

Fighting Out the Challenge of Lack of Suitable Marketing Talents in Indian Organization

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Abstract— Talents are the most important assets of any organisation. It applies to the marketing function also. To manage the talent, it needs constant attention and effort from the organisation's side. Identifying, defining and refining own talents are by far the most crucial challenge which generally any organisation faces.

Index Terms— Challenge Pentagram, Hyalo-Hexoid, Boon-Bane Bulletin

I. INTRODUCTION

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.

II. OBJECTIVES

1. To suggest an analytical way to measure the impact of these causes on the overall talent management process in marketing functions in India because once we can measure the impact, we can think of eliminating it in a methodical way.
2. To describe a model that will help the marketing function of an Indian organization to eliminate the root cause(s) of the challenges of talent management.
3. To explain the implementation procedure of this model so that an organization can immediately start using it.

III. LITERATURE REVIEW

Talent Management, coined by Softscape^[1] binds itself not only at the managing of talents in the organization; its horizon lies far beyond it. In technical terms, it refers to the art of human resource management which fulfills the following activities:-

- Augmenting all the existing talented resources of the organization to build up global leadership skills in them.
- Preventing attrition of the highly skilled human resources of the organization.
- Boosting up the new talents plugged in and amalgamate them to form a part of the organization.
- Alluring talented external resources to join the organization.

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^[2], 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 generations
3. Developing a robust leadership pipeline
4. Technically-skilled resources lacking in global leadership capability
5. Knowledge transferring
6. Eliminating the Gen-X attitude from corporate life
7. Attracting the young talents
8. Creating enough opportunities for the older generation
9. Retaining employees in the organisation for long time
10. 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 $126*1 = 126$) to 1260 (as $126*10 = 1260$).

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

Building the 'Challenge Pentagram'

Steps involved

1. Classifying the 8 Indian Talent Management challenges obtained from field survey into two categories named – High Level Challenges (HLC) and Low Level Challenges (LLC).

High Level Challenges (HLC): Those which can be managed and tackled by the top management of the respective organisation.

Low Level Challenges (LLC): Those which can be taken care by the grass-root level leaders of the respective organisation.

2. Identifying the HLCs and LLCs.

Among the 8 Indian Talent Management challenges, as per the above definitions, challenges A, C, D, I and J fall under the category of HLC while challenges E, F and G fit into the category of LLC.

3. Plotting the HLCs and LLCs in the 'Challenge Pentagram'.

As identified, there are 5 HLCs and 3 LLCs. So, we represent the 5 HLCs as the five vertices of a Pentagon and the 3 LLCs as the three vertices of a Triangle.

4. Figuring out the basic root cause of all the HLCs and LLCs.

This basic root cause will be inscribed at the centre of the Triangle, represented by an 8-Point Star.

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