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Talent Management Strategies and Their Role in Developing Skills and Enhancing the Creative Capabilities of HR in Business Organizations "A Case Study of Almarai Company (Saudi Arabia)"

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Abstract:

The study examines the role of talent management strategies in enhancing the skills and creative capabilities of human resources through a case study of Almarai Company in Saudi Arabia. It focuses on the contribution of effective practices for attracting, developing, and retaining talent, as well as succession planning, to improving organizational performance and supporting innovation. The study also explores the extent to which Almarai integrates digital transformation into its human resource management practices, particularly in the areas of employee training, leadership development, and performance management, and examines its impact on organizational performance.

The findings indicate that providing a supportive work environment, combined with the use of advanced digital tools such as SAP SuccessFactors, cloud-based human resource management systems, and other digital technologies, effectively contributes to enabling employees to realize their potential and develop their capabilities, which positively impacts the organization's competitiveness. The study also demonstrates that talent management is not limited to developing individual capabilities; rather, it represents a strategic lever for fostering innovation, supporting organizational performance, sustaining competitive advantage, and achieving the organization's long-term strategic objectives.

Keywords: Talent Management, Human Resource Development, Skills Enhancement, Creativity, Digital Transformation, Almarai Company.
Jel Classification Codes : M12 , M54 , O15.

الملخص:

تتناول الدراسة دور استراتيجيات إدارة المواهب في تعزيز مهارات الموارد البشرية وقدراتها الإبداعية، من خلال دراسة حالة شركة المراعي في المملكة العربية السعودية. وتركز على مدى مساهمة الممارسات الفعالة لاستقطاب المواهب وتطويرها والاحتفاظ بها، إلى جانب التخطيط لتعاقب الموظفين، في تحسين الأداء التنظيمي ودعم الابتكار. كما تبحث الدراسة في مدى توظيف شركة المراعي للتحول الرقمي في ممارسات إدارة الموارد البشرية، لاسيما في مجالات تدريب الموظفين، وتطوير القيادات، وإدارة الأداء، وانعكاس ذلك على مستوى الأداء التنظيمي.

وتوصلت الدراسة إلى أن توفير بيئة عمل داعمة، إلى جانب توظيف الأدوات الرقمية المتقدمة، مثل SAP Success Factors وأنظمة إدارة الموارد البشرية القائمة على الحوسبة السحابية وغيرها من التقنيات الرقمية، يسهم بصورة فعالة في تمكين الموظفين من استثمار إمكاناتهم وتطوير قدراتهم، بما ينعكس إيجابًا على القدرة التنافسية للمنظمة. كما أظهرت النتائج أن إدارة المواهب لا تقتصر على تنمية القدرات الفردية، وإنما تمثل رافعة استراتيجية لتعزيز الابتكار، ودعم الأداء التنظيمي، والمحافظة على الميزة التنافسية، وتحقيق الأهداف الاستراتيجية للمنظمة على المدى الطويل.

الكلمات المفتاحية: إدارة المواهب، تطوير الموارد البشرية، تعزيز المهارات، الإبداع، التحول الرقمي، شركة المراعي.
تصنيف جال: M12, M54, O15

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I- Introduction :

Talent management has emerged as a strategic pillar in human resource practices, serving as a key driver for attracting, retaining, and developing skilled employees in alignment with organizational goals. In the era of rapid digital transformation, organizations are increasingly required to create supportive work environments that foster skill development and enhance the creative potential of their workforce, thereby strengthening competitiveness and sustainability. Almarai Company in the Kingdom of Saudi Arabia stands as a leading example in this regard, having adopted advanced talent management strategies supported by digital solutions such as SAP SuccessFactors to empower its human capital and achieve institutional excellence. By combining training, development, and employee engagement programs, Almarai has demonstrated the crucial role of talent management as a lever for innovation and creativity. Accordingly, this study aims to examine the impact of talent management strategies on skill development and the enhancement of creative capabilities of human resources, with Almarai serving as a case study.

I-1- Research problem : Research problem:

Despite the growing recognition of talent management as a strategic driver of organizational success, many companies still struggle to effectively align talent strategies**. This study addresses the challenge of how talent management can enhance skill development and creative capabilities, with Almarai as a case example.**

I-2- Research hypothesis :

This study hypothesizes that the effective implementation of talent management strategies significantly enhances employee skills and fosters creative capabilities. It assumes that integrating digital tools and supportive work environments amplifies these outcomes. Accordingly, Almarai's experience is expected to illustrate a positive link between talent management and organizational performance.

I-3-Research Importance:

Research Importance: The importance of this research lies in its contribution to understanding how talent management strategies can be leveraged to enhance human capital. It highlights the role of effective talent practices in developing skills, nurturing creativity, and sustaining competitiveness in dynamic business environments. By focusing on Almarai Company, the study provides practical insights into how a leading organization in the Kingdom of Saudi Arabia applies innovative HR approaches to empower employees and achieve institutional excellence. Furthermore, the research adds value to academic literature by linking talent management.

I-4- Research Objectives:

- Examine the role of talent management strategies in enhancing employee skills and creative capabilities.
- Assess how Almarai Company applies talent management strategies to empower its workforce and sustain competitiveness.
- Identify best practices and challenges in implementing effective talent management systems.
- Provide practical recommendations for organizations seeking to align talent management with digital HR solutions.

I-5- Research Methodology:

This study adopts a case study approach through the analysis of the experience of Almarai. The analysis is based on a review of the company's officially published documents, including annual reports, sustainability reports, and content available on its corporate website.

A descriptive-analytical method was employed to interpret the data and extract indicators related to talent management strategies within the study's theoretical framework. This approach enabled the integration of empirical evidence with theoretical models to explain the role of talent management in developing skills and enhancing creative capabilities.

I-6- Previous Studies :

a- Wang Min, Ruzita Selamat and Tang Shanshan, (2025) , «How Talent Management Practices Drive Innovative Capabilities: Evidence from theTechnology Sector », international journal of academic research in business and social sciences, vol 15(4) : The objective of the study was to analyze the relationship between talent management practices and employees' innovative capabilities in the technology sector through a quantitative analytical approach. The findings confirmed a strong positive correlation between talent management practices and innovative capabilities, with regression analysis indicating that talent management strategies account for 34.7% of the variance in innovation outcomes. The study further highlighted the critical role of investing in talent acquisition and development, as well as fostering a supportive environment and a collaborative work culture, in enhancing employees' capacity for innovation (Wang, Ruzita , & Tang , 2025).

b- Dyah Palupiningtyas & Maharani Hulu, (2024), « Talent Management Transformation in the Industry 4.0 Era: A Study on Manufacturing Companies in Semarang Regency » , International Journal of Economics and Management Research, vol 3(3) : The objective of the study was to explore the transformation of talent management strategies in the Industry 4.0 era, with a focus on developing digital, creative, and adaptive skills within manufacturing companies. The findings revealed that such transformation requires fostering a combination of technical, digital, and adaptive skills through flexible training programs and collaborative learning pathways. Moreover, the study highlighted that successful companies are those that adopt clear leadership and comprehensive strategies centered on continuous development, while integrating technical expertise with the organizational and cultural context (Dyah & Maharani , 2024).

c- Altanchimeg Zanabazar , Solongo Natsagdorj, Sarantuya Jigjiddorj, (2023) , « The impact of talent management on human resources efficiency » , Journal of Social Studies (JSS) , vol 19(2) : The objective of the study was to measure the effect of applying talent management practices on the efficiency of human resources in an urban branch of a major company. The findings indicated that such practices significantly enhance human resource efficiency by developing talents and fostering a motivating and supportive work environment. Furthermore, the study emphasized the importance of accurately forecasting future organizational needs to establish a competitive work culture aligned with the organization's vision (Altanchimeg , Solongo , & Sarantuya , 2023).

II. Talent Management (Theoretical and Conceptual Framework)

Talent Management provides a comprehensive foundation for understanding how organizations strategically attract, develop, and retain talent. It highlights the theoretical underpinnings and conceptual approaches that link human capital to organizational growth and competitive advantage.

II.1. Talent management concept.

- Talent management is an integrated, results-driven process that includes planning, recruiting, selecting, developing, managing, and compensating employees. It emphasizes the interconnectedness of activities such as training, performance appraisal, and compensation, ensuring alignment with the organization's strategic goals (Heike , , & Nicole , 2025).

- It is A holistic, results-oriented process that encompasses the planning, recruitment, selection, development, management, and compensation of employees. Unlike traditional fragmented methods, this comprehensive approach emphasizes the interconnection between activities such as training, performance evaluation, and remuneration, ensuring that all HR practices are aligned with the organization's strategic objectives. (Dessler, 2020).

- **It is also defined as** the process of building and maintaining the optimal workforce to meet business needs. It involves attracting, developing, and retaining employees by continually assessing their motivations and addressing their needs. The goal is not only to retain employees but to keep them engaged, productive, and eager to advance within the organization (Holliday, 2025).

From the above, it can be concluded that Talent management is a strategic and integrated process aimed at attracting, developing, motivating, and retaining employees in order to build an optimal workforce aligned with the organization's strategic objectives. It goes beyond traditional fragmented approaches by emphasizing the interconnection between activities such as planning, recruitment, training, performance appraisal, and compensation systems. This approach ensures not only the retention of human resources but also their motivation, productivity, and readiness to advance within the organization, thereby fostering both individual growth and institutional success simultaneously.

II.2. The importance of talent management in business organizations

When employees thrive, businesses thrive. Effective talent management enables organizations to maximize employees' skills and capabilities, leading to improved business performance, higher productivity, better quality of work, and overall organizational success.

The importance of talent management in business organizations can be summarized as follows (Momtazian, 2024), (ENEB, 2024), (Oxford MC, 2025):

- **Recruit In-Demand Talent:** Organizations become employers of choice and naturally attract top talent by integrating their brand as a central component of the talent strategy.
- **Competitive Advantage:** By attracting, developing, and retaining top talent, organizations maintain an edge in competitive and rapidly changing markets.
- **Minimize Operational Disruptions:** Talent pipelines allow organizations to quickly fill vacancies when unexpected departures occur, ensuring smooth operations.
- **Improve Productivity:** Continuous strengths-based coaching helps employees develop skills and reach their full potential, thereby increasing efficiency.
- **Reduce Costs:** Retaining valued team members and keeping them engaged is generally more cost-effective than recruiting and training new hires.
- **Foster Innovation:** Talented teams are more likely to develop new problem-solving methods and leverage technological advancements, supporting the creation of innovative products and services.
- **Build Efficient Teams:** Through strategic hiring and development, organizations form productive teams that work efficiently toward business goals.
- **Strengthen Employer Brand:** Organizations known for nurturing talent attract high-quality candidates, enhancing their reputation and market position.
- **Support Employee Growth:** Encouraging continuous learning and career development helps employees reach their full potential while contributing to organizational goals.

In summary, talent management is a comprehensive strategy that enables organizations to attract, develop, motivate, and retain skilled employees, ensuring sustainable success and a strong competitive position in today's business environment.

II.3. Talent management strategies in business organizations

The following table illustrates the main dimensions and focus areas of modern talent management. It also highlights how organizations attract, develop, empower, and support employees using innovative practices and digital tools to enhance performance, engagement, and well-being :

Main Dimension	Focus Area	Description
Talent Attraction	***Talent Attraction and Retention***	Modern organizations strive to attract top talent through innovative recruitment strategies, competitive benefit packages, and a strong organizational culture. They also focus on retaining high-performing employees by providing a motivating environment, career growth opportunities, and continuous recognition practices that enhance loyalty and reduce turnover rates.

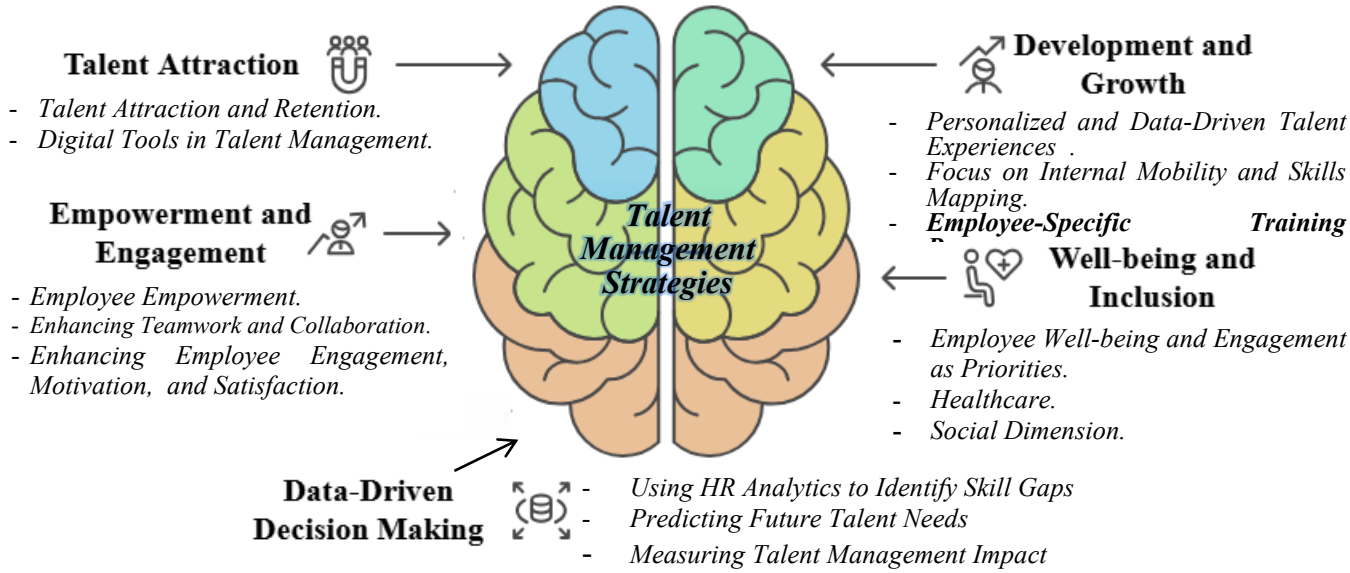
	Digital Talent Management	Digital tools such as cloud platforms, performance management applications, and smart recruitment systems have become essential in talent management. They facilitate performance tracking, support remote training, and enhance communication between employees and management, thus improving efficiency and flexibility in the workplace.
Development and Growth	***Personalized and Data-Driven Talent Experiences***	Organizations increasingly leverage advanced analytics and artificial intelligence (AI) to create highly personalized employee development paths. This approach helps identify employees' individual needs, aspirations, and potential, thus enabling tailored training and growth opportunities. It emphasizes hyper-personalization across the entire employee experience, including skills-driven career pathing, adaptive learning platforms, and AI-powered recognition systems. This boosts employee engagement, retention, and productivity while supporting diversity, equity, and inclusion.
	Focus on Internal Mobility and Skills Mapping	Many organizations prioritize internal mobility by connecting employees' current skills to internal job openings and projects. Talent management platforms use AI to recommend targeted upskilling and reskilling opportunities to prepare employees for future roles. This strategy supports agile organizations that can rapidly adapt to changing business needs and helps retain top talent by providing clear career growth paths within the company.
	Employee-Specific Training Programs	Organizations design customized training and development programs tailored to each employee's level, abilities, and talents. This personalized approach enhances individual and collective competencies, motivates employees to achieve their best performance, and reinforces organizational loyalty.
	Encouraging Personal Innovations	Modern organizations encourage employees to be creative and contribute innovative ideas by providing a supportive environment, incentive programs, and spaces to experiment with new initiatives. This enhances competitiveness and adaptability to rapid market changes.
Empowerment, Engagement, and Motivation	***Employee Empowerment***	Empowerment is based on granting employees broader authority to make decisions related to their work while enhancing their trust and autonomy. This encourages initiative, increases job satisfaction, and improves organizational performance by fostering active employee participation in decision-making and achieving company goals.
	Enhancing Teamwork and Collaboration	Effective teamwork is a vital element of talent management. Collaborative teams strengthen knowledge sharing, accelerate problem-solving, and build a corporate culture based on mutual support and trust.
	Enhancing Employee Engagement, Motivation, and Satisfaction	This aspect focuses on involving employees in decision-making processes related to their work, motivating them through effective reward systems and recognition opportunities, and addressing their professional and personal needs. It fosters job satisfaction, loyalty, and stronger commitment to organizational goals.
Well-being, Inclusion, and Sustainability	***Employee Well-being and Engagement as Priorities***	Engagement remains a top focus, with strategies that empower employees to own their career development and provide visibility into growth opportunities. Well-being programs are tailored to specific needs, including flexible work arrangements and mental health resources, to create a supportive work environment that attracts and retains talent.
	Healthcare	Employees' physical and mental health is a cornerstone of modern talent management. Organizations provide comprehensive health insurance programs, mental health initiatives, and regular check-ups. These practices improve employee satisfaction and stability while boosting productivity and reducing absenteeism.
	Social Dimension	Focuses on building a workplace environment based on collaboration, fairness, and social inclusion by promoting teamwork values, supporting social initiatives, and empowering employees to participate in community activities. This strengthens employee loyalty and fosters a stronger connection between employees and the organization.

Data-Driven Strategic Decision Making	***Using HR Analytics to Identify Skill Gaps***	Organizations rely on workforce analytics to assess current employee skills and identify gaps needed to meet future business requirements. This helps design tailored training programs and develop career paths to enhance required competencies.
	Predicting Future Talent Needs	Organizations use data and analytical tools to forecast their future talent requirements, including critical skills and key positions. This prediction enables strategic planning for recruitment, development, and retention of essential talent.
	Measuring Talent Management Impact	Organizations measure the effect of talent management programs on overall performance using specific indicators such as productivity, employee satisfaction, talent retention rates, and achievement of organizational goals. These measurements help improve strategies and make data-driven decisions to enhance talent management effectiveness.

Source : (MERCER, 2025) **,** (Farry, 2025)**,** (Holliday, 2025)**,** (Antunes, 2024)

These strategies reflect a shift towards more human-centric, tech-enabled, and agile talent management approaches designed to meet the evolving challenges of the modern workforce.

Figure 01 :Talent management strategies in business organizations



Source : Prepared by the researcher

II.4. Talent Management Concepts

Term	Definition
Talent Acquisition:	The process of attracting and selecting the best talent to join the organization through effective recruitment strategies, ensuring alignment with organizational needs (Andreev, 2022).
Talent Development:	Programs and initiatives designed to enhance employees' knowledge and skills, preparing them for future responsibilities and leadership roles (Filippidis, 2024).
Performance Management:	A systematic process for monitoring, evaluating, and improving employee performance to achieve strategic goals through continuous feedback and appraisal (Grace & Reckonel , 2022).
Employee Engagement:	The emotional and professional commitment employees show towards their work and organization, enhanced by motivation, empowerment, and participation (CIPD, 2025).
Succession Planning:	Succession planning is the process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions. Taking a holistic view of current and future goals, this type of preparation ensures that you have the right people in the right jobs today and in the years to come (UW, 2025).

Retention Strategies:	Policies and practices that maintain top talent within the organization by providing incentives, growth opportunities, and supportive work environments (Kelly & Laura , 2024).
Learning and Development:	Structured and continuous programs (training, mentoring, digital learning) that foster employees' professional and personal growth (Kapur, 2020).
Compensation and Rewards:	Designing fair and competitive salary and benefits packages, combined with recognition systems, to attract and retain talent (Shikha & Kaur, 2023).
Motivation:	The set of strategies designed to boost employees' drive, commitment, and willingness to achieve organizational goals (Ryan, 2000) .
Workforce Diversity and Inclusion:	Building a workforce that reflects diverse backgrounds and ensuring inclusive practices that promote creativity, equity, and innovation (Ferdy & others, 2024).
Skills:	Acquired abilities developed through training, experience, or practice, enabling individuals to perform tasks effectively and demonstrate professional competence (Dessler, 2020).
Abilities:	Inherent qualities or natural talents such as analytical thinking, coordination, or problem-solving, which form the foundation for skill development (Noe, 2021).
Competencies:	An integrated set of knowledge, skills, behaviors, and attributes that enable effective performance in a specific role (Boyatzis, 1982).
Creativity:	The ability to generate original and imaginative ideas that go beyond conventional thinking, serving as a basis for innovation ((Amabile, 1996).
Innovation:	The process of transforming creative ideas into practical solutions, products, or models that add measurable value and create competitive advantage (Tidd, 2018).
Leadership:	The ability to inspire and guide individuals or teams, combining creativity and strategy to drive innovation and achieve results (Mumford, 2002) .
Performance Evaluation:	Measuring employee performance using indicators and standards to identify strengths, address gaps, and improve outcomes (Grote, 2011).

II.5. how does talent management contribute to skill development and enhancing creative capabilities?

Talent management strategies serve as a cornerstone for organizational success by systematically enhancing both the technical skills and creative capacities of human resources. Effective talent management integrates a range of strategic processes, including **recruitment, training, development, performance evaluation, motivation, career planning, and talent retention**, to ensure that employees' potential is fully realized and aligned with organizational objectives :

- **Skill Development through Structured Programs** : Organizations invest in structured **training** and **development** programs that equip employees with essential **skills** and knowledge. These programs are designed not only to improve task-specific capabilities but also to enhance adaptability and problem-solving proficiency in dynamic work environments (Salas, 2012) (Noe, 2021). Continuous learning and mentoring initiatives ensure that employees remain competent and capable of meeting evolving organizational demands.
- **Leveraging Abilities and Competencies** : Talent management strategies focus on identifying employees' innate **abilities** and developing **competencies**, which encompass a combination of skills, knowledge, behaviors, and personal attributes. By enhancing competencies, organizations ensure that employees can perform effectively across a range of tasks and roles, fostering flexibility and resilience in an increasingly complex business environment (Boyatzis, 1982).
- **Fostering Creativity and Innovation** : Modern talent management emphasizes the cultivation of **creativity** and **innovation**. Through programs that encourage idea generation, experimentation, and knowledge sharing, employees are empowered to develop original solutions and translate them into tangible organizational value (Tidd, 2018) ; (Amabile, 1996). Creative thinking is further supported by a culture that values risk-taking, continuous improvement, and open communication.

- **The Role of Creative Leadership** : **Creative leadership** plays a critical role in harnessing employees' creative potential. Leaders guide teams to approach problems innovatively, foster collaboration, and facilitate strategic decision-making. By modeling creative behaviors and supporting employee initiatives, leaders help translate creative ideas into actionable outcomes that contribute to organizational performance (Mumford, 2002).
- **Strategic Alignment and Retention** : Talent management ensures alignment between individual development and organizational goals. By integrating **career planning, motivation, and talent retention** strategies, organizations maintain a skilled and engaged workforce. Retention initiatives reduce turnover, preserve institutional knowledge, and sustain an environment conducive to continuous skill development and innovation (Hausknecht, 2009) , (Ryan, 2000) .

Figure 02 : Talent management, skills development, and enhancing creative capabilities



In ework that not only develops employees' skills but also enhances their creative capabilities. This dual focus enables organizations to remain competitive, innovative, and adaptable, ultimately driving sustained growth and long-term success in a complex and rapidly evolving business landscape.

III. Talent management and its role in developing creative skills and capabilities in Almarai.

Talent management is a key driver of organizational performance in today's competitive environment. At Almarai, it fosters employee creativity and innovation through continuous human capital development. This strategic approach strengthens the company's global standing while promoting a culture of growth and excellence.

III.1. An Introduction to Almarai

Almarai Company is considered one of the leading food enterprises in the Middle East and Asia, having established its position as a pioneering brand thanks to the quality and diversity of its products. Founded in **1977** (Wise Sheets, 2010) by Irish agricultural pioneers Alastair and Paddy McGuckian, in partnership with His Highness Prince Sultan bin Mohammed bin Saud Al Kabeer (Almarai Report, 2024) , the company has followed an integrated model that covers various stages of agricultural and industrial production. Headquartered in Riyadh, Almarai has been listed on the Saudi Stock Exchange (Tadawul) since 2005, with a capital of 10 billion SAR and a workforce of around **43,821 employees** (BEDARI & others, 2024).

Today, Almarai stands as the world's largest fully vertically integrated dairy company and a regional leader in the production and distribution of food and beverages. It offers more than **635**

products across **20 brands**—including Almarai, Alyoum, L'ozien, Seven Days, and Beyti—serving over **150,000 consumers**. Its operations span dairy, juice, bakery, poultry, infant nutrition, and agriculture. The company also manages approximately **170,000 cows**, placing it among the top five milk producers worldwide. Its market capitalization is estimated at about **54.9 billion SAR**, reflecting strong investor confidence in its efficiency and sustainable growth (Almarai, 2024).

Almarai places strong emphasis on sustainability, achieving a **16% increase in solar energy usage compared to 2023**, and has reached a **Saudization rate of 28%** (HRD, 2025). With its people considered the cornerstone of success, the company is committed to creating a positive and motivating work environment that empowers employees to realize their full potential. This commitment is reflected in its policies to attract, nurture, and retain a diverse and passionate workforce aligned with the company's values, while safeguarding employee rights and fostering a culture of continuous growth and development that benefits both individuals and the organization.

Regionally, Saudi Arabia remains Almarai's largest market, with the dairy segment alone generating revenues of **11.35 billion SAR** in **2023**. Its Alyoum brand also dominates the poultry market across the **GCC**, holding an 87% market share in Kuwait. Internationally, Almarai ranked fourth globally in **2024** among the largest dairy processing companies, with a brand value of **USD 3.9 billion**. In **2025**, the company maintained this ranking according to Brand Finance (Brand Finance, 2025), which listed it among the most valuable dairy brands worldwide, with its brand value rising to **USD 4.68 billion**—further reinforcing its regional leadership and global standing

Table 01 : The World's Leading Dairy Brands by Value (2025)

Rank 2025	Rank 2024	Logo	Name	Country	Brand Value 2025	Brand Value 2024	Brand Rating 2025	Brand Rating 2024
1 =	1		Yili		$11,221M	$11,606M	AAA-	AAA
2 =	2		Danone		$8,271M	$8,026M	AA-	AA
3 =	3		Mengniu		$4,736M	$5,417M	AAA-	AAA
4 =	4		Almarai		$4,683M	$3,903M	AAA	AAA
5 =	5		Amul		$4,088M	$3,305M	AAA+	AAA+
6 ▲	8		President		$3,195M	$2,119M	AA	AA+
7 =	7		Vinamilk		$2,604M	$2,648M	AAA+	AAA
8 ▼	6		Arla		$2,462M	$2,702M	A	AA-

(Henry, 2025)

Almarai Company recorded a noticeable improvement in its position within the global dairy market in 2025, maintaining fourth place among the world's most valuable dairy brands. The brand value reached USD 4.683 billion compared with USD 3.903 billion in 2024, representing a year-on-year increase of 19.9%. This sustained growth reflects the strong momentum of the brand and its ability to preserve competitiveness despite intense international competition. Almarai also retained its AAA Brand Strength Rating in 2025, the same rating achieved in 2024, indicating continued high consumer trust, strong brand consideration, and perceived credibility.

In comparison with leading global brands, China's Yili remained the world's most valuable dairy brand for the sixth consecutive year, despite a slight decline in brand value from USD 11.606 billion in 2024 to USD 11.221 billion in 2025, along with a rating change from AAA to AAA-. France's Danone ranked second, recording a modest increase in brand value from USD 8.026 billion to USD 8.271 billion, although its rating decreased from AA to AA-. Meanwhile, China's Mengniu experienced a decline in brand value from USD 5.417 billion to USD 4.736 billion, accompanied by a rating downgrade from AAA to AAA-. Notably, India's Amul achieved significant growth, rising from USD 3.305 billion to USD 4.088 billion (an increase of 24%) while

maintaining an AAA+ rating, becoming the second strongest dairy brand globally according to the Brand Strength Index (BSI) (Farr, 2025).

Almarai's strong performance is closely linked to its vertically integrated strategy, which covers the entire value chain from feed production and dairy farming to manufacturing and distribution. This integration enhances product quality and consistency, strengthens credibility, and supports its AAA brand strength rating. The company's performance also demonstrates the capability of Middle Eastern firms to compete internationally, particularly in light of the improved performance of some European brands such as France's Président, whose brand value increased from USD 2.119 billion to USD 3.195 billion alongside an improved rating (Farr, 2025)..

In terms of market trends, Asian brands continue to dominate the top global positions; however, some of them experienced slight declines in brand value and ratings. At the same time, the growth of Almarai and Amul highlights the ability of brands outside East Asia to achieve strong global recognition through operational excellence and regional leadership. Almarai's AAA rating indicates a high level of consumer trust, loyalty, and preference, which is crucial in a market traditionally dominated by well-established European and Asian brands (Farr, 2025)..

Accordingly, maintaining brand strength and accelerating value growth will be critical for Almarai's ability to challenge the top three global companies and expand its international footprint. Overall, the company's 2025 performance reflects the resilience of its brand value, stable growth, and adaptability within the highly competitive global dairy market. Continued emphasis on innovation, operational efficiency, and global marketing will remain key determinants of its potential advancement within the Dairy 10 global ranking (Statista, 2025).

III.2.Almarai's Talent Management Strategy to Enhance Talents and Capabilities

Almarai has adopted a modern talent management strategy aimed at efficiently identifying, developing, and leveraging its human capital. This strategy focuses on implementing comprehensive training and development plans to prepare employees for future challenges, while considering the individual needs and competencies of each staff member. Through this approach, the company enhances workforce skills, builds sustainable competitive capabilities, and fosters innovation and creativity within the work environment. Moreover, the strategy emphasizes the retention of top talent by providing both tangible and intangible incentives, as well as creating a motivating workplace that encourages active engagement and collaboration among employees. Overall, systematic and strategic talent management enables Almarai to achieve a sustainable competitive advantage and ensures continuous growth and development for both the organization and its human capital.

This strategy was as follows :

Figure 03 : Almarai's Talent Management Strategy.



Source : Prepared by the researcher based on : (Almarai careers, 2025).

III.2.1.Suitable work environment:

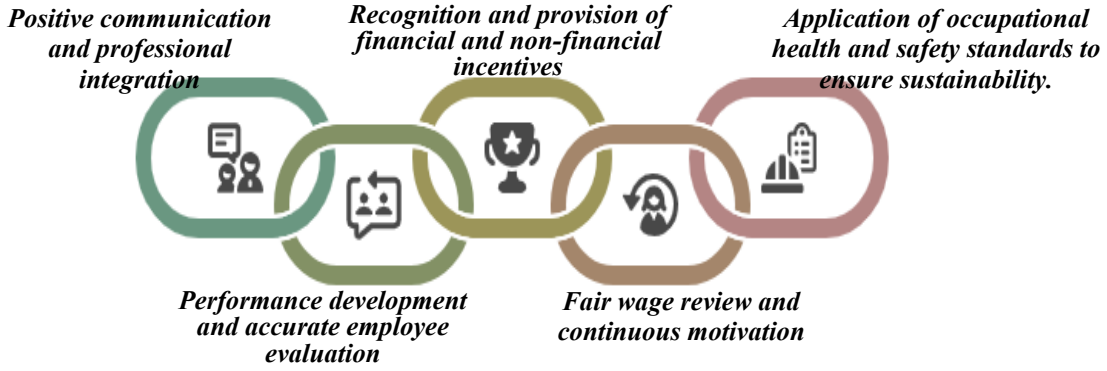
Employees through regular meetings that enhance professional integration and teamwork. The company also works to support employees' functional roles and ensure a stable career path that increases job satisfaction and strengthens institutional stability.

In terms of performance development, Almarai employs precise and transparent mechanisms for employee evaluation, offering both financial and non-financial incentives to outstanding performers, thereby fostering a culture of appreciation and recognition.

The company also pays special attention to establishing clear systems to motivate employees and regularly reviews wages in line with the principles of fairness and motivation. Moreover, it is committed to applying internationally recognized standards of occupational health and safety, ensuring a safe and healthy work environment that enhances productivity and sustainability (Almarai careers, 2025).

Almarai's approach to providing an ideal work environment is based on five key elements:

Figure 04 : The essential elements of the ideal work environment at Almarai Company



Source: Prepared by the researcher based on: (Almarai careers, 2025).

III.2.2.Talent Acquisition and Employee Retention:

In **2024**, Almarai made significant progress in talent management, achieving a voluntary turnover rate of only **10%**, reflecting the company's strong commitment to employee satisfaction and its ability to retain talent. This performance highlights the positive work environment the company has successfully cultivated, which fosters commitment and organizational loyalty among its employees.

Regarding new hires, **7,215 employees** joined the workforce, **63%** of whom were aged between **18 and 30**, demonstrating the company's dedication to attracting and nurturing young talent while ensuring the renewal and development of its human capital in line with future market needs. Furthermore, more than **1,145 Saudi** nationals were employed this year, underscoring Almarai's commitment to supporting the local workforce and promoting Saudization (Almarai, 2024).

Almarai believes that a skilled and committed workforce is the cornerstone of its future success. Accordingly, talent acquisition and retention are central pillars of the company's human resources strategy, which focuses on providing an inclusive and dynamic work environment that offers promising career paths and continuous opportunities for growth and development beyond traditional employment.

Once talent is acquired, its retention becomes a strategic priority. Employee retention at Almarai goes beyond competitive compensation and benefits; it encompasses fostering a work culture where employees feel valued, engaged, and empowered. The company also invests in onboarding programs, continuous professional development, and clear career progression paths to ensure employee satisfaction and strengthen long-term organizational loyalty.

III.2.3.Youth Empowering:

In line with its commitment to the Kingdom of Saudi Arabia, Almarai considers Saudization a central pillar of its strategy for attracting and retaining top talent. The company aims to empower Saudi nationals by providing employment opportunities that contribute to the country's economic development and align with the objectives of **Vision 2030**. By prioritizing the recruitment and development of local talent, Almarai invests in preparing future leaders for its sector while supporting the Kingdom's agenda to increase Saudi participation in the workforce.

Almarai's Saudization efforts extend beyond mere employment, encompassing comprehensive development programs, mentorship initiatives, and career progression plans, all designed to meet the aspirations of Saudi employees and enable them to build sustainable career paths.

In **2024**, the company launched targeted recruitment campaigns to attract new Saudi talent to various roles within the organization, successfully hiring more than **1,145 Saudi nationals** during the year. This achievement highlights Almarai's commitment to developing the local workforce and advancing its Saudization strategy. Participation in professional development programs also saw a significant increase, rising **from 1,889** participants in **2022 to 1,972 in 2023,**and reaching **3,040 in 2024**—a growth of approximately **70%** over two years. This notable increase highlights the company's sustained commitment to developing local talent and investing in the professional growth of its employees.

III.2.4.Enhancing Employee Engagement, Motivation, and Satisfaction:

Almarai recognizes that employee engagement is a fundamental pillar for retention and organizational loyalty. Accordingly, the company prioritizes continuous communication with its employees, actively seeks their feedback, and involves them in decision-making processes. Almarai also believes that employee well-being is essential for fostering a motivated and dynamic workforce. To this end, the company provides a work environment that promotes both physical and mental health, enabling employees to thrive and perform at their best in their roles (Almarai, 2020).

Focusing on well-being serves as a catalyst for creativity, engagement, and resilience among employees, reflecting the company's commitment to adapting to the evolving needs of the workforce. Almarai pays close attention to modern work trends, such as flexible working arrangements and the increasing desire for purpose-driven employment, and aligns its policies with these evolving preferences. Through this approach, the company not only retains existing talent but also attracts new employees seeking an employer that understands and accommodates their lifestyle choices.

III.2.5.Employee well-being, safety, and health (We@Almarai Initiative Program):

Almarai's strategic approach to employee well-being is embodied in the **We@Almarai Wellbeing** program, designed in alignment with the company's core values: flexibility, collaboration, dedication, innovation, respect, and excellence. The program focuses on providing comprehensive care for employees, addressing their social, mental, spiritual, financial, and physical well-being.

The **WE@Almarai** initiative represents a valuable opportunity for employees and distinguishes the company in the market, reinforcing its position as a leading organization in the Kingdom of Saudi Arabia.

The program is built on four key pillars (Almarai, 2024):



***We Care*:** Promoting employee health and encouraging healthy lifestyles.

***We Evolve*:** Supporting personal innovations in art, music, and technology

***We Together*:** Fostering teamwork and collaboration among employees.

***We Celebrate*:** Recognizing and celebrating national and organizational achievements.

In **2024**, Almarai launched a series of initiatives across these four pillars, aimed at attracting and retaining top talent while ensuring an inclusive and supportive work environment.

III.2.6. Fostering a flexible, productive work culture:

Figure 05 : Almarai's strategy to promote a flexible and productive work culture



Source : (Almarai, 2024)

Almarai has adopted a comprehensive strategy aimed at building an integrated work environment that combines productivity, health, professional development, and social responsibility, ultimately enhancing employee satisfaction and motivating them to deliver their best performance. This is achieved through (Almarai, 2024), (BEDARI & others, 2024):

- **Health and Wellness Activities** : The company promotes employee well-being through wellness programs and discounted gym memberships that enhance health, reduce stress, and boost productivity.
- **Special Day Celebrations** : Celebrating occasions like National Day strengthens cultural identity, team spirit, and employee loyalty.
- **Recognition, and Reward Programs** : Awards such as the Annual Service Award recognize employee contributions, motivating staff and fostering a high-performance culture.
- **Social Outings and Team Bonding** : Group outings create informal spaces that enhance collaboration, teamwork, and workplace harmony.
- **Leadership and Functional Programs** : Training and leadership initiatives develop employee skills, prepare future leaders, and support career progression.
- **Talent Programs** : Programs like the Future Leaders initiative identify and develop high-potential employees to ensure organizational sustainability.
- **Employee Satisfaction Surveys** : Regular surveys provide feedback to improve workplace climate, management practices, and overall employee experience.
- **Digital Communication Platforms** :The ***eConnect*** app improves communication by sharing company news, discounts, and personalized updates with employees.
- **Social Responsibility and Community Contribution** : Employees engage in CSR through blood donations and micro-business support, fostering social responsibility and public trust.
- **Recreational and Sports Facilities** : Sports and recreation areas at company plants promote health, relaxation, and stronger interpersonal relationships.
- **Personalized Appreciation Communications** : Customized appreciation emails recognize employee efforts, motivating staff and reinforcing a culture of inclusivity.

III.2.7.Digital transformation in talent management:

Digital transformation plays a pivotal role in Almarai's talent management strategy, directly enhancing internal communication and supporting employee programs. The workforce, particularly remote employees across the GCC region, has been empowered through the company's mobile application, which helps bridge communication gaps and improve access to internal initiatives and

information dissemination. Additionally, SMS and WhatsApp messages are utilized to strengthen communication with employees and share important updates, facilitating daily operations, empowering staff, and reinforcing Almarai's position as an industry leader in innovation and workplace excellence.

In 2024, Almarai developed a digital transformation strategy for its human capital management to enhance efficiency and improve operational processes. Key initiatives include:

Figure 06 : Digital Transformation Strategy in Talent Management



Source : Prepared by the researcher

III.2.8. Almarai's Commitment to Diversity and Inclusion:

At Almarai, we recognize the intrinsic value that a diverse workforce brings to our organization. By fostering an inclusive work environment characterized by respect and collaboration, Almarai is committed to the principles of equality and diversity in recruitment, which are essential for building a strong, dynamic company capable of maintaining its leadership in the future. The company strives to ensure equal opportunities for all current and prospective employees, regardless of race, gender, age, religion, nationality, or background.

To further strengthen gender equality across operational roles and to attract and support emerging talent, Almarai has developed and implemented a comprehensive diversity and equal opportunity action plan. This initiative encompasses a range of programs, including a robust training curriculum, mentorship and professional development opportunities, and the provision of a flexible work environment. The company is also dedicated to promoting a workplace culture grounded in safety and respect, where every employee is treated with dignity and fairness, and provided with equal access to opportunities and resources to support their personal and professional growth.

III.2.9.Training, Development, and Talent Management Programs at Almarai:

Training, development, and talent management programs at Almarai form a core component of the company's human resources strategy, focusing on empowering employees and building a dynamic, future-ready workforce. The company adopts an employee-centric approach, creating clear career paths, customized training programs, and consistent performance evaluations. The training and development process involves identifying learning needs, designing and improving training programs, implementing them, and evaluating their effectiveness using blended learning methods to ensure alignment between individual development and organizational goals and future work requirements. At the heart of these efforts lies the **Almarai Academy**, which aims to empower employees through excellence-driven leadership and professional development programs. Key initiatives include (Almarai, 2024):

- **HiPo Program:** Developing high-performing employees and preparing them for future leadership roles.
- **Graduate Development Program:** Identifying, developing, and empowering high-potential talent while fostering growth, leadership, and excellence within the organization.
- **Individual Development Plan (IDP):** Providing tailored growth plans for approximately **35%** of management and professional staff to enhance their skills and leadership capabilities.

- **Succession Management:** Applying data-driven approaches to develop the leadership pipeline and ensure continuity of effective leadership within the organization.

Almarai's Talent and Organizational Development management aims to reimagine learning practices in alignment with the company's growth strategy. The initiative seeks to establish a coherent value chain that strengthens individual capabilities and promotes a culture of continuous learning and development. By integrating training, development, and talent management initiatives, Almarai builds a skilled and well-prepared workforce capable of meeting future challenges, while ensuring leadership growth and the development of critical organizational competencies to achieve sustainable success.

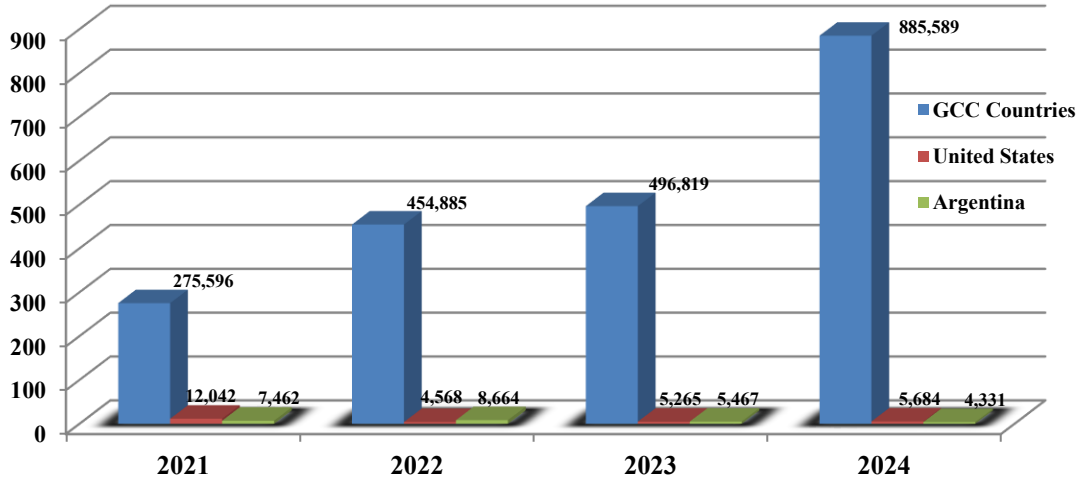
The training rate for human resources at Almarai showed significant growth during the period **2021–2024**, as the company provided comprehensive training programs for its employees in the GCC countries, the United States, and Argentina. The following table illustrates this development in detail:

Table 02 : Total training hours provided (2021-2024) .

Year	Total Training Hours Delivered	GCC Countries	United States	Argentina
2021	295,100	275,596	12,042	7,462
2022	468,117	454,885	4,568	8,664
2023	507,551	496,819	5,265	5,467
2024	895,604	885,589	5,684	4,331

Source : (Almarai report, 2024) , (Almarai Report, 2023), (Almarai Report , 2022), (Almarai Talent , 2024)

Figure 07 : **Total Training Hours Delivered 2021-2024**



Source: Prepared based on the table

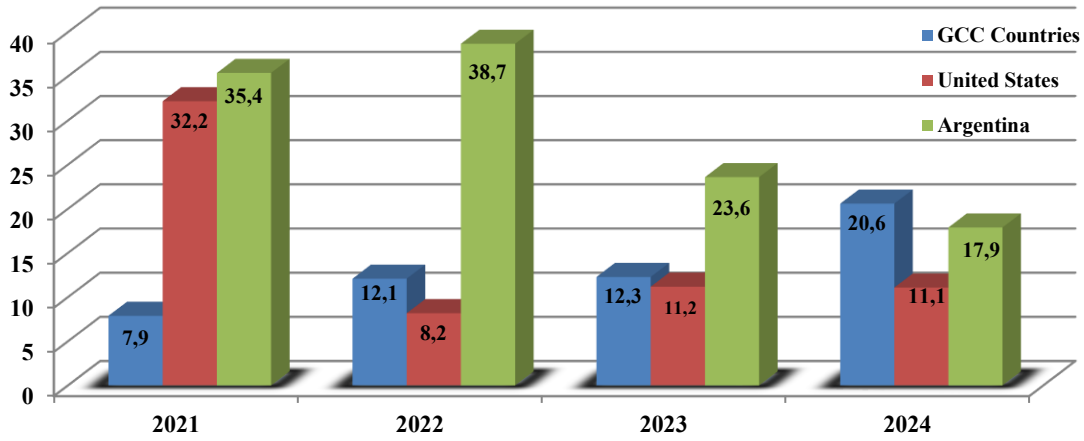
Table 03 : Average training hours per employee (2021-2024) .

Year	Average Training Hours per Employee	GCC Countries	United States	Argentina
2021	8.3	7.9	32.2	35.4
2022	12.2	12.1	8.2	38.7
2023	12.4	12.3	11.2	23.6

2024	**20.4**	**20.6**	**11.1**	**17.9**

Source : (Almarai report, 2024) , (Almarai Report, 2023), (Almarai Report , 2022), (Almarai Talent , 2024)

Figure 08 : **Average training hours per employee (2021-2024)**



Source: Prepared based on the table

The data indicates a significant growth in the training and development programs offered to Almarai employees during **2021–2024**, reflecting the company's sustained commitment to enhancing employee skills and building a workforce equipped to meet future challenges.

a- Total Training Hours: Total training hours increased from **295,100 in 2021 to 895,604 in 2024**, representing a substantial rise **of 427,487 hours** compared **to 2022 (468,117 hours),** equivalent to approximately **91% growth**. When including HSS training programs **(231,299 hours)** alongside GCC training hours **(885,589 hours),** the total reaches **1,116,888 hours**, reflecting the significant expansion of training initiatives.

b- Average Training Hours per Employee: Average training hours per employee increased from **8.3 hours** in **2021 to 20.4 hours in 2024**, a notable increase of roughly **67%** compared to **2022 (from 12 hours to 20 hours**).

c- Regional Analysis:

- **GCC Countries:** Representing the largest portion of training programs, total training hours in the GCC rose from **275,596 in 2021 to 885,589 in 2024**. Additionally, the number of learning and development programs increased from **572 in 2022 to 2,759 in 2024**, a growth of approximately **382%**. This highlights Almarai's focus on empowering its regional workforce and equipping employees with advanced skills to support sustainable growth.
- **United States:** Total training hours fluctuated **between 12,042 in 2021 and 5,684 in 2024,** with average training hours per employee decreasing from **32.2 to 11.1 hours**, indicating targeted, specialized training programs aligned with the specific needs of the U.S. workforce.
- **Argentina:** Total training hours declined **from 7,462 in 2021 to 4,331 in 2024**, while average hours per employee fell from **35.4 to 17.9 hours**, reflecting a strategic reallocation of training resources toward more efficient programs suited to workforce size and local market requirements.

d- Key Programs :

- The **Almarai Academy** program experienced substantial growth in participation, increasing from **459** participants in **2022 to 2,293 in 2024**.
- The **Almarai Driving School** program also expanded its reach, with participants rising from **113 in 2022 to 466 in 2024**.

e- Strategic Analysis: These developments demonstrate the successful implementation of Almarai's talent development strategy, which emphasizes comprehensive training initiatives

encompassing technical training, professional development, leadership programs, and individual development plans. The efforts reflect the company's commitment to empowering employees, enhancing performance, and preparing staff for future challenges, while fostering clear career paths and a culture of continuous learning. This approach ensures that Almarai remains at the forefront of innovation within the food and beverage industry.

The notable growth in total training hours, average hours per employee, and the number of programs and participants highlights Almarai's commitment to continuously enhancing employee capabilities. These efforts contribute directly to achieving the company's strategic objectives in talent development, workforce empowerment, and long-term organizational excellence.

III.3. A summary of how Almarai's talent management strategy contributes to skill development and the enhancement of employees' creative potential.

*Almarai has made a significant contribution to developing employee skills through the adoption of an integrated talent management strategy focused on continuous training and development. The company has devoted considerable attention to designing specialized programs such as Almarai Academy, the High Potential (**HiPo**) Program, and the Graduate Development Program. This commitment is reflected in the remarkable increase in training hours, which rose from **295,100 hours in 2021 to 895,604 hours in 2024**, while the average training hours per employee grew by nearly 67%. Such systematic investment demonstrates the company's dedication to building human capital capable of effectively responding to future challenges and organizational needs.*

Regarding the enhancement of creative capabilities, Almarai has provided a supportive work environment that encourages innovation and initiative. Initiatives such as *We Evolve* have been introduced to inspire employees to express their creativity across various fields, including art, music, and technology. Moreover, the company has promoted knowledge sharing, open communication, and employee participation in decision-making processes, thereby fostering a corporate culture centered on renewal, innovation, and continuous improvement.

Almarai has also emphasized the role of digital transformation in human resource management by implementing advanced systems such as *SAP SuccessFactors* and *SAP Analytics Cloud*. These tools have enabled the digitization of recruitment, performance management, and succession planning, while also supporting data-driven decision-making regarding skill development and talent deployment. Integrating technology into HR practices has not only improved efficiency but also strengthened employees' innovative capacity and adaptability.

Furthermore, Almarai has prioritized youth empowerment and workforce localization by recruiting and developing national talent**. In 2024** alone, more **than 1,14**5 Saudi nationals were hired, while participation in professional development programs increased by 70% over two years. These initiatives reflect the company's active role in preparing future leaders and align closely with the objectives of Saudi **Vision 2030** to enhance national human capital.

Additionally, Almarai has strengthened efforts to create a motivating and supportive work environment through programs such as ***We@Almarai***, which focus on employees' physical and mental well-being. By promoting health, work-life balance, and recognition of achievements, these initiatives have contributed to higher job satisfaction and creativity among employees. This strategic approach has also been effective in talent retention, as evidenced by the company's voluntary turnover rate dropping **to just 10% in 2024**, a strong indicator of organizational loyalty and employee engagement.

Beyond these efforts, Almarai's success in talent management and skill enhancement is strongly supported by several strategic strengths. Financially, the company benefits from a robust capital base and consistent revenue growth, enabling sustained investment in training programs, digital transformation, and employee development initiatives. Materially, Almarai possesses one of the most advanced infrastructures in the food and beverage industry across the Middle East, including modern production facilities, distribution networks, and vertically integrated operations that provide stability and opportunities for workforce learning and innovation.

In terms of leadership, the company is guided by a visionary management team that prioritizes human capital as a strategic asset, ensuring that leadership development and succession planning remain central to organizational growth. Moreover, Almarai operates within the framework of Saudi Arabia's regulatory and legal environment, which promotes workforce localization, gender diversity, and innovation in line with **Vision 2030**, thereby reinforcing its commitment to national priorities. Finally, Almarai's most valuable strength lies in its human resources—a diverse and skilled workforce that forms the cornerstone of its competitiveness. By aligning financial power, material resources, strong leadership, supportive national policies, and human talent, Almarai has created a holistic system that not only enhances employee skills and creativity but also ensures long-term organizational sustainability and market leadership.

III.4.What can be learned from Almarai's experience?

Almarai's experience demonstrates that **systematic and sustainable investment in human capital** is a cornerstone for achieving institutional excellence. The company has shown that continuous training and professional development not only enhance employee competencies but also create a motivating work environment that fosters creativity and innovation, thereby strengthening the organization's long-term competitiveness.

The case also highlights that **integrating digital transformation into human resource management** is a key factor in improving operational efficiency and developing employee capabilities. By adopting advanced systems such as SAP SuccessFactors, Almarai was able to make data-driven decisions, streamline recruitment and evaluation processes, and ensure sustainable succession planning.

Another important lesson is that **strengthening loyalty and organizational commitment** is an effective means of retaining top talent. Almarai successfully reduced voluntary turnover by providing a flexible work environment, launching recognition and reward programs, and establishing clear career paths. This approach underscores the importance of moving beyond financial incentives to include psychological and motivational factors that enhance job satisfaction.

Furthermore, Almarai's experience confirms that **empowering youth and supporting workforce localization** represent strategic investments aligned with national priorities. Through targeted training and development programs, the company has prepared young local talent for future leadership roles, ensuring both institutional growth and alignment with Saudi Vision 2030.

The company also demonstrated that **employee well-being and holistic care** are critical for fostering engagement and innovation. Initiatives such as **We@Almarai**, which focus on physical, mental, and social well-being, have enhanced employees' ability to perform effectively and contribute creatively.

Finally, Almarai's case affirms that **talent management is not merely an administrative function but a strategic tool** for achieving organizational excellence. By combining training, innovation, digital transformation, and employee well-being, the company has built a creative and resilient workforce capable of meeting future challenges and sustaining growth.

III.3. Examine the hypothesis

Research hypothesis *: This study hypothesizes that the effective implementation of talent management strategies significantly enhances employee skills and fosters creative capabilities. It assumes that integrating digital tools and supportive work environments amplifies these outcomes. Accordingly, Almarai's experience is expected to illustrate a positive link between talent management and organizational performance.*

- **Enhancing Employee Skills:** Almarai implemented extensive training and development programs, such as the *Almarai Academy,* the *HiPo Program* for future leadership, and the *Graduate Development Program*. Training hours increased significantly from **295,100 hours in 2021** to **895,604 hours in 2024**, while the average training hours per employee grew by nearly **67%**. This demonstrates that systematic investment in training and development has effectively enhanced employees' skills.
- **Fostering Creative Capabilities:** The company promoted innovation through initiatives like **We Evolve**, which supports creativity in areas such as art, music, and technology. Almarai also

created a supportive work culture by encouraging employee participation in decision-making, providing incentives, and celebrating achievements, all of which strengthened creativity and continuous innovation.

- **The Role of Digital Tools:** Almarai integrated advanced digital tools such as **SAP SuccessFactors** and **SAP Analytics Cloud**, which improved recruitment, performance monitoring, and succession planning. The use of artificial intelligence and analytics supported data-driven HR decision-making, thereby amplifying the outcomes of talent management.
- **Organizational Performance:** The voluntary turnover rate decreased to **only 10% in 2024**, reflecting high employee satisfaction and loyalty. Moreover, the company's focus on Saudization and youth empowerment aligned with ***Vision 2030***, showing how human capital development directly contributed to long-term organizational performance and sustainability.

Almarai's experience strongly supports the research hypothesis: ***the effective implementation of talent management strategies, supported by digital transformation and a motivating work environment, significantly enhances employee skills and fosters creative capabilities, while simultaneously boosting organizational performance.*** *Thus, the hypothesis is* ***accepted and validated*** *within the scope of this study.*

Despite the relevance of the findings, this study is subject to several limitations. First, the research relies on a single-case study design focused exclusively on Almarai Company, which limits the generalizability of the results to other organizations, sectors, or institutional contexts. Second, the empirical analysis is based primarily on publicly available corporate documents, including annual reports, sustainability reports, and official website disclosures. Although these sources provide valuable and structured information, they may reflect the company's official perspective and therefore carry a potential reporting bias. Consequently, the findings should be interpreted cautiously. Future research could enhance validity by conducting comparative studies across multiple firms and incorporating primary data collection methods such as interviews or surveys.

IV.Conclusion:

This study has highlighted the critical role of talent management strategies in enhancing employee skills and fostering creative capabilities, with Almarai Company serving as a successful case study. The findings confirm that systematic investment in training, development, and employee engagement, combined with a supportive work environment, significantly contributes to building a competent and innovative workforce. Moreover, the integration of digital tools such as SAP SuccessFactors and SAP Analytics Cloud has amplified the effectiveness of these practices, enabling data-driven decision-making and improving overall HR processes. Almarai's experience clearly illustrates the positive relationship between effective talent management and organizational performance, demonstrating how human capital development can serve as a strategic lever for sustaining competitiveness and achieving long-term corporate goals.

IV.1.Study results :

- **Effective Skill Development:** Training hours increased significantly from **295,100 hours** in **2021 to 895,604 hours** in **2024**, reflecting Almarai's strong commitment to systematically enhancing employee skills.
- **Improved Average Training per Employee:** The average training hours per employee rose from 8.3 hours in 2021 **to 20.4 hours in 2024**, strengthening employees' competencies and preparedness for future challenges.
- **Reduced Voluntary Turnover:** Almarai achieved a low voluntary turnover rate of only **10%** in **2024**, demonstrating its success in retaining employees and fostering organizational loyalty.
- **Youth Empowerment and Saudization:** The company hired more than **1,145 Saudi** nationals in 2024, while participation in professional development programs increased by 70% over two years, aligning with Saudi **Vision 2030**.

- **A Supportive Work Environment:** Through initiatives such as ***We@Almarai***, the company promoted employee well-being, personal creativity, teamwork, and recognition of achievements, which boosted job satisfaction and commitment.
- **Integration of Digital Tools in Talent Management:** Advanced systems such as **SAP SuccessFactors** and **SAP Analytics Cloud** were adopted to improve recruitment, performance management, and succession planning through data-driven decision-making.
- **Encouraging Creativity and Innovation:** Almarai introduced programs and activities that supported employees' innovative ideas and participation in new initiatives, enhancing their creative capabilities and problem-solving skills.
- **Link Between Talent Management and Organizational Performance:** The study confirmed that implementing comprehensive talent management strategies positively impacted organizational performance, enabling Almarai to strengthen competitiveness and achieve sustainable growth.

IV.2.Recommendations :

- **Strengthen Continuous Learning:** Organizations should invest further in structured training programs and blended learning methods to ensure employees remain adaptive to technological and market changes.
- **Expand Digital Integration:** Companies are encouraged to expand the use of advanced HR technologies such as AI-driven analytics and cloud-based systems to enhance recruitment, performance monitoring, and succession planning.
- **Enhance Creativity Programs:** Establish dedicated innovation hubs, idea-sharing platforms, and reward mechanisms to continuously foster employee creativity and innovative problem-solving.
- **Support Employee Well-being:** Develop comprehensive well-being programs that address physical, mental, and social aspects, thereby increasing employee satisfaction, engagement, and retention.
- **Promote Youth Development:** Strengthen graduate development and leadership programs to prepare the next generation of leaders and align with national human capital development strategies such as Saudi **Vision 2030**.
- **Encourage Diversity and Inclusion:** Broaden policies that promote equal opportunities and gender balance to build stronger, more innovative teams.
- **Focus on Retention Strategies:** Go beyond competitive compensation by cultivating a culture of recognition, engagement, and career progression to minimize turnover rates.
- **Measure and Evaluate Talent Management Impact:** Regularly assess the effectiveness of talent management initiatives through key performance indicators (**KPIs**) related to skills development, creativity, and organizational performance.

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