

6. SUCCESSFUL INDUSTRY PRACTICES





Understanding how the other companies operate their internship program is relevant for developing Upfield's internship program. Successful industry practices can provide meaningful strategies that are applicable to Upfield. The purpose of this section is to provide relevant information that can be used as benchmark to find the gaps and develop the internship program at Upfield. This section will cover the characteristics of the companies, such as vision, mission, and values, the practices used by the companies in executing their internship programs, and relevant factors that promote effectiveness in the internship programs. Moreover, the benefits of the internship programs to the companies and interns will also be discussed to find the potential benefits of implementing similar practices. Thus, industry practices act as a benchmark for improving the current internship program.

6.1. Successful companies in Internship Program

Successful internship programs can be an effective comparison to develop an internship program at Upfield. One way to identify a successful company in executing its internship program is to see the ranks based on the assessment conducted by institutions. In this sub-chapter, the successful companies that will be discussed are L'Oreal, Mars Inc., and Unilever. These companies are selected as a comparison for Upfield due to their performances in conducting internship programs and their similarities to Upfield. Below is the comparison of the companies toward Upfield.

Table 6.1

Comparison of Upfield with Successful Companies in Internship Programs

Companies' Comparisons				
				
Similarities	1. A multinational company in the FMCG industry 2. Executing one or more internship program			
Achievement(s) in internship program	(so far no achievement yet)	One of the top 100 internship programs of 2017-2021 (WayUp, n.d.)	One of the top 100 internship programs of 2020 and 2022 (WayUp, 2022)	One of the Top 100 Internship Program of 2017-2019 (WayUp, n.d.)
Products and services	Plant-based butter and spreads, creams, liquids, cheeses	Foods, refreshment, home care, and personal care products	Confectionery and other food products; animal care services; personalized nutrition solutions (Mars, n.d.)	Beauty products
Revenue	3.7 Billion USD (Upfield, n.d.)	64.6 Billion USD (Upfield, n.d.)	45 Billion USD (Forbes, 2023)	41.1 Billion USD (Loreal Group, 2023)
Employees	4,800+ (Upfield, n.d.)	127,000 (Unilever, 2023)	125,000 (Forbes, 2023)	87,264 (Petruzzi, 2023)
Headquarter(s)	Amsterdam, The Netherlands	London, UK and Rotterdam, The Netherlands	McLean, Virginia, United States	Clichy, France

Source: Author's Compilation

In terms of some aspects described above, Upfield is a smaller company overall, compared to the others. However, as a fast-growing company who was formerly a part of Unilever, Upfield has the potential to grow in the next few years. Thus, reflecting on the internship programs established for

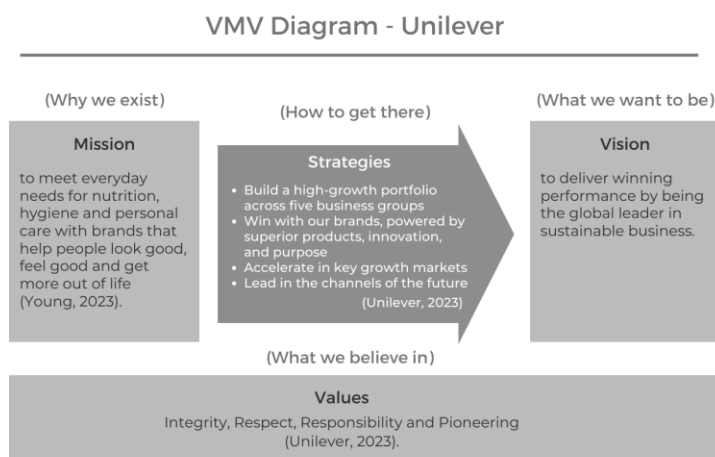
these other companies can prepare Upfield in terms of professionalism and workforce accommodation.

6.2 Organizational objectives and strategies

An internship program is established to help organizations achieve their objectives or become a part of their strategies. Companies who gain success in establishing their internship programs have certain objectives that influence how they design their internship programs. Understanding the objectives and strategies of these companies can enable Upfield to understand the background of their internship components and adopt some that align with Upfield's objectives.

1. Unilever's organizational objectives and strategies

Unilever's purpose is to make sustainable living commonplace (Unilever, 2023). This purpose is reflected in how it delivers the products in a very wide range of functionalities. Besides the purpose, the company's vision, mission, strategies, and values that drive its operational activities and strategic moves are summarized in the Figure 6.1 below:



Source: Author's Compilation

Figure 6.1 Unilever's Objectives and Strategies in the VMV Diagram

Unilever strives to achieve its vision by focusing on its mission and performing its 4 strategies. These mission and strategies reflect Unilever's focus on people, superior products and performance, as well as putting a high value on innovation. With regards

to the internship program, the program has the role to support Unilever’s objectives and strategies by increasing the diversity and gathering up new perspectives for the company’s innovation and culture. Furthermore, the program is aimed to foster the development of Unilever’s upcoming leaders.

Through the projects and events being held during the internship, Unilever is offering a range of opportunities where the participants can develop their leadership and relevant skills and knowledge to become a leader in the selected career area. Furthermore, the program is a reflection of Unilever’s social responsibility and values that it provides, the chance for people and the community where the company is located to enrich their knowledge and experience. Thus, the internship program acts as an approach to spur innovation, gain potential future leaders, and carry on its social responsibility.

2. Mars’ organizational objectives and strategies

As a global family-owned business, Mars has purposes reflected in each of its business categories. The vision, mission, strategies, and values of the company are depicted in Figure 6.2 below:

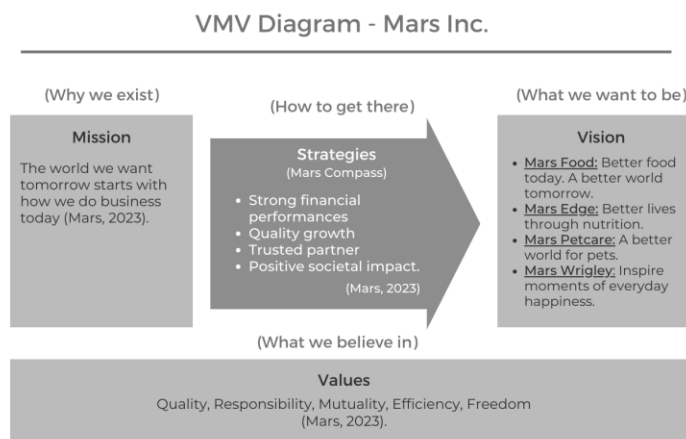


Figure 6.2. Mars’ Objectives and Strategies in the VMV Diagram

Source: Author’s Compilation

Mars’ business objectives are centered around the mindset to build up the future’s outcomes through the current tangible steps. The company aims to achieve its purpose by measurable strategies which is known as Mars Compass. Instead of only focusing on financial performance, the company holds on to the five principles of values

that enable it to have long-term thinking (think in terms of generations) (Mars, 2023). These values support the company's strategies and govern the company's decisions and projects.

An internship program at Mars is executed to support Mars' objectives in shaping future results. The internship program at Mars has undergone significant improvement that has increased the number of interns and their contribution to the company (NACE, 2019). Within an 18-month period, the company shifted its internship program objective from a pool of temporary summer labor to a strategic pipeline for developing future leaders. The shift has given an enormous impact on the company in which more interns were finally recruited as full-time associates.

In improving the internship program, Mars shifted the internal process of the internship and involve all functions in the company (NACE, 2019). Mars developed a team (consisting of 5 people) who coordinated all the necessary improvements, including setting up a new harmonized strategy, educating, influencing, and aligning countless stakeholders in the face of opposition, defining all the processes and procedures, and executing them in a season. Due to the shift in focus and planning, Mars changed the internship program from decentralized to centralized and named it "One Mars" Early Talent Strategy. Moreover, as a part of the initiatives, Mars conducted a demand planning and improved the recognition of its employer branding. Mars also created early talent metrics to assess the internship program annually, which encompasses acceptance rate, candidate satisfaction (Net Promoter Score), intern conversion rate and satisfaction rate, as well as diversity. These improvements and initiatives have brought a huge change in Mars' internship program and improved the internship program's contribution to achieving Mars' objectives.

As a result of the change, Mars developed their interns intentionally. The participants are assigned a project based on real-world Mars problems (NACE, 2019). The result will allow Mars to enhance their research quality and products to meet future customer demands for nutrition, taste, appearance, convenience, and cost. Moreover, the internship allows Mars to gather creative and innovative ideas and realize them through project results and recommendations. Business performance will also be improved through new solutions and systems through the internship program. Aside from this, Mars will have greater opportunities to acquire highly qualified talents. Thus, Mars can prepare for a better future with the help of the internship participants.

3. L’Oreal’s organizational objectives and strategies

L’Oreal Group is a company that provides beauty products and services that owns some other notable beauty brands, such as Giorgio Armani, Lancôme and Urban Decay, Garnier, Maybelline, NYX, and others. The company has a vision to “create the beauty that moves the world” and tries to fulfill it by taking large-scale research initiatives to provide innovative quality products. The full overview of the company’s vision, mission, strategies, and values are depicted in the Figure 6.3 below:

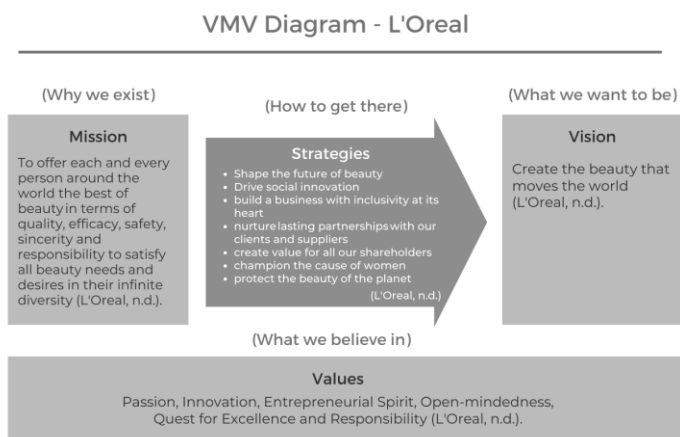


Figure 6.3 L’Oreal Objectives and Strategies in the VMV Diagram

Source: Author’s Compilation

L’Oreal’s vision in “creating the beauty that moves the world” involves a number of strategies and underlying values to continuously improve and impact the stakeholders. Internship program is one of the ways the company sources qualified talents and broadens perspectives. L’Oreal actively provides internship opportunities and several other programs for youths to unleash their potential and support their development.

The internship program focuses on 4 core advantages that can develop the participants, namely growth, diversity, entrepreneurship, and impact (L'Oreal, n.d.). Growth means that L’Oreal constantly gives transformational training and learning opportunities while allowing space for the interns to explore and experience failures. Meanwhile, diversity means that the interns are welcome to bring different perspectives and express their true selves. Entrepreneurship value invites the interns to inspire others through their innovations and creative ideas. Lastly, the focus on impact

encourages the interns to think and act beyond their duties to give a broader positive impact to the community and planet.

These core advantages in L’Oreal’s internship program benefit the interns, while also helping the company to achieve its company goals and vision. The culture showcased to the interns enables them to freely express themselves and spur innovation within the company. As a result, new systems and forward-looking strategies are developed through the internship program. Moreover, the contribution it gives to the interns also enhances L’Oreal’s employer branding. This employer branding and the other company’s practices also allow L’Oreal to capture potential talents and develop the future generation of workers. Thus, L’Oreal’s internship program benefits the interns while also enhancing the company’s innovation and employer branding to develop its future performance.

6.2. Practices used by successful companies in Internship Programs

To understand the reason behind the success of Unilever, Mars Inc., and L’Oreal in conducting their internship programs, it is necessary to know the practices that they implement within their internship program. This subchapter has the function to analyze and go deeper into the practices which can be a reference to develop Upfield’s internship program. The practices that will be discussed are the starting time of the internship program, the mode of working, the internship compensation, the duration, the length of working hours, and other practices that support the uniqueness of their internship program.

1. Unilever’s internship program practices

Unilever offers an internship program in over 190 countries where it is present around the world. The internship program in the Netherlands is offered in various business functions, namely Marketing, Research and Development, Customer Development, Finance, Supply Chain, Human Resources, and 7 other functions (Unilever, n.d.). The internship program starts every February, March, or September and the registration is opened approximately 3 months before the starting date. Unilever implements a hybrid mode of working and compensates the interns for €500,- gross per month (in the Netherlands). The duration of the internship is 5 until 6 months with at least 32 working hours per week. Due to the wide range of role options and the ability

to select the duration and hours of the internship, Unilever provides flexibility for its internship applicants.

2. Mars' internship program practices

Internship program in Mars has a tagline of "A student today, a mentor tomorrow" (Mars, n.d.). The internship is offered in many different countries around the world where the company is located. Moreover, there are various internship functions where the students can choose from, such as Research and Development, Supply Chain and Engineering, Marketing, Finance, Sales, Corporate Affairs, IT and Digital, Human Resources, and Procurement (Mars, n.d.). The internship program in the Netherlands starts in a variety of starting dates, such as in July, September, or immediately. Mars implements a hybrid mode of working for the internship, with a compensation between €426 and €533 per month (depending on the type of internship and study background). Thus, while Unilever has fixed starting dates and compensation for all its interns, the internship program in Mars is slightly less standardized in terms of these 2 aspects.

3. L'Oreal's internship program practices

L'Oreal's internship program is offered in various starting dates depending on the location. The internship program in the Netherlands has two rounds with 2 options of starting dates for each round. The first round starts in January or February, while the second round in July or August. L'Oreal also employs a hybrid mode of working with €1,000 as the compensation each month. The duration of the internship is standardized into 6 months with 40 working hours per week or full-time. L'Oreal provides a range of internship positions from the basic ones, such as Business Development and Human Resources and Communications, into the specific ones, such as Photo Studio Assistant and Medical Representative. Compared with the 2 preceding companies, L'Oreal provides a higher compensation and a more standardized starting time, duration, and working hours. This emphasizes L'Oreal's standardized systems and high-end employer branding.

6.3. Sourcing Methods and Recruitment Timeline

The sourcing and recruitment processes for internships are commonly different with those of permanent employees. Unilever, Mars Inc., and L'Oreal each has its own way and strategy to source

internship candidates and find the most suitable participants for the internship programs. Below are the explanation of the sourcing methods and recruitment process of each of companies.

1. Unilever's sourcing methods and recruitment timeline

Unilever's internship program is dedicated to gain potential candidates for its future permanent employees as one of its objectives. To source the best internship candidates in the market, Unilever mostly uses LinkedIn, its official website and Indeed. After the candidates apply through one of these sites, Unilever begins its recruitment process starting from issuing a profile assessment (Figure 6.4). This profile assessment consists of 5 short online games that can psychologically examine emotional and social traits of the candidates. The responsible recruiter will contact some candidates whose results meet the desired traits for a further screening. After then, some qualified candidates will be invited to a virtual interview with the hiring manager. After the interviews, a suitable candidate will be extended an offer for the role (Unilever, n.d.). Thus, Unilever uses common sourcing channels and adopts a relatively straightforward recruitment process for hiring their interns.

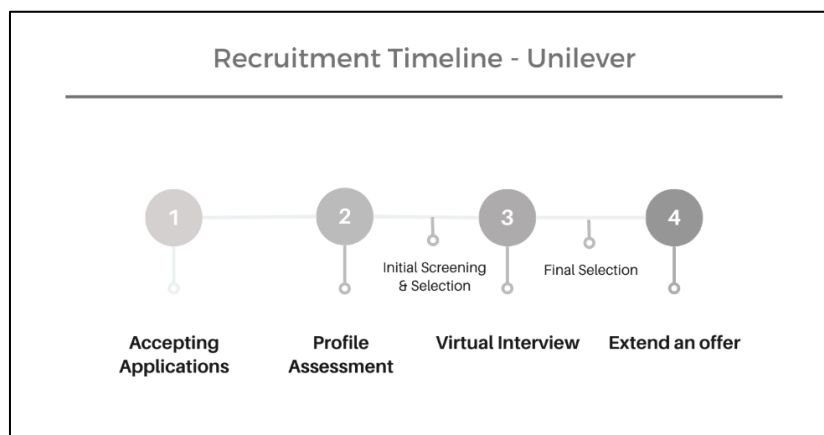


Figure 6.4 Unilever's Internship Recruitment Timeline

2. Mars' sourcing methods and recruitment timeline

Mars adopts a lengthier recruiting process, with more sourcing approaches to attract intern candidates. The internship vacancies are published in common job sites such as LinkedIn, Indeed, and its official website. In addition to posting the ads on common channels, Mars also posts the jobs on school job boards. Mars is involved in some campus events such as career fairs, information sessions, and networking events (Mars, n.d.). Students can also make their profiles on The Handshake application to improve their visibility to Mars' recruiters. Thus, by employing these approaches Mars aims to attract more candidates and improve its visibility among prospective talents.

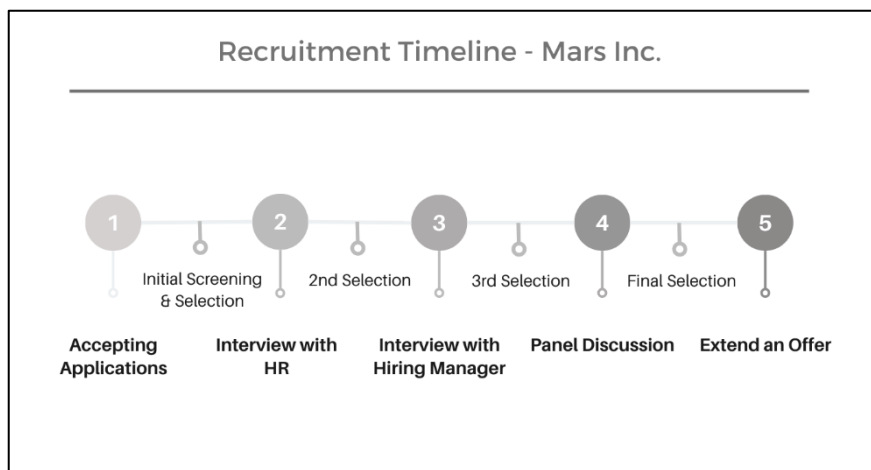


Figure 6.5 Mars' Internship Recruitment Timeline

In terms of recruitment timeline, first Mars will collect the applicants' information after they apply for the position (Figure 6.5). After receiving some applications, Mars will screen the candidates to begin the selection process. Candidates who meet the initial requirements will be invited to the interview with HR. The HR will then shortlist the candidates to be interviewed further by the hiring manager. The passed candidates will then be invited to join a panel. Finally, a candidate who delivers the best performance will receive an offer to be hired as an intern (Mars, n.d.). In sum, the recruitment process in Mars involves many activities to allow for a more thorough selection.

3. L'Oreal's sourcing methods and recruitment timeline

L’Oreal employs innovative ways to source candidates for internships, while involving more steps in its recruitment process. L’Oreal’s job advertisements are published in LinkedIn and are available in L’Oreal’s official website. In addition, L’Oreal also conducts campus visits called the “Our Leaders on Campus” (L’Oréal, n.d.). Through the event, L’Oreal’s leaders visit some campuses around the world where they can share their experiences and offer tips for those who are interested to know more about L’Oreal. In this opportunity, they are also open to questions and suggestions from the students with regards to the company. While the students can get to know L’Oreal better, the company also has the opportunity to offer the internship and other early career programs to the students. Besides the campus visit, L’Oreal has a YouTube channel called the L’oreal Groupe where the company shares some employment tips and testimonials about the ins-and-out of working in the company. This YouTube channel also functions as an approach to enhance L’Oreal’s employer branding and attract talents to apply for its internship program.

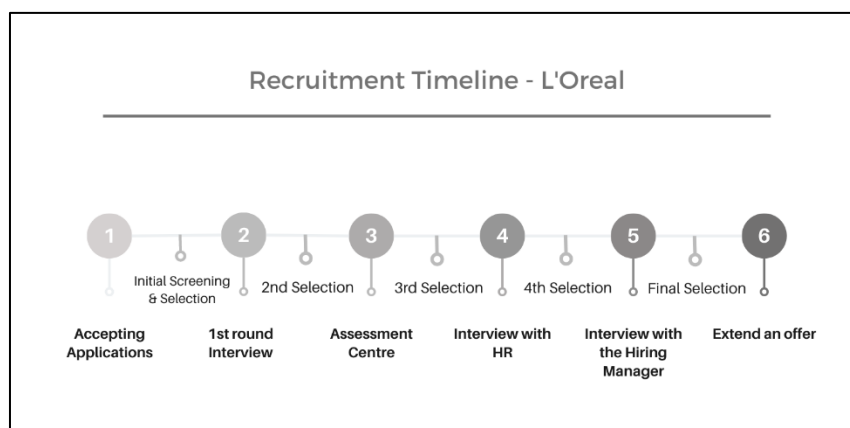


Figure 6.6. L’Oreal Internship Recruitment Timeline

Source: Reddy, K. (n.d.). How to prepare for L'oreal interview: process and tips. Wisestep <https://content.wisestep.com/prepare-loreal-interview-process-tips/>

In terms of the recruitment process, L’Oreal will first do an initial screening for the internship applicants (Figure 6.6). The candidates who match the primary requirements will be passed on to the next stage, which is a 1st round interview. After then, candidates who pass the 1st interview will be delivered to an assessment centre, otherwise known as ‘Taste of L’Oréal’. This assessment centre consists of a series of group exercises, namely a communication exercise and a presentation. Candidates who pass the assessment centre will then be escorted to join two final interviews, one with the recruiter or HR, and the other with the hiring manager. As soon as the interviewers

find a match candidate from the interviews, they will extend an offer for the internship experience (Reddy, n.d.). Thus, this timeline L’Oreal utilizes is quite long but may produce a thorough examination toward the candidates.

6.4. Companies’ Events in the Internship Program

An internship program is an engaging program where the interns can expand their knowledge and connections through events being held during the internship. In order to enrich the learning and exploration experience, students are invited to take part in engaging, innovative, and challenging events held by these successful companies in the internship program. The events held by each of the companies are as follows.

1. Unilever’s internship events

Unilever was declared as one of the top 100 internship programs in 5 consecutive years from 2017 until 2021 (WayUp, n.d.). The fact that the company reaped such achievements indicates the existence of some innovative activities the company is providing to its interns year after year. According to WayUp (2022), since 2018 Unilever internship program allows the students with projects in which they can solve business problems, such as in Supply Chain and Marketing. Through the results of the projects, they can make an impact on iconic brands (such as Dove and Lipton). The existence of purposeful projects made their internship more meaningful and engaging. In 2019, Unilever allowed the interns to present their summer projects to executives at the end of the internship. They could also partake in a fun event called “Chopped-style”, which is a cooking event assisted by renowned chefs.

Moving on to 2020, WayUp (n.d.) also recorded that Unilever provided a workplace etiquette training for the interns to prepare them further in entering their future careers. Besides, frequent performance reviews are periodically being conducted. In 2021, when working from office and virtual meetings start being a norm, the interns could participate in “Cribs, Home Office Edition”, virtual game night, and virtual yoga events. Moreover, the interns could join a two-day workshop with senior team members to enhance their knowledge and experience. Thus, throughout the years in providing internship programs, Unilever has come up with innovative physical and virtual events to support their interns’ learning and connection building.

2. Mars’ internship events

Mars' internship program has been nominated as one of the top 100 internship programs in 2020 and 2022 by WayUp (n.d.). There are various reasons why Mars has received the recognition, but one of them is due to the shift in Mars' expectations toward its interns (NACE, 2019). Between 2018 and 2019, the company transformed its internship program from a pool of temporary summer labor into a strategic pipeline for future leaders. As a result of the transformation, there were more engaging activities dedicated to the participants. Each intern was assigned a project based on the real problem that existed in the company to come up with recommendations that will be presented to leadership. This initiative can contribute to the development of Mars' products and services.

Moreover, Mars offered some networking activities in the form of professional and social events. Some examples are community service days and sessions with executive speakers (NACE, 2019). Furthermore, interns were encouraged to participate in an event where they can submit an innovation, idea, or process improvement to a panel of judges. The selected top ideas are to compete in a head-to-head international showdown (WayUp, n.d.). Thus, the events conducted inside Mars' internship program are to challenge the interns to invent creative ideas, while also allowing them to enhance their connections.

3. L'Oreal's internship events

L'Oreal internship program has been recognized as one of the Top 100 Internship Programs for 3 consecutive years from 2017 until 2019 according to WayUp (n.d.). Internships in L'Oreal involve some events and activities interesting for the interns. The events include networking and development activities, project management and presentation training, community service, and volunteer activities (Eduwapaz, 2023). Moreover, they are eligible to join Brandstorm, which is the largest innovation competition in the world by L'Oreal. The competition invites the students to come up with unconventional solutions and exercise their communication skills in front of L'Oréal's experts. The winners of Brandstorm will have an opportunity to win a 3-month intrapreneurship mission in Paris and proceed into the Management Trainee Program (L'Oréal, n.d.). Aside from these challenging activities, L'Oreal also hosted a National Intern Day party every July (in the United States) which involves the interns and the CEO. Thus, an internship program in L'Oreal provides a range of events for the interns to join, from educational to social ones.

6.5. Internship Program's Unique Selling Proposition

Every company has a different approach to offer its internship experience to the participants. The three companies who have gained success in establishing internship programs have their own uniqueness that can effectively attract applicants and provide a high satisfaction level toward the interns. Unique Selling Proposition (USP) is a factor or consideration showcased by a brand to differentiate their products or services from that of competitors (Deland, 2022). While the term is commonly found for marketing purposes, this can also explain why an internship program of a company stands out among the others. In this case, the term USP will be used to explain the factors that make the internship program in each respective company unique and more favorable compared to the others. The internship program's USP can be known through the messages the company delivers to its target audience in promoting its internship program (e.g., through the job advertisements and website).

1. Unilever's internship program unique selling proposition

Unilever emphasizes its flexibility, brand awareness, and impact when promoting its internship program to the target audience. The flexibility is conveyed through the flexible work of working and the ability to select the duration and working hours of the internship. Moreover, Unilever's brand awareness is one of the USP of the internship program as it convinces the interns to gain valuable experience in a well-known company that can significantly enhance their industry knowledge and self-esteem. Impact is another thing the internship program offers to the interns. When joining the internship program, Unilever makes sure that the interns can make an impact to the products or brands through the projects they develop. Thus, Unilever's internship program is attractive to students as Unilever has a strong brand awareness and offers the interns flexibility and ability to make an impact by joining the program.

2. Mars' internship program unique selling proposition

In offering its internship program, Mars highlights several USPs, namely the company's values and advancement opportunities. The company's values which are summarized into what is called as Five Principles shows the interns an insight of what it will be like to work in the company. Quality, Responsibility, Mutuality, Efficiency, and Freedom are the underlying values that guide the business progress and interactions of people within the company. The values also give meaning to the work that the interns manage. Moreover, the company offers strong advancement opportunities. In this case,

the interns can proceed to the Management Traineeship program or be a permanent employee after the period of internship (Mars, n.d.). This USP is also confirmed by the company's intern conversion rate of 66% in 2018 (NACE, 2019). Thus, Mars offers its internship program with the company's values and advancement opportunities as its USPs.

3. L'Oreal's internship program unique selling proposition

L'Oreal highlights several USPs when offering its internship program, namely its Intern Development Program (IDP), innovation, diversity, and higher compensation. Different from the previous 2 companies explained above, L'Oreal established a unique Intern Development Program that will guide the internship experience. The program facilitates the interns' onboarding, integration, upskilling, and networking through specified workshops and activities. Moreover, the company's focus on innovation challenges the interns to get out of their comfort zone and not to be afraid of failures. The company also highlights its respect toward diversity which encourages them to come as they are with their different point of views. Additionally, L'Oreal also offers a considerably higher monetary compensation benefit (€1,000) that can motivate the interns to deliver more in return to a greater reward. Thus, these internship program USPs give an assurance to the interns that they will invest their time appropriately when joining the internship.

6.6. Internship Program Performance

Ratings is one of the tools to measure the performance of the internship program in each of the successful companies. The ratings that will be used in this section is taken from Glassdoor, an online job board that requires the users to rate their companies upon their signing up process. In this case, the researcher filtered out the ratings based on the position, which is "Intern". The scores given by the users are based on their experience in the company. These ratings will be used as a tool to represent the interns' satisfaction toward the internship program as their experiences are highly influenced by the program.

1. Unilever's internship program performance

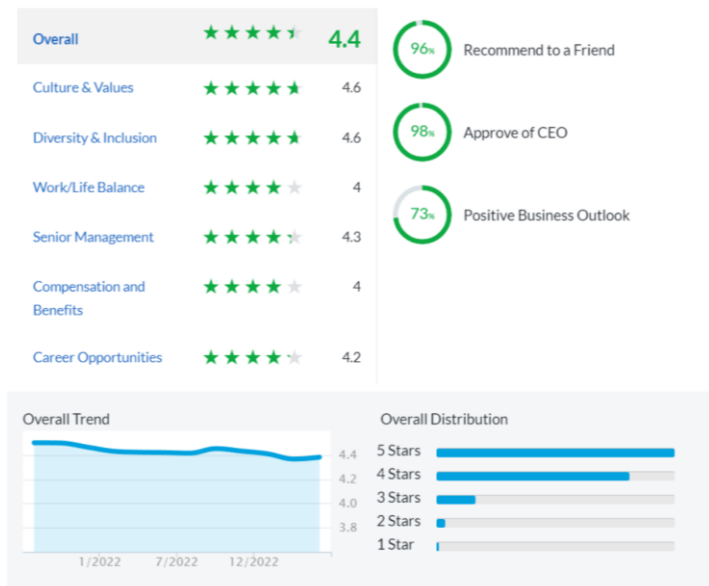


Figure 6.7. Unilever's Internship Program Performance

Source: Glassdoor. (2023, June 8). *Unilever intern reviews*.

https://www.glassdoor.com/Reviews/Unilever-Intern-Reviews-El_IE3513.0,8_KO9,15.htm

Unilever received high ratings of the attributes from 698 of its interns. Starting from the left side of Figure 6.7, the highest ratings were dedicated for Unilever's culture and values, as well as diversity and inclusion. This means that the company has successfully captured the interns' interest from the culture perspective. Meanwhile, the lowest scores were given to the work/life balance and the compensation and benefit aspects. These ratings may indicate that the interns perceived the work as challenging, and that the sum of compensation was not sufficient enough. Furthermore, the interns' total rating for the career opportunities is on the bottom hand of the results, which may mean that there is a little advancement opportunity to be a permanent employee.

Moving on to the top part of the figure, the overall satisfaction rating is 4.4, which is fairly high. This satisfaction score is confirmed by the willingness of the interns to recommend the company to a friend (on the right side of the figure). Jumping to the bottom part of the figure, the trends of the ratings were stable, with a slightly declining slope. It can be seen through the "Overall Distribution" chart that most of the interns rated 4 and 5 for the overall experience. Meanwhile, only a number of interns rated with 1, 2, or 3 stars. All in all, the ratings showed that most interns were satisfied with the company, which is highly correlated with the internship program being provided.

2. Mars' internship program performance

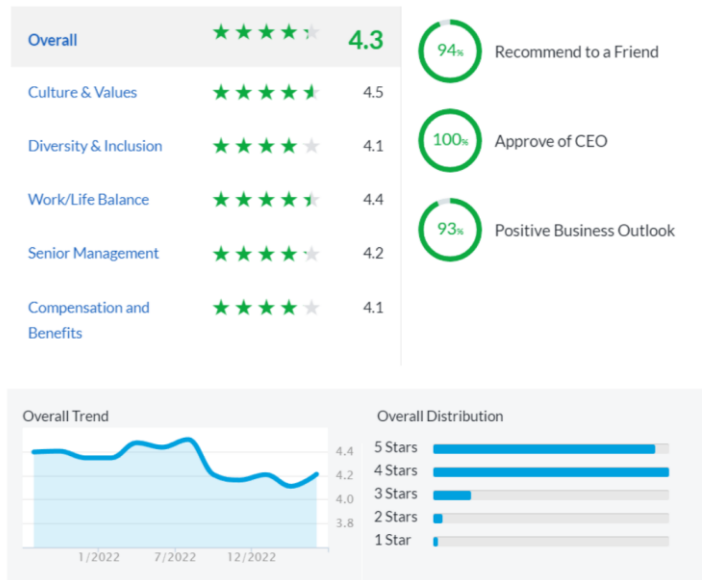


Figure 6.8 Mars' Internship Program Performance

Source: Glassdoor. (2023, June 6). Mars intern reviews.

https://www.glassdoor.com/Reviews/Mars-Intern-Reviews-EI_IE2886.0,4_KO5,11.htm

Mars' ratings from the interns showed a fairly satisfactory result, but slightly lower compared to Unilever (Figure 6.8). There are 98 of Mars' interns or former interns who joined in the survey and the results showed that the highest rating is dedicated to Mars' culture and values. This may indicate that Mars offers a great working culture for the interns and completely implements its values in day-to-day activities. Moreover, the work life balance is also one aspect that received the highest satisfaction score, which means the interns perceived the workload as appropriate. However, these insights also indicate that the diversity and inclusion, as well as compensation and benefits were not really satisfactory, shown by low ratings given for these attributes.

Moving on to the top part of the figure, the interns rated the overall experience in Mars fairly high (4.3 out of 5). This insight was confirmed by their strong willingness to recommend the company to a friend and their assumption of a positive business outlook. The interns also fully agreed that the CEO has done their work very well. The trends seem to be fluctuating due to the limited number of respondents (below 100). Moreover, one phenomenon is that there are more interns who gave 4 stars compared

to 5 stars to tell their overall experience in Mars. Thus, the overall internship experience in Mars was fairly satisfactory, especially because of the company's culture and values.

3. L'Oreal's internship program performance

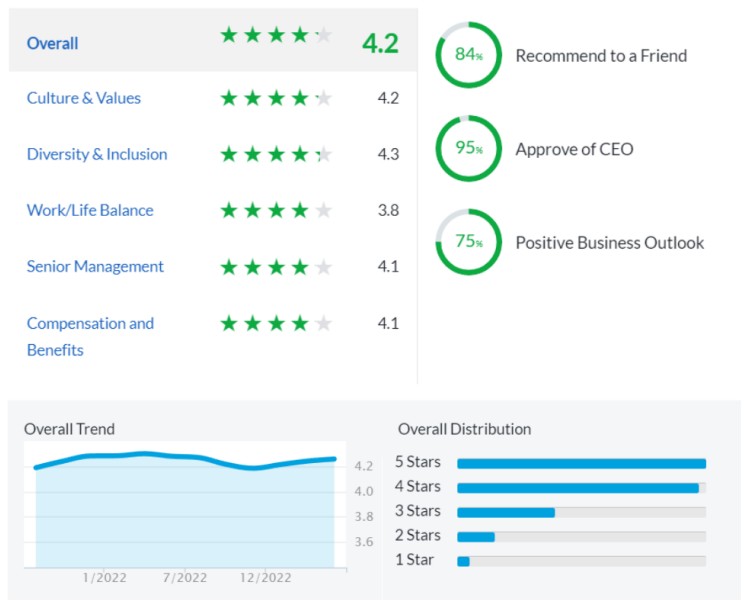


Figure 6.9 L'Oreal's Internship Program Performance

Source: Glassdoor. (2023, June 12). L'Oréal intern reviews.

https://www.glassdoor.com/Reviews/L-Or%C3%A9al-Intern-Reviews-EI_IE3470.0,7_KO8,14.htm

L'Oreal internship program's overall rating was fairly high, but lower than the two preceding companies (Unilever and Mars). The survey was participated in by 678 of the company's interns or former interns. The highest ratings were given to the company's diversity and inclusion, as well as culture and values (Figure 6.9). This means that L'Oreal is a diverse company that respects diversity and remains true to its values to develop a pleasant working culture. Meanwhile, the lowest ratings were dedicated to rate the work-life balance. This phenomenon might mean that the workload is considerably high for interns. These and the other ratings contribute to the overall satisfaction rating to the experience of 4.2.

This rating is confirmed by less percentage of interns are willing to recommend the company to a friend. Moreover, only 75% of the interns believed that L'Oreal has a positive business outlook. Moving on to the bottom part of the figure, the overall rating from the interns were stable, with a slightly increasing slope to reflect the most recent

responses. Moreover, the “overall distribution” chart shows that most interns gave a 5-star rating to describe their internship experiences in L’Oreal. Thus, it can be concluded that L’Oreal has a slightly lower overall rating compared to the previously discussed companies, mostly due to the less favorable workload intensity.

6.7 Preliminary Conclusion

This chapter contains an analysis of practices that are adopted by successful companies in conducting their internship programs. Those successful companies are Unilever, Mars, and L’Oréal. The first discussion in this chapter was about the companies’ organizational objectives and strategies. From the analysis, it became clear that each internship program has the function to support the business objectives and is highly related to the company’s values. The most common benefits that the company can capture through the internship program are to enhance innovations (gathering new ideas) and build a pipeline of future talents. The second part of this chapter discussed the practices adopted by each company in conducting their internship program. It can be concluded that these companies have standardized practices for their internship programs, such as in terms of starting dates and duration of the internship.

Among the three companies, Unilever offers the widest variety of functions for internship, and L’Oréal offers the highest compensation rate. The third part of this chapter was about the sourcing methods and recruitment timeline used by each company for their internship programs. It became clear that they adopted different ways in sourcing and recruiting interns. Some of sourcing methods are campus visits by Mars and L’Oréal, utilizing the Handshake application by Mars, and enhancing employer branding through YouTube by L’Oréal. Some of examples in the recruitment timelines are Unilever includes an online game in the recruitment process, while L’Oréal’s invites candidates to attend a panel and requires them to go through 2 final interviews.

The fourth part of the chapter discussed the events held by the companies. Some examples of events are workplace etiquette training by Unilever, community service days by Mars, and Brandstorm by L’Oréal. These events enhance the instructiveness of the internship programs. Moving on to the fifth part, the USPs of each internship program were discussed. The USPs of each internship program were showcased through the messages to the target audience and were derived from the company’s values, goals, focus, and strategies.

Lastly, this chapter also discussed the performance of each internship program which was assessed through the ratings the interns gave to each company in Glassdoor. The interns' perception towards the companies was more or less correlated with the internship program provided for them. Most of the interns at Unilever rated 5 stars for their satisfaction with the company. Unilever's rating is highest in Culture & Values and Diversity and Inclusion. Mars' interns gave the highest score to the culture and values as well as work-life balance to the company. L'Oréal's work-life balance received the lowest satisfaction rate among interns, but the interns are satisfied most with the diversity and inclusion. Also, only 84% of the interns wanted to recommend the company to a friend, while L'Oréal gives the highest compensation among the three companies. Based on overall satisfaction, the order of companies from the highest rating to the lowest are Unilever, Mars, and L'Oréal respectively. All in all, this chapter has given important information on how to develop an internship program in a way that promotes interns' satisfaction and benefits the company.