AHMAD SAOMIN ALI. Implementation of Talent Management at PT Unilever Indonesia Tbk. Supervised by AJI HERMAWAN And YUDHA HERYAWAN ASNAWI.

Talent Management (TM) has become the main debate of management and business research in the world regarding theory and practices since Chamber in 1998 introduced "The War for Talent". There were a lot of research publication related to TM theory. However, unfortunately there were only little based on application, therefore its important to understanding in the context of the organization view. Objective of this research is to analyse stakeholders (HR Professionals, Senior Executives and Line Managers) and participants of TM, practices, challenges and obstacles in the TM implementation at PT Unilever Indonesia Tbk and examine the role of HR professionals in TM and in addition the study looked both of the relationships role HR professionals and TM.

The research methodology was a qualitative approaches with a case study method, PT Unilever Indonesia Tbk as a multinational company. Data collection was to uses by triangulation method which includes interviews, observation, and document review. Utilise semi-structured interviews.

This study indicate that capability to understand the TM concepts has different at each level, both stakeholders (HR professionals, senior executives and Line Managers) and participants of TM. HR professionals has more understand about TM, while senior executives understand TM as business strategies and line managers understand TM should be run and TM participants be able to carried out it well, while TM participants understanding from the implementation in the field. The TM practice at PT Unilever Indonesia Tbk uses an inclusive people approach which means that all employees in the organization have talents that need to be developed. TM places more emphasis on assignments based on real work (experience or on the job assignment) of 70%, supported by coaching and mentoring (20%) and 10% formal development. The challenges and obstacles currently faced in the TM implementation were classified into two levels i.e. organizations and individuals. The organization includes the TM program system problem (the TM program does not have the target timeline and lack of programs that are able to attract employees’ desires to be better in the learning system that has been provided), a stagnant career system, problems with push and pull factors. While the individual level consists of competency problems, time constraints and adaptation problems. The role of HR professionals in the TM program had an important role, with this role capacity building was still needed and must be more in direct contact with TM participants.

Keywords: inclusive people, multinational companies, talent, talent management, the war for talent.