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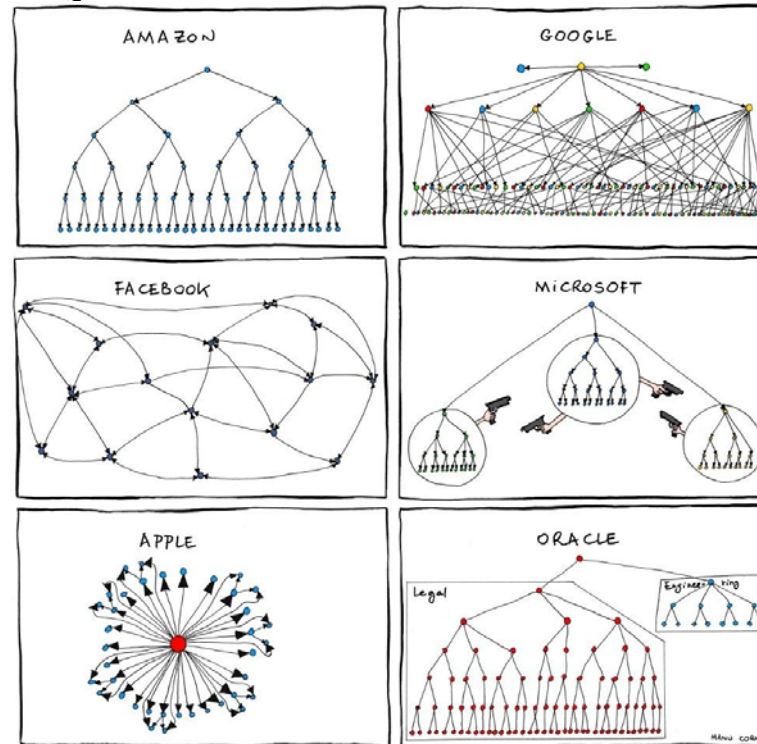
Talent Management & Big Data:
About Early Birdies and Old School Stars

Business is the starting point - not technology / tools help to collect+merge+structure+analyse Data

BUT key question Why we use this tool? Specific business needs, tool matches / support consulting + right choices of tools
Outcome oriented approach
Global Big Data analytics not always needed
Labor law / data protection issue legal / esp. SME can/should effort focused data analytics
SME wins against MNCs with smart big data analytics in some areas

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Progressive new role definition in IT, analytics and business decision making

Challenge in a nutshell for many organizations: Interlinking skills of Analytics, IT and Business decision making. Connecting – knowing and understanding your future talent needs now. To find top translators with the ability to analyze, distill and clearly communicate information of the greatest potential value.

Ready for more dm-speed + Workflow-Intensity ⟶ **Requirements: flexible + fast dm-process implemented more specific dm-authority in all functional levels (low, middle and high)**

Bridge builder ⟶ **Head of analytics or CDO (CHIEF DATA OFFICER) = Enabler of Heteromation**

Design & Execution of the overall data and analytic strategy

Provides link across IT, analytics and business

Under his subordination:

Data scientists

Ensure great models and algorithms to support internal customers

Analytic consultants

Have strong understanding of statistics and analytics to improve business decisions

Data strategists

Safe future data requirements and delivery road map are robust and complete

# Better Smart (Big) Data = Better informed action in HRM - decision-making (dm) - process in real time

Implementing people analytics
still a lot of room for improvement / maneuver

HR self starters needed
Data affinity to be raced in HR basics: T&D for HR in Data Analytics

Transparency in processes value added people analytics business impact
and responsibility race **for HRM needed**
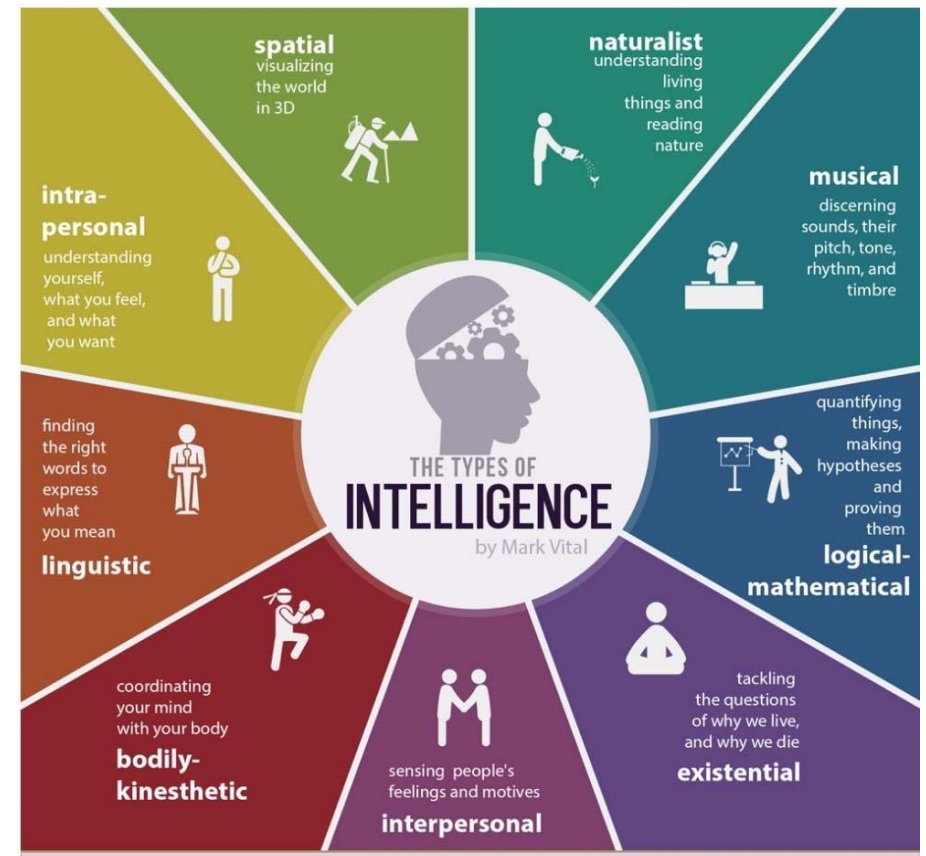
Role of HR-Department pushing / pushed by CEO/CCO/CFO and CDO

User cases: Talent attraction plus selection = combined data = smart sourcing best matching
personality / age / career level / sex / time in position / distance to working place

War of talents - Big Data part of the solution

Data Driven Management Chance for **Applicant = Clients = changing perception**
Candidate Experience = Client experience

Q1: How many applicants you had in 2014?
Q2: Your feedback in percent?
Q3: What were the reasons for a rejection? Did you document it?
Q4: How many immediately told you no?
Q5: How many applicants came from internal recommendation?
Q6: How many still work for you?

Other user cases:
Brand management
retention&successor - programs
social media analytics= perception of the company in digital world
analytics home office possible workflow capacity flexible work place

HR willing to change plus act empowerment needed by Top management competency gaps
Data analytics / statistics / knowledge transfer issues: Weak in technology / unified knowledge based
management - deeper analytics needed = algorithm can more and more win the race against people skills / IT -
Infrastructure needed in real market + plus company organization connected in HR context connector HR IT
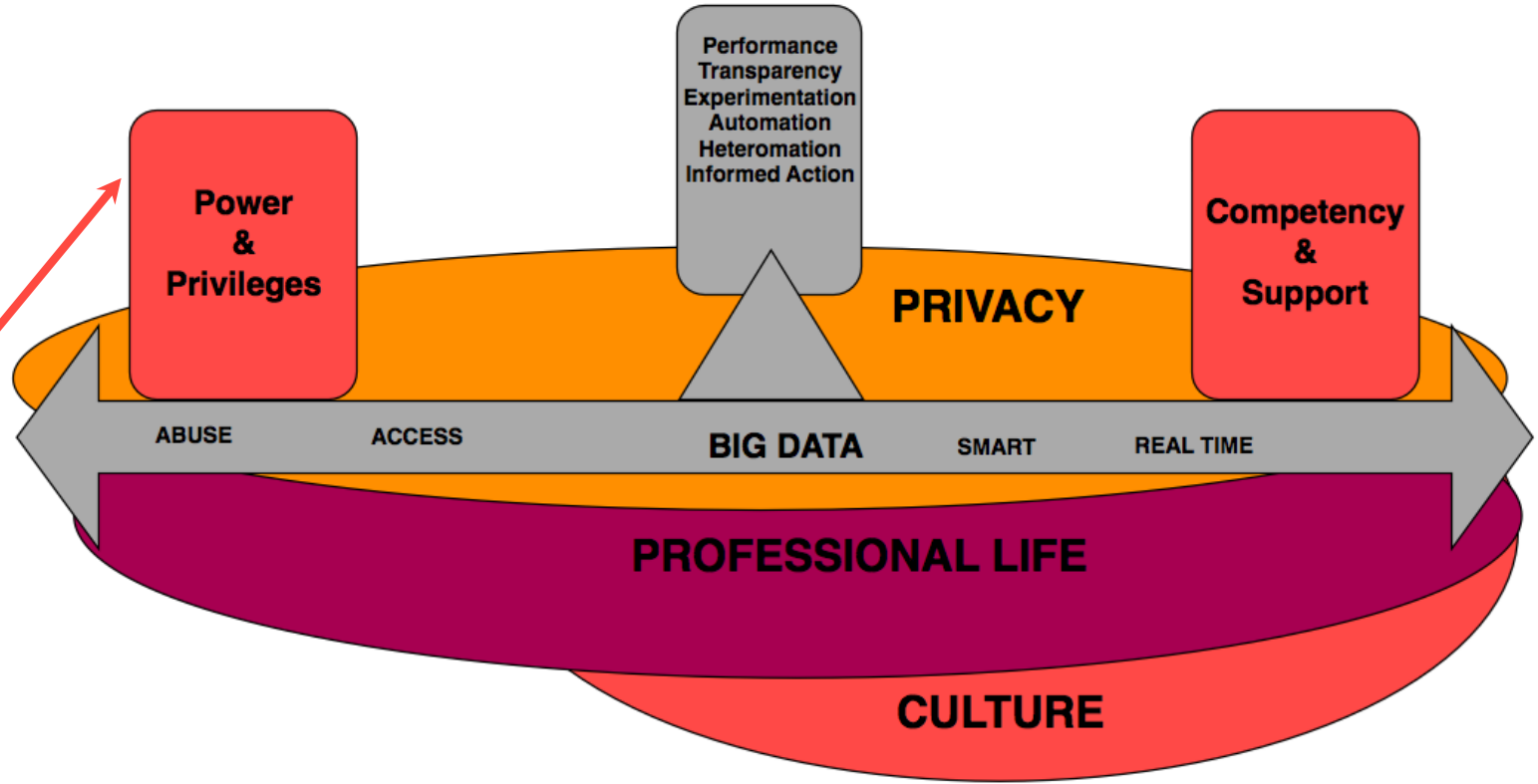Analytics employees better than machines overall inter-correlation understanding dm of people.
Human behavior = complex dm not all to be calculated = correlation not causality

HR = Big role switcher means no wrong data-driven blind organizational structure

Big Data in Company DNA

Performance
Transparency
Experimentation
Automation
Heteromation
Informed Action

Power
&
Privileges

Competency
&
Support

PRIVACY

ABUSE   ACCESS   BIG DATA   SMART   REAL TIME

PROFESSIONAL LIFE

CULTURE

Cultural perspective needs to be on the top of the change agenda.

HR Management should be aware about this and play a key role in the Organizational Change process.
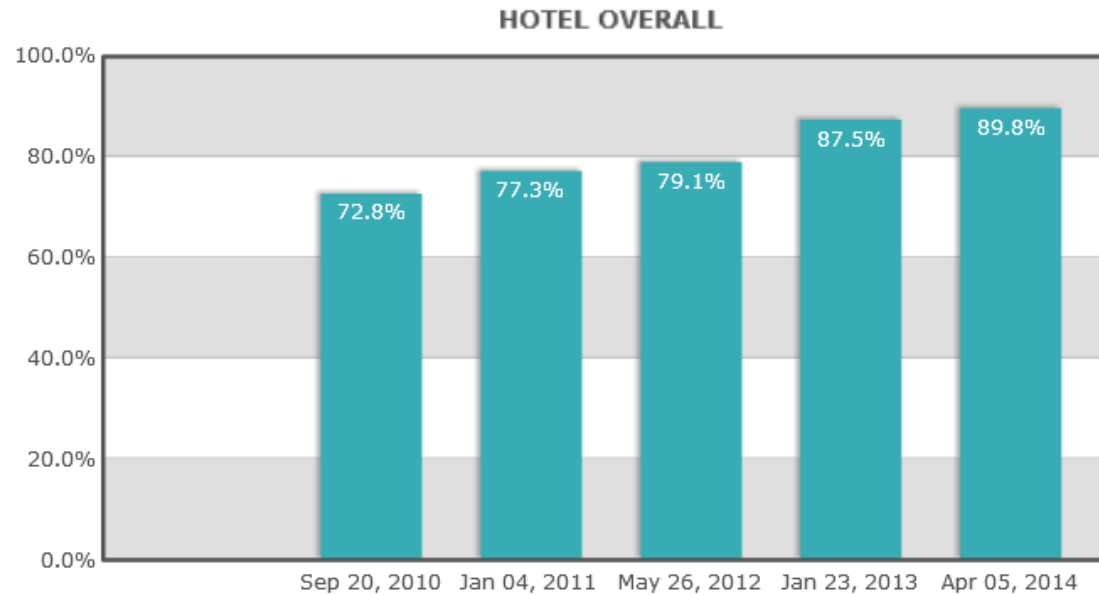
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1F LOBBY VESTIBULE PERSPECTIVE

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LQA Audits Statistics

HOTEL OVERALL

Date	Percentage
Sep 20, 2010	72.8%
Jan 04, 2011	77.3%
May 26, 2012	79.1%
Jan 23, 2013	87.5%
Apr 05, 2014	89.8%

❖**Lotte Hotel Moscow – Service #1 in Moscow 2015**

❖ **Best Hotel in Western Europe 2015 by French Prix Villégiature**

❖ **Best City Hotel in Russia 2015 by Condé Nast Traveller**

❖**Luxury Hotel of 2015 by Russian Hospitality Awards**

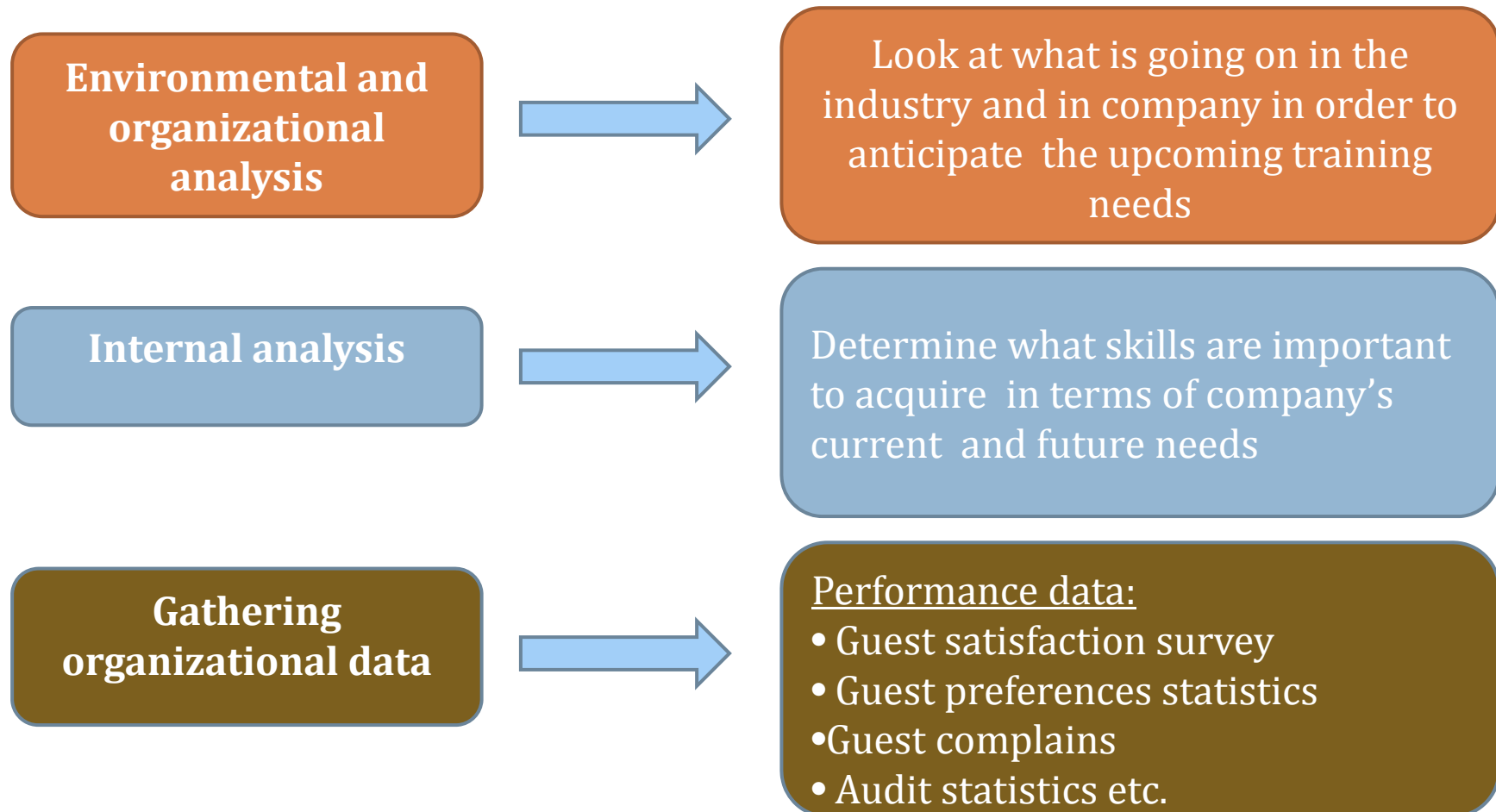# Human Factor Has Dramatic Impact on the Business in Hospitality Industry

Impression, everything we do

Strategic Approach to Trainings

Environmental and organizational analysis → Look at what is going on in the industry and in company in order to anticipate the upcoming training needs

Internal analysis → Determine what skills are important to acquire in terms of company's current and future needs

Gathering organizational data → Performance data:
- Guest satisfaction survey
- Guest preferences statistics
- Guest complains
- Audit statistics etc.

Metrics

Employees' Turnover rate by departments

- Office; 0,00
- Planning Department; 0,00
- Finance & Accounting; 35,29
- Administrative Department; 21,05
- GM's Office; 51,59
- Engineering; 46,15
- Housekeeping; 33,33
- Reservations; 57,14
- Sales; 10,00
- Front Office; 58,82
- F&B; 102,90
- Human Resources; 37,50
- IT; 20,00
- Culinary; 26,92
- Loss Prevention; 0,00
- Purchasing; 0,00
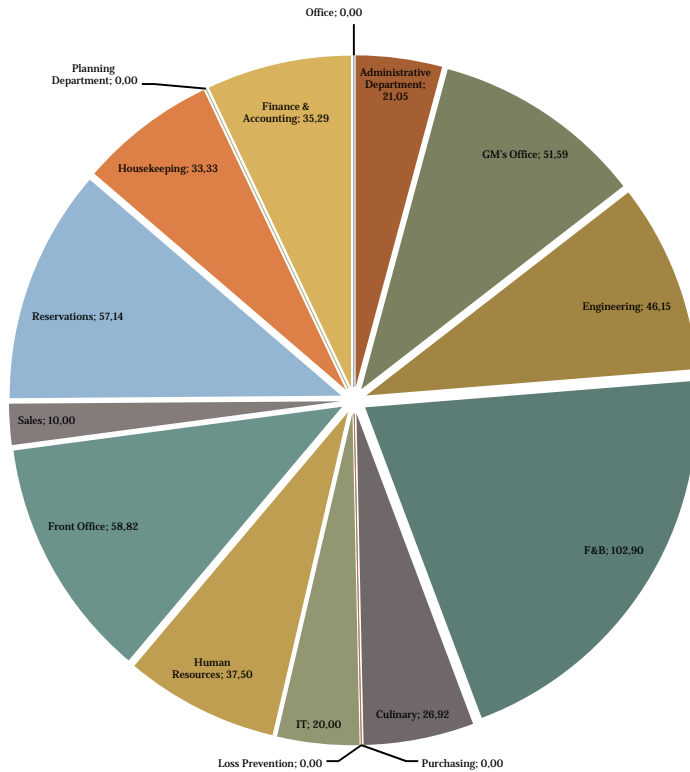
Main reasons for resignation:

- dissatisfaction with the salary; 9
- no development; 8
- dissatisfaction with manager or colleagues; 9
- personal reasons; 24
- administrative initiative; 19
- dissatisfaction with matter of work; 28

Employment period

- more than 2 years; 21,5
- till 3 months; 35,5
- 1-2 years; 17,5
- 7 months -1 year; 10,5
- 4 - 6 months; 14,5

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engage
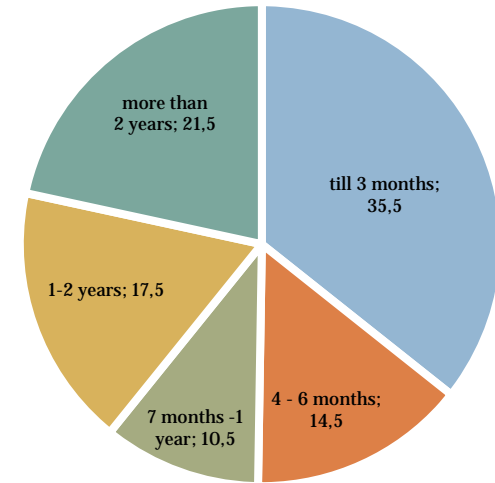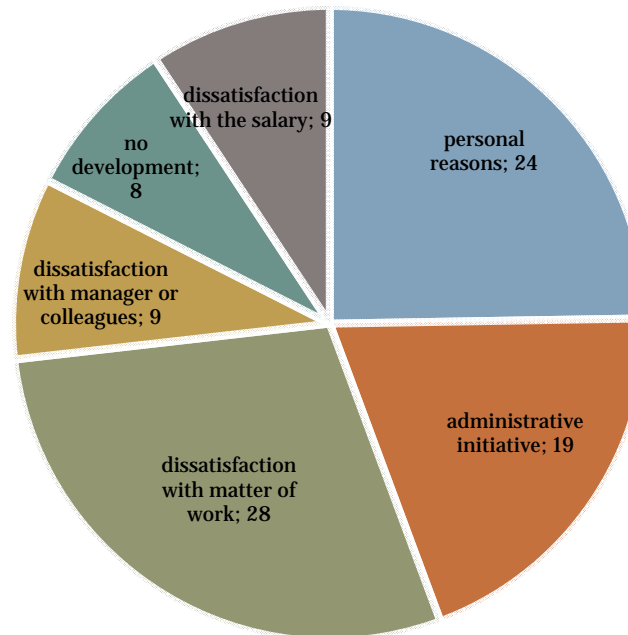
Metrics:
1) The length of employees' service in the company
2) Resignation reasons
3) A number of resignations by departments

Revealed:
1) 1/3 of employees resigned from the company during 3 months
2) Almost 1/3 of employees resigned from the company because of dissatisfaction with the matter of job
3) A boom of the resignations in departments if the manager had resigned

Implemented:
1) The focus on the line management retention
2) LOTTE Moscow Trainers' school
3) Lectures for staff from famous and successful people
4) Employees' idea box. Monthly implementation of 2-4 employees' ideas

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> What gets measured, gets done, what gets measured and fed back gets done well, what gets rewarded gets repeated.
>
> JOHN E. JONES

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