



# Talent Management in Emerging Markets

*Steve Bluen*

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## **Talent Management in Emerging Markets** Steve Bluen

While much has been written on talent management in the global context, talent management in emerging markets, and the unique challenges and opportunities it presents, has received little attention in the literature. This book explores these issues through theory, practice and case studies, with contributions from scholars and practitioners based both in emerging markets and in Canada, the United Kingdom and the United States.

The book provides the reader with a guide to setting up a talent management function in a multinational operating in emerging markets, including some 70 learnings and a set of key performance indicators with indicative targets to achieve when managing talent effectively in emerging markets.

It is divided into three parts. Part 1, key characteristics of managing talent in emerging markets are covered. Part 2, case studies of seven multinationals operating in emerging markets are presented. Each case highlights particular aspects of talent management and provides practical, first-hand experiences of the challenges faced and how the companies successfully addressed those challenges.

It concludes with part 3, where key learnings, derived from parts 1 and 2, are consolidated and provide guidelines for emerging-market talent management for HR practitioners, consultants, line managers, and scholars alike.

What makes this book unique

- A plethora of material has been written on talent management and, to a lesser extent, on global talent management, very little has been written on the increasingly important topic of talent management as it applies in emerging markets. Doing business in emerging markets gives rise to many inimitable talent challenges. Therefore, highlighting specific emerging-market talent challenges and suggesting ways of overcoming them make this book unique.
- Combining both theoretical features of emerging-market talent management with real-life case studies gives a unique blend of theory and practice to the topic.

## **About the Author**

STEVE BLUEN [bluens@gibs.co.za](mailto:bluens@gibs.co.za)

Steve obtained his PhD in Industrial Psychology from the University of the Witwatersrand (Wits). He joined the faculty there in 1982 and, in 1989, was appointed Professor of Industrial Psychology. In 1991, he became Head of the Department of Psychology at Wits. He spent a year at Queen's University, Canada, teaching, researching and consulting in various areas of organisational psychology. In 1993, Steve joined South African Breweries (SAB) as the Consulting Psychologist and subsequently occupied several executive positions within the company. He was appointed HR Director of the Africa and Asia division in 2000 and, in 2002, became HR Director at SAB Ltd, a position he held for over eight years.

Throughout his time at SAB, Steve was involved in global talent management as the company moved from a local business to an international corporation. Returning to academia, Steve became a Professor of Human

Resources at the Gordon Institute of Business Science (GIBS) at the University of Pretoria in 2011. He also runs a consultancy, which has worked with several multinational corporations on global talent management.

Steve is married to Vanessa, who runs the Consultant Powerhouse, a learning and development company. They have a daughter, Kelly-Jo, who is currently completing a master's degree in International Relations at the London School of Economics.

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