

Theme: creation of an employer brand on a franchised network

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Summary:

The employer brand has become a concept that interests many companies and inspires several researchers in marketing today, Setting up an employer brand faithful to the organization is a major challenge. In recent years, several companies have embarked on the development and improvement of their employer brand. By trying to make their companies more attractive for the most competent executives, this new perspective is gaining momentum in particular in franchised networks which have the particularity of bringing together franchise and franchisee through a brand leasing, Working well with an employer brand on a franchise network will improve employee performance and further promote company values by maintaining consistency of concept

Keywords: employer brand, franchise service, hotel

Résumé :

La marque employeur est devenue un concept qui intéresse beaucoup d'entreprises et qui inspirent plusieurs chercheurs en Marketing aujourd'hui, Mettre en place une marque employeur fidèle à l'organisation est un défi de taille. Au cours des dernières années, plusieurs entreprises se sont lancées dans le développement et l'amélioration de leur marque employeur. En essayant de rendre leurs entreprises plus attractives pour les cadres les plus compétents, cette nouvelle perspective prend de l'ampleur notamment dans les réseaux franchisés qui ont la particularité de réunir le franchise et le franchisé grâce à une location de marque, Bien travailler une marque employeur sur un réseau de franchise va permettre d'améliorer le rendement des collaborateurs et de promouvoir davantage les valeurs de l'entreprise en préservant l'uniformité du concept

Mots clés : marque employeur, franchise de service, hôtellerie

1.Introduction:

It is a fact that since the rise of the concept of influencer marketing, and the generalization of the use of social networks, the vision of employees for their companies and the expectations formulated with employers have changed profoundly, rapid access to information and the emergence of the concept of lifelong employability have accentuated this phenomenon, since companies are no longer seen today as a mere place of work or exchange, or a place where employees spend a day working and devote themselves entirely to the performance of tasks, but earlier a place where one perfectly embodies a way of life and where one spreads a corporate culture that allows employees to succeed and achieve the state of mind of self-fulfillment, several organisations have understood this new market reality and are seeking to attract more competent managers at the organisational level, a real revolution in human resources is emerging as companies are finding it increasingly difficult to retain the best profiles, The company's success in the market depends on recruiting qualified employees who have the ability to correctly apply the concept of the offer and meet the needs and expectations of consumers, this major challenge for companies has become a competitive arena because a better reputable company is more likely to attract a better profile and have a competitive advantage in the market, To succeed in this step the company must sell itself and know how to stand out through specific criteria and efficient staff that will grow and prosper the company.

The implementation of a recognized employer brand on the market is a major challenge for companies, Several companies have today embarked on the creation and development of an employer brand by trying to demonstrate the benefits of organizing with the advent of social networks and the rapid sharing of information they provide as well as the implementation a few tangible indicators that allow you to recognize and quickly identify the best brands on the market such as the **Gret place to work** index which offers a ranking of the best companies every year or it is nice to work through a survey with 2,500 employees, knowing how to develop its employer brand is essential today, especially in the case of a franchised network because the franchise offers the particularity of giving the advantages of the brand and applying the concept of offering between the franchisor who remains the holder of the the franchisee through the signing of a franchise agreement between the two parties, the successful application of the brand concept on the franchised network will allow a standardization of the concept to

through the franchised network, working well with your employer brand is a guarantee of being able to attract the most promising candidates and keep the most competent employees thanks to its reputation on the market, a company that succeeds in building a strong employer brand will benefit from a major competitive advantage, and have better efficiency on the part of the teams in place, in our article we will discuss the effect of the creation of an employer brand on the performance of its staff in the case of a service franchise, because, particularly in the service sector, staff performance directly affects the company's performance and perceived reputation on the market and is an integral part of its market mix.

This reflection brings us to the following problem: **What is the effect of creating an employer brand on the perceived image of the franchised company?**

In order to better answer our problem we will propose the following sub-questions:

Q1: Does an employer brand improve the perceived image of the brand?

Q2: Does an employer brand improve the performance of company employees?

In order to verify the sub-questions and better understand our problem we will formulate the following hypotheses:

H2: An employer brand can improve the company's brand image and attract the best profiles

H3: An employer brand provides ideas for staff and allows for greater efficiency in team performance

2.Review of literature:

The term employer mark was first used by Simon Barrow and Tim Ambler at the beginning of the 1990s, some time after the term to continue to develop to gather new concepts mainly in human resources but with the main objective of always attracting competent employees and enhance the image of the company on the market, since its inception, companies have continued to apply it with the aim of attracting creative employees and improving team performance, with the intensification of competition and the emergence of the knowledge economy this phenomenon of searching for competent employees is increasingly widespread even in multinational enterprises, the latter make a careful selection of candidates so that they can embody the values of the company, other demographic and social factors accentuate this phenomenon with the change in purchasing and consumption habits and the difficulty of predicting the reactions of companies, the latter are becoming increasingly reluctant to mass recruitment due to an increasingly unstable economic environment and the impact of technology and artificial intelligence on business activities with the replacement of human resources by less expensive and more efficient solutions, Adding to this the difficulty of following this progress and the scarcity of skills, these new issues have overturned the relations between companies and workers imposing on the former an operation of seduction towards the latter.

Research on the development of its employer brand is multiple in the sphere of marketing research, Barrow and Ambler define *the employer brand* as the set of functional advantages, economic and psychological of the jobs offered by a company as an employer, *the employer brand concept is the synthesis of what the managers of a company decide to share with the whole ecosystem to express their vision, values and positioning and sustainable social dimension of their HR policy* , For **Philippe Liger**, *it is mainly thanks to social and organisational innovations that a sustainable and increasingly individualised relationship with employees can be developed. It is also about making the company an attractive employer and its name a real brand, associated with true values.*

Géraldine michel explains in her book at the heart of the brand that a strong brand is a brand that gives meaning to different stakeholders such as consumers but also employees, because the measurement of brand power does not take into account only quantitative criteria such as awareness and market share, the first strategic challenge of the brand is to exist in the target's brain and then bring a feeling and emotions, it is in this context that the brand can lead to an engagement on the part of customers but also employees, because the employer mark directly concerns all parties involved in the organization as employees, managers or shareholders, Liger *définit la aussi marque employeur a set of elements of company identity which enable present and prospective employees to distinguish one company from others in terms of human resources, including social and organizational innovations, for companies the development of an employer brand is an investment to become one of the best places to work, according to Towers Perrin's work career development is the first factor to attract and retain employees, There are many employer brand strategies, and not all techniques fit the individual HR needs of companies, because companies must be very careful to control their image as an employer in order not to lose reputation and better communicate its corporate culture, Other definitions of this concept have been proposed by researchers who are trying to understand the effect and nature of this relationship between companies and employees, on their sides (Backaus and Tikko, 2004) define the employer brand as the process of building an identifiable and unique identity, this identity is perceived as a concept of the company that differentiates it from its competitors, Thus, the employer brand is about reflecting an image in the labour market to make the company a good place to work and evolve (Ewing et al, 2002), the employer brand is also perceived as an effort and a strategy of communication of the company with the external public which makes it both desirable and easily identifiable by the target audience which places it in an increasingly attractive dynamic for the employees which facilitates transformation and change in the market (Jenner and Taylor, 2009)*

The employer brand plays a key role in improving employee performance and productivity as it makes the company more attractive and exceptional compared to à the whole of the competitors, one of its objectives is to attract always the best candidates for its company because it succeeds in attracting interest from the applicants and to motivate even more teams by reinforcing the need for self-affirmation, on his side according to (Berthon et al, 2005), *The employer brand would promote the attractiveness of the company and the quality of applications, If having an employer brand strategy is an ideal factor to attract talent and retain its human resources, the question now is to ensure its demonstrable effectiveness. It would increase the chances of acquiring competent personnel in line with its values*

The employer brand remains an essential component of its research, also in the case of a franchised network because in the case of a franchise contract the franchisor ensures the follow-up, training and assistance for the franchisee to ensure consistency of concept across the network, as through its brand name the company will attract significant attractiveness in the eyes of applicants due to its reputation, its reputation and the opportunities it can offer, this reputation can be further consolidated through E-reputation through positive comments and shared opinions online, this reputation also reflects the values and missions of the company in the market, several factors are at the origin of this phenomenon defined by (Berthon et al., 2005) namely the value of interest which specifies whether the organization proposes a working environment and working methods that are of interest to the employees, the second factor is social value which takes into account the working environment provided for consumers, the third factor is economic value which is concerned with wages and the company's remuneration system, the fourth factor and development value that demonstrates whether the company offers recognition for itself, the fifth is last factor symbolizes for the company if employees have the ability to pass on to others what they learned in the company

3.Methode :

The objective of this research is to explain how the employer brand gives meaning and influences the behavior of employees in the case of a franchised service company, It also aims to provide elements of answers to our research problem and the various questions, for this we have opted for a quantitative research using items directly related to the value of the brand and the perception of the brand, the questionnaire was distributed to a sample of 82 people with experience in hotel franchising on the Algerian market

The work took place in the form of a survey sent and carried out on google which aims to obtain a thorough understanding of the mechanisms of construction of an employer brand and its effect on employees, the questionnaire as a data collection tool was used to collect information from participants, One questionnaire of 13 questions conducted with 35 employees with experience in French networks The selection of participants in the survey was based on a suitability sample, which ensures that the sample is representative of the population as a whole, and the choice of question type will have an impact on the results of the survey.

Among these types, we include:

- **Open-ended questions:** These are questions where the respondent is free to answer as they wish, as much as they want.
- **Closed-ended multiple-choice questions:** The respondent has the freedom to choose one or more answers.
- **Likert scales:** Essential for understanding the degree of agreement or disagreement of respondents with various statements.

Below is a summary table of the various items used in our survey :

Variables	items	Authors
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Brand significance	The hotel's brand is credible The hotel's brand has a strong personality. This brand influenced my opinion about the hotel	Aaker, Keller and Berry
Communication and E-WOM	This brand revealed certain things to me. This brand provided me with some different ideas This brand helped me formulate ideas This brand influenced my evaluation	Goyette and Ricard

Analysis of these variables through a flat sorting allows us to better understand the nature of the relationship between the significance of the employer brand for employees and its impact on the image of the company as perceived by employees.

Our questionnaire will thus help to understand and measure the impact of communication and E-WOM on the development of an employer brand, as online reviews and employee feedback serve as an important source of information for candidates.

The two variables used in our survey will help measure the **credibility and personality of the brand** from an employee perspective, as well as the **perceived image and evaluation** by employees.

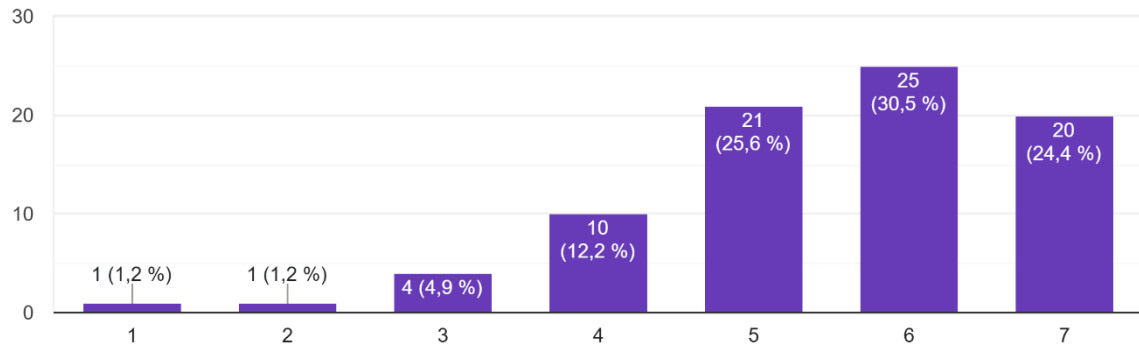
Analyzing the results will enable us to understand the meaning and impact of these variables, as well as their influence on the attitude and evaluation of employees and future candidates for the company.

4. Discussion:

The results of our survey are represented in the graphs below:

La marque de l'hôtel est crédible

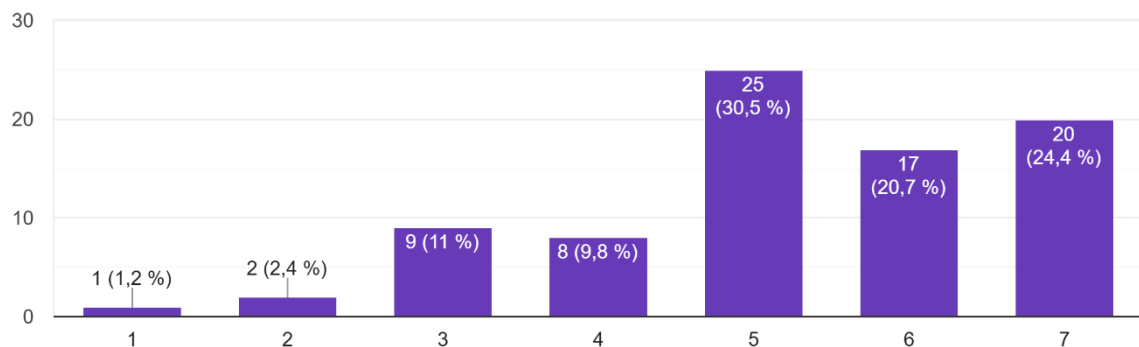
82 réponses



The results of this question show that more than 80% of respondents agree with this statement, confirming that a franchised employer brand is more credible to employees due to its notoriety and international reputation. The brand name plays a significant role in its credibility with both clients and staff, helping attract the best profiles for the company.

La marque de l'hôtel a une forte personnalité

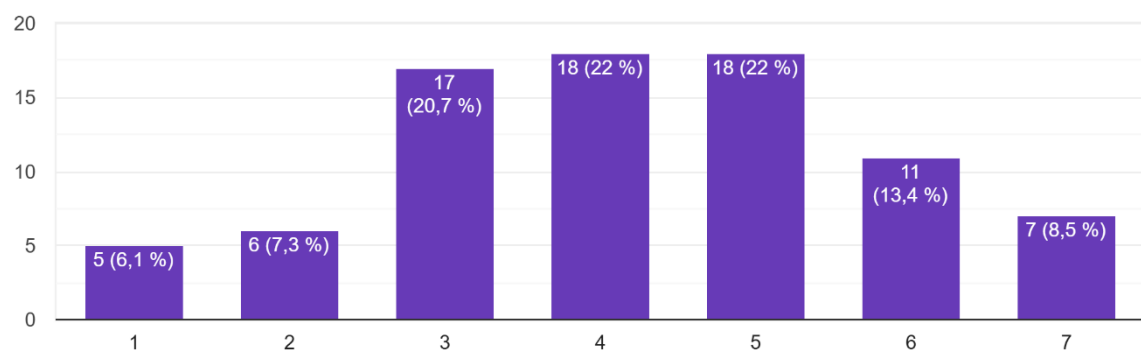
82 réponses



Respondents to this question agree that the franchised brand of this hotel has a strong personality, demonstrating that the impact of a franchised brand on employee perception is significantly greater, with more than 74% of respondents confirming this statement. Building a strong brand in the market helps the company position itself better and stand out from competitors, providing a major competitive advantage.

Cette marque a affecté mon point de vue sur l'hôtel

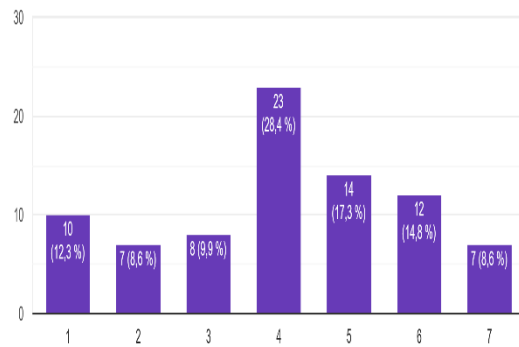
82 réponses



The results of this question are more varied, with significant disparities in the responses. Specifically, 34% of respondents disagreed with this statement, while 22% remained neutral on the brand's influence on the perception of the hotel, and 45% confirmed this theory. In conclusion, we observed that while the brand may not strongly affect the overall perception, the quality of service and the credibility of the brand play essential roles in shaping the perception of the hotel.

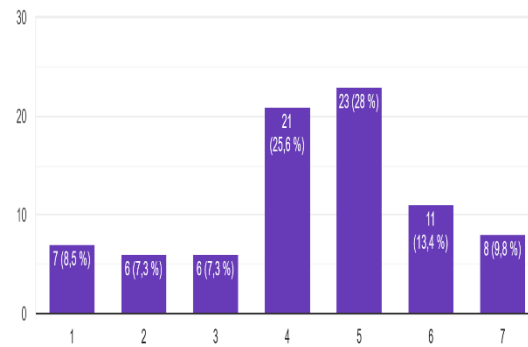
Cette marque m'a révélé certains choses

81 réponses



Cette marque m'a fourni quelques idées différentes

82 réponses

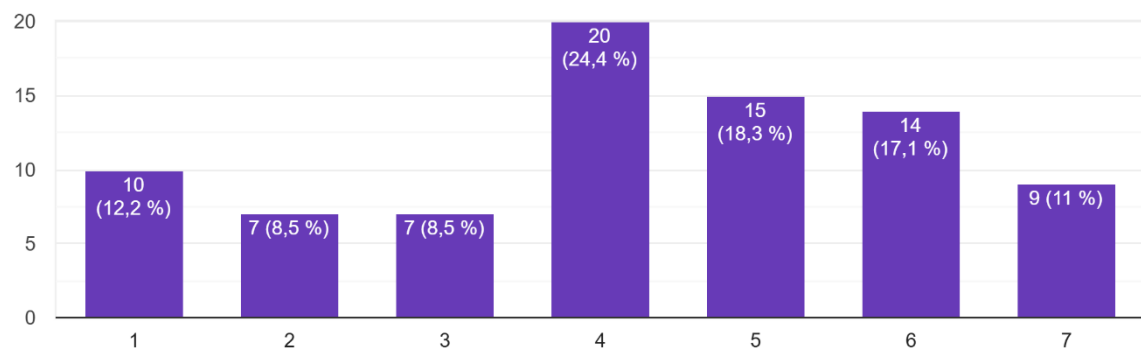


This graph also shows significant differences in the responses, calling into question the concept of an employer brand in inspiring ideas among employees. Over 30% of respondents disagreed with this statement, while 28% adopted a neutral position, and 40% affirmed this statement. This indicates that the brand can serve as a source of inspiration for employees through its evocative strategic positioning and distinctive brand name in consumers' minds.

We also notice in the two graphs that the majority of respondents agree that the brand played a crucial role in shaping and inspiring ideas for employees, demonstrating the effect of creating an employer brand on employees' attitudes and productivity within the company.

Cette marque a influencé mon évaluation

82 réponses



This graph shows that over 19% of respondents questioned whether the brand influenced employees' evaluations, while 46% confirmed this theory. Paradoxically, the same results are not observed in the responses confirming the impact of the employer brand on consumers' perceptions. The results of this question show that the brand can influence employees' evaluations of the brand, making it more attractive to top talent.

Based on the elements discussed so far, we decided to analyze the two hypotheses. We found that building an employer brand through a franchised network enhances the brand's credibility with both consumers and employees, thanks to the numerous advantages it offers and the mindset it reflects. This confirms our first hypothesis that discusses the improvement of the company's brand image through the creation of a franchised employer brand.

A franchised employer brand also helps build a strong personality in the market, which is effective for attracting top talent and increasing brand equity from an employee perspective (Michel and Remy). However, we observed that while the brand provides additional motivation for employees, it does not necessarily inspire ideas, even though it influences perceptions of the hotel. These perceptions, however, remain dependent on perceived quality and service experience. This refutes our second hypothesis, which posits that the employer brand improves employee performance. This theory is further evidenced in cases where the brand does not influence employees' perceptions of the hotel.

5. Study Limitations:

The limitations of our article can be summarized as follows:

- **Non-representative sample:** 83 responses are not necessarily sufficient to reflect the population of franchised brand staff in Algeria, particularly in the service sector.
- **Lack of depth:** A questionnaire does not allow for collecting detailed qualitative data on employees' experiences and opinions, especially implicit factors.
- **Domain specificity:** The study results may not be applicable to other companies or industries, as employer brand practices and challenges differ across sectors.
- **Geographic limitation:** The research was conducted exclusively in the Algerian market, which has a poorly developed franchised network nationwide.

Conclusion:

The objective of our research was to highlight the practices of building an employer brand through a franchised network and to measure the impact of this brand on employees' perceptions and productivity within the company.

Therefore, the primary focus of this study was to answer the following main research question: **"What is the effect of creating an employer brand through social networks on the perceived image of a franchised company?"**

The results of our survey indicate that:

- **Hypothesis 1 is confirmed:** A strong employer brand improves the perceived image of the brand among employees.
- **Hypothesis 2 is rejected:** A strong employer brand does not necessarily enhance employee productivity.

Employees are undoubtedly attracted to a strong employer brand, which consistently demonstrates its capacity to attract the best profiles for the company.

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