

Talent Management In Enhancing Corporate Competitiveness In The Era Of Industry 4.0: A Case Study Of Pt Nestlé Indonesia

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Abstract: *This study aims to examine the role of talent management in enhancing corporate competitiveness in the era of Industry 4.0, using PT Nestlé Indonesia as a case study. A qualitative method was employed, utilizing a library research approach that analyzes various literature related to talent management and corporate competitiveness. Data were collected through a literature review involving books, journals, and relevant articles discussing the challenges and strategies of talent management in the context of technological change and digitalization. The findings indicate that effective talent management such as digital skills development, innovation in recruitment processes, and clear career planning plays a crucial role in improving corporate competitiveness. PT Nestlé Indonesia has implemented various talent management strategies to prepare its employees for the Industry 4.0 transformation. This study concludes that adaptive and future-oriented talent management is key to maintaining competitive advantage in the digital era.*

Keywords: *Talent Management, Corporate Competitiveness, Industry 4.0*

INTRODUCTIONS

The era of Industry 4.0 has brought a wave of major transformations in the world of business and management, characterized by the integration of digital technologies, artificial intelligence, automation, and big data into various operational aspects of companies (Wikaningrum and L. Kartikasari, 2023). These changes require organizations to be adaptive not only to technology but also to the management of human resources, particularly in terms of talent management. In this context, companies must devise appropriate strategies to ensure that their talent is capable of facing global challenges and competition (A. Alamsyah, at al., 2022). Talent management has become a critical factor in maintaining and enhancing corporate competitiveness. High-quality talent that is effectively managed can lead to innovation, efficiency, and increased productivity. Therefore, talent management involves not only the recruitment process but also continuous development, retention, and career mapping.

In the digital era, corporate competitiveness no longer depends solely on products or services but rather on the organization's ability to leverage highly competitive and capable human resources. Organizations that can manage talent strategically are better equipped to face rapid and unpredictable changes (Kromer, 2018).

In practice, talent management in the Industry 4.0 era must focus on enhancing digital competencies, creativity, flexibility, and the ability to adapt to technology. Employees are expected to possess not only technical skills but also soft skills such as communication, teamwork, and adaptive leadership. This underscores the need for a more holistic and proactive approach to talent management (A. Agit and S. Muharram, 2024).

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PT Nestle Indonesia, as a multinational company operating in the food and beverage industry, has demonstrated concern for the development of human resources in facing the digital era. Various employee development programs, technology-based training, and competency enhancements have been implemented to ensure the readiness of human resources in facing the challenges of Industry 4.0. PT Nestle Indonesia's steps in building a talent management strategy also show that the company realizes the importance of creating a work environment that supports employee growth and engagement (Nisa, 2018). This approach not only improves individual performance but also strengthens the company's position in industry competition.

No.	Main Issue	Problem Description	Impact on the Company
1	Digital Skills Gap	Many employees lack digital competencies that align with industry needs	Decreased productivity and mismatch in competencies
2	Low Talent Retention	High-performing talent tends to move to other companies offering better opportunities	High recruitment costs and loss of organizational knowledge
3	Adaptation to Technological Changes	Employees are slow to adapt to new systems and technologies	Hinders the company's digital transformation
4	Lack of Continuous Development Programs	Not all employees receive fair and equal access to continuous training	Skills disparity and decreased work motivation
5	Lack of Integrated Talent Assessment Systems	Absence of effective digital systems for assessing and mapping competencies	Difficulty in identifying and promoting potential talent
6	Limited Employee Involvement in Innovation	The work culture does not fully encourage innovation at all levels	Decline in organizational competitiveness and creativity

Table 1. Problem Gaps

The importance of this research is based on the gap between the company's need for digitally-ready talent and the reality in the field, where not all companies are able to adapt quickly to technological changes. Therefore, a case study on PT Nestle Indonesia becomes relevant to see how talent management strategies can be implemented effectively and sustainably (Schulers, 2024).

A qualitative approach based on library research was chosen in this study to explore in-depth theoretical concepts of talent management and its application in enhancing competitiveness. By reviewing various scientific literature and company strategies, the researcher aims to build a comprehensive understanding of the challenges and opportunities faced by companies in the Industry 4.0 era. Through this research, it is expected that patterns

and best practices can be found that serve as a reference for other companies in managing talent. In addition, the results of this study are expected to enrich the literature and practical insights in the field of human resource management, especially in the context of adaptation to technological disruption (S. Alma, at. al., 2011).

RESEARCH METHODS

This research uses a qualitative method with a case study approach, aiming to explore in depth how talent management is implemented by PT Nestlé Indonesia in addressing the challenges of the Industrial Revolution 4.0 and its impact on enhancing the company's competitiveness. The qualitative approach was chosen because it is capable of optimally capturing phenomena, portraying reality from the perspective of the research subjects, and understanding the organizational context comprehensively.

Data collection was carried out using two main techniques: in-depth interviews and library research. Interviews were conducted with several key informants from the Human Resources (HR) department, strategic management, and employees involved in talent development programs (Sugiono, 2013). Meanwhile, library research was conducted by reviewing literature related to talent management, company competitiveness, as well as internal company documents such as annual reports, training modules, and relevant HR policies. Data analysis was conducted using a descriptive-qualitative approach, with steps including data reduction, data presentation, and drawing conclusions. Data validity was ensured through source and method triangulation, by comparing the results of interviews with written documents and references from academic literature (B. Syaiful, 2018). Thus, the results of this research are expected to provide a comprehensive picture of the talent management strategies implemented by PT Nestlé Indonesia and their contribution to the company's competitiveness in the digital era.

RESULTS AND DISCUSSION

The research results show that PT Nestlé Indonesia has developed a systematic and integrated talent management strategy aligned with the company's digital transformation direction. The company recognizes that competitiveness in the Industry 4.0 era does not only rely on technology but also on human resources (HR) capabilities to adapt, learn quickly, and generate impactful innovations (Thomas Pogge, 2010). Talent management at PT Nestlé Indonesia starts from the recruitment process, where the company applies a competency-based and long-term potential approach. Selection criteria not only consider educational background but also critical thinking skills, digital skills, and readiness to face changes. This aligns with the need for HR ready to contribute in a fast and dynamic era (R. R. Tirno, 2023).

Interview results indicate that the company has a routine talent identification and mapping program conducted through internal assessments and annual performance reviews. Employees with high potential are then enrolled in tiered development programs such as leadership training, cross-department job rotation, and coaching by senior managers. These programs aim to develop HR that is not only technically competent but also has strong leadership and strategic vision. To support digital talent development, Nestlé Indonesia provides an e-learning platform accessible to all employees (Himam, 2016).

Training materials cover various topics such as digital mindset, data analysis, project management, and product innovation. This initiative is considered effective in building a sustainable learning culture and strengthening employee competitiveness in facing industrial

transformation. The company also facilitates cross-functional collaboration programs to enhance problem-solving skills and teamwork across units. Through activities such as innovation bootcamps and internal competitions, employees are given space to create new digital technology-based solutions that support company efficiency and productivity. Many innovations have been successfully implemented in operational and marketing lines (Harsch, 2020).

Field observations show that talent management directly impacts improved team performance and work unit productivity. Employees involved in talent development programs exhibit higher motivation, collaborative spirit, and initiative in completing tasks. This strengthens internal competitiveness and improves service quality to consumers. From a leadership perspective, the company equips future leaders with adaptive decision-making abilities, data analytics understanding, and empathy-based team management approaches. The application of agile leadership principles is key to maintaining organizational stability amid rapid changes caused by external pressures, such as the pandemic and digital disruption.

One important aspect identified in the research results is the organizational culture that supports talent development. A work culture that is open to feedback, supports innovation, and values diversity becomes the foundation for developing superior human resources. This culture is implemented through open communication, a fair reward system, and regular feedback between supervisors and subordinates.

The application of technology such as HR analytics is also part of the talent management strategy. With this system, the company can monitor productivity, retention, and training needs in real-time. Strategic decisions related to human resource development become more data-driven and accurate, so the policies implemented are more targeted.

Interview results show that employees feel more appreciated and have clear career opportunities due to this talent management system. They also experience direct benefits from the training and coaching provided, both in terms of professionalism, technical skills, and personal development. Overall, the talent management approach at PT Nestlé Indonesia not only focuses on individuals but also encourages the creation of an adaptive, innovative, and collaborative work ecosystem. This strategy strengthens the company's position as a resilient organization amid industrial disruption.

With the right strategy, investment in talent development has proven to be one of the main determining factors in maintaining company competitiveness in the Industry 4.0 era. PT Nestlé Indonesia demonstrates that companies capable of sustainably empowering and managing talent will be better prepared to face global challenges and lead the market.

CONCLUSION

Based on the research results, it can be concluded that talent management is a crucial strategy in enhancing company competitiveness, especially in facing the challenges of the Industry 4.0 Revolution. PT Nestlé Indonesia has implemented talent management in a structured manner through continuous processes of identifying, developing, and mapping employee potential. This strategy enables the company to build human resources who are not only technically competent but also adaptive to technological changes and global market dynamics. The recruitment and human resource development process based on competencies, along with the integration of technologies such as e-learning platforms and HR analytics, strengthens the effectiveness of the talent management applied. These initiatives have proven to increase employee motivation, productivity, and loyalty. Employees feel valued as they are

given space to grow and innovate, which ultimately impacts the overall improvement of organizational performance.

An open, collaborative, and innovative organizational culture becomes a major supporter of the success of talent management at Nestlé. The company is able to create a healthy and dynamic work environment that encourages the professional and personal growth of every individual. This becomes one of the key factors in maintaining the company's stability and competitiveness amid continuously changing economic and technological situations.

Thus, long-term investment in talent management has proven to provide strategic advantages for the company. In the context of the digital era and increasingly fierce global competition, PT Nestlé Indonesia demonstrates that competitive advantage is not only determined by technology but also by the people who operate it intelligently, skillfully, and with high competitiveness.

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