

## Talent Marketing

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### Abstract

Talent marketing is a strategic approach used by organizations to attract and retain top talent. This approach involves the use of various marketing techniques and channels to communicate the employer brand, job opportunities, and employee value proposition to potential candidates. Talent marketing is an essential component of an organization's overall talent management strategy as it helps to enhance the organization's reputation and competitiveness in the job market. The success of talent marketing relies on a deep understanding of the target audience, effective communication, and the creation of a compelling employer brand that resonates with potential candidates. With the growing competition for talent in today's job market, organizations must invest in talent marketing to attract and retain the best talent and stay ahead of the competition.

### Introduction

Talent marketing can be explained as the initiative and process of attracting, engaging and retaining top talent within an organization. It is a strategic approach that utilizes marketing techniques to communicate the value proposition of the organization as an employer, and to build a strong employer brand that will attract and retain the best talent.

Delery and Doty (1996) identifies talent marketing as the process of identifying, attracting, engaging and retaining the best talent in the marketplace. This definition highlights the emphasis on identifying, attracting and retaining top talent for the organization. Another definition of talent marketing is the process of creating, communicating and delivering a unique value proposition to target employee groups (Berger and Berger, 2004).

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This definition emphasizes the importance of creating and communicating a unique value proposition to potential employees.

According to Balmer (2001), talent marketing is the process of creating and promoting a positive image of the organization as an employer to attract, engage and retain top talent. This definition focuses on the idea that talent marketing is the process of promoting a positive image of the organization as an employer to attract top talent. Collings et al. (2019), explains talent marketing as the process of creating and communicating a unique value proposition as an employer, to attract, engage and retain top talent. Similarly, a study by Kissel and Büttgen (2015) defines it as the process of creating and communicating a unique image of the organization as an employer to attract and retain top talent.

Tumasjan et al. (2020) defines talent marketing as the set of strategies, tactics and programs to communicate the company's value proposition as an employer to external and internal stakeholders, including potential and current employees. Sindhu (2012) suggests that talent marketing is the process of managing reputation and image to attract and retain top talent. Moreover, a study by Theurer et al. (2018) describes talent marketing as the process of creating a reputation as an employer of choice, which will lead to a more positive perception of the company among potential employees.

In sum, talent marketing can be defined as a strategic approach that utilizes marketing techniques to attract, engage and retain top talent within an organization. It involves identifying and communicating a unique value proposition as an employer, creating a positive image and reputation, and building a strong employer brand. Talent marketing is important because it helps organizations attract and retain top talent, improve employee engagement and ultimately lead to better financial performance.

One key constituent of talent marketing is employer branding. This refers to the image and reputation of a company as an employer. It is a way for an organization to communicate its unique value proposition as an employer to potential candidates. Employer branding can be communicated through a variety of channels, such as the company's website, social media profiles, and job postings. A strong employer brand can help attract top talent by showcasing the company's culture, values, and opportunities for growth and development. Another important component of talent marketing is recruitment marketing. This refers to the strategies and tactics used to attract and engage potential job candidates. Recruitment marketing can include targeted advertising, social media campaigns, and employer branding initiatives. By creating a strong recruitment marketing strategy,

organizations can reach potential candidates where they are spending their time online and build a pipeline of qualified candidates.

Employee referral programs are another effective way to attract top talent. These programs incentivize current employees to refer their friends and contacts for open positions within the company. Employee referrals can be valuable because they often come from people who already have a connection to the company and have a good understanding of the company culture.

Talent marketing is a crucial aspect of attracting and retaining top talent in any organization. By focusing on employer branding, employee value proposition (EVP), recruitment marketing, and employee referral programs, organizations can create a positive image and reputation as a desirable place to work, which can help attract the best employees.

### **Employer Branding**

Employer branding refers to the process of promoting a company as a desirable place to work. It is a way for companies to differentiate themselves as an employer of choice and to communicate their unique value proposition to potential and current employees. This can be accomplished through a variety of means, including advertising, social media, and employee engagement initiatives.

One definition of employer branding is the image of an organization as a 'great place to work' in the minds of current and potential employees (Collings et al., 2019). This definition highlights the emphasis on creating a positive reputation for the company among both current and potential employees. Another definition of employer branding is the process of creating a unique image of the organization as an employer, and communicating that image to the external and internal labor market (Kissel and Büttgen, 2015). This definition emphasizes the importance of creating a unique image for the company and communicating that image to both internal and external audiences. A third definition of employer branding is a set of activities and communication strategies aimed at promoting the reputation of the organization as an employer (Balmer, 2001). This definition focuses on the idea that employer branding is a set of activities that are intended to promote the company's reputation as an employer.

Employer branding can also be identified as a set of strategies, tactics and programs to communicate the company's value proposition as an employer to external and internal stakeholders, including potential and current employees, and its impact on the company's performance (Tumasjan et al.,

2020). Sindhu (2011) suggests that employer branding is the process of managing reputation and image to attract and retain employees. Similarly, a study by Berger and Berger (2004) defines it as the process of creating, communicating, and delivering a unique value proposition as an employer to target employee groups.

Furthermore, Ahmed et al. (2022) defines employer branding as the process of creating a unique identity and reputation for an organization as an employer, which will help the organization to attract, retain and engage the best talent. Additionally, Theurer et al. (2018) defines employer branding as the process of creating a reputation as an employer of choice, which will lead to a more positive perception of the company among customers, employees and other stakeholders.

It is worth noting that employer branding is not only important for attracting top talent, but also for retaining current employees. Burawat (2015) found that strong employer branding can lead to higher levels of employee satisfaction and commitment, which in turn can lead to lower turnover rates. Additionally, Balmer (2001) suggests that employer branding can also have a positive impact on customer perceptions and lead to increased customer loyalty.

Employer branding, the process of promoting a company as a desirable place to work, has been shown to have numerous benefits for both employers and employees. One benefit is that it can help to attract and retain top talent. Collings and Mellahi (2009) said that a strong employer brand can lead to a decrease in employee turnover and an increase in job applicants. This is because a positive reputation can make a company more attractive to potential employees, leading to a larger and more qualified pool of candidates to choose from. Additionally, employees who feel proud to work for a company with a strong reputation may be less likely to leave.

Another benefit of employer branding is that it can improve employee engagement and productivity. Kissel and Büttgen (2015) found that employees who have a positive image of their employer tend to be more engaged in their work and have higher levels of job satisfaction. This can lead to increased productivity, as engaged employees are more likely to put in extra effort and be more committed to achieving company goals.

Additionally, employer branding can improve customer perception of the company. Balmer (2001) acknowledged that a strong employer brand can lead to a more positive perception of the company among customers. This is

because customers may view a company that is able to attract and retain top talent as more competent and reliable.

Finally, employer branding can have a positive impact on the company's bottom line. A study by Tumasjan et al. (2020) showed that companies with strong employer brands tend to have higher financial performance. This is likely because a positive reputation can lead to increased customer loyalty, higher employee productivity, and a more efficient recruitment process.

Employer branding can have a significant impact on a company's ability to attract and retain top talent, improve employee engagement and productivity, enhance customer perceptions and ultimately lead to better financial performance. Employers should invest in developing and promoting their employer brand to reap these benefits. Last but not least, employer branding is crucial for any organization that wants to attract and retain top talent. By building a strong employer brand, organizations can differentiate themselves as employers, reduce recruitment costs, increase employee retention, and enhance the employee's job satisfaction and commitment to the organization.

### **Employee Value Proposition (EVP)**

EVP is a concept that is critical to human resource management and organizational performance. It is a statement that defines the unique benefits that employees can expect to receive in return for their contributions to the organization. EVP is important because it can help organizations attract, retain, and motivate talented employees, who in turn can help improve organizational performance. According to Kalleberg (2009) an employee value proposition (EVP) is a set of benefits and rewards that an organization offers to its employees in exchange for their skills, knowledge, and experience. It is a statement that communicates the unique value that an organization provides to its employees, and it serves as a key driver of employee engagement, retention and overall job satisfaction.

One of the most commonly cited definitions of EVP comes from Armstrong (2015), who define it as a statement that defines the unique benefits that employees can expect to receive in return for their contributions to the organization. This definition highlights the reciprocal nature of EVP, in which employees contribute their skills, abilities, and experience to the organization, and in return, they receive a set of unique benefits.

Pawar (2016), identifies EVP as a unique set of attributes that an organization offers its employees in return for their skills, abilities, and experience. This definition emphasizes the uniqueness of EVP, in that it

should be tailored to the specific needs and wants of employees. Moreover, Choi and Yoon (2015) describes EVP as a set of promises that an organization makes to its employees in terms of rewards, benefits, and opportunities. This definition highlights the importance of EVP as a means of communicating the value that employees can expect to receive from working for an organization.

EVP is important for organizations because it helps to attract and retain top talent. In a highly competitive job market, job seekers are looking for more than just a paycheck (Pawar, 2016). They want to work for an organization that aligns with their values and offers a positive working environment, and an EVP that clearly communicates the unique benefits and rewards that an organization offers can help make the organization stand out (Kalleberg, 2009).

EVP also helps to increase employee engagement and retention. When employees feel that they are valued and that their contributions are appreciated, they are more likely to be engaged and motivated to stay with the organization (Kalleberg, 2009; Bakker and Albrecht, 2018). A strong EVP that aligns with employee's needs and expectations can foster a sense of belonging and fulfillment, leading to increased employee loyalty and reduced turnover.

EVP is important for organizations in terms of creating a sense of purpose among employees. It helps employees understand how their role aligns with the overall goals of the organization, and how they can contribute to the company's success (Davenport and Prusak, 2000). A clear and compelling EVP can create a sense of ownership and pride among employees, which can lead to higher levels of engagement and productivity.

In addition, EVP can help organizations to improve their reputation and brand image in the marketplace. When employees are satisfied with their jobs and feel valued by the organization, they are more likely to speak positively about their employer to others (Kotler and Armstrong, 2015; Choi and Yoon, 2015). This can help organizations to attract new talent and customers, which can improve performance in the long run. Finally, a strong EVP can help organizations to improve overall performance. When employees are satisfied and engaged, they are more likely to be productive, creative, and innovative, which can lead to improved performance across the organization (Heskett et al., 1994; Pawar, 2016).

The long and the short of it, an employee value proposition is a crucial aspect of attracting and retaining top talent. A clear and compelling EVP

can help organizations to stand out in a competitive job market, increase employee engagement and retention, and create a sense of purpose among employees. Organizations should regularly evaluate and update their EVP to ensure that it aligns with the current market trends and employees' needs and expectations.

### **Recruitment Marketing**

Recruitment marketing refers to the process of promoting an organization's employment brand, opportunities, and culture to potential candidates in order to attract, engage, and ultimately hire the most qualified and suitable individuals for the organization. It is a critical function in human resource management, as it is responsible for identifying and attracting top talent to the organization.

There are several key components to recruitment marketing, including employer branding, job advertising, and candidate engagement. Employer branding is the process of creating and promoting an organization's reputation as an employer of choice, highlighting its unique culture, values, and opportunities for growth and development (Talarico, 2022). Job advertising involves the use of various channels, such as social media, job boards, and career fairs, to reach potential candidates and promote open positions within the organization. Candidate engagement, on the other hand, is the process of building relationships with potential candidates and providing them with information about the organization and the job opportunities available.

Recruitment marketing also plays a key role in attracting and retaining diverse talent. By creating an inclusive and welcoming employment brand, organizations can attract a wider pool of candidates, including those from underrepresented groups (Soulez and Guillot-Soulez, 2011). This can lead to increased innovation, creativity and diversity of thought within the organization.

Recruitment marketing is also crucial in today's digital age, as job seekers increasingly use online platforms to search for job opportunities. A strong online presence and effective use of digital recruitment marketing strategies can help organizations reach a larger and more diverse pool of potential candidates (Kim et al., 2011). Additionally, recruitment marketing can help organizations to improve their overall performance. By attracting the most qualified and suitable candidates, organizations can improve productivity, creativity, and overall performance.

Recruitment marketing is a critical function in human resource management that is responsible for identifying and attracting top talent to



the organization. It involves several key components, including employer branding, job advertising, and candidate engagement. Effective recruitment marketing can help organizations attract and retain diverse talent, improve their online presence, and ultimately improve overall performance.

### **Employee Referral Programs (ERPs)**

Employee referral programs (ERPs) are a type of recruitment strategy in which current employees are incentivized to refer friends and acquaintances for open positions within the company. The idea behind ERPs is that current employees are more likely to refer individuals who are a good fit for the company culture and will be more successful in their roles than candidates sourced through traditional recruiting methods (Yildiz and Esmer, 2023).

There are several benefits associated with ERPs. Firstly, ERPs can save companies time and money by reducing the need to advertise open positions and screen large numbers of applicants. Additionally, referred candidates are often faster to hire and have higher retention rates compared to candidates sourced through other methods. Secondly, ERPs can improve the quality of new hires. Referred candidates tend to have better job performance and are more likely to stay with the company longer than candidates sourced through other methods (Cooke et al., 2014). This is likely because referred candidates are a good fit for the company culture and have been vetted by a current employee, who can vouch for their qualifications and work ethic (Chung and D'Annunzio-Green, 2018). Thirdly, ERPs can also benefit current employees by providing them with opportunities to develop their professional networks and earn financial incentives for successful referrals (Yildiz and Esmer, 2023). This can lead to increased employee engagement and job satisfaction (Mukul and Saini, 2021).

Employee referral programs are a valuable recruitment strategy that can save companies time and money, improve the quality of new hires, and benefit current employees. By providing current employees with incentives to refer friends and acquaintances, companies can access a pool of qualified and well-vetted candidates that are a good fit for the company culture.

### **Conclusion**

In conclusion, talent marketing is a crucial strategy for organizations looking to attract and retain top talent in today's competitive job market. By developing a strong employer brand, promoting the organization as an employer of choice, and implementing recruitment strategies such as employee referral programs, organizations can identify and attract high-



quality candidates, reduce recruitment costs, improve workforce diversity, increase employee engagement and retention and build a positive company culture.

Future research in the area of talent marketing could focus on the effectiveness of different recruitment marketing strategies and tactics, such as the use of social media and mobile recruiting, the impact of employer brand on employee engagement and retention, and the effectiveness of employee referral programs in different industries and for different types of positions. Additionally, research could also explore the ways in which talent marketing can be integrated with other HR functions, such as performance management and career development, to create a more holistic approach to talent management.

In the future, as the world of work continues to change, the importance of talent marketing will only continue to grow. As such, organizations that invest in developing a strong talent marketing strategy will be well-positioned to attract and retain top talent and stay competitive in the marketplace.

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