

target virtual interview questions and answers

Target Virtual Interview Questions and Answers: How to Prepare and Excel

target virtual interview questions and answers have become increasingly important in today's job market, especially as remote hiring processes continue to dominate. Whether you're applying to a large corporation, a startup, or a retail giant like Target, understanding the common virtual interview questions and how to craft thoughtful answers can set you apart from other candidates. This article will guide you through some of the most frequently asked questions in virtual interviews, share tips on how to answer them effectively, and offer strategies to help you shine through the screen.

Understanding the Shift to Virtual Interviews

Virtual interviews have become the norm rather than the exception. Companies like Target have embraced this format to streamline hiring, reach a broader pool of candidates, and maintain safety protocols. However, interviewing online brings a unique set of challenges and opportunities. You're no longer just evaluated on your answers but also on your virtual presence, technical readiness, and communication skills in a digital environment.

Preparing for a virtual interview means going beyond rehearsing answers. It involves setting up your space, testing your technology, and learning how to engage naturally with the interviewer despite the physical distance. This holistic preparation is crucial for tackling common interview questions confidently.

Common Target Virtual Interview Questions and How to Answer Them

When you're interviewing specifically for a position at Target or a similar company, it's helpful to know the kinds of questions you might face. Many of these questions focus on customer service skills, teamwork, problem-solving, and your motivation for working there.

1. Tell Me About Yourself

This classic opener is often the first question in any interview. The key here is to keep your answer concise, relevant, and structured. Highlight your background, relevant experience, and why you're interested in working at Target.

Example answer:

“I’ve worked in retail for over two years, focusing on delivering excellent customer service and working collaboratively with team members. I enjoy helping people find what they need and solving problems efficiently. I’m excited about the opportunity at Target because I admire the company’s commitment to community and innovation.”

2. Why Do You Want to Work at Target?

Employers want to understand your motivation. This question allows you to connect your values with the company’s culture and mission.

Tips for answering:

- Research Target’s values and culture before the interview.
- Mention specific reasons like career growth, community involvement, or the company’s reputation.
- Be genuine and enthusiastic.

Sample response:

“I appreciate Target’s dedication to diversity and inclusion and its efforts to create a positive shopping experience. I’m eager to contribute to a company that values innovation and teamwork, and I believe my skills align well with the Target team.”

3. How Do You Handle Difficult Customers?

Customer service roles often require patience and problem-solving skills. Interviewers want to know if you can stay calm and positive in challenging situations.

How to answer:

- Use the STAR method (Situation, Task, Action, Result) to structure your response.
- Emphasize empathy, active listening, and finding solutions.

Example:

“In my previous role, a customer was upset because an item was out of stock. I listened carefully to understand their frustration, apologized sincerely, and offered to check availability at nearby stores or online. The customer appreciated the help and left satisfied.”

4. Can You Describe a Time You Worked as Part of a Team?

Teamwork is essential in retail environments. This question assesses your collaboration skills.

Answer tips:

- Share a specific example showcasing your role, how you contributed, and the outcome.
- Highlight communication and flexibility.

Example answer:

“At my last job, our team had to reorganize the store layout in a short amount of time. I coordinated with my colleagues to divide tasks based on strengths, communicated progress regularly, and helped wherever needed. We completed the project ahead of schedule, and customers noticed the improved shopping experience.”

5. How Do You Prioritize Tasks During a Busy Shift?

Employers want to know your time management skills and ability to multitask effectively.

How to approach:

- Explain your method for assessing urgency and importance.
- Mention any tools or strategies you use.

Sample response:

“When the store gets busy, I focus first on tasks that directly impact customers, like restocking popular items or assisting shoppers. I also keep an eye on deadlines, communicate with my team, and adjust priorities as needed to ensure everything runs smoothly.”

Additional Tips for Nailing Your Virtual Interview

Prepare Your Environment and Technology

Before the interview, test your internet connection, camera, and microphone. Choose a quiet, well-lit space with a neutral background to minimize distractions. Dress professionally, just as you would for an in-person interview, to convey seriousness and respect.

Practice Clear and Engaging Communication

Speaking clearly and maintaining eye contact (by looking into the camera) helps build rapport. Virtual interviews can sometimes feel less personal, so it's important to express enthusiasm and listen actively. Nodding and smiling can show engagement even through the screen.

Have Your Documents and Notes Ready

Keep your resume, job description, and any notes handy but out of the camera's view. This allows you to reference important points without fumbling or losing focus.

Follow Up After the Interview

Sending a polite thank-you email reiterates your interest and professionalism. Mention something specific from the interview to make your message memorable.

The Role of Behavioral Questions in Virtual Interviews

Many virtual interviews, including those for Target, incorporate behavioral questions. These questions aim to reveal how you handled situations in the past to predict future performance. Examples include:

- "Describe a time you had to deal with a conflict at work."
- "Tell me about a time you went above and beyond for a customer."

When preparing answers, reflect on your experiences and choose stories that highlight relevant skills like problem-solving, teamwork, and adaptability. Using the STAR method ensures your answers are clear and impactful.

How to Showcase Soft Skills During a Virtual Interview

Soft skills such as communication, empathy, and adaptability are crucial for customer-facing roles. Although it can be challenging to demonstrate these traits through a screen, there are ways to make them stand out:

- Use specific examples in your answers.
- Maintain positive body language.
- Show enthusiasm for the role and company.
- Respond thoughtfully and avoid interrupting.

Remember, your attitude and demeanor often speak louder than your words in virtual settings.

Common Technical Questions for Virtual Interviews and How to Prepare

While many Target positions focus on customer service, some roles may involve technical questions or assessments, especially for corporate or IT positions within the company. Prepare by:

- Reviewing the job description carefully.
- Practicing common technical questions related to your field.
- Demonstrating problem-solving skills aloud during the interview.

If you don't know an answer, it's better to remain honest and explain your thought process than to guess blindly.

Final Thoughts on Target Virtual Interview Questions and Answers

Mastering virtual interviews involves a balance of preparation, practice, and presence. By anticipating questions, preparing thoughtful answers, and setting up a professional virtual environment, you can increase your chances of success. Remember, interviews are a two-way conversation—use the opportunity to learn about Target's culture and express how you can contribute to their team. With the right mindset and preparation, virtual interviews can be a stepping stone to exciting career opportunities.

Frequently Asked Questions

What are some common questions asked in a Target virtual interview?

Common questions include: 'Why do you want to work at Target?', 'Describe a time you provided excellent customer service.', 'How do you handle stressful situations?', and 'Can you work flexible hours?'.

How should I prepare for a Target virtual interview?

Research Target's company values, practice answering behavioral questions using the STAR method, ensure your technology setup is working properly, and dress professionally even though the interview is virtual.

What technical setup is recommended for a Target virtual interview?

Use a quiet, well-lit space with a reliable internet connection, a working webcam and microphone, and test the video conferencing platform beforehand to avoid technical difficulties.

How can I effectively answer behavioral questions in a Target virtual interview?

Use the STAR method (Situation, Task, Action, Result) to structure your answers, giving specific examples that demonstrate your skills and experiences relevant to the position.

What qualities does Target look for in candidates during virtual interviews?

Target values candidates who demonstrate strong customer service skills, teamwork, adaptability, reliability, and alignment with their corporate culture and values.

Additional Resources

Target Virtual Interview Questions and Answers: Navigating the Digital Hiring Landscape

target virtual interview questions and answers have become an essential area of focus for job seekers and recruiters alike, especially as remote hiring escalates across industries. The shift toward virtual interviews, accelerated by technological advances and global events, has transformed traditional recruitment processes into digital interactions. Understanding the nuances of these virtual conversations, including typical questions and strategic responses, is critical for candidates aiming to succeed in this evolving environment.

This article delves into the nature of target virtual interview questions and answers, exploring their structure, common themes, and best practices for preparation. It also examines the advantages and challenges of virtual formats, providing an analytical perspective on how candidates can optimize their performance and increase their chances of securing positions through online interviews.

Understanding Target Virtual Interview Questions and Answers

Virtual interviews differ significantly from in-person meetings, not just in delivery but in the types of questions asked and the expectations of responses. Hiring managers often tailor questions to assess not only a candidate's skills and experience but also their adaptability, communication proficiency, and comfort with digital tools. Consequently, target virtual interview questions frequently encompass behavioral, situational, and technical queries, designed to gauge a candidate's holistic fit for a remote or hybrid work environment.

LSI keywords such as “remote interview questions,” “online interview preparation,” and “virtual job interview tips” naturally intersect with the core topic, given the context. Candidates preparing for these interviews must anticipate questions that probe their ability to work independently, manage time, and navigate technological platforms effectively.

Common Categories of Virtual Interview Questions

1. **Behavioral Questions**

Behavioral interview questions remain a staple in virtual interviews, as they reveal how candidates have handled specific situations in the past. Examples include:

- “Can you describe a time when you had to manage a project remotely?”
- “How do you prioritize tasks when working from home?”

2. **Technical and Role-Specific Questions**

Depending on the job, technical questions test candidates’ proficiency in required tools and methodologies. For software roles, this might involve coding challenges or system design questions. For marketing or sales positions, candidates might be asked about digital campaign strategies or CRM software experience.

3. **Situational Questions**

These hypothetical scenarios assess problem-solving and decision-making skills, such as:

- “How would you handle a conflict with a colleague during a virtual meeting?”
- “What steps would you take if you missed a critical deadline due to technical difficulties?”

4. **Cultural Fit and Motivation Questions**

Interviewers often inquire about a candidate’s motivation and cultural alignment with the organization, for example:

- “Why do you want to work remotely for our company?”
- “How do you stay engaged and motivated without direct supervision?”

Effective Strategies for Answering Virtual Interview Questions

Mastering target virtual interview questions and answers requires deliberate preparation, with an emphasis on clarity, conciseness, and authenticity. Here are several strategies candidates can employ:

- **Utilize the STAR Method:** Structuring responses with Situation, Task, Action, and Result helps provide comprehensive yet succinct answers, especially for behavioral questions.
- **Demonstrate Technological Competence:** Express comfort with video conferencing tools, project management software, and other relevant technologies to reassure interviewers of your adaptability.

- **Practice Virtual Etiquette:** Maintain eye contact by looking into the camera, ensure a distraction-free environment, and test equipment beforehand to minimize technical glitches.
- **Showcase Self-Motivation:** Share examples of self-directed work and time management skills, which are crucial for remote roles.

Comparing Virtual and In-Person Interview Dynamics

While virtual interviews offer convenience and wider accessibility, they also introduce unique challenges that affect how questions are posed and answered. Unlike face-to-face interactions, virtual formats can hinder non-verbal communication cues, making it essential for candidates to verbalize enthusiasm and attentiveness more explicitly.

Furthermore, the technological medium influences the pace and flow of conversation. Candidates may experience delays or interruptions, which require patience and composure. Interviewers might also rely more heavily on structured questions to compensate for the lack of spontaneous interactions.

Studies indicate that about 60% of companies increased their use of virtual interviews post-2020, underscoring the importance of mastering this format. However, the risk of miscommunication remains higher in virtual settings, emphasizing the need for clear and well-prepared answers to bridge potential gaps.

Pros and Cons of Virtual Interviews

- **Pros:**
 - Eliminates geographical barriers, allowing wider talent pools.
 - Reduces travel time and expenses for both parties.
 - Enables easy recording and review of interviews.
- **Cons:**
 - Technical issues can disrupt flow and create anxiety.

- Lack of physical presence may reduce rapport and engagement.
- Potential for distractions in home environments.

Preparing for Target Virtual Interview Questions and Answers

Preparation is paramount when facing virtual interviews. Candidates should conduct thorough company research to anticipate industry-specific questions and align their responses accordingly. Practicing with mock interviews on platforms like Zoom or Microsoft Teams can acclimate candidates to the virtual setting.

Additionally, compiling a list of common target virtual interview questions and answers tailored to the role enhances readiness. For example, a customer service role might require answers emphasizing empathy and remote communication skills, while an IT position will likely focus on technical problem-solving and cybersecurity awareness.

Candidates should also prepare thoughtful questions to ask interviewers, demonstrating engagement and deeper interest in the position. Questions about remote team collaboration, company culture adjustments for virtual work, and performance evaluation in remote settings are particularly relevant.

Leveraging Technology to Enhance Interview Performance

Incorporating technology effectively can set candidates apart. Using high-quality webcams and microphones improves audiovisual clarity, while choosing neutral, well-lit backgrounds projects professionalism. Some candidates utilize virtual backgrounds or company-branded overlays to subtly reinforce their enthusiasm.

Moreover, familiarity with platform functionalities—such as screen sharing, chat features, or virtual whiteboards—can be advantageous, especially during technical interviews or presentations. Demonstrating ease with these tools signals readiness for a digital-first work environment.

The Future of Virtual Interviews and Evolving Question Trends

As remote work solidifies its presence, virtual interviews will continue evolving. Emerging trends include asynchronous interviews, where candidates record answers to preset questions, and AI-driven

assessments analyzing facial expressions and speech patterns.

This shift may influence the nature of target virtual interview questions and answers, emphasizing concise communication and emotional intelligence. Candidates must stay updated on these trends and continually refine their approach to meet new expectations.

The integration of data analytics in recruitment also means that interview responses may be evaluated against predictive models, further underscoring the importance of clear, structured, and relevant answers.

Navigating the complexities of virtual interviews requires a strategic mindset, grounded preparation, and adaptability. By mastering target virtual interview questions and answers within this context, candidates position themselves competitively in the digital hiring arena.

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target virtual interview questions and answers: *Online Virtual Interview: How to Excel*
GYAN SHANKAR, 2022-01-04 This book is all about how best to nail the online virtual interview for jobs. On perusing the book, you will be knowing how to prepare for online interview and how to deliver, for in the end, employer would like to hire you. The book has two sections. Section I includes 9 chapters, which include, 1. Online Virtual Interview Process & Stages, 2. Researching the Job Organization, 3. Tips for Video Interview from Home, 4. Create Great Impression & Be a Perfect Interviewee, 5. How to manage Nervousness & Mentally Prepare for Job Interview, 6. Speak the Language the Employers Like, 7. What Employers Look for, 8. Interviewee's Common Mistakes, and; 9. Preparation for Answering. Section II contains 14 chapters. This section extensively covers the interview questions commonly asked in online job interview with the tips to dynamite answer strategies and model answers of each, that will impress interviewers. It also includes Mock Interviews. This section deals with 1. Open-Ended About Yourself Questions, 2. Job Fitness Questions, 3. Why You Should Be Hired Questions, 4. Target Job & Company Questions, 5. Management and Teamwork Questions, 6. Goals & Stability Questions, 7. Joining & Leaving Questions, 8. Qualification Questions, 9. Interrogation Questions, 10. Aptitude Questions, 11. Final Questions, 12. Salary Questions, 13. Salary Negotiation in Interview. 14. Mock Virtual Interviews.

target virtual interview questions and answers: Second Interview Question and Answers
- **English** Navneet Singh, Here are some common second interview questions along with suggested answers: 1. What has been your biggest accomplishment in your current role? Answer: In my current role, I led a project to [briefly describe project], which resulted in [specific achievement, such as increased efficiency, cost savings, revenue growth, etc.]. This project required [mention specific skills or challenges overcome], and I'm proud that my efforts contributed positively to the company's goals. 2. Can you provide an example of a time when you had to handle a challenging situation or difficult coworker? Answer: In a previous role, there was a situation where [describe the challenge or difficult coworker]. I approached this by [explain your approach, such as remaining calm, seeking to understand their perspective, and finding a resolution]. Ultimately, we were able to [describe the positive outcome, like improved teamwork or resolving the issue], which taught me valuable lessons in communication and conflict resolution. 3. How do you prioritize tasks and manage your time effectively? Answer: I prioritize tasks by [explain your method, like assessing deadlines and importance]. I use tools like [mention specific tools or techniques, such as time blocking or the Eisenhower Matrix] to ensure I focus on high-priority items first. Regular check-ins and adjustments

help me stay on track and adapt to changing priorities effectively. 4. Tell me about a time when you demonstrated leadership or took initiative. Answer: In my previous role, I noticed [describe the opportunity or challenge]. I took initiative by [explain your actions, such as proposing a new strategy, leading a cross-functional team, or implementing a process improvement]. This initiative resulted in [specific outcome, like increased efficiency, cost savings, or positive feedback], demonstrating my ability to take ownership and drive results. 5. How do you handle working under pressure or tight deadlines? Answer: I thrive under pressure by [explain your approach, such as prioritizing tasks, staying organized, and maintaining focus]. I break down complex tasks into manageable steps and leverage team strengths when needed. Effective communication and proactive planning help me meet deadlines while ensuring quality and attention to detail. 6. Why do you want to work for our company? What interests you about this role? Answer: I'm impressed by [mention specific aspects of the company, such as its innovative products, strong company culture, or commitment to sustainability]. I'm particularly excited about this role because [explain how your skills and experiences align with the job responsibilities and how you see yourself contributing to the company's success]. I'm eager to bring my [specific skills or experiences] to your team and contribute to [company's specific goals or projects]. 7. Describe a situation where you had to adapt to change or faced a significant challenge. How did you handle it? Answer: In a previous role, our team faced [describe the change or challenge, such as a shift in market conditions or a new technology implementation]. I adapted by [explain your actions, like quickly learning new skills, collaborating with team members, or adjusting project plans]. This experience taught me the importance of flexibility and resilience in achieving successful outcomes, which I believe are crucial in a dynamic work environment like yours. 8. What are your strengths and how would they contribute to our team? Answer: My strengths include [mention 2-3 key strengths relevant to the job, such as analytical skills, attention to detail, teamwork, or leadership]. These strengths would contribute to your team by [explain how each strength aligns with the job requirements, like improving processes, fostering collaboration, or driving innovation]. I'm committed to leveraging these strengths to make a positive impact and support the team's success. 9. Do you have any questions for us? Answer: Based on our discussion today, I'm curious to learn more about [specific aspect of the team or company, such as team structure, upcoming projects, or company culture]. Additionally, can you tell me more about the opportunities for professional development and growth within your organization? These answers are structured to highlight your experiences, skills, and alignment with the company's needs. Tailor your responses based on your own experiences and the specific context of the interview to showcase your qualifications effectively.

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impact. Each question is paired with a clear, structured answer that demonstrates how to tackle problems, present data, and show expertise in interviews. This book is not only for job seekers but also for professionals who want to advance their careers, hiring managers looking for evaluation frameworks, and educators designing digital marketing courses. By practicing with these 600 curated Q&As, you will build confidence, improve your problem-solving approach, and stand out as a knowledgeable candidate in the competitive field of digital marketing. Whether you're preparing for an entry-level analyst role or a senior digital strategist position, this resource will help you sharpen your skills and land your dream job.

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within the social structure. It meets the various social needs of members of a society by directing how individuals must react to various events and how to act in specific circumstances. A planned and systematic process is required for disseminating this cultural accumulation as a policy, which is produced collectively by all members within their everyday life practices. The Handbook of Research on Examining Cultural Policies Through Digital Communication provides emerging research on this aspect of cultural policy, which is formed within the framework of this systematic process in a strategic manner and can be defined as various activities of the state intended for art, human sciences, and cultural inheritance. Creating such cultural policies involves the establishment of measures and organizations required for the development of each individual, providing economic and social facilities, all of which are actions intended for directing society. Featuring coverage on a broad range of topics such as long-distance education, digital citizenship, and public diplomacy, this book is ideally designed for academicians, researchers, advanced-level students, sociologists, international and national organizations, and government officials.

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target virtual interview questions and answers: Language Development in the Digital Age Mila Vulchanova, Giosuè Baggio, Angelo Cangelosi, Linda Smith, 2017-10-18 The digital age is changing our children's lives and childhood dramatically. New technologies transform the way people interact with each other, the way stories are shared and distributed, and the way reality is presented and perceived. Parents experience that toddlers can handle tablets and apps with a level of sophistication the children's grandparents can only envy. The question of how the ecology of the child affects the acquisition of competencies and skills has been approached from different angles in different disciplines. In linguistics, psychology and neuroscience, the central question addressed concerns the specific role of exposure to language. Two influential types of theory have been proposed. On one view the capacity to learn language is hard-wired in the human brain: linguistic input is merely a trigger for language to develop. On an alternative view, language acquisition depends on the linguistic environment of the child, and specifically on language input provided through child-adult communication and interaction. The latter view further specifies that factors in situated interaction are crucial for language learning to take place. In the fields of information technology, artificial intelligence and robotics a current theme is to create robots that develop, as children do, and to establish how embodiment and interaction support language learning in these machines. In the field of human-machine interaction, research is investigating whether using a

physical robot, rather than a virtual agent or a computer-based video, has a positive effect on language development. The Research Topic will address the following issues: - What are the methodological challenges faced by research on language acquisition in the digital age? - How should traditional theories and models of language acquisition be revised to account for the multimodal and multichannel nature of language learning in the digital age? - How should existing and future technologies be developed and transformed so as to be most beneficial for child language learning and cognition? - Can new technologies be tailored to support child growth, and most importantly, can they be designed in order to enhance specifically vulnerable children's language learning environment and opportunities? - What kind of learning mechanisms are involved? - How can artificial intelligence and robotics technologies, as robot tutors, support language development? These questions and issues can only be addressed by means of an interdisciplinary approach that aims at developing new methods of data collection and analysis in cross-sectional and longitudinal perspectives. We welcome contributions addressing these questions from an interdisciplinary perspective both theoretically and empirically.

target virtual interview questions and answers: ECGBL 2022 16th European Conference on Game-Based Learning Conceição Costa, 2022-10-06

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target virtual interview questions and answers: *History Education in the Digital Age* Mario Carretero, María Cantabrana, Cristian Parellada, 2022-10-03 This book reflects on how teachers and students use new technologies in classroom settings in order to improve the capacity of teaching and learning in history to successfully meet the challenges of the twenty-first century through a complex understanding of the relation between past and present. Key authors in the field

from Europe and the Americas present a comprehensive overview of the central questions at the heart of the book. They contribute to this process of reflection by taking diverse methodological, pedagogical and conceptual approaches to analyse the ways in which digital tools could advance the development of historical comprehension in the fields of formal and informal history education in different settings as schools, museums, exhibitions, sites of memory, videogames and films. Drawing together a disciplinary diversity that approaches the topic from the viewpoints of collective memory, global history, historical thinking and historical consciousness, the book's cutting-edge content offers interested academics and practitioners with a broad-based view on the current state of debate in this area, examined via theoretical exploration in-depth case analysis.

target virtual interview questions and answers: *Current Issues on Digital Transformation, Corporate Entrepreneurship, and Coopetition* Anna Ujwary-Gil, 2024-01-01 An integrated PLS-SEM model on the interplay of antecedents and moderators driving corporate entrepreneurship activity in South Africa PURPOSE: Corporate entrepreneurship (CE) is a multi-faceted phenomenon, and although there is extant research on CE, there are knowledge gaps that warrant a deeper understanding. Indeed, focusing solely on independent variables overlooks the extent to which CE activities are mutually and reciprocally supportive. We align our article with research calls for theory building, which provides a novel understanding of the dynamic complexity of the CE process. METHODOLOGY: In this regard, we formulate and empirically evaluate an integrated CE model that reflects the integrative complexity of the antecedents driving CEA. The study context is the South African banking sector, where primary data (n = 312) is obtained via a structured survey. Four meta-hypotheses and several sub-hypotheses, reflecting the organizational, individual, and environmental level antecedents, are tested using partial least squares structural equation modeling (PLS-SEM). FINDINGS: The main study finding validates that corporate strategy is the bedrock of CEA. The results also reveal that entrepreneurial strategy, entrepreneurial structure, transformational leadership, organizational resources, and an entrepreneurial mindset are significant predictors of CEA. IMPLICATIONS: Practical implications highlight that it is important for managers to consider the configuration of the predictors within the CE model, which function as pathways to entrepreneurial corporate strategy. ORIGINALITY AND VALUE: Our study makes a unique contribution by developing and testing an integrated and comprehensive model reflecting the dynamic complexity of the antecedents driving CEA. It is anticipated that the results will allow researchers to compare and examine comparable antecedents to CEA and their applicability in global country contexts. Keywords: corporate entrepreneurship, antecedents, entrepreneurial strategy, organizational resources, transformational leadership, entrepreneurial mindset, partial least squares structural equation modelling, PLS-SEM, South Africa. Pushing coopetition research further: Understanding, relevance, and operationalization of the attributes of coopetition strategies and cooperative relationships PURPOSE: Although coopetition was defined three decades ago and is intensively investigated, its theoretical and research cognition remains far from thoroughly understood. The lack of conceptual consistency prevents researchers from conducting comparable research, leading to more generalizable results, and thus from building coherent knowledge. This study addresses the above shortcoming by the development of operationalizations of two types of attributes assigned to coopetition: strategic attributes characterizing coopetition strategies and relational attributes characterizing cooperative relationships. METHODOLOGY: In our study, we adopted a two-step research process consisting of qualitative verification of a list of 8 coopetition attributes (2 strategic and 6 relational) identified in prior literature as relevant for coopetition success and the development of integrative conceptualization and measurement approaches for them. The verification was conducted through focus group interviews with scholars experienced in coopetition research and senior managers from firms adopting coopetition strategies. The measurement approaches for the positively verified attributes were developed through the integration of (1) approaches used so far in coopetition literature, (2) approaches used to date in the literature on the features of inter-organizational relationships, and (3) approaches that emerged during the focus group interviews. FINDINGS: This study shows two strategic (i.e., dynamics and

paradoxicality) and six relational (i.e., asymmetry, complexity, intensity, mutual dependence, strength, and tensions) coopetition attributes as heterogeneously relevant for coopetition success and offers multi-item operationalizations for them derived from a combination of prior literature and qualitative research. **IMPLICATIONS:** Our paper shows strategic and relational attributes of coopetition as theoretically and practically relevant for coopetition success. **ORIGINALITY AND VALUE:** As a contribution, this study offers scientifically grounded operationalizations of eight attributive success factors of coopetition. The developed measurement proposals can find valuable applications in two ways. First, coopetition researchers can use them in their studies, and a consistent measurement approach will allow for the comparison of research results, bringing us closer to drawing more general conclusions. Second, coopetition practitioners can use these proposals when managing coopetition, for instance, to evaluate, monitor, and intentionally shape them to make coopetition (more) successful. **Keywords:** coopetition, focus group interviews, operationalization, measurement scale, coopetitive relationships, coopetition strategies

Guiding incumbent companies in navigating digital transformations: A qualitative study on structural ambidexterity and strategic leadership **PURPOSE:** Despite digital transformation being a focus topic for incumbent companies, organizational structures are a significant barrier to their success. Referring to the positive correlation between ambidexterity and digital innovation, our research provides guidance on structural ambidexterity for incumbent companies. Previous research has barely differentiated between exploration and exploitation in digital transformation. In the present paper, we fill part of this research gap by focusing on structural ambidexterity in digital transformations and providing guidance on how incumbent companies can overcome organizational challenges. **METHODOLOGY:** Our research is based on an explorative research design with 33 semi-structured interviews that allow in-depth information. The interview partners were selected using purposive sampling and represented different industry and hierarchy levels. All of them have been in a position related to digital transformation in an incumbent company for the last two years. We ensure scholarly rigor using thematic analysis to analyze our data. **FINDINGS:** Our decision tree guides separation or integration based on the closeness of digital activities to the core business and the association of the activities to exploration or exploitation. Additionally, we recommend considering the digital maturity grade in the decision-making. Developing a cross-functional digital transformation strategy and pursuing a balanced portfolio fosters ambidexterity in digital transformation. Clear responsibilities, collaborative decision-making, candidate selection, and collaboration with IT are essential leadership activities. **IMPLICATIONS for theory and practice:** Our research expands the existing research on digital transformations of incumbent companies. We specifically contribute to the limited details on how to separate digital activities considering an exploration/exploitation perspective. Our study guides practitioners to address one of their major challenges in digital transformations with the help of our decision tree. **ORIGINALITY AND VALUE:** Based on the positive correlation between ambidexterity and digital innovation, our study contributes to the existing research by providing in-depth knowledge of structural ambidexterity in digital transformations. This detailed information is essential to provide knowledge on enabling the positive correlation between ambidexterity and innovation in the context of structural ambidexterity. **Keywords:** digital transformation, digitalization, organizational structures, structural ambidexterity, temporal ambidexterity, incumbent companies, guidelines

Leveraging green innovation from big data analytics: Examining the role of resource orchestration and green dynamic capabilities **PURPOSE:** The notion of big data analytics (BDA) has received increased attention from both researchers and managers. Keeping in view the significance of BDA, the current research aims to examine the role of BDA capability to leverage firm green innovation (GI). Drawing from the dynamic capability view, current study suggests that BDA capability prompts green dynamic capabilities (DCs), enabling organizations to attain GI successfully. Particularly, present study proposes that BDA analytics prompt GI directly as well as through green DCs. Moreover, this study also draws from complementarity perspective and proposes that resource orchestration capability (ROC) is likely to enhance the effectiveness of green DCs in eliciting GI. Thus, the objectives of the

current study are threefold; first, it aims to unveil the role of BDA capability in prompting GI; second, it examines the mediating role of green DCs for the relationship between BDA capability and GI; and third, this research examines the moderating effect of ROC to examine if it strengthens the effects of green DCs. **METHODOLOGY:** This study involves testing hypotheses using primary data collected by using the method of survey questionnaire. The data were collected from 291 Pakistani organizations. Pakistan is an emerging economy where businesses are responsible for substantial amounts of carbon di-oxide and greenhouse gasses (GHG) emissions. Therefore, Pakistani organizations serve as a suitable context for the study. The respondent organizations were from both the manufacturing and service sectors. PLS-SEM was employed as an analytical approach for testing the hypotheses. Construct validity and reliability were confirmed prior to hypotheses testing. **FINDINGS:** Results demonstrate that BDA capability positively affects GI ($\beta=0.33$, $p<0.01$), indicating that organizations with strong BDA capabilities involve in GI activities. Likewise, results indicate a positive relationship between BDA capability and green DCs ($\beta=0.35$, $p<0.01$) and between green DCs and GI ($\beta=0.50$, $p<0.01$). Results also indicate that green DCs play a mediating role between BDA capability and firm GI ($\beta=0.18$, $p<0.01$). This indicates that BDA capability is an imperative capability of organization that promotes green DCs and fosters GI. Finally, findings indicate that ROC strengthens the effectiveness of green DCs in prompting GI ($\beta=0.14$, $p<0.01$). **IMPLICATIONS:** Findings imply that organizations that prioritizing green innovations (GI) should invest more in developing BDA capabilities. These actions may involve acquiring and analyzing large volumes of data associated with sustainability, which can provide insights and support decision-making processes. By leveraging BDA capability, managers can uncover insights and patterns that can help them make informed decisions, recognize areas for improvement, and devise innovative solutions to align organizational strategic objectives with sustainability goals. **ORIGINALITY AND VALUE:** This study contributes to the literature by offering an integrated framework based on BDA and DCs to seek solutions to economic concerns while ensuring the sustainability value of the business activities. The findings also imply that businesses should focus on developing ROC, and integrating them with green DCs to further enhance GI initiatives. **Keywords:** big data analytics capability, green innovation, green dynamic capabilities, resource orchestration, PLS-SEM

Defining analytical skills for human resources analytics: A call for standardization

PURPOSE: Human resources (HR) analytics systems, powered by big data, AI algorithms, and information technology, are increasingly adopted by organizations to enhance HR's impact on business performance. However, despite the widespread acknowledgment of the importance of "analytical skills" among HR practitioners in successfully implementing HR analytics systems, the specific nature of these skills remains unclear. This paper aims to address this ambiguity by firstly clarifying the concept of "analytical skills," secondly identifying skill gaps that may hinder the effective utilization of computer-assisted analytics among HR practitioners, and thirdly advocating for standardization in the understanding of "analytical skills" within the business context, particularly within HR. **METHODOLOGY:** We examine business "analytical skills" through the theoretical framework of the knowledge, skills, and abilities (KSA) included in the Occupational Information Network (O*NET) content model. Using data from the O*NET database, occupations were classified into Human Resource Management (HRM) and Analytical occupations. Then, we identified the top highly required KSAs in analytical occupations and compared their levels with those of HRM occupations to pinpoint potential gaps hindering the effective utilization of HR analytics. **FINDINGS:** Using the O*NET database, which describes work and worker characteristics, we establish the highly required analytical KSAs in the business analytics context that might be labeled "analytical skills". Then, the gap analyses reveal that important analytical KSAs, such as knowledge of sales and marketing, skills in operations analysis, and abilities in mathematical and inductive reasoning, are not expected from HR occupations, creating serious barriers to HR analytics development. In general, we have found that while HR practitioners possess some of the necessary analytical KSAs, they often lack in areas such as mathematics, computers, and complex problem-solving. **IMPLICATIONS:** Our findings underscore the need for standardization in HR

analytics definitions, advocating for the adoption of the O*NET content model as a universal framework for understanding HR analytical knowledge, skills, and abilities (KSAs). By identifying critical analytical KSAs, our research can assist HR departments in improving training, recruitment, and development processes to better integrate HR analytics. Furthermore, we identify significant gaps in analytical skills among HR practitioners, offering potential solutions to bridge these gaps. From a theoretical perspective, our precise definition of HR “analytical skills” in terms of analytic KSAs can enhance research on the effects of HR analytics on organizational performance. This refined understanding can lead to more nuanced and impactful studies, providing deeper insights into how HR analytics contributes to achieving strategic business goals.

ORIGINALITY AND VALUE: Our research offers three original insights. First, we establish a standard for HR analyst skills based on the O*NET content model, providing a clear framework for the essential knowledge, skills, and abilities required in HR analytics. Second, we identify significant analytical gaps among HR professionals, highlighting areas that need development and attention. Third, we recognize the necessity for closer cooperation between HR and professional analysts, emphasizing that such collaboration is crucial for maximizing the benefits of computer-assisted HR analytics. These insights ensure that HR analytics can move beyond being a management fad and have a real, lasting impact on business outcomes.

Keywords: analytical skills, human resources analytics, HR analytics, knowledge, skills, abilities, HRM, analysts, O*NET, big data, AI, standardization

Digital servitization and leadership: A holistic view on required leadership traits and skills

PURPOSE: Digitalization and servitization are two major developments significantly disrupting companies’ competitive landscape. The research area that combines both aspects, digital servitization, poses substantial opportunities and challenges for companies to navigate. It requires guidance from leadership to succeed and innovate, but current scientific research lacks a holistic view on leadership for digital servitization so far.

METHODOLOGY: We conducted 30 semi-structured interviews with leaders active in digital servitization initiatives, holding positions ranging from first-level managers to vice presidents and executives. Eighteen have more than ten years of leadership experience. Through inductive coding, we derived 43 codes within a qualitative analysis. We applied thematic analysis to structure our findings, resulting in a thematic map of leadership skills for digital servitization based on the research participants’ insights.

FINDINGS: Our findings present a holistic view of leadership skills for digital servitization. Leaders need to consider the perspectives of strategic business and people leadership. Digital servitization requires leaders to engage in a wide range of activities. From a strategic business leadership perspective, this ranges from evolving goal setting, a comprehensive business understanding, the ability to find the right team composition, and understanding customer and market needs. The people leadership perspective requires leaders to create and communicate a vision for digital servitization and manage change and employees’ fears while enabling and empowering employees. Furthermore, we identified that digital servitization requires a balanced level of cognitive, interpersonal, business, and strategic leadership requirements.

IMPLICATIONS: We contribute to scientific research by providing a comprehensive definition of digital servitization and summarizing existing research focusing on leadership aspects of digital servitization. Our findings offer actionable insights for practitioners by approaching with a holistic view on digital servitization and considering strategic business and people leadership aspects. Applying our outlined themes will support leaders in improving the conditions and possibilities to successfully trigger and implement digital servitization activities within their companies.

ORIGINALITY AND VALUE: Our research combines isolated leadership aspects for digital servitization and underlines the complexity of digital servitization, emphasizing the need for a holistic view. Outlining the element of balancing business and people skills provides novel insights on advancing digital servitization into the research domain, which is dominated by technical-oriented research.

Keywords: digital servitization, leadership, servitization, digitalization, change management, innovation, digital transformation, business, strategy

target virtual interview questions and answers: Online Communication in the Context of Personal, Virtual and Corporate Identity Formation Lutz Peschke, Can Gürmeric, 2018-09-28

The implementation of digital media in our today's communication has a strong impact on the media behaviours in the society. In the last decades, great importance is given to the protection of the personality rights in the context of the new media. Since our communication is a media based communication, its impact on the construction of reality affects the normative value pattern of societies. To understand new media as a central aspect of our mediated world, it has to be located and analysed both in the communicative and normative system. Today, social media is not anymore based on user generated content, but is now turned to a platform for business makers with and in the context of Big Data. This book will discuss the formation of different identities as a result of different ways of new media usage. It includes on the one hand online communication between personal and virtual identities. It discusses researches about online identity and online anonymity, Self-presentation strategies by using online dating platforms, the phenomenon of Internet Mothers, as well as the potential of cyberbullying of Snapchat. On the other hand online communication between corporate and new business strategies. It describes and discusses the evolution of television, changes of music consumer habits caused by music on-demand trends, and the impact of social media operations in maintaining brand reputation. This book is located between user generated content and professional applications and regards itself as a contribution to a media discourse in a mediated and globalized world.

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