

Lundquist Employer Branding Online Awards 2010 Global 100

Global study assesses how companies use the web to attract and retain employees

2 December 2010

**Lundquist Employer
Branding Online Awards
2010 Global 100**
1st annual study of online
employer branding
communications
100 companies ranked (the
world's strongest brands
according to Businessweek)
58 evaluation criteria
100 points maximum
41.9 points average score
424 responses to employer
branding survey

Employer branding is a
company's pitch to current
and potential employees.
It is the company's bid to
show why it is a desirable
place to work

Most companies do not go past the basics in their bid to explain why they are a great place to work. Royal Dutch Shell takes the prize for best use of a corporate website for employer branding. Mercedes-Benz is second followed by BP and General Electric

The world's top companies fail to exploit the potential of their corporate website to attract and retain the best employees, according to the Employer Branding Online Awards 2010 Global 100 released today by communications consultancy Lundquist.

The first edition of the research ranked the online employer branding of the 100 companies with the strongest global brands as rated by Businessweek. The research showed that many companies do not use their corporate site to leverage their strong brands to get an advantage in the battle for the best employees.

Anglo-Dutch oil giant **Royal Dutch Shell** earned 71.5 points out of 100 to win the Employer Branding Awards by a comfortable margin. **Mercedes-Benz** came in second with 64 while **BP** and **General Electric** tied for third place with 63.5. While seven companies achieved more than 60 points, what might be considered as the minimum necessary to have a rich offering of information, the average of the 100 companies ranked was a modest 41.9 points.

Seminar & awards

1st seminar in online employer branding communications and presentation of the Employer Branding Online Awards Global 100 to be held in Milan in early 2011.

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Main findings

The battle to attract and retain the best talent has largely moved online yet most companies fail to use the internet effectively to transmit a clear idea of what makes theirs a desirable place to work. This is the key finding to emerge from the Lundquist Employer Branding Online Awards 2010 Global 100.

The majority of the companies evaluated provide what would be considered the bare necessities for a job seeker such as a list of open positions and the possibilities to upload a CV and cover letter. About two-thirds of companies also give extensive information about offerings for students. Yet most of them fail to provide a compelling explanation of why they are different from other employers and why a job seeker would want to work there.

The websites were assessed using a 58-part protocol developed with the input of a questionnaire that received more than 400 responses from 37 countries. The research, which ranked the 100 companies with the strongest global brands as rated by Businessweek, considered a vast array of information job seekers use to evaluate whether to apply at a company as well as what companies disseminate to encourage current employees to remain. Most of the criteria evaluated elements contained on the careers section of the corporate websites though a handful also considered other sections of the site.

Companies did better in presentation rather than content, indicating that over the years corporate websites have been refined to improve navigability, accessibility and other aspects of presentation, but that has not yet translated into richer content directed specifically at job seekers. Among the key findings of the research:

- >> the average score was 41.9 points out of a maximum of 100
- >> half of the companies in the survey are based in the U.S. and as a group they slightly outperformed the average (45 points)
- >> financial companies performed best (53.9 points average) while consumer goods companies did the worst (37.4 points average)
- >> the vast majority of sites show a list of open positions and allow users to sort vacancies and upload a CV for a specific opening
- >> three-fourths of companies do not provide any contact information for job seekers with queries
- >> companies performed better in presentation rather than content

“The corporate website is the most strategic tool for employer branding so it’s surprising that so many companies give only the most basic information on their website,” said **Eric Sylvers**, the head of employer branding at Lundquist. *“Our research shows that virtually everybody goes to the corporate website before deciding whether to apply so it is no longer good enough to just have a list of open positions. The website is where the company needs to demonstrate why it’s a great place to work.”*

Top 10

1. Royal Dutch Shell	(71.5 points)
2. Mercedes-Benz	(64)
3= BP	(63.5)
3= General Electric	(63.5)
5. JPMorgan	(62.5)
6. Goldman Sachs	(61)
7. Allianz	(60.5)
8= Danone	(58.5)
8= American Express	(58.5)
10. Axa	(57.5)

**Results by industry
(with 10+ companies
in ranking)**

1. Financials	(53.9 points average)
2. Technology	(42.7)
3. Consumer services	(39.6)
4. Consumer goods	(37.4)

Results by region

1. Americas	(45)
2. Europe	(39.3)
3. Asia	(38.1)

Top 10 in online employer branding communications

Royal Dutch Shell, the Anglo-Dutch oil and gas company, handily won the first edition of the Employer Branding Online Awards Global 100 with 71.5 points out of a possible 100. Shell had the best score in three of the 12 sections considered in the ranking and maintained a relatively high score in all sections. Shell did a particularly good job in sections dedicated to information about benefits (6/6 points), what people seek before applying (10.5/12), searching for vacancies (11/12) and the actual process of applying (13/14).

Mercedes-Benz came in second (64 points), placing best in the social media section and doing particularly well on most aspects relating to presentation (including a best 11.5/12 score on navigability). **BP** and **General Electric** tied for third place with 63.5 points. Though the financial sector, the best performing group, did not break into the top four, it had five of the remaining six slots in the top ten (in descending order): **JPMorgan, Goldman Sachs, Allianz, American Express, Axa**. French yogurt maker **Danone** tied for eighth with American Express.

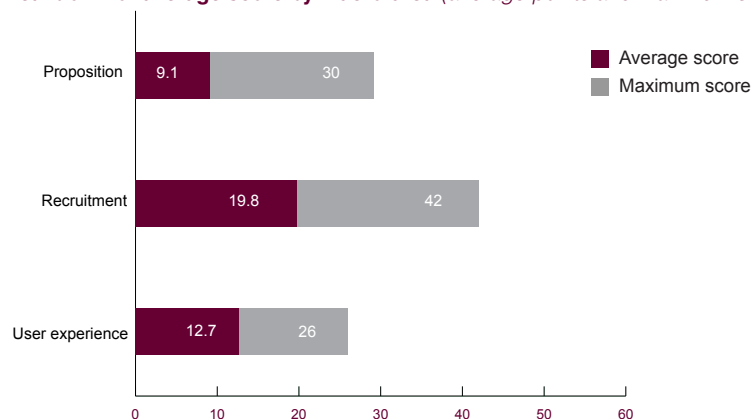
Strengths/weaknesses

The 100 companies ranked had an average score of 41.9 points out of 100. Hidden within the overall sub-par performance are many nuances that demonstrate where companies are putting their effort in online recruiting and employee retention. The protocol considers the **proposition** (what the company offers employees), **recruitment** and **user experience**. A single criterion, commendable information, was not part of any of the sections and awarded two points for a particularly engaging feature or information. (For more details on the protocol breakdown see page 10.)

Mercedes-Benz with 18.5 of 30 points performed best on proposition and **Shell** had the richest recruitment section (36.5 of 42 points). **Cisco** and **Danone** tied for the best overall user experience (18 of 26 points).

Graph 1

Breakdown of average score by macro-area (average points and maximum shown)



Source: Lundquist Employer Branding Online Awards 2010 Global 100

The good:

- >> 92% of companies have a list of open positions
- >> 88% allow users to sort vacancies
- >> 87% let users upload a CV for a specific job opening

The bad and the ugly:

- >> 40% of companies fail to provide exhaustive information on their site about what they do (this criterion considered the entire site and not only the careers section)
- >> 87% of companies fail to give comprehensive information about how a typical employee will see their career progress
- >> 3% use more than two social media outlets to advertise job openings (the corporate website had to provide links to the social media sites to receive points)
- >> No company has a workplace survey in the careers section

A look at the breakdown of points by section shows clearly that companies have largely refined their presentation (navigability, visual communications, company information) and do a decent job of providing the basics for a job seeker (searching for vacancies, applying). At the same time, they fail to give the extra information that would show how they differentiate themselves as an employer (before applying, benefits, ethics & responsibility) and perform miserably in making their employer branding more engaging by exploiting the new possibilities offered by the internet (social media, interactivity).

Graph 2

Top performers in...

Company information
Cisco

Benefits
Shell

Social media
eBay & Mercedes-Benz

Ethics & responsibility
Accenture

Before applying
Shell

Searching for vacancies
Shell

Applying
Nestlé/Nescafé

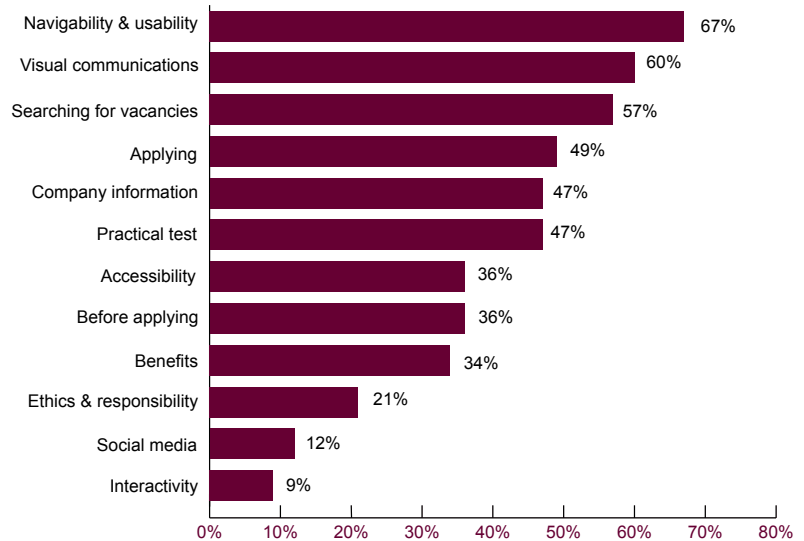
Practical test
Hyundai, HSBC, Morgan Stanley, Smirnoff, Starbucks, Volkswagen

Navigability
Axa, Disney, Mercedes-Benz, Nike

Visual communications
32 companies tied

Interactivity
Cisco, General Electric, Intel

Average performance by section (% of max points)



Source: Lundquist Employer Branding Online Awards 2010 Global 100

In only four of the 12 sections in the protocol did companies receive the full score. Shell earned full points on benefits, Nestlé on applying and Danone on accessibility. Six companies (**Hyundai, HSBC, Morgan Stanley, Smirnoff, Starbucks** and **Volkswagen**) performed perfectly on the practical test section, which considered visibility on the Google search engine and responsiveness to an emailed query (see page 5 for details).

On many corporate websites the careers section is a world onto its own, disconnected from the rest of the site with some companies using a separate site dedicated to recruitment, which is a lost opportunity to create a coordinated approach to online communications. The vast majority of companies fail to embark upon continuous engagement with job seekers by communicating openings and company updates through the use of email alerts and RSS feeds. A third offer the former and one in six the latter.

“Companies must integrate the careers section of their website with the rest of their brand identity,” said **Felicity James**, an employer branding researcher at Lundquist. *“Moreover, web 2.0 tools should be used to engage users because employer branding is an ongoing process that doesn’t stop once a job seeker turns off her computer.”*

Responding to users

Connected with the failure to make the careers section more engaging is a general lack of responsiveness towards job seekers. To test responsiveness, Lundquist carried out a practical email test as part of the research. All companies with contact information for the human resources department were sent an email from a fictitious job seeker asking for information about when he could expect a response to his job application.

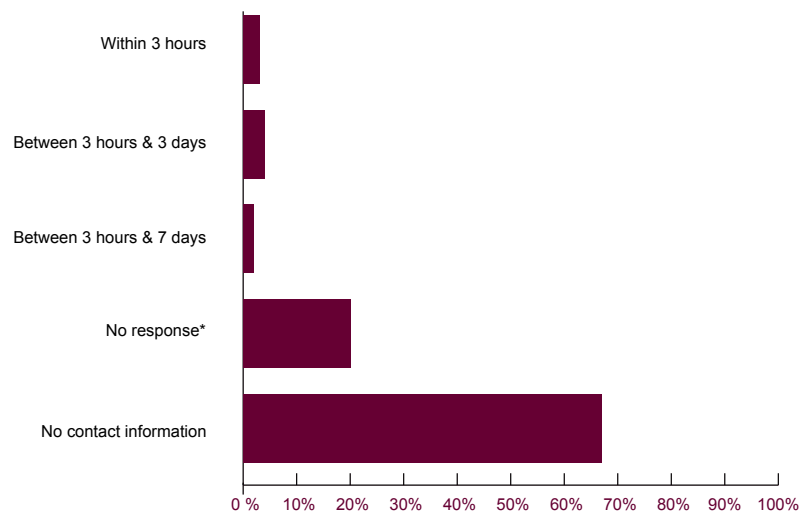
Three companies were particularly speedy and responded within three hours (**Morgan Stanley, Volkswagen, Hyundai**) while another four (**HSBC, SAP, Smirnoff, Starbucks**) did so within three days to also earn the full two points on the practical email test. **Nestlé** and **Nescafé** got one point for responding in longer than three days, but less than a week.

Who you gonna call?

Three-fourths of companies have no contact information for people with questions related to careers (and therefore got zero points) and not a single company in the ranking has the name and email address of a specific person who can be contacted with queries. The survey showed that 75% of users want the personal contact information (see page 9 for details).

Graph 3

Response times to practical test (% of 100 companies)



*one company replied after 22 days

Source: Lundquist Employer Branding Online Awards 2010 Global 100

In a demonstration of one company's openness towards job seekers, **SAP**, the maker of business software, has its careers email address on the bottom of every page in the careers section making it particularly easy to get in contact.

Geographical and sector results

A closer look at the results reveals that companies based in the U.S. averaged 45 points while their European counterparts averaged 39.3 and in Asia the average was 38.1.

Table 1

Average results by country and region

Country	No. of companies	Average score
Belgium	1	34
Canada	2	44
Finland	1	46
France	9	36.9
Germany	11	39.6
Italy	4	19.8
Japan	7	38.1
Netherlands	1	41
South Korea	2	48.1
Spain	1	39.5
Sweden	2	40.3
Switzerland	4	40.1
United Kingdom*	5	51.1
United States	50	45
Total Americas	52	45
Total Asia	9	38.1
Total Europe	39	39.3

Source: Lundquist Employer Branding Online Awards 2010 Global 100
 * In this table Shell has been counted as a British company

While financial companies did best among those industries with at least ten members in the ranking, the two components in the oil and gas industry (**Shell** and **BP**) had an average of 67.5 points that would have placed them first. The 48.7 average of the four companies classified under industrials would have placed them third. The industries assigned to the 100 companies in the ranking were taken from the Industry Classification Benchmark, which categorises public companies by industry, supersector, sector and subsector.

Commendable info

The ranking gave points to companies that have commendable information or functions on the website that engages users and goes beyond what the protocol was officially looking for. Our research has shown that more engagement is both what users want and what makes for a more successful corporate website. Seven companies earned the full points in this category.

Yahoo! has a rich blog written by mothers who work at the California-based Internet giant. Here they are in their own words: “We come from every corner of the company—and the world—to talk kids, careers and the challenges that come with balancing the two. We’re Yahoos. We’re moms. And we’re blogging about the stuff that makes us yodel.”

Gap has a separate site linkable from its careers section that is dedicated to all the benefits the clothing retailer offers its employees. **Apple** has a page where for each of their 15 corporate divisions the user can click to see a description of what the division does and what jobs are currently available there. **Adobe** has an excellent corporate video that goes beyond the corporate speak found in the videos of most competitors to shine a light on the lives of a few employees.

Adidas, the German manufacturer of shoes and sportswear, has an interactive feature that lets you follow their testimonial Candace Parker around the careers section. **Disney** has the most exhaustive student section out of the companies surveyed and includes links to all the student offerings found throughout the Disney empire. **Heinz** on the start page of its careers section has 12 videos organised on a grid with each one dedicated to a theme of the corporate culture.

Approach & methodology

Assumptions behind the research

The Employer Branding Online Awards research is underpinned by a series of assumptions about the main ingredients necessary for successful online corporate communications. These pillars of online communications are the result of many years of experience working with leading European companies on their web strategy and were reinforced by our employer branding survey that asked people what they would like to find on a corporate website when they are looking for a job (for information on the survey see page 9).

Five pillars of online employer branding communications

Comprehensive

A website must satisfy all the requirements of its key users, eliminating their need to go elsewhere for information

Integrated

A website must work as a whole and provide links between different sections (CSR, corporate governance, IR, careers, etc.) and to off-site social media channels

User friendly

Users must be able to find what they are looking for with minimum time and clicks through intuitive and jargon-free navigation

Engaging

A website should employ a range of multimedia tools – including video, animation, images, graphics and interviews – to draw the audience in and tell a dynamic story

Concrete

Users want hard facts, pertinent and credible data and testimonials that tell a real story about what it is like to work in a particular company; self-promotion and marketing messages should be avoided

Developing the evaluation protocol

The evaluation criteria were based on both best practice websites from around the world that were used as benchmarks and on the survey. The protocol consists of 58 criteria divided into 17 sections giving a total of 100 points. The protocol has three macro-areas:

- >> **Proposition** (what the company offers employees) – 4 sections, 18 criteria, 30 points
- >> **Recruitment** (how open positions are advertised and the application process) – 4 sections, 20 criteria, 42 points

- >> **User experience** (functionality and ease of use of the site) – four sections, 19 criteria, 26 points; this section is broadly the same as that used for the Lundquist CSR Online Awards research (for more information see www.lundquist.it)
- >> A final criterion, **commendable information**, was not part of any of the sections and awarded two points for companies that offered a particularly engaging feature or information not covered in the criteria

This division of the protocol takes into account that the most important aspect of online communications is content (proposition and recruitment), but also that success involves taking advantage of the internet to make employer branding information easily available and simple to use (user experience).

Table 2

Subdivision of evaluation protocol by section

Macro area	Section	Criteria	Points
Proposition	Company information	5	10
	Benefits	5	6
	Social media	3	7
	Ethics & responsibility	5	7
	TOTAL	18	30
Recruitment	Before applying	7	12
	Searching for vacancies	5	12
	Applying	6	14
	Practical test	2	4
	TOTAL	20	42
User experience	Interactivity	7	12
	Visual communications	4	5
	Accessibility	4	3
	Interactivity	4	6
	TOTAL	19	26
	Commendable information	1	2
	GRAND TOTAL	58	100

Source: Lundquist Employer Branding Online Awards 2010

The components of the Employer Branding Online Awards Global 100 were taken from the 2009 edition of Businessweek's yearly list of the 100 most valuable brands. In most cases the brands corresponded to a company with the same name (e.g. **Adidas, Coca-Cola, Nokia**). In some cases, the brands on the Businessweek list are owned by a company with a different name (e.g. **Blackberry/RIM, Budweiser/Anheuser Busch, Smirnoff/Diageo**) and in that case the site of the parent company was evaluated.

There were five companies with two brands on the Businessweek list and in that case the score of the mother company site was counted twice, once for each brand. The **Proctor and Gamble** site was evaluated for its brands **Duracell** and **Gillette**; the **Nestlé** site for **Nestlé** and **Nescafé**; **Toyota** for **Toyota** and **Lexus**; **L'Oréal** for **L'Oréal** and **Lancôme**; **LVMH** for **Louis Vuitton** and **Moët Chandon**.

Website assessments

The **English language websites** of the 100 companies in the study were ranked between June-August 2010 (evaluations formally closed on August 28). Each company's website was evaluated twice by two different Lundquist researchers. Top-ranking companies were evaluated a third time.

Most of the criteria only awarded points if the information was housed in the **careers section** (or equivalent) of the website so as to reflect one of the main assumptions behind the research, that sites should be user friendly and make relevant information for a particular subject easy to find. In a few cases (including company overview, mission statement and CSR activities available to employees), the protocol considered content outside of the career section if there was a direct link to the relevant page or document.

This rule aims to reward websites that create a fully integrated careers section with links to other parts of the site where appropriate. Given the size of many corporate websites, users cannot be expected to scan dozens (or even hundreds) of pages to find the information they seek. Standalone company sites dedicated just to careers (i.e. not contained within the general corporate website) were considered in the research.

Employer Branding Survey

The Lundquist 2010 Employer Branding Survey, conducted between April and June 2010, sought to find out what job seekers are looking for when they visit a corporate website and are considering whether to apply for a job. The results of the survey (for details see www.lundquist.it/research), which gathered responses from more than 400 people in 37 countries, were used to refine the 58-criterion protocol used to rank the companies in the Employer Branding Online Awards.

The survey showed that increasingly the corporate website is the primary spot where job seekers expect to be informed about details on everything from training programs to job mobility, vacation policy and compensation.

Key findings

- >> 95% of those surveyed said they look at the corporate website of a company before deciding whether to apply for a job
- >> A third of the people ranked the corporate website as the most important source of information for a job seeker, only word of mouth ranked higher (40%)
- >> Only 6% considered the job fair the best place to find out information about companies where they were considering applying
- >> Respondents said it's more important to find details about training they will receive on the job and how their career might progress at the company rather than to have information about compensation
- >> 57% want to know if and when they can expect a response back
- >> Three-quarters of respondents want to find personal contact information for somebody in the HR department for queries that arise during the application process
- >> Given the chance to air their views beyond checking off boxes, respondents were clear about what they are after: simplicity, clarity, real information and interaction with real people

Full classification of Lundquist Employer Branding Global 100 Online Awards 2010

Position	Companies	Score	Country	Industry
1	Royal Dutch Shell	71.5	U.K./Netherlands	Oil & Gas
2	Mercedes-Benz	64	Germany	Consumer Goods
3 =	BP	63.5	U.K.	Oil & Gas
3 =	General Electric	63.5	U.S.	Industrials
5	JPMorgan	62.5	U.S.	Financials
6	Goldman Sachs	61	U.S.	Financials
7	Allianz	60.5	Germany	Financials
8 =	Danone	58.5	France	Consumer Goods
8 =	American Express	58.5	U.S.	Financials
10	AXA	57.5	France	Financials
11 =	Accenture	54.5	U.S.	Industrials
11 =	Yahoo!	54.5	U.S.	Technology
13 =	Cisco	54	U.S.	Technology
14	Amazon	53.5	U.S.	Consumer Services
15 =	Nescafé ¹	52	Switzerland	Consumer Goods
15 =	Nestlé	52	Switzerland	Consumer Goods
15 =	Caterpillar	52	U.S.	Industrials
15 =	Gap	52	U.S.	Consumer Services
19 =	Dell	51.5	U.S.	Technology
19 =	Morgan Stanley	51.5	U.S.	Financials
21	Heinz	51	U.S.	Consumer Goods
22 =	Adidas	50.5	Germany	Consumer Goods
22 =	UBS	50.5	Switzerland	Financials
24 =	Adobe	50	U.S.	Technology
24 =	Duracell ²	50	U.S.	Consumer Goods
24 =	Gillette	50	U.S.	Consumer Goods
27	Google	49.5	U.S.	Technology
28	Apple	49	U.S.	Technology
29	Hewlett-Packard	48.5	U.S.	Technology
30	Kellogg's	48	U.S.	Consumer Goods
31 =	Intel	47	U.S.	Technology
31 =	Nike	47	U.S.	Consumer Goods
33 =	Citi	46.5	U.S.	Financials
33 =	Marlboro	46.5	U.S.	Consumer Goods
33 =	MTV	46.5	U.S.	Consumer Services
36 =	Nokia	46	Finland	Technology
36 =	HSBC	46	U.K.	Financials
36 =	Colgate	46	U.S.	Consumer Goods
36 =	Johnson & Johnson	46	U.S.	Consumer Goods
36 =	Xerox	46	U.S.	Technology
41 =	Coca-Cola	45.5	U.S.	Consumer Goods
41 =	Microsoft	45.5	U.S.	Technology
43	Canon	45	Japan	Technology
44 =	Thomson Reuters	44.5	Canada	Consumer Services
44 =	Lancôme ³	44.5	France	Consumer Goods
44 =	L'Oréal	44.5	France	Consumer Goods

Position	Companies	Score	Country	Industry
44 =	Volkswagen	44.5	Germany	Consumer Goods
44 =	Ford	44.5	U.S.	Consumer Goods
44 =	Visa	44.5	U.S.	Financials
44 =	Wrigley	44.5	U.S.	Consumer Goods
51	Hyundai	44	S. Korea	Consumer Goods
52	Blackberry	43.5	Canada	Technology
53	Disney	43	U.S.	Consumer Services
54	eBay	42.5	U.S.	Technology
55 =	Smirnoff	42	U.K.	Consumer Goods
55 =	Pepsi	42	U.S.	Consumer Goods
57 =	McDonald's	41.5	U.S.	Consumer Goods
57 =	Tiffany & Co.	41.5	U.S.	Consumer Services
59 =	Philips	41	Netherlands	Technology
59 =	Ikea	41	Sweden	Consumer Services
61	Campbell	40.5	U.S.	Consumer Goods
62 =	BMW	40	Germany	Consumer Goods
62 =	Lexus ⁴	40	Japan	Consumer Goods
62 =	Toyota	40	Japan	Consumer Goods
65 =	Panasonic	39.5	Japan	Technology
65 =	Zara	39.5	Spain	Consumer Services
65 =	H&M	39.5	Sweden	Consumer Services
65 =	UPS	39.5	U.S.	Industrials
69 =	Louis Vuitton	39	France	Consumer Services
69 =	Moët & Chandon ⁵	39	France	Consumer Goods
69 =	Starbucks	39	U.S.	Consumer Services
72 =	Cartier	38	France	Consumer Services
72 =	Nivea	37.5	Germany	Consumer Goods
72 =	Honda	37.5	Japan	Consumer Goods
75	Sony	36.5	Japan	Technology
76 =	Harley-Davidson	35.5	U.S.	Consumer Goods
76 =	Oracle	35.5	U.S.	Technology
78 =	Budweiser	34	Belgium	Consumer Goods
78 =	Siemens	34	Germany	Technology
78 =	Avon	34	U.S.	Consumer Goods
81	IBM	33.5	U.S.	Technology
82	Ferrari	33	Italy	Consumer Goods
83 =	Burberry	32.5	U.K.	Consumer Services
83 =	Gucci	32.5	Italy	Consumer Services
85	Pizza Hut	32	U.S.	Consumer Services
86	Samsung	31.5	S. Korea	Technology
87	KFC	30.5	U.S.	Consumer Services
88 =	SAP	30	Germany	Technology
88 =	Burger King	29	U.S.	Consumer Services
90	Nintendo	28.5	Japan	Technology
91	Puma	28	Germany	Consumer Goods
92	Audi	24.5	Germany	Consumer Goods

Position	Companies	Score	Country	Industry
93	Porsche	22.5	Germany	Consumer Goods
94	Polo Ralph Lauren	20	U.S.	Consumer Goods
95	Kleenex	10	U.S.	Consumer Goods
96	Chanel	9.5	France	Consumer Goods
97	Prada	7.5	Italy	Consumer Goods
98 =	Armani	6	Italy	Consumer Goods
98 =	Rolex	6	Switzerland	Consumer Goods
100	Hermes	1.5	France	Consumer Goods

Source: Lundquist Employer Branding Global 100 Online Awards 2010

¹ Nestlé and Nescafé, both Nestlé brands, have the same score

² Durcell and Gillette, both Procter & Gamble brands, have the same score

³ L'Oréal and Lancôme, both L'Oreal brands, have the same score

⁴ Toyota and Lexus, both Toyota brands, have the same score

⁵ Louis Vuitton and Moët Chandon, both LVMH brands, have the same score

Forthcoming in the Lundquist Employer Branding Online Awards series: Italy, Switzerland, Austria

About Lundquist

Lundquist is a strategic communications consultancy in Milan, Italy, specialising in online corporate communications. Our extensive research programs cover online financial communications, the corporate website and social media.

Employer Branding Online Awards research team

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