

**Attracting Talent: A Cross-Cultural Study of Organizational Strategies to Maintain Competitive Advantage**

Michael Monahan  
Frostburg State University

Amit Shah  
Frostburg State University

**Abstract**

Successful organizations have a culture of innovation for attracting and developing new talent. But how do firms attract the best and the brightest? Perhaps the largest source of talent development are the world's universities which are the breeding ground for these educated, eager, and energized applicants.

While recruitment strategies have been documented extensively in the USA, the researchers sought to ascertain the methods used by students to seek their ideal first post-graduation position in other countries. By understanding these strategies, employers can target and reach these potential assets.

For this study the researchers surveyed the three most populous and economically dynamic regions of the world: China, India, and the European Union. China and India are the two most populous countries on Earth, each home to over 1.3 billion people, while the European Union consists of 28-member countries with a total population over 500 billion. For this study, the EU respondents came from three-member countries. They provide the best geographical and cultural representation of the Union: Sweden, Germany, and Spain. Many commonalities and statistically significant differences between the areas emerged. Implications for practice will be discussed.