



Tatu Sairanen

A study on the recruitment of French candidates to Germany

Case Sales and Marketing positions through
agencies

Metropolia University of Applied Sciences

Bachelor of Business Administration

Double degree in European Business Administration

Thesis

2.5.2022

Abstract

Author(s): Tatu Sairanen
Title: Title of the Thesis
Number of Pages: 37 pages + 2 appendices
Date: 2 May 2022

Degree: Bachelor of Business Administration
Degree Programme: European Business Administration
Specialisation option: Double degree in Business Psychology
Instructor(s): Louise Stansfield, Senior lecturer

The purpose of this thesis is to examine the recruitment of French candidates in Germany. International recruitment is a growing trend. As the world is becoming more international every day, the need for people with insights into different markets becomes more important to companies wishing to penetrate these markets. The research gives an overview of the recruitment industry and tools and looks at the cultural and political factors of these two countries.

Qualitative research with semi-structured interviews was the main research method with two interviewees to give more insights into the topic from different aspects. The interviewees were selected for their background, one being a French native working in Germany and the other a CEO of a German international recruitment agency with an extensive background in international recruitment and recruitment of French talents to Germany.

This thesis presents a clear and structured overview of the topic in general and gives further insights. While the paper gives guidelines for the recruitment of French talents in Germany and also insights into other aspects of how to do this effectively, it does not provide finalised answers as each recruitment project is different from one another. Three most significant key findings for the thesis were the insights of which recruitment tools are most used in France, what are the main reasons French talents would come to Germany and how the international recruitment field is in Germany.

Keywords: International recruitment, recruitment tools, working culture, globalisation, active sourcing

Contents

Glossary

1	Introduction	1
2	Recruitment	3
2.1	History of recruitment	3
2.2	Recruitment agencies	3
2.3	International aspects to recruitment	5
2.4	The search for French candidates to work in the German markets	6
2.5	Recruitment tools and how they have developed	7
3	A Comparison of working cultures in France and Germany	11
3.1	Working culture in France	11
3.2	Working culture in Germany	12
3.3	Comparison of France and Germany	13
3.4	Relationship between the two countries in the last 60 years	15
3.5	What makes Germany appealing to French workers	15
3.6	Need for recruitment of French talents in Germany	17
4	Methods	19
4.1	Methods used for this thesis	19
4.2	Literature	20
4.3	Semi-structured interviews	20
4.4	Interviewee 1 Mr. Vurpillot	22
4.5	Interviewee 2 Mrs. Mittmann	22
4.6	Validity of the methods	23
5	Findings	25
5.1	Results from the interview with Mr Vurpillot	25
5.2	Results of the interview with Mrs. Mittmann	27
5.3	How to optimise the recruitment of French talents in Germany	29
6	Conclusion	31
	References	33
	Appendices	38

Appendix 1. Interview with Olivier Vurpillot	38
Appendix 2 Interview with Caroline Mittmann	42

Glossary

Applicant tracking system	A software for recruiters and employers to track their candidates throughout the recruiting and hiring process
EURES	A platform for jobs and job seekers provided by the European Union
Europe Language Jobs	A platform for job postings and job seekers for European positions in different European languages
External recruiting	When a company has outsourced its recruitment process they use external recruiting agencies
Global workforce	The international labour pool of workers
LinkedIn	Business and employment-oriented social network platform from USA
Sourcing (can also be called active sourcing)	Search for potential candidates for current or future positions
War for talent	Increasing competition for the best candidates between recruiters of different companies
XING	Business and employment-oriented social network platform from Germany

1 Introduction

This thesis examines the recruitment of French talents to German markets. It will focus on the most optimal ways to recruit French talents to come to work in Germany, what the differences and similarities between these two countries are, and what makes Germany an attractive option for French people to come to work.

The writer works for the international recruitment agency people-s-place GmbH which is located in Germany. Much of the information in this paper therefore is drawn from personal experiences and includes some information gained from two interviews included in this thesis to confirm or oppose the findings of the literature part of the research.

The topic of recruitment for international markets is becoming both increasingly relevant and important. As the world is globalising, the need for international talents is rising. Most of the research for this thesis has been concluded by combining existing research from various resources available to obtain arguments that can be further discussed.

The research for the thesis is separated into three parts. The first of these is an overview of recruitment, recruitment tools and the international part of these to give an overview of the topic and make it more clear to the reader. The second part of the research is about the cultures especially work-wise in Germany and France and then comparing them with each other. The third part is based on two semi-structured interviews, the first interview was with French national Olivier Vurpillot who is working in Germany, and the second interview was with Caroline Mittmann who is a CEO of a German international recruitment agency.

The findings section discusses the results of the interviews and compares how these match with the other materials found on the topics. The most effective way of recruiting French people for German markets is discussed. The conclusion sums up the research and the whole paper with the key findings and critical discussion what could have been done differently and what was done well.

The research question for this thesis is: "How can a recruitment agency optimise its search for French candidates to work in the German markets?". The examples taken for this thesis are from marketing and sales positions as these are the fields the writer and the interviewees are specialised in.

2 Recruitment

2.1 History of recruitment

Recruitment as a profession is almost as old as civilisation itself as there is evidence of the ancient Egyptians, Greek and Romans having people working as recruiters to find suitable soldiers for their armies. Even though the profession is that old, it has taken rather a long time for it to become as big a part of business as it is today. One of the main reasons recruitment has become such an important profession was down to the world wars (especially the second one) as they caused lots of people to take up arms leaving multiple positions open which needed to be filled by people staying home (Krohn 2021). Another boom for recruitment came after the wars as there was a considerable need for returning veterans to be employed. Luckily for veterans this was the time of technology and capitalist boom and therefore there was plenty of need for people in different industries. Another major need for recruitment at this time was the result of the heavy destruction experienced by many countries in the war which needed to be rebuilt from scratch. (Krohn 2021)

2.2 Recruitment agencies

This time around the second world war was also the time when recruitment agencies came into being as normal HR departments of companies could not handle the needed amount of recruitment on top of their other tasks. (Newell Brown & Swain 2009) They therefore needed to find external help. This was a great opportunity for recruiters to make more money than they would as normal HR personnel at a company since external recruitment agencies are usually paid on commission which meant higher salaries for the best recruiters.

Recruitment agencies have developed a lot. At first, they usually just did general recruitment to fill up the increased need for recruitment that companies HR departments could not handle by themselves. Nowadays they often focus

on really specific types of recruitment as these skills are rarer. A good example of this is the writer's company, people-s-place GmbH, which is an international recruitment agency mostly focusing on international recruitment. This is mainly harder to do because the recruiter needs to have further knowledge on how and where to find potential international talents. These specific searches are more time consuming and therefore many companies rely these on recruitment agencies to speed up the processes, thereby not overworking their own recruiters with candidate search when they are also needed to handle the interviews, contracting and onboarding of the new candidates.

Furthermore, the tools that recruitment agencies have been using have developed. At first they used newspapers and local job boards just like any other company but the difference was that as they focused on recruitment only, they could handle more applications and candidates in a shorter time. When computers and applicant tracking systems came into being, recruitment agencies became even more effective. They could easily start to build up their own talent pools and while just focusing on recruitment, these pools grew to be versatile and effective to find the needed talents. The next phase of recruiting came with social networks that started the era of active sourcing which is still currently seen as the main trend in recruitment with 84% of the organisations using social medias to recruit (Mindscope 2021).

One of the main activities recruitment agencies are nowadays doing is active sourcing. This is a skill some companies may also have with their internal recruiters but if the company is rapidly growing it is often wise to partner up with a recruitment agency to match the need for specific talents. Active sourcing is rather time consuming as the recruiter needs to know the detailed requirements for the job, find the right keywords and build up a search going through the profiles obtained. The time factor is often why companies prefer to team up with a recruitment agency so their internal recruiters and HR personnel can spend more time on interviews and other administrative work.

One major reason why companies still rely on external recruitment rather than just expand their own recruitment teams is the clear control over the cost of the recruitment. Recruitment agencies work with different types of contracts but rather often a clause in the contract states that if there are no results, the company does not need to pay. This makes a difference in expanding your own team since if you hire more recruiters who cannot provide the wanted results, you still need to pay them salaries. (Caillet 2020)

Another major reason according to ManpowerGroup's talent shortage survey of 2021 is that 69% of the companies have reported talent shortages and difficulties in hiring. This trend is the outcome of companies having more specific needs and this narrowing down of the potential candidates means companies need to fight over these talents and hiring them becomes harder. This is where specialised recruitment agencies come in as they have the specific skills to find these candidates and also more time for just looking for them on top of their other tasks. (ManpowerGroup 2021)

2.3 International aspects to recruitment

The international aspect in recruiting is harder to trace back to its actual roots. The international workforce has been used for as long as civilisations have existed, first as slaves to fill the need for a workforce and later as normal workers for the same purpose. The first modern usage of a global workforce with people being intentionally recruited also occurred after the 2nd World War as it was a time when a huge amount of people (90 million to be exact) had died. In addition, most of Europe had been demolished during the war so there was a huge rebuilding period ahead. German cities especially had been bombed to the ground and a large amount of people were being recruited from other countries such as Turkey to work on rebuilding everything. This can still be seen in Germany with over 3 million of the German population possessing Turkish roots (Tinç 2021). These people came to Germany as guest workers

who were supposed to stay only for a limited amount of time but ended up establishing themselves in Germany.

Establishment of the EU made it possible for people to work in any EU country without a complicated visa process which also increased the work power exchange between countries. It is rather usual that in the border areas of Germany and France, French people tend to live in France but go to work in Germany as the salary they can receive from there is higher. They can thus afford a better life than with lower French salaries but still live in their home country. (Hairsine 2008)

Globalisation is a huge trend when all of the biggest companies want to work worldwide and this is one of the main reasons for the need for international talent. A good example is one of the client companies of the writer's company which is a German software company that operates globally but its headquarters are in the small city of Göppingen in the state of Baden-Württemberg. When they operate in such a small city, the availability of international talents is not automatic and they need to use the help of recruitment agencies to find them, for example, French salespeople to handle their accounts in France. This often causes the need for them to acquire external help for their recruitment processes from recruitment agencies.

2.4 The search for French candidates to work in the German markets

Germany has been known for being Europe's leader in economy and industry and people think Germany is a great place to work. This attracts many international workers to go to Germany. Furthermore, industry in Germany is rather global which also makes the need for international talents high. Even though Germany has a really high amount of highly educated people with up to 25% of the population having the qualification to go to University or abitur it does not have enough highly educated people to fill all the positions (Statista 2021). For this reason, international recruitment is necessary.

Many German companies work internationally at least European wide which makes the need for international talent relevant, especially when in certain countries they still want to conduct business in their native language and not in English. This is where the topic of this thesis becomes truly relevant as France is known to be a country that is really traditional and by the latest reliable figures available only 39% of the population spoke English in 2012 (Eurobarometer 2012). There is some evidence such as an article for thelocal.fr in 2021 stating that nowadays this number would have increased drastically to 57,5% but it does not have proper research backing it up, which would still mean that an estimated over 40% of the French population does not speak English.

Therefore, there is a considerable need for French Sales and Marketing people who can help German companies penetrate the French Market in their native tongue.

The international recruitment for these talents is really trending and increasing. With France being a close neighbour to Germany, it is an important import and export partner and therefore business between these countries is a significant part of their foreign trade. Both countries have huge populations with Germany being the third biggest country by population in Europe with almost 84 million citizens and France fifth with just over 65 million (Statista 2021). This makes both countries have large markets and the importance of trading together is thus really crucial for their industries to keep their strong position on the markets.

2.5 Recruitment tools and how they have developed

Recruitment has come a long way from when it started in every sense. When recruiting originally started it was rather usual to post just the job ad in the local newspaper and then receive either handwritten or typewritten applications in the mail. After these applications had come in, they all needed to be stored and as everything was in the form of physical documents, sorting these out caused lots of problems., Changing from old physical versions to today's digital

procedures has made it possible for recruiters to change their way of working completely from what it used to be. Originally most recruiters' work was just about going through huge amounts of applications and then doing the administrative work to handle these documents. However, current tools have made most of the data handling somewhat automated and going through the applications is not as time consuming as it used to be. (LinkedIn Talent Solutions) The requirements for professions are more specific and it is rather easy to just ignore a candidate if they are missing even one of the main characteristics required for the position.

However, this is not how the whole recruitment field works. Because the requirements are specific, the potential workforce can be rather limited. This results in a new trend called the "war for talent" which occurs when there are more positions with certain skill requirements than potential people who possess these skills. Companies therefore need to really fight over these talents which has made recruiting evolve into being increasingly an employees' rather than employers' market. Of course, this does not apply to all professions but in certain fields of work, it is clear that there is more need than there is offering which has made headhunting quite commonplace also in lower levels of the companies when it used to be only for executive level in the past.

Nowadays the most used tools are social networks which have also built-in recruitment tools. Good example is LinkedIn which is an American social network focused on employment and business topics with 810 million members has a recruiter tool that enables specific searches for people with certain skills, work history, location (preferred and current), education and their current employment status (Business LinkedIn). This new way of headhunting people through different platforms is called active sourcing and this has changed the recruiting world upside down. It is becoming increasingly hard for companies to attract the best talents when people no longer need to apply but are found on LinkedIn and other such platforms. Furthermore, applying for jobs has changed in the sense that it is possible to just upload your profile with CV to a platform

such as EURES which is an EU supported employment platform for people to be hired abroad inside the EU. All companies have their own HR software to keep up their own talent pools thus making administrative work much easier than in the past and saving lots of time which is often used in active sourcing to find the best talents available.

LinkedIn has a recruiter tool licence which can be purchased by recruiters and companies and this tool gives the opportunity to do specific searches of talent profiles and send them private messages about open positions. This tool gives opportunity to reach people not regarding whether they are in your private network or not and therefore it gives opportunity to recruiters to contact potential candidates for positions. By LinkedIn being as popular as it is this means that the most wanted talents will likely receive lots of contacting and offers that makes the competition on the platform tough when multiple recruiters for several companies are looking for candidates possessing certain skills and the candidates possessing these skills are limited.

LinkedIn is considered the leading platform for searching for talents and by using a LinkedIn recruiter license it can be seen that there are more than 57 thousand native French speakers who are either already living in Germany or willing to relocate there. This number of course also includes bilingual people and people who are from other countries that have French as an official language but it already illustrates the huge offering of how many French speakers there are only on this one platform and open to working in Germany. By searching sales profiles with native French language, the number is still over 17 thousand which illustrates how huge the offering really is. Of these 17 thousand, around 6,9 thousand have stated in their profile that they are open to work which indicates how these social work platforms really have taken an important place in the recruitment field. On the following page you can find screenshots of the results of the searches but for legal reasons it is limited to only show the numbers and not the candidates who come up from the search.

LinkedIn RECRUITER Projects Jobs Reports

Tatu - French talents for Germany

people-s-place GmbH • Tatu Sairanen • Created 4/17/2022

Talent pool Pipeline Project settings

57K+ Recruiter search Recommended matches Post a job + Add a candidate

Search history 57K+ RESULTS See search breakdown

Figure 1. The amount of results after the search of native French speaking profiles in Germany or willing to relocate to Germany (LinkedIn recruiter)

LinkedIn RECRUITER Projects Jobs Reports

Tatu - French talents for Germany

people-s-place GmbH • Tatu Sairanen • Created 4/17/2022

Talent pool Pipeline Project settings

17K+ Recruiter search Recommended matches Post a job + Add a candidate

Search history 17K+ RESULTS See search breakdown

Figure 2. The amount of results after narrowing down the search of figure 1 to Sales profiles by adding a filter for sales (LinkedIn recruiter).

LinkedIn RECRUITER Projects Jobs Reports

Tatu - French talents for Germany

people-s-place GmbH • Tatu Sairanen • Created 4/17/2022

Talent pool Pipeline Project settings

6.9K+ Recruiter search Recommended matches Post a job + Add a candidate

Search history 6.9K+ RESULTS See search breakdown

Figure 3. The amount of results after narrowing down the results from figure 2 to people who have stated they are open to work by adding a filter for only profiles open for work (LinkedIn recruiter).

3 A Comparison of working cultures in France and Germany

3.1 Working culture in France

In France working culture is strongly based on a good work life balance and good working conditions which are also secured by law. A good example of how the work life balance is secured is the law passed in France in 2000 to lower the maximum working hours from 38 to 35 to secure more free-time outside of working hours (Business Culture 2022a). It has also been estimated that in France the average leisure time is higher than elsewhere in Europe with around 15 hours of personal care daily which already makes France a rather good place to work in (OECD Better Life Index 2022).

Although France has its benefits, some problems in French working culture exist such as old hierarchies which still thrive in the country, the unemployment rate being around 7,4% and the cost of living being one of the highest in the whole of Europe despite salaries lagging behind some of the other biggest European countries. (Countryeconomy.com)

As France overall seems to offer a good work-life balance and is considered as one of the strongest economies of Europe, it is challenging to induce people to change countries especially just to get a job.

The French government supports its citizens to go abroad to work for French companies through a program called Volontariat International (V.I.E.). V.I.E is a program by the foreign affairs ministry of France that supports people financially to work abroad for French companies to improve the French economy and international trade. It offers special opportunities for fresh graduates to kickstart their career abroad by making it possible to do a one-year long internship tax-

free by hiring them through Business France and not straight to the company. This programme also works in Germany and for example, in Stuttgart alone there are currently over 40 V.I.E sponsored employees doing the one-year-long programme (Vurpillot 2022). One of these was interviewed for this thesis and the insights of this programme will be discussed later on in the thesis.

3.2 Working culture in Germany

German working culture is considered to be old fashioned and is known for its strong hierarchical structure and bureaucracy which is still highly valued in the country (Business Culture 2022b). Germany is also considered as the strongest economy in Europe with an unemployment rate of only 3,1% (countryeconomy.com). This makes it a really good market for employment and adds to its attractiveness for foreign talents. In Germany, the work-life balance is not so strongly adapted to the culture and it is really common for people to work for 40 hours a week. This can also be seen in average salaries in the country being one of the highest in Europe even though the cost-of-living is not even close to being the highest in Europe.

The culture has its downside in being rather old fashioned and really demanding which can be seen in people and the high amounts of burnout. According to research concluded by Gallup, 24% of the German workers feel tired or burned out. Estimated costs from burnout in Germany rises to as high as 9 billion euros in lost productivity (Nink 2016). Nevertheless, the working culture is heading in a better direction with more knowledge and a better understanding of how people need to have a certain amount of leisure time to be as productive as possible and not burn out.

Another problem in Germany is loss of business due to outdated and slow hierarchical structures in the companies that make them slower than the younger and faster paced competitors according Weber (2019). Weber gives interesting insights into how the turn to e-vehicles has been lagging in the

German car industry which makes them vulnerable compared to younger producers. The slow transition to e-vehicles has made them lose many of the advantages they had over younger car companies in the past (Weber 2019). There is even the possible threat that German car companies cannot still make the transition quick enough and as the car base is transitioning to becoming more electronic they might run out of business if they fall too much behind compared to other providers which happened for example to Nokia with mobile phones when they did not see the need for change quick enough (Weber 2019).

Even though German working life is not perfect it is still one of the most valued in Europe since in Germany the living costs are not so high and the salaries are top class. Furthermore, an advantage of the German labour market is that there is a huge need for a highly educated and well-paid workforce (Look 2022). This is one of the main factors for French Talents to come to Germany as they cannot find a job suiting their education from their own home country with the high unemployment rate.

German working legislation has as well been developing in the past, for example in 2002 when Germany was struggling with as high unemployment rate as 13,4% they set up so called Hartz Employment Reforms between the years 2003-2005 (Eichhorst & Tobsch 2015). The aim of these Hartz reforms were to make working in Germany more flexible with clearer legislation and possibilities of working easier part time through agencies, it also increased the employers safety by making firing procedures harder to accomplish. The research made by Verena Tobsch and Werner Eichhorst states that these reforms were one of the main reasons behind the current low unemployment rates.

3.3 Comparison of France and Germany

Even though from a quick comparison it might seem that French working ways and culture seem better than German with employment laws protecting people

from working too much and an emphasis on work-life balance, it is not as black and white as that. Firstly, German average annual salary in 2021 was as high as €52,556 when French comparison was only €39,971 (countryeconomy.com). In addition to this almost €13,000 salary difference, the average living costs in France are 7% higher (livingcost.org) which makes the money difference even greater between the countries. Therefore, working in Germany is clearly more financially beneficial, which alone is enough to make working in Germany really tempting for many.

There are also several similarities between the countries' working cultures. Both prefer the older ways of work with clear hierarchical structures and the legislation of the countries makes it already hard to work without an extensive amount of bureaucracy. France and Germany appreciate principles and attention to detail. There are also similarities in the culture of these countries as they have a long-shared history and especially the areas close to the border have often lots of influence from each country. Both countries also have lots of public holidays as relics from old Christian habits that determine several holidays. Germany has even more of these than any other European country which differentiates Germany from different states.

In German working culture, there are stricter rules and the working culture is built to work together towards common goals whereas in France the working culture is more individualistic and not as well structured. In Germany the working culture supports a strong relationship between employees and is often more effective when people are not just working for themselves. This also has a downside to people pushing themselves to the limit to match everyone else and therefore burn out which can be seen in the previously mentioned burnout numbers in Germany.

3.4 Relationship between the two countries in the last 60 years

Germany and France have a long common history. After World War II they started to build up a better relationship which culminated in the so-called Elysée treaty in 1963 (German Federal Foreign office 2022). This treaty consisted of multiple collaborations between countries and has made it easier for the countries to do business for almost 80 years. After this, they have signed several treaties with the latest one being Franco-German treaty of Aachen in 2019 to make it easier for companies to work on each other's land, collaborate on research and many other things to tighten their political connection (France Diplomacy 2022 Gouvernement.fr 2019). It is still most significant that both countries were founding members of the EU which allows each other's citizens to move freely to other countries and also start to work there rather easily. Since then it has been an increasing trend that people move to another country after better salaries and better jobs.

3.5 What makes Germany appealing to French workers

Germany is seen as one of the most appealing places to work in Europe with it being the leading economy in Europe. With its strong industries especially in the engineering and automotive field, it has attracted plenty of people from all around the world to come to Germany to work in these industries. Huge German enterprises, especially in the engineering field, also offer major opportunities for other companies in the field of consulting and they also need significant amounts of contractors which increases the number of jobs and possibilities in Germany. Nowadays everything is increasingly automated and therefore the IT industry in Germany is also booming as Germany is right now in the middle of its digital transformation (Kleis 2022). This amount of opportunities already makes it appealing for international talents to come to Germany to work even from strong economic countries like France.

One other main factor which attracts French people to Germany to work is simply higher salaries. As mentioned in section 3.3 comparison of the countries, the average salary in Germany is higher than in France which is appealing especially for young talents to come to start their career in Germany. France also has higher living costs as mentioned in the section 3.3. country comparison and as a fresh graduate, it can be hard to sustain your living costs if you cannot land a higher paying position. This makes these talents look for possibilities elsewhere.

In France, every student needs to study two foreign languages and often one of these is German. Therefore, to use this acquired skill many people want to work in Germany, so they have not studied the language for nothing. The areas close to the border of Germany especially have a high amount of people speaking German which makes it easy for them to work on the German markets. There is a lot of movement of the workforce over the border. As the culture is usually also influenced by Germany, it is not that much different from working in their own country. (Leichtfried 2017)

One benefit of working for German companies is that they offer their workers better benefits. A good example of this is a company car which is a relatively rare benefit in France, considered more or less as a benefit for executive level employees (Korver, Klooster, Jansen 1993). In Germany the company cars and car allowances are seen as usual for already lower managerial positions and they are also really common for sales reps and technical support teams (Globalization partners 2021). Therefore, there are many employees in lower managerial positions who are being recruited from France to Germany after these benefits that they could not achieve from working in France. This is one of the big leverages a recruiter can use when convincing French talents to relocate to Germany.

3.6 Need for recruitment of French talents in Germany

The main reason for international recruitment comes from globalisation and the need for native speakers to handle business with their home countries. However there are some other reasons especially in Germany. One major reason for the need for international talents in Germany is that like in many other countries their population and especially working population is getting older and therefore their own population is not enough to fill the needs of the employment markets. The first time that the labour force declined in Germany was between the years 2019 and 2020 (Staffa, Barth, and Stefan, 2021) even though their industries keep on growing and there are new companies coming to the markets all the time. This wave of biggest generations retiring will automatically cause an increasing need for work force and Germany cannot provide that itself. Therefore, Germany needs to start to search for talents abroad which will result in more and more international talents being recruited to work in Germany. (Escritt & Nienaber 2022)

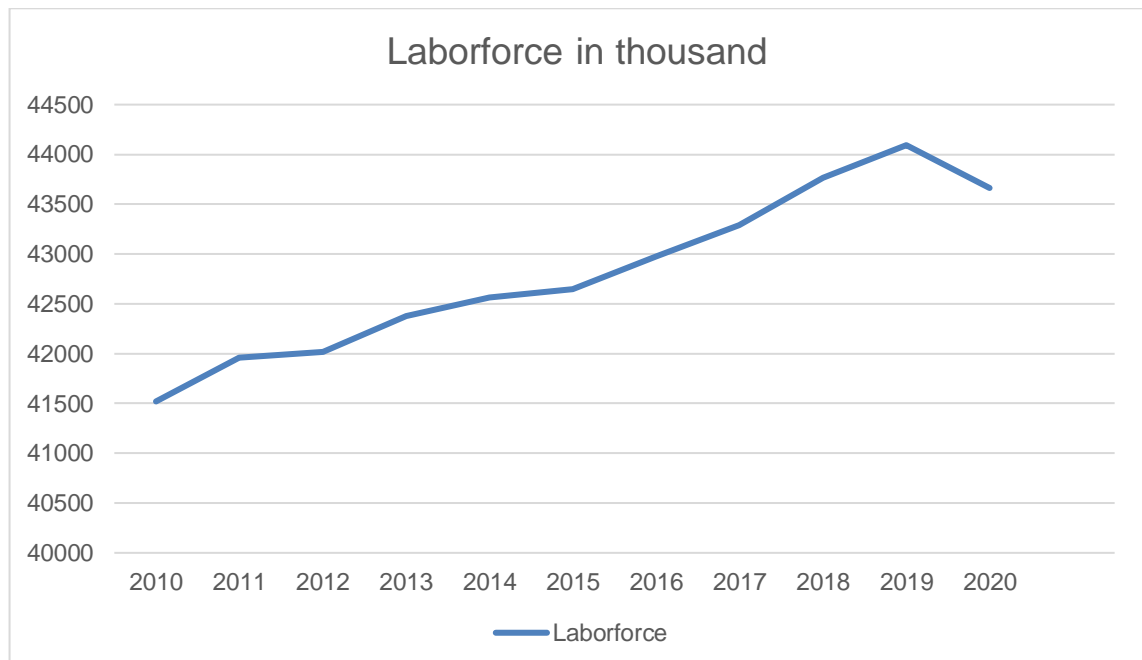


Figure 4. The amount of workforce in Germany according to a study by Statista (Staffa, V., Barth, E. and Stefan, L.)

A search of open French speaking sales positions in Germany through LinkedIn gave up to 14 thousand results (see figure 5). With French speaking Marketing positions, the search result was only 211 but these search results can easily be biased by LinkedIn's keyword search as most likely it does not include many other sales jobs where French is seen as a plus or somehow mentioned in the job ad. Nevertheless, this already gives an indicator of how many positions there really are in Germany for sales and especially in the international field, therefore the need for French talents in Germany is certainly not decreasing.

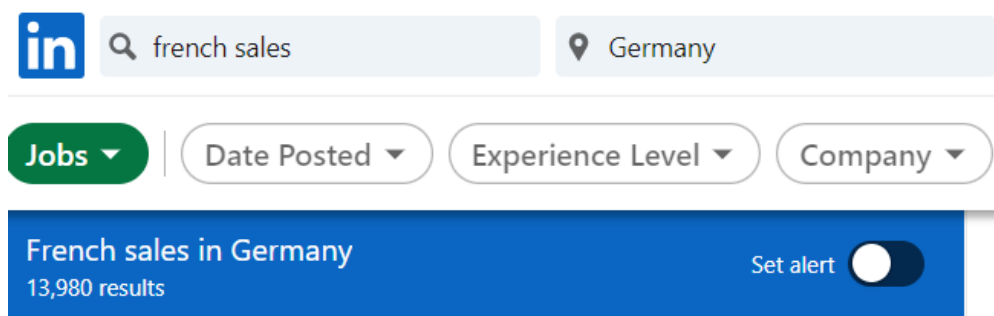


Figure 5. Proof of the search result for French Sales positions in Germany (LinkedIn Recruiter)

4 Methods

4.1 Methods used for this thesis

The first method used for this thesis was doing literature search of reputable literature and writings. While this worked on a certain level, it has its problems as most of the writings on the recruitment field are done by other recruiters who are often biased by their own companies and ways of working and might not see the bigger picture. Therefore it needed to be made sure that each resource was critically reviewed and mostly aiming for content which was clearly backed up with solid data. If there were no data behind the resource the way to confirm their eligibility by comparing other similar resources and making sure they back each other's and are not just one biased opinion, but rather more common view in the field.

The writer was able to draw on personal experience and knowledge as he is working in a recruitment agency. This information also needs to be seen critically as it is easily biased by his own preferences. Therefore the writer focused on finding valid sources to back up his point of view or argue them to avoid having his own biases to affect the result.

The writer conducted two interviews to either confirm or argue the findings and these are discussed in more detail in the next parts of the thesis. These interviews were also used to validate other resources and give a different perspective on the research.

4.2 Literature

The literature review used multiple different types of sources from books and gallups to guides recruitment agencies offer that were all still written by experts. Validation of some of the blogposts was rather hard as these were written by professionals on their own experience but most of them drew on data gathered by institutions or confirmed by multiple similar writings of different companies so therefore by a larger portion of the field.

A major source of information was the two interviews carried out with professionals from both sides of the topic, one interview was conducted with a French National working in Germany and other one with a CEO of a German recruitment agency people-s-place GmbH which is specialised in international recruitment and has history in recruiting French Talents to Germany.

4.3 Semi-structured interviews

The interviews that were executed for this paper were performed as semi-structured interviews. These interviews had been built up to match the literature part of research and were different from one another. They were conducted through online video meeting platforms, the first through Zoom and the second through Microsoft Teams.

Semi-structured interviews means that the interview has predetermined themes and topics it will have included and discussed between the interviewer and interviewee. It differentiates from structured interview as the topics are discussed with a possibility of evolvement of the topic and it goes into more in to details as structured interviews are strictly controlled with clear questions that need to be presented in a same tone of voice without any bias and usually the answers are also pre-coded so they are not seen as discussions (Saunders 2019). The semi structured interviews did give good insights on the topic and also it made it possible to do findings that would not have been coming up if the interviews would not have been semi-structured.

The first interview was conducted with Olivier Vurpillot (interviewee profile in section 4.4). The questions with Mr. Vurpillot were following:

1. Who are you and what is your current position?
2. How did you end up working in Germany?
3. How does V.I.E Programme work?
4. What are the main factors that make it worth it to come from France to Germany for work?
5. How does German working culture differentiate from the French one?
6. What are the strengths of France over Germany in employment?
7. How about other way around?
8. What are the salary differences in the position you currently are now if you were in France and not in Germany?
9. Is it harder to get work in France or in Germany? How about if you are not a German speaker?

The second interview was concluded with Caroline Mittmann (interviewee profile in section 4.5). The questions for Mrs. Mittmann were the following:

1. Who are you and what is your history with international recruitment?
2. How have the recruitment and recruitment tools changed during your career?
3. What is your background in recruiting French talents?
4. What are the platforms you mainly use to look for French candidates? Is there some better platforms than others or not?
5. How has international recruitment changed in the past years?
6. What do you see as the main reasons for French nationals to come to work to Germany
7. From your perspective how do German and French working cultures differentiate?

Both of the interviews were discussions about the topics and sharing points of view to follow the plan of having semi-structured interviews and room for development of the topics. The information still was relevant as it gave perfect

point of views from both sides of the process and both people were suitable to give insights on these topics.

4.4 Interviewee 1 Mr. Vurpillot

The first interview for this thesis was conducted on 14th April 2022 with Olivier Vurpillot, a French citizen born in Paris but who has lived most of his life in Southern France and is currently living and working in Germany. Olivier works for a global French consultancy firm as a Business Manager through the government funded program V.I.E. He was recruited for Alten straight after he had finished his Master's and has good insights of coming from France to Germany through his own and from colleagues and friends' experiences. In the interview, several topics were discussed including mainly the differences between the German and French markets and how he sees it from his perspective why people would come to Germany rather than just stay in France.

Mr. Vurpillot had already completed an exchange semester and one of his internships in Germany during his studies and therefore he had already experienced German working possibilities. He had noticed that in Germany it is easier for him to achieve the position and work he is aiming for and after this he was recruited by a huge French consulting company to work for them through the V.I.E programme.

4.5 Interviewee 2 Mrs. Mittmann

Second interview was conducted with Caroline Mittmann on 22nd April 2022. Mrs. Mittmann is CEO of the German international recruitment agency "people-place GmbH" and has around 15 years of experience in the field of recruitment. Mrs. Mittmann knew already at the age of 12 that she wants to have an international life and career which led her first to work for the international part of Manpower to work in cross-border recruitment with their overseas offices. When she had children she realised that she could create her

own company to combine working and family life and do everything better than how it was done at Manpower.

She founded people-s-place in 2014 and worked in international recruitment even before that while she was employed by Manpower. She started people-s-place by herself and it has grown to be an agency of 12 employees. She has been doing French recruitments for her clients for more than 7 years now.

The interview with Mrs. Mittmann focused mostly on her insights about the recruitment processes themselves and the recruitment of French talents. We also discussed the German working culture and how it has developed during the years, but most of the discussion in the interview was aimed to back up or argue the points made in the previous research.

4.6 Validity of the methods

The validation of the literature was done by critically going through the resources and assessing the relevance to the thesis, one main factors for relevance was to aim for as new resources as possible especially in topics which included values that might change over time. One important method of validation was comparing and contrasting of the resources to each other and the researchers own knowledge to have different points of views and good overview of the topic as a whole. (Saunders 2019)

The qualitative data gained from the two interviews was not aimed as the base of the research but rather as supporting factor for the research to discuss topics from other sources and give new perspectives in the topics. When there are research gaps these interviews offer possibility to obtain first hand information that is most certainly up to date and latest insights on the field, these interviews were used to validate some older resources that they are still valid and relevant to this day. These interviews also helped to prove validity for the literature as the questions were aimed to include the topics mentioned elsewhere in the research. Therefore, these interviews made it possible to prove the validity for

many of the blog texts and other non-academic resources used for the research. The amount of interviewees was significantly small and therefore these interviews' aim was mainly to confirm or argue the findings done in other parts of the research. They still offered diversity needed for the research and the validation of the research as diversity is seen as an important part when checking the validity of done research (Saunders 2019).

5 Findings

5.1 Results from the interview with Mr Vurpillot

The interview with Mr Vurpillot main focus was to go through the French aspect of the recruitment to Germany and the comparison of the working cultures between the countries. The more detailed transcript of the interview can be found as appendix 1. Mr Vurpillot confirmed multiple aspects of the cultures of the countries and how people tend to move to Germany looking for better salaries and possibilities than they would have available in France. The main thing that he confirmed was about salaries and how in France the salaries are lower and on top of this, it is slightly more expensive to live there too. A good example from Mr Vurpillot stated that mainly only in Paris you can achieve a similar salary level than in Germany but Paris has even higher costs of living than other parts of France so therefore after all the necessary costs you will end up with clearly less money there than in Germany. He also confirmed the finding that not only the salaries are higher but also the benefits like a company car and big bonuses for good work are more common in Germany which increases the benefit of working for a German company even more.

The interview contradicted some of the findings that the working cultures of the countries are really similar in terms of structure and hierarchies but according to Vurpillot, this was not actually the case in some aspects. German working culture is stricter and the hierarchies are stronger which causes a bigger power difference between higher positions and people working in basic jobs. A good example of this was that in France you can usually talk to people in higher positions like any other co-worker while in Germany it is strict that all communication goes through steps and not straight from people in lower levels to higher ones. Another difference about the working culture that was not clearly stated in the literature reviewed was that the difference between how in France the working culture is more individualistic, and people tend to only work for themselves and not for the common good in the company whereas in Germany

it is more common that everything is really structured to achieve common goals and people work together more as a team than in France.

Another finding was about the working times. While it is correct that in France the working security and employment laws are clearer and more strongly support the employee's wellbeing. It is nevertheless usual in bigger German companies that people work only 35 hours a week with especially Fridays being really relaxed and people can leave early to spend their weekends. This is according to Mr Vurpillot's personal experience of working for one of the biggest car manufacturers of Germany and also a huge global consultancy firm.

The third thing that emerged from the interview with Mr Vurpillot was that in France the government has different programmes to support people to go work abroad for French companies so this increases the French employees also in Germany as they come through the V.I.E programme. It is also worth mentioning that for fresh graduates it is really hard to land a job in France and their salaries depend on the school they graduated from which also motivates French talents to look for opportunities elsewhere. The fact that younger people are more commonly speaking other languages in addition to French, and in many cases it is German and English, these things have increased the trend of moving to Germany after a job.

Mr. Vurpillot stated that in France only the people in higher positions have good benefits such as a company car, big bonuses etc. but in Germany already mid-level employees can achieve these benefits which is making Germany even more appealing. He also gave a good comparison of the cities of Stuttgart and Toulouse which are both industrial cities but in Stuttgart you can see people receiving more benefits from their employers on top of better salaries.

One factor especially for younger professionals in the field of business is that in France many bigger companies aim to only hire people from the top 10 business schools and people who have graduated from other schools struggle to land better positions. Whereas in Germany companies are not so strict about

which university you have graduated from. These factors make going abroad seen as a good opportunity to kickstart your career and especially the V.I.E is seen as a career kick-starter programme in France.

The interview with Mr Vurpillot gave good insights from someone who has experienced both countries working cultures first-hand. He stated that in France the working security is higher than in Germany as there are strong worker unions for each field of work and profession. This also has a downside as in France the working culture is also often rather relaxed when employees are having more power than their employers because of this, and therefore it does not match Germany by far with effectiveness.

5.2 Results of the interview with Mrs. Mittmann

The interview with Mrs. Mittmann gave interesting insights into the topic and her extensive experience in the field was certainly perfect to have multiple aspects and a clear image how the industry has changed during the years. The more detailed transcript of the interview can be found as appendix 2. Mrs. Mittmann confirmed multiple aspects of the research and valid examples of these were for example about the German working culture how German companies are in a time of change as they still possess rather conservative ways of seeing things and people are following the rules blindly. She also mentioned that there is clear change between generations as her generation of people born in the 80s in Germany are known to be really hard working and love to work systematically from nine to five but younger generations are more aware of work life balance and want more flexibility in their working life.

One of the surprising results was that French people rarely come to Germany chasing money as this thesis earlier suggested. Mrs. Mittmann listed 5 main reasons why people come and these were:

1. Having a spouse in Germany
2. German economy and strong industries
3. Have use for German when they have studied it in school

4. Have international experience and cultural exchange

5. Improve their English by working internationally

According to Mrs. Mittmann, salary is rarely a main factor for a French talent to come to Germany. She did admit that it surely does increase motivation, but it has not been the main factor with the French candidates she has worked with during the last 7 years of her having French positions as one of the main parts of her company's assignments. In her experience, in most of the cases working with French talents, they have come for rather personal reasons than just chasing after better salaries.

In discussion about how the international recruitment of French talents has changed throughout the years, Mrs. Mittmann had interesting insights how both people and the companies have drastically changed. Before Covid-19 it was easier to find potential candidates as people were more confident and keener to move abroad to try new things and were looking for international experiences. Now the industry is slowly returning to normal as people are again starting to be more confident about moving to another country. Even though the people are again starting to look for opportunities abroad a new problem is that companies have been starting to prefer only local candidates with the required skills as the relocation of a candidate is more expensive and the likelihood of them staying long-term is lower than if the candidate is already in the area.

Mrs. Mittmann confirmed that LinkedIn and other social networks are clearly the most significant tools for recruiters currently and that classic usage of job boards and applications has decreased drastically. Many people still do apply for jobs the traditional way but it is becoming rarer and the importance of active sourcing is becoming increasingly important. She also mentioned a new trend that has clearly been becoming stronger especially among younger generations which is the recruitment of candidates through social media such as Instagram. Instagram is a social media platform for people to post pictures, but companies are buying advertisement space as new way of recruitment. This new trend is not that widely used in the recruitment agency world as it is often selling the

positions with the employer's brand and therefore it is more widely used by bigger corporations to attract young talents.

She also noted that French candidates' English has been considerably improving and it is easier every year to find French candidates with strong English skills. This would indicate that the increase of almost 20% of the French possessing English skills stated by thelocal.fr in 2019 could actually have some truth behind it.

5.3 How to optimise the recruitment of French talents in Germany

It became clear throughout the research that LinkedIn is the best platform to reach large amounts of French talents, especially in the field of Sales and Marketing. LinkedIn is the most often used platform and the ability to reach desired candidates is better than in most other platforms. Even though LinkedIn seems to be overpowered in this sense, it should be considered that most of the companies and recruiting agencies are present in LinkedIn, therefore the competition there is higher. If the talent searched for is really specific and you know there is a lot of competition in getting these talents, one good option is to use not so widely used platforms to reach the candidates who are not going to be already drowning in recruiter messages in LinkedIn. Good options as alternatives are EURES and Europe language jobs since these are platforms where you will find people who are especially looking for positions abroad. Sometimes on these platforms you can find some candidates who are not that active in LinkedIn as many people who have not registered or at least have not optimised their profile to be found easily.

Another option to develop recruitment which has already been tried by people-s-place is to contact French employment offices on the border areas like Strasbourg (Mittmann 2022). This method was not that successful as employment offices are not always that open to collaborations with recruitment agencies but people-s-place would still try it again to see if it has changed.

Another option for new methods is to aim some of the recruitment to social media platforms like Instagram to reach younger generations better. This method works rather well for some positions and there are companies which are only doing these job advertisement campaigns like Finnish start-up named Jobilla. Jobilla is a company that builds up social media advertising campaigns for positions by the needs of their client companies and the needs of the position to aim it to the right audience by experts at the company who have insights how to conduct these campaigns. The aim of these campaigns is to catch the social media user's attention and then get them to answer to a short questionnaire which narrows down potential candidates and then contacting these candidates who passed the questionnaire. This is a new method in recruiting, and it is not the best method to work on for agencies as it often aims to catch the attention of the potential candidate by using the company's name and brand when agencies are recruiting anonymously to make sure the applicant applies through them and not straight to the company. It could be more optimal to the agencies if they would really train to become professionals in this, by doing so it is one potential future for a really specialised recruitment agency like people-s-place which is specialised in international recruitment.

To optimise the search for French candidates it should be clear to the recruiter what are the benefits for the French candidate to come to Germany, how to search for potential candidates and how the French ways of communication are. This thesis can be used as a good information package of overall process to recruit French talents to Germany and also acquaint yourself about the countries' cultures and common history.

6 Conclusion

As our world is becoming more and more international each day the need for international recruitment will only increase in the future. Companies will need help while jobs are going to have more and more specific needs and finding suitable talents becomes increasingly important. This will secure the future for recruitment agencies in the future too but they also need to make sure that they are up to date with the latest trends. The recruitment field has been going through significant changes and this is not going to stop any time soon with the technology improving at the pace it has been doing.

The need for specific French talents in Germany especially in Sales and Marketing field occurs when a German company is looking to expand their business in the French Markets and the trade is preferred to be done in their native tongue. The importance of the trade between these countries is significant for both as they are neighbours, both have strong economies and huge international corporations which are the foundation of their economies. The amount of research on this specific topic is rather narrow and therefore this thesis brought a good overview of how these markets work, the reasons people are moving and the recruitment field as a whole.

When companies are in an acute need for specific talents but their HR department either cannot find suitable candidates or are overworked with other HR related tasks, it is a relevant option for the companies to look for external help from an agency that is specialised in this kind of specific recruitment. Using recruitment agencies is also a way to financially budget and plan recruitment processes as they work by contract which can be made to follow specific budgets while still having an assurance of results which is not the same case when you are using internal recruiters who will be paid whether they find suitable candidates or not (AION Consulting).

The research is rather a scratch on the surface of the topic and it could have included more new research and findings done through further interviews, surveys and polls. Even though the research couldn't go too deep into topic it does provide strong base for further researches and raised good questions like what is the future of recruitment, what is the real current situation of English language in France and what are really the main reasons that people move abroad for a job. The research still does provide good guidelines to work on the topic and will give insights on the field even to a reader who is not already familiar to the topic. The lack of most relevant academic resources on the topic made the research more vulnerable for research gaps, the interviews did fill these missing parts but with more interviews it would have been possible to bring more new findings into the research.

References

Business Culture. 2022a. *Business Culture - Work life Balance in France*. [online] Available at: <<https://businessculture.org/western-europe/business-culture-in-france/work-life-balance-in-france/>> [Accessed 26 April 2022].

Business Culture. 2022b. *Business etiquette in Germany*. [online] Available at: <<https://businessculture.org/western-europe/business-culture-in-germany/business-etiquette-in-germany/>> [Accessed 26 April 2022].

Business LinkedIn. 2022. *The Industry-Standard Recruiting Tool | LinkedIn Talent Solutions*. [online] Available at: <<https://business.linkedin.com/talent-solutions/recruiter>> [Accessed 30 April 2022].

Caillet, N., 2020. *The future of recruitment agencies*. [online] Aionconsulting.eu. Available at: <<https://www.aionconsulting.eu/post/the-future-of-recruitment-agencies>> [Accessed 29 April 2022].

countryeconomy.com. 2022. *Country comparison Germany vs France Average Wage 2022*. [online] Available at: <<https://countryeconomy.com/countries/compare/germany/france?sc=XEAB>> [Accessed 26 April 2022].

Eichhorst, W. and Tobsch, V., 2015. Not so standard anymore? Employment duality in Germany. *Journal for Labour Market Research*, 48(2), pp.81-95.

Escritt, T. and Nienaber, M., 2022. *Germany needs greater immigration to avoid labour shortages - minister*. [online] Reuters.com. Available at: <<https://www.reuters.com/world/europe/germany-needs-greater-immigration-avoid-labour-shortages-minister-2022-01-11/>> [Accessed 26 April 2022].

France Diplomacy - Ministry for Europe and Foreign Affairs. 2022. *France and Germany*. [online] Available at: <<https://www.diplomatie.gouv.fr/en/country-files/germany/france-and-germany/#:~:text=Hans%2DDieter%20Lucas-,Economic%20relations.,dependent%20on%20France%20for%20trade>> [Accessed 26 April 2022].

German Federal Foreign Office. 2022. *Germany and France: Bilateral relations*. [online] Available at: <https://www.auswaertiges-amt.de/en/aussenpolitik/france/209418#content_0> [Accessed 26 April 2022].

Globalization Partners. 2021. *5 Benefits Your Team Will Expect When You Hire in Germany | Globalization Partners*. [online] Available at: <https://www.globalization-partners.com/blog/planning-to-hire-sales-teams-in-germany-know-before-you-go/#3_car_allowance> [Accessed 29 April 2022].

Gouvernement.fr. 2019 *Treaty of Aachen: a new treaty to strengthen Franco-German cooperation and facilitate convergence between the two countries*. [online] Available at: <<https://www.gouvernement.fr/en/treaty-of-aachen-a-new-treaty-to-strengthen-franco-german-cooperation-and-facilitate-convergence>> [Accessed 26 April 2022].

Grawatsch, M., 2021. *Active Sourcing: What Is It and How Does It Work?*. [online] First Bird. Available at: <<https://www.firstbird.com/en/hr-glossary/what-is-active-sourcing/#:~:text=The%20Active%20Sourcing%20definition%20is,available%20positions%20within%20a%20company.>> [Accessed 30 April 2022].

Hairsine, K., 2008. *One-Way Traffic Dominates French-German Border | DW | 22.01.2008*. [online] DW. Available at: <<https://www.dw.com/en/one-way-traffic-dominates-french-german-border/a-3082430>> [Accessed 30 April 2022].

Leichtfried, L., 2017. *Alsace: culturally not quite French, not quite German*. [online] British Council. Available at: <<https://www.britishcouncil.org/voices->

magazine/alsace-culturally-not-quite-french-not-quite-german> [Accessed 30 April 2022].

LinkedIn Recruiter. 2022. *LinkedIn Talent Solutions*. [online] Available at: <<https://www.linkedin.com/talent/>> [Accessed 30 April 2022].

LinkedIn Talent Solutions. 2022. *The Savvy Recruiter's career guide*. [online] Available at: <https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/recruiter-career-guide-updated.pdf> [Accessed 30 April 2022].

Livingcost.org. 2021. *France vs Germany: Cost of Living & Salary comparison [2021]*. [online] Available at: <<https://livingcost.org/cost/france/germany>> [Accessed 26 April 2022].

Kleis, J., 2022. *Why Germany needs more international software developers*. [online] Findajobingermany.de. Available at: <<https://www.findajobingermany.de/articles/why-germany-needs-more-international-software-developers>> [Accessed 30 April 2022].

Korver, W., Klooster, J. and Jansen, G., 1993. Car — Increasing Ownership and Decreasing Use?. *A Billion Trips a Day*. Dordrecht: Springer Netherlands pp.75-100.

Krohn, J., 2021. *Part 2: The Evolution Of The Recruitment Industry - GQR*. [online] GQR. Available at: <<https://www.gqrgm.com/part-2-the-evolution-of-the-recruitment-industry/>> [Accessed 26 April 2022].

Look, C., 2022. *Germany Needs Immigration of 400,000 Workers Per Year, FDP Says*. [online] Bloomberg.com. Available at: <<https://www.bloomberg.com/news/articles/2022-01-21/germany-needs-immigration-of-400-000-workers-per-year-fdp->

The Local fr. 2019. *Why the French are getting (a bit) better at speaking English*. [online] Available at: <<https://www.thelocal.fr/20191105/why-the-french-are-getting-a-bit-better-at-speaking-english/>> [Accessed 26 April 2022].

Tinç, T., 2021. *People in Germany with Turkish roots have identity problems – a situation fuelled by the Turkish president*. [online] Development and Cooperation. Available at: <<https://www.dandc.eu/en/article/people-germany-turkish-roots-have-identity-problems-situation-fuelled-turkish-president>> [Accessed 26 April 2022].

Vurpillot 2022

Weber, L., 2019. *Germany is in Serious Danger of Losing its Automobile Industry*. [online] Medium. Available at: <<https://medium.com/@futuretechgeek/germany-is-in-serious-danger-of-losing-its-automobile-industry-9cd9186c7c8e>> [Accessed 26 April 2022]

Appendices

Appendix 1. Interview with Olivier Vurpillot

1. Who are you and what is your current position
 - Olivier Vurpillot, born in Paris, moved to Southern France as a baby, half French and half Japanese
 - Finished Masters in Marketing/business development, has had international experiences in Belgium, Netherlands, Japan, UK, and finally in Germany as an exchange student first in Berlin then worked for BMW motorcycles in Munich for sales strategy at the end of 2021 one year in Germany
 - Current company is Alten which is a Consultancy company and he works for the Automotive Consultancy part of the company in Stuttgart,
 - He had just moved to France after the internship in Munich and then he did several months of recruitment process in France before returning to Germany to Stuttgart and has now worked for Alten last 3 months
 - Got selected to VIE program to work for Alten as business management supporter
 - He is considered as Business manager, there is around 50 of them in Stuttgart which is not that much as the company has around 400 engineers in Stuttgart so its more engineering company
 - They do indimidiate between customer needs and engineering know how
 - They do assign the projects and do all the needed work for these projects
 - These projects are originated from Bosch, Mercedes or Porsche mainly, so they get an excel file with lots of criterias to match engineers from them to match the needs of the customers so their job is to have engineer knowledge pool and kind of sell their engineers/projects to these big companies
 - They also do recruiting of engineers who are more into the project
 - 20 locations in Germany
 - Alten is originally from Paris
 - Alten had 3billion of turnover all together
2. How did you end up working in Germany?
 - Liked the German culture after his exchange
 - Wants to work in the car industry and the car industry in France is not as big in Germany and it is also less exciting
 - People travel from all around the world to go for these companies so the brands are amazing to work for

- For him the main reason was also that he was in Business School in France that is “only” in the top 20 but if you don’t get to top 10 school you get less salary
- In France you first of all don’t get a good job if you are not from the top 10 schools and in other European companies it’s not that important, and in France if you get a job you will get paid less than the people as they have list for the salaries for different schools
- German companies pay more and its possible to get to way better positions in Germany
- Language barrier is the main issue
- Has studied German for 10 years which was also making it interesting to him and wanted to develop his language skills

3. How does VIE work?

- State supported program for 18-28 year olds, 118 countries possible, 92% of the VIE’s continue as full time afterwards. VIE can be 6 months or 1 year and its renewable, cant be over 2 years
- Under the French Ministry of foreign affairs, no need to pay taxes as its completely sposed by French government, with the aim to develop French economy abroad, many of these missions are engineering missions. Part of it is also business focused companies
- Olivier saw VIE as going to other country and still meet and work for French community/company so you are still working with French mostly, in his current company there is big majority of Germans, and he has VIE and fulltime French colleagues too that have chosen to come to Germany to work
- The salary is paid through organisation Business France
- It is considered as career launcher so you cant have more than 6 months of working experience already abroad to enter the program so even Olivier was on the limit with his 6 month internship
- It is an alternative for expat contracts which are cheaper for the company when people change countries and business France supports this to make people change countries to improve French economy abroad
- 3 step recruitment process
- 1st step is get to know interview to find the personality fit for the company
- 2nd Is about the technical knowledge so there is business managers and project leaders to ask questions about the real knowledge about the person, they will check the skills and tools, so technical profile of the candidate
- 3rd step you are already pretty much hired and you just do the paperwork and go through the administrative things to see how to handle relocation and everything
- Each interview step is done with different people to get different views on the candidate
- VIE ads some administrative work as you need the authorisation from VIE recruiter that you are suitable for the program and being in contact

- with business France about the details so candidate doesn't have to do anything but provide needed documents to prove they are valid for the program but its not much more specific than normal recruitment and need for normal documents and fill out a technical profile which is not needed in normal recruitment technical version of CV
- Nice thing about VIE is that its community as there is already 40 VIE's in Stuttgart
 -
4. What are the main factors that makes it worth it to come from France to Germany?
 - For lots of people they have learned German as it is usual to study German in France and they want to use that skill in their career
 - Some people don't really have German skills but they come to Germany for more interesting job opportunities
 - Often there is also personal reasons like dating partner or something similar
 - Also you can get more money from Germany as it's the first economical power
 - Cost of living is slightly lower in Germany
 - VIE this is even more as they are not paying taxes
 - For VIE you have to know French, not be French citizen though
 - Neighbouring country so it is easy, especially for people living in the bordering areas
 - Especially Strasbourg, people speak German, know German culture, come to work to Germany for money but want to stay in France for living
 - North-eastern French culture is really influenced and similar to German, way more than in other parts of France
 5. How does German working culture differentiate from the French one?
 - Germany is more about common rules to work as a group and less individualistic
 - France is very individualistic which makes it toxic working culture when people don't work together and the relationship inside workplace is not so good and the company does not usually go forward as one and French people want to work for themselves
 - France is more horizontal as there is less power difference and in Germany the hierarchies are bigger and clearer
 - In France you can casually chat with people higher in the company and in Germany "important people" are clearly acting this way and they don't even want to have contact with people lower in the company
 6. What are the strengths of France over Germany in employment?
 - Already in Germany it has changes for example for BMW the people left work early on Fridays so that is not so
 - Work security is super strong in France as they have really strong worker unions and there is lots of strikes in France so it is clear how the work security is more important there than in Germany
 - The complaining tactic works well in France

- Even though unemployment is higher but when you have a job you are secured
7. How about other way around?
- In Germany the rules are strict but they are there to protect people and work well
 - German companies work the same amount and they are more efficient
 - More exiting market, as VIE there is even more benefits
 - Benefits like company car and bonuses for middle to high positions as this is not usual in France to have these for middle positions its mostly only managers not with every company but this is something Olivier has noticed between Stuttgart and Toulouse which are both engineering cities and similar but the benefits form employees are way better in Stuttgart easily than in Toulouse
8. What are the salary differences in the position you currently are in now if you were in France and not in Germany?
- The salary is most likely lower, in Paris the salaries are better than otherwise in France as the rent is so high that people need more salary already
 - In Stuttgart he gets 30k net
 - In Paris he could have gotten around the same but Paris is higher in living expenses clearly so now he is living so much lower expenses and having more money easily after the month
 - Lots of similarities so the differences are not so different
 - Germany is just more attractive as people come here from all around the world as it's the strongest economy of Europe
9. Is it harder to get a work in France or in Germany? You speak German but is it easy as just French speaker?
- Language barrier is clear between the countries
 - Germany is Conservative and France more hyperactive
 - Germany was easier for him to land a job
 - If you speak fluent English and are highly educated you can get through VIE bit easier than normally
 - Olivier can also get work from France as in Germany for junior roles but for higher position that he is actually doing now it was easier in Germany
 - For perfect English it depends on the city (Stuttgart and Munich its harder to get work in German) but other cities like Berlin it does not matter if you don't speak German so for French it is not that hard to land a job in Berlin
 - If you are eager to learn about the culture and live abroad and be international it makes you more attractive to the company too
10. Alten
- 30 countries 20 in Germany
 - Only bit over 40 years old as it was founded 1988
 - More than 40 thousand employees
 - Consultancy firm, in Stuttgart core activity is Automotive but that is overall less than 20% of the whole companys activities

- Nowadays IT consultancy is biggest, also works on multiple other industries like Finance, Healthcare, transport and many others but the person I interviewed was working in Stuttgart for the automotive industry

Appendix 2 Interview with Caroline Mittmann

1. Who are you and what is your history with international recruitment
 - She started when her parents got married in Las Vegas when she was 12 years old that she knew she wants to be in international work and life
 - A levels in English
 - Aunt lived in Florida and visiting her more international and seeing the potential of internationality
 - At Manpower she got contacted to work in cross border recruiting, met people from all around the world working for Workpower, it started global but ended up working in Europe
 - After the manpower she felt she can do it better and found her own company in international recruitment
 - Theresa from manpower was always her mentor
 - At Manpower she was really restricted in the roles and now she can do what ever she wants
 - She also wanted to get

2. How have the recruitment and recruitment tools changed during your career
 - When she started there was no proper onboarding and no one told her how to do it
 - Only onboarding was for cold calling to get new clients for manpower
 - The tools they had were mainly just email and phone, they could place adverts,
 - She started to do active sourcing through Monster which was basically the only
 - Later on she had XING and Stepstone but they were smaller
 - 2010 her coach said to sign up with LinkedIn
 - It became more clear that you need LinkedIn
 - When started people-s-place XING and Monster
 - Then they got LinkedIn for a new recruiter who wanted to try out LinkedIn
 - Then they started to use LinkedIn which started to work really well, they got to try the full recruiter license for free 3 months and this changed the whole game
 - The other tools are still used but LinkedIn has become clearly the most important one
 - Monster was big and nowadays it does not really exist
 - They had to wake up early to contact the candidates early as there was not that much of people
 - At Manpower 80% of the placements were split with colleagues as they shared candidates with huge network they had, so they didnt depend on one person
 - Nowadays people dont send normal applications but they are more or less headhunted, also social media recruiting
 - Seasonal times in recruitment as people are usually more active in job search during spring and autumn but not on holiday seasons like summer and Christmas time

3. What is your background in recruiting French talents
 - Started with Mercedes when she signed the first contract with them at people-s-place

- They needed first only CSR in French
 - Then they gave new jobs like TSR and she needed to hire people to the company and she got a french speaker to work for the company and this was really important in hiring French talents
 - The key was to have someone who can speak first english and then switch to French, so the applicants
 - She used some icebreakers to get people more comfortable
 - She has studied bit French but works in English with French candidates
 - 7 years of experience of specifically French recruitment
 - French are learning more english at the moment
 - The Germans are icing on the cake about not feeling
4. What are the platforms you mainly use to look for French candidates? Is there some better platforms than others or not?
- LinkedIn is the main platform
 - Europe language jobs is working for French speaking people as its where people who want to go abroad are
 - In the past top language jobs but this platform has become more unpopular
 - EURES
 - JOIN is placing adverts in multiple places
 - Strasbourg is also good place to look for people through LinkedIn
 - There is also a dialect in the south eastern France which has lots of German influence and these people are often looking for positions in Germany
5. How has international recruitment changed in the past years?
- At the beginning it was easy to bring people to Germany
 - The French candidates didn't always want to move but it has become more common
 - After covid it is even harder as people are still not confident to move abroad
 - Even the companies want internationals who are not going to move
 - People and the companies have changed
6. What do you see as the main reasons for French nationals to come to work to Germany
- five reasons, spouse is one, one is German economy with a change, people who have studied German and want to practice it, cultural change, improve English
 - Salaries are not that big reason
 - For French is always more individual reasons
7. From your perspective how do German and French working cultures differentiate
- They have nice contracts that are strongly supporting the employees rights.
 - She does not know about French working culture, generation of people around 40 is the people who work a lot and they dont really complain that much
 - Younger people have more individual way of looking at work
 - For her people really push to work as much and effectively as possible, the hard work is appreciated, most Germans love to work classical 8-4
 - It is easy to get sick leave in Germany and especially on burnouts it's common and you automatically get free days

- Konservative companies in Germany has always been a problem
- In her previous job it was really important to come to work exactly at 8 and staying until at least 5 and everything was really supervised, companies want to have the control of their employees
- She did not think it was good and also its not good that everyone wants to do what they want
- They want to find something in between to not lose power but know they cannot stay in the old ways either
- It is changing in Germany but slowly as the companies are still old and conservative but they are working on it