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## The Presentation of Luxury Brand's Talent Management on Corporate Web Pages as a Communication Vehicle: Comparative Assessment of Luxury Brands

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### Abstract

In today's new communication environment, the concept of talent management emerges in providing competitive advantage and rendering the brand sustainability. With the developments in internet-based applications, corporate web pages take their place as an effective tool in the communication process between the developments seen in internet-based applications and the communication process between brand and talent. It is noteworthy that the talent management process, which can establish a synchronization with the nature of the luxury brand, is also present in the luxury brands, which adapted late to the internet environment.

In this study, formed on the basis of the fact that official web pages act as a bridge between brand and talent, the reflections of the talent management process on the web pages have been examined. In this sense, the process of talent management on web pages is the main concept of the analysis. There will be a comparison among the web pages in terms of their post-sharing about their talent process. The report entitled "2019 Global Powers of Luxury Goods," was used to identify the brands. According to these report, first three luxury brands were selected while considering their talent management contents. The post-sharing aimed at talent management on the web pages of LVMH, The Estée Lauder and Richemont, which are the first three brands in the luxury brand rankings, were examined for a month, between August 01-31, 2019. In order to analyse, document review will be examined. The descriptive tables in Burcu Öksüz's (2011) study entitled "A Research on the Use of Corporate Web Sites in E-Recruitment Process and a Research on the Subject," were utilized in the evaluation. As a result of the evaluation, the concepts of 'talent' and 'career,' attract attention in each brand's presentation, which include sharings aimed at talent management. The stages of the talent management process (such as find, retain and develop talent) are available on each brand's website. It is possible to say that the training programs aimed at improving talent and the elements of the institutionalization of the talent and creating loyalty to the institution appear on the web pages of each brand with relative differences.

**Keywords:** Talent Management, Global Talent Management, Luxury Brands, Corporate Web Pages

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## Lüks Marka Yetenek Yönetiminin Bir İletişim Aracı Olarak Web Sayfalarındaki Sunumu: Lüks Markalara Yönelik Karşılaştırmalı Bir Değerlendirme

### Öz

Günümüz yeni iletişim ortamında rekabet avantajı sağlama, markayı sürdürülebilir kılmada yıldızı parlayan yetenek yönetimi kavramı belirlemektedir. İnternet tabanlı uygulamalarda görülen gelişmeler ile marka-yetenek arasındaki iletişim sürecinde etkin araç olarak kurum web sayfaları yerini almaktadır. Lüks markanın doğası ile bir senkronizasyon kurabilen yetenek yönetimi sürecinin, internet ortamına geç adapte olan lüks markalarda da olduğu dikkat çekmektedir.

Resmi web sayfalarının marka-yetenek arasında bir köprü görevi üstlendiğinden yola çıkılarak hazırlanan çalışmada, yetenek yönetimi sürecinin web sayfalarında ki yansımaları incelenmiştir. Bu noktada, değerlendirmenin ana teması web sayfalarındaki yetenek yönetimi sürecinden oluşmaktadır. Web sayfalarında yetenek yönetimi ile ilgili paylaşımların karşılaştırılmasına yönelik değerlendirme yapılacaktır. Çalışılan markalarını belirlemede 2019 Global Powers of Luxury Goods isimli rapor kaynak alınmıştır. Bu rapora göre, yetenek yönetimine yönelik içerikleri dikkate alınarak ilk üç sırada yer alan markalar analize tabi tutulmuştur. Lüks marka sıralamasında yer alan ilk üç marka olan LVMH, The Estée Lauder ve Richemont'ın web sayfalarına yönelik 01-31. Ağustos 2019 tarihleri arasındaki bir ay süre ile yetenek yönetimine yönelik paylaşımlar incelenmiştir. Söz konusu değerlendirmede doküman incelemesi yöntemi uygulanmıştır. Burcu Öksüz'ün (2011) "E İşe Alım Sürecinde Kurumsal Web Sitelerinin Kullanımı ve Konu Üzerine Bir Araştırma" isimli çalışmasında yer alan tanımlayıcı tablolardan değerlendirmede faydalanılmıştır. Gerçekleştirilen değerlendirme sonucunda, her markanın yetenek yönetimine yönelik paylaşımlarının bulunduğu, sunumlarında 'yetenek' ve 'kariyer' kavramları dikkat çekmektedir. Her bir markanın web sayfasında yetenek yönetimi sürecinin aşamaları (yeteneği bul, tut ve geliştir gibi) yer almaktadır. Yeteneği geliştirmeye yönelik eğitim programları, yeteneğin kurumsallaştırılarak kuruma bağlılık yaratılması unsurlarının her markanın web sayfasında görece farklılıklarla yer aldığını söylemek mümkündür.

**Anahtar kelimeler:** Yetenek Yönetimi, Küresel Yetenek Yönetimi, Lüks Markalar, Kurumsal Web sayfası

### Introduction

It is an undeniable reality that institutions are also involved in the differentiation process in an increasingly competitive environment. Changes and developments in information communication technologies are seen together with their reflections on social life and daily life practices, brand communication processes and target audience definitions.

This study, which is aimed at the presentation of the talent management process on the corporate website, consists of two main sections. The first part of the study is the literature section that includes talent management within the scope of the concept of

talent management and luxury brands. The second part consists of the research which includes the evaluation of the presentations of talent management on the web pages.

That this study focuses on luxury brands' talent management studies and reveals their presentations on their corporate web pages, evaluates luxury brands that by nature adapt to this environment late in themselves and that there are relatively a more limited number of studies conducted in this area may be considered as the importance and uniqueness of the study.

## 1. The Scope of Talent Management

First of all, it is important to evaluate the concept of talent, which is the basic concept of talent management process, in terms of what it means as a concept and the scope it covers in this process. The concept of talent can be defined as the pioneer and locomotive of an organization's activities. Talent management represents a process that ensures that talent is at the right time and place within the organization (Aksakal & Dağdeviren, 2015: p.249). It can be said that the concept of talent management has started to appear in the professional and academic life since the early 90s. The importance of talent management practices, especially in the strategic management processes of the institutions, cannot be denied. It is possible to say that talented employees are becoming more and more important as they are accepted as a strategic process that can increase the efficiency of corporations and competitive advantage against their competitors (Sabuncu & Karacay, 2016: p.443). Talent management has undoubtedly evolved under the roof of human resources activities. Therefore, in today's conditions, it appears as a locomotive element in the human resources processes of institutions. From this point forth, institutions activate this process by offering various opportunities such as training, career and leader mentoring in order to attract, retain and ensure the commitment of talented individuals to the institution (Çelik & Zaim, 2011: p.34). It is noteworthy that the concept of talent and the management of talents, which go one step further than the employees on the basis of institutions, has gained increasing interest in the last decade. For example, McKinsey & Co., Institute for Conditional Personnel and Development (CIPD), Human Resources Management Association (SHRM), Asian and European governments, governments of the Arab Gulf countries are increasingly observed to focus on this issue (Ariss et al., 2014: p.173). Meyers & van Woerkom (2014: p.192) described talent management as the systematic use of human resource management (HRM) activities to attract, identify, develop and retain individuals who are considered 'talented'. They stated that individuals regarded as skilled in professional life refer to employees with high potential, strategic importance or in key positions. Therefore, in an environment where competition is intense, ordinary workers who do not have these characteristics, cannot be good enough for the producing institutions to survive. There is need for intellectually and emotionally developed, reformist and talented employees. From this point forth, it is envisaged that the discovery, retention and management of talents will be the greatest strategy for the producing institutions (Karatop et al., 2015: p.129).

Meyers et al. (2013: p.318), in their studies, draw attention to the differences between

the terms “human resources” and “talent”. The term human resource is very general and may not give information about the content of the application. The term talent, by contrast, can be seen as a scientific discipline that encompasses a specific niche and falls under the umbrella of the term human resources management.

**Table 1:** Definitions of Talent Management in the HRM Literature

Reference	Definition of Talent Management
Sloan et al. (2003: p.236)	“Managing leadership talent strategically, to put the right person in the right place at the right time”
Pascal (2004: p.9)	“Talent management encompasses managing the supply, demand, and flow of talent through the human capital engine”
Ashton & Morton (2005: p.30)	“TM is a strategic and holistic approach to both HR and business planning or a new route to organizational effectiveness. This improves the performance and the potential of people—the talent—who can make a measurable difference to the organization now and in future.”
Duttgupta (2005: p.2)	“TM is the strategic management of the flow of talent through an organization. Its purpose is to assure that a supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives”
Warren (2006: p.26)	“The term can be seen as the identification, development, engagement, retention and deployment of talent, although it is often used more narrowly to describe the short- and longer-term resourcing of senior executives and high performers”
Jerusalim & Hausdorf (2007: p.934)	“High potential identification and development (also known as talent management) refers to the process by which an organization identifies and develops employees who are potentially able to move into leadership roles sometime in the future”
Cappelli (2008: p.1)	“At its heart, talent management is simply a matter of anticipating the need for human capital and setting out a plan to meet it”
Collings & Mellahi (2009: p.2)	Strategic talent management as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potentials and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization”
Silzer & Dowell (2010: p.18)	“Talent management is an integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs”

Note: TM: Talent Management

Source: Dries, 2013: p.274.

In the current business environment characterized by globalization, increasing market competition, changes in government regulations and progress in communication tools, the acquisition and management of institutional strategic assets is considered critical in providing competitive advantage. Therefore, it is seen that worldwide organizations are trying to implement the talent management process (N'cho, 2017: p.626).

**Table 2:** Talent Analytics in TM Process

Step of Talent Management process	Talent Analytics in TM process
To identity	To collect and analyze all information in a short time on the needs of organization and the candidate who would be able to respond to these needs.
To select	To collect and analyze all information in a short time
To attract	To collect and analyze all information in a short time to know exactly the way to communicate to talents and bring them in organization.
To develop	To collect and analyze all information in a short time to give talents the right formation and mobility opportunity at the right time.
To retain	To collect and analyze all information in a short time on the way to keep talents in organization at the right time.

**Source:** N'cho, 2017: p.626.

Another study carried out in the related field includes an approach to talent management processes. Çelik & Zaim (2011: pp.34-36), in their studies, mentioned the processes and the running of the Talent Management Approach. The determined stages are as follows: recruitment process (talent collection, selection, orientation and placement), retention process (corporate culture, current manager, promotion and person-environment harmony), development process (competence concept and evaluation process, training and development opportunities, coaching and mentoring, challenges) and performance process (current process; finalized role, concept of performance and evaluation process, feedback, recognition and rewarding).

In his study, Akar (2012: p.95) mentioned some points regarding withdrawing the right talent to the institution. These are listed as follows:

- Internet-based applications, the website of the organization: This is one of the most important channels in terms of talent resources, so the website needs to be organized in a way that attracts the talented candidate.
- E-employment: These are the most commonly used website-portals by the institutions and talents.
- Online simulations: These are online games or tests that are specifically applied to talents, for example in JustinCase internet simulation of P&G, it is expected that a new product or project will be prepared within one hour in line with the given content.

- Video resumes and other online channels: In online sites such as youtube and secondlife, candidates can share their video resumes.

The talent management process involves many different variables. It is important that the relationship between the relevant variables and organizational performance is fully demonstrated. How its individual characteristics and performance are understood and the recent related developments provide data on talent management (Russell & Bennett, 2015: p.237). At this point, the talents discovered and developed need to be institutionalized. The institution's determining the emotional, psychological, economic and cultural values, needs and expectations of its talent correctly, and developing an emotional commitment is very important (Altuntuğ, 2009: p.458). Accordingly, the psychological state of the talent management process emerges. At this point, trying to find a balance by using different modellings gains importance (Boudreau, 2013: p.286). Today, when it is considered that talent can also be globalized, it is seen that global talent management focuses on the development of the employees, that it includes high potential development and global career development (Cerdin & Brewster, 2014: p.249). The table, which includes studies conducted aimed at the concept and scope of global talent management is presented below (See Table 3).

**Table 3:** Leading Definitions of Global Talent Management (GTM)

Source	Definition
Collings & Scullion (2008: p.10)	"...the strategic integration of resourcing and development at the international level which involves the proactive identification and development and strategic deployment of high-performing and high-potential strategic employees on a global scale"
Mellahi & Collings (2010: pp.143-144)	"Broadly defined, global talent management involves the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage on a global scale.."
Scullion et al., (2010: p.105)	"Global talent management (GTM) has been defined in broad terms as an organization's efforts to attract, select, develop and retain key talented employees on a global scale"
Scullion et al., (2010: p.106)	"Global talent management includes all organizational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organizational strategic priorities) on a global scale..."
Tarique & Schuler (2010: p.124)	"Global talent management is about systematically utilizing IHRM activities to attract, develop, and retain individuals with high levels of human capital (e.g., competency, personality, motivation) consistent with the strategic directions of the multinational enterprise in a dynamic, highly competitive, and global environment"
Cerdin & Brewster (2014: p.248)	"Global Talent Management is centered on the development of employees, and it includes both High-Potentials Development and Global-Careers Development"

**Source:** Cerdin & Brewster, 2014: p.248.

## 2. Luxury and Global Talent Management

Lately, it has been seen that studies aimed at talent management are also practiced regarding luxury brands. Considering that luxury brands have different dynamics within themselves, it is remarkable how important talents are. An efficient talent management in a global scale has great importance for today's institutions and luxury brands (Vaiman et al., 2015: p.280). Today, even though there is an increase in the studies aimed at talent management, it is observed that various institutions do not work on talent management comprehensively despite the need for the talents concerned (Ingrama & Glod, 2016: p.339). The existence of opportunities for improving education and career and the ability of leaders to coach their employees are considered important points to attract the talented employees to the corporation, and to provide their retention and loyalty, which have become one of the priority issues of institutions (Doğan & Demiral, 2008: p.151).

Together with the luxury consumer profile and motivations, the changing geography of the luxury market has led to changes especially in the corporate strategies of multinational luxury brands. That they have a long history and their authenticity are also important in the talents they hold in the continuity of their scarcity. Over the last two decades, multinational companies have strikingly become as competitive as possible in the global market. Global talent management brings along global talent challenges (Schuler et al., 2011: p.506). We argue that the current global talent management (GTM) scope is limited to individuals and organizations that abandon the country's impacts, as seen in the form of talent mobility, and that focus on the direct involvement of relevant governments in attracting and developing national talents without addressing. (Khilji et al., 2015: p.236). As the Internet takes its place in daily life practices, it is possible to easily access the required information at any time (Kwahk & Park, 2018: p.314). Therefore, the shape and direction of communication processes have also changed. It is seen that the talent management process, which took place only in-house before, was also added to the internet-based applications.

It can be said that luxury brands, which are later adapted to internet-based applications compared to other brand types, have started to use their web pages effectively in talent management studies.

## 3. Methods

### 3.1. Aim of the Research

The main purpose of the research is to show how talent management is applied by luxury brands and to present this process on the web pages, which is an internet-based application.

### 3.2. Methodology

The problem of the study is to describe how talent management process/features are presented on the luxury brands' corporate official web page. Is there any reflection about their talent management on their official web pages?

In the conducted assessment, the following key points and questions were taken as a basis for advancement.

RQ1) Is talent management also performed by luxury brands?

RQ2) Does it appear on the web pages, which are the communication medium where luxury brands difficult to reach meet their customers/followers? How does it appear?

RQ3) How is talent management performed on the web page?

Within the scope of the research, luxury brands constitute the research universe within the frame of talent management studies. On the other hand, the brands on which the research concerned will be applied were determined as the top three brands of the luxury brand list included in the Global Powers of Luxury 2019 report. In the research, this report was taken as a basis for it is up to date (the report is dated 2019) and it is a research report containing many different luxury brands globally. An assessment was made aimed at submitting and describing the way of presenting talent management studies on the institutional website. This evaluation was carried out as document review, which is a qualitative research method. At this point, in the document review, the sharings aimed at talent management for a month, between August 01-31, 2019, were examined. Document review involves the analysis of written materials containing information about the phenomenon or cases that are targeted for investigation. (Yıldırım & Şimşek, 2013: p.217). The official websites of the luxury brands in question were subjected to evaluation twice with one-week intervals on different dates in order to re-check the probable missed points within the specified date range.

Within the scope of the assessment performed, first of all, the institutional web pages of each brand were examined one by one. It was examined whether information about talent management was included and how it was presented. Then, the sample/studied brands were subjected to the relevant evaluation among themselves. An assessment was made on the appearance of the concept of talent management on the page, how it appears, and in what direction the relevant posts are. The evaluation was made by considering only the institution. While the evaluation was made, the other variables in the literature, which define talent management were also utilized. Each brand was evaluated regarding its own original page. The brand ranking in the report prepared aimed at luxury brands on a global scale is given below (See Figure 1).



## Global Powers of Luxury Goods Top 100, FY2017

FY2017 Luxury goods sales ranking	Change in ranking	Name of company	Country of origin	Selection of luxury brands	FY2017 Luxury goods sales (US\$m)	FY2017 Total revenue (US\$m)	FY2017 Luxury goods sales growth	FY2017 Net profit margin <sup>1</sup>	FY2015- 2017 Luxury goods CAGR <sup>2</sup>
1	↔ 0	LVMH Moët Hennessy-Louis Vuitton SE	France	Louis Vuitton, Christian Dior, Fendi, Bvlgari, Loro Piana, Emilio Pucci, Acqua di Parma, Loewe, Marc Jacobs, TAG Heuer, Benefit Cosmetics	27,995	48,057	17.2%	13.2%	10.9%
2	↔ 0	The Estée Lauder Companies Inc.	US	Estée Lauder, Bobbi Brown, La Mer, Jo Malone London, Aveda, Licensed beauty & fragrance brands inc Tom Ford Beauty	13,683	13,683	15.7%	8.1%	10.2%
3	↔ 0	Compagnie Financière Richemont SA	Switzerland	Cartier, Van Cleef & Arpels, Montblanc, Jaeger-LeCoultre, Vacheron Constantin, IWC, Piaget, Chloé, Officine Panerai, YNAP	12,819	12,819	3.1%	11.1%	-0.4%

Figure 1: Global Luxury Brand Powers Top 100 Brand Rankings

In addition to the descriptive analysis performed, another assessment was conducted. Öksüz (2011: pp.277-279), formed a rating scale by utilizing the categories in her study entitled "The Use of Corporate Web Sites in E-Recruitment Process and a Research on the Subject." The scale to be utilized in the evaluation is presented with the tables in the findings section. The variables related to talent management are given in the tables (See Table 4-6).

Table 4: Figure Features of the Corporate Web Page (in the Talent Management Presentation)

Figure	Definition	Number
Photo	Photographs of talents, objects or images of awards	
Color	Dominant color used in the background, in graphics or images	
Animation	Graphics, photos or links regarding the related talent	
Audio/Video	Video and audio messages about the talent	

Table 5: Content Characteristics of Corporate Websites

Content	Definition	Number
<b>Information regarding Employment</b>		
Salary/Benefits	Information about salary or benefits	
Culture	Information presented on culture, goals, values and the working environment of the organization	
Online Job Description	Information describing a typical day or responsibilities of an employee other than specific job postings	
<b>Available Messages</b>		
Targeted messages	Sections for specific groups of job seekers/talents (e.g. students, experienced workers)	

Messages about work and life	Information on the institution's facilitating the balance between the work and private life of the employee/talent	
Difference messages	Messages that support diverse talent/workforce (racial, gender-based)	
Employee ideas	Employees' statements/comments about their own business (other than CEO or customer messages)	
Community service	Corporate philanthropy and/or employee community service	

**Table 6:** Functional Features of Corporate Web Sites

Function	Definition	Number
<b>Online Application</b>		
Online application	Applying directly from the web page	
Application by e-mail	Submitting applications by e-mail only	
Online application requirements	Information about the expectations regarding the process of the talents/candidates' submitting their CVs	
Application process information	Information describing at least one aspect of the employment process (e.g. interview)	
Feedback process	Informing the applicants about the application process	

The variables are named mainly as general features, characteristics and functional features of corporate web pages. All the variables which are in these defined coding table were coded separately for each corporate web pages.

#### 4. Findings

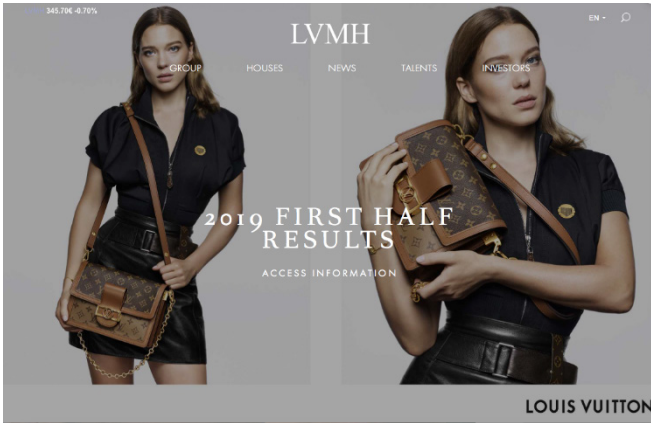
In the assessment process in question, first of all, a descriptive assessment of talent management presentations was made for each web page included in this assessment. Afterwards, the transfer of the findings to the table was rendered more systematic with the rating scale formed with the help of these descriptive findings, and by utilizing the relevant literature.

The study includes the evaluation of the web pages of the first 3 brands included in the 2019 Global Powers of Luxury Goods 2019 report. Descriptive evaluations were performed in line with the ranking in the report. The ranking proceeds as LVMH Moët Hennessy-Louis Vuitton SE, Estée Lauder Companies Inc. and Compagnie Financière Richemont SA.

##### LVMH Group

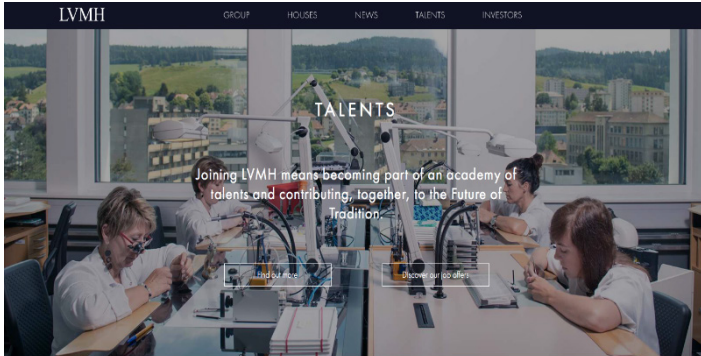
The image of the landing page of the LVMH group official web page, which is the first luxury brand in the evaluation, is given below. On the landing page, at the top there are headings regarding the sections in the content of the page. Here are the main headings of Group, Houses, News, Talents and Investors. Here, the section which is also the subject of the evaluation is referred to as 'Talents'. Information on the talent

management process can also be found under this heading.



**Figure 2:** LVMH Home Page Visual  
**Source:** <https://www.lvmh.com>, 2019

Since the main visuals on the same home page are animated, the following visual directly points to the talent section with the title ‘talents’. It may be asserted that it attracts extra attention because it is on the landing page. The corresponding visual figure is presented with 3.



**Figure 3:** LVMH Web page Talents Visual,  
**Source:** <https://www.lvmh.com>, 2019

When the Talent section is clicked from the main menu on the home page, the title “talent homepage” emerges. It is possible to say that this includes almost everything about the organization’s departments and talent.

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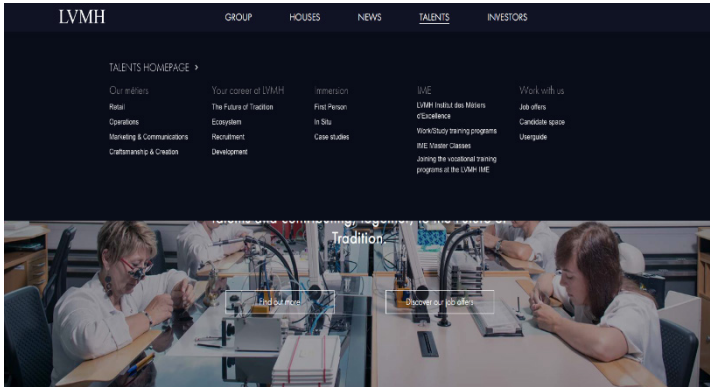


Figure 4: Talent Menu Table of Contents

Source: <https://www.lvmh.com>, 2019

The section which evokes the basis for finding and developing talent, which is in the first and most important phase of the talent management process, is seen as 'Works with us'. When this section is entered, its presentation in the following visuals may be seen (Figure 5). In the following figures, relevant sharings are presented (Figures 6, 7).

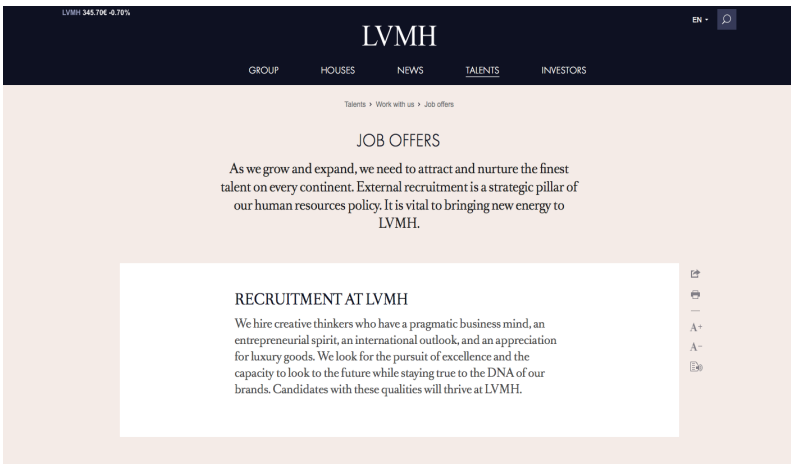


Figure 5: Work with Us Section Visual

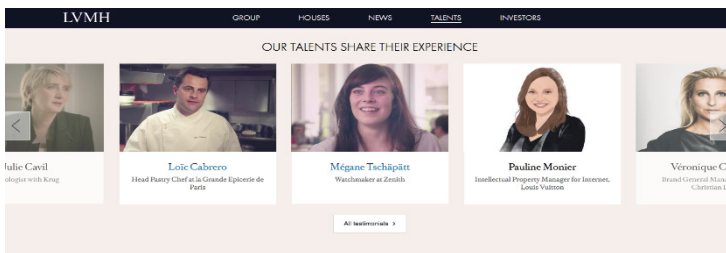


Figure 6: Our Talents Share Their Experience

The image shows two screenshots of the LVMH website's 'Talents' section. The top screenshot displays the 'VIEW OUR JOB OFFERS' page, which includes a search filter with dropdown menus for Profession, Geographical area (with a 'Select a geographical area' prompt), Professional experience, Business group, and Contract type, along with a text input for 'Indicate the job offer number' and a 'SEARCH' button. The bottom screenshot shows the 'SUBMIT YOUR APPLICATION' page, featuring two columns: 'CANDIDATE SPACE' (with a link to update personal data) and 'USERGUIDE' (with a link to apply for a position). Below these are links for 'FOLLOW US ON LINKEDIN' and 'INFORMATION BY PROFILE'. The footer contains the LVMH logo, social media icons, a newsletter subscription link, and a language selector set to 'English'.

**Figure 7:** Application Instructions

**Source:** <https://www.lvmh.com/talents/work-with-us/job-offers/>, 2019

It contains the sub-headings and information mentioned below under the title 'talent' on the home page. The sections under the title "Talents homepage" and information regarding their contents are indicated by the following headings. These are indicated in dark color.

**Our Méteries:** includes the sections retail, operation, marketing and communication, craftsmanship and creation. Each section contains information regarding their qualifications, technical infrastructure and job descriptions within the organization. At the end of each section there is a separate connection with the name 'work with us'. After reading the information and contents regarding the related section, you can connect to the desired place and contact with the business.

**Your Career at LVMH:** includes the headings the future of tradition, ecosystem, recruitment, and development. In general, there is information about the institution, numerical data and reports belonging to related sub-headings.

**Immersion:** There are the sub headings First person, In situ, Case studies. For example, in the first-person section, the stories, positions and messages of the successful managers of the organization are shared. There are links composed of illustrations with their own images. In the in-situ part, there are photographs of the employees' views of their daily shift at the workplace. There are photographs of the institution's employees/talents working in different countries and departments. In the case studies part, the successful works and projects of talents are presented. Related links are available.

**IME:** This part currently offers different training programs for all talents. It includes 21 different training programs in France, Switzerland, Italy. LVMH Institut des Métiers d'Excellence is the vocational training program. Its subheadings are as follows:

**Work/Study training programs,** IME master classes, Joining the vocational training programs at LVMH IME. The training programs in question for the talents, the work that these different programs and talents do through visuals and the project they are involved in are shared in this section on the web page.

**Work with Us:** there is the message: "Our talents share their experience". There are stories in the institution, success stories and sharings about how they develop their skills. Subheadings are as follows: job offers, candidate space, user guide. Job offers: This is the section where there is information about the departments needed and related to skills, job definitions and expectations from talents. In the candidate space section, there are links and information referring to CV and job application uploads of talents. The last section, user guide, is the part, which qualifies as a guide and where how applications will be made, the application steps, making a search on the page and the installation phases of the related documents are explained.

Generally, in this brand, the opportunity to bring together talents with the right addresses and people and get in contact with them is provided with the related links. It may be asserted that finding the talent and communicating with him/her, the catching part, which are a dimension of talent management are provided with these sharings and instructions on the web page.

**Table 7:** Figure Features of the LVMH Corporate Web Page (in the Talent Management Presentation)

Figure	Definition	Number
Photo	Photographs of talents, objects or images of awards	60
Color	Dominant color used in the background, in graphics or images	White
Animation	Graphics, photos or links regarding the related talent	11
Audio/Video	Video and audio messages about the talent	8

Following the evaluation on table 7, it was observed that LVMH group supported the sharings on the departments of the brand and their own stores and institution on their official web page with photographs and images. Particularly each sharing includes a photo. The dominant color of the page in the background is white. There is no animation in the sharing of contents: there are photographs, images, videos of talents and

links aimed at the appropriate positions rather than motion videos.

**Table 8:** Content Characteristics of LVMH Corporate Websites

Content	Definition	Number
<b>Information regarding Employment</b>		
Salary/Benefits	Information about salary or benefits	18
Culture	Information presented on culture, goals, values and the working environment of the organization	18
Online Job Description	Information describing a typical day or responsibilities of an employee other than specific job postings	20
<b>Available Messages</b>		
Targeted messages	Sections for specific groups of job seekers/talents (e.g. students, experienced workers)	19
Messages about work and life	Information on the institution's facilitating the balance between the work and private life of the employee/ talent	6
Difference messages	Messages that support diverse talent/workforce (racial, gender-based)	
Employee ideas	Employees' statements/comments about their own business (other than CEO or customer messages)	18
Community service	Corporate philanthropy and/or employee community service	0

When the content features of the corporate website are examined within the framework of the related evaluation, detailed sharings are observed regarding the employment of talents. There is information regarding the job descriptions, working conditions and expectations from the applying talents of the departments within the organization with appropriate job positions. Details about the salary are not included in this information. The sharings made in the departments also refer to the details of the culture of the institution. There are also messages about how to be a part of the institution, how to be included in the culture of the institution, and commitment. For online job application, there are referrals and application environments aimed at each department and appropriate positions in other countries. The referrals and details are very clear and easy. When the messages in the shared content are evaluated in general, it is observed that the institution has definitions of its own culture and expectations from talents. There are also messages about how important talents are and their differences. This situation is also important in creating commitment to the institution. There is 'our talents share their experience' section, where there are institution-based messages supported by photographs and videos, in which talents describe themselves and which support talents.

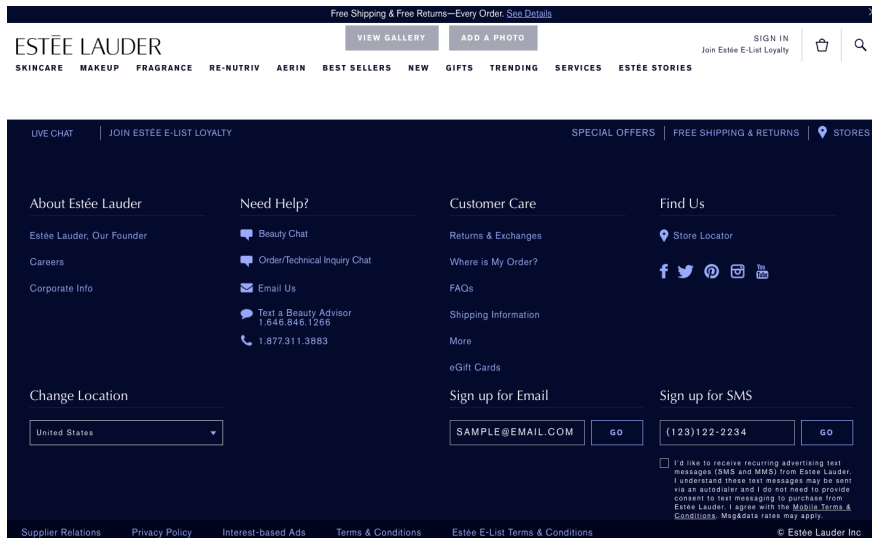
**Table 9:** Functional Features of LVMH Corporate Web Sites

Function	Definition	Number
<b>Online Application</b>		
Online application	Applying directly from the web page	1
Application by e-mail	Submitting applications by e-mail only	0
Online application requirements	Information about the expectations regarding the process of the talents/candidates' submitting their CVs	3
Application process information	Information describing at least one aspect of the employment process (e.g. interview)	1
Feedback process	Informing the applicants about the application process	1

In the online job application section, applicants are given the opportunity to connect and apply to the department they want. In this way, it is possible to follow the application process. There is no table explaining the process in detail to the applicants, but there are guidelines for application and process.

## Estée Lauder

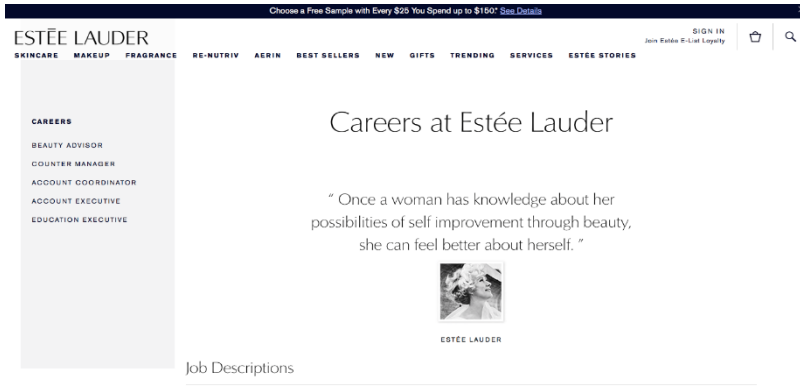
Estée Lauder is the second brand of assessment. Looking at the home page of the brand, at the bottom of the page under the main heading 'About Estée Lauder', 'Career' section is seen as a subtitle. The visual regarding the home page of the brand is shown in Figure 8 below.

**Figure 8:** Estée Lauder Official Web Landing Page

**Source:** <https://www.esteelauder.com>, 2019

When the 'Career' section, a title that evokes talent management, which is the main subject of the assessment, is clicked, subtitles on the topic appear. The visual picture of this section can be seen in figure 9.





**Figure 9:** Careers at Estée Lauder

**Source:** [https://www.esteelauder.com/customer\\_service/careers/index.tpl](https://www.esteelauder.com/customer_service/careers/index.tpl), 2019

At the bottom of the home page there is a section under the heading “about Estée Lauder” with the subheading “Careers.” When this section is clicked and entered with a link, there is the title “Careers at Estée Lauder” and a message from Estée Lauder. The message is as follows: “Once a woman has knowledge about her possibilities of self-improvement through beauty, she can feel better about herself.” This message, together with the photograph, attracts attention.

Within the Career section, there are subheadings describing career opportunities at Estée Lauder and containing relevant positions and information. These are, respectively, **beauty advisor**, **count manager**, **account coordinator**, **account executive**, and **education executives**. These include information about the unit to which they belong, job descriptions, expectations from the applicant and institution-related information about the requirements of the job. Within these headings, there is also the ‘**job description**’ section after the definitions. In this section, there are some details such as information about application or job position being investigated and conditions of application. There are links and connections for application. The related department can be applied for job in the **Apply** section.

**Table 10:** Figure Features of the Estée Lauder Corporate Website (in the Talent Management Presentation)

Figure	Definition	Number
Photo	Photographs of talents, objects or images of awards	1
Color	Dominant color used in the background, in graphics or images	White, Navy blue
Animation	Graphics, photos or links regarding the related talent	0
Audio/Video	Video and audio messages about the talent	0

When the sharings of the official web page of Estée Lauder, which is the second brand of the assessment, regarding the talent management process and the ways it appears on the page are examined, it is seen that the sharings regarding talent management

are under the title 'Career'. Related sections and information can be found on the left of the page. These include only the job description, brief information about the organization and information about the appropriate job position. They are not supported by photographs, images or animation.

**Table 11:** Content Features of Estée Lauder Corporate Web Site

Content	Definition	Number
<b>Information regarding Employment</b>		
Salary/Benefits	Information about salary or benefits	5
Culture	Information presented on culture, goals, values and the working environment of the organization	0
Online Job Description	Information describing a typical day or responsibilities of an employee other than specific job postings	5
<b>Available Messages</b>		
Targeted messages	Sections for specific groups of job seekers/talents (e.g. students, experienced workers)	5
Messages about work and life	Information on the institution's facilitating the balance between the work and private life of the employee/talent	0
Difference messages	Messages that support diverse talent/workforce (racial, gender-based)	0
Employee ideas	Employees' statements/comments about their own business (other than CEO or customer messages)	0
Community service	Corporate philanthropy and/or employee community service	0

While sharing job descriptions for departments, there are some messages aimed at job position and related department. However, they are not aimed at talent and their differences of talent, adaptation to organizational culture, but contain brief information. When this section is entered, a photo of Estée Lauder appears together with a message on beauty.

**Table 12:** Functional Features of Estée Lauder Corporate Websites

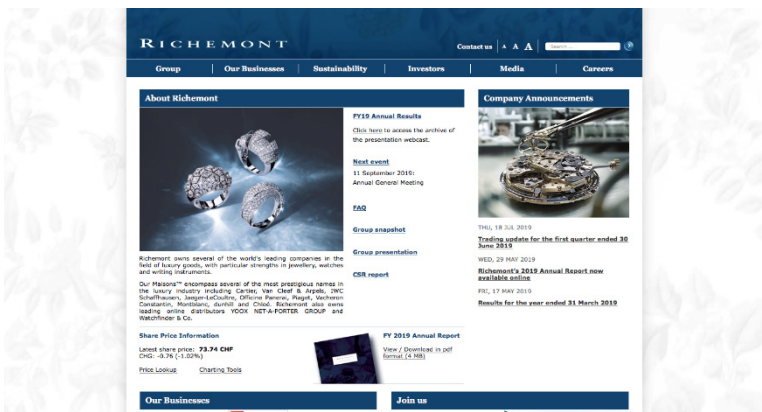
Function	Definition	Number
<b>Online Application</b>		
Online application	Applying directly from the web page	5
Application by e-mail	Submitting applications by e-mail only	0
Online application requirements	Information about the expectations regarding the process of the talents/candidates' submitting their CVs	1
Application process information	Information describing at least one aspect of the employment process (e.g. interview)	1
Feedback process	Informing the applicants about the application process	1

In the assessment made according to the functional characteristics aimed at the talent

management process of Estée Lauder page, it is seen that there are links for online applications. Especially in the 'Job Offers' section, there are links and information tables, which allow candidates to make their own applications in accordance with the department and geography they want. From here, they can follow the process themselves. In addition, there is a section independent from the others where the applicants are informed about the application process.

## Richemont

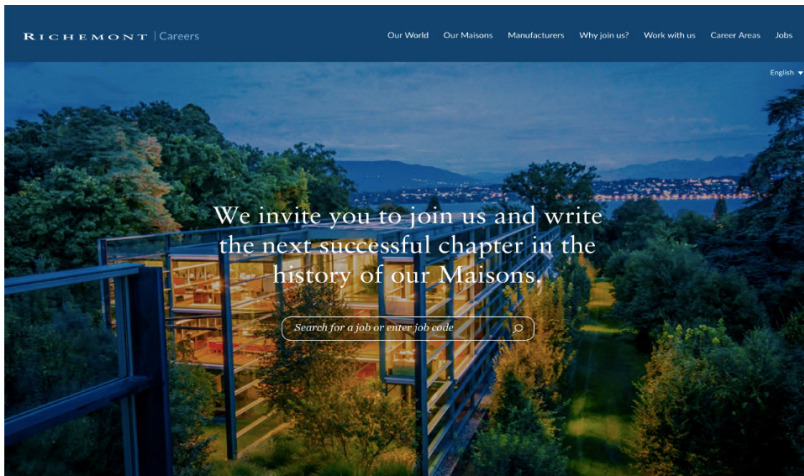
The visual image of the home page of Richemont, the latest brand of assessment, is presented in figure 10. Looking at the brand's home page, there is a 'Career' title at the top.



**Figure 10:** Richemont Brand Website Home Page

**Source:** <https://www.richemont.com/#>, 2019

When you enter the Career section, the following visual draws attention (See Figure 11).



**Figure 11:** Career Section Page Visual

**Source:** <https://careers.richemont.com/content/careers/com/international/en.html>, 2019

When you enter the “Careers” section on the homepage, a message appears. The message is as follows: “We invite you to join us and write the next successful chapter in the history of our maisons.” Just below, it is possible to make a search on the site with the “search for a job or enter job code” section. Under the Career section, there are the subheadings **our world, our people, our opportunities**. When the “Career” heading at the top of the page is clicked, there are also **our world, our maisons, manufacturers, why join us?, work with us, career areas, jobs** sections. In the Career section, there are managers of the relevant departments and they provide information about their departments, job descriptions, tasks and responsibilities and their projects. At the bottom of this section, there is a message for those who visit the page and who want to apply for a job. The message in question is: “Lifelong employability for our people is a goal the group sets for itself and responsibility it takes seriously.”

When you click on Jobs section, there is a kind of map with different departments, job positions and stores. When these are entered, there is information about the position and guidance to the related persons. Once you click ‘Apply now’ in the same section, you are expected to register first and log in with your account information.

**Table 13:** Form features of the Richemont Corporate Web Page (in the Talent Management Presentation)

Figure	Definition	Number
Photo	Photographs of talents, objects or images of awards	14
Color	Dominant color used in the background, in graphics or images	White
Animation	Graphics, photos or links regarding the related talent	23
Audio/Video	Video and audio messages about the talent	0

In the assessment of the Richemont website there is a detailed discussion of the talent management process. There are contents regarding the brand, where the approach to talent management is understood and the relevant instructions are made. These sharings are supported with photos. There are no animations or motion videos.

**Table 14:** Content Features of Richemont Corporate Websites

Content	Definition	Number
<b>Information regarding Employment</b>		
Salary/Benefits	Information about salary or benefits	6
Culture	Information presented on culture, goals, values and the working environment of the organization	1
Online Job Description	Information describing a typical day or responsibilities of an employee other than specific job postings	19
<b>Available Messages</b>		
Targeted messages	Sections for specific groups of job seekers/talents (e.g. students, experienced workers)	2

Messages about work and life	Information on the institution's facilitating the balance between the work and private life of the employee/ talent	4
Difference messages	Messages that support diverse talent/workforce (racial, gender-based)	1
Employee ideas	Employees' statements/comments about their own business (other than CEO or customer messages)	5
Community service	Corporate philanthropy and/or employee community service	0

When the sharings of the Richemont web page aimed at employment and messages are observed in general, it is seen that each section has been clearly identified and differentiated. Titles and instructions are clear. For example, the title 'our world' contains information about the institution and explanations of corporate culture. In this way, the opportunities that will be created by the acquisition of talents and their presence in this institution are indicated. In the relevant sharings, there are targeted messages, which support talents and reveal their differences. The employees have their own departments, responsibilities and sections where they share the organization's contributions to them.

**Table 15:** Functional Features of Richemont Corporate Websites

Function	Definition	Number
<b>Online Application</b>		
Online application	Applying directly from the web page	19
Application by e-mail	Submitting applications by e-mail only	0
Online application requirements	Information about the expectations regarding the process of the talents/candidates' submitting their CVs	1
Application process information	Information describing at least one aspect of the employment process (e.g. interview)	1
Feedback process	Informing the applicants about the application process	1

When looking at the functional features of the Richemont website, it is seen that online application possibilities are provided through the related links. During the online application, expectations from the candidates are stated. Particularly in the 'Work with us' section, there is necessary information about job application and the process.

In general, when the three brands are mutually evaluated, a number of important points and special details appear. The results of the mutual evaluation based on the presentations and reflections of the talent management process are given in the items below. In the light of the findings, the following items were formed.

- Each brand has sharings regarding the talent management process.
- The point of attention is whether it is presented under the title of talent management or career/human resource management. There are different types of presentation in this section by brands. From this point forth, it is questioned

whether talent management is offered as a process in its own right, or in the sense of career under the title of human resources management. While in the LVMH brand, presentation is made with the word 'Talent', in the other two brands, Estée Lauder and Richemont, the word 'Career' stands out.

- The presentation and reflections of the talent management process (such as find, retain and develop) for each brand are available on the official website of each brand.
- It is seen that web pages as media, serve as an important bridge between brands and talents in the talent management process and as a meeting point.
- It is seen that all three brands involved in the assessment shared their talent management processes on their official web pages, but their presentation styles were different. It can be said that the LVMH and Richemont web pages follow a more thorough route when compared with the Estée Lauder web site and there is detailed information. The Estée Lauder website only provides information about the department, expectations from the candidate and job description under the section headings. There is sufficient guidance in the online application section. Compared to other web pages, sharings are not supported by elements such as photographs and images.
- When the sharings regarding training programs, which is an important topic in the talent management process, is analyzed, it is seen that the LVMH group has recruited the talents to the training programs after hiring the talents. In addition, joint training programs are held in different geographies and they offer the opportunity for talents to improve themselves in the right place. These sharings are also made through video footage. On the Richemont website, there is relatively little sharing of training, and Estée Lauder does not perform such sharings. In the talent management process, it is of utmost importance to ensure that the right person is in the right place, and to implement the necessary practices to increase their performance and potential. Based on the definition of talent as qualified persons who make a significant difference for the organization in providing sustainable competitive advantage today and in the future, it can be said that these qualifications are mentioned for each brand (Dries, 2013: p.274).
- When the presentations and reflections of the talent management process, regarded as the main goal of assessment on the official web pages are considered, different definitions and expressions draw attention. Another important point in this process is how talents are adapted to the corporate culture. The LVMH group website includes a message from the human resources manager regarding talent management. It is defined as 'talent' on the web page and progress is made through the concept and process of talent in almost every sharing. However, other web pages are observed to focus on the concept of 'career'. At this point, in the contents of the sharings on the Richemont website, there are points that draw attention to talent. On the other hand, corporate culture presentations include detailed information. The title 'Our World' contains

information about the organization and messages that may have an impact on candidates' commitment to the organization. They used the concept 'Our people' and popularized it. On the Estée Lauder web page, there is relatively shorter and clearer information when compared to others. It presents this process by focusing on the concept of 'career' on the web page.

## Discussion & Conclusion

In the light of the analysis, there are various points as a conclusion. According to the comparison among the luxury brands' web pages, first of all it can be said that each brand has sharing regarding the talent management process. The presentations of talent management, it is realized that the location in the web pages is different for each corporate web pages. Talent management take a place with the same title, talent management itself and also it is under the different title such as human resources. On the other hand, there is very important point occur with the name of 'talent'. While in the LVMH brand, presentation is made with the word 'Talent', in the other two brands, Estée Lauder and Richemont, the word 'Career' stands out. In this sense, this can be accepted as an important and valuable finding while implementing process of talent management. It can be said that, there can be a perception and implementation differentiation among these luxury brands. When we look at the presentation and reflections of the talent management process (such as find, retain and develop) for each brand are available on the official website of each brand. Training programs develop who are potentially able to move into leadership roles sometimes in the future and need for human capital and setting out a plan to meet it (Dries, 2013: p.274). According to the brands web pages content, sharing of corporate culture is done, how talents will adapt to this institution, how they will integrate with the culture living in the institution and how they will make a sharing are included. It is emphasized that talents become part of the organization at every stage of this process. Therefore, it is seen that these stages are part of an integrated process and it is acted with corporate culture codes. In this way, it is associated with setting strategic goals for future needs (Dries, 2013: p.274). In the light of this information, it can be said that each brand acts and performs sharings in accordance with corporate culture codes, the relative intensity of which is different. In this case, it cannot be denied that this process will gain continuity with the establishment of the commitment to the institution after the talent is found and developed. Therefore, the availability of training and career development opportunities are considered as important points in attracting talents and keeping them in the institution and ensuring their commitment (Doğan & Demiral, 2008: p.151). Looking at the reflections in this process, the progress of the process was shared in every brand. It is seen that details such as related training and coaching are given.

As a result, it is seen that web pages as communication tool, serve as an important bridge between brands and talents in the talent management process and as a meeting point.

## Limitations

- The study was conducted only in the luxury brand universe.



- There are differences in volumes and corporate structures of the three luxury brands under consideration. LVMH is an important institution that houses many different luxury brands. Others can be considered as luxury brand.
- The approach was corporate based. The sharing of the corporation were not proved by the followers. It is a one-way evaluation.
- It was examined how the talent management process is presented on the web site.
- Only the original official web pages of the brands were evaluated.

### Suggestions

In the light of the findings obtained after the evaluation, a number of suggestions were made to guide further studies. These recommendations are included in the following items.

- In a different universe, it can be done for different brand types.
- An analysis can be performed comparing the luxury brand with other brand types.
- The web pages of the country of origin and of our country can be compared and examined. Evaluation can be made through cultural codes.
- During the corporate communication process, an evaluation can be made aimed at the corporate image for the followers.
- This variable can be evaluated under the content management title.
- An assessment of the organizational talent management process can be made and its presentations in other web-based applications can be compared.
- Considering the current position of talent management, this may be an evaluation of the topics in their presentations. For instance, evaluation can be made by drawing attention to the topics of career or talent management.

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