HOW DO BIG EUROPEAN COMPANIES PRESENT THEMSELVES TO ATTRACT THE MOST TALENTEO PEOPLE

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Abstract

In order to have a clear understanding of the topic breeding and nurturing talents, first I am going to define what breeding and nurturing talent is. The actual meaning of breeding and nurturing talents is to help a person to develop and be successful (Cambridge Dictionary). How this whole process is going on we have to see which factor and elements are coming in the way of making the person to develop and be successful (Cambridge Dictionary). Some people are born with talent and some people become talented in the process of different techniques and methods. What are the different ways to improve the talent in humans? This is the important question, which I will explain, in my coming pages. There are few factors, which determine the talent in humans; these are habits, trainings, practices, opportunities and experiences that play a vital role in making the person successful. I tried to find out how European companies find out the most talented people from the market. I studied four big European Companies in my thesis to find out how these big European Companies attract and retain the talented people in their organizations. In relation to these four big European companies I answered several questions, which I added in my work. I have added several questions to be answered and issues to be discussed in the project literature. This topic is very common nowadays because it applies in every organization and even everywhere in this world.
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Breeding and Nurturing Talents

1. Introduction

Breeding and Nurturing talents is defined as “to take care of or help a person to develop and be successful” (Cambridge Dictionary).

Breeding and nurturing talent is to take care of a person or develop and make that person successful. This concept is applied in human resource and the meaning of this statement is to take care of the talented people and develop the talented people from the help of existing talented people.

Breeding is how you produce and take the advantage of exciting talented people. This topic is fairly new and very up to date and widely used in the international markets. Most of the multinational and national companies are considering their employees as assets. How an employer takes the benefits from their talented employees is Nurturing.

There is always a need of skilled labor in different organizations in all over the world. Genius people are rarely found; the skills of typically creative people must be enhanced by the right interpersonal relationships and environment (Von Oetinger, 2005, p.30) the genius has “three essential features…. Firstly he has innate instinctive gifts and talents, which come to light early in life (as in child prodigies) and a strong inner developmental dynamic. Secondly, this intellectual potential predisposes the genius to extraordinary cultural achievements…. Which contradicts the hitherto usual, customary, and accepted once…. Thirdly, the brilliant intellectual insights and artistic testaments are, as a rule, not the result of painstaking, step by step, hard, detailed work but rather consequences of unconsciously effective forces”(Von Oetinger, 2005, p. 30).

There was a management consultant group working in USA and that management consultant group that worked on how to find out the genius and most talented people in an organization, and they pointed out ones. These people will become the Directors and top most position holders in that organization after some years. So there is an important and logical reason
In the above statement the importance of the talented people is defined. The importance of the talented and skilled employee is everywhere in all over the world. Talented and genius people are rarely found and to take care of those talented people is very important. There was management group working in USA who found the most talented and brilliant people from the organization. According to that management group those selected people will become the Director and top most position holders in the same organization after some years. So to find out the talented people and to transfer the knowledge of those talented people is the most important task for any organization. Organization cannot work without humans and talented humans take the organization in the successful list.

1.1 Why Breeding and nurturing talent is important in today’s world

Why breeding and nurturing talent is important in today’s world? That topic needs to be discussed in more detail. In today’s era when world has become the global village and one has to perform extraordinary well, to survive and to compete the competitors, what are the dominant competitive weapons of the twenty first-century one may employ to nurture and breed the talented and skilled employees because without having the talented and skilled employees one can not make progress in this twenty-first century. Thus attracting the talented and most skillful employees is important but the second important point is that how to transfer the knowledge from those talented and skillful employees.

The employer always looks for the genius and talented employees because they believe that the working environment they will provide them will make them the more valuable person for their organization and that they will get benefit from those genius and talented employee for a long period of time. Genius and talented people have inbuilt qualities and their behavior is different from the normal people. The employer needs to have strategies to further enhance the talents and get maximum benefit from the genius and talented people’s abilities.

Most of the organizations try their best to hire talented people and provide an environment to make them successful in their organization. These organizations give those talented people the most suitable working environment, attractive salaries and other benefits to retain them in
their organization and to further prepare the newly employed from their experience and talent. In all above the most important element is, Motivation, to breed and nurture the talent. This is one of the most important element to make the employees more talented, efficient and more effective. It is often seen that talented and skillful employees make the organization good and untalented and unskilled full employees make the organization down.

### 1.2 Research Question

I have explained how companies working with breeding and nurturing talent. There are different companies who attract the talented people in different ways. Actually these companies present themselves as an attractive company for the talented people.

“Employee branding is a process by which employee internalize the desired brand image and are motivated to project the image to customer and other organizational constituents. The messages employees take in and process influence the extent to which perceives their psychological contracts with the organization to be fulfilled the degree to which they understand and are motivated to deliver the desired level of customer service.”

*(Brand Express Blog, 2005)*

In this way Organization is presenting a very good and bright picture of their company through their employees. The messages employees receive should be aligned with the customers. The messages must be delivered in a proper way so that it will convey its meaning to the required people.

There is another point while attracting the talented people companies must present their brand image. That brand image reflects the internal picture of their company. To attract the most talented and brilliant people companies also use their brand image. Companies use their brand image to show their target market that we are the best employer.

There are different ways to attract, develop, and keep people and to transfer the knowledge of those talented people. I am now going to explain how Companies present themselves as an attractive company to attract the talented people. This is going to be my Research question for my thesis work.
1.2.1 How do companies present themselves as an attractive company to attract the talented people?

Attracting people, present themselves as attractive company this is the research question, which I will explain in my thesis. What are the requirements and possible solutions, which come in the way of attracting people to present them as attractive company? This is new technique, which is being adopted by most of the multinational and good national organizations? In the past, organizations use to advertise their job openings in print media and on their website. Their job offers provide information about every available position, explain the requirements and provide the address for sending in a resume. But things have changed. Although you can still find those kinds of advertisements, major corporations are publishing ads now in which they transmit an idea and their image without offering information about any specific jobs. These days, a lot of well-trained professionals choose where, how and with whom they want to work. (Recursos Humanos, 2008 p.13).

Employer branding is fairly new term used in good organizations now a days. This term is very latest and organizations apply this theory in their organizations to keep the talented and skillful employees in their organization and keep the good image of the company in front of the customers and competitors.

“Your brand and your people are the most important competitive advantage in the new economy.” Mark Hormung says in his article “Employer branding in a Recession” from 2001. Adding the fact that well educated and talented people are becoming harder to find, recruiting and retaining personnel becomes an important issue. (Larsers, 2001, p. 7).

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel”. (Anna Farmery, 2008)

This is one of the ways to retain the people in their organization. Some organizations trained their talented employee in such a way that they start developing new employee into skillful and talented as they are. This employee branding is very important and most of the organization are trying to adopt this strategy. In coming days organizations will spend more budget on this side. This process not only transfers the knowledge from existing employees to new employees and talented to untalented employees.
What should companies need to do in order to find, hire and retain the best, most talented employees? Experts agree that companies need not only to change their recruitment policies but also to present themselves to job candidates as their best alternative on the job market. They need to learn how to market their job offerings as the most attractive options for employees’ professional development. That means that marketing is conquering the world of human resources (Recursos Humanos, 2008).

“Identifying talent and personalizing human resources in order to understand what motivates people as well as why they have chosen your particular company.” (Recursos Humanos, 2008).

This is the main question that how to find out the talent and in which way to attract the talented people for their organization. Human resource is becoming more and more important in now a day with out having the talented human resource a company cannot survive. Good bosses are those who find out that in which particular field employee is more skilled. Every body has the talent how to find out that talent is the duty of a good boss. Good boss always find the most suitable person for the area where he or she is skilled. That means without good human resource a good organization cannot survive in the market. So they need the talented and skillful employees for their organization and to attract those talented and skillfully employees they present themselves in different and unique way. This method of attracting the people and presenting their company in very good way is very common now days.

Most of the multinational companies present their past history, the achievement, number of employees and countries where they are operating, to attract the talented people. Some organizations present their profit statement to motivate and attract the talented people. The main purpose of doing this thing is that companies want to present themselves how financially strong they are.

a) How do companies present them selves?
How companies present themselves? Now a day’s company trying to present themselves in such a way that it attracts the general public. They also want to attract those people who are planning to join that company. There are many ways to present them in a very good way. Some companies attract and retain the talented and committed employees with a message to work with their organization in an international and inspiring environment. The company wishes to maintain and further develop an attractive, exciting and challenging workplace for its employees. The company wants to develop a long-term relationship with their employees by providing inspiring environment. They want to attract the employees, which face the challenges and work for a longer period of time with their company.

Now days when World become the Global Village companies mostly present themselves through Internet so that entire world can see them. Their presentation is such that it attracts the people. Many multinational and well-reputed national organizations specially design and develop their websites from IT professionals. They present their previous history, their track record and their future plans in such a way that attracts the people.

b) What arguments they give to?
In today’s competitive world human resource is an important element for survival... An organization cannot make progress without having the competitive human resource. To find out the most suitable and talented people organizations use different ways and methods. They describe and present their organization in such a way that it attracts the people. There is always need of talented people, to attract these talented people organization uses their website, catalogs, magazines, newspapers, brochures, different types of media like T.V., Radio, etc. Organizations give the strong arguments facts and figures to attract the talented people. Different organizations give the different arguments to attract the talented people like good salary package, good working environment, working with training, tour of abroad, flexible working hour, salary plus commission, carrier with growth etc.

Companies give the several arguments to attract the talented employees like innovation is a key, creative way to successes, job with growth, future oriented company etc. Some organizations give the arguments like simplicity is the inside story before you join the organization, it will make your life easier when you will join this organization. The most
important arguments most of the organizations give is that future oriented job, come join with us, meeting the requirements of tomorrow, well paid organization etc.

1.3 Objective and Purpose:
I am going to explain some of the objectives and purposes of my thesis work. One of the objectives of my thesis is to show that how big giants in the European market attract the talented people. How they hire them, how they groom them plus how they develop them. What arguments they give to attract the talented people from the market.

Another objective and purpose of writing this thesis is that I want to know how gigantic organizations in Europe present themselves to attract the most talented people. I am writing this thesis to present the readers about these giants, that how they present their companies in the most attractive and innovation way, to attract the talented and brilliant people.

As the focus of my thesis is some European companies, who are the market leaders, I have also provided detailed over view of the techniques they use to present them selves as the best place to work at. How they perform market search, how they locate the “cream” present in specific area. I also explained that how these European companies search for the talented people, nurture and develop their talent. I also explained the hiring methodology and the carrier path they are offering to their talented employees. I want to know that what are different ways adopted by the different European Companies to attract and retain the talented people.
2. An overview of the Appropriate Literature

In this part I will write about breeding and nurturing talent, why it is necessary to have the talented people in their organization and how companies are working with breeding and nurturing talent, I will also write the main writer’s point of view about this topic and their arguments and explanation.

2.1 Talented Humans in an organization

Every organization depends on humans; talented humans run the organization in a very good and effective way. A well reputed organization not only looks for talented employees but also makes a plan to get the maximum knowledge and experience from those talented employees in different ways like they organize different workshops, seminars, crash courses, meetings and some outdoor activities to get the knowledge transfer from those talented employees. It is also important for an organization to keep and know how to keep those talented people in the process of preparing the other employees as talented as they are. Which factors make those employees stop and stay in the same organization and to breed and nurture the other amateurish and untalented employees into skilled and talented employees?

There are different multinational companies who suggest and believe that innovation is a key and that innovation is not possible without talented and most successful employees. An innovative environment where you are leading on your competitors is not possible without having the required talent and human resources.

“The objective of successful talent strategies is to make both a case and blueprint for developing the talent strategies in a dynamic and market intensive economy where acquiring, deploying and preserving human capital- talent that matters define competitive advantage and success for many organizations”. (David, 2002, p.6)

Many organizations find out the successful talent not only for their work but to make the other employees as successful as they are. At the same time they are getting the benefits from them and also preparing the second slot. Without having a talented and skilled human capital an organization cannot make progress so human capital is the most important key
element of any successful organization. Organizations keep this human capital as their assets and try to retain them so that in future they get the maximum knowledge and experience for their other employees.

2.2 How are companies working with breeding and nurturing talent?

How are companies working with breeding and nurturing talent and what are the challenges for it? There are several factors, which come in the way of working with breeding and nurturing talent but I will explain few of them. Breeding and nurturing talents is very up-to-date and is currently in use everywhere in different organizations and companies all over the world. Different organizations and companies are using this technique to make their organization fit for today’s tough competition. The world is going for the old theory given by the classical economists “Survival of the fittest”. Organizations who make themselves ready to survive in this tight and intensive market will stay there and other companies will leave or shorten their business. In this struggle for survival, how different organizations and companies hunt the most talented people from the market and how they keep these talented people with them. There are few important points, which I want to present under the following number.

2.2.1 Attracting people

“Forces are in play: Talent is always scarce. Having the right talent in the right place at the right time is make-or-break factor for entries of all types and sizes- companies and nations alike” (Rueff and Stringer 2006).

A Company’s competitive advantage starts when it attracts the talent. To attract the talent companies present their self in such way that it not only attract the talent but also keep the talent. Attracting the talented people is one of the key areas where companies are looking. This is the most important area where companies are focusing now days.
“The search for the best and the brightest will become a constant, costly battle, a fight with no final victory. Attracting talents are a little bit of art and little bit of science. Companies that succeed in the art of attracting, retaining and motivating top people will be rewarded by higher shareholder returns and lower attrition rates” (Aldisert, 2002)

There are many ways to attract the people, like giving different advertisement in different Medias like newspaper, T.V. and websites. These different advertisement campaigns portray the best possible image of the company and give the most suitable package to the talented and skilled employees. When different national and multinational companies are doing this practice they not only promoting their company but also making the best possible image of their company to attract the required talented and skilled employees.

2.2.2 Developing people

Once the organization hires those people they try their best to develop them according to their own environment. Normally companies are hiring employees on the trail basis or on the internship basis so they will come to know whether this person will add value to their progress and is beneficial or not. Mostly in the gigantic multinational companies they hire the employees on the temporary basis and try to develop them according to their own way and after some time frame, confirm them as permanent employees.

“Much of the professional development in firms today is being coordinated in two ways, through individual professional development planning and through hiring a professional development director”. (Maryann, Hilderbrandt Report, 2001).

“Organizations are trying to hire the professional people like professional Human Resource people to get the benefit from their experience and knowledge to develop their employees. Organizations and managers cannot do much directly to develop a person’s career, they can provide the necessary information and tools for self-assessment and development” (Hiltrop, 1999).
There are different ways to develop the employees’ skill like short courses, seminars, different training sessions, mental and physical exercises through different trainers and different physiologist. Organizations offer the different ways to develop their employees like Corporate training programs, online personality and I.Q. level enhancement programs. Organizations are continually giving the training programs to their employees so that they improve their self and they think that they are the part of the organization.

2.2.3 Employee Retention

There are different ways adopted by the different companies to keep the employees in their organization. Once the organization develops the people they want to keep them because they have spent a lot of recourses on them. And these people will get the top most seats of the organization and will become the assets of that organization. There is another reason of keeping these employees, is not to go again and again in market and find out the most suitable people for their organization. During the last decade, employee retention has become a challenge for the big organizations. Managing the people in their organization and keeping the turnover rate at the minimum level is become the main challenge for the organization. Organization suffers losses when an employee leaves an organization. There are different factors for which employee leave the organization. Now keep the talented and brilliant people in their organization is become the main task for the organization. Organization must understand, why employees are leaving their jobs, they also provide all those benefits to retain their talented and brilliant employees.

2.2.4 Knowledge transfer

“Knowledge is becoming recognized as the most valuable of firms’ assets.” (Dwell and Grayson, 1998, P.85).

This knowledge is the most powerful weapon of any organization. Without having knowledge and skillful employee’s a firm cannot make progress in market. The last and the
most important strategic question is knowledge transfer. Knowledge transfer is one of the important strategies that one company has.

“Unlike material assets, which decrease as they are used, knowledge assets increase with use”. (Davenport and Prusak, 1998, p.17).

So according to Davenport and Prusak knowledge increases with use, this theory is still valid. Knowledge increases with use and by transferring to some one else. This theory given in 1998 is still valid and working even in today’s world. One can say that

“Ideas breed new ideas; knowledge source doesn’t loose any of the shared knowledge while that knowledge enriches the receiver. The potential for new ideas arising from the stock of knowledge in any form is practically limitless- particularly if the people in the firm are given opportunities to think, to learn and to talk with one another”. (Davenport and Prusak 1998, p.17).

Knowledge is recognized more and more as a value able asset because organizations have understood that good knowledge base helps them to generate more of the new innovative ideas and solutions.

“Knowledge can provide a sustainable advantage by the time that happens, though, the knowledge rich, knowledge-managing company will have moved to a new level of quality, creativity or efficiency” (Davenport and Prusak 1998, p. 17).

“The Dominant competitive weapon of the twenty-first century will be the education and skills of the workforce”. (Kermally, 2004, p.1).

This education and skills are the most important element of the twenty-first century; with out having these two elements an organization cannot make progress. How to transfer the knowledge and skill of these people is another important question?
“When you need to transfer knowledge, the method must always suit the culture”.  
(Davenport and Prusak 1998, p. 93)

Organizations are spending a lot of amount and recourses on knowledge transfer. Once the organization attracts the talented people, they develop the people, they keep those people and now they are going for knowledge transfer. This knowledge transfer from talented people can take place by conducting the different seminars, short course. A talented employee is an asset for the company and company wants to keep those talented people for their future and for knowledge transfer. Firms and organization are transferring the knowledge because they want to have the competitive advantage on others.

2.3 Employer Branding

In an increasingly competitive economic and business climate companies must focus their collective efforts on developing their employer brand if they are to attract, engage and retain talent better than their competitors. No longer should the firm’s employer brand strategy be the sole responsibility of the HR department. A successful employer brand program must be sponsored by the CEO or Managing Director and should demand a high level of visibility in the company’s strategic plan. Employer branding should be viewed from the top as a ‘whole of business strategy’ for the management of people and managers at all levels must be engaged in the process. (TEC Better leaders)

In this article there is much focus on employer branding. In order to attract, engage and retain talent it is very necessary to develop the employer brand. This employer brand is not only to their organization but to take the competitive edge on competitors. According to this article the successful employer brand is sponsored by C.E.O or the managing director and it needed a high proprietary and it should be started on the top level.

Employer branding is the concept of applying to the recruitment process the same marketing coherence used in the management of customers. It is the strategic process of linking recruitment and retention to the awareness of the initial attraction: the brand of the firm. As with branding in the marketing of consumer goods and services, employer branding creates
an emotional bond between the potential employee and the employer. Instead of viewing worker as a means to an end, to be trained and developed only to the requirements and purpose of senior management, employer branding is more likely to attract the benefits and requirements of an internal customer to each employee (Reed, 2001, p.18).

In this Book “Managing your brand through your employees” (2005) author described that organization must prepare their employees in such a way that they should know every thing about their brand. Don’t let your employees be the last one to know about your brand. According to author employees will become your brand ambassadors if they know every thing about their brand. Organization should give them complete information about their product. Every employee is important for the organization. Those organizations that are caring their employees will get the benefits in the long run. There are some origination they don’t let their employees any thing about their brand. They are not following the internal branding. According to him it is good that employees are start marketing their product. Employer branding has been defined as the “company’s image as seen through the eyes of its associates and potential hires” and is intimately linked to the employment experience of what it is like to work at a company, including tangibles such as salary and intangible such as company culture and values (Ruch, 2002,p.3).

“Having an employer brand that attract and retain the best employees puts a company ahead of the competition. When companies win the reputation of being a good employer, they have their pick of available talent. People therefore should be the heart of executive agenda” (Holbeche, 2005, p. 296).

In this above statement the author described that employer brand is a concept that attract the talented people and retain these talented employees in there organization. Organizations, which follow the employer branding, will take a competitive edge on others who are not following the employer branding. According to author those companies who gain the reputation of a good employer will have an advantage on those organizations that are not gaining the reputation of good employer. It’s easier for those organizations to attract and
retain the talented employees. On one hand these employer branding concepts attract the
talented people and on the other hand it retains the talented employees in the organization.

Employees are very important for every organization. If an organization start educating and
train them that they know every thing about their brand, then employees start transferring
their knowledge to the other employees and to other people who don’t know about their
organization’s brand. He also discuss about the brand culture. According to author internal
branding makes your employees internal brand ambassador. And these brand ambassadors
will market their brand into the market. So according to the author in this way you are
making your employees the first to know about their product. “The hottest strategy in
employment”, it is called –Employment Branding. It is one of the few long –term solutions to
the “Shortage of talent” problem. Whereas most employment strategies are short term and
“reactive” to job openings, building an Employment Brand is a longer- term solution
designed to provide a steady flow of applicant (Sullivan, 1999, p 2).

Employment branding is the process of placing an image of being a “great place to work” in
the minds of the targeted candidate pool. It is a concept borrowed from the business side of
the enterprise. Product branding is designed to develop a lasting image in the minds of the
consumer, so that start to automatically associate quality with any product or services offered
by the owner of the brand. An employment Brand does the same, in that it creates an image
that makes people want to work for the firm because it is well managed firm where workers
are continually learning and growing. Once the image is set, it generally results in a steady
flow of applicants. Employment Branding uses the tools of marketing research PR, and
advertising to change the image applicants have of “What is like to work at the firm”
(Sullivan, 1999, p 3).

“A strong and distinct profile does not only create an attractive working place. It can also
function as a kind filter and create better accuracy of aim by having to greater extent
satiable candidates trying to find their way to the company”. (Talent Talk, 2003).
Good and strong image of the company is very essential for any organization. Employees are the strongest assets of any organization. To find out the right people and develop these people according to their company environment is important task for any organization.

“To possibly measure how successful an organization has been with developing and implementing its employer brand, the measurement approach starts with an understanding of the internal dynamics of employer brand. This means the degree to which employees believe and support the goals and values of the organization they work for”. (Harding, 2003, p 17).

This concept is fairly latest and applied in good organization now days. This process not only generates the new ideas with in the organization but also give the message to the internal employees that organization is well reputed. Organization will spend less amount and time on advertising. Their employees start marketing about their organization.

2.4 Planning For Talent Management

In this book “Successful Talent Strategies: Achieving Superior Business Results through Market-Focused Staffing” (2002) author described about the successful talent strategies. Author described about the talent strategy and business strategy. He discussed that these two strategies are so closed and interlinked that success in one is depend on others. If an organization wants to be successful he should hire the talented. Talented people will make their organization successful.

According to author “talent” described the individual who work in an organization, with a focus on their knowledge, skills, abilities and other capabilities? Talent is more then just the individual capabilities of employees. Talent is the ability of these employees in combination to contribute to the achievement of the organizational business goals. For an organization to be successful, it is critical to have the most talented employees working in the most important jobs. (David, 2002, p.798)

According to Sears many organizations are lacking behind because they don’t put the right people on the satiable and most important jobs. For successful organization it is very necessary that they hire the talented and skilled employees and to fit these talented people in the right position. Author in this book explain that how human resource is the most important
factor for any organization. He explained about building, delivering and measuring talent strategies. According to author Human Resource people can play vital role in choosing the talented people. Any change, which begins from the top, is more effective and long term. He also forced that organizations must plan for the long term talent management strategy.

Another literature related to this theme is “Cooperate Reputations Branding and People Management” written by Marin and Hetrick (2006). This book tells us that how Human resource Management develops their knowledge and skills to their organization. According to authors there are few important milestones for which the top and senior management maintain the good reputation for their organization. Top and senior management are looking for the long run and for that long run they are trying to create good will and good image of their organization. According to authors, an organization takes the competitive edge on their competitors by good talent management. Authors also explained that it is very necessary that human Resource keep hiring the talented people for the long run.

2.5 Search for the Talented and Brilliant People

Lisa M is his book “Valuing People: How Human Capital Can Be Our Strong Asset” (2002) describe the different knowledge based company’s intangible assets are it’s: people, customers, reputation, intellectual capital, ideas and time. This knowledge based intangible assets plays an important role of any organization. All the intangible assets remain value able. The search for the talented and brilliant people is the non stop battle, which has no end. Organizations are looking for the talented people and those organizations which find these talented, people and they manage to keep those talented people in their organization will successful in the long run.

This organization will get the maximum market share if they in future manage to keep the talented and brilliant people in their organization.

Author in his book “Valuing people: How Human Capital can be your Strong Assets” explained that human capital can be the strong assets of the company. Because employee will become the part of the organization and the way they treat today, they will treat their customers tomorrow in the same way. So organization must value their employees in order to get the same feedback from them.
“A person’s value as human assets stems directly from how his or her knowledge, experience, skills and competencies match the job in which that works” (Lisa M, 2002, p 8).

Human assets are always an important part of any organization. To attract those human assets organizations are trying to present in different ways. A person’s knowledge, experience, Skills and competencies are always silent features, which make the difference between a normal employee and talented employee. Organizations are always looking for the talented people for their organization. If they see these qualities in any employee they are willing to hire that employee.

“Talent implies a natural ability that is enhanced by the right combination of experience and education.” (Lisa M, 2002, p.9).

Once the organization able to find out the talented people they start improving those talented people. Organization are trying to present them self in such a way that it takes the attention of all the talented and skilled people. They give the different arguments like carrier with growth, long term commitment, training and refresher courses. In the same way these organizations are spending their budget and time to attract the talented people.

Another literature related to this theme is “The Secrets of Executive search: Professional Strategies for Managing your Personal Job Search” written by Robert M.Melancon (2003). In this book the author described about that in coming days it will be more difficult for the management to search for the talented and brilliant people.

“Many of the very best, most talented professionals are so focused on their work and had such little experience with the job search process, that they are actually the most poorly equipped to manage their own campaign” (M.Melancon, 2003 p xii).

Author explained in this book that management knows the different ways of finding and searching the talented people. He also described in his book that the management know and take considered these points while searching the talented people, Carrier planner, Self-Reflector & goal setter.
2.6 Attract and Keep the Talented Human Resource

In this website Universia Knowledge “How to earn the loyalty of Talented Employees” writes about how companies present themselves in front of people to attract them. In previous years the organization were trying to explain every thing to the employee like for which post they are requiring the people, experience, skills and other things.

The website writes that now a day’s number of well- trained and professionals choose where, how and with whom they want to work. Organizations are trying to present themselves in such a way that it attracts the people by presenting them as market leader or best job provider in the market or future oriented company etc.

Now organizations are trying to market their job offerings in such a way that it appeals the people. They are hiring the professional people for this purpose. Most of the experts believe that when the company is well established and growing, it attracts the talented and brilliant people. Talented and brilliant people require the higher salaries and growth while companies require the skill and knowledge. In this way companies hire and retain the talented and brilliant people.

In this article written on the website Universia knowledge “How to earn the Loyalty of talented Employees” it stated that companies are always looking for the talented employees. Good boss is always looking the right person for the right place. This is the primary duty of a boss to place the right person for right place. In today’s world when human resource is companies main weapon. Where in marketing human resource is dominant one company should know the different techniques and ways to attract the most talented people. It is very important and necessary for an organization to attract and keep the talented human resource.

Another literature related to this theme is “Managing a global Workforce: Challenges and Opportunities in International Human Resource Management” written by Vance and Paik (2006). In this book authors described about how to manage the global workforce. Authors also discussed about the challenges and opportunities in managing the international Human Resource. Authors discussed about the European Union human Resource. They described that after merging the European Union there is power full impact on global business practice. After the merging the European Union there is lot of diversity of labor force. Talented labor
force can move to the different developed countries. There is continuous growth in these countries and it will difficult for them to keep the talented people because now these labor forces are free from national boundaries. Authors described about the fact and figures for the European Unions countries about their Human Resource. And in Coming days this problem of keeping the talented and skilled employees to their organization will be difficult because of the fact that now human resource is free from the national boundaries.

2.7 Developing and Managing Talent

One of the literature I have been through initially and closely related to this theme is “Working Knowledge: How organizations manage what they know” written by Davenport and Prusak, (1998). In this book writer discusses about how organizations manage what they know on working knowledge. They talk about the knowledge transfer. Knowledge is that power that increases with the use and gives the benefits to the person who transfers and also who receive that knowledge. When we talk about knowledge we usually discuss about these topics like data, information, knowledge and experience. They discuss about how companies hire the expert people and what their goals for hiring the expert people are. When they are doing this they want to have the experienced people in their organization. Authors further highlight knowledge and its advantages. According to them knowledge is becoming the corporate asset for the companies. They write about the changing global economy. According to the authors, knowledge can be a vital competitive advantage for any organization. When a company hires an expert; basically they are buying experience in order to provide the company products and service a competitive edge.

According to Davenport and Prusak knowledge is becoming more and more important in toady’s business world and an organization cannot make progress with out having skillful and talented employees. According to them talented people can resolve your organizational problems more easily and quickly, you cannot depend on software and machines. According to them if an organization hires the knowledge based and talented employees they should try to retain them in their organization. According to them when organizations are hiring the expert people they are basically hiring the experience from the people. There is no substitute of the experience. In today’s world no organization with out having the talented and
experience people can survive for long run. In his book “Working Knowledge how Organization Manage What They Know” the authors explains the different categories of knowledge and also explain that when you hire the knowledge you tries to retain that talent, because talent is rare and it takes time to find the talented people. Authors also described the term Knowledge transfer. Knowledge transfer is one of the important tools of any organization. Hiring the talented people and transferring the knowledge is company’s main priority. It is an important point while transferring the knowledge that there should be common language. Without having the common language it is difficult for both the persons to understand each other.

There are various ways to transfer the knowledge from the talented people to untalented people and from skillful employees to unskillful employees. Knowledge is the intangible assets and it increases when you start transferring it to other people.

“A thriving knowledge market continually tests and refines organizational knowledge.”
(Davenport & Prusak Date 1998, p.50).

A successful knowledge brains always make changes in the organizational policies. They not only make new ideas but also implement in the organization by different ways. Good organization’s keep the successful brains in their organization and also take benefits from their experience and skills. These organizations try to implement their new ideas and suggestions in their organization.

Authors in their book working knowledge described the fact that technology alone cannot make you successful in the race of knowledge–creating companies. There is a knowledgeable human who make your organization successful and lead your company. So we cannot depend on technology only, we need intelligent and creative brains to implant the new techniques and ideas in their organization. Some experts are considering knowledge as capital assets. According to them in coming day’s knowledge will play very vital role in making any organization successful.
2.8 Nurturing Talent

Attracting and retaining talent can only be possible by good human capital management and focused leadership. According to the latest survey 40% to 50% of any organizations cost spends on human capital. Human capital is considered as the most important and valuable asset of any organization. Organizations are trying their best to get the maximum output from that human capital. In this article it explained that nurturing talent is on the top most agenda for any organization. Without retaining talented and skilled employees in their organization let the organization out of the winning race. There is war of talent going on those who win this war will be successful in this highly comparative market.

The challenges of implementing a talent management strategy into organization through effective human capital on management and strategic leadership are discussed on best practice experience and methods through various ways. The war for talent will impact on some organization more than others because of their work. Talent management always motivates and encourages searching, retaining, developing and transferring of knowledge no matters where it is.

Oetinger writes in his book “Nurturing the New: Patterns of Innovation” (2005) about the genius and talented people. According to him genius people are rarely found in this world. So the organizations’ main aim is to hire the services of those genius people and also provide them such an environment where they can prepare the people like them. Genius and brilliant minds are exceptional ones. They need to be flourished and polished in order to take the maximum benefits from them. Author explains about the different characteristics of the genius people. Genius and brilliant people can take the responsibility and can solve the complex problems easily. According to him motivation also plays an important role in resolving the ambiguities and contradictions during the solution of any task. So according to him if we motivate the talented and brilliant minds in an organization they can resolve many problems faced by the organization. They can also propose ideas to build high standards for the organization. According to Oetinger in his book “Nurturing the New: Patterns of Innovation” (2005)

“When you take a creative path, it is usually a lonely path. You do things differently from others. No one goes with you. It is the lonely way, but it is the only way you can go”.
Creative minds are always lonely minds but with working environment and staff we can share the minds of those creative people in positive and constructive way. Economists believe in the power of new ideas. New ideas are the backbone of any industry with out having the new ideas an organization cannot survive in the market for the longer run. Organizations have to bring new ideas and innovation in their working environment in order to stay in this tough competition. One of the major reasons of making the Japan’s economy progress is the innovation. Companies are adopting the new patterns for innovation for their survival and to have the competitive edge on others.

Really great people don’t want to hear the message from the Human Resource. They want to hear it from the people who they admired and were the reason they came to work there. “Peter M.Nicholas” (Co-founder and chairman, Boston scientific cooperation).

In an article published in Business Week tells us that corporate performance depends on the efforts of the individual workers. No organization can make progress with out involving the every employee of that organization. In this article published in the weekly magazine tells us that top management must take care of their employees. If you are taking care of their potential employees they will work for your organization whole-heartedly and solve several problems. It also suggests that if you want to do some things for the company to must find out the people who will become the leaders in future. (Business Week 50, 2005)

2.9 Talented and Skilled Employees

In this book “Developing and Managing Talent” (2004) author tells about the importance of education and skill force in coming days. He explained and throws light on importance of education in employees working in any organization. Author explained the need of education and skill in any organization to take the competitive advantage to others. In the twenty-first century the need of educated and skill employee is more as compared to previous centuries. Organizations are trying to develop the talent in order to enhance the productivity of the employees and their organizational capabilities. The author in his book explained that developing talent is necessary for any organization big or small to achieve their
organizational goal. Without having the talented and skilled people in their organization it is very difficult for them to achieve their organizational goals.

In the knowledge driven economies the importance of knowledge and skill is more important. The author also explained that there would be a fight of talent and skilled employees in coming years. Now day’s big organizations are trying to keep the talented people with them in order to take the competitive advantage on others. Some organizations are keeping the talented people to become innovative in all the aspects. In the new economy recruiting and developing talent is one of the major element organization are working for.

“An ageing population reinforces the importance of not just developing but also retaining talent.” (Kermally, 2004, p.3).

So developing the talent and to retain the talent is organizations main task. Those organizations that are fulfilling these two segments will remain successful in the competition of winning the race. With out retaining the talented employees in their organization it’s difficult for any organization to stay in the marketing as a leading company. Author in his book described about managing knowledge in these words

“Managing knowledge effectively involves the creation of a thriving environment with in organization” Managing knowledge effectively involves the creation of thriving environment with in organization that would facilitate knowledge use, creation and transfer. It is all about developing talent at individual and organizational level. (Kermally, 2004, p.5).

He explained the requirement of the new era. With out having educated and talented staff in their organization will not compete the others.

There is very famous Chinese proverb

If you are planning for one year, grow rice.
If you are planning for 20 years, grow trees.
If you are planning for centuries, grow people.
Another literature related to this theme is “The War for Talent” written by Michaels, Handfield and Axelrod (2001). This book reveals the techniques that what it really takes for the companies to attract retain and develop top performers. They termed talent as a critical driver for company’s performance. According to them it’s the talent that can differentiate between companies. This book further takes into consideration the race amongst companies to hire the best of the best from the market; this race has turned into a war. Each company, striving its best to be the winner in this war by taking a variety of steps like some companies are reviewing their talent management techniques and so on. In this book authors also putting light on this fact that talent is the most important and driving force for any organization. Companies are facing the problem of shortage of talented people in coming days.

2.10 How Organization Present Themselves for Others

In this article “Distorted Images and Reputation Repair” authors described about the external image and reputation. They described about how people who are sitting inside think about the people who are sitting outside. They described about how organization present themselves for others.

“We suggest that organizational members actively engage in sense-making process when they encounter cues about the firm’s reputation and that specifically, these cues are filtered through an organizational identity lens. (Carter, 2000, p.103)

Authors are in this point of view that organization should present them self in such a way that it not only attract the talented people but also the other people like shareholders and competitors. Those organizations that present the good image in people mind they remain successful in winning the talent war. In coming years there will be competition of acquiring the talented people from the market. Organizations who present themselves in such way which attract the talented people will manage to hire the talented people. There are many ways to attract the talented people. Organizations are trying to attract the talented people by giving higher salaries, bounces and other incentives. Talent is very rare in this world and
those organizations that remain successful in attracting and retaining the talented people will take the comparative advantage on others organizations. Organizations are trying to present them self in such a way that it attract the talented people.

Another literature related to this theme is “Building Successful Multinational organization” written by G-fine (1995). In this book author writes about the cultural diversity. An organization must be diversified to the different cultures. In order to build the multicultural organization, an organization must have good human resource. Without having the talented and skilled employees an organization cannot build successful multicultural work place. Author also explains in this book that employees should have the liberty to express their self. According to him work place is the best point where employees can express their self.

2.11 Summary of the Appropriate Literature Review

In the literature review I have wrote about the talented human in an organization. Organization cannot run with out having talented humans. Having the talented people in their organization will be the top most priority of any organization in coming years. How companies are working with breeding and nurturing talent. There are four different ways of breeding and nurturing talent attracting people, developing people, employee retention and knowledge transfer. Companies are normally Breed and Nurture their talent in these four ways. Employee Branding is fairly new concept applied in different organizations in order to face the shortage of talented people in their organizations. Employee Branding is concept of showing their organization a great place to work in the targeted market. How companies plane for talent management. According to the latest survey companies are not successful because they don’t put the right people in the right place. In order to make successful you must place the right people in the right position. Search for the talented and brilliant people. Companies are spending lot of resources on searching the talented and brilliant people. According to the different authors education and skilled labor force will the competitive weapons of the twenty first century. Another most important point is that organization hired the talented people but to retrain these talented people is the most important task for any organization. In order to keep these talented people in their organization, management of these organization are spending huge amount on Human Resource. Once talented humans
join any organization, to develop and manage this talent is the responsibility of the origination. Organization are spending huge amount on developing and managing the talented. Nurturing talent is the very important part of any organization. How an employer takes the benefits from their talented employees is Nurturing. Talented and skilled employees are the backbone of any organization. An organization will not run for the long run if they don’t have the talented and skilled employees in their origination. In order to remain in the competition organization hired the talented and skilled employees. They termed talent as a critical driver for company’s performance. In the last I wrote about how organization are presenting them self for others. In order to attract and retain the talented people organization must present them in such a way that it attracts the talented and brilliant people.
3. The Research Methodology

In this current subchapter I would like to introduce and explain research methodology. First, I introduce the chosen methodology and its procedure and secondly I explain that how I follow these procedures in my work.

Methodology is “A way of thinking about and studying social reality” (Strauss and Corbin 1998, p. 3). Methodology is the part of every research and it implies everywhere in all over the world. There are many techniques and ways to carry out a research. In order to find out any conclusion we use research and that research helps us to find out the best conclusion. There are two types of research and that are “Qualitative research” and “Quantitative research”.

3.1 My Research Methodology

I would like to adopt the qualitative research for my work. I have also explained that from which sources I got the information and material to complete my work.

I plan to use the research methodology in the form of reading and studying from the textbooks, e-books, and different articles. This technique is suitable for me because I can get the books from the library and use the e-books and I can also read and get the information easily from reading the articles written by the different authors.

I used the big multinational companies for my research. I am choosing the Big European Multinational Companies for my research work because their data is easily available on Internet and I can get the facts and figures about these companies easily. In my research work I take the gigantic European Companies for my research work. I explained how these companies present themselves to attract the most talented people from the market. Most of the well-reputed multinational European companies present themselves in such a way that it attracts the talented and brilliant people. These companies hire the services of professionals to design and develop their websites and spend lot of money and resources to attract the most talented and brilliant people. One of the major reasons for choosing this topic “How do big European companies present themselves to attract the most talented people” is that, I want to join any of these companies as an employee.
While getting information from the Internet usually I have to rely on that information that is given. Some time information given on the web is not 100 percent correct. But I have to follow that information that is given on the web site of that company.

Language is one of the main sources of getting the information. Some time the Big European companies issue their website in their own languages and with out knowing that language it is difficult for me to get the idea that what these companies want to say. Some time companies main WebPages also issued in their local language. Language may become the ethical issue while writing and gathering the information for my thesis work.

Internet is very important now days. The use of web is very necessary and important to get and exchange the information. I will use the Internet to get the different information and use that information in my thesis work. I use the different European multinational companies ‘website to get the idea to present the most attractive and suitable wording for my thesis work.

3.1.1 How to find data

In qualitative research first and important task is to find out the data. There are different types of data available for the qualitative research. Interviews, observations and questionnaire are the most common source of getting the data. I have selected four large companies for my thesis work. I have explored data by visiting their web site especially their online HR pages. I found the data of those pages pretty helpful to answer questions like how these mega companies present themselves to attract most talented people. I have gathered data by exploring their web pages especially.

3.1.2 How to interpret the data

The second phase is interpreting the data. After getting the data of these four mega European companies now I want to interpret this data for my thesis work. I applied different themes on these four mega companies. I want to interpret that how these companies working for the breeding and nurturing talent. For this purpose I applied different themes, which I wrote in my literature review. I want to see that how these companies applied these themes in their organizations. What advantages and disadvantages they are getting after applying these themes.
3.1.3 Final Report

In the third part I make the final report from the interpretation of the data. I want to find final report from the data I got after interpretation. I finally find out that these four European companies spend lot of amount on their websites. They spend huge amount on Human Resources people to find the right candidates for them. They not only personally groom the employees but professionally as well. They provide the best environment to their employee so that they can work whole-heartedly. They also give the huge salaries and other benefits so that these employees don’t move form their company. They not only get the maximum benefits from these employees but also transfer the knowledge so that they can prepare the other employees like they are and other employees also get the maximum knowledge from those talented people.

3.2 Suggesting method(s) for data collection

I used the WebPages, web material and latest E-books for collecting the data. I also used the case studies written on different big European organizations for data collecting. I used all the above methods to collect the data for my thesis work.

I get in contact with the Human resource department of such large organizations; I put forward different queries regarding their hiring process. I personally browse their career web pages; look into their jobs advertisement plus jobs descriptions and specifications. I get an insight into their career development plans plus the benefits they offer to their employees.

I used these methods because these are easily available and often this information is correct and updated. Big Companies updated their WebPages. In this way I get the latest information and I complete my work with the latest information provided by these companies.
4. Empirical Illustration

In this part I will take four European Companies to explain that how these companies are working for the human resource. I will explain that how these companies present them self to attract the talented people from the market. What are their standards and requirements for hiring and selecting the talented people? How these companies after hiring the talented people will develop them.

4.1 Ericsson (Company Overview)

Ericsson is world-leading telecommunication equipment Provider Company. Ericsson is Swedish company working in all over the globe. Ericsson started its business in 1876 and its head office is in Stockholm Sweden. Ericsson has about 100,000 employees and 1,000 networks working in 140 different countries in globally. Ericsson has a joint venture with Sony Ericsson mobile communication worldwide. Ericsson is one of the few companies of the world, which provide end-to-end solution for all major mobile communications standards. Ericsson has industry’s most comprehensive portfolio having over 20,000 patents. Ericsson invests heavily on Research and Development.

4.1.1 Search for The talented and brilliant People

How these companies search for the talented and brilliant people? I will explain this concept with reference to Ericsson. I explain that how Ericsson presenting them self to attract the talented and brilliant people.

The management of Ericsson is saying that they are interested in talented and brilliant people due to the nature of our work i-e, technology innovation and creativity. Management of Ericsson is saying that they always looking for the talented and brilliant people from the market. We can find their job advertisement everywhere because they want to get the best brains from the market. Ericsson management considers their employee as their greatest assets. Every employee counts in helping his or her research, vision and goal. It’s an
ongoing process of searching the talented and brilliant people in Ericsson. To find out these people the management of Ericsson spends lot of resource.

“To attract and retain motivated professionals who perform to their full potential, we offer a unique employee value proposition – one that encourages individual drive and achievement while also focusing on how every employee can contribute to, and benefit from, our collective strengths”. (Ericsson 2008)

Ericsson management is saying that to attract and retain the talented employees we spend lot of resources. Management of Ericsson wants to see that how every employee can contribute in company’s strength. They are saying that we want to see that how an individual employee can contribute, and offer services to the company.

4.1.2 Developing and Managing Talent
How to develop and manage talent is an important task for any organization. How these companies manage and develop talent. I will explain how Ericsson, develop and manage their talent.

Ericsson’s management are confirming that they are very much focused on developing and managing talent. The management knew this thing that people made heavy investment on their carrier. The Management of Ericsson is also spending lot of investment of developing the employees. They offer a learning environment and structured frame work for potential employees for their carrier path. Ericsson is always believed on long term strategy to their employees. Innovation is very important for the growth and innovation requires learning. In Ericsson provide an innovation for their employees in every field of their work. They provide both responsibility and opportunity to their employees to take ownership of their development. They have individual performance management process, which gives the every employee a fair chance to grow and to evaluate him and also guide what company is expecting from him

“It means that as an Ericsson employee, you will have many opportunities to develop professionally and personally. You will be encouraged to drive your career forward and to try new ideas. You will be supported by clear expectations and goals. Working in teams
across organizational and national boundaries, you will utilize the wealth of knowledge around you to find creative ways to succeed in an ever-changing business environment” (Ericsson 2008).

Ericsson provides the best place for developing the talent. They provide the training to their employees for their carrier development. They are providing different types of training to their employees like net base training, instructor–led training, blended learning and coaching, knowledge sharing. These types of training help the employees to develop and grow with in the organization. Internal mobility is another form of developing and managing the talent. They support employee’s movement between organizations, units, companies, cities and different countries.

4.1.3 Carrier Path

How do the big European Companies provide carrier path to their employee. In which way they guide their employees to provide the long term carrier path. I write about Ericsson about their carrier paths.

Ericsson is offering their employees a diversified and global environment where innovation is the most important factor. According to Ericsson they offer an environment where you will be encourage of tacking the creative and innovative ways. If you want to be successful in Ericsson you will be creative. Management of Ericsson provides a unique team work environment and spends huge investment on your competence investment and your competitive compensation. Ericsson also started Accelerate Global management program for their employees for their carrier path.

“A diverse and global environment where innovation is key. An environment where you are empowered to drive your career and always encouraged to find creative ways to succeed.” (Ericsson 2008).

In Ericsson management is offering their employees a diverse and global environment. Place where they can take their decision by their self. Their employees are encouraged to take the creative decisions. They are offering their employees a creative and working workplace so that their employees can work whole-heartedly.
4.1.4 Nurturing Talent

How these companies are attracting and retain their employees? Organizations are trying to spend lot of resources on nurturing talent. I am going to explain that how Ericsson is nurturing their talent.

The management of Ericsson is saying that they are interested in attracting and retaining their employees. They offer on job training Programme to their employees. According to Ericsson management, we attract and retain the motivated people who accomplish their work in full potential. Talented people are rarely found and to keep these talented people in their organization is Ericsson’s management most important policy. In Ericsson they offer Unique Employee value proposition to retain their employees in their organization. They also offer value proposition methods like software and online training to their employees. According to Human Resource of Ericsson, evaluation and comparison compared side by side online for every employee in Ericsson. In this way Ericsson management retain their employees for a longer period of time.

4.1.5 Hiring Methodology

How do the Big European Companies hire the people? What is their recruitment policy and in which way they are recruiting people for their organization? I will explain that how Ericsson hire the talented people for their organization.

Ericsson in most cases hires new employees through several recruitment agencies. What they do normally is that they provide their demand list to a recruitment company; this demand list states explicitly what type of employee they are looking (skills, qualification, experience etc), while the rest of the job (Jobs advertisement, screening applications, interview calls, telephonic and first interview etc) is carried out by the recruitment agencies. Most of the time while interviewing applications, one of Ericsson HR personnel is available to help the recruitment company and to make sure on the company behalf, that all recruitment steps are followed in a transparent way.

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Jobs Advertisement

Application screening
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4.1.6 What arguments they Give to Attract the Talented People

Human resource is the most important and key factor of any successful organization. Organization doesn’t work successfully without having talented people. Organization gives the several arguments to attract the talented people. I explain that what arguments Ericsson give to attract the talented people.

Ericsson is one of the world-Leading telecommunication company working in all over the world. They give the several arguments to attract the talented people like, in Ericsson you will become an important part of the organization because we believe that employees are our greatest assets and every employee counts. You will have the chance to work in different organizations and different units and even different countries in Ericsson. We believe to develop the carrier of employees professionally and personally. Their management believes that Ericsson is telecom giants and top list in innovation and creativity. The Human resource of Ericson provides the competitive compensation and prominent growth to their employees. In Ericsson you will find the prosperous life and long term benefits. Ericsson also provides the insurance and old age benefits to their talented employees. Management of Ericsson is also saying that you will use the wealth of knowledge to find out the new and creative ways
to succeed and ever-changing business requirements. It means that talented people will be an important part of Ericsson's future.

“Ericsson offers a unique teamwork environment, heavy investment in your competence development and competitive compensation. Although we tailor our compensation to meet the realities of the countries where we operate, our rewards have certain characteristics that apply nearly everywhere: they are based on the principles of fairness, performance, and shared long-term incentives.” (Ericsson 2008)

The management of Ericsson is giving several arguments to attract the talented people. They are also offering their employees a unique teamwork environment. Employees are getting a fairly good and attractive reward in Ericsson. The management is saying that we are providing the rewards that is fair and based on the performance of the employee.

4.2 A.P.Moller-Maersk (Company Overview)

A.P.Moller-Maersk is world-leading company dealing in Container & related activities, Energy, Shipping & Offshore, retail and other business. It’s a Danish company working in all over the globe.

A.P.Moller-Maersk is a Danish company working globally. Maersk started its business in 1904 and its head office is in Copenhagen, Denmark. A. P Moller and his father started this company. Maersk has about 110,000 employees working for their company. Maersk is running its business around 130 countries globally. Maersk is running its business in all the continents proving its employees global carrier opportunities. Maersk is one of the few companies of the world, which are using 550 containers vessels for doing their business. Maersk owns one of the world’s largest shipping companies.

4.2.1 Search for The talented and brilliant People

How these companies search for the talented and brilliant people? I will explain this concept with reference to A.P.Moller-Maersk. I explain that how A.P.Moller-Maersk present them self to attract the talented and brilliant people.

Maersk is saying that they have an ongoing recruitment process in which they try to search for the talented and brilliant employees. Their management motivates candidates in different
ways to come and become the part of the organization. They said that they invite candidates from various backgrounds and educational levels. They offered separate department working on to find out the talented and brilliant people. This department is working to find out the best possible talent and brain for the organization. The Human Resource of Maersk has a procedure to invite all candidates who full fill their basic criteria. From this we can have an idea that they are always interested in talent. Maersk is working in all over the world and they are finding the talented and brilliant people from all over the world. They say that they want the most talented and skill full employees from the market who can work with them for the longer period

“A.P. Moller - Maersk is keen to maintain and develop an exciting and challenging working environment for all our employees wherever we operate. We achieve this by creating a workplace driven by results, and by emphasizing the importance of dialogue where high ethical standards and diversity are greatly valued.” (Maersk 2008)

Moller management is offering their employees a challenging work place where they can take the responsibility by there self. There management is putting responsibility in the beginning of their carrier in Moller. Employees feel that they are the part of their organization.

**4.2.2 Developing and Managing Talent**

How to develop and manage talent is an important task for any organization. How these companies manage and develop talent. I will explain how Maersk, develop and manage their talent.

A common belief at Maersk management is that 70% of the training takes place on job, 20% is delivered via management and colleagues while the rest of 10% is formal training. Maersk has a comprehensive development process, they give their employees a certain level of responsibilities at the very initial stage, which can enhance and polish their leadership skills. They also conduct several training programs with the help of their international partners to train their employees.
“Over many years’ experience, we have developed a learning philosophy and extensive training system that meets the demands of a global organization. We also work in cooperation with many of the world’s leading organizations and international training institutions to further our employees’ development” (Maersk 2008).

The management of Maersk is saying that they encourage job rotation of their employees, to further develop their skills and get knowledge about other departments of the company. Maersk management offering development an ongoing process, which undergoes throughout the entire career of their employees, they considers updating in employees skills a major asset for their future growth.

4.2.3 Carrier Path

How do the big European Companies provide carrier path to their employee. In which way they guide their employees to provide the long term carrier path. I write about Maersk about their carrier paths.

“At A.P. Moller - Maersk there are no fixed career paths; you do not move up the hierarchy just because of age, seniority or simply because it is your turn. Our view is that you personally should be able to influence your career possibilities based on your own wishes, skills, personal attributes and achievements” (Maersk 2008).

According to Maersk management there are no fixed carrier paths. An employee cannot move up because of their age, seniority and simply because it’s your turn. In other companies, management believes that an employee should be in that position to achieve their carrier path based in their own wishes, skills, personal attributes and advancement. The best opportunity comes when there is perfect match between an employees personal interest and abilities and the organizations needs. If an employee finds the job of his own interest there will be many chances to find his carrier path earlier and for the long run.
4.2.4 Nurturing Talent

How these companies are attracting and retain their employees? Nurturing talent is very up to date and recent topic. Organizations are trying to spend lot of resources on nurturing talent. I am going to explain that how Maersk is nurturing their talent.

In Maersk management is saying that Nurturing talent start at the entry level, which can provide the employees the right opportunity to grow and flourish. It is the unique feature of Maersk group that their employees have the opportunity to learn all the way in their whole career. They are saying that they trained their employees in such a way that they learn through out their carrier. Employees, who are working there in Maersk, said that their organization is the best in attracting and retaining their employees.

4.2.5 Hiring Methodology

How do the Big European Companies hire the people? What is their requirement policy and in which way they are recruiting people for their organization? I will explain that how Maersk hire the talented people for their organization.

A common belief in Maersk management is that they hire the new employee’s by their own Human Resource department. They say that they have their own Human Resource department that constantly recruiting the new employees. They call people from different cities and different countries to have an interview. Maersk say that they hire people with different kind of background and educational levels. Human Resource department take the first interview. For the second interview they call the concern department people to have an interview with you and then in the third interview candidates have to meet the concern departments head for which he or she applied the job.

\[
\text{Jobs Advertisement} \\
\downarrow \\
\text{Application screening} \\
\downarrow \\
\text{I.Q. Written Test} \\
\downarrow \\
\text{General Interview}
\]

Maersk in most of the cases
This way hires the people.
Human resource is the most important and key factor of any successful organization. Organization doesn’t work successfully without having talented people. Organization gives the several arguments to attract the talented people. I explain that what arguments Maersk give to attract the talented people.

Maersk is claiming itself as a truly global company working in all the continents and is global carrier opportunity providing company. We develop the skills and experience of the employees. We provide the long term benefits to our talented employees. Maersk is saying that they are also providing the pensions, compensation and other benefits to their employees. The management of Maersk want to develop attractive, exciting and challenging workplace for their talented employees. They provide an inspiring environment to their employees. Maersk is offering pension scheme for their permanent employees and also offer matching pension scheme for employees under the age of 30. They also offer maternity leave for their employees, the company allowed 12 weeks leave with full salary for man employees and 24 weeks leave with full salary for women employees. Maersk also offer day off in connection with first day. If child is sick Maersk offer over time facility to their employees with additional 50% work on week ends and 100% on Saturdays, Sundays and public holidays.

“Many aspects of career development apply to most jobs in a global organization like A.P. Moller - Maersk, such as the acquisition of knowledge and skills and new ways of working
that enable employees to take on exciting new tasks. So we believe that all A.P. Moller -
Maersk employees should have opportunities for taking on different jobs across business
units and at different levels in the hierarchy – depending on their wishes, needs and current
situation” (Maersk 2008).

4.3 Volvo (Company Overview)

Volvo is world leading company dealing in cars, trucks, buses construction equipment, drive
system of marine, industrial application and financial services. Volvo is a Swedish company working in many countries of the globe. Volvo started its business in 1927 and its heads office is in Gothenburg, Sweden. Volvo has about 100,000 employees working in 19 different countries of the world. Volvo sells their product in more then 180 different markets of the world. Annual sales of Volvo Group are amount to $34 billion. Volvo group is committed to invest heavily on Research and Development.

4.3.1 Search for The talented and brilliant People

How these companies search for the talented and brilliant people? I will explain this concept
with reference to Volvo. I explain that how Volvo present them self to attract the talented and
brilliant people.

Volvo management is saying that they have an ongoing hiring process in which they try to
search for the talented and brilliant people. They invite candidates from the different parts of
the world and from different educational backgrounds. They said that they have a separate
department working on to find out the talented and brilliant people. According to Volvo
management, we use different sources to attract the talented and brilliant people. They said
they use their web site, hiring companies’ newspaper, TV and other electronic sources to
attract the most talented and brilliant people from the market. To attract the people they
present them self in such a way that it attract the talented and brilliant people.
4.3.2 Developing and Managing Talent

How to develop and manage talent is an important task for any organization. How these companies manage and develop talent. I will explain how Volvo, develop and manage their talent.

Volvo management is very much concern on developing and managing their talent. According to Volvo management talent is very rare in this world. They say that we always looking for the talented and brilliant people to develop and polish them according to their own environment. Volvo is saying that we develops and manages their employees in such a way that they will become the assets for the company. Management of Volvo wants to develop and retrain their employees in such a way that they really understand the Groups vision and Business objectives.

“Every employee in Volvo is part of a team and today every single individual is playing his or her part in developing the company’s global business, helping it to achieve its vision of being recognized as the world’s leading supplier of commercial transport solutions”. (Volvo 2008)

The Volvo group offers a challenging and demanding position to their employees to develop them. Volvo group offers a global environment to their employees. There is wide range of training program at all levels and that are always available to their employees. Management always encourages the job rotation with in Volvo group. Job rotation with in organization, in other city another country and even another continents.

4.3.3 Carrier Path

How do the big European Companies provide carrier path to their employee. In which way they guide their employees to provide the long term carrier path. I write about Volvo about their carrier paths.

Volvo is saying that they are offering a long term carrier to their employees. The management of Volvo is saying that we always looking for the talented and committed employees who want to go for a longer run to their organization. The management of Volvo
also offer’s traditional and e-base training to their talented employees for their long term career path. They also offer Personal Business plan (PBP) for their employee’s carrier path. A process or tool to facilitate discussions between every employee and his or her manager. There are lots of ways in which employees develop their career path in Volvo and one of them is giving them international projects.

“To be successful Volvo needs to have a culture which encourages all our employees to seek development and new challenges in their careers.”(Volvo 2008)

Volvo is saying that they are providing their employees challenging and growing environments where they are encourage to take part in new development and bringing new ideas. These things will help them to grow in their professional carrier.

4.3.4 Nurturing Talent

How these companies are attracting and retain their employees? Nurturing talent is very up to date and recent topic. Organizations are trying to spend lot of resources on nurturing talent. I am going to explain that how Volvo is nurturing their talent.

Volvo is saying that they are always trying to attract and retain their talented people. They said that have their own system to grow and polish their employees. In Volvo management is saying that they want to retain their talented employees for a longer run, and they also want to improve the leadership qualities of their employees. They also try to attract and train them in their own organization in different ways. There management want to retain their employees for longer run in their own organization. Volvo Management claims that their employee’s turnover ration is comparatively low as compare to other big European Companies.

4.3.5 Hiring Methodology

How do the Big European Companies hire the people? What is their requirement policy and in which way they are recruiting people for their organization? I will explain that how Volvo hire the talented people for their organization.
Volvo management is saying that in most of the cases we hire the new employee by their own human resource department. They said that we have our own human resource department, which regularly recruits the new employees. Volvo recruits the new employee from all over the world and from the different educational background.

The Volvo Group has initiated a recruitment campaign with the aim of employing 250 engineers globally within the Group's truck-related research and technology development activities. "This is just the beginning of a recruitment period that will last several years, which is attributable to our extensive investments - mainly within environmentally related research and technology development," says Anders Ydergård, Senior Vice President Vehicle Research and Development. (Volvo 2008)

4.2.6 What arguments they Give to Attract the Talented People

Human resource is the most important and key factor of any successful organization. Organization doesn’t work successfully with out having talented people. Organization gives the several arguments to attract the talented people. I explain that what arguments Volvo give to attract the talented people.

"Once you have started at Volvo you have unlimited opportunities which few companies can offer" (Volvo CE, Mikael, Volvo 2008)

In Volvo Group, management around the world work with energy, passion and respect for the individual. We are not only Sweden’s largest employer but also a large global player with nearly 100,000 employees worldwide (Volvo 2008).

Management of Volvo is saying that if you join Volvo you will always moving forward. The compensation and benefits that we offer is the best to meet the ethical standard and basic values for the talented people. According to the management of Volvo there is no fix salary in Volvo but talented individuals fix their salary by their self by giving performance, capability and the commitment to continual development. Volvo management also said that talented people also get the other attractive benefits like old age benefits, holidays with pay, annual bounces. The management is saying that employee have lot of opportunities in Volvo which other companies hard can pay to their employees.
4.4 Nokia (Company Overview)

Nokia is world leading company dealing in mobile telephone sets. It’s a Finnish company working in all over the globe.

Nokia stated its business in 1967 in Espoo, just outside Helsinki, the capital of Finland. Nokia has about 70,000 employees of 120 different countries working worldwide. Nokia is operating in 29 different countries of the world. Nokia is world leader is mobile making telephone sets. Nokia has almost 40% share of the global device market. Nokia sales recorded in the first quarter 2008 is more then EUR 12.7 billion. Nokia Corporation spend huge amount on research and development.

4.4.1 Search for The talented and brilliant People

How these companies search for the talented and brilliant people? I will explain this concept with reference to Nokia. I explain that how Nokia present them self to attract the talented and brilliant people.

The Management Nokia is saying that they always looking for the talented people from all over the world and from all age group. Nokia has 70,000 employees from 120 different countries of the world. The management of Nokia is always looking for the brilliant people. The management of Nokia is looking for talented people through their website, giving advertisement in different print media and electronic media. They know that they can make progress only by having talented and brilliant people in their organization. To attract the talented and brilliant people Nokia give the concept of work life balance because they know that it’s very important to recognize the professional and personal life of their employees.

4.4.2 Developing and Managing Talent

How to develop and manage talent is an important task for any organization. How these companies manage and develop talent. I will explain how Nokia, develop and manage their talent.

Developing and managing talent is the most important matter in Nokia. According to Nokia, Management spends a huge amount and resources on developing and managing the talent. All employees can improve their developing and managing skills by participating different activities in Nokia. There are different ways of learning and developing their talent like
classroom based-training, e-training. They place individual focus on managers in giving them training in management and leadership skills. They also provide a management training program to their new managers. They also provide the self-development program to their employees.

“Employees are encouraged to create their own development plan and take advantage of the variety of available learning solutions and methods. On-the-job learning is also heavily encouraged”. (Nokia 2008)

According to the management of Nokia, we encourage taking the creative and developing ideas of the employees; we also provide different types of training to develop our employees.

4.4.3 Carrier Path

How do the big European Companies provide carrier path to their employee. In which way they guide their employees to provide the long term carrier path. I write about Nokia about their carrier paths

Management of Nokia is saying that they are providing long term carrier path to their employees. Nokia is one of those companies of the world, which has the lowest employee’s turnover ratio. The management Nokia is offering in real terms a carrier path to their committed employees.

“We are committed to providing equal and diverse opportunities for our employees to develop and grow, both personally and professionally. We want benefiting from differences to be a natural part of our processes and leadership philosophy - allowing every employee and manager to take an active role in building inclusiveness and supporting positive change” (Nokia 2008).

For the committed and growing employees Nokia management said they have internal Job Market. All the vacant positions are advertised internally except few senior managerial positions. Employees can shift to the senior positions and make their carrier by fulfilling the job criteria.
4.4.4 Nurturing Talent

How these companies are attracting and retain their employees? Nurturing talent is very up to date and recent topic. Organizations are trying to spend lot of resources on nurturing talent. I am going to explain that how Nokia is nurturing their talent.

The management of Nokia is saying that they are interested in attracting and retaining their employees. Nokia management is always keen to retain their employees in their organization for a longer run. According to Nokia management, employees are always encouraged in open discussion and debates. In Nokia, management considers employees feedback as an important source of getting new ideas for the organization. To retain their employees Nokia management offers many incentives packages and flexi working time table to their talented and brilliant people.

4.4.5 Hiring Methodology

How do the Big European Companies hire the people? What is their requirement policy and in which way they are recruiting people for their organization? I will explain that how Nokia hire the talented people for their organization.

Nokia management is saying that in most of the cases we hire the new employees by own human resources department. We have our own human resources department, which regularly hires the new employees though out the world. They have their own criteria in which they hire the people from all over the globe.

“We provide individuals with a platform for personal growth in a challenging environment with a clear vision, goals and shared management principles - the Nokia Way. The Nokia Way brings together talented individuals who share these principles, and therefore share success”. (Nokia 2008)

According to Nokia management, we are providing a challenging plate form to employees, where they their personal and professional growth is going on. The management of Nokia is always looking for the talented and committed people from all over the world. They also want to see their employees successful in their carrier life.
4.4.6 What arguments they Give to Attract the Talented People

Human resource is the most important and key factor of any successful organization. Organization doesn’t work successfully without having talented people. Organization gives the several arguments to attract the talented people. I explain that what arguments Nokia give to attract the talented people.

*Nokia provides employees with market competitive rewards through a flexible global structure, which can address diverse and changing business and employment environments, as well as specific individual preferences. Our Total Compensation Package is typically consists of elements such as annual base salary, incentives, bonuses, possible stock options or performance shares, flexible Work-Life balance solutions, and other local benefits.*

(Nokia, 2008).

Nokia management is saying that we provide the best salary to our employees not only in monitory terms but also other benefits. We believe those employees who are giving the high performance will get the higher salaries and higher rewards. The management of Nokia is also offering work-life balance for their employees because they feel that it is very important to take care of the employee’s personal life as well as the professional life. Nokia management also offered their employees, successful management system also called Investing In people (IIP)
5. Reflection and Conclusion

In this part I am going to interpret my Empirical study. I have taken four big European companies for Empirical studies. How these companies are working for talented people I have explained this concept this with the help of four big European companies. I took Ericsson, A.P. Moller- Maersk, Volvo and Nokia for empirical work. In these four companies two companies are Swedish, one is Danish and one is Finnish company. Now I am going to interpret Employer Branding with these four companies.

5.1 Employer Branding by Ericsson

Ericsson is one of those companies of the world, which apply the employer branding in their organization. Management of Ericsson is saying that every employee is important in their organization because they believe that there is some contribution of every employee in company’s success. Without giving them importance it is very difficult to make progress in long run. If some companies have an employer branding in their organization then it attract and retain the best employees and that put the company ahead on the competition. It’s difficult to win the reputation of a good employer; if they win the reputation of a good employer then it’s very easy for them to attract the most talented people from the market. Management of Ericsson believes that their company is one of those companies of the world, which has a good employer brand. Ericsson Management is saying that they has good employer brand that attract the most talented people. Ericsson offering their self a great place to work. Once an organization earn this reputation it’s easier for them to attract and retain the talented people. The Management of Ericsson believes that their employees are very satisfied and happy. Once an organization gets these words by their employees it’s a great achievement for them. Ericsson is saying that they trained their employees personally and professionally. Employees are very important part of any organization. Without having good and skilled employees an organization can not make progress. If employees are happy and satisfied with the organization then they automatically start marketing their organization. Ericsson management is saying that their employees are happy and satisfied with their company. It means that these people are the marketing force of Ericsson. They are the company brand representative, so organization must care of them.
The management of Ericsson is also working on knowledge transfer. According to their management we hire talented profession to train our employees, to transfer knowledge in different ways. The Management of Ericsson is also working on nurturing talent. Attracting and retaining talent can only be possible by good human capital management and focused leadership. Human capital is considered as the most important value able assets for any organization. Management of Ericsson believes that with out attracting and retaining talented employees in their organization let their organization out of the winning race.

The management of Ericsson is working for the talented management. There are two types of strategies one is business strategy and other is talent strategy. These two strategies are interLinked that success in one depends on other. Ericsson management is saying that they are working for these two strategies. Their management say that our business is depends on our talented and with out talent we can not make our business in a successful way.

According to the management of Ericsson, we spend huge amount on presenting our self in such a way that it attract the talented people, we spend huge amount on our website and our human Resource to attract and retain the most talented people.

**5.2 Employer Branding by A.P.Moller-Maersk**

A.P.Moller-Maersk is one of those companies of the world, which apply employer branding in their organization. The Management of A.P.Moller-Maersk is saying that we are one of those companies where every employee is an important. The management is saying that they are taking care of their employees. Management of Maersk is saying that any latest information or new development, employees are the first one to know about that information and development. Employer branding suggest that an organization must reach to their employees first in giving them any latest news or any latest development. Companies who are not taking care of their employees remain behind in winning the confidence of the employees. It is very necessary that organization considered employees the most important part. In doing so organization not only win the confidence of the employees but also make them update with any latest development.

A.P.Moller-Maersk is giving training and education to their employees. Once these employees get the training and education they know about their brand. Once employees know about their brand they become the brand ambassador of their organization. The
management A.P.Moller-Maersk is saying that we provide such an environment to their employees that they will become the brand ambassador for their organization. The management of A.P.Moller-Maersk offers a platform where every employee can learn through his or her career. So once these employees trained they are the marketing force for their organization. These employees also start transferring the knowledge to the new employees as well.

A.P.Moller-Maersk offering their company as the best working place for employees. They say that we are providing the best salaries and other benefits to make our company best for the employees. Once this image is created in the mind of targeted people its easier to attract and retain the talented people from the market. A strong and distinct profile creates an image of attractive work place. A.P.Moller-Maersk management is saying that they are successful in making the strong and distinct image of the company in the minds of people. A talented and brilliant person wants that strong and distinct image of any organization.

According to the management of Maersk, we spend huge amount on developing and managing the talent. Once an employee joins the organization he or she learns through out his or her carrier in Maersk. No organization depends on technology alone; it’s the intelligent and creative minds who implement these techniques and ideas in their organization. Management of Maersk considered knowledge as capital asset.

The management of Maersk is also working for nurturing talent. To attract and retain talent is the main objective of Maersk management. According to the latest survey 40% to 50% of any organization cost spends on human’s capital. The management of Maersk spends huge amount on human capital.

Management of Maersk is saying that we are always looking for the talented and skilled employees. Their management knows that with out having talented and skilled employees in their organization they cannot remain in the best companies list. Management of Maersk is also working for the talent management. The management of Maersk is also working for the long term talent management strategy.

Management of Maersk is always trying to present their company in such a way that it attracts the talented and brilliant people. They spend huge amount for this purpose. They are saying that we are paying huge amount to our Human Resource people and spend huge amount on our website, and home pages to attract and retain the talented people.
5.3 Employer Branding by Volvo

Employees are the most important part of any organization. Without having talented and brilliant people in their organization an organization can not make progress. Those organizations who are taking care of their employees will lead in the long. Volvo also applies employer branding in their organization. Employer branding is a concept which attract and retain the talented people in their organization. Volvo is one of those companies of the world where employee’s turnover rate is lowest. Employees considered Volvo a great place to work. The management of Volvo group is offering there organization a place where employees have unlimited opportunities which few companies can offer. Volvo management is also saying that Volvo is a best working place for the employees.

Volvo also offers training and development to their employees. The management of Volvo knows that the training and development we give to the employees will result in attract the other talented people in their organization. Management of Volvo is saying that we spend huge amount on employees training and development. They know that once they get the training and development they will become the brand ambassador for their organization. Brand ambassador are also the marketing force of their organization.

Good and strong image of the company is very necessary for any company. Without having good and strong image, company cannot attract and retain the talented people. Volvo Management is saying that we are one of those companies of the world who make their strong image in the minds of the people. Management of Volvo uses these methods and techniques to attract the most talented people. They also present there selves in such a way to attract the talented and brilliant people. Volvo management also keeps their employees up to date of any latest development. They know that their employees are the greatest assets. So if they update their employees they are investing in their assets. They also know that this investment will return them in the shape of knowledge transfer and preparing the brand ambassador of their own. The hottest strategy in employment is called Employment Branding. It is one of the long term solutions to the shortage of talent problem. The management of Volvo is trying to implement this employment branding in their organization so find out the long term solution of the shortage of talent.

Knowledge is vital competitive advantage for any organization. Volvo management knows that with out having knowledge based employee in their organization it’s difficult for them to
remain in the winning position. Hiring the right people and transfer the knowledge of those people is the main priority of the Volvo management.

Volvo management is saying that they are nurturing the talent in their organization. Management of Volvo is saying that we are trying our best to attract and retain the talented people in our origination. According to Volvo management, we want to retain the talented employees for a longer run. In the knowledge driven economies the importance of knowledge and skill is more important. Volvo management believes that we are always looking for the talented and skilled employees for our organization.

Volvo management is saying that we are one of those companies of the world who spend huge amount to present our self in such a way that it attracts the talented people. It not only attracts the talented people but also the competitors. Volvo management is saying that we spend huge amount to attract and keep the talented human resource in their organization. Good organization is not who have the talented employees in their organization but one who put the right person at the right place. The Volvo management claiming that they put the most talented people in the right places.

5.4 Employer Branding by Nokia

Nokia is one of those companies of the world which apply the employer branding in their organization. The management of Nokia believes that their organization is the best place for the employees. This image also perceive by their target people. People wish to join the Nokia because of their very good reputation. Nokia by the re several years effort now come to the stage where there employees are their brand ambassador. Employees represent their self as a brand ambassador of Nokia.

Nokia is world leading Mobile manufacturing leading in all the way in all over the world. Nokia has almost 40% share of the global mobile manufacturing device market. Their success is because of their employees. They considered their employees as values able assets. Their employees also serve them as a marketing force.

Good and strong image is very important for any organization. The management of Nokia is saying that we are one of those companies of the world who has good and strong image in the minds of the people. Employer branding is a concept of attracting and retaining the talented people in their organization. Nokia management is claiming that we are one of the few
companies of the Europe who retain their talented employees for a long run. In Nokia employees turn out ratio is also very low as compare to the other companies. Employees want to work for a longer period of time. Nokia management offers their employees the best environment for working, they also giving training and development to their employees. Nokia is saying that every employee is as important for our organization and our employees are the greatest assets for our organization. They are taking care of every employee. According to their management every employee counts. Talent is very rare in this word. Employer branding is the shortest way of achieving this long term problem. Nokia is also applying this employer branding in their organization to attract the talented and brilliant people.

Management of Nokia is saying that they are developing and managing their talent. With out developing and managing talent it’s very difficult for any organization to make progress for longer run. Knowledge is considered the corporate assets for the companies. Management of Nokia believes that they are caring the knowledge based employees and also develop them. Knowledge transfer is an important factor for the survival of any organization. Organizations that are transfer the knowledge of talented people to the other employees having the competitive edge on other organizations.

Attracting and retaining talent can only be possible by good human capital management and focused leadership. Management of Nokia is saying that their organization is one of those organization who attract and retain talent buy their human capital management. Their management is considering their success because of their talented people. According to the management of Nokia, we are always planning for the talent management, how to find out the talented and genius people and also how to retain these people in our organization.

Those organizations who present the good image in people mind remain successful in winning the talent war. Management of Nokia is saying that after saver year’s effort we are now in this position to win the talent war. Once an organization wins this war it easier for that organization to attract and retain the talented people in their organization. Employment branding is the hottest strategy for the long term solution of the shortage of talent. Nokia management is saying that they are following the employer branding in their organization, we also find the long term solution of the shortage of talent. Management of Nokia believes that after several years’ effort we make our organization the best place for the employee
5.5 Conclusion

On the basis of my research as well as the previous studies on attracting the most talented people, I have drawn some conclusions. The aim of my thesis has been to find out how the big European Companies attract the most talented people. The intention here is to highlight the key points that are important for the success of attracting the talented people and to present them in such a way that it attracts the talented people.

The first crucial thing to do before rushing to the topic is to evaluate why big European companies want to attract the most talented people. Most often the reason’s for attracting the most talented people is to stay in the market for a longer run, to take the competitive advantage on other companies, to generate huge profits, to transfer the knowledge of those talented people to their employees.

In the literature Review I have taken different themes. I tried to connect these themes to my topic that is how the big European Companies attract the most talented people. I explained that what factors are for which companies hiring the most talented people. Companies attract and retain the talented people for their survival; these companies know that they cannot make progress for the long run without having these people. Companies know this thing that education and skills are the competitive weapons of the twenty first century.

I have taken four big European Companies to see how they attract the most talented people and what arguments they give to attract the most talented people. I have taken Ericsson, A.P.Moller-Maersk, Volvo and Nokia for my empirical study. I have applied different themes in these companies to see how they are working for the most talented people and what arguments they gave to attract the most talented people. I have seen during my work that these big companies spent huge amount on their, Human Resource department, job advertisement and their WebPages to attract the most talented people from the market. These four big companies not only attract the talented people but also retain them to transfer the knowledge for their employees.
In the last part interpretation of the findings i have applied Employer Branding concept on these four big European Companies. I have seen all the companies are working with employer branding concept. They applied this concept of employer branding to find out the long term solution of the shortage of talent. These companies by their several years of efforts make their self as best working place for the most talented employees.
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