



Global Branding of Workforce through Talent Management

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Abstract

The worldwide economy is beginning to regain momentum. Innovation and market share growth are expected to fuel profitability and increased valuations. To capitalize on this momentum, companies are looking for new and more effective ways to retain and attract top talent. That includes tapping a broader open talent economy that extends beyond the traditional workforce to include freelancers, contractors, and other third-party suppliers of skilled talent. At the same time, many top organizations now realize talent expects to control more of how, where, and when they work. By including mobility opportunities in their talent value proposition, many companies are able to connect to and derive value from a talent base that is increasingly global. Companies with the "hottest" talent brands enjoy the ability to pick and choose from a large pool of qualified people for their open positions. They also reduce the need for expensive search firms, which can reduce costs related to both acquisition and turnover. When the talent brand reinforces the corporate brand and vice versa, organizations may enjoy a virtuous cycle that further sets them apart from the rest of the field.

Key words : *Effective, mobility, Skill, Competancies, Headhunters, Knowledge Management*

Introduction

In this dynamic and competitive business era organizations are facing challenges in talent management. Talent management of talented worker is becoming of great importance for the organizations which are working on global level. Growing importance of the open talent economy in attracting hard-to-find talent, including contractors, alumni, subject matter experts, customers, and even suppliers. When these nontraditional workers affiliate with your organization, they can supplement value creation and can enhance your overall brand.

Talent should consistently experience the value of the intended practices. With the growing impact of social media and rating sites, the talent experience in your organization is the talent brand. Almost any person who comes into contact with your organization can influence your brand perception from employees and contractors to unsuccessful applicants, unhappy customers, and more. You are responsible for ensuring that

the real-world experience of working with your organization matches the competitive brand proposition you intend to convey. Effective businesses have long been focused on delivering the very best possible customer value proposition aligning market research on customer needs with all the business processes necessary to satisfy those needs at a competitive price. It's time to bring those same disciplines to building the talent side of your company's brand.

The talent brand is an outcome. The talent value proposition the framing of the actual experiences of people who work for you is the means to that end. Getting it right requires asking some tough questions. What does your talent value proposition say about your organization? How does it address the needs of different talent segments? What behaviors drive these segments to stay or go? What role will organization leaders play in building your talent brand? Do your hiring managers and recruiting professionals understand your talent value proposition? Are they communicating it effectively to candidates?

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Objectives of the study

1. To study the awareness of talent management
2. To know the importance given by management to talent management.
3. To study the relevance of talent management

III. Methodology Applied

Primary Data

The research is developed through observation and collection of data through questionnaires.

Secondary Data : Theory is developed on the basis of referring secondary data like books, journals and magazines.

Sample Size : The sample size is determined as 60 respondent's opinion from who are working in MNC's.

Statistical tool: To analyze the data Chi square technique is used and drawn conclusion for this present study.

IV. Three sets of innovative practices are emerging as ways to drive substantial impact and produce positive results in global talent management

1. Innovate in talent sourcing

Employ specialized headhunters: Specialized headhunters are playing an increasingly active role within corporate human resource organizations in manufacturing firms. For instance, the automotive supplier and building efficiency product manufacturing company Johnson Controls (JCI) has a specialized global talent research team charged with proactively searching out candidates for essential jobs in advance of openings. This team continually scours all possible sources of talent, mines passive talent, and aggressively sells the employer brand to ensure that JCI has a ready supply of job candidates.

Partner with academia: University partnerships are becoming increasingly important in filling the talent pipeline. These partnerships extend well beyond on-campus recruiting days to developing custom curricula, integrating working experience with schooling, and identifying and developing promising candidates early in their academic careers.

Partner with outsourcing service providers: Although outsourcing has been traditionally used as a means of lowering labor costs, the rationale for outsourcing has increasingly become gaining access to talent and accelerating execution. Toward these ends, companies are integrating outsourcing service providers into their value chains and collaborating with them more extensively in functions that have traditionally been kept in-house, such as new product development, design, and innovation.

2. Invest in global talent competencies

Articulate a global career progression model:

A global approach to talent management depends on employees who can and will work anywhere in the world. This requires international career paths not just for a few high-potential managers, but for everyone in middle management and employees as well. International experience must be hardwired into career paths and pursued earlier in career life cycles. The goal is to create a pipeline of employees who are willing to go overseas for the experience without requiring heavy expatriate pay, as well as to target younger employees who do not have the same family considerations as older employees. Although such an investment in early-stage employees may seem counterintuitive, in practice it pays off by helping develop a strong skills base and increasing company loyalty among employees who appreciate the value of the investment made in them.

Recruit global boundary spanners: Not all employees may want or are suited for international assignments. That's where "boundary spanners" can provide the catalyst to accelerating a global talent management strategy. Boundary spanners are people who are adept at working in far-flung local operations, as well as in corporate headquarters. For example, one global automotive supplier seeks out Chinese and Indian talent with international experience and Europeans and Americans with deep local knowledge to run their operations in China and India. These boundary spanners execute well locally, and advance the broader cultural understanding necessary to support the company's global operations.



Implement global HR and talent processes:

HR processes and systems have historically been fragmented and often local, making it difficult to identify the next generation of talent. In response, forward-thinking manufacturers are developing global reviews of the talent pipeline, identifying prospects for global development early on, and ensuring a balance of talent across regions. At Royal Philips Electronics, for example, regional talent reviews have been rolled up into global reviews, with explicit discussions about the global rotations required for the company's developing management cadre. In addition, some leading organizations require employees and managers across the globe to record and update their skills and experience on internal networks, so the company can quickly identify and deploy its existing talent.

Create a global knowledge management system: Knowledge management and sharing tools are fundamental to how work gets done and how innovations are leveraged and sustained in a global business environment.

3. Cultivate a glocal (global plus local) culture (employer brand and employee value proposition)

Sell the career as well as the company: Strong employer brands are needed in an era when engineering and manufacturing companies and careers increasingly need to be sold to prospective

employees. Young people are less inclined to pursue careers in manufacturing, given the attractive career prospects for graduates with MBA degrees and the promising opportunities in service industries. According to HR services firm Ma Foi Randstad, of the more than 700,000 engineers graduating each year in India, over 50 percent end up pursuing degrees in other areas and careers outside engineering.

Create a global brand: Global manufacturers must go the extra mile to tailor their branding in a way that is locally relevant and compelling. Unilever, for example, not only maintains a strong global brand, but also tailors it to the local market in India, where it operates under the name Hindustan Lever. In this way, the company achieves positive recognition as a global giant with a strong local commitment.

Tailor the employee value proposition: A value proposition encompasses more than pay and benefits; it also includes the organization's behaviors, mind-sets, norms, commitments, and informal networks. In a global company, many of these cultural elements vary with the prevalent local culture. Accordingly, successful global manufacturers tailor their employee value proposition to the local context, accommodating the culture and norms of the local labor markets in which they operate.

Empirical Approach

Note: SA- Strongly Agree, A- Agree, N- Neutral, DA- Disagree, SD-Strongly Disagree. M = Male, F = Female.

No	Statements	Gender	SA	A	N	DA	SD	X2	Accept/ Reject
1	Talented employees plays significant role in development of organization.	M	12	13	3	1	1	.26	Accept
		F	14	12	3	0	1		
2	Talent retention must focus on global expansion of business.	M	12	15	2	1	0	.08	Accept
		F	9	19	2	0	0		
3	Develop attractive packages to employees to create global banding.	M	16	13	1	0	0	.14	Accept
		F	14	13	3	0	0		
4	It brings competitive advantage in global market.	M	9	18	2	1	0	.27	Accept
		F	10	18	2	0	0		
5	Talented employees are knowledge resources to organization.	M	10	13	5	2	0	.29	Accept
		F	14	13	0	3	0		

Source: Primary Data

Note: Degrees of Freedom: 4. Value = 9.488 at 5% of level of significance.



From the above result it clear that all the statements are falls under acceptance region. This will make us that skilled employees are knowledge source for the organization for expansion and growth. Organization has to make an effective plan to retain the talented workforce in the organization.

Conclusion

Talent management is the pool of activities which are concerning to attracting, selecting, developing and retaining the best employees in the strategic roles. Organization should have ability and capacity to recognize the people and the capability that may create value and deliver the competitive

advantage for the organization; in addition talent management also aims at developing and deploying the right people at the right job on the right time and providing them the right environment to show off their abilities in a best possible way for the organizations. The talent challenges facing global companies in both mature and emerging economies are acute. The winners in the race for talent will be those manufacturers that develop global pipelines characterized by innovative recruiting methods, global competencies, and global employer brands and employee value propositions. They will be the first to field the workforces needed to support the capabilities that give them the right to win in a global marketplace.

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