TRANSLATION & TRANSFERRED HR PRACTICES

A Swedish MNC's journey towards "one company"

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Thesis:	30 hp
Program:	Strategic HRM and Labor Relations
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Supervisor:	Ola Bergström
Examiner:	Ulla Zetterquist-Eriksson

Abstract

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Purpose: This article seeks to add to our understanding of how practice transfers are implemented across national borders. Abandoning the use of the often used diffusion approach within practice transfer studies, this article is set within the framework of translation theory, and takes readers through the journey of implementing a new recruitment practice, as well as discusses how this impacts the original idea to create "one company." It is claimed here that new knowledge was produced by bringing together the theoretical tradition of translation theory and placing it within the context of practice transfer. This claim will be supported by field data from a Swedish MNC and its European subsidiaries that has been undergoing a plethora of reorganizations within the branch of Human Resources for the past decade. One of the organizational changes, which will be the focal point of this study, is the implementation of a new recruitment process. This process was inspired by the MNC's Americas office, revised at its headquarters in Stockholm, Sweden, and finally transferred to its respective European subsidiaries. These events were studied for a span of six months. The events and challenges are described and analyzed, followed by a discussion of unintended implications in which these circumstances brought onto the company.

Theory: Diffusion and Translation theory.

Method: Qualitative case study. Semi-structured interviews, informal conversations, company documents, and participant observations.

Result: This article provides detailed empirical evidence of how an idea travels throughout different actors and across national borders.

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1. Introduction

According to Szulanski (2000), interest has increased in the phenomenon of organizational learning, on how organizations create, retain, and transfer knowledge. Today, an increasing amount of Multi-National Corporations (MNCs) are thinking more consciously about utilizing their resources and internally-sharing knowledge among their subsidiaries. In the field of Human Resource Management (HRM), many organizations are taking more of a strategic approach to their practices, and are moving towards using HRM practices to gain competitive advantage (Boxall & Purcell, 2011). However, although the concept of transferring best HRM practices from one location to another seems like a straightforward project, there are many challenging areas that practitioners do not consider during the process of transferring HRM practices, nor reflect upon the consequences that these challenges may have on the outcome (Szulanski, 2000). Set within the theoretical framework of translation theory, this study will take a closer look into different stakeholder perspectives regarding transfer of recruitment practice across national borders. This will attempt to open the "black box," or "an unclear mechanism going on between the input and the output of a relationship (Boselie et al, 2005, p. 72)," during practice transfers.

1.1. Problem background

Due to the challenge of globalization and continuous growth over time, such as through mergers and acquisitions, many MNC's have started creating initiatives towards a "one company" strategy. Meaning, they are seeking more organizational, operational and market synergies in which all practices are aligned within the business, regardless of their geographical location or varying business units (Ailon, G & Kunda, G, 2009). This "one company" strategy is becoming increasingly popular within MNCs, and is created for a multitude of reasons. These reasons include, but are not limited to, cost savings, the ability to track and report work practices on a global scale, to secure quality control, as well as to improve overall efficiency (Bartlett & Ghoshal, 1995). In order to work toward this "one company" vision, it is imperative that MNCs transfer best practices among their subsidiaries. However, this is not an easy task. According to Demir & Fjellström, (2010), one of the most fundamental challenges facing MNCs is increasing the effectiveness and efficiency of knowledge transfer among geographically dispersed units to gain and sustain competitive advantage. Numerous researchers in this field have defined signs of a "successful" transfer in terms of how well the transferred practice has been adopted into its host subsidiaries (e.g. Ghoshal & Bartlett, 1987: Kostova, 1999).

Adoption of transferred practices is conceptualized by Tolbert & Zucker (1996), stating that there are two dimensions as to the "depth" in which subsidiaries adopt new practices: implementation and internalization. Although they can be defined in a multitude of ways, in a general sense, implementation can be explained as the objective behaviors and the actions needed by the practice. Whereas internalization is the degree to which local subsidiaries accept or "buy in" and commit to the practice (Tolbert & Zucker, 1996).

Kostova (1999) goes deeper into defining transfer success and claims that the success of a transfer is based on the amount in which it is internalized into a subsidiary. Meaning, the practice has been accepted into the local context, and developed a "taken-for-granted" status in the host country as "the way they do things."

There have been abundant studies regarding the transfer of practices within a multitude of contexts. For instance, Szulanski & Von Hippel (1994) conducted a study which offers a process model of knowledge transfer. The model (see chart 1) identifies stages of transfer and factors that are expected to correlate with difficulty at different stages of the transfer. It can be so that organizations find out *during* the process that internal transfers of knowledge are often "sticky" or difficult to achieve rather than fluent (Szulanski, 1994; Von Hippel, 1994). These are aspects of a transfer that are commonly not captured during a study, which could provide valuable insight.
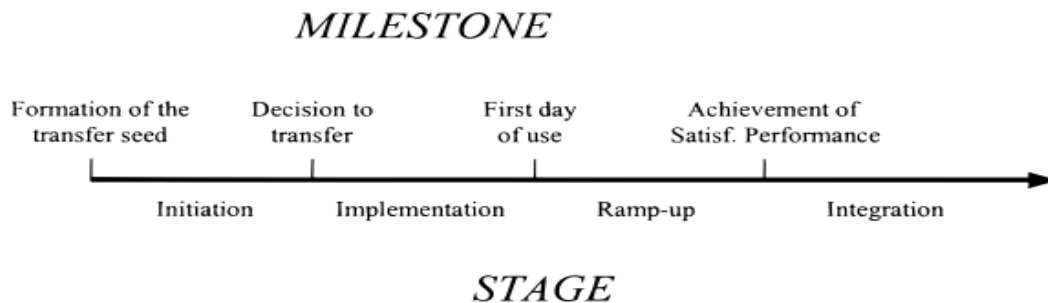
Chart 1.

FIG. 1. The process of knowledge transfer.

Szulanski, G. (2000). The Process of Knowledge Transfer: A Diachronic Analysis of Stickiness. Organizational Behavior and Human Decision Processes, 82(1), 9-27.

Björkman & Lervik (2007) attempt to explain *why* certain outcomes occur during practice transfers by researching the influencing factors. They conclude that governance mechanisms used by the MNC, characteristics of the subsidiary HR systems, the social relationship between the subsidiary and MNC headquarters, and the transfer approach taken by headquarters management will influence the outcome of the process. Furthermore, this leaves the "black box" of *how* HR practice transfer happens across national borders, unopened.

1.2. Research question

The research question for this case is "How do companies transfer practices across national borders?" It will be important in this study to address also "what characterizes the process of transfer of HR practices in MNC's?" and "what are the consequences of the transfer of HR practices across national borders for the local actors involved and the idea of "one company?"

1.3. Objectives of the study

Based on this research question, this study aims to reach three objectives. First, this study seeks to create a better understanding of how practices are transferred across national borders in multinational organizations. The majority of previous translation literature is within the field of innovation such as Latour (1986), which highlights that there is much room to apply this theoretical approach to other business contexts such as HRM and knowledge sharing. A secondary objective in this study is to describe how practices are implemented and translated within a Multi-National Corporation. In this case, the researcher will be an active participant in the process, working as a member of a new European recruitment team, observing the implementation of a transferred recruitment practice throughout Europe. This highly-involved position will offer great challenges as well as access to different aspects of this process. The third objective of this study is to analyze the consequences of the translations for actors involved and for the Multi-National Corporation. It is far too common for organizations to focus on the results of a certain practice, and to not invest the time to reflect and ask the questions "why are these results the way they are?" And, "How did this happen" once a transfer is completed and outcomes begin to emerge.

1.4. Outline

This article is divided into 7 different sections. The introduction has outlined the background and problemization of the subject within this study as well as described the purpose and delimitations. The section after will be the theoretical framework, where various studies and theories are discussed and integrated into the case study. Following this, will be the setting of the case study as well as the methodology, in which the researcher has conducted the research, will be explained in detail. The following section is empirical findings, where the results are explained in detail. The section is followed by a discussion which gives a deeper explanation of the findings and is met with the theoretical framework, consequently leading to a final model of results. This paper ends with the last section, conclusions and implications in which the findings and concluding remarks of the study are presented and also the contribution to academic research within HRM is outlined.

2. Theoretical Framework

Within organizational studies, the concept of translation has made a significant mark. The origin of this theory stems from the context of innovation and science, and focuses on power relationships within organizations (Callon, 1986; Latour 1996). Latour (1996) argues that there are two different narratives that can be used when creating innovations: diffusion or translation. He goes on to explain diffusion from a technological context, "A project may be deemed promising by all the experts and suddenly flops, while another in which everybody lost faith in suddenly transforms itself into a commercial success. How can these unforeseen successes and failures be explained?" (Akrich M., et al., 2002, p. 188). Regarding diffusion theory, the original idea should remain intact and if there are any alterations to the idea it is seen as a failure or as some actors called it "a step backwards". However, with translation

theory, an innovation idea starts small, in which different actors slowly take the idea and makes it their own, depending on their personal interests. The innovation becomes translated and evolves into something different than what was originally presented, but this is not viewed as a failure. The end result could even become the same regardless of using diffusion or translation model; however their journey into existence could be quite diverse (Bergström, 2007). This research focus shifts from organizational power to organizational change when Czarniawaska and Joerges (1996) discuss the common use of diffusion model regarding implementing projects within organizations. They argue that organizational change is quite rare, and that it is actually full of unexpected events and unintended consequences.

In their studies, Czarniawaska and Joerges (1996) believed in the philosophy that says "the theorist does not don a stance of categorical superiority, but rather a kind of sideways perspective." Meaning, the researchers should really take a close look and listen to the actors involved in organizational change, "not because they know better, but because they know" (Czarniawaska and Joerges, 1996, p. 155). Rorty (1982), supports this philosophy, and states "if we seem to know more than a specific actor does, it is not because we are omniscient, but because we have had the chance to look at many different cases, and have the leisure to see them in a sequence, and are able to produce serialized accounts of what we saw" (Czarniawaska and Joerges, 1996, p. 15). In this paper, this thinking will be carried on, in which the actors will be the forefront of focus, and will be discussed further in the methodology section.

Continuing within an innovation context, Nicolini (2010) calls for more focus on interpretive studies, in which capture the social and material processes that are linked with the journey of all innovations. He states, "Only in this way can we account for the empirical evidence that innovations proceed according to a fuzzy logic, following multiple tracks, proliferating into many ideas, involving a number of people, and, above all, continually mutating in the process" (Nicolini, 2010, pg. 2). This form of study could also be applied to the context of practice transfers, which would provide a similar understanding.

Although there are a plethora of descriptions, translation as a process can be most clearly explained as an ongoing evolution of ideas (Czarniawska and Joerges, 1995; Czarniawska and Sevon, 1996; 2005). First, an idea must be disembedded and materialized, or in other words, detached from its original context and then translated into an object. Second, the idea is incarnated, wherein the object travels through time and space until, third, it is re-translated by local actors and set within the new contextual conditions and existing practices. Lastly, an idea takes on a taken for granted status, in which it becomes institutionalized (Nicolini, 2010).

There are a multitude of studies in which translation theory is used to help describe changes that occur within organizations, such as Erlingsdottir (1999), Löfström (2003), and Strannegård (1998). However, studies concentrated on the translation of practice transfers across national borders have seldom been done. Furthermore, there is a of ambiguity from previous studies regarding *how* transfers are implemented, which creates somewhat of a "black box" in which describes the beginning and outcomes stages, but makes it difficult to understand what happens during implementation. By using a translation approach to describe how the transfer of recruitment practices was interpreted by different actors, and how this materialized towards the idea of "One SCA," this study may provide a fruitful alternative to

gain a deeper understanding of how practices can be transformed by actors, and what implications these translations have on the final outcome and the goals of the organization.

3. Setting

3.1. Case company

The case company selected for this research, SCA (Svenska Cellulosa AB) is a leading global consumer products and forestry company that was founded in 1929. It originates from Sweden and is known world-wide for being a sustainable company. They make hygiene products such as diapers and tissue, and forest products like publication paper, solid wood products and pulp, and packaging, such as containerboard and corrugated paper boxes (Kalling & Styhre, 2003). Sales are conducted in about 100 countries under many strong brands. The organization has about 44,000 employees. Their sales in 2013 amounted to approximately SEK 93 billion (SCA company homepage). The group has grown steadily over the last decade, almost exclusively based on acquisitions. The study referred to in this research concerns the Human Resource departments across all business units in Europe.

3.2. History and restructuring

This organization has two main divisions: Hygiene and Forest. Hygiene makes up eighty percent of the shares in sales, and Forest the other twenty percent. Hygiene has had an operating model that has been the same for the last three years. Previously to this, in 2012, the largest reorganization SCA had ever seen occurred, Called "Perform to Grow." This program significantly changed and restructured the Hygiene division. Perform to Grow was set in place in order to save costs, but also to align the company and create a "One SCA" feeling.

4. Methodology

4.1. Research approach and design

The research process originated with a meeting with the case company, discussing the planned global changes intended to be implemented in 2015, the result of a strategic plan created by Headquarters to gain a more competitive advantage on the market. I conducted an explorative case study to investigate the process of implementation from its origin.

4.2. Data collection

An advantage of case study research is that in-depth data can be obtained that would not be possible in the case of a larger sample (Yin, 2003). In this case, I will use a case study method to collect a plethora of resources in order to gain a holistic view of the current transfer process at the case company. According to Hakim, a case study may incorporate the analysis of

administrative records and other documents, depth interviews, larger-scale structured surveys, participant and non-participant observation and collecting virtually any type of evidence that is relevant and available (Hakim, 2000). Relating to ethical considerations is that of the role of researcher vs. role of an employee. The researcher is also an employee at SCA, and therefore has discussed with the company and been given full permission and support to conduct research involving them. Also, all interviewers' names' will be anonymous.

4.2.1. Primary and secondary data

The main focus of empirical data will be on the semi-structured in-depth interviews. In this case study, I interviewed the recruitment team members, project creators, local HR managers and line managers. Several interview guides are provided relating to the different actors involved in the transfer (See Appendix 1, 2, 3, & 4). Interviewing different actors will help reveal their different perspectives and how they interpret and translate different aspects of the transfer process. A use of secondary empirical data has also been collected, which will include observational notes, in which I kept a log of informal talks or "mini cases" and company documents from trainings and meetings.

4.2.2. Interviews: Selection and process

Snowball sampling was used as the selection method. This is defined as a technique for finding research subjects in which employees refer other relevant individuals to interview, and reflects a likeness to a snowball increasing in size as it rolls downhill (Atkinson, 2001). Regarding the interviewing process, the majority of the interviews were conducted over telephone due to the varying geographic locations across Europe among the participants, in which were recorded by the researcher. I contacted a total of 45 employees, and successfully completed a total of 33 interviews. The final selection of respondents and their respective countries are shown in Figure 1.

4.3. Data presentation and analysis

The analysis began by transcribing all the recorded data from the interviews into text. Following this, I placed them into a chronological model to describe all events in a simplified form, as well as to get a first view of what actually happened. Then I looked for recurring

Figure 1: Summary of Respondents

GENERAL ROLE	COUNTRY
Project Creator	UK
Project Creator	USA
Project Creator	France
Project Creator	Sweden
Recruitment Manager	France
Recruitment Manager	France
Recruitment Manager	Russia
Recruitment Manager	Spain
Recruitment Manager	Sweden
Recruitment Manager	Germany
HR Manager	United Kingdom
HR Manager	Italy
HR Manager	Slovakia
HR Manager	Sweden
HR Manager	Russia
HR Manager	France
HR Manager	Belgium
HR Manager	Denmark
HR Manager	Netherlands
HR Manager	Sweden
HR Manager	Sweden
HR Manager	France
HR Manager	United Kingdom
HR Manager	United Kingdom
HR Manager	Finland
HR Manager	Germany
Hiring Manager	Poland
Hiring Manager	Spain
Hiring Manager	Italy
Hiring Manager	Slovakia
Hiring Manager	Sweden

themes throughout the text in order to formulate conclusions relating to the research question and applied this to the use of theoretical frameworks to help analyze and create an understanding of the findings. The data revealed the actors and system were main features in the findings. Then I saw there was a pattern in the way actors viewed and translated the new recruitment process being transferred. Consequences of these translations among the actors as well as what this means for the idea of "One SCA" is explained in the discussions section presented later in this paper.

5. Empirical findings

The following section will be presenting findings of the study and will follow a chronological structure presented in the implementation model. It is important to explain that although the findings are presented chronologically, this is a complex organization and implementation process in which events have occasionally overlapped in real time. However, this model provides a simplified version of how the implementation occurred. The new recruitment practice was most significant because several different actors *needed* to collaborate in order to put it into action as well as make it viable, and thus, will be the focus of this analysis. The actors who will be referred in this analysis are 4 project creators, 6 members, 16 local HR managers of the new European recruitment team, and 5 hiring managers from across Europe and across business units. The journey of the new recruitment practice and the idea of "One SCA" is described and analyzed in the following subsections.

IMPLEMENTATION MODEL
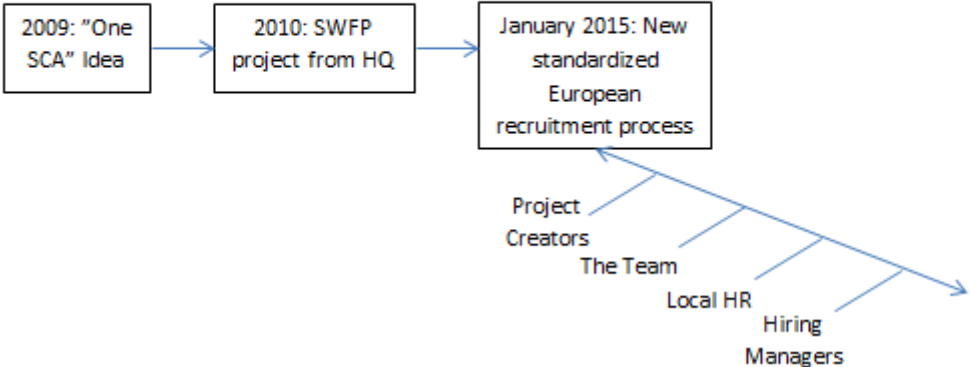
5.1.   An idea begins: The beginning stages of "One SCA"

Throughout the last several years, SCA has slowly moved towards the idea of a global, seamless "One SCA." "Although the circumstances in which ideas arise in local time/space or when they decisively come to the attention of organizational actors are often unknown"

(Czarniawska and Joerges, 1996, p. 8), the concept of a unified company was clearly announced by former CEO Jan Johansson, in 2009. This is explained by the following HR manager:

> "One SCA" idea has been on our former CEOs agenda from the start. From 2009, the CEO said we have so much to gain if we really run this company as "One." He started that journey, and that was one of the most important messages in Perform to Grow, that we should act as one company. But it wasn't until Perform to Grow that we really started to put it into action. The history is that we had run SCA from different entities, very isolated from each other. This was our heritage from the start, a bunch of forest owners coming together and making one company, but still that history has sort of been with us that you work under the "same umbrella" but your practices are very isolated from each other (HR manager 4).

With this idea of "one SCA," around 2010 came the project from HR upper management, Strategic Workforce Planning (SWFP). This project was created by the Senior HR Vice President, and her Global HR management team (GHRMT), which is a team of selected HR VPs across Business Units that work together with headquarters in order to align HR initiatives within the business. The SWFP project was used as a case study conducted annually across BU's in leadership training courses at SCA to help teach employees how to take strategy and put it into practice. To create this annual case study, SCA takes demographic facts and statistics such as the shift in global workforce. The study in 2014 showed that there are masses of older workers and not enough younger workers, due to a population decline. The results also concluded that there are not enough women in the workforce internally, among other findings taken from the case study. This was seen as a legitimate issue that needed to be put into action. This is explained by Czarniawska (2009): "As long as a problem is the focus of attention, all the ideas that can be related to it have a greater chance of being realized. All existing actions that can be represented as being coupled with it have a greater chance of being legitimized" (Czarniawska, 2009, p.9). In light of this knowledge, the project group initiated several different projects in parallel. Their aim was to move towards the idea of "One SCA" as well as to take all HR practices to a strategic level and get them aligned:

> SWFP is very important for the business, because it demands people to think in a strategic sense and also how to put it into a reality. If you do something in HR that is not supported by this project, you have to ask yourself, why are you doing this? (Project Manager, SWFP).

Essentially, this project was the ideal goal within HR on a global perspective, and according to top management, all HR practitioners within SCA should abide by these processes set in place. From this project stemmed two strategic areas in which the project group would take action. The first action point was to increase SCA's company attractiveness in order to attract and retain needed talents; In order to complete this goal, headquarters set out to activate an employer attractiveness plan globally, develop and implement social media strategies, become more professional within recruitment, among other initiatives. The second strategic area was to build high performing organization to secure business goal achievements in line with SCA values. This included projects like monitoring and securing employee performance, working more with talent development, and providing support to develop key capabilities such as leadership, functional, and project management skills within the business. The next section

explains how an idea was taken from its original context, and translated within a new context, and ultimately, materialized into objects.

5.2. Dis-embedment and materialization of an idea: Creating a recruitment practice

The new recruitment process was created by the project creators of selected individuals who were thought to be high talent and have high potential. This basis of how recruitment should be done in Europe was inspired by a recruitment model the company currently had in place in their Americas office, which had proven to be effective and successful for the past four years according to headquarters. "Success," was defined by the company as saving costs by lowering the need to use external recruitment consultants, improving their employer image by using internal recruiters who knew the business, as well as improving efficiency by knowing the internal customers (hiring managers) on a more personal level. The project creators took this model as a starting point, and translated it into what they thought it should look like for Europe. Even more, some of the project creators had been personally involved in a similar recruitment set-up with their former employers, such as Volvo, Astra Zeneca, and Canon. Thus, they dis-embedded, or uprooted the Americas recruitment model, and transformed it into their own meanings into a new recruitment practice for SCA. It was made very clear among the project creators that they wanted to focus on "starting fresh" when it came to implementing new recruitment processes within SCA. This concept of a fresh start was explained by one of the project creators:

> What we didn't want to do is to look at what we had today regarding recruitment in our European subsidiaries and try find a way to harmonize and find a common approach for all countries. We actually did it the other way around, and thought about what would be the best approach and what is the quickest way to do recruitment based on what the US did, and also based on scientific facts of what is done on the market today (Project creator 2).

Instead of building on the current recruitment practices and knowledge existing in the local subsidiaries, the project creators were convinced that local HR as they were then, were not the right ones to move SCA forward into a successful centralized recruitment process. Some project creators communicated this point more than others:

> They don't understand anything. And they don't want to understand because they were their own "perfect benchmark" (regarding recruitment practices) and our HR people consider themselves being the best recruiters ever, and nobody else could do it better. Instead of trying to learn something, they had a negative bad attitude. Because it was touching their work roles, and at the end of the day, you are closer to yourself than the company you are working for. So it gets very personal (Project creator 3).

At this time, the general outlook of the project creators was that local HR were not the professionals on how to do recruitment, and that it was time to let the "professionals" take over, "We didn't want to build on what we have, but to build on what we believe is the best approach" (project creator 3). The project creators spoke optimistically regarding the collaboration that would take place between local HR and the new recruitment team. It was

forecasted that the team could expect to recruit approximately 250 vacancies the upcoming year. Because of this general perception of the project creators to "start fresh," they decided to recruit externally for 6 out of the 8 recruitment team members to successfully carry out and enforce the new process and system throughout the subsidiaries across Europe.

There were three significant materializations of the "One SCA" idea in which the project creators decided to create regarding recruitment. These materializations were to be implemented at the same time and consisted of a new process, system, and recruitment team. According to the project leader, the way in which the process was created was explained as follows:

> We took learning's from the US (regarding recruitment practices), and then we did consultation on what we thought the process should look like for Europe and we made a draft. Following this, we held a number of workshops with Human Resource VPs to get feedback. We did this three to four times (Project creator 1).

This is similar to Hirschman (1967) description of a "pseudo-imitation" technique. This is defined as a "method that is used to promote projects that would normally be discriminated against as too obviously replete with difficulties and uncertainties." This technique was discovered when Hirschman was studying development projects. He explained that projects are less likely to be seen as problematic if they are presented as successful replications that were carried through in one or more places (Hirschman, 1967).

However, it was revealed in interviews that the view of "inspiration" the project creators used in order to create their centralized recruitment practice was perceived much differently than its origin. According to the America's recruitment team, the original "inspiration" for a centralized recruitment team was not exactly viewed the same way in Europe as it was in the USA:

> I sent the VP HR in Mexico a note to align in this way, and literally two weeks later, I found out that he was leaving the company. It's been told to me that we would become an aligned Americas recruitment function, with northern and Latin America, but we have our hands full with about 100 positions to recruit for. I think the previous director maybe led the European team to believe that we were kind of a centralized team in the Americas, but there really wasn't a whole lot of work to see what we could do to work together, and actually making us centralized with Latin America (recruitment team member 3).

Furthermore, although perhaps it was perceived by the European project creators as "successful" in the Americas, according to the American recruitment team, there is still much work to do to get the USA, Latin America, and North America recruitment practices aligned to create an "Americas Team."

The idea of "One SCA" was prevalent in the minds of upper management when creating the new recruitment practice; one manager explains her thoughts about this:

> The ambition was we started off by saying we need to work as "One" company. Because the reality is potential employees don't care if you work for SCA tissue or forest or feminine products, they consider being an employer (HR manager 4).

Once the recruitment practice had been uprooted and re-shaped, the process was made into a flow-chart style, including details of time frames in which actions should be taken, as well as who should be responsible for certain tasks within the hand-offs between actors involved in the recruitment process (see image 1.) Previous to this new process, recruitment was done in a multitude of ways among the subsidiaries. However, both the project creators and HR managers agreed that one of the biggest changes in the new recruitment process was the fact that hiring managers shall now upload their recruitment need into the new system. In the past, this had always been done by HR. The project creators perceived this as an opportunity to place more responsibility onto the hiring managers regarding recruitment, to relieve local HR from some of the administrative work within the process.

Regarding the new system, the most significant change was not its new interface, but the new access rights, in which only the recruitment team shall have access. Previously, HR and hiring managers were able to login, and manage or review their candidates being recruited. The reasoning behind limiting the amount of user access in the system came from the project creators. They viewed this as a way to ensure more control and consistency when using the system.

The new European recruitment team was created to have two talent sourcing supporters (TSS), responsible for the new job portal system, sourcing candidates, and screening of CVs; five talent acquisition managers (TAM) responsible for screening, and interviewing candidates as well as collaborating with HR and hiring managers to see the process through; and one talent acquisition director (TAD), responsible for managing the team, creating strategic plans for recruitment, and conducting regular reports on team performance. These recruiters were spread across five European countries: Russia, Germany, Spain, France, and Sweden. The intent with this team was that each recruiter would use employer branding strategies to promote the organization as an employer of choice and support the development of strong pipelines of candidates for existing demands and future hiring needs. At this time, there were some redundancies and re-organizations of HR employees among the local subsidiaries in order to "make room" for the new recruitment team.

By the end of 2014, the new recruitment process was beginning to take shape. Once the process creation was finalized in November 2014, the project creators started communicating with their subsidiaries' HR communities about the new changes. These communications included presentations, teleconference meetings, and e-learning modules created by the project creators.

Although the process was intended to be "diffused" throughout its subsidiaries, the leader of the project creators was explicit that it was the local HR Director's responsibility to introduce the new process locally:

> An HR director requested that I come there and explain the process to them and I said, absolutely not. It is now up to HR Directors to be responsible for communicating the new process to their people (Project creator 1).

When taking a look at the new job portal system, all HR managers were asked to identify which vacancies they were still recruiting for and communicate this to their local IT support, whom was responsible to transfer all the details over to the new job portal system. Following

these preparations, in December 2014, the recruitment team members were finally selected and contracts were signed.

When making the new process, it was said by the project creators, that they had much contact and collaboration with higher HR management, in which they consulted with the VP HR groups:

> I tried to have a kind of "sparring partner" in this case HR Director of country X, during the development of this process. So every time we developed something new in this process I had meetings and conversations with her to make sure everything made sense for her from a local point of view. She was chosen as my sparring partner because she has a strong voice in the country HR community (project creator 2).

However, when asked if they were in contact with local HR in the different countries, during this time, very few were included in the conversation. Although there was much discussion about "One SCA" from headquarters, it was not a typical discussion topic with the remaining managers. Relating to this, Rorty (1989) explains that, "in a sense, an idea cannot catch on unless it has already existed for some time in the minds of many people, in what he calls the spirit of the time" (Czarniawska, 2009, p.10).

It was now nearly time to launch the new recruitment process and system across Europe. The time and preparation was soon to be put to the test. Approaching the time of the practice launch, the project creators expressed varying opinions about how they viewed the idea of changing the new recruitment process. Some believed change to the process to be inevitable:

> I wish that you all could have started at the same time as the director. Because two months in, now the boss comes in, and I can guarantee she's going to have some ideas of how things should be done. But I think this will be great, because the project creators, although they have done an excellent job, they do not have a background in recruitment (project creator 3).

Other project creators viewed change as something to avoid:

> When the Director starts, she will do a review of the process, but my recommendation is to be careful, because if you change a process only after 6 months, it gets quite confusing to people (Project creator 4).

Another manager agreed with this, stating:

> When implementing this process I think it's important that we stick to what we have decided. Use the exact same tools and processes. I wouldn't change anything (GHRMT manager).

By January 2015, it was time to launch the new recruitment team, system, and process. The following subsection will describe the implementation of the transferred recruitment practice and how an idea is incarnated, or takes form in different ways among the actors involved.

5.3. An idea incarnated: The launch of the recruitment team, system, and process

On January 14, 2015, the new recruitment team meets for the first time, for their kick-off and training week which took place at SCA Headquarters, in Stockholm, Sweden. The objectives for the week-long training was for the team members to get acquainted, learn about the business, as well as receive direct training from the project creators about the new process and system. During this week the recruitment team had many critical discussions about the new process they were presented, and raised valid discussion points that led to prolonged schedule times and almost immediate alterations to the system and process. These alterations included, but were not limited to, revising and being clearer as to who in the process was responsible to book the interview rooms, which was not originally included in the process, as well as changing some "unrealistic" time-frames, according to the recruitment team. Following kick-off week, the team members returned to the subsidiary in their home countries, in which a variety of events occurred among local actors, as well as within the team.

When the new recruitment practice was launched, it was intended that the project creators would be responsible to communicate and train all HR directors among the subsidiaries about the new process, team, and system in which they would then disperse this information to their HR communities. However, this didn't seem to be the case in all countries. According to the majority of the recruitment managers in the new team, *they* became the ones responsible to communicate the new process and system to their respective subsidiaries.

> I wanted to have meetings with the main stakeholders from different BUs from marketing, sales, logistics, and customer services. Here, HR participated in the meetings when they could, because they wanted to show their internal clients that they were still apart of the process and they are still here to give support. However, eighty percent of the stakeholder meetings I did on my own to introduce myself, the process, and the team. I got bashed around a bit from HMs, challenging the process, but it was an opportunity for a roundtable discussion (TAM 2).

During this time, there were several challenges between the team and hiring managers, Frustration was expressed by the hiring managers about the fact that they had to work in collaboration with 5 different recruitment managers, instead of just one or two. They did not understand the point for the team to work across Europe and Business units.

> We haven't just got one contact person regarding recruitment, and this should be changed to just one direct TAM contact, instead of 5. For instance, when you ring a recruitment agency up, I don't expect to talk to 5 different people. I expect one contact to deal with all of my recruitment needs (Hiring manager 3).

There also appeared to be a level of skepticism surrounding the new recruitment team from the hiring managers. One instance of this was from a recruitment manager. She explained how she had a vacancy to recruit for, which was quite technical and hard to find candidates for. She claimed to have made this recruitment one of her top priorities in which she put in quite a lot of work time to search for the right candidates. Several weeks later the hiring manager came to her and said they had found a candidate. Quite stunned, the recruitment manager

asked how they did this, and he replied that they had contacted an external recruitment agency the same time they had their internal consultation about the role. This created frustration for the recruitment manager, as well as wasted time.

When creating the new process, the project creators tried to ensure that they explored all angles regarding recruitment by consulting with the VP's of HR to hear their professional opinions. However, after launching, some HR managers on a lower level blamed the project creators and the set-up of the practice to be wrong from the start. For example, the project creators foresaw the best candidates applying in the first few days of posting a vacancy; however, one of the HR managers disagree with this logic:

> It's not the best ones that come first. We used to just do two weeks publication time, and now we are using 4 in the new process. In my opinion, some of the best candidates are applying quite late, which is the opposite thinking of the project leaders, which says the best apply early on. So it is strange to me that we do not leave the posting time at 2 weeks (HR manager 10).

Another example was a disagreement of time frames to be measured in the new recruitment

process:

> When this process was introduced, I could see the faces of my colleagues and we were all shocked by the times set up in the process. In my opinion, if you do not involve all the people in the process, then it cannot go right. And I feel this is something that didn't go right (HR manager 7).

Different notice periods in the different countries were also perceived differently regarding the new process. This affected how they acted after the practice launch:

> The managers don't like the new process, that's why I am doing all of the recruitment work. The main reason they don't like it is because of the long time allotted to conduct the recruitment. Because we have a lot of people leaving and only giving us two weeks' notice, so then we have an empty seat here for quite some time. So that is frustrating for them (HR manager 15).

According to another HR manager, the process wasn't seen as "fair" in terms of assigned deadlines in the process:

> If you look at the new recruitment process, you should notice that there is a quite long time period allotted to the recruitment team, and very short time period for HR. I can foresee that we will end up in a situation that if we do not achieve this reduction of lead time because it will take more time in reality at the end of the process, on HR side. That is something we just have to wait and see (HR manager 6).

Among the new recruitment team, the beginning weeks did not go as expected. One of these events started with the delayed start date of the team Director as well as one of the recruitment managers. This was due to labor laws in Germany companies, which forbade them both to start their new job until two months after their intended start date. This occurrence left the remainder of the team members to collaborate with one another and they tried to create meanings and make sense of the new process themselves. With the absence of a team leader, this time was supported by two project creators, whom conducted daily one-to-one calls with all team members, as well as weekly team meeting calls. The weekly calls allowed the team to

discuss issues and urgent matters regarding recruitment. However, although the meetings were conducted every week, the majority of the recruitment team considered them to be unproductive because no action points were taken, and no follow-ups were being made. One recruitment manager stated, "We share within the team what we do, but we don't ever take decisions on what *should* be done."

Most of local HR managers did not see the use in the new process because it was so different from the practices they were used to, such as conducting assessment tests for candidates, and involving line managers in the screening of candidates. Due to the practice having to be shared among several different actors, the workload within the process was perceived as unfair to both local HR and the team.

It was agreed among the recruitment team that they were experiencing a number of challenges their first months working at SCA. These challenges included workload, lack of business knowledge, and issues with local actors. However, they were not transparent with sharing the majority of these struggles with each other. There were occasional chats online about a specific issue, but the majority of the issues were either kept to themselves to deal with alone.

The next section will describe two months into the launch of the new recruitment practice, at this stage, it is seen that the practice starts to be positioned within contextual conditions and existing practices among the subsidiaries.

5.4.   Practice becomes re-defined

Confusion continued to ensue and at this point in time, forecasting that was conducted the previous year had proven to be almost double than what was expected for 2015. It was estimated by the project creators that there would be approximately 400 recruitments for all Europe for the entire year. In the first quarter alone, there were 250 recruitments, this left the actors struggling not only with understanding the new recruitment practice, but now under more pressure to perform due to a higher work load than expected. With these pressures, the practice started to take on different forms in the subsidiaries. Some had applied their own meanings to what the new team was, and how they should be conducting recruitment.

During this time, there was a general distinction between HR managers whom viewed the overall practice transfer implementation as a success or a failed attempt. Through interviews and informal talks, it was revealed that HR had their own translation of the meaning of the new team, process, and system.

Regarding the recruitment team, some HR managers applied meaning to their role from their job title:

> Just judging by the name of 'Talent Acquisition team' we would have used several alternatives in trying to attract candidates, but that doesn't seem to be the case. So all we are still doing is posting the jobs on the sca.com internally and externally, as well as posting them on LinkedIn which is exactly what happened before. This is not going to help our site, looking for good technical people (HR manager 1).

In this instance, it could be said that this HR manager interpreted the job title "Talent Acquisition" as something different from headquarters, and therefore applied her own meaning as to how they should work.

Other HR managers made sense of the Recruitment team from what was told to them by the project creators, in which the "professionals" would be to own the recruitment process:

> When TAMs come to me for advice on job boards or sourcing tips I ask them, well what do you think? You're the recruitment expert, have we been doing something wrong? (HR manager 13)

After implementation, some HR managers still did not see the use of this new recruitment practice for their country:

> Now with this new process, it takes longer. Because if I have a position, then I can post it in the system, and start it the day I receive it. Whereas if I use the Recruitment team I need to wait a day or two to talk to the recruitment manager and they talk to the Hiring manager. (HR manager 1).

Some HR managers whom were not involved in the creation of the new recruitment process that did not provide as much support when implementing the new practice:

> I think the implementation wasn't done in the way that it should be done. The change management part was totally missing. They should have involved us as HR managers when they were implementing the new process into the subsidiaries. We didn't get any information and when we asked questions, we barely got any answers. It was more that somebody decided, well this is coming now and don't let anybody ask any questions about it. And in the beginning it was said that the new process was not coming here to our country, and then in the end it did come here, and we needed to do something. So it was a mixed communication in that way that I wasn't really ready for it (HR manager 15).

HR manager 1 also commented on this, stating:

> Overall, for the roll-out of this new process, I think the communication could have been better. For our Hiring managers, I am still uploading the requisitions for them. And I just think it's because we are not ready to do it the new way (HR manager 1).

Despite the criticizing HR managers who viewed the new process as a flop, there were also openly supportive HR managers, who viewed the new process and team as a positive success:

> In the beginning I was not sure about this process, but now after 1 month, I am pleased with the outcome and the fact that all the administrative work for recruitment was taken over by Recruitment team. We stopped using external consultants except for really critical or specialized roles (HR manager 2).

Another HR manager was relieved to have some of his work load taken off:

> As far as the new setup and the new team, it is seen as positive. Now there is less administrative work for local HR, which everyone likes. Not to mention, in the past, I was already used to working with internal recruiters, so for me this is why my idea was already positive with having a Recruitment team at Canon (HR manager 9).

This HR manager considered the new recruitment a success:

> Looking at the process now, I can say it is going very good. I know I can tell a hiring manager, well here is your vacancy and the Recruitment team will get back to you within two days and support you throughout the recruitment. And I know I can stand behind that. And I haven't seen the opposite of this (HR manager 5).

The system was viewed in different ways by local HR managers. Some translated the use of the system as a hindrance:

> The old system allowed hiring managers to go in and review CVs of candidates, but we never did recruitment like this. We would actually sit down and collaborate and have a discussion about each candidate. We wouldn't just sit and do this through the system (HR manager 1).

On March 2015, the team Director started at SCA. Once the team was complete, there appeared to be an increase in communication between the team regarding what issues they were having as well as what was going well for them. All of these details were shared with the Director, in which she collected and made into a track-sheet of all that needed to be altered regarding the system and the process. The process and system had now been launched in each subsidiary across Europe, a total of 26 countries, in which 5 of them recruitment team members were sitting.

5.5.   An attempt to maintain and institutionalize an idea

Four months had passed and the ongoing challenges started to become quite clear to the team as well as the stakeholders involved. These challenges included, but were not limited to managing workload, efficiency within the process, lack of business knowledge among the recruiters, and conflicts with local actors. At this point, the director called for a face to face meeting for the recruitment team in Paris. This meeting took place under the span of 3 days, in which the team reviewed the process as it was and what should be revised, created, or become a guideline for recruitment moving forward. The director took the discussion points from these workshops and planned to use them as the basis for a business case to present to the project creators in what needed to be changed in the process. Meanwhile, the director of the American team communicated that, at this time he was still struggling to align the regions in the Americas to work in alignment.

It had been perceived by the team Director as well as several other actors involved, that the practice as it was introduced was not functioning efficiently. Nevertheless, some of the objectives set by the project creators had been reached. These included implementing a new job portal system across all subsidiaries in Europe, in which would help the company track all recruitments across Europe. They also intended to reduce costs by eliminating or reducing the use of external recruiters, which they managed to complete in the majority of Europe. However, several hiring managers still continued to use external agencies without notifying the recruitment team. An additional aim was to improve efficiency by having a recruitment

team that would know their internal customers (the hiring managers) more personally. In summation, it one could look at this as some aspects of the goals were reached, but some still were still planned to be re-visited and revised. Thus, overall "success" of the practice transfer implementation at this time, was debatable among the actors.

6. Discussion

In this report, I have focused on cultivating a deeper understanding by following the implementation process of a recruitment practice transfer within a Swedish MNC and studying *how* it occurs. This study provides empirical grounding for how the materialization of the idea of "one company" is translated through different complex business landscapes by different actors. By following the process as it occurred, and mapping the translations of an idea travelling through time and space in the organization, I have provided a richer insight in the way in which implementation of practice transfer takes shape in practice. This process was characterized by several different features which included many different actors, different business units, as well as a new system.

6.1. Meanings and translations among the actors

We have seen how the idea of becoming "One SCA" materialized into a recruitment team, system, and process and how these objects were translated by the actors. These complex features can be seen to have had several unintended consequences for the different actors involved. The first being increased critique on the process. This can be explained by a multitude of reasons; however the findings showed that the system was a large culprit in this case. To explain further, by launching a new system when implementing a recruitment practice transfer, this became more intrusive than what would typically be expected during an organizational change. The process in a way was guided by the system, but because access and power was taken away from HR and hiring managers, this made the process more vulnerable to critique and skepticism.

Callon (1986) explains that dominant actors can develop contradictory arguments and points of view in which lead them to propose different versions of the social world (Callon, 1986). This is comparable to the language used by the project creators when they spoke about the new recruitment team. This generated varying meanings regarding their identity among the actors. For instance, when introducing the new recruitment team to SCA, the project creators introduced them to the local HR managers and Hiring managers as recruitment "experts" and "professionals." These type of labels produced different views among the actors. For the hiring managers, bringing more professional recruiters on board was viewed mostly as a positive business move. However, the language "professionals" was interpreted by several local HR managers that they were not the specialists within this field of work, although they had been working with recruitment at SCA prior to the addition of the recruitment team. In a sense, these translations affected the way the actors originally collaborated with one another. Several hiring managers perceived the new internal

recruitment team as if they were external consultants. This was expressed by the language they used when regarding the team, it could be seen that they did not consider the new internal recruitment as "their own."

To some actors, the new process was viewed as a positive improvement. More specifically, once the process started, several HR managers were relieved from tasks by the team, whom took over their administrative work in the system. Therefore, some HR managers were pleased with the new process because it lowered their work load and allowed them to be more motivated, focused and flexible in other aspects of their role.

However, this was not the case for all employees. Some managers felt the way they had always done recruitment in the past was still the bench mark, and believed they can still do recruitment better themselves than by utilizing the new recruitment practice. Eventually, this belief became a reality due to the unexpected high work volume on the team, in which some countries began to fill job vacancies quicker and more arguably more efficient than the new team.

During practice transfers, "success" is typically defined as meeting objectives originally set in place for the new process. These objectives included implementing a new recruitment process and job portal system across Europe, lowering the cost of external agencies, raising the level of professionalism regarding recruitment, and reducing the time to hire for candidates. Although studied during a limited time, if we were to look at the outcomes from diffusion approach, it could be argued that the transfer of recruitment practices at that time had failed, because not all original goals were met. However, as Callon explains, "translation is a process, never a completed accomplishment, and it may fail (Callon, 1986, p. 1)." Czarniawaska and Joerges (1996) also explain this point, that although goals may fail, it doesn't always mean that they are not important for understanding the results. Therefore, when viewing this phenomenon from a translation approach, it can be said that, the unintended outcomes in this case are ongoing, and should not be considered a success or failure, but rather one step closer in an evolving process towards "One SCA."

6.2. Reflections - Did they become "One SCA?"

Although there were several actors who agree that the new recruitment practice was a setback for SCA, it is argued here that several events during the practice transfer, although unintended, created more seamless working among the actors, and has brought SCA closer to their goal of "One SCA." This includes the launch of the new practice, when information was considered dispersed incorrectly by some local HR Directors. However, this required the new team to meet more frequently with local HR and hiring managers and personally introduce them to the new process. Thus, it established a quicker relationship between the team and local actors, and in a sense, created more "buy in" and support from them.

Another way in which this practice transfer helped move towards the idea of "One SCA" was during the practice launch, in which the recruitment team did not have a Director for several weeks. Although there was confusion, they also began to create their own meanings and organizing themselves so they had alignment within the team. Therefore, the

absence of the Director, although seemingly problematic at the time, in a way, this helped establish collaboration between the new team members.

The use of the system played also an imperative role regarding translations and evolving the idea. Although many HR and hiring managers disliked the lack of system access, and saw it as quite a negative aspect of the new practice, another way to look at the system was as a sort of "glue" which united all actors. In other words, in the initial days of implementation, there appeared to be skepticism the HR and hiring managers had in the recruitment team, in which they felt they needed their own access and did not want to lose visibility over the recruitment. However, over time, this restricted system access of HR and Hiring managers created more discussions and collaboration with the recruitment team. Although the system was initially viewed as a loss of control and power for several actors, it ultimately materialized into a type of collaboration tool, which encouraged actors to interact.

In summation, it is not to say that the organization has become "one company", in which all employees collaborate and think on a strategic and global level. However, it is argued here that by implementing a centralized recruitment practice across Europe, SCA has changed the way in which employees must act at work, and has also managed to influence the way in which some employees think, and therefore has strengthened its position towards becoming "one company."

7. Conclusions and implications

7.1. Concluding remarks

This study set out to illustrate how the idea of "one company" was translated in practice. The research was done by following the implementation process of one of many practices which can be transferred across transnational borders: recruitment. Furthermore, with the completion of this case, it can be concluded that the outcomes were not as intended originally for the practice transfer. However, if this were a longitudinal study, it may be that the outcomes of this study would have been described differently. Although it was sought out to implement a new recruitment practice and transfer this to its respective subsidiaries, by following the process, the findings showed that the aftermath was not the intended outcome of the project creators. Here evidence is provided that at this point in time, SCA did not follow the same recruitment practice in all the subsidiaries, several hiring managers continued to seek services from external recruitment agencies, and even some of the "inspirational" practices were struggling to become aligned. However, as described in the discussion, there were also some unintended consequences which actually became manifestations of the idea of "One company."

7.2. Contribution to previous studies

Returning back to the commonly used diffusion approach regarding transfer studies (e.g. Ghoshal & Bartlett, 1987: Kostova, 1999), if I were to follow that approach, this case may have been explained among other things by a lack of management skills and poor choice in the transfer approach taken (Björkman & Lervik, 2007). Yet, by following the process, it is shown that there are a more complexities than just 1 or 2 main factors that influence the outcomes. However, this approach may be over–simplifying what occurs during practice, and it is argued here that there are perhaps more variables and complexities in which play a role in practice transfers. There was a reason to believe that maybe there was a lack of management skills, but what about the aspects of timing when they launched the implementation, or the preconceived thoughts or feelings of the actors? Perhaps these measures were also in composition with this rather than 1 or 2 simplified factors. Moreover, there is nothing tangible, aside from questionnaire summaries and speculations, to say that such "factors," such as poor management skills, were most prevalent as part of the process. Therefore, by following it from its origin, and describing what happened during the process, I have provided significant empirical data showing the complexities of how an idea travels through practice transfer, and essentially describing reality. This article is a contribution to previous literature because rather than looking at the outcomes, it has followed the process from its origin. Therefore, in a sense I have opened up the "black box" produced in previous studies relating to transfer of practices.

There are few, or may I even challenge that there are no studies on translation of ideas and practices within a multinational context. Therefore, this article may be used as a contribution to translation studies. Due to the challenge of globalization and the increasing trend within MNCs to create centralized organizations, this topic of translations in practices becomes quite a relevant matter. Since translation studies are typically conducted within a national context, or within one organization, this generally assumes a single culture setting. However, in contrast, this study showed not only how translations across multinational borders creates a new level of complexity, but also emphasizes the need to acknowledge the role of actors. This point relates to the origin of translation studies, which concentrated on the power relationships within organizations (Callon, 1986; Latour, 1996). Typically, when an organization is trying to enforce an idea, it is done within the hierarchy of the organization. However, if the idea is to create "one company" across a wide scope of countries, power relations and the history of power relations between different actors become an even bigger challenge. Instead of drivers or barriers, we need to start to look at the actors involved as translators, creating their own meanings and enabling an idea to evolve over time. Therefore, the role of the actors becomes very important, and it is necessary to understand how translation takes place. In conclusion, by developing translation theory within this context, it will help researchers and practitioners in the field of HRM to gain a deeper understanding of what occurs during practice transfers.

7.3. Limitations & future research

The knowledge produced by this study is not generalizable to a broader context. Due to general time restrictions, one suggested research topic would be a longitudinal-focused study following this same case, or a similar case for a prolonged amount of time. This would provide a deeper understanding of how an idea travels and evolves over time. Another suggested study topic is a qualitative study focused on several different MNC's in which have the same mission towards creating "one company." Although this would add numerous amounts of complex features, this would provide valuable empirical data about various translations and materializations of an idea. If this managed to be tracked and analyzed, perhaps a pattern of similar translations would emerge, and even potentially providing a benchmark of *how* "one company" is typically formed. Lastly, concerning translation theory, which has most commonly been studied within a national context, I call researchers to try to bridge this gap regarding translation studies within a multinational context.

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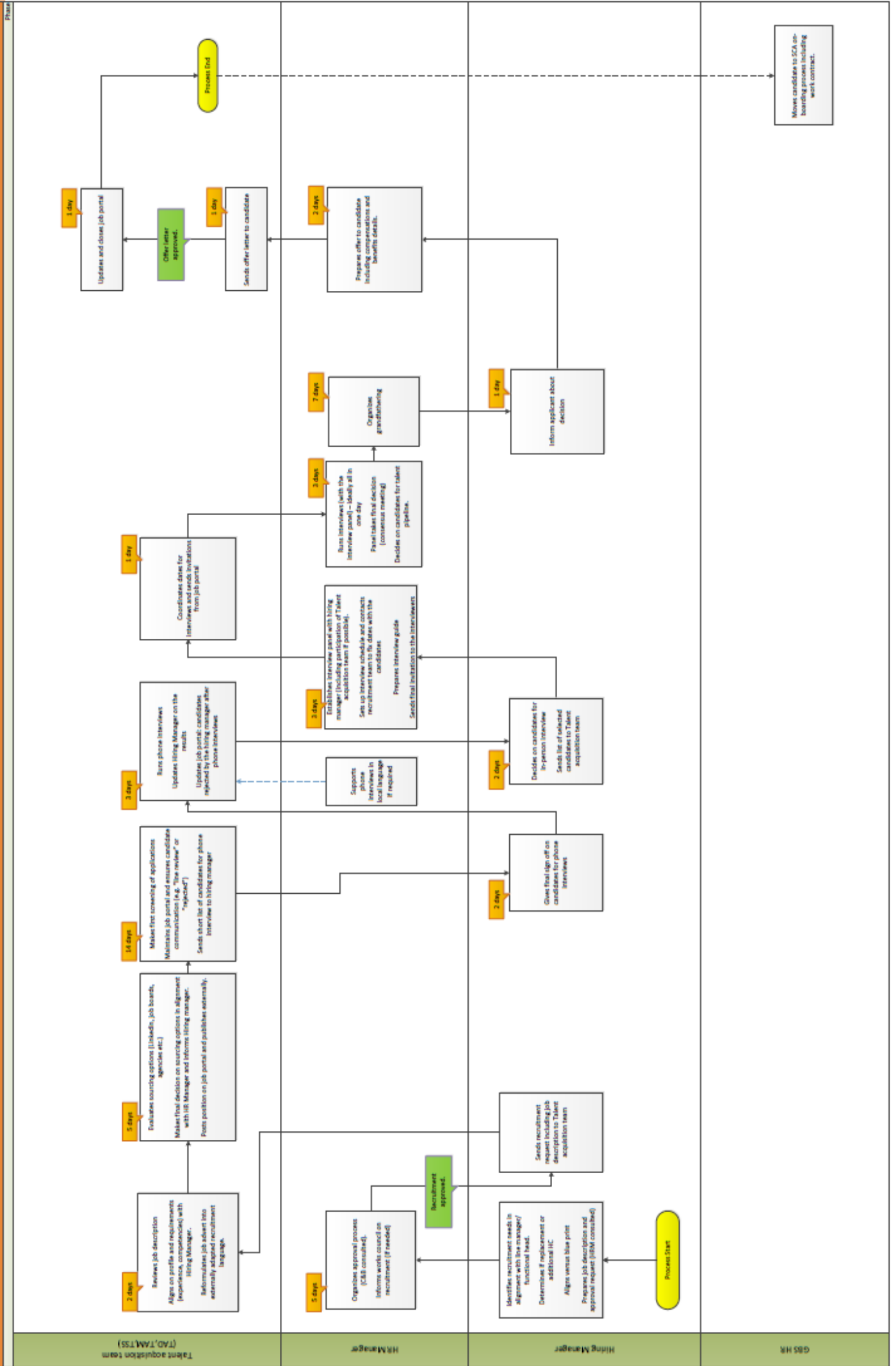Yin, R. K. (2003). Case study research. Design and methods (3rd ed.). Thousand Oaks: Sage.

Image 1: New Recruitment process

Appendix 1: Interview guide for HR managers

- Please tell me you professional background and the roles you have had at SCA?
- How was recruitment done before? 10 years back?
- Are you still using recruitment firms now that Recruitment team is in place?
- In your opinion, how has it been when implementing this new recruitment process/system?
- Any feedback from the hiring managers?
- Do you feel that using external consultants before worked much better?
- If we do this implementation process again, what can we learn from this, what can we do better next time?
- You have been at SCA for 20 years, have you experienced any other implementation process coming from HQ? How did that go?
- Do you think HRMs would be willing to train the Recruitment team about local resources?

Appendix 2: Interview guide for project creators

- How did the idea to create this new team and process come about?
- Who was put on the project creators and why?
- How was this new process created? Did you talk to the local recruiters?
- What did you look for when recruiting for this new team?
- How much influence did the Americas Recruitment team have on helping to create this new process?
- Where there any other actors involved in the implementation?
- What were your expectations before the implementation process?
- Reflections about new recruitment process now?
- What do you foresee will happen with this process in the future?
- Any additional thought or details you would like to share?

Appendix 3: Interview guide for Recruitment Managers

- When introduced to the new process during training week, what did you think? How much influence do you think you had in shaping it? Or did it stay essentially the same?

- During your first weeks at SCA, what did you do? Did you communicate to other stakeholders about the new process or did they already know? What was this like in your country?

- Could you please explain to me the relationship between you and the Project creators members? Did you get support? Did you have same/clashing views on how recruitment should be done?

- Could you please explain to me the relationship between you and the HR managers?

- Could you please explain to me the relationship between you and the Hiring managers?

- Reflections about new recruitment process now? Is it the same? Are people following the process? What should change?

- What do you foresee will happen with this process in the future? Your opinions in collaborating with other TAMs globally?

- Any additional thought or details you would like to share?

Appendix 4: Interview guide for Hiring Managers

- What is your role today and how long have you been with SCA?

- How much have you worked with recruitment?

- How was recruitment done before the new process?

- Please describe the first time you heard of this new recruitment process? How was it communicated?

- How did this transition go for you? Smooth, challenging…etc?

- Are you still using recruitment firms now that Recruitment team is in place?

- In your opinion, how has it been when implementing this new recruitment process/system?

- You have been at SCA for 20 years, have you experienced any other implementation process coming from HQ? How did that go?

- If we do this implementation process again, what can we learn from this, what can we do better next time?

- Reflections about new recruitment process now?

- What do you foresee will happen with this process in the future?

- Any additional thought or details you would like to share?