section 3 presents the methodology and procedure of the research. Employer Brand Diagnostic Procedures include analysis, monitoring and evaluation of the company's employer brand. Section 4, Results and Discussion, presents a comprehensive brand analysis of international companies such as Apple, Google and Microsoft and explores the roadmap of their missions and goals. The second step entails monitoring both the internal and external components of the employer brand. The third step focuses on evaluating employee loyalty via eNPS. The strategic directions developed, on the basis of successful practices from international companies with well-established employer brands, offer practical insights for organisations seeking to manage their employee value propositions and align their employer brand identities. Section 5 concludes by summarising the results achieved in the work.

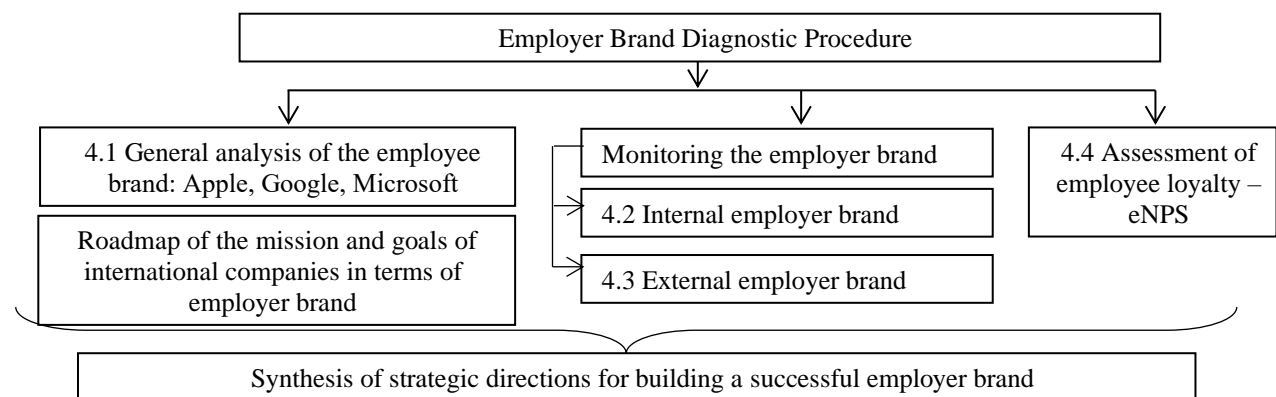
**2. Literature Review.** With over 400,000 annual Google searches, the concept of Employer Branding is well established and understood among management teams worldwide, and the first to discuss this concept is Simon Barrow. Simon noted that he would like the employer brand to be the main way of doing business, but there are no such ideal companies with this vision of the employer brand. An employer brand is not the same as a product brand; it is impossible to achieve a successful employer brand through a "right" marketing concept. An employer brand is first and foremost about people and is a reputation that has been achieved over the years. Similarly, if marketing took over the management of the employer brand, it would fail, which is why the definition of the employer brand is considered in the context of HR marketing (Barrow & Mosley, 2005). This issue is relevant to marketing, management and HR. Scientists are still studying the role of HR, marketing and management departments in the formation of employer brands and their functioning (Barbaros, 2020). A similar question is asked by Ukrainian researchers, who debate the optimal approach to employer branding, considering the roles of HR, marketing, and potential external partnerships. (Zhylynska et al., 2021). Employer branding, as a useful organisational basis for strategic human resources management, is considered in the research of Backhaus & Tikoo (2004). Davies noted the complexity of employer brand management, as no single aspect has a significant effect on the outcomes important to the employer, and the question arises as to which function in the organisation should be entrusted with employer brand management (Davies, 2008). Among the surveys conducted, the main attributes of the employer brand that employees pay attention to are organisational culture, brand name and benefits (Leekha Chhabra & Sharma, 2014). In-depth interviews reveal that job seekers assess employer attractiveness primarily on the basis of personal experiences with the

company; clarity, reliability, and perceived investment in the employer brand; and perceptions of the employer's product or service brand portfolio (Wilden et al., 2010).

Not all researchers agree with S. Barrow's opinion about the priority importance of the employer brand. According to G. Druteikienė J., it is possible to use the employer brand from time to time to reinforce certain employee perceptions, but organisations should not depend solely on employer branding to guarantee positive employee perceptions of HR practices (Druteikienė et al., 2023). A detailed review of the employer brand, its image and influencing factors was conducted by F. Lievens and J. Slaughter. Researchers focus on the concept of employer image and note that its power remains underresearched. With respect to the concept of the employer brand, they note that there is definitely a financial result and economic efficiency from its development, but it is not yet known how this affects investment activities. They also consider aspects such as rebranding and employer brand management in uncertain environments (Lievens & Slaughter, 2016). This further confirms the relevance of this study, as there is currently no universal mechanism, strategy or algorithm for creating an employer brand and its further alignment.

Over time, researchers have shifted the focus of research from the employer brand to the employer brand value proposition. K. Aggerholm proposed a conceptual approach where employees are seen as partners in creating shared value with the company. (Aggerholm et al., 2011). Bronlet's research identified the work environment and coworker support as the primary drivers of intrinsic motivation, whereas salary and career advancement were the key extrinsic motivators. A positive employer value proposition (EVP) was found to be correlated with increased employee engagement, potentially creating a virtuous cycle of improved company culture, increased engagement, and enhanced organisational performance (Bronlet et al., 2024; Panneerselvam & Balaraman, 2022). According to Gartner, employee value propositions can be broken down into five sections: opportunities, organisations, rewards, people, and work (Gather, 2024; Ismail et al., 2019). Another indicator that is involved in the development of an employer brand is the assessment of employee loyalty or the employee net promoter score (Yaneva, 2018). The essence of the employee loyalty metric, namely, the eNPS (Employee Net Promoter Score), is to determine the level of employee engagement or satisfaction. Currently, it is widely utilised by international firms such as Apple, Sony, Philips, Procter & Gamble, American Express, Microsoft, and others (Stambulska & Peredalo., 2022; Rajasekaran et al., 2018). Existing academic research indicates the development and dynamism of this topic. However, exploration of the synthesis of strategic directions for the formation and development of a successful employer brand, particularly those based on practical achievements in this field by international companies, remains limited.

**3. Methodology and research methods.** The diagnostic process involving analysis, monitoring and evaluation of the company's employer brand is shown in Figure 1.



**Figure 1.** Employer Brand Diagnostic Procedure

Sources: developed by the authors.

The methodological basis of the research included a large range of theoretical and empirical approaches: theoretical generalisation—to clarify the main theoretical studies of the employer brand; classification—to determine approaches to assessing the employer brand; analysis and generalisation—to research companies such as Google, Apple, Microsoft; eNPS—to assess the loyalty of employees of Google, Apple, Microsoft; synthesis—to formulate strategic directions for the development of the employer's brand, increase the loyalty of the company's employees; and graphic representation—for visual display of the research results.

#### 4. Results and discussion.

##### 4.1. Analysis of the Employer Brand of International Companies: Indicators, Missions, and Goals

Three companies were selected to analyse the employer brand: Alphabet, better known to the general public as Google, Apple, and Microsoft, to examine the best positive management practices and identify the key strategic directions for employer brand development.

Apple is a global company involved in the creation, production, and distribution of consumer electronics, personal computers, and software. The company employs approximately 110,000 people. In 2023, Apple reported a gross profit of \$169.148 billion, which represented a 0.96% decrease compared with the previous year, according to the 2023 EU Industrial R&D Investment Scoreboard. Microsoft, another global corporation, engages in the development, production, and sale of hardware, software, IT, and consulting services. With a workforce of 118,000, Microsoft's gross profit for 2023 was \$146.052 billion, marking a 7.69% rise from 2022. Google, a leading multinational firm focusing on internet-related services and products, employs 61,814 individuals. Google's gross profit in 2023 reached \$174.062 billion, reflecting 11.13% growth from the previous year (Table 1).

**Table 1.** Performance indicators of international companies in terms of employer brand

Indicators	Microsoft	Apple	Google	Indicators	Microsoft	Apple	Google
Annual gross profit, \$	146.052	169.148	174.062	The Company Culture	4.5	4.2	4.6
Number of employees, persons	118000	110000	61814	Diversity at	75%	72%	77%
Average Compensation, \$	\$120,662	\$143,362	\$133,065	the Company, %			

Sources: Developed by the authors (Nindl et al., 2023; Compare Employers, Brands and Salaries, 2023).

The overall evaluation of the company's culture is graded on a scale from 1 to 5, with 5 being the highest mark for the understanding of corporate values and 1 being the lowest. The diversity score offers insight into how comfortable employees from diverse backgrounds feel within the workplace and how they rate their experience across various cultural aspects of the company. Microsoft's employer brand centres on innovation, inclusivity, and the pursuit of excellence. The company's "One Microsoft" approach highlights collaboration across teams and disciplines, fostering a culture of innovation and knowledge sharing. Microsoft utilises communication platforms that enable employees to connect, exchange ideas, and collaborate effectively. Its dedication to creating technological solutions that empower both individuals and organisations allows Microsoft to align its employer brand with its mission to make a positive impact on the world (Table 2).

**Table 2.** Roadmap of the mission and goals of international companies in terms of employer brands

	Microsoft	Apple	Google
Mission	"to empower every person and every organisation on the planet to achieve more".	"to bring the best user experience to customers through innovative hardware, software, and services"	"to organise the world's information and make it universally accessible and useful"
Vision	"to help people and businesses throughout the world realise their full potential"	"to make the best products on earth and to leave the world better than we found it"	"to provide access to the world's information in one click"
Components of the employer's mission	– Innovation and stability: Microsoft combines innovation with reliability and stability. The company has a long history and is a reliable employer that offers long-term career prospects.	– Innovation and product quality: Apple is known for its commitment to innovation and high-quality products. Employees take pride in creating products that change the world.	– Innovation and freedom of creativity: Google is known for its innovative culture that encourages experimentation and creativity. Employees have the freedom to work on projects they are passionate about.
	– Corporate culture and collaboration: Microsoft puts a lot of emphasis on teamwork and collaboration between different departments. This fosters a favourable environment for the advancement of innovative solutions.	– Corporate culture: Apple has a culture of secrecy and attention to detail. This environment is suitable for those who are result-oriented and ready to work in a highly competitive environment.	– Work environment and benefits: Google is known for its luxurious offices and numerous employee perks, including free food, fitness facilities, healthcare, and other benefits.
	– Professional development and training: The company dedicates substantial resources to employee training and development, providing a wide range of opportunities for career advancement and professional growth.	– Aesthetics and design: There is a strong emphasis on design and aesthetics, which attracts creative and artistic workers.	– Emphasis on inclusivity and diversity: The company is actively working to create a diverse and inclusive work environment, which is reflected in its policies and initiatives.

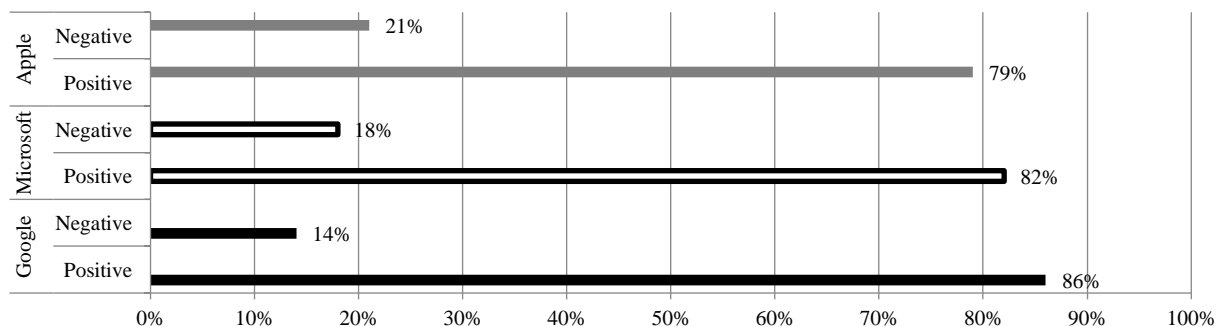
Sources: Developed by the authors based on Microsoft (2024), Apple (2024), and Google (2024).



Apple's employer brand mirrors its product brand—exclusive, innovative, and aesthetically striking. The company has cultivated an air of mystery around working for them, which intrigues potential candidates. Beyond this allure and exclusivity, Apple prioritises hiring individuals who share their values of innovation and meticulous attention to detail. As a result, employees feel that part of something is greater than themselves, contributing to the creation of products that transform entire industries (Apple, 2024). Google's employer brand is synonymous with innovation, creativity, and a strong focus on employees. The company fosters an environment where individuals are encouraged to explore their ideas, take calculated risks, and develop both personally and professionally. A key pillar of Google's strong employer brand is its open and transparent communication. The company utilises various communication platforms, including internal social media, to ensure that employees remain connected, informed, and engaged. Through collaboration across teams and organisational levels, Google underscores its commitment to cultivating a sense of ownership and shared purpose (Google, 2024). In summary, Apple attracts individuals with a passion for innovation and design, Google draws in creative and experimental thinkers, and Microsoft appeals to those who prioritise stability and professional growth. Each of these companies adopts a distinctive approach to shaping their employer brand, enabling them to attract talent that aligns with their core values and objectives. Thus, an employer brand is closely intertwined with corporate culture and is shaped by the organisation's values.

#### 4.2. The employer's internal brand

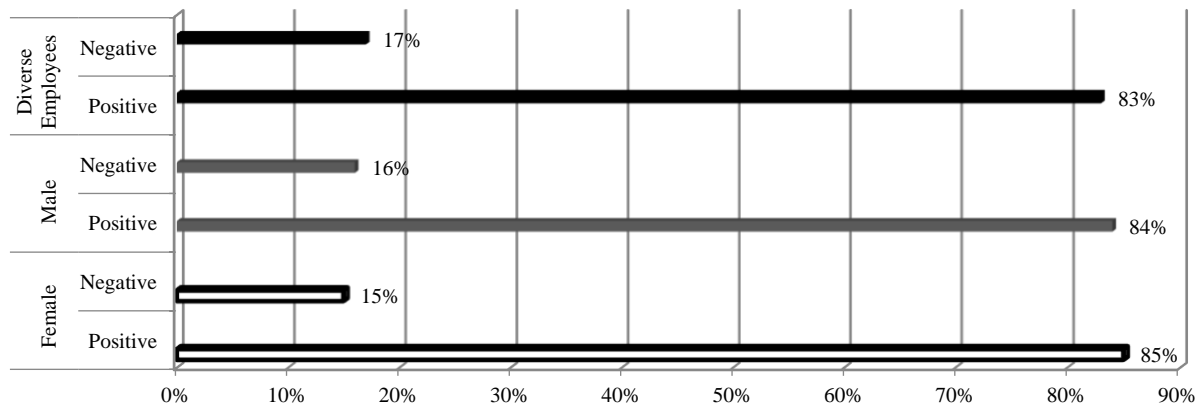
The Company Culture indicator reflects the relationship between the brand and its objectives. An employer brand fosters loyalty to the company through organisational identity and culture, which in turn enhances employee productivity. (Eriksson et al., 2023). Organisational culture is a key factor that determines the level of employee commitment. In particular, aspects such as innovation, teamwork and staff development have the most significant impact (Khanh Giao et al., 2020). Out of 1844 reviews by Apple employees, 79% were positive. The remaining 21% were constructive reviews to help Apple improve its work culture (compare Employers, Brands and Salaries, 2023) (Figure 2).



**Figure 2.** Respondents' feedback on understanding the corporate culture of the analysed companies  
Sources: developed by the authors based on (Compare Employers, Brands and Salaries, 2023).

Among the 2,358 reviews from Google employees, 86% were positive, the highest rate among the companies analysed. The remaining 14% of respondents indicated a lack of understanding of the company's corporate values and culture. Out of 2,048 reviews from Microsoft employees, 82% were positive, whereas 18% of respondents expressed that they did not fully grasp the company's objectives or their contribution to its overall performance. The importance of an employer's brand is increasing amidst the competition for talent, and companies that successfully promote gender equality tend to enjoy a stronger reputation and attract more highly qualified employees (Vuong & Suntrayuth, 2017). Google achieved the highest score, reflecting a positive perception of the company's support for diverse employees.

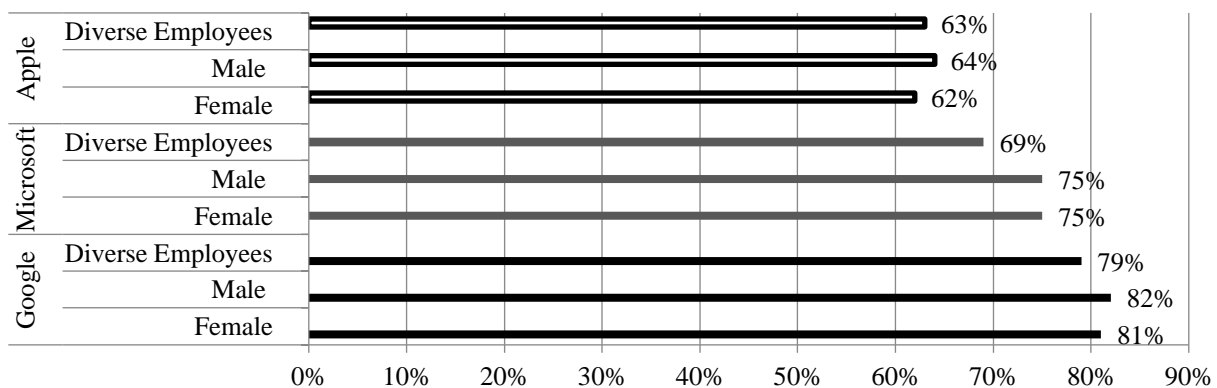
The strength of an employer brand is founded on the principles of diversity and inclusion, fostering a work environment where every employee feels valued and treated equally (Dabirian et al., 2023). A total of 83% of Microsoft employees assess their work environment positively, whereas 76% of Apple employees do. Google boasts the most favourable work environment, with 84% of its staff rating it positively. When broken down by department, the HR, communication, and marketing departments achieve the highest Google Culture scores (Figure 3).



**Figure 3.** Assessment of the work environment of Google employees by gender

Sources: developed by the authors based on (Compare Employers, Brands and Salaries, 2023).

Employees can rapidly become the most potent tool for employer branding. Companies must comprehend how to transform their staff into brand ambassadors, and this begins by guaranteeing a genuinely positive work experience. Consequently, successful employer branding models prioritise enhancing employee loyalty and job contentment within the organisation. (García et al., 2019). Competitive and equitable salaries are arguably the most critical factor in fostering employer brand loyalty. The accompanying chart illustrates respondents' answers to the following query: "Do you think the company's remuneration is fair?". Google employees exhibit the highest degree of contentment with their salaries, whereas Apple respondents demonstrate the lowest levels (Figure 4).



**Figure 4.** Answers to respondents' questions about fair pay

Sources: developed by the authors based on (Compare Employers, Brands and Salaries, 2023).

In addition to providing a competitive base salary, the examined companies provide performance-based bonuses to acknowledge and reward outstanding employee contributions. These bonuses can constitute a substantial portion of an employee's overall remuneration and act as a potent incentive for employees to consistently deliver their best performance. Stamler (2001) argues that an employer brand helps create a unique employment environment that is difficult for competitors to imitate or replicate. The value proposition and culture established around organisational objectives systematically influence employees, enabling the enterprise to generate exceptional employment conditions that stimulate employees to perform effectively. Research has revealed that creating conditions conducive to high productivity and offering social support constitute an effective means of mitigating staff turnover (Karatepe, 2013; Benraiss-Noailles, 2021).

In Table 3, the authors categorised the primary advantages/benefits offered by the analysed companies to support their employees. All the companies examined provide a comprehensive range of health insurance options. The concept of wellness is becoming increasingly popular in the business environment, as companies realise that investing in employee health is not just a trend but also a necessity for long-term success (Britto

& Magesh, 2018; Gallon, 2024). According to Kisang Asongwe (2023), the development and implementation of optimal sick pay solutions is a key task for organisations seeking to create a fair remuneration system and increase the efficiency of employer brand management. Nevertheless, Apple, in contrast to its peers, does not cover Vision Insurance, Life Insurance, or Disability Insurance. The health savings account at Apple is 25% smaller than that of its competitors.

**Table 3.** Benefits and perks of international companies for employees

Area	Company		
	Microsoft	Apple	Google
Health & Wellness	Vision Insurance	-	Vision Insurance
	Dental Insurance		
	Health Insurance		
	Life Insurance	-	Life Insurance
	Gym/Wellness Reimbursement		-
Paid Time Off	HSA 1000\$ per year	HSA 750\$ per year	HSA 1000\$ per year
	Disability Insurance (LTD)	-	Disability Insurance (STD, LTD)
	20 weeks	Maternity Leave: 16 weeks	24 weeks
	Unlimited	Vacation/Personal Days : 12 days	20 days
		Volunteer Time Off : 25 \$ per hour	10\$ per hour
Financial Benefits		401K/Retirement Plan Employee Stock Purchase Plan Flexible Spending Account (FSA) Company Social Outings	
Office Perks	Pet-Friendly	- Free Food Regional transit system On-Site Mother's Room Remote work:	Pet-Friendly
Unique To Company	Depends on the team: up to 50% remote work, up to 100% remote, or fully on-site at Microsoft.	Depends on the division. For most of Apple M/F is WHS (Work Health and Safety)	Google anticipates that 60% of its workforce will be on-site a few days each week, 20% will be based in new office locations, and another 20% will work remotely. Employees can also work from anywhere for up to 4 weeks per year, with additional options to apply for fully remote positions.
	Temporary reimbursement for Uber/Lyft until the conclusion of the Covid period.	Music Events Company-Wide Music Bashes	Fertility Assistance Offers various packages for fertility treatments (including elective egg freezing), consultations, and access to high quality providers.
	Childcare/Babysitting Compensation Covers up to 160 hours of childcare costs annually, limited to backup care only.	Fertility Assistance Egg Freezing	Travel Insurance Employees and their families are insured for international personal travel throughout the entire year.
			Baby Bonding Bucks \$500 to assist with the costs of meal delivery, house cleaning, or diaper services during the initial weeks of parenthood.
			On-site Massage Workplace Wellness Massage Subsidy

Sources: Developed by the authors (D'Onfro & England, 2015; Wheeler, 2023).

With respect to vacation/personal days, Microsoft's distinctive feature is an unrestricted number of vacation days. In contrast, Apple offers the fewest days to its employees. Additionally, Apple provides the shortest duration of maternity leave. With respect to payments for employee volunteer hours, Google offers the least amount of \$10 per hour, whereas the other analysed companies provide a 60% premium. An increasing number of companies are offering their employees the opportunity to invest in the future through 401(k) retirement plans. These individual contribution plans have become widespread and now cover more than one-



third of employees. Participants in such plans have the opportunity to choose investment instruments from a wide range of options offered by their employer (Elton et al. 2006; Nagaich et al., 2020). Stock options confer a sense of ownership upon employees, aligning their interests with the company's long-term prosperity. As the analysed companies maintain their strong performance on the stock market, the value of these stock options can substantially increase employees' total remuneration. With respect to in-office perks, the analysed companies offer complimentary food, transportation, and remote work flexibility. Microsoft and Google are currently establishing pet-friendly work environments. The article highlights the benefits of working for these companies. Microsoft provided free Uber rides during the pandemic and paid for babysitting services for employees with children for up to 160 hours annually. Apple organises music events for employees and covers fertility assistance services. Google boasts the most extensive range of unique benefits, encompassing travel insurance for employees, payments for fertility assistance and egg-freezing services, flexibility to work from anywhere for four weeks per year, paid assistance for new parents, and onsite massage services. These advantages and benefits collectively increase the standing of the analysed companies among employers and cultivate a high degree of employee loyalty.

#### *4.3. The employer's external brand*

External employer branding is the process of shaping a company's reputation as an employer within the labour market. Today, when competition for talented employees is growing, external employer branding has become a strategically important tool. The world's largest companies invest significant resources in creating an attractive image to attract the best professionals (Buttenberg, 2011). Some authors emphasise that employer branding, especially external branding, is based on the same theoretical principles and uses similar tools as consumer branding and corporate branding (Kantowicz-Gdańska, 2009). A study by Stuss & Herdan (2018) revealed that the most common external employer branding tools for attracting talent are social networks, job fairs, and company websites. Google possesses an efficacious career website. Google's career site closely resembles a page from an online technology publication. Rather than generic images of a contented team and benefit descriptions, it features employee-authored articles, professional counsel, and videos. They do not merely assert innovation; they exemplify it. Job vacancies are seamlessly integrated into the context; for example, a list of JavaScript vacancies would be positioned alongside an interview with a JavaScript developer (Google, 2024). Microsoft's career site adopts a more pragmatic approach, encompassing four key sections: benefits, culture, diversity and inclusion, and flexible work. The search bar for vacancies is prominently displayed. Microsoft offers employees tools and support to foster growth through training, mentoring, and events aligned with individual goals and passions. The company prioritises flexibility, well-being, and community as essential to employee and organisational success (Microsoft, 2024). Apple differentiates its approach by featuring employee stories on its homepage, effectively conveying the company's value proposition. The platform highlights the synergy between personal and professional goals within Apple culture (Apple, 2024).

Brand advocates. Google is promoted by its employees. The company incentivises them to do so with vibrant bicycles, table tennis breaks, and the option to bring dogs to the workplace. The videos on Nat and Lo's YouTube channel are well worth watching—high-quality employee-generated content that promotes Google's employer brand. Apple cultivates a strong employee-centric culture by providing early access to new products, generous employee discounts, and a familial work environment. This approach has resulted in high levels of employee satisfaction and loyalty, making it a challenging model for other brands to replicate. Safeguarding the interests of employees on a global scale while accommodating regional requirements is no means feat. After scrutinising various tools, Microsoft selected Sociabble to expand its employee advocacy program worldwide. By commencing a pilot phase in chosen countries, the company was able to establish the primary objectives and framework of its program, which was subsequently implemented across the organisation, encompassing approximately 17,000 employees. (Apple, 2024; Microsoft, 2024; Google, 2024). Thus, the activation of an employer's external and internal branding directly affects its attractiveness for potential employees (Kalinska-Kula & Staniec, 2021).

#### *4.4. Assessment of employee loyalty – eNPS*

A deep connection between an employee and their employer is the foundation of loyalty, which contributes to increased fulfilment both professionally and personally. A positive employer reputation provides the organisation with a competitive edge, which leads to an increase in profitability. On the basis of a theoretical analysis of the literature (Barrow & Mosley, 2005; Leekha Chhabra & Sharma, 2014; Druteikienė and others, 2023), the authors identify the main aspects of studying the impact of employee loyalty on the employer brand.

Enhanced workplace productivity – Loyal employees exhibit a determination to improve and succeed. They devise novel ideas to surmount challenges and contribute to a company's growth. Their leadership skills are imparted to other employees, motivating them to work more diligently and contributing to enhancing the work environment (Fuentes-Alcántara et al., 2024).

Influence on the customer experience – Loyal employees harbor preexisting respect for the company and its values, which aids in preserving a positive customer experience.

Enhancing a company's image—employees constitute a vital component of its image, as they produce products and represent the brand. Establishing conducive workplace conditions contributes to preserving a company's image and demonstrates the organisation's appreciation for its employees. (Patole & Dabke, 2018).

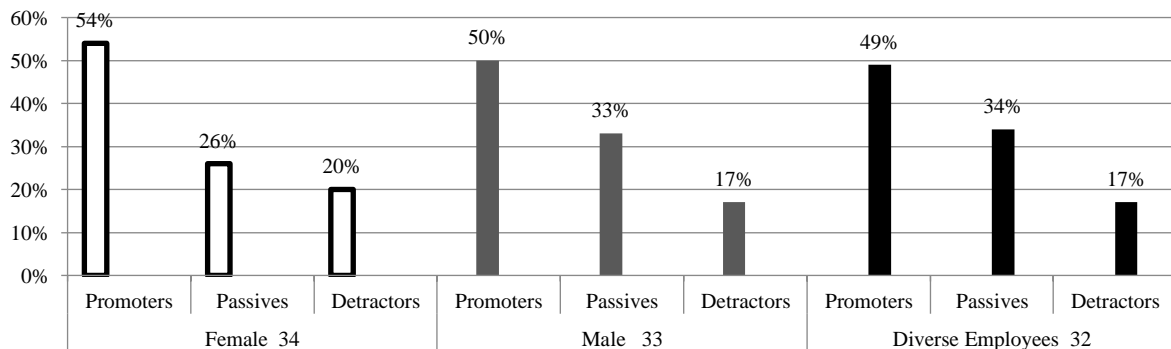
In increasing productivity during crises, loyal employees remain steadfast to the organisation during challenging circumstances and assist in identifying solutions (Nazarov & Stepanova, 2024). They demonstrate unwavering commitment and strive to maintain the motivation of other employees, contributing to the preservation of stability and productivity even amidst adverse conditions.

Corporate development – Employee loyalty can be incorporated into a corporate development plan. The implementation of a loyalty reward system preserves employee commitment, encouraging them to remain with the company long-term (Fernandez-Beltran et al., 2023).

By attracting new talent, positive experiences and a robust foundation of employee loyalty draw more individuals to the company. Disseminating information about favourable working conditions and employee relations enhances a company's appeal to potential employees (Alkoud & Qatamin, 2023).

All of these aspects validate the importance of maintaining employee loyalty within companies. This contributes to increased productivity, strengthened customer relationships, enhanced corporate reputation, and the attraction of talented employees. To assess the level of employee loyalty, international companies use the net promoter score. The employee net promoter score tracks employees' responses on a scale from 0 to 10 on how likely they are to recommend working for the company to their friends (Sedlak, 2020; Kharchenko, 2022).

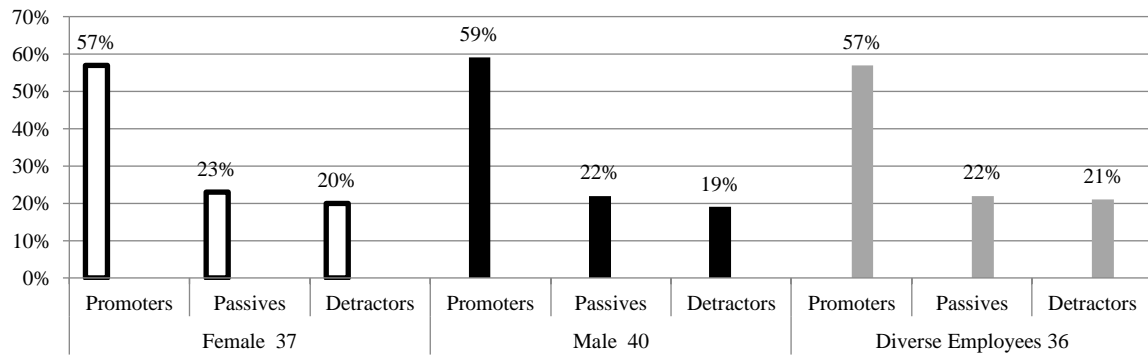
Microsoft boasts the highest eNPS score at 35, calculated from 3266 employee responses. Currently, 55% percent of Microsoft employees advocate for their friends to join the company, while 25% remain neutral, and 20% do not recommend working at Microsoft to their acquaintances (compare Employers, Brands and Salaries, 2023). Female employees exhibit the greatest loyalty to the company. When the eNPS score is disaggregated by division and department, customer success, HR, and customer support personnel demonstrate the highest levels of loyalty. (Figure 5).



**Figure 5.** Detailed results of Microsoft's eNPS assessment

Sources: developed by the authors based on (Compare Employers, Brands and Salaries, 2023; Microsoft, 2024).

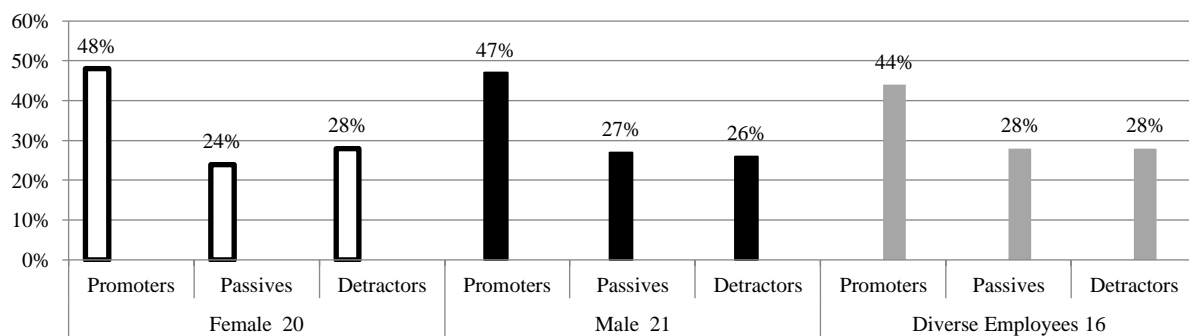
Google occupies the second position among employer brands in terms of employee loyalty. Google's net promoter score (eNPS) is 35, which is calculated from 4759 employee responses. Currently, 58% of Google employees advocate for their friends to join the company, 19% remain neutral, and 23% do not recommend working at Google to their acquaintances (Figure 6). The Human Resources and Communications departments awarded the highest scores when queried: "How likely are you to recommend a friend to work at Google?" On the basis of 4759 ratings, Google ranks second out of five competitors, trailing only Microsoft. The rate of loyal employees by gender is highest among men. The departments exhibiting the highest loyalty scores are HR, Communications, and Admin (Compared with Employers, Brands and Salaries, 2023).



**Figure 6.** Detailed results of Google's eNPS assessment

Sources: developed by the authors based on (Compare Employers, Brands and Salaries, 2023; Google, 2024).

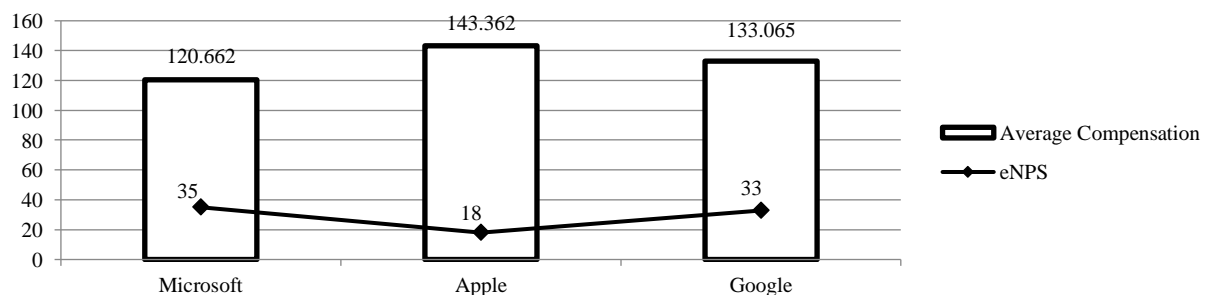
The Apple Employee Net Promoter Score (eNPS) stands at a low 18, on the basis of feedback from 2236 employees. Among the surveyed employees, 48% are promoters, 22% are neutral, and 30% are detractors (compare Employers, Brands and Salaries, 2023). In terms of gender groups, male employees exhibit the highest loyalty to the company. The most loyal departments within the company are characterised by customer success, IT, and communications. (Figure 7).



**Figure 7.** Detailed results of the Apple eNPS assessment

Sources: developed by the authors based on (Compare Employers, Brands and Salaries, 2023; Official website Apple, 2024).

This study contrasts the levels of average annual salary and eNPS across the analysed companies. (Figure 8).

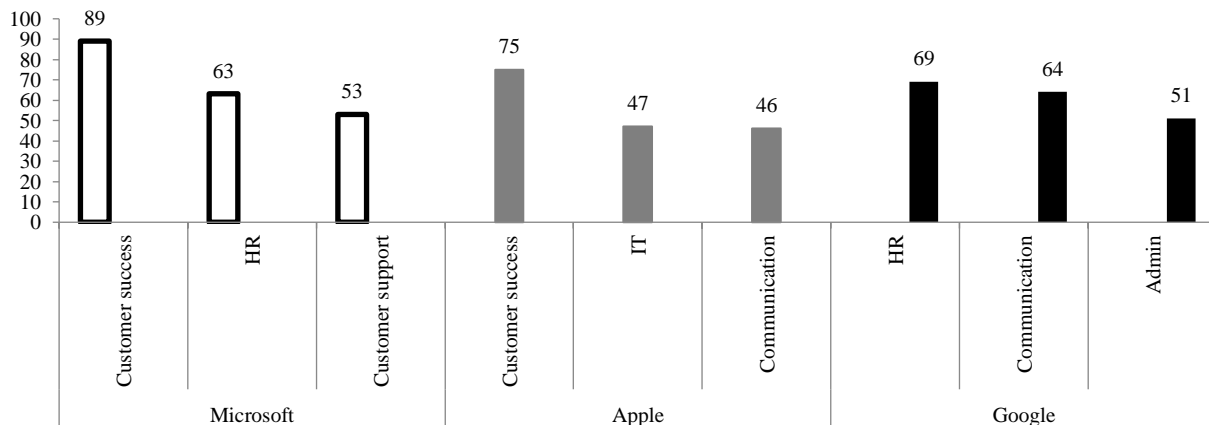


**Figure 8.** Ratio of the average annual salary of international companies to the ENPS index

Source: developed by the authors on the basis of (Nindl et al., 2023).

Apple's average salary surpassed that of Microsoft's by 15.8% and that of Google's by 7.2%. Despite boasting the highest average annual salary among the analysed companies, Apple's eNPS is the lowest. The

study reveals that departments with the highest level of brand loyalty tend to have comparatively lower salaries than other departments do (Figure 9).

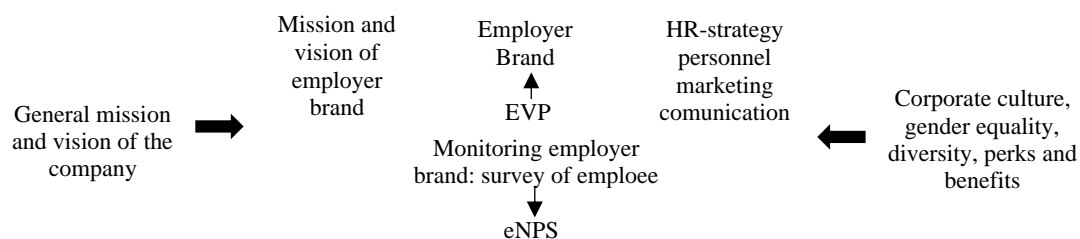


**Figure 9.** ENPS scores by departments of international companies

Sources: developed by the authors based on (compare Employers, Brands and Salaries, 2023).

The average Google salaries by department include Product at \$209,223, Business Development at \$207,494, and Marketing at \$135,051, while the eNPS scores stand at 29, 30, and 44, respectively. A comparable scenario exists at Apple. Average Apple salaries by department include sales at \$209,823, customer support at \$73,680, and communications at \$225,140, with corresponding eNPS scores of 30, 23, and 46, respectively. The average Microsoft salaries by department include Engineering at \$177,475, HR at \$132,988, and IT at \$130,453. The ENPS scores for these departments are 29, 63, and 43, respectively (compare employers, brands and salaries, 2023). In this instance, it can be inferred that salary is not a definitive factor in staff loyalty, suggesting the necessity of implementing not only monetary incentives to enhance staff engagement but also prioritising the aforementioned elements of employer branding.

Employer-branding strategies play a key role not only in retaining employees but also in increasing their productivity (Azhar et al., 2018). Thus, according to the analysis, companies need to integrate the mission, vision and components of the employer brand into the overall strategy of the company. Understanding the future of a company and its role and potential for growth helps future specialists and existing staff continue to develop their skills and grow professionally. The HR strategy should be aligned with the employer's mission and brand vision and not contradict them.



**Figure 10.** Strategic directions of employer brand development based on the research

Sources: developed by the authors.

Personnel marketing – International companies use tools such as a system of recruitment and adaptation of personnel, training programmes, professional and career development, unique compensation and benefits programmes, flexible remuneration and reward conditions, and outstaffing and outplacement programmes. Communication: availability of a corporate website, corporate messengers, digests, employee success stories, organisation of trainings, webinars, and corporate events. All of these components and tools help formalise, systematise and guide joint efforts to build an employer's external brand. The importance of conducting systematic monitoring and research on employee loyalty is confirmed by the fact that a positive perception of the employer creates a competitive advantage for the organisation, which leads to an increase in profitability.

In the analysis, the main aspects of why companies need to care about and manage employee loyalty are identified. Before creating a strategy, you need to determine what your brand's reputation is. This can be accomplished by conducting internal surveys and reviewing social media platforms for comments and checking reviews. EVP, or the employer value proposition, is an issue that also remains underresearched among modern scholars but plays an important role and is the basis for brand formation. The value proposition encompasses several key elements: mission, values, vision, and culture; the specific needs of the business; its impact on the world; and the role of potential brand ambassadors, particularly those currently performing the role. Research indicates that employees' voices are significantly more effective than those of the CEO in fostering trust and supporting brand efforts, being three times more influential. These aspects must align with the corporate brand culture, benefits, and equity (Sengupta et al., 2015). A well-aligned employer brand and company culture create a more cohesive and motivated workforce. When employees perceive that the company's external messaging is consistent with their internal experience, it fosters trust and loyalty, increasing the likelihood of their long-term engagement and success within the organisation. By prioritising this alignment, you can cultivate a workplace where employees are not only engaged but also proud to be part of their team.

**5. Conclusions.** In accordance with the set purpose, this research analysed the brands of employers of the international companies Apple, Google and Microsoft via a specific procedure. In the first stage, we analysed the overall corporate culture, mission and goals of the employer's brand. Apple attracts people who are passionate about innovation and design, Google attracts creatives and experimenters, and Microsoft attracts those who value stability and professional development. Each of these companies has a unique approach to building their employer brand, which allows them to attract talent that best matches their values and goals. The second stage focused on evaluating the employer brand's internal and external aspects. Each of the companies has a package of benefits that attract talent, with more than 85% of employees reporting positive working conditions that support corporate culture and equality among staff. Companies are characterised by the presence of external communication channels, and they also have a career website and employer brand ambassadors. In the third stage, staff loyalty was assessed. Apple has the lowest eNPS score of 18, Google has 33, and Microsoft 35. Moreover, the average salary is the highest at Apple, with a lower rate at ENPS, which suggests that employees still pay attention not only to material motivation but also to the working environment, employer brand image and employee engagement. Thus, this study has facilitated the formulation of strategic directions for the formation and development of employer brands. First, it is crucial to integrate the mission, vision, and goals of the employer brand and HR strategy with the overarching mission, vision, and strategy of the company. Second, managing employee loyalty is a vital component of monitoring the employer brand. Third, fostering a positive working environment and establishing effective external communication are essential. Aligning with the goals of the employer and employees enables the company to attract and retain top talent while ensuring that employees are well positioned to meet labour demands effectively. In future research, it will be essential to identify the stages of developing an EVP, examine the unique features of the EVP, and conduct cross-checks to validate the EVP.

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**Стратегічне управління брендом роботодавця: досвід міжнародних компаній****Ірина Труніна**, Кременчуцький національний університет імені Михайла Остроградського, Україна**Катерина Пряхіна**, Кременчуцький національний університет імені Михайла Остроградського, Україна**Марина Білик**, Кременчуцький національний університет імені Михайла Остроградського, Україна

У статті розглядається стратегічне управління брендингом роботодавця в міжнародних компаніях та його значний позитивний вплив на залучення й утримання талантів. У сучасному конкурентному глобальному ринку сильний бренд роботодавця має важливе значення для організацій, які прагнуть виділитися та утримати найкращі таланти. Концепції розвитку бренду роботодавця, залучення талантів та оцінки лояльності працівників є складними для моніторингу в сучасному вітчизняному бізнес-середовищі. У зв'язку з цим постає питання про те, як компанії з успішними брендами роботодавців розробили свої стратегії та продовжують підтримувати їх на ринку. Саме тому метою даного дослідження є розробка стратегічних напрямів формування бренду роботодавця та його подальшого вирівнювання на основі узагальнення успішних практик міжнародних технологічних компаній. Процедура діагностики бренду роботодавця складається з трьох етапів. Перший крок включає загальний аналіз бренду роботодавця компаній на прикладі міжнародних компаній Apple, Google та Microsoft, а також дослідження Дорожньої карти місії та цілей бренду роботодавця міжнародних компаній. Другий крок - моніторинг складових внутрішнього та зовнішнього бренду роботодавця. Третій крок - оцінка лояльності працівників за допомогою eNPS. Стверджується, що організації повинні інтегрувати місію, бачення та цілі свого бренду роботодавця та HR-стратегії із загальною місією, баченням та стратегією компанії. Таке узгодження має вирішальне значення для розвитку цілісної корпоративної культури і, як наслідок, розробки чіткої ціннісної пропозиції бренду роботодавця. Управління лояльністю співробітників є важливим аспектом моніторингу бренду роботодавця, оскільки необхідно підтримувати позитивне робоче середовище та налагоджувати ефективні зовнішні комунікації для виховання амбасадорів бренду роботодавця. Розроблені стратегічні напрямки, засновані на позитивних практиках міжнародних компаній з розвиненим брендом роботодавця, мають практичне застосування для компаній, які хочуть управляти ціннісною пропозицією для своїх співробітників та узгоджувати ідентичність бренду роботодавця.

**Ключові слова:** бренд роботодавця, менеджмент, персонал, eNPS.