**3. Google - Data-driven People Operations and a Culture of Innovation**

**Context:**

Google is known for its unique approach to people management, which is based on data and constant experimentation.

**Initiative:**

Key elements of the strategy include:

* People Analytics: using data analytics to identify key drivers of employee satisfaction and performance,
* Innovative Benefits and Work Environment: Programs designed to foster creativity, such as flexible work hours, workshops, and non-traditional benefits (e.g., free meals, relaxation zones),
* Transparent communication and open culture: promoting the idea that every employee can contribute to innovation, leading to greater engagement.

**Impact:**

These strategies have helped create an environment where employees feel motivated and valued, leading to increased productivity, innovation and overall company competitiveness in the marketplace.

**Case study questions**

1. People Analytics: what is People Analytics and how does it help Google improve the work environment and employee performance?

2. Innovative Benefits: How can non-traditional benefits and an open company culture impact employee motivation and creativity?

3. Portability of solutions: What actions from Google's strategy could be transferred to other companies and why?

**Comparative questions**

1. Comparison of strategies: how do the HR strategies of Česká spořitelna, IKEA and Google differ and how are they similar?

2. Trends in HR: What common HR trends can you identify from these case studies?

3. What potential challenges could arise when implementing similar strategies in smaller or less technology-oriented organizations?