

# Identifying and Analyzing Talent Management Challenges of Marketing Resources from an Indian Perspective

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**Abstract**— *For the Indian organizations setting up the marketing function the right way has always been a challenge and the primary reason for the same has been due to the challenge of lack of suitable marketing talents. This paper attempts to explore a possible way to fight out this challenge.*

**Index Terms**— *Talent, Indian Talent Management, Marketing Management*

## I. INTRODUCTION

Talents are the most important assets of any organization. So, to manage them, it needs constant attention and effort from the organization's side. Identifying, defining and refining own talents are by far the most crucial challenge which generally any organization faces.

## II. OBJECTIVES

1. To list down the prevalent challenges in the area of marketing function specific talent management on the basis of literature review.
2. To derive a sub-list of challenges applicable to the Indian scenario after doing a field study.
3. To classify these challenges (applicable only to the Indian scenario) into two categories – high level and low level.
4. To do root cause analysis using managerial tools and methods to arrive at the root cause(s) of these challenges.

## III. LITERATURE REVIEW

The definition of talent with respect to an organisation can be defined as “a recurring pattern of thought, feeling or behaviour that can be productively applied”<sup>[1]</sup>. Talents, sometimes termed as Human capital, are in fact the human resources which add value to the organisation.

In order to practice the above talent management activities in any organisation, there appears a lot of challenges, which need to be combated from time to time. As identified by Tammy Erickson<sup>[2]</sup>, today's top 10 talent management challenges faced by the organisations across the globe include :-

1. Attracting & retaining enough employees in the organisation
2. Creating an organisational value that appeals to multiple

3. generations
4. Developing a robust leadership pipeline
5. Technically-skilled resources lacking in global leadership capability
6. Knowledge transferring
7. Eliminating the Gen-X attitude from corporate life
8. Attracting the young talents
9. Creating enough opportunities for the older generation
10. Retaining employees in the organisation for long time
11. Enlisting executives who do not appreciate the challenges

The main focus of our work lies in tagging those challenges from the above list which fall in tune from an Indian perspective. There may occur eight situations in any business environment as below:-

- a) Indians working in an Indian Company
- b) Indians working in a Non-Indian Company
- c) Non-Indians working in an Indian Company
- d) Non-Indians working in a Non-Indian Company
- e) Indians working in India
- f) Indians working outside India.
- g) Non-Indians working in India
- h) Non-Indians working outside India.

Amongst the above situations only (d) and (h) do not quench our criteria of Indian perspective. So henceforth in this paper, by the phrase ‘Indian Perspective’ we would refer to the those industry conditions depicted in situations (a), (b), (c), (e), (f) and (g).

## IV. RESEARCH METHODOLOGY

To arrive at the sub-list of talent management challenges applicable to the Indian scenario, we conducted an anonymous survey through personal, electronic and telephonic interviews. This survey was conducted during the month of June, 2022.

**Sampling**

Our respondents were professionals falling within the scope of the above-mentioned industry situations depicted in (a), (b), (c), (e), (f) and (g), who form a part of the talent management team of their respective organizations as well as the talents themselves who are an integral part of the various talent management processes in India and Indian Companies.

**Data Collection**

Data was collected by face to face interviews, calling and sending e-mails to the relevant professionals. It was aimed to reach out to more than 200 professionals but was able to collect the data from 126 respondents.

**Result of the Survey**

The respondents were asked to assign scores to the ten globally recognized talent management challenges from an Indian perspective on a scale of 1 to 10 (where 10 signifies the most challenging factor and 1 means the least significant challenge with respect to India). Since we received a total of 126 responses, each 'challenge' scored in the range of 126 (as  $126 \times 1 = 126$ ) to 1260 (as  $126 \times 10 = 1260$ ).

Based on the above responses, we zeroed down on the below set of talent management challenges of marketing resources from an Indian perspective.

- Attracting & retaining enough employees in the organization
- Developing a robust leadership pipeline
- Technically-skilled resources lacking in global leadership capability
- Knowledge transferring
- Eliminating the Gen-X attitude from corporate life
- Attracting the young talents
- Retaining employees in the organization for long time
- Enlisting executives who do not appreciate the challenges

**V. RECOMMENDATION**

In order to fight out the above challenges, further analysis is recommended in order to arrive at talent management solution models from an Indian marketing standpoint.

**REFERENCES**

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