New in town, but pretty cool

Setting-up shop abroad - talent management & must-have systems

*Citibank
Going Global Event*

9 October 2017

pwc

A new country, a new culture, new colleagues, new habits. What can go wrong?

Potential Issue	Area	Probability*	Impact on Group**
Limited or lack of information for head office	Financial & Management Reporting / Corporate Governance	High	◗
Different workplace culture	HR / Corporate Governance	High	◖
High talent acquisition cost	HR	High	◗
Talent management ➜ high staff turnover	HR	High / Medium	◗
Group strategy not-applicable or not coherent	Strategy	High / Medium	◗
Incoherent delegations of authorities and competences	Corporate Governance	Medium / Low	◖
Subsidiaries' management interests unaligned with head office	Corporate Governance	Medium / Low	◖
Fraud	Company-wide	Low	●

... and many others

*Highly dependent on initial company set-up architecture. Probabilities in the table take into consideration a best-in-class set-up
**Judgemental & debateable

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Ok, the US it is, but where? ➜ Unsurprinsingly, San Francisco, NY and Washington stand out of the crowd

Tech labour pool, thousands, 2016

City	Value
SanFran Bay Area	328
New York	246
Washington	243
Toronto, CA	213
Dallas	161
Chicago	143
Seattle	137
Atlanta	134
Boston	116
Minneapolis	95
Phoenix	83
Denver	77
Baltimore	73
Austin	69
Orange County	68
San Diego	66
Vancouver, CA	65
Raleigh-Durham	61
Newark	53
Portland	51
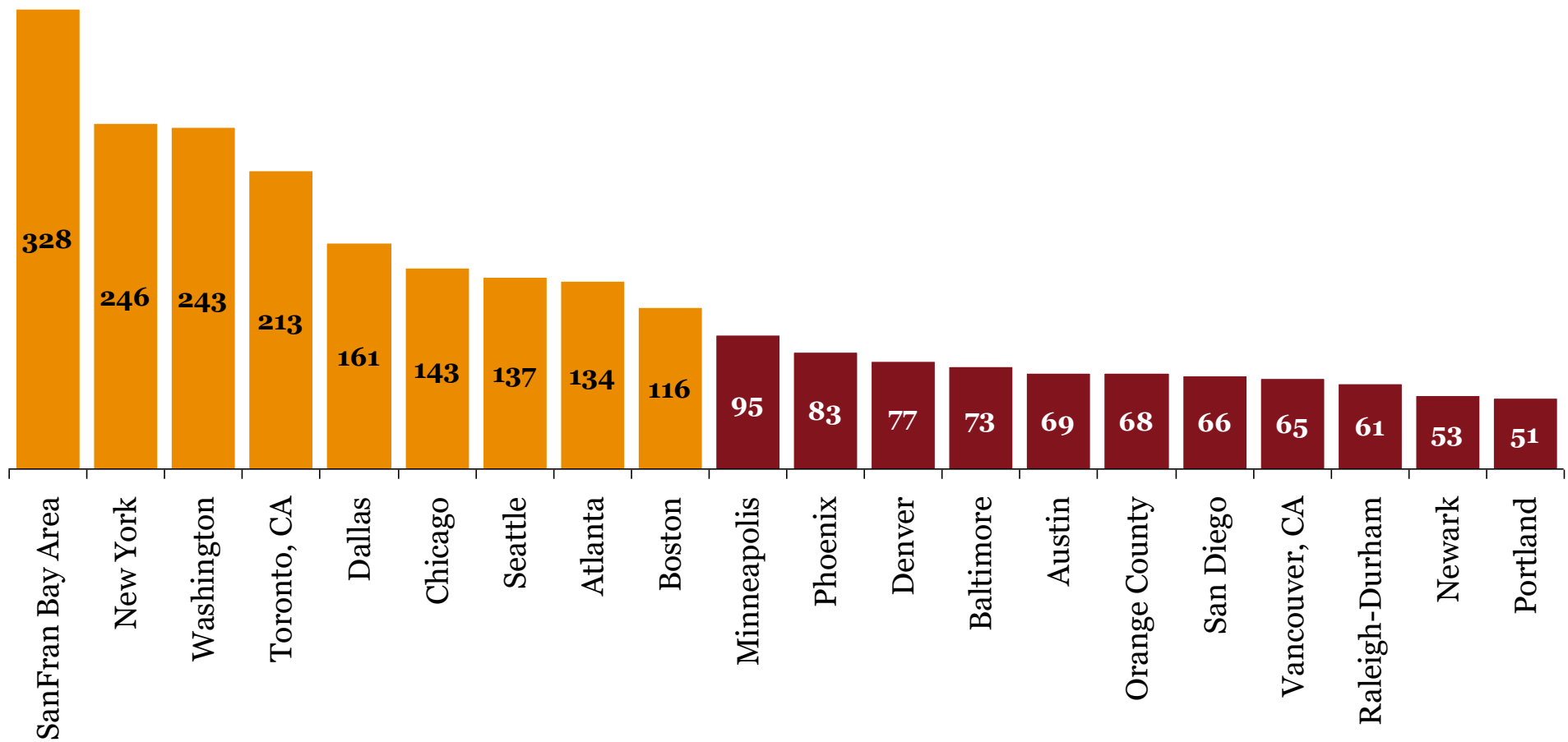
Source: US Bureau for Labour Statistics, statistics Canada

Ok, the US it is, but where? ➜ some of the biggest tech talent "producers" don't get to keep their millennials, while some "non-producers" get iconic

"Waiter! There's a hipster beard in my chicken and quinoa soup."

Top 10 cities with tech degree completions, thousand completions, 2016

New York: 14
Washington: 13
LA & Orange County: 11
Chicago: 8
Boston: 8
SanFran Bay Area: 7
Atlanta: 5
Phoenix: 5
Philadelphia: 5
Dallas: 5
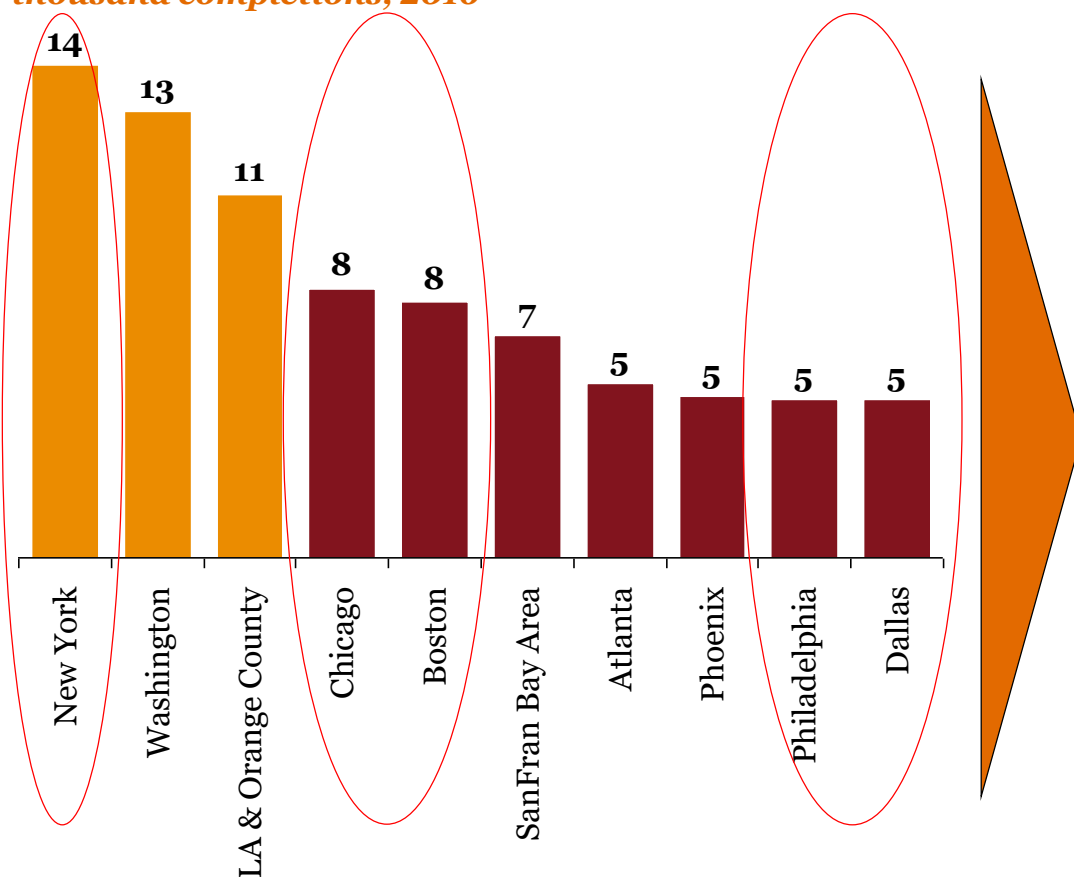
Millennial Population Change Top 10 cities. % change 2010-2015

City	% Change
Seattle	17%
Raleigh-Durham	11%
Toronto, CA	10%
San Francisco Bay Area	10%
Atlanta	9%
Phoenix	7%
Denver	7%
Washington	6%
Orange County	6%
Austin	6%

Source: US Bureau for Labour Statistics, statistics Canada, National Center for education statistics

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Ok, the US it is, but where? ➜ San Francisco tops both office space and tech wages charts

Office space Top 20 tech cities in scope, USD / sq feet

Legend: ■ Average Annual Tech Wage ■ Rent $/Sq Feet — — Vacancy Rate %

Vacancy Rate %: 8, 8, 17, 14, 10, 12, 9, 12, 10, 15, 11, 17, 14, 17, 9, 17, 14, 17, 19, 14

Rent $/Sq Feet: 76, 61, 37, 36, 34, 34, 32, 32, 30, 30, 27, 27, 26, 26, 26, 25, 25, 24, 24, 22
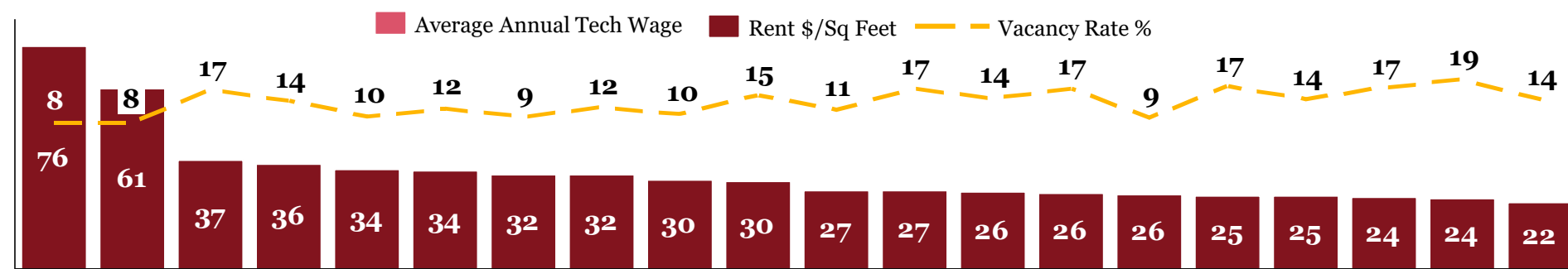
Annual tech wages Top 20 tech cities, USD / annum

Average Annual Tech Wage: 109, 123, 108, 104, 91, 100, 99, 114, 60, 91, 90, 92, 100, 108, 62, 86, 94, 92, 93, 99

Cities: New York, SanFran Bay Area, Washington, Boston, Austin, San Diego, Orange County, Seattle, Vancouver, CA, Chicago, Portland, Minneapolis, Denver, Newark, Toronto, CA, Phoenix, Raleigh-Durham, Atlanta, Dallas, Baltimore
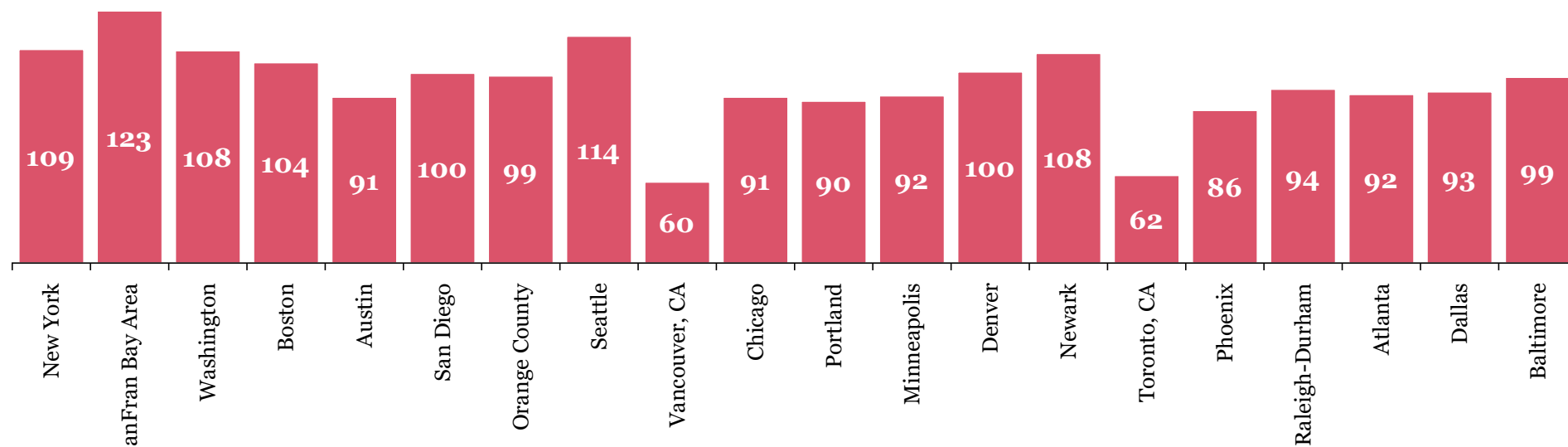
Source: CBRE Scoring Tech Talent, 2017 edition

Ok, the US it is, but where? ➜ *Combining wages, rents and workforce size, the picture is quite interesting*

Area of Bubble = Tech Labour Force Size

= 100 K labor force

Rent ($ / sqf)

80
75
70
65
60
40
35
30
25
20
15

New York

SanFran Bay Area

Boston

Washington

Orange County

San Diego

Minneapolis

Austin

Vancouver, CA

Chicago

Seattle

Portland

Denver

Newark

Phoenix

Atlanta

Baltimore

Toronto, CA

Dallas   Raleigh-Durham

55   60   65   85   90   95   100   105   110   115   120   125

Wages (K$ / Year)
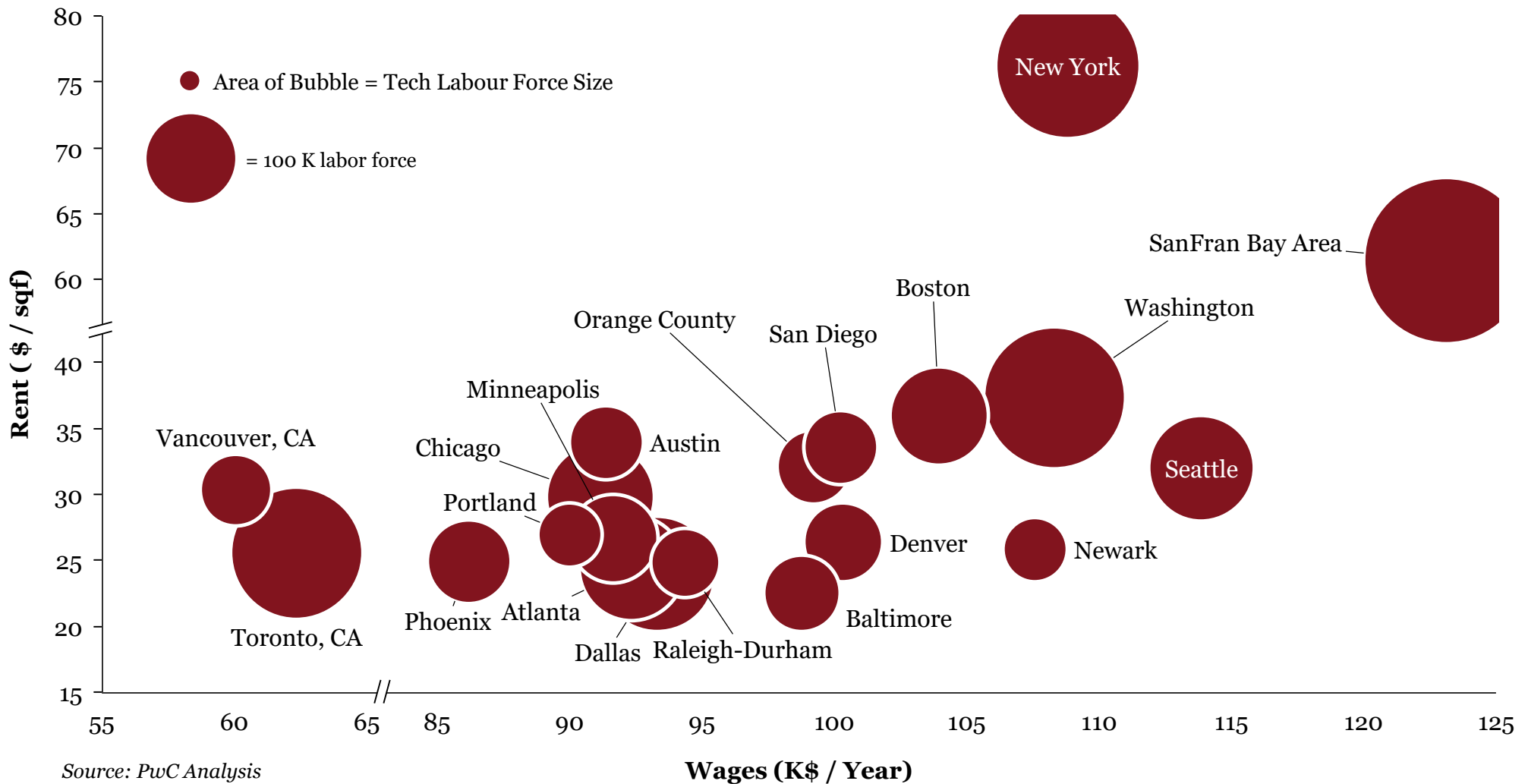
Source: PwC Analysis

Cybersecurity hotspots are mainly located in the US, followed by Tel Aviv/Haifa and Chinese hotspots

Hotspot ranking (total score)

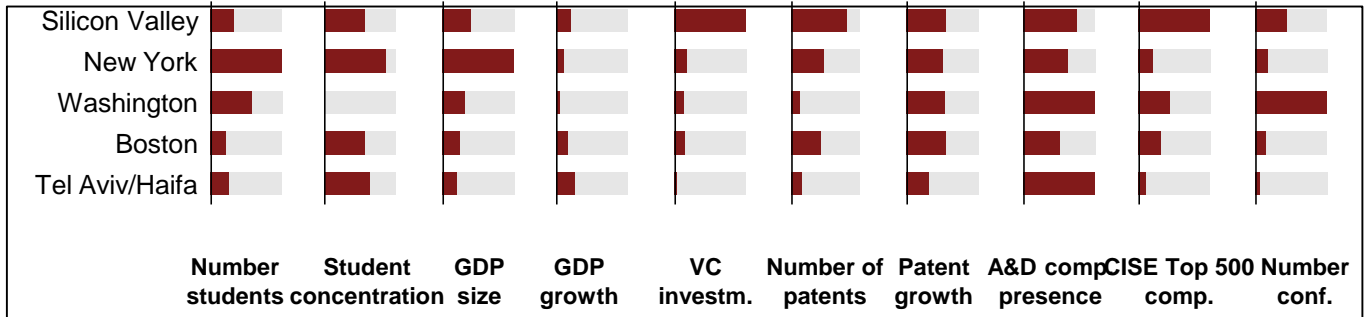| #		Hotspot	Score
1	🇺🇸	Silicon Valley	6.5
2	🇺🇸	New York	5.1
3	🇺🇸	Washington	4.6
4	🇺🇸	Boston	3.6
5	🇮🇱	Tel Aviv/Haifa	3.5
6	🇨🇳	Shanghai	3.5
7	🇬🇧	London	3.3
8	🇨🇳	Shenzhen	3.3
9	🇮🇳	Bangalore	3.3
10	🇺🇸	Los Angeles	3.2

Ranking details (KPI scores)

Rows: Silicon Valley, New York, Washington, Boston, Tel Aviv/Haifa

Columns: Number students, Student concentration, GDP size, GDP growth, VC investm., Number of patents, Patent growth, A&D comp presence, CISE Top 500 comp., Number conf.
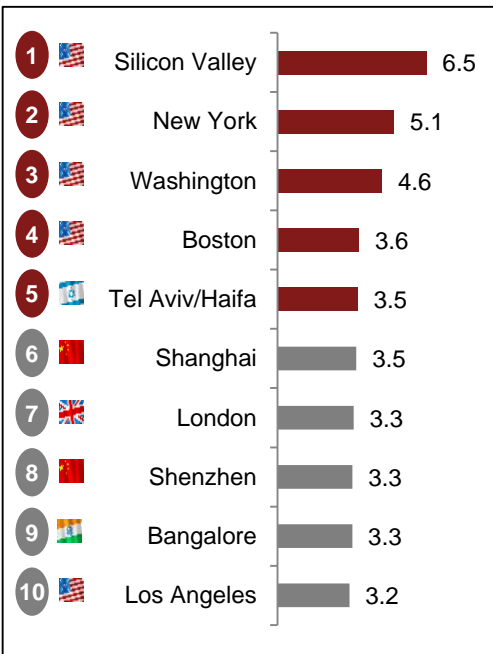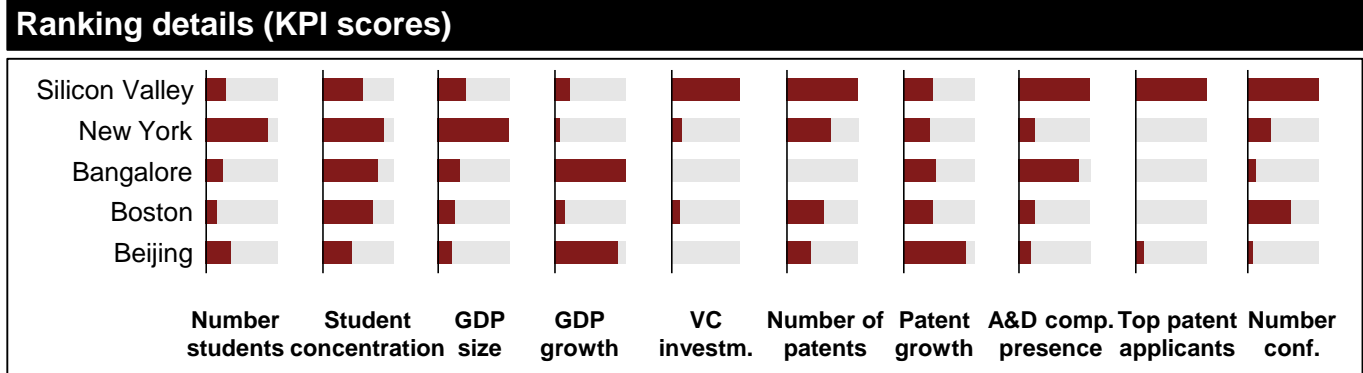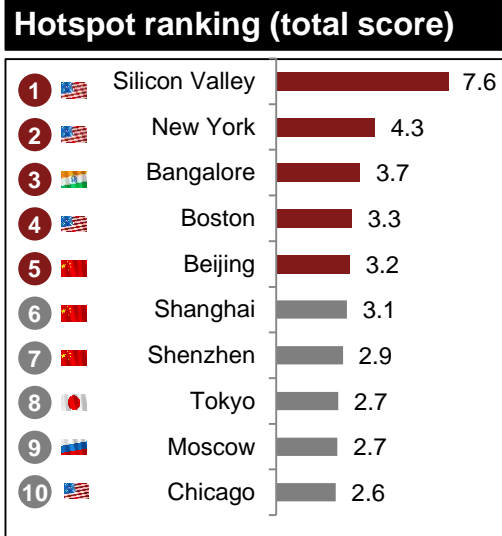
Key findings

- With all of the top 4 hotspots located in the US, the **US are the clear leader in cybersecurity innovation**
- Among all hotspots in the ranking, the **top 3 hotspots stand out**: the **Silicon Valley** (innovation driven by major tech companies) is a clear leader followed by **New York** (innovation mainly driven by financial services) and **Washington D.C.** (innovation driven by A&D companies and intelligence organizations)
- The dominance of the Silicon Valley is reflected by more than **USD 1.6bn VC investments** and **128 companies** in the CISE top 500 list of leading cybersecurity companies
- The top 3 hotspots are followed by a **group of 10 hotspots with a very close overall score** (between 3.1 and 3.6) located in the US, Israel, China, UK, India and France

Analytics innovation is led by the US (esp. Silicon Valley) followed by hotspots in Bangalore and China

Hotspot ranking (total score)

			Score
1	🇺🇸	Silicon Valley	7.6
2	🇺🇸	New York	4.3
3	🇮🇳	Bangalore	3.7
4	🇺🇸	Boston	3.3
5	🇨🇳	Beijing	3.2
6	🇨🇳	Shanghai	3.1
7	🇨🇳	Shenzhen	2.9
8	🇯🇵	Tokyo	2.7
9	🇷🇺	Moscow	2.7
10	🇺🇸	Chicago	2.6

Ranking details (KPI scores)

KPI columns: Number students | Student concentration | GDP size | GDP growth | VC investm. | Number of patents | Patent growth | A&D comp. presence | Top patent applicants | Number conf.

Rows: Silicon Valley, New York, Bangalore, Boston, Beijing
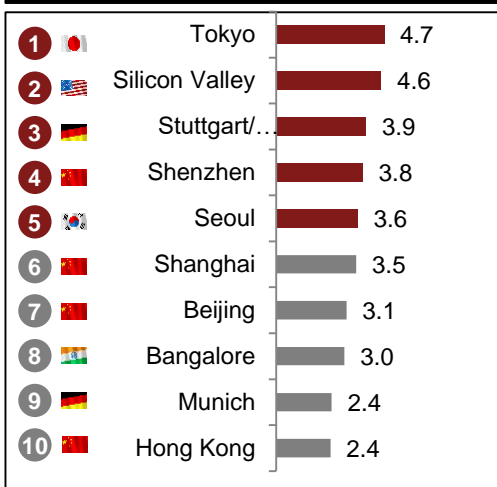
Key findings

- The US with **Silicon Valley, New York and Boston** are clearly leading in analytics innovation, mainly driven by American tech companies and universities; a high level of VC investments (in 2014: USD 4bn solely in the Silicon Valley, USD 0.6bn in New York, USD 0.5bn in Boston) foster establishment of new analytics startups
- Leading non-US hotspots for analytics are:
  - **Bangalore** as the most preferred destination for offshore IT R&D of the big multinational technology companies, incl. 10 out of the top 15 A&D companies
  - **China** with Beijing, Shanghai and Shenzhen with similar scores, driven by strong growth of domestic tech industry (reflected in GDP and patent growth)
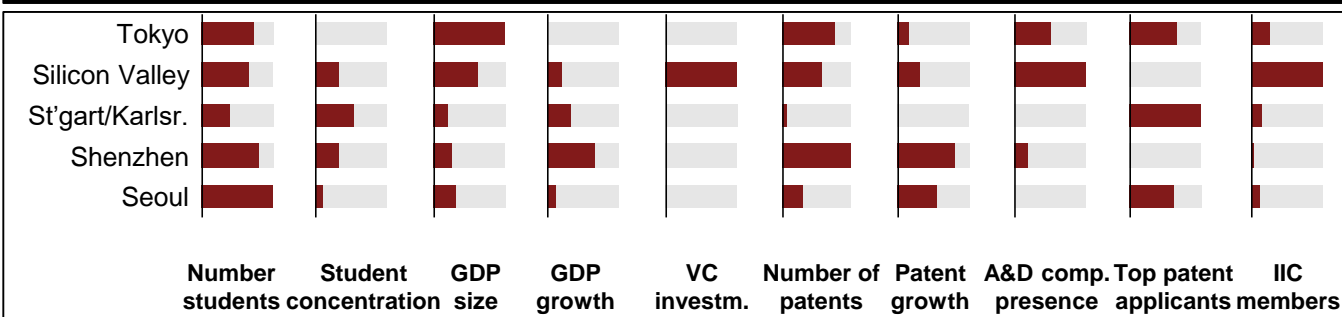
In advanced manufacturing, innovation hubs are split into hotspots for robotics and Industry 4.0/ IIoT

Hotspot ranking (total score)

Rank		City	Score
1	🇯🇵	Tokyo	4.7
2	🇺🇸	Silicon Valley	4.6
3	🇩🇪	Stuttgart/…	3.9
4	🇨🇳	Shenzhen	3.8
5	🇰🇷	Seoul	3.6
6	🇨🇳	Shanghai	3.5
7	🇨🇳	Beijing	3.1
8	🇮🇳	Bangalore	3.0
9	🇩🇪	Munich	2.4
10	🇨🇳	Hong Kong	2.4

Ranking details (KPI scores)

Rows: Tokyo, Silicon Valley, St'gart/Karlsr., Shenzhen, Seoul

Columns: Number students, Student concentration, GDP size, GDP growth, VC investm., Number of patents, Patent growth, A&D comp. presence, Top patent applicants, IIC members
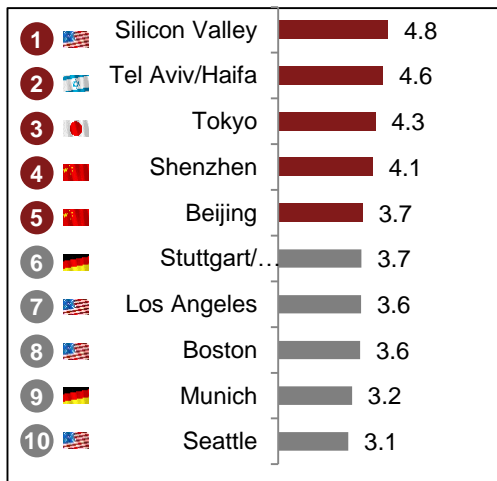
Key findings

- **Tokyo** is the **leading hotspot for robotics and automated systems** having the highest number of related patents; Industry 4.0 and Industrial Internet of Things (IIoT) are increasingly in promoted Japan to maintain Tokyo's leading position in high-tech manufacturing technologies
- Main Industry 4.0 and IIoT innovation hotspots include the **Silicon Valley** (largest number of IIC members incl a high number of IIoT startups) and **Stuttgart/ Karlsruhe** (major center of German Industry 4.0 initiative and home to the top patent applicant in this field: BOSCH)
- **China** (esp. Shenzhen and Shanghai) expected to become increasingly important in the future given China's commitment to Industry 4.0 technologies, proven by issuing a dedicated 10-year plan **"Made in China 2025"**
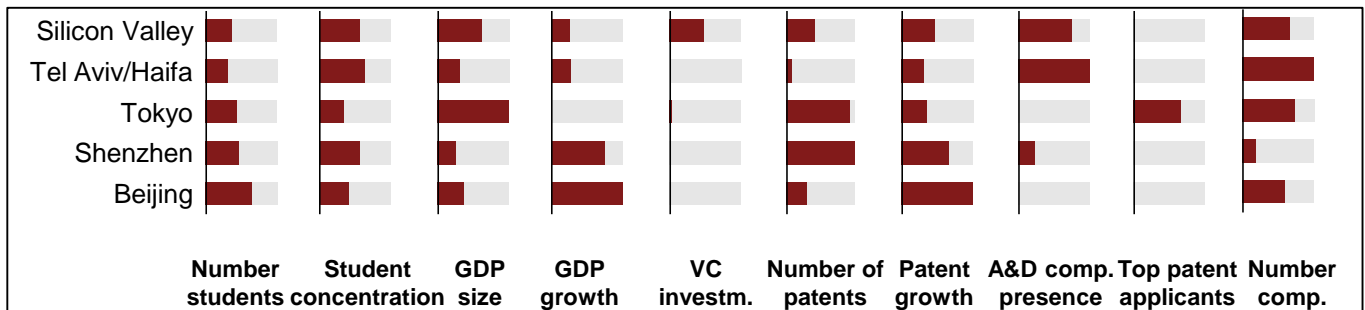
Also in autonomy, innovation hubs are split into hotspots for autonomous vehicles and UAV technologies

Hotspot ranking (total score)

		Rank	City	Score
1	🇺🇸		Silicon Valley	4.8
2	🇮🇱		Tel Aviv/Haifa	4.6
3	🇯🇵		Tokyo	4.3
4	🇨🇳		Shenzhen	4.1
5	🇨🇳		Beijing	3.7
6	🇩🇪		Stuttgart/…	3.7
7	🇺🇸		Los Angeles	3.6
8	🇺🇸		Boston	3.6
9	🇩🇪		Munich	3.2
10	🇺🇸		Seattle	3.1

Ranking details (KPI scores)

Cities: Silicon Valley, Tel Aviv/Haifa, Tokyo, Shenzhen, Beijing

KPIs: Number students, Student concentration, GDP size, GDP growth, VC investm., Number of patents, Patent growth, A&D comp. presence, Top patent applicants, Number comp.

Key findings

- Innovation in autonomy mainly occurs in two areas: **autonomous cars and unmanned aerial vehicles (UAV)**
- The top 5 hotspots are quite homogeneous in terms of their total scores but **diverse in terms of R&D focus**:
  - **Silicon Valley**: high VC investment and high engagement in the field of UAVs **and** autonomous vehicles; companies benefit from Californian legislation that allows public road testing of driverless cars
  - **Tel Aviv/Haifa**: Autonomy innovation mainly driven by world-leading UAV manufacturers and A&D presence
  - **Tokyo**: Innovation mainly driven by automotive and tech companies engaging in the field of driverless cars
  - **Shenzhen/ Beijing:** Increasingly strong presence in the UAV industry for both commercial drones (Shenzhen) and surveillance UAVs (Beijing), reflected by high number of patents and patent growth

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- Tech innovation hubs in the US

- **Talent management & workplace culture**

- Must-have frameworks & systems

Some of these talent best practices stood out in their innovation and perceived impact (1/3)

Standout Practices

GE

- Fit finder: a user friendly survey/questionnaire that narrows down list of jobs that fit you based on your interests, major and personality
- Specific/targeted videos for the different US, China and Europe program webpages
- Edison Engineering Development Program: a three year global program that engineers go through which makes them eligible for a Masters degree from a local university; program maintained in good times and bad
  - A course: First year of very intense course work along with normal work ("like bootcamp for marines"); four hours of onsite lecture for 25-30 weeks and 25-30 hours of homework per week engineers have to do on their own time – the course work comprises half ME and half EE

Google

- Uses advanced analytics in the acquisition and selection process to predict likely success
- Created a "start-up" funding arm to enable high-potential, top-performing engineers to (a) propose breakthrough ideas to the executive committee, (b) establish concrete targets and timeline, and (c) oversee the project from start to finish
- Created 20% time where engineers can focus one day per week on approved "pet projects" that have strategic or operational impactg

Boeing

- Good outreach and marketing on campuses leading to effective attraction of talent
  - Market the cutting-edge projects that Boeing is working on
  - CTO/ senior engineering executive visits key campuses and makes offers personally
  - Provide research grants to key campuses they hire at, e.g. U of Illinois
- Identify high potential engineers and communicate to them
- Encourage and sponsor continuing education for engineers (fully paid tuition and books)
- Allow work life flexibility for employees (e.g., working remotely)

Some of these talent best practices stood out in their innovation and perceived impact (2/3)

Standout Practices

JOHN DEERE

- A three year rotation program with mentors assigned for all engineers and usually an element of rotation abroad
- World-class on-boarding process (NEI) for all hires: robust roadmap for employee, hiring manager, NEI Advisor, and Unit HR
- Established an innovation center in Silicon Valley to attract top engineering talent from west-coast schools - helps avoid the issue of moving west-coast engineers to the Midwest

SANY

- Uses a "group interview" (multiple students) as part of its selection process
- Emphasizes local access to senior leaders and long-term career opportunities
- Only considers masters level talent for R&D positions
- Moves faster than competitors to win key talent before competitors hire them
- Actively target Caterpillar engineers

Ingersoll Rand

- Expertise and functional career ladder for career progression of experts
- There are multiple ways that IR nurtures its high potential talent, e.g., Leadership Development Program for hi-pos, mentoring programs, development dialogues, online and classroom training, etc.

LOCKHEED MARTIN

- Leadership Development Conference to network with other global LDP participants

Some of these talent best practices stood out in their innovation and perceived impact (3/3)

Standout Practices

BOSCH
- Partner with engineering colleges globally to establish relationships with professors and students (right from their first year at university)
- For example, partnered with Michigan State to establish a first-year program called CoRe to engage students early in their careers for learning opportunities inside and outside classroom; engage with Bosch engineers during program; this provides touch point with 1200+ freshman students per year
- Similarly, they have multi-year apprenticeship programs for students from technical vocational institutes in India do develop a bulk of their technical talent in engineering trades such as welding, machining, etc.

Schlumberger
- Uses field recruiters and other technical experts sourced from its high value employee population to recruit and select new technical talent
- These recruiters ensure that an enthusiasm for working at Schlumberger and core organizational values are well communicated to applicants

hp
- Chief Marketing Officer led a cross-functional team to outline a coherent, compelling employment brand to turn around the impression that they had strayed from the original "HP Way"
- Established HP Labs to produce breakthrough, innovative product ideas and market to the business in a structured forum

SIEMENS
- Siemens Germany have well established apprenticeship program starting in high-school
- Siemens has an education program that starts at primary school and continues through to graduate level.
- Its long-standing Advanced Engineering apprentice program attracts approximately 6,000 applications each year from which Siemens recruits 140 apprentices (16-18 year olds)

The workplace environment sends important messages about what is valued around here and how people are expected to behave

Powerful Cultural Symbol

Artifact that Influences Behaviour

Key Workplace Considerations

1. **Great Place to Work** - Brand and Culture
   - <u>Design</u>: contemporary, functional, friendly, engaging, innovative
   - <u>Communication</u>: Formal (smart offices, boardrooms) v's informal (open plan, teaming and interactive spaces) workspaces
   - <u>Teamwork</u>: Designated open/closed team spaces, e.g., meeting rooms, collaboration rooms, project rooms, video conferencing and telepresence rooms etc
   - <u>Community</u>: Campus style, e.g., cafes; social areas, fitness and leisure spaces etc
   - <u>Creativity</u>: Use of themes, colour, shapes, and symbols
2. **Real Estate Utilization and Location Strategy**
   - <u>Centralised</u>: Campus-style HQs concentrated in a few locations
   - <u>Networked</u>: Multiple shared settings close to market in each country
3. **Employee Connectivity and Engagement**
   - Connection and transparency between multiple floors
   - Connectivity between home and office
4. **Employee Wellbeing and Workplace Sustainability**
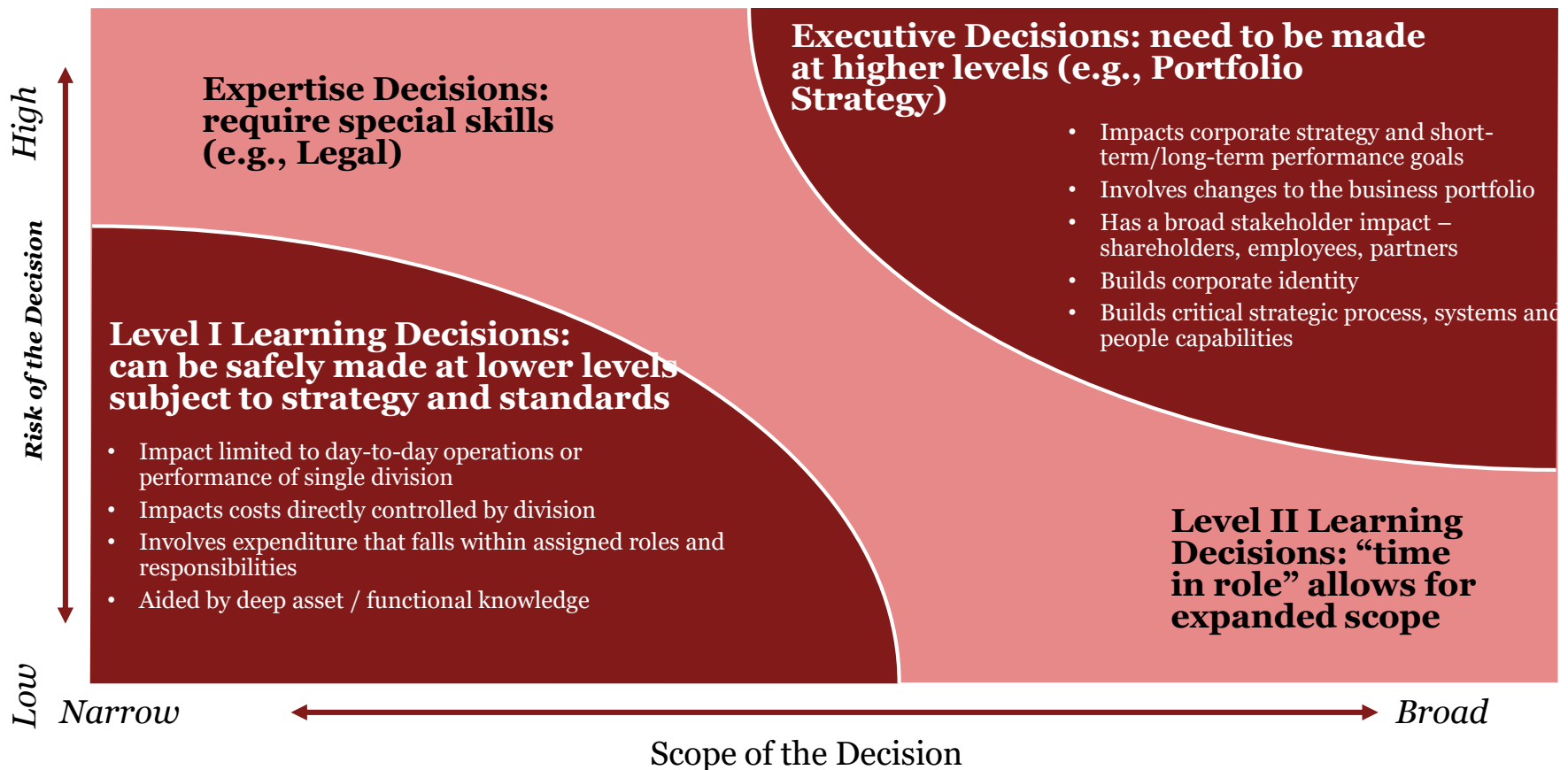   - Energy efficiency rating

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A formal delegations of authority policy must be put in place at subsidiary level

Delegation of Authorities Policy

Roles & Responsibilities

- Clearly defined and communicated roles and responsibilities

- Decision rights based on decision segmentation criteria

Accountabilities

- Defined accountabilities for groups and individuals

- Transparent metrics and effective reporting

Decision-Making Processes

- Standard processes for sharing information, proposing, making and tracking decisions

- Specific business / functional processes

Organizational Alignment

- Clearly defined links to other organizational elements including:
  - Structure
  - Information flows
  - Capabilities

A proper decision-making framework stratifies the level of authority correspondent to seniority and expertise levels

Expertise Decisions: require special skills (e.g., Legal)

Executive Decisions: need to be made at higher levels (e.g., Portfolio Strategy)

- Impacts corporate strategy and short-term/long-term performance goals
- Involves changes to the business portfolio
- Has a broad stakeholder impact – shareholders, employees, partners
- Builds corporate identity
- Builds critical strategic process, systems and people capabilities

Level I Learning Decisions: can be safely made at lower levels subject to strategy and standards

- Impact limited to day-to-day operations or performance of single division
- Impacts costs directly controlled by division
- Involves expenditure that falls within assigned roles and responsibilities
- Aided by deep asset / functional knowledge

Level II Learning Decisions: "time in role" allows for expanded scope

Risk of the Decision — High / Low

Narrow ← → *Broad*

Scope of the Decision

Organizational structure can also have implications on decision model capabilities

Geographic or product aligned organization
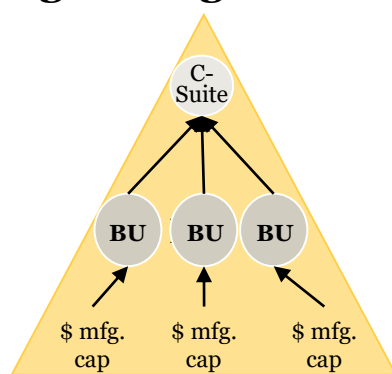
Decision Model Implications

- Cross-functional coordination takes place within business units
- Information flowing up to executive decision makers is largely the same across business units
- More decisions made closer to the customer

Functionally aligned organization
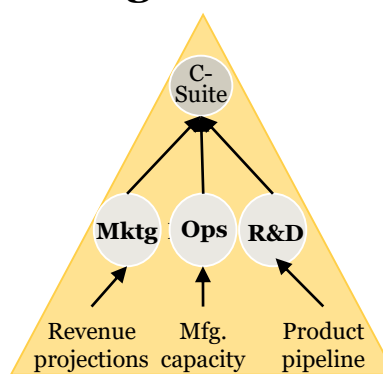
Decision Model Implications

- C-level executives will tend to get more involved in operational details in order to facilitate cross functional coordination
- More robust and coordinated systems and processes are needed to share required information

Matrixed organization
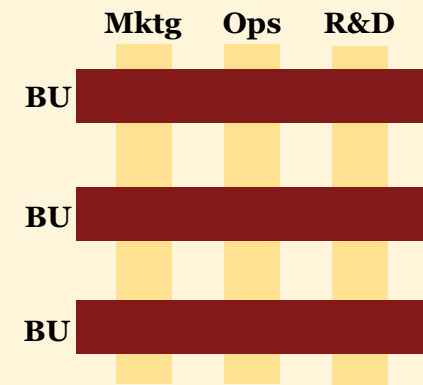
Decision Model Implications

- Successful matrixed organizations have found a way to embed the decisions in the appropriate points in the matrix with C-suite adjudicating
- Such organizations have developed efficient information-sharing mechanisms to improve the decision flow
- More decisions are made by groups, as opposed to the individuals

Must-have systems that will make your management and decision-making life easier

Monthly Management Reporting

- **Designed by**: Head Office & Subsidiary
- **Prepared by**: Subsidiary
- **Report type**: ppt
- **Type of information**: financial, operational, variance analysis (vs. PY, MoM, vs. budget)
- **Frequency**: monthly
- **Presentation venue**: mthly Head Office & Subsidiary management meeting

Weekly Highlights

- **Designed by**: Head Office & Subsidiary
- **Prepared by**: Subsidiary
- **Report type**: e-mail, in short
- **Type of information**: operational, "breaking news"
- **Frequency**: weekly
- **Presentation venue**: mthly management meeting

Management Dashboard

- **Designed by**: Head Office & Subsidiary
- **Prepared by**: Subsidiary
- **Report type**: ppt
- **Type of information**: financial, operational, variance analysis (vs. PY, MoM, vs. budget), more granular compared to monthly reporting
- **Frequency**: monthly
- **Presentation venue**: mthly subsidiary management meeting

Clear set of management KPIs

- **Designed by**: Head Office
- **Prepared by**: Subsidiary
- **Report type**: ppt
- **Type of information**: financial, operational, linked with managers' controllable actions & results
- **Frequency**: depends (usually half year)
- **Presentation venue**: performance review meetings

Risk Management Framework

- **Designed by**: Head Office & Subsidiary, Group-wide
- **Implemented**: Subsidiary
- **Report type**: multiple
- **Type of information**: risk summaries, risk measurements, mitigation tools etc.

Early Warning Systems

- **Designed by**: Head Office & Subsidiary
- **Implemented**: Subsidiary
- **Report type**: multiple
- **Type of information**: atypical weather & disasters, significant volatilities impacting the subsidiary, political turmoil, critical internal failures etc.

Fraud Detection Systems

- **Designed by**: Head Office
- **Implemented**: Subsidiary
- **Frequency of reporting**: per ocurence

All of these systems must be properly audited, at least with a yearly freququency

And last but most certainly not least

- Tech innovation hubs in the US

- Talent management & workplace culture

- Must-have frameworks & systems

- **Strategy development ➜ a formal approach to strategy setting**

Design & implement a capabilities-driven strategy

The Power of Coherence

A coherent company strikes a balance where the right product and service portfolio naturally thrives within a capabilities system consciously chosen and implemented to support a deliberate way to play within a defined market

➜ How are we going to create value for our customers in this market[1]?

➜ What do we need to do well to deliver that value proposition? The engine of value creation is a system of 3 to 6 capabilities

➜ What are we going to sell in this market[1] and to whom? Companies with products and services that fit with a capabilities system have superior returns

1) A defined market will be bounded in terms of both product/service and geography

Coherence can also be measured more objectively ...

Measuring each businesses' capability coherence

Illustrative

Most Important Capabilities	Importance Rating (Capability Profiles)				
	0	1	2	3	4
Total quality management					
Supply chain management					
Production excellence					
Customer relationship management					
Technical knowledge of products and processes					
Technical knowledge of end manufacturer product/processes					
Understanding converters' needs					
Understanding end manufacturers' needs					
Technology and product development					
Product refinement expertise					

Assessed Business

Standard Deviation

There are many types of differentiating capabilities that can drive growth

Illustrative

	Description	**Examples**
Market & Customer Understanding	• Developing intelligent and systematic approaches to understanding rapidly changing market dynamics and/or shifts in consumer preferences – as a first step • Requires building back end fulfilment as a second step	amazon.com Google
Portfolio Management, Advanced R&D, & Innovation	• Developing new idea breakthroughs, faster cadence/cycle times, lower cost, virtuous circles, etc.	P&G Procter & Gamble *Open architecture innovation* PEPSI Birds Eye
Brand Building & Marketing	• Creating a distinctive positioning for a brand, defining how it creates value for the consumer and consistently building its equity over time • Maximizing the potential of new marketing channels and optimizing investments to drive specific outcomes within the consumer purchase funnel	P&G Procter & Gamble *Brand Mgmt.* Apple BMW MINI
Product Assortment & Category Management	• Gaining advantage through providing a product assortment that serves an appropriate range of price points and consumer preferences • Driving growth through managing portfolio of brands in a category	P&G Procter & Gamble Coca-Cola
Distribution, Channel & Retail Management	• Developing retail experience and optimized distribution footprint that drives industry leading retail productivity and profitability • Supported by effective sales force where structure, incentives, etc. are fully aligned	Frito Lay Apple TESCO Walmart

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- **Tech innovation hubs in the US**

- **Talent management & workplace culture**

- **Must-have frameworks & systems**

- **Strategy development ➔ a formal approach to strategy setting**

- **Other resources**

Further reading on talent management from PwC Strategy&

Strategy& - "Building a Global Pipeline"

https://www.strategyand.pwc.com/media/file/Strategyand_Building-a-Global-Talent-Pipeline.pdf

Strategy& - "10 Principles of Organizational Culture"

https://www.strategy-business.com/article/10-Principles-of-Organizational-Culture?gko=71d2f

Strategy& - "Investing in Talent for Sustained Growth"

https://www.strategyand.pwc.com/media/file/Strategyand_Investing-in-Talent-for-Sustained-Growth.pdf

	Values as stated on website	Culture, reputation	Website features	Relevance/ accessibility	Slogan, key words	Coherence of brand
GE	Innovation, vision, passion, solving big problems, integrity, corporate citizenship, continuous learning	Ambitious builders with imagination	Videos, stories, photos, career fair schedule, fit finder, clean design	● (full)	*"Imagination at work"* innovation	● (full)
3M	Innovation, excellence, customer satisfaction, honesty, integrity, sustainable growth, diversity	Global variety of brands	Video, stories, career fair schedule, cluttered text, impersonal feel	● (full)	Global	◔ (quarter)
Boeing	Leadership, integrity, quality, customer satisfaction, collaboration, diversity, corporate citizenship, superior returns	Inspiring leader in quality with history of accomplishment	Photos, career fair schedule, clean design	◑ (half)	Leader, aerospace	● (full)
Lockheed Martin	Respect, ethics, integrity, active participation, sense of purpose, top-down strategy and leadership	Patriotic leader in aerospace and defense, hierarchy	Videos, virtual chat with recruiter, career fair schedule	● (full)	Ethics, respect, defense	◑ (half)
Caterpillar	Integrity, excellence, teamwork, commitment	United by values, quality, and devotion to reputation	Videos, brochures, each track has own page, practice tests	◑ (half)	*"My Road to Progress"* Global opportunity	◑ (half)
Google	User focus, specialization, speed, democracy, mobility, ethics, information quantity and accessibility, fun, great just isn't good enough	Creative, open, hands-on, meritocratic	Videos, stories, visual and logical	● (full)	Mission, transparency, voice	● (full)
Ford	Quality commitment, corporate citizenship, ingenuity, collaboration	Unified global team with strong heritage	Videos, stories, awards, university partnerships	◑ (half)	*"Go further"* One team, one plan, one goal	● (full)
JLR	Innovation, trusted, pioneering, quality, luxury	Exciting momentum from legacy of English brands	Videos, brochure (dl), awards, career fair schedule	◑ (half)	*"Ultimate destination"* cutting edge, exciting	◑ (half)
Tata	Integrity, understanding, excellence, unity, responsibility	Global variety of brands	Stories, broken video links, generic clipart, large blocks of text	○ (empty)	*"Leadership with trust"* global	○ (empty)

● High   ○ Low

	Values as stated on website	Culture, reputation	Website features	Relevance/ accessibility	Slogan, key words	Coherence of brand
Joy Global	Integrity, responsibility, reliability, customer dedication, cooperation, built to last	Strong, stable global team with top talent and technology	Stories, photos, easy to navigate design	◐ (half)	Durable, global, mining	◔ (quarter)
Bosch	Innovation, quality, customer orientation, speed, focus on results, responsibility, initiative, determination, trust, fairness, reliability, credibility, legality, diversity	Driven by results and value	Videos, photos	◐ (half)	*"Creating value – sharing values"* Results-orientated	○ (low)
SANY	Quality, first-class, corporate responsibility, customer dedication, success	R&D focused for quality, efficiency, and rapid growth	Seeks recruiting vendor	◐ (half)	*"Quality changes the world"* Growth, construction	◑ (half)
Ingersoll Rand	Integrity, diversity, respect, teamwork, innovation, courage	Selective, improve quality of life with efficient solutions	Videos, youtube channel, custom job widget	● (high)	*"Inspiring progress"* selective	◕ (three-quarter)
Pitney Bowes	Customers first, passion, accountability, integrity, collaboration, participation. Diversity	Supportive, stable , ethical	Videos	◔ (quarter)	Customer -focused	◐ (half)
Deere	Integrity, quality, commitment, innovation	Inclusive, ethical, contributions matter	Videos, photos, career fair schedule	◔ (quarter)	Quality, land	◕ (three-quarter)
Cummins	Integrity, innovation, delivering superior results, corporate responsibility, diversity, global involvement	Engaged, dependable global leader	Career app, career fair schedule, photos, casual language	● (high)	Dependable, extraordinary innovation	● (high)
Komatsu	Commitment to quality, reliability, customer orientated, defining root cause, transparency of information, collaboration, HR development	Hierarchical, impersonal, lack of transparency	None, all features target customer	○ (low)	Quality	○ (low)

● High   ○ Low

Examples of Internship Programs

	Differentiator	Implementation
GE	Internship engagement	▪ Reel Intern contest – Interns make video exploring what makes GE innovative, exercising networking skills through employee interviews
Lockheed Martin	Structured program	▪ Leadership Development Series training modules – Groom professional success through strong business, communication and customer support skills ▪ Formal end-of-assignment presentation for team leaders and executives ▪ Buddy Program for culture assimilation ▪ "Community interchanges" with peers to share projects
Jaguar Land Rover	Internship trajectory	▪ Placement – One-off session lasting three, six, 12, or 15 months ▪ Sponsorship – Three months every summer until graduation – Possible early assessment for Graduate Program – Additional annual bursary to salary to offset tuition costs
Google	Wide selection of programs	▪ Opportunities for minority, high school, college freshman and sophomore students – Android Camp, Engineering Practicum ▪ Engineering internship with flexible start and end dates

Examples of Special Recruiting and Retention Initiatives

	Program	Implications, Results
Boeing	▪ Diversity career fairs – Attends and sponsors recruiting events	▪ Dedication to value of diversity
Google	▪ Competitions – Google Code Jam ▪ Google Student Ambassador Program	▪ Identify and attract top talent ▪ Helps Google understand university culture to better target recruiting efforts
Jaguar Land Rover	▪ Women in Engineering Sponsorship – Sponsored 2010 Institute of Engineering and Technology Young Woman Engineer of the Year Award	▪ Approximately 10 out of 65 sponsorships reserved for women per year ▪ Cultivate diversity in engineering talent pipeline

Bosch	▪ MSU College of Engineering partnership
	  – $200,000 for Cornerstone and Residential Experience (CoRe)
	▪ InterCampus
	  – United States: 10 university partnerships to reduce CO2 emissions
	  – Germany: 15 million euros over three years to three universities
	  – China: 5 million euros over ten years to five universities
	  – India: 22.8 million euros over ten years for IISc's research center
		▪ Key to Bosch attracting and retaining best technical talent with experiential learning opportunities inside and outside classroom to encourage engagement in engineering -- 1,200 freshman involved
		▪ International higher education initiative of 50 million euros to support research on the environment, energy and mobility

Ford	▪ Ford College Community Challenge (C3) – Carnegie Mellon PURIFLUME mobile water system	▪ Competition with prize $50,000 grant ▪ Identify promising talent

Ingersoll Rand	▪ Training and development
	  – Satellite branch of Ingersoll Rand University in Shanghai as visible commitment to development of Asia-Pacific employees
	▪ Differential talent investment
	  – IR MBA partnership with Indiana University to create customized MBA program targeted at high-potential midlevel employees without MBA
		▪ Training, development, career opportunities have heightened sense of importance in China
		▪ Problem of talent retention in China, culturally acceptable to jump
		▪ Retention of graduates after five years key metric of return on investment

Cummins	▪ Differential talent investment – Partnership with Kelley School on online MBA program for global managers in India and China	▪ Cultivate strong leadership ▪ 20% based in India, 20% China, 40% US, 20% other (2006)

Thank You!

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