

THE IMPLEMENTATION OF RECRUITMENT AND SELECTION PROCESS IN RICHEMONT

AN INTERNSHIP REPORT

Presented as Partial Fulfilment of the Requirements
to Obtain a Bachelor's Degree in Management Study Program



By

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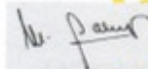
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ABSTRACT

The Implementation of Organizational Structure on the Recruitment Process in Richemont

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Richemont B.V. is a company that owns the prestigious Maisons well-known for its excellence in the luxury industry which includes jewelry, specialist watchmakers, online distributors, and fashion & accessories. This research aims to provide information on the organizational structure of the company and provide a perspective that can build an organization in carrying out better accountability processes and internal communications and dissect the problems faced regarding recruitment and selection at the company. The data collection methods used are observation during the ongoing internship program and interviews with two informants. Sources for interviews were chosen to obtain a perspective from the recruiter and non-recruiter parties. The results indicate that major changes in the organizational structure affect the process of communication in the ongoing recruitment and selection, there are challenges in terms of internal communication between the recruitment team and how this internal communication can affect communication with candidates. The research results also reveal the implementation of organizational structure in the recruitment team and provide information related to how the recruitment process is carried out from all aspects. This includes internal and external recruitment processes, recruitment and selection processes for various positions, and different levels carried out.

Keywords: organizational structure, recruitment and selection process, internship program

CHAPTER I

INTRODUCTION

1.1. Company Profile

Richemont was founded in 1988. The company is headquartered in Bellevue, Geneva, Switzerland. Richemont B.V. is a company that owns the prestigious Maisons that is well-known for its excellence in the luxury industry. Their businesses include jewellery, specialist watchmakers, online distributors, and fashion & accessories. The company owns several of the world's leading companies in the field of luxury goods. This company is a large global company because it has high-end brands that compete with other companies such as Kering and LVMH. Brands or Maisons owned by Richemont already have their own names in the world with a total of 27 Maisons. These Maisons include Cartier, Panerai, Van Cleef & Arpels, Mont Blanc, Piaget, Jaeger-Le-Coultre, IWC, Chloe, Buccellati, Baume & Mercier, dunhill, Peter Millar, Roger Dubuis, Purdey, Mr Porter, etc.

Crafting the future is the motto of Richemont. This is a description of how the organization depends on engaging with young people. This background has prompted Richemont to create schools in several countries with a total of seven schools and also several internship programs. Those schools are Creative Academy, Institut Joaillerie Cartier, L'Ecole School of Jewelry Arts (supported by Van Cleef & Arpels), Institute of Swiss Watchmaking (IOSW), Ecole des Métiers et Artisans de Haute Horlogerie, Richemont Retail Academy, and Institut Horlogerie Cartier. At first, in 1988 when Richemont was founded, Richemont only supervised six

brands before developing into what it is today. Richemont's early brands included Cartier, Piaget, Baume et Mercier, Dunhill, Mont Blanc, and Chloe. In Richemont, they look to ensure equality for all, regardless of nationality, ethnicity, gender identity, age, religion, ability status, sexual orientation, and whatever other types of diversity.

Based on the ownership of these big brands, Richemont has a very large market with the most-wanted products in all corners of the world. At the moment, Richemont owns almost 2.250 boutiques. Furthermore, according to Forbes that has partnered with Statista who has conducted a survey with 150,000 employees from 58 countries all over the world, Richemont was awarded the World's Best Employers 2021 (Richemont Sustainability Report, 2022). The assessment was based on respondents' willingness in recommending the employer's brands and also their satisfaction with the organization. This shows that Richemont has a good image in the eyes of its employees so that it achieves employee satisfaction. However, because there are so many brands or Maisons, it is important for Richemont to have a clear organizational structure and also a detailed scope of work, especially in the field of recruitment.

In terms of management, as Richemont is such a large company, it has decided to divide its management into several levels. In other words, every Maison or brand owned by Richemont has its own management. However, during the internship program, there are things to be aware of. Most of the recruitment process at Richemont depended on the Dutch branch. This was very risky for Richemont, who had a big name because it meant that large-scale recruitment was needed to fill

important positions in each branch. Even so, each branch of Richemont, which is spread across various countries, also has its own team which is then incorporated into the European team. Therefore, it is important for the organization to maintain its good image while maintaining the satisfaction of employees and candidates who are interested in joining Richemont.

Overall, Richemont has a Talent Acquisition team that is spread across several countries specifically for European teams. Apart from Talent Acquisition employees who work in the Netherlands, five other groups of employees who are Talent Acquisition Partners spread across France, Switzerland, UK, etc. This team works separately but is organized into a single unit under the supervision of a manager who is stationed in the Netherlands. The Talent Acquisition team is responsible for the recruitment process within the company and also looks for potential talents to join Richemont.

1.2. Background

Internship programs have been recognized at various universities around the world as a student learning process in preparing for the world of work. Internships are usually done with a duration of three to six months depending on the time specified by the company. An internship is a form of learning to improve student skills outside of the applicable academic education system, in a relatively short time, and with a method that prioritizes practices rather than theories (Sari, 2014). The internship program has a very meaningful role or contribution for students to improve soft skills & hard skills. National Association of Colleges and Employers (NACE, 2018) describes an internship as a form of practical learning that integrates

knowledge and theory gained from classroom learning with the application and development of abilities from a professional perspective. Thus, an internship is something that is important for students in pursuing their careers and helps them find their passion for what field or work they are interested in.

In this opportunity, the author was assigned to be a Recruitment Intern at Richemont. The author worked at a branch company in the Netherlands and joined their Talent Acquisition team. The internship started on March 1 after going through the application process and ended by the beginning of July. The author worked five days a week for 8 hours per day. The work system that Richemont uses is a hybrid in which the employees only need to go to the office twice a week and get the flexibility to choose the days they will go to the office. The office is in Amsterdam, close to Amsterdam Centraal, to be precise it is in Herengracht 436, 1017 BZ Amsterdam.

At the beginning of the internship period, there was a sort of orientation activity for interns in the first week. All interns from all departments were gathered together and given knowledge about the organization. There were several assignments that should be completed as a form of evaluation of whether the interns had understood the work environment, work culture, and also the ethics and policies that apply in the organization. The evaluation or assignment consisted of various categories to increase awareness of the interns in the work environment, such as those related to discrimination, sexual harassment, use of company data, gender equality, etc. On the other hand, the interns also had the opportunity to get to know the company globally, considering it is a huge company that has branches all over

the world and big well-known brands. In the middle of the internship period, there was also a program that introduced Richemont, in which employees from various countries, especially European countries, were involved. This is one part of the assignment that the interns received. In working on assignments, each assignment has its own processing time and deadline.

During the internship, the author found something interesting about the organizational structure. The author joined as a Recruitment Intern with two other interns who joined as a Talent Acquisition Intern. Even though they joined the same team, their position names were different because of the diverse scope of work. The author worked for the Benelux & Nordics more precisely Scandinavia while the other interns worked for the European countries. According to the scope of work, Talent Acquisition Interns should have more jobs than Recruitment Interns. However, in practice, the author as a Recruitment Intern also did the same thing as the Talent Acquisition intern did. This was a bit confusing at first, but no one really paid much attention to it because it was only a minor thing. Even though the two have different position names, they have the same core job. All matters related to talent management are part of the responsibility of members of the Talent Acquisition team. Talent management itself is a human resource practice in a company that involves various processes and is used to associate, recruit and select candidates externally, as well as thrive and preserve the best employee (Vaiman, Haslberger, & Vance, 2015).

Furthermore, what the author realized next was the difference between Richemont's HR department. The HR department is divided into the Talent

Acquisition team, the HR team which is then split into three - HR Admin & Payroll for Cartier, HR Admin & Payroll for the other Maisons or what they called Multibrands, and HR Business Partner. The author also realized that in weekly meetings, their Talent Acquisition Managers and Talent Acquisition Interns never join the weekly catch-up with the HR team and the HR Director. However, as time went by, the manager eventually joined the weekly catch up. A lot of time is needed to maintain communication between departments in carrying out the recruitment process and making the recruitment process takes more time. Doing recruitment is indeed time-consuming because the process involves attracting, screening, selecting, and hiring candidates who demonstrate the required skills and experience valuable to the organization's needs (Allden & Harris, 2013).

Another interesting point that can be highlighted is that the Talent Acquisition team worked separately from the HR department. This team which has a separate building from the main building, occupies the garden building and has its own room. People in this team worked at one big table in one room. However, the Talent Acquisition team also got two additional rooms to use. The additional room is usually used if there are team members who need space to conduct interviews. Every Monday this team has a weekly meeting to update what they will be doing for the upcoming week and whether one of them needs help from the others.

The author also encountered another interesting thing in this company which is the division of the scope of work for the Talent Acquisition team. The author worked for the Benelux & Nordics region where Richemont has many branches in

other countries under the author's responsibility. Before the author joined, she realized that the only person responsible for this was her supervisor, who worked alone for quite a lot of area coverage, a lot of open requisitions, and handled all Maisons for Benelux & Nordics. Before the interns joined the team, there were only two people in the Talent Acquisition team, which were the Talent Acquisition Manager as a full-time employee and the Talent Acquisition Partner who was the author's supervisor, whom she only found out later that his position at Richemont was a part-timer.

The author was also aware of the irregularities that exist in this company; the causal factor is the Talent Acquisition is a new team in this organization. Talent Acquisition has minimal interaction intensity within the organization even though it plays a vital role. This information came from the other employees who worked in other departments, and not all of them knew the existence of the Talent Acquisition team. The recruitment process for this team is also less than optimal because there are no full-time employees within the team other than the manager herself. In this case, the activities and movements of HR management, including the process of recruiting and hiring someone for an organization are very important in improving organizational performance (Pasaoglu, 2015).

During this internship opportunity, the author worked under a Talent Acquisition Partner and gave him a direct report. In addition, the author provided a report to the Talent Acquisition Manager and HR people as an update on her work progress while at Richemont. On the other hand, while doing that, author also took part in providing updates in weekly meetings with Team Leaders from each

Maisons and also Managers for Cartier and Multibrands. The performance of the organization in its efforts to achieve the desired target is influenced by the roles and abilities of all people involved in the recruitment process, in this case including the Talent Acquisition team, HR department, and also managers. According to Gabriel, Cheshin, et al. (2016), if the HR managers' recruitment and other parties that are involved in hiring practices do not align with management or organization desires, these will undermine the company strategies. Moreover, according to Hollenbeck and Jamieson (2015), without developing valid measures to select talented employees or candidates, HR and hiring managers may fail to predict future organizational completion and perceive competitive advantage. Therefore, it is important for all parties that is involved to be under one coordination and equate their vision and mission to give the best results from the practices of recruitment and selection.

The author's duties as a Recruitment Intern include managing end-to-end recruitment for Benelux & Nordics, replacing her supervisor in providing updates to each shareholder for the progress of ongoing recruitment, being responsible for planning new open requisitions, assisting in developing the iCIMS system which is a recruitment system that has just been launched and applied to be used by shareholders within the company, keeping in touch with candidates for each open requisition and keeping engagement rate high, building on our external partnerships and university connections, qualifying candidates for various positions that have applied to our e-commerce department as well as their internships, and sourcing and/or headhunting for a certain position.

1.3. Problem Formulation

In this study, there are several things that will be used as material for discussion.

The problems to be discussed can be formulated as follows:

1. How is the implementation of organizational structure in the recruitment field at Richemont?
2. How is the implementation of the recruitment and selection process at Richemont?

1.4. Internship Purpose

The internship program that the author participated in aims to learn more deeply about the organizational structure of a company and to provide a perspective that can build an organization in carrying out better accountability processes and internal communications due to major changes in the organization that involve more team members for a well-structured team. The purpose of the internship is to describe the challenges faced by the Talent Acquisition team. Moreover, this will also try to describe the problem faced by the Talent Acquisition in their recruitment process. Last, this internship will try to describe how the communication goes between the Talent Acquisition team and other stakeholders within the organization.

To describe it in more detail, this qualitative study aims to find out the recruitment and selection practices used by companies, especially how the Talent Acquisition team coordinates it in an effort to improve company performance and achieve the desired goals. In this case, this study will also describe the role of other

stakeholders who are also key, supporting the Talent Acquisition team in carrying out the recruitment and selection process. A provisional way is used to help pointing out the key persons' perspectives on recruitment and selection process and the problem faced by the organization, this has to be the purpose of this research project. To investigate the effectiveness of the recruitment process, Tale, et al. (2017) stated that the use of single case study design would help on how a business problem grows and can be successfully inscribed.

The consideration of using this analytical method is to help on identifying the problem faced by the recruitment team. The problem itself that found by the author include the communication within the recruitment team, how it affects the recruitment process and selection, how it will be seen by the candidate, the scope of work and the division of tasks that need to be cleared, and the team structure. Those points will be the main discussion in this research project to support on achieving the purpose in solving and understanding the implementation of recruitment and selection process in the organization.

1.5. Benefits of the Internship

At first, the reason the author decided to look for an internship program was to fulfill the graduation requirements because the internship program would be used as a final project report. However, the author's worldview changed over time. The author felt that an internship is an opportunity that not every student can have. Internship programs can be a great opportunity for a student to pave their way to a career. An internship can also be a door to getting to know yourself better, from strengths and weaknesses.

The author originally thought of looking for an internship program in the field of marketing or human resources regardless of the position. At that time, the author did not have a clear picture of what she wanted to do. After going through several interviews, the author realized that she enjoyed the process. The author got enjoyment out of the interviews passed through and there were many lessons learned. This spurred the author to choose a more specific internship position, recruitment.

The internship program held by Richemont is a paid internship program. In addition to getting a salary every month, the author also earned a bonus every month as well as transport expenses borne by the company using a public transportation card. Interns are also facilitated with laptops and headphones. Besides, the interns were entitled to one day of leave per month for a total of six days in six months. The company also facilitates the interns by providing the flexibility to work from home if they are sick.

The benefits that have been obtained by the author by participating in the internship program at Richemont are numerous, especially in terms of developing skills and knowledge. The author realized that she joined when the company was entering a phase of growth and massive change. There were a lot of shake-ups the author experienced during the internship. At first, the author felt inferior because this was something new for her and moreover, she started her career abroad which was still inexpert to her.

Throughout the internship journey that the author went through, what the author felt was a big change in herself, both explicit and implicit. The biggest

change that the author, her supervisor, and her manager noticed and realized was the increased self-confidence from the start of the internship. Another thing that the author noticed was that she realized that she was the one illiterate about technology. However, due to the demands of the job, she learned things faster and became more adept at using technology. At the beginning of the internship, the author was still not disciplined with time and had received a warning from the manager for being five minutes late for a one-on-one meeting. Having received a reprimand and evaluation from the supervisor, the author became much more disciplined and attended the meeting five minutes before the start.

The field of recruitment is something that has never crossed the author's mind before. Surprisingly, without realizing it, the author already had an interest in this field before being accepted for this position. The author's experiences in organizations have led her to this path and turned out this is her passion; this is what she has been looking for. The author studied the recruitment process, the work culture in the company, how people in the company work, and the existing recruitment trends.

The thing that the author gets as a Recruitment Intern is that the opportunity to learn from international circle of friends and from every department. Before recruiting, the author was given the opportunity to study the role or requisition which will be opened by shadowing the employee with the position sought. This improved the author's communication skills and also opened up opportunities for building wider connections. This opportunity is a rare opportunity to develop the knowledge as a Recruitment Intern.

The internship program conducted by the company during this period intends to find people who can quickly adapt to change. The company benefited from hiring interns in the midst of major changes to carry out massive recruitment. The company also benefited from launching a new recruitment system, namely iCIMS, which was launched by the author as an internal recruitment and supervisor. The iCIMS project is a big step that changes the recruitment process within the company because it makes it easier for other stakeholders to stay up to date with the ongoing process.

On the other hand, as an intern, the author had the opportunity to develop her soft skills and hard skills. The author studied how the Human Resources and Talent Acquisition departments work. In addition, as the author was a liaison for interdepartmental communication and also maintained communication with candidates, the author had the opportunity to hone her communication skills and learn how to convince people. Another thing that is obtained is self-development which encouraged the author to further explore and improve herself.

CHAPTER II

LITERATURE REVIEW

2.1. Theoretical Basis

2.1.1. Recruitment and Selection

This internship report makes use of recruitment and selection theories. Recruitment and selection are important components in human resource management they play crucial functions. According to Adu-Darko (2014), recruitment is a process that aims to get candidates who meet the range of qualifications such as experience, knowledge, skills, and attitude for a job vacancy that is offered. Furthermore, according to Yaseen (2015), recruitment could be said as an action to attract the attention of a competent pool of candidates and find candidates who meet the requirements of a particular position. In other words, recruitment is a company's effort to find people with certain criteria and abilities needed. This process includes job design, job description, and job analysis. In this case, job posting plays an important role because it will have a big impact on both the candidate and the organization.

In its application and efforts to support this research, theory can be a contributor to the existing literature in analyzing solutions to escalate recruiting and hiring processes in a company (Saez-Rodriguez, et al., 2016). In this case, researchers and HR professionals from other industries can obtain new insights into alternative methods in carrying out the employee recruitment process. In order to realize this, the author decided to use the theory of recruitment. In addition, it

requires an in-depth understanding of the factors that can influence the recruitment and selection process to be able to describe in detail what is to be examined in this research. Therefore, in addition to the theory of recruitment, the author also uses the literature which explains the factors that must be considered in carrying out the recruiting process.

The theory of recruitment presented by Daly (2015) explains the stages in the recruitment process. These stages will later be elaborated to see the relevance between the theory and the real practice carried out by the author during the apprenticeship period. The first stage referred to by Daly (2015) is the recruitment stage in which the recruitment team analyses vacant positions, the recruitment strategy to be used as well as the considerations which include the recruitment method and the scope of candidates being sought. After this, the further stage is the screening stage. In this stage, the recruiter team's duty is to analyze and also review applicants based on predetermined requirements. In addition, the recruiter team will also ask for the cooperative actions of the candidate in conducting the selection by providing several assessments to validate the candidate's abilities. After that, the selected competent candidates will begin to be sorted. The last stage is the selection interview stage in which the candidates are interviewed to measure the extent to which they can explain their capabilities and performance.

In relation to selection, selection is a process in which the organization determines and selects candidates who have gone through the recruitment process to then make a decision on whether the candidate will join the organization or not. In this case, the quality of the selection process is very important (Daly, 2015).

Furthermore, Berman et.al (2016) explained the critical factors that are the key to the success of the recruitment and selection process. Berman et al. (2016) contended that a few factors should be taken into account from the perspective of the employer and also the perspective of the candidate. The perspective of both parties is of great importance and should not be one-sided in order to maintain stability and achieve the success of the process being carried out.

According to Berman et al. (2016), there are several factors that must be considered by employers in carrying out the recruitment process. The factors include the quality and scope of the recruitment process, the number of candidates who meet the available qualifications or are open to work and also the job locations offered, the salary and benefits offered to candidates, the quality of work which includes job security (health insurance, and other things that cover worker health and safety) and how the job can be viewed as attractive by the candidates as well as the availability of travel and training, and the last factor is the company's image – the company's value in the eyes of the candidates. On the other hand, from a candidate's point of view, a few things they consider are how the recruitment team works (the responsiveness of the recruitment team, how they provide a follow-up), how they provide feedback for rejected candidates so that the rejected can find out the reasons for their refusal, detailed information on the job vacancies, and how recruiters approach and respond to candidates, especially in the early stages of recruitment so they feel welcomed.

2.2. Literature Review

In conducting this research, the authors found several previous studies related to the research being carried out. However, there are several things that are different between the previous research and the author's research. There is a novelty that is found and the objectivity is different from previous studies.

First, research entitled *The Impact of Recruitment and Selection Process in An Organization* which was compiled by Umar Lawal Aliyu in 2021 discusses recruitment and selection in general. This research focuses more on impact rather than implementing the recruitment and selection of an organization. In addition, this study uses population and sampling techniques. The methods used are also different, although they both use primary and secondary sources of data, this study tends to use a questionnaire instead of direct observation as the author did. The results of this study prove that the recruitment and selection process has a direct positive impact on employee productivity in an organization.

Second, research conducted by Santosa, et al in 2019 with the title *Implementation of Selection and Recruitment on The Performance of Bicak Village Devices in Trowulan District, Mojokerto Regency*, has a different research object from the author even though the scope of the discussion is also about implementing recruitment and selection process. This study used a qualitative method with purposive sampling technique. The results of this study tend to discuss the effects of all recruitment and selection processes on Bicak Village's performance in terms of human resources or technology.

Third, a study was found entitled A Study on Recruitment and Selection Process in Jiffy Solution, Chennai conducted by C.S. Gowtham Chakravarthy and Selva Kumar in 2018. This study has similarities with research carried out by the authors in the field of recruitment and selection, but has differences in research focus, where this research focuses more on the effectiveness of the recruitment and selection process. This research is qualitative research that uses a questionnaire technique as the primary data. The results of this study indicate the level of effectiveness of the recruitment and selection process at Jiffy Solution on organizational success in achieving their goals. In addition, this study also concludes the effectiveness of the recruitment method used in terms of the main source and also the pattern of interviews conducted.

Fourth, the author also found research in Indonesian with the title “Implementasi Proses Rekrutmen dan Seleksi Karyawan di Alamkulkul Boutique Resort” written by Ida Ayu Jessica Putri Kemenuh in 2022. This research has the same perspective in its focus, namely on recruitment and selection. This study uses qualitative methods with observation and interview techniques. From the results of the study, it was found that the recruitment and selection process had been implemented properly in accordance with the standard operating procedures at AlamKulKul Boutique Resort, although in theory there were still some things that had not been implemented.

Title of The Research	Author and Year	Method and/or Technique	Results
The Impact of Recruitment and Selection Process in An Organization	Umar Lawal Aliyu, 2021	Qualitative, Questionnaire	The results of this study prove that the recruitment and selection process has a direct positive impact on employee productivity in an organization.
Implementation of Selection and Recruitment on The Performance of Bicak Village Devices in Trowulan District, Mojokerto Regency	Santosa et al., 2019	Qualitative, Purposing Sampling Technique	The results of this study tend to discuss the effects of all recruitment and selection processes on Bicak Village's performance in terms of human resources or technology.

A Study on Recruitment and Selection Process in Jiffy Solution	Chakravarthy and Kumar, 2018	Qualitative, Questionnaire	The results of this study indicate the level of effectiveness of the recruitment and selection process at Jiffy Solution on organizational success in achieving their goals.
Implementasi Proses Rekrutmen dan Seleksi Karyawan di Alamkukul Boutique Resort	Ida Ayu Jessica Putri Kemenuh, 2022	Qualitative, Observation & Interview	The recruitment and selection process had been implemented properly in accordance with the standard operating procedures at AlamKulKul Boutique Resort, although in theory there were still some things that had not been implemented.

Table 2.2. Previous Research

2.2.1. The linkage of organizational structure in recruitment and selection

Organizational structure is a vital point to maintain the stability of an organization. Organizational structure according to Armstrong is considered an important component of an organization because of its significance in the operational and performing effectiveness that needs to be achieved (Armstrong and Rasheed, 2013). Similarly, the recruitment team structure is as important as the organizational structure in the expected smooth running of the process. The recruitment team plays a crucial role in an organization, especially when it comes to talent acquisition and sourcing. Therefore, Ikeije and Ufoma (2016) said that the link of recruitment process and performance is crucial to be the key of success for the organization's business. The way the organization determines the recruitment strategy that is align with the organization's needs will support the organization in achieving the maximum outcomes and recruitment costs that have been issued can be balance by hiring the best candidate.

The topic of organizational structure is also explained in a study conducted by Brawijaya students which was published in the *Bisnis Administration Journal* in 2014 with the title "Pengaruh Struktur Organisasi terhadap Efektivitas Organisasi (Studi pada Persepsi Pegawai Tetap Kantor Perwakilan Bank Indonesia Kediri)". In this study, it is explained that the organizational structure is part of the planning to determine the expectations of people in the organization in achieving organizational goals. The discussion in this study includes complexity, formalization, centralization, organizational effectiveness, and the relationship

between organizational structure and organizational effectiveness. This study used an explanatory research method using descriptive analysis techniques and inferential analysis with the aim of knowing and explaining the effect of organizational structure with dimensions consisting of several variables on organizational effectiveness by making the Bank Indonesia Kediri office as the material research object.

In another study, Hamza et.al (2021) discussed the issues related to gender and race for internal promotion at Telecommunication companies in Erbil-Kurdistan and the importance of selection methods in these companies. The discussion comprises the recruitment process, recruitment methods, internal recruitment, job bidding and job posting, employee references, external recruitment, selection, etc. Based on this study, it was found that the research questions covering whether Telecommunication companies use selection methods such as (application forms, assessment centers, psychometric tests, interviews, resumes, and references) are answered that the use of selection methods is important and the researcher found that the majority of participants assumed that Telecommunication used selection methods mentioned earlier because they are considered important.

It is also important for recruiters to focus on understanding organizational structure. The stages in the recruitment and selection process not only involve recruiting team but also human resources or talent acquisition and other departments. The recruiter team referred to here is generally Human Resources or Talent Acquisition, depending on each company. Apart from the team, this process

also involves other departments. As reported by Premrajan (2015), there are many cases in which recruiters do not provide detailed information in the job description and qualifications for candidates and start the hiring process before really understanding what the job role is. Therefore, if there is a particular job opening that requires recruiters to find the right candidate, it is important for them to understand the organizational structure of the company. This also applies to the recruitment process within a company, where a recruiter must be able to understand the organizational structure of other departments that need employees to be hired.

The organizational structure plays a very important role because it describes every level or position in the organization. It includes spans of control for each level, reports on the relationship of each role, and internal and external links for various roles. There are a number of things that must be considered in conducting recruitment and selection, including a good understanding of the reporting flow for positions needed, because each department has its own reporting flow. The intended reporting flow is if the candidate is later employed, where should he report while working? Recruiters need to know this, besides explaining the job description well, recruiters need this to establish communication with important people in the department who will work with the candidate. If a recruiter has a clear understanding of the organizational structure, it is hoped that communication can run well and the recruiter can more easily narrow down the search area in finding candidates. It would be efficient and would make the recruiter's offer to the candidate even better. Lai et al. (2016) revealed that the HR team must have the background, expertise, and organizational compatibility to collaborate with operational managers to recruit and hire employees to achieve organizational goals.

It is intended that the HR or Talent Acquisition team responsible for the recruitment process can gain the trust of leaders or managers in giving voice and opinion regarding the recruitment and selection that is being carried out.

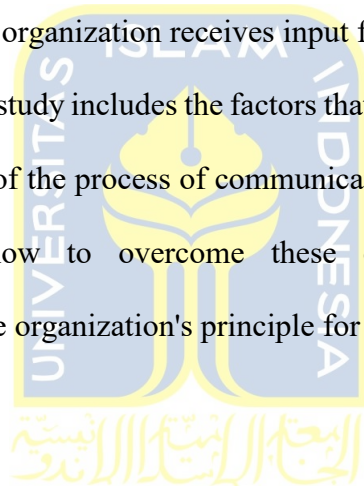
2.2.2. The Importance of Communication

Behind the success of recruitment, communication is key and plays an important role. In the recruitment system, there are two types of communication, namely internal communication, and external communication. Internal communication occurs between team members and also with other stakeholders. On the other hand, as part of the recruitment team, it is also important to have good communication with external parties, to maintain communication with candidates.

A study by Kapur (2020) described the course of communication. The main objective of this study is to acknowledge an efficient understanding of the communication process. The scope of this research included the meaning and significance of the communication process and the example of the communication process. The process of communication was used as one of the requisite ways of imparting knowledge and understanding to other people. This study also described the stages of the communication process in which there was a relationship between the sender, message, receiver, and feedback. Furthermore, this study discussed the factors that influence the course of communication. The author uses this as a reference for a literature review considering the importance of communication in the recruiting process.

Furthermore, a study by Eke (2020) investigated the relationship between communication and the success of an organization. This study explained that

effective communication within an organization is when the intent to be conveyed by the sender can be conveyed. It is very important to achieve success in communication because the intention of communication is to avoid misunderstanding or misinterpretation of the true meaning. For Bovee and Thill (2013), finding suitable talents globally, the right customers, and the resources needed, will have an impact on information development. It also applies to the recruitment process in which the information that is available and shared is expected to be developed and can be in line with the goals to be achieved. In his study, Eke (2020) used a theoretical base of Organizational Information Theory which explains how an organization receives input from other parties. Some of the things discussed in this study includes the factors that have an impact on employees' behavior, the example of the process of communication, the obstacles in the scope of communication, how to overcome these obstacles, the flow of the communication, and the organization's principle for their communication.



CHAPTER III

METHODOLOGY

3.1. Research Focus

This internship report focuses on the recruitment process and the parties involved in the human resources perspectives. Then this will be divided into detailed components which are the recruitment process at Rlichemont and the stakeholders that are involved in the recruitment process according to the structure of the organization. The aim of this report is to figure out how to optimize the recruitment process at Rlichemont and how it will impact organizational performance. In turn, it aims to ensure that the organization can find the best and the right candidate to maximize performance. The human resources perspective that will be used is about the strategy for an effective recruitment and selection.

3.2. Methodology

This report makes use of a qualitative method to answer research questions and problem formulation. Qualitative research is a research method to explore and understand the meaning that is in a case or social event according to several individuals or groups of people which comes from social or human problems (Creswell, 2013). In using qualitative methods, researchers must master their data to understand what is being studied in great detail, regardless of the type of empirical material being analyzed. Others argue that qualitative research is well-suited for identifying causality and uncovering subtle descriptive differences (Fine and Hallet 2017; Katz 2015). In collecting data, qualitative methods usually rely on

participant observation and interviews. This is because researchers tend to combine a wide variety of pieces of data drawn from different sources and address different aspects of the problem. The heterogeneity of the evidence makes the data incommensurable and therefore it is called qualitative because a measure of credibility is achieved through several perspectives so as not to become subjective.

3.3. Unit Analysis

In conducting data analysis, researchers have their own criteria by grouping data into analysis units. The unit of analysis is the unit that needs to be analyzed which shows people or things related to research. The unit of analysis in this research is the employees of Richemont that are involved in the recruitment process. It includes the Talent Acquisition team and other stakeholders. The task is to find 'a good match' in a candidate that will improve the organizational performance. The process will include the way the recruiter tries to find the best match from headhunting and screening all the applicants. In addition, the process will also involve the employee that has been hired through the recruitment process.

3.4. Data Collection Method and Data Analysis

This report makes use of primary data as a resource. Based on Ajayi's explanation (2017), primary data is firsthand data collected by researchers through various sources including surveys, observations, questionnaires, and interviews. There are already many examples in which the selection of criteria for primary research is used based on a combination of methodological criterion and other points (López-Fernández et al., 2017) or it can also be by considering criteria that are in accordance with procedures such as units of analysis and form of

operationalization (Durach et al., 2017) or can also be by focusing on terminological matters (Logan et al., 2018). As for this research, the researcher employed two methods which are observation and interview. The observation method was used to get to know more about the object of research and the existing problems. Observation is a method for gathering data that is mostly used in qualitative research. It usually includes some criteria used to be observed such as behavior or natural events. Qualitative observations include observing, concluding, and hypothesizing in a way that raises presumptions (Merriam & Tisdell, 2015). In this study, the researcher used observation as a data collection method. The observation results then became the main data which in turn were analyzed using the appropriate theories. The data and the selected theories were then elaborated.

In addition, to strengthen the observation results and test the feasibility of this research, the author employed an interview method. The interview method was carried out to gain credibility from the observations. The interviews were conducted with the parties directly related to the ongoing recruitment process, and the results became the supporting data for the problem formulation. The results of the interviews were then processed together with those of observations by elaborating on both methods.

Furthermore, the data were analyzed using the data analysis method which is content analysis. In order to use this method, three distinct approaches were used - conventional, directed, and summative. The data collected were then categorized from the observations and refined before summarizing the results. Moreover, to gain credibility from the results of the observations, other interviews were

conducted again which cover two perspectives, namely from the perspective of a recruiter and also the point of view of employees who have been employed through the recruitment process.

The first resource person who represents a recruiter's perspective is Daniel Phillips who is a Talent Acquisition Partner. Daniel has joined the team since its creation. The author gave questions to Daniel about the organization and the recruitment system used. In order to complete the required data, the author also interviewed a Richemont employee who has successfully gone through the previous recruitment process. The employee represents how the recruitment process she has experienced. Ria Purnama Sari is the second resource person for this interview. She is an employee for an entry-level position and now works as E-Commerce Systems & Process Specialist for Richemont.

Key Person for the Interview:

Name	Position
Daniel Phillips	Talent Acquisition Partner
Ria Purnama Sari	E-Commerce Systems & Process Specialist

CHAPTER IV

RESEARCH FINDINGS AND DISCUSSION

This section presents the findings and their discussions. Data collection was obtained from the results of observations and interviews that had been done before. Sources of data were obtained from observations and interviews conducted with relevant informants. In this chapter, the data are dissected through discussion. Each approach – observations and interviews, has separate discussions on answering research questions and problem formulation.

4.1. Observation

The researcher got an opportunity to join the Talent Acquisition team as their Recruitment intern. The scope of work is divided into two; the European team and Benelux & Nordics area. The author who worked for Benelux & Nordics was assigned some duties. The day-to-day basis of being a Recruitment intern included end-to-end recruitment, managing communication with the shareholders, keeping the engagement rates high with the candidates, arranging schedules and meeting with the shareholders, and assisting in launching a new recruitment system (iCIMS).

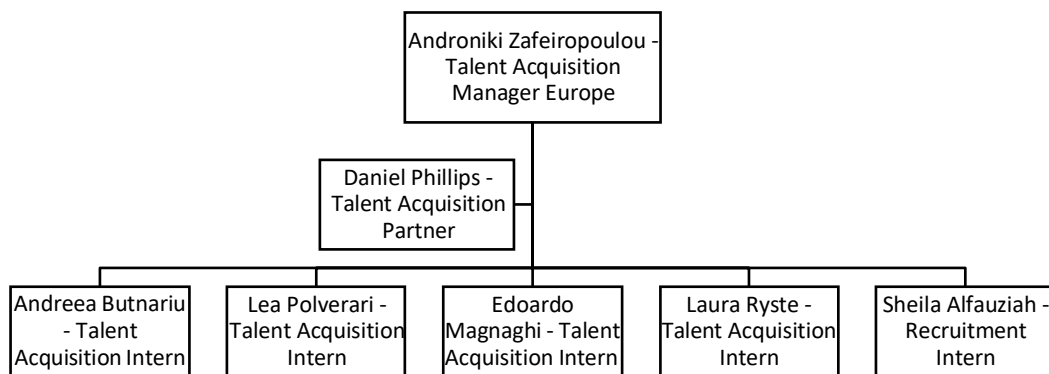


Table 4.1. Organizational Structure of Talent Acquisition Team

Based on this observation, the head office of Richemont in Amsterdam manages most of the recruitment process. Recruitment is done in two ways, internal and external. Internal recruitment is held by posting job vacancies on the intranet of Richemont. Both internal and external recruitments have the same opportunity to get a referral from Richemont's employees. Internal recruitment could be an opportunity for the employee to get a promotion and/or try a new position in a different department. Cross-position is possible for the employee because they will get some training for the position that they applied for.

Conversely, external recruitment aims to get a fresh idea from a new person outside the company that could bring new insights and innovation to the company. External recruitment is held by posting the vacancies on some platforms such as LinkedIn and the intranet of Richemont (Richemont career website). Other than that, the recruiters are not only dependent on the applicants. The recruiters also try to find a potential candidate with the uniqueness that the company is looking for. This can be done by sourcing and/or headhunting. Sourcing is used when the company needs certain criteria from the candidate such as language skills or experience. Moreover, the recruiters also do sourcing when they intend to find

someone for a high position such as a manager. The candidates for a high position do not have to domicile in Amsterdam, they could be from anywhere within Europe.

Furthermore, the duties as a Recruitment intern are to observe the market and competitors. In looking for a candidate, the recruiters search for the ones with experience in similar industry. As a company that deals with the luxury industry, Richemont is specific in deciding other industries that have similarities such as hospitality, automotive, fashion, etc. In addition, market observations also aim to determine the amount of salary given by Richemont's competitors for the same position, so it will facilitate Richemont to compete in the market in terms of salary amount. It aims to attract the attention of prospective candidates because even though Richemont has a very good brand image and reputation, it is not uncommon for candidates to consider the amount of salary to be accepted.

4.1.1. Recruitment Process for the Entry-Level Position

As a Recruitment intern, the author had the opportunity to hold several roles. Considering that the author had a scope of work for the Benelux & Nordics area, the main focus as a Recruitment intern is to find an Ambassador position. Since Richemont is a very large company and has thousands of boutiques spread across various countries, it means that Richemont also has a very wide market coverage. The position of Ambassador or Client Relations plays an important and much-needed role considering that Richemont has 27 Maisons to take care of.

The recruiting process for the Ambassador role consists of several stages. As a Recruitment intern, the author was involved from start to finish of the recruitment. The recruitment process began with screening CVs from existing

applicants. After the screening, the author sorted the potential candidates and put them on a shortlist. This sorting was done quickly and precisely with the techniques taught in the previous training. Before opening job vacancies, the author must really understand the requirements of the candidates. Therefore, job descriptions and job specifications are of great importance as these are the initial stages before recruitment begins.

First of all, the author had the opportunity to shadow two Ambassadors and understand the role of an Ambassador directly from the one who already had that position. The reason why the author did shadow two Ambassadors was that the organizational structure at Richemont was split into two, Cartier and Multibrands. Therefore, the author got two perspectives from Ambassador Cartier and also Ambassador Multibrands. This was very important because the main focus of the two parties was different.

After shadowing and getting sufficient understanding about the Ambassador role, the author entered the next stage, namely studying the job descriptions and job specifications provided by the team leaders and managers. The author must really understand the role in order to find a suitable candidate to fill that role. This understanding was crucial to make the author know well what to look for in a candidate. Only The job vacancies were posted and the recruiting process started.

The stage after the shortlist was sorting them again and select the five best people before finally being contacted for an interview. The selected candidates would then be contacted via email and telephone and the process is called book-calls in the purpose of finding the candidate's time availability according to the

schedule of the Talent Acquisition Partner who would interview them. The interview stages did not just stop there. The sorting process continued after the first interview.

The initial interview contained general questions to get to know the candidate more deeply and find out the candidate's interest in the company and the position offered. It was the job of the Talent Acquisition team to record each candidate by providing an objective assessment of the pros and cons between candidates and job vacancies. From these notes, the author and the Talent Acquisition Partner held a small discussion before handing over the candidates who were deemed fit to proceed to the next stage to the team leaders and managers. The author was in charge of arranging interview schedules between the selected candidates and team leaders. Here, communication plays an important role so that there is no miscommunication between the interviewer and the interviewee or so that there are no clashing schedules from the team leaders. Therefore, the author must confirm and reconfirm to get a definite schedule.

On the other hand, it is important for team leaders and managers to be cooperative. The Talent Acquisition team hopes that both team leaders and managers can be communicative and responsive to provide their time availability so that interview schedules can be made immediately. Being communicative and responsive aims to fulfill the wishes of team leaders and managers who want the recruitment process to run quickly and immediately find the candidates needed. Therefore, cooperation between the two parties is highly important for the smooth running of this recruitment process.

In the next interview stage, the candidate would have an interview with two team leaders. Here, the candidates' language skills were verbally tested. The two team leaders would ask several questions depending on which market needed by using the market's native language. After the interview, the candidates completed the writing assessment for the language requirements. If the two team leaders meet an agreement, then the candidate would enter the final stage. The final interview was conducted by the manager of the Maison(s) before finally being given a final decision.

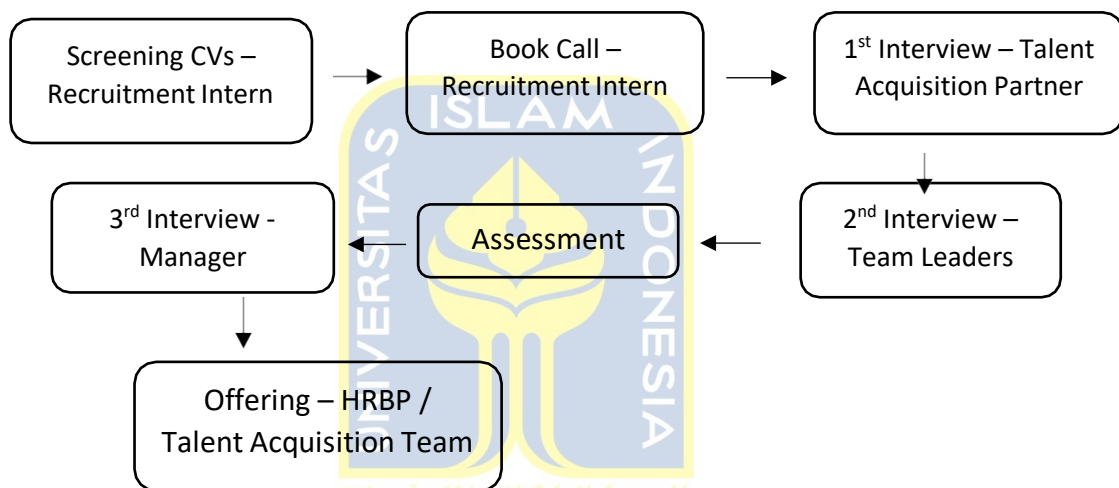


Table 4.1.1. Recruitment Flows for Entry-Level

The Talent Acquisition then had a meeting with the HR department after having a discussion with both team leaders and managers. As part of the Talent Acquisition team, the author's duty was to convey information related to updates from the recruitment process that had been carried out. Then, the final step would be completed by the HR department by contacting the candidates to make an offer to them. In this case, there is ongoing communication between the Talent Acquisition team and the HR department and the Talent Acquisition team with team leaders and managers.

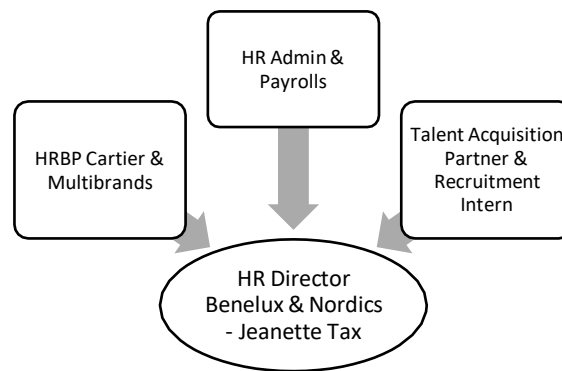


Table 4.1.1.a. Organization Structure of HR Department



Table 4.1.1.b. Flow of Communication

Furthermore, it is well known that as the market is very large, Richemont needs people who have certain language skills for some countries. This is a highlight point in finding candidates. Demand from team leaders and managers of each Maison continues to grow in line with market growth.

4.1.2. Challenges in finding the right candidate for Entry-Level

In the process, there are several challenges faced by the Recruitment team in finding people to fill the position of Ambassador. The recruitment team which includes the author, talent acquisition partner, team leaders, and managers conducted discussions through regular meetings. In the meeting, the team discussed in detail the job description and how the recruitment process would be carried out.

In addition, each team leader proposed the number of Ambassadors they needed for each team. After the required amount was determined, each team leader would present it to the manager before final approval. The agreed results were discussed in the meeting with the Talent Acquisition team. The author and the supervisor were directly involved in this process because later it would be the author's job to post the job vacancies internally and externally.

The number of Ambassadors is determined by considering the conditions of market demand and the scope of customers to be reached. The challenge, in this case, originated from requests from team leaders who asked for specific language specifications. In finding the right candidate, the difficult thing to do was to find a candidate who speaks German at a level that is almost on par with native speakers or even native speakers themselves. It was difficult to find one within the Netherlands. Even if there was a candidate who met these criteria, the candidate lived far from Amsterdam.

In the process, the author also came across a challenge directly. While doing headhunting, the author found a suitable candidate to fill the position of Ambassador for the German market. The author also included the candidate in the pipeline before finally offering this position as a new opportunity for the candidate. However, what the candidate considered was the distance between the city where he lives and the location of office in the capital city which was quite far. In this case, the recruitment team brainstormed how to attract potential candidates to be interested in the positions offered.

Another challenge was the salary range for native German which is higher than that for candidates of other languages. Some people with German language skills that are close to natives know well that their market demand is high, so they don't hesitate to mention a higher salary expectation. However, Richemont has set his own salary budget. In order to compete with other competitors, the recruitment team conducted a salary survey for Ambassador positions at several other companies. After going through an agreement, the salary amount and other benefits are finally determined which are expected to attract candidates and meet their salary expectations.

In addition, as the market expands, the market needs also increase. This was seen from the request of the team leaders to find the right candidate with more than one language ability. Team leaders asked the Talent Acquisition team to find a candidate who spoke two or even three languages. The challenge, in this case, was that the requested language combinations are quite scarce. For example, the team leaders requested people who could speak Swiss German and Swiss French. It is well known that the Richemont market includes Switzerland, and people with such a qualification are needed to deal with German-speaking customers. However, finding a native German is quite difficult. Furthermore, requests for other language combinations included people who speak three languages – Italian, Spanish, as well as French. This is because Richemont has been expanding its business which means the company has a new market that needs new Ambassadors. This new market requires the Talent Acquisition team to look for people with Danish and Swedish language skills, of course with a combination of other languages which will be a

plus point. This was quite a challenge for the author because the author had to do the sourcing to find the right candidate who can meet the criteria.

To overcome this challenge, the team leaders agreed to compromise that the Talent Acquisition team could also look for candidates from outside the Netherlands and not just within the country. However, this was with one condition the candidate was willing to relocate to the Netherlands. This was certainly a new challenge for the author in convincing candidates as well as finding the most suitable candidate to fill the Ambassador position.

4.1.3. Recruitment Process for the Internship Position

In recruiting for intern positions, there are not as many stages as recruiting for entry-level. There are only two interview stages, specifically from the Talent Acquisition party who then conducts interviews with managers from departments that open the vacancies. Before the interview is conducted, there are a number of things that need to be considered when offering an internship program.

First of all, we need to note that the main requirement for applying to an internship program is to be registered as a student at a tertiary institution. Here, people who are not registered as students or will graduate in the middle of the internship period are considered ineligible to take part in the internship program. Therefore, it is important for the Talent Acquisition team to ensure the year of graduation or the expected graduation of the applicants. Moreover, to avoid miscommunication, an internship contract or permit letter from the university is required for students who wish to register for an internship program.

The internship program is open to all students from various levels, both those who are studying for bachelor's degrees and master's degrees. Therefore, there is no specific age restriction as long as the candidate is registered as a student. In addition, we need to put in mind that there are no benefits from the company regarding relocation for candidates who live far from the office or even live outside the Netherlands. However, the company will provide a basic salary every month according to predetermined standards and support transportation costs. Transportation costs can be in the form of two things, namely a public transportation card for train, tram, or bus users, and can also be given a bicycle rental card for interns who want to cycle to work.

In the process of recruiting interns, there are a few things to do to attract candidates. In this case, Richemont has several methods to reach students who wish to do internships in the middle of their studies. The first way to do this is to keep posting job vacancies internally and externally. The posting is done via the Richemont intranet, LinkedIn, and several other recruiting platforms. In addition, considering that Richemont has partnerships with several schools, then of course Richemont will establish communication with these schools to inform ongoing internship programs. In addition, as part of the Talent Acquisition team, the author was also assigned to establish communication with other new universities to work with Richemont. In this case, the university's goals are also seen from Richemont's need for employees and their position. Some of the options are German schools and other public universities.

A further task is the author was also responsible for the expo held to communicate directly with students or prospective candidates. In this expo, the

author served as a contact person for students in finding what they are looking for to start their career path. In this regard, the author was assigned with informing about available internship vacancies, and reviewing CVs from students if any match the requirements. If the author found one who met these criteria, the author's job was to convince the student to apply for the position while also taking into account the student's interests. If it is perceived that the recruitment team and the students had a match, then the general recruitment process continued.

The hiring process for the intern level is much the same as the hiring process for other positions. The initial stage is screening CVs from all existing applications. Then, if the author, as an internal Recruitment, had not found a suitable candidate profile, then the author would try to find students who took part in the previous expo. Students who had their own uniqueness had been included in the pipelines during the expo, and from there the author got additional profiles for review. The selected candidates would be put on a shortlist and five to ten of them would be further reviewed and then contacted by the Talent Acquisition team before finally being handed over to the manager.

After all the interview stages had been completed, the Talent Acquisition team would contact the manager for a final decision. Usually, in selecting candidates to be hired, the manager would give one to two slots for intern positions. After the final decision was made, the Talent Acquisition team would contact the HR department to communicate with the HR Business Partner. The discussion between the Talent Acquisition team and the HR Business Partner contained terms and conditions and submission of the candidate's name so that later the HR Business Partner would contact the candidate to provide a work contract. In this case, the

recruitment team must work quickly because in general, the internship program opens at a similar period from one company to another. An internship experience is an experience highly coveted by students who are determined to find their passion. Therefore, the offering must be carried out immediately as soon as the recruitment process is complete so that we can secure the candidate and the vacant position.

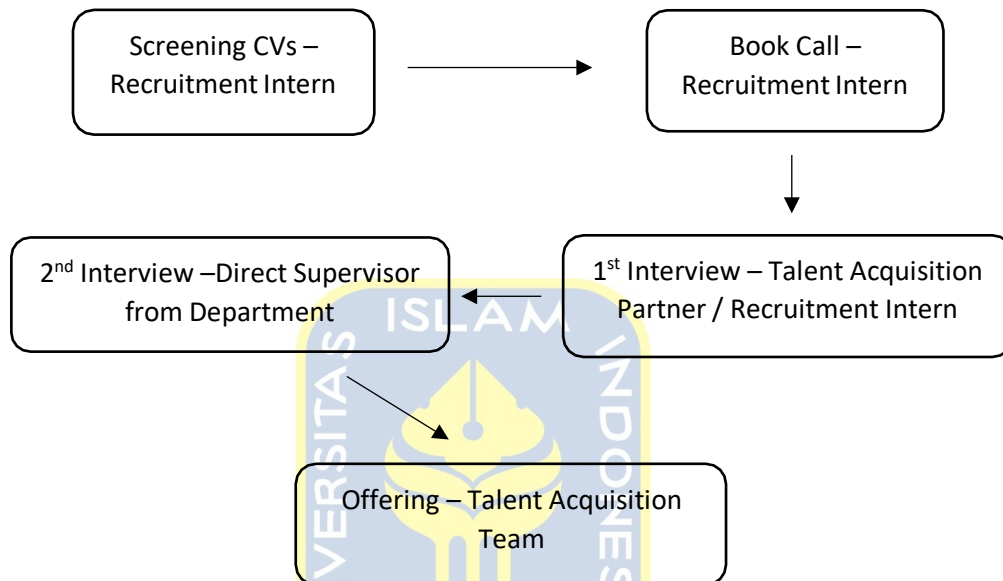


Table 4.1.3. Recruitment Flows for Internship

4.1.4. Challenges in Recruitment Process for Internship Program

The interview process for an internship position does not take long. However, the process of finding suitable candidates requires more time. This is a challenge for the author in finding suitable ones to fill the required positions. Therefore, it is important for managers to be responsive to updates sent by the Talent Acquisition team regarding reports on the recruitment process. This is important because the Talent Acquisition team must ensure that the selected candidate meets the criteria required by the manager in terms of experience, motivation, and background.

In the process of recruiting interns, there are several tricks to do so that the job vacancies are listed on the top search results. The author found that determining the position name was very important to increase engagement. Therefore, it is critical to know the existing algorithms. The author also had to pay attention to the keywords frequently used by most people to name the same position. Positions are not named just to sound cool, but it must be ensured that people are familiar with the position name, especially if the internship vacancy is a position that some people rarely find.

In addition, as part of the Talent Acquisition team, it was the author's job to find the booming trends in the market and popular keywords often sought by potential candidates. This would then be discussed with the manager to confirm the name change to make it more effective in finding candidates. Moreover, the author must also ensure that the keywords in the job descriptions are keywords frequently used and the job descriptions must be explained in detail to make it easier for students to understand the required criteria.

Another challenge faced by the author in finding interns was from the candidates themselves. Candidates who were students tended to have a strong will regardless of the experience they had and some were suitable to fill the position for other vacancies that match their interests. In addition, there were several candidates who did not have sufficient knowledge about the internship program. They gave questions considered less relevant to the internship vacancies. Therefore, the author must try to provide an understanding to the students who took part in the expo regarding the internship program - the positions being offered, and their categories so that students were no longer confused. On the other hand, because of their great

determination, there were several candidates who applied for two or more vacancies, one of which was irrelevant to the other, giving rise to doubts about the credibility of the students. In addition, their lack of understanding of some important issues made it difficult for the team to sort the qualified ones.

On the other hand, the author also faced another challenge in finding good candidates. As a recruiter, finding candidates with interesting experience is like finding a treasure, especially when the candidate is a student. In terms of filling in internship positions, candidates are not required to have any previous experience, especially professional experience. However, it is not uncommon to find candidates who are active on campus and even have previous professional experience. This will be a plus point in the eyes of the recruiter. However, in this case, the author encountered difficulties - the candidates who have good qualifications live far from Amsterdam. This will make it difficult for both parties, both the candidate and the recruiter team because intern positions do not receive allowances for relocation. Therefore, the author must work extra to find top talents that have a great chance to join without any problems with distance.

4.2. Interview

In corroborating the results of the observations done by the author, this study uses an interview process to such an extent that the results obtained are more credible. In order to help with the course of the research, the author conducted interviews with the supervisor with the position of a Talent Acquisition Partner, his name is Daniel Phillips. From the results of the interviews, findings were obtained that support this research and make it easier to answer research questions. This sub-

chapter discusses the results of the interviews and elaborates them with the results of previous observations.

The interview focused on the Talent Acquisition Partner's perception of the hiring process and everything that goes on during that process. The selection of subjects was based on the fact that Daniel is the first person to join the Talent Acquisition team and the team was born by becoming a Talent Acquisition Partner. The interviews conducted had several scopes of discussion. The scope of discussion included the background to the formation of the Talent Acquisition team, and how Daniel decided to join this team. Furthermore, the author and resource persons also discussed the recruitment process for entry-level and internship positions. The discussion also describes the problems faced and provides an objective perspective of a recruiter in seeking effective recruitment for Richemont.

Before going into the discussion talked over in the interview, it is better to know the origins of the Talent Acquisition team itself. A unique fact known from the conversation with Daniel is that, before becoming a Talent Acquisition Partner, he was an Ambassador for Cartier. Furthermore, because the HR department decided to form a new team specifically to carry out recruitment, Daniel was interested in this opportunity. Daniel, with his experience and skills, strong determination, and good relationship with Richemont employees, pushed himself to take on new challenges. Even though he had no previous experience in recruiting, Daniel was able to convince people in the HR department to fill the position by going through some training. After Daniel joined as a Talent Acquisition Partner, serving as a part-time employee, other people joined the Talent Acquisition team including the manager and the interns.

4.2.1. Organizational Structure and Communication in the Recruitment Process at Richemont

The organizational structure of the Talent Acquisition team includes a manager who is a full-time employee, a Talent Acquisition Partner who is a part-time employee, and five interns divided into four people as Talent Acquisition interns and one person as a Recruitment intern. Based on the scope of work, the Talent Acquisition team is indeed separate from the HR department because all reports are given to the Talent Acquisition Manager. However, in this case, because the Talent Acquisition team was split into two, there was a mix-up in reporting. Talent Acquisition interns reported to the Talent Acquisition Manager because their scope of work covered all of Europe and they were part of the European team. For that reason, they had regular meetings with people from various countries in Europe in providing updates.

On the other hand, the Talent Acquisition Partner and Recruitment intern who have a scope of work that includes the Benelux & Nordics must report to the HR Director and Talent Acquisition Manager. Whence, they also have to attend separate weekly meetings with the two departments, which are the HR department and the Talent Acquisition team. Even so, over time, there was a fusion between the Talent Acquisition team and the HR department. This change occurred in the middle of the internship period, and in the end, the Talent Acquisition Manager began to attend weekly meetings with the HR department along with the Talent Acquisition Partner and Recruitment intern. Even though they have different scopes of work, people in the Talent Acquisition team try to back up one another when

needed. Therefore, it is very important to have strong bonds and good relationships with fellow team members.

The conversation with Daniel:

“Ya, but um, it’s important that we should have set in the HR office to be able to work with Margaret, Janine, give people quick response by giving the information they need rather than chasing us down in the computer, phoning us, or waiting till they see us, it creates delay and it also makes people’s work more difficult, but um, at the same time it was a new thing for Richemont to have a Talent Acquisition team” (Phillips D., personal Communication, January 6, 2023).

Due to the difference in the scope of work within the team, the way to communicate becomes more complex. From the conversation with Daniel, it is known that the Talent Acquisition Partner and the Recruitment coordinate the communication separately. In this case, both of them try to maintain communication with the Talent Acquisition team, HR department, and other departments that need assistance with their recruitment process.

In the process of hiring Ambassadors, Daniel and the author communicated with the Talent Acquisition Manager and other interns to provide general updates. This includes what Team Leaders need, how much headcount is needed for each market, and how far the stages have been carried out. By providing this update, Talent Acquisition Partners and Recruitment interns can more easily ask for help finding candidates if needed because other teammates already understand. In addition, Daniel and the author also provided updates to the HR department and contacted HRBP (Human Resources Business Partner) specifically to reach out to

candidates. This requires Daniel and the author to have regular separate meetings with each HRBP for Multibrands and Cartier.

According to Daniel, separate communications aim to facilitate the recruitment process. This is because it is understood by employees within the company that Cartier is the largest Maison and needs its own focus so that it does not branch out with others. However, on the other hand, Daniel also thought about efficiency in communication, because if Cartier needed special attention, it would be better if it had a separate Talent Acquisition Partner or recruiter team. In addition, the communication styles and needs of Cartier and Multibrands differ – different focus and different specific criteria for candidates. Therefore, Daniel felt, when there is someone who is competent but is not given an offer for one Maison between Cartier or Multibrands, Daniel has many considerations to offer the candidate to another Maison. For example, when a candidate applies for the position of Ambassador for Cartier but does not pass the final stage, and Daniel feels that his language skills will meet the standards of Multibrands, then he will offer the candidate to conduct an interview with Multibrands after confirming it with Team Leaders from Multibrands and receiving approval from Cartier, and vice versa. In this case, Daniel's concern is whether the candidate will be suitable for placement at either Multibrands or Cartier if the transfer is made. Moreover, even though Cartier and Multibrands are under the same umbrella, they both have different cultures and ways of working. Therefore, this becomes one of the most important considerations for Daniel in moving potential candidates from one Maison to another.

Daniel's point of view on this:

“I think there’s pros and cons for this, but benefit having separated CRC for Cartier and Multibrands is that the workload of Cartier equals Multibrands. So, they take up spaces – not only physical spaces but also mental spaces.”

“They would be one fluid of recruiting for the whole CRC rather than – okay Cartier, we need to look at somebody who is driven by motivation, who is got excellent in their backgrounds, and Multibrands they would like taking anyone from anywhere as long as they meet their standards, where is there’s more harmonious way of recruiting, and Cartier a little bit more into the person rather than the piece of paper. Oh, and the commission structure – the bonus structure, is different for Cartier and Multibrands, the salary is the same.”

“I think it pushes the business forward which is good because we got one head brand that is probably the most well-known that the other brands can take inspiration from can take something that will help them better, but, on the other side, Richemont is a holding rope for these brands, Richemont is to have one set way of recruiting for one position, and the way that we were doing, we were looking for an Ambassador Cartier often slightly different with Multibrands. That makes our job harder, because we have to constantly think about how on department hires versus another, where we’re gonna place this person to work to be the best fit for them because we be the talent focus right, we want them to find the right place. So, it creates a divide by having the separate CRC and a little bit of internal competition which is not a bad thing” (Phillips, D., personal communication, January 6, 2023).

On the other hand, as the market develops and the growth of each Maison, one by one Maison from Multibrands begins to form its own management like

Cartier. This is due to the increasing growth and demand for the Maison and driving the increase in the number of employees needed by several Maisons. This change means a split within Multibrands indirectly. However, this does not affect the course of communication. Maisons that are members of Multibrands still hold periodic discussions simultaneously. Team Leaders for each Maison still report to the same manager. In this case, from Daniel's perspective as a recruiter who has to take care of all the Maisons, he feels that his scope of work is too broad to be held alone. Even though Daniel can ask for help from the Talent Acquisition team or the HR department for his work, it is still Daniel's responsibility. Therefore, according to him, it would be better if there is an additional workforce for the recruiter team or even better if it is separated in accordance with Maison's needs. This thought is based on the consideration that the larger the market and the higher the demand, it will require more workers so that the recruitment process remains effective.

In addition, since the need to fill the Ambassador position does not decrease but continues to increase, it would be better if there is a special recruitment team that focuses on that. Currently, Daniel, as a Talent Acquisition Partner, has to take care of the massive Ambassador recruitment process and try to meet the expectations of each Maison, but on the other hand, he also has to carry out the recruitment process for other positions from internship to manager level. Daniel considered this to be less effective if he handles it himself, even though he receives direct assistance from the Recruitment intern, but he does not rule out the possibility that it would become overwhelming. Separate communication between Cartier and Multibrands, and meetings with other stakeholders are enough to make the Talent

Acquisition Partner position very busy, not to mention realizing that the position is part-time and he only works four days a week with one day off on Thursday.

4.2.2. Recruitment and Selection from Recruiter's Point of View

4.2.2.1. Recruitment and Selection for Entry-Level

In the implementation of recruitment and selection, Daniel establishes communication with various parties. For example, for recruiting Ambassadors, Daniel will hold separate meetings with team leaders and managers from Multibrands and Cartier. In the meeting, Daniel will describe the flow of recruitment and present it. In addition, Daniel also hopes that team leaders and managers can respond quickly when needed. In this case, the context is regarding their time availability. Everyone on the team has their own day off, and Daniel hopes they can highlight their calendars when they are busy or when they are out of the office to make it easier for the Talent Acquisition Partner and Recruitment interns to book time for interviews without having to wait for confirmation from them. What Daniel realized was that fixing time was quite time-consuming, even though on the other hand they hoped Talent Acquisition could work quickly. The importance of coordination on this matter will promote recruitment effectiveness. Daniel realized something that should be highlighted is the importance of talent pooling which could have helped the Talent Acquisition team to find a candidate but it does not be maximized.

The statement from the interview with Daniel:

“What is important or I think what could we have done better is talent pooling.”

“Again, it’s a difficult one because the downside of the talent pool is there is people are not looking for job so when we need to find somebody they might have been hired. Also, when you have a talent pool, you have to strategize your talent engagement. You need a bigger team and high commitment for that.” (Phillips D., personal communication, January 6, 2023).

On the other hand, Daniel is also responsible for coordinating with agencies. At that time, Richemont worked with Adams, which was a recruiting agency. This was done due to the limited capacity in finding the right candidate to fill the position of Ambassador. Working with the agency also makes it easier for Daniel to do his job because it lightens his load. In addition, it is also an opportunity to strengthen the relationship with Adams in the future. Adams will help find hard-to-find candidates, then conduct initial interviews with them to offer existing positions. After that, Adams will offer the position to the candidate who has been selected. In this case, Daniel represents the Talent Acquisition team and a representative from the HR Business Partner will hold regular meetings with Adams regarding the progress of the ongoing recruitment process. The candidates given by Adams are then offered to team leaders and managers before finally being processed to the next stage.

Furthermore, because Ambassador requires a lot of processing and is done on a large scale, Daniel also works to make recruiting more effective. Therefore, Daniel began to design and conjugate a recruiting system called iCIMS. This system can function as a screening and include initial interviews with candidates. In addition, with the use of iCIMS, there is no need to do a written language assessment manually, because a language assessment is automatically given for

verbal and written by recording a video and answering the questions given. This will make it easier for Talent Acquisition, Team Leaders, and Managers to select candidates and save time. In addition, relevant Team Leaders and Managers will be added to each project so that they can directly monitor the ongoing recruitment process and the stages that are being carried out by candidates. They can also leave notes as a form of communication with Talent Acquisition so that communication becomes more focused.

However, in order to achieve these goals, Daniel, assisted by the Recruitment intern, had to gather all Team Leaders and Managers from Multibrands and also Cartier to provide training on how to use iCIMS. In this case, the obstacle was the time availability of each person which was different so not all could attend the meeting. This required Daniel to explain again to the Team Leaders who did not attend the training. Therefore, Daniel really hopes that all stakeholders can optimize the use of iCIMS so that recruitment can be more effective and easier for all parties. So far, iCIMS has only been developed to assist the recruitment process for Ambassador positions due to high demand. However, this does not rule out the possibility of developing iCIMS so that it can be used for the recruitment process for other existing positions.

4.2.2.2. Recruitment and Selection for Other Level

As a Talent Acquisition Partner, Daniel's duties do not stop there. Daniel is also responsible for finding candidates to fill the manager position. In seeking candidates for the manager level, the selection is carried out in more detail with more specific criteria. Daniel will hold discussions with the manager who will be

replaced by the candidate. Manager searches will usually focus on the headhunting process because that way Daniel can filter out which candidates are truly qualified to fill the position. In addition, in conducting interviews, Daniel will build more intense conversations with candidates so that Daniel can be more careful in selecting the existing candidates.

On the other hand, in contrast to the way he deals with candidates for manager level, Daniel approaches the internship position differently. In this case, the author who has gone through the interview process with Daniel also feels it. Daniel tries to encourage candidates, who are students, to be more confident. This is because internships are the first step for them to enter the real world of work. Daniel is happy when he can see the sincerity of the candidates and find the ones with strong motivation as a strong and convincing motivation is more important than their background. This is because students are a generation that is responsive in learning so it is easier to adapt and be taught. Seeing the potential of a candidate for the internship level is a challenge for recruiters as there are some candidates who have no experience at all, but there are also candidates who have an experience that is interesting in the eyes of recruiters.

Highlight from the interview:

“I think for me motivation is more important when you think for the intern because they are studying right, they don’t have years working experience. So, what is more important to me is somebody that is passionate, motivated, and has an understanding of what they will be doing right, so intern job description isn’t that lot because you shouldn’t be overwhelmed by the responsibility that you are taking.

When you go to the interview, you are able to put your motivation, because that's what I said, you might not have done it before but know how to do it, we give you the chance to be able to, so, I think for an intern is much more important to find somebody who is well-motivated.” (Phillips, D., personal communication, January 6, 2023).

Therefore, Daniel will build a comfortable conversation instead of an intimidating interview. The goal is to get to know deeper and find out what the candidate is really looking for and needs. This is done for the purpose of not choosing the wrong candidates but also opening up opportunities for other candidates who have applied. The other opportunities could be in the form of offering candidates and asking if they are interested in applying for other positions or not. Things that are taken into consideration in this offer are the interests, motivations, and also background of the candidate. Such things are discovered after conducting interviews with them and will be decided when Daniel can feel a connection with the candidates. The decision will be made after careful consideration before finally proceeding with scheduling an interview with the manager of the department for the position.

The quote from the interview with Daniel:

“I think we offer a great opportunity, Richemont offers a great opportunity for interns to learn because you're given a very real responsibility to work and that's the best way to get skills, they also – on the most part – don't mind if you make mistakes right because you're there to learn and grow, I think that's the best approach to take with the interns because you're nurturing them but they also give

some affect to you, you know, they're taking real responsibilities, so, there's a relationship between the intern and the intern's supervisor, it needs to be very strong, and most department are very successful with that, and I could give a proof that a lot of our interns were getting employed as a full-time, we kept them for a long time, and I think that wouldn't happened if the interns weren't happy, and it wouldn't happened if the department haven't found the right person to take that internship who been stepping into that role.” (Phillips, D., personal communication, January 6, 2023).

4.2.3. Recruitment and Selection from Employees' Point of View

The author has spoken to a candidate who has successfully gone through all stages of recruitment to finally become an employee at Richemont. The second resource person is Ria Purnama Sari who works as an E-Commerce Systems & Process Specialist at Richemont. She has joined Richemont since the pandemic. In the conversation with her, Ria explained the recruitment process she had gone through to join this company. Initially, Ria received information about job vacancies on LinkedIn, and because she felt she needed a new place where she could develop further, Ria decided to apply for a position that she felt was suitable for her. Ria said that from a candidate's point of view, she was pleased with Richemont's quick decision-making. It only took two days for Ria to get a call from Richemont, the person who contacted Ria at that time was Daniel.

The explanation from Ria:

“I think I was quite lucky because after I applied, like two days later, Daniel contacted me. So, it's literally like 2 or 3 days which is very quick.” (Purnamasari, R., personal communication, January 31, 2023).

Ria said that she received calls from Daniel, a Talent Acquisition Partner, several times until finally she was scheduled for an interview. The interview Ria conducted after having a conversation with Daniel was an interview with two people. The two people are representatives of the HR department and the department where Ria applied for the position. The interview lasted forty-five minutes. In the interview, Ria received several questions and case study examples that she had to complete. After meeting the two people, not long after, Ria was immediately contacted again for a follow-up interview with the top manager. In between the time before conducting the final stage of the interview, Ria was asked to complete several assessments for approximately three to four days. This final interview lasted for one hour and required Ria to answer a number of relevant questions because after all, this was an interview with a top manager. After going through the final stages of the interview, it didn't take long for Ria to be contacted again by Richemont to meet with the manager and top manager. The conversation was an informal meeting between Ria and the people who would become her superiors. After the meeting, Ria was contacted by HR to then get a job offer decision.

Point of view from Ria:

“Well, after that, after about a week I got an invitation from HR. From the HR recruiters, who was it at that time... Janine? Yes, Janine and my manager. Then

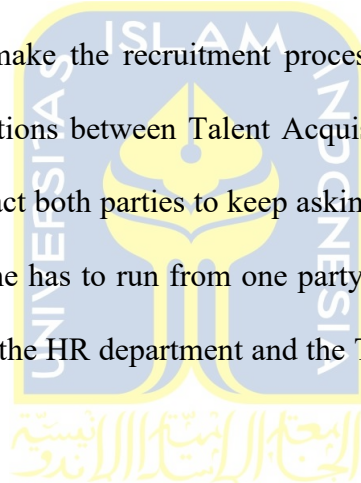
we did an interview, then after that it clicked, if I'm not mistaken, it was like two days later, that was quite fast. Two days after that I also got an email back, saying "Okay, let's go to the next round", then gave me what it was called... gave an assessment, she gave an assignment. Basically, a lot of assignments, to show if I'm capable or not."

"Well, basically I was happy because they were really fast in recruiting. I think they are also ready, so they already know. It's like my manager... because she's a really good person, she's really prepared. She does know what kind of person she needs, with what kind of skills." (Purnamasari, R., personal communication, January 31, 2023).

From the perspective of a candidate, Ria feels that the implementation of the recruitment and selection process by Richemont is very good for a candidate. According to her, Richemont can make candidates obtain certainty in a short time. The recruitment process from the initial stage to the offering stage only takes two weeks. The approach taken by the recruitment team, especially from the Talent Acquisition team, is also very good. That is because in her opinion, the recruitment team can build a comfortable atmosphere, where she, as a candidate, can be more confident, and on the other hand, Ria feels that dealing with someone who is open-minded can make her show the side she wants to show. Furthermore, the interviewees felt that the recruitment team was very clear in conveying their intentions, what they were looking for, and their ambitions. This was seen when Ria had a conversation with them. Ria felt that the questions asked had been carefully thought out, and the material provided seemed to be mastered by the

interviewers. According to her, the recruitment team was very well-prepared for this process.

Even so, there are things that the resource person takes into account. Currently, she has been undertaking an internal recruitment process. According to her, the internal recruitment process is different from the external recruitment process that she had gone through before. She thought that the internal recruitment process was faster and clearer, but apparently not. She has been going through this process for about three weeks, but she has not received any final results or certainty. Ria assumes that based on what she has been experiencing, internal communication lasts long enough to make the recruitment process more effective. There were several miscommunications between Talent Acquisition and the HR department. Ria kept trying to contact both parties to keep asking about the continuation of the recruitment process. She has to run from one party to another, and she suggested the alignment between the HR department and the Talent Acquisition team should have been better.



The interview with Ria:

“Yes. I think it's important. Like, um... so actually, uh, yeah. Because in my opinion it's very important, the structure or who... who should be contacted... what's the difference between talent acquisition and HR. That's it, I don't think... after all that, now it's like I don't know that, I'm not clear.”

“I don't know, maybe it's good to share my experience, my experience was different when I was recruited from outside, and when I was recruited from the internal. That I feel from the inside, it is longer. So, it takes very long. The communication is also

very long, so I think it depends on the HR, I'd say.” (Purnamasari, R., personal communication, January 31, 2023).

Therefore, both from the perspective of a candidate and an employee, an organizational structure is very important in the hiring process. This conclusion departs from the fact that for a candidate who wants to inquire about the continuation of the recruitment process she/he has experienced, a clear contact person is critical. A contact person functions as the key person in an ongoing recruitment process. Its existence will make it easier for candidates to ask for information about recruitment and the position they are applying for.

In addition, she realized that at the beginning before joining Richemont, the interviewee, as a candidate, did not know that there was a difference between the Talent Acquisition team and the HR department, and this continued until she became an employee and went through the current recruitment process. It is important to emphasize the scope of work of each party and explain it to the relevant people who need it so that communication can run smoothly.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

This research is a report from an internship that has been carried out by the author which aims to find out the implementation of the recruitment and selection process in Richemont. Moreover, this research also explains the challenges faced by the author while being a Recruitment intern. This research makes use of quantitative methods by relying on observation and interviews as data sources. The focus of this research lies in the recruitment and selection process carried out by Richemont and the organizational structure that has a close relationship with the recruitment process.

5.1.1. Implementation of Organizational Structure in Recruitment Team

There is a challenge faced by the author related to the organizational structure at Richemont which is quite complex and divided because each Maison has its own management team so that communication is a challenge for the author. It can be seen that Recruitment Intern is a different position from Talent Acquisition Intern. In its organizational structure, internal Recruitment is in the same team as Talent Acquisition. Furthermore, Recruitment Intern works closely with the Talent Acquisition Partner to provide direct day-to-day reports. However, the author, as a Recruitment intern, must also report to the Talent Acquisition Manager at the weekly meeting. This is done to know the progress of work on a regular basis. In addition, the purpose of providing regular reports at weekly meetings is the Talent

Acquisition Manager can find out whether Talent Acquisition Partners and Recruitment Interns need assistance from other Talent Acquisition Interns due to the high volume of recruiting.

On the other hand, from this internship experience, the author realizes that as a Recruitment Intern, reports do not stop at the Talent Acquisition Team. The relatively complex organizational structure within the recruitment team makes the Recruitment Intern and the Talent Acquisition Partner part of the HR department as well. This is because both of them have the same scope of work, namely Benelux & Nordics. Therefore, Talent Acquisition Partners and Recruitment Interns must also report to the HR Director regarding ongoing recruitment. This is done so that the HR department can find out the extent of the ongoing recruitment process so that when the time comes to make an offer to the candidate, the HRBP in charge of contacting the candidate can be on standby.

In addition, Recruitment Intern and Talent Acquisition Partner are also tasked with bridging inter-departmental communications. This is done with other departments besides Human Resources and Talent Acquisition. In the recruitment process, of course, each position will be filled in each existing department. Departments that need new talents must immediately notify the Talent Acquisition Partner and Recruitment Intern so that the recruitment process can be carried out immediately. This also applies to the Ambassador role which has the highest volume among other positions. Ongoing communication is carried out by Talent Acquisition Partners and Internal Recruitment with Managers and Team Leaders Multibrands and Cartier. This is to keep them updated regarding the candidates who have gone through each stage and are prepared for further processes. In addition,

communication is also carried out to discuss the pros and cons of each candidate who will be interviewed later. Therefore, communication here plays an important role, because Recruitment Intern must know the schedule of each Team Leader and match it with the candidate so they can find the best interview time for both parties.

5.1.2. Implementation of Recruitment and Selection Process at Richemont

From this research, it can be inferred that the recruitment and selection process is very important for a company, especially if the company is a multinational company. The role of the author in the recruitment process is quite important because apart from having to maintain communication between stakeholders, the author must also be able to maintain communication with the candidates. The author had a wide range of tasks to fill on a day-to-day basis. The author held roles from various levels which include internship level and also entry-level. In addition, the author also had the opportunity to upgrade her skills and knowledge in the field of recruitment.

The challenges the author came across include finding the right candidates who meet the criteria. Besides internal challenges, external challenges also arise. From this research, the author learned how to communicate with external parties to maintain partnerships with agencies and universities.

Through this internship program, the author got an opportunity to become more sophisticated about technology. Joining the midst of massive change, the author assisted in developing and launching the iCIMS system which will be the future of the company in terms of the recruitment process. Another thing gained

from this internship is how to keep up with the market, which includes market trends and also observing how competitors are recruiting.

This research can help in increasing awareness of the importance of the recruitment process for a company. This research is also expected to help companies that want to grow in choosing steps to determine an effective recruitment process. People, especially students or practitioners dealing with human resource development can take advantage of the research findings. This research provides knowledge on the importance of a clear organizational structure in the recruitment process aligned with the flow of communication between departments in the recruiting process to prevent minor or major problems. In addition, this research also provides information on market competition in obtaining the best candidates. It does not only study the market but also potential candidates, the benefits of knowing the candidates' needs and wants, and also how to maintain engagement rates with them.

5.2. Recommendation

Based on the research that has been done, there are a number of things that might be recommendations for Richemont so that it can be better in terms of recruitment and communication between the Talent Acquisition team and other stakeholders. This recommendation is based on the awareness that the author had during the internship program and intends to provide other insights and perspectives for the company. Some of the recommendations that the author would like to give with due respect include the following:

5.2.1. Recommendation regarding the Organizational Structure of the Recruitment Team

It is recommended that the Talent Acquisition team add more team members and add more permanent employees instead of part-timers or increase the number of interns. This is based on the author's awareness of the importance of a team component and a mature team structure for the sustainability and continuity of a more effective recruitment process. This recommendation is given with the intention that the Talent Acquisition team can become a stronger team, and minimize repetition to train interns who only stay at the company for approximately six months. Internship programs are great for helping companies grow, but it would be better if they have enough permanent employees so they would not be overwhelmed in handling massive recruitment.

Moreover, considering that the Talent Acquisition team only has one full-time employee, one part-timer, and interns, the author aware there must be a clear division of tasks. This is regarding the scope of work for the interns. To be effective, the aim of the internship is for the intern to learn and develop their skills. Therefore, it should not be a burden to the intern and it should not be overwhelming. There must be a clear line for the intern to work on specific tasks. Hence, even though in practice the team is facing a problem especially in terms of communication, the intern should not take all the responsibilities. Therefore, direct guidance and assistance from a manager or supervisor is very important if the team want to release an intern for a particular task and situation.

In addition, considering that the company is a very large company and oversees many well-known luxury brands, the company is expected to be more capable in managing its organizational structure. As explained in the literature review section, an organization is given freedom in determining its management structure. Therefore, the author strongly recommends companies to be more detailed in evaluating the performance of the people involved in the recruitment process. In addition, the company is also expected to pay more special attention to the newly formed Talent Acquisition team by preparing the team carefully. The use of the right strategy is very important for companies if they want to achieve their goals.

From the internship program that the author went through, the author realized that Cartier and Multibrands always operate separately. The author understands that this is done in order that communication runs more effectively and performance can be done in a more organized manner. However, the author also realizes that Cartier and Multibrands are one unit regardless of the two having their own management. They, however, are in the same organizational structure. Therefore, it is better if a regular meeting is held, maybe once a month, between Cartier and Multibrands to catch up on the ongoing recruitment process. It can provide new insights for each other so that both parties can be more open.

Following up on this, it is recommended that the organization form a separate team in recruiting for Cartier and Multibrands. This is based on the high volume of recruitment only handled by two people, Talent Acquisition Partner and Recruitment Intern. It will be more effective if there is more extra assistance. Apart from that, this recommendation is also given because the author realizes that HRBP

also has a separate team between Cartier and Multibrands. The hope is that the performance of the recruitment team can be more structured and not overwhelmed so they can work effectively.

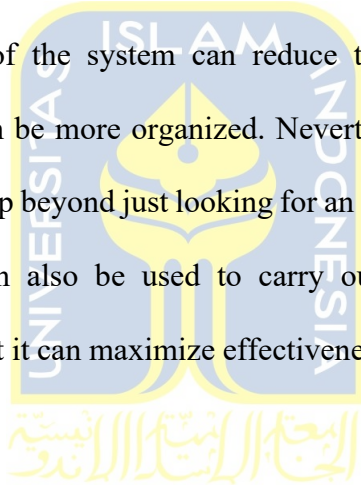
5.2.2. Recommendation regarding the Recruitment and Selection Process

It is known that a candidate gets different experiences in external and internal recruitment. This makes the author aware that it is important for the recruitment team to improve their performance and maintain the stability of the recruitment process because the candidate's experience is one of the important keys. A candidate's experience can be used as a benchmark for the success of the recruitment and selection carried out. Therefore, one of the tasks of the Talent Acquisition team and other stakeholders is to maintain a high engagement rate. Considering this thing, it is recommended that the Talent Acquisition team and the HR department synchronize the communication so that the flow of communication is more organized and the candidate will not get bad experience from their recruitment process. Apart from being able to keep engagement rates high, this can also help maintain the company's image which is well known to many people.

The author believes that providing clear direction for communication flows will greatly help support the recruitment process. Therefore, the author expects an appropriate communication strategy between parties. The thing to consider is how the communication will impact both among team members and with candidates. Based on this, the author would like to advise the company to choose a clear contact person for candidates to contact and also develop a clear strategy regarding the flow

of communication between the responsible departments. This is intended so that candidates can build bonds with companies regardless of whether the decision will be accepted or not. In addition, this also aims to avoid miscommunication or nescience regarding information from the ongoing recruitment.

The next recommendation is regarding the use of iCIMS. This system was just launched in the author's period so this is still something new for all team leaders and managers as well as candidates who carry out the recruitment process using the system. So far, the iCIMS system has only been used to recruit the Ambassador role. The author can understand this because the demand for ambassador roles is on the rise and the use of the system can reduce time consumption so that the recruitment process can be more organized. Nevertheless, there is an opportunity for the system to develop beyond just looking for an ambassador role. In the future, maybe this system can also be used to carry out recruitment other than the Ambassador role so that it can maximize effectiveness and efficiency for all parties involved.



In the end, the author could not be more grateful to be given the opportunity to do an internship and work with Richemont. This internship provides a lot of learning for the author which encourages the author to want to participate in advancing Richemont in the future. The author hopes that Richemont can continue to develop and expand its market while maintaining the robustness of the people in it. Seeing Richemont continue to grow while maintaining its image as a prestigious company with a respected reputation makes the author confident that Richemont will continue to grow as long as the people in it continue to craft the future.

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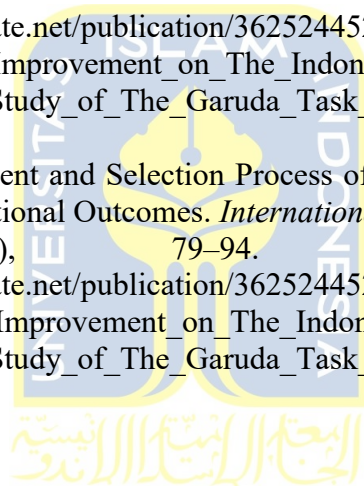
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Appendix 1

The Statement of Acceptance of the Internship Program at Richemont

Summary of the Offer: Richemont Recruitment Intern - Benelux

Inbox

PHILLIPS Daniel (RIC-NL) 21 Feb 2022
to me, BARTHOLLY

Dear Sheila,

Happy Monday and a great start to the week to you!

I am very happy to confirm to you that we would like to offer you the position of **Recruitment Intern, Benelux**, at Richemont B.V..

Furthermore, we offer you the following most important conditions:

- Internship agreement
- Start date: March 1st 2022, for a duration of 6 months
- Full time: 5 days a week (Monday to Friday)
- Monthly salary: 500 EUR Net.
- 1 day off per month
- Reimbursement of the public transportation cost / commuting allowance

From you, I will need you to complete the attached document, to provide me with a copy of your passport and as well as a VOG police certificate – we will initiate the request for your VOG from our side, you will be required to take action on the link that is sent to you.

Appendix 2

The Contract of the Internship Program

Standard internship agreement for non-EU/EEA-students

as defined in Article 1f of the Foreign Nationals (Employment) Act
Implementation Decree (BuWav)

This internship agreement was drawn up by Nuffic in consultation with the
Ministry of Social Affairs and Employment (SZW), the SZW Inspectorate and the
Employee Insurance Agency (UWV).

- A copy of the residence permit must be appended to this agreement;
- A copy of this agreement must be held by the administrative office of both the Dutch educational institution and the internship employer;
- This internship agreement is valid only for the period from (day/month/year) to inclusive.
- If, due to illness or for any other reason, the duration of the internship needs to be altered, this must be done by way of a supplementary declaration added to the agreement and signed by all three parties.

Intern information

Surname: Putri

Given name: Sheila Alfauziah

Date of birth: 16-07-2000

V-number: 2904987230

Student ID number: 515498

Telephone: +31 619 788 288

Email address: sheilalfauziah@gmail.com

Address: Ariensplein 1, 7511 JX, Enschede, Overijssel

Programme and specialisation: Internship - Recruitment Intern



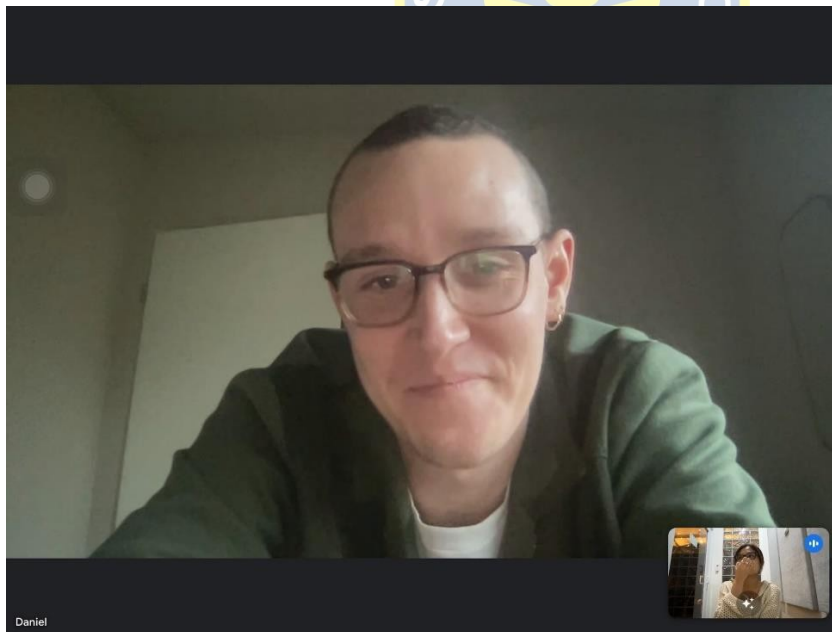
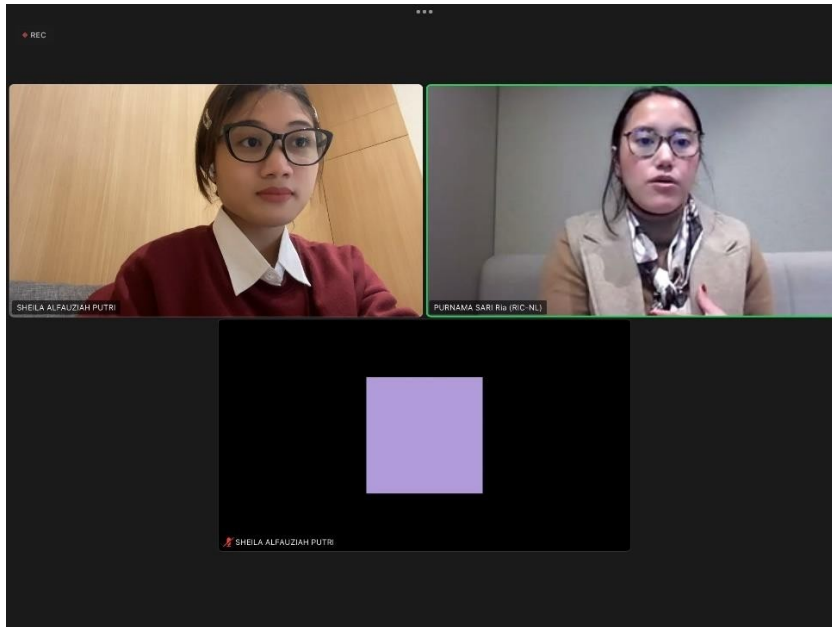
Appendix 3

Documentation of the Internship



Appendix 4

Documentation of Interviews



Appendix 5

Transcript of Interviews

1. Daniel Phillips – Talent Acquisition Partner (Ex-Ambassador)

Sheila: Hi Dan, thank you for taking the time to have a chat with me. It is a pleasure to finally meet you again. How have you been?

Daniel: I've been very well. How about you, Sheila?

Sheila: I'm good, actually better than before.

Daniel: I followed you on Instagram and you look like you have a wonderful time, you got people around you, you look happy. It's amazing how much people can do, and you remember we talked about we wanted to do psychology as well. I'm happy to hear that things are on the up.

Sheila: Haha thank you Dan, should we jump into the main purpose for today – the interview? Actually, I'm a bit nervous because this is supposed to be a formal interview but I'm happy that we can catch up a lil' bit.

Daniel: We know each other, so, you don't need to feel that way.

Sheila: Hmm okay... so, regarding this interview, I would like to ask you about the recruitment process and the organizational structure at Richemont, and about the role – I mean we manage the entry position and the internship position, I want to ask about your perspective on that. Okay, because there are a lot of things that we need to discuss with you I think we can start with the Ambassador role which we've been doing for most of the time.

Daniel: So, I think that to start with is highlighting that the Ambassador role is the highest term that Richemont have. So, they have so many people leaving or their contract are not renewed, that means this position has to be recruited for constantly. It's not that in one quarter we can say we need five because two weeks in the same

quarter we can need another five. So, the number fluctuates all the time. What is important or I think what could we have done better is talent pooling.

Sheila: Yes, regarding that thing, what if we already met qualified candidates but we still have some applicants that might be qualified for the position, do you think it's better to give it to the hiring managers or..?

Daniel: Again, it's a difficult one because the downside of the talent pool is there is people are not looking for job so when we need to find somebody they might have been hired. Also, when you have a talent pool, you have to strategize your talent engagement. You need a bigger team and high commitment for that.

Sheila: Why do you think the Ambassador role only last for a year and a half that makes the recruiter need to recruit constantly?

Daniel: Yeah, because that's a tough job. It's not a job that everybody can do because this has high volume. It's about client engagement, your product knowledge, and the brands constantly launch new products so you constantly learning on that. Another reason, sale is a starting point for somebody and make the Ambassador see where they want to be in the long-term because they don't want to stay in entry-level for a long time. Moreover, and this is again from my experience, the Ambassador salary –their base salary in Richemont is lower than the average. Now, they are keeping up with the market, they raise the salary, even for the intern, it is 1000 euros now. I think we're on the right track.

Sheila: It's good to know that Richemont has changed in a good way...

Daniel: Back again to your question, did salary make somebody stay... yes, and no, again, right, depends on the orientation of that person. Logically thinking, take the negotiation route.

Sheila: Okay then, let's move to the organizational structure because it still related to the entry-level, we handled two parties right – Cartier and Multibrands. Do you think it is effective to have them separated?

Daniel: I think there's pros and cons for this, but benefit having separated CRC for Cartier and Multibrands is that the workload of Cartier equals Multibrands. So, they take up spaces – not only physical spaces but also mental spaces. It also means that Cartier is able to leave, for example, because the other brands look up to Cartier because they want to annihilate what they are doing – for now for example, Van Cleef & Arpels have their own separate CRC team, it's separate with the Multibrands, and Jaeger-LeCoultre were doing the same, the other brands were looking up at what Cartier does – I think it pushes the business forward which is good because we got one head brand that is probably the most well-known that the other brands can take inspiration from can take something that will help them better, but, on the other side, Richemont is a holding rope for these brands, Richemont is to have one set way of recruiting for one position, and the way that we were doing, we were looking for an Ambassador Cartier often slightly different with Multibrands. That makes our job harder, because we have to constantly think about how on department hires versus another, where we're gonna place this person to work to be the best fit for them because we be the talent focus right, we want them to find the right place. So it creates a divide by having the separate CRC and a little bit of internal competition which is not a bad thing, but people will always compare Cartier to another brands – let's say, okay the revenue on Jaeger-LeCoultre, the revenue on here and there, versus the revenue that Cartier's getting, and that's not a good – in my opinion – that's not a good measurable way for saying this is successful and this is not. I don't know whether I'm being clear on that because there's good points and bad points of having two CRC, and from our perspectives as the recruiters, I would say that it is more negative than positive because we then have the struggle of managing different hiring managers within on department essentially to have different views, but if Cartier and Multibrands would have another things better and they will working in terms for each other, they would be one fluid of recruiting for the whole CRC rather than okay Cartier, we need to look at somebody who is driven by motivation, who is got excellent in their backgrounds, and Multibrands they would like taking anyone from anywhere as long as they meet their standards, where is there's more harmonious way of recruiting, and Cartier a little bit more into the person rather than the piece of paper. Oh and the commission structure – the bonus structure, is different for Cartier and

Multibrands, the salary is the same. And, if we're talking about the iCIMS, we have to get signs from different departments to do one thing, so, we wanna consent to budgeting because everything has a cost, how do you divide the budgeting for Cartier and Multibrands because Multibrands has a different budget, so it's like a mental headache to figure out.

Sheila: Hahahah yes, I think it's better for them to have a different Talent Acquisition team as well, I mean to focus more on Cartier or Multibrands.

Daniel: It's such a big job to hire the CRC, it's massive, and that's one section of the massive organization, because then you got marketing, you got client loyalty, you've got income. They need to focus in the supporting department as well to be able to support the recruitment better and not hand off to HR, you unqualified for the recruitment, and also HR has their own job, and if you say the talent team can't manage and that creates a sense of less importance on their role which is gonna make them unhappy to work. You can't say that, we do our best at our maximum capacity with the small team to do the massive recruitment.

Sheila: And I just realize that we are actually a separate team as well with Androniki, it's like two different team you know... what do you think about that?

Daniel: Ya, but um, it's important that we should have set in the HR office to be able to work with Margaret, Janine, give people quick response by giving the information they need rather than chasing us down in the computer, phoning us, or waiting till they see us, it creates delay and it also makes people's work more difficult, but um, at the same time it was a new thing for Richemont to have a Talent Acquisition team, because it was just me before... so, um, trial an era and we were part of that trial, haha.

Sheila: Okay, so actually my question was before there were interns, it was only you and Androniki, so, how did you two handle the recruiting process – just the two of you.

Daniel: Well before that, it was just me and there was a talent sourcer as well but he moved to Switzerland. So, I was – maybe over a year – working that job by myself

and then Androniki started to work before you. Yup, so hmm it was a mess... and how to handle, to answer your question, it was a lot of help from HR, again, they are hiring people without recruitment experience.

Sheila: So how was the condition before the Talent Acquisition team existed?

Daniel: It... um, the volume wasn't as high – it was high, but it was less than 75% of what you were dealing with and I was basically doing the same but just by myself, so I was working quite a lot.

Sheila: Okay, do you get a lot of bonus from that..?

Daniel: No, no, um, I can tell you this, I can be fully transparent with you right, they paid me – to begin with – they paid me a very low salary and it was 2700 euros, and I look in the HR files and I saw that before the person before me left, there's a commission for every hired, so I didn't get any commission. I had a bonus which is 10% of my annual salary, I asked for pay-raise for three times, I got it. It was still relatively low, but I doubled my bonus potential to 20%.

Sheila: Such a poor thing, but good for you that you finally got pay-raised, you were like an experiment, huh.

Daniel: Yea, I do get that I have to start somewhere, they're taking me into the recruitment team from an Ambassador with no recruiting experience was a risk, so yea I understand why I begin with a low salary. I don't like it but I understand.

Sheila: Okay so we already discuss about the entry-level, the organizational structure, and now for the internship position I think. I realize that we have some challenge for the internship program, those who don't know about the role, um do you think it is effective what we're doing in recruiting the interns? I mean the process itself and how do we engage with them and explain the role?

Daniel: I think that's gonna be for department specific, if I think for example um, about – there was some department that putting focus on finding the right intern, the right motivation and they will go with that direction, and there was some department that would quite honestly take anybody because they didn't have enough time to go

to interview with multiple candidates, so, it's very dependant on the department. I think we offer a great opportunity, Richemont offers a great opportunity for interns to learn because you're given a very real responsibility to work and that's the best way to get skills, they also – on the most part – don't mind if you make mistakes right because you're there to learn and grow, I think that's the best approach to take with the interns because you're naturing them but they also give some affect to you, you know, they're taking real responsibilities, so, there's a relationship between the intern and the intern's supervisor, it needs to be very strong, and most department are very successful with that, and I could give a proof that a lot of our interns were getting employed as a full-time, we kept them for a long time, and I think that wouldn't happened if the interns weren't happy, and it wouldn't happened if the department haven't found the right person to take that internship who been stepping into that role.

Sheila: Okay, uhm, in finding the right candidate for the intern position, which one do you think is more important; their motivation or their experience?

Daniel: I think for me motivation is more important when you think for the intern because they are studying right, they don't have years working experience. So, what is more important to me is somebody that is passionate, motivated, and has an understanding of what they will be doing right, so intern job description aren't that lot because you shouldn't be overwhelmed by the responsibility that you are taking. When you go to the interview, you are able to put your motivation, because that's what I said, you might not have done it before but know how to do it, we give you the chance to be able to, so, I think for an intern is much more important to find somebody who is well-motivated, I think experience is useful but that could have been another experience than the position they applied. So, when we look at the talent interns, have they work in the shop? Do they know sales, do they know how to sell? That's a really big part of what we're doing as a recruiter right... it's useful but it's not mandatory, but it can help. But for the interns, they are in the space where they know they can success, is that make sense?

Sheila: Yes, but if you think that motivation is way more important than experience, how do you see someone who applied for multiple position? Can you tell that they are a well-motivated person?

Daniel: It depends on – let's say if someone applies for a talent acquisition intern, a finance intern, and the high-end intern, then you would be like “Hmm, this person hasn't got any synergy in what they are applying for”

Sheila: Yea, it's like they have no knowledge about what they will be doing.

Daniel: Exactly, that's probably just somebody who wants to find an internship for part of their degree. We have that person applied for Touria's internship in CRC, the high-end internship, and CRM internship. That's all three different things. They are applying coherently.

Sheila: What about a person who has good qualification for an internship position but their interest is not in that position? Let's say she has experience in public relations but she applied for finance position.

Daniel: I would also questioning that, it would also depend on what degree they are taking. So, when you say experience, do you mean industry experience or academic experience?

Sheila: In their college, in the university. For example, I have experience in HR but I took a marketing degree.

Daniel: You have HR experience and that was a big thing that I like, and also marketing – depending on which marketing you are working in right. You're positioning something to a market – and in recruitment, when positioning our company to the market, there's a lot of scale in marketing that you can bring to recruitment, but in recruitment there's so many things that are valuable, right? Valuable not essential, but valuable – is there again, to have you succeed. Think about it if I take a different example, you – your experience is quite nice for Talent Acquisition, but if I think about somebody who is studying graphic design and applying for the finance internship, there's no connection to finance. That would be the red flag, the question mark, because I don't see anything in finance, you're not a data analytic person. If you're studying graphic design, you're creative, your extrovert, you're visual driven.

Sheila: But what if he has a good motivation and has a big interest in finance let's say?

Daniel: Good motivation? Um, but they don't have a finance degree. The reality is straight away, the way that Rlichemont does is about the responsibility. You have to have an impact. So, it's just unfortunate that the competition wouldn't benefit them for that.

Sheila: You know when we're doing an expo with partnership university, do you remember that? some of the students have different interest despite their background and we tried to attract them to the role that could match their background, um, but some didn't work, and what do you think about them? Do you still prefer to keep attracting them to the role that suit them?

Daniel: Ah such a good question. I think that Rlichemont is a massive company, right, because there's a lot of potention, but in a different situation in a starter – in a smaller company – somebody who wants to change course or looking for different sector of work has a bit more of chance. And again, with department specific, with the hiring managers that work very vigilant, they want and they know exactly what they are looking for, but for those hiring managers who are very open to conversation to somebody who has a potential mark. I remember when I spoke to Laura, she applied for the high-end intern at first but she was open to conversation, she knows things about HR and what Talent Acquisition do – so we could use our platform to educate our hiring managers based on data that show them benefits of looking for talent from a different perspective and what benefits from somebody that comes from different backgrounds would have in that position. We have departments that are working in Rlichemont for so many years, so they can teach them our skills, but if the soft-skills line up from a different industry, that should be something that is acknowledge, because we're in a position to shape them into someone we would like. So, I think it could have been a better envisys on HR and talent educating our hiring managers on that. Physically wasn't the time to do it, hahaha. That would have helped those students. Actually, I agree, I was given the opportunity because I was lucky that people that I reached to – I was luck to find someone who is probably the most open-minded person at Rlichemont. He said that “You got the skills, you know what to do,

you just need to put that into practice and learn the strategy that Richemont does, and you could do that” – it also depends on who you are speaking to **giggles**.

Sheila: Based on lucky, huh, hahaha.

Daniel: Yeah hahaha, kind of... is that answering your question?

Sheila: Yes, yes.

Daniel: It is difficult you know, because I used my time at university to find where I wanted to go. So, I took a Bachelor's degree in Interactive Media, because I love art and being creative, that's such a thing. – and by the end of my bachelor's degree, I did not know what job I wanted to do so I took a Master's degree.

Sheila: **giggles** A lot of people do that.

Daniel: Yeah, because I know I'm not gonna go to industry without knowing what I'm gonna be. So, I worked in retail and told myself that I'm not going to do this for the rest of my life, so, one thing about that is retails and sales and shop-working, and hospitality, those skills that somebody learns are gonna be applied to most position. It was until I worked at Richemont I realized I want to work in recruitment. So, I think one of the most valuable things that a student can do is building a network, get to know the company, who you should be following, who you should be knowing, and you can use that to speak to that person that is going to give you work. Probably the most valuable thing is to get your face and your name know.

Sheila: Yeah, I agree, I've been doing that since I applied for the internship.

Daniel: Yes? Nice, keep doing it.

Sheila: I think the last question is about the scope of work for the Talent Acquisition, about um, division of tasks. What do you think about how the team determine to divide the tasks and your scope of work at Richemont? Hahaha.

Daniel: Hahaha, I think we both know... no, I think it goes back to what I was saying about the workload being put to HR, you know, it's our productive, because it needs

people who are skilled in recruitment and we cannot do it with people who do not know how to do it step by step. So, I think that Richemont in particular wasn't enough focus on building Talent Acquisition team. We can see the Marketing and E-Commerce crews, our CRC crews, they were like growing 50%, right? And our team stays the same. So, we are recruiting for the high volume with the same amount of people, and that's not sustainable, because it's not manageable by that amount of people and that's why the work have shifted on to HR, and that's why you have people that unfamiliar with recruitment recruiting, and it also divides the tasks really sporadically, there is no continuity. One person will have different experience speaking to Margaret or Janine versus speaking to you or I. We are creating a recruitment cycle and that's an important thing – if you're internal recruiter, you should be following the same strategy, the same techniques, the same path-ways for the recruitment cycle, it should have be very similar or is not exactly the same, so that our external talent that is coming to us has the same experience. You don't have one person that has a very good conversation with you and I, and a lot about the brands – of course we're giving the information that they need, versus a scripted interview that they're having with the HR intern. You know what I mean? It's very different, but we should be very proud of how we manage them.

Sheila: Um, I just realize about one thing. Was it supposed to be the responsibility of HRBP to liaise between the agency and the company, or was it ours?

Daniel: That should be us. Yup. We should do everything up into the point of an offer being verbally accepted and then we asked to HR for the contract sign, but we still the person engage with the talent – the candidate. So, agency support? That should be our responsibility, we should be the person that is coordinating the recruitment with Adams for example. We should be the people that are in contacts, not Margaret. To answer your question, workload very high, team size very small.

Sheila: Okay, I got it. It's like a different team within the Talent Acquisition team. I mean you and I, and Androniki's team.

Daniel: Yeah, we are different. We both work for Benelux and Scandinavia specifically while the other interns assign the market such as France, Switzerland,

sometimes the UK. So, um, yeah, it's different. We should have been better to be working under HR and not under Androniki. That's what I think.

Sheila: The last thing that would be my concern is why they launch the Talent Acquisition team when they're not even ready with it?

Daniel: Yeah, this again, Androniki was hired as the European Talent Manager, it happens because she was in the Netherlands, and they made a decision to put me under her management when she started. It was a couple of months or two, they thought that it would give a better view on the recruitment for all over the Europe because – do you remember they have the kind of sharing of talent – so they are sharing talent with the European market. It would be better for me to report and learn from somebody who has recruitment experience, I agree with that. What it did which I don't think was expected was separate talent from HR and which again I think was not the – I love having you, it was fantastic – but I think have we hired five interns plus a full-time employee, we would have been able to give you guys more time, right? So, the structured team, it wasn't at its strongest to take on a lot of people that we want to know. So, if we have another full-time employee with us it would have been much better.

Sheila: But I enjoyed what I'm doing.

Daniel: Yeah? Good, that's what I want to hear, good.

Sheila: I think that's all. It's really nice to see you again, Dan.

Daniel: Really nice to see you. Appreciate that, a lot.

2. *Ria Purnama Sari – E-Commerce Systems & Process Specialist (Employee)*

Sheila: So, today I would like to ask regarding the recruitment process that you've gone through before until you become the employee at Richemont. So, how did you end up joining Richemont?

Ria: Sheila: So today I want to ask about the recruitment that Ria has gone through to the stage of becoming an employee at Richemont. So, how did you end up joining Richemont?

Ria: Yes, so at that time I was working at Nike, almost... well, about a year and a half. At that time, it feels like I cannot, I couldn't grow there. So, I'm, I'm... I was looking for another opportunity to grow, then I saw jobs at Richemont, openings at Richemont and I think I was quite lucky because after I applied, like two days later, Daniel contacted me. So, it's literally like 2 or 3 days which is very quick. So, um... usually, if we apply, it's like, a week, two weeks like that. This is very quick, within two days or three days, I really remember, he contacted me, then he asked me like chatting, like... actually, it's like an interview huh, because he asked questions like, "Okay, what do you do?" and "What are you looking for?" et cetera. Then I said, "This looks like an interesting job." Then he said, "Okay," em... if I'm not mistaken, he called back, I don't know, I forgot. Anyway, I chatted with him, and after that... um, the next day he sent me an email, he sent the email as if giving a compliment. And you know like, "Oh we wanna go for the interview" et cetera, then after that, if I'm not mistaken, he called me again... I forgot. Anyway, a few times, twice if I'm not mistaken.

Sheila: That's what Daniel usually does, regular calling not that semi-formal through teams, right?

Ria: Yup, through call not teams. Well, after that, after about a week I got an invitation from HR. From the HR recruiters, who was it at that time... Janine? Yes, Janine and my manager. Then we did an interview, then after that it clicked, if I'm not mistaken, it was like two days later, that was quite fast. Two days after that I also got an email back, saying "Okay, let's go to the next round", then gave me what it was called... gave an assessment, she gave an assignment. Basically, a lot of assignments, to show if I'm capable or not. Then I have to do it myself first, I prepare it at home. At that time, it was corona, so everything was online. Then I have the third interview, let's say. That's what I showed my case to my manager and my manager's manager. So, Olga, there was Mari and Olga... at that time there was Suman as well. That, um...

Suman used to be a project manager, so Mari's equal. So, actually one team. Then, basically I have to show the case, I have to tell you, okay... like this. Then there are questions. It lasted about an hour if I'm not mistaken at that time.

Sheila: that is a final interview that lasts for an hour, isn't it?

Ria: Yes, yes, indeed. So, the first interview with Mari, about 40 minutes. Actually, it's not just an interview, because Mari also gave like a test... and the test, basically let's give a showing, show like this, this is how it works, like this, like this. "Okay, can you show it to me?" So, I have to be like... How do you call it, huh?

Sheila: Um, like a case study you mean?

Ria: Yes, yes, yes... there is a kind of small assignment, that's the point. Then, the second...uh, the story anyway, I think the final is the same as Olga. That's one hour which is very, very heavy. Well, at the time, I thought I couldn't get the job. Because, well you know, there were some random questions that I couldn't answer. But it turns out that the next day, at noon... it was really fast, wasn't it? That afternoon I was called by them. So, I had an interview in the morning, that afternoon I was immediately called if, "Okay," we... were asked, "How do you feel?" "Ouch, I don't think I got it, deh," I bluntly said that.

Sheila: Who called you at that time?

Ria: Janine, Janine, HR. Then I said, "I think I don't manage to get it". Then, "How come? You got very positive response, they want to have another non-formal meeting," she said. I was like, "Okay". Finally, the next day, like two days later... basically it's like, I think it's about two weeks in total. From me and Mari until I received it about two weeks. So, then... the last time I had a meeting with Mari and Olga, it was just the three of us, and that, there are also questions... the questions are more casual, but still an interview. Because I feel like, she has a lot of... um, especially Olga, she still gives me lots of difficult questions, in my opinion. Then, yes, that's it... then in the afternoon, I immediately got a job. In the afternoon they have a final decision.

Sheila: According to you yourself, what is your view of the decision making of the people at Richemont? Because they are, um... very quick, yes, every step. According to you, is that something positive or does it make you think, "Is this true or not?" or something like that.

Ria: Oh, I see. This means the quick decision when they hired me, right?

Sheila: Yes, because the step by step is like, the duration is so fast, right, compared to the usual recruitment process. I also realized because Richemont is really fast when it comes to recruiting people.

Ria: In my opinion, I like it, yes, I like it. What does it give you... safety, like assurance, like "Okay, that means they are interested." For me, I have heard from several other companies in the Netherlands, for example, they like you, they will go fast. But if in the beginning it doesn't click, then... well, that's it. I heard, the longer you wait, it means, yes, it's no chance you will get this. So, I did, at that time I felt happy, really, I mean fast. Well, basically I was happy because they were really fast in recruiting. I think they are also ready, so they already know. It's like my manager... because she's a really good person, she's really prepared. She does know what kind of person she needs, with what kind of skills. So, by the time she found out I was doing this at Nike like this, like this, like this. She knows I work on all kinds of systems, that's it, match. So, for my experience, I matched, then coincidentally during the interview, yes, we matched. So, I think that's why everything went fast and I appreciate them for doing the recruitment in the short duration.

Sheila: Okay. What about for the assessment, how long do you get time to work on that?

Ria: Three, four days...

Sheila: Three, four days, was that already include with the appointment for the next interview?

Ria: Yes, I think so. I forgot, the point is it doesn't take that long.

Sheila: How many assessments do you get?

Ria: Only one... sorry, you mean how many... um there are three in total.

Sheila: Oh, what are they?

Ria: So, there is a system, about market, and about the analytics.

Sheila: Was that an essay?

Ria: Yes.

Sheila: Ah, I've heard about this before. I think this is what other interns who were in the talent acquisition were talking about, it's a bit difficult to find a candidate for your position because there are so many tests, and the talent acquisition that handles these candidates is also like, "Poor them, poor thing".

Ria: Hahahaha... that's why, that's why actually when I was interviewed and applied, I really felt, "Huh, can I really get this or not?".

Sheila: Yes, I remember this one, yes. Because you mentioned the tests, "Oh, this was yesterday... yes, yes,". And according to you, the approach used by the recruiters' team, be it the manager or the talent acquisition team to attract candidates, at that time you were still a candidate, right, not yet an employee. That, based on your experience, what do you think about their approach? Does that make you comfortable or nervous?

Ria: Hmm, no, it seems comfortable. I was at that time, maybe it really depended on the HR, right, it depended on who got it. At that time, I also called Daniel like, "Sis, you are so friendly," really seemed open minded, and it also made it easy for me to talk to him. Then at the time of the interview too, the HR, Janine was also open, she really was like the one... in the first interview, I already asked, "What's your expected salary?". Those who have asked to the point. The manager also knows, like I said, he already knows what materials he needs. Then... it's ready, the point is, everything is ready. So, at that time, I was really satisfied. But yeah, that was because... because of the people, I don't know if you know, but if you notice, because in Richemont I feel the people... especially those managers, he's ambitious, right. Ambitious people.

So, there is a feeling like... "Am I good enough?" at the time of the interview. Because yes, they are really ambitious. For example, questions like... "Okay, after five years, after ten years, where do you wanna be?" yeah, you know this kind of normal question... Well, like Olga said, when I was 25, I already wanted to be CEO. Like that, for example. So, if... okay, if at 25 you already want to be CEO... so it's like, do you understand that? So, I was like, okay, at 25 I think I still want to be happy, right?

Sheila: You feel a bit pressured there huh...

Ria: Haha yeah, So, that's what makes me a bit... um, my own manager. Only for that, yes, the manager is my manager, this Olga.

Sheila: What's interesting for me, because earlier you mentioned Janine from HR, and there was Daniel. So, according to you, before you came in and chatted... ah, apparently there was a talent acquisition team. Do you know about the existence of a talent acquisition team?

Ria: No, I don't know.

Sheila: So, you know the recruiters' team is HR and managers?

Ria: Yes, so what I know is... Daniel is part of HR. I didn't know there was a talent acquisition, that's what I didn't know.

Sheila: According to you, when you're not yet an employee and after you're an employee, is it important for a candidate or... as a candidate or an employee to know about the team structure?

Ria: Yes. I think it's important. Like, um... so actually, uh, yeah. Because in my opinion it's very important, the structure or who... who should be contacted... what's the difference between talent acquisition and HR. That's it, I don't think... after all that, now it's like I don't know that, I'm not clear. Like, to be honest, it's me, the day before, I applied for an internal job, yes, internally. That's it, I also went through HR, but I also talked to talent acquisition. Somehow, they don't have this connection to

each other... they don't connect. So... and, and yes, I don't know, maybe it's good to share my experience, my experience was different when I was recruited from outside, and when I was recruited from the internal. That I feel from the inside, it is longer. So, it takes very long. The communication is also very long, so I think it depends on the HR, I'd say. It depends on the HR, it depends on the person. Now I got it, her name, it is Margaret.

Sheila: Ah, yes, Margaret, the HRBP for the Multibrands.

Ria: Yes, yes. It takes forever. For the communication, it's the same like... I don't know, I don't know what she's doing, but it was very long. And she too, her communication with talent acquisition is also not... not the same. Not aligned. So, that's why when you asked, yes, it's actually really important, because now I'm also looking for a job internally, right? Internally in Richemont, I was talking to talent acquisition, Sarah, but I was also talking to Janine, I mean, uh... Margaret. But when I talked to Sarah, Sarah didn't seem to know that. So, it's like there's no contact, like there's no alignment, you know. I don't know. So, what's going on... terms, terms for employees are somehow talent acquisition, I don't know.

Sheila: I don't know what happens in the company because I've been out for quite a while, but just when I was about to leave, there were a lot of transitions. Not a transition, there are lots of structural changes within talent acquisition. Sarah just joined, then after that there is an intern who then becomes the talent acquisition coordinator, and usually Daniel and I maintain the communication between the talent acquisition team and the HR Department. That's why I know the people in HR because only Daniel and I have weekly meetings with HR people, not the other talent acquisition teams. In the past, every time there was a recruitment, we discussed it with Margaret. I don't know what the current system is like. Well, the others are talent acquisition part of the European team. So, they have different scope of work. Well, the internal recruitment is usually handled by Daniel and me. And, Daniel's position should be replaced by Sarah. Maybe, there is no synchronization due to adjustments too.

Ria: Okay, yes, yes, maybe it's because they're new, or maybe it's the manager... maybe they're different teams, right, different managers too. So, yeah, I can't imagine, well, I can't compare either, anyway. If I only compare it when I entered, it's the same as when I was an internal candidate, it actually took a lot longer, that's how it is. It's just possible because the HR is also waiting for the management team from the Maisons, right? But, what I regret is that there is no communication. So, for example, Sheila, I've had an interview. I expected okay, after a week, I got like, I don't know, like I might, go to the session. Or maybe it's okay, we don't match like that. Or maybe, because she doesn't get it, if she doesn't get feedback from Maisons, maybe she can say, "Okay, I'm still waiting for this". It doesn't exist, it doesn't exist at all. Arrived around, almost two to three weeks. Until I have to, I have to email myself.

Sheila: Okay.. it is indeed taking a long time if it reached until three weeks.

Ria: Exactly. So, I got to send emails like, "Hey, any feedback?" and that's me emailing twice, yes, Sheila. So yeah, that's why I said, you know, huh...

Sheila: Yes, I understand. Very understandable. For example, in terms of communication update, update regarding the recruitment process, it is more about talent acquisition. Because at HRBP they are more likely to give the offer later. So, it's like they're in the final step. So maybe just contact Sarah.

Ria: Okay then, I will try, I haven't heard from them again.

Sheila: Okay, wish you the best luck. I think that's all, my question is about how did you get recruited... oh, anyway, during the external recruitment, where did you know the information about the job vacancy came from?

Ria: From LinkedIn. Yes, basically I only look for work on LinkedIn. So, I looked on LinkedIn, I applied, then, two days later, well, yeah. It was really nice. Pretty fast, huh. There are more?

Sheila: That's it, really. That's all. Thank you so much for your time.

Ria: You're very welcome.