

Global Talent Management and Career Expectations of International Graduates

An example of international graduates working in the pharmaceutical
industry in Basel, Switzerland

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Abstract

Purpose – International talents are crucial to ensure competitiveness and continuous business success. The aim of this paper is to identify how global talent management activities of pharmaceutical organizations reflect the expectations and experiences of international graduates to manage talent retention.

Methodology – A qualitative approach deemed most appropriate, given the exploratory character and complexity of this study by exploring the opinions, experiences and feelings of the different actors involved. Thereby semi-structured interviews were carried out with four experts and thirteen international graduates amongst two pharmaceutical organizations headquartered in Basel, Switzerland.

Findings – This research shows that only little is done with regards to the management of international graduates, whereas these few activities lack in standardization and alignment throughout the organizations. Additionally, the present study concludes that graduates are not part of a global talent management system existing in both organizations studied. From an individual perspective, the interviews indicate that organizational prestige and reputation are the main factors for international graduates to apply for a temporary international assignment. Thereby, the internships or graduate programs serve mainly as an entry opportunity into an international organization rather than as preparation for a specific function. Nevertheless, these temporary assignments have a high impact on the future career path of international graduates and foster the development of global managers, whilst the immediate superior plays an important role. A final finding is that autonomy, proactivity and networking skills are important competencies for international graduates to successfully transform from temporary to permanent employment.

Research limitations – Due to the scope and focus of the present study the data collection is narrowed down to two pharmaceutical companies, headquartered in Basel, Switzerland. Additionally, because of the high mobility of self-initiated expatriates, the study only includes international graduates still domiciled in Switzerland. The research process itself involves further limitations. Missing documents from the organizations due to confidentiality agreements or other reasons, hinder a triangulation of the data collected.

Practical implications – Several significant managerial implications for organizations and international graduates are defined. As internships or programs are having a high impact on the future career path of individuals, the importance of professional support within an organization cannot be neglected. Therefore, the human resource department should play a more active role with regards to the management of graduates by implementing standards and ensuring a dedicated mentor assignment for each graduate. The recommendation for international graduates is to act proactively, self-independently and autonomously. Moreover, networking is inevitable for job beginners to gain a foothold in an international organization.

Value – The results provide valuable insights into the embedment of international graduates within global talent management activities, undertaken by international organizations.

Keywords – Global talent management, human resource management, career path theory, expatriation theory

Paper type – Research paper

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Lastly, my thanks goes to my family and friends for providing me with encouragement throughout my studies and for their support during this research project.

Declaration of Authenticity

The work I have submitted is my own effort. I certify that all the material used in this thesis, which is not my own work, has been identified and acknowledged. No materials used are included for which a degree has been previously conferred upon me.

Basel, 02 June 2017

A handwritten signature in dark ink, appearing to read 'A. Haupt', written over a horizontal line.

Andrea Haupt

List of Figures

| | |
|--|----|
| Figure 1: Summary Literature Review Organization | 17 |
| Figure 2: Summary Literature Review Individual | 20 |
| Figure 3: Conceptual Framework | 21 |
| Figure 4: Students & Graduates Training Opportunities (Novartis, n/a) | 33 |

List of Tables

| | |
|---|----|
| Table 1: Interview Participants - International Graduates..... | 27 |
| Table 2: Code Book Atlas.ti | 29 |

Table of Content

| | |
|--|-----------|
| 1. INTRODUCTION | 8 |
| 1.1. Topic Description..... | 8 |
| 1.2. Research Objective | 9 |
| 1.2.1. Research Question | 9 |
| 1.2.2. Research Sub-Questions..... | 9 |
| 1.3. Scope and Limitations..... | 9 |
| 2. LITERATURE REVIEW | 11 |
| 2.1. Definitions..... | 11 |
| 2.1.1. Talent..... | 11 |
| 2.1.2. Expatriate | 11 |
| 2.2. Global Talent Management..... | 12 |
| 2.2.1. Role of Corporate Human Resources | 12 |
| 2.2.2. Challenges of Global Talent Management | 13 |
| 2.2.3. Global Talent Management Activities | 15 |
| 2.3. Self-Initiated Expatriates..... | 17 |
| 2.3.1. Factors Influencing to Accept an International Assignment | 17 |
| 2.3.2. Specific Characteristics of Self-Initiated Expatriates | 19 |
| 2.4. Conceptual Framework..... | 20 |
| 3. METHODOLOGY | 22 |
| 3.1. Research Gap | 22 |
| 3.2. Research Questions | 23 |
| 3.3. Research Design | 23 |
| 3.4. Research Methods..... | 25 |
| 3.5. Data Collection | 25 |
| 3.5.1. Expert Interviews..... | 25 |
| 3.5.2. Interviews with International Graduates | 26 |
| 3.6. Data Analysis..... | 28 |
| 3.7. Validity and Reliability | 29 |
| 3.8. Ethical Issues and Confidentiality | 30 |
| 4. ANALYSIS AND RESULTS | 31 |
| 4.1. Organizational Approach | 31 |
| 4.1.1. Global Talent Management in Pharmaceutical Companies | 31 |
| 4.1.2. Importance of Graduates in Pharmaceutical Companies | 32 |
| 4.1.3. Graduate Entry Opportunities..... | 33 |
| 4.1.4. Global Talent Management Practices | 34 |

| | | |
|-------------|--|-----------|
| 4.1.5. | Challenges of Global Talent Management in Pharmaceutical Companies | 37 |
| 4.2. | Individual Perspective..... | 39 |
| 4.2.1. | Motivational Factors | 39 |
| 4.2.2. | Experiences..... | 42 |
| 4.2.3. | Integration..... | 48 |
| 4.2.4. | Transition and Future Career Path | 49 |
| 5. | DISCUSSION | 52 |
| 6. | RECOMMENDATIONS..... | 56 |
| 7. | CONCLUSION AND FURTHER RESEARCH | 58 |
| 8. | REFERENCE LIST | 60 |
| 9. | APPENDICES | 66 |
| 9.1. | Interview Guideline Experts | 66 |
| 9.2. | Transcripts Expert Interviews | 68 |
| 9.3. | Interview Guideline International Graduates | 81 |
| 9.4. | Transcripts Interviews with International Graduates | 82 |

1. Introduction

1.1. Topic Description

Nowadays organizations have to compete in a more complex, dynamic and uncertain environment and competition for talent is further increasing (Forbes, 2016). There is unanimity that international talents are crucial to ensure competitiveness and continuous business success (Bennett, Aston and Colquhoun, 2000) and academic research shows that the demand for global managers is growing (McDonnell, et al., 2010; Liebig, 2004). Additionally, a large number of recruitment and consulting companies are studying this trend (Deloitte, 2014; McKinsey, 2012; PWC, 2012). A recent study from Mercer identifies that the competition for global talent will increase further and that talent is the new differentiator (Mercer, 2016).

Also, a recent study from OECD demonstrates that there was an accumulation in temporary intra-firm mobility and delegation of workers within the European Union by 17% and 38% within the European Free Trade Area between 2010 and 2014 (OECD, 2016). One part of this general trend is the international student mobility. In 2013 almost three million international students were enrolled in an OECD country, making up 13% of the total master's level and 22% at the doctoral level enrolment, whereas Switzerland has an impressive share of international students at the doctoral level (OECD, 2016).

Switzerland is described as a country with "outstanding strengths in science, technology and innovation" (OECD, 2014, p. 432). To maintain this leading role it is essential to ensure a supply of skilled workers, whereas lacking specialists in science and technology are perceived as an increased problem in Switzerland due to changing demographics (OECD, 2014). Besides, latest political discussions about immigration policies in Switzerland are raising discussions about a potential deficiency of specialists (Beck, 2016).

Many studies deal with international employees and expatriates from a human resource perspective (Farndale, Scullion and Sparrow, 2010; Mc Donnell, et al., 2010; Beechler and Woodward, 2009), but there is only little research about how individuals can build up global competencies and how their career path changes with different experiences. Academic research suggests that there is a shift from traditional careers to boundaryless or protean careers (Hall, 2004; Arthur, 1994) and that individuals are responsible for their personal career success (Gubler, Arnold and Coombs, 2014).

The present paper analyses and discusses the organizational and individual perspective with regards to the career path of international graduates at the example of the pharmaceutical industry in Basel and shows how graduates are embedded into global talent management activities of two leading pharmaceutical companies. The organizational perspective deals with current global talent

management activities and practices in the field of human resource to attract, recruit, develop and retain young talents. The individual point of view on the other hand, deals with the factors influencing graduates to seek for an international assignment, their career expectations and experiences, as well as eventual challenges they encounter in the host country.

1.2. Research Objective

Global career paths could be defined as an intersection of three different components: individual, organizational and the global environment, whilst all components shape a career. Hence, a standardized approach to manage global careers is difficult (Cappellen and Janssens, 2005). The present study aims to analyze the expectations and experiences of international graduates and to detect important human resource activities to attract, recruit, develop and retain young talent and consequently, to contribute to human resource theory. Thereby, the research question and sub-questions below were formulated.

1.2.1. Research Question

To what extent do global talent management practices reflect the expectations and experiences of international graduates to ensure talent retention?

1.2.2. Research Sub-Questions

SQ1: To which extent are international graduates embedded into global talent management programmes of pharmaceutical companies?

SQ2: What global talent management practices are in place for the

- a) attraction*
- b) recruitment*
- c) development*
- d) retention of international graduates?*

SQ3: What is the motivation for international graduates to work abroad temporarily?

SQ4: How does a temporary assignment impact the career path of international graduates?

1.3. Scope and Limitations

Global talent management is a broad topic that got an increased focus from researchers and practitioners within the last decade. Academic literature presents a wide coverage of the topic of global talent management, but mainly pays attention to challenges for international organizations or the role of human resources. Also, literature on expatriates is discussed extensively, but either concentrating on assigned expatriates or the differences between those and self-initiated expatriates.

There is a lack of literature in regards to career paths of self-initiated expatriates including international graduates and how organizations deal with them. The present study focus on specific global talent management activities undertaken by international organizations to attract, recruit, develop and retain international graduates and how they are perceived and experienced by those.

Given the available resources, this study contains certain limitations. The relatively short timeframe of six months within the study is conducted, results in restrictions of data collection. Due to the scope and focus of the present study, the data collection is narrowed down to two pharmaceutical organizations, headquartered in Basel. Additionally, due to the high mobility of self-initiated expatriates, the study only includes international graduates still domiciled in Switzerland.

Besides the defined scope of this study, the research process itself includes further limitations. Due to missing guidelines and other standard operating procedures, or as a result of confidentiality agreements in both organizations, a document analysis is not part of this study. Furthermore, potential bias must be mentioned, as the researcher plays an active role during data collection and analysis, given the exploratory character and qualitative research design of this study.

2. Literature Review

This chapter provides an overview of the existing literature in the research area. After defining some keywords that are relevant for the scope and understanding of this paper, it is split into two parts: the organizational and the individual perspective. It finishes with a conceptual framework that was developed during literature review.

2.1. Definitions

2.1.1. Talent

The article named “The war for talent” from McKinsey in 1998 initiated amongst others a discussion about talent management and global talent management by practitioners and researchers (Stahl, et al., 2012; Beechler and Woodward, 2009). But what defines a talent or who is seen as being talented? Originally talent was referred to the brightest and best (Beechler and Woodward, 2009) or so-called A-players: “high-performers, being within the top 10% of talent for their pay” (Lewis and Heckman, 2006, p. 141). This definition equates talents mostly to the position of employees rather than their function and impact. Scullion and Collings (2011, p. 58) define talent as:

“employees who add value to the organisation” and “employees that possess the potential to have a differential impact on organisational success”

This definition implies that everyone in every position could be seen as a talent within an organization, as it is highly dependent on the strategic orientation and requirements of an organization and therefore, potential talents vary between organizations (Scullion and Collings, 2011).

2.1.2. Expatriate

The definition of an expatriate in literature is fuzzy and ranges from someone who is travelling to permanent migration. It is important to distinguish between two different types of expatriates. On one hand, there are assigned expatriates who are sent abroad by the company they are employed, usually with an expatriate contract. On the other hand, there are self-initiated expatriates who are seeking for opportunities to gain international work experience without or only with little sponsorship, such as financial support, relocation activities or emotional support (Andresen, 2014).

The most common definition of expatriates refers to assigned expatriates and is used for

“someone sent by a company to work for a period of time in a foreign subsidiary” (Vance, 2005, p.375).

Most studies deal with assigned expatriates but there are some remarkable contributions dealing with the special attributes of self-initiated expatriates (Farndale, et al., 2014; Vaiman and Haslberger, 2013; Vance, 2005). Given the focus of this study, the term expatriate is based on the definition of Vance referring to self-initiated expatriates.

“someone who left his or her homeland to live and work in another country” (Vance, 2005, p. 375)

2.2. Global Talent Management

Talent management got increasingly into the focus in the last decade. Despite different discussions and opinions, there is unanimity that global talent management is inevitable for organizational stability and competitive advantage and that it correlates positively with enhanced business performance (Collings, Scullion and Vaiman, 2011). Global Talent Management is one part of international human resource management, which is becoming more important for international organizations and defined as follow:

“The strategic integration of resourcing and development at the international level which involves the proactive identification and development and strategic deployment of high-performing and high-potential strategic employees on a global scale”. (Collings and Scullion, 2008 cited by Farndale, Scullion and Sparrow, 2010, p.162)

The importance of retention has been acknowledged in 2010 by Farndale, Scullion and Sparrow and added to the definition above. Moreover, the approach of considering only high-performing and high-potential employees was revised and recognized that global talent management should not only focus on high-performing and high-potential employees but have a broader function across different levels of employees. Therefore, following definition of global talent management will be used:

“Global talent management includes all organizational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles on a global scale. Global talent management takes into account the differences in both organizations’ global strategic priorities as well as the differences across national contexts for how talent should be managed in the countries where they operate”. (Scullion and Collings, 2011, p.6-7)

Despite the recognition of the importance of talent management, organizations still struggle to manage talent effectively (Collings, Scullion and Vaiman, 2011) and the demand for talents is increasing (Schuler, 2015; McDonell, et al., 2010). Researchers also claim that global talent management should be supported by the top management, as it is too important to leave it solely by the human resource department (Mellahi and Collings, 2009).

2.2.1. Role of Corporate Human Resources

In a recent article, the consulting company McKinsey states that the function of human resources will be redesigned and reimagined, thus getting more important for organizations. The role of the chief human resource officer needs to change from being a business partner to a business leader as there is a shift from people focus to talent focus to create value (McKinsey & Company, 2017). Also, researchers identified this shift earlier this decade. Vaiman, Scullion and Collings argue that the

function of human resources must reposition itself into a more strategic role by supporting key decisions instead of providing services only, especially in regards to talent management (2012). This change and the recognition of the strategic importance of human resource management in international organizations requires the commitment of the top leadership team and the talent management processes should include all levels (Stahl, et al., 2012).

Aligned with the acceptance of the strategic importance of the human resource function, Farndale, Scullion and Sparrow identify four roles regarding the coordination of the implementation of human resource policies (2010). The champions of processes are responsible for monitoring talent management processes, as well as aligning related tools to manifest an organization's global talent management strategy. To ensure a networked approach to global talent management, guardians of culture play a key role by implementing shared values to encourage a culture of trust and creating a climate that facilitates the development of a global talent management culture. Furthermore, the role of network leadership intelligence is accountable to build up a network inside and outside an organization and to foster collaboration between the two parties by acting as a boundary spanner. Finally, the managers of internal receptivity are liable for the development and career management of international employees.

2.2.2. Challenges of Global Talent Management

Although companies acknowledge the importance of global talent management, they face several challenges that are influenced by exogenous and endogenous drivers. Only by identifying these global talent challenges, organizations can manage those and thus contribute to the success of the organization (Schuler, Jackson and Tarique, 2011). Endogenous drivers refer to internal challenges and characteristics, such as the strategic position of an organization, the international orientation, workforce capability, as well as the required and needed competencies (Tarique and Schuler, 2010). The exogenous drivers are related to factors out of management control but influencing an organization and will be outlined in more detail in this chapter.

2.2.2.1. Globalization and economic trends

With decreasing geographic barriers, decreasing regulations and increasing economic integration, capital markets are becoming global, fostering competition that is multifaceted and requires organizations to improve products and services whilst decreasing their costs (Schuler, Jackson and Tarique, 2011; Beechler and Woodward, 2009).

Globalization not only impacted the world economy but also enabled an increased mobility of highly skilled workers and hence, fostered labour competition worldwide (Beechler and Woodward, 2009). Combined with advanced information technologies, lower immigration barriers and talent that is comfortable crossing boundaries, seeking for flexibility and applying the boundaryless career concept,

organizations have to compete internationally to attract and retain talent (Vaiman, Haslberger and Vance, 2015; Stahl, et al. 2012; Farndale, Scullion and Sparrow, 2010). This competition between organizations also resulted in increased compensation demands from highly skilled workers (Schuler, Jackson and Tarique, 2011).

2.2.2.2. Demographic trends

Demographic changes have a significant impact on labour supply and therefore on talent shortages (Vaiman, Scullion and Collings, 2012). An aging workforce and the retirement of the so-called baby-boomer generation confront organizations with skill shortages (Stahl, et al., 2012). This shift in age distribution is accompanied by declining birth rates (Beechler and Woodward, 2009). A trend that is not only emerging in many developed economies (Schuler, Jackson and Tarique, 2011), but can also be seen in Switzerland. According to a study from swissinfo, Switzerland has recorded a declining birth rate from 2.5 to 1.5 children per woman over the past 50 years combined with an increased life expectancy of 82 years (2014).

In addition to the retirement of baby boomers, a new generation is entering the workforce representing another significant demographic trend – the Millennials or Generation Y (Vaiman, Scullion and Collings, 2012). This young generation, between 15 and 35 makes up 27% of the Swiss population (swissinfo, 2015) and challenges international organizations with less loyalty than their predecessors, more emphasis on the purpose of businesses, higher mobility and different expectations in terms of work flexibility, work-life balance and personal development (Deloitte, 2016).

Besides an increasing generational diversity, companies are faced with greater cultural and national diversity (Beechler and Woodward, 2009). Also, Switzerland attracts many foreign workers due to its stable political and economic situation, as well as the free movement of people agreement with the European Union, counting today more than 25% of the population being foreigners. Compared to the past, foreigners are more skilled and increasingly holding university education (swissinfo, 2014). Another source is the increasing gender diversity, whereas more females are entering the labour force. This trend is combined with a broader selection of working models, ranging from part-time jobs or telecommuting to contract workers (Beechler and Woodward, 2009).

These country specific demographic trends do not only affect labour supply but should also be considered by organizations when locating or relocating their international operations (Schuler, Jackson and Tarique, 2011).

2.2.2.3. Societal trends

Businesses transformed from product-based to knowledge-based, resulting in a growing service sector. These businesses have a higher focus on intangible and human assets (Beechler and Woodward, 2009)

and therefore require a different workforce. In international organizations employees are needed that are willing to develop further competencies and being able to work in cross-cultural teams (Stahl et al., 2012; Schuler, Jackson and Tarique, 2011). The roles are getting more complex and organizations are required to find employees with higher cognitive abilities (Vaiman, Haslberger and Vance, 2015).

2.2.3. Global Talent Management Activities

To face and overcome the challenges mentioned above, literature identifies three main international human resource management activities: Attracting, developing and retaining. As acknowledged in 2010 by Farndale, Scullion and Sparrow the dimension of selection also plays a key role. Therefore, Stahl, et al. includes in his study best practices of “attracting, selecting, developing and retaining high-potential employees” (2012, p.4), whereas selection is subdivided into recruitment, staffing and succession planning. With the help of so-called performance-potential matrixes, high-potential candidates are identified to build up a talent pool for succession planning (Stahl, et al., 2012). As this study focuses on the beginning of the career path of international graduates, succession planning will not be part of the literature review but instead the other four main activities mentioned, namely attraction, recruitment, development and retention. All four activities are discussed and outlined below.

2.2.3.1. Attraction

A recent study from Manpower identifies that in 2015 the number of global employers reporting talent shortages “peaks at a seven-year high of 38%” (Manpower Group, 2015, p.3). Talent shortages have a direct impact on the business performance. This can be seen as 54% of employers report that talent shortages have an “impact on their ability to serve client needs” (Manpower Group, 2015, p.3). Despite this challenge, “only one in ten organizations is adopting recruitment strategies to utilize untapped talent pools and more than one in five employers is not pursuing any strategies to address talent shortages” (Manpower Group, 2015, p.5).

Employer attractiveness and the reputation of an organization play a key role to attract global talent (Tarique and Schuler, 2010). Employer attractiveness is defined as *“the envisioned benefits that a potential employee sees in working for a specific organization”* (Berthon, Ewing and Hah, 2005, p.155). Berthon, Ewing and Hah identified five factors influencing employer attractiveness: Social value, development value, application value, interest value and economic value (2005). The first one deals with social elements, such as a positive work environment, relationships between peers and generally the working atmosphere. Development value considers development possibilities for an employee, as well as recognition and confidence. Application value refers to the ability to put the knowledge acquired into practice. Interest value covers the work practices of a company and the products/services they produce. Finally, economic value deals with financial factors, such as an above-

average salary or promotional opportunities. A thorough management and communication of the five abovementioned factors facilitate the attraction of young global talents (Berthon, Ewing and Hah, 2005).

2.2.3.2. Recruitment and Staffing

According to a study of Stahl, et al. most organizations work with talent pools, whereas “the company recruits the best people and then places them into positions rather than trying to recruit specific people for specific positions” (2012, p.9). This implies that not only job-related skills and previous work experiences will be part of the recruitment criteria but international organizations are increasingly including cultural fit as a selection criterion. Hence, the applicants’ values and characteristics are crucial. Thereby organizations use questionnaires focusing on values rather than knowledge and skills (Stahl, et al.). Besides the fact that this approach needs a high resource investment, researcher express concerns that this strategy might lead to a homogenous talent pool. Despite critique this approach is considered as best practice in human resource management, although still underutilized (Stahl, et al., 2012).

Amongst using a variety of channels to recruit global talent and to build up a talent pool such as fairs, programmes or online platforms, another common approach of international organizations is to maintain close ties with universities all over the world (Stahl, et al., 2012).

2.2.3.3. Development and Retention

The shortage of needed competencies around the world and competition between employers are fostering organizations to realize that in order to sustain competitive advantage they must manage their global talent effectively and emphasize the management of human capital (Tarique and Schuler, 2010). Studies indicate that the chance for career growth and development opportunities does not only motivate self-initiated expatriates to seek for an international career but it is also one key motivator to retain global talent (Vaiman, Haslberger and Vance, 2015). Career growth includes vertical and lateral job movements, whereas development opportunities is used for all activities helping to develop one’s career (Workforce, 2012).

According to Stahl, et. al. talent retention must include different approaches, while financial compensation is only one part of it and not the most vital factor (2012). Instead, intrinsic job features play an important role for employees as relationships, autonomy, work-life balance practices (as flexible work arrangements), comfortable corporate culture or inspiring goals. Summarized it is about offering an attractive employee value proposition (Stahl, et al., 2012).

The table below summarizes the most important points from the literature review covering the organizational perspective.

| Literature Review Organization |
|---|
| Challenges of Global Talent Management Exogenous Drivers <ul style="list-style-type: none"> - Globalization and economic trends: decreasing geographic barriers, decreasing regulations, increasing economic integration, increasing competition, increased mobility, advanced information technologies, increased compensation demands - Demographic trends: aging workforce, declining birth rates, different expectations of generation Y, cultural and national diversity, increasing gender diversity, broader selection of working models - Societal trends: growing service sector, more complex roles with higher cognitive abilities Endogenous Drivers <ul style="list-style-type: none"> - Internal characteristics: strategic position, international organization, workforce capability, required competencies Role of Corporate Human Resources <ul style="list-style-type: none"> - Business leader, strategic role within an organization, commitment of top leadership Global Talent Management Activities Attraction <ul style="list-style-type: none"> - Employer attractiveness and reputation of organization: social value, development value, application value, interest value, economic value Recruitment <ul style="list-style-type: none"> - Talent pool, cultural fit, close ties with universities, fairs, programs, online platforms Development <ul style="list-style-type: none"> - Career development and growth opportunities Retention <ul style="list-style-type: none"> - Financial compensation, employee value proposition, relationships, autonomy, work-life balance practices, comfortable corporate culture, inspiring goals |

Figure 1: Summary Literature Review Organization

2.3. Self-Initiated Expatriates

The following chapter deals with the motivational factors of self-initiated expatriates to seek for an international assignment, as well as the additional challenges for international organizations coming along with self-initiated expatriates.

2.3.1. Factors Influencing to Accept an International Assignment

Literature review identifies for main factors influencing individuals to seek for an international assignment, such as career related factors, individual factors, previous experiences and living situation and the environment. The following paragraphs discuss those factors in more detail.

2.3.1.1. Career related factors

Career related factors, such as personal development opportunities, career advancement or knowledge acquisition are still the main factor for individuals to accept an international assignment. Not to be sneezed at, are the factors pushing individuals to migrate, such as the labour market situation in the home country and therefore one's job matching and development opportunities (De Griep, Fourage and Sauermann, 2010; Dickmann, et al., 2008).

Besides these personal career related factors, the repatriation offer itself plays an important role. Although financial aspects are considered as an argument to accept an international assignment, several studies refute the argument that financial considerations are a primary motive (Dickmann, et al., 2008). The length of the assignment is also affecting an individuals' decision, whereas a temporary contract is positively related to migration (De Griep, Fourage and Sauermann, 2010).

2.3.1.2. Individual factors

Although career opportunities and development possibilities play a key role for individuals to accept an international assignment, literature suggests that there are personal factors going beyond these traditional motivators. The transformation of psychological contracts caused the individual to enhance the internal rather than the external career. Together with this transformation, there has been a shift from traditional careers to boundaryless careers (Hall, 1996; Arthur, 1994), whereas "job opportunities go beyond the boundaries of a single employment setting" (DeFilippi and Arthur, 1996, p.307) and therefore career management is the responsibility of the individual and not solely of an organization (Hall, 1996).

The willingness of an individual to accept or to go for an international assignment is also dependent of one's personality. Tharenou identified that individuals being high in generalized self-efficacy are more willing to take risks, and therefore have a higher chance for migration (2003). In addition, they even evaluate living abroad as a personal challenge (Stahl, 2012).

2.3.1.3. Previous experiences and living situation

The life situation and previous experiences are influencing individuals whether to seek for an international assignment or not. Along with demographic factors as age, gender or educational level, several studies prove that previous migration experiences, such as studying or working abroad, international travelling or others are strongly positively related to accept an international assignment (Busch, 2010; De Griep, Fourage and Sauermann, 2010; Lacey, 2006; Tharenou, 2003; Borstoff, et al., 1997). Another important factor is the relationship status of an individual. Having a partner or even children is rather negatively related with migration (De Griep, Fourage and Sauermann, 2010; Busch, 2010; Dickmann, et al., 2008; Tharenou, 2003; Borstoff, et al., 1997).

2.3.1.4. Environment

Besides career opportunities and personal factors, the environment, respectively the location of the country of destination is playing a role. By choosing a country, individuals evaluate the characteristics, such as location, security rankings, language, living and working conditions, etc. (Dickmann, et al., 2008). Also, the situation in one's home country and the outlook working in a company with international focus, as well as the reputation of the company within the host country are fostering the migration decision.

2.3.2. Specific Characteristics of Self-Initiated Expatriates

Compared to assigned expatriates or permanent employees literature review shows that self-initiated expatriates bring additional specific challenges for organizations (Vaiman, Haslberger and Vance, 2015). First, it is difficult for organizations to identify self-initiated expatriates and to get to know them. Additionally, they have a wide variety of cultural backgrounds and different levels of education, which results in different levels of knowledge, skills and abilities that might hinder integration and cultural adjustment in the host country. Moreover, self-initiated expatriates are typically first attracted by a specific location rather than a company, which might lead to a lack of identification with the company itself or lengthen this identification process. Companies need to be aware that due to the high mobility of self-initiated expatriates they are also more willing to move again and their knowledge might therefore get lost easier.

Also with regards to global talent management activities, undertaken by organizations, self-initiated expatriates evaluate different factors more important than assigned expatriates or permanent employees. When attracting self-initiated expatriates, Vaiman, Haslberger and Vance stress the importance of employer branding (2015). Additionally, self-initiated expatriates generally get less financial and emotional support than assigned expatriates (Andresen, 2014). As the living situation and environment is important for self-initiated expatriates, family or spousal support and assistance with daily activities can be an influential factor during staffing. As already mentioned self-initiated expatriates often lack a personal identification with the organization compared to assigned expatriates and therefore the build-up of a personal identification and the alignment of the individual with the organization is key, as well as clear career growth and development opportunities. Finally, providing professional interactions and informal networking opportunities advance their integration and adjustment process (Vaiman, Haslberger and Vance, 2015).

The table below summarizes the most important points from the literature review covering the individual perspective.

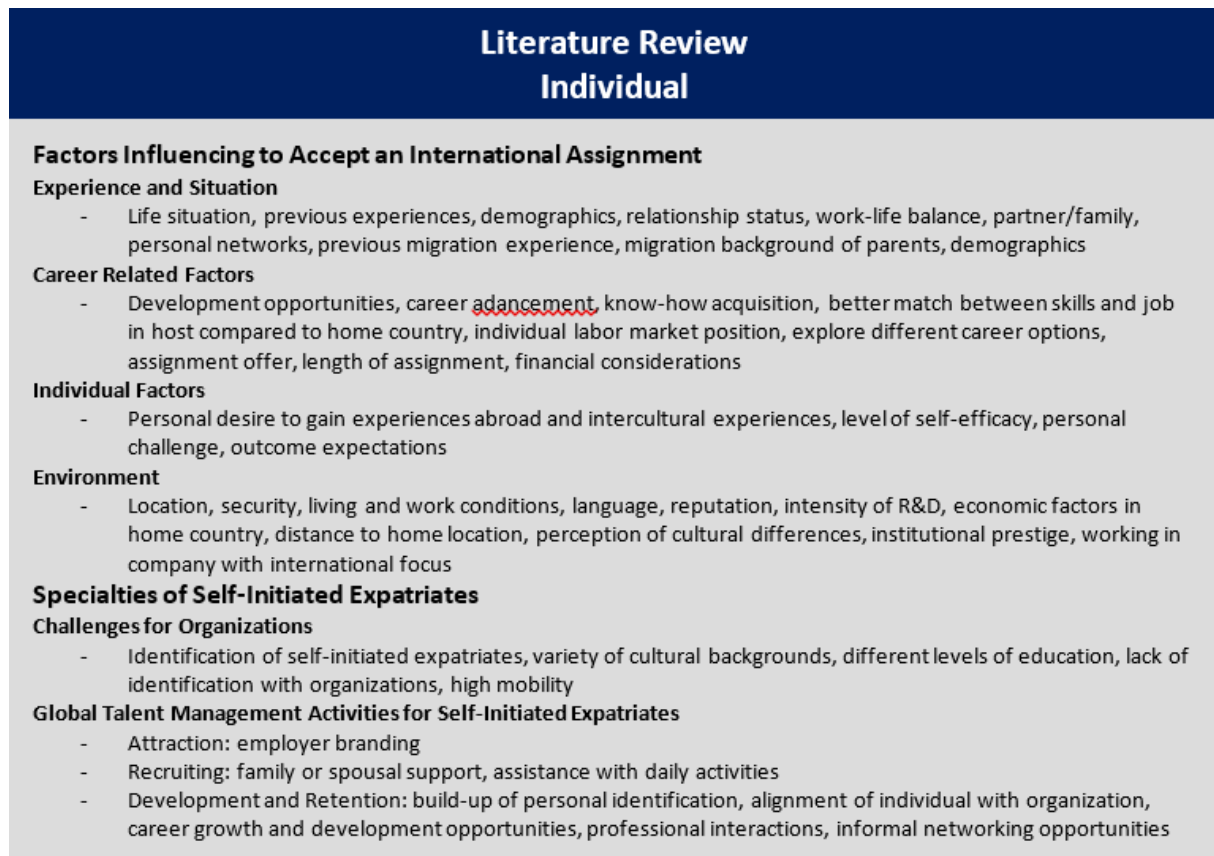


Figure 2: Summary Literature Review Individual

2.4. Conceptual Framework

The conceptual framework below serves as a summary of the literature review and illustrates the research process. As mentioned above the literature review part is split into two perspectives – the organizational and the individual. Both views are important to understand their interactions, as well as their actions and how they are perceived by the counterpart. The literature review part is complemented by an empirical part with the aim to answer the grand tour question and sub-questions (SQ1-4).

The organizational perspective deals with the challenges of global talent management, the role of human resources, as well as important human resource activities to manage global talent, namely attraction, recruitment, development and retention. The individual perspective deals with self-initiated expatriates. Literature review identifies several factors that shape the interest of individuals in international careers, such as experience and situation, career related factors, individual factor, as well as the environment. Additionally, the specialties of self-initiated expatriates are covered.

Literature review is complemented by an empirical part to gather insights into the existing research gap. A detailed explanation of the empirical part can be found in chapter 3 – Methodology.



Figure 3: Conceptual Framework

3. Methodology

The following chapter provides an overview of the research process and methodological approach of the present study. In a first step the research gap will be outlined to understand the embedment of this study into existing human resource management theory, followed by the definition of the research question to define the focus. In a next step the research design and method will be discussed, as well as the data analysis process.

3.1. Research Gap

Although practitioners and researchers likewise discuss the importance of global talent management for more than a decade, there is no study up to now discussing the two perspectives of organizations and young, self-initiated expatriates in regards to a temporary international assignment and how to ensure retention of those talents.

In the beginning of this decade researchers identified a lack of theoretical development in the area of global talent management, as well as a lack of a precise definition (Mellahi and Collings, 2009). In the meantime, several researchers contributed to the theoretical framework of global talent management and its definition (Schuler 2015; Schuler, Jackson and Tarique, 2011; Mellahi and Collings, 2009).

Many studies deal with international employees and expatriates from a human resource perspective (Farndale, Scullion and Sparrow, 2010; Mc Donnell, et al., 2010; Beechler and Woodward, 2009) and the role of corporate human resources when dealing with global talent management (Schuler, 2015; Stahl, et al., 2012; Farndale, Scullion and Sparrow, 2010). But there is only little research about how individuals can build up global competencies and how their career path change with different experiences. Academic research suggests that there is a shift from traditional careers to boundaryless or protean careers (Hall, 2004; Arthur, 1994) and that everyone is responsible for his/her personal career success (Gubler, Arnold and Coombs, 2014).

Other studies address the differences of self-initiated expatriates versus assigned expatriates in regards to global talent management (Vaiman and Haslberger, 2013). A remarkable contribution to the topic of talent management of self-initiated expatriates comes from Farndale, et al. by elaborating how individual and organizational goals in expatriate assignments can be balanced to improve global talent management activities (2014).

Besides academic papers, practitioners also state that the demand for global managers is further increasing (McDonnell, et al., 2010; Liebig, 2004). A large number of recruitment and consulting companies are studying this trend (Deloitte, 2014; McKinsey, 2012; PWC, 2012). Just recently a study from Mercer identified that the competition for global talent will further increase and that talent is the new differentiator (Mercer, 2016).

The present study aims to contribute to this gap by evaluating global talent management practices in pharmaceutical companies and how they reflect the expectations and experiences of international graduates to ensure talent retention.

3.2. Research Questions

The present study contributes to the gap discussed and outlined above by aiming to answer following main research question, being the study's point of reference:

To what extent do global talent management practices reflect the expectations and experiences of international graduates to ensure talent retention?

The sub-questions serve to get a deeper understanding of the phenomenon and are defined as per below, whereas SQ1 and 2 concern the organizations and SQ3 and 4 international graduates:

SQ1: To which extent are international graduates embedded into global talent management programmes of pharmaceutical companies?

SQ2: What global talent management practices are in place for the

- a) attraction*
- b) recruitment*
- c) development*
- d) retention of international graduates?*

SQ3: What is the motivation for international graduates to work abroad temporarily?

SQ 4: How does an internship impact the career path of international graduates?

3.3. Research Design

The choice of an appropriate research design is crucial for the credibility, validity and reliability of a study (Mayring, 2002). Global career paths are described as an intersection of three different components: individual, organizational and the global environment, whereas all components shape the career path of graduates and therefore a standardized approach to manage global careers is difficult (Cappellen and Janssens, 2005). Due to the complexity of the present study an exploratory study is conducted, intending to approach the object of research as closely as possible (Mayring, 2002). Given the exploratory character, as well as the importance of the social context, involving different views and opinions to an issue, a qualitative approach deemed most appropriate. Compared to quantitative research, a qualitative design aims to understand the behaviour of participants within a social context, whereas it emphasizes interactions between individuals and its interpretation. Additionally, a qualitative approach allows more flexibility as the researcher can change the direction easier by amending questions during the research process (Bryman & Bell, 2007).

Besides the advantages of the chosen research design, suiting best to the nature of the present study, certain critiques cannot be disregarded and need to be considered. A more detailed description of reliability and validity is available in chapter 3.6.

The main steps of qualitative research involve the generation of a research question, followed by the selection of relevant organizations and subjects, data collection and analysis and finally, writing up the findings (Bryman & Bell, 2007).

The research question and its sub-questions resulted from an extensive literature review, involving and covering two main topics: Global talent management in organizations and self-initiated expatriates. The former deals with challenges faced by organizations in regards to talent management, the role of human resources and specific activities to attract, recruit, develop and retain talents. The individual perspective deals with factors influencing self-initiated expatriates to accept an international assignment as well as important features relevant for organizations when dealing with self-initiated expatriates. The relevant literature was obtained from various sources including e-journals, web pages, books and other reports. To ensure a critical discussion, literature review contains both, academic and practitioner sources. Literature review serves to find important frameworks, trends and issues discussed in previous studies and to embed the present study into existing human resource management literature. In a second step the relevant organizations were selected.

As already mentioned, the empirical part consists of two different perspectives - the organizational and the individual view. Two companies were selected to represent the pharmaceutical industry: F. Hoffmann-La Roche Ltd. and Novartis Ltd.

F. Hoffmann-La Roche Ltd., one of the largest global pharmaceutical companies, provides drugs for cancer and transplantation, as well as in-vitro diagnostics (Bloomberg, 2017), has around 92000 employees and an annual revenue of over CHF 48bn (F. Hoffmann-La Roche Ltd, 2017).

Novartis Ltd., is a global healthcare company with a focus on pharmaceuticals, eye care and generics, employs around 120000 people and has an annual revenue around USD 50bn (Novartis AG, 2016).

The pharmaceutical industry and especially these two companies have been chosen, since they hire an impressive number of temporary international graduates. For example, Novartis Ltd. employs around 300 interns yearly and out of their 13000 employees working in Switzerland, only one third is Swiss (Novartis AG, 2016). Both companies are headquartered in Basel, Switzerland with worldwide operation activities and rank amongst the top three pharmaceutical companies in the world (Pharmaceutical Executive, 2016).

The remaining steps of a qualitative research design are the collection of data and its analysis (Bryman & Bell, 2007). The following two chapters discuss this procedure in more detail.

3.4. Research Methods

To ensure credibility, researcher suggest a triangulation of different qualitative research methods when collecting primary data (Bowen, G.A., 2009). This process refers to the use of several data sources to reduce the impact of potential biases (Bryman & Bell, 2007). Qualitative interviewing and the collection and qualitative analysis of text and documents, suit best to the research question and research design of the present study (Bryman & Bell, 2007). After an extensive literature review, a systematic document analysis was planned in a first step. Due to missing guidelines and other standard operating procedures, or due to confidentiality agreements in both organizations, a document analysis is not part of this study. Therefore, the empirical part consists of semi-structured interviews with experts and interviews with international graduates, whereas the latter represent the major constituent. For each group a semi-structured interview guide was designed, focusing on the research question and sub-questions. Compared to unstructured interviews, whereas the aim is to gain a general understanding of the perspectives of members within a social context, semi-structured interviews have a clear focus (Bryman & Bell, 2007) but still allow participants to explore further topics that seem important for them (DiCicco-Bloom and Crabtree, 2006). The advantage of semi-structured interviews compared to other research methods, is the allowance of flexibility, as additional questions can be asked to further explore opinions of participants and potentially clarify their answers (Bryman & Bell, 2007).

3.5. Data Collection

The following two paragraphs deal with the selection process of the participants and the proceeding of data collection. It is again split into the organizational perspective, dealing with key informants from both organizations and the individual perspective, covering the selection process for international graduates.

3.5.1. Expert Interviews

To understand the topic of global talent management and its issues in practice, three interviews with four key informants, working in the two companies described above, were conducted. The experts were selected based on their function, relevant knowledge and involvement into the topic of talent management. All participants were contacted primarily by mail to request their participation and interviewed face-to-face in a later stage at their respective companies. To ensure diverse and meaningful information about how global talent management is executed in practice, all experts are working in different core areas. Due to the individual opinions and views, resulting of their different

functions, the analysis serves to understand the complexity of global talent management in pharmaceutical organizations, rather than a comparison of the four opinions.

The positions of the key informants are:

- *Head of Global Talent Management*
- *HR Business Partner*
- *Succession & Talent Management Analytics Specialist*
- *Talent Acquisition Operations & Early in Career*

To ensure the anonymity of all participants, all key informants are indicated as Expert A-D, whereas the letters are not corresponding with the function listed above. Each interview lasts around 45 minutes and focus on the engagement of the two organizations in global talent management, formal guidelines, tools used, its importance and the role of human resources, with the aim to answer following sub-questions:

SQ1: To which extent are international graduates embedded into global talent management programmes of pharmaceutical companies?

SQ2: What global talent management practices are in place for the

- a) attraction*
- b) recruitment*
- c) development*
- d) retention of international graduates?*

3.5.2. Interviews with International Graduates

To contribute to the existing research gap and to elaborate on what extent global talent management practices reflect the expectations and experiences of international graduates, the present study focus mainly on the perspective of international graduates. Therefore, thirteen interviews with international graduates were conducted in a second step.

To gather qualitative data, the study contains thirteen in-depth interviews with semi-structured interview guides, including open questions to collect individual and personal opinions (Creswell, 2003). To ensure information-rich cases and a meaningful data comparison and analysis, the interview candidates were chosen by a purposeful sampling strategy, meaning that the researcher will know who to sample according to the aim of the research and to select information from information-rich cases (Coyne, 1997). The sample will consist only of a small population, whereas the participants are chosen with the help of predefined criteria and for certain reasons to make sure that the sample represent a

certain target audience (Richie and Lewis, 2003). Due to the iterative nature of the present study the interview guide was reviewed and eventually amended after each interview.

To get a deeper understanding of the expectations and experiences of international graduates, three groups were formed. Nine interviews were conducted with graduates who started with an internship in one of the companies studied and have now a temporary or permanent position in the same company. Two interviewees are part of a trainee program with a temporary contract and two others left the company after termination of their internships. The criteria and limitation of the sample selection was prioritized to three primary aspects listed below:

- Non-Swiss
- Graduated from a non-Swiss university
- Having worked for at least three months at F. Hoffmann-La Roche Ltd. or Novartis Ltd. with a temporary contract, when arriving first to Basel

The candidates were contacted by mail, whereas a distribution list including interns in both organizations studied for this paper, served as a starting point. The table below gives an overview of the participants including their nationality, gender and their current job situation.

| Participants | Country of Origin | Gender | Current job |
|----------------------|-------------------|--------|---|
| Interviewee A | Germany | Male | Permanent position in a company studied |
| Interviewee B | Germany | Female | Permanent position in a company studied |
| Interviewee C | USA | Female | Permanent position in a company studied |
| Interviewee D | Netherlands | Female | Permanent position in a company studied |
| Interviewee E | Italy | Female | Permanent position in a company studied |
| Interviewee F | Portugal | Male | In a program in company studied |
| Interviewee G | Kenya | Female | In a program in company studied |
| Interviewee H | Germany | Male | Permanent position in a company studied |
| Interviewee I | Germany | Female | Temporary position in a company studied |
| Interviewee J | Germany | Female | Permanent position in a company studied |
| Interviewee K | Germany | Male | Permanent position in a company studied |
| Interviewee L | France | Male | Permanent position in another company |
| Interviewee M | Germany | Male | PhD at university |

Table 1: Interview Participants - International Graduates

Each interview lasts around 30-60 minutes and focus on the motivational factors to seek for an international assignment, the experiences and challenges faced, as well as the evolution of the career path with the aim to answer following sub-questions:

SQ3: What is the motivation for international graduates to work abroad temporarily?

SQ 4: How does an internship impact the career path of international graduates?

3.6. Data Analysis

To gather detailed and complete data and to enable a careful content analysis, all interviews were audio recorded and transcribed prior to the analysis. The interviews were conducted in German or English to ensure that the participants feel comfortable. All transcripts can be found attached. In a first step the expert interviews were conducted and analysed. Due to their different functions and points of view, the analysis of the expert interviews serves mainly to gain an overview about how global talent management and the management of graduates is executed in practice rather than finding common patterns. Therefore, no coding scheme was developed for those three interviews with four key informants. In a second step thirteen graduates were interviewed. During an iterative process, by comparing existing literature with the key themes emerging from the data collected, the transcripts were coded and evaluated with the help of the software Atlas.ti. The questionnaire for international graduates includes seven core areas that cover also the main codes for the data analysis. The first one contains general information as well as background information of the graduates, as for example their nationality, study field, international experience and similar. The second part focus on how they get the idea for an international career path, as well as the main motivational factors to apply for a temporary assignment in one of the organizations studied. This part is summarized as motivation and expectations. It is followed by the experiences during the temporary assignment, such as feelings, challenges, support given and competencies acquired. Another core area is the integration from a professional and personal perspective and the importance of networks, as well as decisions that were taken by graduates. An important piece of this study is the evaluation of their career path and how transitions were managed and perceived. It ends with potential improvement opportunities for the organizations and graduates.

The table below provides an overview of the coding scheme developed with the software Atlas.ti and used for the analysis of the interviews conducted with international graduates.

| Code | Meaning |
|---------------------------------------|--|
| General Information/Background | |
| Personal_Background | Personal background information of international graduates |
| Personal_Social | Personal networks and environment of graduates in their home country |
| Personal_Work Experience | Former work experiences of graduates |
| Motivation & Expectations | |
| Motivational Factors | Motivational factors for graduates to seek for an international assignment |
| Motivational Factors_Attention | How international graduates took notice of the two organizations studied |
| Expectations | Expectations regarding the upcoming temporary assignment and fulfilment degree |

| Experiences | |
|-----------------------------------|---|
| Experiences_Feelings | Personal feelings during the temporary assignment |
| Experiences_Professional | Work related experiences during the temporary assignment |
| Experiences_Support | Support experienced by mentor/manager or team members during the temporary assignment |
| Challenges_Personal | Challenges faced in their private life during the temporary assignment |
| Challenges_Professional | Challenges faced at work during the temporary assignment |
| Competencies Acquired | Competencies acquired during the temporary assignment |
| Integration & Networks | |
| Integration_Personal | Aspects regarding the integration in private life during the temporary assignment |
| Integration Professional | Aspects regarding the integration at work during the temporary assignment |
| Networks | Importance and impact of networks |
| Decisions | |
| Decisions_Outcome | The outcome of decisions taken by international graduates in regards to their career path |
| Decisions_Reason | Reason for decisions taken by international graduates in regards to their career path |
| Decision_Trade-off | Trade-offs connected to decisions taken by international graduates in regards to their career path |
| Transition | |
| Career Path_Change | All aspects related to the transition phase from the first temporary assignment to a permanent or extended temporary contract |
| Career Path_Future | Future career path plans of international graduates |
| Career Path_Initial | Initial career path in mind of international graduates prior the temporary assignment |
| Improvements | |
| Improvements_Personal | Reflection on decisions taken by international graduates and recommendations for future decisions |
| Improvements_Professional | Recommendations of international graduates to improve programs and internships for organizations |

Table 2: Code Book Atlas.ti

The coding scheme was further used to structure the analysis and to evaluate the distribution output to gain knowledge about important themes for international graduates. A thorough analysis of the codes, combined with existing knowledge from literature review result in a structured analysis and well-grounded findings.

3.7. Validity and Reliability

Qualitative research methods challenge the reliability and validity more than measurement methods in quantitative research, as the data collected involves analysis and interpretation of the researcher. Reliability refers to the degree research findings are replicable (Bryman & Bell, 2007). A replication of this study to ensure external reliability is difficult to achieve, as it is conducted within a social context and several circumstances influence the social setting. Internal reliability, or also dependability can be

achieved with triangulation (Bryman & Bell, 2007). Due to confidentiality agreements or missing guidelines, a document analysis and therefore a triangulation including different research methods was not possible. Nonetheless, internal reliability is achieved within the scope of this study as all records are kept in terms of transcripts and can be found attached, which allows separate interpretations. Validity refers to “how accurately the account represents participants’ realities of the social phenomena and is credible to them” (Creswell and Miller, 2010, p.124). Internal validity refers to the credibility of the study implying that the researcher understands the social setting. And finally, external validity refers to the generalization of findings. Due to the small sample and the contextual uniqueness, the data gathered serves to assist theorizing further in the field of global talent management, rather than delivering generalizable conclusions (Bryman & Bell, 2007)

Additionally, qualitative research acknowledges the researcher as part of the study (Patton, 1990). This affects confirmability and implies potential biases, impacting the analysis and findings as total objectivity is impossible. (Bryman & Bell, 2007).

Despite the criticism of validity and reliability in qualitative research, the social context and behaviour of its participants within and their interactions are key. Therefore, a qualitative research design with exploratory character deemed most appropriate, to explore the opinions, experiences and feelings of the different actors involved.

3.8. Ethical Issues and Confidentiality

Ethical issues relate directly to the integrity of a research project and should be considered by the researcher. According to Saunders, et al. all research methods are associated with ethical issues that can evolve in all stages during the research and therefore must be considered carefully (2009). All participants agreed to be recorded, but requested anonymity. Therefore, all interviews with international graduates are labelled from Interviewee A-M and only their gender, nationality and current job position is available in Table 1. Due to the limitation of two companies, all key informants are indicated as Expert A-D, whereas it is not visible for the reader which function belongs to which expert. This approach ensures the confidentiality and privacy of all participants.

4. Analysis and Results

This chapter deals with the analysis of the expert interviews and the interviews conducted with international graduates. Besides a thorough analysis of all interviews to find common patterns and differences, first results are available.

4.1. Organizational Approach

Four key informants in relevant positions (introduced in chapter 3.5.1), provide valuable insights into the role of human resources, talent management activities in practice and the embedment of graduates within their organizations. The following chapter deals with the strategic position of talent management, the importance of graduates and concrete activities undertaken by the organization to attract, recruit, develop and retain graduates. Last but not least, the chapter includes entry opportunities for graduates and challenges faced by both organizations.

4.1.1. Global Talent Management in Pharmaceutical Companies

As identified earlier in literature review, researcher suggest a shift from the human resource function of being a business partner to become a more strategic role (McKinsey & Company, 2017; Vaiman, Scullion and Collings, 2012). To realize this shift, the commitment of the top leadership team is crucial, as well as the inclusion of all levels in regards to talent management processes (Stahl, et al., 2012). In line with these discussions, both pharmaceutical companies studied for this paper, stress the importance of global talent management and emphasize the strategic role of the human resource department.

“HR has a very strategic role in our company and talent development is one of the key focus areas of the business, together with leadership development and the acceleration of our talents.” (Expert B, 2017, p.72)

This statement is supported by the organizational structure. The human resource function is affiliated on the executive level of all management teams, driving human resource processes and practices throughout the organization and encouraging active talent discussions on all levels. Talent reviews are done on a global executive level including the CEO and his direct reports to discuss and present succession plans, as well as to identify development plans for key talents within the organization to ensure successful succession plans for critical positions in the future. One company studied has a global levelling system, whereas positions from a certain level up are considered as key positions. The other company applies a more decentralized approach. There, the leadership team of each different organizational department defines the critical positions within their department – so-called “operated key positions” (Expert B, 2017, p.73) - that are selected based on the complexity and scope of their role.

4.1.2. Importance of Graduates in Pharmaceutical Companies

Academic researchers and practitioners likewise state that international talents are crucial to ensure competitiveness and business success (Bennett, Aston and Colquhoun, 2000) and the demand for global managers is further increasing (McDonnell, et al., 2010; Liebig, 2004). But how important are (international) graduates for organizations?

Two aspects are showing the increasing importance of graduates in the two companies studied for this research. On one hand the number of interns hired every year. Novartis Ltd. employed 300 F. Hoffmann-La Roche Ltd. 430 interns in 2016. To manage those, one of them introduced a new department only three years ago, being responsible for the attraction and recruitment of graduates only. Critics could interpret these high numbers with saving measures. A contradicting argument to this statement is the amount of resources invest into international graduates, such as offered apartments, trainings, time investments of managers and the relatively short timeframe of internships including an introduction phase. One graduate states:

“I was very shocked - the first internship my boss said I am here to learn and not to produce anything. If I produce, it's good but otherwise it's okay as well.” (Interviewee L, 2017, p.128)

Another aspect showing the importance of graduates and young talents are different programs that were introduced in the companies studied, as for example the Generation Y initiative or the Evolution program. The latter helps job beginners to build up a professional network and supports finding entry opportunities. After completing an assessment, graduates are part of an intern community and are supported by a dedicated mentor. Generation Y initiative fosters the voice of young professionals, whereas one representative from Generation Y is part of the leadership committee of a department, representing the opinion of young professionals.

Expert B confirms this finding by defining internships as a strategic tool to attract talent.

“These internship programs are a strategic tool as well, to attract talent to the organization for the longer term – so really early in career bond.” (2017, p.74)

To conclude, graduates are very important for international organizations to ensure secondary growth and develop potential talents early in career. Key informants confirm this finding and add that this is visible on the number of permanent employees having started their career as an intern, although no quantitative data is available confirming this statement.

4.1.3. Graduate Entry Opportunities

Both studied companies offer different ways for international graduates to start their career. The chart below summarizes the different possibilities.

| Postdoc Positions | Postgraduate Traineeships & Programs | MBA Students |
|---|--------------------------------------|--------------|
| PhD Positions | | |
| Master's Thesis | | |
| Master's / Graduate's Internship | | |
| Bachelor's Thesis | | |
| Bachelor's / Undergraduate's Internship | | |

Figure 4: Students & Graduates Training Opportunities (Novartis, n/a)

One of the most common entry possibilities, which is applicable in both organizations, is an internship lasting generally six months. Everyone, who is doing a Bachelor or Master, can apply for an internship, whereas it is possible to combine the internship with a Bachelor, respectively Master Thesis (Expert A, 2017, p.68).

Another way to start one's career are so-called postgraduate programs. These programs are offered in selected fields only and last generally around two to three years. The participants are exposed to a special subject, whereas rotation allows them to see different departments and establish a professional network. There is a variety of postgraduate programs in multiple core business functions. Some postgraduate positions are strictly limited to ensure a successful integration after completion of the program.

"For example, the finance program is limited to five graduates a year – so really a small number compared to the company size. But these graduates are monitored closely and we make sure that we place them accordingly to ensure that they are having a profile in the end, where we can guarantee that there will be a position for them." (Expert A, 2017, p.69)

All different options allow graduates to get an insight into the pharmaceutical industry, to apply their knowledge in practice and to establish a professional network in order to start their career successfully.

An important and unexpected finding is that most international graduates interviewed did not get a permanent position directly after completion of the internship but primarily a temporary contract of two years. Expert D explains this phenomenon with less competition. Employees already having a permanent contract are not interested applying for a temporary position, wherefore this enhance the chances for graduates (2017, p.79).

4.1.4. Global Talent Management Practices

The following paragraphs deal with concrete global talent management activities undertaken by the two organizations studied for this paper in the field of attraction, recruitment, development and retention.

4.1.4.1. Attraction

Employer attractiveness and the reputation of an organization play a key role to attract young global talents (Tarique and Schuler, 2010). Both companies studied for this paper are rated high in several rankings. F. Hoffmann-La Roche Ltd. was nominated second in a study evaluating the brand value of biopharmaceutical companies in 2016 and is also listed within a ranking, stating the best 100 companies to work for (Syncforce, 2017a). The same applies for Novartis Ltd. In 2016 they were listed within the 100 world's most respected companies and score second in regards to the top 50 global pharma companies (Syncforce, 2017b).

Due to a professional employer branding over the last years, both companies managed to build up a world-wide recognized reputation. Expert D supports this statement of academic researches, saying that the main path of getting applications, is posting the job offer online, on their own career website only (2017).

Campus marketing is another main driver to attract graduates. Both companies maintain close ties with top universities in Switzerland, namely the University of Basel, ETH in Zurich, HSG in St Gall or the EPFL in Lausanne. This function of campus marketing is responsible for building up contacts with universities, inviting students for guided tours, training courses, speeches from employees or other activities. In one of the companies, programs are mostly filled with graduates from the universities mentioned. Expert A explains this procedure the following:

"For example, at the ETH in Zurich you already find so many international students that it's not worth looking for the best university in Natural Science outside of Switzerland." (2017, p.69)

This strategy might lead to a very homogenous group of interns but experts add that university activities are usually country specific. Every subsidiary is advertising and connecting with the universities in their country.

An activity that has been reduced, are so-called career fairs, where companies present themselves to attract potential talents. Expert D states that the output is not justifying the costs, as the activity itself is not target-oriented.

"Everyone is going there; no matter if he/she is having a specific interest that might be interesting for us. Our decision is to proceed more target-oriented in the future and to address the graduates we need more specifically." (2017, p.76)

Besides the above-average reputation both companies enjoy, Switzerland, and more specific Basel, is seen as an attractive place to live mentioned by the experts. Due to its location, Basel is considered as an international city, whereas languages and cultures are mixed. Another attraction factor is the work environment both companies offer. Expert A expresses it the following:

"Especially in our labs, where people with a biological or chemical background are working, we are a very attractive employer. We offer them to work with the newest equipment and technology that exist almost nowhere else." (2017, p.70)

To conclude, both companies do not heavily invest in the attraction of international graduates, as they benefit from their own reputation. Their main activity, besides posting internships and programs on the own career website, is maintaining close ties with universities, whereas each country is responsible for its own activities.

4.1.4.2. Recruitment

As mentioned above, one of the company studied introduced recently a department in charge of intern recruitment only. They are responsible for collecting requests from different departments, evaluating those and support the department by preselecting candidates and accompanying the recruitment process. The decision to establish a separate function was based on the special recruitment conditions for graduates, as for example homogenous salaries, important topics from a graduates' perspective or differences between compulsory traineeships and normal internships.

"It was a historical development to centralize the recruiting function, as there are different topics recruiter have to know on top." (Expert D, 2017, p.80)

All this induced the organization to dedicate a small team, existing of three permanent employees and two interns, to manage these processes. The introduction of this department shows the increasing importance of graduates and a structured management approach.

4.1.4.3. Development and Retention

Studies identified that the chance for career development opportunities is a key motivator to retain global talent (Vaiman, Haslberger and Vance, 2015). Both companies studied for this research work with tools to support their talent management activities. One of the key tools used in both organizations is a global talent management system (TMS), whereas every employee with a permanent contract is registered. This system contains general data pulled out from other systems (e.g. SAP), but it also allows personalized entries. Every employee has its profile, including the strengths and improvement areas, as well as an individual development plan and personal objectives. The data is entered by the employee but discussed with the respective superior and approved by the manager. It also mentions the career aspirations of everyone to ensure that the determined development plan fits

the final goal. This system is piled and used globally in both organizations, allowing HR to search talents on a global level within the company. Key positions and high-potentials are flagged within this system, whereas high-potentials can be nominated to become part of a global talent pool. In addition to the global talent management system, other tools were mentioned as for example global leadership development programs, targeted on high-potentials to ensure that they are prepared for their next career steps. Other supportive tools are several mentor and sponsorship programmes mainly focusing on the top leadership. Thus, both organizations maintain sophisticated tools to support talent management on a global level and manage their talent pipelines. Within the scope of the present study it has been detected that only permanent employees are part of this system, whereas all temporary employees, including interns or graduates participating in programs are excluded. On enquiry, why temporary employees are not part of their system, expert A states:

"The system is just set up like this – that no temporary workers or interns are part of it. It's a technical question that has never been challenged before." (2017, p.69)

Although the internships and trainee programs, and therefore graduates, are considered very important for both organizations, there are yet no specific tools in place to support these activities. The companies studied for this research rely solely on the positive experience of graduates and assume that a positive experience serves to retain potential talents.

"Interns are very important for us and I think this is also visible, as there are many former interns, having now a permanent contract. No matter if they started directly after their internship or if they came back at a later stage. But someone who did an internship here and experienced it positively is very motivated to come back one day." (Expert D, 2017, p.77)

The interviews with experts result in the conclusion that despite sophisticated global talent management tools established in both organizations, there are no specific activities yet in place to support the development and retention of international graduates. After the recruiting process, HR is lacking an overview of graduates. Expert A states that they do not know how many of the employed graduates in 2016 are still in the company.

"We are planning a "Stay-in-Touch"-program with candidates but this is still at the beginning. We plan to develop this program. But mostly candidates keep in touch with their former managers, which help them to get in again. But it is not really organized from an HR perspective - there we are still in the beginning." (Expert A, 2017, p.77)

Additionally, there is lack of alignment with regards to processes and programs. This is visible when comparing interviews with international graduates and the statements of experts. For example, interviewee I managed to get into the so-called Evolution program in Germany of one company

studied, where she was having a dedicated mentor, access to the newest job postings for graduates and other advantages. The person responsible for Talent Acquisition Operations & Early in Career of the same company is not aware of this program in Germany and there is no similar program in Switzerland.

Another example is interviewee G, participant of a program, who criticize the set-up of the program she is in:

“But it all depends on your department. Because some departments only want a postgraduate or a graduate in their department to do the small jobs, which don't develop someone's career. Maybe they should have a better structure of the program. If you go to a particular team, by the time you leave you should be able to do certain things.” (Interviewee G, 2017, p.110)

Contrarily the HR Business Partner of the same company emphasizes the strong monitoring of program participants, ensuring to place them in such a way to create a profile, where they can guarantee a permanent position afterwards.

Another participant who left the company after termination of his internship confirms this lack of standardization also in regards to close-out meetings.

“They just give you a paper saying that you are not working for company x anymore. There is a lack of HR support” (Interviewee L, 2017, p.129).

Expert D confirms this statement and explains it with the amount of costs involved when conducting close-out meetings with each employee after termination of the internship or program (2017, p.78).

All this lead to the conclusion that graduates are considered important for organizations to foster young talents and to ensure the development of potential talents, but there is a lack of overview, standardization and alignment from an HR perspective.

4.1.5. Challenges of Global Talent Management in Pharmaceutical Companies

Researchers identified several challenges, influenced by exogenous and endogenous drivers, impacting global talent management of organizations. Only by identifying these global talent challenges, organizations can manage those and therefore contribute to the success of the firm (Schuler, Jackson and Tarique, 2011). Whereas academic researchers focus mostly on exogenous challenges, practitioners emphasize more internal challenges to ensure a successful talent management.

Academic researchers state that companies face global competitive pressure for talent as there is a shortage of skilled talent and the competition between employers is increasing (Vaiman, Haslberger and Vance, 2015; Farndale, Scullion and Sparrow, 2010). This challenge holds true for the companies studied for this paper and does not only include managers and leaders but also international graduates.

Expert A notices that competition is increasing. Whilst earlier the big players, such as F. Hoffmann-La Roche Ltd. or Novartis Ltd. were mentioned when talking about top pharmaceutical companies to work for in Basel, nowadays smaller companies are getting more important. The same phenomenon can be discovered for managers and leaders:

"We have a big organization in the US. And they really face heavy competition from big biotech and start-up companies that really target our people because they know that we have great scientist, that we have great leaders and that we invest a lot in them." (Expert B, 2017, p.75)

The attraction and protection of these talents is challenging pharmaceutical organizations all over the world and is considered to increase even further.

Another challenge is to identify high-potentials. The appointment process is based on subjective views and opinions of managers, whereas human factors and relationships might influence decisions. Expert C express it as follows:

"Some managers struggle to identify high-potentials... Some managers really go with their – I don't want to say gut feeling... Other managers they come from a very, maybe scientific/technical background and they would like to have a mathematical formula to calculate, whether this person is high-potential or has the potential to reach a certain level or not." (2017, p.72)

A thorough talent identification process is on one hand crucial for organizations but on the other hand one of the most difficult parts. Expert B assesses it as a mind-set topic that needs to be shifted. All leaders should possess certain leadership commitments, including identifying people for their potential and their development. In addition, due to the complexity of internal structures the visibility of talents is often lacking. A more holistic point of view of all talents across all functions and divisions is difficult to achieve.

The talent identification challenge does not only affect the talent management department but it already starts with the recruitment process. Expert A states that the Bologna System, that has been introduced in 1999 to facilitate mobility and increase competitiveness of the European educational system (SBFI, n/a) eased a lot but it also added challenges to the human resource department to measure and compare the individual achievements of international graduates. In line with this challenge, are internal coordination issues to ensure a harmonization of different functions, responsible for international graduates by establishing a structured interaction between the department having an open position, the one's having information about universities and content of studies and the recruiter of graduates (Expert D, 2017, p.80).

Finally, organizations in Switzerland face a rather new challenge of the legal framework. In 2014 the "against mass immigration initiative" has been accepted by the Swiss, which includes certain contingents for foreigners working in Switzerland (NZZ, 2014). Due to this restriction, pharmaceutical companies must evaluate and calculate carefully if they will request a residence permit for non-European graduates or not. Additionally, certain restrictions already force organizations to limit the recruitment to European graduates:

"We definitively take the most qualified candidate but we cannot consider anyone from a non-EU country in case it is not a compulsory internship." (Expert D, 2017, p.77)

To summarize, practitioners are mainly concerned of internal challenges such as the identification process of high-potentials, coordination issues between different departments and functions and the visibility of talents due to the complexity of internal structures. Anyhow, exogenous challenges cannot be neglected such as increased competition and legal restrictions that might further limit the number of foreigners working in Switzerland.

4.2. Individual Perspective

The following chapter deals with the analysis of the interviews conducted with international graduates. An overview of the participants is available in chapter 3.5.2.2. It starts with their motivation to seek for an international assignment, followed by their experiences and challenges faced, their integration and the importance of networks. At the end the transition phase after termination of the internship will be discussed.

4.2.1. Motivational Factors

The analysis of the interviews with international graduates result in similar findings as suggested by academic researchers. In academics four main reasons for self-initiated expatriates to seek for an international assignment have been identified, such as previous experiences and the living situation, career related factors, individual factors and the environment. The motivational factors mentioned during the conducted interviews are rarely contradictory within the group of graduates interviewed, however the graduates weighted them differently, as further elaborated in this paragraph. The analysis of motivational factors is structured accordingly to the frequency certain motivational factors were mentioned.

In line with the statements of the experts, the most influential factor for international graduates is the institutional prestige. Two-third of the participants' state that they were attracted by the organization itself, due to their good reputation and world-famous brands. The following quotations support this statement.

"I was applying and looking for interesting companies. And of course, I was always checking these well-known pharmaceutical companies." (Interviewee F, 2017, p.103)

"I went to my parents and had them make me a list with 20 bigger companies, that they really respected - their management - and where they think were successful. So, I applied for internships at those companies." (Interviewee C, 2017, p.89)

Although the majority mentioned the organizational reputation as main driver, one graduate explicitly stated that she applied only because of the program and not because of the organization itself.

"Because of the program I applied and not necessarily because of company x. And if it was another company having the same program, I probably would have applied and gone there." (Interviewee G, 2017, p.107)

Closely related to this environmental factor is the interest of graduates in the pharmaceutical industry, whereas an internship or program in one of the two companies studied for this paper is perceived as an entry possibility into the pharmaceutical industry.

"After my studies (pharmacy), we had to do a mandatory internship. One part of it must be in a pharmacy but the other half I wanted to do in the industry." (Interviewee B, 2017, p.86)

"I applied for this position, because I did not have an industry experience before. So, this was the best way to get into the industry, to know how things are done, because you are learning on the job." (Interviewee G, 2017, p.106)

These first two motivational factors are accompanied by other organizational factors and the offer itself. Participants emphasize the importance of the work environment, such as the interesting research focus of both companies, as well as modern and well-equipped laboratories. This goes in line with the opinion of experts. Also, the program itself and financial considerations are playing a role for international graduates.

"To be honest I didn't want to do an internship. I aimed to have directly a permanent position. But as I've realized that an internship in Switzerland is as good salaried as a "normal" job in Germany, I agreed. The salary did play a role that I decided for the internship but it was not the main reason." (Interviewee A, 2017, p.82)

"My professor, who was a former employee of company x, was always telling me how great their research is, how nice their laboratories are and that you even earn money alongside." (Interviewee H, 2017, p.112)

According to academic researchers, career related factors, such as personal development opportunities, career advancement or knowledge acquisition, are still the main driver for individuals to accept an international assignment. This holds true, as more than a third took the offered opportunity to gain professional experience, believing that working in this company will have a positive impact on their future career and personal development.

"I felt this is the perfect place to start, because it was the possibility to change my career from being a pharmacist to regulatory affairs." (Interviewee G, 2017, p.106)

"I was hoping to learn a lot. I had no clue how the industry works. Well, I learned everything theoretically in university but there you don't know how it works in practice." (Interviewee E, 2017, p.101)

Surprisingly, one third of the participants were not actively seeking for an internship abroad, or in one of the two companies studied. They were recommended and supported by friends, former professors or family members in their home country. Based on recommendations from their personal network they applied, and once being accepted, they decided to take this unique opportunity. Attended by this chance, are career related factors, such as gaining work experience in a prestigious organization. The following quotations support this finding.

"My mother got to know an employee from company A and when they started talking, he mentioned that company x is offering internships and that I should just try it there to see how I like it (working in the pharmaceutical industry). I didn't expect anything but my attitude was: okay let's try it and see how I will like it – that's how everything started." (Interviewee B, 2017, p.86)

"It was actually unexpected and somehow I was not really planning to move. But since they took me, I thought: okay it's a great experience and out of my comfort zone – why not? I was just applying and decided then to take the chance." (Interviewee F, 2017, p.103)

"It was not my plan look for internships abroad. I only applied in Switzerland, because a fellow student at my university did an internship at company x in Basel and he recommended me to do the same. That's how I ended up here." (Interviewee J, 2017, p.120)

"Three people told me independent from each other that regulatory affairs would be an area for me and I thought it was not. That's why I tried it out. (Interviewee D, 2017, p.98)

Only a quarter of the graduates interviewed for this study, explicitly named working abroad as a motivational factor to apply for an internship or program in Switzerland. Mostly the country decision gets along with the interest in the pharmaceutical industry. As both companies studied for this paper are headquartered in Basel, the decision to work in Switzerland is not mainly influenced by environmental factors, such as the location of the host country or living and work conditions (Dickmann, et al., 2008), but by career related factors. Along with the interest in living abroad for a certain time, the language in the host country is important for international graduates. Some interviewees did not consider Switzerland at all in the beginning, as their aim was to work in an English-speaking country, whereas another participant was actively applying in German speaking countries only.

"I wasn't proactively searching for Switzerland but I was more searching for an internship abroad and it didn't really matter where it was." (Interviewee D, 2017, p.95)

"Actually, I wanted to work in an English-speaking country as my thought was to work abroad and take the chance to improve my English. However, I had to realize that it's not easy to find internships abroad." (Interviewee B, 2017, p.86)

"I absolutely wanted to work in a German speaking country. Before, I did an Erasmus exchange in Innsbruck and there I started to learn German and I definitively wanted to improve further." (Interviewee E, 2017, p.100)

Two participants only applied in one of the two companies, studied for this research, due to a failure of their primary plan. Only when their first idea did not work out, they started to look for an alternative, which still matches somehow with their original plan.

"I wanted to live abroad for some time and first I was thinking about just stopping my studies and go abroad to travel, but my parents did not really support that. Therefore, I started to look for other possibilities..." (Interviewee D, 2017, p.95)

"Primary I wanted to write my Master Thesis at a University and I applied at the EPFL in Lausanne. I tried for three months to get the money (with the help of scholarships) and an apartment." (Interviewee K, 2017, p.123)

To conclude, several factors are influencing international graduates to seek and apply for an internship or temporary assignment abroad. Whilst most motivational factors accord with previous findings in literature review, international graduates weight them differently. Compared to existing self-initiated expatriate theory, stating that career related factors are the main driver to seek for an international assignment, graduates emphasize the organizational prestige combined with the interest in a specific industry. Also, other company related factors play a role, such as the work environment or financial considerations although these are not the main drivers. An important aspect identified within the scope of this study is the social environment of graduates in their home country. Whilst some graduates explicitly were looking for temporary assignments abroad, the majority was influenced by related parties or former professors, pushing them to apply abroad and take the opportunities offered. Another important factor for the participants, is to gain professional experience in an international organization, which is associated with positive outcomes, such as acquiring intercultural competencies and career advancement possibilities.

4.2.2. Experiences

The following chapter outlines the expectations, experiences and challenges mentioned by international graduates in regards to their internship or program.

4.2.2.1. Expectations and Arrival

When being accepted for the internship or program, graduates find it difficult to define certain expectations related to their temporary assignment. This is partly because of the fact, that the participants shortly finished their studies, with no or only little professional experience. Their main expectation is to learn as much as possible, to figure out if they would be interested continue working in this area in their future and to gain professional and personal experiences.

"I remember that I found it very difficult to set certain expectations as I only knew so little of what I was going to do." (Interviewee D, 2017, p.98)

"I was very open in the beginning. Actually, I never aimed to have a desk work, as I thought I won't be able to sit in front of a computer the whole day. But at the end I had to realize, that what I thought is not my type of work, makes me happy." (Interviewee B, 2017, p.87)

International graduates arrive in Switzerland with no or only little expectations. All international graduates get an apartment or a room in a residence house offered by the organizations. This is very appreciated by all participants as it eases the arrival in Basel and serves as a first connection point to other internationals. Another activity that is appreciated by the graduates, is the so-called "Welcome-Day", which exists in both companies studied for this research. It includes an introduction into the pharmaceutical industry, a tour within the organization, as well as helpful information to get along in Basel, such as opening hours of shops in Switzerland, how the transportation system works and other useful news. Besides getting important information about the life in Switzerland, it is already an opportunity to meet others and start building a professional network.

"When comparing it to the internship in Germany, there someone accompanies you from the entrance to the department or you only get a location plan. But here in Switzerland you had a full day called Welcome Day, i.e. you had the opportunity to exchange directly with people from different departments. This helped me to feel welcome." (Interviewee H, 2017, p.118)

"We had this Welcome Day, which I thought was really supportive. Those first two days I found really inspiring and you feel part of the community." (Interviewee C, 2017, p.89).

Graduates arrived with a feeling of uncertainty what to expect and some were afraid that it will be very difficult to meet others. Therefore, the support given by both organizations in terms of apartments and the introduction day is appreciated as it allows to meet others, helps to find their way around and gives them the feeling being part of a community.

4.2.2.2. Professional Experience

Overall, all participants experienced the internship or program as a valuable and great experience, whereas one main reason has been determined. Interviewees mention, that they did not have the feeling as being treated like an intern or temporary employee but as a normal employee. This was visible through the responsibility and autonomy they were given, the consideration of their opinions and the size of the projects they had to work on.

"I didn't expect that they notice me in the beginning as being a young, foreign person with only little German skills. But they really notice interns and value their work. More as I know it from Italy or other countries. The opinion of interns is in demand - you are not just the intern that is bringing coffee or accomplishing small tasks." (Interviewee E, 2017, p.101)

"Here you never felt like being an intern but like a normal employee, having your own projects. A project you had to work on your own but still being part of a team. And they accepted and involved me immediately." (Interviewee I, 2017, p.115)

The downside of the extent of workload and responsibility is excessive demand. Some graduates mention that they felt overstrained in certain occasions, as the transition from university to employment is a far-reaching step in graduates' life and the new environment and presupposed autonomy is overwhelming graduates, especially in the beginning. In addition, due to the size of the two organizations, studied for this paper and language issues, graduates felt sometimes lost and lonely in the beginning.

"The beginning of the internship was a deep dive into a lot of things, I had no idea what it was, and there I struggled a bit. And there I felt sometimes a little bit lost and not too well supported." (Interviewee D, 2017, p.97)

"In the beginning, I only got half-day training and everything was in German. Yes, in the beginning I felt lonely. Of course, I was not that courageous in the beginning to say that I didn't understand everything." (Interviewee E, 2017, p.102)

"It was a bit strange to move from studies to an internship. Because during the studies, especially in France, you are not autonomous – not at all. And then, when you start your internship you are on yourself, so that's very weird." (Interviewee L, 2017, p.127)

"A lot of work came down to me and I ended up spending a lot of time in the beginning at my desk for long hours, without having much face to face contact." (Interviewee C, 2017, p.89)

Although graduates need time to adjust and get used to their new environment and tasks, more than a third of the participants learned most out of this first weeks, when feeling overstrained and alone. Due to the competencies acquired within short time and the responsibility they were given, they state that the internship was a very good and instructive experience. Along with this, graduates mention that, if you prove that you are capable to successfully complete the tasks given, you will get more and more responsibility and you will be taken seriously. Along with this autonomy, graduates feel being part of the team. The quotations below support this finding.

"I felt sometimes a little bit lost and not too well supported but at the same time, that was the best learning exercise I think, because you have to do it and you have to find it out yourself." (Interviewee D, 2017, p.97)

"One thing, I think was great about my experience was, if you're capable and you have an opinion and you say it and it's a good thought, they will take you seriously. And you have a lot of autonomy to create your own projects and to drive them forward." (Interviewee C, 2017, p.90)

"You get your own projects and they expect you to accomplish them professionally. Taking responsibility and acting proactive is presupposed. That you are finding solutions yourself. But if you manage to complete these tasks, all doors are open and you get more responsibility. (Interviewee A, 2017, p.83)

Although all participants state that they experienced the internship or program very positive, differences can be noticed, that are predominantly related to the department, respectively their team and their immediate manager. Both companies studied for this research operate worldwide and are amongst the biggest companies in Basel. The participants appreciate the internationality and the collaboration with different cultures and nationalities. But the sizes of the organizations and the transition from university to employment are experienced very different between graduates. Whilst

some participants state, that they have the feeling that the organization still has a family-run business touch, others mention that they were lost in the beginning. The ones experiencing a supportive superior felt part of this community, whereas the participants with a superior that was less supportive, had difficulties to integrate and to realize the purpose of their work. The latter even started to withdraw partly their commitment. This shows that immediate managers and team members are playing a key role during the introduction phase to help international graduates getting along and feeling integrated.

"You realize it's a huge company but it still has kind of a family-run business-touch. I felt very comfortable and well cared for from beginning onwards." (Interviewee A, 2017, p.82)

"It's such a big company and there is so much going on. At the beginning you are so excited. But once you realize that your managers don't really know, what's going on either, then it starts getting a little bit lonelier and you start to kind of withdraw from that." (Interviewee C, 2017, p.90)

"Sometimes, I had the feeling in my department, that I was a bit forgotten, because there was a lot of reorganization. I had a lot of different managers in a short period of time. And I think that doesn't really help to make me feel, that I was part of the organization and could really contribute to something." (Interviewee D, 2017, p.96)

"I really liked it. The department I was in, was very familial and I felt well cared for." (Interviewee J, 2017, p.120)

In regards to the tasks given and the coordination of the internship or graduate program, differences can be noticed. Whilst some international graduates got directly their own project they were responsible for, others experienced the assignment uncoordinated and not very well developed. They had to look for tasks themselves or did not get sufficient training to understand the tasks given. These contradictory statements result in the finding that there is no standardized procedure what an intern is supposed to do. Surprisingly this fact was not only mentioned by the ones that experienced it uncoordinated but also by others stating that they were lucky but that they know other departments where it is less structured.

"I experienced it a little bit uncoordinated. It was a pity that I did not get a concrete project during my internship. But I was only executing small things for others." (Interviewee B, 2017, p.87)

"I have to say that I am very fortunate as I have a very good boss that is supporting me strongly. In my surrounding I do see other departments, where this is not the case." (Interviewee A, 2017, p.85)

"But for me I was lucky. I got a good team, where I had to do a lot more than what was expected from a postgraduate. But it all depends on your department." (Interviewee G, 2017, p.110)

These answers show that the development possibilities and learning opportunities for international graduates is strongly dependent on their immediate superior and the team they are in. This concludes in a certain lack of standard operating procedures and reviews from a human resources perspective.

Generally, the contact with experts and talents was highly appreciated by graduates, which was not only the immediate superior but in some cases, also another team member. This support is visible in

terms of time their peers or supervisors allocated to them and also in personal matters. One participant became unavailable for a long time due to health reasons, but he got the full support from his immediate boss. Another participant could not take the offered temporary position, as she first had to finish her Master Thesis at the university after the internship. Her immediate line manager helped her identifying a way to stay and supported her fully during this process.

"You are in contact with talented people. You have someone who is taking time for you, even if you are an intern. At my current job I have a mentor but he has never time for me. I understand he has a lot of things to do, but I'm sure my boss at company x also had a lot of things to do but he took one hour per week to sit together with me just to ask what I did, what I will do next week, what I could improve, what went good and what went wrong - and you learn from it." (Interviewee L, 2017, p.128)

"I had to do a PowerPoint Presentation. And now, when I look back, my immediate boss spent 1.5 hours at 7:30pm, doing this one slide with me that didn't really mean that much." (Interviewee C, 2017, p.90)

Summing up, in line with the predominant opinion of the experts, international graduates experienced the temporary assignment positive, whereas one key aspect for this was determined: All participants felt part of the team and were treated as real employees. Despite predominantly positive experiences, the study shows that graduates getting support by their immediate managers and team members, have an easier start into professional life and do not recognize the size of the organization as a negative factor. Additionally, the development possibilities, increasing responsibility and learning opportunities during the internship or program are highly appreciated but depend heavily on the team they are in, which ascribes a lack of standardized processes in regards to the management of international graduates.

4.2.2.3. Acquired Competencies

Although all participants experienced the internship or program differently, they all acquired valuable competencies for their future professional life. Over a third mentioned explicitly, that they learned how to work and interact with many different nationalities and cultures and how to deal with managers in different hierarchically positions. Another improvement is foreign language fluency. Due to the exceptional location of Basel in Switzerland, directly at the border to France and Germany and due to the internationality of both companies studied for this paper, English and German were mentioned.

Besides professional competencies, as industry knowledge and other subject-specific learnings, graduates indicate that their key learnings were mostly soft-skills. As mentioned above, interns in both companies are given a lot of responsibility. Thereby they learned autonomy and proactivity, but also developed their self-confidence as they had to present their projects in front of senior managers. The exposure to these tasks and senior managers reduced a certain fear of contact and at the same time strengthened the networking skills of graduates. By living in a foreign country, the participants state that they learned to be self-dependent and more open.

"Due to the tasks given, I became more self-confident, as I realized that I'm capable to accomplish them. And I'm also able to present them in front of a senior audience. There I learned to be more self-confident." (Interviewee B, 2017, p.88)

"Maybe I didn't improve my autonomy but I understood the importance of it when you are working." (Interviewee L, 2017, p.129)

"I certainly improved my English. And I also got a different view on other cultures - I would say I became more open. I abolished prejudices that I might have had before." (Interviewee K, 2017, p.125)

Summing up, irrespective of the experiences, all graduates acquired relevant business competencies during the temporary assignment, whereas soft-skills such as autonomy and proactivity are most important.

4.2.2.4. Challenges

The competencies acquired often precede challenges. One of the key competencies acquired is language skills but for almost half of the participants this was also their major challenge in the beginning. The graduates from Germany state that Swiss German was there main challenge, whereas the others struggled with German generally. One Italian intern was faced with German training material and had issues to understand her peers. Language issues foster the feeling of loneliness and make it more difficult to integrate. Most of the graduates did not know anyone before coming to Basel, whereas this feeling of loneliness expands into the private life. Nevertheless, participants adapted themselves quickly and almost a third state that they did not experience real challenges at all, besides professional subjects and a certain uncertainty.

"I have to say I didn't experience too many challenges with it. One challenge is uncertainty but I was young when I came, so I was just looking for an adventure." (Interviewee D, 2017, p.96)

"The language was a major challenge for me. I was working in the production, where they did not speak High German at all (only Swiss German). Sometimes, I was participating in a meeting and summarized it for my mentor in the end, stating the points I understood but his answer was - no, that's not what we discussed." (Interviewee H, 2017, p.118)

"I was afraid because you don't know anyone in the beginning. When you come here to Basel, a new city, you think that you are never going to meet anyone because you will just spend your days at work." (Interviewee L, 2017, p.127)

To conclude, graduates turned challenges and other issues into a positive outcome by acquiring new competencies. Although the transition from studies to work is perceived as a far-reaching step in graduates' live, the participants interviewed for this paper adjusted quickly to the new situation. A decisive factor is thereby the autonomy and responsibility they were given, which fostered the integration into the existing teams and helped them to become more self-confident and self-dependent.

4.2.3. Integration

As already mentioned above, graduates feel quickly integrated at work, as they are part of the team. Only the language barrier decelerates the integration in exceptional cases but never results in a feeling of debarment.

From a private perspective graduates experienced the same. Both companies studied for this paper are helping to foster integration by offering student residences or shared apartments with other interns. The participants feared being alone in the beginning, but this fear dissolved fast as they are directly part of a community, consisting of other foreigners facing the same challenges and looking for connections.

"In the beginning I was part of the group consisting of interns that are all foreigners. Most of them experienced the same challenges as me and everyone came to Basel and was looking for connections." (Interviewee A, 2017, p.83)

"Actually I was more in contact with other interns. It was very easy to integrate as there were so many interns. We created a mailing list, met each other and spent time together." (Interviewee B, 2017, p.87)

The downside of the intern group is a fast-changing environment, as interns usually exchange in every three to six month cycles. This implies that interns or especially the participants being in a program for two years must adapt and open themselves for new colleagues every few months. The friends they meet within the first weeks, move on after a couple of weeks. The graduates interviewed for this research indicate that in the meantime they are part of a network consisting of other former interns.

The location of Basel and the international flair of the city help additionally to integrate. Graduates state that it is very easy to get around, as everyone speaks English. Due to the internationality, they also do not feel as foreigners. The difficulty is to meet Swiss people and to become integrated into the Swiss culture, not only because of language barriers but also because it is hard to get in touch with Swiss. Two participants state, that they managed to get to know Swiss people through a sports club. All the others were part of the intern group and only slowly started to get to know Swiss habitants through work colleagues or their private network.

"In my private life, I managed to integrate through sports. On one hand you have a group of interns, where you immediately got in touch with people and on the other hand, through a Volleyball Club." (Interviewee K, 2017, p.124)

Do you feel integrated? "Yes and no. I don't know so many Swiss people. But I think it's quite common anywhere, that expats are staying with expats." (Interviewee L, 2017, p.129)

"I think it's difficult to talk about integration in this context - it was more this bubble with all interns, all other internationals." (Interviewee M, 2017, p.134)

4.2.4. Transition and Future Career Path

The following paragraph deals with the transition phase from a temporary assignment to an extended contract or even a permanent position as well as future career aspirations of international graduates.

From the thirteen graduates interviewed for this paper, eight managed to get a permanent position within the company they started already. Three are still in a program or employed with a temporary contract and two left the company, whereas one is doing a PhD at the ETH Zurich and the other one has a permanent position in another company in Basel. Astonishingly, six out of the eight participants having now a permanent position are working in the meantime in a different department than during their internship.

Four out of the eight graduates, having now a permanent position, first got a temporary contract for another two years or an extension of the internship for a few months. This transition period was experienced with mixed feelings. Some appreciated the temporary contract as they were not forced to decide immediately, if they would like to stay in Switzerland for several years but it was more a stepwise integration. For others, this transition phase was very difficult as it was not sure if they will get a permanent position or not, as the companies only communicated a few weeks before, how it will continue. In one case the internship was first extended for three months and then for another six months, before the participant got a permanent position in another department. These extensions result in a withdrawal of commitment, feelings of being undervalued and uncertainty.

"Something I have to criticize is that they hold me back for a long time regarding the permanent position." (Interviewee A, 2017, p.84)

"I felt pretty awful when my contract was always only extended for a few more months. I remember feeling kind of undervalued. I was proving myself, pushing forward. I was constantly having to think of where to live and if I have to move. I was very stressed out. And you didn't want to necessarily start some projects because you knew you wouldn't see the end of it. So, it was demotivating." (Interviewee C, 2017, p.91).

A striking pattern during the transition phase is the arbitrariness of support given from an organizational perspective. The transition period from international graduates is non-transparent and highly dependent on the immediate superior respectively the department they are in. Graduates state that there was no support from a human resource perspective but the main influential factor, besides the support from immediate managers for a successful transition, are networks. Seven out of the eight participants, now permanent hired, state that they only managed to get the new position with the help of networks and support of the immediate superior. Also, the participant doing now a PhD at the ETH Zurich mention that he only ended up there, because of his superior from the internship and the received contacts. The participant not working in the pharmaceutical industry anymore even goes that far to state:

"Maybe I could have a permanent position in company x if I did more networking. I did a bit but I was pretty shy and not intense enough. I think networking is crucial nowadays." (Interviewee L, 2017, p.128)

This missing structure from a human resources perspective might lead to talent loss especially for more introverted international graduates.

Another important finding is that the internship or program influenced the future career path of all participants. Most of the graduates did not have a clear career path in mind before starting the temporary assignment in Basel. They aimed to find out, if working in the industry is something they can imagine for their future without having too many expectations. The work experience but also the living experience abroad impacted their future career path. Three participants cannot imagine returning to their home country for work anymore after having worked in Switzerland for a certain period.

"Already during my studies I wanted to go abroad and I already knew back then that I don't want to stay in Italy." (Interviewee E, 2017, p.101)

"That gave me the taste of travelling - of living abroad." (Interviewee L, 2017, p.127)

Although all participants state that they are happy about their decisions and that they would do the same again, every decision goes hand in hand with certain trade-offs. Most often the previously targeted PhD was waived when accepting a permanent position. This statement is generally accompanied by the belief of the graduates, that a missing PhD will not hinder their future career as they feel supported by the company. One participant state that when accepting a permanent position the future career path is somehow predetermined and that it might have been better to do several internships to see, which field would be the most interesting one.

"When I was studying, I was thinking about, where to do an internship. In a way everything was open. I could have gone to any type of department within the pharmaceutical company. Then I decided to go for regulatory affairs and now 6.5 years later I'm still in regulatory affairs. It seems, the longer you stay there, the more unlikely it is that at some point you will move to another department. Maybe if I would do it again, I would try to do different internships to see, where my highest interest is in and go back there." (Interviewee D, 2017, p.99)

To sum it up, an internship in one of the companies studied for this paper has a high impact on the future career path of international graduates and positively influence the development of global talents as they stay with an international career path. Although all participants experienced the internship or program very positively, there is a lack of structure from a human resource perspective and non-transparency in regards to the management of international graduates. Graduates are

strongly dependent on their immediate supervisors, especially in the introduction and transition phase.

5. Discussion

This chapter discusses the analysis and findings by answering the sub-questions and finally the research question defined in the methodology chapter, whereas the organizational and individual perspectives are covered. The first part of the discussion deals with the organizational perspective and how international graduates are embedded in the talent management programs and procedures of the organizations studied for this research.

Finding 1: (International) Graduates are not part of global talent management systems

Both organizations emphasize the strategic role of HR, as well as the importance of global talent management to ensure successful development and succession plans of their key positions. Therefore, sophisticated talent management systems were introduced in both organizations to support this process on a global level. However, the analysis of the expert and graduate interviews result in the conclusion that international graduates are not embedded into the global talent management systems of the two pharmaceutical companies studied for this paper. Although both organizations maintain a well-established talent management system, temporary employees are not part of it. This decision is justified with the set-up of the system and implemented processes that have never been challenged.

Finding 1 could lead to the assumption that graduates, respectively temporary employees, are not that important for the organizations. This statement has been rejected by the experts, by emphasizing the importance of graduates to develop talents and support young talents. Several initiatives and processes support their efforts to integrate graduates. This is visible through the amount of resources spend on graduates, the number of graduates and the initiatives supporting the integration of graduates, such as the Generation Y or Evolution program.

Finding 2: Organizations with a good reputation do not heavily invest into attraction activities besides maintaining close ties with universities

The second sub-question deals with global talent management activities in practice. Literature identifies four main global talent management activities, namely attraction, recruiting, development and retention. Both companies studied for this paper, are still in the beginning with the definition of standards and the alignment process with regards to the management of graduates. Relating to attraction, both companies rely heavily on the positive reputation they enjoy. The most important source to win graduates, are universities itself. This finding is in line with literature review, whereas a study of Stahl, et al. states that a common strategy of multinational enterprises is to maintain close ties with universities (2012). Besides this activity both organizations do not invest heavily into the attraction of international graduates.

Finding 3: A separate recruitment function makes sense in international organizations with a high number of international graduates

Another talent management activity is recruiting and staffing. The growing number of graduates and their importance induced one of the two companies studied to introduce a separate department, responsible for the recruitment of graduates only. This new function brings several advantages and therefore might be a role model for other international organizations employing a high number of graduates. On one hand, this small team consisting of experts knows the rules and regulations employing graduates as well as their needs. On the other hand, it allows aligning and standardizing the recruitment processes of graduates. This includes also an internal review of requests to ensure that internships serve as learning and development opportunities for graduates. As academic researchers identify, self-initiated expatriates get less financial and emotional support than assigned expatriates (Andresen, 2014), therefore assistance with daily activities are an influential factor during staffing (Vaiman, Haslberger and Vance, 2015). This holds true, as the support given from organizations is highly valued.

Finding 4: Lack of standardization and alignment with regards to the management of international graduates

With regards to the last two talent management activities this study concludes that both organizations lack standardized development and retention activities. A key motivator to retain global talents is the chance for career development opportunities (Vaiman, Haslberger and Vance, 2015). Although graduates experience the temporary assignment generally very positive, there is no overview about their tasks and development opportunities from a human resource perspective. This study proves that personal development opportunities depend strongly on the department and the person responsible for the graduate. Concrete findings lead to this conclusion. On one hand, the organizations studied for this paper do not track the interns after having completed the recruiting process. There are neither close-out meetings nor do they have an overview about how many former interns did extend their contracts or got a permanent contract. On the other hand, graduates that experienced support from their immediate managers achieved to get a position within the department or in another one after termination of their internship. Although different processes and initiatives are implemented, there is a lack of standardization and alignment with regards to talent management of international graduates from a human resource perspective. Not only transnational but also already within Switzerland.

The second part of the discussion deals with the individual perspective and how graduates perceived the temporary assignment.

Finding 5: Organizational prestige and reputation is the main factor for international graduates to apply for an initial temporary international assignment

The findings from the interviews with graduates reflect the results from the organizational perspective. According to academic researchers the main motivational factor for self-initiated expatriates to seek for an international assignment is personal development. The present study proves that personal development is also an important driver for graduates, however not the main motive. The reputation of an organization and its prestige is the main motivational factor for international graduates, as it is associated with an entry opportunity into one's professional career promising a successful career path.

Finding 6: Internships or graduate programs serve mainly as an entry opportunity for graduates into an international organization rather than preparation for a specific function

Another important finding is that more than two third of the graduates having now a permanent position are not employed in the same department as they started off as an intern anymore. On one hand this fact shows the wide development possibilities within an international organization but on the other hand it also implies that internships are generally not meant to be training for graduates. Internships or graduate programs are perceived as entry opportunities for graduates into an international organization rather than the preparation to work later in the respective department. Besides professional competencies graduates acquired important soft skill competencies, such as autonomy, proactivity, the ability to network and self-confidence that were important for their personal development and future career path.

As interns are not meant to be trained for a specific function, the transition phase after termination of the internship or program is of particular importance. Especially during this phase, two factors are strongly influencing the future career path of graduates, where the organization and the international graduate are involved. On one hand the capabilities of a graduate and his/her established network is of importance and on the other hand his/her immediate manager or mentor.

Finding 7: Autonomy, proactivity and networking skills are important competencies for international graduates to transform successfully from a temporary assignment to a permanent contract

Besides professional competences, graduates are expected to work autonomously and act proactively. Autonomy and proactivity are two skills that are considered self-evident in a working world, however not necessarily already given for international graduates. The transition from university to a work environment is a big step in graduates' lives and connected to uncertainty and change, especially when this transition happens in a foreign country. Nevertheless, graduates have only limited time to adapt and acquire these competencies during an internship and to prove that they are capable to work

independently. Combined with these skills, the established professional network during the internship plays a crucial role for international graduates to successfully transform from a temporary to a permanent contract. The majority of participants only managed to get a new position with the help of their acquired network.

Finding 8: The engagement of mentors and immediate managers has an impact on the future career path of an international graduate

The other main factor, which is influencing the future career path of international graduates is the support given by the immediate manager or mentor. Especially in the introduction phase the support given strengthens the feeling of being integrated into the department. During this phase, graduates experiencing the support of their immediate manager or mentor, accomplished to get a position within the organization. Managers and mentors can help to enlarge the network of graduates by introducing them to main contacts and supporting their personal development by exposing them to challenging tasks helping them to become more self-confident and developing skills, which are required to successfully integrate into the work-life.

Finding 9: Internships are having a high impact on the future career path of international graduates

A final finding is that internships are having a high impact on the future career path of individuals as it influences the future career path of all participants. Most of the graduates did not have a clear career path in mind before starting the temporary assignment in Basel. The internship or program serves to find out if working in the pharmaceutical industry and abroad is something they can imagine for their future. The internship or program was experienced very positive by all participants. It allows obtaining important competencies, to build up a professional network and serves as an entry opportunity to work in an international organization.

6. Recommendations

This chapter deals with recommendations for international organizations employing international graduates, as well as for international graduates to successfully transform from a temporary to a permanent contract.

As both organizations studied for this paper emphasize the importance of international graduates for them and due to the fact that internships are having a high impact on the future career path of individuals, the importance of a professional support by an organization cannot be neglected. Generally, the human resource department should play a more active role with regards to the talent management of graduates. This study concludes that the main motivational factor for international graduates is organizational prestige and that both organizations rely heavily on their good reputation to attract international graduates. To further strengthen this position, strong ties with universities are inevitable, whereas it might be beneficial to cooperate with subsidiaries in other countries (e.g. to align graduate programs).

Besides a separate recruitment function, as already introduced by one organization studied, it is advisable to introduce a more standardized and aligned process coordinated through the human resource department. One option might be the inclusion of graduates into their existing talent management systems. This would not only allow to determine a tailor-made development plans and the identification of high-potentials at an early stage but it would already help to get an overview of the career path of international graduates within the organization. In addition, the introduction of a standardized process including an entry and exit interview executed by the human resource department with each graduate would help to better understand their motivation. Although this implication is associated with costs for the organizations, it would help to gain an insight into how different departments deal with graduates. This should be complemented by some specific requirements an intern should fulfil.

The present lack of standardization and alignment lead to a dependence of immediate managers. As visible in this study, graduates that were strongly supported by their managers or mentors ended up finding a permanent position within the company, whilst others hurdled more finding their path. This leads to the recommendation that every intern or participant of a program should have a dedicated and trained mentor, being responsible for this young talent.

Additionally, this study concludes that networking plays a crucial role during the transition phase for international graduates. Therefore, it is recommended to international organizations to foster a culture of networking including networking events for graduates.

For graduates the main message is to act proactively and to show willingness to learn. Both companies studied foster self-independence and autonomy. Therefore, international graduates should prove that they are able to deal with this. Furthermore, networking is key and inevitable for young job beginners to gain a foothold in an international organization.

7. Conclusion and Further Research

The topic of global talent management does not only engage academic researchers but also practitioners are realizing the increasing importance of global talents. The present study integrates into existing literature as it acknowledges the importance of the strategic role of the corporate human resource department (Vaiman, Scullion and Collings, 2012; Farndale, Scullion and Sparrow, 2010), as well as important activities to attract, recruit, develop and retain talents (Stahl, et a., 2012; Schuler, Jackson and Tarique, 2011). Additionally, graduates seeking for an international assignment show similar motivational factors as self-initiated expatriates (Vaiman, Haslberger and Vance, 2015; De Griep, Fourage and Sauermann, 2010; Dickmann, et al., 2008). Despite the embedment into existing literature, this study provides new insights into career expectations of international graduates and how international organizations are dealing with it. It proves that temporary assignments for international graduates are one instrument for international organizations to facilitate the education of global talents. Internships and programs are shaping the career path of international graduates by fostering mobility, cultural exchanges and the interest in an international career, whereas the temporary assignment serves as an entry opportunity for graduates.

But to what extend do global talent management practices reflect the expectations and experiences of international graduates? Although the organizations studied for this paper admit the importance of international graduates, there is yet a lack of sufficient supporting talent management activities in the field of attraction, recruiting, development and retention. The studied organizations for this paper are still in the very beginning of structuring the management of internships and programs. This lack of standardization and alignment is predominantly visible in the introduction and transition phase, whereas the future career path of graduates is strongly dependent on the immediate superior. This study concludes that human resources should play a more active role in coordinating and managing international graduates and involve them into their existing talent management activities.

Nonetheless, all graduates interviewed for this study experienced the temporary assignment very positively and it had a significant impact on their future career path. Graduates seeking for an international career can assume that a temporary assignment in an international organization will impact their future career path, whereas it often serves as an entry opportunity. The importance of networking cannot be neglected and is one of the key competencies, besides autonomy and proactivity, for international graduates to successfully manage the transition from a temporary to a permanent contract.

Due to the scope of this study, involving two international organizations within the pharmaceutical industry in Switzerland, future research could compare the results from the present study with other organizations in different industries or host countries. Another interesting topic would be to study an

enlarged sample from international graduates that left after termination of their temporary assignment to identify factors why international graduates return to their home country.

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9. Appendices

9.1. Interview Guideline Experts

Interviewee Information

Name:

Company:

Occupation:

Introduction

- Introduction of researcher, topic and clarification of confidentiality issues and other questions
- Introduction of interviewee

Global Talent Management General

- Do you have formal GTM policies?
- Who is involved into GTM?
- What is your definition of talent?
- How important is GTM for you?

Practices

- What are the objectives and expectations of your talent management programs for international graduates?
- What GTM activities are in place (for international graduates)?
- Do you use specific tools to support GTM activities?
- What challenges do you face in regards to GTM?
- Do you have a global GTM policy or is it locally amended?

Attraction

- What do you think are the main drivers for international graduates to apply?
- How do you make sure that global talents are attracted?
- How is the market situation in regards to talent?

Recruitment

- What kind of recruitment channels do you use?
- How is the recruitment process for international graduates?
- How are the employment conditions for international graduates?

Training and Development

- What programs are in place for international graduates?
- Do you have a global talent pool to develop potential talents?
- Do you have a career model?

Retention

- Are you interested in retaining international graduates after termination of their internship/trainee program?
- What are the criteria to retain them?

- How do you make sure to retain international graduates after termination of their traineeship?
- How does your employee value proposition look like?
- What challenges do you face?

Future

- What are future your GTM plans?
- What challenges might come up in the future?

9.2. Transcripts Expert Interviews

Expert A

Basel, March 10th, 2017

I: Interviewer

I: How important is GTM for you?

Expert A: GTM is basically very important for us. In my opinion we are doing a lot for our employees. Namely we have a global system, which is called talent management system. Everyone working for company x with a permanent contract has a profile in this system. Some data will be filled in automatically with the help of other systems and other can be filled personally. Basically, it is possible to determine your own development plan within this system. In there you determine your strengths, your weaknesses or improvement areas, respectively where you still would like to work on. Though this data is entered by yourself, your manager must approve it and decide together with you, where you would like to go respectively how your development plan will look like. Within this system your career aspirations are also mentioned – where would you like to go, what is your final goal, etc., to be able to tell if the development plan fits your final goal. This system is piled and used globally. This means, when me as an HR Business Partner are looking for someone with a specific background, I sit together with our talent management team and we draft a search. This system allows you to see all employees who are part of this system at a glance. With the help of this we can say: okay I am looking for someone with a background in Finance, showing superior performance and being in his/her role as – I don't know – let's say Business Planning Analyst for at least two years. After that the system shows you all employees fulfilling these criteria. We in HR can then filter, no matter where, in which region this person is working. That's something I really like as you, as an HR Business Partner, can take into account all talents globally and not just the ones located in Basel. We also aligned all systems on a global level. Basically, we get rated based on the MBO (Management by Objectives). Means - You have your objectives, get rated by the end of the year and this rating will be included into the talent management system. When someone is now opening the profile one can see directly if this person was an overperformer, a good performer or if he performed only partially. You will also be able to see directly who is currently working in these functions. We also adjusted all our levels globally. Formerly we had swiss-based levels and global levels and – let's call them job families. When you were working in finance, you belonged to the job family "Finance" and your level was based on a Swiss level. We now started with so-called bands – globally. That is to say, if you have a BPA role in Switzerland you are within the same band as if someone in the US is having the same position. And that's pretty cool because one can see immediately: Ah there is someone in the US within the band 4, I have an open position here in Switzerland within the band 3 – this would be a promotion for this person and might make sense.

I: What kind of programmes do you have in place for graduates?

Expert A: On one hand, we offer internships. These interns are coming to Basel, work on a project for us and leave after half a year or a year.

I: Is this internship normally combined with a thesis or can everyone apply for it?

Expert A: Exactly, as soon as you are doing a Bachelor or Master degree you can apply. You can also apply when you recently finished university and are looking for a career entry. It is also possible to write a thesis with us. Well It depends – normally we announce it as a normal internship but when someone still should write his/her thesis and we do find a topic, then this is fine for us. Compared to

other companies we are very flexible with our internships as it is possible to start anytime. Or if you are interested in another project we try to find a solution that you are still doing your own job but being able to work on this project as well, etc. Then we also do have the “real” programmes but we do not have many of them. Well we have one in Finance for graduates with a Master degree, we have one in Finance but for people with an MBA and we have one in Intellectual Property where we take students with a background in Natural Science and as well PhD’s and Post-docs. There we say: okay we know exactly what kind of profiles we took in as these positions are very limited. For example, in the finance program we take about five graduates a year – so really a small number compared to the company size. But these graduates we monitor closely and we make sure that we place them accordingly to ensure that they are having a profile in the end, where we can guarantee that there will be a position for them. They are not part of the Talent Management System but as it is a very small number one HR Business Partner is fully dedicated to them and therefore it is relatively easy to place them accordingly as we know them very well, their background and as they can build up their network within one group, e.g. Finance.

I: And why aren’t they part of your Talent Management System?

Expert A: That’s a good question. The system is just set up like this – that no temporary workers or interns are in. It is possible to open a profile manually but normally you are only in this system once you have a permanent contract. It’s a technical question that has never been challenged before.

I: What do you think are the factors motivating international graduates to apply here for an internship?

Expert A: Well I think that Switzerland generally, as a country is very attractive for graduates that would like to work or study abroad once. But I also think that company x, as a global company is extremely known and people know what company x is doing for their employees and therefore it is seen as an attractive company. I also think that Basel and its location is also very attractive as it is not as big as Zurich but nonetheless very international and therefore makes it easy for foreigners if you don’t speak German, to communicate in English. It is located directly at the border to France, means if you only know French and no English you can still survive.

I: Do you work together with universities?

Expert A: Our activities with universities are country specific. This means that every subsidiary is advertising and connecting with the universities in their country. We work together with the University of Basel, the EPFL in Lausanne, the HSG in Saint Gall and the ETH Zurich. We cooperate with them and some of our programs we fill with graduates from these universities as we are also representing company x at several exhibitions. In Germany, they are working together with Cologne and Munich, etc. So basically, every country is responsible to maintain the relationships with the universities.

I: But selected ones? Every country can choose with which university they would like to cooperate?

Expert A: Exactly. Mostly we check where are the most powerful talents within the country. The point is that we like having international graduates but in the meantime, there are already many international students in Switzerland. For example, at the ETH in Zurich you already find so many international students that it’s not worth it looking for the best university in Natural Science outside of Switzerland. In my opinion we have very good universities within Switzerland and good graduates and we are successful with this model. As already mentioned we have many PhD’s from the University of Basel or Post-docs and there are very good within their field. It just fits perfectly to what we are looking for.

90 I: How do you evaluate the market situation regarding talents?

91 Expert A: Well it highly depends on the area. I think in the field of Natural Science we are having a
92 very good position because we do a lot to attract these talents. Especially in our labs, where people
93 with a biological or chemical background are working, we are a very attractive employer. We offer
94 them to work on very new machines, where they almost have no chance to work with somewhere
95 else. So, it attracts them by the work environment. But also, what kind of research we are doing. In
96 these areas we are not lacking of talents. But I think when considering Finance, Marketing or other
97 Business roles, I am not sure if we are, compared to for example a bank, do enough to attract talents.
98 I think in these roles we address more persons that do not work for a bank or insurance. These are
99 the ones that are looking further and might consider Novartis or Roche but I think that a bank is
100 doing much more – or also for example PWC – to attract these talents. They are recruiting their staff
101 directly after their Master's and that's a practice we don't use.

102 I: Basically, you are focused on your core business?

103 Expert A: Yes – whereat I have to add: Banks or PWC are more focused on Swiss graduates, whereas
104 we have the approach to not only recruit from Swiss Universities but once we post an open position
105 or an internship we can also see if there are any interesting, international applications. It is not that
106 important for us if someone is Swiss or not.

107 I: How are the employment conditions for international graduates?

108 Expert A: Exactly the same ones as for Swiss graduates. In regards to the salary we do not
109 differentiate at all. We get them to Basel, offer relocation in case of an international-local hire – if we
110 really employ them locally. Then we offer quite a lot – we help you to find an apartment, well it
111 highly depends on your package. But normally you get everything – we help with the apartment,
112 school for the children, cultural trainings, language trainings, etc.

113 I: But only for employees with a permanent contract, no? What are you doing for temporary
114 international workers?

115 Expert A: Well we also offer residential accommodation, where they get a room, which is in my
116 opinion the best solution for this age group. Myself, I also would have preferred a shared apartment
117 than my own one. They can choose if they would like to have a room in one of our residential home
118 or if they prefer to stay with a guest family. And in addition we offer half a day an introduction
119 covering the topics: how do you get a tram or train ticket, how do you get to company x from where
120 you are living, where are the next supermarkets, how are the opening hours in Switzerland, etc. Basic
121 stuff you have to know to survive. But students are very helpful among themselves. As they are
122 anyway living together, they are helping each other. For example they used to drive all together to
123 Germany on Saturdays to do their shopping. So everyone from the residential home met in the
124 morning, drove to Germany and came back. I think it would be too much to offer them a full cultural
125 training and most of them don't need it. And in addition it is certainly also a question of costs.

126 I: Are you interested to keep the interns after their internship?

127 Expert A: Yes for sure. When I was employing interns after their internships I would state that I
128 employed more international graduates than Swiss. Well it always depends on the position but if it
129 was for example for a Global Marketing Team, where anyway everyone speaks English and the group
130 itself is already very international, it does not matter for us where this person is coming from or what
131 background he/she has. It is just important that he/she is doing a good job. Sometimes we have
132 positions, as for example within the communication department, where languages are very
133 important. There the only criteria are if this person is able to speak German and English and maybe

also French as these are the three main languages within company x. So there it is more important these criteria are fulfilled that where the person is coming from. Well then we always have the question of their current residence permit and if we can keep her. But in principle, if we think that someone is doing a good job, we are definitively trying to keep this person.

I: What are the challenges regarding talent management?

Expert A: Basically, I think the Bologna system made things easier but it is quite hard to measure and compare the achievements a person has or what a specific degree includes. Sometimes you get applications from graduates from a university you don't know and you have no idea how good it is or what the individual subjects they took mean. And therefore, it is quite difficult to evaluate if a person is capable of doing a certain job or not. Our interviews include normally one hour with HR, one hour with the line and may be a case study. So, within three to four hours you have to identify if someone fits to a certain position or not.

Another challenge is that after getting the graduates to Basel and educating them during an internship, you are not able to keep their residence permit. In Switzerland we have the restriction and only a certain amount of contingents, meaning we have the problem that sometimes you cannot keep an intern due to legal/political circumstances. You could – and there we certainly have the advantage that we are global – deploy them to somewhere else. So for example an American graduate back to a site in the US but also this is not always that easy as we have different units. When you used to work for company x International and the site in the US that would be the closest to their hometown, is for example Pharma, it might not work out neither.

Another thing that might come up in future – I think our competitors are growing. In my opinion there are more and more companies attracting international graduates. I think if you would have asked earlier in times – who are the top companies in Basel, people would have answered Roche, Novartis and Syngenta. Nowadays, there are also more smaller companies as Actelion, Abbot or Mepha, that started to attract and recruit international graduates and there it is getting more difficult.

I: Do you have formal global talent management guidelines?

Expert A: Well we do not really have guidelines. We have the system I was talking about before as for example this MBO, where everyone has his/her own objectives that must be achieved. And we control if all departments are really doing it. Also to ensure that every employee has a development plan. We have these TMS profiles that everyone has to complete and update. We, as HR Business Partners, are also sending reminders to ensure that everyone is really doing it. We also check if they do it. We also have another system that is measuring the potential. And all these systems are mandatory. I think if it would not be mandatory it would be difficult to have a consistent and useful tool in the end. Others – well certain leaders have the goal that they are responsible for a specific program. We do have for example a global program, where the leaders must ensure that the participants find a permanent position afterwards but not for interns. We do not have a number or another document mentioning that we would like to offer 200 internships a year or similar as far as I know.

174 **Expert B&C**
175 **Basel, March 17th, 2017**

176 I: Interviewer

177

178 I: Could you please introduce yourself?

179 Expert C: I'm working in the global talent management and succession team. What I usually do is
180 everything that has to do with talent, hypo, succession, people decision data, so statistics, analysis,
181 diversity data for example. How is the gender diversity? How is the market, the region experience
182 diversity, KPI tracking, succession planning, bench strength and so on. And in CHRIS the employee
183 self-server – where you put in your information and so on – so we will completely, worldwide change
184 this into a new system that's called workday which is more modern from. So it looks a little more like
185 facebook, google kind of thing and that's what I am also currently working on. To get the whole STM
186 Talent Management Philosophy into that system. It includes practically all the HR processes and
187 practices.

188 Expert B: Sine August I am responsible for succession and talent management in company x. Before
189 that I was in another division as the HR Head for Latin America for four years and before that I was in
190 the Netherlands as the HR Head. And I am from the Netherlands originally as well. And before I
191 joined company x – so I am with company x now since seven years -and before that I spent about ten
192 years in management consulting. Always related to Human Capital Type of areas but really
193 supporting clients in making big HR transformation for Deloitte and PWC.

194 I: How important is Talent Management seen in company x?

195 Expert B: Very important

196 Expert C: Yes I agree.

197 Expert B: I think in general HR has a – also compared to other companies but in general HR has a very
198 strategic role in company x. We have HR of the C-Top of all management teams and really driving HR
199 processes and practices and talent development I think is one of the key focus areas of the business.
200 Together with leadership – so the development of our leaders. And the acceleration of our talents. I
201 would say is very high of the agenda of every senior leader that we have in the company. So we have
202 very active talent discussions on all levels. And we are now finalizing our annual cycle where we do
203 talent reviews on a global executive level. We do these reviews also regularly with our CEO and his
204 direct reports. We look at every area and we identify the strength of our succession plans for critical
205 positions and we identify how do we develop and accelerate key talents in the organization, in order
206 to ensure critical roles in the future. So I would say, yes definitively very, very high on the agenda.

207 Expert C: Yeah, from what we also know. I mean we did some research also for this project around
208 how do other companies handle talent management. Because of course we are always interested are
209 there certain things you can do better, are there some best-in-market or whatever examples. And
210 from everyone we talked with, and we hear, is that our talent processes are very sophisticated and
211 very advanced and well-structured. Yes I think this also shows that...

212 Expert B: Yes and that is also interesting because I was reading some research from CEB group who
213 does a lot of work on analysing this space around talent management and in their research a lot of
214 companies struggle with this. So they indicate that high-potential programs they have in place are
215 not effective and they struggle to fill key critical roles internally and I honestly don't recognize that
216 for Roche. So we have last year filled more than 80% of our criticals, so the key corporate positions,
217 with internal talent and almost a 100% of those people that we hired into those roles were on the

218 succession plan or on similar succession plans so we have them on the radar, we identify them, that
219 they could do this and they automatically got up in the job. So personally, I think, well we have also
220 some areas we can improve but overall this process is pretty effective.

221 I: And how do you identify those key roles?

222 Expert B: That's a good question. So we have within company x a very, let's say decentralized
223 approach into how we do position management. So we don't have a global levelling system, where
224 we harmonize across the world or the organization the levels of our roles, which most of the other
225 companies do have. So they can say from a certain level up we consider those positions critical or
226 senior leadership. We don't have that. So, we – all the different departments of the organization – so
227 for example the divisions, pharma/dia but also the functions (HR, finance, communication, legal, etc.)
228 and our research organizations. Their leadership defines what are the critical positions in my
229 organization. And we call them operated key positions. They are selected based on complexity and
230 scope of their role.

231 I: And what tools do you use to support talent management?

232 Expert C: We have the current system. So basically, for the critical or key positions we flag them in
233 the system. For the high-potentials it's the same, so we have the CHRIS system which is based on
234 SAP, where you can flag that they are high-potentials or you nominate them and they can be
235 approved. So, it's really the whole SAP at the moment at least for now as supporting that as a tool.

236 Expert B: Yes, so we have several talent pools identified. So, people can nominate high-potentials to
237 talent pools, that will then be discussed within that specific part of the organization and confirmed
238 and people get the exposure to that. So, we have a whole process around, that facilitates those
239 discussions. We implemented this global process, I think about six years ago, that it went live in
240 CHRIS and before that we already had talent management processes and systems in place but that
241 was more decentralized. So, there were different types of systems and processes in place but since
242 2011 we have really a global harmonized process and everybody in the organization works towards
243 this, the same data. So, that's what one thing but there are also a lot of other processes in place or
244 development opportunities for high-potentials that we use, in order to identify and develop talents.
245 We have global leadership development programs for example, that are really targeted on high-
246 potentials that can reach critical positions in the organization. We put them together, we develop
247 their leadership skills, we do self-reflections with them, we do coaching and mentoring programs
248 with them in order to accelerate their career. So those are tools that we use. As I mentioned mentor
249 and sponsorship programs we do a lot. For example we have a key focus on diversity in the company.
250 Which means we want to have a better balance of male versus female leaders in the top of the
251 organization. So we drive our, really our talent development based on that partly as well. And we
252 want people with more diverse experience – so people that have worked in developed markets but
253 also in developing, emerging type of regions. In order to bring a more diverse leadership point of
254 view. So, we actively send people that are in developing countries to emerging regions to do critical
255 roles and then we bring them back and the other way around as well. We identify people from those
256 emerging markets and bring them to the headquarters or more developed regions in order to
257 experience the different market dynamics as well. So, there are all kind of programs around that,
258 across the organization that you could basically also refer to as tools in order to manage our talent
259 pipelines.

260 I: So you have a global system? You can see talents from other countries as well?

261 Expert B: Yes. Yes, we have a global system and a global process. Currently we have an annual cycle,
262 which starts in the beginning of the year. So, from March to May all the affiliates, all the parts of the

263 organization do a local talent review, where they identify high-potentials for different levels. And this
264 information is kept in the system and then from May to September the regional and functional
265 reviews happen, so, they look at those people and they identify talents on their level and then the
266 divisional reviews happen and then the corporate reviews happen. So, it's a whole cascade of
267 reviews, where all these people are discussed and confirmed and where next steps and development
268 needs are identified.

269 I: Are all these programs only for permanent employees?

270 Expert C: No, it's at the moment only focused on permanent employees?

271 I: Do you have any plans to include interns as well?

272 Expert C: Well if you consider interns it goes into the field of attraction and sourcing as well. So, they
273 do have for example as well those perspective programs. And the perspective programs, are as such
274 programs for people where you really think that they have the potential to reach certain goals in the
275 future. And it is a program where you rotate between different areas and affiliates. So you go on
276 assignment during a two year program basically. I believe in the system they are temporary. However
277 they are just temporary based on the nature that it's a two year program but usually the idea is that
278 they are still there afterwards. And I also think that they look into what can we do with interns. But
279 as such they are not part of our talent management process. But that is more that is attraction and
280 sourcing considers and to rehire them at one point, when they are ready with their studies or they
281 have gained more experience or whatever.

282 Expert B: Yeah, and what we see more and more in the organization – in different parts of the
283 organization, is that these internship programs are a strategic tool as well to attract talent to the
284 organization for the longer term – so really early in career bond. So it's part of – in most of the
285 organization – it's part of the global talent management philosophy to really focus on targeting high-
286 potentials already early in career. And straight out of university but it's difficult to have them
287 exposed to global leadership programs because they are not in the stage of their career yet, right. So,
288 definitively it's on the radar. And we do also – I'm aware of some countries and organizations within
289 company x that do rotational programs for interns. They send them sometimes to another part of the
290 organization for a couple of months. It's really also very active but not in our scope and really more
291 locally driven.

292 I: What challenges do you face in regards to talent management?

293 Expert B: I think there are a couple of challenges that we are facing. One of them, for example, we
294 are a very matrix, complex organization. We have different divisions, different functions, different
295 regions – and what we would like is that we have more visibility in our high-potentials/our talents
296 across divisions, cross-functionally, to really make sure people get the right opportunities and to look
297 at the talent pool from a holistic point of view. Sometimes it's difficult to identify people from
298 outside of your own area because you just don't have the visibility to them. So, I think we could have
299 even stronger talent pipelines, if we tap into the whole organization. We've started to do so in some
300 areas, for example the medical profession is very big in company x but it's really spread out across
301 the organization. We have medical roles in the countries, in the regions and in global functional parts
302 of the organization. And for let's say a medical director in a country it's sometimes not very easy to
303 get exposure or identify opportunities in the bigger company x world because they are not visible.
304 We've started to do talent reviews that are more focus cross-functionally and cross-divisionally for a
305 specific group of people, so, that we can identify those people as well. And that is definitively an area
306 where I think we can still continue to improve. I would say another one is, what always is, is the
307 strength of your succession plans. If you can – how do we – if your succession plan is strong on

paper, that the position becomes available, do you really hire the people that are on the plan and that are supposed to be ready – are they really ready to do the role or not. So we continue to challenge the business, to assess people in the right way, to be honest about who is really ready, who would you really hire into a role. Or someone can be on a succession plan for a bit longer term but then really making sure that the data is accurate and doesn't represent a false. That's sometimes where we have seen that we struggled to fill a role. Because the plan looks green, looks good but then we don't actually hire the people into it. That's, I think – but overall as I mentioned in the beginning we have more than 80% internally filled of those critical roles. That is pretty high but we are ambitious..

Expert C: Yes sometimes there are some specific roles where it is very difficult. I would add the whole identification because some managers struggle to identify high-potentials, especially when they are early in career for example. At the moment we press them to think of ultimate potentials, so really thinking long-term. And it varies very much because some managers really go with their – I don't want to say god feeling – they just think: okay yes I really see this person in a role. Other managers they come from a very, maybe scientific/technical background and they would like to have a mathematical formula to calculate, whether this person is high-potential or has the potential to reach a certain level or not. So, overall we hear a lot that sometimes manager struggle. And they ask, like can you give me a checklist or something to help me identify whether somebody has the potential to reach a certain level or not.

Expert B: Yeah, that's a great point. And I think it's also a mindset and a leadership topic because some leaders really are passionate about developing people and hiring for potential and moving people along their career. But other managers are more protective – you know when they have someone that is really good, they don't want to lose this person, so, they might be more protective to that employee. It's also a mindset topic that we are shifting. We have also a number of leadership commitments that we've written down, what we believe are leaders or all our leaders should have and one of them is to identify and to develop people and to identify people for their potential. And this is what we actively try to develop. Continues develop our leadership towards that.

I: What about competition in regards to the retention of your key talents?

Expert B: Fortunately, we overall, we don't struggle too much from that. Our retention of high-potential is significantly below the market average in the whole company. If we look at the pharmaceutical industry the overall retention rate or turnover is more than 10%. We are at 6.2, at the moment. But if you look at the high-potential population, then we are at 3.7 for the pharmaceutical division. Which is in the market around 6%. So, it is still significantly below. We do see some challenges in some parts of the organization. For example, we have a big organization in the US. And they really have heavy competition from big bio companies and start-up companies that really target our people because they know that we have great scientist, that we have great leaders and we invest a lot in them. Definitely we need to protect that. And we have seen turnover increasing from time to time but overall in our company we are doing very well.

Expert D

Basel, April 28th, 2017

I: Interviewer

I: May I kindly ask you to introduce yourself?

Expert D: Since last year I am working as a recruiter. Our function is called campus recruiting. My task is to recruit students from all over the world. Mostly for internship, sometimes for temporary jobs for students and very rarely for trainee programs. We call this in the area of early career. There I accompany the recruiting processes, meaning that I receive the request from different department. Here at the headquarter we have many different departments. Afterwards I discuss the request with the person who would like to hire someone, explain the process, explain what we are looking for and then we start the recruiting process. I poste the position, I am in charge of the preselection of the candidates, join the interviews and certainly we discuss all candidates together afterwards. I am also responsible for giving a feedback afterwards, either the offer itself or the refusal by offering to explain the reasons why the candidate has not been selected. As soon as I request a contract for a specific position, the process continues by a colleague. That's my job.

I: How do you ensure to receive applications?

Expert D: There are many different ways. One – and I would say this is the main reason – is, that company x managed to build up a worldwide recognized and positive reputation as a worldwide, international organization. Generally one can say it is kind of employer branding and reckoned as an attractive employer. And this is for sure employer branding work, since a long time. And a work that will be continued. And therefore we already receive many applications. Just by uploading an open position on our career website and through this we already get applications. But we also do some other things beyond that. One colleague in my team is responsible for campus marketing. It's his task to maintain the contacts with universities and to send open positions to universities for example but also to invite them for different training courses. We regularly host visitors exclusively from Swiss universities and universities of applied sciences. For example St. Gall or Lausanne, for sure from Basel, ETH, so we organize different events for them. There might be guided tours, presentations from employees, quite often inputs from senior managers and yes it is an instrument to build up the connections especially in Switzerland. Additionally we visit career fairs. But these we reduce at the moment. This was mainly in Germany and Paris, Aachen, Frankfurt and Munich.

I: Why are you reducing these career fairs?

Expert D: Because the output is very limited. Everyone is visiting these fairs, no matter if he/she is having a specific interest that might be relevant for us or not and we – the decision was to precede more target-oriented in future and to address and invite the graduates we need more specifically. What we also do are postings on external platforms. On university websites. That's an offer from university against a fee. These are the main actions.

I: But mainly with Swiss universities?

Expert D: Especially with the invites, because it's locally. But it goes beyond. For example for MBA students, because they are always interesting candidates as they mostly have specific career plans. There are five famous MBA universities in Europe in Spain, England, Italy and elsewhere. This event we call MBA summit. This was a full day with workshops and so on. So we don't only have activities within Switzerland but more often we have visitors from the region. And in the US we have a subsidiary and they have their own activities in the US.

391 I: How important are interns for your company?

392 Expert D: They are very important for us. And I think this is visible as well that many permanent
393 employees are former interns. No matter if they got employed directly after the internship or at a
394 later stage. But someone, who is coming to Basel for an internship and experience it positive – and
395 many go home with very positive experiences when looking at the feedbacks I get – and they are
396 very motivated to get back. If we staff a position very well at the beginning, then the interns are
397 definitively very important for the second growth. Especially in the departments that are overaged.
398 There are some departments where many employees are at the end of their career.

399 I: Do you track the interns? Or do you follow their career path somehow? Or do you just assume that
400 they will come back because of their positive experience?

401 Expert D: We are currently planning a “stay-in touch” program with candidates but this project is still
402 in the beginning. We plan to enlarge this project and I am convinced it would be something worth
403 doing it. And often the candidates keep in touch with their former team or managers. And through
404 this contact they look for possibilities to get in again. But from an HR perspective it is not organized
405 yet, respectively we are still in the very beginning.

406 I: So it is depending on each department?

407 Expert D: Yes. Some departments offer more often entry possibilities after an internship than others.
408 This would be the easiest and most direct option. Others are organized differently. But also there
409 they organize sometimes meetings with alumni. Some departments still invite their former interns to
410 specific aperitifs or similar. That’s what exists so far. And all the other things are still in procedure
411 and we plan to proceed more systematic.

412 I: I’ve heard from a former intern that she was in kind of an alumni program in your subsidiary in
413 Germany. Do you have the same program here in Switzerland?

414 Expert D: There are different programs and sometimes we have parallel actions that are not
415 centralized yet. Therefore, my knowledge is not the absolute truth for all locations. If things are
416 happening in parallel it is already a challenge to know where is happening what. It’s possible that
417 there are more things I don’t know.

418 I: Are you affected by the mass immigration initiative?

419 Expert D: Concretely not yet. Up to now the initial position is that EU interns are not a problem. It is
420 very easy to get a permit for them. We can request a permit up to one week after they started their
421 internship. For non-EU interns there are a few exceptions. For example Croatia is currently in a
422 transition phase as Switzerland did not accept Croatia yet as a real EU country in terms of the permit
423 process. There, we always need an approval that it is a compulsory internship to offer a possibility.
424 But there is it much more complex to get a permit. In case this becomes even more restrictive we will
425 face some challenges. We also have to refuse many candidates as it is not a matter of a compulsory
426 internship.

427 I: In this case do you prefer EU graduates?

428 Expert D: No. We definitively take the most qualified candidate but we cannot consider anyone from
429 a non-EU country in case it is not a compulsory internship. These candidates we cannot consider
430 within the process. If someone is doing a compulsory internship we treat him/her the same way as all
431 other EU-habitants. But you also have to consider the additional expenditure of time. If the
432 internship has to start immediately we have a different pressure to get the permits.

433 I: Do you have close-out meetings with interns?

434 Expert D: The managers should have one but we don't have one from an HR perspective. You also
435 have to keep in mind that we recruited 430 graduates last year and this would be a tremendous
436 work. You have to think about how to do that – but it would make sense to get feedback in a more
437 systematic way.

438 I: Do you have a maximal number of how many graduates you recruit each year?

439 Expert D: We are currently developing a strategy. Right now it is depending on the demand. We
440 certainly look into every request we get, that has been approved and justifies an internship. Up to
441 know there is no fixed upper limit but the last two years we had around 400 graduates here in Basel.

442 I: What do you offer for the graduates?

443 Expert D: Something that is always important for graduates is the connection to other graduates.
444 There is an existing network with all interns organizing different activities. For example they have
445 lunch once a week all together and once a week a bar is booked in Basel where they can meet. This
446 event is also together with inters from other organizations. This is a very important aspect that
447 concerns very different activities. They also get access to trainings for sure. We have a lot of in-house
448 trainings that are for free. There they have development possibilities to get an insight into pharma
449 products, the company in general, process and other things. And we have the requirement every
450 internship has a clear focus – that the intern is able to learn something. In case it is only a temporary
451 student job we would advertise the position differently. And it would also be compensate differently.
452 Well for sure we also offer a salary. And we have the possibility that graduates that have to move or
453 live away for more than an hour could live in a shared apartment for free. They are also allowed to
454 participate in our sport courses. And especially as already mentioned the treatment as being a real
455 employee. I think this is the biggest benefit they get and something they are always excited about.

456 I: Are all internships combined with a Bachelor or Master Thesis?

457 Expert D: Generally not. But if there is a project that suits for the university

458 I: Are these internships combined with a Thesis?

459 Expert D: Generally not but if there is a project that might be interesting for the university, the
460 graduate and the department – well in case it is valuable for all parties it is possible to arrange in
461 form of an intern contract. Well the contract itself is for an internship but the content would be the
462 project that might be a topic for the Thesis as well. This will be discussed beforehand as it also
463 requires a different support from the manager or mentor. We have to discuss this beforehand.
464 Sometimes the internship is officially announced in combination with a thesis in case there is a
465 project that suits well in combination with a thesis or if the manager requires an intern having a
466 certain academic claim. But mostly we include it because the candidate is requesting it.

467 I: What criteria are important for you to retain the graduates?

468 Expert D: One of the most important things is in my opinion that there is a certain fit with our
469 company culture. With the values someone has and his/her attitude to work someone has and the
470 way to communicate and collaborate with others. That this fit with our working culture here. That's a
471 very important aspect. For sure it is also important that the right position is available at the right
472 time. This is also an important criteria. Well, yes, the qualification and the probation during the
473 internship. The references from the internship and the managers there are critical for the one
474 offering the position. So all in all good performance and fit. That the candidate feels comfortable and

475 that also the other team members felt comfortable during the internship. This is important to get a
476 positive reference.

477 I: Within the scope of my paper I discovered that many interns got first a temporary contract after
478 termination of the internship. Is this always the case?

479 Expert D: No, not always. For example, I got directly a permanent contract. But I think the reason
480 why positions are often posted as temporary positions is that people already having a permanent
481 contract are not that interested and therefore there is less competition from people with experience
482 and expertise what in turn increase the chances for job beginners. I think this the reason why this is
483 handled like that. And sometimes it's not wrong to see for one or two years if a specific department
484 is something you can imagine to work in in the future. Sometimes also employees would like to
485 change. This is not the thought of us when posting a temporary position but it is always depending
486 on the amount of headcount available or approved. But the reason why job beginners have higher
487 chances for these positions is the reduced competition and that it is easier for them to successfully
488 complete the recruitment process.

489 I: But temporary employees are also not part of your talent management system, correct?

490 Expert D: Yes, that's true. We do not have the classic performance management system for
491 temporary employees. But I can't give you more information about this.

492 I: Do interns get a dedicated mentor?

493 Expert D: Well there is always one dedicated person in charge but it doesn't necessarily have to be
494 the manager. It could be but it could also be someone else within the team, who is responsible for
495 the graduate. Generally all employees the interns is cooperating with are responsible to provide
496 learning possibilities when interacting with graduates and therefore support the person in charge.
497 But the main contact is always only one person. But the support given strongly varies. It depends on
498 the tasks, the possibilities, and the work content and so on but normally the person we recruit
499 together with is also the person in charge afterwards. Because they have to choose with whom they
500 would like to work together.

501 I: So HR is only accompany the graduates and managers until the recruitment process is completed?

502 Expert D: Correct. Once there is a contract, our recruitment department is not involved anymore. HR
503 is still responsible afterwards for all employees and also the interns. In our company HR Business
504 Partners are generally the contact persons from an HR perspective and in case there are any
505 questions or in case help is needed then these are the persons to contact. There our interns have are
506 equally ranked as permanent employees. During their internship they are employees from our
507 company and get support from an HR Business Partner. And we have a Service Center where
508 everyone can call or send a request for general questions, administrative topics, information or
509 similar. And they can access this site as well.

510 I: Do you have anything else to add?

511 Expert D: Yes when I think about feedbacks – although we offer so many benefits I have the
512 impression that what interns value the most is that they are treated as normal employees. I think this
513 is the most important for job beginners. To gain experiences, to be taken serious and yes, this is
514 something I often get as a feedback.

515 I: Do you face any challenges?

516 Expert D: I think our main challenge is to reach the right interns or graduates that we need. To find
517 out where they are and to have options ready in case a good candidate contacts us. That we manage
518 to harmonize this interplay. That we are able to hire relevant good people at the right time. That
519 there is a smooth interaction between the one's having an open position, the one's having
520 information about universities and content of studies and we in our recruiting function. This is a
521 challenge.

522 I: I didn't know there is a recruitment function only for graduates...

523 Expert D: Yes I think this has to do with the size of our site. And it was a historical development to
524 centralize the recruiting function as there are different topics recruiter have to know on top.
525 Frameworks for internships, what we offer, common salaries, topics that are important from a
526 student perspective as for example this thing with compulsory internships and yes there it was
527 offered to have a separate function with expertise. And yes persons that focus on second growth in
528 the beginning. But it's for sure not common but as we are more than 10'000 employees here in
529 Basel, the 400 interns distribute well. It would not possible to offer the same in another location.

530 I: How big is your team?

531 Expert D: From next week onwards we are two recruiter, one campus recruiter, one colleague is
532 responsible for campus marketing and we are supported by two interns. We always recommend an
533 internship of six month to ensure that it goes beyond the introduction phase. Many of them decide
534 to extend the internship. An internship might last up to 12 month but afterwards we don't want to
535 pay anyone as an intern only, who has already work experience of a year.

9.3. Interview Guideline International Graduates

Introduction

- Introduction of researcher, topic and clarification of confidentiality issues and other questions
- Introduction of interviewee

Preparation

- How did you get the idea for an international career path?
- What steps did you undertake to start it?
- What motivated you to apply for an international assignment in Switzerland?
- Why Roche/Novartis?
- Did you have a career path in mind before coming to Switzerland?

Recruitment

- What were your expectations?
- How was the recruitment process?
- What motivated you to accept an international assignment?

Experiences

- How did you experience the internship? What was positive, surprising, challenging?
- Did this temporary assignment change your future career path?
- How important were networks for you?
- What competencies did you acquire?

Current situation

- What is your current position and how did you end up with it?
- Did you change your initial career path plan?
- Do you feel integrated in Switzerland?
- Is there anything your company could have done better?
- Is there anything you would do differently nowadays?

Future

- How does your future (career) plan look like?

Background Information (in case not mentioned)

- Previous migration experiences
- Personal environment
- Study field

9.4. Transcripts Interviews with International Graduates

Interviewee A

Basel, March 20th, 2017

I: Interviewer

I: How did you end up in Switzerland?

Interviewee A: Well, Switzerland was more or less a coincident. Back then, I already heard a lot about company X. They were once at our university and the research field, respectively the research field I worked on during my Bachelor Thesis was also a field company x did research in and therefore I already took an interest into company x back then. I kept my eyes peeled and I also knew a friend who was already working for company x – Christine - and after my studies I thought that I could apply for a position in company x, because I always wanted to go there once. So, I applied for an internship and got it. But at this time, I did not know that I will stay in Switzerland. It was more like: well you just go and see how it is. Primarily it was because of company x. I liked the idea to work for company x and Switzerland also seemed interesting. After finishing the internship, I got offered a position and as I liked the seven months in Switzerland I decided to stay.

I: Did you also apply somewhere else?

Interviewee A: No, I didn't. I did not have the pressure, as I was still working on my Master Thesis. To be honest I didn't want to do an internship. I aimed to have directly a permanent position. But as I've realized that an internship in Switzerland is as good salaried as a "normal" job in Germany, I agreed. The salary did play a role that I decided for the internship in Switzerland but it was not the main reason.

I: So also for the permanent position you only applied for the one offered?

Interviewee A: For the permanent position – well, near the end of my internship I planned to return back to Germany but then I met someone at work accidentally, who was working in a department with an open position, which he offered me. Then I started to think if I would like to stay and as I liked it so far, I already knew many people and as I loved Basel, I told myself: okay now you just accept this offer, which was a temporary contract for two years. As it was still only temporary and not forever I thought I will stay another two years here in Switzerland. And as said the company and the employment conditions are great and the position seemed to be interesting.

I: You just mentioned "because the company is great" – what makes it that good?

Interviewee A: Well, in my opinion – I was working for Siemens earlier besides studying and compared to the conditions there, there is a huge difference. They offer you great employment conditions, they allow room for yourself and you realize it's a huge company but it still has kind of a family-run business-touch. I felt very comfortable and well cared for from beginning onwards. And I also really like the internationality. It is also connected to Basel as Basel is located between Germany, France and Switzerland. I just feel very comfortable, supported and in good hands.

I: How important do you consider networks?

Interviewee A: From a professional point of view very important. I have to say when I applied for the internship I did not know anyone. Except of Christine, but she was not directly related to my internship or department. But I got to know many people within the company very fast and without them I would have never heard about the temporary position. And since then, the network is

44 growing. You meet more and more people and therefore manage to get into different projects. I
45 think networking is one of the most important things in professional life.

46 I: How did you experience the integration here in Switzerland?

47 Interviewee A: Quite well. Well, I imagined it worse. I already heard some horror stories about
48 Switzerland, that Germans are not welcomed and unpopular and that Swiss people prefer being
49 amongst each other. But I encountered the difference. Well, in the beginning I was part of the group
50 consisting of interns that are all foreigners. Most of them experienced the same challenges as me –
51 so there were only a few that grew up in Basel and haven't seen something else in their life. But
52 everyone came to Basel and was looking for connections. But also beside work I felt very integrated. I
53 think, in Switzerland – Swiss people do have their own rules, where you have to adapt, but if you act
54 as a normal human with common sense, they treat you very friendly. Sometimes they treat you even
55 better, than in Germany. So it is easy to integrate as long as you respect the rules.

56 I: What kind of rules?

57 Interviewee A: It depends. Simply that you back off a little bit. A stupid example: When your laundry
58 day is on Monday, then you just take this day to do your laundry and not another one. I wouldn't say
59 it is difficult to integrate. Switzerland is a small country but they respect you as long as you follow the
60 rules.

61 I: What challenges did you experience?

62 Interviewee A: First of all Swiss German. In the beginning, this was a real challenge. Because I had to
63 deal with many Swiss and it was hard to understand them. And they expected you to understand
64 their language – what I think is alright. Beside this, all challenges were professional things – like
65 familiarization with the topic, to show interest, being open and willing to learn. But this is not directly
66 related to Switzerland. I did not really experienced challenges as I think I am an open person, an open
67 personality that is approaching others and I ask again, if I did not understand everything. And I think
68 therefore they accepted me fast and I felt appreciated by my work colleagues.

69 I: You told me that you were working for Siemens before. Was this also an internship?

70 Interviewee A: It was a student traineeship – meaning you are working besides your studies for a few
71 hours in a company. But only about ten to fifteen hours a week. It is kind of an internship but you
72 don't really have to take responsibilities.

73 I: Did you notice differences between the two companies how interns are treated or perceived?

74 Interviewee A: Yes. Here at company x you get your own projects and they expect you to accomplish
75 them professionally. And yes compared to Siemens you have a lot of responsibility. I don't know if
76 this is connected to your educational system but the expectations are higher than what I have seen
77 at Siemens. Taking responsibility and acting proactive is presupposed. That you are finding solutions
78 yourself, finding ways to complete a task and not just sitting on your chair. But if you manage to
79 complete these tasks, all doors are open and you get more responsibility. You are also accepted as
80 part of the team and not as an intern. This helped me a lot to find my temporary position afterwards.
81 I met someone, who did not know that I was just an intern. We had a serious conversation about a
82 job-related topic and only during the conversation; I told him that I am only an intern. After this
83 conversation, the person mentioned that he might have a position for me. I can't talk for all
84 companies but at company x it was the case that you felt integrated and treated as a normal
85 employee.

86 I: What competencies did you acquire during your internship?

87 Interviewee A: Well, this international environment was already familiar to me, as I was already half
88 a year in Singapore for another internship. But there everything was organized in advance. I got my
89 apartment, my work permit and everything. Here I had to arrive first. Well, I also got an apartment
90 but I didn't know anyone – almost no one. And therefore I had to manage everything on my own.
91 And also that you work and interact with so many different nationalities was new to me.

92 I: Would you change anything nowadays?

93 Interviewee A: Honestly no. I think I took the right decisions. I don't know yet for how long I will still
94 stay in Basel but for the moment I am happy and I also achieved already quite a lot. I am also happy
95 for the circle of friends I built up here. About the persons I met during my internship and that are still
96 here as well. And I value as already said – the collaboration with so many different cultures, that
97 everyone is very helpful and supportive.

98 I: Do you feel supported from the company regarding your professional career.

99 Interviewee A: Yes for sure. I think company x is also known for that. Well, it depends on the
100 department you are working in but there is this program with all your objectives and your career
101 plan. You get the goals and objectives you have to achieve. Every semester you have a conversation,
102 where you also have to justify your work but where you also get support. I fell out due to health
103 reasons for quite a long time but also during this time I was supported by HR, my boss and the
104 medical service from company x. They helped me to integrate again afterwards and they never gave
105 me the feeling that they labelled me as the one being sick, the one that is not needed anymore. That
106 is something I very appreciate – that they treat you as a human.

107 I: Could company A have done anything better?

108 Interviewee A: They hold me back for a long time regarding the permanent position after my two
109 year temporary position. That is something I have to criticize. They hire many externals due to the
110 fact that they are not part of the headcount. These are blue-collar employees they can hire and fire
111 easily and I think that's unfair. Also because they are having different working conditions – for
112 example you have to pay more in the canteen as an external employee. You might feel as a second-
113 class worker. But this is something one can see throughout the pharmaceutical industry and also in
114 other industries. But beside that – I can't complain.

115 I: During your temporary contract, you were not part of the talent system, correct?

116 Interviewee A: Back then I fought for it, that they open a profile for me. Normally, you are not
117 registered as a temporary employee. You don't get any objectives, you just have your temporary
118 contract and that's it. You are not allowed to be part of this system. But back then I talked to my
119 boss, who was a very good boss, and she asked HR to include me in this system. Therefore, I
120 managed to get a development plan and objectives already during my temporary position. And I
121 think that this engagement also helped that they took me over as a permanent employee. They
122 realized that my aim was not to disappear after termination of the temporary contract but that I am
123 planning long-lasting. I also achieved my objectives, which was a good basis to negotiate a
124 permanent position.

125 I: How does your future career plan look like?

126 Interviewee A: I plan to stay here in Switzerland. I am flexible as I am single. And my circle of friends
127 is now here and I have a job I like a lot. I like Switzerland, I like Basel and therefore I plan to stay with

128 company x in the future. I also managed to get a step further in my professional career as I got more
129 responsibility. And I have to say that I am very fortunate as I have a very good boss that is supporting
130 me strongly. In my surrounding I do see other departments, where this is not the case. Where
131 personal development is valued less and where employees don't get the support needed. So I was
132 lucky to become part of this team and to experience this support. But I don't think that it's the same
133 throughout the company. I also know employees stating that there is no structured talent
134 management present. I think it is depending on your team, your boss and his/her boss. But I think
135 when you are able to show own initiative and stay tuned, you get further. So I really would like to
136 stay.

137 I: Did you ever have another career path in mind?

138 Interviewee A: No: I studied Biology during my Bachelor and afterwards I had kind of a crisis, as I did
139 not know how to decide. I had two possibilities, either a Master in Natural Science but this implies a
140 PhD afterwards, because it is almost impossible to get a job in Biology without having a PhD. Or, and
141 that's what I went for – I can do something more practical and change into the business side, where a
142 PhD is not mandatory. I saw in my environment that some of them failed to finish their PhDs and I
143 was not very convinced that this is the right way for me. I don't belong to the type of persons that is
144 able to research for four years on the same small thing and therefore I was looking for a Master
145 degree in management and therefore chose more a general education. With this decision, I avoided
146 the question of doing a PhD or not. Now I have a degree in Natural Science and one in management –
147 one can say neither one nor the other but it also has its advantages as I have a general knowledge
148 about different areas. I am not a specialist but it's easy for me to familiarize myself with different
149 topics and therefore I am a person working in an interface function. And that's a function I am
150 currently in, so the PhD is not up for discussion anymore.

151 **Interviewee B**

152 **Basel, March 13th, 2017**

153 I: Interviewer

154

155 I: How did you end up in Switzerland?

156 Interviewee B: This was more or less a coincidence. I studied pharmacy and in Germany it's
157 mandatory to complete an internship. One part of it must be in a pharmacy but the other half can
158 also be in the industry. I wanted to complete these six months in a pharmaceutical company.
159 Actually, I wanted to work in an English-speaking country as my thought was to work abroad and
160 take the chance to improve my English. However I had to realize that it's not easy to find internships
161 abroad in the pharmaceutical industry. My mother got to know an employee from company x and
162 when they started talking, he mentioned that company x is offering internships and that I should just
163 try it there to see how I like it. That's how I ended up here. I didn't expect anything, but my attitude
164 was: okay let's try it and see how I like it – that's how everything started. During my internship I
165 realized that I really like the job and that the job seems to be very interesting. I also liked it because
166 company x is a big international company. Also from a social perspective it was very good, as it was
167 very easy to make friends due to the high number of interns, company x is employing. We undertook
168 so many things – also privately - with a very international group. As mentioned in the beginning, I
169 preferred an English speaking country but the improvement of my language skills was in the end
170 more covered in my private life than at work. And in the end I had to take the decision which part I
171 like more – the pharmacy or the pharmaceutical industry. It was quite an easy decision for me, as the
172 pharmaceutical industry offered more options. And afterwards it was a coincidence again, as in the
173 department next to me a position was posted after the completion of my internship, which I got.

174 I: Did you have to return to complete your studies first?

175 Interviewee B: No, let me think.. It was my last year of studies and I finished in November. I had my
176 final exams in December and was travelling in January for one month. I was one month in India and
177 afterwards I directly started to work. So, I was only away for two months.

178 I: How did you get your permanent position?

179 Interviewee B: First I was asking within the department I was doing my internship, if they have an
180 open position. There were one to two open positions but my former boss preferred someone having
181 more professional experience as these positions implied frequent travel activities and included
182 audits, etc. Therefore professional experience was expected and they didn't want to hire a
183 newcomer as I was. Therefore I started to look around and as mentioned, I just asked a manager
184 sitting next to my office who was leading a different department. I applied for this position and got
185 the job.

186 I: How important do you consider networks?

187 Interviewee B: In my opinion networking is extremely important. To be honest I didn't have a clue
188 about my job in the beginning. Studies do not prepare you for your professional life. You already
189 heard a lot about most tasks but you don't really have a clue how it is done in practice. Well and my
190 current manager talked to my manager from my internship and was asking how I was working during
191 my internship to be able to evaluate my skills better. And I think it easier to get a permanent position
192 when already having good references within a company than when applying from external. In the
193 end, relationships always matter. Managers are asking how others are evaluating a person and ask
194 for references from colleagues.

195 I: Did you ever consider applying somewhere else?

196 Interviewee B: Well, in my case, one step led to the next one. It started with this colleague from my
197 mother, who recommended applying in Switzerland, where I told myself: okay, just give it a try. And
198 afterwards it was just the easiest way to go. I was first checking nearby - how does it look like, which
199 possibilities do I have within company x? When my permanent position was not secured back then, I
200 started parallel to check job applications in other companies and their offers. But as said before, it's
201 easier when people know each other and can exchange their references. And then I think the
202 permanent position resulted from recommendations.

203 I: What do you like about company x?

204 Interviewee B: Well, I don't really know what other companies offers as so far, I was only working for
205 company x. But what convinced me to stay was the possibility to work in an international
206 environment and the worldwide network they have. It is a huge company, and especially in the area I
207 am working in, you get to know people from different departments and with different backgrounds.
208 Therefore, you have the possibility to look into different areas and departments. What hindered me
209 to decide working in a pharmacy was the straight-line path you have to go. There are not many
210 possibilities do develop further. And the daily business is very similar throughout the year. Company
211 x is offering much more possibilities. You can work on projects and see activities you didn't think
212 about before. And I also liked the internationality.

213 I: Did you have a career path in mind before coming to Basel?

214 Interviewee B: Not really. I didn't have a clear career path in my mind before coming to Switzerland.
215 As mentioned, I was just checking what the industry is offering. As a pharmacist you have three
216 different options: 70% of all pharmacists end up in a pharmacy. The others split between
217 dispensaries and the industry. I already did an internship in a dispensary and I didn't really like it. So
218 in the end I had to decide between industry and pharmacy and the internship convinced me that I
219 wanted to stay in the industry. And then one step led to the next one. For me it was always
220 important to have a job, where I can develop and growth continuously. Well, every job requires a
221 certain routine, but you still have the possibility to develop further, to see other areas or to get in
222 touch with other departments through a common project.

223 I: What were your expectations before coming?

224 Interviewee B: I was very open in the beginning. Actually, I never aimed to have a desk work, as I
225 thought I won't be able to sit in front of a computer the whole day. But at the end, I had to realize
226 that, what I thought is not my type of work, makes me happy. In this respect I did not have any
227 expectations. I just gave it a try and realized that I like it.

228 I: How did you experience the internship?

229 Interviewee B: I experienced it a little bit uncoordinated. It was a pity that I did not get a concrete
230 project during my internship. But I was only executing small things for others. That's why I
231 experienced it a little bit exhausting as I had to look for work. But on the other hand this gave me the
232 possibility to look into different departments and activities and to accomplish different tasks.

233 I: How did you experience the integration?

234 Interviewee B: That's difficult to answer, because I was more in contact with other interns. It was very
235 easy to integrate as there very so many interns. We created a mailing-list, met each other and spent
236 time together. In the beginning I was not really in contact with Swiss people. Later on, I was looking

237 for a Volleyball Club. And there, I finally got in touch with locals and people working in other
238 industries. And that's still the case. Most friends are also working for company x and are
239 internationals as well.

240 I: What competencies did you acquire during the internship?

241 Interviewee B: First thing, that comes to my mind, is the language. I definitively improved my English
242 as I only had French during the last two years of my studies. It was a challenge in the beginning to
243 speak spontaneously and to get into it again. Due to the tasks given, I became more self-confident, as
244 I realized that I'm capable to accomplish them. And I'm also able to present them in front of a senior
245 audience. There I learned to be more self-confident

246 I: Would you change anything nowadays?

247 Interviewee B: No, I don't think so.

248 I: Could company A have done anything better?

249 Interviewee B: Back then, not really. This was very good. But I realized, that they are offering more
250 for interns in the meantime. I already liked a lot; also the possibility to get an apartment was great.
251 This helped to get in touch with others and fostered the sense of belonging.

252 I: How does your future career path look like?

253 Interviewee B: Well, I recently became a mother and now I first have to get into it again after my
254 maternity leave and see how it goes - managing work and the baby. And then - let's see. I really don't
255 know yet. These are two completely different tasks that clash now. I am happy to get back into a
256 department I already know. I am not looking for a new challenge at the moment but I hope to have
257 the possibility to develop further once the baby is a little bit older. I would like to step back a little bit
258 at the moment but as the company is that big, I hope to be able to augment my workload again and
259 to realign later.

260 I: Do you feel supported during this process?

261 Interviewee B: I can't tell you yet. But yes I had to realize already that you have to take care yourself.
262 They don't just serve you with all the options and possibilities but you have to see that you get your
263 chances. You have to make sure that you stay present with the help of networking but I am
264 convinced that I will have an opportunity as the company is that big.

265

266 **Interviewee C**
267 **Basel, April 12th, 2017**

268 I: Interviewer

269

270 I: Could you please introduce yourself?

271 Interviewee C: I come from Washington DC and I studied in the UK. I studied international relations,
272 so very different than all the others with a very scientific background here, which gives me a different
273 perspective, I think. And I did a – I started here at company x with a six months' temporary
274 internship, actually in public affairs. So, in a different group than where I'm in now, which is
275 regulatory affairs and my contract was then extended for three months and then was extended again
276 for six months. And then again here for three months, before getting my permanent contract into the
277 database and getting an application for a visa.

278 I: How did you end up in Switzerland?

279 Interviewee C: I worked as an intern in London after my Masters. I was working for a humanitarian
280 organisation. And I saw my sister actually, she worked for a big company and I found that I was going
281 throw out everything and didn't get any training. I was kind of just doing – I was doing well what I
282 was doing, but I felt like: I know tools to apply to the position and so I went to my parents, who used
283 to be lawyers, sort of business people and I had them make me a list with 20 bigger companies, that
284 they really respected – their management - and where they think were successful. So, I applied for
285 internships at those companies and I was accepted to the one at company x.

286 I: So you applied all over the world?

287 Interviewee C: Yes, lots of different places – Sydney, Australia. Yes really all over because I really like
288 to travel and I had an opportunity, where I felt I want to kind of get out of the UK.

289 I: How did you experience these first months here in Switzerland, in Basel?

290 Interviewee C: Without having any pharmaceutical background, I was just curious about everything
291 and I was soaking up a lot of information and trying to learn as much as I can about the industry.
292 Basel is very, a lot smaller from where I come from – DC, London, UK and it's obvious a different
293 language. I've lived for six months in India when I was 18 and I ended up picking up the language, I
294 believe very quickly, because no one spoke English. But here, because everyone speaks English, my
295 work environment is in English, it is a little bit hard to make this transition. I think that in terms of the
296 support that I was given. When I joined, we had this Welcome Day, which I thought was really
297 supportive. It was an introduction to the industry, so sort of 1.5 days on – first like very typical things
298 like badge, application, how to get around and the second day was an introduction to the campus
299 and to the business, so under the main areas of the organization. The different divisions, the
300 functions, what each of them did and they had relatively senior people in those organizations, come
301 and present about what they did and those first two days I found really inspiring and you feel part of
302 the community. But then when I went into the office – at that point we didn't have open space
303 offices. It was in a different form, which are single space offices. And as in headquarters there aren't
304 many positions available, there aren't a lot of junior positions to support the directors. So, my role in
305 specific was supporting people maybe 4-6 levels above me. So, a lot of work came down to me,
306 because they don't have the time to do the work and I ended up spending a lot of time – in the
307 beginning – at my desk for long hours without much face to face contact, which I think -it was
308 different because I was an intern. There are two different programs. Ones are two year programs
309 with rotations, which is very intensive and very supportive. An internship is less of a program, it's a

310 type of contract. It's just different. And I think the postgraduate program is more selective and
311 applied specifically. It's just different – a different experience.

312 I: Did you feel alone in the beginning?

313 Interviewee C: Yes, in the beginning for sure. I felt that – it was hard to – it's such a big company and
314 there is so much going on and you feel: at the very beginning you are so excited and it doesn't soak
315 in. But once you realize that your managers don't really know, what's going on either, then it starts
316 getting a little bit lonelier. Because you are like – previously you were soaking up all the information
317 that they give you because you are like – well they are here for so long, they know everything that is
318 going on. And then once you realize they don't or there is more politics behind it per se, you start to
319 kind of withdraw from that. Or demotivate by the sense that management doesn't have everything
320 under control and so, that trickles down to you unfortunately. You start to hear some other stories,
321 which are all promising – like I started to hear some bits, because I had a lot of exposure and was
322 organizing more meetings and taking control. That's one thing, I think was great about my
323 experience, was if you're capable and you have an opinion and you say it and it's a good thought,
324 they will take you seriously. And you have a lot of autonomy to create your own projects and to drive
325 them forward. Getting them approved is kind of a different story but at the very beginning, if you
326 want to do something, you can do it and propose it and they will listen, which is a pretty cool
327 experience. Being able to do so. And they really appreciate the fresh thoughts. Even if the top is
328 resistant to change, you are still able to say what you want to say.

329 I: Did you feel as part of the group?

330 Interviewee C: Definitely. After the first six months, where I was just trying to figure everything out,
331 getting my own projects: For example, I was organizing a conference meeting for the European Public
332 Affairs Network. So, all the public affairs colleagues of all Europe, working in the countries helped
333 organize those meetings and all the operations perspective was great. And for example they had me
334 – we had our CEO as a speaker – and they had me go, pick him up from his car and bring him up to
335 the conference, where they could have had anyone to do that, or someone more senior, but giving
336 me that opportunity and ride an elevator with him was pretty cool. This was a super special
337 experience and I was completely silent the whole time but I think that shows that they want you to
338 have those opportunities and they want to put you in those positions. They want to challenge you.
339 And I think that they do a really good job of training you. For example I would have had to do a
340 Powerpoint. And now, when I look back, my manager spent 1.5 hours at 7.30pm doing this one slide
341 with me that didn't really mean that much. A slide that doesn't really have a business impact, but just
342 in order to get it right. And it was really supportive – my immediate boss. For example, she didn't just
343 say go and do it. Basically, I came to her at 7.30pm and give her the slide and she was like: this is not
344 what we want and I had to change it all. And she wouldn't let me just stay there and finish it on my
345 own. She helped me to complete it in order to get it done. And I think that meant a lot to me because
346 I wasn't left in the office alone doing work. And she said I can go home and she will do it, and I said:
347 no, I have to get it right. So, I think they are really cognizant that you are an intern, that you are there
348 to learn and you shouldn't be working late hours. On a Friday I was working until 6.30pm and she
349 would send me home. And while some Fridays I had to work later she will be like: You have to leave –
350 and was very aware of that. That was very supportive, too.

351 I: So you felt supported?

352 Interviewee C: Yes, by my immediate boss, exactly. Definitely. And she cared about – for example
353 we had these training sessions within our group. And they were for the team and she always invited
354 me to them. She would like – they were offsite and they had these, in these profiles they created,

they had these personality tests, and there was this whole analysis that was a lot more extensive. And she didn't have to include me, because this was a two-day offsite meeting, which was quite expensive and actually, at that time I was only supposed to be there for six months. It was a try to get the team to work better together and they did scenarios, where they will work and in that sense, bringing an outsider in, can maybe throw-off the balance. But they would always include me in those discussions and include me in the dinners and – they have an award ceremony and they gave me an award too, so that sort of things made you feel part of the team. Absolutely. Here in this department we don't have these trainings, or at least I haven't been exposed to. And my experience and my sense of inclusion in the group was mainly dependent on the leader, that I was working for and her personality. When I was extended in my contract, I switched and I was only working 10% for her and about 90% for another boss, who is actually, recently let go the organization, because of his management skills. He wasn't the best manager but at the same time he gave me different opportunities, because he didn't manage that much. I was able to do more, do more projects, have more say, have more influence. So, I think there are pluses and minuses with every sort of type of boss. But the same goes for that – everything that I would say or my perspective was always taken into consideration and always supported. And had I had a problem, he would have said there, maybe it's not the best solution but he still would have listened. I think that tells something about how companies, or at least this company – if you're in the company they want to foster your education. I wouldn't say they were as – when I was looking for another position – they would introduce – but it wasn't so evident. They didn't go above and beyond to help. Whereas other people in the team did. So, I think, it completely depends on your relationship with other people. But I think there is a sense of community within the pharmaceutical company. That people relate to the pharmaceutical experience. Last night – I go to pottery every Tuesday – and last night, there was a woman from Chennai and she worked for company x and she was saying: there are different things that are wrong, there are different things that are good but the pharmaceutical industry is relatively similar. It's still the same – not the same business model but essentially it's the same experience, at least for the workers. And the main issue I had, hasn't been with the support or the people, it has been realizing the purpose. Because you are so detached from the end goal and you are so diffuse from the decision making as a junior person, finding your role in the company, I think is the hardest part. And making sure, what you're doing is fulfilling. I think that's the most struggling part for me and what I've heard from my peers. Two of my best friends are interns still and they both feel the sense of – what they're doing, doesn't have an impact. They can't see the output from their input. And I think this comes from being so far down, that you don't see those changes that you're making, because they are so many people here. Some people can't really handle that. I think that's a generational thing too. We like to localize culture, we like those personal stories and things like that. We are more out for personal connections, whereas I think – we don't easily content by that. We are always searching for something fulfilling. The support is there, but if the mission isn't there it's hard to feel a sense of community.

I: How did you feel when your contract was always only extended for a few more months?

Interviewee C: Pretty awful. I remember feeling kind of undervalued, because I was constantly draughted. I was proving myself, I was pushing forward. It was very, very hard. I never got much feedback. Not from my bosses but in terms of whether my visa was approved or when it was happening. It always happened maybe three weeks before. So I was constantly having to think of where to live and if I have to move. I was very stressed out and sometimes they were saying that it's gonna happen or we don't know if it's happening. And some of that is that they can't tell you because of the visa – it's not the pharmaceutical's fault but it still felt so temporary and disposable in

401 some sense. That was really tough – for sure. And you didn't want to necessarily start some projects
402 because you knew you wouldn't see the end of it. So it was demotivating.

403 I: How did you manage to change finally and get a permanent contract?

404 Interviewee C: That was hard. I never really knew if it was a permanent contract or first a temporary
405 contract. But the major thing was that I had all these introductions by various people in my team to
406 various people. And I guess there are not many junior positions in Basel, in the headquarter and
407 because there was a hiring freeze last year, there were positions that need to be filled but they
408 couldn't hire anyone. And so I actually ended up just meeting this very great sort of mentor. He was a
409 North American, so we gonna got a long culturally and we really connected and he said: we have to
410 keep you here and do whatever we can, even if it's just extending you for another six months
411 working on a project or create it overall. And then he ended up emailing the head of Regulatory
412 Affairs and he said: do we have any positions available. And I ended up meeting the manager there –
413 well basically the head of Regulatory Affairs created it and said there is a position available. They
414 were offering this position and then they realized the visa issue and they said: oh we cannot offer
415 you the position. And I just sort of found all these exceptions and the clauses, where when you are at
416 an international headquarter you can still apply for a visa – I don't know, I just went through
417 Schengen for information and it finally worked out after a lot of pulls and people supporting. That
418 one guy believe in me, made it all happen, which is really nice.

419 I: Did you apply somewhere else during this period?

420 Interviewee C: I did for – when I only got the extension for three months, because that was a little
421 more uncertain about whether I'll get another extension after that. I applied at various other jobs but
422 then I ended up getting news that it would work out and I was okay with that. And I always had a
423 backup plan. I had a further year, another year of another Master in Public Policy in London. That was
424 September 2016 – last year – that would have started in September and my contract run out in July
425 31st. So if it didn't work out I would go to university. And then I got extended until December 31st and
426 I said okay I'm gonna just commit finding a permanent position here. And finish off the year in Public
427 Affairs and it ended up working out.

428 I: How do you feel integrated here in Switzerland?

429 Interviewee C: Well, my boyfriend is Swiss German and so that helps. I'd say the language barrier is a
430 lot harder also because of the dialects but it's hard because friends that I met the first couple of
431 weeks, when I was here within Novartis, they actually all moved on from Switzerland. And so, when
432 they left it was a lot harder, because you work a lot. It's hard to meet people, especially when you're
433 in a relationship, because you are less approachable I think. Before it was so easy to meet people. I
434 stayed in more and those sorts of things that naturally happens, so it has been I think harder. But I
435 found these sorts of more – like this pottery thing that I said I go to. I go every Tuesday and it's an
436 American woman that started her own pottery studio and she's married a working here in Basel. We
437 all speak English there. That's why most people work in a pharmaceutical company there, because
438 it's just like a space, where I feel I can do my own thing and it's separate. And there are all those sorts
439 of – because Basel is such a sort of pharmaceutical expat community, I am sure there are more things
440 like that for people with common interests. I know others being in a Badminton team. But it's quite
441 funny because most of my friends are Swiss German. Already before having my boyfriend. It's crazy
442 and funny how it worked out.

443 I: How important do you consider networks?

Interviewee C: I think people are everything, because if people aren't willing to invest in you, there is someone else that can do the job. But I think networking is – I'm really bad at it. I don't really enjoy it. I like the 1:1 introductions and 1:1 meetings but in terms of going on one of these networking events I find them really uncomfortable. I just don't feel like myself and I just end up leaving pretty early. But I do think meeting with people is super important. But I think you have to have a very clear idea of what you want from that meeting, because if you're unsure or.. I think that's one thing that I wish, that company x did more is, having sort of a training or workshop for young people, beginning their career and how to really engage with leaders of the organization or how to talk to people about your interest, about your purpose, about what you want to do, because I find I got the best advice either from my family or my friends about career growth and development. Or you really seek it out in people. But I think there company x could do a better job in fostering that in younger employees for sure. And especially around women because you see only a few women leaders and how they feel in a room full of all men. And how they developed and how they got to where they are. I think that would be very interesting. And to support that growth and that leader development. I think that would be a great addition. But I think it comes over time, because once you get a permanent position I think they do and try to foster that talent. And they do trainings, more trainings and those sorts of things. Me personally, I went through a lot of trial and error of figuring out how to even have these introductions. What to talk about, what to get straight? When people are so busy you don't want to waste their time, talking about. It's very hard. You have to be very direct, to the point where you can really add value to the organization and what you have done. And in a very relatable way, because it's hard to talk about projects here, because everyone has different terminology, everyone has different ways of talking about the business in some ways.

I: The mentor you mentioned before that helped you to get a permanent position, did you know him before?

Interviewee C: No, only through company x, through one of the people on my team. She sent a quick mail saying do you have a place for our intern. Yes have her set up a meeting. And this was like my 30th introduction, so I knew everything I wanted to say at that point. And I'm really glad I had all the 30 introductions before because it wouldn't have happened without that and I would always say would they give me advice. When you talk about this, emphasize this, this and this. That was convincing. The first women I met, she was American also, and she's the Global Head of Diversity and Inclusion and it's all about talent development and mentorship. And that's part of what her strategy was for the organization to make it on the managers' objectives to have talent retention, talent management and talent development. And she sent this really fabulous email to a lot of senior leaders in the organization, senior women, asking if they would have an introduction with me. That was really supportive. And she gave me a lot of advice about, how to talk about what I've done and how to emphasize my experience and how I can add value, which is really helpful. I think that that was a key element of my success in getting a permanent position was those introductions. And I think that more people are more susceptible than you think to have those sorts of meetings. I was telling a friend of mine, the people are more willing to talk than you think. You can just set up a meeting, don't make time somewhere in the next 2-3 weeks but they still make that time, where you can make a case. And even if nothing comes from that it will still help you. And this woman gave me the best advice. Never leave a meeting without two mail addresses, and that helped me so much. Because you have all these conversations and you're like okay you don't have a position and now what? If you get two names to be introduced to that spreads your network and your chances to get a position, which I found the best advice, because it always left me with something, some avenue, some route and some element of hope, which I think was important. Otherwise I would have become desperate, because there are so many death-ends.

491 I: And you met her accidentally as well?

492 Interviewee C: She was a director in my group and we got along very well and I asked her if she
493 would meet with me. And she was like: absolutely – so we went for coffee and that was the first
494 meeting. So, I was super nervous and we ended up just talking a lot about our experiences. My dad
495 always says: people like talking about themselves, so just get her to talk about. If you have nothing to
496 say just ask about herself, of her experience and see it as a successful meeting. I think that's why the
497 people, I was most successful with, were all from North America because you have the same cultural
498 understanding. It's easier. And you could relate to their experiences and they saw that and
499 emphasized. You have to be proactive and they are not really sympathetic for those that aren't
500 proactive, because it's so big they don't mind. If you're not happy, you can leave. And I think it's also
501 easy to slip through the cracks. If someone is not happy, at least in my old office you go on sort of
502 unnoticed because something is wrong, which I think is a weird thought. When you think about, you
503 spend so much time at work and so much of your life. I think this group does a really good job on
504 fostering this team culture, which I think is different and more informal. They don't mind laughing,
505 not that it's unprofessional but it's not a stiff environment. Even just the way people dress. It's more
506 casual here, because everyone in my – maybe that's a public affair kind of thing, to meet with
507 officials entails a certain dress-code but they always dressed up a lot and you felt this kind of
508 pressure to do that as well, whereas here it doesn't really matter.

509 I: Do you have the feeling that you found now your role as you are working now in a completely
510 different field?

511 Interviewee C: As I said, through all these extensions I kind of felt undervalued and I felt the people I
512 met were more supportive and willing to find a role for me where there wasn't really a junior
513 position in Public Affairs. In the meantime they have a new intern and she feels the same as there is
514 no junior position available. I think I was ready to get out of that group. Wanted to try something
515 new, develop in a different role, because being the youngest in a group, which is okay, but getting all
516 the work that no one else did want to do, and so many ad-hoc projects and no dedicated objectives –
517 when you're a permanent employee you have objectives. You have certain things you're supposed to
518 help the organization to fulfil their mission, whereas as an intern you were given tasks, not
519 objectives. It feels like you are just checking off a box, trying to get to the next box, whereas there is
520 no overarching goal to learn about this, to engage with these types of people. It's all complete a
521 benchmarking. Very stale, because you don't see the purpose of it. And so I wanted to have a more
522 permanent position, because you have more support of the organization and bigger personal
523 development and people take you more seriously.

524 I: You changed your career completely from a humanitarian organization to the pharmaceutical
525 industry.

526 Interviewee C: It's very funny but you have a sense – you hope it's a little more organized and I was
527 advocating for people that could have advocated for themselves – it was still.. Actually, what
528 company x is doing, is more impactful. Less exciting, because it's very day-in, day-out but it's a little
529 bit more predictable. And I think that's why people go sometimes into the pharmaceutical and stay in
530 the pharmaceutical industry, because it gives a stability that a lot of other companies can't to. In
531 terms of supporting your family or for visas, that's one reason too. They are willing to support your
532 visa and sponsor your visa and a lot of companies don't have that weight in the application process,
533 because they don't have the resources, the lawyers, the human resources to support the visa
534 process, because it requires a lot of people. It's attractive to those of us internationals that want to
535 stay in Switzerland. But that's also some sorts of mixed feelings, because you're tight to the company
536 and if you leave the company you would leave your visa.

537 **Interviewee D**

538 **Basel, March 22nd, 2017**

539 I: Interviewer

540

541 I: How did you get the idea for an international career path?

542 Interviewee D: I wanted to live abroad for some time and first I was thinking about just stopping my
543 studies for some time and go abroad to travel but my parents did not really support that. Therefore, I
544 started to look for other possibilities, which was also doing an internship abroad and then I started
545 googling. I wanted to go to the US or Australia but that didn't really work out. I couldn't find
546 something and then I found this in Switzerland.

547 I: So you were looking for something that was related to your studies?

548 Interviewee D: Yes related to my studies. Because I had to do an internship as part of my Master
549 studies, so that's how I decided to come.

550 I: How did you end up in Switzerland?

551 Interviewee D: Then, as things did not work out to find something in the US or in Australia, then I
552 started searching just for internships in regulatory affairs – that's the area I am working in – and then
553 I found an internship at company x which is in Switzerland. So I wasn't proactively searching for
554 Switzerland but I was more searching for an internship abroad and it didn't really matter, too much
555 where it was, so it was here.

556 I: How did you experience this internship?

557 Interviewee D: To me it was a good experience, both from the company perspective, that I learned
558 company x as a company, big international pharma company, which otherwise could be very
559 challenging to get in to but as part of an internship it was easier. And at the same time experiencing
560 living abroad, which was my main aim in a way. Yeah it was also good – I really liked Switzerland, so
561 it's good.

562 I: Why did you stay or did you go back in between?

563 Interviewee D: No, I didn't go back. Normally I planned to go back because my internship was part of
564 my Masters's study, so I had to do some other things to finish my studies and that I wanted to do
565 first. But then just before the end of my internship, my boss came to me and asked whether I would
566 be interested to work for company x, like for a longer period. And I said: yes I would be interested
567 but I want to finish my Master first and then I would consider to move back. And then she asked me
568 what I need to do to finish my Master first and I basically had to write a Thesis. And then she
569 suggested that I could write the Thesis for company x, in collaboration with the university, where I
570 was studying and then I stayed basically. So I planned to move back but because company x then
571 helped me in identifying a way to finish my Master and at the same time stay at company x – I could
572 stay.

573 I: And you got directly a permanent contract?

574 Interviewee D: No not directly. So I had first a six month internship and then I could – that was
575 prolonged, that contract was prolonged for one year so that I could work on my Master. So I got a
576 100% contract, but it was agreed that one day a week I could work on my Master, on my Thesis. And
577 then, that was the extension for one year but within that one year there was a traineeship position

578 which was opened up and then I applied for that and I could do a two year traineeship. And only then
579 I got a permanent position. That was stepwise.

580 I: How important do you consider networks?

581 Interviewee D: I think networks within the company are really important, yes. And I had a job which
582 helped me to establish a lot of these networks, because I was working in a function, where we had to
583 collaborate a lot with other functions. So I think for me that really helped to get the visibility, which
584 in the end helped me to stay in the company because people saw the type of work that I was doing,
585 they realized I wanted to learn and they were supportive of that and that way I think managed to
586 establish myself in the group.

587 I: How integrated did and do you feel in Switzerland?

588 Interviewee D: For me it was really easy I would say because I came here – of course I didn't know
589 anyone and I also didn't know the language too well but then I was put in or offered an apartment,
590 that was offered by company x, where I lived together with five other students or interns and I think
591 that was good because from the first day on I knew at least five people in Basel and that helped a lot.
592 Because when you know one person then soon you know a lot of people. So I think that worked well.
593 Integrated in Switzerland: I have to say that in the beginning, especially, we stick a lot with that
594 intern group so you're not really integrated or meeting a lot of Swiss people but more the interns of
595 company x, who are often like Germans or French or English. And I have to say that remained a bit
596 over time. I have now after six years, I know more and more Swiss people as well but still the
597 majority of my friends is still other people who started as intern or came as expat.

598 I: What were the challenges during your internship?

599 Interviewee D: Let me think.. I have to say I didn't experience too many challenges with it. I think one
600 challenge is a bit uncertainty but that time I didn't experience it like that I would say. But the thing is
601 of course I came for six month and I always thought after six month I would leave. Then just two
602 weeks before the end of that period I was asked to stay and then I decided to stay but still I didn't
603 know for how much longer and it continued a bit like that. So it's the uncertainty but other than that
604 I was young when I came, so I was looking for an adventure and I think that was good. I cannot think
605 of any challenges really.

606 I: What competencies did you acquire during the internship?

607 Interviewee D: I think networking was one big part of it. Understanding how such a big pharma
608 company – how it all works. I learned a lot like presenting, things like that, because it's something I
609 did of course at my studies but then for such a group of people, who are all experts on the topic was
610 different. In terms of languages and learning other cultures that was the key learning. And still every
611 day – even now after six and a half years, I think every day I still learn new things. When I meet with
612 my friends who are from other countries, you learn about their traditions, you learn about the
613 cultural differences, where sometimes, now if I look back: In the beginning about some Swiss cultural
614 things I could be very surprised and I didn't understand why things were like that but now after six
615 and a half years, from some elements at least I understand them why things are like that.

616 I: Did you ever consider to apply somewhere else?

617 Interviewee D: Yes I did sometimes when I realised – or sometimes I had the feeling in my
618 department that I was a bit forgotten because there was a lot of reorganization. I had a lot of
619 different managers in a short period of time. And I think that doesn't really help to make me feel that
620 I was part of the organization and could really contribute to something. Because if every time you

621 have a different manager and you have to explain the manager what you are doing so that he or she
622 can support and that didn't really work sometimes. So at those moments and did consider to apply
623 for other things and I even looked for other things but I never actually applied.

624 I: Why not?

625 Interviewee D: Because then in the end, always something happened internally at company x, that
626 for example I was assigned a new manager which was good. Or every time when I started to think
627 about applying elsewhere, then something happened internally that made me stay. Or someone
628 offered me a rotation and then I thought: okay when I can do this rotation I'm happy again in my
629 current position so I don't change.

630 I: What would you say company x is doing good?

631 Interviewee D: I think – what I like from company x is that they make it very clear that for them
632 people of course are very important because in the end the whole organization is based on the
633 people. And I think that's a message they give all the time and they also put in place that you have
634 clear development plans, at least in the department where I work. So everyone has a clear
635 development plan, where you can say: okay these are skills I want to develop, these are topic where I
636 want to develop more and then together with your line manager you have a conversation on how to
637 get there and how to do it and how you can get more exposure to certain things you are either
638 interested in or where you have to develop. And I think that's – that I really like that they put so
639 much effort into that. The other thing is that they offer the possibility to do rotations, like: I once said
640 that I don't really know what happens in the affiliates, so really at the country level and that I would
641 be very interested to learn more about it. And then my manager agreed that I could go for five weeks
642 to the Dutch affiliate and sit there and see how things work. And the last thing, I think that I like a lot,
643 is that they have at least in the product development, which is the organization I am part of, you
644 have what they call the generation Y initiative. And that was an initiative where they said they want
645 to put a young person, I think generation Y is born between 1980 and 2000, so they wanted to put a
646 person from that age group on to the site leadership team. And then I was selected to be the
647 generation Y representative in the site leadership team and I think those kind of things, I also really
648 like. That they say: okay it's a leadership team, of course with a lot of senior people, but they are
649 open to hear the perspectives of the younger generation and I think this is just one example but at
650 company x, I have the feeling they do that very well throughout the organization. That it is not only –
651 it's not very hierarchical. Yes, if you have an idea – share it, no matter where in the chain you are
652 basically. But I think it depends a lot per department because of course company A is very big. This is
653 the experience in my department, I don't know how it's elsewhere.

654 I: Did you already feel supported during your internship?

655 Interviewee D: I think in the beginning at the internship it was a deep dive into a lot of things I had no
656 idea what it was and there I struggled a bit. Because people started talking about all these topics I
657 never heard about before and I had to do things like presenting for such big groups which I never did
658 before. And there I felt sometimes a little bit lost and not too well supported but at the same time,
659 that was the best learning exercise I think because you have to do it and you have to find out
660 yourself. And I know also in my internship I was assigned a mentor, who was someone in our
661 department who was a much more senior and every week I had a coffee with that mentor. In
662 addition of course to the meetings I had with my line manager and that was really helpful.

663 I: So that was a different person?

664 Interviewee D: Yes a different person because with the line manager you talk about your daily work,
665 at least that was the idea behind. And with that mentor – he was not involved in any of my daily
666 work, so – it's more, with him it was more conversation about how do I feel, do I have the impression
667 that I'm involved in the department, are there people I want to know, that he can connect me with,
668 are there basic questions about the role that I have, that I want to discuss with him – so yes it was
669 good.

670 I: Do you know if every intern has a mentor?

671 Interviewee D: In our department, at least it was the agreement that everyone would have a mentor
672 like that. I think our department is quite well developed from that perspective. And there is also even
673 a learning and development group within our department and they are organizing a lot of soft-skill
674 trainings but also strategic trainings that you can sign up for as part of your development plan – so
675 it's really good.

676 I: What were your expectations?

677 Interviewee D: That's a good question. I remember that I found it very difficult to set certain
678 expectations as I only knew so little of what I was going to do. I didn't have an educational
679 background in the area that I was going to work in, except that it was life science but not more
680 detailed or more specific. So my only expectation was understanding what regulatory affairs was and
681 finding out if that is something, where I could work for a longer period. Because I didn't know what it
682 was but several people recommended me or told me that that would be an area of interest to me.
683 And I thought it wasn't. So I basically did the internship to find out if it would be an area of interest to
684 me.

685 I: Is regulatory affairs bounded to the pharmaceutical industry? Or did you ever consider another
686 industry?

687 Interviewee D: No the thing is, I studied life science with a focus on drug development so I focused, I
688 wanted to work in a pharma company. So pharma was clear, the question was what type of
689 department within pharma. So, a regulatory affair is one but it could have also been more in clinical
690 science part or more in the safety part. So, my question was more – that I had before the internship –
691 which field in the pharma industry would I be interested to work in.

692 I: And you just found the internship in regulatory affairs?

693 Interviewee D: Yes because three people told me independent from each other that regulatory
694 affairs would be an area for me and I thought it was not. That's why I tried it out.

695 I: Did you have a career path in mind before coming?

696 Interviewee D: Not a clear one. I knew I wanted to work in a pharma company. But what exactly I
697 didn't know, no.

698 I: And where was also not important?

699 Interviewee D: I think, where, what I had in mind before I came to Basel, was that I wanted to work in
700 the Netherlands. I think that was my plan. I only wanted to live abroad for about half a year or max a
701 year. So the plan was to work in the Netherlands at a pharma company and in the end it changed –
702 now it's a pharma company in Switzerland.

703 I: Would you change anything nowadays when looking back?

704 Interviewee D: I think in way – that’s something I think about now sometimes: Like when I was
705 studying I was thinking about where to do an internship. In a way everything was open. I could have
706 gone to any type of department within a pharma company, maybe not all, maybe not the hard core
707 research but at least there were a lot of possibilities. Then I decided for regulatory affairs and now six
708 and a half years later I am still in regulatory affairs. And it seems, the longer you stay there, the more
709 unlikely it is that at some point you will move to another department. So it seems almost like with
710 the more experience you have in one field, the less likely it is that you can go into another field. So,
711 that is one thing I’m sometimes thinking about. Should I go to some different departments? As in the
712 beginning I was interested in many different things. Now in a way I am like focused in this corner but
713 I think – maybe if I would do it again I would try to do one internship in regulatory, then one maybe
714 more in pricing or market access and one in more clinical and then to see: okay where is my highest
715 interest and then go back there. That’s the thing.. I didn’t really plan anything it just happened like
716 that.

717 I: Is there anything company x could have done better?

718 Interviewee D: No, I guess in my case it was good and I think for me it worked out well but when I
719 look at some other people, who started as an intern in our department, I see then after the
720 internship they are not giving a possibility or opportunity to stay, where sometimes – of course I can
721 imagine sometimes it’s for a good reason, if you are not happy with the quality of the work that the
722 person delivered but I can clearly see that this is not the reason. It is simply that at that moment the
723 person doesn’t have a mentor maybe as good as the one I had, which is then helping to find a
724 position, a permanent position or another traineeship program for the person to stay. So, I think in
725 my case it was good but I can see that there are a lot of interns, more and more interns being hired
726 but then in the end no one is really helping them to find then a permanent position. Where they are
727 good, but somewhere lost. Because that is unfortunately something that I also hear a bit about that
728 interns were not counted as an official headcount and that that could be a reason to hire an intern
729 because you can have someone joining the group without having to justify it too much but I think
730 that shouldn’t be the key reason of hiring interns. I think the reason is that you want to have an
731 internal educational program. So I think that was bit a trend at some point, that they were hiring
732 interns more to have more resources available rather than for the interns to have a development for
733 them.

734 I: How does your future career plan look like?

735 Interviewee D: I have to say as so far everything worked quite automatically and it worked out well I
736 do not have a specific future career plan. I only know that I have several things of course that I am
737 interested in and my line manager also knows I am interested in those things and we are looking into
738 ways, in small steps to develop the skills that I need. For example at some point I would be interested
739 in line managing so at the moment there is one person on a rotation, who is now reporting to me just
740 as a try-out so that I can build on these skills and in the future I could take on an official role like that.
741 Small things are being planned and big steps I don’t know yet. I think for time-being regulatory – I will
742 stay in the same department and also at company x I think. And in Switzerland.

743 I: Anything you would like to add?

744 Interviewee D: I think when it comes to interns and when you want to keep interns interested, I think
745 there social live is very important as well. Interns especially people that age, I think for them the
746 social live is very important. If they come somewhere and they don’t know or don’t meet people I
747 think a company is going to lose them not because they don’t like the work but just because they are
748 lonely and they go back.

749 **Interviewee E**

750 **Basel, March 15th, 2017**

751 I: Interviewer

752

753 I: Could you please introduce yourself?

754 Interviewee E: Well, I am from Italy, studied pharmacy there and came to Switzerland in 2011 for an
755 internship in company x.

756 I: How did you end up in Switzerland?

757 Interviewee E: Well, this was in 2011. After finishing my studies in pharmacy, I applied for many
758 positions and internships and one of the only companies that replied was company x for an
759 internship for six month in the Rocephin- and Parenteralia-production. And yes, because of this, I
760 ended up here.

761 I: Did you also apply in other countries / other companies?

762 Interviewee E: Yes, In Austria, Germany and Italy of course. But I didn't receive any reply or almost
763 any. In Germany, I also had the possibility for an interview in Berlin but at this time I already had the
764 acceptance for the internship of company x and decided for it. And, yes it was great, I really liked it
765 and the payment was good.

766 I: Why did you choose Switzerland?

767 Interviewee E: I absolutely wanted to work in a German speaking country. Before, I did an Erasmus
768 exchange during my studies for six months in Innsbruck. Well, during the last semester of my studies
769 I was in Innsbruck to write my Master Thesis and there I started to learn German and I really wanted
770 to deepen it and improve further. That's why I considered Switzerland as well. Basel itself was a
771 coincidence. I was applying in pharmaceutical organizations and most of them were based in Basel. In
772 the beginning I also applied at other companies but I got the best offer from company x. Well, I only
773 received other offers after having accepted the one in Basel. Yes, the first six months here were not
774 easy as I could barely speak any German. But afterwards I started to take German lessons. After the
775 internship I wanted to stay in Basel as the conditions were great. And I also liked the department I
776 was in. They offered me a temporary contract for two years within the same department. There was
777 also no break in between. I already got my diploma from university and didn't have to go back to
778 Italy. I only went back for two weeks to write some exams, then I came back to Basel to finish my
779 internship and afterwards I started immediately with the temporary position. Currently I am having a
780 permanent position but I applied actively for it. After 1.5 years I started to look for a more
781 permanent position as I wanted to stay here. So, I applied in different departments and got accepted
782 in another department.

783 I: How important do you consider networks?

784 Interviewee E: Within the company, I consider them very important in the beginning. In the
785 beginning I had difficulties with the language as not many people speak English, in the department I
786 was in. Therefore, it was very difficult for me to build up a network. Now it's much better but in the
787 beginning I wasn't in contact with many people. But somehow, it worked out.

788 I: How do you feel integrated in Switzerland?

789 Interviewee E: Now I'm integrated. In the beginning – well, at work, as everything was in German, it
790 was very difficult. But after a year it was better. I didn't experience any challenges anymore. And I

791 can't remember a situation, where I felt excluded. Also in my private life I feel integrated. In the
792 beginning, I spent a lot of time with other interns. I was part of an international environment, where
793 it was easy to get along without speaking German. But it was important for me personally to learn
794 German. And it was also a requirement for my permanent position. And I liked it – to take classes and
795 move on.

796 I: Did you consider applying somewhere else after the temporary position?

797 Interviewee E: I was lucky, because I only applied for this position and got the job. But as my aim was
798 to stay here in Basel, I also would have applied in other companies. Because I only had a B permit,
799 this was also temporary – as my position. Therefore my priority was to get a permanent position
800 before expiration of my temporary contract. Primarily I wanted to stay in company x but otherwise
801 Basel would have been fine as well.

802 I: Did this internship change your career path?

803 Interviewee E: Well, I was already working in a pharmacy for six month before and I didn't really like
804 it. Therefore I wanted to see how it is to work in a pharmaceutical organization. And already during
805 my studies I wanted to go abroad. I already knew back then that I don't want to stay in Italy – well it
806 was not my aim but I wanted to see it once. And then I really liked it - my position and the
807 organization. Therefore, I decided during the internship that this is exactly what I'd like to do in the
808 future.

809 I: Did you have any expectations?

810 Interviewee E: I was hoping to learn a lot. I had no clue how the industry works. Well, I learned
811 everything theoretically in university but there you don't know how it works in practice. And I didn't
812 expect that they notice me in the beginning as being a young, foreign person with only little German
813 skills. But they really notice interns and value their work. I was very surprised. More as I know it from
814 Italy or other countries. The opinion of interns is in demand - you are not just the intern that is
815 bringing coffee or accomplishing small tasks. I didn't expect this but it surprised me. I was just hoping
816 to learn as much as possible, to gain professional experience and to learn German.

817 I: Did you experience any challenges?

818 Interviewee E: Well, culturally it is completely different. But I managed to adapt and it was not a big
819 shock for me. The biggest challenge was the language. And that I was all alone here in Basel. The first
820 months were not easy but afterwards it was better. Step by step. I was happy that I got into a shared
821 apartment with other interns – we were four in total. There I already met three others. This was very
822 helpful.

823 I: What competencies did you acquire during your internship?

824 Interviewee E: To act proactive at work. Here, also interns are requested to be proactive and to say
825 their opinion. I also learned to network and to work with different people and nationalities in one
826 team. And also how to deal with people. Then the work itself – this was completely new for me – to
827 work in the industry. Basically, to get to know the organization with all its interfaces.

828 I: Would you change anything nowadays?

829 Interviewee E: Good question. I don't know. Actually, no. Well, for sure it would have been easier for
830 me to do an internship in an English speaking department. But with this decision I would have missed
831 out so many other things. It would have been easier but I wouldn't have learned German that fast.
832 And also the people I was working together with.. I worked with people with completely different

833 backgrounds – from people working in the production to doctors. That’s something I enjoyed a lot –
834 working with people from different levels with different educational backgrounds. Therefore I am
835 very happy about my decision and I would do the same again.

836 I: Could the company have done anything better?

837 Interviewee E: Well, the on-boarding was not very organized. I think now it’s better. Now they have a
838 whole training on several days, covering all the topics. One, that is focused on the newcomers. I only
839 got half-day training and this was it. And everything was in German. I only learned German for three
840 months before in German and – well I understood some parts of it, maybe 40%. They don’t have any
841 training documents in English. Ah yes and Swiss German was also a challenge. Well in the beginning it
842 was the same for me and it didn’t matter if they spoke German or Swiss German but afterwards this
843 was the next barrier. In the beginning I felt lonely but after some time it was better. Of course, I was
844 not that courageous to say anything in the beginning, when I didn’t understand everything.

845 I: Did the company pay for the German lessons?

846 Interviewee E: In the beginning not. I had to pay it myself. But when I got the temporary contract
847 they paid a training course. I could have asked my superior but I didn’t want to do so. It was a
848 requirement for my permanent position and therefore I didn’t want to ask for a training course.

849 I: How does your future career path look like?

850 Interviewee E: I would like to stay in Basel. I really like it. Well I would like to get even further and
851 develop myself but only in case I see limits in company x, I would consider to apply somewhere else.
852 But so far I am very happy and I don’t want to change.

853 **Interviewee F**
854 **Basel, April 12th, 2017**

855 I: Interviewer

856

857 I: Could you please introduce yourself?

858 Interviewee F: I am from Portugal. I've studied pharmaceutical science in Portugal at the University of
859 Porto. I moved to Switzerland in March 2015 to join the company. I started with this program in
860 March and it's been now roughly two years and two month, working in regulatory affairs.

861 I: How did you end up in Switzerland?

862 Interviewee F: It was roughly after my studies. I was already doing an internship in Portugal but I was
863 applying and looking for interesting companies. And of course, I was always checking these well-
864 known pharmaceutical companies and I checked company x and I applied. I thought - it's outside, it's
865 a good experience, at the headquarter. It was more for the experience and I couldn't imagine that
866 they would call me and get me. It was actually unexpected and something - I was not really planning
867 to move. But since they took me, I thought: okay it's a great experience, out of my comfort zone. And
868 I thought: why not. It was really something that I did, just applying and decided then to take the
869 chance.

870 I: Did you also apply at other companies?

871 Interviewee F: Yes. At that time, yes. I was doing an internship, but of course I started there and in
872 the meanwhile I had applied for some other places. It was either in Portugal or abroad but mostly in
873 pharmaceutical companies. Some of them I knew, that could be a good chance for me. I think I never
874 really thought about - if they take me I have to move. I just took it easy.

875 I: Did you start with a program?

876 Interviewee F: Yes, with a graduate program. I started as a graduate, then I applied for the
877 postgraduate program and I'm currently in the postgraduate program, doing my last rotation.

878 I: Did you know anyone else before coming to Switzerland?

879 Interviewee F: Yes. I have a friend, who is now working in Switzerland as well. Her parents were here,
880 we studied together and she came after the studies to be with her parents and she found a job and
881 stayed here. So, she was basically my main connection. Then here I also got to know some people
882 from my university that are working in the company. But it was mainly this colleague that I already
883 knew. Apart from her, there were only people I realized: ah okay they are also here – I know them
884 because I bumped into them during university. There were no strong connections.

885 I: Back to the program: How do you feel supported by the company in regards to personal
886 development?

887 Interviewee F: It was a great opportunity. For me, I was actually surprised when I saw the program,
888 because it's really an entry level and I think it's something that – I mean in general I find it more and
889 more difficult to get into a pharmaceutical company, sometimes without experience, because even
890 for entry level positions, they start requesting some experience. I mean you are finishing your degree
891 and your experience is basically studying. So sometimes, when I was applying, it was challenging. And
892 actually this one I was surprised and I think it's a great opportunity. Now, when I joined I found full
893 support from my colleagues. Also people from the program. They explained all the set up and of
894 course we are mentored by people and we have our managers. My experience, so far, has been

895 really good. They take care of me, they allow me to ask questions, they allow me to do things
896 independently and whatever I need, I just ask them. It has been quite an experience also because it's
897 a huge company and sometimes people might not give you so much attention, but no, they have
898 been quite supportive. And I feel that. If I need something or even learning experience, people take
899 time to teach me and to show me how the things work. Either program wise or department wise
900 they have been quite supportive.

901 I: You mentioned a mentor. Do you have a dedicated mentor?

902 Interviewee F: During the first two rotations, I had kind of a dedicated mentor, or I would say point of
903 contact. Of course, my line manager but also a person for more practical, operational questions. I
904 was reaching out for this person also sometimes to track my development – what have you learned
905 or in which step are you. Now I am kind of more independent. So, I still have – not an official mentor
906 – but a person that I'm reporting to and then I have my line manager. It's not as a mentor as it was
907 before but it's still someone who is following closely what I'm doing and if I have any questions I can
908 reach out.

909 I: Are you part of the talent management system?

910 Interviewee F: I think yes but I'm not quite sure. I think I filled it in once but I never updated it.

911 I: Are you in contact with HR in regards to this program?

912 Interviewee F: Yes, well in this part not really much. I mean I'm just in contact with HR more when
913 something HR related comes up but apart from that not. Of course, if I have any questions, I ask
914 them proactively. I don't have an overview of the backstage if HR is involved in our program.

915 I: In regards to the rotation – could you choose yourself the departments?

916 Interviewee F: Well, yes we can give some preferences but the last decision is not up to us. I know
917 that, I think last year they changed it a bit. We can always show some preferences but maybe they
918 allocate us according to our profile, what they think would be the best. And I know that in the past it
919 was more that you could really choose; now I think – you can always give preferences, but it's not
920 something that is granted. If you say: I want to go there – maybe you will not go there. I think they
921 changed it.

922 I: Do you feel a competition between postgraduates?

923 Interviewee F: So far not. I have good relationships with people in general, I would say mostly with
924 the ones I have started with. Of course, new people are coming. But from my side, I never felt any
925 kind of or strong competition. Of course, when the time comes and some people have to start
926 applying – I would not say competition but maybe you see people being more focused. But no – from
927 my side, I never noticed strong competition.

928 I: Would you like to stay in Switzerland?

929 Interviewee F: Now I would like to stay here. I think it has been quite an experience. It's a great
930 opportunity and I would like to gain some more experience here. Since I had the chance, I want to
931 follow and I would like to stay here, if possible a few more years. Maybe one day I'm going back to
932 Portugal but it is not my plan for the moment.

933 I: How do you feel integrated in Switzerland?

934 Interviewee F: I think my main challenge is the language. English is good because almost everyone in
935 Switzerland speaks English, which I was very surprised. Now I feel more integrated. In the beginning –

936 I don't know, getting used to the different schedules, like things are closed on Sunday. Or I could not
937 really understand what the tram is saying or – yes it was a bit difficult. But now I feel more – I'm also
938 learning German now. I also try to be part of the culture. In the beginning it was – I would not say
939 difficult – I was just trying to get used to the new routines and the new language and people. I'm not
940 fully integrated but it's an ongoing process. Much better than in the beginning.

941 I: Did you get support from the company in regards to your relocation to Basel?

942 Interviewee F: Yes, they offered me accommodation. I am still there. They offered a place to stay. It's
943 in a student residence with more interns and trainees. There I also got to know very fast many
944 people. Almost everyone starts in the same situation; they just come from another country. So, they
945 have the same questions and people get to know each other easily.

946 I: Did you experience any challenges?

947 Interviewee F: No. I must say in the beginning people were saying maybe you find it difficult in the
948 schedules. Things start earlier. But I was anyway used to that, I don't mind starting early. But apart
949 from that, that was not even a shock for me. No I did not face any other major challenges. Just the
950 language. I have to say that in French I can pick some – maybe 50%. I had three years of French at
951 school but German was completely from scratch. I think I should be more dedicated and put more
952 effort to learn German.

953 I: To come back to the program. For you it's an entry to start your career?

954 Interviewee F: I think it's a step forward. They start giving you responsibility. Some people don't take
955 you as a normal intern. They take you serious and they give you responsibility, which is good. You get
956 into the job and you really learn. Sometimes it's more than an entry level because people trust you
957 and give you responsibilities. But I think in a way – it's a good place to start. As I mentioned even now
958 and back when I was looking for jobs, it was really difficult to find entry level positions, where they
959 were not asking experience. For me it was difficult. I think it's really a good start. Maybe other
960 companies have the same program – I think they do have. Just to say my experience so far – personal
961 and professional have been great. As I said, my move from Portugal was not a big shock. I know that
962 the culture is a bit different, the language is different. I had a friend here, who helped me a bit in the
963 beginning. And actually I think – also in terms of professional – I was doing an internship yes, but in
964 terms of companies this is a huge company and it's also something that is giving me some
965 knowledge, some experience and it has been great two years and two months in general.

966 I: Is this your first experience abroad?

967 Interviewee F: No, I did three months Erasmus in Spain for my last internship with university. Well it
968 was not so far away but it was still an experience.

969 I: How important do you consider networks?

970 Interviewee F: I think networks are very important. In different ways. First I think you get to know
971 people with different experiences, so, it's a learning from that perspective. Sharing experiences, get
972 to know the path that these people took. They can advise you. And in another way, I think it's easier
973 to communicate – for example people that are in the same situation as you are, that have
974 experienced the same things that you are experiencing now. Either people in my age, in my position
975 or people with more experience. Networking also of course, to be integrated in the company and in
976 the society. Yes, I think networking is a really important piece, because most of the jobs – the most
977 important part is communication and I think networking is part of it. I think it's an important piece.

978 **Interviewee G**
979 **Basel, April 12th, 2017**

980 I: Interviewer

981

982 I: Could you please introduce yourself?

983 Interviewee G: I am from Kenya. I'm actually a pharmacist. So I did my pharmacy degree in South
984 Africa. And after that I worked as a pharmacist intern in Cape Town, South Africa and then - because I
985 could not get registered as a pharmacist in South Africa I went back to Kenya to again do internships.
986 So I was registered as a pharmacist later on and then I worked a bit in hospital pharmacy for 2.5
987 years. Then I was persuaded to do my Masters - something different from pharmacy work. So, I went
988 to the Netherlands to do my Master in Drug Innovation, which was in 2012. And then I was six
989 months in Chicago as part of my Masters. Once I finished this, I applied for this position in, well it was
990 a graduate position in company x, Regulatory, because I did not have an industry experience before.
991 So this was the best way to get into the industry, to know how things are done, because you are
992 learning on the job. So I was persuaded to do regulatory, because I have a pharmacy background and
993 a research background and so I felt that regulatory would be the perfect place to bring in all my
994 different experiences. Because I have done pharmacy, worked as a pharmacist, have done research
995 in the lab so you can see almost like the whole lifecycle of a product. Because you see it - because it's
996 drug innovation for my Master - so you see from identifying a potential drug, doing the research
997 from animals to planning clinical trials. And since I worked as a pharmacist I have seen the end result,
998 whereby giving the product to the patient. So, regulatory looks at all this before you make a decision.
999 So I felt this is the perfect place to start, because it was like changing my career from being a
1000 pharmacist to regulatory and it's been a really rewarding and satisfying decision to have come to
1001 company x, because you are starting again. It's like from the bottom, because with this graduate
1002 program, then I am a postgraduate in my final rotation. So the whole program starts with 10 months
1003 as a graduate and then two years of postgraduates. So, I have already done one year and this is my
1004 second year of postgraduate.

1005 I: And you rotated once in between?

1006 Interviewee G: Yes. If you do the whole program you do three rotations. First as a graduate, and then
1007 two different departments as a postgraduate.

1008 I: Was the graduate program combined with a thesis?

1009 Interviewee G: No. For me it wasn't because I already finished my Master. But for some people it's
1010 combined with a Thesis.

1011 I: And you wanted to get out of the pharmacy?

1012 Interviewee G: Yes, because for my second year our university has the requirement that you must be
1013 working in a pharmacy already as a student. So, for my second year I worked in a pharmacy, all the
1014 way until the registration - that was more than seven years. So, I felt like I had seen it all. Not
1015 everything but it was a long time working in the same field, because it's predictable. Well patients
1016 and medication will be different but it's, you know what is coming. So that's why I wanted to change
1017 to a different Master and then again change it to. So with my Master I built up, that I can get it to
1018 regulatory.

1019 I: Your aim was to get into regulatory?

1020 Interviewee G: Not necessarily. My aim was to go into industry. As soon as I finished pharmacy, my
1021 degree, I wanted to go into industry but because our pharmacy degree at our university was more
1022 focused on clinical pharmacy, so being in the hospital. So the university in South Africa focused on
1023 being a company pharmacist or a production pharmacist. Since I was more clinical, I did not have that
1024 confidence to get into industry immediately. I knew I wanted to go into industry but I didn't know
1025 how. So, after my Master when I knew about this regulatory field - actually, I've never known about
1026 regulatory before, until when I was finishing my Master they have sent out some mails about this
1027 program to our university and that's how I knew about it and I applied.

1028 I: Did you apply somewhere else as well?

1029 Interviewee G: I also applied at another company in the UK but that would not be regulatory but that
1030 was as a research scientist. But as it was also a program like this, they told me I should apply for a
1031 position and not a program. And then company x became true, so I decided not to go for the other
1032 one. Because the company in the UK would have been working in a lab and I wasn't really passionate
1033 about staying in the lab. I had only done it for my Master but it wasn't something that I wanted to
1034 persuade in my career. So, it was because of the program I applied, because of regulatory and not
1035 necessarily because of company x. But having come, I enjoy the culture here. I enjoy a lot the way my
1036 career can grow even just as a graduate you see a big difference from when you came to when you
1037 leaving. So that's what I actually enjoy. But I never chose company x because of company x. I chose it
1038 because of the program. And if it was another company having the same program, I probably would
1039 have applied and gone there. But now that I'm here I like it here.

1040 I: Do you feel supported by the company in regards to your personal development?

1041 Interviewee G: I do. And I would say it depends on your manager, because at least the managers I
1042 had so far. This is my third manager, because of the rotation. They are quite supportive. So far, I
1043 wouldn't know about other people but at least for me I am able to talk about my career aspirations,
1044 where I want to go and the things I want to work on and my managers were quite supportive. Which
1045 is really a plus for me.

1046 I: Are you part of a Talent Management System?

1047 Interviewee G: As part of my postgraduate, we are not really. Yes you could feel it but it's not so
1048 much with objectives. We don't have objectives, because we are temporary in kind of a training
1049 position. But the talent management system is mainly for permanent employees. At least it's not
1050 something that they talk about for graduates to complete. Although, I can complete it. I have
1051 completed mine but I don't know whether they.. It's not promoted for postgraduates. So, I don't
1052 know if they take it serious or not. That I wouldn't know, because I feel if it's serious they would tell
1053 us about and say please fill it in, we look at this. To be honest I feel like - for postgraduates it is not
1054 definitive that you will get a position in the end. Last year many people left because there were no
1055 positions. And so we were like: Why do they invest so much in so many of us and then they don't try
1056 to retain us. That's why I am thinking they don't look at the talent management system. Maybe they
1057 should change this because you want to have a position at the end of the day. At least most of us
1058 want to get a position. And if we don't, maybe you want to leave for personal reasons, maybe you
1059 would like to live in a different country and so you have to leave. But not because there are no
1060 positions. This is very causing concerns.

1061 I: So they are taking more graduates than available positions?

1062 Interviewee G: Yes. Much more.

1063 I: Do you know approximately how many graduates they take?

1064 Interviewee G: Graduates in a year we were about 11 to 12 and then they added postgraduates.
1065 Most of us made it into the postgraduate program. It is not automatically. Because after you
1066 graduate you need to do interviews for the postgraduate program. And two persons did not make it.
1067 So one left and one got a temporary position. And then for the postgraduate program, so people
1068 come to the interviews and then enter directly into the postgraduate program without doing a
1069 graduate program. So, in our year there were only two people from external, so we were about
1070 maybe 10 in the end. But now this year when we started our second rotation, there were many more
1071 postgraduates, who come directly to the postgraduate program. They do the fast rotation. There
1072 were maybe 8 and that's quite a lot. And so, at the end of the day you are concerned whether you
1073 get a position or not. It's not - of course they tell us it is not definitive that you get a position after the
1074 postgraduate program but they should find ways to try to retain us, because they are training us. And
1075 it's a very good program. Once you leave you can be almost sure that you get a position somewhere
1076 else. But you know you've been investing your time here and you've been investing your life here in
1077 Basel. So, unless you are going to another company in Basel - if you don't find something it means
1078 you have to leave Basel. And that's something - I know a friend, she was very disappointed because
1079 she couldn't get a position. And she got a position in Darmstadt in Merck. And you know, that means
1080 relocating your life. She has been here for three years, so that is the downside of the program.
1081 Otherwise it's very competitive, it's very - you finish it, being very qualified.

1082 I: Do you know how many open positions they have every year?

1083 Interviewee G: I wouldn't know. It all depend on the department you are in in the end and your luck.
1084 It's not definitive that someone will get a position in the end.

1085 I: How important do you consider networks?

1086 Interviewee G: I highly value it, because with a network you know whether there is a position coming
1087 up or at least to know what else is happening. Because if you only - I do networking outside of
1088 regulatory or even in different departments of regulatory that I've never worked in and so you get to
1089 know what happens in those fields. Because, the current position - I mean, when I came to company
1090 x I didn't know this team. But last year I got to know what they do and I realized this is actually a
1091 department I really want to stay in for much longer, because before coming here I had interest in
1092 pharmaceutical policy but I didn't know which team would be doing it or who works on
1093 pharmaceutical policy in regulatory affairs. So, when I got to find out about it and when I got this
1094 team as my last rotation, it was really - it was because of the networking. At least the networking
1095 helps you to know what is happening in other teams also. It's a big company. If you are not
1096 connected - like today I'm having lunch with someone from my former team - so I get to know what
1097 is still happening within the team. Questions that they are having or what kind of projects they are
1098 currently working on or how the projects from last year are finishing off, so to see if they were
1099 successful or not. That's because of networking.

1100 I: How do you feel integrated in Switzerland?

1101 Interviewee G: For Basel it's really hard to say because it feels very international. I still don't speak
1102 German, if you look at the integration in Switzerland, because everyone speaks English here although
1103 I am planning to learn German. It's a place I can live for a very long time - even for the next ten years,
1104 because it's easy to fit in. It's easy to get around. You don't really feel like you're sticking out, at least
1105 for Basel I would say, because as so many international people are around, the whole expat
1106 community. It's very cosmopolitan so I don't feel very different from being back home in Nairobi.
1107 Nairobi is also very cosmopolitan. So I don't feel it's so different. And I think that helps to start
1108 integrating, at least to Basel. I think Basel is different. I wouldn't know what happens in the other

1109 cantons. I've been here now for two years but I still don't speak German but I get along very well with
1110 my daily life, my work, it's very cosmopolitan.

1111 I: Did you know anyone before coming to Basel?

1112 Interviewee G: No, I didn't know anyone. I didn't even know that company x has its headquarter
1113 here. When I saw the position, that's when I started to learn more about company x. When I finished
1114 with pharmacy I thought I will work for Pfizer one day. Don't ask me why but it sounded cool. It's
1115 because of that e-Mail from company x saying that they have this program - that's why I'm here.

1116 I: Did you get support from company x - apartments or similar?

1117 Interviewee G: Yes. Well of course you pay for it, because you are temporary but they handled the
1118 settling in. As a graduate they give us housing. You pay for the housing but they take care of the
1119 housing, they send you the pictures, at least they connect you with the people that are the housing
1120 coordinators. And then you can decide whether you want the room or not. And that helped. Because
1121 my first year here, I was in a student residence. That was also key, because the whole residence was
1122 with interns or trainees from company x. Some from regulatory, some from very different groups.
1123 That helped already to have friends, because everyone is new and you already have a social scene. I
1124 think it's nice for everyone that comes here for the first time, for all graduates, because you come
1125 here and don't know anyone. This is nice to know that you have people in the same situation as you
1126 are. Many people moved after one year - or some stayed for just an internship, as some internships
1127 are just for six months and you go away. Now I moved out and I have my own apartment.

1128 I: What challenges do you face?

1129 Interviewee G: I think just not knowing German. Because sometimes I get letters in German and I
1130 have to google translate constantly or give it to someone reading it for me. And I think this was a
1131 major challenge for me. That's why I'm pushing myself to learn German. But once you know Google
1132 Translate, you know what it is you can know how to respond to it or maybe you need to pay
1133 something. But otherwise I did not experience challenges, which has been really good. At work I
1134 don't think I had any challenges.

1135 I: How does your future career path look like?

1136 Interviewee G: I would like to stay, so I hope - because this is my final rotation I hope to get a
1137 position before, at least at the year ending because my contract ends at the end of the year. I'm
1138 hoping that by that time I have a position at company x. I would really like to stay, because there is so
1139 much more to learn, so much more to develop the career and I'd like to be here for 5 to 10 years,
1140 minimum, before I can decide to move somewhere else. I moved around quite a lot during my career
1141 and now I just want to settle down a bit and build on it.

1142 I: What do you think company x is doing better than other companies?

1143 Interviewee G: I can't really compare but what they are not doing so well, maybe they should try to
1144 retain the talents they are training, because most of us postgraduates - you can take fewer people
1145 and ensure that they get position instead of taking so many and invest in it and then at the end of the
1146 day we need to start looking for positions out there. Maybe that is something they should really
1147 focus on. Because, I know about another company. They are taking less postgraduates but they
1148 ensure that they have a position afterwards. It might not be definitive but at least there is a very high
1149 chance that you get a position. Of course if you are not performing you might not get a position. But
1150 as long as you are doing your work, you know that it's almost definitive that you will get a position.
1151 But they take much less postgraduates, which makes sense.

1152 I: Do you know what could be the reason for it?

1153 Interviewee G: Maybe it's cheap labor. Because when you hear some teams talking: ah yes we want
1154 someone, we want a graduate or a postgraduate next year, because we have a lot of work. But then
1155 they don't try to retain that person. It's just a matter of - they want cheap labor. Especially for a
1156 postgraduate - if you have done the graduate rotation, then as a postgraduate you are already
1157 competent enough to understand what's happening and some teams will just give you the
1158 jobs/projects that are not really going to develop you. They are just more like to get their work done
1159 and so, they need to shift that mindset, that thinking. And they know they are only limited positions,
1160 so why should we really invest in you. I think that's the problem. But for me I was lucky. I got a good
1161 team, where I had to do a lot more than what was expected from a postgraduate. This helped me in
1162 my career last year, because the manager was on maternity leave so I had to kind of step in her
1163 shoes. So, you see you get to do a lot more than if a manager would have been already there and
1164 would have pushed the small things to you. But it all depends on your department. Because some
1165 departments really want a postgraduate or a graduate in their department just to do the small jobs,
1166 which don't develop someone's career.

1167 I: No one is taking care that these programs are structured (e.g. from HR)?

1168 Interviewee G: We tried to have talks with one of our coordinators. We tried to give ideas. Since I
1169 came in 2015 we did not have a meeting with her. I am the Head of the postgraduates, I am the
1170 representative of the postgraduates, we tried to have a meeting with her. So we will see when she is
1171 available. Because that was one of the things we brought in. Maybe they should have a better
1172 structure of the program. If you go to a particular team, by the time you leave you should be able to
1173 do certain things. Because that would force the team to ensure that they give you some particular
1174 projects that you can handle. That you are competent after you finish. Because I know some people
1175 they finished but they are not competent. They only did the minor jobs, they cannot even do a
1176 submission on their own because they were never allowed to do it. But some, like me, I did a lot of
1177 submission on my own. So you see we end up finishing differently, which is unfair. We were thinking
1178 of such things. That's the problem. It's not aligned across. Not all managers know what they should
1179 do with particular graduates or postgraduates. So they are just giving them minimal jobs. I don't
1180 think that they are aware of why this program is important, because at the end of the day you want
1181 to finish and be a competent manager. If you don't end up in a team that is supporting you, you will
1182 finish but you are not competent.

1183 I: Anything else you would like to add?

1184 Interviewee G: It's a very nice program. Once you finish with this rotation your CV is well recognized
1185 having done this rotation. So this is a plus having company x on the CV. The only downside is that if
1186 you want to stay and you don't get a position. You build up your life here. And if you don't want to
1187 move it's really though.

1188 I: You don't want to go back to South Africa or Nairobi?

1189 Interviewee G: I went there back as an adult, well when I was 18. My adult life was shaped in South
1190 Africa because I was away from my family and I started to live on my own. I really wanted to stay. I
1191 tried but I couldn't get registered as a pharmacist at that time and so I moved away. I didn't want to
1192 waste my time with just waiting. Some people stayed there, working as interns for 5 years and I
1193 couldn't do that. But if I would have get registered at that time, I know my life would be in South
1194 Africa. But since it did not work out and I moved away I will only go back for holidays but not to work
1195 there. Now you see it differently. The culture is very different to Kenya, once you move away, when

- 1196 you go back - there was an abstract I had to present in Kenya in 2014 - then I went back and I just
1197 saw that it is a place to visit but not to live anymore.
1198

1199 **Interviewee H&I**
1200 **Basel, April 03rd, 2017**

1201 I: Interviewer

1202

1203 I: Could you please introduce yourselves?

1204 Interviewee I: I am 31 years old, studied molecular biotechnology, I am from Waldshut-Tiengen in
1205 Germany and I am currently working for company x, doing my PhD within the industry in the area of
1206 toxicology, preclinical studies.

1207 Interviewee H: I am 30 years old and I am from Knittlingen, also Germany. I did by Bachelor studies in
1208 Schwenningen in biotechnology and afterwards my Master studies in Uppsala, Sweden in the area of
1209 company foundation and biotechnology. Since 2014 I have a permanent contract at company x.
1210 Before, I was doing an internship in company x in the area of data maintenance. This means my team
1211 is providing specific data for the production sites. In addition I am a process manager to improve
1212 workflows and working conditions.

1213 I: How did you end up in Switzerland?

1214 Interviewee I: Well, in my case – company x was always within my focus. I already wrote my Bachelor
1215 Thesis for company x, but in Germany. And afterwards I did another internship there, before doing
1216 my Master in Sweden. I wanted to return to company x, or generally to the industry, as I really liked
1217 the two internships before. In addition I'm near to my family, as company x is headquartered in
1218 Basel.

1219 I: You mentioned that you really liked it. What did you like most about it?

1220 Interviewee I: That's difficult to say. I never did research in a university or an institute but the
1221 research in company x – you have so many possibilities. You can apply so many different disciplines
1222 and you have access to the knowledge of experts that you can involve into your projects. In addition
1223 there is a lot of money around that is invested into research. Not like at university where you have
1224 only a limited budget. This makes it all very convenient, easy and faster. You come along much faster
1225 with your own research.

1226 I: And what about you?

1227 Interviewee H: I've heard about company x in school for the first time. I was doing my secondary
1228 school with a focus on biotechnology and there, we had an excursion together with a professor from
1229 a German university, that is having many cooperation with company x and the professor himself also
1230 used to work for company x. He always mentioned how great the research at company x is and I was
1231 fascinated as a young boy, what such a big company is offering. He was always telling me how great
1232 their research is, how nice their laboratories are and that you even earn money alongside. And he
1233 became my mentor. Therefore, I always wanted to work one day for company x. This was my main
1234 motivation and during my practical semester I wanted to take the chance and look for an internship
1235 in company x. My professor, and kind of my second mentor, just met one week before my request,
1236 the chief of human resources from company x and they agreed on a collaboration between company
1237 x and my school. When I was asking my professor for a practical semester, he immediately wanted
1238 me to do it in company x. But not in Germany or Switzerland but in the US in their subsidiary. And I
1239 was like – okay I don't know, but why not. And I just gave it a try. My manager there was originally
1240 from Germany as well and working for company x in Germany. He wanted me to write my Bachelor
1241 Thesis in Germany within his old department to compare the two sites – the same department in the
1242 United States and Germany. That's what I finally did, but I wanted to get out of laboratories.

1243 Therefore I was looking for positions outside of the laboratory and I ended up with areas like e-
1244 marketing or project management. Here in Switzerland I found another position that seemed to be
1245 very interesting – project management for packaging. I had no clue about what to do in the
1246 packaging department, because it had nothing to do with my former studies, but I applied and got
1247 the position. And I really enjoyed it. I did this internship between my Bachelor and my Master. During
1248 my Master I wanted to go back to company x. I managed to keep up the contacts and I met someone
1249 during my vacation to ask if there is a possibility to write my Master Thesis also for company x. And
1250 maybe even combine it with another internship before. This worked out and therefore I came back
1251 to Switzerland for another year. First I did an internship and afterwards I was writing my Master
1252 Thesis about process management. This in turn was my entry point to my permanent position as
1253 process manager in another department. Since then I am working in Switzerland. And I really like
1254 Switzerland as I'm working in a very international environment as in the US. Here in Basel there is a
1255 high tolerance for other cultures and on the other hand I'm having the advantages of Germany as
1256 speaking German and being near to my family. Well Germany would also have been an option but it
1257 would have been completely different culturally wise than here in Switzerland or Basel.

1258 I: In what way?

1259 Interviewee H: Well in Germany I experienced that if you did not study at the same university, where
1260 the majority was studying you don't value much and you should have a certain degree to be able
1261 working as an engineer.

1262 Interviewee I: Yes there is really a huge difference between company x in Germany and company x in
1263 Switzerland. I experienced the same. Well, it is quite difficult to become part of the team, although
1264 you try to become part of it and you try to feel home there. But here in Switzerland we had
1265 immediately this feeling of being at home. And they involve you immediately. It is very international
1266 – not as in Germany. They only spoke German. And that's something we really like here in Basel.

1267 I: What were your expectations?

1268 Interviewee H: That's difficult to say because.. Let's put it this way. It exceeded all our expectations.

1269 Interviewee I: I didn't expect anything. Or more or less the same as in Germany. There, we had kind
1270 of a boarding-house, where all inters were hosted. Everyone got a 1-room apartment. I knew that we
1271 will also get an apartment here in Basel and I expected something similar but the apartment here
1272 was crazy.

1273 Interviewee H: In regards to apartments I did not have any expectations. I thought that I have to find
1274 something on my own. I was looking for a shared apartment with other students. And finally I found
1275 something in Germany, where I was living in the basement. It was a single room with two others. But
1276 it was awful. I was living there for two weeks but I couldn't withstand any longer. Then my former
1277 manager spoke up for me and made sure that I will get a shared apartment offered by company x. I
1278 didn't even know that this exists. They were just asking if I am looking for apartments and I said – yes
1279 sure I will look for one but only afterwards they offered me one of their apartments. I really felt
1280 uncomfortable in this basement for EUR 240/month. I was used to pay not more than that in
1281 Germany and I didn't want to spend more. However when I saw the apartment company x is
1282 offering, I realized the advantages working for this company. This was great. And when coming back
1283 we explicitly asked for the same apartment we had before and got it. Because we knew that this
1284 exists. I think there are other departments where an apartment is included already – I first had to find
1285 this out.

1286 Interviewee I: Generally, we didn't have many expectations but they were all exceeded. They really
1287 took care of us regarding the apartment but also generally in the beginning.

1288 Interviewee H: I also expected an easy and uncomplicated immigration process. And this worked out
1289 very well. I only knew it from the US, where it was so complicated to get a visa for six months. You
1290 have to show up personally in the embassy in Frankfurt and queue for three hours before they allow
1291 you to hand in your passport and therefore I was worried about this process. Again another country,
1292 although also a German-speaking country but still you don't know how it works. But this was very
1293 easy. You got half a day off to go to the department of foreign affairs and a few days later you got a
1294 letter with your permit. This was great.

1295 Interviewee I: In addition we always had a contact person that was dedicated to us. You could have
1296 asked him everything. That's also something I appreciated – to have someone from HR. He was also
1297 the one organizing our apartment. You got a mail with pictures from the apartment and so on – this
1298 was pretty cool.

1299 I: So you were here together during your Master?

1300 Interviewee H: Yes exactly – both for our Master Thesis. With the help of networks.

1301 Interviewee I: Exactly, I got the internship with the help of my former manager at company x in
1302 Germany.

1303 Interviewee H: Yes the network was essential. Since I managed to get the internship through my first
1304 mentor, everything went only due to networks.

1305 I: That's also a question – how important do you consider these networks?

1306 Interviewee I: Extremely important. I only got this position here in Basel due to my former manager
1307 in Germany. Company x is having a special program, which is called Evolution. That's kind of a
1308 support program for interns. And you only get in, when someone nominates you. My former
1309 manager nominated me and I had to complete an assessment, where I was evaluated one day with
1310 others and in the end I got into this program. And I'm still in. That's kind of an intern network, with
1311 former interns but also with other researchers, working in company x. They are our mentors. And
1312 you also get a dedicated mentor, who used to be my former manager. We have a shared platform,
1313 which allows you to register yourself, address the mentors and see open internships. And it is
1314 advantageous if you can say that you are part of this program when applying internally. I used this
1315 possibility to get the internship here in Basel with the help of my mentor. She was in contact with my
1316 former manager here in Basel, asking if they would have a position available for me.

1317 I: You got into this program in Germany?

1318 Interviewee I: Yes that's a German program. They want to build it up here in Switzerland as well, or
1319 something similar – like an Alumni program I would say. Well, you only get in through an assessment
1320 center, so you have to prove yourself. But for sure, networks are very important. That's something I
1321 tell all the interns: If you are here in Basel – sure focus on your Thesis but please don't forget to go
1322 for lunch with different people, ask what they are doing and keep in touch with them to build up
1323 your networks.

1324 I: Do you remember how many of you were in this program?

1325 Interviewee I: We are having an annual meeting and I think we were about 40 but in total I think we
1326 are 80 to 100. In the meantime there might be more than 100 members. They only built it up back

- 1327 then. There were also not too many mentors when I started but I think in the meantime they
1328 managed to build it up professionally.
- 1329 I: Interviewee H – would you like to add anything regarding networks?
- 1330 Interviewee H: I only remember the story when I got my internship in the US, my girlfriend,
1331 Interviewee I, wanted to join me and was also looking for a possibility. We sent out about 130
1332 applications or even more and we only got about four answers – the others didn't even reply. And
1333 the four replies were refusals. One year later we got another reply from a company that was
1334 interested but then Interviewee I was already in Canada.
- 1335 Interviewee I: Yes this was shortly after my arrival in Vancouver – but this was too late.
- 1336 Interviewee H: And Vancouver was also only possible through another contact we had.
- 1337 Interviewee I: True, this was a guy from our university.
- 1338 Interviewee H: Especially if you would like to do an internship abroad it's very difficult to find
1339 something. In the US it was extremely difficult, as they don't know internships. They only now
1340 Summer internships, lasting two months, where you just get a small task you can work on. But they
1341 don't know the system that you are writing a thesis besides working for six months.
- 1342 I: How did you experience the internships here in Basel?
- 1343 Interviewee H: The first one was just great! Privately I started to organize events for interns. It was so
1344 easy to bring in this network thought, to motivate other interns and bring as many interns together
1345 as possible. And these friendships still exist. And also at work it was great. I got a lot of responsibility
1346 to solve problems autonomously and to present my work and I didn't get typical intern work. This
1347 was very motivating. It's different than in Germany, where you normally only get intern work – an
1348 Excel here and a Powerpoint presentation there. And you were not allowed to present anything in
1349 front of senior managers. Here, they expected you to present your work in front of the leadership
1350 team, that you give 200% and to manage to work something out. That was great.
- 1351 Interviewee I: Yes, that's true. I experienced the same – especially when comparing to Germany.
1352 Here you never felt like being an intern but like a normal employee, having your own projects. A
1353 project you had to work on, on your own but where you were still part of a group that accepted and
1354 involved you immediately in all tasks. And privately I had the advantage that Interviewee H already
1355 had a network. Although it is such a big company, there is a very nice intern community.
- 1356 Interviewee H: In Germany we met every Wednesday evening in one bar. There were not many
1357 possibilities and also this bar was more a club house. There we had a few beers but this was the only
1358 day we met, where you could see that there are other interns as well. With some of them we also
1359 went out on the weekends – but this was the only thing. And then you arrive here in Basel, you have
1360 the feeling, you are in a huge city. There are so many possibilities to meet. In summer we organized
1361 barbecues and in winter evenings with "Glühwein". In the meantime, there is a huge intern
1362 community, having specific events, what I think is very good. You arrive and you know immediately
1363 whom to contact. At our time it was more from mouth to mouth.
- 1364 Interviewee I: I also have the feeling, that the interns have a stronger network. I got a new intern and
1365 only after a few days he knew everything about internal parties, where to eat for free, etc. I wanted
1366 to explain him a few things but he just told me that he is already aware of all the events.
- 1367 I: What competencies did you acquire?

1368 Interviewee I: Self-independence. Well, maybe only afterwards. During the internship we were well
1369 cared for. We got the apartment, the cleaning lady and everything. I think self-independence we only
1370 learned afterwards.

1371 Interviewee H: For me it was the courage to organize something. I sent a mail to all interns (around
1372 240 members), where I was afraid in the beginning to make a mistake, as it was such a big
1373 distribution list. I wanted to make everything perfect to make sure that no one can complain
1374 afterwards. What I've learned is that it doesn't matter if small things are wrong, no matter if the
1375 distribution lists contains three or three hundred persons. And at work I reduced my fear of contacts,
1376 as everyone is on a first-name basis and that's something I liked. You also dared to speak with a more
1377 senior manager, asking him for a coffee or lunch break. A special occasion I won't forget was a
1378 meeting with our CEO. I didn't expect him to talk to interns. The company and the location of Basel
1379 represent this openness. In a subsidiary as Germany they build up their own hierarchy and they are
1380 kind of detached from the headquarter.

1381 I: Did you have your career path in mind before coming to Basel?

1382 Interviewee H: I always wanted to do a PhD. First, the secondary school with a focus on
1383 biotechnology and afterwards studying biology. Well first I wanted to study marine biology but I had
1384 to realize during my civilian service, that doctors working in marine biology earn around EUR
1385 800/month. And I thought okay it's an area of interest to me and I love whale watching but I also
1386 wanted to earn something. My mentor also encouraged me to study biotechnology, because it's a
1387 field which will be even more important in the future. And that's how I ended up studying biology.
1388 But because of the internship, I realized that I would like to get out of the laboratory. Without this
1389 internship I wouldn't have learned that and I would have continued the classical career path I had in
1390 mind – Bachelor, Master, PhD, because that's how it is drum into you. Only through this internship I
1391 realized, that I like the practice and that I like to work hands-on and that all this theoretical stuff
1392 doesn't interest me that much. To calculate all formulas.. That's why I wanted to get out of the
1393 laboratory. There were people, doing this much better than me and therefore my interest was drawn
1394 to the administrative area. And I wanted to study management. That's how I ended up with my
1395 Master in Sweden, Uppsala. And for my girlfriend it was easy as she wanted to study molecular
1396 biotechnology, a study that is offered all over the world, so she could have chosen.

1397 Interviewee I: That's not true.. There aren't too many universities offering this study. Only three in
1398 Germany.

1399 Interviewee H: Well, yes but you could choose the country.

1400 Interviewee I: Yes compared to yours, that's true.

1401 Interviewee H: Exactly – you wanted to deepen your knowledge in biotechnology. And I wanted to
1402 learn more in the area of management and luckily the University of Uppsala also offered
1403 biotechnology. This was our only option. And thank god it worked out as we wouldn't have a plan B,
1404 but it worked out. But we didn't really plan that before. I got the information about this management
1405 study course from a friend of mine, who studied in Sweden before. He was looking for Master
1406 Degrees in biotechnology and found this Master in Management – thinking that this could be of
1407 interest for me. I didn't want to go to Sweden but after having read the program I wanted to do it. I
1408 still didn't want to go to Sweden and I was looking all over Europe if there is a similar study course
1409 somewhere else but there wasn't. But in the end it was a great decision. And company x was always
1410 very attractive to me. All internships were great and I was always passionate for company x. And they
1411 fulfilled all expectations and dreams I still remembered from my professor in secondary school.

1412 Interviewee I: I only got interested into company x through you. I think you were the one talking
1413 always about company x during our studies. Sure when studying biotechnology you always hear the
1414 big names as Novartis or Roche. But you were the one pushing for company x. For me it was more
1415 the interest into biotechnology. When finishing my secondary school, I had a teacher in biology, I
1416 liked a lot. I wanted to study biology but she convinced me that there aren't many possibilities
1417 afterwards, except becoming a teacher. And I didn't want to become a teacher – that was for sure.
1418 So my teacher was the one raising my interest in biotechnology. I had a deeper look at it and my
1419 teacher supported me. So, that's how I ended up studying biotechnology. The study contained a lot
1420 of physics and electronic techniques – well biotechnology and process technology – very technical. I
1421 wanted to change a bit and as I liked the field of molecular biology I decided to do my Master Degree
1422 in molecular biotechnology. I wanted to keep my focus on technology because that's an area with
1423 more importance in the future and it's different from all the other studies in natural science. So, I
1424 was looking for a Master and found one in Uppsala. I didn't want to study in Germany because our
1425 experiences during the Bachelor were not very good. They changed rules and regulations regularly
1426 and we felt like guinea pigs. They just build up this Bachelor/Master system. In Scandinavia this
1427 system was known for a longer time already and they were used to it. This was also a reason why I
1428 wanted to study in Scandinavia.

1429 I: Did you ever consider applying somewhere else?

1430 Interviewee I: After my Master Thesis I was not sure about doing a PhD or not. I was very uncertain
1431 about it. And that's why I first applied for PhD positions but the projects I was interested in, I didn't
1432 get and the one's I got offered didn't interest me. And that's why I applied for positions in company x
1433 as a laboratory assistant and got a position there. Just to see how it is, being a laboratory assistant.
1434 Because, in research, this is more or less the best you can get with a Master Degree only. It's almost
1435 impossible to get a higher position without a PhD. So, therefore I tried it one year but I realized
1436 quickly, that I want to develop further. And that's why I decided to do a PhD. I would have been
1437 ready to do my PhD at a university or in an institute or eventually in another company. But as I got
1438 offered an interesting topic in company x, I decided for it.

1439 Interviewee H: Meanwhile, I was also thinking about doing a PhD. I would have loved to do a PhD at
1440 the ETH in Zurich. I was already in touch with different people and already interviewed several
1441 persons how they like it and I also talked to professors about possible topics. I also got offered one,
1442 but the content was frightening me a little bit. It was about analyzing the decision-making process of
1443 start-up entrepreneurs with the help of Twitter tweets. I couldn't imagine anything and in parallel I
1444 got two offers from company x for a permanent position. I decided for the higher salary and against
1445 the PhD and I'm happy about this decision. Sometimes I was thinking about working for another
1446 organization but I never took any actions. Well, right now I am also working for my own company and
1447 I could imagine stopping working in company x but only for my own company and not because of
1448 another one. I am already very connected with company x. And I have to say I like the values
1449 company x has. If you are a leader in company x you realize this much more. From the CEO down to
1450 all employees - everyone should have the same mindset - that's great. In other companies the CEO
1451 has a good idea but it never arrives at the bottom of a company. I feel well cared for and comfortable
1452 but for my individual fulfilment I could imagine to quit. But I can also imagine staying. You have so
1453 many possibilities to develop further on the same level. Not necessarily up in the hierarchy but
1454 maybe also working abroad for one to two years. My first manager worked three years in California
1455 as an expat, afterwards in South Korea and is now working in Basel, although he is originally from
1456 Munich. And these possibilities are great - you have the possibility to travel around.

1457 Interviewee I: Yes you have plenty of possibilities - in Basel but also internationally.

1458 I: What challenges did you face during your internships?

1459 Interviewee H: I remember that the canteen was a huge challenge for me in the beginning.

1460 Interviewee I: Well, I would define it more generally - to manage the money and get the feeling for
1461 prices in Switzerland. I grew up at the border, therefore it was not really a challenge for me but for
1462 you it was quite difficult in the beginning.

1463 Interviewee H: Ah yes, and the language was very difficult in the beginning. I was working in the
1464 production, where they did not speak High German at all. In the offices they try to speak High
1465 German when they realize that you don't understand any Swiss German, but not in the production
1466 departments. Sometimes, I was participating in a meeting and summarized it for my mentor in the
1467 end, stating the points I understood but his answer was - no, that's not what we discussed. Well,
1468 then I'm, afraid I have to give up. I didn't manage to summarize these meetings. But after a few
1469 weeks it was better. My former flat mate from Hannover had more problems. It took her at least two
1470 months to understand a little bit. This was the biggest challenge I faced.

1471 Interviewee I: I thought it might be a challenge to live in kind of a big city. But this didn't hold true as
1472 you arrived here and I had more the feeling to be in a small town. As Basel does not have this big city
1473 flair. It feels not very hectic but very cozy.

1474 Interviewee H: These were the challenges during our internship. But when I got the permanent
1475 contract new challenges came up - as buying a car or the relocation. I was very happy that company x
1476 helped with the relocation. I think I wouldn't have been able to fill in all these import forms correctly
1477 and we would have got a fine. Swiss public authorities are very good in writing nice letters, saying
1478 that you should be grateful paying a fine of CHF 500. I am always a bit confused when getting letters
1479 that are nicely formulated but with an unlovely content.

1480 Interviewee I: This was the nice thing during our internship. You just arrived with your luggage to the
1481 apartment. You didn't have to bring any furniture - everything was furnished. And even the fridge
1482 was full for the first two days with drinks, toast, butter, cheese, orange juice.. You also got a welcome
1483 package with important information regarding public transports, cultural things that are going on,
1484 and so on.

1485 Interviewee H: When comparing it to the internship in Germany, there someone accompanies you
1486 from the entrance to the department or you only get a location plan. But here in Switzerland you had
1487 a full day called Welcome Day, i.e. you had the opportunity to exchange directly with people from
1488 different departments and to build up your network. Including a lunch date to foster these first
1489 contacts with people you might have not talked before on this day. This helped a lot to get in easier
1490 and to feel welcome.

1491 Interviewee I: Yes, and also to stimulate this networking thought.

1492 Interviewee H: And in addition this network with all interns - this came one week later. It helped a lot
1493 to get in, that you are not on your own in the beginning. In the US everyone was flown to the
1494 headquarter, and we were three days in a hotel and got a trainings for three days including this
1495 "Welcome Day". And in the evening we were sitting at a bar, talking to each other. There I also build
1496 up many friendships that are still lasting. But in the US everything was a bit bigger. They also had
1497 much more of these formal networking events.

1498 I: What differences do you experience between the internship and the permanent position?

1499 Interviewee H: As an intern I was relaxed. Sometimes I am jealous when observing the interns
1500 nowadays. They just go home and as during studies, go out in the evening. Now you have much more
1501 responsibilities. The higher salary goes along with more responsibility and less free time.

1502 Interviewee I: Yes during the internship you were responsible for your project. And as a permanent
1503 employee you also have the responsibility for your project but it's not just your project but it is an
1504 important project for the organization with more impact than just a Thesis.

1505 Interviewee H: And I wouldn't say this is negative. It's just the higher stress and tension you get. But
1506 something I really appreciate is that you get all possibilities to develop further. Already this
1507 transformation from an intern to a manager within 1.5 years is great - in other organizations it would
1508 take you much longer. You first have to prove yourself and work one's way up. As long as you enjoy
1509 working and prove yourself, your possibilities are almost unlimited. And there is always something
1510 you can improve in big companies; therefore it is easy to prove yourself. The expectations are much
1511 higher than when being an intern.

1512 I: Did you feel supported during your internship?

1513 Interviewee H: Yes for sure. I was able to present in front of the leadership team. My managers and
1514 mentors really pushed me and gave me a lot of personal responsibility. These encouraged and
1515 strengthen me.

1516 I: Do you have the feeling that support is dependent on the manager?

1517 Interviewee I: I didn't feel any support from HR.

1518 Interviewee H: There was something. Someone was doing talent management for interns. They tried
1519 to plan events how to retain interns and I think they developed this further in the meantime. I am
1520 still on one of the distribution lists and last week they had a lunch with a guest speaker and all interns
1521 were invited. Afterwards they had an aperitif. I think sometimes they even organize parties for them.
1522 But during our time it was more kind of information and networking events. Recently I got the
1523 opportunity to present what I did during my internship to other interns to give them kind of a
1524 outlook. But otherwise it is very dependent on your manager. If your manager was motivated to give
1525 you responsibility and to push you forward, your possibilities were unlimited.

1526 Interviewee I: Yes, I experienced the same. Much more than help from HR.

1527 Interviewee H: I also got my permanent position, because I was allowed to present in front of the
1528 leadership team and they allowed me to present myself. I was saying that I would like to be invited to
1529 talk about a permanent position. That's how I got my position. Someone from this team invited me
1530 for lunch afterwards, saying that he liked my proactivity. I think, I wouldn't have been allowed to do
1531 the same in another department - when thinking about Germany - they wouldn't have allowed me to
1532 present the way I did it. Everything would have been controlled but here I got the support and
1533 freedom from my manager.

1534 I: How does your future career path look like?

1535 Interviewee H: We founded our company in Germany with the reason that we could imagine to go
1536 back to Germany one day, but not to work for another company but to build up our own business.
1537 Then we could imagine living closer to our families but otherwise we love Switzerland and we would
1538 like to stay here.

1539

1540 **Interviewee J**

1541 **Basel, March 07th, 2017**

1542 I: Interviewer

1543

1544 I: How did you get the idea to apply in a foreign country?

1545 Interviewee J: Actually, this was not really my plan. During our studies (pharmacy) we have to work
1546 at least half a year in a pharmacy and the other half we can choose whether to stay in the pharmacy
1547 or look for an internship in the pharmaceutical industry. I only applied in Switzerland because a
1548 fellow student at my university did an internship at company x in Basel and he told me that he made
1549 very good experiences and recommended me to do the same. That's how I ended up in Switzerland
1550 doing this internship – so basically because of a recommendation of a friend.

1551 I: And did you consider other pharmaceutical companies as well?

1552 Interviewee J: Not at all. Really, it was this only recommendation, I applied for it and got the
1553 internship where I started directly.

1554 I: And what was your personal motivation?

1555 Interviewee J: Also to gain this experience. Just to work once in the pharmaceutical industry – it was
1556 not really because it was Switzerland but because I wanted an insight into the pharmaceutical
1557 industry and company x has a good reputation. That's always good when you can mention that on
1558 your CV...

1559 I: What happened after the internship?

1560 Interviewee J: Well I had to go back to Germany to finish my studies and writing my exams. I did not
1561 really think about what to do next after the exam but after completing my studies I got a mail from a
1562 colleague I knew from my times as an intern and he told me – hey there is a vacant position maybe
1563 you are just looking for something. I didn't even start to apply or looking around what to do after my
1564 studies and well, then I just applied for the position he mentioned and got the job. This was directly
1565 after my exam so very easy.

1566 I: Why did you want to come back?

1567 Interviewee J: Well I made very good experiences during my internship. Really, company x offered a
1568 lot and I met so many new people, gained new experiences and the six month were quite short and
1569 so the whole thing ended up that I wanted to come back and stay with company x.

1570 I: How important were the networks for you (professional and private)?

1571 Interviewee J: Very important. I had quite some luck – sometimes you need luck in your life.
1572 Especially during the internship, networks are so important. You get to know the company and how
1573 things are working in the pharmaceutical industry, build up contacts and that's what makes it easier
1574 to get in afterwards. From a private perspective – well I didn't have any friends here. This came then
1575 through the work at company x. And well I knew a few already and also some other interns I met
1576 during my internship that were still here or here again.

1577 I: What is company x doing good? Or why didn't you even consider applying somewhere else?

1578 Interviewee J: I really liked it that, well especially the department I was in, was very familial und I felt
1579 well cared for – let's put it this way. There were many things company x offered. You didn't have to
1580 take care of much around your work. For example as an intern you get an apartment for six months.

1581 And when I started my permanent position you got again three months an apartment and you had
1582 the time to look for your own apartment and well, this makes it easier. And okay the salary and
1583 everything around is also very good, although I think compared to other companies they would be
1584 the same but I was very happy and satisfied with company x.

1585 I: Did you always wanted to work in the pharmaceutical industry?

1586 Interviewee J: No only after the internship. This half year here in Basel changed everything.

1587 I: What were your expectations before you came for the first time.

1588 Interviewee J: Well my expectations were, that I get along well, that the job is interesting, that I'm
1589 learning a lot and to build up contacts – this as well. Primarily within the organization, but also on a
1590 private basis. And to see something new and different – to get out of the old environment.

1591 I: How was the recruitment process for the internship?

1592 Interviewee J: Well they wanted me to come to Basel. It was on one day, where I came by car. During
1593 the day I had interviews with different persons and that was it. And for the position afterwards it was
1594 the same. Also one day here in Basel with the interviews and back home in the evening.

1595 I: What challenges did you face?

1596 Interviewee J: Personally I did not experiences big challenges.. Well I think for a job in Germany it
1597 would have been the same. I can't see anything.. But well I'm also not able to compare, as I never
1598 worked for a pharmaceutical company in Germany but I did not experience bigger challenges..

1599 I: And how was the integration here in Switzerland?

1600 Interviewee J: That was also not that difficult. Well, I think Basel is anyway quite international and
1601 therefore you don't really realize that you are a foreigner. And the language makes it easier as well,
1602 as I am speaking German. Well, at the beginning Swiss German was difficult – this was a challenge. I
1603 didn't understand everything in the beginning when people talked to me – especially during my first
1604 job which was in the production with many Swiss guys and yes, there it took me some time until I
1605 understood everything but this was just a little language issue – nothing big.

1606 I: What competencies did you acquire during your internship?

1607 Interviewee J: Besides professional competencies I learned to be open. Open for new things - to
1608 meet new people. So, besides professional competencies also mainly personal ones.

1609 I: How did you manage to change from the production to your current position?

1610 Interviewee J: I was already familiar with planning activities from my job in the production but it was
1611 only on a local level. I was the substitute for a colleague who was planning on a local level and
1612 therefore, I had the contacts and relations to the global planning team. My boss knew that I was
1613 interested in global planning activities and he also helped me to build the network. This was within
1614 my development plan that every employee is obliged to have. It defines your goals and you analysis
1615 together with your superior how you could get there, what additional trainings you need, and so on.
1616 And that's how I ended up in my current position.

1617 I: Is there anything company x could do better for graduates?

1618 Interviewee J: I think it is very good, when you enter as an intern. When coming directly from
1619 university as an external person it is very hard to get in. There they could be more open. For

1620 example, if someone already made an internship in another pharmaceutical company or worked
1621 there before.

1622 I: Would you change anything nowadays?

1623 Interviewee J: No – I am very happy the way it is.

1624 I: How does your future career plan look like?

1625 Interviewee J: Company x is offering a lot and I think one can develop further and getting insight into
1626 different areas and therefore I will stay with company x.

1627 I: Did you study or work abroad before already?

1628 Interviewee J: No, this was the first time for me.

1629

1630 **Interviewee K**

1631 **Basel, March 13th, 2017**

1632 I: Interviewer

1633

1634 I: How did you end up in Switzerland?

1635 Interviewee K: With the help of an internship. Well, I just gave a friend of mine my application for an
1636 internship to write my Master Thesis. He forwarded it to someone in the respective department
1637 within company x and they contacted me if I could come to Basel for an interview and they hired me
1638 as an intern.

1639 I: Is or was your friend a permanent employee at company x?

1640 Interviewee K: No, he was not working at company x. He was only working for company x for one
1641 month, also for an internship but he was still in touch with his former boss back then. Well this was
1642 two years ago but he was still in contact – I think they were mailing sometimes – and therefore he
1643 offered me to forward my application unofficially to this person to ensure that the application gets in
1644 the right hands with the help of connections and not through the official job portal.

1645 I: And company x contacted you directly?

1646 Interviewee K: Yes my application found its way from the former boss of my friend to a different
1647 department that was more related to Biotech and they contacted me if I could come to Basel for an
1648 interview.

1649 I: And this internship was related to your Master Thesis?

1650 Interviewee K: Exactly. This was the Master Thesis. Well at company x they always post it as an
1651 internship covering a specific project but if you write a thesis about it or not doesn't matter for them.
1652 And for me it was the Master Thesis.

1653 I: How long did your internship last?

1654 Interviewee K: Originally six months but I extended it to seven months.

1655 I: And afterwards? Did you stay or go back?

1656 Interviewee K: Then I was thinking about, if I would like to do a PhD or not. For this, I planned to take
1657 a time-out of about two to three months, to travel around and think about my career plans but then
1658 a position was posted in a different department, where they were looking for someone with an
1659 academic background but actually it was a position in project management, wherefore no specific
1660 education was needed. There, they were looking for someone having already a little bit of working
1661 experience. They knew that I was just done with my studies and asked me if I would be interested to
1662 stay and take this position. I accepted – finished my internship by end of April and started in the new
1663 position by first of May.

1664 I: And what about the PhD?

1665 Interviewee K: Well, as I was anyway not sure if I should do a PhD or not I decided against it and took
1666 the opportunity to stay.

1667 I: Did you ever consider applying somewhere else?

1668 Interviewee K: Primary I wanted to write my Master Thesis at a University and I applied at the EPFL in
1669 Lausanne. Just because when you evaluate all universities in regards to Biotech – what I studied –

1670 there are three top universities. Harvard is one of it, the one in Lausanne, the EPFL and one more. I
1671 just tried it in Lausanne and sent a speculative application. They invited me for an interview and they
1672 even would have taken me. But the professor there told me that according to the regulations of the
1673 university he has to pay a salary of about CHF 600.00. But as he is having so many applications he is
1674 not paying any salary. He told me that one can cover the expenses with the help of scholarships. In
1675 addition, he was that kind of professor that demands 16 hours a day from you – respectively around
1676 60 hours a week. Therefore, accepting a side job would have been impossible. And as I was working
1677 in the field of cell culture you have to be in the lab also on Saturdays and Sundays. A side job would
1678 not have worked out at all. Therefore, I applied for two scholarships where I managed to get EUR
1679 600.00 but when checking apartments in Lausanne I could not find anything below CHF 1000.00. And
1680 also these ones were also very difficult to get. I tried for three months to get the money and an
1681 apartment. They do have halls of residents, where they offer around 80 rooms a year but you have to
1682 apply for them within a timeframe of seven days – they only open this time frame window once a
1683 year. As I applied outside this time frame I did not have a chance to get it. And then my friend came
1684 and told me that I should check the internships company x is offering and that's how I ended up here.

1685 I: But you did not contact other pharmaceutical companies?

1686 Interviewee K: No. Well, I was always considering company x for a later stage in my career. I was
1687 working for Böhringer once. That's another Biotech company. Ot other pharmaceutical companies in
1688 Germany. I never thought that I will end up in Basel.

1689 I: What motivated you to stay?

1690 Interviewee K: Well, I was thinking about doing a PhD or not. I only knew Böhringer before as I was
1691 working there half a year for my Bachelor Thesis and afterwards I could stay another half y year.
1692 There, it was the case that it was impossible to become a team leader, not to mention a higher
1693 position, without having a doctor's degree. Here at company x I determined completely the opposite.
1694 Here, I do not notice any limits, except my own abilities. I don't have the impression that an
1695 inexistent doctor's degree will block my career path. And that's something I really like. It is more the
1696 American way than in Germany. In Germany, you always need a title to get further. And here it is
1697 only about – are you able to do something or not and if yes they believe in you.

1698 I: How important do you rank networks?

1699 Interviewee K: Very important.

1700 I: How was your integration here in Switzerland?

1701 Interviewee K: Within the company very good. I think especially because I speak the language. As the
1702 general share of internationals is very high and you speak German, a national language, you have an
1703 advantage. Therefore I found it quite easy at company x. And in my private life I managed to
1704 integrate through sports. Well, on one hand you have a group of interns from company x, where you
1705 immediately got in touch with people that are living in Basel already for longer or even with locals
1706 and on the other hand, through a Volleyball Club. One - but I would say this is nothing country
1707 specific as it was the same at Böhringer in Biberach – one is always the one that is coming from
1708 outside and not the one who grew up in this city, having all his classmates around but it would have
1709 been everywhere the same also in Germany.

1710 I: What makes company x attractive as a company?

1711 Interviewee K: That you get a lot of support and they help you growing. In my opinion I got a lot of
1712 development possibilities and support from my bosses. As mentioned before, I can see infinite

1713 development potential for myself within this company. I cannot see a limit where I would say: Okay I
1714 can imagine to do this another five years but then I get stuck. I don't have the feeling that I am
1715 driving into a dead-end street. I never had it so far. And also, in case I don't take a chance or
1716 opportunity that is offered, it is a good feeling that there would be an option. And that's sufficient. I
1717 think whenever I decide to develop myself into a specific direction I am convinced that company x
1718 would support me.

1719 I: How visible is this support – or how do you see talent management at company x?

1720 Interviewee K: I am within their talent management system but to be honest I am not sure if I got
1721 developed and supported because of this or if it was because of my superior. I think it was primary
1722 my boss who supported me, respectively the different bosses I had. Well, advancement consists of
1723 different pillars, whereas one of it is the exposure to specific activities that you did not have before –
1724 so basically, challenges. And there I see that, the more you prove that you are able to achieve things,
1725 the more challenges you get assigned. And that's something I like very much.

1726 I: What were or are your challenges?

1727 Interviewee K: Good question.. At the beginning it was the transformation from the studies to the
1728 professional life. Somehow that's a radical.. Well your life starts dropping slowly and suddenly three
1729 years are passed. During your studies three years seemed like an eternity. That was a personal
1730 challenge. And beside that: Right now, I am moving direction leading more and more employees. And
1731 there, my personal challenge is to see how do different employees work, how do I have to cope with
1732 different employees and characters and to find out how to get the maximum out of them although
1733 they are completely different than me.

1734 I: What competencies did you acquire during the internship?

1735 Interviewee K: I certainly improved my English. I also got a completely different view on other
1736 cultures. Different cultural backgrounds – I would say I became more open. I abolished prejudices
1737 that I might have had before. And I got a different view on how it is to be a foreigner – how it feels to
1738 be a foreigner in another country. I think it is easy in your own country when meeting foreigners that
1739 behave strange in your opinion to just say: they are stupid. But to experience this situation oneself,
1740 was valuable for my personal development.

1741 I: Would you have done anything different nowadays?

1742 Interviewee K: No.

1743 I: Could company A have done something better?

1744 Interviewee K: Not really – no.

1745 I: You managed to get in, with the help of connections. How important are connections in your
1746 professional life?

1747 Interviewee K: I think it is always important to have a good relationship with as many people as
1748 possible. Something that doesn't work is when someone needs your help and you deny helping him
1749 just because he is not in your department anymore. Because sooner or later this person will work
1750 together with you at the same project and therefore I think it is very important to be authentic and
1751 respectful to everyone because in the end it is like a big family.

1752 I: How does your future career path look like?

1753 Interviewee K: Well that's again the point that I do not see any limits - at least not so far. And
1754 therefore, I see a lot of development possibilities for me.

1755 I: So there is no reason for you to change the company?

1756 Interviewee K: No. Well that's the consideration if it would be important to see another organization
1757 once or not. But I think I will only really consider this question when I notice that there are no
1758 development possibilities at company x anymore.

1759 I: Could you imagine working abroad again?

1760 Interviewee K: Yes, I would like to stay with company x. But as the company is very international and
1761 also have some sites in the US.. Yes, that's something that appeals me – to go to the US once. But I
1762 don't know yet if I would really do it. There must be an opportunity and for sure no longer than for
1763 two years.

1764 **Interviewee L**
1765 **Basel, April 02nd, 2017**

1766 I: Interviewer

1767

1768 I: Would you mind introducing yourself quickly?

1769 Interviewee L: I come from France, Lyon. I studied IT in an Engineering School. So it's like a Master
1770 Degree in IT. And I came to Basel in 2010 for the first time. Then I finished my studies in Lausanne
1771 and in Sweden. Then I came back in 2012 for a final internship and that's it.

1772 I: How did you end up in Switzerland?

1773 Interviewee L: So, my university is located in Belfort – which is close by – 50km and the boss of my
1774 first internship was a student of my school like ten years ago. He was looking for an intern, so he just
1775 submitted an offer on my university website and that's why I applied and I got the job. But it was a
1776 bit weird because it didn't go through HR. He just posted the job offer and never used HR. So, it was
1777 a bit weird at that time – I think it's not possible anymore.

1778 I: You did not have an official recruitment process?

1779 Interviewee L: I had an interview with my boss and he just said to HR: I want to take this guy as an
1780 intern and this was it for my first six-month internship.

1781 I: Was it during your studies or afterwards?

1782 Interviewee L: During my studies, in the middle of my Master Degree. It's a bit different in France.
1783 The Engineering School is in three years, recruiting students with a two-year degree and then it takes
1784 three years to get a Master Degree. It was in the middle of the second year from the three years –
1785 third semester out of six. The two first semesters are studies, the third one is an internship for
1786 everyone, the fourth and the fifth are studies again and the sixth is again an internship. So, two six-
1787 month internships within three years – so, one year of internships in total.

1788 I: How did you experience the first internship?

1789 Interviewee L: It was a bit like an Erasmus exchange actually, because you were in contact with a lot
1790 of people. Of course, you had to work. It was my first professional experience – it was a bit strange to
1791 move from studies to an internship. Because during the studies, especially in France, you.. Well, the
1792 teachers are here, they are checking what you are doing and you are not autonomous – not at all.
1793 And then, when you start your internship you are on yourself, so that's very weird. It was also my
1794 first experience abroad, so that's why I am saying it was like Erasmus. You were in contact with a lot
1795 of young people from company x. That gave me the taste of travelling – of living abroad.

1796 I: Did you know anyone before here in Basel?

1797 Interviewee L: A friend of mine from university did an internship at the same time. We were
1798 supposed to move together like in France but as company x offered the apartment, I just took a flat
1799 from company x.

1800 I: What challenges did you face?

1801 Interviewee L: You don't know anyone in the beginning. Well, company x offered a flat, you have a
1802 roommate. But then when you come here, a new city, and you think you are never going to meet
1803 anyone because you will just spend your days at work. But that was like the first impression - not
1804 very positive. You are like, you know when you are changing your situation, your habits then it's a bit

1805 weird. But it was only the first impression, the first few days. In the first week, I went then to a party
1806 – a party for employees from company x, and I met many other interns and everything was fine.

1807 I: How integrated did you feel?

1808 Interviewee L: In the company – people in my department were very kind and very open and yes
1809 really nice people. Otherwise, well as my recruitment process did not go through HR, I was not in the
1810 listing of all the interns. Or maybe it was not as developed as now. Now there are lot of events,
1811 people are sending mails, someone is taking care of them – like an intern. He is animating interns. At
1812 that time it was less developed and less spontaneous – there was no organization. So I was lucky with
1813 this party. My boss told me: you should go, it's cool. And then I met another intern who told me: Ah I
1814 know another French girl – you should meet her and that's how I met all the others.

1815 I: And after this internship you went back to university?

1816 Interviewee L: Then I went back to Belfort for six months, then to Sweden for six months and then
1817 Lausanne six months for an internship. Actually, that was my third internship. The second one in
1818 2012 was not mandatory – I just did it in addition. The one in Lausanne was mandatory - it was like
1819 the final internship but then I did another one here in company x again that was not mandatory.

1820 I: Why?

1821 Interviewee L: Because I finished my studies and my girlfriend used to work for company x that time,
1822 therefore I was looking for another internship here in. And also because I wanted to go back to
1823 company x. This was my first internship and I thought that all companies are like that but actually this
1824 was not the case. When I did my internship in Lausanne it was a bit different: The way they manage
1825 people, the way employees are treated, etc.

1826 I: What do you think is the difference - what is company x doing better?

1827 Interviewee L: They are taking care of their guys and providing flats for interns, paying well, they are -
1828 it is not only about the salary, it is about the whole package. They are creating events, the offices are
1829 nice, providing personal development, and so on.

1830 I: Did you feel this personal development during your internship?

1831 Interviewee L: Yes. My two bosses were taking time for me. And that's why I am saying the good
1832 thing at company x is that you are in contact with talented people. You have someone who is taking
1833 time for you, even if you are an intern. It's not that common in other companies. Even at my current
1834 job I have a mentor. My boss is my mentor but he never has time. I understand he has a lot of things
1835 to do but I'm sure my boss at company x also had a lot of things to do but he took like one hour per
1836 week to sit together with me just to ask what you did, what you will do next week, what you could
1837 improve, what went wrong, what went good... And you learn from it. And I was very shocked - the
1838 first internship my boss said I am here to learn and not to produce anything. If I produce it's good but
1839 otherwise it's okay as well.

1840 I: How important do you consider networks?

1841 Interviewee L: It's crucial. I am sure - maybe I could have a position at company x today if I did more
1842 networking. I did a bit but I was pretty shy and not intense enough. I think networking is crucial
1843 nowadays. My first internship only came off because of networking. The second one was then more
1844 official. My first boss was French - this was a bit more freestyle but the other boss was German and
1845 was following the rules. I think he is so far my favorite boss of all my jobs because I like the way he
1846 was working - very structured and organized. Yes it was a normal interview. I remember I had a

1847 phone interview during my vacations. He told me that I just used a key word that triggered
1848 something. I talked about CSV - that's a methodology for IT projects in pharma. That's very specific.
1849 When you are a student and you know that, you know what you are talking about. So that's why I got
1850 the second internship.

1851 I: What competences did you acquire during your internship?

1852 Interviewee L: Autonomy. Maybe I didn't improve my autonomy but I understood the importance of
1853 it when you are working. The difference between studies and working is being more autonomous.
1854 English definitively – foreign languages. Soft skills – something you don't get in university. The way to
1855 behave with people, how to interact, the way of writing emails to people depending on their status in
1856 the company and stuff like that. And that's what I learned at company x and now at my consultant
1857 job I learn the opposite. At company x, there are a lot of politics you have to respect, a lot of stuff.
1858 When you are a consultant it's more straight forward. You don't care about the position of people –
1859 you just go ahead, ask questions and ask for what you need.

1860 I: What did you do after your second internship?

1861 Interviewee L: I looked for a job within company x. I asked my boss about my opportunities. I think
1862 they were restructuring IT at that time. They are always restructuring IT. They did it during my first
1863 internship and at the second one as well. Then they moved to even to another location. Well, I asked
1864 if there are opportunities but there weren't much. But some people were kind. Some people I
1865 worked with just on a project they were asking me if I want them to look for opportunities – that was
1866 cool. But unfortunately it did not work out.

1867 I: Did you get support from HR? Did you have a close-out/exit meeting?

1868 Interviewee L: I don't think so. I talked to HR for my second internship but for the recruiting process,
1869 otherwise not.

1870 I: You didn't have a close-out meeting?

1871 Interviewee L: No, they just give you a paper saying that you are not working for company x
1872 anymore. No, there is a lack of HR support. But I think this is not specific to company x. It's
1873 everywhere. Also in my company, I never talk to HR. I don't even know where they are. That was a
1874 pity at company x because actually HR was sitting in the same open space office as me.

1875 I: Why did you stay in Switzerland or did you also apply abroad?

1876 Interviewee L: Well, I also looked for jobs in Germany and in the German speaking parts in
1877 Switzerland. I had a position in Hamburg for Airbus but finally I stayed in Basel to work in a small
1878 company as a software developer. I didn't like it and therefore I changed again. Well I stayed in Basel
1879 because of Cathy, my girlfriend (now ex-girlfriend), who was working here. And I like the city.

1880 I: And you still would like to stay here?

1881 Interviewee L: What is very weird is that all expats are saying that they are only staying in Basel
1882 temporarily. That it is just a step in their life. But I am staying because I like it. If I leave Switzerland it
1883 would be for another cultural experience and not to get a better life.

1884 I: Do you feel integrated in Switzerland?

1885 Interviewee L: Yes and no. I don't know so many Swiss people. But I think it's quite common
1886 anywhere that expats are staying with expats. Because people who grew up there, they are friends

1887 for a long time. And even, where I work now there are no Swiss employees, maybe three out of 50
1888 employees.

1889 I: Do you have the feeling that this first internship changed your career path?

1890 Interviewee L: Yes, definitively.

1891 I: How?

1892 Interviewee L: I was abroad and afterwards I didn't want to work in France anymore. I know how the
1893 French are and I think it would be tough to work with them. And an international environment is
1894 always more interesting, more challenging. You learn more. And also the pharmaceutical industry.
1895 When I had to choose my studies I was very interested in studying pharma but I didn't because in
1896 France you have an exam, like a numerus clausus after the first year. Only a limited number is
1897 allowed to study pharmacy. And I was 18, I was young and I knew that I was not a hard worker. That's
1898 why I switched to IT which is opening a lot of doors. I regret it sometimes. That's why it was quite
1899 cool to work for a pharmaceutical company because I liked the environment. The first internship
1900 changed a bit my career path because I started to work for the pharmaceutical industry that is very
1901 specific, very different in regards to IT. It is quite similar to a bank or airline industry because there
1902 are a lot of regulations and IT systems. In Basel you can see it in job offers. For the banking industry
1903 they are looking for people with experiences in the banking sector or having worked in a regulated
1904 industry like the pharmaceutical industry.

1905 I: Is there anything you would do differently nowadays?

1906 Interviewee L: I would ask more questions. During my internship I was too shy and I didn't want to
1907 disturb people. I think you should just disturb them. They are happy to help and to teach you
1908 something.

1909 I: Is there anything company x could have done better?

1910 Interviewee L: No, as I said company x is a very good company. It was my first work experience and I
1911 thought all other companies will be the same but this was not the case. Company x is doing a lot
1912 already I guess. But what could they do? Maybe proposing a program for other functions – not only
1913 the core functions, like for IT. It would be a big plus I think. Because if you train someone for all the
1914 position you have in IT, this would be a very qualified person to work on projects. But the risk is to
1915 train someone and afterwards they leave. I would have loved to do a graduate program. That's what I
1916 was looking for after the internships. It's a very good career start. I can see it in regulatory affairs -
1917 they are providing these kind of programs but not for IT. When I compare IT to other functions as for
1918 example regulatory: In regulatory they provide a lot for personal development. Even when you work
1919 you can do a rotation. In other companies that's barely possible. A friend of mine is currently doing a
1920 rotation. She wants to work in regulatory. Right now, she is in another department in product
1921 development and she is doing a rotation of six months. That's very good to get a deeper insight into
1922 the industry and to find out what you like most and apply according your wishes.

1923 I: How difficult was the language (German) for you?

1924 Interviewee L: Most often I speak English, even with Germans. Because everyone is speaking English
1925 and it's just easier. But then they gave me the chance to start German again, because I studied it
1926 already in school.

1927 I: Did company x offer that?

- 1928 Interviewee L: No, they didn't. They don't pay it for interns and only for employees that need it. But
1929 you can't blame them – you get money already.
- 1930 I: Did you have any expectations?
- 1931 Interviewee L: That's already a long time ago. Yes, to see how it is going to be – how it is to work. It
1932 was my first work experience, a first taste of what you are going to do in the future. But otherwise I
1933 did not have any expectations. That's hard to say. To enjoy what I was doing. When you are an intern
1934 you don't have the most interesting tasks.
- 1935 I: Also here in company x?
- 1936 Interviewee L: Like everywhere. But that's very weird. Sometimes I am checking the career website
1937 of company x and they are still posting so many internships for the same position. They would better
1938 offer a graduate program based on those internships and it would be a very valuable experience.
- 1939 I: Maybe it's too expensive?
- 1940 Interviewee L: I had another three-month contract at company x as a contractor for a specific project.
1941 The work was very basic, an intern could have done it. I don't understand why company x is spending
1942 so much money in contractors – that's crazy. These were just basic jobs that interns or graduates could
1943 have done. But I understand that IT is not their core business. They have some permanent employees
1944 and contractors are then depending on the workload. But it would be better to have more
1945 permanent employees for these tasks. If you train your people in a graduate program then you see
1946 different tasks and you are very flexible and could work in different projects. And then you can take
1947 the work of contractors as you are flexible and know a lot of stuff. That's actually the point of
1948 company x because they say they would like to have specialist in that particular field. But if you train
1949 your people to be flexible, they could work everywhere. But we used to say – company A is paying a
1950 lot of money to save money. And I think it's also a question of shareholders. They have to provide
1951 good news and less employees are good news as contractors don't count as employees. That's a
1952 short-term view in my opinion but that's how it is.
- 1953 I: How does your future career plan looks like?
- 1954 Interviewee L: Sometimes I like to be a consultant because you learn much more because you are
1955 working on different projects. Every six months you change your work and that's what I like. That
1956 could be tough at company x. Because if I have to do the same job for many years I might get bored.
1957 That's why rotation is important I think to keep the employees motivated. I think I will be a
1958 consultant for a few more years but it's exhausting sometimes. I will try to move back to a company
1959 like company x.
- 1960

1961 **Interviewee M**

1962 **Basel, April 18th, 2017**

1963 I: Interviewer

1964

1965 I: Could you please introduce yourself.

1966 Interviewee M: I studied chemistry in Munich with an exchange semester abroad in Copenhagen
1967 during my fifth semester, so during my Bachelor. I finished my Bachelor in Munich, writing my Thesis
1968 at the - well, I studied at the "Ludwigs-Maximilian University" in Munich but wrote my Bachelor Thesis
1969 at the "Technischen University" - And afterwards I continued doing my Masters at the "Ludwigs-
1970 Maximilian University" but wrote my Master Thesis here in Basel for company x. This was from
1971 December - April 2012/2013.

1972 I: How did you end up in Switzerland?

1973 Interviewee M: I wanted to write my Master Thesis externally, not at the university but in the
1974 industry to see how it is, to work in the industry. I found a position at company x, amongst others,
1975 but company x replied and accepted me. This was announced as a normal internship but they
1976 allowed me to write my Master Thesis there. I got the green light from university but for company x,
1977 there was no difference.

1978 I: Did you also apply somewhere else?

1979 Interviewee M: Yes, I also applied somewhere else but I never got a reply. And I also applied at
1980 another company in the US but they were having a huge reorganization at this time and therefore
1981 they also didn't reply. So, only company x replied and it worked out.

1982 I: The country was not important for you in this case? You just wanted to write your Thesis for an
1983 organization?

1984 Interviewee M: Yes. I wanted to work for a pharmaceutical organization, because there you have the
1985 possibility to do organic chemistry, the topic I wanted to write about. In reference to - well organic
1986 chemistry, medical chemistry, just something that is applied.

1987 I: How did company x draw your attention?

1988 Interviewee M: I just went through all online announcements of all bigger pharmaceutical
1989 organizations. And this position was labelled - internship medical chemistry. The application process
1990 was also online and quite easy. The call from my prospective manager came in during another
1991 internship, when being there in the laboratory. I was quite surprised but luckily I missed the call and
1992 he spoke on my answering machine. Therefore, I could prepare myself before calling back.

1993 I: How did you experience the internship?

1994 Interviewee M: It was very well organized. And I had a very good and professional impression. I have
1995 to say HR was doing a great job. First the acceptance - no, I first had a phone interview with my
1996 prospective manager. This was just a short interview to see if I am able to speak a few reasonable
1997 sentences. He was originally from the UK, so the interview was in English. And there, we agreed that
1998 both of us are interested and that we could start. He forwarded everything to HR and shortly after, I
1999 received my contract with all important information. And, what was very important for me - they
2000 organized an apartment. Meaning, you didn't have to deal with anything. You just got your keys from
2001 the concierge, saying here is your apartment key. I didn't even have to transfer the rental costs. They
2002 directly deducted it from my salary. This was very user and intern friendly. And in addition, an

2003 advantage of the location, Basel or generally Switzerland, the internship was very well paid. Most
2004 internships in Germany are only little or not at all paid. I did another internship in Berlin and there
2005 the expense allowance didn't even cover the rental costs. So, this was very professional and great.

2006 I: How did you feel supported?

2007 Interviewee M: From beginning onwards, my manager told me that I have to work very self-
2008 dependently and autonomously. Mostly, when I had any questions, I contacted one of his employees.
2009 This was a studied chemist, working hands-on in a laboratory - well there were two of this type. And
2010 they were great. They were extremely experienced in regards to the practical work. Whenever, I had
2011 any questions, I could go to them and they knew everything. And with our manager the leader of this
2012 laboratory, we met once a week to discuss the direction. We had to produce chemical compounds
2013 that were tested by a biological department. But the interaction with all of them was very relaxed
2014 and friendly. We had this official meeting once a week, but I could have contacted him anytime,
2015 whenever I needed him. We also went for lunch once a week all together and in the afternoon, we
2016 mostly met for a coffee or a small snack.

2017 I: Did you feel as part of the team?

2018 Interviewee M: Yes this was great. Considering that you were having responsibility. In my case I was
2019 planning and executing the synthesis myself. And I had the freedom to do, whatever I was thinking
2020 was the right thing to do. And whenever necessary, one of the experienced employees helped me or
2021 corrected something.

2022 I: What happened after the internship?

2023 Interviewee M: With the help of this internship, I got the position, I'm having now. My manager and
2024 leader of the laboratory in company x was having a close cooperation with the professor I am
2025 working now for. And in chemistry it is very common to do a PhD after your Master Degree. I was
2026 checking all the options and only knew that I would prefer to do my PhD somewhere else than in
2027 Munich. I liked it a lot in Munich but after 5-6 years, it was time to do something else. And it was very
2028 attractive for me to do my PhD at the ETH in Zurich. But it only worked out due to the contacts I build
2029 up in company x. Maybe I wouldn't have applied there, without the connections.

2030 I: Why didn't you do your PhD within the industry?

2031 Interviewee M: This is very unusual and very hard to find. I don't know anyone doing his PhD in
2032 organic chemistry in the industry. Or at least I don't know that this is possible at all. And there are
2033 only a few positions available for chemists without a PhD. And in the long-term they are limited in
2034 regards to their development possibilities. If you like to have more responsibilities one day, you must
2035 have a PhD. For example there is no leader of a laboratory without a PhD. Most pharmaceutical
2036 companies want even more than a PhD, as for example doing a Postdoc after your PhD. For example
2037 Bayer is not employing a chemist without having done a Postdoc. That's an advantage - at least all
2038 positions mention that you should have a Postdoc. Sometimes, it also works out without having one,
2039 that's what I could have seen from friends. They got an offer/position without having a Postdoc. So
2040 you have the possibility to start your career after your PhD, but the option to start without PhD is
2041 almost impossible. And if you manage to do so, there are not many development possibilities.

2042 I: Could you imagine going back and working for a pharmaceutical organization?

2043 Interviewee M: Yes for sure. This is even my aim. Well, this could change but a position as leader of a
2044 laboratory would be great. But you never know what happens. Many chemists also change from their
2045 scientific track into a management position, out of research. This would also be an option.

2046 I: How important do you consider networks?

2047 Interviewee M: Very important. When looking back - not only in my case but also within my circle of
2048 friends - most things happen, because someone knows someone. The only exception was the
2049 internship here in Basel. There I applied anonymously and it worked out but for example the PhD was
2050 only possible with the help of the network. And also, I would like to do a Postdoc afterwards, and if
2051 this works out it would have also only been due to the help of my current manager.

2052 I: How integrated did you feel in Switzerland?

2053 Interviewee M: Well, it was very international. There were all these other interns, not only in
2054 chemistry but also in other departments. From Egyptians to Germans, French, English, well not many
2055 Swiss - but there you were integrated immediately. We organized many things also outside of work.
2056 But I was not in contact with Swiss people. It was a great time, but also a lot of work. I wouldn't say I
2057 know Basel very well but we did a lot within this group. But I think it's difficult to talk about
2058 integration in this context - it was more this bubble with all interns, all other internationals. But I felt
2059 very comfortable. And also at work, the two chemists, I talked about before, were French. Then we
2060 had two other interns in my laboratory, also a French guy and one from Portugal.

2061 I: What competencies did you acquire?

2062 Interviewee M: First of all expertise - it was a jump in at the deep end. Before doing this internship,
2063 there was always someone, telling me what I had to do and how to do it. And here I was told - just do
2064 a chemical compound out of this family but it was my problem how to do so. Whenever I had a
2065 question, I could have asked someone but it was also my personal ambition to achieve it on my own.
2066 And I think this really fostered my self-dependence. That's the first thing that comes up to my mind.
2067 And then, well it was supporting my language skills. As now one spoke German in my department all
2068 conversations were in English. This helped to improve my English skills.

2069 I: What challenges did you experience?

2070 Interviewee M: Well at work it was always the same challenge: How to do these syntheses. Well
2071 otherwise I had some smaller issues - like how to bundle my paper that the Swiss accept it *laugh*.

2072 I: What were your expectations?

2073 Interviewee M: Honestly - I didn't have any expectations before coming. I was just hoping to get an
2074 insight into an international organization. And I think I managed to do so within the bounds of
2075 possibility. Well, I mean, as a small intern within a laboratory you can't get a deep insight but I got
2076 the feeling how it works and also how unpredictable the business is. I am still in contact with former
2077 colleagues and they just had a huge reorganization, where many young employees were due to go.
2078 It's good to know how reality looks like. Well, it was not my expectation to see this, but I think it
2079 helps to be realistic. I was just hoping to get into a well-functioning and well-equipped laboratory
2080 where I can run riot - and this was the case with great supervision - with two experienced chemists
2081 and my manager.

2082 I: Did the internship change your career path?

2083 Interviewee M: Yes. It was clear how my career path will look like. The classical career path of a
2084 chemist is to add a PhD after your Master Degree but the question was where I will do my PhD. And
2085 this contact to my current manager, resulted only out of the internship.

2086 I: Are you still in touch with your previous manager?

2087 Interviewee M: Yes on one hand, I am still in touch with him but a bit less than before because he
2088 changed the department as well and is not working as a chemist anymore. But my current project, I
2089 am working on, is in close collaboration with another laboratory leader, I know from my internship.
2090 Therefore, I am regularly in contact with employees from company x.

2091 I: Are you writing your PhD in collaboration with company x?

2092 Interviewee M: Yes one could say so. I am not doing a mission oriented research but the project is in
2093 collaboration with company x. My first project at the ETH didn't work out and therefore I actively
2094 contacted company x to work together - so it was my own initiative.

2095 I: And you are delivering results?

2096 Interviewee M: And the other way around. I produce chemical compounds, send them to company x,
2097 they test them biologically and chemical-physical and afterwards they are sending me the results. It's
2098 kind of a win-win situation. I do stuff for them, where they don't have their own resources, and on
2099 the other hand I get data I wouldn't be able to get on my own - and definitively not with the same
2100 speed. All these tests are very established in company x - they just have to take our chemical
2101 compounds, put them into a machine and they get the values. I think it's an unusual collaboration
2102 but I am very happy about it. I think the ETH generally gets financial support from company x but not
2103 specifically bounded to a project. There is also the deal that company x is able to protect by patent if
2104 they would like to do so. And least, they could register for a patent. Then you have one year to
2105 disclose and publish your work - so, again a win-win situation. They could protect it by patent in
2106 advance and we can publish - something that is quite important for chemists.

2107 I: Do they have many of these collaborations with the ETH?

2108 Interviewee M: Yes, and not only with the ETH - they have many of cooperation with different
2109 universities. Sometimes the university is actively asking for collaboration, like in my case, but
2110 sometimes a leader of a laboratory is reading a publication from Professor X, at university Y and asks
2111 if they could research on something, which is not possible in-house.

2112 I: Would you do anything differently nowadays.

2113 Interviewee M: Sometimes yes, sometimes now - it takes all kinds of days. But all in all I am very
2114 happy about my career path, but I think there is no one doing his PhD, asking himself sometimes,
2115 why he/she is doing that and thinking about giving up. But yes I am happy.

2116 I: Could company x have done anything better?

2117 Interviewee M: No. Well, they could have offered me a permanent position directly after my
2118 internship but this is not usual. And with the experience I had at this time it wouldn't have made any
2119 sense - therefore - no.

2120 I: How does your future career path look like?

2121 Interviewee M: If everything works out - I am employed as a Postdoc in Boston by the end of this
2122 year for one to two years. And afterwards I don't know yet - maybe a position in the pharmaceutical
2123 industry in Germany or Switzerland. In the beginning you can't be very picky or eventually an
2124 academic career. But I don't think so.