

# Talent Management, a new challenge for ULMA

Currently many of our Human Resources departments are fully involved in a task that concerns and occupies everyone - the recruitment and retention of talent. We have therefore initiated a series of interviews with the HR managers of our Businesses to gauge their opinion and for them to describe how, together, they are approaching the need to attract and retain Talent and develop our existing human resources, at the Group level and in their own business.



**“We try to establish stable and lasting ties, in which both companies and schools work to align academic training and working life.”**

AINHOA FERNANDEZ.  
Director of Personnel Management  
at ULMA Packaging

**“ At what stage of need is ULMA Packaging in regarding the issue that concerns us. Is it currently a priority for the Business?**

*At ULMA Packaging we have been experiencing a strong growth for the last 4 years and our strategic commitment is precisely this, to continue growing in the coming years. To achieve this, from the personnel management department and from other areas, we have been engaged in talent developing personnel management and attraction projects since 2016 - this is a priority.*

*We have different technological challenges, multiple innovative solutions, a major international presence... all this makes us a competitive company, but we know that the bedrock of our future success is the more than 1,500 people that make this project possible. These people are our key players.*

*One of our objectives is to commit to attract talent so that we can continue to grow. To do this, we need to appoint more than 150 people throughout 2018, but we also need the collaboration and commitment of our team, because at ULMA Packaging every individual is vital. Accordingly, integrated talent management is one of our priorities. To meet our objectives we need to develop each of our people professionally, and at the same time, attract new people to an ambitious project like ours.*

**“ Talent can be defined as the ability and skill of a person that enables them to learn or perform an activity in a brilliant way; however, do you think we know how to identify the skills of each person in the organization and empower them? Where do you think this identification should come from, the cooperative or our academic environment?**

*At ULMA Packaging we believe that the academic world must work closely with companies. For this reason, we are*

*committed to working with the training centres. We therefore try to establish stable and lasting ties, in which both companies and schools work to align academic training with working life.*

*The academic environment offers people the chance to acquire the knowledge and skills that will allow them to identify their own talent. However, our work will generate a context of collaboration and trust where the individual will find a place where they can develop their talent and apply their knowledge and experiences. Moreover, we are committed to continuous training to ensure that our people can be the best professionals in their field. This is why we feel that it is very important to build methods and processes aimed at detecting and developing our internal talent.*

**“ How do you assess the contribution of the ULMA Group in this area?**

*ULMA Group is the support brand that unites us and has a differential positioning in the market. We could say that it enables us to reach the cooperative sphere, but also what lies outside it, which means that we can expand our range of opportunities. We therefore operate all the Businesses as a team, promoting our work in job fairs and aligning our social network strategy.*

**“ Are you in tune with the rest of the Businesses?**

*Undoubtedly all ULMA Group Businesses have similarities, each one from its own situation and particularity, but together we are building a project for the future. Therefore, we participate jointly in numerous activities such as job fairs, visits to educational centres etc., because we know that it through the collaboration between the different Businesses that enables us to provide added value to our people.*

**“ It seems that it is no longer enough to have a good business strategy, we must also incorporate a Brand and Communication strategy that defines us as an Employer Brand. How would ULMA Packaging like to be recognized by its target audience in this field?**

*We would like to be a benchmark as a good place to work at, where people feel cared for, engaged and proud of the socio-business project to which they belong.*

*Where employees view their work as a competitive and international work project. A company where companionship, training or the work environment are as important as the pursuit of excellence and technological innovation.*

**“ Finally, do you think we should focus more on generating and developing the talent that we already have, rather than on attracting and hiring external talent? Or is it about finding a balance?**

*We believe that these are two lines of work that feed each other, two strategic commitments that have to exist side by side. To achieve this, we must develop all our internal talent through continuous development, internal promotion, work in multidisciplinary teams ... to generate an appropriate context where people feel engaged and where they, themselves, will be our main brand ambassadors, in a way that will convey an attractive brand outside, where they explain why working at ULMA Packaging is a commitment to the future.*