

Report On

**“An In-Depth strategic Insight into the Talent Selection Framework at
Nestle Bangladesh PLC”**

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor in Business Administration.

BRAC Business School

BRAC University

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Declaration

I hereby declare that

1. I am the sole author of the internship report, which was submitted upon my completion of studies at BRAC University.
2. The report refrains from incorporating any pre-existing content or works created by others, unless proper acknowledgment is provided through comprehensive and correct citation of the sources.
3. The report does not contain any content that has been approved or submitted for the purpose of obtaining another degree or diploma from any other university or educational institution.
4. I have duly recognised and attributed all the pertinent sources that have contributed to my research and the development of this report.

Student :

Sayma Sarker Shetu

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Letter of Transmittal

Dr. Md. Arif Hossain Mazumder, MIPA AFA
Assistant Professor
BRAC Business School
Merul Badda, Dhaka

Subject: Submission of Internship Report on In-Depth Strategic Insights of Talent Selection Framework at Nestle Bangladesh PLC.

Dear Sir,

I now provide my internship report on the subject of "A Comprehensive Analysis of the Talent Selection Framework at Nestle Bangladesh PLC" in a polite manner. This paper provides a comprehensive overview of the author's experiences and acquired knowledge during their six-month tenure at Nestle Bangladesh PLC. I have endeavored to convey the requisite facts and proposed solutions in a manner that is both perceptive and succinct, while still encompassing a broad scope.

Based on my understanding of the BBA Internship Guideline Structure and the instructions provided by my organization's supervisors, I have endeavored to comply with all the prescribed guidelines in the preparation of this report. I respectfully request your acceptance of this report. If there is a need for clarification or if you have any more inquiries concerning this report, please feel free to reach out to me.

I express my gratitude for the allocation of your time and thoughtful consideration.

Sincerely yours,

Sayma Sarker Shetu
ID: 19304059
BRAC Business School
BRAC University

Signature: _____

Date:

Non-Disclosure Agreement

Nestle Bangladesh PLC and Sayma Sarker Shetu, a student at BRAC University, have entered into a mutual agreement to ensure that the student refrains from disclosing any proprietary information pertaining to the company without appropriate authorisation.

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ID: 19304059

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BRAC University

Signature: _____

Date:

Acknowledgment

I would like to express my sincere appreciation to my supervisor, co-supervisor, and field supervisors at Nestlé Bangladesh PLC for your unwavering assistance throughout the process of finalizing my report on the comprehensive analysis of the Talent Selection Framework at Nestle Bangladesh PLC. I express my gratitude to the divine entity, Almighty Allah, for granting me the privilege to engage in an internship at Nestlé Bangladesh. Additionally, I extend my appreciation to my parents for their unwavering assistance during the entirety of my endeavor.

During the course of my internship, I had the opportunity to benefit from the valuable guidance, collaboration, and oversight provided by Dr. Md. Arif Hossain Mazumder, MIPA AFA, Assistant Professor, and Dr. Suman Paul Chowdhury, Assistant Professor, both affiliated with BRAC Business School, who fulfilled the role of my academic supervisors. They consistently offered guidance and assistance whenever I needed it.

Furthermore, I would like to express my gratitude to Sazia Sanzana, who served as my supervisor in the role of Officer, Recruitment & Employer Branding, Tahseen Labeeba Preema, who acted as my co-supervisor in the position of Senior Officer, Training & Development, and Joy Rozario Prince, who served as my Line Manager in the capacity of Manager - Reward People Development & HR Operations. I am thankful for their valuable time and guidance. The direction and advice given made it easier for me to understand the significance of hiring, maintaining diversity, and engaging young people in a company, as well as the function of human resources in a business.

Finally, I would like to extend my appreciation to my colleagues at Nestlé Bangladesh PLC for their valuable assistance and support over the course of my internship. I would also like to acknowledge the senior staff members who provided guidance and facilitated the collection of necessary data for my report.

Executive Summary

This article conducts a thorough analysis of the talent selection process that Nestle Bangladesh PLC has put in place. This encompasses a broad spectrum of factors pertaining to the organization's approaches in managing human resources. Furthermore, it furnishes valuable insights pertaining to the marketing strategies, management protocols, and existing product offerings employed by the organization. The main objective of this study is to conduct a comprehensive and analytical analysis into the talent selection system employed by Nestle Bangladesh PLC. The ability of the framework to identify talent requirements, source and analyze possible applications, evaluate the success of recruiting decisions, and improve the overall experience for candidates who participate in the selection process will be the primary emphasis of this examination. This research makes major contributions towards a better understanding of the organization's approaches for talent acquisition and the extent to which those methods are compatible with contemporary human resource practices. It provides essential insights into the company's strategies, as it elucidates the company's approaches to attracting and maintaining highly talented personnel.

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Chapter 1: Overview of Internship

The objective of this chapter is to provide a comprehensive understanding of both the intern and the hosting organisation. The primary objective of this study is to provide a comprehensive analysis of the daily duties assigned to an intern, to clarify the tangible outcomes resulting from their sustained endeavours, to highlight the significant contributions made by the intern to the organisation, and to outline the knowledge acquired during their period of employment. Furthermore, this chapter will not avoid discussing the difficulties faced throughout the internship and suggesting potential avenues for enhancement.

1.1 Students Information:

Name: Sayma Sarker Shetu

ID: 19304059

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Computer Information Management

1.2 Internship Information:

Company Name: Nestle Bangladesh PLC

Department/Function: Human Resources (Talent Acquisition)

Address: (HeadQuarter) NINAKABBO Level 4, 227/A Tejgaon-Gulshan Link Road, Tejgaon Industrial Area, Dhaka 1208, Bangladesh.

1.2.1 Organization's Supervisor Information:

As an HR intern at Nestle Bangladesh PLC, I reported to Sazia Sanzana, who is currently working as a Recruitment Specialist on the Talent Acquisition Team.

1.2.2 Responsibilities as an Intern

As a HR intern, I have been assigned a wide range of duties that include recruitment, training and development, as well as operational tasks. I am involved in professional activities for a period of 8 to 9 hours daily, commencing from Sunday and concluding on Thursday, at Nestle Bangladesh PLC.. Upon commencing my internship, I received a comprehensive orientation regarding the company's overarching activities and the numerous departments with whom I would be collaborating. Subsequently, I embarked on an extensive exploration of Nestle's corporate headquarters with the purpose of gaining insight into the internal mechanisms of the organization. On my initial day, I had comprehensive training sessions throughout the entire day covering many subjects including information technology, company policies, corporate affairs, compliance policies, human resources activities, and the "who code."

Prior to elucidating my job responsibilities, it is imperative to acknowledge that Nestlé Bangladesh adheres to a culture wherein interns are accorded equal respect and significance as regular employees, notwithstanding the existence of distinct business requirements for interns.

In my capacity as an intern within the human resources division of Nestlé Bangladesh PLC, I am actively involved in several facets of the recruitment process on a daily basis. One of my main responsibilities entails the development of a pre-schedule for interviews, encompassing all the preparations required for ensuring a successful interview. The offices of Nestle are subject to stringent security measures, necessitating the scheduling of appointments in advance for visitors seeking to meet with applicants. This pre-scheduling process is designed to streamline the arrangement. In order to promote an equitable assessment and selection procedure, it is advantageous to maintain oversight of the candidate's physical attendance during audits. One of my responsibilities is the maintenance of interview top sheets and records of both approved and rejected applicants, with the guidance and support of my organization's supervisor. Furthermore, I provided support in the process of updating and amending the organizational chart of the company, taking into consideration the documentation presented by recently hired employees.

Simultaneously, it is imperative for me to address internship applications and terminations by ensuring the intern database is regularly updated. Furthermore, I fulfill the role of an intermediary

between my fellow interns and the Human Resources department. As an example, I am responsible for monitoring and managing the administrative requirements of interns, including but not limited to leave forms, TADA forms, and exit forms.

Furthermore, I have actively participated in youth engagement initiatives, such as Nestle's Youth Influencer programme, which is an integral component of their efforts to enhance their employer branding strategies. I conducted research efforts focused on the strategies utilised by rivals, particularly in relation to their campus ambassador initiatives. Furthermore, a comprehensive examination of Nestle's global strategy was undertaken. The study's findings prompted the initiation of a joint endeavor with my team to develop a comprehensive strategy for the execution of a similar programme across Nestle Bangladesh. The approach encompassed various elements, comprising proposals for sessions, organization of activities, and tactics for a campus campaign.

At the commencement of the programme, I undertook a crucial responsibility in the procedure of candidate selection. I played an active role in the evaluation of prospective candidates, contributing to the initial screening and selection process, and engaging in interviews in conjunction with my supervisor. Upon effectively identifying the ambassadors, I undertook an active role in facilitating their onboarding process, offering advice throughout subsequent phases, and fostering an environment conducive to idea generation.

My responsibilities include the task of initiating telephone communication with prospective candidates in order to ascertain their level of interest in the post and confirm their availability for the scheduled interview. Additionally, I fulfill the role of intermediary between the candidates and the interview panel throughout the duration of the procedure. In addition to providing assistance with corporate presentations and training summaries, I actively contributed to the development of employer branding posters for the talent acquisition team. Furthermore, I am responsible for managing the printing, scanning, and copying of various documents in addition to the aforementioned activities. In its entirety, my occupation necessitates a high level of meticulousness, adeptness in organizing intricate data, and effective communication skills characterized by clarity and conciseness.

1.3 Internship Outcome

This study will analyze the outcomes of internships from two different perspectives, aiming to evaluate the results from the perspective of both the interns and the organizations involved. The author holds a strong belief in the concept of shared success, hence the paper lays considerable emphasis on the evaluation of outcomes from both sides.

1.3.1 Contribution to the Company:

I had the privilege of undertaking an internship within the human resources division of Nestlé Bangladesh, whereby I had the opportunity to effectively apply my abilities and make noteworthy contributions to the organization. My day-to-day tasks, which include generating interview pre-schedules, filing interview papers, and keeping information about those who were picked for employment and those who were not, have contributed to the simplification of the hiring process. Through actively engaging in the process of updating the intern master record and assuming the role of a liaison between the HR personnel and fellow interns, I have endeavored to enhance the operational proficiency and efficacy of the Human Resources department. This concerted effort ensures the organization's sustained ability to attract and retain high-caliber individuals.

In addition, I have taken part in programs geared toward youth involvement, which has helped to contribute to the creation of solid links between Nestlé and the youth community. This has helped to add to the great reputation that the organization has and has attracted potential future employees. Overall, my participation in the human resources department of Nestlé Bangladesh has afforded me the chance to gain essential skills and practical experience related to the domain of human resources. I am content with the substantial contributions I have made to the organization.

1.3.2 Benefits of the Students

During the duration of my internship, I had the opportunity to get practical experience within a multinational corporation, collaborating with a diverse team of experienced experts from several fields. Throughout this particular experience, I was able to acquire a notable sense of achievement, invaluable skills, and prospects for broadening my professional connections. Specifically, I constructed a deeper understanding of HR functions and processes and gained an understanding of how an HR department operates within a large corporation. I also gained a better understanding of how an HR department functions within a company. In addition to my professional capabilities

and expertise, my day-to-day responsibilities in HR have given me the opportunity to build essential soft skills such as improved communication, increased organization, and increased attention to detail. I believe that I have developed my communication skills and had the opportunity to network with other professionals within the firm, such as senior executives and HR specialists, as a result of talking with candidates, members of the interview board, and other interns. In addition, I have increased my awareness of the culture of the workplace as well as the day-to-day responsibilities that are essential for the operation of a business. The time I spent working at Nestlé not only helped me become more decisive but also taught me how to be more focused as a result of my employment there.

1.4 Problems/Difficulties Faced During the Internship Period

To initiate the disclosure of certain challenges pertaining to my function and obligations, I am reminded of the insightful statement made by Albert Einstein: "The measure of intelligence is the ability to change." At my internship, I have encountered the dual experience of facing challenges and reaping rewards while navigating through dynamic duties and managing multiple responsibilities. I was exposed to a new culture and had to work with a large group of individuals, both of which were challenging at first. It took me a while to remember the floors, the departments, and the people working in each of those places. However, by following the correct procedures during the orientation program, engaging in conversation with peers, being friendly and polite and requesting queries, I was enabled to overcome this challenge. It was difficult for me to juggle multiple tasks at once because they belonged to different categories, which led to early inefficiency and errors despite my best efforts. I, too, struggled with time management and frequently fell short of my daily goals. But by keeping a detailed list of my tasks, prioritizing them in order of importance, and checking in on the state of my work, I was able to streamline my process. I was able to get everything done in one day with little errors.

1.5 Recommendation to the Company on Future Internship

The prevailing culture of Nestlé is noteworthy. Hence, it is highly recommended that the prevailing organizational culture be cultivated to foster future internships, since it significantly enhances an intern's capacity to engage and thrive in their specific departmental roles. As an HR intern, I have

identified several areas for improvement that have the potential to enhance the internship experience for interns.

- At present, Nestle does not provide any welcoming gifts to its interns. Hence, one effective strategy to foster a sense of inclusion among interns is to provide them with a modest and cost-effective token, such as a notebook or chocolate, as a component of their onboarding package. Undoubtedly, this can foster a greater sense of commitment and pride among interns towards their professional environment.
- Conducting regular monthly meetings with the human resources department facilitates the identification of areas within the company's policies that can be enhanced, thus promoting a more equitable treatment of all employees.
- Enhancing the structure of the experience letter or incorporating a PDF certificate to validate the successful completion of an internship can enhance the employer's brand image. This feature allows students to prominently showcase their qualifications on their LinkedIn pages, augmenting their professional reputation.

Chapter 2: Organization Part

This chapter will focus on Nestlé, offering a succinct overview of its global historical context. Following this, the paper will explore Nestlé's establishment and progression in Bangladesh, providing insights into its corporate social responsibility projects and range of products. Moreover, this chapter will explore several organizational techniques employed by Nestlé Bangladesh PLC, encompassing managerial, marketing, operational management, and information systems. Additionally, it will emphasize competitive analysis. In conclusion, this paper will provide a series of recommendations.

2.1 Overview of the Company

This section will primarily concentrate on elucidating the global historical context of Nestlé, as well as its mission and ambition. Furthermore, this study will present a comprehensive chronology of Nestlé Bangladesh PLC, elucidating its corporate social responsibility endeavors and range of products.

2.1.1 History

The establishment of Nestle in 1866 by Henry Nestle marked the inception of a company that has subsequently achieved global prominence as a leading food and beverage corporation. Henry Nestle, a native of Frankfurt, Germany, who currently resides in Vevey, Switzerland, identified a societal want and subsequently addressed it through the creation of a milk-derived formula intended for the nourishment of children. The global demand for this commodity experienced a significant increase in all geographical regions.



Figure 1: Henry Nestle

In the year 1905, Nestle entered into a strategic partnership with the Anglo-Swiss Condensed Milk Company with the objective of expanding its presence in untapped markets. While dairy products remain a significant source of revenue for the corporation, Nestle also engages in the production and marketing of a diverse array of items under its brand. The international headquarters of Nestle is located in Vevey, Switzerland. The majority of manufacturing activities continued to be concentrated in Europe, where they experienced significant disruptions as a result of the onset of World War I. At the cessation of the war, the Company possessed a total of 40 factories, resulting in a global production output that had surpassed the levels observed in 1914 by more than double.



Figure 2: Swiss Milk

In 1907, the business commenced its mass production operations in Australia. The initiation of armed conflict resulted in several challenges, including a limited availability of essential primary

resources and a cessation of international commercial activities. In order to mitigate this issue, Nestlé acquired a number of supplementary manufacturing facilities in both Australia and the United States. The financial performance of Nestlé experienced a significant decline throughout the period of the Great War. In the year 1921, the corporation commenced encountering financial deficits. Nestlé's management seeks consultation from Louis Dapples, a recognised specialist in the relevant sector, in order to address the matter at hand.



Figure 3: World war, Nestle's Milk, Molico

In the year 1930, the Brazilian Coffee Institute initiated communication with Nestlé in order to seek assistance in managing an excess supply of coffee. Nescafé was developed by Nestlé following an extensive eight-year research endeavor.

Following the conclusion of World War II, Nestlé experienced a period of significant prosperity and success. During this period, they experienced a series of successful brand launches. After the conclusion of the conflict, Nestlé proceeded to introduce Nestea and Nesquik as part of the Nestlé Eliminate product line. Both individuals quickly adapted to the aquatic environment, demonstrating a high level of proficiency similar to a fish in its native environment. Consequently, they swiftly ascended to the highest positions within the sales rankings. Nestlé introduced a range of products, including Cerelac, Fondor, canned ravioli, Frisco, Findus, Vittel, and Chambourcy, during the post-World War II era.

The corporation expressed satisfaction with the increasing openness of China and Central and Eastern Europe to foreign investment, as well as the overall inclination towards the opening up of foreign direct investment.

In contrast, Nestlé introduced GLOBE (Global Corporate Excellence) in July 2000, which aimed to establish uniformity in company processes on a global scale. Simultaneously, during this period, there occurred the consolidation of the American ice cream enterprise with Dreyer's, as well as the

acquisition of Chef America, Inc., a prominent American producer of frozen food items designed for handheld consumption.

The Nestlé Institute of Health Science was created by Nestlé in 2011 with the objective of doing research on nutritious food alternatives. Subsequently, Nestlé successfully completed the acquisitions of Kraft Foods, Wyeth Nutrition, and Pamlab, strategically reinforcing their dominant position as the foremost player in the field of infant nutrition.

In the year 2014, Nestlé achieved a total revenue of CHF 91.6 billion, thereby establishing itself as the foremost global entity in the food and beverage industry. For a duration of 155 years, the corporation has been consistently delivering nutritious and superior-quality food products to its clientele. The corporation is able to achieve a daily volume of global sales amounting to one billion units. In the year 2020, Nestlé has a total of 376 facilities that were geographically distributed over 81 different nations.

2.1.2 Mission

Nestlé is the industry pioneer in the fields of nutrition, health, and wellbeing. "Good Food, Good Life" means providing consumers with delicious and healthful options across a wide variety of food and drink categories and mealtimes.

2.1.3 Vision and Values

Nestlé's vision statement makes clear that the aim of this organization is to establish itself as a prominent and competitive entity in the field of Nutrition, Health, and Wellness. The company endeavors to enhance shareholder value by prioritizing its role as a preferred corporate citizen, employer, and supplier of preferred products.

2.2 Nestlé Bangladesh PLC

Nestlé, a multinational corporation with a global presence in 191 countries, extended its business activities into Bangladesh through a collaborative venture with Transcom Beverage Limited. Nestlé Bangladesh PLC commenced its operations in 1994; however, the establishment of the organization itself may be traced back to 1992. Located 55 kilometers north of Dhaka, Sreepur in

Gazipur serves as the exclusive site for Nestlé Bangladesh PLC's production facility. Nestlé Bangladesh PLC has been providing nourishing and satisfying goods for all life stages for the past twenty years, with the aim of facilitating Bangladesh's transition towards

a society that prioritizes health, nutrition, and overall well-being. Due to the diverse range of users, the company is dedicated to delivering exceptional value through its goods. Nestlé Bangladesh PLC ensures the quality of its products through community engagement, employee training, improvement of local livelihoods, promotion of healthy dietary practices, and public education on nutrient assimilation.

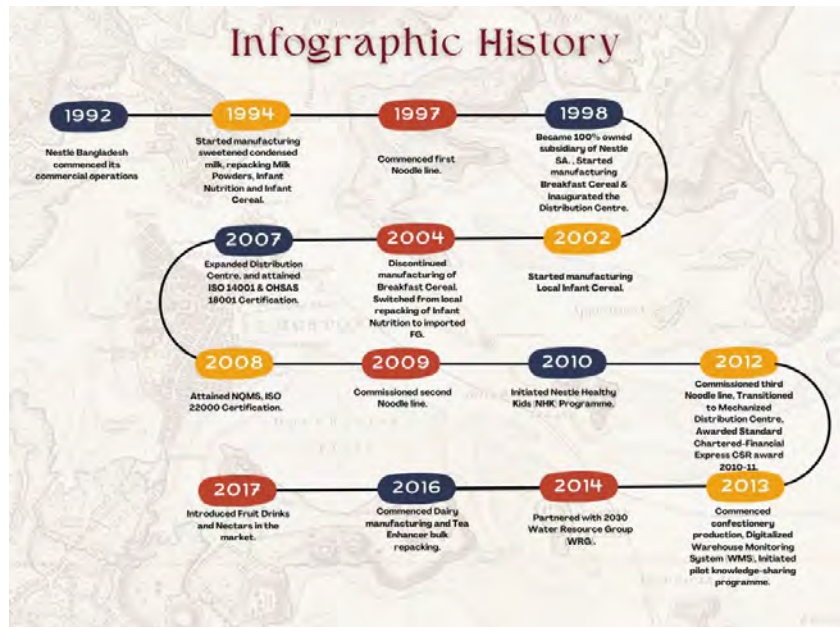


Figure 4: Infographic History

2.2.1 Nestlé Bangladesh Initiatives

Nestlé is actively involved in a range of programmes and activities in Bangladesh that extend beyond commercial interests, aiming to generate a favorable influence on communities, education, healthcare, water sustainability, and livelihoods. These endeavors demonstrate their dedication to the generation of shared value and adherence to corporate social responsibility.

- **Nestlé Healthy Kids (NHK):** The programme, which was implemented in Bangladesh in 2010, places emphasis on providing nutrition education and fostering the adoption of healthy lifestyles within schools and the neighboring community. The NHK programme benefits 18,000 Gazipur schoolchildren. Its goal is to promote healthy communities around Nestlé companies. The Nestlé Healthy Kids global initiative has educated 8 million children in 84 countries.

- **Clean Drinking Water:** Nestlé Bangladesh builds water tanks in primary schools and teaches water conservation. They also improved rural school sanitation, reducing female dropouts.
- **Amra Korbo Joy:** This programme raises breastfeeding awareness, improves healthcare knowledge, and helps unemployed street sellers. It shows Nestlé's dedication to local well-being.
- **Sustainable Water Usage:** Nestlé works with the 2030 Water Resource Group to promote water conservation, demonstrating their environmental commitment.
- **Farmer Training:** Nestlé trains farmers with local NGOs to boost their employability and local economies.

2.2.2 Categories of Nestlé Bangladesh PLC

Nestlé, a long-standing multinational firm with a global presence of over 150 years and a presence in Bangladesh for more than 27 years, provides a wide array of goods that efficiently address the nutritional needs of a substantial global populace. The corporation presently engages in a business that encompasses seven broad categories, as defined by its product portfolio. The subsequent components are encompassed:

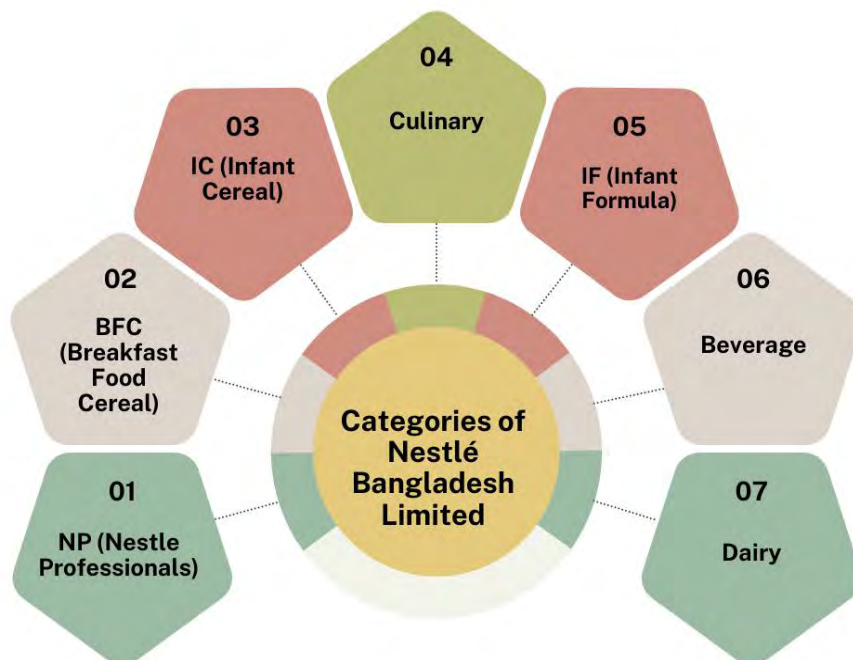


Figure 5: Categories of Nestlé Bangladesh PLC

2.2.3 Brands under Nestle Bangladesh PLC

Nestlé Bangladesh PLC is involved in the management of a varied assortment of brands, including seven distinct categories. At present, Nestlé Bangladesh PLC encompasses a diverse portfolio consisting of twenty-two brands. These brands include Nescafe 3 in 1, Creamy Latte, Nescafe Classic, Coffee mate, Nestlé Gold, Milo Cereal, Kokokrunch Duo, Cornflakes, Nestlé Lactogen, Nan Optipro, Nestlé Ceregrow, Nestlé Cerelac, Maggi 2-min Noodles, Maggi Healthy Soups, Maggi Seasoning, Kitkat, Milkybar, Smarties, Munch, NIDO FortiGrow, Milo Active-Go, and Nestlé EveryDay.



Figure 6: Brands under Nestle Bangladesh PLC

2.3 Management Practices

Management practices are the ways companies plan, organize, lead, and regulate their resources and operations to achieve their goals. These practices cover many tasks and processes necessary for organizational efficiency. The subsequent section provides an overview of several management methods employed by Nestle Bangladesh PLC, specifically focusing on leadership practices, human resource practices, marketing activities, and operational and information system practices.

2.3.1 Leadership Style

The leadership style employed by a leader is indicative of their ability to provide guidance, motivation, supervision, and management to a collective of people. The aforementioned premise is similarly applicable at Nestlé, where a distinct leadership style, referred to as democratic leadership, is utilized in the decision-making process.

In essence, democratic leadership entails a leader engaging in collaborative decision-making with their team members, followed by the implementation of concerted efforts. The selection of this leadership style by Nestlé is based on their core principles of trust and respect. The leadership of Nestlé places considerable importance on the insights provided by their subordinates throughout crucial decision-making processes.

Within the organizational context of Nestlé, employees are guided and motivated to build a courteous and dedicated rapport, fostering a work atmosphere conducive to active participation and optimal performance. Nestlé's leadership approach beyond mere task fulfillment, encompassing the establishment of a conducive learning environment for employees and the cultivation of potential leaders within the organization for future growth.

2.3.2 Human Resource Practices

Nestlé Bangladesh PLC's human resource practices demonstrate a dedication to cultivating a flourishing and actively involved staff. The organization prioritizes diversity and inclusion, fostering an atmosphere that encourages individuals from many backgrounds to offer their own viewpoints. The recruitment strategy employed by Nestlé Bangladesh PLC is guided by the principle of meritocracy, which aims to identify and cultivate the most exceptional talents. Upon joining Nestlé Bangladesh PLC, employees are offered many prospects for skill enhancement and professional advancement through comprehensive training initiatives and mentorship programmes. The organization also places importance on maintaining a healthy equilibrium between work and personal life, providing adaptable arrangements to cater to the individual demands of its employees in both personal and professional aspects. Additionally, Nestlé Bangladesh PLC has implemented a performance management system that aims to acknowledge and incentivize employees in accordance with their individual contributions and accomplishments. Nestlé Bangladesh PLC's human resource practices demonstrate a dual emphasis on attaining organizational goals and fostering the well-being and growth of employees.

In the next section, I will outline a selection of their most effective strategies-

- **Employee Wellbeing and Work-Life Balance:** The promotion of work-life balance is crucial in enhancing employee wellbeing and satisfaction, while also mitigating the risk of

burnout. Furthermore, the organization offers wellness programmes, mental health assistance, and reproductive health care, facilitated by a designated medical professional within the office.

- **Ethical and Legal Compliance:**In order to ensure that all business actions conform to ethical standards and legal rules, the organization provides education to employees regarding compliance obligations through i-learning and training sessions.
- **Employee Development:**Allocate resources towards staff training and development initiatives to provide avenues for enhancing skills and facilitating professional growth.
- **Continuous Improvement:**Foster an organizational climate that prioritizes continuous improvement and innovation, thereby cultivating an environment in which employees are actively encouraged to propose and execute process innovations.
- **Effective Communication:**Promote an atmosphere conducive to fostering open and transparent communication channels, thereby facilitating the regular exchange of feedback and information among members of the team.
- **Leadership Development:**Leadership development entails the identification and cultivation of individuals with leadership potential within the organizational framework, achieved via the implementation of leadership training initiatives and mentorship programmes.
- **Performance Management:**Performance management involves the identification and acknowledgment of high-performing individuals in order to enhance their motivation and ensure their continued presence within the organization.
- **Team Building:**Cultivate a synergistic and all-encompassing work milieu to facilitate team-building initiatives aimed at augmenting cooperation and fostering trust.

2.3.3 Human Resource Strategies

Human resource (HR) strategies are detailed plans for managing human capital to fulfil an organization's goals. It improves performance, productivity, and profitability by aligning employees with organisational goals. A good HR strategy incorporates the company's mission, vision, and long-term goals while addressing employee needs and development. The section below, highlights the key strategies of Nestle.

2.3.3.1 Recruitment and Selection Process

The role of the Recruitment officer entails the responsibility of identifying and attracting highly skilled individuals to join the organization. This is done with the aim of enhancing the overall efficiency of the workforce and ensuring a strong alignment with the organizational culture. The individual who assumes responsibility consistently seeks opportunities to enhance human capital by fostering the inclusion of persons both within and outside of Nestle. When recruiting new employees, Nestle adheres to the following set of steps:

- **Comprehend and Implement:**

When a job vacancy arises, the team leader promptly informs the recruitment officer in the relevant department about the need to commence the hiring procedure. Subsequently, the recruiter commences the assessment of the indispensable skill sets and the particular requirements necessitated for the post. The key responsibilities described above of the team contribute to a comprehensive comprehension of the essential attributes necessary for the selection of a potential staff member.

- **Source & Attract:**

The primary channel through which Nestlé disseminates job opportunities is its official Facebook career page. This page provides interested individuals with comprehensive job descriptions and the requisite requirements, accompanied by a hyperlink to the application form located on Microsoft Forms. In order to effectively communicate with interns and young influencers, Nestlé's recruiters employ university-affiliated employment portals and actively join Facebook groups that are commonly frequented by individuals in this demographic.

- **Screening and Assessing:**

Initially, all applications are subjected to an initial screening process that evaluates them against essential criteria. Subsequently, subsequent to the aforementioned stage, the recruiter proceeds to dispatch an extra document to the primary applicants who have been shortlisted, wherein they solicit the submission of updated curriculum vitae or resumes. Upon receipt of the updated resumes, the recruiter diligently examines and assesses them in order to ascertain which prospects will advance to the Initial Interview stage. The responsible party diligently collects and evaluates pertinent data, making comparisons with

the job descriptions, prior to proceeding to the subsequent phase of the procedure. The recruitment process for the jobs of Area Nutrition Officer (ANO) and Territory Officer (TO) includes an evaluation center phase that precedes the shortlisting for the initial interview.

- **Evaluation and Selection:**

In the initial interview, the recruiter, HR business partner (HRBP), and the immediate supervisor assess the candidates' competencies and compile a shortlist for the final stage of interviews. During the concluding interview, the Human Resource Director and the departmental leader administer interviews to the prospective candidates. In conclusion, the selection process is finalized through the implementation of a comprehensive evaluation of the candidates' capabilities.

- **Placement and Onboarding:**

After the careful selection of the best suitable candidate and the completion of all required paperwork, the onboarding process begins, starting with the candidate's participation in the obligatory orientation course.

2.3.3.2 Compensation System

Nestlé, a well-established multinational corporation recognised for its prominence in the food industry and its provision of nutrition, health, and wellbeing goods, has devised an extensive remuneration framework that surpasses conventional salary and benefits structures, aiming to reward exceptional achievements. Nestlé acknowledges the importance of other elements beyond competitive remuneration in both the recruitment process and the motivation of its employees. The organization prioritizes the cultivation of relationships with line managers and colleagues, recognising the significance of comprehensive acknowledgment, reputation, and the professional growth opportunities afforded to its employees. The pay philosophy of Nestlé is in accordance with its corporate principles, with the objective of promoting the growth and advancement of its workforce. The organization provides a range of development initiatives and approaches, which encompass periodic evaluations from supervisors and line managers, frequently employing methods such as 360-degree assessments. Moreover, Nestlé offers a wide range of advantages to its workforce, which encompass variable remuneration in the form of gifts and incentives, stable

salaries, extensive employee fringe benefits that include allowances for housing, pension and retirement schemes, mobile phones, life and health insurance coverage, transportation, paid time off, unrestricted sick leave, health examinations, parental leave alternatives and complementary product offerings. Additionally, Nestlé's policies encompass a wide range of areas, including car policies, employee relations policies, and flexible and hybrid working policies. These policies serve as evidence of the company's dedication to establishing a work environment that is both supportive and fulfilling, with the aim of optimizing employee value and productivity. Nestlé's unwavering emphasis on the recognition and welfare of its employees highlights its commitment to the retention and cultivation of its invaluable human capital.

2.3.3.3 Training and Development

Nestlé Bangladesh PLC places a high emphasis on the professional growth of its employees, which is facilitated by the implementation of a comprehensive Training & Development framework. Nestlé Bangladesh PLC's overarching worldwide strategy is centered around motivating people to enhance their skill sets and effectively navigate evolving workplace dynamics, hence fostering a strong dedication to employee advancement.

The Training & Learning department of Nestlé Bangladesh PLC is responsible for ensuring that all employees have the necessary skills and knowledge to thrive within the unique organizational culture of the company. The primary objective of these training programmes is to enhance organizational comprehension and foster staff leadership skills.

Nestlé Bangladesh PLC prioritizes the advancement of staff development as part of its overarching commitment. The company actively encourages the improvement of workers' knowledge, skills, and attitudes related to their specific positions. In light of the importance of prior experiences and workplace training, the organization offers a wide array of learning programmes, initiatives, and techniques aimed at augmenting employees' job content. Nestlé Bangladesh PLC implements a range of leadership development initiatives, encompassing various approaches such as 360-degree feedback, enhancement of interpersonal presenting and networking skills, competency-based interviewing abilities, as well as participation in workshops and webinars.

Furthermore, Nestlé Bangladesh PLC provides its global workforce with access to the i-learning portal, a platform that delivers pre-loaded concise training programmes aimed at fostering continuous professional growth. Newly employed individuals are required to complete mandatory training modules offered through the i-Learning platform, ensuring a standardized and thorough onboarding process.

Nestlé Bangladesh PLC employs a customized approach to internal training, wherein courses are specifically created to meet the unique needs of different regions and markets. This practice ensures that the training information remains relevant and has a significant effect. The training initiatives encompass a wide range of behavioral and functional aspects, hence promoting the growth of a flexible and skilled workforce. Nestlé Bangladesh PLC's emphasis on personnel development and learning underscores its dedication to fostering a culture marked by continuous enhancement and outstanding achievement.

2.4 Marketing Practices

Marketing practises refer to the various tactics, techniques, and actions employed by businesses or organisations in order to effectively promote their products, services, or brand with the aim of attracting, engaging, and retaining customers. Marketing practises undergo continuous evolution as a result of shifts in consumer behaviour, advancements in technology, and fluctuations in market trends. In the subsequent section, the study elucidates the principal marketing practises employed by Nestle.

2.4.1 Marketing Strategy

Nestlé Bangladesh PLC implements unique marketing methods in order to maintain its market position within the food and beverage sector. The organization prioritizes serving to many market sectors and formulates unique offers tailored to each specific category. The company has implemented a wide array of items in order to enhance sales and strengthen its market presence across many categories. The product or service under consideration is designed to meet the needs of specific demographic segments, which include criteria such as age, family structure,

socioeconomic status, and job status. Furthermore, they are deliberately prioritizing their consumer base by taking into account their level of loyalty.

2.4.2 Market Segmentation

Nestlé Bangladesh PLC implements a comprehensive market segmentation strategy in order to efficiently cater to its heterogeneous client demographic. The segmentation is primarily determined by the following criteria:

Demographic Segmentation:

Marketing often uses demographic segmentation to divide a market into smaller, separate segments. These elements usually include demographic data and traits. Nestlé provides a diverse array of products that cater to individuals across various age demographics. For example, Nestlé Cerelac and Lactogen are formulated to cater to the dietary requirements of infants and young children between the ages of one month and four years. These products are specifically intended to meet the nutritional needs of this age group. Nestlé incorporates family size as a factor in its market segmentation strategy. Various sizes of Maggi noodle packs are offered to cater to the diverse requirements of households.

Psychographic Segmentation:

Psychological segmentation classifies consumers by their psychological traits, attitudes, beliefs, values, lifestyle, and behaviours rather than their demographics or location. This segmentation strategy harnesses target audience psychology to improve marketing tactics and messages. Nestlé categorizes its products according to the lifestyles and characteristics of its consumers. For instance, Maggi instant noodles and Nescafe 3 in 1 are specifically designed to cater to persons who lead hectic lifestyles and prioritize convenience and efficiency when it comes to their dietary choices. These goods are designed to cater to the preferences of consumers that place a high value on convenience and efficiency when making food-related decisions.

Behavioral Segmentation:

Marketing uses behavioural segmentation to classify consumers by their actions and usage. Behavioural segmentation focuses on customer behaviour and interactions with products, services,

and brands, unlike demographic or psychographic segmentation. Nestlé employs market segmentation strategies by classifying its target demographic based on the unique benefits offered by its goods. Cerelac is promoted as a nutritionally dense option for infants, as it incorporates essential components like rice and milk that are crucial for facilitating the optimal growth and development of children. Moreover, this product provides a diverse range of vitamins, minerals, and essential nutrients, making it a preferred choice for parents and carers who prioritize the well-being and growth of their infants.

In brief, Nestlé Bangladesh PLC strategically utilizes a combination of demographic, psychographic, and behavioral segmentation techniques in order to customize its product offerings to suit the varied preferences and requirements of its target demographic. The implementation of this comprehensive strategy allows Nestlé to efficiently cater to customers of all age groups, family compositions, lifestyles, and dietary needs within the market of Bangladesh.

2.4.3 Target Market

The primary target market of Nestlé consists of persons belonging to a specified socioeconomic class that is in line with the company's overall aims. Nestlé places its primary emphasis on persons who not only place importance on the quality of food but also has the financial resources to acquire food products of high quality. The target audience for this study predominantly comprises middle-class consumers in Bangladesh, who can be identified based on the following set of criteria:

Socioeconomic class : Nestlé predominantly focuses its marketing efforts on consumers who fall within the middle socioeconomic class, a strategic approach that is consistent with the company's overarching mission and objectives.

Income Level: Nestlé's target demographic consists of individuals with a minimum income threshold of 10,000 Taka or above, ensuring their ability to financially support the purchase of Nestlé's high-quality products.

Education: The intended demographic generally exhibits a foundational level of educational attainment, which empowers them to comprehend the significance of quality in their dietary selections and engage in informed decision-making.

Nestlé primarily targets the middle-class demographic in Bangladesh, comprising persons with the financial means to afford premium food items and possessing a basic degree of education. The utilization of this customer profile enables Nestlé to adeptly address the requirements and inclinations of this particular demographic segment within the Bangladeshi market.

2.4.4 Advertising and Promotional Strategies

The fundamental essence of the corporation is encompassed by the statement, "Nestlé is widely regarded as being synonymous with excellence." In Bangladesh, it is widely recognised that Nestlé prioritizes product quality over competitive cost, leading to a deliberate de-emphasis on substantial advertising and marketing endeavors. Nestlé's advertising strategy primarily centers on two fundamental objectives:

- **Informative Advertising:** Informative advertising is a strategic approach employed by Nestlé to effectively communicate valuable information to consumers regarding the benefits and characteristics of their products. This practice is aimed at ensuring that customers are well educated about the offerings of Nestlé.
- **Persuasive Marketing:** Nestlé uses persuasive marketing strategies to foster consumer loyalty and develop trust in its brand, capitalizing on its well-established reputation for providing food goods of exceptional value.

Given Nestlé's already well-established presence in Bangladesh as a respected provider of premium food products, the emphasis on promotional and marketing activities has diminished. However, certain considerations guide Nestlé Bangladesh Ltd. in its advertising efforts, including:

- Nestlé complies with legislation that imposes restrictions on the marketing of infant formula products.
- Selective mass marketing is a strategy commonly employed for the launch of novel items in the marketplace.

- Nestlé has a strategy of product-specific advertising and marketing, wherein the company emphasizes distinct product campaigns to showcase the distinctive attributes and benefits of each individual offering.
- The allocation of PR resources within the company's marketing budget amounts to approximately 15%.

In essence, Nestlé Bangladesh Ltd. places a significant emphasis on its corporate identity, which is rooted in a steadfast dedication to upholding high standards of quality. The company's dedication to this objective is evident in its advertising approach, prioritizing informed and convincing marketing techniques over extensive promotional endeavors. The company's well-established reputation for producing high-quality food goods in Bangladesh enables it to concentrate on targeted and product-specific advertising campaigns, while ensuring compliance with applicable rules and budgetary allocations for promotional activities.

2.5 Operations Management and Information System Practices

Nestlé Bangladesh PLC functions across various geographical regions, each characterized by its unique territorial boundaries. These regions possess one or more distribution centers to facilitate effective delivery of products over the entire nation. The manufacturing facility located in Sreepur, Gazipur, engages in the distribution of goods. Nestle Bangladesh operates with a network of two sophisticated trade distribution agents and a total of 110 distribution locations. Direct Sales Representatives (DSRs) are responsible for the delivery of both wholesale and retail orders. In many cases, wholesalers act as intermediaries by providing goods to retailers. Numerous retailers offer these commodities to consumers. The primary function of the Modern Trade Distribution Centre is to cater to the needs of merchants and redistributors, facilitating the efficient movement of goods. On the other hand, sellers are responsible for the transportation of things to their respective clients.

Nestlé Bangladesh PLC uses various information systems and technology to gather, store, process, and distribute data. The organization uses SAP for data management and Microsoft 360 for office

administration. SharePoint in Microsoft 360 is used to share information with stakeholders and clients, ensuring smooth communication and collaboration.

To ensure quality, scheduling, resource allocation, and operations management, Nestlé Bangladesh PLC uses best practices. Their sophisticated distribution network and use of SAP and Microsoft 360 to optimize operations, assign resources, and manage schedules demonstrate their devotion to quality. These practices demonstrate Nestlé Bangladesh PLC's commitment to quality products and services and effective operations.

2.6 Industry and Competitive Analysis

The examination of industry and competition plays a crucial role as foundational elements in the strategic planning process within the domain of business. The process involves examining and assessing the external business environment, with the objective of understanding the many dynamics, opportunities, and difficulties that a firm faces. This study aims to analyze the competitiveness of Nestlé by utilizing the Five Forces model. Additionally, a SWOT analysis will be undertaken to provide a deeper comprehension of the company's position.

2.6.1 Porter's Five Forces

The framework known as Porter's Five Forces model, which was established by Michael E. Porter, a professor at Harvard Business School, serves as a tool for examining the competitive dynamics present in a given industry. Below the paper is presenting five fundamental forces in evaluating the desirability and competitiveness of Nestle in the FMCG market or industry.



Figure 7: Porter's Five Forces

Threat of New Entrants:

Nestlé Bangladesh PLC's market share, financial needs, and large staff make entering the fast-moving consumer goods (FMCG) business in Bangladesh difficult. New competitors would struggle to match their quality and compete with industry titans. Thus, newcomers pose little threat to Nestlé Bangladesh PLC.

Threat of Substitute Goods:

In the realm of fast-moving consumer goods (FMCG), a diverse range of options exists for products like NIDO milk powder and Nescafé coffee. The accessibility of substitutes for consumers contributes to a significant level of threat. Nevertheless, Nestlé Bangladesh PLC's endeavors to cater to health-conscious consumers serve to alleviate this potential risk, given that these particular clients have a preference for Nestlé products.

Bargaining Power of Suppliers:

Nestlé Bangladesh PLC, being the largest global entity in the food and beverage industry, maintains robust and well-established associations with its suppliers. The dominant market position of Nestlé diminishes the bargaining power of suppliers.

Bargaining Power of Customers:

Consumers within the fast-moving consumer goods (FMCG) market possess a high degree of brand-switching propensity. The negotiating power of customers is significant; nevertheless, Nestlé Bangladesh PLC's strategic emphasis on addressing customer needs through health and wellness initiatives plays a crucial role in customer retention and acquisition.

Competitive Rivalry within the Industry:

Nestlé competes with BRAC Dairy, Arla, Pran Dairy and Foods, New Zealand Dairy, Akij Food and Beverage Ltd. Marketing initiatives and Nestlé's dominance in Bangladesh's food and beverage sector fuel industry competition.

2.6.2 SWOT Analysis

Businesses and organizations use SWOT analysis as a strategic planning tool to evaluate their internal and external environments. The term "SWOT" refers to the four main components of the analysis: strengths, weaknesses, opportunities, and threats. Below the paper is analyzing the four components for Nestlé.



Figure 8 : SWOT

Strength

- Nestlé Bangladesh PLC, in conjunction with the multinational Nestlé corporation, allocates resources towards research and development endeavors aimed at mitigating waste, water use, energy usage, and packaging materials.
- Nestlé Bangladesh PLC is a renowned multinational corporation recognised for its exceptional standards in the production of food and drinks.
- Nestlé Bangladesh PLC maintains robust relationships with suppliers, retailers, partners, and distributors, effectively catering to both urban and rural areas of Bangladesh.

Weakness

- The price strategies and market competitiveness of Nestlé Bangladesh PLC might be influenced by the pricing decisions made by major retailers. The consolidation of many brands inside a single organization presents challenges in effectively optimizing their potential.
- The limited influence of the corporation on raw material pricing may result in increased production costs for its products, hence negatively impacting affordability and cost management.

- Despite the commendable level of product quality, Nestlé Bangladesh PLC faces the challenge of pricing its products at a higher level compared to its competitors. This pricing disparity poses difficulties in retaining consumers who are particularly sensitive to price fluctuations.

Opportunities

- Nestlé Bangladesh PLC has adopted e-commerce as a means to facilitate online purchases of its products, thereby capitalizing on prevailing trends in online consumer behavior.
- The health-consciousness of consumers is leading to a preference for healthier eating options.
- Nestlé Bangladesh PLC has the ability to integrate local social and cultural factors in order to tailor its goods according to the specific preferences of Bangladeshi consumers. The implementation of these focused measures has the potential to yield favorable outcomes for the market share and growth of Bangladesh.
- Nestlé Bangladesh PLC may consider expanding its product offerings in response to the strong local market.

Threats

- Unethical tactics employed by competing companies in the industry include dishonest marketing, substandard product quality, bribery of retailers, manipulative packaging, and the spread of false information.

2.7 Summary and Conclusions

Nestlé Bangladesh PLC is a well-established entity within the food and beverage sector, recognised for its extensive assortment of premium offerings. The company has established a robust reputation and garnered brand trust from consumers on a global scale. Nestlé Bangladesh has positioned itself as a prominent market participant through its extensive distribution network, proficient research and development capabilities, and strategic collaborations with esteemed brands.

Nestlé Bangladesh encounters certain obstacles pertaining to its organizational structure and storage capabilities, despite possessing notable benefits such as its brand reputation and extensive distribution network. The diversification strategy employed by the corporation may result in protracted decision-making procedures, while certain products are offered at a premium compared to rival offerings.

Nevertheless, Nestlé Bangladesh possesses favorable prospects for addressing the needs of health-conscious individuals, capitalizing on the market need for convenient tea and coffee beverages, and augmenting its online commercial activities. Furthermore, the improvement of its market position can be achieved by addressing concerns such as the gray market and unethical practices exhibited by competitors.

In brief, Nestlé Bangladesh PLC is a highly regarded corporate entity that possesses potential for advancement and market extension, contingent upon the astute management of its vulnerabilities and the effective utilization of its assets.

2.8 Recommendations

It is suggested that Nestlé Bangladesh PLC should prioritize the development of inventive marketing techniques in order to augment the brand awareness of its recently introduced items within the market. This may encompass strategic marketing initiatives such as focused campaigns, endorsements, or innovative advertising strategies that effectively connect with the specific preferences and characteristics of the local consumer demographic. Furthermore, it is advisable for Nestlé to contemplate the implementation of novel product portfolios in Bangladesh that have demonstrated triumph on a global scale, such as ice cream and pet food. The proposed expansion would not only enhance the company's product portfolio but also enable it to access untapped market segments that are presently experiencing a lack of adequate service provision. By utilizing these suggestions, Nestlé Bangladesh has the potential to enhance its market standing and promote sustainable expansion.

Chapter 3: An In-Depth strategic Insight into the Talent Selection Framework at Nestle Bangladesh PLC

3.1 Introduction

This chapter analyses the framework that Nestle Bangladesh PLC uses, diving into its most important components, methods, and practises from the perspective of academics. The conclusion of the paper will consist of the findings, which will be used to inform recommendations for areas that require improvement.

3.1.1 Literature review

The topic of talent selection in organizations has received considerable attention in current literature on human resource management. This is because talent selection plays a crucial role in securing talented and diverse individuals for the organization. The purpose of this literature review is to examine the fundamental principles associated with the talent selection framework, utilizing insights derived from a range of scholarly articles and research investigations.

The alignment of an organization's strategic goals with talent acquisition strategies necessitates the incorporation of effective workforce planning and talent forecasting (Cotten & IBM Centre for the Business of Government, 2007). In order to adopt a proactive stance towards talent identification, it is emphasized in research that it is crucial to have a comprehensive grasp of an organization's present and future talent needs (Rasmussen & Ulrich, 2015).

In the context of corporate recruitment, it is imperative to provide impartial job descriptions and qualifications in order to foster diversity and inclusivity. Academic scholars place significant emphasis on the utilization of inclusive language and the eradication of gender and ethical biases within job descriptions (Hays-Thomas, 2022).

Sourcing tactics refer to a range of procedures and techniques employed by organizations to effectively find and attract prospective individuals for job openings (Barber & Roehling, 1993). Numerous academics have underscored the importance of employing varied sourcing tactics in

order to recruit a wide-ranging and inclusive pool of candidates. Conventional approaches, such as the utilization of company websites for job advertisements and employee referrals, have demonstrated efficacy. However, these methods may inadvertently restrict diversity by heavily depending on preexisting networks and established channels. Contemporary methodologies prioritize the broadening of the applicant pool by means of digital platforms, social media, and collaborations with a wide range of organizations.

Competency-based interviews, alternatively referred to as behavioral interviews, prioritize the evaluation of candidates' distinct competences, skills, and behaviors by analyzing their previous experiences and situational instances (Campion et al., 1988). Moreover, the primary objective of these interviews is to forecast prospective work performance by examining how candidates have exhibited essential competencies in their prior positions. Furthermore, interviewers can acquire significant insights into applicants' application of relevant competencies in real-world circumstances by requesting them to elucidate specific situations, actions, and consequences. This particular methodology serves to augment the credibility and dependability of the picking procedure.

The metric usually known as "time-to-fill" is widely recognised within the realm of recruitment as a gauge of operational effectiveness. The term "time-to-fill" refers to the period of time that elapses between the moment a job is posted to the point at which a candidate accepts the job offer (Lawler III et al., 2004). Moreover, performance appraisals have emerged as essential tools for assessing the quality of newly hired individuals. These indicators align with established benchmarks and offer valuable insights into the recruitment process, allowing organizations to enhance their strategy.

Ejiogu et al. (2011) observed that while recruitment practices have prioritized gender diversity, there is a need to enhance endeavors in monitoring diversity. In order to promote diversity and equity throughout the workforce, it is crucial to consider factors beyond gender, including race and religion. This specific methodology ensures a comprehensive evaluation of diversity, facilitating better informed decision-making in the recruitment process.

According to Campion et al. (1988), the importance of providing sufficient training to interviewers cannot be overstated as it plays a critical role in ensuring fairness and validity in the evaluation of candidates. The significance of interviewers lies in their crucial role in assessing the credentials and appropriateness of candidates for an organization. However, the author suggested that the implementation of ongoing and repetitive training has the potential to enhance the abilities of interviewers. Regular training updates can provide interviewers with the necessary means to stay abreast of current approaches, minimize any biases, and maintain consistency throughout the review process.

3.1.2 Objective(s)

Broad Objective:

The broad objective of this study is to conduct a comprehensive strategic analysis of the Talent Selection Framework implemented by Nestle Bangladesh PLC. This analysis will involve a detailed investigation of the framework's many components, procedures, and practices.

Specific Objectives:

- To evaluate the talent requirements and vacancy identification strategies of the organization in relation to its strategic objectives.
- To analyze the methods used to create objective job descriptions and qualifications that promote diversity and inclusivity in the recruitment process.
- To assess different sourcing options for attracting a diverse pool of applicants, which is the initial stage of the framework.
- To analyze the process of assessing the efficacy of recruitment and selection, and to explore whether Nestle provides any training for individuals conducting interviews.

3.1.3 Significance

The primary aim of this study is to have a comprehensive understanding of the talent selection system utilized by Nestle Bangladesh PLC. The primary emphasis of this strategy centers on the identification of specific talent requirements, the formulation of thorough job descriptions, the

establishment of efficient sourcing strategies, the evaluation and assessment of candidates, and other essential components of the selection process. The present investigation aims to furnish Nestle with valuable insights into the effectiveness of its strategic approaches to recruiting and selection. Furthermore, the objective of this study is to offer stakeholders with pragmatic suggestions for enhancing these protocols and fostering heightened engagement. Furthermore, it enables the discernment of innovative avenues for pertinent research within the institution. Furthermore, it is imperative for small-scale startups and similar firms to possess a thorough comprehension of crucial aspects of the recruitment process in order to reap benefits..

3.2 Methodology

The research project entitled "A Comprehensive Analysis of the Talent Selection Framework at Nestle Bangladesh PLC" will employ a research methodology that integrates both primary and secondary data collection methods. The objective of this technique is to obtain a thorough comprehension of the talent selection framework. To achieve this objective, the following research approaches will be utilized:

The collection of primary data will involve conducting interviews with key stakeholders, such as HR personnel, interviewers, line managers, and hired candidates. The Snowball Technique will be utilized to ascertain and establish contact with prospective interviewers who hold significant expertise in the talent selection framework. The research methodology will involve the use of semi-structured interviews to promote comprehensive and in-depth conversations. These interviews will consist of roughly 21 questions that encompass a combination of open-ended and closed-ended inquiries. The interviews conducted will function as a major means of obtaining valuable insights on the talent selection practices implemented at Nestle Bangladesh PLC.

The secondary data will be obtained from reliable and credible sources, such as academic journals, industry reports, company papers, and scholarly publications. The incorporation of these additional sources will be of utmost importance in strengthening the findings of the study and offering a more comprehensive structure for the research, thus augmenting the overall level of understanding.

The research methodology will employ a triangulation approach to integrate findings obtained from primary interviews and secondary data sources. The objective of this strategy is to improve the dependability and credibility of the study outcomes through the utilization of information gathered from many sources.

The study will be carried out in accordance with rigorous ethical protocols. In order to uphold ethical standards during the data collection process, all participants will be required to provide informed consent. Additionally, measures will be used to guarantee the confidentiality of their responses, thereby safeguarding their privacy.

Taking into account potential limitations, this study will examine many issues like limited access to specific information, availability of interviewees, and the potential for response biases. These considerations aim to promote transparency and integrity in the reporting of findings.

In summary, the approach presented will serve as a strong foundation for gathering and analyzing data, allowing the research to obtain complete and strategic insights into the talent selection framework at Nestle Bangladesh PLC. The study seeks to offer significant recommendations for improving the organization's talent selection practices by utilizing primary and secondary data sources.

3.3 Overview of Talent Selection Framework

Nestle employs a unique strategy for assessing applicants, opting to forgo the utilization of third-party software solutions and instead relying on an internally developed screening system. The recruitment procedure for any remunerated position at Nestle involves multiple standardized phases. The first step involves conducting an initial screening of applications, prioritizing the evaluation of essential characteristics. Subsequently, the evaluation is broadened to encompass the open-ended responses provided by individuals who have successfully cleared the initial screening process. The subsequent stage of refinement involves soliciting updated resumes from individuals who have been identified as filtered and initially qualified candidates. A thorough screening process is thereafter carried out, requiring the hiring officer to grant approval for the candidates

who have been shortlisted. This collaboration involves the hiring officer working with the immediate Line Manager of the vacant post to evaluate the extent to which the candidates' skill sets correspond with the necessary duties. The hiring procedure advances through an Initial Competency-Based interview, leading up in a concluding interview.

In the context of specialized positions such as the Area Nutrition Officer and Territory Officer at Nestle, an additional phase has been implemented, which involves the inclusion of an Assessment Centre prior to the Initial interview round. In contrast, Nestle utilizes an aptitude test to evaluate applicants for bulk applications beyond the initial screening step. Candidates who get high results on this evaluation are then sent invitations for an initial interview.

In the context of Nestle's campus ambassador programmes, particularly the 'Youth Influencers' initiative aimed at enhancing employer branding and classified as unpaid youth initiatives, an alternative process is employed. Resumes are initially gathered via a Google form that includes compulsory open-ended inquiries. Following a thorough examination of the replies and resumes, candidates who have been selected for further consideration are provided with the chance to come up with a three-minute introductory video presentation. The comprehensive examination of the video content assists the hiring officer in the process of selecting candidates who advance to the final stage of the interview.

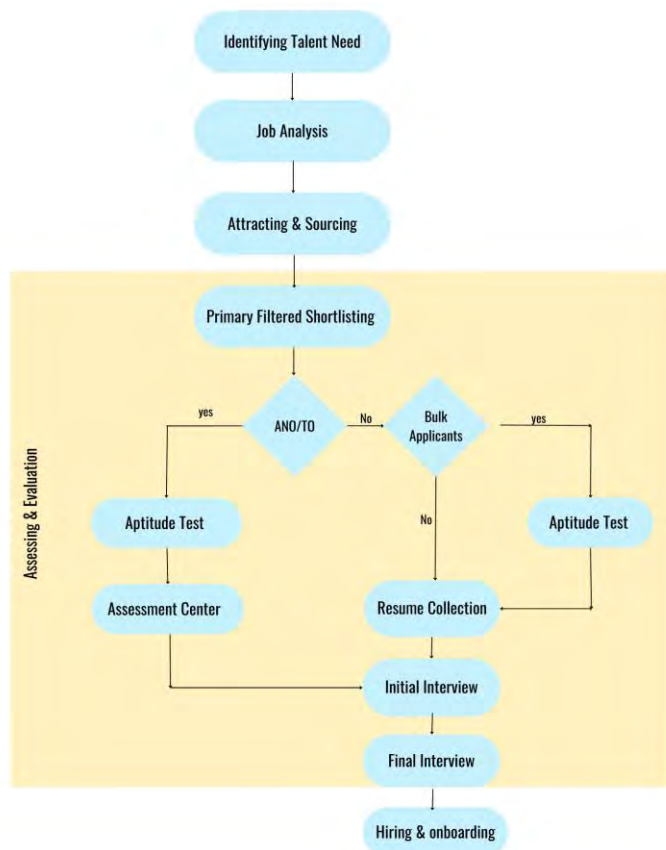


Figure 9: Nestle's Talent Selection Framework

3.3.1 Identifying Talent Need and Vacancies

Nestle Bangladesh PLC adopts a proactive and strategic methodology in order to identify talent requirements and vacancies within the organization. This strategy is in line with current human resources literature on effective practices for talent acquisition. An essential component of this methodology involves the establishment and upkeep of a thorough employee database, encompassing complete details such as contract termination dates and retirement dates for every employee. The utilization of this database is a significant asset in the anticipation of future job openings, aligning with the scholarly literature's focus on employing data-driven approaches in human resources management (Becker & Huselid, 2006). Also, Scholarly research emphasizes the significance of predictive analytics and workforce planning as crucial instruments for organizations to effectively align their staff with their talent requirements (Rasmussen & Ulrich, 2015).

Furthermore, the HR team at Nestle Bangladesh PLC cultivates a corporate culture that promotes open and proactive communication. When an employee informs the Human Resources department of their intention to quit, the recruiting officer swiftly initiates communication with the appropriate Line Manager or department head to ensure that there is congruence between the resignation and the requirement for a qualified replacement. The prompt demonstrates a prompt and efficient response that aligns with established principles in the recruitment, retention, and replacement of employees. The aforementioned methodology aligns with scientific literature that emphasizes the significance of agile human resources methods in efficiently addressing talent shortages (Krieger & Neil, 2016). The HR team's endorsement of the collaborative approach is consistent with the existing research that emphasizes the importance of HR in promoting a culture of ongoing learning and adaptability (LaMarsh, 2004).

In addition, the human resources (HR) team constantly prioritizes organizational goals in their evaluations when handling open roles. The alignment of strategies with Nestle Bangladesh PLC's purpose and vision is in line with the existing body of strategic HR literature, which highlights the importance of HR aligning with business strategy to effectively achieve organizational goals

(Ulrich & Dulebohn, 2015). According to Schuler and Jackson (1987), talent acquisition tactics tend to be intricately connected to the overarching mission and vision of an organization.

3.3.2 Unbiased Job Descriptions and Requirements

Nestle Bangladesh PLC has a strong commitment to fostering diversity and inclusion within their workforce by diligently formulating impartial job descriptions and qualifications. One notable approach that they utilize involves the incorporation of inclusive language in job advertisements, as well as within the job descriptions itself. This methodology fosters the participation of applicants from all backgrounds, adhering to the principles of advancing a more inclusive labor force (Su-Keene, 2017).

Furthermore, Nestle prioritizes the eradication of gender and ethical biases in job descriptions and job advertisement write-ups. They accomplish this objective by ensuring that their language is completely gender-neutral, abstaining from using any terminology or phrases that could unintentionally discourage specific groups of candidates. The adoption of this practice aligns with the scholarly suggestion that organizations should endeavor to utilize inclusive language in order to enhance their ability to recruit a more diverse range of potential candidates (Hays-Thomas, 2022).

Nestle's approach to job descriptions is distinguished by its emphasis on talents and qualifications, prioritizing them over inflexible prerequisites. The aforementioned approach is consistent with scholarly literature that supports the use of a skills-oriented methodology in the hiring process. This approach facilitates a comprehensive assessment of candidates' capabilities, hence promoting inclusivity (Tinsley-Hix & Sauer, 2021).

In addition, Nestle proactively solicits input from managers with diverse functional backgrounds during the process of job description formulation. The utilization of a collaborative method facilitates the identification and resolution of potential sources of bias in the language employed, guaranteeing that job descriptions are characterized by a minimal degree of bias. The significance

of incorporating diverse review panels and cross-functional participation in job descriptions to mitigate inadvertent prejudice has been underscored by scholars (Cox & Blake, 1991).

3.3.3 Sourcing Strategy

Nestle Bangladesh PLC implements a comprehensive methodology to acquire candidates for available roles, employing a range of techniques and channels to effectively attract a wide pool of talent which is known as sourcing strategies. One notable approach is via Nestle's online job posting platform, specifically the Nestle Career Facebook page. The act of advertising job vacancies on social media platforms is in accordance with current recruitment patterns (Chhabra & Ahuja, 2018). Furthermore, Nestle engages in partnerships with several institutions' job posting portals, thereby enabling access to a vast pool of recent graduates and students who are actively pursuing employment prospects.

Another approach entails active involvement in university employment fairs, wherein Nestle officials actively interact with prospective individuals. Campus-based recruitment at various educational institutions is seen as a beneficial strategy for fostering diversity and inclusion (Cox & Blake, 1991). However, its implementation poses difficulties due to the considerable allocation of resources and time required.

A constraint within Nestle's sourcing approach arises from the company's inability to openly advertise job openings on LinkedIn's job platform, which is attributed to global regulatory constraints. However, the organization addresses this constraint by promoting the practise of hiring officials and employees sharing job postings on their own LinkedIn pages.

3.3.4 Assessing and Evaluation

Nestle Bangladesh PLC employs a methodical approach in the evaluation and assessment of candidates for open jobs, utilizing a combination of competency-based interviews and assessment center procedures. During competency-based interviews, individuals who have received training in their respective roles conduct structured interviews with candidates. The utilization of this

methodology is in accordance with established standards, as competency-based interviews gained significant recognition for their efficacy in forecasting work performance (Huffcutt et al., 2001).

During the course of these interviews, Nestle places significant emphasis on a behavioral approach, whereby candidates are encouraged to substantiate their skill sets and competences by providing concrete instances from their previous experiences. The aforementioned technique aligns with the concept of behavioral interviews, which aim to assess applicants' previous actions as a predictor of their future performance (Peregrin, 2014).

In certain instances, Nestle takes further measures by implementing evaluation centers. These centers encompass a variety of activities, including aptitude tests, focus group talks, and case study presentations. Assessment centers are widely recognised for their capacity to offer a thorough assessment of candidates' competencies and capabilities.

Nestle prioritizes the principles of fairness and impartiality in their assessment procedures. Precautionary measures are implemented to ensure the development of surveys that are free from bias. Nevertheless, it is important to acknowledge a potential limitation in their technique, since certain questions included in their aptitude tests may lack relevance to the particular job role, thereby accidentally introducing bias into the process of shortlisting candidates.

3.3.5 Measuring the success of the recruitment and selection

Nestle Bangladesh PLC utilizes a comprehensive strategy to evaluate the effectiveness of its recruiting and selection procedures, with a focus on their alignment with organizational objectives and the facilitation of diversity and inclusivity. A primary indicator employed by organizations is the Time-to-Fill, which quantifies the mean duration required to occupy a vacant post, encompassing the entire recruitment process from its commencement to the candidate's acceptance of the offer. According to Carlson (2003), this indicator aids in evaluating the efficacy of the recruitment process.

Nestle utilizes Line Managers as evaluators to assess the tangible job performance and alignment of newly hired individuals in order to measure the Quality of Hire. This approach is in accordance with established standards, as Line Managers possess the necessary qualifications to assess employees' performance in their respective roles.

Furthermore, Nestle places significant importance on the perspectives and insights of recently recruited personnel, actively seeking their advice on various aspects such as their job responsibilities, the overall work atmosphere, and their interactions with Line Managers. The feedback method outlined in this research provides valuable insights about the candidate's experience and the effectiveness of the selection procedure (Rynes et al., 2007).

The organization additionally analyzes the Retention Rate of recently recruited employees within a specified timeframe in order to evaluate the efficacy of the selection process in identifying applicants who are inclined to remain employed by the company. High retention rates can indicate that candidates are a good fit for Nestle.

In order to promote diversity and inclusivity, Nestle actively monitors the Gender Ratio during its recruitment endeavors. Nevertheless, it is crucial to acknowledge that centering exclusively on gender might not comprehensively include the concept of diversity. The organization understands the aforementioned constraint and recognises the imperative to broaden its diversity measures by incorporating additional dimensions, such as ethnicity and religion.

3.3.6 Candidate Experience

Nestle Bangladesh PLC prioritizes the establishment of a favorable and interactive candidate experience during its recruitment procedures. Clear and engaging communication is a fundamental strategy that is utilized. The aforementioned methodology is consistent with scholarly literature that emphasizes the significance of effective communication in improving the overall candidate experience (Hausknecht et al., 2004). Nestle endeavors to provide comprehensive information to candidates regarding the job position, the recruitment procedure, and the organizational culture and values, so establishing unambiguous expectations from the very beginning.

After the process of selecting potential candidates, Nestle proceeds to obtain agreement from such individuals in order to schedule interviews. This demonstrates Nestle's commitment to honoring candidates' preferences and availability, thereby fostering an atmosphere of transparent and effective communication. The adoption of a proactive communication approach demonstrates the utilization of recommended strategies for engaging candidates (Krieger & Neil, 2016). In addition, the organization exhibits a rapid and comprehensive responsiveness to candidates' enquiries, ensuring that candidates are equipped with the requisite knowledge to make well-informed decisions regarding their application.

Nestle places a strong emphasis on personalisation by customizing communication to suit the individual needs and preferences of each candidate. The act of addressing candidates by their names and recognising their distinct qualifications and experiences contributes to establishing a personalized and favorable impression.

Ensuring transparency throughout the recruitment process is an integral aspect of Nestle's approach. Nestle effectively mitigates uncertainty and concern among candidates by furnishing them with comprehensive details pertaining to the selection process, associated timescales, and anticipated subsequent stages.

Finally, Nestle guarantees its accessibility to support candidates throughout the entirety of the procedure. Demonstrating responsiveness and accessibility towards applicants' inquiries or apprehensions signifies a dedication to honoring candidates' time and engagement.

3.3.7 Training for Interviewers

Nestle Bangladesh PLC prioritizes the training of its interviewers to ensure the execution of interviews that are both effective and equitable. A crucial element of their training programme entails the utilization of Competency-Based Interviews. This assertion is consistent with prior studies indicating that structured interviews, specifically competency-based interviews, exhibit greater predictive validity in relation to job performance (Campion et al., 1994).

During these training sessions, Nestle places emphasis on certain crucial areas. First and foremost, the organization places a high priority on the implementation of Unconscious Bias Awareness training. This aligns with established methodologies, as scholarly literature has demonstrated that interviewers' assessments and choices throughout the recruitment procedure might be influenced by unconscious biases (Hyder & Becker, 2022).

Additionally, Nestle offers training programmes focused on enhancing Questioning Skills, with a particular emphasis on the significance of utilizing open-ended and behavior-based inquiries. The training programme also incorporates a module on Active Listening, a critical skill for interviewers to successfully connect with candidates and comprehend their responses.

Moreover, the dedication of Nestle to fostering Diversity and Inclusion is clearly demonstrated by its comprehensive training programme. The act of informing interviewers about the significance of diversity and inclusion is in accordance with the organization's core principles and serves to foster equity within the selection process (Cox & Blake, 1991).

Moreover, the incorporation of Mock Interviews and Feedback activities within the training programme provides interviewers with the opportunity to engage in practical exercises that simulate real-time interview scenarios, enabling them to refine their interviewing abilities. Furthermore, this component of the training allows interviewers to obtain valuable constructive feedback, which aids in their professional development. According to De Stobbeleir et al. (2011), the implementation of this pragmatic methodology has the potential to augment the proficiency and self-assurance of interviewers.

3.4 Findings & Analysis

The processes and procedures that Nestle Bangladesh PLC uses for selecting top talent exhibit a high degree of congruence with the most recent research in the field of human resources. In the context of this framework, the organization's dedication to utilizing data-driven decision-making, timely addressing employee turnover, employing collaborative techniques, and aligning their goals with organizational objectives aligns well with the suggested best practices in talent selection

strategies. In addition, the organization's goals are aligned with those of the organization. In addition, the organization uses a framework for talent selection that attempts to encourage objectivity in job descriptions and requirements. This framework incorporates inclusive language, gender and ethical neutrality, an emphasis on abilities, and collaborative input from managers across a variety of departments. This strategy is in line with the most recent research and industry standards, both of which seek to improve the degree to which the talent selection process is diverse and inclusive.

On the other hand, the framework reveals a number of limitations in the sourcing strategies that are used, despite the fact that these are diverse and compatible with modern recruitment practices. The organization searches for and engages prospective applicants through a variety of channels, including as job fairs, college portals, the Facebook career page, and Facebook job posting groups, among other locations. In spite of this, the company does not yet have a presence on Instagram, and the Nestle international LinkedIn page has several restrictions that make it difficult to use. These factors may make it more difficult for the company to increase the number of people they are considering hiring. Significantly, their sourcing strategy places less of an emphasis on deliberately drawing people from a variety of different backgrounds. This is because it does not contain any specific initiatives to engage with underrepresented groups and instead primarily relies on the utilization of vocabulary that is objective and gender-neutral. The framework also places an emphasis on the relative insufficiency of the sourcing strategies that are related to on-campus recruitment. This is especially the case due to the potential limits in planning, human resources, and time. Implementing a comprehensive on-campus strategy, on the other hand, has the potential to considerably improve candidate outreach efforts and strengthen employer branding campaigns within the framework of talent selection. This is because of the comprehensive nature of the approach.

In addition, candidates for open positions at Nestle Bangladesh PLC are evaluated using a thorough talent selection process that is a mix of competency-based interviews and assessment center procedures. This allows the company to identify the most qualified applicants. Candidates' skills and abilities are put to the test during competency-based interviews, which follow a structured pattern of questioning and are conducted by knowledgeable people. The purpose of these

interviews is to conduct an accurate evaluation of candidates' skills and abilities. These interviews are conducted in accordance with industry standards, which are highly acknowledged for their capacity to reliably predict future work performance. During the course of these interviews, the framework places a significant emphasis on adopting a behavioral approach. This means that candidates are urged to present concrete examples from their previous experiences in order to support their qualifications. In addition, the framework places a considerable emphasis on adopting a behavioral approach. This strategy is consistent with the well-established concept of behavioral interviewing. In addition, the process of selecting candidates for open positions often involves the use of assessment centers. These facilities are designed to carry out a comprehensive evaluation of candidates by having them participate in a variety of activities, such as aptitude tests, discussions in focus groups, and presentations of case studies.

However, it is vital to acknowledge a potential constraint in their evaluation approach. This constraint is one in which specific inquiries within aptitude exams may not consistently link with the particular work position, which can lead to bias in the process of picking candidates. Recognising this constraint is crucial.

A thorough strategy is utilized by Nestle Bangladesh PLC in order to evaluate the efficiency of its recruiting and selection processes. A substantial amount of weight is placed on the degree to which these processes are aligned with the organization's aims and the degree to which they promote diversity and inclusivity. The framework makes use of a variety of measurements, such as time-to-fill, feedback mechanisms, analysis of retention rate, and monitoring of the gender ratio, when conducting an evaluation of how well recruitment and selection efforts are being carried out. The commendable efforts that Nestle is making to promote diversity and inclusion may be seen in the company's use of gender-neutral language and the inclusion of inclusive language in job descriptions. These steps demonstrate their commitment to placing a higher priority on skills and credentials than on rigid prerequisites, aligning themselves with skills-based recruiting techniques, and ultimately encouraging diversity. Nevertheless, in spite of the fact that they make painstaking efforts to keep track of the gender ratio, there is a glaring absence of in-depth debate with regard to other aspects of diversity. These aspects include, but are not limited to, racial composition, age,

physical ability, and cultural heritage. It is regarded as absolutely necessary to acknowledge this shortcoming and expand diversity initiatives so that they include these components.

The development of a stimulating and interactive experience for job candidates is a top priority for Nestle Bangladesh PLC. This experience is distinguished by communication that is both powerful and compelling. The strategy entails presenting candidates with substantial information regarding job prospects, the recruiting process, and the culture of the organization. This helps to establish clear expectations from the very beginning of the process. By aggressively seeking candidates' agreement before scheduling interviews, Nestle demonstrates its commitment to transparency and proactive communication. Personalization remains an essential component, as seen by the custom of addressing candidates by their given names and recognising the distinctive qualifications held by each individual candidate. Because full information is given regarding the selection process, important deadlines, and following phases, strict adherence to the principle of transparency is maintained at all times. The unyielding commitment that Nestle has shown to ensuring that candidates are assisted in a manner that is both accessible and responsive at all stages of the application process has eventually led to an improvement in the quality of the candidate experience as a whole.

3.5 Summary and Conclusions

The talent selection framework of Nestle Bangladesh PLC is established upon a fundamental basis of core values that prioritize quality, responsibility, and sustainability. The strategy employed by the organization places emphasis on various crucial elements, such as the identification of talent requirements, the development of unbiased and transparent job descriptions, the implementation of strategic sourcing strategies, the implementation of thorough applicant assessments, and a continuous dedication to enhancing performance. This framework ensures that the personnel who are chosen not only possess the requisite qualifications but also demonstrate alignment with Nestle's values and culture.

The talent selection method employed by Nestle integrates data-driven decision-making strategies to effectively manage staff attrition, promote cooperation, and ensure alignment between individual ambitions and organizational objectives. The significance of impartial job descriptions and gender-neutral wording is underscored, indicating a commitment to equity and inclusiveness. Nestle demonstrates an active effort to attract candidates from varied backgrounds; yet, certain restrictions within their sourcing processes may impede the recruitment of a more diverse candidate pool.

One constraint pertains to their sourcing strategies, which may not comprehensively embrace all accessible options for engaging a diverse pool of individuals. Furthermore, their endeavors to foster inclusivity predominantly center on gender, with comparatively less emphasis placed on other facets such as ethnicity, age, handicap, and cultural heritage. Notwithstanding these constraints, the talent selection framework of Nestle Bangladesh PLC stays firmly grounded in their fundamental principles and is consistently adapting to address the changing requirements of the organization and the wider objectives of inclusiveness and sustainability.

3.6 Recommendations

Nestle Bangladesh PLC will be able to further improve its talent selection framework by putting these recommendations into action. This will ensure that the framework continues to be aligned with the company's values and objectives while also fostering diversity, inclusivity, and continued excellence in talent acquisition.

- Create inclusiveness metrics to track underrepresented groups throughout the selection process. This will identify areas for diversity improvement.
- Review aptitude tests to ensure they match employment requirements. To reduce prejudice, make sure that exams' questions match the abilities and competencies needed for the jobs.
- Diversify sourcing channels to reach more prospects. Consider using Instagram to engage with candidates, especially younger ones. Optimize LinkedIn for outreach and candidate pool growth.
- Diversity and inclusion should go beyond gender diversity. Develop programmes to recruit candidates from diverse ethnicities, age groups, disabilities, and cultures. Make sure your talent selection framework matches Bangladesh's workforce diversity.
- Develop a comprehensive on-campus recruitment plan. Participate at career fairs and educational institutions to engage students and future employees. This might boost your employer brand and attract new hires.

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Appendix

Questionnaire

1. Could you give a summary of Nestle Bangladesh PLC's Talent Selection Framework?
2. What are the main aims and purposes of the organization's Talent Selection Framework?
3. In what ways does the Talent Selection Framework support Nestle Bangladesh PLC's overarching strategic objectives?
4. How does Nestle Bangladesh PLC determine the skills it needs to fill open positions inside the company?
5. What approaches and techniques are used to find and draw in possible candidates?
6. Could you explain how candidates are evaluated and chosen for different roles within the organisation?
7. How is diversity and inclusion in the hiring process given priority by Nestle Bangladesh PLC's Talent Selection Framework?
8. Is there a particular programme or approach designed to draw and keep a diverse staff?
9. How is the efficacy of the organization's Talent Selection Framework measured?
10. Does the effectiveness of the hiring process have any performance indicators or feedback systems in place?
11. How frequently is the framework evaluated and modified to reflect changing market conditions and company requirements?
12. What actions are done to ensure that candidates have a favourable experience at every stage of the hiring process?
13. How does Nestle Bangladesh PLC interact with prospective employees and keep them interested in the business?
14. Which techniques or resources are used to draw in a varied group of applicants?
15. Where does Nestle Bangladesh PLC normally promote or post job openings?
16. Are certain platforms or channels employed to connect with a wide variety of candidates?
17. Are interviewers given any special instructions or training to help them avoid prejudice while evaluating candidates?
18. Does Nestle Bangladesh PLC get candidate feedback regarding their hiring process? If so, how is the hiring process improved by using this feedback?

19. How frequently is the hiring framework examined and modified to conform to the changing objectives of diversity and inclusion?
20. How pleased are you with the efforts being made by the present recruitment framework to maintain a diverse and inclusive workforce, on a scale of 1 to 5 (1 being extremely unsatisfied and 5 being very satisfied)?
21. Would you want to offer any more details or recommendations on Nestle Bangladesh PLC's diversity and inclusion policies and recruitment framework?