

# Internal mobility

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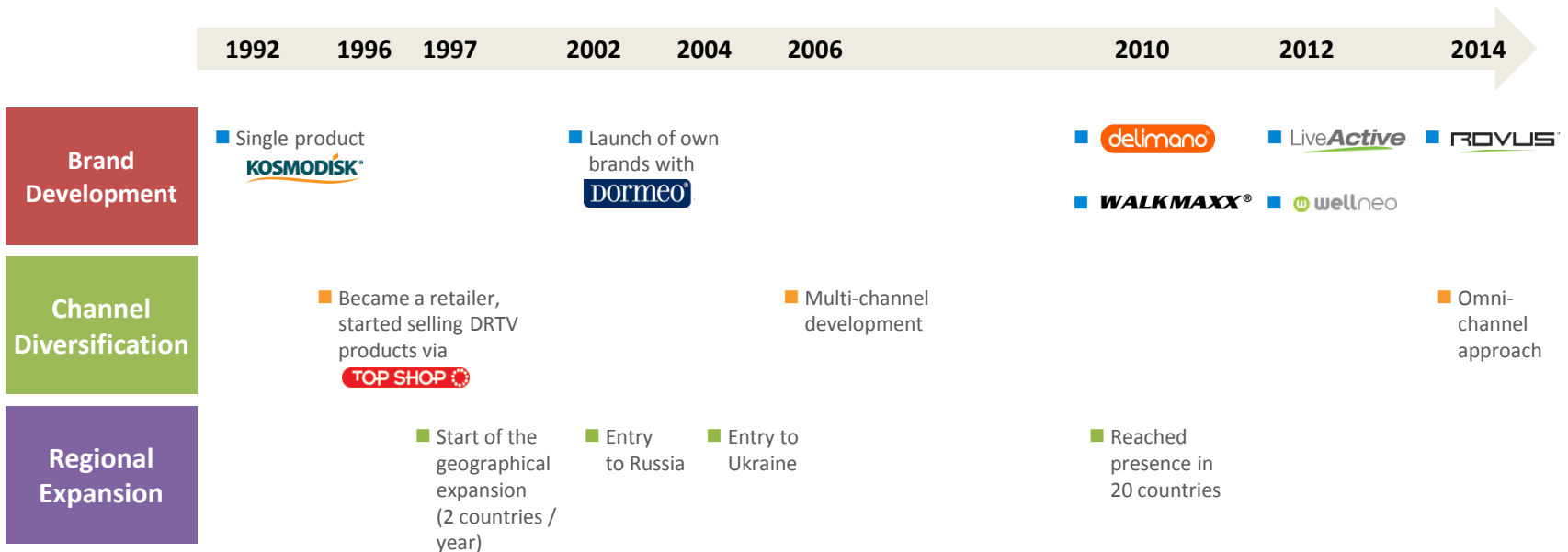
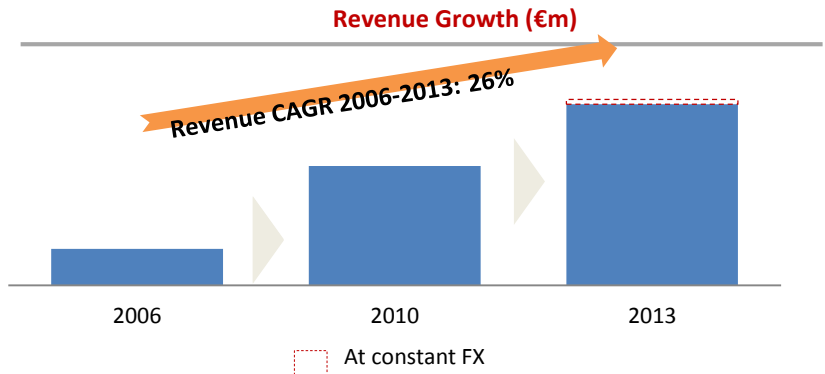
Human Resources Department

May 2015

STUDIO  
MODERNA

# Studio Moderna has grown through diversification and geographic expansion

- **1992:** Started its journey as a one product / one country company
- **1996:** Became a retailer of multiple third party products
- **2000:** Initiated development of owned brands
- **2005:** Refocused from a geographic expansion to a new distribution channel expansion with a customer centric approach
- **Today:** Studio Moderna is at the beginning of this new cycle and ready to grow with its best brands within existing and new markets



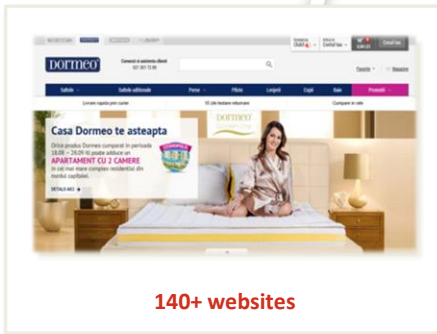
# and has evolved into a unique pan CEE / CIS omni-channel retailer ...



300+ hours / day  
3 home shopping channels



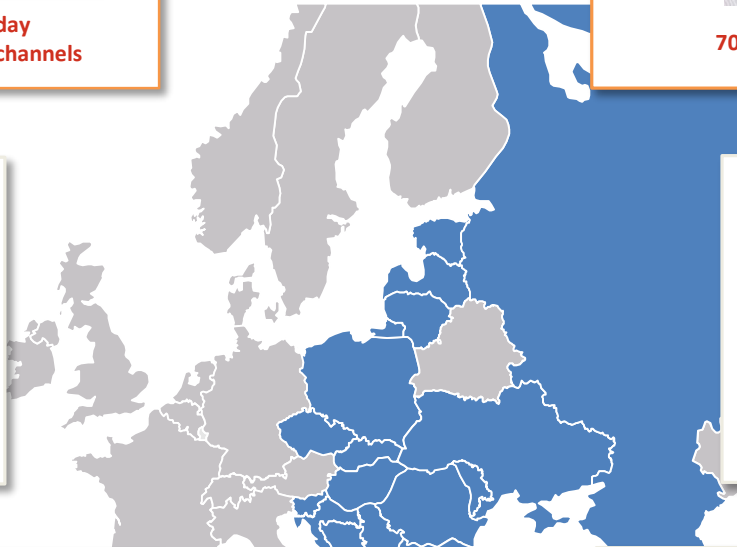
70M+ calls annually



140+ websites



25M+ catalogues annually



20 Countries



250+ retail stores



Thousands of Retail Partners

# Internal mobility

## What kind of mobility

Different kind of moves serve different stages of business development:

1. Geographical expansion required **expats** to begin with.
2. Rapid business expansion (central and local) opened many opportunities to **vertical and horizontal movements** and job enlargements.
3. Local markets- local employments called the need for **regional positions** to counsel local employees.

# How do we run internal mobility

1. **Mix of expats** on local markets, **regional positions** and **local employees in HQ**.
2. **Developing local capabilities** - long term investment.
3. **Employee rotation**, gaining variety of knowledge and skills for future senior positions.
4. **Mobility is supported for anyone interested** - no limitations.

# How do we search for employees to fill in new roles

## 1. Internal postings

- Open to every employee to apply, regardless of level or department unit.

## 2. Direct approach

- By following employee development and recognizing best fit candidates for specific roles.

# What are we looking for in the assignee

1. **Humility**- the arrogant power game does not pay off
2. **Long term focus** on business growth that goes beyond short term assignments
3. **Mentoring** local management and other key local employees
4. **Influencing** without demanding
5. **Power of communication**- put the local teams together
6. **Ambitiousness** of employee to be eager to take on a new role

# Mobility cycle – key points

## 1. Before the posting/direct search

- Important to raise the awareness that employees are owned globally, not locally.

## 2. During the assignment

- Support from HQ should always be available.
- Local language skills can make a difference.

## 3. On return

- Plan for the new role ahead.



# Results from mobility if it is done well



## **Increased retention**

Employee development and open promotion channels are one of the leading prevention factors from turnover.



## **Time to contribution**

Having the knowledge, skills, familiarity with company processes and established network makes internal hires become productive more quickly.



## **Cost savings**

Lower sourcing costs.



## **Employee value**

Set of skills and knowledge employee acquires on the job increases employee value for the company.

# Traps to avoid

1. Power game
2. Ignoring the art of persuasion
3. Short term focus
4. Neglecting the power of communication