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## **Talent management in business: Best international and Ukrainian practices**

**Abstract.** High competition in the market encourages companies to look for new sources of competitive advantage. Companies that are able to effectively attract, develop and retain talent are able to achieve better results and maintain leadership positions in the market. The study of the experience of such companies will make it possible to form effective cases that can be used by Ukrainian representatives of the business environment in the post-war period. The purpose of the study was to systematise the knowledge and experience accumulated by the leading companies of the world and Ukraine in the field of talent management in order to provide business entities with effective tools for talent identification, talent development, talent culture formation and talent retention at the enterprise. Scientific works devoted to establishing various aspects of talent management, published in the Scopus scientometric database; official websites of global and Ukrainian companies with the highest brand value have served as the methodological basis of the study. Methods of scientific knowledge: systematic approach, logical generalization, comparative analysis have been used. Based on the results of the research, the necessity and specifics of the implementation of talent management procedures, the introduction of which will significantly increase the effectiveness of the activities of business entities within the general personnel management system, have been determined. The field of application of the research results is related to the activities of business entities of all types of economic activities. An analysis of the features of policy implementation in the field of talent management by companies that are the most expensive brands in the world (Apple; Microsoft; Amazon; Google; Samsung) has been carried out. The main trends in personnel management of companies that are the most expensive brands of Ukraine (Nova Poshta; ATB; PrivatBank; Rozetka; OKKO) have been analysed. The main components of the concept of talent management used by the world's leading companies have been formulated, and the best practices of personnel management of Ukrainian companies have been defined. The practical value of the research lies in the determination of directions and components of the successful implementation of the talent management policy, which, after the procedures of adaptation to Ukrainian realities, will be implemented in the activities of Ukrainian business entities in the post-war period

**Keywords:** innovative development; business entities; economic recovery; professional development; personnel; intelligence; labour productivity

### **Introduction**

Global economic instability and rapid technological changes require the world's leading employers to use more and more progressive approaches to personnel management in order to ensure future trends of increasing the level of competitiveness of their own business, both at national and global levels. This is the reason behind the global trend

of a gradual change in the focus on the object of management within the general personnel management system of the company, first from human capital to knowledge, and then from knowledge to talent. The world's leading companies are increasingly aware that the success of their operations in the strategic perspective will largely depend

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on their ability to attract, develop and retain highly skilled and talented employees. Therefore, the process of highlighting a new vector in the personnel management system of the world's successful companies – talent management – is natural. For subjects of the business environment of Ukraine, the economy of which is suffering due to crisis phenomena of various etymologies, the transition to talent management technologies is a task of the post-war period. In this context, the study of the best world practices of talent management and their adaptation to national conditions become an important task for business and scientists and determine the relevance of the topic of this study.

Modern research in the field of talent management is diverse and multifaceted. Y. Liu *et al.* (2024) explore the role of enterprise talents through their ability to digital skills and ability to work with large data sets in the system of effective project management. J. Salvadorinho *et al.* (2024) substantiate the need to create within large companies a training system aimed at training and retention of talents, the introduction of which will become a condition for increasing the level of work engagement and organisational commitment of promising employees, which is a useful aspect in the context of the transition to Industry 4.0. J.C. Acosta-Prado *et al.* (2024) based on the analysis of data obtained from the results of a survey of employees of more than 1,500 Colombian manufacturing enterprises conclude that there is a close direct relationship between talent training and development and the effectiveness of innovative activities. B.I. Setia *et al.* (2022) also, on the basis of data obtained from the results of a questionnaire and processed by the structural equation model, prove the existence of a direct relationship between the processes of talent and knowledge management in the company and the level of job satisfaction and the growth of staff productivity. R. Luna-Arocas (2023) mathematically determines the influence of innovation on the effectiveness of talent management and the overall efficiency of the company's activities.

G.V.S. Lakshmi *et al.* (2024) emphasise the fact that under modern conditions of rapid technological development, it is increasingly difficult for companies to retain talent, and therefore, in order to achieve organisational goals and increase the company's value on the market, the authors prove the need to transform the concept of talent management in accordance with current trends. A. Saputra *et al.* (2022) prove that performing an analysis of the capabilities of the talent available in the staff with the help of a big data tool allows the company's management to identify potential opportunities for the development of hidden talents of the staff, that is, those of them that have not yet been realised during production, economic and managerial activities and thus to increase the competitiveness of the business itself. S.M.R. El-Haraki (2023) proves that the alignment of positions between talent management and overall business strategy allows for increased competitive advantages of the company. A. Contreras-Cruz *et al.* (2023) in their study prove the necessity for the company's management to study the needs of highly qualified employees in

order to meet them in time and thus prevent cases of voluntary dismissal of talents and tendencies to reduce business competitiveness in the market. F. Vapiwala & D. Pandita (2024) prove the expediency of the use of artificial intelligence-driven model of talent management by companies, which, according to their estimates, will minimise the risks of talent turnover and accelerate their development.

Therefore, the analysed works testify to the importance and usefulness of talent management procedures for the future development of the enterprise and at the same time prove the need for continuing research in the chosen topic. Such research should have a special value for Ukrainian business environment, which during the war is daily faced with many problematic aspects and at the same time should make efforts to maximally support the country's economy, providing the basis for its intensive innovative development in the post-war period. That is why the purpose of the study was to summarise and analyse the knowledge and practical experience accumulated by the world's leading companies in the field of talent management. This made it possible to form a portfolio of effective tools for the timely identification, development, support and retention of talented employees in the business, as a basis for ensuring its competitiveness.

## Materials and Methods

When writing the research, the following methods of scientific knowledge have been used: systematic approach – to highlight the general situation in the world in the field of talent management and to understand those movement vectors that will be relevant in the next five years; logical generalisation – to specify the focus and guidelines observed in talent management of the most expensive brands of the world and Ukraine and to highlight the features of their policy implementation in the field of talent management; comparative analysis – to compare the best practices in the field of personnel management used by leading Ukrainian and global companies, to highlight the features of the implementation of the talent management process compared to other procedures and tools of the general personnel management system at the enterprise. The official websites of five leading global companies (Apple, n.d.; Microsoft, n.d.; About Amazon, n.d.; Google Careers, n.d.; Samsung Semiconductors, n.d.) and five leading Ukrainian companies (Novaposhta, n.d.; ATB, n.d.; Privatbank, n.d.; Rozetka Careers, n.d.; OKKO Careers, n.d.) have served as the basis for obtaining primary data on talent management procedures according to current brand value estimates for 2023.

Specific information on talent management is either contained mostly in HR sections or is part of companies' corporate social responsibility reports published on their official websites. Thus, the information about talent management activities on the Apple website was taken from the sections Education and Careers. Information about talent management activities on the Microsoft website was taken from the Talent Acquisition & Management section. Information about talent management activities on the Amazon

website was taken from the Our Upskilling Commitments section. Information about talent management activities on the Google website was taken from the People section. Information about talent management activities on the Samsung website was taken from the Talent Development section. Information about personnel management activities on the Nova Poshta website was taken from the Code of Corporate Ethics section. Information about personnel management activities on the ATB website was taken from the Corporate Social Responsibility section. Information about personnel management activities on the PrivatBank website was taken from the Social Position of PrivatBank section. Information about personnel management activities on the Rozetka website was taken from the Careers section. Information about personnel management activities on the OKKO website was taken from the Career section.

The research has been carried out in four successive stages:

1) determination of the approach and criteria for the selection of companies, the activities of which in the field of personnel management will be considered in the study for the presence of signs of talent management;

2) company selection and detailed analysis of information presented on the official websites of selected global and Ukrainian companies regarding the specifics of the personnel management process, search for information on the implementation of the talent management concept by each company;

3) systematisation of the features of policy implementation in the field of talent management by companies that are the most expensive brands in the world and Ukraine;

4) summing up the results of the conducted research and determination of the prospects for further research.

## Results

According to the results of forecasts made by Deloitte (2017) regarding global trends in the development of the labour market, it can be seen that as early as 2017, within the framework of the tenth and last trend “People analytics”, global companies were creating effective planning and forecasting models aimed at searching for and recruitment of talents, as well as further promotion of talents up the career ladder in order to obtain guarantees of their retention at the enterprise (Zakharova *et al.*, 2022). Only two years will pass, and in 2019 already three trends out of ten will be devoted to various aspects of talent management (Deloitte, 2019):

◆ the first trend “The alternative workforce: It’s now mainstream” – there is an intensive development of the freelance tool in the talent market, which prompts companies to look for ever new opportunities to access talents and attract them to the team;

◆ the seventh trend “Accessing talent: It’s more than acquisition” – a rapid change in requirements for qualification level and professional competence of employees, in order to maintain competitive positions of the enterprise in the market, forces the management to look for opportunities to attract talents on a continuous basis;

◆ the ninth trend “Talent mobility: Winning the war on the home front” – globalisation processes contribute to high competition in the world labour market for the greatest talents, and therefore the role of their internal mobility is increasing.

The latest report (at the time of the study) by Deloitte (2024) on talent management includes the following main trends and statements: organisations in the world compete in only two areas – the industry in which they work and the field of talent management; forward-looking organisations simultaneously implement initiatives to search for and attract external talent from the labour market and comprehensively develop and support abilities, talents and empathy of their own employees; all stages of the organisation’s work with talent (from the moment of search to retention procedures) should be flexible to ensure a quick process of talent adaptation to the unique microculture of the team; HR expertise involves a clear understanding of how to manage employees to achieve maximum business and personal results throughout the talent lifecycle; in order to achieve the expected result, talent management in the organisation should become a strategic, not an operational or reactive function; digital transformation significantly increases the value of human talents, which is confirmed by the fact that, according to the World Economic Forum, talent management skills are based on the ten most important skills of employees of the future, and experience shows that their value only increases over time (These are the top 10..., 2020).

Therefore, starting from 2017, the rhetoric about talent management in annual reports of Deloitte Ukraine is constantly expanding and deepening, which may be evidence of the increase in the value of this tool in the general portfolio of tools for achieving strategic goals of companies in developed countries and, first of all, world leaders in various business areas. That is why it is interesting to study those main trends and tools that are used by companies of this level. The experience of these companies should serve as a reference point for Ukrainian business entities when building their own policy of talent management in the post-war period.

Taking business valuation as a criterion, the 2023 rating by Interbrand, a division of the Omnicom Group – an American global media, marketing and corporate communications holding company – identified the most expensive brands in the world among leading global companies (TOP-100 Best Global Brands, 2023):

1) Apple – brand value of USD 502.680 billion, annual growth – 4.0%, growth since 2011 – 15.0 times;

2) Microsoft – brand value of USD 316.659 billion, annual growth – 14.0%, growth since 2011 – 5.4 times;

3) Amazon – brand value of USD 276.929 billion, annual growth – 1.0%, growth since 2011 – 21.7 times;

4) Google – brand value of USD 260.260 billion, annual growth – 3.0%, growth since 2011 – 4.7 times;

5) Samsung – brand value of USD 91.407 billion, annual growth – 4.0%, growth since 2011 – 3.9 times.

Thus, global brands that are among the TOP-5 companies in the world by brand value demonstrate a constant trend towards growth and strengthening of their positions at the global level. And they achieve this, among other things, due to the fact that they put a lot of effort into systematic professional development of their own staff, as well as the search and attraction of talents from external labour market. Therefore, their experience in this field should be researched and systematised for further imitation by Ukrainian business entities. This should form the prerequisites for the activation of the natural process of socio-economic stabilisation of the activities and further development of business. For this purpose, it is expedient to analyse the specifics of approaches to talent management within the activities of each of five listed leading companies.

Apple's management builds its talent management policy on the premise that world-class talent in a certain field seeks to work with other similar talents on the best terms. That is, the company's role is to gather the most talented people from around the world in those areas of activity in which the company's production and management are interested and to provide them with decent conditions for productive work, continuous professional development, revealing of their own potential, generation of innovations. When inviting to work, HR specialists claim that there will be a place for any "diamond" and the talents' task is only to choose the workplace within the company that will best suit their personal goals, ambitions and professional interests. At the same time, Apple clearly emphasises that all employees working in the company are unique and different, which provides the greatest strength of the business built by the company. It is the talents of Apple that create not just products, but amazing innovative things that, since the beginning of the 20<sup>th</sup> century, have prompted revolutionary changes in many other industries and spheres of activity. The company values precisely the differences between team members, their personal experience, professional ups and downs, unique knowledge, abilities and skills, i.e. the entire sets of competencies given to people from birth, or acquired by them during their entire personal and professional life.

In the foundation of the substantiation and implementation of its talent management strategy, Microsoft has laid the general trend of releasing personnel around the world, which has been observed since 2020 due to the COVID-19 pandemic, financial and economic crises, the activation of digitisation and robotisation processes, and the effect of other reasons. At the same time, according to experts (Tachasapapith & Silakorn, 2023; Weng *et al.*, 2023; Iqbal *et al.*, 2024), these trends will intensify in the future, which improves Microsoft's chances of talent selection. Released employees of various companies around the world, who are currently in the process of actively looking for work and areas of application of their own competencies, find themselves in the focus of attention of Microsoft recruiting managers. The value of such applicants for employment is high for the company due to the fact that they have a

broad outlook, the ability to learn and the desire to develop, strong practical experience in another field of activity, other behavioural models and cultural traditions, and therefore their involvement in the Microsoft team will diversify the competence portfolio and expand the business advantages of the company. For selecting applicants, the company uses the Screening In programme, the purpose of which is not to screen out specialists who do not meet the requirements for the position, but to find those areas of application of knowledge and experience of this particular person within the company, which will increase the value of its brand and competitiveness in the world market. In addition, preference is given to those individuals who share the company's values – respect, honesty, responsibility. At the same time, to attract talents from the labour market to employment in the company, the management aims to bring each workplace closer to ideal conditions through individual modelling in order to provide real opportunities for each employee to realise their own potential.

The focus of Amazon's talent management system is on its own employees with their manifest and latent talents. The company has implemented Grow Our Own Talent Web Services, the purpose of which is to support employees (even without the necessary experience and level of education) in developing their own talents and acquiring new skills during intensive training at the workplace for six months and further promoting their careers by increasing the salary level. At the same time, opportunities for career growth, within the limits of career mobility, are provided to all members of the labour team without exception, regardless of whether they seek to change their positions in the company's management hierarchy or not. This approach to own staff increases the loyalty of employees to the company and ensures their reliable retention in the team. Amazon implements significant investment programmes, provides employees with free college education, language courses, advanced training courses, etc. There are also programmes for mentoring and quick adaptation of new employees in the labour team, which are implemented by assigning experienced employee-mentors to the newcomers, who during the adaptation period become their loyal friends, advisers, comrades and motivators. In the company, all conditions are created to increase the level of innovativeness of the staff's work, considerable attention is paid to IT and programming, cloud computing, machine learning skills, mechatronics and robotics. All of the listed measures are fully in line with Amazon's mission to be the best employer in the world.

Google builds its talent management policy on the basis of the philosophy of forming a world-class workforce within the labour team based on the criteria of intelligence, productivity and professional experience. It is such a workforce, according to the company's management, that is capable of generating continuous innovation, which should provide the company's global technological leadership and the growth of the brand value over time. The company uses complex and innovative approaches to talent management.


Due to the large number of job applications, direct active search for talent is conducted according to current and strategic needs of the company using digital data processing methods. The use of information technology makes it possible to increase the degree of objectivity and success of HR managers' work in selecting talents and applicants with high potential. After the selection of applicants in which the company is interested, a predictive hiring algorithm, which allows predicting the future labour productivity of these individuals at a certain workplace and thereby choosing the most appropriate employment option, is applied to them. Further on the used algorithm adjusts the level of difficulty of the interview for each applicant, and blind checks allow preventing biases and errors of HR managers when making the final decision to accept or reject a candidate for work. The applied mechanism is quite effective, as it allows hiring a significant number of talents from around the world annually. At the same time, when there are vacancies for key positions, the company's management prefers to search for applicants to fill them directly among internal talents, that is, Google employees. This approach is one of effective levers for retaining talent in the company, which is a very important condition for its development and achieving the payback of the company's investments in human capital. In addition, the company, in parallel with the traditional system of advanced training and professional development, has created a unique internal culture of sharing knowledge and skills by talents, when employees, who know something (for example, programming, baking cakes, playing the guitar, making public speeches, etc.), create internal courses for the company's employees in order to pass on their skills to them. More than 80.0% of the company's employees are constantly involved as teachers in this programme, which significantly strengthens the corporate culture and increases the potential of each employee of the company. The company also encourages the creativity and innovation of employees, so one paid day a week can be spent by engineers on developing innovative ideas that are not related to the projects they work on the other four days of the week.

Samsung declares two main vectors of movement within the concept of talent management – the world's leading talents are able to create the main competitive advantage of the company, and in order to attract them, decent working conditions and opportunities for continuous





professional development and the use of the professional's knowledge in practice should be created. The company has implemented and worked out various programmes for searching for those talents on the global labour market who seek to build a successful career in high-tech industries that are developing at a very powerful pace today. These are visits to global industry job fairs held in technologically developed countries of the world with a presentation of the leading experience of the company's leading specialists, and the selection of young talents during the systematic holding of training classes by the company's specialists for first- and second-year students of local universities at Samsung Advanced Institute of Technology, and the operation of special employment sites created by the company's specialists to search for talent. Samsung at the end of the 90s of the 20<sup>th</sup> century launched a project aimed at technical support of scientific research in the field of semiconductors conducted by teachers, graduate students and students of leading universities in the world, and primarily in Korea. This project made it possible to create over two thousand new microcircuits, which in the 20s of the 21<sup>st</sup> century are used in production. At the same time, the semiconductor development process, for which employees are provided with all the opportunities and effective support to generate new ideas and create innovative solutions, is taking place within the company. The company has a powerful internal programme of training and professional development, where each employee has the opportunity to use 5 days a year for self-development by using various available tools within the Educational Centre or to undergo a full-fledged process of professional development on one of the courses, the total offer of which exceeds 720 courses within hard and soft skills. Such opportunities activate individual trajectory of talent growth in the company, the development of leadership qualities, and, therefore, ensure their consolidation in the team and the maximum revealing of potential. A lot of attention is also paid by the company's management to the creation of a healthy corporate culture and a space where it is pleasant to work and communicate with talents, where everyone is heard and everyone's opinion is important.

Therefore, each of five leading companies is actively building its policy in the field of talent management (Table 1), and it is this policy that underlies the strategic vision of the company's management regarding further development of the brand.

**Table 1.** Features of policy implementation in the field of talent management by companies that are the most expensive brands in the world

Image of the brand logo	Focus and orientation in talent management	Features of policy implementation in the field of talent management
	World-class talents seek to work in a team with other talents in the best conditions	<ul style="list-style-type: none"> <li>◆ Searching for the most talented people in the world and providing them with comfortable conditions for productive work and generating breakthrough innovations</li> <li>◆ Talents choose the place of work in the company that will best meet their personal goals, ambitions and professional interests</li> <li>◆ All employees of the company are unique and different, which provides the greatest strength of the business</li> </ul>

Continued Table 1.

Image of the brand logo	Focus and orientation in talent management	Features of policy implementation in the field of talent management
	Expansion of horizons of the search for talent from various fields of activity and diversification of competencies of the company's staff due to the worldwide trend of releasing employees	<ul style="list-style-type: none"> <li>◆ Search for released employees of various companies around the world who have practical experience in a different field of activity and other behaviour patterns</li> <li>◆ Selection of applicants through the Screening In programme, which selects the best field of application of knowledge and experience of a particular person within the</li> <li>◆ Individual modelling of the workplace to ideal conditions in order to provide real opportunities for employees to realise their own potential</li> </ul>
	One's own staff with its manifest and latent talents has the greatest value	<ul style="list-style-type: none"> <li>◆ Development of employees' talents during intensive training at the workplace and further promotion of their careers</li> <li>◆ Investment programmes that provide employees with the opportunity to study at colleges, language courses, advanced training courses free of charge</li> <li>◆ Programmes for the adaptation of new employees in the team, which are implemented by assigning an experienced employee-mentor to a newcomer</li> <li>◆ Conditions are being created to increase the level of innovativeness and manufacturability of personnel's work</li> </ul>
	Formation of a world-class workforce in terms of intelligence and professional experience, capable of generating continuous innovations	<ul style="list-style-type: none"> <li>◆ Employment applications are processed in accordance with current and strategic needs of the company using digital data processing methods</li> <li>◆ The selected applicant goes through the predictive hiring algorithm in order to choose the most suitable place of work</li> <li>◆ If there are vacancies for key positions, preference is given to internal talents</li> <li>◆ In parallel with the traditional system of professional development, a unique internal culture of knowledge and skills dissemination by the company's talents has been created</li> </ul>
	Leading talents are able to strengthen the company's competitive advantages, and for their attraction decent conditions for work and continuous development should be created	<ul style="list-style-type: none"> <li>◆ The search for talent is conducted through visits to worldwide industry job fairs, holding training classes for university students by the company's specialists, employment sites</li> <li>◆ Technical support of scientific and educational research in the field of semiconductors</li> <li>◆ Strong internal programme of training and professional development</li> <li>◆ Creation of a healthy corporate culture and a space where it is pleasant to work and communicate</li> </ul>

Source: author's development

It should also be noted that in the developed countries of the world a unique system of talent management, elements of which are used in various combinations by leading national companies, has been formed. As an example, the experience of Germany, where the world-famous companies Bosch, Continental and Lufthansa, within the framework of the talent management system, introduce talent exchange tools at the level of inter-organisational networks, initiate the creation of training platforms for personnel development in order to minimise the impact of transformational changes in business environment, such as, for example, digitalisation, is indicative (Festing, 2023). The country is also actively discussing the issue regarding the expediency of creating a regulatory basis for the implementation of certain talent management tools in business. Instead, the Spanish practice of applying talent management technologies has shown high final results precisely at the level of small and medium-sized business entities, which is associated with a whole set of influencing factors, including national characteristics (Nieto-Aleman *et al.*, 2023). Such examples should become a reference point for building the contours of Ukrainian talent management system in business.

In Ukraine, every year since 2007, MPP Consulting conducts an assessment of the ranking of companies by brand

value, and in 2023, experts included the following ones among the top five leaders (The most expensive..., 2023):

1) Nova Poshta – brand value of USD 192.0 million, in 2021 – 7<sup>th</sup> place in the ranking with USD 237.0 million, 2015 – 14<sup>th</sup> place with USD 142.0 million, 2011 – did not make the TOP-100 rating;

2) ATB supermarket chain – brand value of USD 185 million, in 2021 – 4<sup>th</sup> place in the ranking with USD 309.0 million, 2015 – 22<sup>nd</sup> place with USD 77.0 million, 2011 – 49<sup>th</sup> place with USD 300.0 million;

3) PrivatBank – brand value of USD 156.0 million, in 2021 – 7<sup>th</sup> place in the ranking with USD 237.0 million, 2015 – 6<sup>th</sup> place with USD 227.0 million, 2011 – 22<sup>nd</sup> place with USD 72.5 million;

4) Rozetka online retailer – brand value of USD 143.0 million, in 2021 – 2<sup>nd</sup> place in the ranking with USD 385.0 million, 2015 – 16<sup>th</sup> place with USD 118.0 million, 2011 – did not make the TOP-100 rating;

5) OKKO gas station complexes – brand value of USD 90 million, in 2021 – 19<sup>th</sup> place in the ranking with USD 114.0 million, 2015 – 24<sup>th</sup> place with USD 71.0 million, 2011 – 41<sup>st</sup> place with USD 36.6 million.






The analysis of the given data allows seeing two trends: first, the improvement of the place of each company in the

overall ranking by brand value during the studied period (except for the Rozetka company, which in 2021 took the 2<sup>nd</sup> place and in 2023 took the 4<sup>th</sup> place), which indicates positive processes taking place within each company; second, a significant reduction in the valuation of the brand of leading companies in 2023 compared to 2021, which is associated with the full-scale military invasion of the Russian Federation on the territory of Ukraine in February 2022 that has negatively affected the functioning of the entire business environment of the country, some companies that had a high brand value ceased operations. In addition, it should be noted that the leader of Ukrainian rating, the Nova Poshta company, which since 2014 has made a significant leap in network coverage of the country's regions and indicators of customer attraction, in 2023 in terms of brand value was inferior to the world leader Apple by as much as 2,618 times. There are many reasons for this situation, but one of them consists in the lack of effective talent management policy in the company. And besides, none of five leading companies of Ukrainian market in terms of brand value declares on its official website that it has started to implement certain procedures within the concept of talent management. At the same time, the

practice of talent management for the Ukrainian business environment is not entirely new, since back in 2007, within the framework of its personnel management strategy, the management of Novokramatorsk Machine-Building Plant JSC announced the innovative intention of a gradual and planned transition from a knowledge management strategy to talent management strategy (Zakharova, 2019). The enterprise failed to fully realise this ambitious goal due to a number of objective reasons, the main role of which was played by the war.

At the same time, it should be noted that each of leading Ukrainian companies makes significant efforts in the field of personnel management, which, among other things, allows them to gradually improve their positions in the rating (Table 2). However, in order to increase the level of one's own competitiveness on national and international markets, these efforts alone are not enough. Real measures are needed to identify talent, develop talent, create a culture of talent, and retain talent in the company. The consistent implementation of measures in each of these areas of the talent management policy will gradually build a workforce capable of continuously generating innovations and shaping the company's future.

**Table 2.** Features of policy implementation in the field of personnel management by Ukrainian companies, which in 2023 occupied the first five places in the ranking by brand value

Image of the brand logo	Features of policy implementation in the field of talent management
	<ul style="list-style-type: none"> <li>◆ Leadership in the industry should allow attracting employees, motivated to reveal their own potential, forming innovative teams</li> <li>◆ The effort to build an atmosphere of mutual help and cooperation, responsibility and orientation to the final result in the team, open and effective communication between teams</li> <li>◆ Competitive salary, investment in training and professional development, investment in startups</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Requirements for employees – focus on results, professional development, compliance with corporate norms and high responsibility</li> <li>◆ Professional training of all company employees in corporate training centres, at the workplace under the guidance of mentors</li> <li>◆ Competitive salary and timely payment, decent working conditions</li> <li>◆ According to the results of periodic evaluation, the best employees are enrolled in the personnel reserve and receive free training</li> <li>◆ For purposeful and capable employees, career growth opportunities are not limited</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Conditions for open communication, a healthy working microclimate in the team, equality, individual professional growth and realisation of professional potential of each employee are created</li> <li>◆ Human dignity and personality, trust and cooperation are the company's values</li> <li>◆ Professional successes of the staff are rewarded</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Constructive opinion of each employee is valued</li> <li>◆ Coordinated teamwork is the basis of success</li> <li>◆ The search for something new, the desire to do something better is encouraged</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Opportunities for professional development of employees are provided and efforts are made to create comfortable working conditions</li> <li>◆ Official employment of each employee, timely payment of wages, vacation pay and health insurance</li> <li>◆ Convenient work schedule and opportunities for career growth</li> </ul>

Source: author's development

Therefore, every Ukrainian enterprise should rethink its policy in the field of personnel management, adapt it

to modern market requirements and global trends. Only on such foundations is it possible to create a basis for the

survival of Ukrainian business in current conditions in which it operates throughout the period of a full-scale war and is expected to operate in the post-war period of revival of the country's economy.

### Discussion

The conducted research makes it possible to obtain two main results. First, it has been possible to determine the directions and features of the implementation of the talent management strategy used by five largest brands in the world. This study did not set out to prove a direct relationship between talent management policy and company brand value. However, taking into account the fact that all analysed companies actively use various talent management tools in their activities and even have developed their own concept of this aspect of the general personnel management system, it can be concluded that such dependence exists. Therefore, the talent management strategy is quite a useful and effective lever for increasing the level of competitiveness of the business entity in the market. At the same time, it can also be said that the more successful the company's activities are in the market, the more it will attract talent and, thereby, continue to strengthen its level of competitiveness, and vice versa.

Second, it has been established that in Ukraine, the companies with the highest brand value actively use various tools within the framework of the personnel management system, at the same time, they do not make statements that they have already reached the state of talent management in this area. It can be assumed that this is one of many reasons why the difference between the highest brand value of a global and a Ukrainian company in 2023 exceeded 2,500 times. The transition of leading Ukrainian business entities to the concept of talent management should create the prerequisites for a gradual reduction of their gap with the indicators of world-class companies. Scientists conducting research in the field of various aspects of personnel management of Ukrainian companies agree on the fact that significant efforts should be made to change for the better the trends of social and economic development of Ukrainian business entities. Scientists also agree that the main efforts should be directed to the plane of human development. At the same time, in contrast to the results of the research conducted in this article, scientists mostly offer other effective aspects of the general personnel management system as effective tools for getting out of the crisis.

Thus, T. Kornieieva *et al.* (2022) when determining the factors that influence the level of labour productivity in the country, among other things, determine the costs of scientific research, the level of education of employees, the level of product innovation, and the share of enterprises that carry out professional development as the key factors. Each of the listed factors in one way or another at the micro level determines the attractiveness of employers for talents, the possibilities of their development and consolidation at the enterprise. And the ability of Ukrainian business entities to attract and retain talent and increase the level of

labour productivity and their own competitiveness in the market will depend on the extent to which they manage to meet these factors. Yu. Bilan *et al.* (2020) have experimentally concluded that the ability of enterprises to attract and retain talent is an important condition for ensuring the country's competitiveness. The authors also note that for small and medium-sized enterprises that do not have sufficient financial resources and capabilities, it is quite difficult to perform this task in practice. Therefore, generalised research results are fully correlated with each other.

H. Zelinska *et al.* (2022) in their study pay primary attention to increasing the competitiveness of the personnel of Ukrainian enterprises, which should prevent the migration of highly professional workers and increase the level of their consolidation in the labour team. For this purpose, the authors emphasise the need to form such a personnel policy at the enterprise, which is aimed at developing the creative abilities of employees, meeting their personal needs and their continuous professional development. That is, this study also confirms the validity of the results of this article regarding the expediency of paying more attention by Ukrainian employers to the processes of search, development and retention of talent at the enterprise, which will be a guarantee of increasing the personnel competitiveness. S. Ivanytska *et al.* (2018) as an effective tool for increasing the level of labour productivity and financial and economic results of the activities of Ukrainian enterprises, propose to implement innovative systems of personnel remuneration. The author agrees with this proposal, but considers it expedient to note that it will be possible to get a noticeable result from practical implementation of the proposed recommendations only if the maximum number of motivated talents will be involved in the workforce of the enterprise.

A. Trofimov *et al.* (2019) emphasise that management style and emotional intelligence, which form the loyalty and dedication of personnel, play an important role in the performance of the enterprise. The author fully supports the scientists' conclusion, but it is expedient to note that it will be possible to achieve sufficiently high rates of innovative development of the enterprise under such conditions only if talents motivated for highly effective work in a favourable moral and psychological climate created in the team are involved as employees. O. Marchenko *et al.* (2021), in turn, propose to increase the efficiency of personnel management processes of Ukrainian enterprises by introducing a relatively new tool – virtual communications. The authors argue that under conditions of external aggressive influences, such as a pandemic or war, it is very important to reduce negative pressure on personnel to prevent staff turnover while maintaining all mandatory personnel management procedures. And this is exactly what, according to scientists, the new virtual communications system introduced at the enterprise is capable of doing. The author of this article supports this proposal, but with the clarification that it is possible to achieve high results in virtual training, mentoring and internship, provided that the vast majority of employees who will participate in such procedures will



be highly qualified specialists, i.e. talents. S. Tsymbaliuk *et al.* (2023) prove the need to focus the employer's efforts on the implementation of green practices in all components of personnel management procedures and technologies at the enterprise. The initiative proposed by the authors is also supported by the author of this article. At the same time, attention should be paid to the fact that only socially responsible employees with high moral values and intellectual potential will be able to introduce and implement ecological practices. Therefore, the effectiveness of the implementation of green personnel management technologies will depend on how much talent the management will be able to attract to the enterprise.

Talent management in business is a fairly new, but quite effective tool in the general personnel management system, as evidenced by the experience of the world's leading companies. At the same time, Ukrainian experience proves that this tool is quite complex, and for its full implementation at the enterprise, sufficient conditions should be created to interest highly professional specialists in the market to work at the enterprise, or to identify and develop talents in already existing employees motivated for continuous development in the company's staff. In any case, the enterprise should have sufficient resources and an effective personnel management strategy aimed at maximising the accumulation of human capital. It is possible to achieve positive results in this context if the enterprise gradually introduces an effective system of professional development of employees, increases the effectiveness of the system of labour motivation and stimulation, optimises the style of personnel management and ensures a favourable moral and psychological climate in the team, implements innovative channels of internal company communication and switches to environmental practices of personnel management, etc.

### Conclusions

In 2024, Ukrainian business is going through a difficult period in the history of its existence and daily faces problems

that are either completely impossible or difficult to solve on its own. A full-scale war is going on, there is a significant shortage of labour force, especially highly qualified one, purchasing power of the population is gradually decreasing, national currency is falling, etc. Companies cannot influence most of the listed problems, they only have to adapt and look for opportunities to survive in new aggressive conditions of their life. At the same time, there is an area that Ukrainian business entities can directly influence, which, according to the experience of world market leaders, should bring significant image and financial advantages. This is one of new segments of the field of personnel management, namely talent management. All of the listed problematic aspects also affect the possibilities of full implementation of the concept of talent management by Ukrainian business entities, especially with regard to external sources of attracting talent to the enterprise. Instead, another component – talent management within the labour team – is available to Ukrainian business entities even during wartime. Therefore, the subjects of the business environment of Ukraine, in order to increase the chances of their own survival and increase the level of economic sustainability and competitiveness at least at regional and national levels, should transform their own personnel management policy, directing it to the continuous search, development and retention of talent within their own labour team. That is why further research in the chosen topic should be devoted to substantiating the portfolio of those effective talent management tools, the use of which will allow Ukrainian business entities to gradually stabilise their production and economic activities and get a chance to bring the enterprise out of a crisis state.

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### Conflict of Interest

None.

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## Управління талантами в бізнесі: найкращі світові та українські практики

**Анотація.** Висока конкуренція на ринку спонукає компанії шукати нові джерела конкурентної переваги. Компанії, які вміють ефективно залучати, розвивати та утримувати таланти, здатні досягати кращих результатів і зберігати лідерські позиції на ринку. Вивчення досвіду таких компаній дозволить сформуванати ефективні кейси, які можуть бути використані українськими представниками ділового середовища в повоєнний період. Метою дослідження обрано систематизацію знань і досвіду, нагромаджених провідними компаніями світу й України у сфері управління талантами задля того, щоб забезпечити суб'єктів господарювання дієвими інструментами для виявлення талантів, розвитку талантів, формування культури талантів та утримання талантів на підприємстві. Методологічною основою дослідження виступили наукові праці, присвячені встановленню різних аспектів управління талантами, опубліковані в наукометричній базі Scopus; офіційні сайти світових і українських компаній з найбільшою вартістю бренду. Використано методи наукового пізнання: системний підхід, логічного узагальнення, порівняльного аналізу. За результатами дослідження обґрунтовано необхідність та визначено особливості реалізації процедур управління талантами, запровадження яких у межах загальної системи управління персоналом суб'єктів господарювання дозволить суттєво підвищити результативність їх діяльності. Сфера застосування результатів дослідження пов'язана з діяльністю суб'єктів господарювання всіх видів економічної діяльності. Проведено аналіз особливостей реалізації політики в сфері управління талантами компаніями, що є найбільш дорогими брендами світу (Apple; Microsoft; Amazon; Google; Samsung). Проаналізовано основні тенденції в сфері управління персоналом компаніями, що є найбільш дорогими брендами України (Нова Пошта; АТБ; ПриватБанк; Rozetka; ОККО). Сформульовано основні складові концепції управління талантами, що використовують провідні компанії світу, і визначено найкращі практики управління персоналом українських компаній. Практична цінність дослідження полягає у визначенні напрямів та складових успішної реалізації політики управління талантами, які після процедур адаптації до українських реалій будуть впровадженими в діяльність українських суб'єктів ділового середовища в повоєнний період.

**Ключові слова:** інноваційний розвиток; суб'єкти господарювання; відновлення економіки; професійний розвиток; персонал; інтелект; продуктивність праці