

Tackling the Global Talent Challenge

A comparative case study on the strategic alignment of Global Talent Management and ICT in Multinational Corporations

Master Thesis

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Abstract

Talent is a critical factor for organizational success. MNCs face the challenge of fierce competition for talent worldwide by increasing their efforts in global talent management (GTM). To improve the strategic alignment of GTM, organizations increasingly incorporate information and communication technology (ICT) applications to support their GTM system. However, not every organization is successful at applying these new opportunities and aligning them successfully with their organizational strategy. The comparative case study aims at conceptualizing the relationship between strategic GTM and strategic ICT in an aligned effort. As a result, the paper presents a conceptual framework that visualizes company's different approaches to achieve this alignment. However, the framework is less black and white than expected and different companies display GTM- ICT characteristics which place them in the grey parts in between each of the profiles. Additionally, throughout the study it becomes apparent that achieving alignment of strategic GTM and strategic ICT is an iterative process. Since strategic alignment is not static but it is continuously changing it requires companies to continuously reevaluate their current GTM practices and ICT applications while scanning the external market for new developments in the field of GTM and ICT to ensure the innovative state of the system. Further, the results indicated that MNCs from high-tech sectors are more successful in supporting their strategic GTM applications with suitable ICT applications than MNCs from low-tech sectors. The research presents a first step towards researching the relationship between strategic GTM and strategic ICT in MNCs. The findings as well as the proposed framework might be used as a foundation for further research studies.

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Affidavit

I hereby declare that this paper has been written only by the undersigned and without any assistance from third parties. Furthermore, I confirm that no sources have been used in the preparation of this paper other than those indicated in the thesis itself.

Enschede, September 2013

Christina Lake

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List of Abbreviations

Abbreviation	Meaning
DAX	Deutscher Aktien-Index (German stock index)
e-HRM	Electronic Human Resource Management
EVP	Employee Value Proposition
GTM	Global Talent Management
HR	Human Resources
HRIS	Human Resources Information System
HRM	Human Resource Management
ICT	Information and Communication Technology
IS	Information System
IT	Information Technology
MNC	Multinational Corporation
USA	United States of America

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1. Introduction

Today's global environment is fast moving, extremely uncertain, and highly competitive. Especially multinational corporations (MNCs) now operate in highly diverse markets and have to adjust to new technologies and place a greater emphasis on innovation. In the midst of this development, a group of McKinsey consultants introduced the phrase *war for talent* to the business environment (Beechler & Woodward, 2009; Scullion, Collings, & Caligiuri, 2010; Stahl et al., 2007). The sound may be rather dramatic; nevertheless the phrase accurately describes the present business environment.

In this current situation, even though the persisting economic crisis forced many organizations to downsize their operations, resulting in a surplus of available human capital, it still remains a challenge for organizations to attract, develop, and retain a needed supply of critical talent at the right time and the right location (Tarique, I., Schuler, R.S., 2010). Critical talent is scarce, and scholars indicate that the competition for talent worldwide will grow even fiercer (Mellahi & Collings, 2010). Especially MNC's have to find suitable managerial talent that possess a demanding skill-set necessary to manage their complex international operations (McDonnel, A., Lamare, R., Gunnigle, P. Lavelle, J., 2010). Facing these global challenges, scholars and organizations show a strong interest in the field of global talent management. Global talent management (GTM) refers to *"the systematic utilization of HRM activities on a global scale to identify, attract, develop, and retain high-potential strategic employees who are consistent with the strategic directions of the multinational enterprise in a dynamic, highly competitive, and global environment"* (Tarique, I., Schuler, R.S., 2010; McDonnel, A., Lamare, R., Gunnigle, P. Lavelle, J., 2010, S. 151).

Next to the challenge of successfully managing their critical talent, organizations have to face large scale tech-driven changes since the 1990s and early 2000s (Pohle, G. Korsten, P. Ramamurthy, 2005). There is a worldwide adoption of standard communication technologies (e-mail, web, or instant messaging) as well as the more common use of enterprise software packages which causes that many companies have access to the same communication and exchange channels (Pohle, G. Korsten, P. Ramamurthy, 2005). Additionally, transaction costs are drastically reduced due to open data standards (XML) which facilitate automatic transactions and increases flexibility (Pohle, G. Korsten, P. Ramamurthy, 2005). What the world is experiencing is a strong drive towards a *global connectivity platform* (Pohle, G. Korsten, P. Ramamurthy, 2005). Considering the importance of GTM for the future success of organizations' talent management, it seems inevitable that organizations recognize the potential of ICT solutions. Organizations that proof to be more talented in linking strategic GTM and strategic ICT might create a more efficient GTM system and therefore reap larger advantages than competing organizations. However, not every organization seems to be able or willing to identify and apply these new opportunities and align them successfully with their organizational strategy. So the question remains how can organization successfully combine GTM and ICT to create a competitive advantage in the *war for talent*?

1.1.Problem Statement

Global Talent Challenges

Organizations that operate on a global scale are forced to adjust to a variety of new changes and challenges that affect the global economy. The first challenge is that, in today's knowledge-based world, the quality of a company's talent is critical to a company's success (Tarique & Schuler, 2010). However, the current demographic development, more specifically the shrinking and aging population in developed economies and the growing number of young people in developing economies (Beechler & Woodward, 2009; Schuler, Jackson, & Tarique, 2011; Tarique & Schuler, 2010), will eventually result in a drastic labor shortage and requires organizations to seek innovative and efficient approaches to attracting, recruiting, and developing two generations of employees (Tarique & Schuler, 2010).

Since more and more organizations relocate parts of their operations to emerging economies (BRIC States), they have to face the challenge of recruiting competent and motivated employees in these new markets (Beechler & Woodward, 2009; Farndale, Scullion, & Sparrow, 2010; Stahl et al., 2007; Tarique & Schuler, 2010). There is a growing recognition that globally competent managerial talent represents a significant impact on organizations global business success (Farndale et al., 2010; McDonnell, Lamare, Gunnigle, & Lavelle, 2010; Scullion et al., 2010; Stahl et al., 2007). The successful implementation of global strategies is highly dependent on having the right international management talent (Farndale et al., 2010; Scullion et al., 2010). Scullion and Collings (2010) state that internationally operating organizations need to implement strategies to manage talent on the global basis in order to remain competitive as well as to tap undetected talent resources that might be located within different parts of their organization (Scullion et al., 2010).

While professionals all over the world benefit from the reduction of entry barriers for labor markets (Beechler & Woodward, 2009; Farndale et al., 2010; Stahl et al., 2007), organizations might experience a higher diversity among their workforce and companies have to reconsider their standardized approaches towards career paths, development programs and incentive systems to meet the needs of their changing and more diversified workforce (Beechler & Woodward, 2009).

Lastly, MNCs operate within highly diverse markets and have to cope with fierce global competition. This requires them to seek improvement through new technology and strive for a higher level of innovation on a continuous base, increasing their need for employees with a more demanding skill-set (McDonnell et al., 2010). But, since talent is more and more scarce, organizations need to extend their internal search to wider labor pools (Farndale et al., 2010) which results in shifting competition for talent between employers from national to regional and global levels (McDonnell et al., 2010; Scullion et al., 2010).

The ICT challenge

The second challenge is that most organizations already realized that ICT is an essential element to streamlining organizational processes and achieving organizational success and therefore many companies invest a large portion of their capital expenditures in their IT department. Especially global operating companies that aim at realizing an GTM strategy across all subsidiaries, the usage of

ICT is crucial to achieving one companywide GTM approach. The goal is to overcome geographical distances, language barriers, and cultural differences. However, companies still fail at achieving the wished contribution to the overall business goal (Byrd, Lewis, & Bryan, 2006; Yayla & Hu, 2011). There might be different reasons for failure: organizations might have a lack of commitment (cultural and or financial) to the ICT implementation, or they underestimate how crucial it is to align ICT with the overall business strategy or simply fail to achieve such alignment (Yayla & Hu, 2011). The literature indicates that the alignment of ICT and business strategy positively influences IT performance (Porter, 1987, Galliers, 1991; Ciborra, 1997 as cited in Avison, Jones, Powell, & Wilson, 2004) and additionally has a direct positive effect on the overall firm performance (Byrd et al., 2006), market growth, innovation etc. (Yayla & Hu, 2011). It seems therefore necessary that companies tackle all these issues and find a way to create a harmonizing cooperation between ICT, GTM processes, and business goals.

1.2. Research Question

Organizations worldwide are facing the challenge to attract, develop and retain a necessary pool of critical talent (Tarique & Schuler, 2010). Therefore, more and more organizations decide to develop a GTM system that enables them to effectively manage their talent on a global scale. Developing a GTM system without the inclusion of ICT however, is unthinkable. Due to the continuous advancements in the field of ICT, organizations can select from a large number of new ICT tools that have the potential to improve their business processes. Nevertheless, some organizations still struggle to actively integrate the concept of GTM or invest in ICT, while others successfully embrace these new opportunities which are generated by ICT and effectively combine them with their GTM practices. The aim of the thesis is to conceptualize the relationship between strategic GTM and strategic ICT in MNCs. This conceptualization will allow a clearer insight into the alignment of strategic GTM and strategic ICT and will help us to understand how to look at these two concepts. Based on this information the following central research question is formulated:

How do Multinational Corporations align strategic GTM and strategic ICT?

Based on the above stated research question following sub questions are formulated:

- (I) Are MNCs aware of the value talent contributes to their company success?
- (II) To what extent do MNCs employ GTM systems?
- (III) To what extent do MNCs support their GTM system with ICT?
- (IV) To what degree succeed companies to strategically align their GTM processes to the organizational strategy?
- (V) Are organizations from certain sectors more advanced in combining GTM and ICT?
- (VI) Are larger companies more successful in combining strategic GTM and strategic ICT than smaller companies?

1.3. Research Plan

In order to answer the research question and sub questions, a research plan will be introduced that describes the different steps necessary to arrive at a conclusion. This thesis consist of two main bodies: The first part consists of the literature review and the second part includes the case study. The literature review has the purpose to provide a solid foundation for developing the conceptual framework and later on to provide information necessary for conducting the case study. At first the two concepts: global talent management and information and communication technology will be clarified. One focus will be to illustrate which elements and practices comprise a GTM system, how to implement such a system, and which outcomes are expected when implementing GTM. This information is essential to increase the understanding of GTM as well as to judge the degree of GTM application an organization is employing. Further, the literature review will elaborate the different elements that constitute ICT, the means of incorporating ICT in organizational processes (with a clear focus on HR related processes), and the outcomes. Based on the findings of the literature review the conceptual model will be introduced.

The literature included in the review will be obtained by searching a set of different data bases, namely: Google Scholar, Scopus, and the Web of Science database. To find relevant articles for the thesis following steps will be executed:

- (I) Inclusion and exclusion of articles on selected keywords.
- (II) Keywords; global talent management, GTM, information and communication technology, ICT, strategic, IT, talent management, human resource (management), e-HR(M), alignment, talent, talent pipeline, electronization, social media, implementation, adoption.
- (III) Articles were considered as relevant based on their titles, abstracts, journal of publication (preferably in a peer reviewed journal) and publication date (preferably 2006-present).
- (IV) Selection of the articles based on full text.

Subsequently the methodology, that is most suitable to gather the information necessary to answer the research question and sub questions, will be chosen. After selecting the methodology the necessary data will be gathered. Therefore, international operating organizations will be enquired to participate in an interview and/ or questionnaire. The results of the qualitative research will be analyzed and used to answer the research question and sub questions. The final step is to present the findings of the data analysis and draw a conclusion.

2. Literature Review

2.1. Global Talent Management

The topic of global talent management is the focus of growing interest among practitioners (Scullion et al., 2010). More and more organizations recognize its value to organizational success. However, a study by Ready and Conger (2007) found that practically all of the participating global companies lacked a sufficient talent pipeline to fill strategic positions within the organization, which significantly limited their ability to grow their business (Ready & Conger, 2007 as cited in Collings & Mellahi, 2009). To increase the practical applicability, academic authors need to invest more time into research to increase the academic foundation of GTM. So far a certain clarity regarding definition scope and overall goals of talent management, is missing (Lewis & Heckman, 2006; Mellahi & Collings, 2010; Scullion et al., 2010).

According to Scullion, Collings, and Caligiuri (2010), a first step to achieve clarity might be to differentiate between GTM and International Human Resource Management (IHRM).

Tarique and Schuler (2010) state, that there are significant differences between both subjects. IHRM reacts to a variety of stakeholder concerns (stakeholders can be “customers, investors, suppliers, employees, society and the organization itself” (Tarique & Schuler, 2010)). IHRM, therefore has broader concerns than solely attracting, developing, and retaining employees, and includes a wider set of HR policies and practices. The bottom line is that, “GTM is a much more focused topic, or issue, similar to diversity management or knowledge management” and therefore should be examined in the context of IHRM (Tarique & Schuler, 2010).

Iles, Chuai, and Preece (2010) found that (Global) Talent Management applies a rather direct focus upon a specific group of employees, further (Global) Talent Management stimulates segmentation of the workforce (“*TM emphasizes a differentiated distribution of resources*”(Iles, Chuai, & Preece, 2010)), and (Global) Talent Management mainly engages in the attraction and retention of talents in contrast to IHRM (Iles et al., 2010).

This distinction might get clearer after screening more specific definitions of GTM. Reviewing the GTM literature produces a vast number of GTM definitions. As above mentions, scholars mainly agree that a consistent definition of GTM is missing (Lewis & Heckman, 2006; Mellahi & Collings, 2010; Scullion et al., 2010). Quite often, the meaning seems to depend on the context the term is applied in (Tarique & Schuler, 2010).

However, Lewis and Heckman (2006) reviewed the GTM and identified three key streams of thought: The first stream refers to authors that regard talent management as a new term for HRM. In their understanding GTM consists of a compilation of standard human resources department practices, functions, or activities (e.g. recruiting, selection, development, and career and succession management) (Lewis & Heckman, 2006).

The second stream consists of authors that mainly focus on the talent pool approach. According to these authors, TM is about creating a process that aims to assure a consistent and sufficient flow of employees into positions across the organization. Lewis and Heckman (2006) indicate that this perception of TM is quite close to what is generally known as succession planning or human resources planning but includes standard HRM practices as well (Lewis & Heckman, 2006).

The third stream is mainly concerned with a differentiated approach to manage talented people. Lewis and Heckman (2006) identified two perspective of the generic talent stream. Articles that belong to the first perspective promote the management of talent, based on performance levels. This can be achieved via two approaches, either all positions within the organization should be filled with “A-performers” from the start, or the company should strictly terminate “C-players” and by this improving the overall quality of their talent (Lewis & Heckman, 2006). The second perspective views all talent as essential to a company’s success and considers it as the task of the HR function to stimulate everyone within the organization to high performance (Lewis & Heckman, 2006).

In addition to the three streams identified by Lewis and Heckman (2006), Collings and Mellahi (2009) identified a fourth stream in the GTM literature, which promotes the identification of so called “key positions” within the firm. According to Boudreau and Ramstad, 2005 and Huselid et al., 2005 (Both cited in Collings & Mellahi, 2009), “key positions” can have a significant impact on a company’s competitive advantage. These authors emphasize that organizations should differentiate between strategic and non-strategic roles within the company and apply an increased focus on the strategic jobs (Collings & Mellahi, 2009).

Even though these four streams create a notion of the meaning of GTM, a distinctive definition is yet still missing. Several authors attempted to correct the drawback. Scullion, Collings, and Caligiuri stated: *“Global talent management 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. Global talent management takes into account the differences in both organizations’ global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate”* (Scullion et al., 2010).

The key aspect within this definition is that it is narrowed down to a core group of employees; it emphasizes the international focus in which GTM should be applied, it states clearly the functions which GTM should fulfill and especially emphasizes that GTM needs to adjust to different national contexts (Scullion et al., 2010).

Collings and Mellahi (2009) attempted to establish an own GTM definition. To them GTM is *“activities and processes that involve the systematic identification of key positions which differentially contribute to the organization’s sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization”*(Collings & Mellahi, 2009).

The definition of Scullion, Collings, and Caligiuri (2010) and Collings and Mellahi (2009) both place a strong emphasis on identifying key positions or with other words most strategic roles which are highly essential to an organizations success and starting from developing a talent pool that is suitable to fill these positions. Collings and Mellahi (2009) however, fail to implement the global orientation and the adjustment to different cultures within their definition which is a crucial part of GTM. I therefore, perceive the definition of Scullion, Collings, and Caligiuri (2010) as more suitable for this thesis.

Global Talent Management System

Agreeing on a GTM definition is essential to determine the boundaries of the term. Nevertheless, GTM is a concept that is practically applied. It is therefore essential to outline in which ways organizations implement practices and processes to meet the challenges of the current labor market and succeed in establishing a strategic GTM system. However, McDonnell, et al. (2010) indicates that the talent management literature so *“far failed to achieve consensus on what an organization might do to effectively manage its talent”*.

McDonnell, et al. (2010) refers in their article to McCauley and Wakefield (2006) who briefly note that talent management involves workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning, and evaluation (McDonnell et al., 2010). This list, however, lacks further explanations about how these practices should be implemented and which effect they might have and therefore fails to contribute to a better understanding of how to successfully realize GTM.

Tarique and Schuler (2010), who view GTM in the context of IHRM, found in their GTM literature review that MNCs use three main sets of IHRM activities in order to cope with the various talent challenges: (I) Attracting Talent, (II) Developing Talent, and (III) Retaining Talent (Tarique & Schuler, 2010).

The authors explain that attracting talent combines three main IHRM activities. The first activity is developing HR reputation. Research in this field focuses next to reputation on the concept of organizational attractiveness and factors that might influence individuals' attraction to organizations which is essential to effective branding. A second activity is attracting individuals with interest in international work and finally most organizations use a talent pool strategy in order to recruit vis-a-vis positions (Tarique & Schuler, 2010).

The second step is developing talent which is related to developing executives for global leadership responsibility. According to Tarique and Schuler's literature review, this refers to essential competencies necessary to work successfully in a global environment and models how to develop these. However, the question whether everyone benefits equally from development efforts, is not yet answered. Therefore it might be important to understand who will benefit the most from certain kinds of development instruments (Tarique & Schuler, 2010). The final element, retaining talent, focuses on how to manage the return of expatriates more successfully in order to prevent their turn over as well as increasing employee engagement (Tarique & Schuler, 2010).

Stahl et al. (2007) conducted a study about talent management processes and practices in a sample of 37 MNCs. They agree with the findings of Tarique and Schuler (2010) that GTM means to (I) Attract-, (II) Develop-, and (III) Retain talent. Based on their research findings they created a summary of best practices for each of these three areas (see Table 1):



Figure 1 GTM System
Tarique and Schuler (2010)

Table 1 Summary of GTM best practices

Recruitment and Staffing
<ul style="list-style-type: none"> • Talent pool strategy rather than hiring for specific positions • Close relationships with leading schools and universities • Highly selective hiring • Compelling "employee value position" and strong emphasis on global branding • Focus on values and cultural fit, not just job-related skills and experience • Continued assessment of both performance and potential, using multiple inputs • Grading against competency profile of successful leaders • Use of talent inventories for selection and succession purposes • Different talent pools (executive, specialist etc.) with different career paths
Training and Development
<ul style="list-style-type: none"> • Leadership development is top priority and deeply ingrained in culture • Promotion-from-within policy • Continuous assessment of training needs and feedback (360-degree reviews) • Individual development plans linked to succession planning process • Job rotation and international transfers as career development tools • Line manager involvement (coaching, mentoring, job shadowing, etc) • Use of open job positioning system and internal talent marketplaces
Retention Management
<ul style="list-style-type: none"> • Continuous monitoring of attrition rates by performance level • Highly competitive compensation, particularly long-term wealth accumulation • Personalized career plans and broadening assignments • Senior management attention • Flexible working arrangements and other work-life balance practices • Diversity programs designed to develop, retain, and promote diverse talent

Stahl et al. (2007)

Additionally, the study shows that companies that excel at talent management succeed not only in employing best practices but are able to ensure internal consistency and affirm the practices they employ to *„attract, select, develop, evaluate and retain talent, as well as closely align those practices with the corporate culture, business strategy and long-term organizational goals“* (Stahl et al., 2007). In a paper from 2012 Stahl, Björkman, Farndale et al. (2012) confirm that competitive advantage in talent management is not simply created by identifying key activities (e.g. the above mentioned attracting-, developing -, and retaining talent) and then improve them by introducing „best practices“. Their research indicates that successful companies have in common that they place strong emphasis on upholding six key principles:

- (I) Alignment with strategy
- (II) Internal consistency
- (III) Cultural embeddedness
- (IV) Management involvement
- (V) A balance of global and local needs
- (VI) Employer branding through differentiation(Stahl et al., 2012)

Hartman, Feisel, Schober (2010) used a talent management research framework by Groves (2007). The framework indicates that the first step in implementing a talent management strategy is the

identification of talent. According to the article of Lewis and Heckman (2006), this approach can be categorized as belonging to the third stream, since it applies a main focus on the management of talented people. The second step is the implementation of developmental activities. The figure below shows that the visibility of talent is considered as an important outcome of the first two steps and ensures the continuous identification of new talent. This is in line with the point of view that *“availability of talent per se is of little strategic value if it is not identified, nurtured and used effectively”* (Mellahi & Collings, 2010). The third step, according to Groves, is plan employee succession, followed by establish mentoring relationships and all these activities should aim at building an organizational culture of leadership development (Hartmann, Feisel, & Schober, 2010). The authors justified their choice of the framework by stating that Groves framework doesn’t apply an isolated focus on the identification and development of talent or the enhancement of motivation and commitment but considers the establishment of an differentiated HR architecture as important as well (Hartmann et al., 2010).

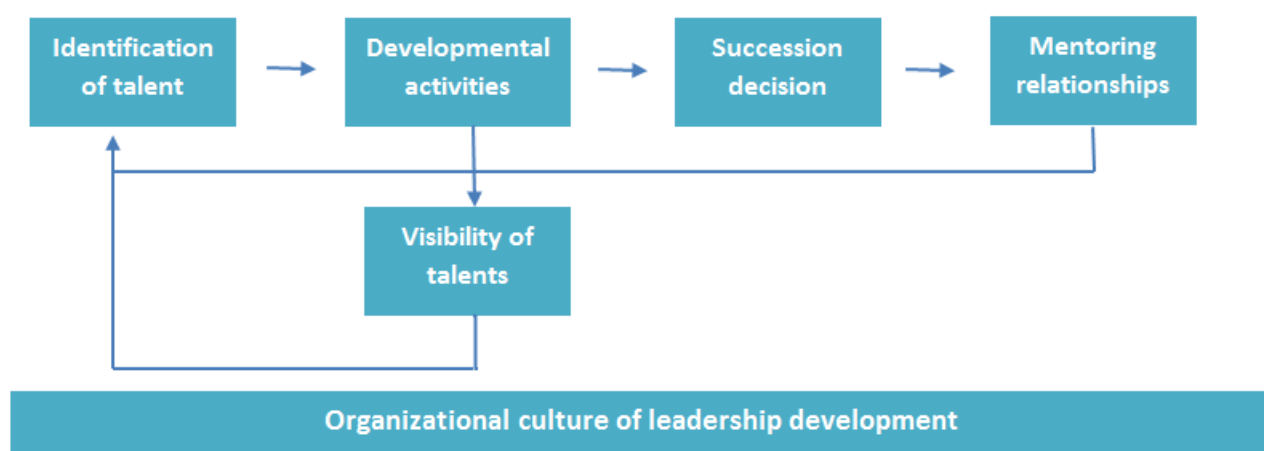


Figure 2 Framework by Groves (2007)

The article by Collings and Mellahi (2009) follows a strategic approach of talent management. Their framework is distinguishable from the other three frameworks based on the initial point. Collings and Mellahi (2009) emphasize that especially the identification of pivotal positions is crucial since they have a significant impact on the sustainable competitive advantage of the company. The following step is the development of a talent pool of high potential and high performing employees which is used to fill key positions, and finally the implementation of a differentiated human resource architecture which would facilitate the filling of key positions with suitable and competent talents and secure their commitment to the company (Collings & Mellahi, 2009). It is clear that their approach focuses mainly on attracting or identifying high performing employees but does not explain how to develop or retain talent once they are part of the organization.

While reviewing the possible means of applying GTM systems it becomes apparent that organizations display similar as well as different approaches towards GTM. McDonnell et al. (2010) reviewed possible contextual factors that might influence the application of GTM practices, which resulted in a list of possible factors influencing the use or non-use of GTM practices:

- (I) **Country of origin as possible explanation for divergent HR practices:**
The national institutional contexts (e.g., governance systems, training and development

systems) play a major role in determining the strategies and structures of organizations (Almond & Ferner, 2006; Morgan, 2001 as cited in McDonnell et al., 2010). Therefore, differences in management approaches may be the product of a MNCs national background (McDonnell et al., 2010).

(II) **Sector:**

Studies indicated that training and development practices may be sector-specific (Tregaskis, Heraty, & Morley, 2001 as cited in McDonnell et al., 2010). A given example is that especially the high-tech industries experience a fierce war for talent. McDonnell et al., (2010), therefore assumed that high-tech sectors are more likely to apply formalized GTM practices, however, their research showed that *“traditional manufacturing MNEs have the highest levels of global succession planning (68 per cent), followed by MNEs operating in retail, hotels and distribution (67 per cent). Just over half (51 per cent) of all MNEs in high-tech manufacturing have a global system”* (McDonnell et al., 2010, p. 154).

(III) **Employment size:**

Research indicates that the application of formal HR and training and development systems is positively associated with employment growth (Speth & Doeringer, 2006; Tregaskis et al., 2001 as cited in McDonnell et al., 2010). Therefore, McDonnell et al. (2010) assumes that that global talent management will be more likely to take place in larger MNCs.

(IV) **Product or service standardization:**

In MNCs where global product/ service standardization exists, it seems more likely that management functions, such as HR, logistics, purchasing, and logically talent management may be standardized globally (Edwards et al., 2007 as cited in McDonnell et al., 2010).

(V) **Presence of a global HR policy formation body:**

Previous research found that MNCs with a global HR policy formation body are more committed to the development of internationally competent managers. Therefore, the existence of such a body in MNCs is likely to be associated with a stronger focus on formal GTM (Marginson, Armstrong, Edwards, and Purcell, 1995 as cited in McDonnell et al., 2010).

Mellahi and Collings (2010) argue in their article that there are two major barriers which talent management in organizations has to overcome. The authors assume, based on bounded rationality, that in order to fully comprehend the talent situation in an organization, decision makers have to go through a complicated and appalling process (of reviewing and judging information) which surpasses the skills of most if not all managers. Therefore, managers make decisions based on insufficient amounts of information (Mellahi & Collings, 2010). The second barrier is based on the agency theory. The authors propose that subsidiary managers primarily care about protecting their interests. Therefore, it seems most likely that they will try to keep their most talented employees because recommending them to the headquarters will produce no gain for the subsidiary (Mellahi & Collings, 2010).

2.2. Information and Communication Technology

Information and communication technology (ICT) strongly affects the global economy and the way business is done. Due to rapid technological developments in the production of microprocessors as well as their decreasing prices, the prices for computers and other computing and communication equipment was drastically reduced. This development enabled the business sector to purchase the necessary equipment and lead to a widespread introduction of computerized system two decades ago (Balboni, Vergara, & Rovira, 2011). Now, every organization in the world employs ICT to some degree.

2.2.1. Defining ICT

The review of a set of academic papers accessing ICT, shows that only a small number of these articles attempt to find a definition for ICT. It might be that ICT is already so commonly used by scholars, practitioners, as well as the general population and therefore it seems unnecessary to define a term for something so well known. However, it seems to be important to begin with capturing the content and the meaning of the term ICT because not only changed the scope of the term due to immense technological advancements in the last two decades but different types of applications (economic development, education, business, etc.) might use ICT in a different manner (Zuppo, 2012).

Generally information and communication technologies (ICT) are constituted by the investments in hardware, software and communication media (Balboni et al., 2011). In 1996, Brynjolfsson and Yang specified that *“ICT includes office, calculation and accounting equipment which consists mainly of computers and it also includes communication equipment and related software and services”* (Brynjolfsson and Yang, 1996 as cited in Balboni et al., 2011). The definition, though not wrong, gives the impression of being partly outdated. Within the last 17 years the capabilities generated via technological innovation and especially the widespread use of internet and wireless connection figuratively exploded.

In an article by Zuppo (2012) the author states that *“the primary definition of information and communication technologies revolves around the devices and infrastructures that facilitate the transfer of information through digital means”* (Zuppo, 2012). In order to specify this rather broad definition Zuppo refers to an ICT definition of an ICT service provider ITIL®: *“The application of science to the processing of data according to programmed instructions in order to derive results. In the widest sense, ICT includes all communications, information and related technology. The term Information Technology (IT) is used in a narrower sense, typically excluding telecommunications (voice) technology while including data networks (although almost all networks today are digital), as a reference to the systems that support information processing”* (Zuppo, 2012).

This definition seemed highly consistent with the common understanding of ICT and presents one of the few definitions that can be found in the academic ICT literature. Based on Zuppos' article it becomes apparent that ICT is often used as an advanced synonym for information technology (IT). However, ICT has a more specific meaning. The term puts emphasis on communication in real-time (Zuppo, 2012). ICT should be understood as an incorporation of telecommunication (telephone, internet), hardware (computers, cell phones, and other devices) and software that enable individuals and organizations to access, store, transmit, and manipulate information (Zuppo, 2012).

IT investments become increasingly crucial to organizational success and ill-fitting decisions in the IT department can have a severe effect on an organizations ability to react to changes in the market (Schlosser, Wagner, & Coltman, 2012). The research in the field of business and IT stresses that even though many companies invest a large portion of their capital expenditures in their IT department they still fail at achieving the wished contribution to the overall business goal (Byrd et al., 2006; Yayla & Hu, 2011). Researching this issue of IT inefficiency leads to an extensive body of literature that states that without *strategic alignment* between IT and business strategy companies cannot be successful (Avison et al., 2004; Schlosser et al., 2012). The bottom line in the found literature is that *strategic alignment* positively influences IT performance (Porter, 1987, Galliers, 1991; Ciborra, 1997 as cited in Avison et al., 2004) and additionally has a direct positive effect on the overall firm performance (Byrd et al., 2006). However, in many organizations, the senior management regards IT more as an additional expense than an actual enabler of business value (Avison et al., 2004). As a result strategic alignment remains one of the key challenges IT executives have to face (Schlosser et al., 2012; Yayla & Hu, 2011).

2.2.2. ICT and Strategy

In this paper we focus on the strategic application of ICT. Reviewing the academic literature on strategic application of ICT produced very few results. Some of the results that were found are from the late eighties or nineties which is surprising considering the huge advancements ICT has made within the last twenty years. Two concepts that elaborate on strategic ICT are (I) the strategic alignment model, and (II) strategic ICT adoption

The strategic alignment model

Henderson & Venkatraman (1993) stated that IT/ business alignment can be considered as the fit between IT strategy and business strategy in organizations. The strategic alignment between those two factors enables organizations to use their IT resources effectively in order to support their overall company strategy (Henderson & Venkatraman, 1993). This way organizations are enabled to succeed in maximizing the impact of their IT investment, integrate IT and business processes and increase their competitive advantage, revenue growth (Henderson & Venkatraman, 1993), and offering direction and flexibility to react to new opportunities (Avison et al., 2004).

A research by Hussin, King, and Cragg (2002) showed that firms with a higher degree of alignment score high on IT maturity and CEO knowledge of software (as cited in Chan & Reich, 2007). In this regard Luftman, Papp, and Brier, 1999 (as cited in Duffy, 2002; Yayla & Hu, 2011), Yetton, 1997, Hsaio and Ormerod, 1998 and Burn, 1997 (as cited in Avison et al., 2004) provide a set of enablers and inhibitors of strategic alignment.

Table 2 Enablers and Inhibitors of Strategic Alignment

Enablers	Inhibitors
<ul style="list-style-type: none"> • Senior executive support for IT • IT involved in strategy development • IT understands the business • Business/ IT partnership • Well-prioritized IT projects • IT demonstrates leadership 	<ul style="list-style-type: none"> • IT/ business lack close relationships • IT does not prioritize well • IT fails to meet its commitments • IT does not understand business • Senior executives do not support IT • IT management lacks leadership

(Luftman and Brier; 1999 as found in (Duffy, 2002))

Strategic ICT adoption

In their article, Peansupap and Walker (2004), state that strategic ICT adoption requires strategic ICT planning and a matching ICT adoption strategy. Strategic ICT adoption refers to the ICT application adoption approach in an organization (Peansupap & Walker, 2004). Strategic ICT planning includes the development of a long-term ICT adoption use which support the vision of the core business and creates a strategic linking to an information system (IS) strategy that maintains competitive advantage (Björnsson and Lundegard, 1993 as cited in Peansupap & Walker, 2004). ICT adoption strategy are different small sub-processes *“in which an organization starts to become aware of, searches for, selects, and finally decides to adopt the ICT initiative”* (Peansupap & Walker, 2004). According to Björnsson and Lundegard (1993) there are two strategies of IS use that can create competitive advantage: (I) cost reduction strategy, and (II) differentiate strategy identified by Porter (1985) (as cited in Peansupap & Walker, 2004). Applying a cost reduction strategy focuses on using technology to improve productivity or improve processes to reduce cost (Peansupap & Walker, 2004). Applying a differentiation strategy focuses on new products or services that gives them access to new business or service opportunities (Peansupap & Walker, 2004). The idea is that choosing an appropriated strategic planning policy will enable organizations to select the most appropriate ICT applications to support their business functions (Peansupap & Walker, 2004).

2.2.3. ICT and HRM

A further stream of literature examines the direct effect of ICT on human resource management (HRM). The role of HR professionals has evolved from being mainly administrative focused, to becoming more relational and finally transformed into a more distinctly strategic role (Bondarouk & Furtmueller-Ettinger, 2012). In order to improve the strategic orientation of HRM, reduce cost, gain efficiency and to improve the client service management organizations increasingly incorporate ICT into HRM (Ruël, Bondarouk, and Looise 2004). The outcome is an increased “electronization” of HRM (Strohmeier, 2007). The term which is used in this context is e-HRM.

In his review Strohmeier (2007) explains that since a decade there is a rising academic interest in the subject of e-HRM which resulted in a number of academic articles and books. However, a consistent definition of e-HRM is lacking. Bondarouk and Ruël (2009) introduced a definition of e-HRM which has been accepted by e-HRM researchers participating at two different conferences. The authors elaborate that e-HRM should be considered as an *“umbrella term which covers all possible integration mechanism and contents between HRM and Information Technologies aiming at creating*

value within and across organizations for targeted employees and management” (Bondarouk & Ruël, 2009).

However, it is important to differentiate between HRIS and e-HRM. The term e-HRM was established later than HRIS and distinguished itself from the academic field of HRIS. Whereas HRIS is particular aimed at reducing the administrative burden of HR departments, e-HRM may enable strategic service improvements and lead to a change of roles for HR professionals (Bondarouk & Furtmueller-Ettinger, 2012).

Expected outcomes of e-HRM

There are contradictory results regarding the expected outcomes of e-HRM. Additionally, with the shifting focus from HRIS to e-HRM the focus of the application switched to internal customers (Bondarouk & Furtmueller-Ettinger, 2012). HR professionals are more actively engaged in organizational change, and as a result are perceived as business partners whose competences are increasingly focused to business issues (Bondarouk & Furtmueller-Ettinger, 2012). In this context it seems crucial that e-HRM provides the opportunity to store, align, and manage employee data in a more sophisticated way which is an instrumental role in employee planning. It seems that bigger companies (more than 500 employees) store and analyze larger amounts of data, these organization have high expectations that the analysis of employee data will help to achieve strategic goals (Bondarouk & Furtmueller-Ettinger, 2012).

In their book, Ruël, Bondarouk and Looise (2004) explain that expectations about the implementation of web-enabled self-service human resource systems include: decreased HR costs, time saving by the HR department and employees in general, improved information distribution, increased space for employees to manage their own personal data, and an improved strategy function for the HR department (Alexander, 2001 as cited in Ruël et al., 2004). The authors state that all these outcomes are confirmed in a scientific paper by Lepak and Snell (1998) but that these “four pressures” can be reduced to only three:

- I. Improving the strategic orientation of HRM
- II. Cost reduction/ efficiency gains
- III. Client service improvement/ facilitating management and employees

Bell, Lee and Yeung (2006) came to a similar conclusion mentioning cost reduction, enhance efficiency of HR function, enhance effectiveness of HR function, and shifting the focus from administrative to strategic activities as main outcomes of e-HRM (Bell, Lee, & Yeung, 2006). Strohmeier (2007) found in his literature review that e-HRM can have a significant impact on increasing productivity of the HR department which allows an organization to reduce their HR staff. E-HRM enables faster-processes and increased information responsiveness to their customers and more information autonomy for HR. Further, e-HRM leads to cost reduction, a release from administrative burdens resulting from automation, and shifts responsibilities from HR to line managers and employees (Strohmeier, 2007). Regarding increased globalization of organizations e-HRM can be an aid to connect separated actors, to standardize HR and to tackle hurdles of different cultures and language (Strohmeier, 2007).

Some studies found evidence that e-HRM resulted in increased knowledge creation, capture, transfer, use, and created a more open culture and enabled employees to notice people with same competencies (Bondarouk & Furtmueller-Ettinger, 2012). Another outcome seems to be that the implementation of e-HRM positively influences a company's image, making the company seem more modern and progressive (Bondarouk & Furtmueller-Ettinger, 2012). Additionally, Ruël et al. (2004) argued that the use of e-HRM increases the visibility of possible career paths in an organization which stimulates a more transparent and flexible internal labor market and facilitates the identification of company own talent (Bondarouk & Furtmueller-Ettinger, 2012). Other outcomes of e-HRM implementation according to Bondarouk's review are better communication, cooperation and higher employee satisfaction (Bondarouk & Furtmueller-Ettinger, 2012). One study showed that if applied locally, e-HRM even positively affects employee retention (Bondarouk & Furtmueller-Ettinger, 2012).

However, Strohmeier (2007) is indicating that the expected outcomes of e-HRM should be viewed with a certain caution. He argues that efficiency is rather difficult to measure, and that proven efficiency gains might be not completely correct due to the fact that certain HR tasks are simply shifted somewhere else (Strohmeier, 2007).

Implementation factors of e-HRM

The crucial elements of successful e-HRM implementation are not the technological factors, as would be expected, but the people management factors were identified to be essential for the success of any e-HRM implementation (Bondarouk & Furtmueller-Ettinger, 2012). Further, it was found that even though large firms are more likely to implemented e-HRM, small firms are more often successful in implementing it (Bondarouk & Furtmueller-Ettinger, 2012) . Additionally, organizations that generally rely on high telecommuting adopt e-HRM more often (Bondarouk & Furtmueller-Ettinger, 2012). Close collaboration between different departments, in the form of e.g. cross-functional project teams consisting of HR and IT, critically influences the successful implementation of e-HRM (Bondarouk & Furtmueller-Ettinger, 2012). Interesting is that cultures which are more IT-friendly have greater success in e-HRM than others (Bondarouk & Furtmueller-Ettinger, 2012). Essential is that leaders have the right mindset towards the e-HRM implementation and support and encourage it which stimulates a higher acceptance among employees (Bondarouk & Furtmueller-Ettinger, 2012). Bondarouk (2012) mentions that psychological factors as level of trust, group morale, workplace distress, and security and privacy fears should be targeted if implementing e-HRM. The mindset of employees towards e-HRM should be regarded as a major influential factor (Bondarouk & Furtmueller-Ettinger, 2012). The findings of Bondarouk's review conclude that internal marketing as well as open communication with different stakeholders can strongly impact the implementation of e-HRM.

2.3. Conclusion of the Literature Review

Taking together, all the different views discussed above, it becomes apparent that different scholars still support different thoughts regarding GTM and partly disagree which HR practices should be included in the term GTM. This is mainly due to the fact that GTM still remains a rather new concept that still requires a solid foundation of theory building and research. However, for the purpose of this paper the literature review showed that especially the definition of Scullion, Collings, and Caligiuri (2010) is the most appropriate.

“Global talent management 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. Global talent management takes into account the differences in both organizations’ global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate” (Scullion et al., 2010).

Scullion, Collings, and Caligiuri (2010) succeeded to create a definition that includes the importance of identifying key positions most crucial to organization success, they clearly state that GTM is everything connected to attracting, selecting, developing, and retaining the most qualified employees, and they emphasize the international focus in which GTM should be applied and they indicate the need to find a fit between a company’s global strategic priorities and the different cultural environments in which subsidiaries might operate.

Further we defined the term ICT as *“The application of science to the processing of data according to programmed instructions in order to derive results. In the widest sense, ICT includes all communications, information and related technology. The term Information Technology (IT) is used in a narrower sense, typically excluding telecommunications (voice) technology while including data networks (although almost all networks today are digital), as a reference to the systems that support information processing”* (Zuppo, 2012).

The literature review showed that ICT can have a strong impact on organizational performance and innovation (Ruël, Bondarouk, and Looise 2004). Additionally ICT has the potential to change the HRM department in order to become more strategy orientated, cost efficient, more effective and ICT can improve the client service management (Ruël, Bondarouk, and Looise 2004). In that context we defined were IT/ Business alignment and introduced the idea of strategic ICT adoption. Strategic Alignment refers to the fit between IT strategy and business strategy in organizations and enables organizations to use their IT resources more effectively in order to support their overall company strategy (Henderson & Venkatraman, 1993). Strategic ICT adoption means the combination of strategic ICT planning and appropriate ICT adoption strategy to ensure that an organization implements ICT applications that can create a competitive advantage (Peansupap & Walker, 2004). E-HRM should be regarded as an *umbrella term which covers all possible integration mechanism and contents between HRM and Information Technologies aiming at creating value within and across organizations for targeted employees and management”* (Bondarouk & Ruël, 2009)

The final step is to conceptualize the relationship between strategic GTM and strategic ICT in a conceptual framework.

3. Conceptual Model

The thesis attempts to conceptualize the alignment of strategic GTM and strategic ICT in multinational corporations. The framework is an attempt to visualize companies' different approaches regarding the implementation and strategic alignment of ICT and GTM. The main assumption is that the strategic orientation of a GTM system and an ICT system is essential to reap greater benefits. In this context ICT is not only regarded as an enabler of GTM but might be able to form a cooperation that gives companies the opportunity to create a sustainable competitive advantage if they succeed to align both concepts with each other and with their company strategy. Therefore, the better a company is at strategically aligning those two concepts with each other the more successful are they in realizing their overall organizational strategy.

The matrix, which is based on the findings of the literature review, shows four quadrants that differ on two axes: ICT and GTM.

ICT dimension

The first axis reflects the characteristics of the implemented ICT system. It varies from operational use of ICT to strategic use of ICT. Companies that score low on the strategic ICT dimension integrate basic ICT systems that increase the efficiency and reduce costs of the operational functions of the organization. Common goals are to reduce the administrative work load, invest in digital data storing, etc. However, companies that score high on the ICT dimension aim at using ICT to analyze their employee data, to detect high-potentials faster, predict future shortcomings in their talent supply, and facilitate communication across entities. They might use ICT to facilitate knowledge exchange between employees and stimulate further skill development. Organizations that use ICT strategically have processes in place to continuously monitor that the outcome of the ICT implementation is in line with the company strategy and they are always scanning the external market for ways to improve their ICT system.

GTM dimension

The second axis illustrates two different approaches companies can pursue in order to tackle the challenge of GTM. The dimension varies between strategic GTM on one end and ad hoc use of GTM at the other. Companies that score low on the GTM dimension acknowledge the need of managing their talent in a more strategic manner and attempt to adjust their HRM processes; however the actions taken do not reflect the actual long-term needs of the organization due to a lack of understanding of how to translate the company strategy into a strategic GTM practices. These companies implement a GTM system that reacts to current local shortcomings but misses the strategic long term orientation. On the other hand companies that score high on the GTM dimension understood which talent and what kind of skills are needed to realize the overall company strategy and they succeeded to translate these needs into a consistent GTM strategy across subsidiaries which are aligned with the overall company strategy.

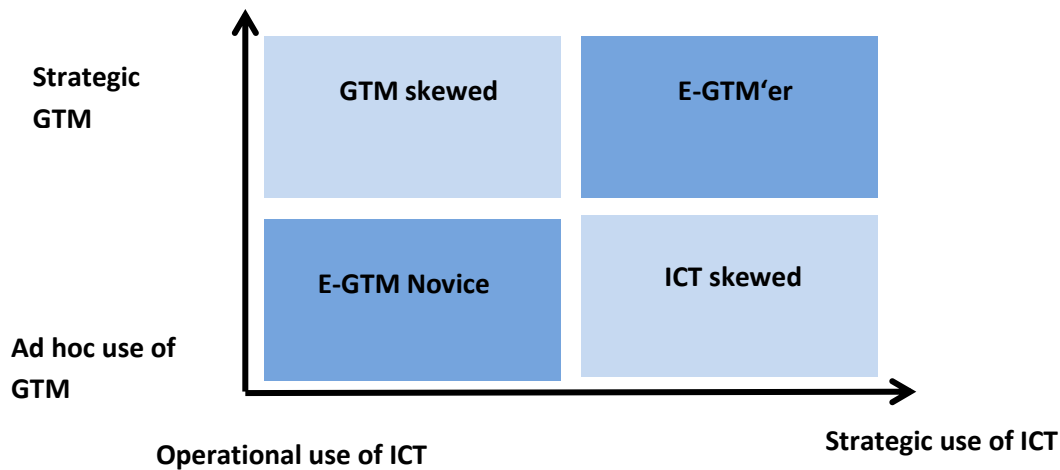


Figure 3 GTM - ICT Matrix

Quadrant A: E-GTM'er

In the top right-hand corner of the matrix we find companies that apply a strategic GTM system combined with advanced and more strategically planned ICT applications. It is argued that companies aiming at a strategic GTM system start by identifying pivotal talent positions within their organization (Collings & Mellahi, 2009), as well as skills the organization might need in the future to achieve their strategic goals. Once these positions and skills are identified it is most crucial to develop a talent pool that is able to fill these pivotal positions (Collings & Mellahi, 2009). This means *e-GTM'er* don't rely on vacancy led recruitment but recruit ahead of the curve (Collings & Mellahi, 2009). They do this by recruiting the best and then find a suitable position for them in the company (Stahl et al., 2007). Generally these companies, if they cannot solely rely on their exceptional image as good employer, follow an active approach in recruiting, which means they actively work on their company image as employee, engage increasingly in close relationships with leading universities to catch the attention of students early (Stahl et al., 2007). This, however, does not mean that these organizations solely rely on external recruitment. It remains essential for the *e-GTM'er* to keep track of the internal talent pool and give their employees access to development programs and enable them to grow within the company. Finally, there is no universal HR architecture that ensures a company's success in creating a strategic global talent management approach. E-GTM'er's understand how to deploy HR practices that comply with the individual context of each organization. To increase the attractiveness of the workplace the organization might offer work-life balance practices that grant employees more flexibility regarding working arrangements which especially for women is an important factor. The ICT application of the *e-GTM'er* is determined by an ICT friendly culture (ICT supportive senior management, ICT department with training capabilities, acceptance of the workforce towards new ICT systems) and high commitment to invest in new ICT solutions in order to streamline the working process of the HR department. The main focus is to keep track of talent and backing up the strategic goal of the organization. It ensures that the HRM department has access to up-to-date potential and performance related data of their employees, which can be accessed and supplemented by individual employees and managers. This includes information about employee competence profiles (performance and feedback), training possibilities, an internal job board that facilitates employees to switch jobs within the organization, etc. The advantage of keeping track of talent is that it enables

the HR department to identify upcoming shortages of specific talent, facilitates the filling of open positions within the firm with the most appropriate talent, and helps managers to notice which talents might be most suitable for an open position or specific competence development offers. By deploying an e-recruitment, not only the administrative workload of the HR department is reduced but the HR department is able to easily view all available applicants at one glance and facilitate the identification and the matching of the best employees. The increased ICT application results in streamlining the HRM/ GTM process and facilitates the sharing of data considering that many organizations operate worldwide.

Quadrant B: GTM skewed

In the top left-hand corner of the matrix we find companies that employ strategic GTM which they support with operational ICT that lack strategic alignment with the GTM system or the organizational strategy. The GTM skewed just as the *e-GTM'er* value the identification of pivotal talent positions and skill sets within their company, which they will require to achieve future organizational goals. They reflect these needs in an appropriate talent pool strategy, which allows them to attract and recruit primarily the desired workforce. They additionally adjusted their GTM practices and provide their employees with internal development programs and internal recruiting opportunities. They understood that it is crucial to bind their pivotal employees to their organization and apply a commitment-orientated HR system that is based on motivation, commitment, and development, and it requires to develop a more long-term relational psychological contract between organization and employee (Collings & Mellahi, 2009). Unlike the *e-GTM'er*, the GTM skewed is less committed to their ICT system. The reason might be financial considerations or a company culture that remains skeptical to certain ICT solutions (Yayla & Hu, 2011). The result is that ICT functions are implemented with the main purpose of keeping track of information and processes. This means ICT is used to store and share information as well as knowledge about procedures and not so much increasing the visibility of the actual talent and their competences within the company. Problematic is that only a limited group of people has access to the different databases of the company. This causes that the HR department is responsible for filling in all the necessary employee data, which increases their administrative workload and complicates and prolongs the analysis of all available data of employees and applicants. Additionally, problems might arise when multiple subsidiaries have to access the same data due to different technological standards or language used etc. All these elements tackle the efficiency of the HR department and complicate the talent reviewing process which is so essential to finding the right people for the right positions.

Quadrant C: E-GTM Novice

Located in the bottom left-hand corner of the matrix are companies that follow a less strategic approach regarding GTM as well as ICT. There might be different reasons why companies follow the *e-GTM Novice* approach: e.g. lack of expertise or motivation to strategically align GTM and ICT, the lack of need, or lack of financial commitment. Lack of need refers to companies that may operate on a global scale but their local business units mainly execute basic tasks. Strategic organizational operations are executed at headquarter level. These organizations do not consider it as necessary to develop highly skilled and trained talent for the local business units but concentrate their talent management solely on their headquarter. So on one hand they display some degree of strategic talent management but it is not executed on the global scale. Lack of expertise and motivation refers

to companies that might operate on a global scale but don't recognize the potential of implementing a strategic GTM system support with strategic ICT applications. The reason might originate from senior executives that are not supportive of extensive investment in ICT or from a company culture that doesn't stimulate the extensive use of ICT tools. Characteristics of companies that follow an e-GTM Novice approach don't reflect their long-term organizational strategy in their recruiting efforts. Their GTM system is not based on identifying pivotal talent positions required to achieve the organizational goals. They don't deploy a talent pool strategy, recruitment is mainly vacancy led; once a position opens up these organizations recruit talent to fill it. As soon as employees enter the organization, training and development opportunities might be offered but are less individually oriented regarding competences or strategic importance of different employee groups. The assessment of training needs and feedback might occur less frequent since it is not backed up by a user friendly ICT system that can be accessed by various employees which aggravates the feedback process and increases the administrative workload of the HR department and the responsible managers. Similar to the GTM skewed, the *e-GTM Novice* has less financial and cultural commitment towards ICT solutions. The HR department uses different ICT tools to manage their employee data; however the usage is clearly limited to operational tasks of the HRM department. This is reflected in different elements, as analyzing the current talent situation is a difficult administrative process and quite labor intensive, tools as internal job posting, training and development offers are less sophisticated. Sharing information across subsidiaries does either not occur or is aggravated by a different ICT system, language barrier, or filing system.

Quadrant D: ICT skewed

In the bottom right-hand corner of the matrix we find companies that show a clear commitment to invest in new ICT solutions in order to streamline the working process within the organization and more specific the HRM department. The GTM approach of these companies is more ad hoc; it is regarded as a necessary function but not treated as a crucial strategic element that needs to be aligned with the overall organizational strategy and applied globally. Therefore, there is no long-term planning which results in the identification of pivotal talent positions. They don't deploy a talent pool strategy, recruitment is mainly vacancy led; once a position opens up these organizations recruits talent to fill it. However, ICT skewed companies are characterized by an ICT friendly culture, which means the presence of an ICT supportive senior management, an ICT department that has the capability to train employees in using different ICT tools and of course the general capability of the workforce to accept new ICT systems. Next to that, ICT skewed companies most likely implemented an employee database that enables access to up-to-date potential and performance related data. They might have a tool enabling e-recruitment and offer their employees multiple opportunities to seek job training related information on the company platform.

4. Method

4.1. Introduction

The paper aims at conceptualizing the relationship between strategic GTM and strategic ICT in MNCs. In order to visualize the different approaches companies choose to manage their talent, a framework was created that consist of four different profiles (see Figure 3). In order to give a thorough answer to the research question and to support the proposed conceptual framework a case study will be conducted. This research approach will provide the necessary in-depth information on companies' strategic GTM practices and strategic ICT applications.

4.2. Operationalization

To test the hypothesis, the meaning of all variables have to operationalized (Babbie, 2007). The following table shows an overview of the construct, the definitions and the variables of the tested model.

The first construct to be operationalized is global talent management (GTM). A list of GTM best practices from Stahl et al (2007) was chosen, to assess whether companies actually implemented a GTM system. It is not expected that a company has all these practices implemented in order to confirm that they implemented a GTM system. However, based on this checklist it will be possible to judge the extent of the GTM system and compare companies with each other. Following the GTM operationalization, the scope of ICT application is elaborated. The variables to specify the application of ICT were drawn from the literature review and originate from different sources.

Table 3 Operationalization of variables

Construct -Definition-	Variables
Multinational Corporation (MNC) „An enterprise (a) comprising entities in two or more countries, regardless of the legal form and fields of activity of those entities, (b) which operates under a system of decision making permitting coherent policies and a common strategy through one or more decision-making centers, (c) in which the entities are so linked, by ownership or otherwise, that one or more of them may be able to exercise a significant influence over the activities of the others, and in particular, to share knowledge, resources and responsibilities with others (Morschett, D., Schramm-Klein, H., Zentes, 2009).	Scope of operation <ul style="list-style-type: none">• Operating in multiple countries within one continents• Operating on multiple continents
Global Talent Management Global talent management 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. Global talent management takes into account the differences in both organizations' global strategic priorities as well as the differences across national contexts for how talent should be managed in the	Recruitment and Staffing <ul style="list-style-type: none">• Talent pool strategy rather than hiring for specific positions• Close relationships with leading schools and universities• Highly selective hiring• Compelling "employee value position" and strong emphasis on global branding• Focus on values and cultural fit, not just job-related skills and experience• Continued assessment of both performance and

<p>countries where they operate” (Scullion, Collings, and Caligiuri 2010)</p>	<p>potential, using multiple inputs</p> <ul style="list-style-type: none"> • Grading against competency profile of successful leaders • Use of talent inventories for selection and succession purposes • Different talent pools (executive, specialist etc.) with different career paths (Stahl et al., 2007) <p>Training and Development</p> <ul style="list-style-type: none"> • Leadership development is top priority and deeply ingrained in culture • Promotion-from-within policy • Continuous assessment of training needs and feedback (360-degree reviews) • Individual development plans linked to succession planning process • Job rotation and international transfers as career development tools • Line manager involvement (coaching, mentoring, job shadowing, etc.) • Use of open job positioning system and internal talent marketplaces (Stahl et al., 2007) <p>Retention Management</p> <ul style="list-style-type: none"> • Continuous monitoring of attrition rates by performance level • Highly competitive compensation, particularly long-term wealth accumulation • Personalized career plans and broadening assignments • Senior management attention • Flexible working arrangements and other work-life balance practices • Diversity programs designed to develop, retain, and promote diverse talent (Stahl et al., 2007)
<p>Strategic</p> <p>Relating to the identification of long-term or overall aims and interests and the means of achieving them (Oxford Dictionary, 2013)</p>	<p>Strategic global talent management</p> <ul style="list-style-type: none"> • Long term orientation • clear identification of skills and talent needed to realize the overall company strategy (Collings & Mellahi, 2009) • consistent GTM strategy across subsidiaries
<p>ICT</p> <p>ICT should be understood as an incorporation of telecommunication (telephone, internet), hardware (computers, cell phones, and other devices) and software that enable individuals and organizations to access, store, transmit, and manipulate information (Zuppo, 2012).</p>	<p>ICT in HR administration</p> <p>Digitalized:</p> <ul style="list-style-type: none"> • Compensation and benefits (Pay role) • Performance evaluation • Career path management • Employer branding • Succession Planning (Strohmeier, 2007) <p>ICT in recruitment</p> <ul style="list-style-type: none"> • Employee recruitment (Collings & Mellahi, 2009) • Employee selection (Collings & Mellahi, 2009) • Open job posting (Stahl et al., 2007) <p>ICT in development</p> <ul style="list-style-type: none"> • E-learning/ e-universities (Strohmeier, 2007) • Know-how sharing (Collings, Scullion, & Dowling,

2009)

- Feedback (Schuler et al., 2011)

Communication tools

- Email (Dewett & Jones, 2001)
- Intranet/ Social network facilities (Stahl et al., 2007)
- Web Meeting technology
 - Telephone conferences (Dewett & Jones, 2001)
 - Video conferences (Dewett & Jones, 2001)

Data sharing tools

- Shared database (Farndale et al., 2010)

Online Tools

- Facebook (Weinberg & Pehlivan, 2011)
- Twitter (Weinberg & Pehlivan, 2011)
- LinkedIn (Weinberg & Pehlivan, 2011)
- Skype (Weinberg & Pehlivan, 2011)
- Google + (Weinberg & Pehlivan, 2011)

4.3. Research Strategy

The literature review revealed that the academic literature regarding the relationship between strategic GTM and strategic ICT is extremely scarce. The research objective presents a relatively new research topic which indicates that so far no appropriate theory is available to specifically explain the intended research objective. This suggests that this research fulfills an explorative character. Scholars recommend the use of case study research for studies with exploratory aims (Dul & Hak, 2008). More specifically, different authors argue if the following three conditions are fulfilled, then the case study approach is the appropriated research strategy:

- i. When a topic is broad and highly complex,
- ii. When there is not a lot of theory available, and
- iii. When “context” is very important (Dul & Hak, 2008).

At least one of the conditions is satisfyingly fulfilled. To specify *“a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident”* (Yin, 2003). Further, Yin specifies that *“case studies deal with technically distinctive situations, rely on multiple sources of evidence, and benefits from prior developments of theoretical prepositions to guide data collection and analysis”* (Yin, 2003).

Critics argue that the usefulness of case study is strictly limited to the exploratory phase in a hierarchically arranged research program and that only by conducting experiments researchers can make explanatory and causal inquiries (Dul & Hak, 2008; Yin, 2003). However, supporters of a wider application of case studies, such as Yin (2003) advocate that the application of case studies should not be limited to the exploratory phase of a research but can indeed be used in descriptive as well as explanatory studies (Yin, 2003). Whether a researcher should chose for case study can be determined via checking three conditions:

(I) the type of research question (Yin, 2003)

Ying states that if a research questions take the form of “how” and “why” a case study can be the right approach for the research. The research question in this paper is: How do Multinational Corporations align strategic GTM and strategic ICT? Therefore, the first condition for applying a case study research is fulfilled.

(II) the extend of investigator control over actual behavioural events (Yin, 2003)

In this research, the researcher does not have control over the behavior of MNCs, the GTM- or ICT system they apply. The researcher was outside to the case (MNCs) and can merely be considered as an observer. Finally, the research was not able to manipulate the behavior of MNCs to impact the result; satisfying the second condition for selecting a case study approach.

(III) the degree of focus on contemporary events desired (Yin, 2003)

The central focus of the research is how MNCs currently align their strategic GTM and strategic ICT. The issue can therefore be considered as contemporary; satisfying the third condition for selecting a case study approach.

In order to answer the research question of this paper we will conduct a case study that is based on multiple cases, that allows us to compare and contrast between the single cases. A multiple case study (Yin, 2003) or as Dul and Hak (2008) phrase it *comparative case study* is a study in which (I) a small number of cases in their real life context are selected and (II) scores obtained from these cases are analysed in a qualitative manner (Dul & Hak, 2008). Utilising a comparative case study research to explore MNC's approach to align their strategic GTM and strategic ICT will help us to answer the open-ended exploratory research question and provide us with new insights that would have not appeared through quantitative strategies as a large survey.

4.4. Case selection

While determining the target group for this research it became apparent that researching the degree of global talent management and ICT implementation requires focusing on international and global operating companies. This is mainly because international and global operating companies are more likely to have a global talent management system in place due to their increased need to manage their talent on a global scale. Therefore purposive sampling was chosen, a non-probability sampling method (Huberman & Miles, 1994). This means, that cases are selected to ensure that the researcher is able to answer the research question (Huberman & Miles, 1994).

The target group for this research consists of Human Resources (HR) professionals from international and multinational operating organizations. The HR departments of the largest companies in Germany and the Netherlands were contacted. Every contacted company was identified as operating on an international scale and applying different degrees of global talent management. The contacted companies came from various industries. While selecting the companies a clear focus was applied on finding example cases for the strategic e-GTM'er profile, the GTM skewed profile, and the ICT skewed profile. The GTM Novice was intentionally left out based on the reason that the goal of the paper is to conceptualize the relationship between strategic GTM and strategic ICT. Researching companies that neither engage in strategic GTM nor strategic ICT will unlikely provide any new

insights that will help us to expand our understanding of the relationship between those two elements. Four cases were selected from these different companies. HR professionals from each of the four organizations, who have the required knowledge regarding the topic global talent management, ICT in the context of HRM and the implementation and cooperation of these two factors within their company, were contacted and participate in an interview.

Later on an invitation was sent to HR professionals from different organizations, asking them whether they would fill out a questionnaire researching MNCs implementation of strategic GTM and strategic ICT. The purpose of the questionnaire is to increase the variety of the data as well as to back up the finding we made in the case study. Additional six companies were chosen to fill out the questionnaire and to serve as backup cases.

4.5.Data collection

4.5.1. Semi-structured interview

The literature review revealed that the academic literature regarding the connection and cooperation between global talent management and ICT is extremely scarce. The research objective presents a relatively new research topic which gives this research an explorative character. In order to gather the necessary data semi-structured interviews were chosen. Interviews allow the researcher to get an in-depth understanding of companies' application of GTM, the procedure of how to include ICT in the GTM process, and which impact ICT on the GTM process has. The semi-structured character of the interview allows some degree of question standardization which has a positive effect on data liability while still allowing the researcher to ask spontaneous questions if necessary. In total 4 interviews were conducted, amounting to 195 minutes of conversation. The length of the interview varied between 40 and 55 minutes. The interviews were conducted via the telephone. This choice was made due to time limitation and insufficient financial resources that would have allowed traveling to the participants. All of the interviews have been digitally recorded with the permission of the participants. The questions posed related to a number of predefined themes, such as the role of talented employees within the MNC, the implementation of GTM practices, activities employed to develop and retain talented employees, ICT tools applied to support the GTM system, and the strategic alignment of the ICT and GTM application with the overall company strategy.

4.5.2. Questionnaire

Even though the four sample cases are considered as the major information source for this research a questionnaire was conducted. The purpose of the questionnaire is to add another group of multinational operating companies to the group of reviewed companies. This will on one hand increase the variety of the sample cases regarding company size and industry sectors and on the other hand it might support the findings made during the case study. Even though the questionnaire may not generate the same quality of information it still enables us to identify which company types fulfill which ICT-GTM profile characteristics, whether there are similarities between the sample cases and the questionnaire respondents. Further, reviewing a larger group of organizations may allow us to discover linkages between companies GTM- ICT profile and company characteristics as size or branch they are operating in.

The aim was to assess (I) how the companies implement their GTM system, (II) which GTM practices they apply, (III) to which degree they support their GTM system with ICT, and (IV) how aligned these

two systems are with the overall company strategy. The questionnaire is based on the constructs and train of thoughts that were derived from the literature review.

The questionnaire consisted of 81 items. The matrix questions in this questionnaire are based on a five point Likert Scale (Strongly agree- strongly disagree). The benefit if the Likert scale is that it enables a better comparability of answers (Babbie, 2007). The questionnaire is based on multiple questions grouped into the following main parts:

a) General Information

The first part of the questionnaire includes single and multiple choice questions concerning participants position in the company, company size, company location, scope of international operation, and primary industry. This information is necessary to assess the characteristic of the company and enable the identification of variances between companies of different size, different branches, or a different scope of operation.

b) Global Talent Management

In the second part respondents have to answer questions regarding their company's global talent management system. The questions are sub grouped into recruitment and staffing, training and development, retention management, and GTM and the overall company strategy. This part of the questionnaire is mainly based on the best practices by Stahl et al. (2007). These questions aim at providing an insight into the companies GTM system and their efforts to align their processes with the company strategy.

c) Information and Communication Technology

The third part includes questions regarding the general ICT usage of the company, the external online tools they use, the degree of digitalization of their HR processes, the implementation of new ICT tools and ICT and its alignment to the company strategy.

Finally, the questionnaire was pretested with two HR trainees, who have experience with the topic of GTM and filling out questionnaires, to obtain feedback regarding the clarity of the questions, whether the questions were suitable, and to ensure that the length of the questionnaire is short enough to prevent people from losing interest. The pretest showed that the length of questionnaire was 10-12 minutes.

4.6. Data Analysis

Interview

To ensure that no important data would be lost, a digital recording device was used. Recording interviews has the advantage that the reproduction of the interview is more accurate than reproducing the interview content based on notes and memory. The interviews are transcribed in a word document. Interviews were conducted in German and in English. Passages from the interviews in German that have been literally used in the thesis are translated in English as accurate as possible. The qualitative context analysis of the interview data was performed in accordance with Mayring (2003).

The concept of qualitative content analysis based on Mayring was developed in a longitudinal study about psycho-social consequences of unemployment in the 1980s (Mayring, 2003). It represents a method to analyse a large amount of written transcript in a qualitative oriented way (Mayring, 2003). Mayring states that the guiding idea is “to preserve the advantages of qualitative of quantitative content analysis as developed within communication science and to transfer and further develop them to qualitative-interpretative steps of analysis” (Mayring, 2003). Even though Mayring’s approach achieved popularity (Titscher, Meyer, Wodak, and Vetter (2000) in (Kohlbacher, 200AD)) it has mainly been discussed within the German-speaking scientific community and didn’t attract much attention on the international level (Gläser and Laudel, 2004 and Titscher, Meyer, Wodak, and Vetter, 2000 in (Kohlbacher, 200AD)).

The strength of the qualitative content analysis is that the procedure follows a strictly controlled method and ensures a step-by-step material analysis. Core element of the procedure is the category system, directly developed based on the analysed material which ensures that all aspects extracted from the material are defined (Mayring, 2003). Considering the purpose of this study, conceptualizing the relationship between GTM and ICT, Mayring’s qualitative content analysis seems the right approach to methodologically review the content of the conducted interviews. It facilitates the extraction of all provided information that enables us to get an insight into a company’s strategic alignment of GTM and ICT and therefore help to support our framework with sufficient facts. It is the goal to reduce the material to such a degree that the essential content is preserved and by abstraction a clear corpus is created that still represents an image of the basic material (Mayring, 2003).

The first step is to determine the unit of analysis (Mayring, 2003). In this case it would be all statements regarding the GTM system and ICT application of the specific company. The second step is to screen the interview transcript, based on the determined unit of analysis, and extract all suitable paraphrases and enter them into a table (Mayring, 2003). The third step is the generalization. This includes the reduction of the paraphrases which means the exclusion of unessential paraphrases and double paraphrases (Mayring, 2003). The generalization as described by Mayring (2003) is similar to descriptive coding as described by (Huberman & Miles, 1994). The fourth step includes the final reduction of the already generalized paraphrases. In this step paraphrases with the same or similar items, as well as paraphrases with the same statements are pooled together and sorted. The compressed information can be regarded as a category system (Mayring, 2003). The final step is to control whether all statements of the first paraphrases are represented in the final reduction (Mayring, 2003). If this is the case the summary is completed and the category system can be used for the interpretation based on the research question as well as to compare different interviews with each other.

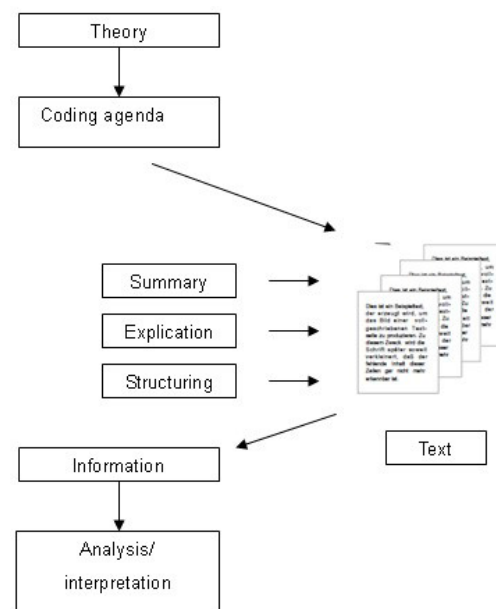


Figure 4 Basic proceeding of qualitative content analysis (Kohlbacher, 2006)

The results of the interview will be used to elaborate each (I) organization's characteristics of GTM application, (II) ICT usage, and (III) the level of strategic orientation those two concepts have. Based on these findings I will be able to compare the categorized data of the companies with each other and position every company within the GTM- ICT framework. Further all differences and similarities will be described and possible reasons for these distinctions elaborated.

Questionnaire

The questionnaire serves the purpose to provide insight into the strategic GTM- and strategic ICT system of six individual companies. The data gathered via the questionnaire will not be qualitative analysed but will be reviewed based on a qualitative approach. Each respondent's answers will be summarized per case sample and evaluated. Based on these individual summaries, it will be possible to assess each case sample's (I) characteristics of GTM application, (II) ICT usage, and (III) the level of strategic orientation those two concepts have. This information will be used as foundation to categorize every sample case according the conceptual framework.

The semi-structured interviews were chosen as the dominant information source. The data gathered with the questionnaire will be used to support or challenge the findings drawn from the interview. The questionnaire only allows us a rough insight into the GTM process and a company's ICT applications which helps us to categorize the companies and position them within the matrix. The interview, however, provides information that enables us to explore how these processes are implemented and linked with each other.

5. Findings

5.1. Findings Interview

5.1.1. Sample cases and respondents characteristics

In total four companies were chosen as case samples and interviewed. Three women and two men were interviewed (one interview was done with two HR professionals from one company). All four of the represented companies have more than 1000 employees. Three of the four companies operate on multiple continents; one operates in multiple countries within one continent.

Table 4 Respondents characteristics (Interview)

Company Code	Size	Headquarters	Location of the HR professional	Scope of operation	Industry
Company A	More than 1000 employees	USA	Germany	Operating on multiple continents	Electrical and Industrial
Company B	More than 1000 employees	Germany	Germany	Operating on multiple continents	Telecommunication
Company C	More than 1000 employees	The Netherlands	The Netherlands	Operating in multiple countries within one continent	Telecommunication
Company D	More than 1000 employees	Germany	Germany	Operating on multiple continents	Information Technology

5.1.2. Interview Company A

Company A is a large organization which operates in the electrical as well as industrial sector (hydraulic, aerospace, vehicles). The headquarters is located in the USA where the company is well known and regarded as a large and prestigious employer. They have about 103.000 employees worldwide. Their attitude towards talent is clear: *“Talent is crucial for our company success.”*

Company A is aware that it becomes increasingly difficult to recruit experienced applicants from the external market. They therefore place a strong emphasis on developing their employees within the organization. *“We want not only to recruit people but develop them within our company if they have the potential and the motivation for it.”* Employees can increase their qualification by using the different offers of the company own eTech-university. *“We have evaluation talks in which employees can express their personal development goals and receive target training to ensure that they achieve their goal within a specific time frame.”* Additionally, they offer employees the possibility to rotate and switch between business units to help them developing and growing within the company.

Their recruitment, staffing, training, and development practices are extensive. A comparison with the table from Stahl et al. (2007) shows that company A employs almost all best practices identified by the authors. The only aspect the respondent could not confirm was: *Grading against competency profile of successful leaders*, which was not confirmed by any of the respondents. The respondent indicated that their benefit is that they not only operate on a global scale but offer a large product portfolio which appeals to a variety of applicants. The global scope requires that employees have to have certain cultural and language skills to be successful. They apply a mixture of talent pool strategy and recruiting for specific positions.

Company A displays a high usage of ICT. Their employee administration system is completely digitalized starting from compensation and payroll, to the selection of applicants up to the evaluation of employees and their competence profile. *“We use one of the biggest external providers for our online recruitment process.”*

Company A is eager to improve their internal processes. Exit talks are one source to identify insufficiency within the management of their HR practices. Further they conduct market studies to assess whether their compensation package is competitive compared to packages from similar companies in the same branch. According to Stahl et al (2007) a best practice for retention management is to offer flexible working arrangements and other work-life balance practices. The respondent explained: *“One advantage is that we have the flexibility to let people work from their homes, we also offer day nurseries but we are not at the optimum yet”*. Company A has multiple practices in place for a successful retention management. Their applied retention management practices are conform to Stahl et al. best practice list.

Even though the business aspect might be prioritized, company A learned that only when HR and business cooperate both departments can be successful. *“Of course our HR is strategic, otherwise we wouldn’t be successful”*. HR employees are involved in the development of the company strategy. *“We (HR) are sparring partner to the business”*. Every year company A evaluates and assesses the HR process, if insufficiencies in the process outcomes are detected task forces are set up which tackle the issue, develop improvements and implements these as well. Company A determines its global strategy on headquarter-level and then adjusts it to the different business units. The different HR

departments across business units use similar tools and processes which helps to standardize procedures.

Company A uses a variety of ICT tools and considers its ICT usage as advanced. A clear benefit is that the company has sufficient resources to provide good IT support for the HR department and offer ICT training for the employees to ensure that they have the necessary skills to use the tools. Not all tools are internally developed since a few are externally provided (online recruitment process). The company is generally motivated to develop and use new ICT tools. However, the usage of online tools (social media, etc.) is not highly advanced within the company. They use Facebook and Twitter as part of their global branding strategy and as an additional resource for their recruitment efforts but other tools are not included in their GTM system.

The interview showed that company A considers the company strategy as very essential when developing and evaluating their GTM system. Monitoring the processes ensures that possible discrepancies are detected and corrected so that all GTM processes fulfil their strategic purpose. The HR strategy is globally determined and needs to be adopted across all subsidiaries. An aspect that facilitates the global HR cooperation is that similar procedures and tools are used within every HR department, which almost standardizes the working processes within company A. The ICT usage is advanced and almost every process is ICT supported. Even though company A is not operating in the telecommunication sector they still have a good working IT department which has sufficient resources to provide the needed support. Their GTM system is strategic, their ICT applications are extensive. However, it is not absolutely clear whether their ICT usage exceeds the general operational use of ICT? To be a true *e-GTM'er* company A would have to invest more in using their database for analysing the workforce, identifying high potentials, and identifying future shortcomings in their talent supply. Therefore, company A can be considered as being between GTM skewed and *e-GTM'er*.

5.1.3. Interview Company B

Company B is a large telecommunication company. Their headquarters is located in Germany but they operate globally. They have over 200.000 employees worldwide. For them, talent is of increased importance, especially since during the last five years the talent issue became more apparent due to the increased shortage of skilled labour. "It is not as if our company did nothing before, but currently we apply a more strategic focus on talent". Company B has an increased need for talent with IT skills which is rather scarce. Therefore they engage in global talent management.

Company B is really committed to maintain a global HR strategy which is aligned worldwide and communicated across all subsidiaries. *"Our GTM is quite advanced, companies approach us for help but there is always room for improvement"*. Not only do they display an exhaustive set of practices in the field of recruitment and staffing, training and development, and retention management as identified by Stahl et al (2007) but they show a high degree of ICT employment as well.

The increased usage of ICT changed the way the HR department is working: "We are heading towards an e-transformation and at one point old processes simply don't work anymore". *"New technologies make processes more complex but without it, HR wouldn't develop as it does right now."* Due to ICT implementation the HR department of company B is able to work faster, more cost efficient, customer friendly, and more efficient regarding identification of talent. However, the ICT usage is not simply limited to every single HR department in which practices as pay role, recruiting, employee

evaluation, or succession planning is done digitally but it has a major impact on the company wide and cross subsidiary communication, knowledge and best-practice sharing.

Company B implemented a company own social network to facilitate information exchange, knowledge sharing, and to provide feedback. The company really embraces this new opportunity, e.g. the board of management uses this platform to have discussions with employees, make themselves more accessible and maintain contact to the base. External social media platforms are used as well in the context of customer relations, recruitment and global branding.

Company B has a close alignment between the HR departments in the segments and the headquarters. "Once or twice a year there are meetings where people have to be physically present, the rest is done via "Web Meeting Technology". ICT tools ensure a continuous exchange of information and facilitate cooperation between geographically distant departments.

A major benefit is that information and communication technology is the core business of company B. They have extensive knowledge about the market but they still seek external help to find new ways of innovating or improving their GTM and ICT system. They regular exchange ideas with companies as Henkel, Siemens, and Bosch and join networking meetings with other leading DAX companies from the same industry as well as other industries to benefit from the best practices used by other organizations. *"Companies approach us to learn from us, a sure sign that we are quite advanced."*

Company B knows that: "there is always room for improvements". Improvements in the HR department are planned and executed by a team of IT and HR people. In order to ensure that new implementations are in line with the overall company strategy, a business case is calculated to ensure that the execution will result in the expected outcome. Additionally the project proposal is controlled by several committees where the proposal has to clearly indicate how it affects the company strategy. Throughout the implementation process, key performance indicators (KPIs) are defined and continuously monitored to ensure that the implementation has the wished effect and employees acquire the necessary knowledge. *"It is clear that the training of the employees and the implementation have to be synchronized to ensure that the system succeeds".*

However, once a system is implemented, the HR department still has to face the challenge to ensure that the portfolio of the HR department is in line with the organizational strategy and has a positive effect on it. To ensure its strategic alignment, the HR department of company B either evaluates (exams, talks with employees or managers) or measures the efficiency of the instruments.

There still remain challenges that company B is facing. One challenge is the consequent execution of GTM processes: "if we identify a talent and it receives specific training, at some point we want to see that the talent arrives at the final step of the development process and actually develops within our company". Further, company B is aiming at establishing a shared service on the European level that should help standardize the pay roll processes in the different HR departments and finally, they are working on creating an international talent database that should facilitate the identification of talents across all subsidiaries. But so far the database still misses essential data to enable company B to execute satisfying talent analyses.

The interview with company B clearly showed that they found a way of developing a strategic GTM system and support it with a wide array of well-developed ICT tools. They clearly defined the direction that the GTM system needs to go. Every single implemented process has to run through a strategic ICT planning process which includes extensive research, testing and monitoring to ensure its functionality and its strategic impact. They have a clear focus on developing a consistent GTM strategy across the HR departments of their subsidiaries which are aligned with the global HR strategy. Further, company B is trying to push the boundaries of their ICT system. Even though the European wide database is still in the set-up phase, it still shows the ambition of the company to use the full set of opportunities offered by ICT. It is a clear advantage that the company's core business is telecommunication since they have a lot of ICT competences already in-house, they know the market, they can identify new developments more quickly than companies without this expertise, and they have the right mind-set to trust in the possibilities that ICT is offering. The full picture shows that they have a strategic GTM system and they use ICT in a strategic sense. Company B can be categorized as *e-GTM'er*.

5.1.4. Interview Company C

Company C is a large telecommunication company with its headquarters located in the Netherlands. It operates in multiple countries within one continent and it has over 25,000 employees across all subsidiaries. Talent is and was always very essential to the success of this company. The aspect that changed is that recruitment became more difficult due to the decreasing number of experienced and qualified workers. To face this challenge company C places a stronger emphasis on recruiting university graduates and developing them internally.

Unlike the other companies, company C is in the interesting state of restructuring their organization. Part of the restructuring process is the outsourcing of all of their non-core HR processes (e.g. technical management of their HR and payroll systems). Their main strategy is to automate all administrative HR processes (self-service tools for employees and managers). This way the HR department has to invest less time in administrative tasks but can focus on tasks which improve the talent and development quality within the organization. The only way to achieve complete automation of HR processes is a high degree of ICT applications.

An additional part of their restructuring and a crucial element of their GTM strategy is a clear focus on identifying high potentials within their company. Therefore, company C introduced elements as a *Leadership Competence Framework* or *learning Streets* (all provided in their company own academy). The target of these new instruments is to provide employees with additional training to enable them to improve their qualification and their progress within the company. These trainings are offered in classes or by e-learning opportunities to enable people to advance their job required skills. Even though company B displays an exhaustive set of practices in the field of recruitment, staffing, training, development, and retention management as identified by Stahl et al. (2007) but the respondent still argues that: *"Once we were quite advanced regarding GTM applications as well but currently I would say are we not the best in the market anymore."*

Like company B, company C is operating in the telecommunication industry and therefore has a lot of expertise in this field. *"We are leading regarding ICT tools and applications."* They employ different internal communication tools, one of them is a company own social media platform that is aimed at

enabling data- and knowledge sharing. The usage of external social media is limited to recruitment efforts and has no connection with the internal tool.

One major concern of the company C's HR department is to fit all the different GTM and HR processes together, detect overlap, keep in mind the design principles and to make sure it is all aligned to the overall company strategy. "...the HR is very effective at executing administrative processes. For us it's definitely strategic." The HR service department continuously monitors the performance of all the processes. All changes of processes are managed by them so that they have a very tight control and the necessary overview to judge whether processes are in line with the organizational strategy.

Even though company C has multiple subsidiaries with own HR departments the cooperation and exchange of information between them is rather limited. Occasionally they exchange talents. Problematic is that there is no common database or standardized process that might facilitate that.

Company C is continuously looking for new ways to improve their current GTM processes. They seek external help from consultancies or similar to company B, company A participates in networking groups, where different organizations exchange experiences and ideas regarding new GTM processes. However, company C is *"not a first follower when it comes to IT innovation"*. For them, ICT is an enabler. If new developments are identified in the market, company C tries to assess whether this might help them to move forward, and whether it fits the company policies or HR practices.

There still remain challenges, company C is facing. One challenge is that their data analysis applications are not yet so advanced to make workforce predictions. The company has a large workforce management database where all the information is accessible for managers and the HR departments. Even though this data is already used for workforce analyses, it is all more request driven and it is not part of a defined process.

The interview with company C showed that they are currently struggling to adjust to the new processes which are part of the organizational restructuring. They clearly defined in which direction the GTM system needs to go: identify internal talent and continue with a reduced but better qualified workforce. However, company C is simply not a global player anymore and even though they have multiple subsidiaries across Europe they don't show the commitment to start managing their talent on a global or international scale or realizing a global consistent HR strategy. Their cooperation among HR departments is rather minimal. It is clear that company C is very strong in implementing and supporting their GTM and HR processes with ICT. They are really eager to completely digitalize the HR administrative process. Interesting is that they seem to be reluctant to jump on new ICT developments as e.g. social media considering their general involvement in ICT. Nevertheless, based on the interview with company C, the organization presents itself as ICT skewed.

5.1.5. Interview Company D

Company D is a German based Information Technology Company. Their core business is the development of IT processes for bank branches and retail outlets. They operate globally and have over 9000 employees worldwide. For them, highly qualified talent is crucial since they know that the quality of their offered products is only as good as their employees. They as well experience increased difficulties to recruit the appropriate talent and therefore place a stronger emphasis on developing talent within the company.

Company D displays an exhaustive set of practices in the field of recruitment, staffing, training development, and retention management as identified by Stahl et al. (2007). Their global talent management is limited to high potentials in positions that are intended to rotate globally.

Since company D is operating in the information technology sector the application of ICT tools within the company and more specific in the HR department are extensive. *"I think our IT department is quite advanced; software development is part of our business so we have the necessary expertise and I think this is reflected in the ICT application in the whole organization."* The main administrative tasks within the HR department are supported by ICT applications (e.g. pay roll, recruitment, employee evaluation, training and development, and succession planning). Nevertheless, they still use external providers if they provide a more efficient way of solving a task (recruitment process).

Company D has a very strict policy regarding the use of external social media (Facebook, Twitter, etc.). Due to the fact that they are handling sensitive data, their IT system is clearly separated from external applications. However, they use internal communication tools to facilitate information exchange between employees.

Company D has a clearly defined HR policy that outlines the HR strategy of the organization. Every new process is screened whether it fulfils the strategic requirements. *"Strategy is driving all our processes. We don't implement a new process if we don't believe it will positively impact the company strategy."* In the planning stage IT and HR staff work together to ensure that all aspects, that might influence a successful process implementation, are considered. *"We made the experience that cooperating with each other leads to the best results."* To ensure that the process is in line with the strategy the implementation is continuously monitored.

Staying innovative is essential, the IT department and the HR department screen the external market for new developments. *"We approach companies in our sector and even companies from other industries and look at what they are doing, if they do things differently."* Additionally, company B is joining network events to exchange with fellow HR professionals about best practices regarding GTM or ICT applications.

Company D is operating on a global scale and is supporting the exchange between the HR departments of the different business units. There are meetings 1-2 times a year where everyone has to be physically present, beyond that there are different meetings that are realized with support of ICT (telephone conference, video conference).

The interview with company D showed that they are motivated to develop a strategic GTM system that is applied across all their subsidiaries and support it with an extensive set of ICT applications. They have a clearly defined HR strategy that steers the GTM development and process implementation. Every implementation is continuously monitored to ensure that it delivers the expected results. Company D has a very strong IT department with a lot of expertise which gives them the advantage of a lot in-house knowledge for developing different sets of ICT applications. The ICT usage is high. They do screen the market and engage in networking meetings to stay informed about new developments and get an insight into how other organizations manage and design their GTM process. The full picture shows that they have a strategic GTM system and they use ICT in a strategic sense. Company D can be categorized as *e-GTM'er*.

5.2. Findings Questionnaire

5.2.1. Sample and respondents characteristics

In total six companies filled out the questionnaire. One of the six companies has less than 1000 employees (501-1000) and operates in multiple countries within one continent. The other five have more than 1000 employees and operate on multiple continents.

Table 5 Respondents characteristics (Questionnaire)

Company Code	Size	Headquarters	Scope of operation	Industry
Company AA	More than 1000 employees	Germany	Operating on multiple continents	Automotive
Company AB	501-1000 employees	The Netherlands	Operating in multiple countries within one continent	Fashion and retail
Company AC	More than 1000 employees	Germany	Operating on multiple continents	Business, Banking and Retail
Company AD	More than 1000 employees	United Kingdom	Operating on multiple continents	Oil and Gas
Company AE	More than 1000 employees	Germany	Operating on multiple continents	Transportation, Logistic, Leisure Travel
Company AF	More than 1000 employees	The Netherlands	Operating on multiple continents	Textile Industry

5.2.2. Company AA

Company AA operates in the automotive industry and has over 1000 employees. Its headquarters is located in Germany and it operates worldwide. The company displays a flawless score regarding its GTM practices. They implement their practices according to the overall company strategy and monitor the outcomes regularly to ensure that the practices maintain in line with the company strategy. The HR system is completely digitalized and the company displays a strong motivation to maintain a highly innovative ICT system. The company has an IT friendly company culture, supportive senior management, it provides workshops, and applies more advanced ICT tools compared to its competitors. The implemented ICT applications are clearly focused on improving the GTM efforts and realizing the strategic objectives of the HR department. Company AA regularly monitors the ICT performance against strategic objectives. The totality of responses clearly indicates that company AA is an *e-GTM'er*.

5.2.3. Company AB

Company AB operates in the fashion and retail industry and has between 501 and 1000 employees. The company is located in the Netherlands and has subsidiaries in multiple countries within one continent. Based on the results of the questionnaire it becomes apparent that global talent management is not one of the top priorities of the company. The respondent is unsure about whether talent can be considered as crucial factor for the future success of the company and whether their recruitment and management of talent can be considered strategic. Company AB

applies a set of the best practices as identified by Stahl et al. (2007) in their recruitment and staffing procedure e.g. compelling employee value proposition, different talent pools for employee groups, regular performance assessment, close relationships with leading universities, and using existing talent inventories for succession purpose. Company AB is not quite clear about the fact whether their company considers leadership development as top priority (they marked neither agree nor disagree), the other statements are rejected. The reaction to the statements regarding the company's retention management were mostly negative except monitoring attrition rates, senior management attention, and flexible working arrangements and other work-life balance practices. General management and the HR department cooperate when developing new GTM processes and the HR department monitors regularly whether GTM outcome is in line with company strategy. However, the results indicate that a strategic orientation is missing in the GTM system of AB. It seems as if they are aware that the strategic orientation is important for developing a successful GTM but they didn't yet find the means to ensure that.

The HR processes are mainly executed with support of ICT but there are still major administrative tasks that are still done manually (e.g. compensation and benefits, employee selection, and career path management). They are aware that they don't employ more advanced ICT tools than their competitors. They state that they have an IT friendly company culture and have a senior management that is supportive of implementing new ICT tools. However, it is unclear whether they provide IT workshops for employees or whether they regularly monitor ICT performance against strategic objectives. The totality of responses indicates that company AB can be categorized as **e-GTM Novice**.

5.2.4. Company AC

Company AC operates in the business, banking, and retail industry and has over 1000 employees. Its headquarters is located in Germany and it operates on a global scale. Its GTM score is nearly perfect. Regarding recruiting and staffing company AC scored 8 out of 9, the only practice not employed by them was a global branding strategy. Regarding training and development they scored 7 out of 8. They don't employ individual development plans for each employee and they don't offer an open job posting system or internal market place. Their retention management score is 7 out of 8. They don't distinctively offer flexible working arrangements and other work-life balance practices. They implement their practice according to the overall company strategy and ensure that they meet the long-term needs of the organization. They monitor the outcomes regularly to ensure that the practices maintain in line with the company strategy.

The HR system is completely digitalized and the company displays a strong motivation to maintain a highly innovative ICT system. The company has an IT friendly company culture, supportive senior management, it provides workshops, and applies more advanced ICT tools compared to its competitors. The implemented ICT applications are clearly focused on improving the GTM efforts and realizing the strategic objectives of the HR department. Company AC regularly monitors the ICT performance against strategic objectives. Even though they don't apply all best practices in their GTM system as identified by Stahl et al. (2007), their GTM system is still very advanced. Essential is their commitment to align their GTM practices to the company strategy. Company AC represents an *e-GTM'er*.

5.2.5. Company AD

Company AD operates in the oil and gas industry and has more than 1000 employees. Their headquarters is located in the United Kingdom and they operate worldwide. Regarding recruiting and staffing company AD scored a 6/9. Interesting is that they don't use a talent pool strategy for recruitment or different employee groups and they don't have specific offers in place to improve their employee value position. Regarding training and development they scored 7 out of 8. They apply almost all of the best practices identified by Stahl et al. (2007). They don't use an open job posting and internal market place. Their retention management score is 3/8. Company AD doesn't offer long-term wealth accumulation, and is not clear about whether it monitors attrition rates, provides senior management attention, and offer flexible working arrangements and other work-life balance practices. However, company AD emphasizes the strategic orientation of their GTM practices and ensures that they stay in line with the organizational strategy. The implementation of processes occurs according to long-term needs of the organization and they regularly monitor the outcomes to ensure that the processes remain in line with the company strategy.

The ICT usage of company AD is less advanced. Pay roll, career path management is not yet digitalized; the other HR functions are executed with support of ICT but are not yet completely digitalized. The questions regarding their level of ICT usage shows that there is clearly room for improvement. The company has an IT friendly culture, has a supportive senior management, and provides IT workshops for employees but it shows that their IT department is continuously seeking new developments or attempting to improve the current processes through innovation from the external market. However, they might not be the most advanced but they ensure that the tools and processes they apply are in line with the strategic objectives of the organization. They use ICT to identify high potential but have no tools that might enable them to identify shortcomings in their talent supply or predict future talent demands. The totality of responses indicates that company AD can be categorized as GTM skewed.

5.2.6. Company AE

Company AE operates in the transport, logistic, and leisure travel industry and has more than 1000 employees. Their headquarters is located in Germany and they operate worldwide. Its GTM score is nearly perfect. Regarding recruiting and staffing company AE scored 9 out of 9. Regarding training and development they scored 7 out of 8. They don't employ individual development plans for each employee and they don't offer an open job posting system or internal market place. Their retention management score is 5 out of 8. They don't distinctively offer flexible long term wealth accumulation, personalized career plans, or provide senior management attention. They implement their practice according to the overall company strategy and ensure that they meet the long-term needs of the organization. They monitor the outcomes regularly to ensure that the practices remain in line with the company strategy.

The ICT usage of company AE is quite digitalized. The major administrative process (pay roll) is done digitally as well as their open job posting and internal market place. The majority of their processes are done with support of ICT. Interesting is that the only function still done manually is career path management. The company has an IT friendly company culture, provides workshops, supportive senior management, and applies more advanced ICT tools compared to its competitors. They use ICT to identify high potential and apparently have tools that enable them to identifying shortcomings in their talent supply and predict future talent demands.

Their IT is innovation driven and attempts to improve the current processes through new developments from the external market. The implemented ICT applications are clearly focused on improving the GTM efforts and realizing the strategic objectives of the HR department and they regularly monitor the ICT performance against strategic objectives. The totality of responses clearly indicates that company AE is an *e-GTM'er*.

5.2.7. Company AF

Company AF operates in the textile Industry and has more than 1000 employees. Their Headquarters is located in the Netherlands and they operate on a global scale. Its GTM score lies in the midfield. Regarding recruiting and staffing company AF scored 5 out of 9. They don't have a strong emphasis on global branding. The practices: regular assessment of employee performance and potential, highly selective hiring, and compelling EVP were marked with neither agree nor disagree. Regarding training and development they scored 4 out of 8. They don't employ a promotion from within policy, and don't distinctively use: individual development plans for each employee, open job posting system/ internal market place or display leadership development. Their retention management score is 3 out of 8. They don't have a competitive compensation system, flexible long term wealth accumulation, diversity programs to develop and retain talent. They don't distinctively provide personalized career plans, or senior management attention.

The GTM system is planned to serve the long-term need of the company but it is not really clear whether they focus on aligning their GTM practices in line with the company strategy. Their answers leave the impression that they don't have distinctive procedures in place to ensure that their GTM practices fulfill strategic objectives.

The ICT usage of company AF is less advanced. Employee selection, training and development, career path management, and employer branding are not yet digitalized; the other HR functions are executed with support of ICT but are not yet completely digitalized. The questions regarding their level of ICT usage shows that there is clearly room for improvement. The company provides IT workshops for employees; ensures that the ICT tools support the GTM processes within the company, next to that they are aware that they don't have the most advanced ICT tools in place. The implementation of the ICT tools occurs rarely and if it occurs, it doesn't occur in cooperation with the HR department. ICT is not used to predict future talent demands but to simplify communication between project groups and business units, improve the information accessibility within the company, and to identify high potentials. The totality of responses indicates that company AD can be categorized as **e-GTM Novice**.

6. Discussion

Global operating organizations have to face various human capital challenges. The literature review showed that MNCs as well as scholars show a strong interest in the concept of GTM to tackle these challenges in a more efficient way. The results of this research clearly support this assumption and show that the reviewed MNCs are aware of the value talent contributes to their company success and they are painfully aware of the increased difficulty to recruit qualified talent. Therefore, they perceive identifying, attracting, developing, and retaining high-potential strategic employees as crucial. Every company that participated in this research stated that they are familiar with the term Global Talent Management. Further, the research showed that all participating companies implemented GTM practices to different degrees in their HR portfolio.

The clear goal of the research was to conceptualize the relationship between strategic GTM and strategic ICT and in this regard to create a framework that helps us to visualize the different approaches to link strategic GTM and strategic ICT implementation in multinational corporations with a specific focus on the strategic alignment of those two elements.

This framework may enable us to see what types of companies currently apply which degree of strategic GTM and strategic ICT and to which extent it is aligned with the company's business strategy. We might be able to identify whether companies from the same sector show the same degree of strategic alignment of GTM and ICT. These insights might create a foundation for further research that studies the impact of external and internal factors on the implementation of GTM and ICT.

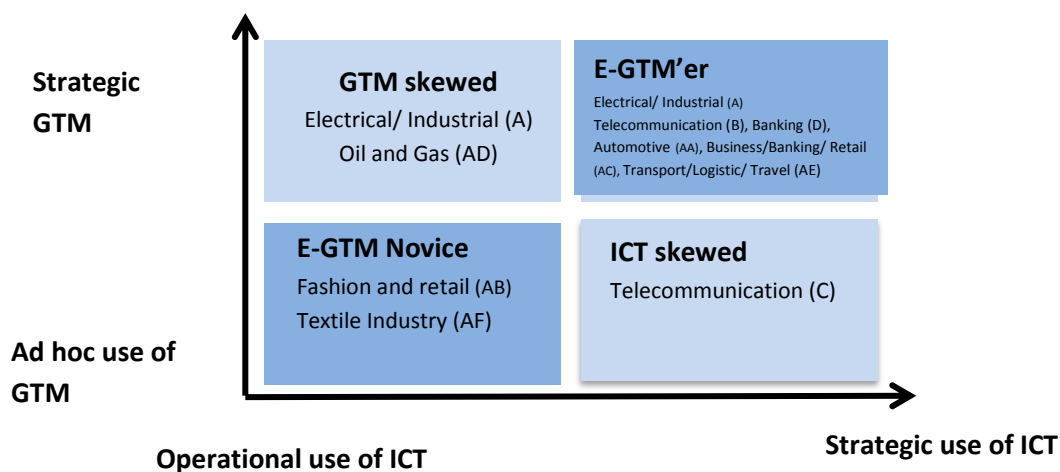


Figure 5 Final GTM - ICT Matrix

The first thing that raises attention when reviewing the results of the case study is that if the framework is applied to real life organizations there are organizations that cannot be clearly assigned to only one GTM- ICT profile but they show a mix of characteristics that are assignable to multiple profiles. This shows that the framework is less black and white than expected and clearly includes grey parts in between each of the profiles. A good example in this case study is company A which is categorized as being between the GTM skewed profile and the *e-GTM'er* profile.

Obviously, organizations develop GTM and ICT systems according to the purpose of their organizational strategy. Due to the non-existence of a clear executing plan of how to achieve the implementation of strategic GTM and strategic ICT, organizations develop individual systems that are adjusted to their company needs. This leads to variations between the GTM and ICT systems of different companies. Further, many companies are continuously screening the external environment for innovations regarding the management of talent and administrating the HR processes. It seems therefore likely that companies regularly are in some state of transformation, in which they adjust their former system to new developments. Companies that can be categorized as in-between profiles might currently undergo such a transformation phase and therefore show characteristics of multiple profiles. Another reason might be that MNCs have multiple subsidiaries in various geographical locations with different cultural backgrounds and therefore decided not to have one general GTM-ICT approach across the whole organization but enable subsidiaries to adjust their GTM- ICT system to the geographical and cultural needs of their market.

Focusing on the scores of company AB and AF reveals another interesting factor. These two companies might differ regarding size and scope but they both operate in the textile industry. They don't operate in the exact same market since company AB operates in the fashion and retail sector while company AF produces protective fabrics e.g. Nevertheless, they score similar results regarding the extent of their strategic GTM system, degree of ICT usage, and strategic alignment of GTM and ICT. They both use less strategic ICT applications to support their strategic GTM functions than the other organizations and AB implemented very few practices focusing on talent development and retention management. AF had a bit higher scores in talent development and retention management but compared to the other companies they are still low. This raises the question, whether companies in less technologically advanced sectors might perform less successful regarding implementing strategic GTM processes, supporting these with strategic ICT and align both of these elements with the organizational strategy than companies that operate in more technology oriented (high-tech) sectors? A possible explanation might be that companies that operate in high-tech sectors benefit from their in-house expertise regarding ICT development and application and therefore are more successful in applying the knowledge to the GTM process. Another explanation could be that since these high-tech organizations are highly dependent on employees with a skill set which is hard to find in the external market, the war for talent might be fiercer in their sector than in others. Therefore, they might be forced to implement a stronger and more efficient way of recruiting and managing their talent to outperform their competitors.

According to Collings and Mellahi (2009) GTM means the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage. *"Availability of talent per se is of little strategic value if it is not identified, nurtured and used effectively"* (Mellahi & Collings, 2010). The interviews showed that all of the organizations identified these key positions for their company and provide employees that fill these positions with training and development programs. This indicates that these organizations follow the fourth stream as identified by Collings and Mellahi (2009). However, all companies are still struggling to really systematically identify employees with the right potential early in their career. Companies spend a lot of time on evaluating their employees and update their employees' performance and competence profiles. However, company C stated that even though they have all the necessary data to identify potential talents within their organizations, there is still a clearly defined process missing to support that. They are able to perform these tasks but only when they are requested. Their ICT tools are clearly not

advanced enough to benefit from the databases generated via different GTM processes. Company B faces a similar problem. They are working on developing a European wide shared service which would enable the company to identify talent across all subsidiaries but so far the data to make reliable analysis is still missing. They developed a system that would ensure a uniform scaling but as already mentioned, the data is so far not available. Additionally, the research showed that organizations don't have the ability to analyse their employee data to such an extent that they can predict future shortcomings or even can predict future employee trends.

Another Interesting aspect is that three of the four interviewed organizations clearly mentioned that they have an organization wide HR strategy which is adapted to the other subsidiaries and that there is a continuous cooperation among the different HR departments. However, company C, which is one of the organizations that operates within one continent, indicates that the cooperation between their different HR departments is rather limited. Does that mean that companies that operate in a smaller international scope have less instruments or processes in place to ensure cooperation among their different HR departments?

The study conducted by Stahl et al. (2007) that companies that excel at talent management succeed not only in employing best practices but are able to ensure internal consistency and affirm the practices they employ to *„attract, select, develop, evaluate and retain talent, as well as closely align those practices with the corporate culture, business strategy and long-term organizational goals“*. The case study showed before large companies implement a new process, may it be a new ICT application or a new GTM instrument, that they initiate a very thorough planning process. This is mainly due to the financial costs that accompany these sorts of implementations in large organization. During this planning stage, strategically alignment is one major aspect that is constantly reviewed by several committees before a process is even implemented. It still might be that a process or application doesn't perform as predicted and companies keep monitoring new processes to detect and correct insufficiencies or misalignments. Errors might be part of the changing process but the interview showed that companies understood the importance of internal consistency and have a clearly defined procedure in place to ensure that their GTM system is aligned to the company strategy.

The conceptual framework is based on the general assumption that organizations that are most successful in aligning their strategic GTM system with their strategic ICT applications (E-GTM'er) are more successful in realizing their overall organizational strategy. This assumption includes that the other three profiles are considered as insufficient and less successful. However, a notion derived during the case study that companies intentionally choose a GTM- ICT system that has a tendency to either the GTM aspect or the ICT aspect. This choice can be based on an organizations strategy, the sector the company is operating in, or on its organizational goal. There might be cases in which the GTM skewed or the ICT skewed profile is the more successful strategy for a company than aiming for achieving the e-GTM'er profile. Certain external factors might require a GTM or ICT tendency. Further research is necessary to adequately support this assumption.

At the beginning of the research the assumption was that some MNCs still struggle to support their strategic GTM processes with the right ICT applications, or any ICT applications at all. However, the results clearly showed that the majority of the researched companies already achieved a high level of ICT usage that is adjusted to the need of their individual GTM system. Some of the larger companies

seem to choose very similar approaches to support their GTM process with ICT. During the interview the respondent explained that numerous companies engage in best practice sharing and seek information and knowledge exchange with other organizations, either from the same branch or with same sized organizations, to get an insight into how other companies tackle the talent issue and design their GTM system. Based on these experiences the respondent gained insight into how large companies across Germany approach GTM. The conclusion was that the GTM systems of many MNCs are based on the same cornerstones and only differ regarding how these cornerstones are implemented and executed. This leaves the question: If every large organization is engaging in strategic GTM, can GTM still be a source of competitive advantage?

7. Conclusion

The key objective of the research is to expand the knowledge about strategic GTM and strategic ICT. The main research question is: *How do Multinational Corporations align strategic GTM and strategic ICT?* 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.

- (I) Are MNCs aware of the value that talent contributes to their company success? and**
- (II) To what extent do MNCs employ GTM systems?**

All of the ten companies that participated in this research (Interview (4), Questionnaire (6)) emphasized that their company considers talent as crucial to their company success and therefore they all engage in managing their (global) talent in a strategic approach. The extent of implemented GTM practices, however, varied considerably. In the research companies participated that implemented almost the complete set of practices as identified by Stahl et al. (2007), and some companies only implemented practices that focused on recruiting and staffing but employed almost no training-, development-, and retention management practices. But that were only two of the ten companies. The case study clearly indicates that the benefit of concept of GTM is recognized by MNCs and that most organizations are actively employing a high degree of GTM systems. The companies mainly follow the fourth GTM stream as identified by Collings and Mellahi (2009) which is based on the identification of key positions which differentially contribute to the organization's sustainable competitive advantage. Focusing on this core group of employees enables the identification of highly potentials that should receive further training with the purpose to give them the opportunity to grow within the company. However, there are still MNCs at this current point that refrain from implementing the complete set of GTM practices. At this point of the research we can solely assume what the reasons are but one assumption is that the market, in which the company operates, does not require all the applications of the e-GTM'er profile to ensure a successful talent management and therefore the company strives for one of the other three GTM- ICT profiles. Another assumption could be that the organization simply lacks the expertise to implement strategic GTM and strategic ICT.

- (III) To what extent do MNCs support their GTM system with ICT?**

The results of the case study clearly showed that the majority of the researched companies already achieved a high level of ICT usage that is adjusted to the need of their individual GTM system. The interview gave the impression that there is a basic ICT level that most companies

already achieve. In the reviewed MNCs especially tasks as employee recruitment, performance evaluation, or open job posting are done digitally. The four interview participants clearly stated that HRM without ICT is not doable anymore. Many processes are already digitalized, especially the administrative aspect of HRM could not be mastered without ICT, and more and more processes will be digitalized in the near futures. The case studies showed that companies that don't operate in the high-tech sector use ICT applications to a lesser extent than companies that do operate in the high-tech sector. However, the field of ICT is in constant change and new ICT applications are developed on a regular base. Therefore, continuous monitoring is needed to keep track of new ICT developments and new areas of application within the scope of GTM.

(IV) To what degree do companies succeed in strategically aligning their GTM processes to the organizational strategy?

The interview with the different companies clearly showed that global operating companies follow a predefined planning process when considering implementing a new process, may it be a new ICT application or a new GTM instrument. The systematic planning process is a required instrument to prevent false investment that can be quite costly in large organizations. Throughout the planning procedure various checkpoints have to be passed, at these checkpoints the planning committee continuously review the strategic alignment of the new process before implementing. The company keeps monitoring new processes beyond the implementation process to discover insufficiencies or misalignments in an early stage. Errors cannot be completely prevented and are part of the changing process, but the interview showed that MNCs have a clear defined procedure in place to ensure a solid planning and monitoring process to ensure that their GTM system is aligned to the company strategy. Every process that is not aligned will be adjusted or eliminated.

(V) Are organizations from certain sectors more advanced in combining GTM and ICT?

McDonnell et al. (2010) indicates company sector as an external factor that can influence the application of GTM practices and may explain why certain companies use or not use GTM. The case study showed differences among sectors. Two of the companies (AB & AF) that did not operate in the high-tech sector not only employed less GTM practices but had a lesser extent of ICT application than companies that do operate in the high-tech sector. It might be that companies that only apply a low degree of GTM practices are still successful at combining these practices with ICT applications. However, this sample indicates that companies operating in high-tech sectors perform better at combining strategic GTM and strategic ICT. Bondarouk made a similar proposition, saying that organizations that generally rely on high telecommuting adopt e-HRM more often (Bondarouk & Furtmueller-Ettinger, 2012). The assumption is that the company own expertise facilitates the organization wide integration of strategic ICT in the GTM process. Another reason might be that companies operating in the high-tech sector have a more ICT-friendly company culture or senior executives that are supporting and encouraging towards investing into ICT which impacts the attitudes of the employees.

(VI) Are larger companies more successful in combining strategic GTM and strategic ICT than smaller companies?

Research indicates that the application of formal HR and training and development systems is positively associated with employment growth (Speth & Doeringer, 2006; Tregaskis et al., 2001 as cited in McDonnell et al., 2010). Therefore, McDonnell et al. (2010) assumes that that global talent management will be more likely to take place in larger MNCs. In this case study companies participated from which one company has less than 1000 employees (AB), another three

companies have less than 10.000 employees (AC, AD, AF). From these four interviewed companies, company AB and AF are notably less successful in combining their GTM practices with ICT than the larger companies. However, the results of company AC and AD show that *smaller* companies can be successful in combining GTM and ICT. If we consider whether company size or industry sector has more impact on how successful companies are in combining GTM and ICT, the answer would be that the data of this research indicates that a company's industry sector has more impact on how successful the company is in combining GTM and ICT than its size. However, in order to test this hypothesis more replication studies are necessary.

Concluding, the case study showed that aligning strategic GTM with strategic ICT is a major concern for the majority of the reviewed MNCs. All four of the interviewed companies indicated, that strategic alignment is one of the main requirements that has to be fulfilled while implementing new GTM practices and new ICT tools and it is continuously monitored during the implementation procedure. Therefore, to answer the question: "How do Multinational Corporations align strategic GTM and strategic ICT?" Achieving alignment of strategic GTM and strategic ICT is an iterative process. Since strategic alignment is not static but it is continuously changing it therefore requires companies to continuously reevaluate their current GTM practices and ICT applications. Throughout this evaluation process adjustments or eliminations have to be executed while always checking the external market for new developments in the field of GTM and ICT to ensure the innovative state of the GTM- ICT system.

8. Limitations to the study

The former paragraph provided an overview of the conclusions. However the thesis is not without limitations and imperfections. This paragraph shall indicate the most important boundaries for the conclusions of this thesis.

Literature review

There are a number of limitations to this paper. The literature review is restricted to studies published in international peer-reviewed journals. In addition, language restrictions limited the search to articles published in English, and German. Consequently, additional research which is published in books, unpublished papers, or other languages may be available and therefore could be included. The matrix, which was developed to visualize the research objective of this paper, may lack a sound theoretical foundation. This is due to the fact that at the present moment, a theory for connecting strategic GTM and strategic ICT is missing.

The matrix is developed on basis of the findings of the literature review. However, screening the literature shows that there are still various shortcomings which have to be considered while evaluating the results. Regarding the GTM literature, Lewis and Heckman (2006) indicate that the contribution of the GTM literature might miss significance since many of these papers lack a systematic link to peer-reviewed, research based findings and are mainly rooted in exhortation and anecdote (Lewis & Heckman, 2006). Even though authors agree about the goal of GTM, there is still a lack of understanding which components have to be implemented to realize a GTM system and there is still a consent missing regarding the means necessary to achieve it (McDonnell et al., 2010). This makes it difficult for practitioners and organizations to successfully implement it.

A similar problem is present within the field of the ICT literature. Only two papers attempted to provide a definition of ICT (Zuppo, 2012). Additionally, research still needs to clearly identify the value contribution of ICT in order to justify future investments in technology as well as understanding in which way these information systems can be successfully implemented (Scott & Watson, 2012). So far researchers assume that ICT has a positive impact on organizational performance, increase efficiency and reduce cost (Barba-sánchez, Martínez-ruiz, & Jiménez-zarco, 2007; Byrd et al., 2006). The question remains whether this is true.

The introduced matrix is based on the concept of alignment (aligning strategic GTM and strategic ICT with the organizational strategy) and even though authors were able to identify enablers and inhibitors of alignment there is still lack of information in the academic literature of how to achieve strategic alignment within organizations (Chan & Reich, 2007). Some authors offered examples of where to start and how to continue the process of strategic alignment, however the proposed theories and methods have not been practically tested in realistic circumstances and therefore need to be viewed with caution (Avison et al., 2004).

Limitations to the research

The research which has been conducted in the course of the master thesis is not free of limitations. One significant limitation is the lack of available data. Conducting a qualitative research with HR professionals from large corporations like MNCs confronts the researcher with two main challenges:

- (I) Accessibility of research participants
- (II) Low response rate

The first challenge “accessibility” refers to the issue of getting access to possible research participants. First of all, very few companies publish email addresses of their employees, especially HR employees, on their company homepage. Using the general email of the organization resulted in this research to zero responses. Merkens (2000) indicates that researching organizations requires contact to a “gatekeeper” in order to find suitable research participants within an organization. A “gatekeeper” is an employee of an organization who has a sufficiently important position to assign someone to participate in your research. This leads to the second challenge, because contacting companies without the connection to a “gatekeeper” leads, in most cases, to receiving no response. One main reason is probably that professionals of large organizations are contacted on regular base and dismiss the possibility of participation due to limited time or interest.

Research Method

Another limitation might have been a result of the self-administrated questionnaire. Even though the questionnaire was pre-tested, there is always the chance that respondents fail to properly understand the question (Huberman & Miles, 1994). The respondent could interpret questions completely wrong or answer untruthfully.

The usage of the Likert scale in the questionnaire might be the cause for further limitations. Respondents might display a central tendency bias and avoid using extreme response options. They might simply agree with statements as they are presented without challenging them (acquiescence bias) or they want to present their organization more positively (social desirability bias) (Huberman & Miles, 1994).

External Validity

In this research external validity is of main importance. External validity refers to generalizability of results, whether the findings based on one set of research objects can be extended to the total population (Babbie, 2007). In this case generalizability would mean that the finding of this research can be extended to other MNCs. The suggested lack of generalizability is a common criticism of case study research (Dul & Hak, 2008). Dul and Hak (2008) state, that generalizability is not a characteristic of a study but of a proposition. Propositions that are tested only once in one-shot studies clearly have a lack of generalizability (Dul & Hak, 2008). However, generalizability can be enhanced if the researched proposition is supported in a series of replication studies (Dul & Hak, 2008). Therefore, the propositions made in this research may indeed lack generalizability, but generalizability can be achieved if these propositions are tested in further studies. This study should therefore be considered as a first step towards further studies researching the relationship between strategic GTM and strategic ICT in MNCs, which will increase the generalizability of the proposed framework and the results linked to the framework.

Reliability

The reliability of a research is linked to the probability to which a result can be reproduced by repeating the research on the same research objects (Babbie, 2007). The idea of reliability is based on the assumption that there is one single reality which can be studied repeatedly (Merriam, 1988). In order to achieve reliability in a case study, the research requires a documentation trail that enables other researchers to access the collected data (Merriam, 1988). Elements of a documentation trail are e.g. using a case study protocol during data collection, the execution of an interview protocol and the establishment of a case study data base (Merriam, 1988). The interview protocol, as well as the results of the interview and the questionnaire (case study data base) can be found in the appendix. This will increase the reliability of the case study. However, it is still necessary to consider that the reliability of the research can be significantly influenced by the individual creativity of the researcher (Merriam, 1988). Individual creativity may cause the researcher to deviate from the protocol or can lead to different result interpretations (Merriam, 1988).

9. Future Research

This paper's proposed framework and conceptualizing give a first insight into the relationship between strategic global talent management and strategic information and communication technology in multinational corporations. In this section, a future research agenda is outlined. Tarique and Schuler (2010) indicate that GTM is still a rather new multi-disciplinary field of enquiry (Tarique & Schuler, 2010). A large part of the existing GTM research lacks a solid theoretical foundation and is mainly based on anecdotal or limited information (Tarique & Schuler, 2010). In order to support the field of GTM with the necessary theoretical foundation more theoretical perspectives or conceptual frameworks should be used (Tarique & Schuler, 2010).

Even though there is already an extensive body of literature and studies covering various topics linked to GTM, there is still a consensus missing on what an organization might do to effectively manage its talent (McDonnell et al., 2010) as well as a lack of literature that explores the usage of ICT in the context of GTM. Especially for practitioners, it is most important to gain more insight into how

to form and implement an effective GTM system. Even though most scholars agree on the three key elements including attraction, development, and retention (Stahl et al., 2007; Tarique & Schuler, 2010) it would be of interest to analyse how organizations implement GTM practices in order to overcome the new talent challenges MNCs have to face. Regarding strategic ICT in the context of GTM there is a definition lacking that clarifies what strategic ICT in the context of GTM is and how it can be achieved. Therefore, more information is needed regarding different configuration of strategic GTM activities and strategic ICT application as they can be found in different organizations and their alignment to the organizational strategy. This may allow insights into which ICT application is best used for which GTM activity or which configuration of GTM activities and different ICT applications might best be used to realize different organizational objectives. Further research might help to identify the impact of the strategic application of ICT on GTM. So far the academic literature on strategic ICT is painfully limited which is surprising considering the increased importance of ICT for the field of HRM which is experiencing a continuous *electronic transformation*.

A next step would be to analyse certain external factors that might influence the implementation of GTM and ICT applications. Scholars should review whether factors as industry sector or company size influence a company's success of implementing a GTM system and combine it with appropriate ICT tools.

The GTM- ICT framework introduces four company profiles from which the innovative strategist is clearly regarded as superior to the other three profiles based on its strategic orientation of their GTM applications as well as ICT application. The question remains whether this assumption is true. Will companies that fulfil the innovative strategist profile always perform better than the other three company profiles, or might certain external or internal factors (sectors, organizational structure, organizational culture, and organizational strategy) require companies to apply a GTM or ICT focus in their GTM- ICT system in order to be more successful? Further research is necessary to adequately answer this question.

The field Information and Communication Technology is subject of constant change and innovation. Therefore it seems certain that companies will be faced with new technological developments. New ICT applications might provide companies with new opportunities to manage their global talent or innovative their current GTM approach. Therefore, the GTM- ICT framework needs continuous reflection from scholars and has to be adapted to future progress in the ICT and GTM sector to remain valid.

Even though the non-GTM'er was considered as less interesting for this thesis, they may still represent an interesting case to scholars. The assumption is that there are a large number of companies that fit the profile description of the non-GTM'er. Who are these companies, are they similar regarding size and sector they operate in? Are they failing to strategically align their GTM and ICT applications or do they actively decide not to follow the approach of the innovative strategist? How do they find and recruit their talent? Do they rely mainly on networking or do they have such a strong brand name that this alone attracts sufficient talent?

In this thesis we attempted to characterized different companies and assign each of the companies to one profile. However, global and international operating companies have several subsidiaries that operate in diverse locations that not only differ geographically but culturally as well. Therefore, more research is necessary to identify whether organizations are actually able to apply one global strategy

across all subsidiaries or if they if they have to adjust the GTM and ICT applications of their subsidiaries to local and cultural specifics. This might result in one company fitting in multiple profiles within the GTM- ICT framework. While they might be an innovative strategist on corporate level they could be more GTM skewed in Mexico, and more ICT skewed in the USA.

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Appendix A: Final Company Assessment

Table 6 Final company assessment

Company	Size	Scope	Characterization
Company A	Over 1000	Operating on multiple continents	<i>E-GTM'er</i>
Company B	Over 1000	Operating on multiple continents	<i>E-GTM'er</i>
Company C	Over 1000	Operating in multiple countries on multiple continents	ICT skewed
Company D	Over 1000	Operating on multiple continents	<i>E-GTM'er</i>
Company AA	Over 1000	Operating on multiple continents	<i>E-GTM'er</i>
Company AB	501-1000	Operating in multiple countries on multiple continents	E-GTM Novice
Company AC	Over 1000	Operating on multiple continents	<i>E-GTM'er</i>
Company AD	Over 1000	Operating on multiple continents	GTM skewed
Company AE	Over 1000	Operating on multiple continents	<i>E-GTM'er</i>
Company AF	Over 1000	Operating on multiple continents	E-GTM Novice

Appendix B: Interview protocol

Introduction

As you have probably read in the previous email, the purpose of this interview is to get insight into the relationship between Global Talent Management (GTM) and Information and Communication Technology (ICT) in Multinational Cooperation. Therefore we would like to ask you some questions to get a clear picture how your company is combining GTM practices with ICT tools.

Before we start the Interview, I would like to ask you whether you allow me to record this interview. The recording will only be used by me to extract all the information that came up during the interview. After that I will simply delete it.

Regarding your confidentiality: We ensure that your anonymity will be maintained at all times and no data will be ascribed to you by name in any written document or verbal presentation. Nor will any data be used from the observation that might identify you to a third party. Further, we will debrief you after the observation and explain our findings, and we will be happy to send you a copy of the final research report.

General Questions

1. Could you describe in a few words your task within your company?
2. How many people are employed within your company?
 - ☐ Less than 250
 - ☐ 251 – 500
 - ☐ 501- 1,000
 - ☐ 501- 1,000
 - ☐ More than 1,000
3. In which country are you currently working?
4. Where is your company's headquarters located?
5. How would you assess the company's1 operations in the international context?
 - ☐ Operating in the home country
 - ☐ Operating in multiple countries within one continent
 - ☐ Operating on multiple continents
6. In what primary industry is your company operating?

GTM related Questions

7. Are you familiar with the term Global Talent Management?

*“Global talent management 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. Global talent management takes into account the differences in both organizations’ global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate” (Scullion, Collings, and Caligiuri 2010).*

8. How do you perceive your companies practices towards talent?
- a. Do you think that your company considers talent as a crucial factor for their future success?
9. Describe to me what practices your company employs to attract, select, develop, and retain qualified employees.
- a. How would you describe/ assess your company’s attitude towards Global Talent Management? Ask for practices (Checklist below)

Recruitment and Staffing

- Talent pool strategy rather than hiring for specific positions
- Close relationships with leading schools and universities
- Highly selective hiring
- Compelling "employee value position" and strong emphasis on global branding
- Focus on values and cultural fit, not just job-related skills and experience
- Continued assessment of both performance and potential, using multiple inputs
- Grading against competency profile of successful leaders
- Use of talent inventories for selection and succession purposes
- Different talent pools (executive, specialist etc.) with different career paths

Training and development

- Leadership development is top priority and deeply ingrained in culture
- Promotion-from-within policy
- Continuous assessment of training needs and feedback (360-degree reviews)
- Individual development plans linked to succession planning process
- Job rotation and international transfers as career development tools
- Line manager involvement (coaching, mentoring, job shadowing, etc.)
- Use of open job positioning system and internal talent marketplaces

Retention Management

- Continuous monitoring of attrition rates by performance level
- Highly competitive compensation, particularly long-term wealth accumulation
- Personalized career plans and broadening assignments
- Senior management attention

- Flexible working arrangements and other work-life balance practices
- Diversity programs designed to develop, retain, and promote diverse talent

10. Please imagine that there is a discussion to implement a new GTM practice in your company. Could you describe how the implementation process will be executed?

- a. Is it a concern for your HR department to align your GTM/HRM practices with your company strategy?
- ☐ Clear defined long-term goal?
 - ☐ Reaction to sudden shortcomings?
 - ☐ Did the General Management and HR department cooperate in developing the GTM system?

11. Can you give an example of how the organizational strategy influences the actions of your HR department?

ICT and GTM

12. How would you describe the level of ICT usage in your HR department?

13. What is the goal of the ICT usage in your company?

14. In your everyday work in the HR department, which HRM functions are done completely digitally or are done with support of ICT tools?

	Completely digitally	With support of ICT tools	Completely Manually	Not applicable
Compensation and benefits (Pay role)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career path management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employer branding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Succession Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open job posting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Imagine your company discusses the implementation of a new ICT application. How is the implementation executed?

- a. How important is it that the ICT application is aligned with the overall organizational strategy?

16. How do you ensure the efficiency and alignment of the ICT tools that are used by your company?

17. Did you ever experience that an innovation in the ICT sector influenced the working process of the HR department and created a new HR process?
18. Does your company work with online tools (e.g. Facebook, LinkedIn, etc.)?
19. Your company has multiple subsidiaries across the world. Is there one GTM strategy that is pursued across all the subsidiaries?
 - a. Is there cooperation and exchange between the different HR departments?
 - b. Is there some sort of standardized process that facilitates the cooperation?
20. To which extent is ICT used to facilitate the cooperation/ exchange between the different subsidiaries?
21. How would you describe your companies ICT usage compared to your direct competitors?
22. How does your company ensure that its GTM system and ICT applications are up-to-date?

Appendix C: Questionnaire

Global Talent Management and ICT

Dear Madams and Sirs,

The University of Twente, in cooperation with the Windesheim University of Applied Science, is currently undertaking a research study in the field of Global Talent Management. The purpose of this research is to explore to which degree companies succeed to align their Global Talent Management efforts with their ICT applications and whether both elements are adjusted to the organizational strategy.

That is why we seek committed HR employees that are willing to contribute to our study. Your knowledge and experience in the field of HRM would contribute significantly to the findings of our research. Therefore, we would like to ask you, whether you would be willing to fill out this questionnaire.

It will take only about 10- 15 minutes of your time. A small effort from your site which will help us immensely to deepen our understanding of the connection between Global Talent Management and ICT, two important elements for companies that consider their human capital as essential to their overall organizational performance.

Thank you for your time,

Christina Lake

PS: Please, make sure that you fill in the questionnaire completely and precise. Neither the raw data nor the results will be shared with third parties. Moreover, by filling in this questionnaire you will remain, at all times, entirely anonymous.

Questionnaire

First part: General Information

1. Could you describe in a few words your task within your company?

2. In which country are you working?

- ☐ The Netherlands
- ☐ Germany
- ☐ Other: _____

3. How many people are employed within your company?

- ☐ Less than 250
- ☐ 251 – 500
- ☐ 501- 1,000
- ☐ More than 1,000

4. How would you assess the company's operations in the international context?

- ☐ Operating in the home country
- ☐ Operating in multiple countries within one continent
- ☐ Operating on multiple continents

5. In what primary industry is your company operating?

6. Are you familiar with the term Global Talent Management?

- ☐ Yes
- ☐ No

Second Part: Global Talent Management

Recruitment and Staffing

Please assess each of the following statements.

The following statements refer to the company where you are currently employed.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our company considers talent as a crucial factor for their future success		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has a strategic approach to recruiting and managing talent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company thinks that it is important whether applicants fit with the values and culture of our company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company applies a talent pool strategy for recruiting employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company sometimes recruits for specific positions, if necessary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company hires mainly for specific positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company uses different talent pools for different employee groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company places strong emphasis on global branding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has close relationships with leading schools and universities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has a highly selective hiring process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers a compelling "employee value position"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company invest a lot of time and effort in recruiting the right employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company's selection process focuses ONLY on job-related skills and experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company regularly assesses both performance and potential of employees, using multiple inputs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company uses the already existing talent inventories for selection and succession purposes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Training and development

Please assess each of the following statements.

The following statements refer to the company where you are currently employed

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Leadership development is top priority and deeply ingrained in our company culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company employs a promotion-from-within policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company continuously assesses the training needs of our employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company provides feedback (360-degree reviews) to the employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has individual development plans for each employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers job rotation and international transfers as career development tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Line managers are involved in employee development (coaching, mentoring, job shadowing, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company uses an open job positioning system and internal talent marketplaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are specific talent positions in our company that receive more attention and training than other employer groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Retention Management

Please assess each of the following statements.

The following statements refer to the company where you are currently employed

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our company continuously monitors attrition rates by performance level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers highly competitive compensation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers especially long-term wealth accumulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers personalized career plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers broadening assignments to employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees receive senior management attention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers flexible working arrangements and other work-life balance practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company offers diversity programs designed to develop, retain and promote diverse talent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GTM and the overall company strategy

Please assess each of the following statements.

The following statements refer to the company where you are currently employed

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our HR department ensures that our GTM practices are in line with the overall company strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The GTM system is created to serve the long-term needs of the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The HR department of our company regularly checks whether the outcomes of GTM practices are in line with the company strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When developing the GTM system, there was a clear focus on realizing predefined organizational goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The general management and the HR department cooperate in developing the GTM system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company implements GTM practices to react to upcoming shortcomings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Can you give an example of how the organizational strategy influences the actions of your HR department?

Third Part: Information and Communication Technology

ICT includes all communications, information and related technology which are used within the company (Example: SAP, Oracle (EBS) Microsoft Excel, etc.) as well as online tools (Example: Facebook, Twitter, LinkedIn, etc.).

ICT usage in your company

Please assess each of the following statements.

The following statements refer to the company where you are currently employed.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our company always displayed a high degree of ICT usage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our ICT department is highly involved in improving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

business processes by implementing new ICT tools					
Our company provides employees with workshops to improve their ICT skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has an IT friendly culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The senior management is very supportive regarding implementing and expanding ICT tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compared to our competitors our company uses more advanced ICT tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has a positive attitude towards trying new online tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our ICT tools are more advanced than our Talent Management practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company regularly introduces new ICT tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Our company uses following online tools:

- ☐ Facebook
- ☐ Twitter
- ☐ LinkedIn
- ☐ Skype
- ☐ Google+
- ☐ None at all

Purpose of ICT use in your company

Please assess each of the following statements.

The following statements refer to the company where you are currently employed.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Our company uses ICT to decrease the administrative workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company uses ICT to simplify communication and coordination both within and between project groups and business units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company uses ICT to improve information accessibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The usage of ICT allows us to identify shortcomings in our talent supply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The usage of ICT helps us to predict future talent demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT helps us to identify high potentials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ICT and GTM

Which HRM related functions are done completely digitally or are done with support of ICT tools?

	Completely digitally	With support of ICT tools	Completely Manually	Not applicable
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Compensation and benefits (Pay role)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee recruitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career path management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employer branding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Succession Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open job posting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The ICT tools used by the HR department of your company are:

- ☐ Completely in-house build
- ☐ Mainly in-house build
- ☐ In-house build as well as externally provided
- ☐ Mainly externally provided
- ☐ Completely externally provided

ICT and the company strategy

Please assess each of the following statements.

The following statements refer to the company where you are currently employed.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Before implementing new ICT tools, there is a clear understanding of what these tools have to achieve	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The implementation of the ICT tools in the HR department aimed especially at improving the companies GTM efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The implementation of ICT tools significantly helped to realize the companies GTM/ HRM strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The implementation of ICT tools helps to realize the overall company strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our IT department cooperates with the HR department to develop needed ICT tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company regularly monitors the performance of ICT investments projects against strategic objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Would you like to share something else with us that you felt wasn't asked?

Thank You,

for sharing your experience with us. We ensure that your anonymity will be maintained at all times and no data will be ascribed to you by name in any written document or verbal presentation. Nor will any data be used from the observation that might identify you to a third party.

If you want to be informed about the results or want to receive the final research report please fill in your email address below.

Please send the final research report to:

Appendix D: Questionnaire Results

Table 7 Companies GTM scores

	Company AA	Company AB	Company AC	Company AD	Company AE	Company AF
	>1000	501-1000	>1000	>1000	>1000	>1000
	Automotive	Fashion and retail	Business, Banking and Retail	Oil & Gas	Transportation, Logistic, Leisure Travel	Textile Industry
	Operating on multiple continents	Operating in multiple countries within one continent	Operating on multiple continents	Operating on multiple continents	Operating on multiple continents	Operating on multiple continents
Recruitment and Staffing						
Possible 9	9/9	5/9	8/9	6/9	9/9	5/9
		No talent pool strategy, no global branding, no highly selective hiring process	No recruiting for specific positions, no global branding	No Talent Pool, no talent pool for different employee groups, unsure about EVP	No mainly hiring for specific positions	No mainly hiring for specific positions, no strong emphasis on global branding, not sure about assessing employees regularly, selective hiring, EVP
Training and Development						
Possible 8	8/8	0/8	6/8	7/8	7/8	4/8
			No individual development plans for each employee	No open job posting	No individual development plans for each employee	No promotion from within, not so sure about leadership culture, indiv. Development plans, open job posting
Retention Management						
Possible 8	8/8	0/8	7/8	3/8	5/8	3/8
		Not sure about monitoring attrition rates, senior management attention, diversity programs	Not sure about flexible work life balance	No long term wealth, not sure about monitoring attrition rates, broadening assignments, flexible work life balance, diversity programs	Not sure about long term wealth accumulation, personalized career plans, senior management attention	No competitive compensation, long term wealth, diversity programs, not sure about personalized career plans, senior management attention

Table 8 Strategic GTM results

GTM and	Company	Company	Company	Company AD	Company AE	Company AF
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STRATEGY	AA	AB	AC			
Our HR department ensures that our GTM practices are in line with the overall company strategy	Agree	Neither agree nor disagree	Strongly Agree	Strongly Agree	Strongly Agree	Neither agree nor disagree
GTM systems serves the long term need of company	Agree	Neither agree nor disagree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
Our HR department monitors regularly whether GTM outcome is in line with company strategy	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Neither agree nor disagree
When developing the GTM system there was a clear focus on realizing predefined organizational goals	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Neither agree nor disagree
Management + HR cooperate in developing the GTM system	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Disagree
GTM practices to react to shortcomings	Agree	Neither agree nor disagree	Agree	Strongly Agree	Neither agree nor disagree	Neither agree nor disagree

Table 9 Results: Level of digitalization

	Company AA	Company AB	Company AC	Company AD	Company AE	Company AF
Compensation and benefits (Pay roll)	Completely Digital	Completely Manually	Completely Digital	CM	Completely Digital	With support of ICT
Employee recruitment	Completely Digital	With support of ICT	Completely Digital	With support of ICT	With support of ICT	With support of ICT
Employee selection	Completely Digital	Completely Manually	Completely Digital	Completely Manually	With support of ICT	Completely Manually
Training and Development	Completely Digital	With support of ICT	Completely Digital	With support of ICT	With support of ICT	Completely Manually
Performance evaluation	Completely Digital	With support of ICT	Completely Digital	With support of ICT	With support of ICT	W
Career path management	Completely Digital	Completely Manually	Completely Digital	Completely Manually	Completely Manually	Completely Manually
Employer branding	Completely Digital	With support of ICT	Completely Digital	With support of ICT	With support of ICT	Completely Manually
Succession Planning	Completely Digital	Not applicable	Completely Digital	Not applicable	With support of ICT	With support of ICT
Open Job Posting	Completely Digital	With support of ICT	Completely Digital	With support of ICT	Completely Digital	With support of ICT
ICT application	Completely in-house	In-house build as well as	Completely in-house build	In-house build as well as	In-house build as well as	Mainly External

build	externally provided	externally provided	externally provided
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Table 10 ICT usage

ICT Usage	Company AA	Company AB	Company AC	Company AD	Company AE	Company AF
High degree ICT usage	Agree	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Strongly Agree	Neither agree nor disagree
Highly involved ICT dep. by implementing new tools	Agree	Neither agree nor disagree	Strongly Agree	Neither agree nor disagree	Strongly Agree	Neither agree nor disagree
IT workshops	Agree	Neither agree nor disagree	Agree	Agree	Strongly Agree	Agree
Friendly IT culture	Agree	Agree	Agree	Agree	Strongly Agree	Neither agree nor disagree
Supportive senior management	Agree	Agree	Strongly Agree	Agree	Strongly Agree	Neither agree nor disagree
Advanced ICT tools than competitors	Agree	Disagree	Agree	Disagree	Agree	Disagree
Positive attitude towards trying new ICT tools	Agree	Neither agree nor disagree	Strongly Agree	Neither agree nor disagree	Strongly Agree	Neither agree nor disagree
ICT more advanced than GTM	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Disagree	Neither agree nor disagree	Disagree
Regularly introducing new ICT tool	Agree	Neither agree nor disagree	Agree	Neither agree nor disagree	Strongly Agree	Disagree

Table 11 Strategic Alignment of ICT

ICT & Strategy	Company AA	Company AB	Company AC	Company AD	Company AE	Company AF
Clear understanding what these tools have to achieve	Agree	Neither agree nor disagree	Strongly Agree	Strongly Agree	Strongly Agree	Agree
Implementation of ICT tools aimed at improving GTM efforts	Agree	Neither agree nor disagree	Strongly Agree	Neither agree nor disagree	Neither agree nor disagree	Disagree
ICT tools help to realize the GTM/ HR strategy	Agree	Neither agree nor disagree	Strongly Agree	Agree	Agree	Agree
ICT tools help to realize the overall company strategy	Agree	Neither agree nor disagree	Strongly Agree	Agree	Neither agree nor disagree	Neither agree nor disagree
IT cooperates with HR to develop needed ICT tools	Agree	Agree	Strongly Agree	Agree	Agree	Disagree
Regularly monitoring ICT performance against strategic objective	Agree	Neither agree nor disagree	Strongly Agree	Agree	Strongly Agree	Neither agree nor disagree

Table 12 Purpose of ICT usage

	Company AA	Company AB	Company AC	Company AD	Company AE	Company AF
Simplify communication between project groups and business units	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree
Improve information accessibility	Agree	Agree	Agree	Strongly Agree	Strongly Agree	Agree
Identifying shortcoming in our talent supply	Agree	Disagree	Agree	Neither agree nor disagree	Strongly Agree	Neither agree nor disagree
Predict future talent demands	Agree	Disagree	Disagree	Disagree	Strongly Agree	Disagree
Identify high potential	Agree	Neither agree nor disagree	Agree	Agree	Strongly Agree	Agree

Table 13 Usage of online tools

	Company AA	Company AB	Company AC	Company AD	Company AE	Company AF
Facebook	x	X	-	-	x	X
Twitter	-	X	-	-	x	-

LinkedIn	X	x	-	X	-	X
Skype	-	-	-	-	-	-
Google +	-	-	-	-	-	-
Others	Xing	-	-	-	-	Online tools e.g. MD portals for monitoring succession planning

Appendix E: Interview Protocol Company A-D

Table 14 Interview protocol company A

I W	Lin e NR.	Nr.	Paraphrase	Generalization	Reduction
A		1	das wir nach Talenten suchen, entsprechend den Vorgaben (wir haben einen sehr hohen Anspruch an die Mitarbeiter) und das ist unsere Aufgabe diese Anforderungen, die an uns gestellt werden auch umzusetzen am Markt.	We have high requirements that our employees have to fulfill	Company Talent Management starts with recruiting Talent is essential High requirements for employees
A	23	2	Talent ist wichtig,	Talent is important	Recruitment Experienced people from the market for specific positions
A	23-24	3	wir wollen diese Leute nicht nur einstellen sondern auch wenn das das Potenzial und der Wille da ist diese Leute zu entwickeln.	We want to develop people within our company if they have the potential and the motivation for it.	University contacts for recruitment source
A	24-25	4	Beim Recruiting fängt somit indirekt auch schon das Talent Management an.	Talent Management starts with recruiting	Our company profile appeals to a lot of applicants
A	28	5	Unser Unternehmen setzt einen Schwerpunkt auf Talent, da talent wichtig ist für die Weiterentwicklung	Talent is crucial for the development of our company.	employees need cultural/ language competencies to succeed
A	31	6	Wir haben unterschiedliche Ansätze und benutzen nicht nur eine Talent Pool strategy.	We have different strategies to recruit talent. Not only a talent pool strategy.	Development Developing people with potential and motivation
A	33	7	Natürlich suchen wie auch für direkte Positionen fertige Leute vom Markt.	We look for experienced people in the market for specific positions.	E-university for employee development
A	33-36	8	Wir haben interne Entwicklungsprogramme, wir haben eine Etech-university wo wir Leute entsprechend intern weiterbilden ... damit sie in entsprechenden Positionen/ nächst höhere Position in einem Zeitraum x auch bekommen können.	We have an e-university where people can develop themselves to reach a higher position/ qualification.	Employees receive ethical training Evaluation talks determine employees' goals; they receive specific training to achieve that goal. Job rotation
A	38-41	9	Wir haben Leute eigens für den Bereich University relations die so schon Kontakt haben, pflegen und darüber rekrutieren wir auch. Ich persönlich habe	We nurture contacts to universities as a possible source for recruitment. Recruitment means	Retention Management Exit talks

			auch Kontakt zu Universitäten, da recruiting für mich auch heisst employer branding und letztendlich auch da leute zu gewinnen von Hochschulen zu gewinnen	employer branding.	Market study to assess compensation system Flexible working arrangements Child nursery
A	44-46	10	Was uns persönlich auszeichnet ist das wir weltweit agieren, wir sind ein globaler Konzern, wir haben ein sehr grossses Produktportfolio, daher sprechen wir natürlich auch eine sehr hohe Vielzahl von Bewerbern an.	Our benefit is that we operate on a global scale. Our large product portfolio appeals to a large number of applicants.	Strategy Headquarters determines strategy which is applied to business units HR is sparring partner in strategy development
A	57-58	11	Wir haben einen klaren Fokus auf Ethik, jeder Mitarbeiter bekommt eine Ethik Schulung, welche Jedes Jahr aufgefrischt wird.	Our company has a clear focus on ethic and cultural fit. Employees receive ethical training.	Ensures that HR practices are in line with the strategy.
A	58-62	12	Wir sind ein internationaler Konzern, mit unterschiedlichen Sprachen, Mitarbeiter müssen in der Lage sein mit unterschiedlichen Kulturen umzugehen/ sprechen können/ einen Konsens finden können. Das ist sehr sehr wichtig, wenn die Bewerber das nicht gewohnt sind, es nicht können werden sie in unserem Unternehme keine große/ lange Zukunft haben. Da legen wir sehr viel Wert drauf.	Our employees have to have cultural and language competencies to succeed in our global company.	The business aspect is prioritized only if HR and business cooperate both departments succeed Annually analysis/ evaluation of HR process, detect insufficiencies (taskforce) ICT tools Advanced ICT usage
A	66-71	13	wie haben in den Entwicklungsgesprächen die wir zweimal im Jahr führen in denen wir auch auf individuelle Bestrebungen eingehen Bsp. Mitarbeiter will in den USA arbeiten, besitzt mangelnde Englisch Kenntnisse und bekommt daher in diese Richtung geschult, dass er in zwei Jahren fertig/ bereit ist für den Wechsel. Das wir jedes Jahr festgelegt (Entwicklungsziele) und halbjährlich upgedated ob man auf dem richtigen Weg ist. Bei jedem Mitarbeiter.	In evaluation talks employees can express their personal development goals and receive specific training to achieve that goal.	ICT tools from external providers Our ICT tools are competitive ICT culture Eager to develop/ use new ICT tools great IT department and sufficient resources to offer trainings and support
A	72-73	14	Wir ermöglichen Wechsel zwischen unterschiedlichen	We enable job rotation between different	Social Media not the first to use new

			Business Units (Automobil zu Hydration).	business units	online tools. We don't use skype
A	74	15	Wir haben ein online job posting system	We have a online job posting system	Usage of social media is limited to specific employees
A	80-84	16	Es gibt sogenannte Austrittsgespräche, die geführt werden, wenn Mitarbeiter das Unternehmen verlassen. Um heraus zu bekommen was sind die Gründe des Gehens. Aber es ist immer die Frage was kommt bei solchen Gesprächen heraus? Die wenigsten werden sagen, wenn z.B. jemand absolut unzufrieden ist, dann wird er nicht unbedingt kundtun aber es eher umschreiben. Aber die Gespräche gibt es für die Mitarbeiter.	Exits talks help to assess the reasons why employees leave. The honesty of these talks can be questioned.	In Social media we present the company according to its strategy and branding image. We engage in global branding via social media The only new innovation regarding ICT tools is social media Online tools Online job posting online recruitment process Twitter Digital selection of applicants Digital compensation and pay role process Digital employee evaluation Digital Performance evaluation Digital employee competence profile Employer Branding
A	86-88	17	Ja. Wir führen Marktstudien durch um zu sehen wo befinden wir uns, sagen wir mit unserem range/ package im Vergleich zu ähnlichen Unternehmen/ ähnlichen Strukturen die sich auf dem Markt bewegen	Market studies help us to assess whether our compensation package is competitive/ appropriate.	
A	91-93	18	die Flexibilität haben wir, können Leute die im Büro arbeiten dies auch von Zuhause tun. Ein Beispiel was wir machen: Kindergärten. Aber da sind wir sicherlich noch nicht beim Optimum angekommen und es gibt Dinge die man noch verbessern kann.	We offer flexible working arrangements and day nurseries but we are not at the optimum yet.	
A	94-101	19	Es werden jedes Jahr Erhebungen in der HR Abteilung gemacht: was war gut, was war nicht so gut? Daraus resultieren Folgemaßnahmen. Dann sagt man OK: an gewissen Punkten sind die Kollegen im HR unzufrieden. Die Analyse hat dazugeführt, dass man sieht, dass viele Mitarbeiter in diesem Bereich unzufrieden sind. Das wird dann nicht einfach so hingenommen, sondern es werden an Maßnahmen gearbeitet diese Dinge zu	Analysis and evaluation help to assess the HR process, detect insufficiencies which will be tackled by taskforces which develop improvements and implement them as well.	Cooperation lot of contact/ exchange on the European level We exchange information among HR departments via meeting and calls. Many uniform processes and tools help to standardize the process

			<p>optimieren. Das passiert auch im Dialog, diese Studien werden gemacht und daraufhin dann Task Force/ Projektgruppen gebildet die an dem Thema arbeiten und Maßnahmen nicht nur Entwickeln sondern auch umsetzen.</p>	
A	105 - 109	20	<p>Natürlich, sonst würden wir ja nicht erfolgreich sein, natürlich decken wir dass, und in der Strategieentwicklung sind ja auch Personaler mitinvolviert, also wenn Strategieentscheidungen getroffen werden sind auch personaler mit dabei. Letztendlich sind fungieren wir als Sparringspartners des Business. So gesehen arbeiten wir da schon in einem Team zusammen</p>	<p>The HR department is sparring partner in the strategy development and ensures that HR practices are in line with the company strategy.</p>
A	118 - 120	21	<p>Wie gesagt: HR ist Sparringpartner , auch wenn Business die Vorreiterfunktion hat sind wir (HR) dennoch Sparringpartners und sind im Dialog mit den Kollegen. Wir haben gesehen das man nur durch zusammen Arbeit der zwei Abteilungen Erfolg haben kann.</p>	<p>The business aspect might be prioritized but only if HR and business cooperate can both departments succeed.</p>
A	125	22	<p>Wir sind schon sehr Fortgeschritten (im ICT gebrauch), wir haben viele Tools</p>	<p>Our ICT usage is advanced</p>
A	128 - 130	23	<p>Klar, es ist ein großer Konzern. Man braucht ein sehr gute IT Abteilung. Von daher haben wir auch entsprechend genügend Ressourcen vom Konzern, die uns da auch unterstützen und Training machen, Schulungen machen . Das haben wir.</p>	<p>As a large company you need a great IT department. We have sufficient resources from the company to support us and to offer trainings.</p>
A	133	24	<p>Nein, wir benutzen globale Anbieter (ICT Tools)</p>	<p>We use ICT tools from external providers.</p>
A	136	25	<p>Unser Unternehmen ist darauf bedacht neue ICT Tools zu benutzen und zu entwickeln.</p>	<p>Our company is motivated to develop and use new ICT tools.</p>

A	138	26	Ich denke wir sind sicherlich konkurrenzfähig (ICT gebrauch im Vergleich zu Mitbewerbern)	Our ICT tools are competitive
A	140 - 142	27	Gebrauch von Online Werkzeugen: Nicht alles, nein. Da gibt es in dem ein oder anderen optimierungsbedarf. Da laufen wir manchmal hinterher. Wenn wir uns Skype angucken, dass ist in unserem Unternehmen noch nicht möglich.	We are not the first to use new online tools. We don't use skype.
A	143 - 145	28	Das sind Quellen die nur bestimmten Mitarbeitern zugänglich sind. Bearbeitung sowohl das lesen von Facebook ist nur für bestimmte Mitarbeiter.	Usage of social media is limited to specific employees.
A		29	Social media and global branding: ? Wir machen das, aber es ist bei weitem nicht für jeden Mitarbeiter zugänglichen. Mitarbeiter die damit täglich umgehen und damit arbeiten sind begrenzt.	We engage in global branding via social media but its limited to specific employees.
A	149	30	Wir benutzen Twitter	Twitter
A	151	31	Wir haben einen der größten Anbieter die es auf dem Markt gibt im Bereich online Bewerbungsprozesse, es gibt drei große und einen von den drei großen benutzen wir.	We use on of the biggest external providers for online recruitment process
A	152	32	Selektion von Bewerbungen ist digital	Digital selction of applicants
A	153	33	Compensation and Payrole ist digital	Digital compensation and pay role process
A	154	34	Digital employee evaluation	Digital employee evaluation
A	155	35	Performance Messungen Digital	Digital Performance evaluation
A	156	36	Kompetenz Profil Digital	Digital employee competence profile
A	157	37	Employer Branding	Employer Branding
A	160 - 161	37	Soziale Netzwerke sind verstärkt dazu gekommen, aber die Tools mit denen die wir sonst arbeiten sind relativ gleich	The only new innovation regarding ICT tools is social media

		geblieben.	
A	165 - 167	39 wenn wir Soziale Medien benutzen überlegen wir schon: was schreiben wir da rein? Da wird schon das Unternehmen beworben im Sinne des Global/ employer brandings und der Unternehmensstrategie.	In Social media we present the company according to its strategy and branding image.
A		40 ICT vereinfacht diese ganzen Funktionen natürlich.	ICT facilitates HR processes
A	182 - 187	41 Qualität verbessert hat? Nicht nur das, man hat auch mehr Quellen, mehr Zugang, was man früher nicht hatte. Es gab vll. Kleine Datenbanken, aber falls niemand sich auf unsere Suche gemeldet hatten standen wir halt da ohne etwas und hatten keine Möglichkeit etwas zu tun. Heutzutage haben wir viel mehr Möglichkeiten mit Leuten in Kontakt zu treten, zu begeistern. 10-15 Jahre zurück war das eine ganz andere Situation. ICT hat das ganz also vereinfacht, verbessert.	ICT improved the quality, gave us access to more resources and facilitated contacting applicants.
A	204 - 205	42 Wir haben calls und meetings wo wir uns untereinander austauschen, ich kann aber nicht beurteilen ob das tagtäglich so passiert. (Kontakt zwischen den HR Departements).	We exchange information among HR departments via meeting and calls.
A	208 - 210	43 Z.B. Wir wollen 10% wachsen in Europa. Das bedeutet wir brauchen 2500 neue Mitarbeiter rekrutieren. Das wird zum Beispiel vom Headquarter festgelegt und dann auf die Einzelnen Business Units runtergebrochen.	Strategies are determined at the headquarters and then adjusted to the single business units
A	213	44 In Europa gibt es sehr viel Austausch/ Kontakt untereinander, man unterstützt sich gegenseitig.	We have a lot of contact/ exchange on the European level.
A	216 - 217	45 Wir haben viele einheitliche Prozesse und Tools die wir alle nutzen von daher werden viele Dinge einheitlich gemacht.	Many uniform processes and tools help to standardize the process

Table 15 Interview protocol company B

I	Li ne N r.	Nr.	Paraphrase	Generalization	Reduction
B	10	1	Unser Unternehmen betrachten Talent als essentiell für den zukünftigen Unternehmenserfolg	Talent ist essentiell für den Unternehmenserfolg.	Company Talent essential for company success Company tackles talent issue more strategic
B	13 - 17	2	da geht es einmal um das große war for Talents. Was sicherlich einhergeht mit dem demografischen Wandel, so dass es auch klar ist, dass es in geraumer Zeit zu einem Fachkräftemangel kommt und es nicht mehr so einfach wird Talente vom externen Markt zu generieren bzw. Talente die man schon im Konzern hat entsprechend zu halten.	War for Talent, Demografischer Wandel führt zu Fachkräftemangel was das generieren von Talenten auf dem externen Markt erschweren wird oder im Unternehmen zu halten	
B	21	3	Ich würde sagen,: in den letzten 5 Jahren hat es massiv an Bedeutung gewonnen	In den letzten 5 Jahren hat das Thema Talent an Bedeutung gewonnen	
B	22 - 23	4	Es ist nicht so, dass der Konzern vorher gar nichts gemacht hat aber jetzt geht es schon in einer Richtung, dass man dort vielmehr aufbaut, sehr viel mehr verlinkt, da systematischer draufguckt.	Der Konzern schaut systematischer auf das Thema Talent	Recruitment War for talent Shortage of skilled labor complicated recruitment and retain experienced employees
B	23 - 25	5	Jetzt sind wir natürlich in dem Konzern auf Talente aus dem Bereich Information Technology angewiesen, wo es auch eher einen Mangel gibt oder geben wird.	Unser Konzern benötigt Talente aus dem Bereich Information Technology, wo es auch eher einen Mangel gibt oder geben wird.	
B	29 - 31	6	Wenn man jetzt sagt: wie definiert sich denn ein globales Talent Management ist es natürlich so, dass wir erst ab einer bestimmten Ebene ansetzen weil erst dann macht es Sinn es global zu steuern.	Es macht erst ab einer gewissen Ebene Sinn Talent Global zu steuern.	
B	31 - 34	7	Ich sag mal so: ein Mitarbeiter im Callcenter in Mazedonien macht sicherlich nicht Sinn das Global aus Bonn durchzusteuern. Der wird seine Entwicklung im lokalen Markt machen aber ab einer bestimmten Ebene sind das dann Kandidaten die wir Global im Fokus haben weil dann auch die Zielrichtung ist die Talente	Ein Mitarbeiter im Callcenter in Mazedonien wird seine Entwicklung eher im lokalen Markt machen. Ab einer bestimmten Ebene sind das	

			Global auch rotieren zu lassen.	Kandidaten die wir Global im Fokus haben.	GTM Only certain level are globally managed
				Dann ist die Zielrichtung die Talente Global rotieren zu lassen.	
B	37 - 39	8	Wir fördern Talente aus allen Funktionen. Natürlich das Thema Technologie, IT, wo wir eine große Nachfrage haben aber auch Finance, HR. Das sind wirklich die großen Funktionen die auch weltweit abgebildet sind.	Speziell Talente aus Technologie, IT, Finance und HR werden gefördert. Das sind Funktionen die weltweit abgebildet sind.	Some levels are locally managed Annual performance review are the basis for talent and succession planning
B	46 - 49	9	Wir haben natürlich, und da muss man gucken in wie weit diese Anwendung auch greift. Wird sie international eingeführt oder lediglich in Deutschland. Entsprechend wissen wir auch: wer ist von dieser Anwendung betroffen und wer muss damit arbeiten? Und dann wird zu einem sehr frühen Zeitpunkt das Thema Qualifizierung schon mitgedacht.	Die Implementierung von neuen Anwendungen	Our GTM is quite advance, companies approach us for help but there is always room for improvement MNCs all apply a GTM system with the same corner stones. The only difference is how the execute the different practices and applications.
B	50 - 51	10	gibt es hier auch eigene Trainingseinheiten, die dann halt quasi die Qualifizierung , ist dann Teil der Implementierung des neuen Systems.	Qualifizierung ist Teil der Implementierung eines neuen Systems.	
B	51 - 52	11	Klar ist die Mitarbeiter müssen zeitgleich mit der Implementierung auch qualifiziert werden sonst wird das System niemals fliegen.	Mitarbeiter müssen zeitgleich mit der Implementierung des qualifiziert werden um den Erfolg des Systems zu garantieren.	We meet up and exchange information and experience with other companies so that we can profit from the best practices of the other companies.
B	60 - 61	12	Systeme werden immer geleitet von dem IT Bereich. Und da ist HR, das ist Standard, gleichberechtigt an Bord, damit man an die Qualifizierung gleich mitdenkt.	Neu implementierung werden geleitet vom IT Bereich wie sowohl von dem HR department welches sicher stellt, dass an die Qualifizierung der Mitarbeiter denkt.	Development Mainly talents from global relevant positions are developed
B	62	13	Qualifizierung bedeutet den Mitarbeiter zu befähigen mit dem System zu arbeiten.	Qualifizierung bedeutet den Mitarbeiter zu	

				befähigen mit dem System zu arbeiten.	
B	65 - 70	14	einen Business Bedarf, z.B. der Bedarf das wir know how/ knowledge Transfer sicher stellen müssen. Das wir Mitarbeitern Perspektiven bieten müssen, das der Konzern sich mehr Internationalisieren will. Dann wäre das (Job Rotation) ein gutes Instrument was man dafür nutzen kann und dann wird das entwickelt aber immer auch in Rückkopplung mit dem Business Bedarf → Ist das was wir geplant haben, ist das wirklich was ihr wollte	Ein Business Bedarf initiiert eine System Neuerung. System Entwicklungen finden immer in Rückkopplung mit dem Business Bedarf statt.	NEW HR Systems Employees need to be qualified at the same time as the new process is implemented to ensure the success of the process Implementations are managed by the IT and HR dept. Which ensures the qualification of employees A business need initiates a process implementation It's a continuous challenge to adjust HR portfolio to the strategy New systems are initiated by a demand We seek external support to innovate our GTM/ ICT system Testing success Qualification of employees are tested with tests, talks, monitoring
B	72 - 78	15	Es ist auch immer die Herausforderung. Das Portfolio, das wir jetzt als HR anbieten auch immer wieder an der Strategie zu spiegeln, im Sinne von: „Unterstützt das die Ausrichtung von der Unternehmensstrategie oder behindert das die Strategie, oder bringt das überhaupt nichts, und das ist natürlich eines der größten Herausforderungen zu überprüfen hat die Maßnahme die wir machen (ob das ein Training ist, ob das ein bestimmtes Führungsinstrument ist, oder was auch immer) hat das einen positiven Einfluss auf die Unternehmensstrategie und die Umsetzung.	Es ist eine ständige Herausforderung sicherzustellen, dass das Portfolio des HR Departements an die Strategie angepasst ist und einen positiven Effekt auf die Unternehmensstrategie hat.	
B	80 - 82	16	wenn es um Qualifizierung geht gibt es eine klassische Evaluation, das kann sein ein Lerntest → können die Mitarbeiter das jetzt, kennen sie die neuen Tarife (..)	Qualifikation der Mitarbeiter können über Lerntests überprüft werden.	
B	83	17	wir befragen die Mitarbeiter selbst ob das Training ihnen wirklich geholfen hat	Mitarbeiter zum Effekt der Qualifikation befragt.	
B	84 - 86	18	auch die Führungskräfte befragen im Sinne von: Nimmst du wahr, dass dein Mitarbeiter jetzt besser geworden ist. Das sind alles Quellen, die uns nachher eine Aussage geben ob das Training, bei einem Training auch was gebracht hat.	Führungskräfte werden zum Effekt der Qualifikation ihrer Mitarbeiter befragt.	
B	86 -	19	Bei anderen Instrumenten, Bsp. Wir sagen unser Ziel ist möglichst viel	Andere Instrumente erfordern die	

	89		Rotation im Unternehmen zu haben, dann würde man sowas wie KPI definieren, an denen wir festmachen, ein Instrument ist gelungen.	Definierung von KPIs an denen wir festmachen ob ein Instrument erfolgreich ist.	Measuring success Define KPIs, qualitative, quantitative
B	89 - 92	20	wir gucken woran messen wir Erfolg. Manchmal ist es einfach, dann können sie da Zahlen, Daten, Fakten ran ziehen, manchmal ist es aber eher eine qualitative Bewertung, dafür muss man dann aber auch entsprechende KPIs definieren.	Nicht immer kann man Erfolg an Zahlen, Daten, Fakten messen. Dann müssen wir Erfolg qualitative Bewerten und dafür entsprechende KPIs definieren.	
B	93	21	KPIs: Key Performance Indicators	KPIs: Key Performance Indicators	Challenge Executing GTM processes consequently communicate the right message that doesn't fire back at the company
B	97 - 98	22	ich glaube eine wirkliche Herausforderung ist die Prozesse auch konsequent durchzuleben.	Eine Herausforderung für unser GTM System ist konsequente Durchführung von Prozessen.	
B	98 - 104	23	Konsequenzen Management, das hört sich immer negativ an. Gilt aber auch in der Positiven Richtung. Ich sag mal, wenn sie jemand als Talent identifiziert haben, dann haben sie ihn auf irgendeine Maßnahme gesetzt, dann muss auch irgendwann an der dem Ende der Kette stehen, dass dieses Talent sich auch wirklich weiterentwickelt hat im Unternehmen. Oder wenn jemand identifiziert wurde, der schlecht performt in dieser Kette auch von dieser Position runtergenommen wird. Das sind halt Themen wo wir auf jedenfall noch besser werden müssen.	Konsequenz Management: Überprüfen ob identifizierte und geförderte Talente am Ende des Entwicklungsprogramms sich im Unternehmen weiterentwickelt haben. Oder: Schlecht leistende Talent von ihrer Position enthoben werden.	Social Media Web 2.0 applications, Twitter Internal social media Exchanging Information Giving Feedback Board of Managers uses it to communicate with employees
B	108 - 109	24	Unser Unternehmen an sich arbeitet mit Web 2.0 Applikation schon lange, auch im Kundenmanagement, zusammen	Unser Unternehmen arbeitet schon lange mit Web 2.0 Applikationen.	In recruitment there is a team that manages the social media, scanning the media to find new platforms to place job offers and improve the company picture
B	109 - 110	25	Es gibt einen Twitterkanal, sehr erfolgreich, sehr anerkannt im Kundenservice.	Unser Unternehmen hat einen Twitterkanal der sehr anerkannt ist im Kundenservice	
B	110 - 111	26	Intern haben wir son Social Network. Ich sag mal Facebook Intern, das ist noch am wachsen, aber man sieht über die Monate, dass sich das immer weiter entwickelt.	Wir haben ein internes Social Network was noch am wachsen ist.	

B	11 2	27	Social network nehmen wir halt auch dazu intern z.B. da sind so Informationen drin	Das Social network dient dazu Informationen auszutauschen	online Online tools Online job posting
B	11 3- 11 7	28	man es als Feedback Kanal nutzt. Dann arbeiten die Vorstände mit in der Kommunikation mit neuen Formaten. Ob das jetzt Chats sind oder sonstige neue Technologien um den Kontakt zur Basis zu halten. Unsere Vorstände haben selbst Ihren TSN Account und posten regelmäßig, gehen in die Diskussion mit den Mitarbeitern. Wir nutzen aber auch Social media im Bereich der Personalauswahl (Recruiting).	Es fungiert auch als Feedback Kanal. Der Vorstand nutzt es um mit den Mitarbeitern zu kommunizieren/ diskutieren. Wir nutzen Social Medien im Bereich der Personalauswahl.	Global IT system There is no global system for payrole In Germany its quite similar Working on a Shared service in Europe
B		29	Es gibt eine Online Job Börse wo freie Stellen veröffentlicht sind	Es gibt eine Online Job Börse wo freie Stellen veröffentlicht sind	Working on a global it system to identify talent
B	12 3- 12 8	30	Wir sind ein Unternehmen, dass auch immer mal wieder Personalabbaumaßnahmen fährt und auf der anderen Seite fahren wir ein Talent Management. Wie kriegen wir das in Einklang. Das ist natürlich auch Realität nur ich muss mit den Botschaften und mit den Maßnahmen gucken, dass ich mich da nicht gegenseitig kanibalisieren (Das Image das ich für das Unternehmen aufbaue und verbreite und die Nachrichten die an die Mitarbeiter weitergebe).	Problematisch ist es einerseits Personalabbaumaßnahmen zu unternehmen und gleichzeitig Talent Management zu fördern. Die Botschaften die wir an das Umfeld und die Mitarbeiter weitergeben müssen die zwei Seiten miteinander vereinbaren ohne unserem Image zu schaden.	Global Strategy We have a global HR strategy that's aligned worldwide and communicated Allows local adjustments Close alignment between HR dept. in the segments and the headquarters
B	13 1- 13 7	31	In solch einem Implementierungsprozess gucken wir sehr genau und wenn wir merken hier klappt irgendwas nicht dann wird nachjustiert, ob das eine Kommunikationskampagne ist, ob das Instrument irgendwo nicht klar ist, da gibt es ganz viele Möglichkeiten so dass sie permanent auch immer wieder gucken woran müssen wir arbeiten und im Zweifel wenn man wirklich erkennt, dass funktioniert überhaupt nicht, müssen wir uns fragen: haben wir das richtige Instrument entwickelt, vielleicht muss dann was neues	Während eines Implementierungsprozesses wird kontinuierlich kontrolliert ob der Prozess läuft wie geplant. Bemerken wir Probleme wird nachjustiert. Wenn wir merken, dass ein Prozess überhaupt nicht funktioniert wird kontrolliert ob das richtige Instrument entwickelt wurde.	

			bedacht werden.	
B	14 2	32	Also es gibt eine Globale HR Strategie, die ist auch weltweit abgestimmt und auch kommuniziert.	Wir haben eine Globale HR Strategie, die auch weltweit abgestimmt und kommuniziert ist.
B	14 3- 14 4	33	Aber die lässt natürlich auch Platz für lokale Besonderheiten. Es ist jetzt nicht so das hier zentral alles vorgegeben wird sondern ganz viele Dinge sind lokal ganz unterschiedlich	Unsere Strategie lässt Raum für lokale Besonderheiten.
B		34	Kommt drauf an wie diese Tochtergesellschaft in den jeweiligen Märkten etabliert ist (...) wo haben wir Mehrheitsbeteiligung, dort kann man sicherlich deutlicher durchgreifen aber wo haben wir Minderheitsbeteiligung und da haben wir gar kein legales Recht bis auf den letzten Prozess durchzugreifen.	Unsere Einflussmöglichkeiten auf unsere Tochtergesellschaften sind nicht gleich und hängen von dem Grad unsere Beteiligung ab. Haben wir Minderheitsbeteiligung können wir weniger vorgeben.
B	15 1	35	es gibt kein weltweit einheitliches System, IT System für Payrole	Es gibt kein weltweit einheitliches IT System für Payrole
B	15 2	36	Aber es ist manchmal zusammengefasst. In Deutschland ist es sehr einheitlich.	In Deutschland ist das Payrole system sehr einheitlich.
B	15 2- 15 5	37	In Europa ist man gerade damit beschäftigt ein shared service möglicherweise zu bauen um die Abläufe in Europa nochmal zu standardisieren und wir müssen natürlich gucken, dass jedes Land eigene Gesetze hat, eigene Besonderheiten die berücksichtigt werden müssen (Steuer, Sozialversicherungs Themen etc.).	In Europa ist man gerade damit beschäftigt ein shared Service zu bauen um die Abläufe in Europa zu standardisieren. Es müssen Besonderheiten (Steuer, Sozialversicherung) in verschiedenen Ländern Berücksichtigen.
B	15 9- 16 3	37	es gibt hier von der Zentrale eine ganz enge Abstimmung, auch regelmäßige meetings mit den HR Einheiten der Segmente. Systems Deutschland und Europa, alle die es so gibt. Und diese Segmente haben jeweils mit ihren lokalen Einheiten Meetings, z.B. Europa hat dann Meetings mit den HD Verantwortlichen aus den Europäischen Ländern. So stellt man	Es gibt eine enge Abstimmung zwischen den HR Einheiten der Segmente und der Zentrale. Die HR Einheiten der Segmente treffen sich mit ihren lokalen Einheiten.

			sicher, dass dort ein reger Austausch auch stattfindet.	So stellt man sicher, dass dort ein reger Austausch stattfindet.	
B	16 6- 17 3	39	Da gibt es erste Ansätze und das ist auch etwas woran wir gerade intensiv arbeiten. Sie haben ein weltweit eingeführtes System was sozusagen auswirft: Wer ist hier als potential Träger, den markiert. Und es gibt da ein System/ Instrument um sicherzustellen, dass es auch einheitlich skaliert ist aber es wird dann halt schwierig es weiter auszubauen, im Sinne von: Wo sind denn jetzt wirklich potential Träger die auch den nächsten Schritt machen können, sind sie mobil, was sind deren Vorstellungen. Also es ist noch nicht so, dass wir die nötige Datenbasis haben, die diese Fragen beantworten. Das System ist noch nicht soweit, dass es ausreichen würde. Da sind wir gerade dabei, dass Problem zu lösen.	Es gibt ein weltweit eingeführtes IT System welches identifizierte Talente visualisiert. Auch wenn man darauf geachtet hat eine einheitliche Skalierung einzuführen ist der Ausbau des Systems schwierig, da die Informationen über die Talente (Mobilität, Ambitionen) unzureichend sind.	
B	17 6	40	Regelmäßig nutzt unser Unternehmen ICT Möglichkeiten um die Meetings zu ermöglichen.	ICT wird zur Kommunikation zwischen unterschiedlichen Departments genutzt.	Cooperation ICT facilitate cooperation between dept.
B	17 7- 17 8	41	Da wird Skype jetzt weniger genutzt aber wir haben hier „Web Meeting Technology“ wie Telefon Konferenzen, Video Konferenzen	Skype wird weniger genutzt. Wir nutzen „Web Meeting Technology“ wie Telefon Konferenzen, Video Konferenzen	Web Meeting technology
B	18 5	42	der Austausch wie z.B. Best Practice Sharing viel einfacher möglich ist.	ICT vereinfacht den Austausch (Best practice Sharing).	ICT usage
B	18 6- 18 9	43	gibt auch immer mal wieder Presenzmeetings wo wirklich alle international zusammen kommen, das ist auch wichtig aber das passiert ein bis zweimal im Jahr und der Rest findet mit Unterstützung der neuen Medien statt, so dass wir auch weiterhin in Kontakt bleiben und Erfahrungen austauschen können.	Es gibt zweimal im Jahr Presenzmeetings. Der Rest findet via neuer Medien statt und stellt sicher, dass wir in Kontakt bleiben und Erfahrungen austauschen.	Cost efficient, faster, customer friendly e-transformation makes old working processes obsolete identification of talent is faster
B	19 7- 19 9	44	Kosteneffizienz, dass ich dadurch Prozesse schneller; Kundenfreundlicher, und auch	ICT führt zu Kosteneffizienz, schnellere und	connecting employees, best

			einfacher gestalten kann.	einfachere prozesse; Kundenfreundlicher	practice sharing is faster
B	19 9	45	Das ist deutlich Effizienter, schneller,	ICT gebrauchen ist deutlich effizienter	New technologies makes processes more complex but without it, HR wouldn't develop as it does right now Companies approach us to learn from us, a sure sign that we are quite advanced
B	20 0- 20 2	46	und letztendlich wir gehen immer mehr in Richtung e-transformation/ Digitalisierung und irgendwann ist es auch einfach nicht mehr üblich, dass sie so wie früher ausdrucken, abheften in Ordner und so.	Eine zunehmende E-Transformation macht alte Arbeitsweisen überflüssig.	
B	20 5- 20 7	47	viel schneller (auf Knopf druck) weltweit im System z.B. Talente identifizieren können. Da hatten wir ja früher gar keine Chance. Das kann man ja nicht mit Papier/ mit Papier Prozessen machen.	Talent Identifizierung ist schneller.	There are units that scan the market for ICT innovation.
B	20 7- 20 9	48	überhaupt Mitarbeiter zu verbinden, in den Austausch zu bringen, best practice sharing zu machen, so ist sehr schnell zu sehen: wo sitzt jemand der dieses Wissen hat.	Mitarbeiter verbinden, best practice sharing, Identifizierung von Wissen ist schneller	We are quite advanced since ICT is our core business
B	21 0- 21 2	49	Das können Sie eigentlich nur über die neue Technologie tun. Das macht es oft komplexer auf der einen Seite, aber auf der anderen Seite würden Sie die HR Prozesse niemals dorthin kriegen ohne die ICT Entwicklung.	Neue Technologie macht manche Prozesse Komplexer aber ohne ICT könnte sich HR gar nicht so weiterentwickeln wie es das gerade tut.	HR/ IT cooperation New projects include IT and HR people
B	21 5- 21 9	50	Jährlichen Performance Review. Das ist ein Beurteilungsprozess wo man eine Auswahl trifft basierende auf der Performance des einzelnen Mitarbeiters und ob er das Potential für weiterführende Aufgaben hat. Entsprechend hat der ein bestimmtes Ergebnis, so das wir dann halt schauen wo sind die Talent mit den gewünschten Review Ergebnissen. Das ist eigentlich die Basis die wir auch nutzen für alle Talent und Succession Management Nachfolgeprozesse.	Annual performance review are the basis for talent and succession planning	Strategic alignment Every decision to implement a new process is strategic e.g. using social media
B	22 3- 22 5	51	Z.B. das Thema Twitter mit dem sie das Talent Management begleiten. Sogenannte Gruppen von Recruitern verlinkt haben, die sich über eine Facebook Gruppe austauschen. In dem Bereich ist schon einiges passiert	Twitter helps linking recruiter and facilitates exchange between them	
B	22 8-	52	Bei der Einführung des Telekom Social Networks, was ein großes	New projects include	

	23 1		Projekt war, wo sowohl IT, HR als auch Prozess Leute drin waren. Es war ein gemeinsames Projekt und es war auch ein Riesen Ding und jetzt haben wir natürlich auch immer Funktionen die sich darum kümmern. Aber es gibt nicht eine Funktion die alles abdeckt, dass wäre zu groß.	IT and HR people
B	23 2- 23 5	53	im Bereich Recruiting gibt es ein Team was sich wirklich nur um das Thema Soziale Medien kümmert. Die auch wirklich die Sozialen Medien scannen, mit Hinblick auf: Wo könne wir Job Angebote der Telekom posten, wie können wir auch in Richtung personal Marketing die Telekom dort besser erscheinen lassen, etc.	In recruitment there is a team that manages the social media, scanning the media to find new platforms to place job offers and improve the company picture online
B	24 2- 24 6	54	alleine schon wenn man die Entscheidung trifft Social Network einzuführen, hat das ja was mit einer strategischen Ausrichtung zu tun. Auf der anderen Seite ist dann wenn sie so etwas haben geben sie auch etwas außer Kontrolle. Ich sag mal, einen Teil davon können sie nicht steuern aber das ist ja auch Teil einer ganz bestimmten Entscheidung zu sagen, nur so legen wir auch das Kreativitätspotenzial unserer Mitarbeiter frei.	Every decision to implement a new process is strategic e.g. using social media
B	25 5- 25 8	55	jegliche Einführung von ICT Systemen, wir reden da ja von riesen Projekten wenn das in Unternehmen wie der Telekom stattfindet. Also da wird vorher ein Business Case gerechnet und dann geht es durch die Gremien und da müssen sie natürlich immer aufzeigen wie es auf die Strategie einwirkt.	Every new implementation is supported by a business case and completely aligned with the strategy
B	26 7- 26 8	56	Irgendwo gibt es ja immer einen der eine Anforderung stellt: Das müsste besser laufen. Irgendwo ist immer ein bedarf und dann schaut man ok wie kann man das mach	New systems are initiated by a demand
	26 9- 27 1	57	Es gibt Einheiten die den Markt scannen gemäß: Was tut sich auf dem Markt, was gibt es für neue Entwicklungen und da ICT ein Kerngeschäft unseres Unternehmens	There are units that scan the market for ICT innovation. We are quite

		ist, sind wir da schon sehr gut unterwegs und wissen wie der Markt ist.	advanced since ICT is our core business
27 1- 27 2	58	Jedes Mal, dass es darum geht ein Neues System zu implementieren/ zu entwickeln, dann scannt man jedes Mal den Markt	We scan the market before implementing a new system
27 3- 27 4	59	Es gibt auch immer wiederoffene Ausschreibungen wo man mehrere Anbieter anguckt und schaut wer bringt einem da die Beste Innovation mit?	We seek external support to innovate our GTM/ ICT system
27 7	60	Unser IC Gebrauch ist im Vergleich zu unseren Mitbewerbern relativ fortschrittlich.	Our ICT usage is quite advanced
28 0- 28 3	61	Ich glaube wir haben da schon sehr gute Programme, gerade Talente vom externen Markt anzusprechen und über Einstiegsprogramme auch hier ins Unternehmen zu bringen. Wir sind da auch so weit, dass andere Konzerne sich da was von uns abgucken. Dennoch gibt es immer noch Luft nach Oben wie wir das verbessern können.	Our GTM is quite advance, companies approach us for help but there is always room for improvement
28 6- 28 8	62	Wir scannen immer den Markt, auch im HR Bereich, wir gucken jetzt nicht ausschließlich auf Google, weil unser Unternehmen ist einfach kein Google, sondern wir gucken auch auf andere DAX Konzerne und auch mal auf Unternehmen aus ganz anderen Branchen.	WE scan the market for new HR processes, we focus on Dax companies or look into other branches
28 8- 29 1	63	Wir tauschen uns aus mit Unternehmen wie Henkel, Siemens, Bosch, wo man einfach gucken kann wie können wir uns da austauschen. Es gibt auch regelmäßige Meetings oder Telkos wo man genau das tut: wie macht ihr das. Von den best practices der anderen profitiert.	Wir treffen und tauschen uns mit anderen Unternehmen aus um von den Best Practices der anderen zu profitieren.
	64	ich denke das Talent Management von Globalen Firmen haben grundsätzlich die gleichen Eckpfeiler, aber in der Ausgestaltung kann es dann unterschiedliche Ausgestaltungen geben.	MNCs besitzen alle ein GTM mit Gleichen Eckpfeilkern und unterscheiden sich nur in der Ausgestaltung.
30 0- 30	65	ich sehe immer wieder, dass die unser Unternehmen im Bereich GTM sehr weit ist verglichen mit	Unser Unternehmen ist im Bereich GTM weiter als andere

1		den anderen Unternehmen.	Unternehmen
30 2	66	Wir haben sehr oft Unternehmen die auf uns zukommen, von uns lernen wollen.	Unternehmen kommen auf uns zu um von uns zu lernen

Table 16 Interview protocol company C

I W	Line NR.	Nr .	Paraphrase	Generalization	Reduction
C	3-4	1	HR services: Managing all the processes in the HR department, as well the ICT tools used within the HR department. Implementing them and caring for them	HR services: HR process and IT management	Company Talent was always essential Talent is essential for development Company is not worldwide operating anymore
C	8	2	Our company considers talent as very essential to the company's future success and further development.	Talent is essential for development	
C	10	3	Our company always focused on talent, talent was always essential.	Talent was always essential	
C	11-13	4	Now a day the process to recruit it simply changed. It is quite difficult to find qualified talents with work experience, so what we are doing is focusing more on university graduates fresh from university; we recruit them and build/ develop them within the company.	Recruitment process changed. Difficult to find experienced/ qualified workers, stronger focus on developing talent	Recruitment Recruitment process changed. Difficult to find experienced/ qualified workers, stronger focus on developing talent
C	16-18	5	GTM is part of the HRM department. We have one or two persons that are solely busy with GTM. It not a completely new idea, the way it's done is different (new tools, new objectives) but otherwise it is HRM.	GTM is HRM with new tools and new objectives	
C	21-23	6	We don't say that some employees are more valuable. What we do is that we identify potentials, which can come from all kind of departments/ areas within the company. They receive additional training/ increased development.	Potentials are identified and receive additional training	
C	23-26	7	e have a group-wide Leadership Competence Framework which is used a basis for developing our management potential. We want employees to really grow within our company so we have a company own academy which is focused on management and one	Leadership Competence Framework We want employees to really grow within our company so we have a company own	Development Potentials are identified and receive additional training e-learning opportunities to enable employees to advance their job required skills Leadership Competence Framework restructuring our old

		that is open to other employee groups	academy	procedures to improve our employee development
C	8	We are currently restructuring a lot of our old procedures to improve our employee development. We offer learning streets which is basically an individual development programs, people have to complete modules	We are currently restructuring a lot of our old procedures offer learning streets	learning streets New HR Processes Exchanging ideas in networking groups to improve GTM process, relying on consultancy
C	32-33	9 We first develop a policy, the HR department checks whether it can be done, how can it be done, will it remain within the limits of our budget (cost), is it effective.	HR policy initial step to implement a new process	HR policy initial step to implement a new process
C	35-36	10 It is important, but it's not really the task of the HR department to make sure that the GTM is in line with the strategy. That's the manager's job. They have the overview of the bigger picture.	Alignment with strategy is important but it's a job for the management	Strategy Alignment with strategy is important but it's a job for the management
C	34-36	11 We are active in Networking Groups, where we exchange experiences and ideas regarding new GTM processes. So some new ideas come from competitors, some from the management but we rely on Consultancies as well to help us developing new GTM processes etc.	Exchanging ideas in networking groups to improve GTM process, relying on consultancy	Cooperation Cooperation between different HR departments is rather limited.
C	38	12 We are leading regarding ICT tools and applications.	We are leading regarding ICT tools and applications	exchange of talent does happen but not often, there is no common database or a standardized process that facilitate that
C	39-40	13 Once it was quite advanced regarding GTM/ HRM efforts as well but currently I would say are we not the best in the market anymore.	We don't have the best GTM process anymore	
C	43-44	14 KPN has multiple subsidiaries within Europe (France, Germany, Belgium) they are not worldwide operating anymore.	Company is not worldwide operating anymore	Internal Social Media Extensive social media program for internal use.
C	44	15 The cooperation between the different HR departments is rather limited.	Cooperation between different HR departments is rather limited.	Social Media facilities for sharing data and knowledge
C	46-49	16 It's not as if talk to them quite often, we have almost no contact with them. Other departments might have more contact with them. Regarding exchange of talent, well it does happen but not	exchange of talent does happen but not often, there is no common database or a standardized process that	External Social Media External social media

			quite often and it is not as if there is a common database or a standardized process that might facilitate that.	facilitate that	tools are if so individually used
C	53-54	17	A couple of years ago we have outsourced all of our many non-core HR processes/ HR shared services e.g. technical management of their HR and payroll systems	Outsourced all of our non-core HR processes	Recruitment uses social media
C	57	18	We automated administrative HR processes (self-service tools for employees and managers)	automated administrative HR processes	New developments
C	60-61	19	It's part of our main strategy to have self-service processes for all services. So it's very obvious that you use ICT. Plus there is no other option to do all these processes.	main strategy to have self-service processes for all services. ICT is the only way to do that	New developments are only considered if it helps to move forward
C	68-71	20	We are not that advanced yet. We are considering these kind of predicting analytics but we are still in the era of reporting and making all kinds of analysis but we are not that advanced to make predictions about future working/ employer Trends. Partly because we think it is the area of the managers as well but we are not that advanced in that area yet.	Not that advanced to make predictions about future working/ employer Trends	We are not first followers when it comes to IT innovation.
C	74-77	21	We have all this data for the workforce management and all this data about specific employees is available to managers and the HR department. The data is there and is used for this kind of analysis but it is not an organized process. Specifically for talent this is not a highly supported process yet.	The data is there and is used for analysis but it is not an organized process. Specifically for talent this is not a highly supported process yet.	
C	79-80	22	Well the data is all there and if there is a specific question then we are mostly able to answer it. So its all more request driven and is not part of a defined process.	Workforce analysis is more requests driven and it's not part of a defined process.	
C	85-86	23	We offer all kind of e-learning opportunities to help people to develop themselves and so that people can advance their skills required for their job.	e-learning opportunities to enable employees to advance their job required skills	
C	87	24	We have different communication tools	different communication tools	

C	88-89	25	And we have Social Media facilities that we can use internally that allow employees to share data and sharing knowledge. That is all in place.	Social Media facilities for sharing data and knowledge	<p>ICT tools</p> <p>ICT is an enabler,</p> <p>ICT usage is definitely strategic</p> <p>We can fit all those processes together, detect overlap, keep in mind the design principles and to make sure it is a complete set of services.</p> <p>We continuously monitor the performance of our processes</p> <p>We are leading regarding ICT tools and applications</p> <p>Not that advanced to make predictions about future working/ employer Trends</p> <p>The data is there and is used for analysis but it is not an organized process. Specifically for talent this is not a highly supported process yet.</p> <p>Workforce analysis is more requests driven</p>
C	92	26	Yes we have an extensive social media program, which is mainly for the internal use.	Extensive social media program for internal use.	
C	94-95	27	External social media tools are if so individually used, but for all the company intern information/ data/ communication we only use our own social media platform.	External social media tools are if so individually used	
C	98-100	28	Of course the recruitment department uses all kind of social media to make contacts necessary for recruitment and finding new employees but that is all limited to the external environment and is actually not connected to each other.	Recruitment uses social media	
C	103-106	29	ICT is an enabler, so when we see new development and Social Media is a good example for it, we try to fit them to our company policies and our HR practices.... We ask us: Is that something that can help us move forward. But it is all connected to what are the benefits, will it deliver the benefit that will actually help us along.	ICT is an enabler, New developments are only considered if it helps to move forward	
C	107-108	30	We look at technology from that perspective. We see all kind of new developments And we try to make up our mind whether this will create a benefit for our company.	new developments will this create a benefit for our company?	
C	112-113	31	We are not first followers when it comes to IT innovation.	We are not first followers when it comes to IT innovation.	
C	120-122	32	We don't jump on every new innovative development just because it's there. We are trying to figure out can we afford it to do that, not only in a financial way but regarding security.	can we afford it to do that, not only in a financial way but regarding security.	
C	124-125	33	Yes, it is definitely that we perceive ourselves as sparring partner and that's definitely how we perceive our world but if the management	we perceive ourselves as sparring partner but if the management	

		perceives us in the same way, I can't answer. But it's definitely the way we want to be seen. I think that's what we all want	perceives us in the same way, I can't answer	and it's not part of a defined process.
C	127-34	We just want to add value by being a partner in business	add value by being a partner in business	HR system Outsourced all of our non-core HR processes Automated administrative HR processes Main strategy to have self-service processes for all services. ICT is the only way to do that HR is very effective in executing administrative processes. For us it's definitely strategic We perceive ourselves as sparring partner but if the management perceives us in the same way, I can't answer
C	129-35	In the HR department the ICT usage is definitely strategic	ICT usage is definitely strategic	
C	129-130-36	because it brought us much ...and we want to add value. And the HR is very effective in executing administrative processes. For us it's definitely strategic	HR is very effective in executing administrative processes. For us it's definitely strategic	
C	133-134-37	There is only one department within HR that is responsible to manage all those services and all the IT. That's the HR service department is specifically managing those processes and I can imagine that we exactly know what's going on in those HR processes. So we can fit all those processes together, detect overlap, keep in mind the design principles and to make sure it is a complete set of services.	we can fit all those processes together, detect overlap, keep in mind the design principles and to make sure it is a complete set of services.	
C	141-143-37	We continuously monitor the performance of our processes. All changes of processes are managed by us so we have a very tight control on spending on the changes of our services. All are managed from the HR service department.	We continuously monitor the performance of our processes	
C	153-154-38	Our task is designing, delivering, managing, upgrading, and changing processes. No one in the HR department is responsible for that.	Our task is designing, delivering, managing, upgrading, and changing processes.	
C	155-39	We are practically consultants	We are practically consultants	

Table 17 Interview protocol company D

I W	Line NR.	Nr .	Paraphrase	Generalization	Reduction
D	5	1	We consider talent as crucial to our future company success	Talent is crucial to our future company success	Company: Talent is crucial
D	10-13	2	We know we want very qualified employees. Our products are only as good as employees. If we want to get them to work for us we realized we have to become more active in recruiting them. Finding experienced people is more difficult than ever, we start focusing on developing them ourselves.	We want very qualified employees. Finding experienced people is more difficult than ever, we start focusing on developing them ourselves.	We want very qualified employees Finding experienced people is more difficult developing them ourselves
D	19-21	3	Of course not every employee is part of the global talent management program. That is mainly limited to let's say high potentials especially in the technical or managerial (finances) field who might be rotated globally.	Not every employee is part of the global talent management program. That is mainly limited to high potentials	GTM Is limited to high potentials HR Strategy HR is involved in the development of the organizational strategy
D	28-33	4	We have a quite clear HR policy that outlines the strategic direction in which we have to move and every new process or new application that we plan of implementing have to fulfil certain strategic requirements These are pretty large projects so we make sure that these requirements are met.....but of course sometimes we have to check if practices achieve the wanted result. WE check this regularly. If we see it doesn't deliver we have to make adjustments ...	We have a quite clear HR policy that outlines the strategic direction in which we have to move and every new process or new application that we plan of implementing have to fulfil certain strategic requirements	We have a quite clear HR policy that outlines the strategic direction Every new process/application has to fulfil strategic requirements Try to measure process success
D	42-44	5	We cannot always measure whether a practice is successful; sometimes there is just no measurable data, number or facts. Either we talk to the employees directly or we simply ask their direct managers what they experience.	We cannot always measure whether a practice is successful; But if we can we do	Strategy is driving all our processes ICT usage There are very few processes that are not completely digitalized
D	61-63	6	Strategy is driving all our processes. We don't implement a	Strategy is driving all our processes	HR administration is

			new process if we don't believe it will positively impact the company strategy.		mainly digital
D	70	7	There are very few processes that are not completely digitalized already.	There are very few processes that are not completely digitalized already.	ICT: Clearly reduced cost, save time
D	72-75	8	The whole employee evaluation, pay roll, training and development, succession planning is done digitally. It's just faster and more efficient.	HR administration is mainly digital	especially all the administrative workload became less time consuming
D	78-81	9	There are some applications that our IT department developed but our recruitment system is from a large software provider with whom we work since years already.	There are some applications that our IT department developed but our recruitment system is from a large software provider	Our recruitment system is from a large software provider
D	89-90	10	Implementing new processes is a large project with loads of different planning stages; we talk about really expensive projects.	Implementing new processes is a large project	I think our IT department is quite advanced; software development is part of our business
D	91-94	11	First the demand for a new system is there, the IT department considers how to approach it, the HR department is involved to add their specific knowledge...without this cooperation the implementation of new processes would not work as good as it does now	the IT department considers how to approach it, the HR department is involved to add their specific knowledge	Internally we have some communication tools implemented
D	96	12	HR is involved in the development of the organizational strategy.	HR is involved in the development of the organizational strategy.	We don't use social media
D	98-100	13	While implementing a new system, a new practice we continuously monitor the process. We check if it does what it is supposed to do and whether it creates the expected benefits.	While implementing a new system, a new practice we continuously monitor the process	Our company is strict regarding connections to external platforms
D	101-111	14	Every year we have 1 or 2 strategy meetings for HR managers of our organization Meetings are there to discuss the main strategy and of course current issues, exchange new practices, talking about how improve collaboration between departments and of course talent development	Every year we have 1 or 2 strategy meetings for HR managers of our organization	Implementing new ICT/ HR tools Implementing new processes requires the cooperation between HR people and the IT staff
					Cooperating with each other leads to the best results.
					Implementing new processes is a large project
					While implementing a new system we

D	112-114	15	Well we have more meetings throughout the yearwe have the option to use video conference technology, that's quite effective.... Otherwise the exchange would be more difficult	We have the option to use video conference technology, that's quite effective.... Otherwise the exchange would be more difficult	continuously monitor the process The IT department regularly updates our ICT processes They scan the market for new developments just as us
D	114-116	16	We do exchange talent. We are always looking for talented people and if we found someone with a specific skill set but need him in one of our subsidiaries in Asia we are really motivated to make that happen. That's what the Global Talent Management is about right?	Exchanging talent	Cooperation Every year 1 or 2 strategy meetings for HR managers
D	116-118	16	Yes of course, ICT really makes it so much easier. I mean you can't fly people in for quarterly meetings or this sort of things The whole exchange would be really difficult. This way we have our best practice meetings quite regularly without major efforts.	Yes of course, ICT really makes it so much easier This way we have our best practice meetings quite regularly without major efforts.	option to use video conference technology, that's quite effective.... Otherwise the exchange would be more difficult
D	121-122	17	As I said we use many ICT tools for our everyday tasks, especially all the administrative workload became less time consuming	especially all the administrative workload became less time consuming	Exchanging talent
D	123-124	18	Clearly reduced cost, save time, I mean ICT makes these processes really fast. Now information is there with the click of a button, the whole recruitment process is now so much more efficient.	ICT: Clearly reduced cost, save time	ICT really makes it so much easier HR department looks at external market for innovation
D	132-135	19	We don't use social media... I mean tools like Facebook. Our company is strict regarding connections to external platforms, networks all these sort of things. We handle quite sensitive data...we work with banks and other financial provider so our company network has various security measurements that blocks all of these applications	We don't use social media Our company is strict regarding connections to external platforms	Looking at other companies for improvements Networking events exchanging experience and best practices
D	136-137	20	Internally we have some communication tools implemented....these are platforms for information sharing, and we post job offers there	Internally we have some communication tools implemented	
D	141-143	21	I think our IT department is quite advanced; software development is part of our business so we have	I think our IT department is quite advanced; software	

			the necessary expertise and I think this is reflected in the ICT application in the whole organization.	development is part of our business	
D	148-150	22	The IT department regularly updates our ICT processes ...if they are always implementing new innovations... hm well they do scan the market for new developments just as we do it.	The IT department regularly updates our ICT processes Well they do scan the market for new developments just as we do it.	
D	151-153	23	Implementing new processes requires the cooperation between HR people and the IT staff. You always need someone that considers practical implications IT personnel might not think about it.	Implementing new processes requires the cooperation between HR people and the IT staff	
D	154	24	We made the experience that cooperating with each other leads to the best results.	Cooperating with each other leads to the best results.	
D	161-162	25	The HR department always looks at the external market to see if they can improve something.	HR department looks at external market for innovation	
D	163-165	26	We approach companies in our sector and even companies from other industries and look at what they are doing, if they do things differently.	Looking at other companies for improvements	
D	166-168	27	From the HR department we join networking events where there is always interest in exchanging experience and best practices, that is quite common.	Networking events exchanging experience and best practices	

