



MANAGING REPUTATION ON GLASSDOOR

Why the world's online employment portal has never been
so important

With 67 million visitors per month and more than one million organisations listed, Glassdoor remains a hugely influential online resource – both as a recruitment tool, and the de facto window into a company's culture for stakeholders including journalists, investors and potential employees.

The platform's role is arguably more important than ever. In the last year, we've seen analysts flag negative reviews ahead of multi-billion-dollar acquisitions – citing the potential for misalignment of operating cultures – while COVID-19 has forced a seismic shift in the labour market, with layoffs, furlough schemes and working from home giving new significance to a company's online employer brand.

At the same time, we've also seen employees closely consider the values of the organisation they work for. The Black Lives Matter movement has fuelled a major increase in employee reviews focused on diversity, as the spotlight falls on employers and institutions. Hundreds of companies have issued public statements, while in the same period reviews on Glassdoor that mention diversity and racial equality have risen by 63 percent – of which almost three quarters express concern or dissatisfaction.

In the months and years to come, Glassdoor will be a public record of whether companies are taking meaningful action to substantiate comments and drive real organisational change. The site has long been a key tool for managing reputation, promoting employer brand and creating a competitive advantage over peers, but today companies can no longer afford to ignore it.

The reality is that organisations can – and should – claim their page, consider steps to engage with reviewers and post owned content, integrating Glassdoor as part of a wider communications or reputation management programme, for internal or external audiences.

¹ Business Insider, 2019. Fiserv's \$22 billion deal for First Data is one of the biggest in fintech history, and already some on Wall Street are warning of a culture war

² Glassdoor, 2020. How companies are honouring the need for diversity and inclusion while calling out racial inequality within the workplace

FTI's comprehensive offering

With Glassdoor's renewed significance, FTI Consulting's Digital practice has developed an approach to help clients leverage the power of the site. As specialists in online reputation management, we combine cutting-edge communications consultancy with the latest in legal counsel and guidance from Glassdoor.

Our approach is insights-driven and adaptable to suit a broad range of scenarios, from claiming a page and creating a regular drumbeat of content aligned to wider communications strategies, to last-resort legal mediation in response to defamatory posts. Our work covers four key stages:

1 Review and audit

To set the right foundation and approach, we recommend a comprehensive review of Glassdoor activity to date – allowing us to establish a clear benchmark based on qualitative and quantitative analysis of page analytics, prevalent themes across reviews and peer comparison.

The output is a series of practical and strategic recommendations, which can be implemented either internally or by our team. Each will be mapped to a timeline and evaluated based on risk versus opportunity.

2 Strategy and governance

Stage two focusses on our award-winning reputation management service, and the creation of a bespoke Glassdoor strategy aligned to the broader objectives of the company. Our mandate varies, but can include everything from claiming an existing page (one in five FTSE 100 firms still hasn't taken ownership of its page), to creating a tailored management framework to ensure clear team roles and the efficient capture and sharing of reputationally beneficial content.

3 Updates and alignment

With a strategy and management framework in place, an initial engagement project is the best way for clients to use the Glassdoor platform and put the audit recommendations into action.

The approach will vary depending on priorities, but most commonly focuses on channel optimisation, including updates to the company description and overview page in line with corporate messaging, followed by drafting an initial batch of updates to start flow of positive content to enhance reputation.

Following this stage (for which we normally recommend a period of six weeks), we review performance against the initial audit findings to understand effectiveness and plan next steps.

4 Ongoing support

The next stage is somewhat open ended depending on the needs of the client, but FTI's Glassdoor offering is comprehensive, and includes a wide range of support options from ongoing strategic advisory, to content creation and a bespoke channel management programme.

For a full overview of FTI's services, or an initial analysis of a Glassdoor page, contact Andrew McClenaghan and Emma Mills-George in the Digital and Insights team

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When do I need to consider Glassdoor?

Glassdoor should be an always-on consideration for communications and HR teams, across internal and external comms. It takes time to build a strong profile that enhances reputation, but there are key moments when it's important to ensure the company profile is optimised and monitoring is in place:

Ahead of a major M&A transaction or deal

In the build up to annual results or any other major news announcement – particularly if the company or CEO is expected to be under enhanced scrutiny

Before a new CEO or senior leadership team is announced

Around any negative employment news – redundancies, restructuring, relocations

What does good look like?



Uses Glassdoor as a platform to showcase the company's culture, values and purpose

Integrates channel as part of wider communications strategy, sharing updates on annual results

Recognised in Best Places to Work and Top CEO awards

BlackRock

Aligned to wider digital footprint, with embedded Twitter feed

Shares relevant employer brand content, with high quality video showcasing life at the company

Responds to both positive and negative reviews



Shares employer brand content at least once per month

Channel strategy is built on four clear pillars – expertise, experience, services and culture

Highlights CSR efforts – both on a company level and celebrating employee achievements

 [@ftidigital](https://twitter.com/ftidigital)

 [ftidigital](https://www.instagram.com/ftidigital)

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About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. For more information, visit www.fticonsulting.com and connect with us on Twitter (@FTIConsulting), Facebook and LinkedIn.www.fticonsulting.com. The views expressed in any of the articles or other content hosted on this site are those of the author(s) and not necessarily the views of FTI Consulting, its management, its subsidiaries, its affiliates, or its other professionals.