

Editorial

Javier Bajer

HR in emerging markets: learning from those who struggle more than us

Do you need more agility now? Do you need people to climb steep learning curves? How about delivering excellent customer service consistently and efficiently? And how about dealing with the uncertainty of a continuously changing environment?

Organisations that thrive in emerging markets manage to develop some good tricks. They have to, of course, if they are to remain competitive in a global context. Their environments are always in a state of flux, the rules of their games are reinvented more often and resources are less available and often more expensive. However, they have the same performance pressures as their colleagues who operate in more stable economies.

We know that constraints and scarcity can lead to greater innovation, more oiled collaboration and faster reaction times. What would happen if we were able to learn some lessons from those successfully operating in emerging markets?

In this issue of *Strategic HR Review*, we bring some great stories from around the globe, from India to Argentina. It is my intention that you are able to grab some of their own lessons and make them your own.

Enjoy!

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