



# Global talent management and the role of social networks

## Master Thesis

Business Administration  
Track: International Management  
School of Management and Governance  
University of Twente  
P.O. Box 217  
7500 AE Enschede  
The Netherlands

## Author

Lena Dresselhaus  
Bodelschwinghstr. 5  
48496 Hopsten-Schale  
Germany  
E-Mail: [l.dresselhaus@student.utwente.nl](mailto:l.dresselhaus@student.utwente.nl)  
Student number: s0205613

## Supervisory committee

Dr. H.J.M. Ruël  
Dr. T.V. Bondarouk

## Preface

With this thesis, I finalize my Master of Science in Business Administration at the University of Twente. This Master thesis is the result of an extensive literature review and an interesting, new research methodology, namely the Delphi method, in order to investigate global talent management and the role of social networks.

I would like to express my gratitude to all the people who helped me in one way or another in the completion of my Master of Science.

First of all, I thank my supervisor Dr. Huub Ruël for his support. Throughout the whole process, he has given me a lot of freedom to work on my thesis. His knowledge, professionalism, interest in research, contacts and guidance has helped me to complete this study. Furthermore, I like to thank my co-supervisor Dr. Tanya Bondarouk for her assistance, especially for participating in my methodology part.

Besides, I like to take this opportunity to give thanks to all the participants in the Delphi methodology. Without their attendance and feedbacks, it would not have been possible to finish this research and come to the achieved conclusions and recommendations.

Also, I would like to express my gratitude to my family, my friends and fellow students for their unconditional support and patience, but also for their time and encouragements to keep me motivated.

Finally, I would like to communicate my sincere thanks to the proofreaders who gave me meaningful, honest and helpful feedbacks and criticisms.

Lena Dresselhaus

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## Executive summary

### *Purpose of the research*

The purpose of this Master thesis is to contribute to the knowledge about global talent management (GTM) and the role of social networks. Current challenges and circumstances are responsible for the need of GTM within multinational corporations (MNCs). Elements, instruments as well as core objectives will be elaborated with this study. This will be achieved with the help of different expert groups. The goal of this research is to create a GTM model including social networks that intends to support MNCs on the implementation phase. In order to accomplish the research objectives, the following research question will be answered: *How can social networks support MNCs in their GTM?*

### *Design methodology*

This research makes use of the Delphi method. This is especially a successful approach for exploring new concepts, like GTM and the role of social networks. Four principal characteristics can be determined for this technique: anonymity of Delphi participants, iteration, controlled feedback, and statistical aggregation of group response (Rowe & Wright, 1999). With the help of questionnaires, opinions of different expert groups (HR managers, HR researchers and Master students) will be collected in two rounds in order to answer the research questions.

### *Findings*

The findings of the research result in differences and similarities among the three expert groups. They all assessed the necessity of GTM in MNCs. The HR managers and HR researchers scored the same elements and instruments which have to be implemented in a successful GTM system. But concerning the application of social networks, the participants have different views. Especially the Master students are open-minded about social networks and therefore, they advocate the use of this tool. The HR managers, however, are sceptical towards this new media and did not integrate social networks in GTM to a great extent until today.

### *Conclusions*

A combination of the literature review and the findings of the questionnaires lead to a suitable GTM model for MNCs. Accordingly, the GTM model will comprise six elements, namely selection, identification, attraction, development, retention and motivation. With the application of the instruments "on the job training", "cooperation with universities", "off the job training" and "talent-oriented career model" the organizational goals should be achieved. These goals are performance improvement, but also employee satisfaction and employer branding. Social networks function as a tool for the different instruments in order to fulfill the GTM elements and to achieve the GTM goals.

### *Recommendations*

Recommendations can be given for the three participating expert groups. The *Master students* represent an essential target group of GTM. Thus, they have to be integrated in the process of GTM implementation in MNCs. They should always express their opinions and requirements towards their workplace. Besides, they are the people who grew up with social media and therefore, it should be their task to convince HR managers of the usability of social networks in GTM. The *HR researchers* already investigated this new HR issue, but they are just at the beginning of development. As a consequence, they should continue to focus on GTM and the role of social networks and also try to convince the HR managers of the effectiveness of this topic by conducting more research. The *HR managers* realized the importance of GTM in their MNCs, but they have to spend more time, more money and more effort into this HR topic as it reflects an essential opportunity for their organization. Besides, they should focus more on social networks, never mind that it does not belong to their daily routine. GTM and social networks are great tasks for them, but HR managers have to accept this challenge. It would be advisable to visit seminars and read more articles and books about GTM and social networks to gain more information. It is important that the HR managers are positive about this HR issue in order to implement a successful GTM model including the tool social networks.

### *Limitations*

Limitations of this research can be outlined in form of the reliability. As the Delphi method represents an approach that only concentrates on a small number of participants, it is difficult to state that the results are applicable to any other MNC. Besides, the participation of the experts poses an obstacle. It is a great challenge to find enough participants of each expert group in order to accomplish this new methodology.

### *Future research*

As GTM and the role of social networks is a relatively new HR topic, it is difficult to compare new findings with old findings. But as it is still an important issue to investigate, more and more research will be done in this research field and therefore, it will be possible to compare the findings in order to go more into detail. An interesting topic, resultant from this research, is the testing of GTM elements and instruments in practice. Therefore, these aspects should be monitored in an MNC. It would also be attractive to focus on the measurement and best implementation forms of these components in future research. Besides, as lots of previous researches are considering Asian MNCs, it would be an important task of future research to investigate GTM and the role of social networks in European or American MNCs.

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## List of abbreviations

al.	alterii
AT&T	American Telephone & Telegraph
BP	British Petroleum
CeBIT	Centrum für Büroautomation, Informationstechnologie und Telekommunikation
CEO	Chief Executive Officer
e.g.	exempli gratia
e-HRM	electronic Human Resource Management
ENI	Ente Nazionale Idrocarburi
etc.	et cetera
FDI	Foreign Direct Investments
Fig.	Figure
GDF	Gaz de France
GTM	Global Talent Management
HR	Human Resource(s)
HRM	Human Resource Management
HSBC	Hongkong and Shanghai Banking Corporation
ICBC	Industrial and Commercial Bank of China
Inc.	Incorporation
ING	Internationale Nederlanden Groep
IT	Information Technology
JP	John Pierpont
Ltd.	Limited
MNC	Multinational Corporation
p.	page
pp.	pages
R	Round
SPSS	Statistical Package for the Social Sciences
TM	Talent management
UK	United Kingdom
US	United States
Vol.	Volume
VZ	Verzeichnis

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## 1. Introduction

### 1.1 Background

Today MNCs, which operate in different countries, are confronted with more and more different challenges in order to remain competitive advantage. Both general trends in economy and society as well as specialized trends in human resource management (HRM) play a decisive role for MNCs.

#### *1.1.1 Trends in economy and society*

General trends characterize today's environment of MNCs. The first great challenge is globalization. Globalization involves more change, more trade, more competition, more customers as well as more employees and workers. According to Schuler & Jackson (2009), "competition has never been this intense and so multifaceted: it is fast developing, fast moving, very complex, extremely widespread, and unlikely to change in dramatic ways in the near future". The markets are opened worldwide. Global division of labour is a main element of globalization and focuses not only on production, but also on development and administration as well as lower process costs (Lurse, 2005).

Another crucial aspect is the demographic development around the world. It is remarkable that the populations of developing economies and emerging economies are expanding and getting younger. In developed economies, however, the populations remain stable or even shrink. As a result, these major variations concerning age and region have to be considered by MNCs as they operate in different countries (Schuler & Jackson, 2009).

Furthermore, technological change is of great importance. Technology advances rapidly and innovations are necessary to survive in the organizational environment. Consequently, learning and development are key features of MNCs (Lurse, 2005).

Finally, mergers and acquisitions are also common tasks of MNCs. They strive to observe competitors and think about cooperation in order to be more competitive in a fast-moving environment (Lurse, 2005).

#### *1.1.2 Trends in HRM*

Certainly, there are also specialized trends in HRM. Due to the trends in economy and society, it is possible to generate trends in HRM.

The need for workers and employees with competencies and motivation presents a very vital challenge. It seems that increased competencies are needed for skilled jobs and this can be

associated with all kinds of jobs around the world. Besides, all employees can be regarded as requiring more knowledge than ever before, so-called knowledge workers. Although the need of increased competencies is quite essential, at the same time MNCs are confronted with a scarce employment market with only few people who possess these required competencies which thus presents a difficult challenge to manage (Schuler & Jackson, 2009).

Technology leadership means cost leadership. As the workforce becomes older, lifelong learning is nowadays also a basic element in remaining competitive today (Lurse, 2005). This can also be linked with the importance of the emotional well-being of employees which is more relevant than ever before. The expectation of staying with one company until retirement is no longer significant. Instead, staff prefers family considerations and life outside of the work environment (Boston Consulting Group, 2008).

In addition to this, the international HRM is becoming more significant. So far, the authority of HRM often remains in the home country. But MNCs have to assess and implement an international HRM system. This means that leadership systems, junior employee development, management rewards as well as management development should be coordinated and steered internationally (Lurse, 2005).

Due to these changes brought about by increased competition, new technologies, a high degree of globalization, demographic change as well as the rise of the knowledge workers, every company has to react to these developments in order to remain competitive (Guthridge, Komm & Lawson, 2008). As people play one of the most decisive parts of a company, it is evident that MNCs should use *this* resource to achieve a competitive advantage. Fast moving technology, like social networks, and innovations could prove to kinds of support for MNCs in focusing on their employees. These social networks, in general, can be defined as a system of social interactions between different actors (Koch et al., 2007).

In the late 1990s, the “war for talent” started an enormous discussion on a TM system. At the time, organizations were concerned with problems in attracting and retaining talented people (Armstrong, 2006). Besides, Michaels et al. (2001) argue that this war for talent has created a new business reality.

The old business reality	The new business reality
People need companies	Companies need people
Machines, capital and geography are the competitive advantage	Talented people are the competitive advantage
Better talent makes some difference	Better talent makes a huge difference
Jobs are scarce	Talented people are scarce
Employees are loyal and jobs are secure	People are mobile and their commitment is short term
People accept the standard package they are offered	People demand much more

Table 1: The old and the new business realities (Michaels et al., 2001)

These are the major motivations for researching into GTM and the role of social networks. GTM is a cutting edge subject and will be the subject of more and more investigations in the near future. It is a great challenge to combine existing literature with my own ideas in order to design an applicable model of GTM and the role of social networks for MNCs.

In addition to this, Heyse & Ortmann (2008) explain the necessity of TM under different aspects. In their opinion, HRM has special requirements on the one hand, but on the other hand, it is different in practice. For example, the need for highly-skilled employees and persons of high potential is increasing in companies, but they are spending too little time in retaining own talents. Furthermore, they need the skill of being able to identify and develop competencies and talents, but many organizations are not aware of the criteria required to implement this need. Besides, HRM has traditionally included administrative tasks, but now and in future, it will need to focus on its strategic orientation. Moreover, HRM sees the necessity of a holistic and cross-linked approach, but in practice decentralization and fragmentation of TM is a decisive factor. All in all, it is important to realize that TM is a very important and sustainable element of HRM (Heyse & Ortmann, 2008).

Organizations struggle to attract and retain talented people. As a consequence of this, and on the basis of the new business reality, it is evident that TM is very important today and that companies have to focus more on that topic. Schuler & Jackson (2009) also agree with the opinion that MNCs can achieve a global competitive advantage by making use of GTM. To their mind, it is important to have the right people with the right competencies and motivation at the right time and in the right location. Therefore, companies need to know the main drivers and HR actions that help them succeed. But companies always have to take care to create TM that is appropriate for the 21<sup>st</sup> century (Cappelli, 2008). In these times in particular, characterized by a financial crisis, the strategic issue of attracting, developing, motivating and retaining talent constitutes one opportunity for

surviving this crisis and assists companies in their eventual recovery (Beechler & Woodward, 2009). In this case, social networks could play a decisive part because more and more people are making use of networking communities and using them to find jobs and establish contacts (Murchu et al., 2004).

## 1.2 Objectives

According to the Boston Consulting Group (2008), people are more important than ever to organizational success. Consequently, HRM is an essential part of an MNC and these organizations have to focus more on this aspect of their company, especially on TM.

This research aims to add to our knowledge about GTM and the role of social networks. It will explain the today's challenges for GTM as well as the characteristics like elements and instruments of a GTM system including their core objectives. As a result, different views will be presented and used in order to generate a general, acceptable GTM model: the view of the companies in form of HR managers, the position of potential employees in form of students as well as the view of theoreticians in form of HR researchers will be integrated. The established model will demonstrate the structure of a GTM system and the possibility of social media usage considering those elements. Furthermore, it is the intention of this research to look at the current and future situation of social media usage towards GTM. As future employees in form of Master students play a decisive target group of TM, it is also important to integrate them as well as their requirements in a GTM system in order to represent a successful MNC.

## 1.3 Research question

The previous explanations about GTM and technology in form of social networks lead to the following main research question:

*How can social networks support MNCs in their global talent management?*

The following further research questions will be used to answer the leading question mentioned above.

- What are the main elements, main instruments and the core objectives of a successful GTM?
- To what extent do social networks play a role in a successful GTM?
- To what extent do MNCs already use GTM systems now and how will they use GTM in future?
- How can future employees be integrated in the GTM process of an MNC?

#### 1.4 Research strategy

This research strategy follows both a descriptive approach and an exploratory approach. It is descriptive as it intends to specify the main characteristics, challenges and objectives of GTM and at the same time, it is exploratory in that it intends to design a new model concerning the MNC's use of social networks in GTM.

The literature review defines the keywords of the main research question, namely MNCs, GTM and social networks and explores the constructs to arrive at a first research framework. In the next step, the research methodology will be explained. The Delphi method as a new technique will be introduced to recipients of this Master thesis and its usefulness for future researches will be outlined. Primary data will be then collected in order to receive the necessary knowledge for answering the research questions. Simultaneously, it is the purpose to meet the research objectives. The collected data will be analyzed and discussed in the subsequent section before coming to the conclusions of this research.

## 2. Literature Review

### 2.1 Multinational corporations

#### 2.1.1 Definition of MNCs

A clear definition of an MNC is given by the Business Dictionary. This dictionary defines an MNC as an “enterprise operating in several countries but managed from one (home) country”. Generally, it is said that an MNC reflects any firm or group that attains a quarter of its revenue from operations outside of its home country (Business Dictionary, 2010).

Investopedia (2010) defines an MNC as “a corporation that has its facilities and other assets in at least one country other than its home country. Such companies have offices and/or factories in different countries and usually have a centralized head office where they co-ordinate global management. Very large multinationals have budgets that exceed those of many small countries.” This dictionary also states that this term is sometimes referred to as a transnational corporation. Investopedia also explains that nearly all major MNCs are American, Japanese or Western European. On the one hand, advocates of these corporations say that MNCs create jobs and wealth and improve technology in countries that are in need of such development. On the other hand, critics of MNCs say that these companies can have excessive political influence over governments; they can exploit developing nations as well as create job losses in their home countries.

Ball et al. (2008) mention that an MNC has been defined as a holding company with different overseas operations. Each individual market has the opportunity to adapt its own products and marketing strategy based on the decision of the local managers. Ball et al. (2008) differentiate three different terms in international business. A multinational corporation, respectively a multidomestic corporation, “is an organization with multicountry affiliates, each of which formulates its own business strategy based on perceived market differences”. A global company is an “an organization that attempts to standardize and integrate operations worldwide in most or all functional areas.” An international company is a global or a multidomestic company.

To integrate the term multinational corporation, it is advisable to distinguish different global organizational types, namely global, transnational, international and multinational companies. It is important to focus on the varying activities. The following table shows the degree of each type of organization considering local responsiveness and cost reduction.

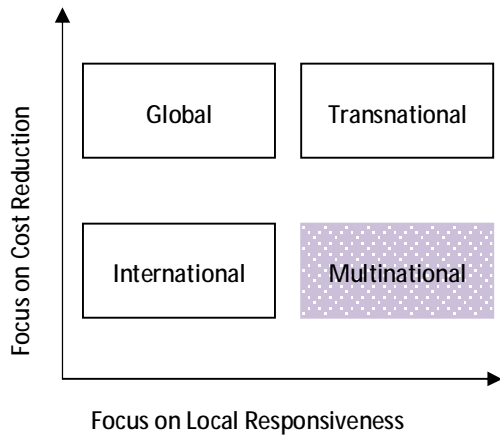


Fig. 1: International strategy alternatives (Bartlett & Ghoshal, 2000)

The developed typology of Bartlett & Ghoshal (2000) discerns different developing strategies, different designs of organizational structure as well as different ways of managing operations of companies with activities which take place outside the domestic market.

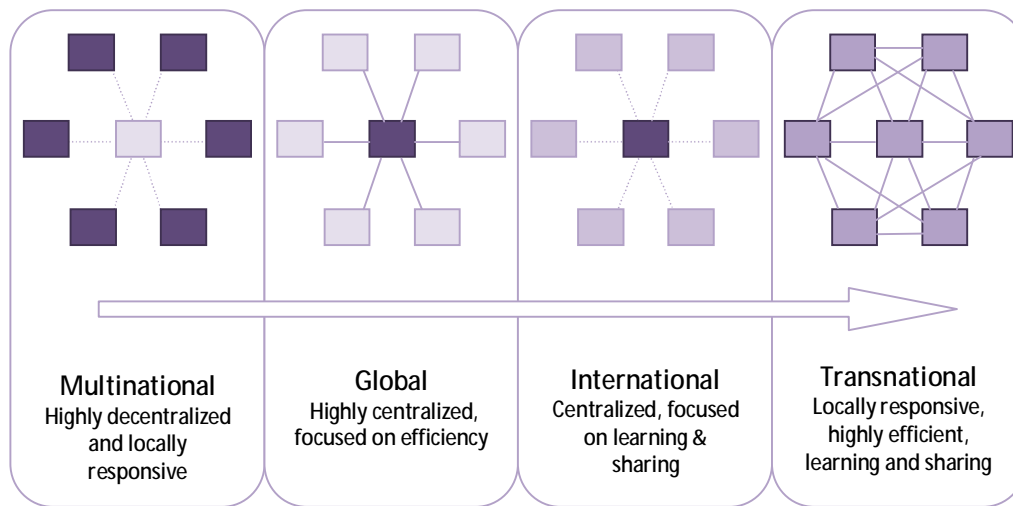


Fig. 2: Global organizational modes (Martin & Beaman, 2009)

*Multinational companies*

Multinational companies do foreign direct investments (FDI), but only in a limited number of countries. They do not intend to homogenize their product offering as they focus much more on being available for local preferences. These companies are highly decentralized – all authority, power, control and operations remain in the local business units, with the exception of consolidation of finances.

### *Global companies*

Global companies are the opposite to MNCs. They have a high degree of centralization of all their power, control and operations. The centralization of the HR technology organization supports fast communication of new initiatives and innovations to all the employees. Furthermore, these companies have investments in many countries, but keep a strong headquarters in their home country. Their focus is on economies of scale so that they homogenize products as much as the market will allow in order to keep costs low.

### *International companies*

International companies intend to create a balance between centralization and decentralization. They make their products and services only in their home country and have no FDI. Further, they have no staff, no warehouses, or sales offices in foreign countries. They are only exporters and importers.

### *Transnational companies*

Transnational companies, so-called hybrid organizational mode, are very complex organizations that have gained a high degree of importance for modern and innovative companies. They invest in many different countries and may have a global headquarters, but they also distribute decision-making power to various national headquarters and relinquish research and development activities for different national markets (Martin & Beaman, 2009).

### *2.1.2 Ranking list of MNCs*

Forbes, an American publishing and media company, publishes different magazines including many lists. One of these lists is the Forbes Global 2000 list which enumerates the world's biggest companies. Therefore, the largest MNCs include corporations like General Electric (conglomerates), oil companies like Royal Dutch Shell, ExxonMobil or BP, car manufacturers like Toyota Motor or banks like ING Group (Forbes, 2010). To provide an overview of the most definitive MNCs, the current list can be found in the following table.



Rank	Company	Country	Industry	Sales (\$bil.)	Profits (\$bil)	Assets (\$bil)	Market Value (\$bil)
1	General Electric	United States	Conglomerates	182.52	17.41	797.77	89.87
2	Royal Dutch Shell	Netherlands	Oil & Gas Operations	458.36	26.28	278.44	135.10
3	Toyota Motor	Japan	Consumer Durables	263.42	17.21	324.98	102.35
4	ExxonMobil	United States	Oil & Gas Operations	425.70	45.22	228.05	335.54
5	BP	United Kingdom	Oil & Gas Operations	361.14	21.16	228.24	119.70
6	HSBC Holdings	United Kingdom	Banking	142.05	5.73	2,520.45	85.04
7	AT&T	United States	Telecommunications Services	124.03	12.87	265.25	140.08
8	Wal-Mart Stores	United States	Retailing	405.61	13.40	163.43	193.15
9	Banco Santander	Spain	Banking	96.23	13.25	1,318.86	49.75
10	Chevron	United States	Oil & Gas Operations	255.11	23.93	161.17	121.70
11	Total	France	Oil & Gas Operations	223.15	14.74	164.66	112.90
12	ICBC	China	Banking	53.60	11.16	1,188.08	170.83
13	Gazprom	Russia	Oil & Gas Operations	97.29	26.78	276.81	74.55
14	PetroChina	China	Oil & Gas Operations	114.32	19.94	145.14	270.56
15	Volkswagen Group	Germany	Consumer Durables	158.40	6.52	244.05	75.18
16	JPMorgan Chase	United States	Banking	101.49	3.70	2,175.05	85.87
17	GDF Suez	France	Utilities	115.59	9.05	232.71	70.46
18	ENI	Italy	Oil & Gas Operations	158.32	12.91	139.80	80.68
19	Berkshire Hathaway	United States	Diversified Financials	107.79	4.99	267.40	122.11
20	Vodafone	United Kingdom	Telecommunications Services	70.39	13.30	252.08	93.66

Table 2: The Global 2000 (Forbes, 2010)

### *2.1.3 Advantages and disadvantages of MNCs*

Subsequently, it can be maintained that an MNC is a business organisation that has its headquarters in one country, but this company has also operations in a range of different countries. But why do many companies decide to expand into different countries? Companies have different reasons to establish an MNC and to go abroad. According to Root (1998), there are five different motivations for companies to internationalize. Firstly, companies operate in a stagnant home market. Secondly, they observe a fast growing foreign market and want to participate in this development. Thirdly, the company's customers go international. Thus, they want to adapt to this situation and follow their customers. Fourthly, it could be a reaction to new competitors on the home market. In fifth place and the most dominant aspect is the expectation of greater sales volume and/or lower overhead costs per unit (Root, 1998).

Firms that decide to expand are often large organizations. Their size often reflects a considerable power and influence and thus, there is much criticism. Negative effects of MNCs can be summarized as follows: Often employment might not be as extensive as hoped – many jobs might go to skilled workers from other countries rather than to the domestic workers. Sometimes, MNCs may be “footloose”; that means they might locate in a country to gain the tax or grant advantages but then these companies move away when these run out. Also pollution and environmental damages could play a negative role of MNCs. In comparison to local firms, MNCs often do not have an institutional and cultural insight of the foreign country or already established customer and supply chain relations. Consequently, going abroad involves a high risk (Gooderham & Nordhaug, 2003).

But to outweigh all these criticisms, the literature presents many advantages of MNCs. The most substantial advantage is the economic growth and employment an MNC offers and brings into the new country. Each MNC must possess some unique strategic capability in the form of technological expertise or marketing competencies. MNCs could bring skills, new production techniques and improvements in the quality of human capital. Another benefit is the availability of goods and services in the host country. In addition to this, tax revenues and improvements in the infrastructure can also be decisive conveniences for the countries (Gooderham & Nordhaug, 2003).

### *2.1.4 Definition of MNCs for this research*

According to the previous literature review, it is obvious that there are many different definitions of an MNC and people tend to confuse different terms of international business. As a consequence for this thesis, the following clear definition will be used.

An MNC is a company that operates in different countries. These organizations make use of a decentralized structure and consequently, all control, authority, power and operations remain in the local businesses.

## 2.2 Global Talent Management

According to literature, it is difficult to identify a precise meaning of “talent” and the term “GTM” itself (Lewis & Heckman, 2006). Nevertheless, the following pages will summarize the most academic and used definitions.

### 2.2.1 Definition of Talent

The historical starting point of TM was the year 1998 when McKinsey & Company, America’s largest and most renowned management consulting company, published their eminent report declaring that “better talent is worth fighting for”. They make use of research that was based on a year-long survey of 77 large US companies in a variety of industries and 6,000 executives, complemented by case studies of 20 companies widely regarded as being rich in talent (Chambers et al., 1998). According to McKinsey, talent is “the sum of a person’s abilities... his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgement, attitude, character and drive. It also includes his or her ability to learn and grow” (Michaels et al., 2001).

Another definition of talent was developed by Mäkelä et al. (2010) who argue that most major MNCs define talent as “those employees who are high performing and continuously improving within their current position... are mobile and have the potential and the willingness for further growth in other key positions”. According to this, talented employees have to demonstrate two qualities: current high performance and future potential.

David Ulrich uses a holistic approach to talent. To his mind, talent equals competence times commitment times contribution. Ulrich (2006) determines these three as follows: Competence means that employees have the ability to do today’s and tomorrow’s tasks. Commitment means that employees are willing to give their discretionary energy to the firm’s success. Contribution means that employees are making a real contribution through their work. Furthermore, Ulrich (2006) states that “organizations are the universal setting in today’s environment where individuals find abundance in their lives through their work”. They intend to achieve that their investment of time represents to be meaningful. Ulrich’s talent equation presents a multiplicative one instead of an additive. If one of the three terms is missing, the other two will not replace it. Correspondingly,

“talented employees must have skills, wills and purposes; they must be capable, committed and contributing” (Ulrich, 2006).

Compliant with Wellins et al. (2006), there is no clear definition of the term “talent”. Talent consists of different components: knowledge, skills, personal attributes and career experience. Many companies only have one definition of talent for every hierarchy, but to these authors it is necessary to distinguish the hierarchical levels and target positions. The different elements of talent can be seen in the following illustration. Knowledge comprises factors like educational achievement and advanced training. Skills involve special talents or selling skills of the person. Personal attributes are factors like motivation, risk affinity and features. Career experiences contain aspects like the field of action, projects or former employer. Consequently, it is quite difficult to determine one definition of talent.

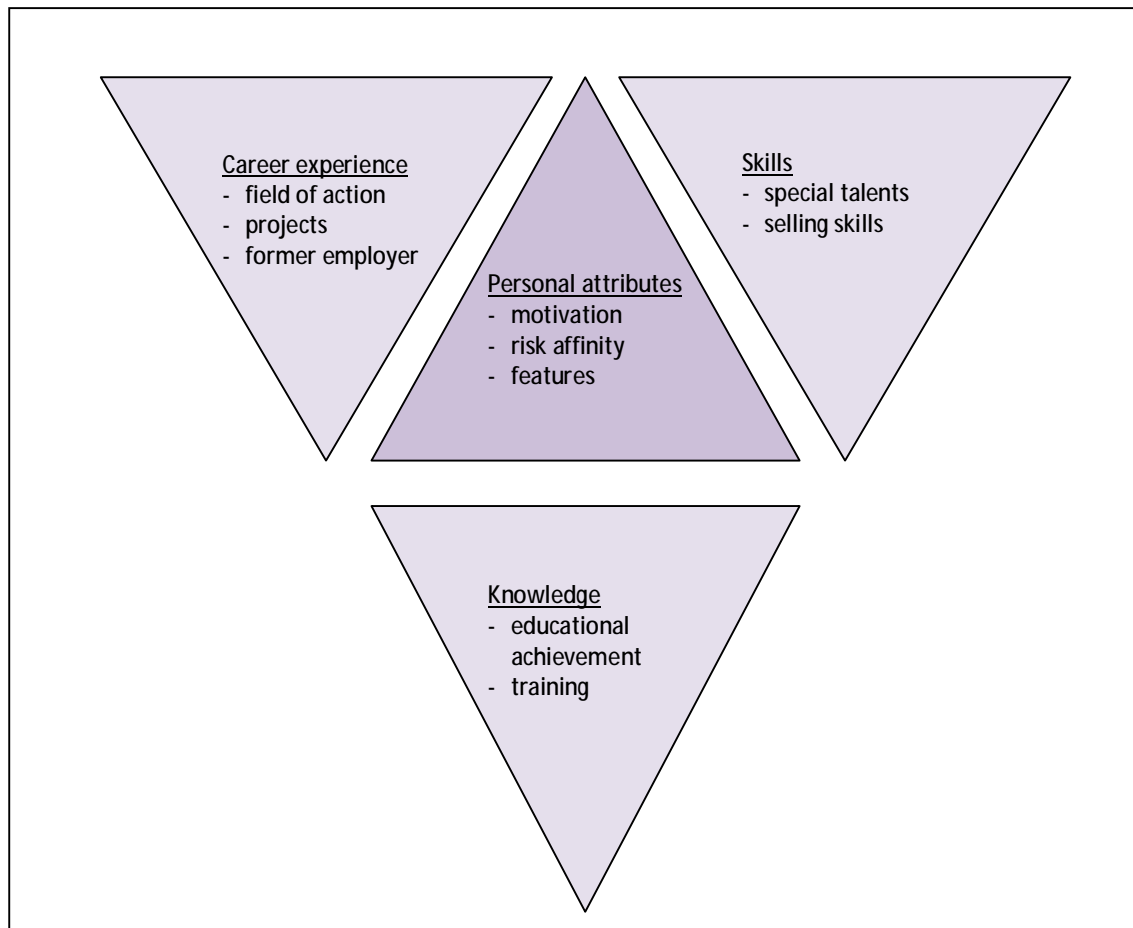


Fig. 3: Elements of talent (Winkler, 2009)

### 2.2.2 Definition of GTM

Another key challenge in GTM is the definition and the intellectual boundaries as this is still an unresolved issue (Scullion et al., 2010). These authors propose the following definition for GTM: "GTM includes all organizational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities) on a global scale. GTM takes into account the differences in both organizations' global strategic priorities and the differences across national contexts for how talent should be managed in the countries where they operate" (Scullion et al., 2010).

Michael Armstrong describes GTM in a quite similar way. To his mind, TM illustrates a company's use of an integrated set of activities to guarantee that the organization attracts, retains, motivates and develops the talented people it needs now and in the future. The purpose is to protect the flow of talent, bearing in mind that talent is a major corporate resource (Armstrong, 2009).

David Creelman, however, defines TM in a more abstract way. As per Creelman (2004), TM is best seen as a perspective or a mindset instead of a set of topics. This perspective assumes talented employees play a central role in the success of the firm. As a consequence, all the corporate issues have to be seen from the perspective of "How will this affect our critical talent?" and "What role does talent play in this issue?" Creelman (2004) challenges managers to wear TM as a hat, or as a pair of glasses through which they should see the world. His point of view is that TM is a set of tools and technologies that help organizations make good decisions about talent.

Ashton & Morton (2005) see TM as a strategic and holistic approach to both HR and business planning or a new route to organizational effectiveness. Talent, to their mind, should be a strategic balance between performance and potential. Performance concerns both the past and the present, whereas potential embodies the future. They describe TM as the integration of different initiatives, or constructs in order to build a coherent framework of activity. Crucial components are elements of this framework: *Ethos*: including values and behaviour, to support the view that every employee has the potential to develop further within the company; *Focus*: detecting the jobs that make a difference and filling these jobs with the right people at the right time; *Positioning*: TM should be a management task, thus making use of a top-down approach; *Structure*: applying different tools, processes and techniques with defined accountability in order to get the jobs done; *System*: facilitating a long-term and holistic policy to generate change (Ashton & Morton, 2005).

Chambers et al. (1998) reinforce the view that managers must elevate TM to an acute corporate priority. Nowadays, there is already a war for talent, and this will intensify the next years.

Jäger's (2009) opinion is that TM is a new, overarching key process of HRM. He differentiates direct and indirect personnel functions. The indirect functions consist of strategic HRM, organisation of HRM as well as HR planning, HR marketing and HR controlling. The direct personnel function, however, is TM which can be seen as an HR function and direct executive function of the line managers. Both fields have an influence on the processes of TM. With reference to Jäger (2009), there are five different TM processes, namely attraction, recruiting, appraisal, development and retention.

As a result, it is important to understand that TM cannot be isolated from the business strategy (Guthridge et al., 2006). TM is a part of HRM strategy and therefore also a part of the business strategy. The TM strategy must align with the business strategy of a company.

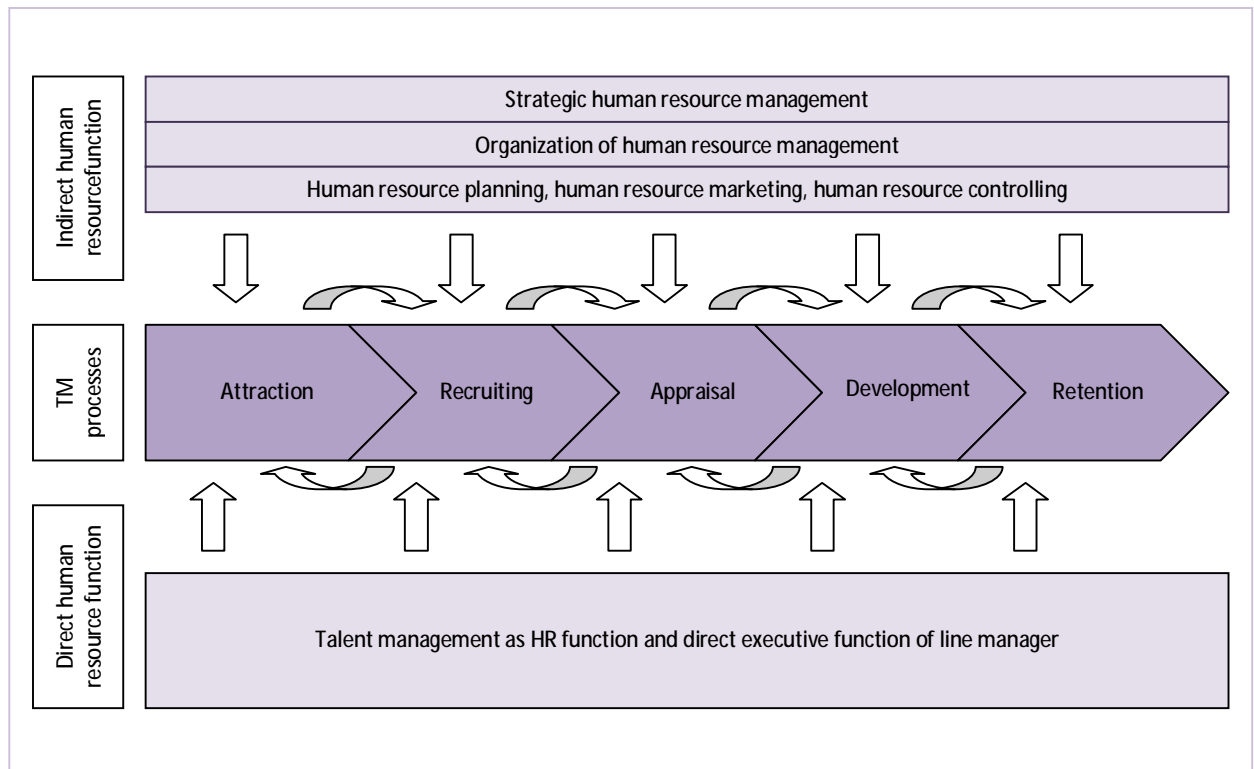


Fig. 4: TM as an overarching key process of HRM (Jäger, 2009)

In order to understand TM, it is necessary to explain these five TM processes. The first step of the TM process is *attraction*. Considering this, the overall strategy of a company should be becoming an

employer of choice. In this case, a company should aim at establishing a brand image and continuously to become a popular employer of choice. According to this author, the second part, namely *recruiting*, involves three aspects:

1. defining requirements in form of job descriptions and specifications, deciding terms and conditions of employment,
2. attracting the candidates in form of reviewing and evaluating alternative applicants, inside and outside the company, advertising, using agencies and consultants, and
3. selecting candidates in form of sifting applications, doing interviews, estimating candidates, assessment centres and preparing contracts of employment.

The third step of the TM process is *appraisal*. Appraisals are closely connected with performance management. This can be described as a planned process including elements like agreement, measurement, feedback, positive reinforcement and dialog between the employer and the employees. It is a kind of systematic process to improve organizational performance by developing performances of individuals and teams. The fourth element is *development*. Developing talent means to ensure that people obtain and upgrade the skills and competencies they need. The final aspect of the TM processes is *retention*. Organizations need to keep their talented employees. Different factors influence retention and have to be considered in detail by both employer and employees: company image, recruitment, selection and deployment, leadership, learning opportunities and performance recognition and rewards (Armstrong, 2009).

To provide a useful insight into GTM, Dahm (2007) identifies five basic elements of TM. These are profile creation, discovery and address, choice and positioning, personnel development as well as loyalty and motivation.

*Profile creation* encompasses the definition of required competencies that optimally support the current operating procedures. Central point of this element is the profiling. This term includes the description of operating procedures due to tasks and its requirements. This profiling should not only focus on the current organizational situation, but also on innovations and changes like expansion, outsourcing etc. Because of ongoing changing requirements, it is advisable to repeat this process at least every five years (Dahm, 2007).

*Discovery and address* comprises identifying key personnel internally and externally in order to optimally distribute the personnel over the required competencies. Operating procedures, based on core competencies, allow an objective judgement of candidates. Besides, this procedure of recruitment intends to avoid miscasts as it represents a valid initial situation. Development Dimensions, an international HR analysis centre, stresses in "Leadership Forecast 2005" that "almost half (46%) of organizations do not have a systematic process for identifying and developing candidates for leadership or management positions". Already at this stage, TM can be discussed with the candidate by explaining the selection and decision criteria as well as following activities like the targeted staffing and the sustainable development of the employees (Dahm, 2007).

*Choice and positioning* implies an optimal staffing based on existing requirements and competencies. Selection and staffing should preferably take place by making use of competence-based matching which aligns the candidate profile with the job profile. This process supports a comparison of several potentials. Matching often includes a potential analysis in form of a personality test. An optimal staffing fulfills two

conditions: on the one side, it illustrates job satisfaction and on the other side, it ensures a fluent workflow. To achieve this, flexibility of both parties is required, especially in form of a continuous self-reflection of the employee's acting and the continuous review with the principal (Dahm, 2007).

*Personnel development* deals with existing potentials geared towards obtaining demand-oriented HR development. Based on the results of matching, the company aims to develop and support potentials. In order to implement operating procedures, it is necessary to consider the individual's learning and development requirements. A further step of this GTM element is verifiability. A possible evaluation could be feedback processes in order to exchange the employee's and the

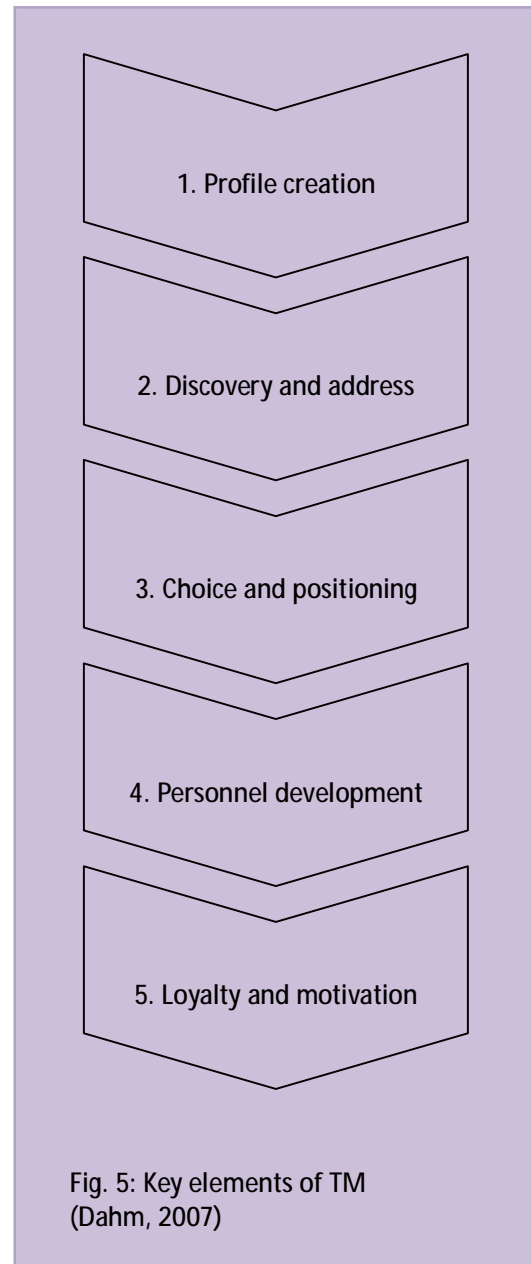


Fig. 5: Key elements of TM (Dahm, 2007)



principal's opinions (Dahm, 2007).

*Loyalty and motivation* represent change facilitation and the delivery of responsibility of managerial functions as far as it is desired on behalf of the company as well as on behalf of the employees. Hierarchically organized corporations in particular hesitate to delegate responsibilities. According to the survey "HR landscapes – defining the future path of talent management 2006", more than 50% of the enterprises invest distinctly much more time in recruitment than in loyalty of their top performers. However, Piotr Bednarczuk, CEO of the Hewitt Associate business consultancy, argues that recruiting new employees takes much more time than retaining old employees. But even successful employees strive for new tasks and an extension of their fields of responsibility if they commit themselves to and identify themselves with the company. This can be achieved by delegating tasks including personnel and budget responsibility instead of hiring external candidates for these jobs (Dahm, 2007).

Michael Armstrong (2009) sees TM as a kind of a "bundle" that includes many interrelated processes, as shown in the following figure.

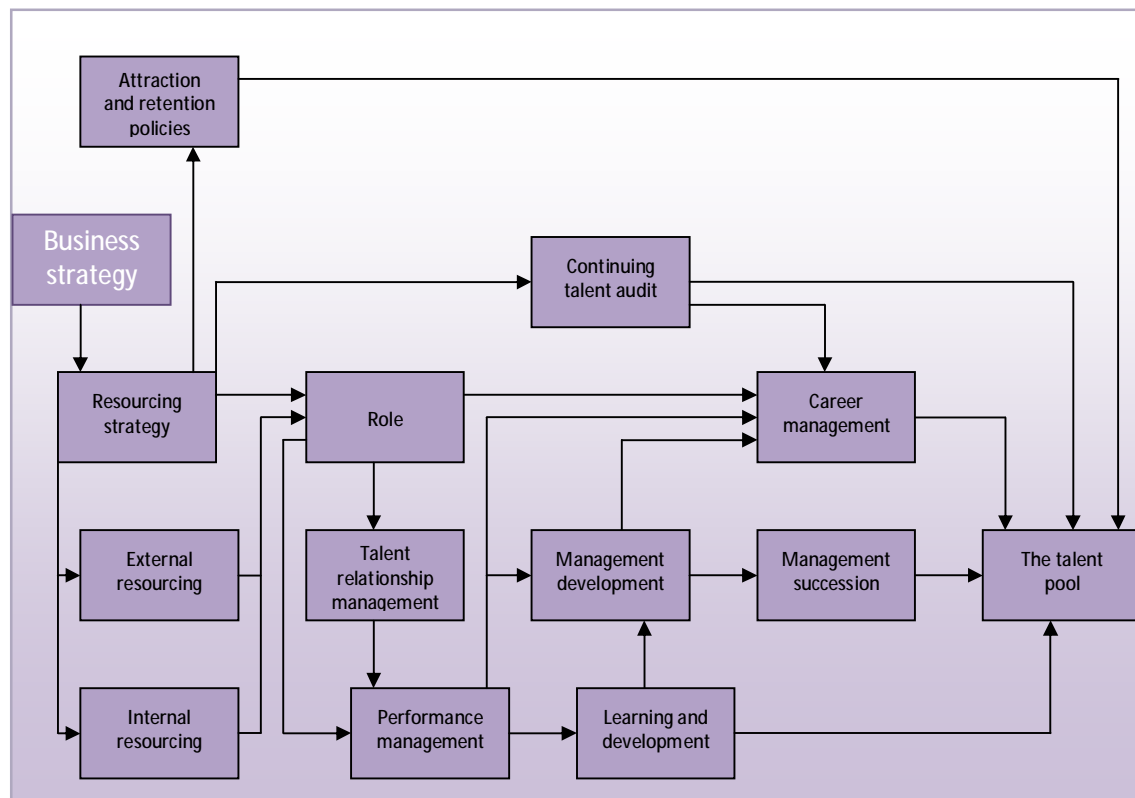


Fig. 6: The elements of TM (Armstrong, 2009)

Armstrong stresses the fact that the process of TM starts with the business strategy of an organization. Ultimately, the aim is to develop and maintain a pool of talented people. To achieve this, different steps have to be fulfilled by the company. Decisive aspects in this process are resourcing strategy, attraction and retention policies, role development, learning and development as well as career management. Resourcing strategy defines human capital requirements and leads to attraction and retention policies. These programs ensure that the company both gets and keeps the talents it needs. In case of role development, it is necessary to determine the responsibility, challenge and autonomy required for the jobs. The step of learning and development focuses on the process of developing talent. This means that the organization has to ensure that employees acquire and enhance the competencies they need for doing their job. Career management deals with the processes of career planning and management succession (Armstrong, 2009).

Altogether, companies like to encourage the idea that employees are their biggest source of competitive advantage. On the one hand, Guthridge et al. (2008) base their report on two McKinsey Quarterly global surveys. The first survey, in 2006, revealed that finding talented employees will be the single most important managerial activity in the next few years. In 2007, the second survey argues that half of the respondents anticipate increasing competition for talent and the increasingly global nature of that competition. To the respondent minds, this will be the most significant global trend in the next few years. On the other hand, the authors make clear that most of the companies are unprepared for this challenge of finding, motivating, and retaining capable employees (Guthridge et al., 2008).

Likewise, according to Scullion et al. (2010) as well as McDonald et al. (2010), GTM has gathered mainstream acceptance in the professional community as a key management activity. In their opinion, this key strategic issue in this relatively new field of investigation is particularly critical for MNCs for several reasons. First of all, there is greater attention towards globally competent managerial talent as this reflects a critical success factor of MNCs. This is due to stronger global competition and the greater requirement for international learning and innovation in these companies. Besides, a shift from the country level to the regional and global levels concerning talent searching is identifiable. Thus, MNCs need to manage talents globally. They have to understand that talents can be located outside their home country. Another argument is that MNCs state that shortages of managerial and professional talent came up as the key HR challenge for MNCs. Thus, these organizations should see GTM as a business priority, and management should invest enough time in creating strategies to attract, motivate, and retain talents (Guthridge et al., 2008).

McDonnell et al. (2010) already aimed to investigate the extent to which MNCs engage in GTM. They discovered that less than half of all 260 MNCs, they used for their research, have both global succession planning and formal management development programs for their talented employees. Also the size of an MNC has an important influence on the results of this research. The larger the company, the more MNCs use GTM. Furthermore, McDonnell et al. (2010) found out that MNCs which operate in low-tech/low-cost sectors pay more attention to a GTM system.

Iles et al. (2010) focused their research on TM in China on seven MNCs in Beijing. Especially in China, there is an imbalance between business opportunities and the supply of qualified managers. Consequently, a major challenge to MNCs is the growing need for talented managers. Another key challenge is the development and retention of existing employees. The purpose of this research was to investigate TM perspectives and practices among Chinese MNCs. These organizations do not have a consistent definition of TM, but they do all combine it with HRM and identify functional areas like recruitment, selection, training and development as well as appraisal and reward management. Besides, they all stressed the importance of this current challenge for MNCs in China (Iles et al., 2010).

Another investigation was performed by Tymon et al. (2010) who focused on GTM in the emerging economy India as these types of countries play a more and more important role in the world economy. Attracting, managing, and retaining reflect a continuing challenge for India. They examined a model which predicted relationships between intrinsic rewards and three different outcomes of managerial practices, namely retention, career success, and satisfaction with the organization. Further, the authors developed four antecedents of intrinsic rewards, like socially responsible employer, pride in organization, manager support as well as performance management practices. They found out that intrinsic rewards are of great importance and a kind of mediating variable. They advise MNCs to implement non-pecuniary mechanisms to promote retention and employee satisfaction (Tymon et al., 2010).

Hartmann et al. (2010) concentrated on MNCs in China as this is a country that has extensively promoted FDI. Finding talented employees in China is one of the greatest challenges for these organizations. It is evident that Western MNCs transfer their TM practices to China without decisive changes. These companies centre upon the development of talented people and the conception of an organizational culture. But according to Hartmann et al. (2010), MNCs must pay more attention to the implementation of an integrated and strategic TM strategy in China. To their mind, this new HR topic "Talent Management" is still at an early stage and has to be developed more in the future.

After looking at these different authors who seek to describe GTM, it is obvious that there are many different views on GTM and not one special description of this term. The purpose of this thesis is to combine these ways of understanding GTM and to integrate them into one definition. To achieve this, similarities and differences will be presented.

Some authors like Dahm (2007) describe GTM as a simple system, others like Jäger (2009) as a very complex system with many different interactions, and others again like Armstrong (2009) use more abstract definitions or a holistic approach of this term.

However, all the authors see TM as a strategic priority of HRM for the following decades. MNCs in particular have to focus on this special area. Moreover, the authors identify different activities that are part of GTM. Furthermore, it is said that TM must align with the overall business strategy of the organization.

### *2.2.3 Target groups and persons responsible of GTM*

According to Dahm (2007), there are four different target groups in TM: job starters, professionally experienced employees, returners to employment, and professionals. All these target groups have different requirements and interests. Job starters, as the main target group, seek to create identification with the brand and the company, they need educational objectives. Besides, they seek success and to carve out a career. Professionally experienced employees, however, focus on promotion, a higher salary, and the wish for responsibility and specialization. Returners can be characterized as flexible workers who need a new challenge. Furthermore, they want a position within the company that offers them financial protection. Professionals seek to undertake a great responsibility. They aim to reach a leading position in order to gain self realization and involvement at the company.

Dahm (2007) also identifies the people who should be involved and responsible for the TM system in an organization. It is important that coordination takes place between the management, the personnel department and HR. The author emphasizes the significance of communication and integration of the employees, especially in the planning phase. Especially during the first phase of implementation, it is possible to consult an external service provider who helps and supports the management to coordinate the internal TM.

#### *2.2.4 Definition of GTM for this research*

For this research, the following definition of GTM will be applied.

GTM reflects a part of HRM and will be a key strategic issue today and in the future. MNCs have to adapt their TM strategy to their overall business strategy. GTM consists of different elements, namely attraction, recruiting, appraisal, learning and development as well as retention. Consequently, GTM is not only used for recruiting new talented employees, but also to retain experienced employees, returners, and professionals.

This definition seems to be the best solution for this thesis as it combines the elements of different definitions and clearly classifies the position within an MNC. It outlines a basic and obvious explanation.

### 2.3 Social networks

#### *2.3.1 Introduction*

As early as 2004, Mark Huselid (2004) stressed the importance of IT as people are always confronted with new technologies. The field of HRM in particular has to deal with these rapidly changing issues as well as the consequences of e-HRM. A few years later, in 2008, Theresa Welbourne furthers this topic by explaining the role of IT in social networks of HR practitioners and academics. In order to handle the steady rise in the number of HRM papers, Welbourne (2008) proposes the participation in a social network.

The rapid development of Internet in the last decade has enhanced the role of social networks in daily life (Strohmeier, 2009). More and more people use social networking sites around the world which is approved by the following table. ComScore, Inc. is a leader in measuring the digital world and did a study of the state of the Internet, including a focus on social networks (comScore, Inc., 2008).

<i>Country</i>	<i>September 2007</i>	<i>September 2008</i>
Canada	83.9%	86.5%
Brazil	76.0%	85.3%
UK	78.7%	78.4%
Mexico	67.3%	73.0%
Spain	63.9%	70.7%
US	65.8%	70.2%
Australia	56.5%	67.5%
Germany	45.9%	65.5%
Italy	53.0%	62.2%
Netherlands	55.7%	61.3%
Russian Federation	36.3%	60.7%
India	50.9%	60.3%
France	51.4%	59.1%
South Korea	52.3%	58.3%
Japan	56.4%	55.7%
China	44.7%	50.3%
Taiwan	48.1%	42.9%

Table 3: Social networking site users in selected countries (comScore, Inc., 2008)

Social networks are not only of great importance to private users, but also to MNCs. The latest research by CedarCrestone concerning HR Technologies, Deployment Approaches, Value, and Metrics in 2009 emphasizes the importance and development of social networks. Their survey is based on more than 1,000 respondents who are typically HR managers or directors. Half of these respondents work for global companies.

One of the survey's topics was the social network adoption that more than doubled in use from 2008 to 2009. The following figure accentuates the meaning of social networks and that the use of these platforms is still increasing in MNCs (CedarCrestone, 2009).

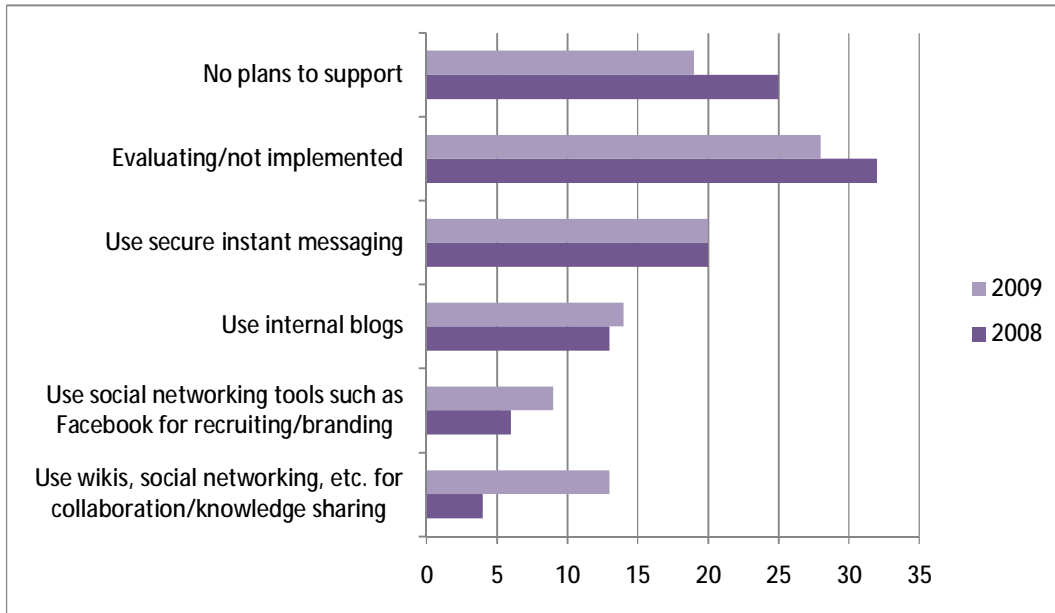


Fig. 7: Organizational support for social networks (CedarCrestone, 2009)

As a result, MNCs are increasingly using social networks as a tool within their organizations and applying it in their daily routines.

### 2.3.2 Definition of social networks

A simple definition of a social network is given by the Business Dictionary. They explain social networks as “family, and friends and their families, that together create an interconnected system through which alliances are formed, help is obtained, information is transmitted, and strings are pulled. In an organizational setting, it usually constitutes the group of one's peers, seniors, and subordinates who provide privileged information on how to get things done, how the power structure operates, and who holds the strings at present” (Business Dictionary, 2010).

The historical background and the basis of social networks is a study by psychologist Stanley Milgram in the mid-60s who discovered the “small world phenomenon” or the “6-degrees-of-separation”. This finding contains that every human being is connected with such other persons via a short chain of acquaintance relationships, at most six corners are needed (Koch et al., 2007).

A general, theoretical view of a social network can be explained by the following illustration.

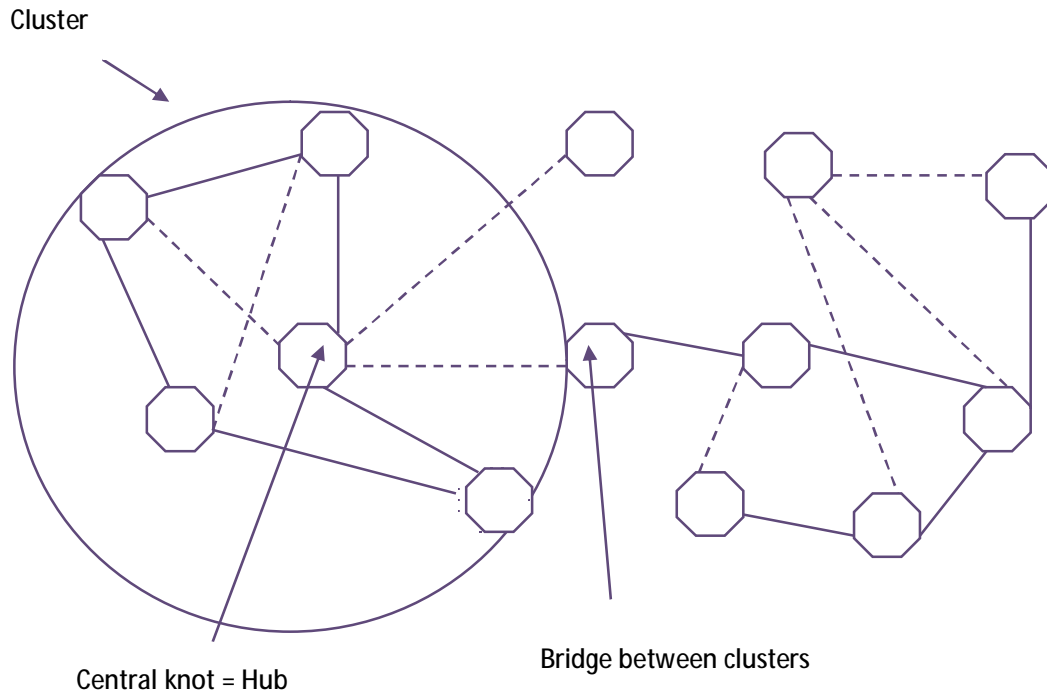


Fig. 8: Elements of social networks (Koch et al., 2007)

Therefore, a social network consists of a set of nodes in the form of actors or groups of actors. It also includes a set of edges which can be described as social interactions and relationships (e.g. communication relationship or acquaintanceships) among actors. Thus, a social network can show who communicates with whom, who knows whom or who trusts whom. It is also possible to distinguish strong and weak ties among actors. In the illustration, clusters of groups of persons who are closely related are visible as well as hubs which describe persons who have notably many contacts to other persons (Koch et al., 2007).

Potts et al. (2008) define social networks as a “connected group of individual agents who make production and consumption decisions based on the actions (signals) of other agents on the social network; a definition that gives primacy to communicative actions rather than to connectivity alone”. They also consider separately the two terms “social” and “network”. To their mind, social in this sense means the capability of one person to connect to and to interpret information that is generated by other persons, and to communicate. Networks in this sense means that these are specific (often technological) connections. It does not have to do with an abstract entire group of a nation, people or suchlike (Potts et al., 2008).



Meanwhile, there are multiple social networks. Facebook (more than 500 million active users), MySpace (more than 260 million users), Twitter (more than 175 million users), Flixster (more than 30 million unique visitors per month), LinkedIn (more than 80 million users) and Xing (more than 10 million users) belong to the most important ones in the world. More and more people make use of these social networks and mostly, they are not only members of one social network, but of different networks (Webtrends, 2010).

### *2.3.3 Functions of social networks*

Social networks can have different functions for the users. The most decisive functions are: identity management, expert search, context awareness, contact management and common interchange (Richter & Koch, 2008).

Identity management means a self-presentation of the user. Social networks offer different kinds of self-presentations. Attention should be paid to the differences between cultures. The German network XING for example differs from the American network LinkedIn. As it is common in America to apply for a job without a passport photo, users do not upload a photo at LinkedIn. In Germany, however, the passport photo is very important at XING. Another function is the expert search. This means that users seek experts for a special topic in order to gain knowledge or solutions for complex problems. By doing so, users can save time and money. Confidence is the basis for human relationships. Also in organizations it is necessary to have a trustful cooperation. In order to establish this confidence (context awareness), network users see the personal network of other users. Contact management includes the care of the personal network, for example the administration of the contact information. The last main possible function for users of social networks is the common interchange. Social networks offer the possibility of communicating via forums (Richter & Koch, 2008).

### *2.3.4 Advantages and disadvantages of social networks*

All told, social networks offer both advantages and disadvantages. Networks offer a fundamental basis for actors in order to convene and operate. Besides, the users can socialize and exchange information about specific topics. Furthermore, social networks facilitate coordination and communication and encourage mutual trust. In total, this establishes and reinforces relationships between different actors (Beck, 2008).

A disadvantage, on the other hand, could be the risk of dependence as the actors need to use these networks every day. Besides, social networks can create differences between members and non-

members. The danger exists that non-members do not understand the behaviour of social network members. Moreover, a risk of corruption exists, when actors change their behaviour due to imitation and absorption of manners (Beck, 2008).

#### *2.3.5 Definition of social networks for this research*

After gathering all this information about social networks, the following definition will be used in order to represent the consensus-based understanding of social networks.

A social network is a system of social interactions between different actors who can be individuals as well as companies. It includes different types of relationships which can be strong or weak ties. Concerning GTM, social networks represent a technological tool in order to support recruitment, selection, training and development as well as appraisal and reward management.

#### 2.4. Research Model

All the relevant aspects of this research will be illustrated and summarized in the following research model. This model is a first construction which will be improved and extended in the course of research. The view of GTM will be developed during the study so that elements, motivations as well as goals can be determined after conducting the methodology. Social networks will be seen as a tool that encourages the procedure of GTM in different functions. Finally, this supporting tool of the new HR task GTM will lead to a successful MNC in form of accomplishing organizational goals as well as employee loyalty.

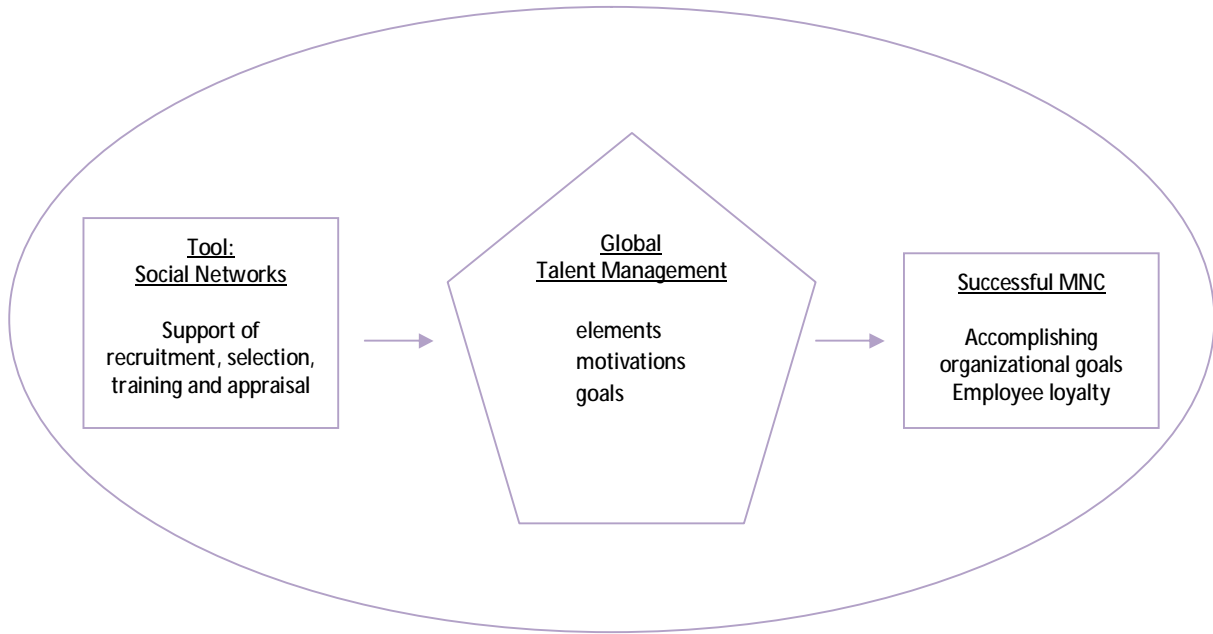


Fig. 9: General research model

While developing the methodology, it became obvious that the model is a too general illustration so that it has to be extended by using more explicit aspects of the different elements of the model. First of all, it is quite important to implement the HR challenges which are significant for establishing a GTM system within an organization. It is essential to determine the most decisive HR challenges in order to ascertain the centrality of GTM in MNCs. Furthermore, instruments can be decisive in GTM and therefore, they have to be analyzed in detail.

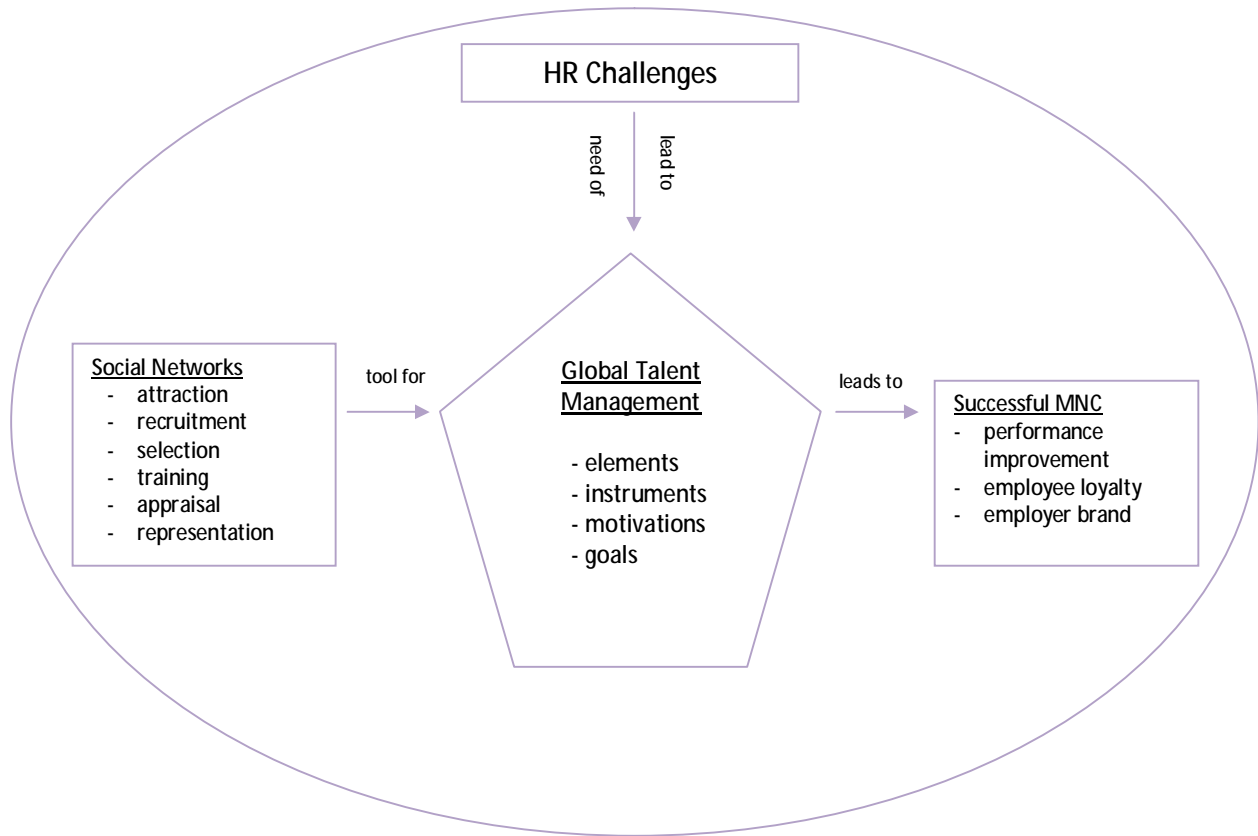


Fig. 10: Advanced research model

According to literature, there are ongoing challenges which influence HRM and HR practices. Current facts stress the importance of a GTM system within an MNC. Both HR managers and HR researchers will be asked to evaluate these HR challenges. Conceivably they will assess the challenges differently and thus, this would result in the fact that GTM appears due to different HR challenges.

*Assumption: There are different essential HR challenges which lead to the importance of GTM within MNCs.*

The literature review has also shown that there is no coherent definition of GTM. Different authors explain TM with different elements and instruments. Consequently, it will be difficult to find one unique definition. An own definition was given in the literature review by putting all the definitions of the models together. By making use of the experts in the questionnaire, it will be possible to provide a more detailed definition of this term as respondents are required to rate the different elements and instruments relevant to success of the company.

*Assumption: Only a few elements and instruments of talent management lead to a successful MNC and these will simultaneously represent the definition of the GTM model.*

Furthermore, the literature communicates the importance of social networks. This new media is playing a more and more crucial part in employers' as well as employees' lives. It is also obvious that people use social networks for different reasons. Potential future employees in form of Master students will use it in a different way compared with HR managers and HR researchers. These different features will also support GTM in different ways. It is important to involve the different expert opinions in this part.

*Assumption: Social networks offer different functions in order to support GTM.*

Moreover, as literature assumes that users use social media for different reasons, it will also be used differently in MNCs. As social media increasingly gain in importance, MNCs will also make more use of them. Organizations already use them as different tools, but they will increase the extent of this use in future.

*Assumption: Social networks are already a part of TM in MNCs, but the extent of usage will increase in future.*

From the theoretical part and the consequent research model, one can infer that employer branding is essential for future MNCs. It is necessary to focus on the requirements of today's potential applicants as views continually change. For HR managers, it will be difficult to estimate the today's applicants' requirements concerning a new job. But these requirements in particular should also be implemented in a GTM model for MNCs.

*Assumption: HR managers and HR researchers estimate requirements of future employees significantly different than Master students.*

Besides, the literature mediates that TM is just in the early stage of development. Many companies do not yet implement a TM system and furthermore, they spend insufficient time on this new HR topic.

*Assumption: HR managers do not use TM to a great extent within their companies, but they have identified the importance of this new topic and intend to focus more on it in the future.*

### 3. Methodology

#### 3.1 Introduction

This research uses two different approaches: it contains a *descriptive nature* as it intends to specify the main characteristics, challenges and objectives of a GTM and simultaneously, it is of an *exploratory nature* as it intends to design a new view concerning the use of social networks relevant to GTM in MNCs.

In line with the deductive approach and using the research model, the selected research method is the Delphi method. This technique makes use of “a group of people who are either involved or interested in the research topic to generate and select a more specific research idea” (Saunders et al., 2007).

The Delphi technique is a flexible research method and has been successfully implemented for exploring new concepts. It is particularly suitable as a research methodology when there is partial knowledge about a problem or phenomenon (Skulmolski et al., 2007). Consequently, this method will be useful for this research about GTM and the role of social networks as it describes a new field of research in HRM.

The Delphi approach comprises an iterative process in order to collect the judgements of experts using a series of questionnaires including feedback for these experts. Each subsequent questionnaire is developed on the basis of the results of the previous questionnaire. The process ceases when the research question is answered (Skulmolski et al., 2007). Thus, Delphi can be qualified as a method for structuring a group communication process so that the procedure is effective in engaging a group of individuals, as a whole, to deal with a sophisticated problem (Okoli & Pawlowski, 2004).

The Delphi method has its origin in the RAND Corporation in the 1950s when Norman Dalkey developed this method for a U.S. sponsored military project in order to require expert opinion to the selection (Skulmolski et al., 2007). Rowe & Wright (1999) identified four principal characteristics for the Delphi method: anonymity of Delphi participants, iteration, controlled feedback, and statistical aggregation of group response. Therefore, participants can freely express their opinions on the topic. They can refine their views from round to round. They are given access to the other participants' opinions so that they get the chance to clarify or change their own views. Furthermore, a quantitative analysis and interpretation of data is possible.

This methodology involves different advantages. First, the respondents are always anonymous to each other, but not for the researcher. Due to this, the explorer has more opportunities to follow up for explanations. Further, non-response is very low in the Delphi method as the researcher will make personal contact and seek confirmation of participation before distributing the questionnaire. As there are several rounds of questionnaires and feedback sessions, the Delphi method contains richer data. Besides, the participants are willing to do a follow-up interview (Okoli & Pawlowski, 2004).

In this case, the Delphi method is a very useful tool for collecting opinions from different experts who are involved in this research area of the role of social networks in GTM. The aim is to build a model for MNCs in order to secure successful integration of social networks in GTM.

The procedure of a two-round Delphi methodology will be presented in the following figure. A three-round process is also possible. If the results after two rounds do not produce the answer to the research question, it will be necessary to create a third round to come to a conclusion.

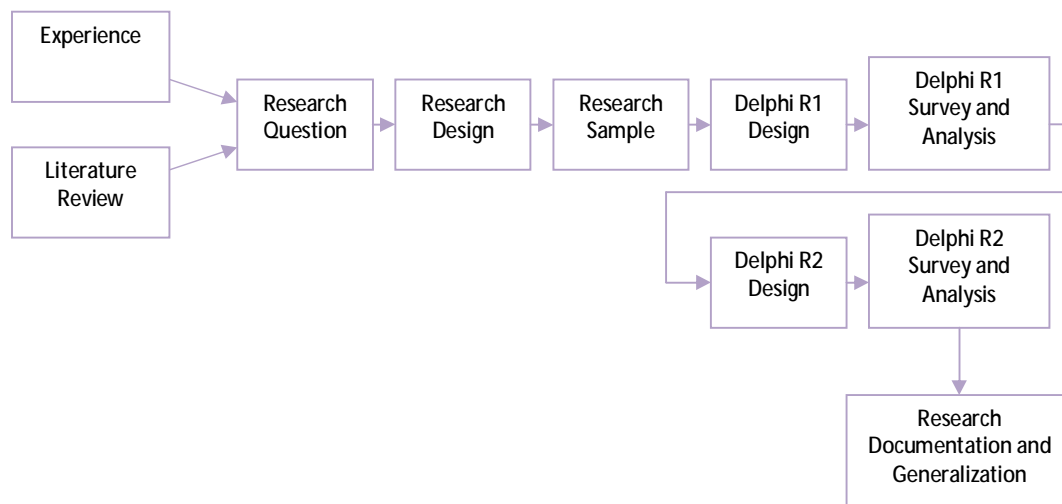


Fig. 11: Two round Delphi process (Skulmolski et al., 2007)

### 3.2 Questionnaire

Because of the usage of the Delphi method in this research, different questionnaires for different expert groups are needed which can be found in the annex.

The Master students will receive a survey with questions in three different parts: general questions, talent management and social networks & employer brand. The HR researchers will have questions

in all the same parts as well as in an additional part, namely HR challenges. The HR managers will receive the most extensive questionnaire consisting of the same four different parts: general questions, HR challenges, TM as well as social networks & employer brand. But the managers will be asked to answer more questions in different sections of the questionnaire.

The students concentrate on fewer questions because it is assumed that students have no or only limited access to working life and executive functions. The HR researchers investigate GTM and social networks, but they have less managerial functions and anticipated less responsibility for a company. Therefore, the HR managers will receive the most exhaustive questionnaire as they will be able to provide most information about this research topic.

After preparing the questionnaires with the responsible advisor as well as feedback of two HR researchers and two Master students, the final questionnaires will be sent to the three different expert groups. In total, 15 students from different universities, 28 HR researchers from different countries as well as 44 HR managers from different countries have been asked to complete the questionnaire. After getting the documents back, the answers will be analyzed. The participants will receive the consolidated results and expected further questions as well as room for comments to go more into detail. Furthermore, they will have the chance to rank again different aspects of TM and social networks in order to change their opinions when they are confronted with other opinions of the other participating experts.

### 3.3 Sample

The research sample consists of experts of three different groups, namely HR managers, HR researchers, and Master students. These experts were chosen for this thesis because members of all these groups have the ability to evaluate this research area. They all acquire knowledge of this topic and for this reason, they are part of this research. Some HR managers have already implemented a GTM system in their company or alternatively they might intend to do so in the foreseeable future. Thus, they all should be interested in this domain. HR researchers deal with current topics in HRM. Many of them already investigated special aspects of this field of study, which made it was apparent to integrate them in the study. As the Master students represent the group of future employees and of potential talents within an organization, it is evident to integrate them with this process, too. It is a fact that the Delphi method only focuses on experts. Therefore, data will be collected by asking approximately ten people of each of the three groups. These different people should be integrated in the process of answering the research questions concerning social networks in GTM because they are associated the most with this specific HR topic within this study.



By means of the Global 500 list of Forbes as well as personal contacts, the addresses of HR managers will be filtered out. On the basis of scientific articles for the literature review, addresses of HR managers who deal with TM and social networks will be found easily. The group of students will consist mainly of Master students of the University of Twente as they represent the next generation who will belong to the recruitment group of talented people. All of the possible respondents will be asked via e-mail if they are willing to participate in this study. The official letter for HR managers can be found in the annex. If they agree, the questionnaire will be sent to these selected persons. In this way, it is possible to budget the actual number of participants.

### 3.4 Data processing and analysis

The analyzed data will be processed by making use of the statistical program SPSS (Statistical package for the social sciences) in form of frequency scales. Tables will be used to summarize the main results of the questions. After evaluating the data, the results will be sent again in a second round to the different expert groups. The experts will receive only the results of those questions, they actually answered in the previous round. They will be asked to answer further questions, or they can make comments and improve the evaluated results. In some cases, the respondents have to sequence once again different aspects. If the participation and the results are significant in the second round, they will also be analyzed via SPSS and integrated with the "Findings" section of the research.

## 4. Findings

### 4.1 Introduction

In total, 28 participants of the 87 asked experts agreed to take part in the survey. This is a total response rate of 32.19%. Firstly, ten forms were completed by students corresponding to a response rate of 66.7% in this group. Besides, nine completed forms from HR researchers which represent a response rate of 32.14%, and finally nine completed forms from HR managers which represents a response rate of 20.45%. In the second round of the Delphi method, the 28 participants were asked again to answer and improve further questions. This time, only two researchers, three managers and five students answered in the assigned time. This is a response rate of 35.7%. Therefore, the results can be seen as subordinated facts, but particular occurrences will be included in the discussion.

In a first step, the results will be presented by expert group. Thus, there will be one chapter for the results of the Master students, one chapter for the results of HR researchers, and one chapter for the results of the HR managers. After that, the focus will be on comparing and summarizing the results of these expert groups in a separate further section.

### 4.2 Findings Master students

This expert group of ten students answered questions in three different categories: "General questions", "Talent management and social media" as well as questions about "Employer brand". The Master students can be classified as 70% female and 30% male respondents who are all doing the Master of Science in Business Administration at different universities.

To their minds, performance improvement is the most intended goal of TM as 90% of them agreed to this factor. Succession planning of managers (20%), succession planning of employees (30%) as well as employee loyalty (30%), however, do not class among the important goals of TM in view of the students. Concerning the social media usage on company time, 50% of the students prefer an unrestricted usage during the whole day.

In a next step, the students assessed the suitability of social media. Most of them say that social media are suitable for enhancing employer branding and as a recruitment instrument. Furthermore, all the Master students have profiles in different social networks, mainly on Facebook (90%) and LinkedIn (40%). In order to assess the main reasons for social networks, this group sees contact management (70%) as the most important cause. Also identity management (50%) and job searches

(40%) play a basic role to their minds. Moreover, all of the students estimate the future role of social media as playing a more significant role in HRM.

In the final part of the questionnaire, the students scored the requirements of future employees. The Master students rate a good climate, the opportunity for development and challenging tasks highest. An attractive location, liberties and childcare within the company, however, are less important to them. Finally, the students had to assess possible competitive advantages of MNCs in times of the “war for talent”. The Master students are of an opinion that activities (60%), industry (50%) and wage salary structure (50%) are aspects which are of great importance. However, insufficient awareness of the company, high demands of applicants, the location and the disposable HR marketing budget do not illustrate main competitive advantages.

#### 4.3 Findings HR researchers

The HR researchers received a more comprehensive questionnaire than the students as they deal more with the today's HR challenges and have already a great deal of experience concerning this topic. In line with this, HR researchers had to answer questions in four different categories: “General questions”, “HR Challenges”, “Talent management and social media”, and “Employer brand”. The researchers are 67% male and 33% female respondents who have mostly been involved in HR research activities for more than 20 years (56%).

In a first step, the researchers were asked to assess different potential HR challenges that could occur in future. To their minds, the most decisive HR challenges for MNCs are the replacement of leading positions, strategic realignment, difficulty in recruiting employees, and lack of professionals. Lack of graduates, implementation of HR techniques and workplace reduction, on the other hand, do not play a decisive role. The researchers also mentioned lots of further important HR challenges, namely HR competence in business, HR legitimacy, diversity (managing across lines of difference), lack of technical scientific talent, lack of real leaders and lack of recognition of the workforce as a competitive advantage.

After that, they were asked to score TM elements and instruments with respect to their assumed success within MNCs. According to the researchers, the key elements of TM are identification, attraction, selection, development and retention. Successful instruments, in their opinion, are cooperation with universities, on the job training, talent-oriented career models and off the job training. Less successful are training measures for former employees, employee surveys and the service of employee agencies.

The most decisive goals of TM for HR researchers are performance improvement (78%) and employer branding (78%). Employee satisfaction (22%) is not a crucial goal to their mind. Concerning the usage of social media on company time, the HR researchers hold very different views. 33% of the researchers are of the opinion that they should use unrestrictedly all social media, 11% prefer temporal restrictions. Another 33% of the respondents favour blocking social media for some services, 11% say that companies should block every service. Also 12% were unable to evaluate this.

Following this, the researchers evaluated the suitability of social media. It was noticeable that social media are mainly suited to enhancing employer branding and as a recruitment instrument. To their minds, social media can also be applied in order to use employees as ambassadors.

Concerning their own profiles on a social network, most of the HR researchers revealed that they have a profile. LinkedIn (78%) and Facebook (44%) are most important here.

Next, the main reasons for social networks had to be determined. Common interchange (56%), contact management (56%) and identity management (56%) are the prime motivations for HR researchers. Job searches (11%) and context awareness (11%) are less important to them. Furthermore, all HR researchers forecast that social media will play a more important role in future.

Finally, the researchers were confronted with questions concerning employer brand. According to this expert group, on the one hand the following requirements of future employees are crucial: challenging tasks, opportunity development, good climate, sustainability, as well as good salary. On the other hand, job security and an international field of action are fairly unimportant to their minds. In their opinion, MNCs have competitive advantages in times of the "war for talents" in form of their wage salary structure (78%), activities (56%) and industry (56%). Nevertheless, the size of enterprise, an available HR marketing budget and high demands on applicants are of little relevance.

#### 4.4 Findings HR managers

The questionnaire of the HR managers was the most extensive one of the three expert groups. They were also given questions in the four categories as mentioned above. The HR managers work for different industries, e.g. engineering, logistics, forwarding as well as the financial sector. Most of them work for companies with more than 1,000 employees (78%). Only 11% work for organizations with 501 to 1,000 employees and 11% for companies with 251 to 500 employees. All of the participating HR managers register an annual turnover with more than 1,000,000 Euro. Besides, they had to classify the organization as a multinational, global, international and transnational company.

78% define their company as multinational, 22% as a global organization. No company describes itself as international or transnational.

The implementation of HR techniques is the most decisive HR challenge according to the HR managers. Also the lack of professionals as well as the lack of managers will pose considerable HR problems for MNCs in the future. The churn rate, lack of graduates and workplace reduction, however, present fairly slight HR challenges. One additional HR challenge was also mentioned, namely cooperation structure versus international skills development. In addition, they had to rate the future HR concepts they will deal with. Thus, employer branding, TM and HR development will present existential concepts. E-Recruiting and HR Shared Service Centers can be disregarded in their opinions.

Like the HR researchers, the HR managers were asked to assess GTM elements and instruments. They advanced the opinion that TM consists mainly of motivation, identification, development, attraction and retention. In line with the HR managers, successful instruments of TM are on the job training and cooperation with universities. Further, talent-oriented career models and off the job training are also good opportunities within TM. Service of employees' agencies, job rotation and training measures for former employees do not play an important role for TM.

The HR managers identified succession planning of managers (89%), employee satisfaction (78%) and performance improvement (67%) as the key goals of TM. Succession planning of employees (22%) as well as employee loyalty (33%) are not essential goals in their point of view.

The managers were also asked to identify the usage of e-Recruiting instruments within their organization. The most important tools are self-assessment that is planned in 65% of the companies and an e-TM system that is envisaged by 56% of the organizations. Most managers say they won't use social networks in future, apart from 22% of the managers who will use LinkedIn and 33% who intend to use the German social network Xing.

The HR managers have quite different opinions concerning the social media usage on company time. 22% of them speak for unrestricted usage of all social media. Nearly 50% vote for blocking some services, whereas 22% say they would prefer to block every service. Ultimately 11% couldn't answer this question.

Moreover, the HR managers were requested to determine the extent of a fully integrated TM system within their company. Most of them (45%) state that they are partially integrated. Currently 33% of the managers claim that they are in a status between integrated and partially integrated. For the given situation 11% declare they are fully integrated, respectively they cannot say.

In the subsequent step, the HR managers assessed the suitability of social media. In their point of view, social media are mainly convenient for reviewing applicants (67%) and to promote the own employees as ambassadors (67%).

In general, HR managers do not often have their own social network profiles. One third has a profile in Facebook and in LinkedIn. 56% of the managers say that they have not an online profile. The HR managers identified the following three main reasons for using social networks: common interchange (67%), contact management (56%) and context awareness (33%), though expert search is not an issue in their experience.

Contrary to the HR researchers and Master students, the HR managers do not have a clear opinion concerning the future role of social media. 67% of them state that it will play a stronger role in future, whereas 11% say that it is only a temporary fashion and will decrease in future and 22% cannot indicate the prospective status.

Finally, the HR managers were also asked to score the requirements of future employees towards the new employer. On the one hand, a good climate, challenging tasks, opportunity development as well as a good salary rank high in the hierarchy. On the other hand, attractive products, childcare within the company and an attractive location are of little importance to the managers.

In terms of competitive advantages within the “war for talents”, this expert group identified wage salary structure (78%), activities (56%) and attractive products (44%) as the main benefits. The size of enterprise, location, disposable HR marketing budget and high demands on applicants, however, illustrate no competitive advantage in their point of view.

#### 4.5 Comparison of findings

Particular differences and similarities of the three expert groups of managers, researchers and students will be described in this chapter.

Firstly, the HR challenges had to be evaluated. It is noticeable that HR researchers and HR managers have totally different opinions concerning future HR challenges. In general, the HR managers gave lower scores for the mentioned HR challenges. For them, MNCs mainly have to deal with new HR techniques as well as the lack of professionals and managers. The researchers, however, think that MNCs should focus on recruitment and replacement of leading positions. It is also remarkable that the researchers mentioned many additional HR challenges. Obviously they have to be concerned more with future challenges than HR mwwwanagers. But the HR managers appreciate that employer branding and TM are the most decisive HR concepts in future.

HR researchers	HR managers
1. Replacement of leading position (3.89)	1. Implementation of HR techniques (3.78)
2. Strategic realignment (3.67)	2. Lack of professionals (3.56)
2. Difficulty in recruiting employees (3.67)	3. Lack of managers (3.44)
4. Lack of professionals (3.44)	4. Strategic realignment (3.00)

Table 4: Findings HR challenges

In order to find a definition of TM, the researchers and managers were asked to evaluate elements and instruments of TM. In this case, these two expert groups have equal opinions. Consequently, identification, attraction and development are clear elements of TM. Instruments like cooperation with universities, on the job training, talent-oriented career models as well as off the job trainings are indispensable instruments of TM.

HR researchers	HR managers
Identification	Motivation
Attraction	Identification
Selection	Development
Development	Attraction
Retention	Retention

Table 5: Findings TM elements

HR researchers	HR managers
Cooperation with universities (3.78)	On the job training (4.33)
On the job training (3.44)	Cooperation with universities (3.75)
Talent-oriented career model (3.38)	Talent-oriented career model (3.25)
Off the job training (3.22)	Off the job training (3.25)

Table 6: Findings TM instruments

In a next step, all the expert groups determined the goals of TM. For all the participants, performance improvement is one of the most decisive goals of TM. It is conspicuous that the HR managers think TM also puts emphasis on employee satisfaction and succession planning of managers.

HR researchers	HR managers	Master students
<ul style="list-style-type: none"> <li>• Performance improvement</li> <li>• Employer branding</li> </ul>	<ul style="list-style-type: none"> <li>• Succession planning of managers</li> <li>• Employee satisfaction</li> <li>• Performance improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Performance improvement</li> </ul>

Table 7: Findings TM goals



Furthermore, the three groups have quite different opinions concerning social media usage on company time. Most of the students like to use all social media unrestrictedly, while HR managers prefer to block some services.

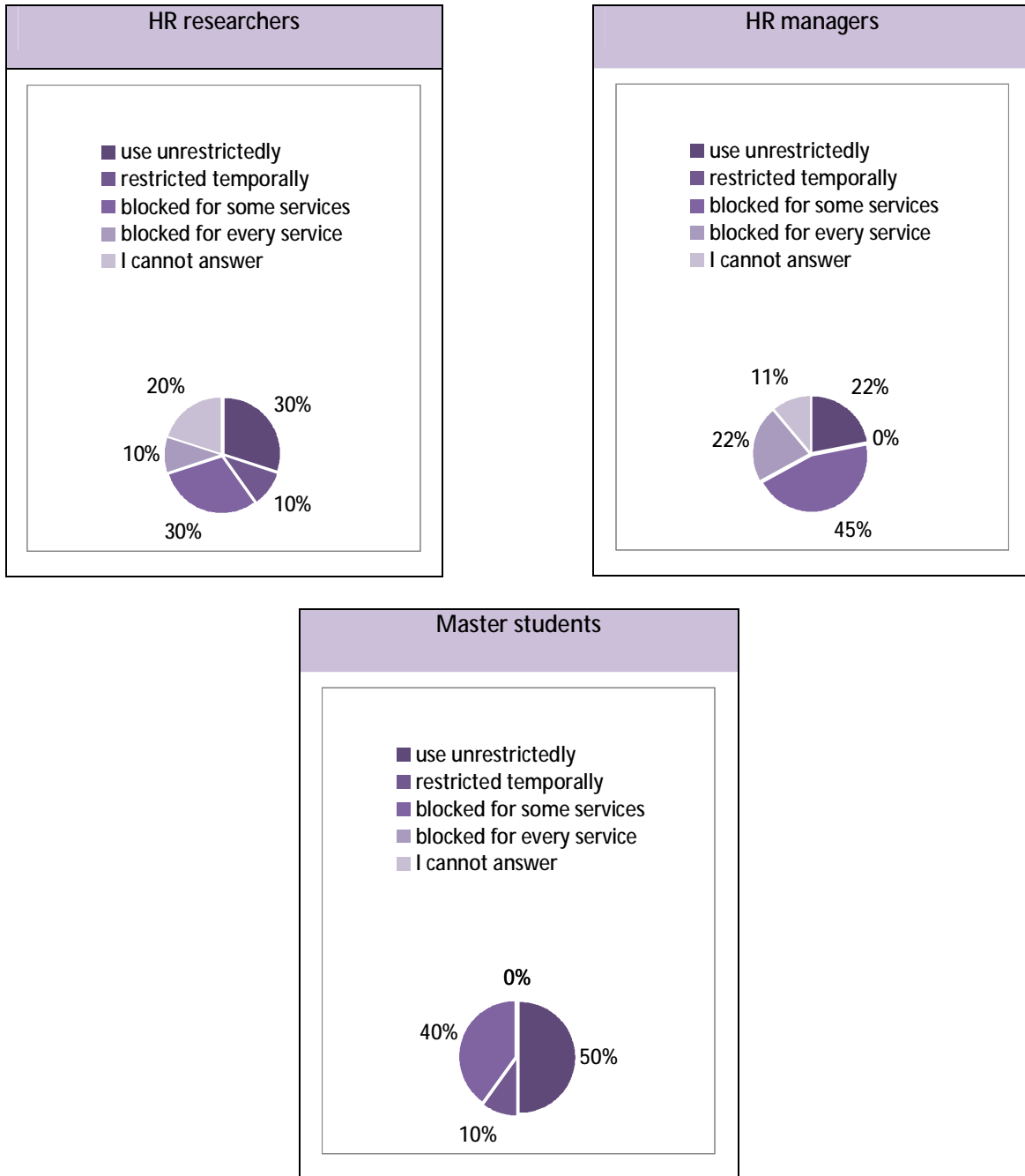


Table 8: Findings future social media usage

Likewise, they had to estimate the different suitable factors of social media. In so doing, it is evident that Master students and researchers see social media as a tool to enhance employer branding and as a recruitment instrument. The managers, however, are of the opinion that social media are useful in order to use employees as ambassadors and to review applicants, but they do not classify them as a recruitment instrument.

HR researchers	HR managers	Master students
<ul style="list-style-type: none"> <li>• Enhance employer branding</li> <li>• Recruitment instrument</li> <li>• Use employees as ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>• Review applicants</li> <li>• Use employees as ambassadors</li> <li>• Enhance employer branding</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance employer branding</li> <li>• Recruitment instrument</li> <li>• Review applicants</li> </ul>

Table 9: Findings suitability social networks

In addition, the participants were asked to elaborate the social networks where they have an own profile. Almost each student has at least one online profile, preferably on Facebook or LinkedIn. The researchers register 78% who have online profiles, also most of them on LinkedIn or Facebook. 56% of the HR managers, however, do not have any online profile. Only a few of them also have a profile on Facebook or LinkedIn. In total, all the expert groups prefer the two mentioned social networks Facebook and LinkedIn.

The main reasons for social networks are quite the same for the three expert groups. They all agree that contact management and common interchange are very important in this sense. Besides, researchers and students name identity management, whereas only the students intend to use social networks for job search.

HR researchers	HR managers	Master students
<ul style="list-style-type: none"> <li>• Identity management</li> <li>• Contact management</li> <li>• Common interchange</li> </ul>	<ul style="list-style-type: none"> <li>• Common interchange</li> <li>• Contact management</li> <li>• Context awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Contact management</li> <li>• Identity management</li> <li>• Job search</li> </ul>

Table 10: Findings reasons for social networks

The evaluation of the future role of social media is attractive to researchers. 100% of the researchers as well as 100% of the students state that social media will play an increased role in HRM in future. The opinion of the HR managers, nevertheless, can be split up into different aspects: 67% also say that it will play an increased role, but 11% say that it is only a temporary fashion and will decrease in future and 22% cannot estimate it. Consequently, social media play a different role for HR managers.

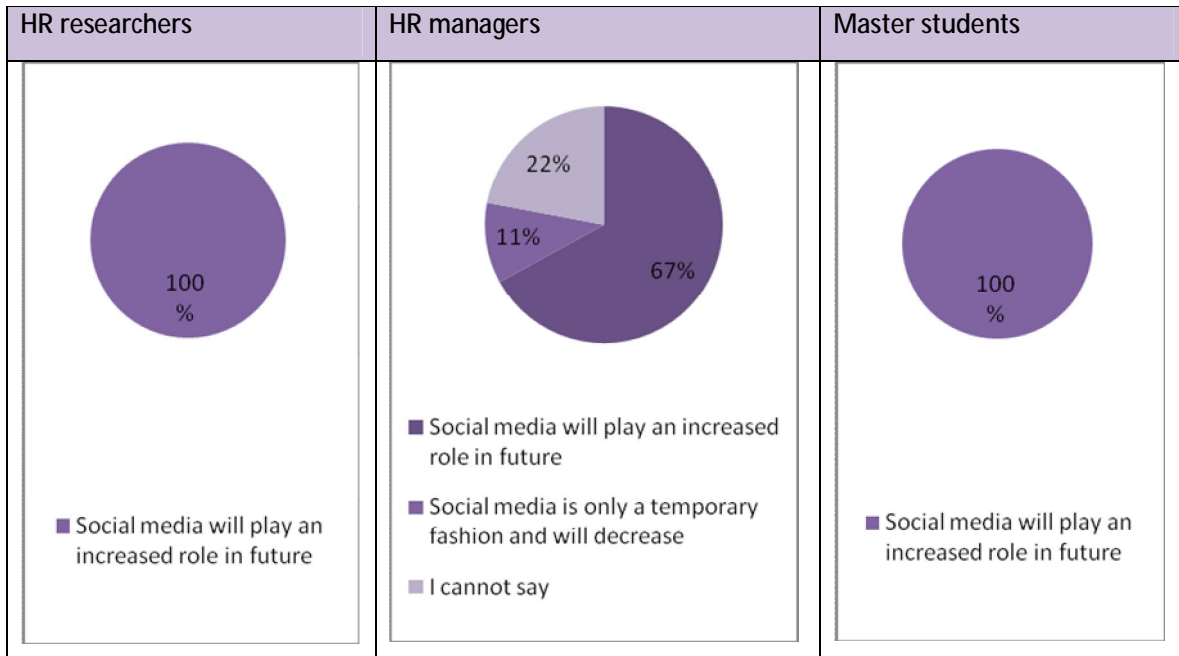


Table 11: Findings future role of social media

In the last part of the questionnaire, the participants had to focus on employer brand. Requirements of future employees are central in this case. According to all experts, there are three main requirements, namely a good working climate, the opportunity of development and challenging tasks. HR managers also state that a good salary is crucial for new employees. Master students, who represent this group of new employees, however, intend to focus more on a balance between private and working life. It is also salient that the students require an international field of action, whereas HR managers and researchers give a low score for this aspect.

HR researchers	HR managers	Master students
1. Challenging tasks	1. Good working climate	1. Good working climate
2. Opportunity of development	2. Challenging tasks	2. Opportunity of development
3. Good working climate	3. Opportunity of development	3. Challenging tasks
4. Sustainability	4. Good salary	4. Balance between private and working life
5. Good salary	5. Multifaceted opportunities	5. International field of action

Table 12: Findings requirements of future employees

Finally, all parties concerned were asked to designate aspects which represent a competitive advantage in times of the “war for talent”. According to Master students and HR researchers, it is evident that there are three main factors: activities, industry and wage salary structure in order to remain competitive. The HR managers agree to the aspects activities and wage salary structure, but they also mentioned attractive products to a great extent.

## 5. Conclusions and recommendations

### 5.1 Conclusions

The key objective of the research is to expand the knowledge about GTM and social networks. The main research question is:

*How can social networks support multinational corporations in their global talent management?*

In order to answer this research question, different sub-questions were established. In this final chapter, all of the sub-questions will be answered in a consolidated manner to identify a response to the main question.

#### *1. What are the main elements, main instruments and the core objectives of a successful GTM?*

In all research, it is always important to determine an exact definition of the crucial conceptualities. In this case, the ambiguous term GTM has to be clarified. Relevant to the findings part of the thesis, the managers and researchers scored an extensive list of possible elements and instruments. GTM comprises therefore six key elements, namely identification, attraction, development, retention, motivation and selection. The experts also assessed successful instruments. In so doing, the respondents have exactly the same opinion and think that a talent-oriented career model, on the job training, off the job training, and cooperation with universities adopt the function of supporting and encouraging the GTM system. All these elements and instruments should be integrated with an MNC in order to achieve a performance improvement on the one hand, but on the other hand, it should also contribute to the importance of employer branding as well as increasing employee satisfaction. It is obvious that MNCs want to achieve these targets when they focus on elements like selection, attraction, development or motivation. They have the purpose to find the best employees for their organization, support and motivate them and finally to retain them for their company with the intention of performance improvements.

#### *2. To what extent do social networks play a role in a successful GTM?*

The respondents were also asked to name the social networks where they established their own profiles. It is evident that almost all students have at least one profile. Three quarters of the HR researchers also have a profile, preferably on Facebook or LinkedIn. The HR managers, however, do not have their own online profiles to a great extent. As the students have grown up with social media and especially the use of the Internet, it is logical that they have online profiles. HR managers, however, are mainly some years older and thus, they have had to learn how to deal with social media. On the one hand, it can be said that the trend is towards establishing online profiles, even for the HR managers. But on the other hand, the HR managers state that they do not want to use social networks in future in a great measure. Thus, social media play a much more important role for

students than for HR managers. In 2009, CedarCrestone found out that only 6% of the interviewed companies use social networking tools for recruiting and branding in 2008, but in 2009 the figure has already risen to 9%. The growth rate of 50% up to 9% indicates both the MNCs' increasing interest and also the relatively minor attention in the past. Therefore, social networks are already an element in MNCs, but they have not been that important up to now. At the same time, social networks will take in an increasing aspect in future.

This is also visible in the question where all the participants had to value the social media usage on company time. For the Master students, social networks belong to their daily lives and therefore, they also intend to use them on company time, preferably without restrictions or at least only a few services should be blocked. The HR managers, however, prefer to block some services or even every service. Researchers lie between these two with their opinion. Some want to block social networks (40%), others again would like to use them unrestrictedly (30%). Consequently, there is a distinct attitude concerning social media usage, and HR managers have to strike a balance in order to satisfy both the company's view and the employee's perception.

Master students see social networks as a recruitment instrument and as a tool for reviewing applicants. Functions like job searches and contact management are quite important for them. HR managers, however, do not view social networks in the same way; instead they see social networks more as a tool to help representing their organization by involving their employees. Besides, the determining reasons for using social networks are common interchange, contact management as well as context awareness for HR managers. HR researchers are always in between the two previous expert groups. They connect the two opinions and see social networks as a recruitment instrument as well as using their employees as ambassadors of their company. It is apparent that these different groups have very different opinions concerning the role of social networks in a GTM system. It appears that social networks already have a substantially more important meaning in a GTM system for Master students than for HR managers. But these HR managers are on the right track towards appreciating the importance of this modern tool and are doing more and more to implement it within their HR environments. As most MNCs are scarcely on the track towards implementing an integrated GTM system, it is important to evaluate the current extent of social networks, but they have recognized the significance and aim at implementing it to a certain degree that definitely has some scope for expansion.

*3. To what extent do MNCs already use GTM systems now and in future?*

The HR managers of the MNCs appreciate the fact that GTM represents a main challenge for their organizations and that the importance of this HR topic is steadily growing. As a consequence, lots of them already make partial use of a GTM system. One third of the MNCs state they are between the status “partially integrated” and “integrated”. Only 11% maintained that they have a fully integrated GTM system. Thus, the HR managers have detected the seriousness of the situation and are investing time and effort in a GTM system for their organization, but they do not really seem to know *how* and *in which way* to implement this system. This fact can be assumed because all the organizations do not already have a fully integrated GTM system. Probably they are uncertain about doing it in the right way. By defining the main elements, instruments and goals of GTM, it is possible for HR managers to establish an adequate GTM system for an MNC. The trend is unequivocally towards establishing and implementing a GTM system within MNCs. This HR issue will undoubtedly carry great weight within MNCs in the foreseeable future.

*4. How can future employees be integrated with the GTM system of a MNC?*

Since future employees in form of Master students represent the main target group of TM, their wishes and requirements should be integrated in the GTM system. Especially challenging tasks, good working climate as well as opportunities for development is important for the students and consequently, HR managers have to consider these aspects in their GTM system. Moreover, the students prefer a balance between private and working life as well as an international field of action. In particular this international field of action supports the aspect that MNCs should implement a GTM system within their organizations as they act already in different countries and represent a global company. Notably, the needs of future employees could be integrated with three different GTM elements, namely development, motivation and retention. In order to introduce these elements successfully, HR managers should consider the needs of future employees. So as to attract, select, identify, retain, motivate and develop employees, the needs of future employees need to be fulfilled for the most part. Challenging tasks can be integrated with the element development, likewise the wish for the opportunities for development and an international field of action. If talents work for a company for a long time, they can also be employed in other countries, where the MNC also operates. A good working climate as well as a balance between the private and working lives should be integrated with the elements of motivation and retention. Stating it is always essential and necessary to take the employees’ opinions into account. It is conceivable to conduct regular performance reviews or an employee survey in order to identify the current wishes and needs of the employees because these change continuously. It is the task of the HR managers to adapt these

changes in their GTM system. If a company succeeds in integrating these requirements with its GTM system, the employees and talents will be more satisfied and will wish to stay with that organization.

With the help of these sub-questions, it is possible to answer the main research question “How can social networks support multinational corporations in their global talent management?”. This research shows that social networks play a decisive role in general in the daily life of many people, both for HR managers, and HR researchers and Master students. Especially the students have grown up with social networks, know how to use them and use them to a great extent for various activities, even for their job searches.

This has to be considered from two perceptions. On the one hand, the usage of internal social networks within an organization can be viewed as an important pillar for MNCs because the participants designated the reasons “contact management” and “common interchange” for using social networks as the most important. Thus, if an MNC has an internal social network for its employees, these reasons can be fulfilled and the employees can benefit from contact with their colleagues as well as a common interchange, especially about issues concerning their job and the organization. This internal communication can be a significant element of the company. Thanks to this element, employees might feel satisfied and accepted in the MNC and are able to identify with their employer. As a consequence, elements of GTM like motivation, development or retention can be achieved to a certain degree.

On the other hand, this research focuses on external social networks. More and more people are creating online profiles on a variety of social networks. This is sometimes seen as a risk, but simultaneously a pivotal chance. Accordingly, social networks can reflect an extensive potential for MNCs in order to accomplish their GTM goals. Different targets can be attained by using social networks for GTM in MNCs. Since HR managers state that they intend to use social networks in order to use employees as ambassadors of their organization, it is remarkable that they do not put much emphasis on recruiting future employees with the help of social networks. Thus, on the one side, these social networks are a tool to represent their MNC worldwide, but on the other side, they have not used it thus far to find potential employees. This aspect is capable of development for MNCs.



In order to sum up the conclusions of this thesis, a GTM model including social networks will be developed for MNCs. The combination of the literature review with the findings of this thesis will lead to a suitable GTM model.

Guthridge et al. (2006) already mentioned that TM is a part of the HRM strategy and consequently in this case, the researchers and managers had to evaluate HR challenges. To the researchers' minds, replacement of leading positions, strategic realignment and the difficulty of recruiting employees are crucial. The HR managers named the implementation of HR techniques, lack of professionals and lack of managers. Therefore, it is evident that creating a TM system within an organization is often the key to success. If a company creates a distinct GTM system, it can be easier to accept these challenges. Especially the lack of managers, professionals and leading positions can be solved in the long run. But companies have to start *now* to focus on this special HR issue. As a consequence, it is plausible that the current and future HR challenges will lead to the need for GTM within MNCs. According to Guthridge et al. (2006), the organizations are still unprepared for finding, motivating and retaining capable employees, but they realized the importance and should now invest more time in this HR issue.

The GTM elements and instruments can be summarized in the following figure. There are six different main elements which are equally important for the company. In order to implement these aspects, organizations make use of the four most decisive GTM instruments. If a company combines these different elements with the instruments, they will make successful use of a TM system within their organization and can achieve performance improvement as well as employer branding and employee satisfaction.

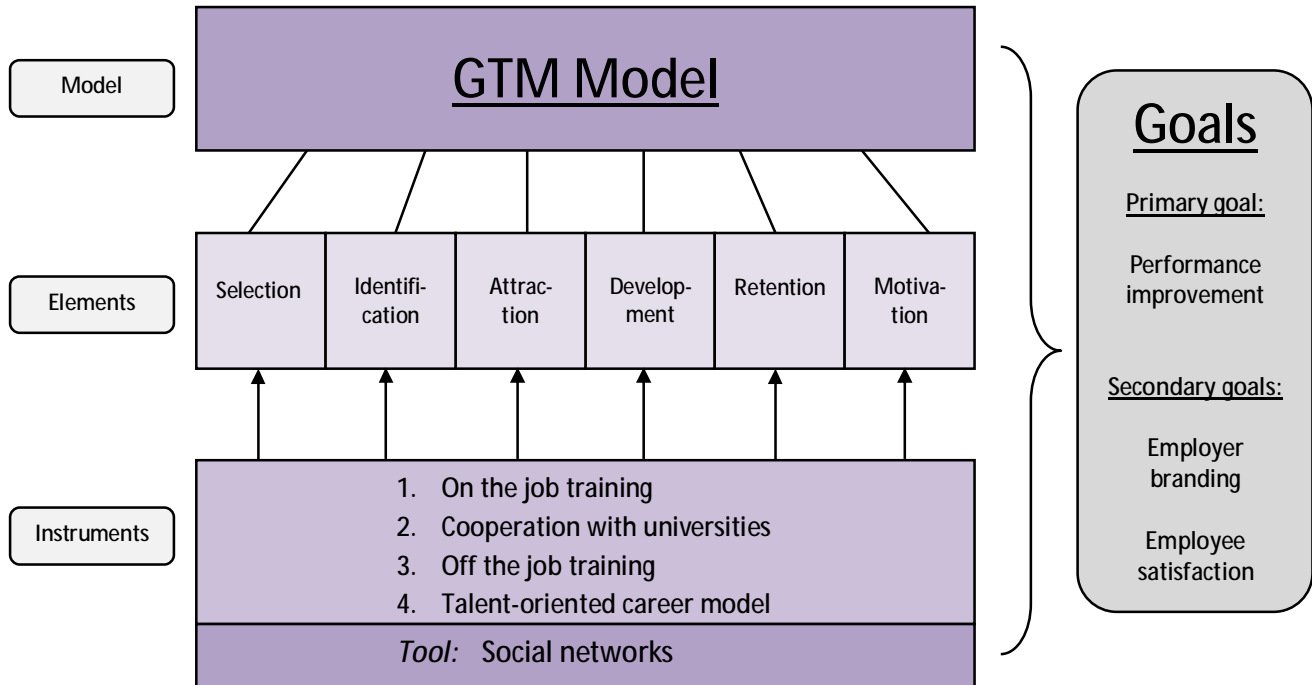


Fig. 12: Global talent management model

This GTM model can be seen as a combination of different created models which are presented in the literature review and the outcomes of this research. Previous researches have shown that there are many different models which try to define GTM. Hence, the result of this research is an own GTM model that can be compared with the opinion of Scullion et al. (2010) who determined also selection, attraction, development and retention as elements of TM. But also Armstrong's (2009) extensive model seems to be equal to a certain degree as he stresses the importance of attraction, retention, motivation and development. Furthermore, Creelman (2004) mentioned that GTM is a set of tools and techniques that help organizations to make good decisions about talents.

This can be reflected in the choice of instruments in the GTM model. Social networks represent a tool that should encourage these instruments. On the job trainings include mostly a trainer who accompanies the employees along the way. Thus, networks can be used for feedbacks as well as a communication platform between trainer and employee. Considering the cooperation with universities, social networks like LinkedIn or Facebook could be useful in order to promote possible future employees. A talent-oriented career model intends to advance social, functional and methodological competencies in order to achieve personal developmental targets of the employees. In this case, social networks could support by different functions. On the one hand, a social network

in form of a communication platform for all the employees could maintain the social competencies. On the other hand, online trainings with the help of internal social networks could further the functional competencies of employees. Altogether, these tools or instruments should help the company to make the right decision and to achieve their organizational goals.

## 5.2 Recommendations

In a next step, general recommendations concerning GTM and the role of social networks will be given for all the different expert groups of this research. Advice will be given for Master students and HR researchers on the one hand, but on the other hand, the main part of these recommendations will focus on the HR managers in order to advance the performance of their MNCs.

### *Master students*

If Master students are looking for a new employer after their studies, they should focus on MNCs which have already implemented or are currently implementing a GTM system within their organizations. As this HR topic will be more and more important prospectively, future employees should place emphasis on it. Especially the development of employees is decisive for an organization and therefore, the employer should offer this possibility. Furthermore, students should always express their feelings as well as their requirements concerning their jobs. This is important because it gives a company the opportunity to integrate these aspects within its GTM system. Not only is the development of the employees an essential key to success of the company, but also the development of the MNC itself. And this can only be achieved if the employer knows his employees including their requirements with respect to their jobs. Moreover, it is important to convey the significance of social networks. This research has shown that HR managers are not that convinced of social networks; thus, young employees should try to convince them of the benefits of this new technological tool. All told, this is a process of give and take.

### *HR researchers*

The HR researchers have already done a competent job regarding investigating GTM and the role of social networks. But this relatively new HR topic is just at the beginning of its development and integration within MNCs. Therefore, researchers should continue to focus on this HR topic. It is essential to explore GTM and the role of social networks in more depth in future. Social networks are quite essential at the present day and consequently, it should also be the task of the researchers to convince HR managers to incorporate this technology within their GTMs by conducting more research.

### *HR managers*

Finally, recommendations for HR managers of MNCs can be given. Evidently, the managers have recognized the necessity of GTM within MNCs. They realize that this HR topic is a great challenge and are already putting emphasis on it. In this case, it is quite important to keep trying. The managers should focus more on GTM as well as social networks. It is a great challenge, but companies have accepted this challenge, because they understand the significance of GTM to their survival. Precisely because people are the key factor of a company and MNCs aim to keep their employees, HR managers should integrate a GTM system as far as possible. Moreover, they should involve the requirements of the employees in the process because then, they will increase the employee's satisfaction as well as boosting the employer's brand.

Besides this, social networks are a new technology that should be considered by HR managers. So far, they have not paid much attention to this kind of tool, but it should be the task of HR managers to deal more with social networks. These networks represent an important opportunity for promoting their organizations. Thus, one can recommend visiting seminars to gain more information and knowledge about the opportunities of social networks. In addition to this, trade fairs on GTM should be attended by HR managers. They should also read more articles and books on this topic in order to gather more empirical values from companies which have already fully implemented this GTM system including the tool social networks.

All told, it should be task of HR managers to focus more on GTM and social networks and to put more time, more money and more effort into this HR topic as it reflects a tremendous opportunity for successfully implementing crucial elements of GTM, like selection, identification, attraction, development, retention, and motivation. If they focus on these aspects, they will be laying the foundation for a successful future concerning their employees.

### 5.3 Limitations

There are some limitations with respect to this research. The major limitations and the influence on reliability and validity will be discussed.

As this research makes use of the Delphi method, only a specific number of participants are involved in the methodology. In total 28 respondents were selected for the evaluation part. Thus, this field research can be used to announce trends. Due to the small amount of participants, it is difficult to name the results of the questionnaire representative. But in consideration of the given timeframe and a limited number of pages, a Master thesis cannot be seen as a quintessential completed

research about one topic. Compared with this, it was difficult to find participants willing to ensure their response; in line with this, I was satisfied to have 8-10 persons in each group for the empirical part. Besides this, the Delphi method does not require more respondents. As the HR managers and the HR researchers represent a diversified group of experts, the students might outline a homogenous group. They are from different universities, but all of them are doing a Master of Science in Business Administration. This might represent a restricted view because this group might be too homogenous. Aspects of the questionnaire could be assessed in a different way if the participants would be students of another course of studies, for example psychology.

Another limitation is the poor response in the second round of the Delphi method. Only a percentage of 26% took part in the second questionnaire. As agreed before the second round with the supervisor, a response rate of at least 50% of each expert group is meaningful. Thus, these results have not been considered to a great extent. As a consequence, it is important to make clear to the participants that they do have to complete at least two rounds to achieve results. Especially HR managers are difficult to find in this research as they receive many invitations to take part in researches ordinary and therefore cannot afford the time to participate in every survey. But it can be registered that the Delphi method has been conducted entirely in this research. In sum, the Delphi method is an interesting, meaningful method, but the implementation presents various obstacles.

Besides this, it is important to discuss the reliability and validity of any research. The reliability is the degree to which a result will be found again on repeating the research on the same objects (Babbie, 2007). This reliability cannot be assured as only three expert groups of 8-10 people have been asked and it is possible that other experts would evaluate the different GTM issues in a different way. But especially in terms of the HR researchers and the HR managers, the experts were chosen very carefully. This means that the HR researchers are specialists on GTM and social networks as they have already researched into this area. The HR managers work for quite different companies in different industries, thus it is a diversified group of experts. Only the students, who represent the less crucial expert group, as they have not been directly confronted with this research topic, are all Master students of Business Administration and therefore a homogenous group. Altogether, questions about GTM and social networks within an organization cannot be described as unequivocally reliable, but personal questions considering assessment of different elements, and goals can be assumed reliable as the experts were selected in a diversified way.

Validity, however, is the degree to which a research is in line to what one had intended to research (Babbie, 2007). There are different kinds of validity; in this case especially the external validity is of

importance. This includes the generalizability, whether the findings may be equally applicable to other research settings, like other organizations. In this case, the results can be determined as valid as the participating HR managers, the most decisive expert group, as well as the HR researchers belong to a heterogeneous group. The Master students, however, cannot be assumed as valid because they are all doing the same course of studies and probably have similar sentiments and opinions.

#### 5.4 Future research

Based on the findings of this thesis, recommendations for future research can be given. As GTM is a relatively new HR topic to investigate, research into this topic is at an early stage. Thus, results in this area are a scarce commodity and it is difficult to compare these new results with published results. But in the foreseeable future, more and more studies about GTM and social networks will be conducted and simultaneously, it will be possible to compare new findings with old findings to a greater extent. This should be done in future research in order to go more into detail in this research area.

By means of this research, new and more profound topics have been emerged that should be investigated in future. As seen in the literature review, lots of studies focused mainly on Asian countries, like India or China. This should be modified by looking also at European and American countries as they are still underresearched up to today. In which way is GTM already implemented in European MNCs or American MNCs and how do they intend to deal with it in future? Besides, it would be advisable to look at the different elements of GTM. How can GTM elements be implemented and measured successfully in an MNC? In addition to this, employees should be integrated more in the GTM process and the role of social networks. It should be investigated how HR managers could be convinced by making more use of social networks for different GTM elements.

Concerning the methodology, the Delphi method seems to be an appropriate method in general as GTM is a state-of-art and new research theme, but it would be advisable to have a larger group of experts, especially the HR managers as they play the most decisive role in this subject. At the beginning of this research area, it is good and useful to implement different expert groups of managers, researchers and students, but for future research it would be expedient to integrate HR managers to a greater extent as they represent the main target group which intends to implement a GTM system within their organizations. For further researches, employees should be the target group which has to be integrated more in the process of GTM and social networks.

Another important recommendation for future research is to test the results in practice. Case study research would be a good solution. It is essential to discover whether the current outcomes are implementable in MNCs. Especially the instruments of the GTM model, like cooperation with universities or on the job trainings, should be monitored in practice in order to find out the effectiveness of them. After doing this, new perceptions could be gained and the current GTM model improved.

## 5.5 Reflection

In a final step, the reflection on the whole project will be presented in this chapter. It is always a demanding task to find the right topic for a thesis, but in this case it was obvious after a short time, because Prof. Dr. H.J.M. Ruël tendered topics about GTM. As I wished to combine international management with HRM in my Master thesis, I decided to choose the topic “global talent management and the role of social networks”.

It is a great challenge to research a relatively new and currently less investigated field of study. After doing the literature review, it was possible to create an initial research model and subsequently an adequate methodology. Another essential step during my research was the choice of this methodology. In line with the new research topic about GTM, the Delphi method seems to be most appropriate. It was another interesting challenge to elaborate this technique, but it also involves drawbacks like the problem of securing enough participants and creating three different questionnaires for each expert group in each round. The analysis of the data with the help of the SPSS statistics programme reflected also an obstacle, but it offers the ability to obtain the correct and essential results of the questionnaires. Hence, it was possible to analyze the data and come to meaningful conclusions.

In my opinion, the results can help future HR researchers and of course the participants of the questionnaires will be able to develop an in-depth understanding of GTM and social networks. The results of this thesis will be provided for all the participants.

All in all, the Master thesis was an interesting, extensive and challenging project with different ups and downs, where the ups doubtlessly predominate. As a consequence, the Master thesis about the relatively new topic “global talent management and the role of social networks” involves many and diverse challenges, but it was feasible to cope with them and I concluded the task with a feeling of pride and satisfaction.

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## Appendix

### Appendix 1: First questionnaire HR managers

#### A) General Questions

<i>1. How many people are employed within your company?</i>	
less than 250	<input type="checkbox"/>
251-500	<input type="checkbox"/>
501-1,000	<input type="checkbox"/>
more than 1,000	<input type="checkbox"/>

<i>2. How large was your annual turnover last year? (in 1,000 Euro)</i>	
less than 250	<input type="checkbox"/>
251-500	<input type="checkbox"/>
501-1,000	<input type="checkbox"/>
more than 1,000	<input type="checkbox"/>

<i>3. How do you define your company?</i>	
Multinational (decentralized, locally responsive)	<input type="checkbox"/>
Global (centralized, strong headquarters)	<input type="checkbox"/>
International (many headquarters, no different countries)	<input type="checkbox"/>
Transnational (many headquarters in different countries)	<input type="checkbox"/>

**B) HR challenges**

<i>1. How do you estimate the following HR challenges?</i>					
	very slightly	slightly	neutral	highly	very highly
excessive churn rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
insufficient internal replacement of leading positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reduction of workplaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conceivable lack of managers in 5-10 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conceivable lack of professionals in 5-10 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conceivable lack of graduates and school leavers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
difficulty in recruiting enough qualified employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
pressing personnel costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
strategic realignment and thereby changed requirements on the competencies of managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementation of HR techniques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>2. To what extent will your company deal with the human resource concepts in the near future?</i>					
	not at all	rather less	strong	very strong	existential
Employer Branding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
eRecruiting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR development and managers development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
knowledge management and employee portals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR-Shared Service Center and HR Outsourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
rewards and incentive systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C) Talent management and social networks**

<i>1. How effective are the following talent management elements and instruments for your organization?</i>					
	Not at all successful	Little successful	Successful	Very successful	Extremely successful
<i><u>Elements</u></i>					
Attraction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appraisal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career creation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deployment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i><u>Instruments</u></i>					
Off-the-job-trainings / seminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment Center / Development Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-the-job-trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal coachings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentors programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job rotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
360-degree feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
talent-oriented career model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reward management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Training measures for former employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service of HR consultants and headhunters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of employment agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with universities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>2. To your opinion, which goals are pursued/ should be pursued by talent management?</i>	
performance improvement	<input type="checkbox"/>
employee loyalty	<input type="checkbox"/>
succession planning of managers	<input type="checkbox"/>
succession planning of employees	<input type="checkbox"/>
employee satisfaction	<input type="checkbox"/>
employer branding	<input type="checkbox"/>
Others:	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

<i>3. How do you use the following instruments of e-Recruiting in your organization?</i>				
	not at all	is envisaged	is planned	hardly imaginable
Electronic Applicant Management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic Talent Management system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service of Weblogs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service of career videos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service of podcasts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engagement in online networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-assessment/Online-assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>4. Which of the following social media are you going to use in the future?</i>	
Facebook	<input type="checkbox"/>
Twitter	<input type="checkbox"/>
My Space	<input type="checkbox"/>
YouTube	<input type="checkbox"/>
StudiVZ	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>
Xing	<input type="checkbox"/>
Flixster	<input type="checkbox"/>
Others:	<input type="checkbox"/>

	<input type="checkbox"/>
	<input type="checkbox"/>
None of them	<input type="checkbox"/>

<b>5. How important is it for employees to have the opportunity to use social media services like Twitter, Facebook or XING on company time?</b>	
Employees should use unrestrictedly all social media and services.	<input type="checkbox"/>
The usage of social media should be restricted temporally.	<input type="checkbox"/>
The access to social media should be blocked for some services.	<input type="checkbox"/>
The access to social media should be blocked for every service.	<input type="checkbox"/>
I cannot answer.	<input type="checkbox"/>

<b>6. To what extent does your organization have a fully integrated talent management system?</b>	
All areas are independent of each other.	<input type="checkbox"/>
We are partially integrated.	<input type="checkbox"/>
We're between not integrated and partially integrated.	<input type="checkbox"/>
We're between partially and fully integrated.	<input type="checkbox"/>
We are fully integrated.	<input type="checkbox"/>

<b>7. For which areas are social media suitable? (Multiple choices possible)</b>	
In order to enhance of Employer Branding.	<input type="checkbox"/>
In order to use the own employees as ambassadors.	<input type="checkbox"/>
As a recruitment instrument.	<input type="checkbox"/>
In order to review applicants.	<input type="checkbox"/>
In order to review current employees.	<input type="checkbox"/>
For none of the points.	<input type="checkbox"/>

<b>8. In which social networks do you have an online profile? (Multiple choices possible)</b>	
Facebook	<input type="checkbox"/>
Twitter	<input type="checkbox"/>
My Space	<input type="checkbox"/>
YouTube	<input type="checkbox"/>
StudiVZ	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>
Xing	<input type="checkbox"/>
Flixster	<input type="checkbox"/>
Others:	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>
None of them	<input type="checkbox"/>

<i>9. What are your <u>three</u> main reasons to use the mentioned social networks?</i>	
Identity management	<input type="checkbox"/>
Expert search	<input type="checkbox"/>
Context awareness	<input type="checkbox"/>
Contact management	<input type="checkbox"/>
Common interchange	<input type="checkbox"/>
Job search / Applicant search	<input type="checkbox"/>
Others:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<i>10. To your opinion, which role will social media services in HRM have in the future?</i>	
Social media will play an increased role in HRM.	<input type="checkbox"/>
Social media is only a temporary fashion and will decrease in future.	<input type="checkbox"/>
Social media will be an important, if not the most important role in HRM.	<input type="checkbox"/>
I cannot say.	<input type="checkbox"/>



**D) Employer brand**

<i>1. To your opinion, what is nowadays important for potential applicants? What does an applicant require from a new employer?</i>					
	absolutely unimportant	rather unimportant	more or less important	important	thoroughly important
good working climate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
challenging tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
good opportunities for advancement and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sustainability of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
multifaceted opportunities of advanced trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
balance between private and working life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
high job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
international field of application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
open corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
many liberties and scope of action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
good salary / social contribution / value-added service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
childcare within the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
attractive location of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
attractive products and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>2. To your opinion, which are the most decisive competitive advantages for companies in the "War for talents"? (Multiple choices possible)</i>	
insufficient awareness of the company	<input type="checkbox"/>
attractiveness of products / services	<input type="checkbox"/>
the industry	<input type="checkbox"/>
size of enterprise	<input type="checkbox"/>
location(s)	<input type="checkbox"/>
activities	<input type="checkbox"/>
disposable budget for HR marketing	<input type="checkbox"/>
wage and salary structure	<input type="checkbox"/>
high demands on applicants	<input type="checkbox"/>

-----

<i>Do you like to receive the evaluation of the study "Global talent management and the role of social networks" by e-mail?</i>	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Thanks for your support!  
Lena Dresselhaus

Appendix 2: First questionnaire HR researchers

**A) General Questions**

<i>1. What is your gender?</i>	
Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

<i>2. How long are you doing research?</i>	
1-2 years	<input type="checkbox"/>
3-5 years	<input type="checkbox"/>
6-10 years	<input type="checkbox"/>
11-20 years	<input type="checkbox"/>
more than 20 years	<input type="checkbox"/>

**B) HR challenges**

<i>1. How do you estimate the following HR challenges?</i>					
	very slightly	slightly	neutral	highly	very highly
excessive churn rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
insufficient internal replacement of leading positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reduction of workplaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conceivable lack of managers in 5-10 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conceivable lack of professionals in 5-10 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conceivable lack of graduates and school leavers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
difficulty in recruiting enough qualified employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
pressing personnel costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
strategic realignment and thereby changed requirements on the competencies of managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementation of HR techniques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**C) Talent management and social networks**

<i>1. How effective are the following talent management elements and instruments for your organization?</i>					
	Not at all successful	Little successful	Successful	Very successful	Extremely successful
<i><u>Elements</u></i>					
Attraction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appraisal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career creation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deployment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i><u>Instruments</u></i>					
Off-the-job-trainings / seminars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment Center / Development Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-the-job-trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal coachings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentors programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job rotation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
360-degree feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
talent-oriented career model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reward management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Training measures for former employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service of HR consultants and headhunters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services of employment agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with universities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>2. To your opinion, which goals are pursued/ should be pursued by talent management?</b>	
performance improvement	<input type="checkbox"/>
employee loyalty	<input type="checkbox"/>
succession planning of managers	<input type="checkbox"/>
succession planning of employees	<input type="checkbox"/>
employee satisfaction	<input type="checkbox"/>
employer branding	<input type="checkbox"/>
Others:	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

<b>3. How important is it for employees to have the opportunity to use social media services like Twitter, Facebook or XING on company time?</b>	
Employees should use unrestrictedly all social media and services.	<input type="checkbox"/>
The usage of social media should be restricted temporally.	<input type="checkbox"/>
The access to social media should be blocked for some services.	<input type="checkbox"/>
The access to social media should be blocked for every service.	<input type="checkbox"/>
I cannot answer.	<input type="checkbox"/>

<b>4. For which areas are social media suitable? (Multiple choices possible)</b>	
In order to enhance of Employer Branding.	<input type="checkbox"/>
In order to use the own employees as ambassadors.	<input type="checkbox"/>
As a recruitment instrument.	<input type="checkbox"/>
In order to review applicants.	<input type="checkbox"/>
In order to review current employees.	<input type="checkbox"/>
For none of the points.	<input type="checkbox"/>

<i>5. In which social networks do you have an online profile? (Multiple choices possible)</i>	
Facebook	<input type="checkbox"/>
Twitter	<input type="checkbox"/>
My Space	<input type="checkbox"/>
YouTube	<input type="checkbox"/>
StudiVZ	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>
Xing	<input type="checkbox"/>
Flixster	<input type="checkbox"/>
Others:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
None of them	<input type="checkbox"/>

<i>6. What are your <u>three</u> main reasons to use the mentioned social networks?</i>	
Identity management	<input type="checkbox"/>
Expert search	<input type="checkbox"/>
Context awareness	<input type="checkbox"/>
Contact management	<input type="checkbox"/>
Common interchange	<input type="checkbox"/>
Job search / Applicant search	<input type="checkbox"/>
Others:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<i>7. To your opinion, which role will social media services in HRM have in the future?</i>	
Social media will play an increased role in HRM.	<input type="checkbox"/>
Social media is only a temporary fashion and will decrease in future.	<input type="checkbox"/>
Social media will be an important, if not the most important role in HRM.	<input type="checkbox"/>
I cannot say.	<input type="checkbox"/>

**D) Employer brand**

<i>1. To your opinion, what is nowadays important for potential applicants? What does an applicant require from a new employer?</i>					
	absolutely unimportant	rather unimportant	more or less important	important	thoroughly important
good working climate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
challenging tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
good opportunities for advancement and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sustainability of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
multifaceted opportunities of advanced trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
balance between private and working life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
high job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
international field of application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
open corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
many liberties and scope of action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
good salary / social contribution / value-added service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
childcare within the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
attractive location of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
attractive products and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>2. To your opinion, which are the most decisive competitive advantages for companies in the "War for talents"? (Multiple choices possible)</i>	
insufficient awareness of the company	<input type="checkbox"/>
attractiveness of products / services	<input type="checkbox"/>
the industry	<input type="checkbox"/>
size of enterprise	<input type="checkbox"/>
location(s)	<input type="checkbox"/>
activities	<input type="checkbox"/>
disposable budget for HR marketing	<input type="checkbox"/>
wage and salary structure	<input type="checkbox"/>
high demands on applicants	<input type="checkbox"/>

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<i>Do you like to receive the evaluation of the study "Global talent management and the role of social networks" by e-mail?</i>	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Thanks for your support!  
Lena Dresselhaus

Appendix 3: First questionnaire Master students

A) General Questions

<i>1. What is your gender?</i>	
Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

<i>2. Which type of studies are you doing?</i>

**B) Talent management and social networks**

<i>1. To your opinion, which goals are pursued/ should be pursued by talent management?</i>	
performance improvement	<input type="checkbox"/>
employee loyalty	<input type="checkbox"/>
succession planning of managers	<input type="checkbox"/>
succession planning of employees	<input type="checkbox"/>
employee satisfaction	<input type="checkbox"/>
employer branding	<input type="checkbox"/>
Others:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

<i>2. How important is it for employees to have the opportunity to use social media services like Twitter, Facebook or XING on company time?</i>	
Employees should use unrestrictedly all social media and services.	<input type="checkbox"/>
The usage of social media should be restricted temporally.	<input type="checkbox"/>
The access to social media should be blocked for some services.	<input type="checkbox"/>
The access to social media should be blocked for every service.	<input type="checkbox"/>
I cannot answer.	<input type="checkbox"/>

<i>3. For which areas are social media suitable? (Multiple choices possible)</i>	
In order to enhance of Employer Branding.	<input type="checkbox"/>
In order to use the own employees as ambassadors.	<input type="checkbox"/>
As a recruitment instrument.	<input type="checkbox"/>
In order to review applicants.	<input type="checkbox"/>
In order to review current employees.	<input type="checkbox"/>
For none of the points.	<input type="checkbox"/>

<i>4. In which social networks do you have an online profile? (Multiple choices possible)</i>	
Facebook	<input type="checkbox"/>
Twitter	<input type="checkbox"/>
My Space	<input type="checkbox"/>
YouTube	<input type="checkbox"/>
StudiVZ	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>
Xing	<input type="checkbox"/>
Flixster	<input type="checkbox"/>
Others:	<input type="checkbox"/> <input type="checkbox"/>



	<input type="checkbox"/>
None of them	<input type="checkbox"/>

<b>5. What are your <u>three</u> main reasons to use the mentioned social networks?</b>	
Identity management	<input type="checkbox"/>
Expert search	<input type="checkbox"/>
Context awareness	<input type="checkbox"/>
Contact management	<input type="checkbox"/>
Common interchange	<input type="checkbox"/>
Job search / Applicant search	<input type="checkbox"/>
Others:	<input type="checkbox"/>
	<input type="checkbox"/>
	<input type="checkbox"/>

<b>6. To your opinion, which role will social media services in HRM have in the future?</b>	
Social media will play an increased role in HRM.	<input type="checkbox"/>
Social media is only a temporary fashion and will decrease in future.	<input type="checkbox"/>
Social media will be an important, if not the most important role in HRM.	<input type="checkbox"/>
I cannot say.	<input type="checkbox"/>

**C) Employer brand**

<i>1. To your opinion, what is nowadays important for potential applicants? What does an applicant require from a new employer?</i>					
	absolutely unimportant	rather unimportant	more or less important	important	thoroughly important
good working climate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
challenging tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
good opportunities for advancement and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
sustainability of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
multifaceted opportunities of advanced trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
balance between private and working life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
high job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
international field of application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
open corporate culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
many liberties and scope of action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
good salary / social contribution / value-added service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
childcare within the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
attractive location of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
attractive products and services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>2. To your opinion, which are the most decisive competitive advantages for companies in the "War for talents"? (Multiple choices possible)</i>	
insufficient awareness of the company	<input type="checkbox"/>
attractiveness of products / services	<input type="checkbox"/>
the industry	<input type="checkbox"/>
size of enterprise	<input type="checkbox"/>
location(s)	<input type="checkbox"/>
activities	<input type="checkbox"/>
disposable budget for HR marketing	<input type="checkbox"/>
wage and salary structure	<input type="checkbox"/>
high demands on applicants	<input type="checkbox"/>

-----

<i>Do you like to receive the evaluation of the study "Global talent management and the role of social networks" by e-mail?</i>	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Thanks for your support!  
Lena Dresselhaus

Appendix 4: Cover Letter HR managers

**UNIVERSITY OF TWENTE.**

Lena Dresselhaus

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Bodelschwinghstr. 5  
48496 Hopsten-Schale  
Germany

Company XXX  
HR Management

Osnabrück, 01 July 2010

*Human resources: A key to success!*  
New study on the subject of:  
Global Talent Management and the role of social media

Dear HR manager,

At the University of Twente, school of Management and Governance, we are working on the research project with the topic "Global Talent Management and the role of social media" supervised by Dr. Huub J.M. Ruël. It is the intention of this project to find out the today's HR challenges, the main elements of global talent management and the role of social media. The result of these findings will be presented in the construction of a Global Talent Management model that will be useful for multinational corporations.

The chosen method for our study is the so-called Delphi Method. This methodology makes use of a group of people who are either involved or interested in the research topic to generate and select a more specific research idea. The Delphi approach comprises an iterative process in order to collect the judgments of experts using a series of questionnaires including feedback for these participants. In our research, we intend to ask three different groups of experts (each group consists of 10 people): HR Managers, HR Researchers and Master Students. We are planning to do two rounds so that we request you to fill in two different questionnaires during July and August. After the first round, we will analyze all the data of the three groups anonymously. You will get the results and will be asked to answer further questions or comment on the findings.

Consequently with these words, we would like to ask you to participate in our important, interesting and meaningful study in order to assess new outcomes concerning Global Talent Management and the role of social media. Certainly, we will send you the anonymous evaluation of our research which could be also interesting and useful for your company if you like.

Please let us know until 15<sup>th</sup> July 2010 if you like to participate in this study. It would be nice to receive a positive response. Thanks in advance!

Lena Dresselhaus  
-Project coordinator-  
[www.universiteitwente.nl/en](http://www.universiteitwente.nl/en)

## Questionnaire: HR managers

*If you are asked to rank something, please keep always in mind that 1=best rank, 2=second best rank etc.! You could also give a same rank several times, if you think the aspects are equalled important.*

### A) GENERAL DATA

#### 1) *HR researchers*

##### a) Gender

67% male  
33% female

##### b) Research activity

22% 6-10 years  
22% 11-20 years  
56% more than 20 years

#### 2) *HR managers*

##### a) Employees

11% 251-500  
11% 501-1,000  
78% more than 1,000

##### b) Turnover:

100% more than 1,000

##### c) Company type:

78% multinational company  
22% global company

#### 3) *Master students*

##### a) Gender

30% male  
70% female

##### b) Study Type

100% Master Program

**B) HR CHALLENGES**

**1) Results HR Challenges**

*(Scaling from 1= very slightly to 5= very highly)*

HR researchers	HR managers
Replacement of leading position (3,89) Strategic realignment (3,67) Difficulty in recruiting employees (3,67) Lack of professionals (3,44) Pressing personal costs (3,33) Lack of managers (3,33) Churn Rate (3,22) Workplace reduction (3,11) Implementation of HR techniques (3,11) Lack of graduates (2,78)	Implementation of HR techniques (3,78) Lack of professionals (3,56) Lack of managers (3,44) Strategic realignment (3,00) Replacement of leading position (2,89) Difficulty in recruiting employees (2,89) Pressing personal costs (2,89) Churn Rate (2,67) Lack of graduates (2,33) Workplace reduction (2,11)
Own challenges: <ul style="list-style-type: none"> <li>- HR Competence in business</li> <li>- HR legitimacy in organizations</li> <li>- Diversity, managing across lines of difference</li> <li>- Lack of technical scientific talent</li> <li>- Lack of real leaders</li> <li>- Lack of recognition of the workforce as a competitive advantage</li> </ul>	Own challenges: <ul style="list-style-type: none"> <li>- Cooperation structure vs. international skills development</li> </ul>

HR managers	New ranking (1-11)
Implementation of HR techniques (3,78)	
Lack of professionals (3,56)	
Lack of managers (3,44)	
Strategic realignment (3,00)	
Replacement of leading position (2,89)	
Difficulty in recruiting employees (2,89)	
Pressing personal costs (2,89)	
Churn Rate (2,67)	
Lack of graduates (2,33)	
Workplace reduction (2,11)	
Own challenges: Cooperation structure vs. international skills development	

2) Results Human resource concepts in future  
(Scaling from 1= not at all to 5= existential)

HR managers	New ranking (1-7)
1. Employer Branding (3,89)	
1. Talent Management (3,89)	
3. HR Development (3,78)	
4. Knowledge Management (3,11)	
4. Rewards and Incentive Systems (3,11)	
6. e-Recruiting (2,67)	
7. HR Shared Service Centers (2,22)	

C) TALENT MANAGEMENT AND SOCIAL MEDIA

1a) Elements of talent management  
(Scaling from 1= not at all successful to 5= extremely successful)

HR researchers	HR managers
Identification (3,33)	Motivation (4,00)
Attraction (3,33)	Identification (3,89)
Selection (3,22)	Development (3,67)
Development (3,22)	Attraction (3,44)
Retention (3,22)	Retention (3,44)
Motivation (3,11)	Appraisal (3,33)
Appraisal (2,89)	Deployment (3,33)
Career Creation (2,78)	Selection (3,11)
Deployment (2,67)	Career Creation (3,00)

HR Managers	New ranking (1-9)
1. Motivation (4,00)	
2. Identification (3,89)	
3. Development (3,67)	
4. Attraction (3,44)	
4. Retention (3,44)	
6. Appraisal (3,33)	
6. Deployment (3,33)	
8. Selection (3,11)	
9. Career Creation (3,00)	

*1b) Instruments of talent management  
(Scaling from 1= not at all successful to 5= extremely successful)*

HR researchers	HR managers
Cooperation with universities (3,78)	On the job training (4,33)
On the job training (3,44)	Cooperation with universities (3,75)
Talented oriented career model (3,38)	Talented oriented career model (3,25)
Off the job training (3,22)	Off the job training (3,25)
360 feedback (3,12)	Personal Coaching (3,12)
Reward Management (3,11)	Assessment Center (3,0)
Service of HR consultants (3,11)	Service of HR consultants (3,0)
Personal Coaching (3,0)	360 feedback (2,88)
Mentor programs (3,0)	Mentor programs (2,88)
Assessment Center (2,88)	Career events (2,78)
Job rotation (2,75)	Reward Management (2,75)
Career events (2,67)	Employee surveys (2,56)
Service of employees agencies (2,56)	Service of employees agencies (2,5)
Employee surveys (2,5)	Job rotation (2,38)
Training Measures for former employees (2,12)	Training Measures for former employees (1,75)

HR managers	New ranking (1-15)
On the job training (4,33)	
Cooperation with universities (3,75)	
Talented oriented career model (3,25)	
Off the job training (3,25)	
Personal Coaching (3,12)	
Assessment Center (3,0)	
Service of HR consultants (3,0)	
360 feedback (2,88)	
Mentor programs (2,88)	
Career events (2,78)	
Reward Management (2,75)	
Employee surveys (2,56)	
Service of employees agencies (2,5)	
Job rotation (2,38)	
Training Measures for former employees (1,75)	

2) *Goals of talent management*

HR researchers	HR managers	Master students
Most important: <ul style="list-style-type: none"> <li>- Performance improvement</li> <li>- Employer branding</li> </ul>	Most important: <ul style="list-style-type: none"> <li>- Succession planning of managers</li> <li>- Employee satisfaction</li> <li>- Performance improvement</li> </ul>	Most important: <ul style="list-style-type: none"> <li>- Performance improvement</li> </ul>
Less important: <ul style="list-style-type: none"> <li>- Employee satisfaction</li> </ul>	Less important: <ul style="list-style-type: none"> <li>- Succession planning of employees</li> <li>- Employee loyalty</li> </ul>	Less important: <ul style="list-style-type: none"> <li>- succession planning of managers</li> <li>- succession planning of employees</li> <li>- employee loyalty</li> </ul>

**QUESTION:**

Would you change some of the less important goals to the important goals or vice versa? Which ones?



3) *Usage of e-Recruiting instruments*

(Scaling from 1= not at all, 2= is envisaged, 3= is planned to 4= hardly imaginable)

HR managers	Important	Not important
<i>Self assessment</i> (envisaged & planned in 65% of the companies)		
<i>e-Talent Management System</i> (envisaged by 56% of the companies)		
<i>e-Applicant Management System</i> (planned by 33% of the companies)		
<i>Online networks</i> (planned & envisaged by 44% of the companies)		
<i>Career videos and podcasts</i> do not play a role in companies		

4) *Social networks usage in future*

HR managers
Most managers say they won't use social networks in future. Only a few will use LinkedIn (22%) and Xing (33%)

**QUESTION:**

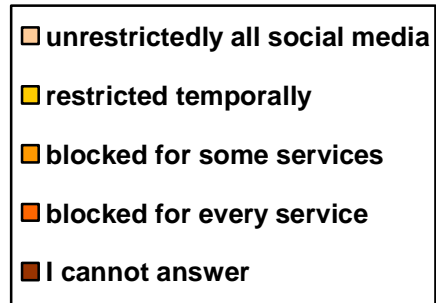
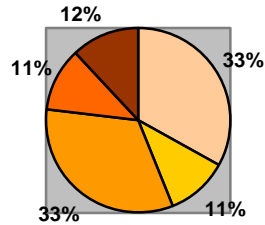
Do you still think that you won't use social networks in future? What are your reasons?



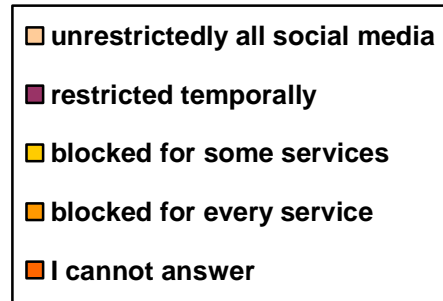
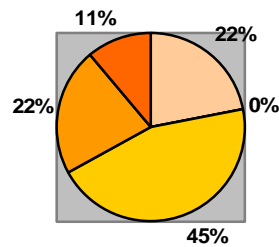


5) Social Media Usage on company time

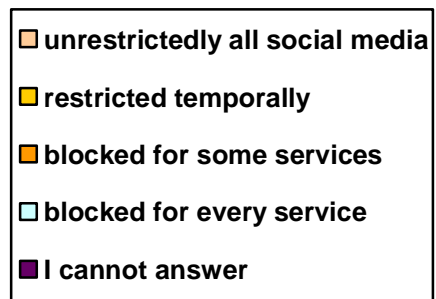
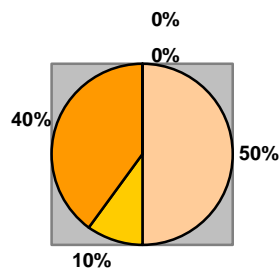
a) HR researchers

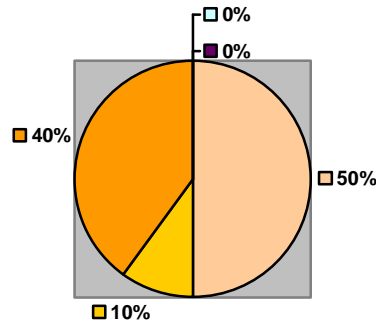


b) HR managers



c) Master students



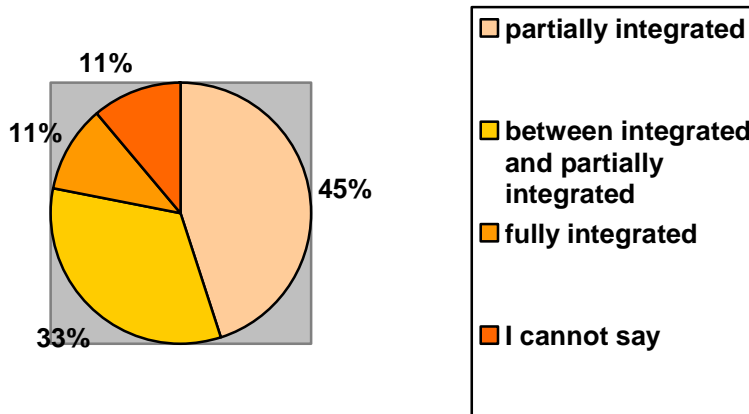


**QUESTION:**

HR managers intend to block services on company time. Master students, however, intend to use social media unrestrictedly all the time.

Is the HR managers' too strict or right way within MNCs?

6) Extent of fully integrated talent management system



7) Suitability of social media

HR researchers	HR manager	Master students
Most important: Enhance employer branding Recruitment instrument Use employees as ambassadors	Most important: Use employees as ambassadors Review applicants Enhance employer branding	Most important: Enhance employer branding Recruitment instrument

HR managers	New ranking (1-5)
1. In order to review applicants	
1. In order to use the own employees as ambassadors	
3. In order to enhance Employer Branding	
4. As a recruitment instrument	
5. In order to review current employees	

8) Social Network Profiles

Social Network	HR researchers	HR managers	Master students
Facebook	44%	33%	90%
Twitter	22%	0%	0%
MySpace	0%	0%	0%
YouTube	22%	0%	30%
StudiVZ	0%	0%	20%
LinkedIn	78%	33%	40%
Xing	0%	11%	20%
Flixter	0%	0%	0%
Others:			Hyves (10%)
None of them	22%	56%	0%

9) Main reasons for social networks

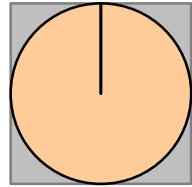
HR researchers	HR managers	Master students
Identity management (56%) Contact management (56%) Common interchange (56%)	Common interchange (67%) Contact management (56%) Context awareness (33%)	Contact management (70%) Identity management (50%) Job search (40%)
entirely unimportant: Job search (11%) Context awareness (11%)	entirely unimportant: Expert search (11%)	

Master students intend to use social networks for job search. HR managers and HR researchers, however, argue that job search is not a reason for using social networks.

HR managers	New ranking (1-6)
1. Common interchange	
2. Contact management	
3. Job search	
4. Context awareness	
4. Identity management	
6. Expert search	

10) Role of Social Media Services in HRM in future

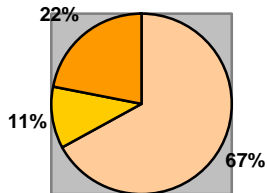
a) HR researchers



100%

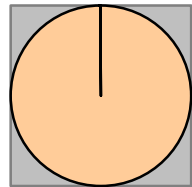
■ Social media will play an increased role in HRM

b) HR managers



■ Social media will play an increased role in HRM  
■ Social media is only a temporary fashion and will decrease in future  
■ I cannot say

c) Master students



100%

■ Social media will play an increased role in HRM

**QUESTION:**

All Master students and all HR researchers say that social media will play an increased role. Not all HR Managers estimate the importance in this way. What could be reasons for this?

**D) EMPLOYER BRAND**

1) Requirements

(Scaling from 1= absolutely unimportant to 5= thoroughly important)

HR researchers	HR managers	Master students
<ul style="list-style-type: none"> <li>- challenging tasks (4,11)</li> <li>- opportunity development (4,11)</li> <li>- good climate (4,0)</li> <li>- sustainability (3,89)</li> <li>- good salary (3,89)</li> <li>- balance between private and working life (3,56)</li> <li>- many liberties (3,56)</li> <li>- multifaceted opportunities (3,56)</li> <li>- attractive products (3,33)</li> <li>- open corporate culture (3,11)</li> <li>- childcare within company (3,11)</li> <li>- attractive location (3,11)</li> <li>- job security (2,89)</li> <li>- international field of action (2,67)</li> </ul>	<ul style="list-style-type: none"> <li>- good climate (4,67)</li> <li>- challenging tasks (4,44)</li> <li>- opportunity development (4,44)</li> <li>- good salary (4,33)</li> <li>- multifaceted opportunities (4,11)</li> <li>- balance between private and working life (4,0)</li> <li>- sustainability (3,89)</li> <li>- open corporate culture (3,78)</li> <li>- job security (3,78)</li> <li>- many liberties (3,33)</li> <li>- international field of action (3,22)</li> <li>- attractive products (2,78)</li> <li>- childcare within company (2,78)</li> <li>- attractive location (2,11)</li> </ul>	<ul style="list-style-type: none"> <li>- good climate (4,7)</li> <li>- opportunity development (4,6)</li> <li>- challenging tasks (4,4)</li> <li>- balance between private and working life (4,2)</li> <li>- international field of action (4,2)</li> <li>- good salary (4,0)</li> <li>- multifaceted Opportunities (4,0)</li> <li>- sustainability (3,9)</li> <li>- open corporate culture (3,8)</li> <li>- attractive products (3,7)</li> <li>- job security (3,7)</li> <li>- attractive location (3,6)</li> <li>- many liberties (3,6)</li> <li>- childcare within company (3,3)</li> </ul>

HR managers	New ranking (1-14)
- good climate (4,67)	
- challenging tasks (4,44)	
- opportunity development (4,44)	
- good salary (4,33)	
- multifaceted opportunities (4,11)	
- balance between private and working life (4,0)	
- sustainability (3,89)	
- open corporate culture (3,78)	
- job security (3,78)	
- many liberties (3,33)	
- international field of action (3,22)	
- attractive products (2,78)	
- childcare within company (2,78)	
- attractive location (2,11)	

2) *Competitive advantages*

HR researchers	HR managers	Master students
<p><i>Competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- wage salary structure</li> <li>- activities</li> <li>- industry</li> </ul> <p><i>No competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- insufficient awareness of company</li> <li>- attractive products</li> <li>- size of enterprise</li> <li>- location</li> <li>- disposable HR marketing budget</li> <li>- high demands of applicants</li> </ul>	<p><i>Competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- wage salary structure</li> <li>- activities</li> <li>- attractive products</li> </ul> <p><i>No competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- insufficient awareness of company</li> <li>- attractive products</li> <li>- industry</li> <li>- size of enterprise</li> <li>- location</li> <li>- disposable HR marketing budget</li> <li>- high demands of applicants</li> </ul>	<p><i>Competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- activities</li> <li>- industry</li> <li>- wage salary structure</li> </ul> <p><i>No competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- insufficient awareness of company</li> <li>- attractive products</li> <li>- size of enterprise</li> <li>- location</li> <li>- disposable HR marketing budget</li> <li>- high demands of applicants</li> </ul>

HR managers	New ranking (1-9)
1. Wage salary structure	
2. Activities	
2. Attractive products	
4. Industry	
5. Insufficient awareness of company	
6. Size of enterprise	
6. Location	
6. Disposable HR marketing budget	
6. high demands of applicants	

Thanks for your support!  
Lena Dresselhaus

Appendix 6: Second questionnaire HR researchers

**UNIVERSITY OF TWENTE.**

## Questionnaire: HR researchers

A) GENERAL DATA

1) *HR researchers*

a) Gender

67% male  
33% female

b) Research activity

22% 6-10 years  
22% 11-20 years  
56% more than 20 years

2) *HR managers*

a) Employees

11% 251-500  
11% 501-1,000  
78% more than 1,000

b) Turnover:

100% more than 1,000

c) Company type:

78% multinational company  
22% global company

3) *Master students*

a) Gender

30% male  
70% female

b) Study Type

100% Master Program

**B) HR CHALLENGES**

**1) Results HR Challenges**

*(Scaling from 1= very slightly to 5= very highly)*

HR researchers	HR managers
Replacement of leading position (3,89) Strategic realignment (3,67) Difficulty in recruiting employees (3,67) Lack of professionals (3,44) Pressing personal costs (3,33) Lack of managers (3,33) Churn Rate (3,22) Workplace reduction (3,11) Implementation of HR techniques (3,11) Lack of graduates (2,78)	Implementation of HR techniques (3,78) Lack of professionals (3,56) Lack of managers (3,44) Strategic realignment (3,00) Replacement of leading position (2,89) Difficulty in recruiting employees (2,89) Pressing personal costs (2,89) Churn Rate (2,67) Lack of graduates (2,33) Workplace reduction (2,11)
Own challenges: <ul style="list-style-type: none"> <li>- HR Competence in business</li> <li>- HR legitimacy in organizations</li> <li>- Diversity, managing across lines of difference</li> <li>- Lack of technical scientific talent</li> <li>- Lack of real leaders</li> <li>- Lack of recognition of the workforce as a competitive advantage</li> </ul>	Own challenges: <ul style="list-style-type: none"> <li>- Cooperation structure vs. international skills development</li> </ul>

HR researchers	New ranking (1-16)
Replacement of leading position (3,89)	
Strategic realignment (3,67)	
Difficulty in recruiting employees (3,67)	
Lack of professionals (3,44)	
Pressing personal costs (3,33)	
Lack of managers (3,33)	
Churn Rate (3,22)	
Workplace reduction (3,11)	
Implementation of HR techniques (3,11)	
Lack of graduates (2,78)	
Own challenges:	
HR Competence in business	
HR legitimacy in organizations	
Diversity, managing across lines of difference	
Lack of technical scientific talent	
Lack of real leaders	
Lack of recognition of the workforce as a competitive advantage	



**C) TALENT MANAGEMENT AND SOCIAL MEDIA**

**1a) Elements of talent management**

*(Scaling from 1= not at all successful to 5= extremely successful)*

HR researchers	HR managers
Identification (3,33) Attraction (3,33) Selection (3,22) Development (3,22) Retention (3,22) Motivation (3,11) Appraisal (2,89) Career Creation (2,78) Deployment (2,67)	Motivation (4,00) Identification (3,89) Development (3,67) Attraction (3,44) Retention (3,44) Appraisal (3,33) Deployment (3,33) Selection (3,11) Career Creation (3,00)

HR researchers	New ranking (1-9)
1. Identification (3,33)	
1. Attraction (3,33)	
3. Selection (3,22)	
3. Development (3,22)	
3. Retention (3,22)	
6. Motivation (3,11)	
7. Appraisal (2,89)	
8. Career Creation (2,78)	
9. Deployment (2,67)	

*1b) Instruments of talent management  
(Scaling from 1= not at all successful to 5= extremely successful)*

HR researchers	HR managers
Cooperation with universities (3,78)	On the job training (4,33)
On the job training (3,44)	Cooperation with universities (3,75)
Talented oriented career model (3,38)	Talented oriented career model (3,25)
Off the job training (3,22)	Off the job training (3,25)
360 feedback (3,12)	Personal Coaching (3,12)
Reward Management (3,11)	Assessment Center (3,0)
Service of HR consultants (3,11)	Service of HR consultants (3,0)
Personal Coaching (3,0)	360 feedback (2,88)
Mentor programs (3,0)	Mentor programs (2,88)
Assessment Center (2,88)	Career events (2,78)
Job rotation (2,75)	Reward Management (2,75)
Career events (2,67)	Employee surveys (2,56)
Service of employees agencies (2,56)	Service of employees agencies (2,5)
Employee surveys (2,5)	Job rotation (2,38)
Training Measures for former employees (2,12)	Training Measures for former employees (1,75)

HR researchers	New ranking (1-15)
1.Cooperation with universities (3,78)	
2.On the job training (3,44)	
3.Talented oriented career model (3,38)	
4.Off the job training (3,22)	
5.360 feedback (3,12)	
6.Reward Management (3,11)	
6.Service of HR consultants (3,11)	
8.Personal Coaching (3,0)	
8.Mentor programs (3,0)	
10.Assessment Center (2,88)	
11.Job rotation (2,75)	
12.Career events (2,67)	
13.Service of employees agencies (2,56)	
14.Employee surveys (2,5)	
15.Training Measures for former employees (2,12)	

2) Goals of talent management

HR researchers	HR managers	Master students
Most important: <ul style="list-style-type: none"> <li>- Performance improvement</li> <li>- Employer branding</li> </ul>	Most important: <ul style="list-style-type: none"> <li>- Succession planning of managers</li> <li>- Employee satisfaction</li> <li>- Performance improvement</li> </ul>	Most important: <ul style="list-style-type: none"> <li>- Performance improvement</li> </ul>
Less important: <ul style="list-style-type: none"> <li>- Employee satisfaction</li> </ul>	Less important: <ul style="list-style-type: none"> <li>- Succession planning of employees</li> <li>- Employee loyalty</li> </ul>	Less important: <ul style="list-style-type: none"> <li>- succession planning of managers</li> <li>- succession planning of employees</li> <li>- employee loyalty</li> </ul>

**QUESTION:**

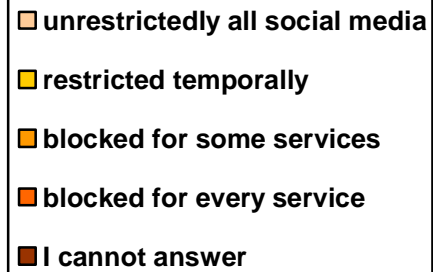
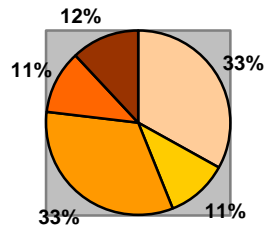
Would you change some of the less important goals to the important goals or vice versa?

Which ones?

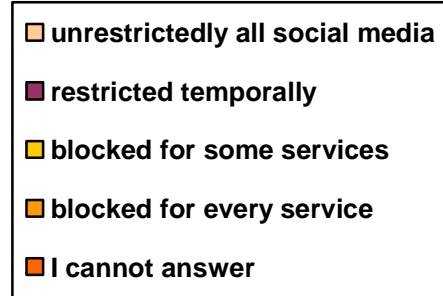
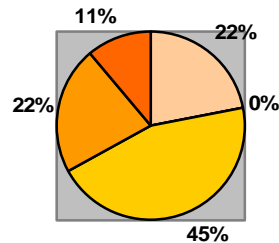


3) Social Media Usage on company time

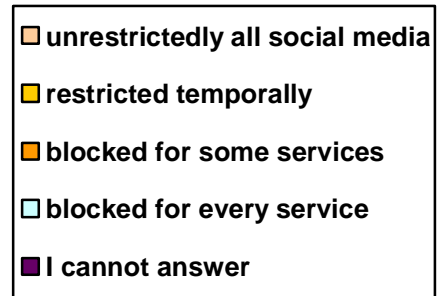
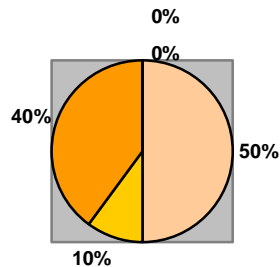
d) HR researchers



e) HR managers



f) Master students



**QUESTIONS**

HR managers intend to block services on company time. Master students, however, intend to use social media unrestrictedly all the time.

Is the HR managers' too strict or right way within MNCs?

4) Suitability of social media

HR researchers	HR manager	Master students
Most important: Enhance employer branding Recruitment instrument Use employees as ambassadors	Most important: Use employees as ambassadors Review applicants Enhance employer branding	Most important: Enhance employer branding Recruitment instrument

HR researchers	New ranking (1-5)
1. In order to enhance of Employer Branding	
1. As a recruitment instrument	
3. In order to use the own employees as ambassadors	
4. In order to review applicants	
5. In order to review current employees	

5) Social Network Profiles

Social Network	HR researchers	HR managers	Master students
Facebook	44%	33%	90%
Twitter	22%	0%	0%
MySpace	0%	0%	0%
YouTube	22%	0%	30%
StudiVZ	0%	0%	20%
LinkedIn	78%	33%	40%
Xing	0%	11%	20%
Flixter	0%	0%	0%
Others:			Hyves (10%)
None of them	22%	56%	0%

6) Main reasons for social networks

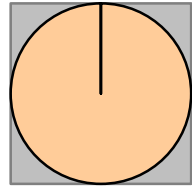
HR researchers	HR managers	Master students
Common interchange (56%) Contact management (56%) Identity management (56%)  entirely unimportant: Job search (11%) Context awareness (11%)	Common interchange (67%) Contact management (56%) Context awareness (33%)  entirely unimportant: Expert search (11%)	Contact management (70%) Identity management (50%) Job search (40%)

Master students intend to use social networks for job search. HR managers and HR researchers, however, argue that job search is not a reason for using social networks.

HR researchers	New ranking (1-6)
1.Common interchange	
1.Contact management	
1.Identity management	
4.Expert search	
5.Job search	
5.Context awareness	

7) *Role of Social Media Services in HRM in future*

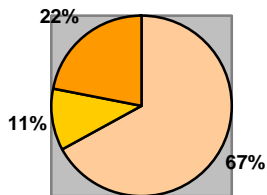
d) HR researchers



100%

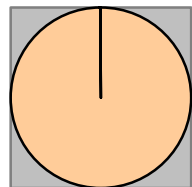
■ Social media will play an increased role in HRM

e) HR managers



■ Social media will play an increased role in HRM  
■ Social media is only a temporary fashion and will decrease in future  
■ I cannot say

f) Master students



100%

■ Social media will play an increased role in HRM

**QUESTION:**

All Master students and all HR researchers say that social media will play an increased role. Not all HR managers estimate the importance in this way. What could be reasons for this?

**D) EMPLOYER BRAND**

1) *Requirements of future employees*  
 (Scaling from 1= absolutely unimportant to 5= thoroughly important)

HR researchers	HR managers	Master students
- challenging tasks (4,11) - opportunity development (4,11) - good climate (4,0) - sustainability (3,89) - good salary (3,89) - balance between private and working life (3,56) - many liberties (3,56) - multifaceted opportunities (3,56) - attractive products (3,33) - open corporate culture (3,11) - childcare within company (3,11) - attractive location (3,11) - job security (2,89) - international field of action (2,67)	- good climate (4,67) - challenging tasks (4,44) - opportunity development (4,44) - good salary (4,33) - multifaceted opportunities (4,11) - balance between private and working life (4,0) - sustainability (3,89) - open corporate culture (3,78) - job security (3,78) - many liberties (3,33) - international field of action (3,22) - attractive products (2,78) - childcare within company (2,78) - attractive location (2,11)	- good climate (4,7) - opportunity development (4,6) - challenging tasks (4,4) - balance between private and working life (4,2) - international field of action (4,2) - good salary (4,0) - multifaceted Opportunities (4,0) - sustainability (3,9) - open corporate culture (3,8) - attractive products (3,7) - job security (3,7) - attractive location (3,6) - many liberties (3,6) - childcare within company (3,3)

HR researchers	New ranking (1-14)
- challenging tasks (4,11)	
- opportunity development (4,11)	
- good climate (4,0)	
- sustainability (3,89)	
- good salary (3,89)	
- balance between private and working life (3,56)	
- many liberties (3,56)	
- multifaceted opportunities (3,56)	
- attractive products (3,33)	
- open corporate culture (3,11)	
- childcare within company (3,11)	
- attractive location (3,11)	
- job security (2,89)	
- international field of action (2,67)	



2) *Competitive advantages*

HR researchers	HR managers	Master students
<p><i>Competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- wage salary structure</li> <li>- activities</li> <li>- industry</li> </ul> <p><i>No competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- insufficient awareness of company</li> <li>- attractive products</li> <li>- size of enterprise</li> <li>- location</li> <li>- disposable HR marketing budget</li> <li>- high demands of applicants</li> </ul>	<p><i>Competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- wage salary structure</li> <li>- activities</li> <li>- attractive products</li> </ul> <p><i>No competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- insufficient awareness of company</li> <li>- attractive products</li> <li>- industry</li> <li>- size of enterprise</li> <li>- location</li> <li>- disposable HR marketing budget</li> <li>- high demands of applicants</li> </ul>	<p><i>Competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- activities</li> <li>- industry</li> <li>- wage salary structure</li> </ul> <p><i>No competitive advantage:</i></p> <ul style="list-style-type: none"> <li>- insufficient awareness of company</li> <li>- attractive products</li> <li>- size of enterprise</li> <li>- location</li> <li>- disposable HR marketing budget</li> <li>- high demands of applicants</li> </ul>

HR researchers	New ranking (1-9)
1. Wage salary structure	
2. Activities	
2. Industry	
4. Insufficient awareness of company	
5. Location	
5. Attractive products	
7. Size of enterprise	
7. disposable HR marketing budget	
7. high demands of applicants	

Thanks for your support!  
Lena Dresselhaus

Appendix 7: Second questionnaire Master students

**UNIVERSITY OF TWENTE.**

## Questionnaire: Master students

A) GENERAL DATA

1) *HR researchers*

a) Gender

67% male  
33% female

b) Research activity

22% 6-10 years  
22% 11-20 years  
56% more than 20 years

2) *HR managers*

a) Employees

11% 251-500  
11% 501-1,000  
78% more than 1,000

b) Turnover:

100% more than 1,000

c) Company type:

78% multinational company  
22% global company

3) *Master students*

a) Gender

30% male  
70% female

b) Study Type

100% Master Program

**B) TALENT MANAGEMENT AND SOCIAL MEDIA**

*1) Goals of talent management*

HR researchers	HR managers	Master students
Most important: <ul style="list-style-type: none"> <li>- Performance improvement</li> <li>- Employer branding</li> </ul>	Most important: <ul style="list-style-type: none"> <li>- Succession planning of managers</li> <li>- Employee satisfaction</li> <li>- Performance improvement</li> </ul>	Most important: <ul style="list-style-type: none"> <li>- Performance improvement</li> </ul>
Less important: <ul style="list-style-type: none"> <li>- Employee satisfaction</li> </ul>	Less important: <ul style="list-style-type: none"> <li>- Succession planning of employees</li> <li>- Employee loyalty</li> </ul>	Less important: <ul style="list-style-type: none"> <li>- succession planning of managers</li> <li>- succession planning of employees</li> <li>- employee loyalty</li> </ul>

**QUESTION:**

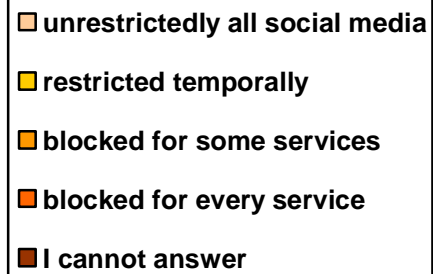
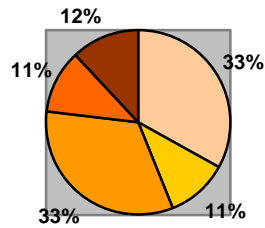
Would you change some of the less important goals to the important goals or vice versa?

Which ones?

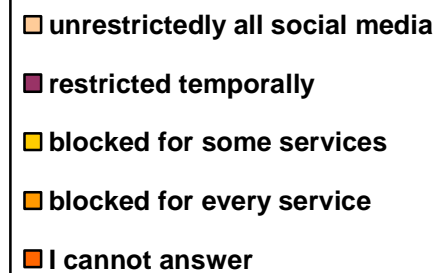
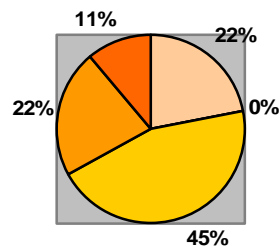


2) Social Media Usage on company time

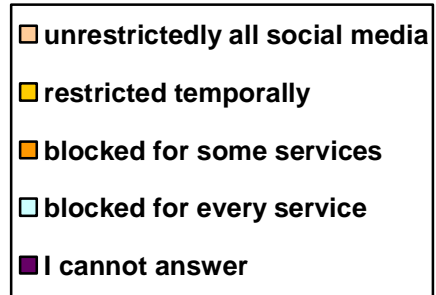
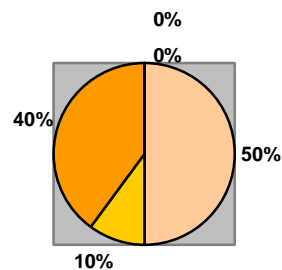
a) HR researchers



b) HR managers



c) Master students



**QUESTIONS**

HR managers intend to block services on company time. Master students, however, intend to use social media unrestrictedly all the time.

Is the HR managers' too strict or right way within MNCs?

3) Suitability of social media

HR researchers	HR manager	Master students
Most important: Enhance employer branding Recruitment instrument Use employees as ambassadors	Most important: Use employees as ambassadors Review applicants Enhance employer branding	Most important: Enhance employer branding Recruitment instrument

Master students	New ranking (1-5)
1. In order to enhance of Employer Branding	
1. As a recruitment instrument	
3. In order to review applicants	
4. Use employees as ambassadors	
5. In order to review current employees	

4) Social Network Profiles

Social Network	HR researchers	HR managers	Master students
Facebook	44%	33%	90%
Twitter	22%	0%	0%
MySpace	0%	0%	0%
YouTube	22%	0%	30%
StudiVZ	0%	0%	20%
LinkedIn	78%	33%	40%
Xing	0%	11%	20%
Flixter	0%	0%	0%
Others:			Hyves (10%)
None of them	22%	56%	0%

5) Main reasons for social networks

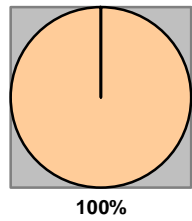
HR researchers	HR managers	Master students
Identity management (56%) Contact management (56%) Common interchange (56%)  entirely unimportant: Job search (11%) Context awareness (11%)	Common interchange (67%) Contact management (56%) Context awareness (33%)  entirely unimportant: Expert search (11%)	Contact management (70%) Identity management (50%) Job search (40%)

Master students intend to use social networks for job search. HR managers and HR researchers, however, argue that job search is not a reason for using social networks.

Master students	New ranking (1-6)
1. Contact management	
2. Identity management	
3. Job search	
4. Common interchange	
5. Context awareness	
6. Expert search	

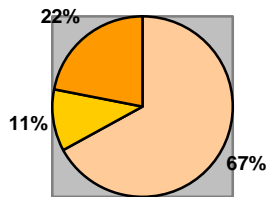
6) Role of Social Media Services in HRM in future

a) HR researchers



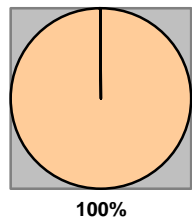
■ Social media will play an increased role in HRM

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■ Social media is only a temporary fashion and will decrease in future  
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c) Master students



■ Social media will play an increased role in HRM

**QUESTION:**

All Master students and all HR researchers say that social media will play an increased role. Not all HR managers estimate the importance in this way. What could be reasons for this?

**C) EMPLOYER BRAND**

1) *Requirements of new employees*  
 (Scaling from 1= absolutely unimportant to 5= thoroughly important)

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Master students	New ranking (1-14)
- good climate (4,7)	
- opportunity development (4,6)	
- challenging tasks (4,4)	
- balance between private and working life (4,2)	
- international field of action (4,2)	
- good salary (4,0)	
- multifaceted Opportunities (4,0)	
- sustainability (3,9)	
- open corporate culture (3,8)	
- attractive products (3,7)	
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- attractive location (3,6)	
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2) *Competitive advantages*

HR researchers	HR managers	Master students
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Master students	New ranking (1-9)
1.Activites	
2.Industry	
3.Wage salary structure	
4.Size of enterprise	
4.Attractive products	
6.Insufficent awareness of company	
6.High demands of applicants	
8.Location	
8.Disposable HR marketing budget	

Thanks for your support!

Lena Dresselhaus

## Statutory declaration

I declare that I have developed and written the enclosed thesis entitled

*“Global talent management and the role of social networks”*

entirely by myself and have not used sources or means without declaration in the text. Any thoughts or quotations which were inferred from these sources are clearly marked as such.

This thesis was not submitted in the same or in a substantially similar version, not even partially, to any other authority to achieve an academic grading and was not published elsewhere.

Enschede, December 2010

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Lena Dresselhaus