

# Surviving the War for Talent in Asia

How Innovation Can Help

Christina SS Ooi



The author and publisher have taken care in the preparation of this book but make no expressed or implied warranty of any kind and assume no responsibility for errors or omissions. No liability is assumed for incidental or consequential damages in connection with or arising out of the use of the information or programs contained herein.

© Copyright 2010 by International Business Machines Corporation. All rights reserved.

Note to U.S. Government Users: Documentation related to restricted right. Use, duplication, or disclosure is subject to restrictions set forth in GSA ADP Schedule Contract with IBM Corporation.

IBM Press Program Managers: Steven M. Stansel, Ellice Uffer

Cover design: IBM Corporation

Associate Publisher: Greg Wiegand

Marketing Manager: Kourtnaye Sturgeon

Acquisitions Editor: Katherine Bull

Publicist: Heather Fox

Development Editor: Songlin Qiu

Managing Editor: Kristy Hart

Designer: Alan Clements

Project Editors: Julie Anderson / Jovana San Nicolas-Shirley

Copy Editors: Keith Cline, Apostrophe Editing Services

Indexer: Cheryl Lenser

Senior Compositor: Gloria Schurick

Proofreader: Leslie Joseph

Manufacturing Buyer: Dan Uhrig

Published by Pearson plc

Publishing as IBM Press

IBM Press offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales, which may include electronic versions and/or custom covers and content particular to your business, training goals, marketing focus, and branding interests. For more information, please contact:

U.S. Corporate and Government Sales

1-800-382-3419

corpsales@pearsontechgroup.com

For sales outside the U.S., please contact:

International Sales

international@pearson.com

IBM, the IBM log, ibm.com, and IBM Press are trademarks or registered trademarks of International Business Machines Corp., registered in many jurisdictions worldwide. Other product and service names might be trademarks of IBM or other companies. A current list of IBM trademarks is available on the Web at “Copyright and trademark information” at [www.ibm.com/legal/copytrade.shtml](http://www.ibm.com/legal/copytrade.shtml). Other company, product, or service names may be trademarks or service marks of others.

# I

## Asian Economic Growth

---

### Chapter Contents

- Japan 2
- China 3
- Hong Kong 5
- Singapore 5
- India 7
- The Next Asian Tiger: Vietnam 8
- The U.S. Economic Slowdown 9

*Asia...the world's largest factory, the world's largest office, shapes the economic landscape of the world. This is home. This is Asia.<sup>1</sup>*

Asia is transforming! Over the past three decades, Asia produced a remarkable record of high and sustained economic growth. The countries of this region are currently experiencing some of the strongest economic growth in the world. Relative economic power is shifting from the developed world to Asia, and this shift will likely endure for a long time. According to Asian Development Bank (ADB), sometime between 2020 and 2025, Asia's share of the world's total gross domestic product (GDP) could rise to an estimated 40 percent.

What drives this momentum? Why is the transformation so evident now? In this chapter, we examine how all this started and what sustains it.

---

## Introduction

World War II devastated Asia, seriously scarring many countries, especially in East Asia. With the collapse of imperialism and colonialism after World War II, Asian countries began to address the social and economic legacies of war as sovereign and autonomous entities. Circumstances demanded that governments address seemingly intractable problems such as weak to no economic infrastructures, extreme poverty, and underdeveloped market systems.

The first Asian country to "recover" from World War II was Japan. Then emerged the "Asian Tigers," a cluster of countries in East Asia, followed by the Southeast Asian countries. From Japan, to India, to Vietnam, the economic prowess of Asia has elicited world attention.

Each of these Asian countries has unique factors contributing to its respective economic success. This chapter examines a short economic history of a few of these countries so that you can more fully understand the talent shortage that currently threatens Asian economies.

## Japan

The story of Japan's miraculous rise as the second largest economy in the world after the United States began in the 1960s. It took approximately 50 years for Japan to successfully double its living standards after the World War II.

Japan's membership to the World Bank and to the International Monetary Fund (IMF) in 1952 helped to finance much of its infrastructure and

economic development. Its sheer perseverance, determination, and dedication in its post-war reconstruction efforts paid off handsomely. Indeed that was the “Made in Japan” era when Japan set the global standard of producing quality products at a much lower cost than its western counterparts.

For Japan to continue to command economic presence in Asia, it cannot rest on its laurels. It must continue with its plan to upgrade its economy and relentlessly plan the “big brother” role for its Asian counterparts. It has to sustain its high economic boom that depends on industrialization and heavy exports, coupled with high technology in high-value-added industries, such as industrial robots, computers, and semiconductors.

At the same time, Japan has its fair share of challenges with rising costs, an increasing aging population, and low fertility rate. It is predicted that by 2020, its youth population (aged 20–34 years old) will decrease by 31 percent.<sup>2</sup> The eyes of the world are on Japan watching how it deals with these challenges while working toward its economic goals.

## China

Although Japan today remains the second largest economy in the world after the United States, China has made significant economic progress since its entry into the World Trade Organization (WTO) in December 2001. For the past decade, China has dominated at low-cost manufacturing. So, it is no surprise that this Asian Tiger has often been referred to as “the world’s largest factory or workshop.”

China’s economic advance started when President Deng Xiaoping led China into free-market economies and opened its trade doors to the world in 1997, practically shuttering its communist economics system. This daring and visionary move by President Deng changed China’s fate and destiny. He helped transform an emerging market into one of the world’s most powerful economic players. In fact, he set the stage for China to become a global market leader. And now, some predict that the inevitable is imminent: China might soon overtake the United States as the key driver of the global economy, a position the United States has held since the end of World War II.

If we take a closer look at the statistics, China, which accounts for approximately one-fifth of the world’s population, is prepared for better

economic times. China has already overtaken the United States as the country with the world's largest number of Internet users. For the past three years, China has also been the world's largest exporter of information and communications technology (ICT). It now has the same number of mobile phone users (500 million) as the whole of Europe.<sup>3</sup> By the year 2015, China's research scientists and engineers might outnumber those of any other country. By the year 2020, it aims to annually spend a larger share of its GDP on research and development (R&D) than the European Union.<sup>4</sup>

With such dramatic and rapid rise in economic growth, comes a heavy price—rapid urbanization. For the world's most populous country with 1.3 billion people, the statistics are staggering. China's cities are set to add 325 million more people, including about 230 million migrants. Based on the current trend, the country's urban population will reach 926 million by the year 2025 and top 1 billion by the year 2030.

Let the data speak for itself: 221 of China's cities will have more than 1 million residents (compared to Europe, which has 35 cities today). In addition, 5 billion square meters of road will be paved, 170 mass-transit systems could be built, and 40 billion square meters of floor space will be built in 5 billion buildings. (Of those new buildings, 50,000 could be skyscrapers, the equivalent of ten New York Cities). And, by 2025, the GDP will have multiplied by five times, and the urban economy will generate more than 90 percent of China's GDP.<sup>5</sup>

That is one mammoth record to match.

The Fortune 500 multinational companies that currently operate in China had been conducting business in China for a long time when they first set foot in that country. Further, since joining the WTO, China has been flexible in its rules and procedures for foreign companies. These multinational companies have grown and expanded their businesses from major cities to smaller towns or cities within China, reaching out to serve the huge domestic markets, which comprise small- to medium-sized businesses and middle-class consumers.

Today, these multinational companies are reported to be more profitable in China than their other operations in other parts of the world. China, too, benefits from these multinational companies: As these companies transact with their local counterparts, a constant transfer occurs of knowledge, global standards, best practices, and innovative ideas and technologies. With the lessons learned from these multinational companies, China appears ready to globalize its knowledge-based economy.

## Hong Kong

The financial services hub of Asia is located at the south of mainland China: Hong Kong. This Asian Tiger that became one of the fastest growing economies in the world, flourished well under the “One Country, Two Systems” policy proposed by China’s President Deng Xiaoping. Although the socialist economic system in mainland China is not practiced in Hong Kong, its previous capitalist systems and lifestyle will remain unchanged for at least 50 years until the year 2047.

This arrangement works well for Hong Kong as it continues to draw resources, economic stability, and growth from mainland China. After all, Hong Kong’s GDP had at one time been one of the world’s most impressive growth rates in the world. Its strategy to adopt an outward-looking policy with export-oriented industrialization paid off. In fact, Hong Kong led the path for the other Asian Tigers to follow with similar successes and achievement.

For multinational companies that have businesses in mainland China, Hong Kong remains a haven for skills and *talent*. Rubbing off from China’s economic growth, Hong Kong remains a popular destination for westerners, both from cultural and economic perspectives. After China opened its trade doors to the world, job seekers who were looking for global exposures and foreign assignments from Hong Kong started to flock to China when huge job opportunities were created, especially by multinational companies. Many of these job seekers were sent on such foreign assignments to China to start the China operations in major cities, smaller cities, or towns with lucrative compensation packages.

If China remains economically stable and continues to drive positive growth, Hong Kong will almost be secured of a seat at China’s table if Hong Kong maintains its competitive advantage as the *talent* hub. China’s success will surely rub off on Hong Kong as Hong Kong’s economy largely relies on the services sector for higher labor earnings, and employment prospects and opportunities.

## Singapore

Singapore...better known for its capability to provide quality infrastructure services more efficiently as an “efficient business city,”<sup>6</sup> has accomplished nothing more than sheer efficiency and competence.

Singapore owes its great economic success story to the sharp and foresighted leadership of its former minister mentor, Lee Kuan Yew.

The former prime minister of Singapore said, “We learned from the failed policies of countries such as India, Pakistan, Ghana, and Nigeria. Many new nations believed that the way to prosperity was state planning of the economy with socialist states being seen as models. But the third-world leaders who had demolished old regimes did not take into account that building a new order demanded different capabilities. So my strategy was to turn Singapore, a third-world island, into a first-class oasis, by establishing up-to-date facilities in communications and transportation.”<sup>7</sup>

Lee Kuan Yew’s brilliant strategy paid off handsomely when Singapore became a first-world country within a short period of time with its unprecedented GDP of 12.7 percent from 1965 to 1973. If any country has the sheer perseverance to push itself out of the doldrums of global economic tsunamis, it would be Singapore. It should be proud to have remained resilient despite the global recession that hit in the early 1970s with the collapse of oil prices, and then the second global oil crisis in the late 1970s. Singapore escaped unscathed.

Since then, Singapore’s economic performance has been a stellar one—that is putting it mildly. To enhance its competitive advantage, the city-state embarked on a new strategy in innovation that took off in 2000. Emphasis has been on applied and technological innovations in the manufacturing sector, entrepreneurial opportunities in the services sector, and the “creative industries” specifically in the areas of developing individual creativity, skills, and *talent*.

Its focus has now borne fruits as evidenced by the latest economic report released by the Singapore government. In the second quarter of 2007, its GDP expanded by 8.6 percent year-on-year as compared to 6.4 percent in the previous quarter. That means its economy grew by 7.6 percent in the first 6 months of 2007, with sectors such as financial services that grew by 17 percent in the second quarter as compared to 14 percent in the first quarter, and construction, which also registered double-digit growth.

It looks like nothing can slow Singapore down. It will certainly not rest on its laurels. Its quest to transform its economy into an Asian giant will continue to see heavy diversified investments in various wide-ranging industries by the Singapore government. Further targeted drive is evident in the tourism, biotechnology, multimedia, retail and leisure,



and medical technology industries that will definitely spearhead its human capital investment.

As an illustration, two integrated resorts expected to generate 35,000 jobs are ready to boost Singapore's economy.<sup>8</sup> The Marina Bay Sands, a business-focused integrated resort (IR) with extensive convention facilities is scheduled to open in 2009. The second IR, Resorts World at Sentosa Island, is expected to open in 2011. Singapore will also host global events such as the world's first Formula One night race and the world's first Youth Olympics Games. Singapore has become yet another *talent* hub with unmatched credentials and perks for skills in Asia.

## India

Not too far away is India that is catching the world's attention after decades of slow growth and extreme poverty since its independence 61 years ago. Having successfully implemented its economic reforms in 1991, India is now ready to take the world by storm. If India can sustain its healthy GDP growth over the next two decades, scores of India's poorest communities can be greatly eradicated. To put things in context, India's real GDP averaged 8.6 percent over the last four years, with an expected growth of 9 percent a year through 2012.<sup>9</sup>

Its robust economy has made India home to world-class companies across major industries such as information technology (IT), automotive, steel, telecommunications, manufacturing, and pharmaceuticals. Today, India's executives feel optimistic about their country's economic performance and expectations for workforce hiring and employment opportunities.

Consider the IT industry, for example. Because of its high number of IT workers, India has built a sophisticated human supply chain. Its secret recipe in a thriving IT environment is to merge people and processes in an efficient manner. Home to close to 1.6 million IT employees,<sup>10</sup> here lies the *talent* who write software for Western and multinational companies, and manage and handle back-office operations electronically for these companies. Such is the advent of technological progress that has invariably put India on the world's technology map.

The telecommunications sector is another Indian success story. More than half of its urban population either have mobile or fixed-line telephone subscriptions. Today, India is the fastest growing market in the world for mobile subscriptions. The pace of its technological growth and

advancement rapidly continues at dizzying heights. Coupled with the fact that it is a lucrative breeding ground for competitive skilled *talent*, India has become an attractive destination for foreign investors to focus on human capital investments for highly skilled resources.

In its perseverance to globalize its economy, local Indian companies have taken great strides to compete with their Western counterparts. For example, Wipro's focus has been on certification and continuous improvement to meet the highest internationally recognized standards for software development. Further, India today hosts R&D centers for more than 100 multinational companies and is ranked as the sixth most popular location in the world.<sup>11</sup>

The Tata Group, the country's largest private enterprise, now produces the world's cheapest car (priced at "1 lakh," or 100,000 rupees, equivalent to US\$2,500 per car). When asked how he would position India in a global economy, Ratan N. Tata, the chairman of the Tata Group, said, "If we plan our cards right as a country, we could be a supplier of IT services and IT solutions to the world. We could also be a product development centre for pharmaceuticals. We could be a very good global R&D centre in biotechnology and in some of the emerging technologies, such as nanotechnology, provided we really give them the focus they would need."<sup>12</sup>

## The Next Asian Tiger: Vietnam

Vietnam, once widely anticipated as the *next* economic "Asian Tiger," is now emerging as a regional economic power. Today, with more than 8 percent annual growth, this "new kid on the block" is one of Asia's fastest-growing countries after China. The Vietnam War scarred the country badly and left its economy nearly dead. With its resilience, it picked itself up and managed to revive itself from three decades of war destruction.

Vietnam has come a long way since its early *doi moi* days after the country took on a vigorous drive to reform its economy. In essence, the reform efforts undertaken were directed at developing a multisector market, and to reform its financial and legal systems, to create an environment conducive for foreign direct investment (FDI). These reforms resulted in a stable economy with rapid growth spurred by large increases in international trade and heavy presence of multinational companies in Vietnam. The punch line is that Vietnam's economic

structure has transformed from an agricultural-based country to one dominated by the industrial and services industries.

This new kid on the block has not sat on its laurels since. Vietnamese people are a dedicated lot who knows what real perseverance is. They know that the country needs to network with others in the region and around the world to sustain its healthy and stable economy. They recognized that the country needed to gain entry as a full member of the association of Southeast Asian Nations (ASEAN), which occurred in 1995, where it would demonstrate its commitment to economic cooperation in the ASEAN region to the opening up of its economy and to trade liberalization.

Fueled with its desire to live up to its title of the “new Asian Tiger,” Vietnam then signed a cooperation agreement with the European Union on economic relations, commerce, and science and technology. In recent years, Vietnam joined the WTO and ended its 12-year communist rule. With a stable foundation now set, Vietnam focuses on its socioeconomic development plans, including building and enhancing its human capital to meet global and regional demands.

Vietnam’s economic progress and prowess has been carefully watched by its Western counterparts and multinational companies. These “observers” were encouraged when the ADB<sup>13</sup> forecast Vietnam’s economic growth to be 7 percent in 2008 and to rebound to 8.1 percent in 2009, as compared to 8.5 percent in 2007. In its annual publication, the *Asian Development Bank Outlook 2008*, Vietnam revealed that its year average inflation is forecast at 18.3 percent in 2008 but will slow to 10.2 percent in 2009.

There are enough opportunities for everyone in Vietnam. Because doing business in China and India is slowly becoming more and more expensive for multinational companies, Vietnam is commonly considered a viable alternative. In fact, Vietnam’s current positive and encouraging economic performance has occurred at an opportune time when FDI in infrastructure, industrialization, and human capital development begins to take center stage.

Indeed, the next Asian Tiger has arrived.

## The U.S. Economic Slowdown

In April 2008, “The Great Depression” was flashed as the front-page headline of the *Independent*, a British newspaper, joining the flurry of gloomy

news about the economic slowdown in the United States. The tumultuous economic growth in Asia has taken its toll on the U.S. economy. Sadly, Asia's continued stellar economic performance in terms of job opportunities, innovation, and positive change has invariably added more doom and gloom to the dismal U.S. downturn.

It seems lately the Americans awake to one bad news story after another. Food and healthcare costs continue to escalate; housing prices and the Dow Jones Industrial Average drop, showing no sign of recovery; bank loans and credit facilities become tighter and more stringent; fear of unemployment sets in with current salaries just waiting to be axed; and year-end bonuses might soon be unheard of. And the list goes on. In short, the U.S. economy is heading into the doldrums with little prospect of any help anticipated at the end of the dreary road. Worst of all, this depressing situation could continue for the next two to three years.

The biggest area that has been hit is housing, which is everyone's biggest asset. And Americans are no exception. In fact, the U.S. housing market has been deteriorating for the past few years, and no one paid attention. Then the prices of houses continued to plunge at a fast pace, as more and more houses become empty and unsold, with foreclosures by banks at an all-time high.

As an illustration, the two largest mortgage companies, Fannie Mae and Freddie Mac, together hold about half of the country's \$12 trillion in mortgage debts.<sup>14</sup> With continuous tightening of credit by the international banks in the United States, this means that there will be few creditworthy buyers who can qualify for new homes, resulting in a slowdown in the construction industry. Other sectors such as manufacturing and retailing are also badly hit.

Inevitably, this downward trend with fears of unemployment looming in the near future has affected the already shrinking U.S. consumer spending, particularly in cars and luxury goods. Retail sales are sliding with lower and lower imports forecasted. However, at the other end of the scale, it is all bushy-tailed and bright-eyed for China. Fueled by its growing huge domestic demand, China's retail spending is on the upward trend for both locally produced products and imported ones.

A growing concern is that Chinese imports in the United States will take a hit on consumer spending. Although these Chinese imports offer cheaper alternatives with wider varieties to Americans who are tightening their belts, it might be a matter of time before the United States

cuts back on its imports, including cheaper Chinese imports. When demand is low triggered by austerity drives to cut back on spending, even cheap Chinese goods might no longer be affordable. The World Bank estimates that if U.S. consumption of Chinese goods falls by the equivalent of 1 percent of GDP, this could knock 0.2 percent to 0.5 percentage points off China's GDP growth.<sup>15</sup>

However, with fears of a global recession imminent resulting from the backlash of the extreme recession in the United States, the rest of the world will not be spared. Economic growth in Asia will likely slow over the coming year. As the saying goes, "When the U.S. sneezes, the rest of the world catches a cold." At the time of this writing, it seems like it will be a bad cold, one that might take longer than usual to recover from.

---

## Summary

The continuous and rapid economic growth in Asia, which shows no sign of slowing down, directly and negatively impacts the U.S. economy. Because the U.S. domestic demand is shrinking, multinational companies, especially the U.S.-based ones, know that their survival largely depends on international markets, particularly in Asia, which has an undying thirst for natural resources, know-how, technology, infrastructure, and talent.

Multinational companies know that they need to assimilate into the multiple cultures across Asia, anticipating the discerning taste of Asian consumers. This is a tall order today because it is the only pragmatic way for them to ensure sound returns on their Asian investment.

For Asia's home-grown businesses that traditionally have been passed down for generations by their forefathers, it is important for the older generation and forefathers to appreciate and understand that times have changed and how things have changed. The Asia today is no longer the same as the Asia of yesterday. Western cultures and influences have made their significant impact into this part of the world through colonialism and imperialism.

To stay fiercely competitive in this age of globalization in a "flat world,"<sup>16</sup> these traditional Asian businesses need to compete against multinational companies that have deeper pockets, more resources, and advanced technology.

Asian businesses need to accept the hard fact that the multinational companies have already made their mark in Asia today with their increased geographical and territorial coverage.

Against this competitive economic backdrop lies one interesting factor that has become a key differentiator and a unique selling proposition for the survival of businesses of the future. That factor is something we have all taken for granted for decades that is slowly becoming a scarce commodity: *talent*.

---

## Endnotes

1. "Asia," *Channel NewsAsia*, broadcasting advertisement.
2. "New Economic Growth Strategy (Outline)," (Ministry of Economy, Trade and Industry, Government of Japan) (June 2006).
3. "Briefing Technology in emerging economies—Of Internet cafes and power cuts," *The Economist* (February 9, 2008): 63.
4. "High-Tech Hopefuls," *The Economist* (November 10, 2007) 4.
5. Jonathan Woetzel and Ors, "Preparing for China's urban billion," McKinsey Global Institute (March 2008), [www.mckinsey.com/mgi](http://www.mckinsey.com/mgi).
6. Kim-Song Tan and Sock-Yong Phang, "From Efficiency-Driven to Innovation-Driven Economic Growth: Perspectives from Singapore," World Bank Policy Research Working Paper 3569 (April 2005). This paper was prepared for the East Asia Prospect Study conducted in DECRG at the World Bank.
7. Interview with Lee Kuan Yew, Senior Minister and former Prime Minister of Singapore, *Harvard News* (October 17, 2000).
8. [http://www.economywatch.com/world\\_economy/singapore/](http://www.economywatch.com/world_economy/singapore/).
9. Adil S. Zainulbhai, "Securing India's Place in the Global Economy," *The McKinsey Quarterly*, Special edition on "Building a better India," (2007) 9-10.
10. "Gravity's pull; Information technology in India. (Is India's technology boom slowing?)," *The Economist* (December 15, 2007) 61.
11. "High-Tech Hopefuls," *The Economist* (November 10, 2007) 4.
12. Ranjit V. Pandit, "What's next for Tata Group: An interview with its chairman," *The McKinsey Quarterly* (2005), Number 4, 66.
13. "ADB: Vietnam's economic growth to decline," *Xinhua* (April 2, 2008).
14. Jeffrey E. Garten, "Yet Another Domino Falls," *Newsweek* (July 28, 2008) 41.
15. "Briefing China's economy—How fit is the panda?" *The Economist* (September 29, 2007) 72.
16. Thomas L. Friedman, *The World Is Flat* (Farrar, Straus & Giroux, 2007).

# Index

## A

- Aditya Birla Group, India**  
example, 104-118  
corporate culture, 106-109  
employee training, 112-113  
talent management, 109-115  
talent shortages, 115-118
- Alice S. Marriott Award for  
Community Service**, 77
- Aon Consulting**, 129
- Asian culture**, 119. *See also*  
corporate culture  
brain drain, 126-129  
branding and, 168  
entrepreneurial culture, 132-134  
guanxi (relationships), 129-131  
local talent and leadership,  
developing, 120-126  
*best practices*, 122-125  
*management lessons needed*,  
125-126  
*multicultural training*, 121-122  
mianzi (face), 133
- associates (employees)**  
commitment to  
*Aditya Birla Group, India*  
example, 106-109  
*Marriott Hotels India example*,  
73-74  
retaining, 151-157  
*Aditya Birla Group, India*  
example, 114-115  
*Asian entrepreneurial culture*,  
132-134

*employee benefits and*, 168-171  
*future hiring requirements*,  
*understanding*, 153-154  
*high performance culture*,  
*maintaining*, 157  
*lifelong learning, encouraging*,  
 156-157  
*Marriott Hotels India example*, 77  
*retention process, establishing*,  
 154-156

training, 146-151  
*Aditya Birla Group, India*  
*example*, 112-113  
*curriculum content*, 146-148  
*trainers and mentors, identifying*,  
 148-150  
*training process implementation*,  
 150-151

'auto-pilot' leadership model,  
 Nanfang Lee Kum Kee Co.  
 Ltd. example, 91-92

## B

Beehive, 51  
 best practices, developing local  
 talent and leadership,  
 122-125  
 Birla, Aditya Vikram,  
 105-106, 115  
 Birla, Ghanshyamdas, 105  
 Birla, Kumar Mangalam, 105  
 Birla, Seth Shiv Narayan, 105  
 boomerang effect (Singapore),  
 126-129  
 brain drain, 25-26, 126-129

## branding

Aditya Bilra Group, India  
 example, 118  
 Digi.com Berhad (DiGi)  
 example, 100  
 Domino's Pizza India Limited  
 example, 60-61  
 SEEK Limited example, 83  
 in talent acquisition, 167-168  
 Three on the Bund example,  
 67-68

## C

### Callaghan, Meahan, 71

#### career development

Aditya Birla Group, India  
 example, 109-115  
 DiGi.com Berhad (DiGi)  
 example, 100-102  
 Domino's Pizza India Limited  
 example, 61-63  
 Nanfang Lee Kum Kee Co. Ltd.  
 example, 93-97  
 SEEK Limited example, 83-85  
 Three on the Bund example,  
 68-70

CEO agendas, IBM innovation in  
 response to, 45-47

change. *See* innovation

#### China

economic history of, 3-4  
 multinational companies in, 4  
 population statistics, 4  
 relationship with Hong Kong, 5  
 talent shortages in, 20-22

Chinese imports, U.S. spending  
 on, 10



Cisco Systems, Inc., 122-123  
 collaboration, innovation and, 44  
 communication, Nanfang  
     Lee Kum Kee Co. Ltd.  
         example, 95  
 community service  
     Marriott Hotels India example, 76  
     SEEK Limited example, 82  
 consumer spending in United  
     States, 10  
 corporate culture. *See also*  
     Asian culture  
     Aditya Birla Group, India  
         example, 106-109  
     DiGi.com Berhad (DiGi)  
         example, 98-100  
     Domino's Pizza India Limited  
         example, 59-60  
     high performance culture,  
         maintaining, 157  
     Marriott Hotels India example,  
         74-77  
     Nanfang Lee Kum Kee Co. Ltd.  
         example, 90-91  
     SEEK Limited example, 81-83  
     sustainability of Talent Farm  
         concept, 160-161  
     Three on the Bund example,  
         66-67  
 corporate culture change in IBM  
     innovation, 47-48  
 corporate culture orientation in  
     employee training, 146-147  
 creativity, innovation and, 31  
 cultural environment. *See*  
     Asian culture  
 culture of trust in innovation,  
     36-37

## D

Deng Xiaoping, 3, 5  
 Dannelind, Johan, 98-100  
 DiGi.com Berhad (DiGi)  
     example, 97-102  
     corporate culture, 98-100  
     talent management, 100-102  
 diversity efforts, Marriott Hotels  
     India example, 77  
 Domino's Pizza India Limited  
     example, 58-64  
     branding, 60-61  
     corporate culture, 59-60  
     talent management, 61-63  
     talent shortages, 64  
 Donofrio, Nick, 52

## E

economic history  
     of China, 3-4  
     of Hong Kong, 5  
     of India, 7-8  
     of Japan, 2-3  
     of Singapore, 5, 7  
     of Vietnam, 8-9  
 economic slowdown in United  
     States, 9-11  
 education infrastructure in  
     Singapore, 127  
 education standards, Marriott  
     Hotels India example, 78-79  
 employee benefits as investment,  
     168-171

**employees**

commitment to

*Aditya Birla Group, India**example, 106-109**Marriott Hotels India example,**73-74*

retaining, 151-157

*Aditya Birla Group, India**example, 114-115**Asian entrepreneurial culture,**132-134**employee benefits and, 168-171**future hiring requirements,**understanding, 153-154**high performance culture,**maintaining, 157**lifelong learning, encouraging,**156-157**Marriott Hotels India example, 77**retention process, establishing,**154-156*

training, 146-151

*Aditya Birla Group, India**example, 112-113**curriculum content, 146-148**trainers and mentors, identifying,**148-150**training process implementation,**150-151***employment industry, SEEK****Limited example, 79-85**

branding, 83

corporate culture, 81-83

talent management, 83-85

**English language skills,****need for, 19****entrepreneurial culture in Asia,****132-134****environmental awareness, SEEK****Limited example, 82****F****Fannie Mae, 10****farming talent (Talent Farm concept)**

challenges, 158-162

*investment costs, 158-160**sustainability, 160-162*

Find the Talent, 140-145

*internal stakeholders,**determining, 143**process and selection criteria,**establishing, 145**talent requirements, understanding,**143-145*

Grow the Talent, 146-151

*trainers and mentors, identifying,**148-150**training curriculum content,**146-148**training process implementation,**150-151*

importance of, 165-166

Keep the Talent, 151-157

*future hiring requirements,**understanding, 153-154**high performance culture,**maintaining, 157**lifelong learning, encouraging,**156-157**retention process, establishing,**154-156*

overview, 138-141

**Find the Talent (Talent Farm concept),** 140-145  
 internal stakeholders,  
   determining, 143  
 process and selection criteria,  
   establishing, 145  
 talent requirements,  
   understanding, 143-145  
**Find-Grow-Keep approach. See**  
**Talent Farm concept**  
**firmness in leadership,** 92  
**Freddie Mac,** 10  
**Friedman, Thomas L.,** 25  
**future hiring requirements,**  
   understanding, 153-154  
**future of IBM innovation,** 52-54

## G

**global city, Singapore as,**  
 127-128  
**global resourcing,** 22-23  
**globalization,** 24  
   Aditya Birla Group, India  
     example, 105  
**Google,** 170  
**Graves, Michael,** 65  
**Grow the Talent (Talent Farm concept),** 146-151  
 trainers and mentors, identifying,  
   148-150  
 training curriculum content,  
   146-148  
 training process implementation,  
   150-151  
**guanxi (relationships),** 129-131

## H

**Hay Group,** 128  
**Hepburn, Alan,** 57, 65  
**high performance culture,**  
   maintaining, 157  
**hiring plans,** 16-17  
**history, economic**  
   of China, 3-4  
   of Hong Kong, 5  
   of India, 7-8  
   of Japan, 2-3  
   of Singapore, 5, 7  
   of Vietnam, 8-9  
**Hong Kong**  
   economic history of, 5  
   multinational companies in, 5  
**hospitality industry**  
   Marriott Hotels India example,  
     72-79  
     *associates, commitment to,* 73-74  
     *corporate culture,* 74-77  
     *talent shortages,* 77-79  
   Three on the Bund example,  
     65-70  
     *branding,* 67-68  
     *corporate culture,* 66-67  
     *talent management,* 68-70  
**housing crisis in**  
   United States, 10  
**HR functions, importance**  
   of, 125  
**Huawei,** 123  
**human capital research &**  
**development in Singapore,**  
 128-129

**I****IBM, innovation at**

- Beehive, 51
- beginnings of, 42-43
- corporate culture change, 47-48
- future of, 52-54
- IBM ThinkPlace, 49-51
- InnovationJam, 49
- in response to CEO agendas, 45-47
- significance of, 44-45
- ValueJam, 48
- WorldJam, 48

**IBM ThinkPlace, 49-51****Ibrahim, Adzhar, 87, 98-99, 101****imported talent, 15**

- in hiring plans, 17

**India**

- economic history of, 7-8
- IT industry in, 22
- talent shortages in, 20-22

**innovation**

- Aditya Birla Group, India
  - example, 104-118
  - corporate culture*, 106-109
  - employee training*, 112-113
  - talent management*, 109-115
  - talent shortages*, 115-118
- benefits of, 31-32
- culture of trust in, 36-37
- DiGi.com Berhad (DiGi)
  - example, 97-100, 102
  - corporate culture*, 98-100
  - talent management*, 100-102
- Domino's Pizza India Limited
  - example, 58-64
  - branding*, 60-61
  - corporate culture*, 59-60

*talent management*, 61-63

*talent shortages*, 64

explained, 30-31

at IBM

*Beehive*, 51

*beginnings of*, 42-43

*corporate culture change*, 47-48

*future of*, 52-54

*IBM ThinkPlace*, 49-51

*in response to CEO agendas*, 45-47

*InnovationJam*, 49

*significance of*, 44-45

*ValueJam*, 48

*WorldJam*, 48

importance of, 164-166

leadership in, 32-36

Marriott Hotels India example,

72-79

*associates, commitment to*, 73-74

*corporate culture*, 74-77

*talent shortages*, 77-79

Nanfang Lee Kum Kee Co. Ltd.

example, 88-97

*corporate culture*, 90-91

*leadership model*, 91-92

*talent management*, 93-97

operational innovation, 38-39

SEEK Limited example, 79-85

*branding*, 83

*corporate culture*, 81-83

*talent management*, 83-85

Three on the Bund example,

65-70

*branding*, 67-68

*corporate culture*, 66-67

*talent management*, 68-70

**InnovationJam, 49**

**internal stakeholders,**

**determining, 143**

**investment**

- in employee benefits, 168-171
- in Talent Farm concept, 166

**investment costs in Talent Farm concept, 158-160**

- IT industry in India, 7, 22
- IT skills, need for, 19

**J-K**

- J.W. Marriott, Jr. Award for Diversity Excellence, 77
- J. Willard Marriott Award of Excellence, 74
- Japan, economic history of, 2-3
- Johnson & Johnson, 124
- Kaul, Ajay, 57, 59
- Keep the Talent (Talent Farm concept), 151-157
  - future hiring requirements, understanding, 153-154
  - high performance culture, maintaining, 157
  - lifelong learning, encouraging, 156-157
  - retention process, establishing, 154-156

**L****leadership**

- developing locally, 120-126
  - best practices*, 122-125
  - management lessons needed*, 125-126
  - multicultural training*, 121-122
- in innovation, 32-36
- leadership model, Nanfang Lee Kum Kee Co. Ltd. example, 91-92

**learning. See training**

- Lee Kuan Yew, 6
- Lee Kum Kee, 88. *See also* Nanfang Lee Kum Kee Co. Ltd. example
- Lee Kum Sheung, 88
- Lee, Sammy, 90
- lifelong learning, encouraging, 156-157
- Lo, Raymond, 87
- local talent and leadership, developing, 120-126
  - best practices, 122-125
  - management lessons needed, 125-126
  - multicultural training, 121-122
- lose face, avoiding, 133
- Lyons, Richard, 30

**M**

- management, Marriott Hotels
  - India example, 74-77
- managerial skills, need for, 18-19
- Marina Bay Sands, 7
- Marriott Hotels India example, 72-79
  - associates, commitment to, 73-74
  - corporate culture, 74-77
  - talent shortages, 77-79
- Marriott, Alice S., 77
- Marriott, J.W. Jr., 72
- Marriott, J. Willard, 72-73
- McDonald's, 30, 38
- Memon, Rajeev, 71
- mentoring relationships, 131
- mentors, identifying, 148-150
- mianzi (face), 133

middle managers, role in  
 innovation, 36  
 Misra, Santrupt B, 103  
 mobility of talent, 25  
 Motorola, 124  
 multicultural training, 121-122  
 multinational companies  
 in China, 4  
 in Hong Kong, 5

## N-O

Nanfang Lee Kum Kee Co. Ltd.  
 example, 88-97  
 corporate culture, 90-91  
 leadership model, 91-92  
 talent management, 93-97  
 OECD (Organization for  
 Economic Cooperation and  
 Development), 30  
 offshoring, 22-23  
 on-the-job training, 147-148  
 operational innovation, 38-39  
 Organization for Economic  
 Cooperation and  
 Development (OECD), 30

## P

Palmisano, Samuel J., 42, 55  
 patience in leadership, 91  
 people (employees)  
 commitment to  
*Aditya Birla Group, India*  
 example, 106-109  
*Marriott Hotels India example,*  
 73-74

retaining, 151-157  
*Aditya Birla Group, India*  
 example, 114-115  
*Asian entrepreneurial culture,*  
 132-134  
*employee benefits and,* 168-171  
*future hiring requirements,*  
*understanding,* 153-154  
*high performance culture,*  
*maintaining,* 157  
*lifelong learning, encouraging,*  
 156-157  
*Marriott Hotels India example,* 77  
*retention process, establishing,*  
 154-156  
 training, 146-151  
*Aditya Birla Group, India*  
 example, 112-113  
*curriculum content,* 146-148  
*trainers and mentors, identifying,*  
 148-150  
*training process implementation,*  
 150-151  
 population statistics, China, 4  
 professional skills, need for, 18

## Q-R

recruitment, Find the Talent  
 versus, 142  
 recruitment industry, SEEK  
 Limited example, 79-85  
 branding, 83  
 corporate culture, 81-83  
 talent management, 83-85  
 relationships in Asian culture,  
 129-131

**reputation**

- Aditya Birla Group, India
  - example, 118
- Digi.com Berhad (DiGi)
  - example, 100
- Domino's Pizza India Limited
  - example, 60-61
- SEEK Limited example, 83
- in talent acquisition, 167-168
- Three on the Bund example, 67-68

**requirements for future hiring,**

- understanding, 153-154

**requirements for talent,**

- understanding, 143-145

**Resorts World at Sentosa Island, 7****restaurant industry, Domino's**

- Pizza India Limited
  - example, 58-64

- branding, 60-61
- corporate culture, 59-60
- talent management, 61-63
- talent shortages, 64

**retail industry, Three on the**

- Bund example, 65-70

- branding, 67-68
- corporate culture, 66-67
- talent management, 68-70

**retaining employees, 151-157**

- Aditya Birla Group, India
  - example, 114-115
- Asian entrepreneurial culture, 132-134
- employee benefits and, 168-171
- future hiring requirements,
  - understanding, 153-154

- high performance culture,
  - maintaining, 157

- lifelong learning, encouraging, 156-157

- Marriott Hotels India example, 77

- retention process, establishing, 154-156

**right talent, shortage of. See talent shortages**

- Rometty, Ginni, 52, 55

**S****SEEK Limited example, 79-85**

- branding, 83
- corporate culture, 81-83
- talent management, 83-85

**selection criteria for talent**

- acquisition, establishing, 145

**Sherriff, Jim, 122****shortage of talent. See also War for Talent**

- Aditya Birla Group, India
  - example, 115-118
- confronting. *See* innovation
- Domino's Pizza India Limited
  - example, 64
- locations of, 20-22
- Marriott Hotels India example, 77-79

**reasons for, 22-26**

- brain drain*, 25-26
- global resourcing*, 22-23
- globalization*, 24
- talent mobility*, 25

**types of talents needed, 17-20**

- English language skills*, 19
- IT skills*, 19

*managerial skills*, 18-19  
*professional skills*, 18  
*soft skills*, 20  
 workforce hiring plans, 16-17  
***Si Li Ji Ren* culture**, 90  
**Siemens**, 124  
**Singapore**  
   brain drain, combating, 126-129  
   economic history of, 5-7  
   skills. *See* talent shortages  
   social networking at IBM, 51  
   soft skills  
     developing, 148  
     need for, 20  
   sustainability of Talent Farm  
     concept, 160-162, 166

## T

**talent**  
   as change driver, 52-53  
   developing locally, 120-126  
     *best practices*, 122-125  
     *management lessons needed*,  
       125-126  
     *multicultural training*, 121-122  
**talent acquisition**, 140-145  
   branding in, 167-168  
   internal stakeholders,  
     determining, 143  
   process and selection criteria,  
     establishing, 145  
   talent requirements,  
     understanding, 143-145  
**Talent Farm concept**  
   challenges, 158-162  
     *investment costs*, 158-160  
     *sustainability*, 160-162

**Find the Talent**, 140-145  
   *internal stakeholders*,  
     determining, 143  
   *process and selection criteria*,  
     establishing, 145  
   *talent requirements, understanding*,  
     143-145  
**Grow the Talent**, 146-151  
   *trainers and mentors, identifying*,  
     148-150  
   *training curriculum content*,  
     146-148  
   *training process implementation*,  
     150-151  
   importance of, 165-166  
**Keep the Talent**, 151-157  
   *future hiring requirements*,  
     understanding, 153-154  
   *high performance culture*,  
     maintaining, 157  
   *lifelong learning, encouraging*,  
     156-157  
   *retention process, establishing*,  
     154-156  
   overview, 138-141  
**talent imports**, 15  
   in hiring plans, 17  
**talent management**  
   Aditya Birla Group, India  
     example, 109-115  
   DiGi.com Berhad (DiGi)  
     example, 100-102  
   Domino's Pizza India Limited  
     example, 61-63  
   Nanfeng Lee Kum Kee Co. Ltd.  
     example, 93-97  
   SEEK Limited example, 83-85  
   Three on the Bund example,  
     68-70



- talent mobility, 25
- talent requirements,  
     understanding, 143-145
- talent retention, 151-157  
     employee benefits and, 168-171  
     future hiring requirements,  
         understanding, 153-154  
     high performance culture,  
         maintaining, 157  
     lifelong learning, encouraging,  
         156-157  
     retention process, establishing,  
         154-156
- talent shortages. *See also*  
     **War for Talent**  
     Aditya Birla Group, India  
         example, 115-118  
     confronting. *See* innovation  
     Domino's Pizza India Limited  
         example, 64  
     locations of, 20-22  
     Marriott Hotels India example,  
         77-79  
     reasons for, 22-26  
         *brain drain*, 25-26  
         *global resourcing*, 22-23  
         *globalization*, 24  
         *talent mobility*, 25  
     types of talents needed, 17-20  
         *English language skills*, 19  
         *IT skills*, 19  
         *managerial skills*, 18-19  
         *professional skills*, 18  
         *soft skills*, 20  
     workforce hiring plans, 16-17
- talent supply. *See* Talent Farm  
     concept
- tangible results, innovation  
     and, 44
- Tata Consulting Services, 22
- Tata Group, 8
- Tata, Ratan N., 8, 129
- team building, Nanfang  
     Lee Kum Kee Co. Ltd.  
     example, 93
- telecommunications industry  
     DiGi.com Berhad (DiGi)  
         example, 97-102  
         *corporate culture*, 98-100  
         *talent management*, 100-102  
     in India, 7
- Thorne, Kaye, 37
- Three on the Bund example,  
     65-70  
     branding, 67-68  
     corporate culture, 66-67  
     talent management, 68-70
- tolerance in leadership, 92
- traditional environment. *See*  
     Asian culture
- trainers, identifying, 148-150
- training  
     employees, 146-151  
         Aditya Birla Group, India  
             example, 112-113  
         *curriculum content*, 146-148  
         Marriott Hotels India example, 74  
         *trainers and mentors, identifying*,  
             148-150  
         *training process implementation*,  
             150-151  
     lifelong learning, encouraging,  
         156-157  
     multicultural training, 121-122

training industry, SEEK Limited  
  example, 79-85  
  branding, 83  
  corporate culture, 81-83  
  talent management, 83-85  
trust in innovation culture,  
  36-37

## *U-V*

### United States

  Chinese imports, spending on, 10  
  consumer spending in, 10  
  economic slowdown in, 9-11  
  housing crisis, 10

ValueJam, 48

Vietnam, economic history of,  
  8-9

## *W-Z*

Wal-Mart, 33

War for Talent, 14-16, 164

Western culture, Asian culture  
  versus, 121-122

Wipro, 8

workforce hiring, 16-17

WorldJam, 48