

African talent

Tony Hadley

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Who do I bribe?

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Who do I bribe?
Who do I partner with?

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~~Who do I bribe?~~
~~Who do I partner with?~~

No

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Never bribe
Recruit top local talent
Partner with care, if needed

What is local talent?

vrs.

International

vrs.

Expatriate

Education and experience

The evolution...

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1980's and 1990's : the expats

- Companies who know it, love it
The ((R)West is scared

An expat culture

Locals as deputies

Poor packages for locals, at least the cash

2000's: The Repats

- Expats migrate to International's
MTN 'creates' the repat

Multinationals follow suit
We fill the pipeline

Salary equalisation: great impact, but brings its
challenges:

Vicious circle for employers, virtuous for employees
Real tensions with real locals

2014: Competition

- Africa's changing fast
 - It takes more than being there to win
 - South South entry
 - Indian 'expats' command international salaries
 - Local companies transforming
 - whether they like it or not!
 - Technology - leapfrogging
 - Specific local, regional, sectorial and competence shortages
- Repats in control of corporate
- Repreneurs: the new repat
- Capital flooding in...but

2020: human capital excellence

➤ What will things look like?

It's going to be local, but very mobile

Local education will be better, but very mixed

International staff treated as locals

Top talent retention grows tougher

Feast and famine of matching talent
to need

Excess capital means the winners must retain the best

Rentrepreneurs at every corner