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Vol. III, Issue 2, February 2012

Rs. 75



HR Entrepreneurs

As the HR industry prepares for take-off,
a close look at the untapped opportunities
and the success of early movers

WORKFORCE PRODUCTIVITY
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The Art of Getting “Lucky”

Success is always an inspiration. Reading stories of successful entrepreneurs has a contagious energizing effect; and more so, if those entrepreneurs are from our industry, the HR Industry. What seems to be the common thread among them is their persistence and determination, the stubborn strength that drives them to stick to their commitment to success, whatever time and effort it might take. No backup plans, no going back, work hard and persevere; it is just a matter of time and you will get “lucky”... so they believe, and evidence has proven them right.

One thing is clear; the ‘Industry of HR’ is growing strong. Whether organizations are struggling with growth in scale and scope or with negative externalities in a reces-

There is an enormous opportunity to scale up for existing HR companies and to create new stars in this market



sionary market, opportunities are aplenty for entrepreneurs to tap into most verticals of the HR space.

Verticals within HR such as RPO, screening, HRO, benefits consulting, health benefits, PEO, and relocation are in the introduction stage in India and present huge opportunities. And verticals such as HR software, training and staffing are in the growth stage with opportunities to create scale. The HR space in India has witnessed the emergence of companies like Info Edge India (Naukri.com), TeamLease Services, Ma Foi (today Ma Foi Randstad), PeopleStrong and Ikya Human Capital Solutions, among others, which have helped in transforming the recruitment and staffing industry. There is an enormous opportunity to scale up for existing HR companies and to create new stars in this market.

The cover story, “HR Entrepreneurs” brings together data and analysis on how the ‘Industry of HR’ has evolved in the US as an indicator to the scale that the industry can reach in a mature economy. As part of the story, we spoke to seven successful entrepreneurs in the HR space. They represent how an HR idea can be scaled up, and while the journey of some has changed gears, their stories are a real inspiration. Take time and read the complete stories on our website, it is worth every word. The story also puts together certain basic elements that make an entrepreneur successful and discusses how HR professionals might be in a better position to make it big in this industry. While they can identify the gaps in the market much faster, they will need to build on the traditionally missing pieces: financial and sales acumen.

In this action-packed issue, we also highlight the key findings of the Kronos – *People Matters* Survey on Workforce Productivity, more than 200 professionals across industries shared their inputs on the challenges they face in managing their workforce and how tools and processes can enhance effectiveness, while minimizing leakages and enhancing productivity.

Finally, this being the budgeting quarter, many professionals are immersed in the compensation revision for the next financial year - this issue also carries a special on Total Rewards. *People Matters* spoke to over 30 professionals, including buyers and service providers, to get their views on what lies ahead: segmentation, increase in variable components, deferred compensation and going beyond cash, will be the key focus areas for 2012. This special also carries a well-researched list of service providers in this space for the buyers’ reference.

As we continue to bring relevant and current stories, we would love to hear from you and get your feedback. Please do write to us at editorial@peplematters.in.

Happy reading!

Ester Martinez
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- Gurmeet Singh
- Anju Talwar
- Suresh Dutt Tripathi
- Vivek Tripathi



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Contact Us

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Letters to the editor



Cover Story – 12 Trends in 2012

Congrats for the cover story in the January issue of *People Matters*. '12 Trends for 2012' is a great read and relevant too and perhaps the best way to begin the new year. It would be interesting to see how the year unfolds.

- Deepak Deshpande, Vice President - Human Resources, Netmagic Solutions

Impressive article! Very rich content, and taking inputs from 60 industry veterans reflects on the seriousness of the writers. These 12 trends will dominate the HR sphere in 2012. I really like the way social media trend in HR and recruiting has been highlighted. Keep up the good work PM.

- Vinay (Online)

This is very in-depth. Hats-off to the research and editorial team for their commendable work. If people were to actually follow these 12 trends for 2012, we might see greater things happening. What is interesting to see is that you have social media as a second point. It is refreshing to see that people recognize social network as an important medium and aspect to organizational growth. Great job. Hope to read more such great work in the future.

- Khanna (Online)

'People as brands', by Gajendra Chandel of Tata Motors is very well written. The ability to put workable thoughts in limited space is impressive. Ideas can inspire others to follow.

- Rajiv Khurana

The inputs shared by Rushi Patil as part of the cover story in the January issue of *People Matters* are quite interesting. Thank you for sharing views on an emerging topic. This is very beneficial for the student community.

- Shivaji Dhawad

The perspective of the new generation mentioned in the cover story in January 2012 has hit spot on. Amazing article.

- Akshay Goel

Wishing you a happy new year. I would like to thank and congratulate you on the wonderful cover story in the January issue. I have perused most of the articles; all of them have provided a great insight on talent management. Let me take this opportunity to thank you for your

work on this issue and look forward to more such stories in the future.

- Varun Upadhyaya, Director HR, Dr. Reddy's Laboratories

The talent management article on *People Matters*' new year issue for 2012 has come out very well indeed. Congratulations on the output and thank you so much for the opportunity.

- Deepthi Balasunder

Very good collections of articles presented in the January 2012 issue. I enjoyed reading the cover story - '12 Trends for 2012'.

- Praveen Kamath K.

Pleasure Being a 'Fan'

It has been a pleasure being a 'fan' of *People Matters* and look forward to being associated with it.

- L. Prabhakar, VP-HR, Agri Business Division, ITC

Excellent New Year Issue

The January 2012 issue of *People Matters* had an excellent coverage and very interesting articles.

- Sushanta Sinha

Great Effort

I appreciate the good effort by the *People Matters* team in bringing each issue.

- Anita (Online)

Great Thought by Elango

The column by Elango - 'Happy New Year Ritual - What's Your Big 2012?' - is a very thought. Making an announcement about it so that you cannot back out! And staying at it for 21 days so that it becomes a habit is a great advice.

- Nishith Shetty

Why do I Love to Hate HR?

Anand Bhaskar's blog on 'Why do I love to hate HR?' is a critical thought and I think the author should write a full book on this subject. The style is really engaging and I really enjoyed reading this article. Although crisp, it has been able to capture the deeper thoughts and meaning. Congratulations.

- Ravindra (Online)

Send your comments at editorial@peoplesmatters.in/info@peoplesmatters.in

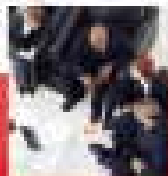
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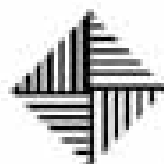
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UPDATE

Global banks and electronics majors cut jobs worldwide

As deal flow dwindle and parent companies shrink their balance sheet to boost capital, global banking giants such as Citigroup, HSBC, Bank of America Merrill Lynch and Barclays are slashing jobs in their Indian operations at the fastest pace since the 2008 credit crisis. According to media reports, Citigroup has cut 100 jobs and HSBC will soon show the door to scores of its staff here as part of its 30,000 reductions internationally. French bank BNP Paribas has eliminated more than a dozen in recent months and Royal Bank of Scotland has put its equities and mergers advisory business on sale and that may lead to layoffs. However, the job cuts in India are a fraction of the more than 200,000 job losses announced by financial firms in 2011. Nonetheless, these job cuts are in contrast to what state-run banks are doing. Banks led by Punjab National Bank and Union Bank of India are estimated to be hiring more than 45,000 during the fiscal.

However, the layoff is not only restricted to the banking sector and its impact on India. While Kodak has filed for bankruptcy, NEC - a Japanese electronics giant - citing its losses over the last 9 months, has announced that it would axe 10,000 jobs worldwide. Out of these, the reduction in headcount would be 7,000 in Japan and 3,000 overseas. The company expects that the current restructuring would enable a business structure with high profitability.

...On the contrary HCL, ITC, Cisco and others up their hiring

While the economy shows signs of volatility, there are companies such as HCL Technologies, ITC, Cisco Systems, Lupin, Hyundai, Mercer Consulting, Edelweiss and Yatra.com, who are sailing against the tide and are planning to significantly increase their hiring. They believe that economic situations

like these are an opportune time to hire the best of talent at comparatively lower costs and achieve business gains. For that matter, technology major HCL Technologies plans to create more than 10,000 jobs globally and a few thousand more in India. ITC, which is into the business of tobacco, hotels, and consumer products, plans to go for an almost 300 percent jump in hiring for the next 2 years. In fact, it will hire approximately 200 people this year. Cisco Systems too is stepping up hiring this year to meet increased demand of business needs. Given the fact that a number of top drugs will lose patents in 2016-17, the 11,000 employee strong pharmaceutical company Lupin is preparing for growth in the generic drug industry. It is planning a 100 percent increase in its hiring numbers to meet its 20 percent year-on-year growth. Likewise, other pharmaceutical majors such as Dr Reddy's Lab and Sanofi Aventis too plan to increase their respective hiring. In the same vein, Edelweiss, a leading stock broking company, plans to hire 500 people this year while Standard Chartered Bank plans to increase its hiring numbers from campuses.

Technology major HCL Technologies plans to create more than **10,000 jobs globally** & a few thousand more in India

Travel portal, Yatra.com is increasing hiring for this year by 15 percent to 20 percent across all lines of business for sales, operations, product, marketing and technical profiles. Having hired talent from IIT Madras and IIM Bangalore, auto major Hyundai, which is geared to enter the next phase of growth, plans to hire recruits from other IITs and IIMs for its global role. HR consulting firm Mercer too is hiring to build capability to meet business growth. It is estimated that Mercer will expand hiring by 15-20 percent in 2012.

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Bullish on temp staffing

Enterprises across business domains, mostly IT firms, seem to be quickly adopting temp staffing to beat margin pressures, maintain lean benches and also facilitate just-in-time hiring in a highly volatile market. According to temp staffing experts, temp workers account for 10 percent to 15 percent of the actual employee base of IT companies as against 2 percent to 5 percent a few years ago. This share is expected to go up to 20 percent to 25 percent in the coming quarters. As a matter of fact, temp staffing helps technology firms maintain a healthy bench position, while still having quick access to a large pool of talent. According to Indian Staffing Federation, an apex body of temp staffing firms in the country, the demand for temp staffing by tech providers would go up by 40 percent to 45 percent in the next couple of years. At the same time, temp staffing is slowly maturing with more sectors opening up to it.

RBI issues guidelines on compensation

The Indian central bank, Reserve Bank of India, has laid down guidelines for compensation of executives at private and foreign banks. The guidelines based on the recommendations of the International Financial Stability Board (FSB) do not prescribe any quantitative limit on absolute pay, but deal with the structure of pay, which in the past favored excessive risk taking. According to the notification issued by the RBI to all private sector and foreign banks operating in India, employees were too often rewarded for increasing the short-term profit without adequate recognition of the risks and long-term consequences that their activities posed to the organizations. The principles are intended to reduce incentives towards excessive risk taking that may arise from the structure of compensation schemes while calling for effective governance of compensation, alignment of compensation with prudent risk taking, effective supervisory oversight and stakeholder engagement. Accordingly, guaranteed bonuses have been banned and risk management staff will have more of fixed component than the rest.

As per the guidelines, foreign banks operating in India will be required to submit a declaration to RBI annually from their head offices to the effect that their compensation structure in India, including that of CEOs, is in conformity with the FSB principles and standards.

B-school students prefer FMCG sector

According to the findings of the recent Nielsen survey, the fast moving consumer goods (FMCG) sector has been voted as the most coveted sector for employment by B-school students of the class of 2012. The 'Campus Track' nationwide survey conducted by Nielsen suggests that 36 percent of business school graduates prefer to work with FMCG firms, followed by companies in areas of management consulting (29 percent), IT consultancy or services (20 percent) and investment banking (20 percent). Other preferred places of work include Indian banks, financial institutions, credit rating agencies, retailing and business conglomerates. Given the growth potential of the FMCG sector and with the rebounding of IT/ITeS sector, the findings are on expected lines.

Based on Campus Recruiter Index, an index developed by Nielsen, Hindustan Unilever tops the list of most preferred recruiter, followed by Google, Aditya Birla Group, Accenture and McKinsey & Co. Other names that figure in the list of preferred recruiters are Infosys, Procter & Gamble, Boston Consulting Group, Citi Group, Microsoft, Tata Administrative Services and Axis Bank.

CORPORATE APPOINTMENTS



Management Development Institute (MDI) has appointed **Mukul P. Gupta** as the Director of the Institute in Gurgaon and Murshidabad. Gupta has been with MDI since 2000 as a Professor of Marketing and has held various administrative positions.



MakeMyTrip has appointed **Purva Misra** as Senior Vice President - HR effective January this year. Prior to this, Purva was Director - HR at Max Healthcare.



Godrej Properties has appointed **Pirojsha Godrej** as its MD and CEO.



R.V. Kanoria, CMD of Kanoria Chemicals & Industries, has taken over as President of the Federation of Indian Chambers of Commerce and Industry. He took over from Marico Chairman Harsh Mariwala, effective January 2012.



B.K. Batra has been appointed as Deputy Managing Director of IDBI Bank effective January this year. Batra has been with the bank since 1983 and was working as an Executive Director looking after the corporate banking function and formulation of corporate level policies and processes.

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AICTE approval in process

Q Many organizations, especially in India, have begun to focus more seriously on succession planning and creating the next bench of leaders. Why do organizations face the issue of lack of leaders?

One of the biggest concerns in organizations today is that people are not willing to be honest with each other. By this, I mean that if people cannot have an honest conversation then they cannot develop people in the long term. One of the premises of the book 'Flying Without a Net' is with respect to a person who is so driven to achieve, that slowing down to deal with human interactions can feel like a barrier. And without understanding the essence of human interactions, one cannot become an effective leader. So, while we all talk about developing our people, I am not sure how well we are actually doing it.

Q Where do you think lays the problem?

What I am suggesting is that firstly organizations have to realize that not everyone wants to be the President. Secondly, I am not sure we allow people the space and opportunity to be different in organizations,

and thirdly, there is no system to recognize or reward employees for having honest conversations in organizations.

The other thing I am worried about is relevant not only in the developing economies, but is also true on Wall Street. On Wall Street, for example, if I am a successful trader, and I know how to make money, I may be made a manager even if I am only 27 years old. But at 27 years, while they may be good traders, they do not have the required experience to be managers. In developing economies as well, many young professionals are being put in managerial roles and then they are nervous, abusive, and can make stupid decisions, because they do not know any better. I would rather see organizations grow slower and have more of a fundamental base by having managers who have some wisdom, as opposed to letting children become managers, if you want to grow the business. Some say that 2011 was not the best year for India because of the slowdown. But the slowdown was perhaps good for India as the economy was growing too fast and too many young people were being promoted into roles that they were not ready for.

Accountable Managers

Thomas DeLong affirms that managers' inability to make honest conversations is the roadblock for leadership development

IN BRIEF

A person who is so driven to achieve, views human interactions as a barrier to performance as it will slow him down

Q While developing leaders is critical, it has a demand on their time which might slow down high performers. How can organizations address both concerns?

I am not sure you can separate the two. If you separate those who are achievement-driven and those who are human-relations driven, then you get a two-tiered system in organizations. So, the expectation is that if you are a high performer and you are highly driven, then you also have the responsibility to learn how to deal with people. You cannot ignore the human relations side of the enterprise. And too often, for individuals who surpass the numbers and bring in big revenue, organizations do not hold them accountable for how they treat others. In other words, we allow people to get away with things we should not.

Q What are the other challenges that act as roadblocks in leadership development in organizations?

The other challenge is how we talk about mentoring and coaching in organizations. Very few people are doing good mentoring – the systemic mentoring programs in organizations do not work. Mentoring is built on a visceral connection between two people and by assigning ‘you to me’ when there is no connection, creates more problems. Most companies tend to outsource ‘managing’ to an external coach but it is managers who should be coaching employees and not external coaches. I also believe that many external coaches have no training or educational background to be coaches. There are no licensors or any licensing process if someone wants to be a coach. Organizations that outsource coaching and do not hold their managers accountable for coaching will have long term problems. ‘Management’ by definition means ‘developing others’, then why would you outsource it? – that is the lazy man’s answer to solving human problems in organizations. Instead of keeping aside a coaching budget, I would argue that organizations should ‘pay managers more’ and hold them accountable for developing people. Unfortunately, managers do not want to have honest conversations with their employees, so they are outsourcing ‘having honest and difficult conversations’. Managers are abdicating their role.

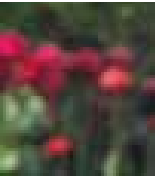
Q How can organizations bring about the required change in HR’s role?

To bring about this change, I think organizations need to reframe the problem and the goal. To me, the head of HR in any organization is the

CEO and it starts there. The management creates different expectations on what it means to manage and what that role should be. And then spend more time training the managers on the true role of management. I would also argue that most of what HR professionals do today is clean up after poor managers. So, train your management to be more effective, and have your HR professionals focus on organizational change requirements as internal consultants.

Q You have talked about high-need-for-achievement-professionals. How are they different from high potentials in organizations?

There are some 'high potentials' that may have a high need for achievement, but the two are very different. A high-need-for-achievement professional is someone who defines oneself based on the number of tasks one accomplishes – meaning, at the end of the day you are only as good as the number of things that you have checked on



Instead of keeping aside a coaching budget, organizations should 'pay managers more' and hold them accountable for developing people

your list. Such a person is highly successful, very competitive, wants to be number one, is impatient, wants to be involved, is insecure, and has an overloaded agenda. And when this person has too many things to do, then the person starts to experience on-going guilt because no matter what they do, they feel they should also be doing something else. There is not enough time for them to accomplish all they aim for and this leaves them feeling bad about themselves as they start thinking that they are losing the race. They are so obsessed with accomplishments, that they become blinded by their own achievements and do not realize that people around them are paying a price for it— those in their private lives and those who work with them. And then you begin to think that all they care about is themselves, and that is a problem. Organizations will pay a price in the long run if they do not give due consideration to the human element.

Q So what is the solution to this?

Firstly, teach your people how to stop and be more aware of how they impact other people and realize that they may be hurting others in their journey to succeed. Secondly, get some support as no one changes alone. Number three is to create a specific agenda of the focused things that you are going to do, and fourthly, act and do not blink (hold steady) and know that if you are feeling uncomfortable, then you are doing the right thing. When you are feeling a little vulnerable and little self-conscious, it implies that you are going through the change process. A common mistake is that many people, as soon as they get close to their discomfort zone, tend to pull back and that leaves them feeling hollow and empty as they have not achieved what they wanted to achieve.

Q Is this a problem with leaders from the new generation or the increasing competition?

Unfortunately, today most managers are managers because the person above them promoted them but, most often without mentoring them for the role. And that cascades down to all levels in the organization. So, sloppy management is the reason why young people are not developing, and they are learning bad habits from the management. What organizations should do is hold people accountable at all levels.

One of the reasons why there has been this paced job movement is because managers and employees do not want to have a difficult conversation. So when one wants to avoid a difficult conversation with their manager, they just quit the job and move on. Similarly, managers have not done a very good job in managing people because they did not create the right environment for employees to have difficult conversations.

Q Isn't this also an implication of the organization's culture and what it propagates?

Yes, and that is the reason why this is something that goes back to the CEO to bring about the required change and that is why more and more organizations are increasing their leadership development budgets. ■■

Thomas DeLong is the Philip J. Stomberg Professor of Management Practice in the Organizational Behavior area at Harvard Business School and the author of "Flying Without A Net".



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New Year, New Priorities

Hiring for attitude and managing young talent are the new priorities

By **Bimal Rath**

Discussions with senior professionals in the industry, both line and HR people, is drawing the picture of what 2012, and maybe the next 18-24 months, could look like for jobs and talent. There is a general talk of uncertainty in business growth, but all agree that the actual actions on the ground are still of a

reasonably buoyant economy. The overall experience of 2008-2009, where there was a recessionary trend globally (India was still relatively insulated), is also at the back of people's mind, being fairly recent. Here are the distilled five major trends out of the many conversations that I and my colleagues have had leading up to this year.

Companies will look for direct link between skills and jobs rather than pure qualifications: The pressure to fill 'vacancies' given the growth phase, and the fact that educational qualification does not add to skill levels necessarily are posing a problem for companies. Companies are realizing that ill-skilled talent not only contributes to productivity loss, but qualified (but unskilled) talent can potentially be an overhead in terms of training costs and expectations management.

Interestingly, the fallout is back-flushing into the educational institutions. Students and parents are realizing that just pure qualification does not make them employable. An ASSOCHAM study says, "India is now home to 3,393 engineering colleges that

IN BRIEF

A snapshot of the changing rules of hiring and managing talent, as viewed by industry veterans

have 14.85 lakh seats available. Maharashtra, Andhra Pradesh, Tamil Nadu, Karnataka and Uttar Pradesh have about 70 percent tech institutes. When admissions closed this year (2011), AICTE estimated that nearly two lakh seats were unfilled.”

Hiring for attitude at all levels will be more prevalent: This sounds a bit contradictory to the first point made, but here is the catch. Employers and managers (and specifically HR managers) are quite fed up of the constant battle to manage employees whose ability and willingness to contribute is overshadowed by their lack of stickiness to organizations. An average employee is also looking for rewards quicker than contribution, and employers are constantly battling manpower costs, attrition and hiring pressures.

In a scenario like this, managers are increasingly valuing employees who may have average + skills, may not be superstars, but add positive energy to the organization with their positive language and a sense of balance. More importantly, they are neither time wasters for themselves or management, and are clearly focused on long term careers.

Small town hiring will become more sophisticated and sharp: The potential of smaller cities and towns as both consumer markets and employee markets has not been hidden. A recent published studies which captured trends of job openings in major 56 cities and 32 sectors, showed that from a sample of 6,53,782 employment opportunities generated during the period April-March 2010-11, Tier II and Tier III cities of India recorded a share of 61.8 percent in total job creation out of the total. This is also a reflection of a “more hungry to succeed”, willing to learn, and less costly talent pool available in Tier II and Tier III cities.

What is also visible is the willingness of employers to access and engage with wider talent pools by going to next level cities and towns.

The management of young talent will be priority: The proportion of population in the working age group (15-59 years) is likely to increase from approximately 58 percent in 2001 to more than 64 percent by 2021 and there will be approximately 63.5 million new entrants to the working age group of 15-59 years between 2011 and 2016. In 2020, the average Indian will be only 29 years old,

compared to 37 in China and the US, 45 in West Europe and 48 in Japan.

There is a clear need for a completely new way of managing the new talent pool, albeit some core principles will remain the same. HR policies and traditional ways to hire, train, engage and retain are already outdated.

New, unheard of jobs will open up in newer sectors like healthcare, property management, hospitality, specialized infrastructure, etc: Like any other economy, where newer classes of consumers are emerging in large numbers, newer products and services and related infrastructure will be developed. Employment generation will be a natural consequence. Add to that the growth of the economy, an aspirational population, and the youth with a consumerist lifestyle and a new found confidence to spend; and it adds up a host of innovations in

Irrespective of how 2012 is for the world in economic terms, how we deal with the new trends in India will be key to determining the future of employment and talent for us

products and services, and specialized jobs and skills. Everything from sports management to photography support can be a new vocation, skill and employment generation opportunity. This is also clearly driven by a spirit of entrepreneurship, which is clearly increasing with growing opportunities and confidence. Industries related to lifestyle and youth are generating jobs and vocations never heard of before in significant numbers. The younger generation is also less enamored by typical 9-5 jobs and has a propensity to experiment with newer skills and applications to create value.

All in all, these issues have been talked about for a while now, but are clearly much more visible and prone to action now. Irrespective of how 2012 is for the world in economic terms, unless something dramatic happens, how we deal with these trends in India will be key to determining the future of employment and talent for us. ■■

Bimal Rath is the Founder of Think Talent Services Pvt. Ltd.

HR ENTREPRENEUR

While India ranks poorly on global indicators of doing business, there is no denying that it is today a fertile ground for budding entrepreneurs. The entrepreneurial space in HR, which has witnessed the success of early pioneers, is one such domain where a breed of smart entrepreneurs is beginning to unlock potential in business areas that were largely untapped. This story by People Matters uncovers uncharted territories within the HR domain, which are both profitable and scalable; and shares the exciting journey of successful entrepreneurs who have made it big

By **Varun Talwar, Gyanendra Kumar Kashyap & Rajlakshmi Saikia**

RENEURS

Entrepreneurs create jobs; they drive and shape innovation, speeding up structural changes in the economy. By introducing new competition, they contribute directly to productivity and innovation. Entrepreneurship is thus a catalyst for economic growth and national competitiveness. While all these are true, a quick look at the Global Entrepreneurship and Development Index (GEDI) Rankings shows that the US, with a score of 0.72, ranks third while India, with a score of 0.23, ranks 53rd. The fact remains that as compared to other emerging markets, India is a less hospitable place for entrepreneurs to launch new businesses. According to the 2011 World Bank “Doing Business” report, out of 183 countries, India ranks a lowly 132nd in terms of ease of doing business and is 166th when it comes to starting a business.

Despite these very inadequacies of the Indian startup ecosystem, today India is a fertile ground for new entrepreneurs across business and is no longer clustered around the technology space. Markets are liquid, vibrant and the recent economic recession has demonstrated the relative stability of Indian markets. Access to technology, increase in foreign direct investments and other de-regulation policies are throwing up new opportunities every day. As a matter of fact, majority of the Indian startups in the recent past are the brainchild of first-generation entrepreneurs from India’s middle-class. This is further corroborated by, “Entrepreneurs speak out: a call for action to G20 governments – the Nice Cote d’Azur 2011 Entrepreneurship Barometer”, released by Ernst & Young, which states that India has the strongest entrepreneurial culture among G20 nations.



THROUGH THE JOURNEY, I HAVE BEEN DRIVEN BY ONLY ONE THING - MY CUSTOMERS, BOTH INTERNAL AND EXTERNAL.

Sumer Datta, Founder, Aamoksh Leisure Living & Former MD - APAC, Hewitt Associates

The global scenario

GEDI makes it amply clear that the US is the most enterprising big economy, with the EU region a close second while the rest of the world including China and India lag far behind. Seen in a positive perspective, endless opportunities await the entrepreneur of today, as long as calculated risks are taken and the right opportunities are seized. The domain of HR is one such example of entrepreneurial pursuit. The US market in the HR space boasts of players such as ManpowerGroup, Kelly Services, Aon Hewitt, Hexaware Technologies, Mercer, and ADP, amongst others.

A look at the revenue numbers of these global players demonstrate the potential in this space. For instance, for 12 months ending December 31, 2011, ManpowerGroup recorded revenue of \$22 billion. Similarly, for Kelly Services, Inc., another major player in the domain, the revenues for the year ending December 31, 2011

were \$5.6 billion; Aon Hewitt's revenue for year ending December 31, 2010 was \$8.51 billion, wherein HR Solutions (the new name for the consulting division) generated approximately 25 percent of consolidated total revenues in 2010. According to estimates of American National Association of Professional Employer Organization (NAPEO), the largest trade association for PEOs nationwide, the Professional Employer Organization industry in the US grew a robust \$10 billion in 2010, to \$81 billion in gross revenues. The Outsourcing Institute, in association with Source Right, cites a report by NelsonHall⁽¹⁾ which projects that the global standalone Recruitment Process Outsourcing (RPO) market would grow to \$3.2 billion by 2013. According to Everest Group⁽²⁾, in 2011, the global Benefits Administration Outsourcing (BAO) – one of the largest and the most mature markets in HRO witnessed a healthy growth of 12.5 percent to reach \$5.4 billion in annualized revenue. Further, the latest Staffing Industry Analysts report⁽³⁾ predicts that the staffing industry will grow to \$126 billion by end of 2012.

A case for India

The global numbers are in a way reflective of the potential that prospective entrepreneurs can unlock if they venture to tap into the HR domain. Organizations in India will require HR service providers who bring expertise and scale, whether they are grappling with growth and its intrinsic challenges - ramping up talent, enhancing capabilities, building global HR process; or with negative externalities in a recessionary market - cost pressures, focus on efficiency and productivity. And this is an opportunity that entrepreneurs can look forward to.

The Indian HR space has witnessed the emergence of companies like Info Edge (India) - Naukri.com, TeamLease Services, Ma Foi Randstad, Ikya Human Capital Solutions and PeopleStrong (though only five years old in the RPO vertical), amongst others, which have had the first mover advantage and are hugely successful in their respective domains. These players have helped in transforming the recruitment and staffing industry. In the same vein, there are a number of other functional verticals, such as PEO/ASO/RPO, which have had great success in developed countries like the US, but are yet to be fully tapped by entrepreneurs in India.

INDICATORS OF GLOBAL HR COMPANIES

Company	Market Capitalization (\$ billion) as on Feb 1, 2012	Annual Revenue (\$ billion)
ManpowerGroup	3.74	22*
Robert Half International Inc.	4.06	3.78*
Monster Worldwide, Inc.	0.89	1.04*
Kenexa Corporation	0.68	0.19**
Korn/Ferry International	0.81	0.77***
Automatic Data Processing, Inc.	26.85	9.87****
Insperity, Inc.	0.75	1.72**
Aon Corporation	15.96	8.51**
The Ultimate Software Group, Inc.	1.72	0.23**

Source: NYSE Euronext & Annual Reports of respective companies

*for the year ending December 31, 2011

**for the year ending December 31, 2010

***for the year ending April 30, 2011

****for the year ending June 30, 2011

An engaged team will produce more bullseyes.



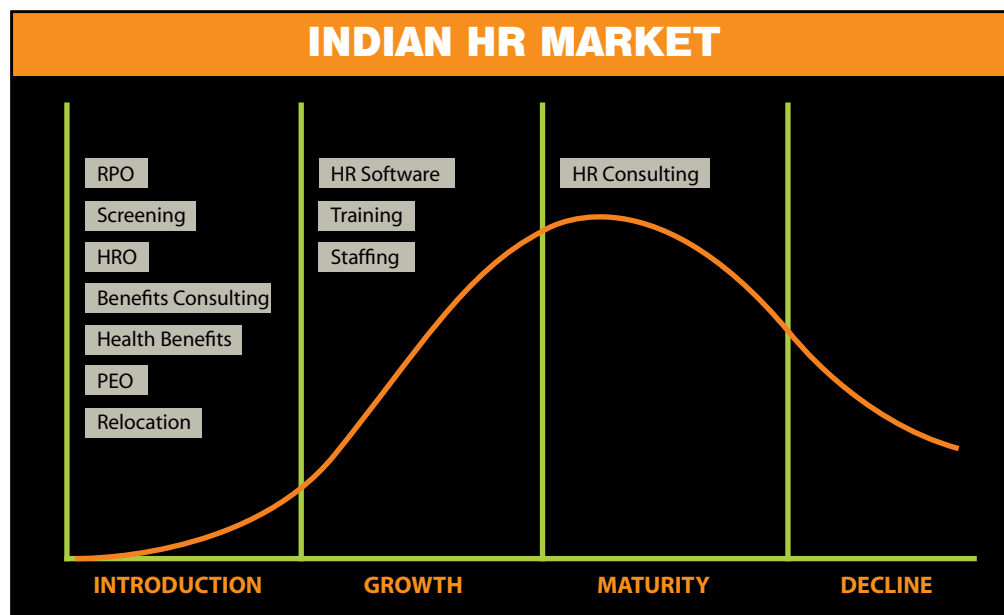
Because an engaged workforce is a motivated workforce.

Engagement is the application of a single powerful concept. It is simply defined as the power to do better, to do things right and to do them better. It is a commitment and passion, which is the only way to achieve the best. The only way to achieve the best is to have a motivated workforce. The only way to have a motivated workforce is to have a motivated workforce.

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Be it benefits consulting, RPOs, PEOs, or screening and workplace security, among others, the opportunities are huge as Indian organizations, for lack of choice of corporatized homegrown players in the domain, opt for the services of MNC players. PEOs enable clients to focus on their core competencies to maintain and grow their bottom line, while they take up the management of human resources, employee benefits, and payroll administration. The integrated service of effective management of critical human resource responsibilities can be outsourced in a cost-effective manner and it is here that the entrepreneurial opportunities for PEO exist. With more companies looking to streamline their internal HR functions, offering end-to-end recruitment services is an alternative that the RPO service providers can tap into. Further, with increasing complexities in HR-related functions, changing laws and regulations and an

inherent pressure to cut costs, among the many choices for human resources department, is the benefit of an HRO (Human Resources Outsourcing). HRO is a comprehensive solution for any business, which is aimed at relieving the client organization of its responsibility of administering and handling the human resource function. In a similar vein, entrepreneurs can also tap into the emerging domains of benefits consulting and screening, which are scalable, and at the same time, fundable.

All these are manifestations of the business potential lying ahead for entrepreneurs. For instance, there are no players in the PEO space in India while in the RPO space, there is a mere handful. Interestingly, the value of potential companies in these spaces can be unlocked once they go public. The only Indian company to have gone public in this space is Naukri.com (Info Edge India) with recruitment services as its major driver; its market capitalization is Rs. 35.21 billion (\$717 million, as on February 2, 2012), comparable to Monster Worldwide Inc.'s market capitalization of \$890 million.



BEFORE WE BEGAN, WE STUDIED THE US MARKET TO UNDERSTAND WHAT BUSINESSES WERE SCALABLE IN THE HR SPACE AND ANALYZED THOSE IDEAS IN INDIA BY MEETING WITH 40 HR HEADS.

Pankaj Bansal, Co-founder & CEO, PeopleStrong

HR Entrepreneurship in India

Success stories such as Noble House (that later merged with Hewitt, today Aon Hewitt), Naukri.com, TeamLease Services and Ma Foi Randstad, which have scaled up their operations, can serve as guiding

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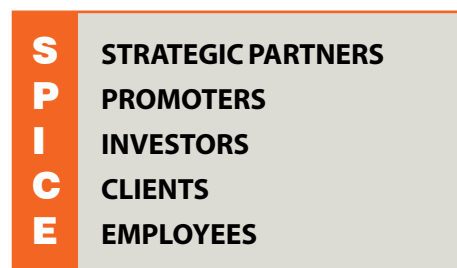
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THE BUSINESS ECOSYSTEM



examples. Among others which are in the process to scale up and have found the business idea and the organizational capability to do so, are Ikya Human Capital Solutions and PeopleStrong. A dipstick survey reveals that Indian HR entrepreneurs who have ventured into the HR territory have primarily operated in three areas - HR consulting, coaching, and staffing. The key reason for this could be comfort with the idea as they have dealt directly or indirectly with these functions. In the process, they bypass business opportunities which can be more scalable, competitive, and all the more enterprising in the long run.

In the Indian context, a number of scalable HR business ideas like RPO, screening, HRO, benefits consulting, health benefits, PEO, and relocation, are still in the introduction stage. These can provide the entrepreneur an early mover advantage and a source of intellectual property. The challenge however will be the ability to meet the high service standards of existing global players.

Other verticals such as HR software, training and staffing, which are in the growth stage, also present an enormous opportunity for current players to scale up. For owner-operated businesses, the need of the hour will be to move towards corporatization - where management team, board

of directors and shareholders, are three separate pillars of the company.

Regardless of the stage in the lifecycle of the business, a scalable business idea is just the nucleus. It is equally important to have in place an ecosystem that nurtures the idea and takes it to its zenith.

The pillars of success

The business ecosystem is composed of investors, clients and employees (ICE), and entrepreneurs have to manage these three key nurturing stakeholders who individually pull them in different directions. The investors want to invest less money and get more value, and therefore expect the entrepreneur to charge the customers high, and pay employees low. Clients on the other hand, would want to pay less, yet have the service providers work more. Similarly, employees seek to maximize their value from the transaction by wanting to get paid more for less work.

In this labyrinth, the ability of the entrepreneur to manage these inherent conflicts is significant. Apart from these, there are two other important components that the entrepreneur needs to focus upon viz. strategic partners - companies that help as distributors and vendors; and promoters - people on the board of director and advisors. Put alternatively, an entrepreneur needs to take care of the components - strategic partners, promoters, investor, client and employees (SPICE).

Different approaches have worked well for different entrepreneurs in the HR space. Sumer Datta attributes the success of his entrepreneurial journey to the great partnership Noble House had with Hewitt and for being the one to have brought the first of the big fours in HR Consulting to India. He says, "To create a successful business, it is critical that one is honest about what one is good at and what one lacks, and so the right strategic partnerships are important."

On a similar note, Sanjeev Bikhchandani's Naukri.com saw its fame because of its early mover advantage in the online jobsite space, which revolutionized the industry. Sanjeev approached the business with the need to 'solve an unsolved problem which automatically drew his customer to the product'. He adds, "If you are solving a solved problem, you have to sell very hard because you are a 'me too'. So being a 'first



WHILE BUSINESS IDEAS CONTINUE TO EVOLVE TO CATER TO CUSTOMER NEEDS, CERTAIN ELEMENTS LIKE TRANSPARENCY, HARD WORK AND GROWTH FOR OUR PEOPLE NEVER CHANGE.

Ashok Reddy, Co-founder and MD, TeamLease Services



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THE DOs & DONTs OF ENTREPRENEURSHIP

DO...

1

...focus on solving an unsolved problem

2

...build a great team; hire people smarter than you and share the wealth

3

...dream big, and have the vision to scale

4

...pay attention to your stakeholders' needs

5

...have fun! If you are not having fun running your business, you should not do it

mover' or at least 'very early mover' or 'hugely differentiated mover' is critical."

For Anil Sachdev, Founder of Grow Talent Company, having moved from creating one successful business to the other, it is the employees who make the initial team that matter and he opines, "As an entrepreneur, you must hire people who are smarter than you."

The critical need for a successful entrepreneurial venture does not end at the unique business idea. Other elements including adequate investment, the right people and customers are also necessary to create a sustainable business proposition.

Who is the best bet?

The larger question at this juncture is as to who is best suited to make the most of the opportunities in the HR entrepreneurial domain that are yet to be tapped. The understanding of the client and investor perspective provide an edge to professionals from sales & marketing and finance. The success stories of Manish Sabharwal,

Ashok Reddy and Mohit Gupta (all finance professionals) of TeamLease Services, Sumer Datta, yet another finance professional, Sanjeev Bikhchandani of Naukri.com, who prior to donning the hat of an entrepreneur was a sales and marketing professional; further lend support to such a hypothesis.

However, the HR professionals, given their HR knowledge and better understanding of the operational details, with an innovative and entrepreneurial mindset can potentially identify the gaps and cash-in on the business potential of the untapped HR domains. Anil Sachdev, Founder of Grow Talent Company and SOIL, K. Pandia Rajan, Founder & Non-Executive Chairman of Ma Foi Randstad, Ajit Isaac, MD & CEO, IKYA Human Capital Solutions, Pankaj Bansal and Shelly Singh, Co-founders, PeopleStrong, have all been successful HR professionals who have now emerged as successful entrepreneurs too. While professionals from sales and finance, given their tendency to better understand the client and investor perspective, have been traditionally better bets, HR professionals with their keen understanding of the employee aspect (the need and the gap) need to don the cap of a marketer and a finance professional to tap into clients and investors.

Entrepreneurs who are good integrators of ICE (investor, client and employees) are in fact the best bets. In a nutshell, it is the complementary characteristics of an opportunistic mindset combined with a unique attitude to evaluating risk that defines a successful entrepreneur.



**ADVICE FOR HR TURNED ENTREPRENEURS:
DO NOT BEHAVE LIKE AN HR MANAGER,
UNDERSTAND FINANCE, EBITDA AND FINANCIAL MODELS.**

Ajit Isaac, MD and CEO, Ikya Human Capital Solutions

DO NOT...

1

...think that the world is your friend. Don't take anything for granted

2

...have a back-up plan for yourself, stick to your goal

3

...be competitor-focused; grow the business at your own pace

4

...have an ego, and if something does not work, have the courage to change it

5

...think valuation, equity & exit. Focus on bringing the product & the market together

What entrepreneurs need to be successful are the competencies based on industry intelligence, multidisciplinary teams, market orientation, technical resources and tacit knowledge. Interestingly, given that talent has become one of the most important differentiators in affording companies its competitive advantage, this can be leveraged by HR professionals to start a successful entrepreneurial journey.

The road ahead

Each market is different from the other and hence decisions cannot be merely taken on the basis of the market dynamics of developed economies. At best, they should be used for the purpose of reference. A clear market research and need based analysis is a must before zeroing in on a business decision. Today's knowledge based economy is fertile ground for entrepreneurs in India who serve as the bridge between innovation and the market place. It is evident that there are inherent constraints for entrepreneurs, but regardless of these inadequacies, there have been many who have succeeded in scaling their ventures. The opportunity in the HR space is wide open and there is every reason for budding entrepreneurs venturing into this largely untapped domain with the right focus on strategic partners, promoters, investors, clients and employees, to succeed. While, this is an opportunity open to all, HR professionals are in the best place to find solutions to unsolved needs that can become scalable business ideas; they certainly have the unfair advantage. ■■



IN IDENTIFYING OPPORTUNITIES, CHOOSE AN IDEA WHICH YOU ARE SO PASSIONATE ABOUT THAT YOU ARE WILLING TO SPEND THE REST OF YOUR LIFE DOING IT, NO MATTER HOW LITTLE MONEY YOU MAKE.

Sanjeev Bikhchandani, Founder & Vice Chairman, Info Edge (India)

WHILE THERE MAY BE MODELS THAT HAVE WORKED FOR MANY ENTREPRENEURS, THEY NEED TO FALL IN LOVE WITH THE CAUSE, WHICH CREATES THE RIGHT FULCRUM FOR A SUCCESSFUL BUSINESS.

Anil Sachdev, Founder & CEO, School of Inspired Leadership (SOIL) and Founder, Grow Talent Company



Varun Talwar is CEO, The HR Fund, (varun@thehrfund.com), **Gyanendra Kumar Kashyap** is Research Editor and **Rajlakshmi Saikia** is Deputy Editor, at *People Matters*.

Footnotes:

1. *Is Today the Right Time to Consider an RPO Engagement for the Next Hiring Wave?* Bob Violino, The Outsourcing Institute
2. *Benefits Administration Outsourcing Market: Mature yet Dynamic*, Everest Group, September 2011
3. *Staffing Industry Analysts - Staffing Industry Forecast: April update* – April 12, 2011



Business of jobs

The business idea must serve the need-gap as identified from customer insight

SANJEEV BIKHCHANDANI

Founder & Vice Chairman, Info Edge (India)

When you talk about Naukri.com, it is impossible to imagine that the largest online company in India today did not even have an Internet account, or even a connection, when it began. Flashback 2000, when India had only 14,000 internet connections, here was a man who had launched an idea he never imagined would one day become the largest online staffing company in India. Sanjeev Bikhchandani, when sharing the journey of how Naukri.com reached its present revenue size of Rs.300 crores explained how the idea of 'business of jobs' emerged from his experience at IIM Ahmedabad and later, when working in the marketing division at HMM (now called GlaxoSmithKline).

When Sanjeev opted out of campus placement at b-school, it allowed him to spend time with companies and understand the value they placed in salary information of other companies while competing for talent on campus. Thus, Sanjeev saw a potential market for a salary survey

on what companies were paying to fresh MBAs that led him to start a company in the HR space to bridge this gap.

For the first 7 years, they drifted as they tried varied small ideas including databases, salary surveys, feasibility studies, training and everything else that came their way, just to survive, and operated out of the servant's quarter above the garage at home. His drive to solve an unsolved problem and his belief in the potential of his idea ensured that he did not give up despite many struggles. The support of his wife, a classmate from business school, then working with Nestle, allowed Sanjeev the time and opportunity to enjoy the thrill of following his dream. So, in that sense, his wife was the first angel investor. And just as they had tried half a dozen small ideas, Naukri.com started as just another small idea, and they launched themselves as the first online jobsite in India.

The idea spurred from his working days at HMM when he would observe his colleagues read the office copy of *Busi-*

ness India from the back as it carried 35-40 pages of appointment ads. This often led to endless discussions around new jobs in the market, although they had no plans to move. Thus, Sanjeev saw potential in this high interest category of information.

In 1992, the Department of Telecom (DoT) had an ad in TOI and HT in Delhi announcing the plan to launch a 'VideoTex Service'. The concept was that there would be a server in one location in Delhi with 50 public access terminals in the city for people to access information for a fee. The DoT advertisement sought proposals from information providers to host information on the server on a revenue sharing basis. They jumped on the opportunity and began to work on a proposal for a jobs database that would collate information on jobs from companies and consultants. Unfortunately, DoT called off the plan due to budget cuts, and that left Sanjeev with a fully baked plan for a business in 1993, sometime before the Internet came into India. He spent the initial 6 months uploading job information using his programmer friend's expertise and Internet access. So, Naukri.com was triggered from this consumer insight that job information was highly valued and fragmented, and there was a need to aggregate it and keep it current.

The story changed when recruiters began to learn about Naukri.com from candidates who often mentioned having seen the job opening on the website. For the first time, an alternative medium was introduced to HR heads to advertise jobs at a mere Rs.6,000 a year for an unlimited number of postings, or Rs.350 for a single job posting. The first cheque of Rs.2,100 came from an auto parts company in Pune in September 1997.

Soon after its launch in April 1997, Naukri's revenue in the first year was Rs. 2.35 lakhs. But, Sanjeev continued to see the business as a small idea until their sales rose to 18 lakhs in the next year and it was at this time that he realized the potential of the business. It was then that they were first approached by an investment banker, but Sanjeev was not ready to scale the company so fast, until JobsAhead was launched having raised 7 million dollars of funding. That is when he realized that staying small was not a viable option anymore and this led Sanjeev to raise Rs. 7.3 crores in April 2000 from ICICI Venture.

But soon after they raised funds, the dotcom dream went bust, so they decided to put the money in fixed deposit, and invest further capital to scale slowly. Sanjeev thought that the market meltdown in May 2001 was lucky because it allowed them to raise the required equity as well as time to scale slowly. In 2001, when the business was losing Rs. 25 lakhs of cash per month, it was their sales effort, which was able to turnaround the business. Having made losses for 2 years after raising money, they broke even and moved from Rs. 36 lakhs to Rs. 10 crores in 3 years' time.

Sanjeev views the first team in any venture as being very critical, and often comprises of people you know personally, because they trust you and believe in you. Subsequently, their friends, and then friends-of-friends join the team. Naukri.com went on to hire from the market in 2001, as Sanjeev quips, "By then, you run out of friends, and you need to hire people 10-15 years younger than you and they are

There is no such thing as a failed entrepreneur. You are a failed entrepreneur only when you quit. Until then, you are simply not successful... yet!

not your friends." Sanjeev believes that an entrepreneurial venture can grow only if it has the support of its initial team, and that it is only fair to share the wealth with those who help make the business happen. So, minus the IPO and VC dilution, about 35 percent of the company's wealth is kept for the people who made it happen.

In 2000, when Sanjeev got busy with the IPO, Hitesh Oberoi, the present CEO of Info Edge (India), took over the operations of Naukri.com. Hitesh built a 200 strong sales team across 8 offices, which gave the required push to scale revenue, by creating bandwidth to introduce more products at various price points.

While Sanjeev did not have a formal HR qualification, he was driven by his customer insight that unfolded the market need. And this helped him articulate a business idea that had a ready market. ■■

THE FEW FIRSTS

Investor: ICICI Venture Capital

Customer: A Pune based auto parts company

Employees: Friends, and friends of friends

Read the full story at www.peoplesmatters.in

Institutional builder

It is critical that one is honest about what one is good at and what one lacks, and fills the gap with the right strategic partnerships

The journey of this eccentric, enthusiastic yet patient listener saw its share of bumpy rides when he walked away from his management accountant's job at Escorts in 1989. Hardly 5 years into his comfortable life, Sumer Datta was impatient and seeking a more challenging life. He approached the best of recruitment consultants but returned distraught at the horrid state of recruitment firms in India then, as none had the capability or the inclination to help his cause. The opportunity to make things right dawned upon Sumer and he decided to resign from Escorts to start his own recruitment company.

Sumer went cold-calling to companies for 2 years and operated out of a friend's office space until his first break, which came at the end of the second year when a friend asked him to find a stenographer at Rs.1,250. But Noble House, a name inspired from the book of James Clavell, was fortunate that its existence coincided with India's liberalization and companies like AT&T, Motorola, HP, and others began to set up their India-entry offices in India. He religiously visited the AT&T office for the next two and a half years, befriended the Country Manager's secretary, until she got Sumer that 5 minute meeting with the Country Manager. His persistence brought him the first deal from AT&T nine months later, to do two jobs - find a business development manager for India, and a telecom specialist.

SUMER DATTA

Founder, Aamoksh Leisure Living &
Former MD - APAC, Hewitt Associates



AT&T led to Motorola, HP, and Xerox, and in 30 months Noble House had effectively beaten all recruitment consultants. Sumer focused on hiring people for their attitude. His first two employees were people with no HR background but had great attitude - an apprentice working at The Taj and a rally driver.

Towards the end of the fourth year, Sumer approached the ten 'who's whos' in HR then - Bilt, Xerox, AT&T, HP, Motorola, GlaxoSmithKline, HCL, DCM, Escorts and Raymonds - to explore the idea of doing compensation benchmarking. He launched the 'Corporate Personnel Club' in 1991 and the first compensation benchmarking report was typed on borrowed resources at the AT&T office. The idea clicked and membership rose to 120 by the fourth year and by 1995, Noble House had 14 employees and revenue of about 10-12 lakh.

In 1994, Hewitt approached Noble House for a job pricing assignment and Sumer grabbed the opportunity at Rs. 3,000 per job pricing, for two jobs. They continued to work together and one day, Noble House had a visitor from Hewitt Singapore wanting to discuss a new project. This was Noble House's first big project to set up the HR office for Climate

training man-days for his people, number of offices to be opened in the next 12 months, the square feet area for each office space, and investment in technology. For Sumer, it was critical to build an institution which was a brand to reckon with, and so this merger made absolute sense to him.

Hewitt Associates then entered the payroll administration business and in 3 years, became the largest HRO company in the country with about 100 people in consulting and 45 people in outsourcing. Around 2002, Sumer started coaxing his CEO in the US to set up off-shoring in India. But, being a mid-western orthodox conservative company, where they found it impossible to let go of work from Chicago to New York itself, off-shoring work to India was absolutely impossible. Sumer's conviction in making India the off-shoring hub led to a 10,000 employees strong team only in that practice in India today.

In 2006, Sumer was made the Regional Head for Asia Pacific to lay the ground for the largest off-shoring business in Asia Pac following the buy-out of India Life in Bangalore, and a series of acquisitions, mergers and JVs in Singapore and China, as part of their growth strategy.

His first two employees were people with no HR background but had great attitude - an apprentice working at The Taj and a rally driver

Control (a Ford Motor Company) on behalf of Hewitt.

The synergy between Hewitt and Noble House led to their joint venture in 1996, and Sumer was thus instrumental in bringing in the first of the top HR consulting companies into India. Both worked on a culture of 'never say no', 'customer is God' and 'you never close your office' approach. And soon Hewitt Associates grew to a team of 55 employees with offices in Mumbai and Bangalore, and revenue of around Rs. 60-70 lakh.

In 1999, they integrated, and Hewitt held 100% stakes in India while Sumer became their Global Partner. As part of the merger, he negotiated for number of

Sumer quit Hewitt in 2007 when the absence of challenge in the job once again made him anxious. He attributes the success of his entrepreneurial journey to the great partnerships he made. To create a successful business, it is critical that one is honest about what one is good at and what one lacks, and so the right strategic partnerships are important. Sumer's next entrepreneurial journey is to set up retirement homes in India. And once again, Aamoksh One Eighty, has found its partner in One Eighty, a Seattle-based company which is one of the top companies in the globe in this space. ■■

THE FEW FIRSTS

Strategic Partner: Hewitt Associates

Customer: AT&T

Employee: An apprentice from The Taj, Mumbai

Read the full story at www.peoplesmatters.in

It's hypothesis testing

While you may start with an idea in mind, you do not know what is right until you do it

MANISH SABHARWAL, Co-founder and Chairman, TeamLease Services

ASHOK REDDY, Co-founder and MD, TeamLease Services

MOHIT GUPTA, Co-founder and Director, TeamLease Services

Here is a unique story of the trio who began their careers as investment bankers, but landed in a core HR business. Manish Sabharwal, Mohit Gupta and Ashok Reddy, three friends from school with very complementing personalities and work approaches, decided to join hands in 1998, and have not looked back since.

India Life started with the idea to create a healthcare insurance company, but the constraints of government regulations led them to evolve to an investment advisory firm for pension fund benefits. As Ashok said, "Starting a business is like hypothesis testing, you don't know that it is right until you do it." The journey helped them understand that the real pain points were in the administration of pension funds in the highly regulated market. Thus, through 1998-2001, India Life Pension Services was established to focus on pension administration, transaction processing and regulatory compliance.

Within 3 years, India Life built the largest payroll & pension administration company in India. They got their first client, Siemens, within 3 months of start-

ing business, when Siemens was going through its VRS process. India Life took on the task of settling the benefits for all 4,000 employees who had applied for VRS. Servicing Siemens was exciting and full of learning as they together churned out reports and calculations for each employee from decade old ledgers that came filled in cartons. This led to other clients like Levi's, SAP and Wrigleys, among others.

The idea and the conviction helped them get funding on day zero when View Group helped them raise 2 million USD (then about 8-9 crores Indian rupees). Alongside, India Life was also acquired a Bangalore-based CA with its 20 customers and 9 employees who then became India Life's first employees.

By 2001, India Life had extended their product offering from administration of provident fund, gratuity and superannuation, to actuarial valuation, to consulting, to conversion of defined benefits plan to defined contribution plan, and even ventured into payroll process outsourcing. Since the inputs for pension actually came from payroll, it was a backward integration which also became a greater lock-in on the customer. By then, India Life had grown to become the largest player in the country.

When Manish, Mohit and Ashok realized that the way forward for India Life was to go global, it led to the merger of India Life and Hewitt. During this strategic partnership, Manish stayed on for a year to enable the transition, while Mohit and Ashok withdrew from the business.

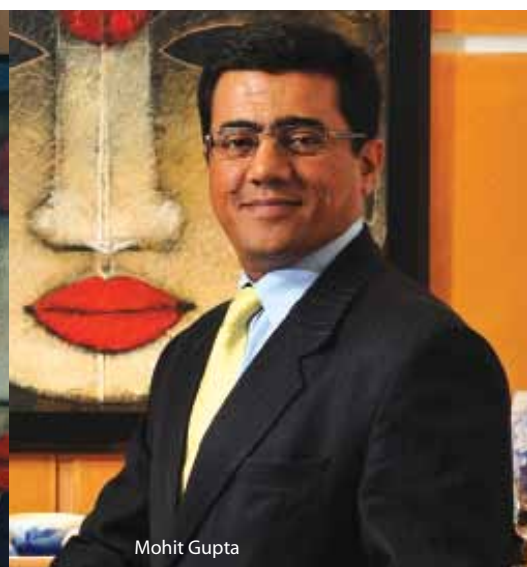
"The only way you can grow the business, is if you view the people who are below you as those who can grow to take on the role that you are playing" - Ashok Reddy



Ashok Reddy



Manish Sabharwal



Mohit Gupta

This was also the time they realized that while companies needed people, they were unable to find them and hire them. Research showed that temporary staffing was a 120 billion dollar business globally then, while India had no single provider. But being a new concept, the challenge was on convincing the candidate side, as being 'temp' is not a lifestyle choice in India. But TeamLease hit the ground running, and while the plan was to start business in June 2002, they had to pre-date the business date to April for their first client, Intel. By the end of its first year, TeamLease had 1,200 employees who were temped out and operated out of Delhi, Mumbai and Bangalore.

The three founders always tell their people that their 'chair is on offer'. So each time an employee made Manish, Mohit or Ashok redundant in their respective roles, it is an opportunity for them to concentrate on other aspects of the business.

The reality of the sick state of 'employability' dawned upon TeamLease when, while they hired a person every 5 minutes of their existence, less than 5% of those who came in, got a job. This became even more evident during the downturn when rejection rates began to soar as candidates having the necessary qualifications were found unfit for the job. This led TeamLease to enter the training space. The downturn also took a hit on the temping business and from 80,000 employees, the number fell to 45,000 employees in 2008.

TeamLease used this time to overhaul their IT system, processes and training, which helped them prepare for its growth phase once the market bounced back. Presently, TeamLease is back to having 65,000-70,000 employees and growing on a healthy margin. Since training would address the employability aspect, a Greenfield venture was initiated until the opportunity to acquire IIJT (a training institute) came, which was funded by Gaja Capital.

While 'employment' is catered to through TeamLease which focuses on bringing the element of supply and demand together, 'employability' is addressed by IIJT that focuses on 'repairing' people for the job. The latest inclusion, 'education', aims at 'preparing' people to bridge the gap of inadequate vocational education in India. The TeamLease University, due to start in Gujarat, is vocation-oriented and aims to prepare talent for the element of the job market and skills required by the industry.

To meet the additional funding required for investment in IIJT and to set up the TeamLease University, they raised the second round of funding from ICICI Venture and Gaja Capital in April 2011. For TeamLease, the growth and scale has been possible all through because of their ability to gauge the market need and make the right investments in infrastructure, technology and people. ■■

THE FEW FIRSTS

Promoters: View Group for *India Life* and Gaja Capital for *TeamLease Services*

Investor: Hewitt Associates

Customers: Siemens in *India Life* and Intel in *TeamLease Services*

Read the full story at www.peoplesmatters.in

The stories he heard from his parents, of India once producing 70 percent of the world's GDP and of being the center of wealth and learning for the world, inspired Anil Sachdev at a young age. In his journey through the Tatas and Eicher, to the creation of Grow Talent Company and SOIL (School of Inspired Leadership), Anil has always followed a cause which consistently provided the energy to make the impossible, possible.

The dream to create a consulting company spurred from his drive to make India the center for learning by creating a think tank. Things moved very fast for Anil and soon after completing his MBA from the University of Pune, he landed himself a job in the HR department of Tata Motors (called Telco then). Anil felt the

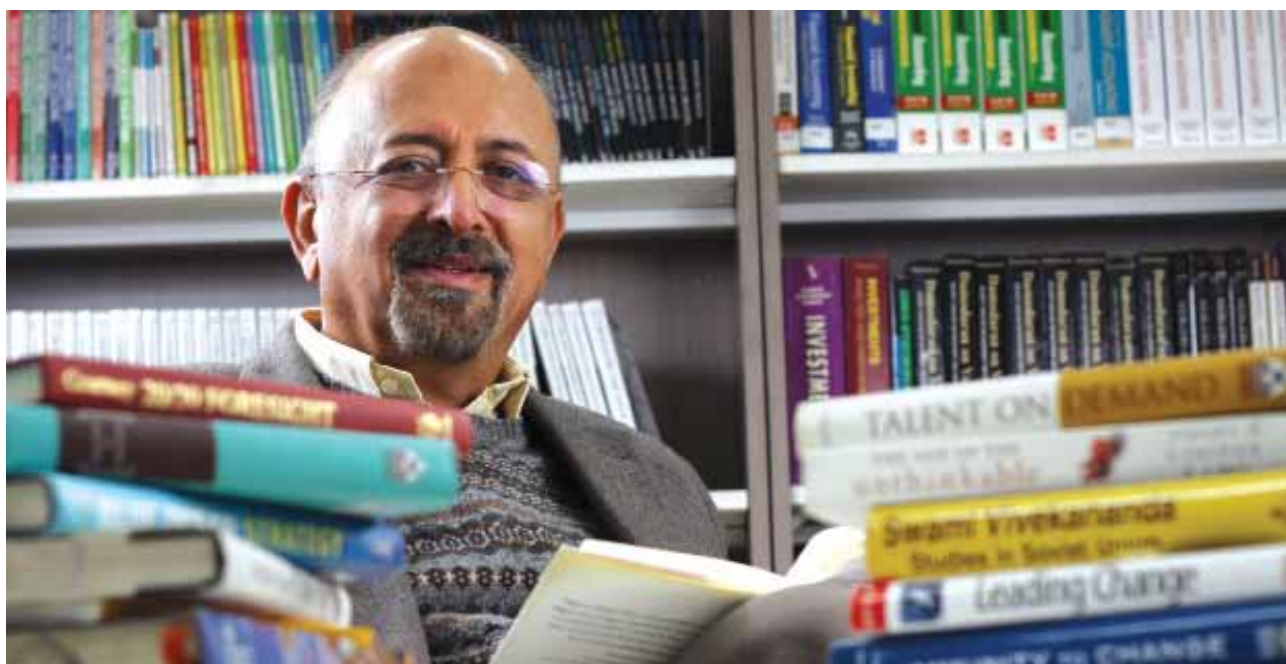
need to be in a company where he could influence policies. So, he joined Eicher as Head, Corporate HR, at the age of 23, much attracted by the values of ethics and compassion of its founder – Vikram Lal.

The clarity of his personal vision is startling in the way he defined his 10 year plans for every agenda that Anil took on thereafter. In his interview with Vikram Lal, he shared his dream to create a think tank and a consulting company, but committed to serve Eicher for the next 10 years. At Eicher, he got a chance to define India's best example of HR excellence, which till today stands as a point of reference for all HR enthusiasts. The 10 years allowed Anil enough time to introduce new policies and test its sustainability. By the time he was 35, Anil was ready to set up his consulting company and think tank.

The script was written

Happy relationships with clients is a critical differentiator for the success of any entrepreneur

ANIL SACHDEV, Founder & CEO, School of Inspired Leadership (SOIL) and Founder, Grow Talent Company



THE FEW FIRSTS

Investor: Eicher**Customer:** Crompton Greaves**Strategic Partner:** AT Kearney

But Anil's commitment led Eicher to invest in his idea so he would stay on. So, along with 3 others, Anil started Eicher Consultancy Services (ECS) on April 2, 1991 as a separate business under the Eicher umbrella. ECS had its own independent Board and the team moved to a smaller office across the street from the Eicher headquarters. With limited resources, the first few months were difficult like any other startup. Anil's keen eye for talent helped in creating the initial team. The association with Eicher and Anil's active participation at the CII was instrumental in getting the first few clients for ECS - Crompton Greaves and The Indian Aluminum Company.

ECS had a modest growth in the first 5 years and grew from 5 employees to 50. They were the first to bring in many global players in the consulting space through their joint ventures, such as AT Kearney, until Kearney got acquired by EDS, and later SDG, a California based company which gave them a chance to work with professors from Stanford University. The synergy with SDG convinced Anil once again that he could step down as CEO after completing 10 years. And exactly after finishing 10 years on March 31, 2001, Anil stepped out on April 1, just when ECS was making revenues to the tune of Rs. 20 crores and had a team of around 100 people.

With the focus to invest on the development of human talent, Anil initiated his second entrepreneurial venture - Grow Talent Company in 2001. At 45 years, Anil decided to invest his retirement funds of about Rs. 45 lakhs into the equity of Grow Talent, and found his initial investors in Dr. Kewal Nohria, Former CMD, Crompton Greaves, Analjit Singh, Founder & Chairman, Max India and Yogesh Andlay, MD, Nucleus Software Engineers, who together raised the initial funding of Rs. 2.5 crores.

The first employees were people who were known to him, but as a principle, Anil never poached from his previous company. Grow Talent hired from MDI when they were very young and on the very first day, they got a day zero ranking at MDI and recruited two of their brightest students.

Operating from the basement of his house, Grow Talent's revenue in the first year was Rs. 2.4 crores, and in 5 years, it

grew to the same size as ECS (revenue of Rs. 20 crores). Anil, then decided to step down to chase his next dream of setting up SOIL, on the five pillars of inspired leadership including ethics, mindfulness, compassion, sustainability and diversity.

In the meanwhile, Grow Talent had initiated an education vertical that began working with the University of North Carolina on global educational programs and executive education. While that was a small start, Anil was aware that SOIL would be capital intensive. This led to splitting the company into two - the consulting business and the education division. And they sold the consulting division to Right Management (ManpowerGroup), and used the money as seed capital for SOIL. Anil drew his strength from his clients through ECS and Grow Talent; he is proud to share that his happy relationships with clients has been a differentiator, and believes this to be critical in the success of any entre-

The dream to create a consulting company spurred from his drive to make India the center for learning by creating a think tank

preneur. SOIL is a unique co-creation by a consortium of 32 companies, most being Anil's clients over the years.

Anil has already planned to step down from the position of executive management by the time he turns 63. And why, you may ask? Is this his retirement plan finally? Most certainly not, for the script for what lies ahead is already in the making. Anil is increasingly beginning to spend more time on national service, and is working very closely with the Planning Commission where he is facilitating the plan to help India plan its development vision. Anil shared an instance of his first interview by Arun Maira (now Member, Planning Commission) at Tata Motors, "In my interview, I had told him that by the time I am in my fifties, I will enter the field of education and do some advisory work for the government and one day even work for the Planning Commission." So the script, it seems, was written all along. ■■

Read the full story at www.peoplesmatters.in

Dream big

Invest in the best people, the best infrastructure and the best technology



AJIT ISAAC

MD and CEO, Ikya Human Capital Solutions

Coming from a middle class and non-entrepreneurial background, Ajit Isaac obtained his bachelor's degree in Economics from Loyola College and a Gold medal in his postgraduate program (Personnel Management & Industrial Relations) from the Madras School of Social Work. He began his professional career as a Management Trainee at Godrej & Boyce; and it was during his stint as Head of Corporate HR at Essar that he was selected for the British Council Chevening Scholar, under which he completed, 'The Managers for Leadership Program' from Leeds University. It was during these days in 1997-98, that he started understanding the opportunities that lay in the HR domain and the very thought to become an entrepreneur and venture into the uncharted territory was forged during 1999-2000. This was the time when the private equity market in India was undergoing a metamorphosis and raising capital was becoming easier for first time entrepreneurs.

Ajit decided to end his brief stint with IDFC in the year 2000 to found Peopleone Consulting – a full spectrum HR services firm. His entrepreneurial dream got a shot in the arm as he managed to raise approximately \$1

million from JP Morgan Chase which was the first private equity investment for HR activity in India. Ajit reminisces, "The idea of staffing really came from a trip to the US in 2001, where I realized that companies were using temp staffing for positions like clerks and secretaries, and there were many players providing this service. There was nothing like this in India. We saw the opportunity and created an offering around staffing, recruitment and executive search to cater to all needs of sourcing people."

The year 2001, was the time when telecom operators were readying them-

HR turned entrepreneurs can make the mistake of focusing more on processes, than on contracts, revenue and budgets

selves to build capabilities in newly acquired circles. For Peopleone Consulting, its first client for staffing was Airtel in the telecom domain. Ajit continued to manage and lead the company until 2004, when he decided to sell a controlling stake Zurich based company Adecco, which today is the world's leading provider of HR solutions. He joined the executive committee of Adecco and continued his association with it till 2007. In 2009, he bought a significant minority stake in IKYA Human Capital Solutions, and also took on executive responsibilities. Thereafter, private equity backed IKYA Human Capital Solutions, which focuses on executive search, recruitment solutions and staffing services and provides value-added services to a broad range of industry sectors, acquired Delhi based Coachieve Solutions offering recruitment services to IT and ITeS space. The

momentum continued with the acquisition of Magna – India's largest professional staffing company.

The acquisition of Magna by IKYA was the largest transaction in the HR industry in India. On the acquisition spree, Ajit says, "We will continue to do acquisitions in areas where we do not have a presence or where we need to build on skills that we do not have internally." With many firsts under his belt, Ajit further adds, "We look at being the first HR company to go public; we believe we have the horsepower, scale and financials to take it to a public offering."

Ajit has been instrumental in each of the landmarks in the Indian HR industry. Thanks to what Ajit terms as inorganic growth, IKYA, over the last 2 years, has recorded a CAGR of 92 percent and presently employs over 45,000 people. His target is to grow at four times the GDP growth and if the current CAGR is any indicator, he is definitely miles ahead of it. It is perhaps the two rules that IKYA adheres to viz. "first don't miss your budgets" and second "don't miss the first rule" that keeps the balance sheet robust. He advises entrepreneurs who dream of making it big someday to invest in best people, best infrastructure, and best technology. For that matter, the very DNA of IKYA is ingrained in what is termed as FIT - Focus, Integrity and Teamwork.

He, however, feels that the problem with HR entrepreneurs is that they tend to focus at the process part too much while entrepreneurs from the marketing and sales background look at contracts, revenue and sales numbers. Also, those who come from the financial domain understand metrics very well; so they know which metrics to track for market expansion or market penetration. ■■

THE FEW FIRSTS

Investor: JP Morgan Chase

Customer: Airtel

Read the full story at www.peoplematters.in

Have the vision to scale

Bringing onboard the right advisors and investors from the initial days is a game changer

PANKAJ BANSAL, Co-Founder & CEO, PeopleStrong

SHELLY SINGH, Co-Founder & VP - Transition & Process Development, PeopleStrong

When you are driven by the pursuit of excellence to the extent that on day one you are clear that you want to build a business that is IPO-able, you know you are on the right track. The journey of only 6 years has seen PeopleStrong witness the realm of business ups and downs, from raising fund on day 1 to the tune of Rs. 50 lakh, to repeating the same four times over, to even considering a close-down at some time and today, standing strong as a business that is fast growing.

PeopleStrong is unique in the sense that it was started by two individuals who have very different personalities and professional acumen. Perchance, their difference is what acted as a reality check at each point, enabling them to successfully create a scalable business. Pankaj Bansal and Shelly Singh had a collective industry experience of 14 years when they started PeopleStrong. Pankaj drifted away from his successful stint at Hughes Software first, to join Varun Talwar's then newfound incubator 'Withya' to learn the ways of entrepreneurship. And even as Varun and Pankaj deliberated upon the idea of starting the company, Shelly landed up lock, stock

& barrel having quit her consulting job at Hewitt Associates. While Pankaj had the right eye on the idea, marketing and strategy, Shelly's operational excellence was able to create the required initial base for the business.

The vision to grow big propelled PeopleStrong to do many things differently. They invested the first two months in creating process maps for HRO solutions to help clients do things faster, better and cheaper. They enjoyed the first mover advantage and the focus to build a large company made them open to inviting external investors. The second round of investment was of Rs. 2 crores, when they first moved out of Withya's incubator and into their first office with 37 employees.

In November 2008, PeopleStrong's angel investors helped raise funds to the tune of Rs. 10 crores. More than the financial support, Pankaj and Shelly were able to leverage the emotional and sweat equity of the angel investors which helped scale the business.

Their first client was a UK based company LPC, that was setting up its back office in India. It was their first annuity client that had outsourced the complete HRO process to PeopleStrong, and remains a client to date. This set the ball rolling and then they signed up with Nokia and Microsoft.

PeopleStrong's executive team comprising of Pankaj Bansal, Shelly Singh, Devashish Sharma, Kiran Kumar, Rajesh Batra, Naveen Gupta and Vishal Saha, played a vital role in taking the organization to the next level. As they grew, they focused on

The vision to grow big propelled PeopleStrong to do many things differently. They enjoyed the first mover's advantage and were open to inviting external investors from day one

hiring for the values PeopleStrong stood for – genuinity, ownership, velocity and flexibility (GOVF). Shelly shared the enthusiasm of one of their first employees, Anubhab, who was Pankaj's mentee at MDI and willing to opt out of campus placements to join a startup. He worked with PeopleStrong for 3 months without any pay and wanted to continue. But Pankaj and Shelly dissuaded him as it was too much risk for him to join a startup when he had better options. So, Anubhab joined TATA Motors, before returning to PeopleStrong and is today one of the top sales people in the company.

The initial values enabled them to take decisions that were aligned to their objec-

decided to invest the money on people, technology & infrastructure, in anticipation of payoffs, but instead were faced with recession. Recession, coupled with a committed investment on a new practice – RPO – without a ready market to sell, was like a suicide mission at the time.

The original values enabled PeopleStrong to turnaround, forcing them to revisit their decisions, and restructure the board. Today, everyone at PeopleStrong, including the internal HR team, is accountable for revenue. The new values that aim at 'excellence' in everything they undertake led the company to surpass the 2009-10 targets

THE FEW FIRSTS

Promoter: Varun Talwar

Investors: S. Varadarajan & Aadesh Goyal

Customer: UK based company LPC

Employees: Vikram Dhir and Gurjeet Kaur



tives and that led to bringing on board the right advisors from its initial days. As the company began to scale, the initial values went through a revision in 2008, to incorporate how external facing customers and vendors view PeopleStrong. As Shelly affirmed, "We have always been over-obsessed with our values and that has worked out very well for us." The values that drive the business today are integrity, passion, innovation and efficiency, which together lead to 'excellence' in everything they endeavor.

However, PeopleStrong felt a hit in December 2009 just when they had raised funds to the tune of 10 crores. They had

by 120 percent when they bounced back in 2011. The recent acquisition of Summit HR in April 2011 added another wing to PeopleStrong's flight, taking them closer to the very reason of their existence – to create a large organization that is IPO'able!

So have these young and new entrepreneurs made it yet? In most senses – yes they have for sure. But Pankaj and Shelly are humble enough to admit they are perhaps still 3 years away from their initial dream as PeopleStrong has chosen to invest its profits in growth. ■■

Read the full story at www.peplematters.in

Execution matters most

Sustainable businesses can be created by the willingness of people to take risks in order to grow wealth and creativity in society



ANDREW BANKS, Chairman, Talent2

Q When was the first time that you felt you needed to set yourself free and venture out as an entrepreneur?

It was when I was studying at the University and needed funds to subsidize my grant. I found I could buy men's fashion shirts at wholesale rates and sell them to students in campus and make more money in a month than my whole year's grant! I subsequently was an investor in a restaurant in Sydney when I emigrated there in 1972, which we built up and sold 2 years later to give me my first capital, as until then it had all been on loans and credit cards. I then realized I needed to go and work for a larger company to gain experience of the corporate world, which I did in the late 70's and early 80's. I then decided to get serious and started a longer term business venture, Morgan & Banks (M&B).

Q How difficult was it to convince investors regarding the long term sustainability of your idea?

The first 'real' business plan was put to a local Australian Bank for launching M&B in December 1984 and we asked for a 200,000 AUD overdraft based on a ten page business plan that explained that Morgan (Geoff Morgan) and I were able to demonstrate a successful track record as recruiters working for others in the past (aside from my corporate HR experience prior to that) and now we wanted to change the industry sector and the 'cottage industry' approach of employment firms and executive recruiters to create a business that was the largest professional services firm for that sector, much in the way larger CPA firms that were emerging in the 80s! The meeting lasted 30 minutes and we got the loan on the spot. We both did high-fives down the street and the doors opened in January 1985!

Q Being a new business, what did it take for you to attract and retain your best people?

Our reputation in the market was known to an extent and that helped, but fundamentally people were attracted to the vision and goals of M&B. Even on day one, we spoke of being the game changer

and becoming a market leader and people believed we could do it because we were confident!

Q Who was your first client?

Our first client was a pharmaceutical company in Sydney that gave us a role to fill on day one. But then, we did not wait for the phone to ring; we went out and promoted like hell!

Q What according to you are the top things that a budding entrepreneur must focus on in order to succeed?

- A vision and an idea of the business model that is the goal, and some tangible evidence or research that it is sustainable and customer centric, not idea centric.
- The ability to execute (or get the team to support your weaknesses).
- Ensure you do the right things in the right order - LST (Logical/Sequential/Tactical). Many new businesses fail as they expand the wrong areas too quickly or do not focus on the basics and build ground up!
- Self confidence, so you are not knocked off your path by doubt.
- High energy.
- Good people skills and EQ to engender team work.
- Ability to back up the creative ideas with process, so nothing is lost by inefficient delivery of product or service to the customer.
- Understand the flow of money instinctively (cash flow/investment/sales versus profit and margin). Good entrepreneurs can almost feel their business and its ebbs and flows and react quickly (cut costs/get cash in/sell more/take complexity out).
- Never settle. 'Success is a journey, not a destination', so keep looking for improvements and adaptations, so the business stays abreast of your market and customers.

Q What should entrepreneurs avoid?

Never stop listening to your customers and your best people. Stay humble and close to the root system of power that got you there!

Q Your advice for young entrepreneurs.

No matter how good the idea, execution and how you deliver what you do for customers day-to-day is everything. Get that right and the rest will look after itself, and remember, the goal is NOT to just make money. It is to do something that is better and more useful than anything currently in the market, and thus is your way of changing the world... just a little! 🍷

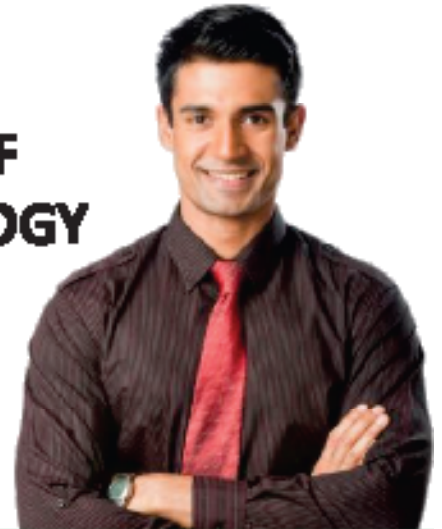
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PRODUCTIVITY

THE KEY TO PROFITABILITY

Kronos - People Matters Survey

Workforce productivity holds the key to profitability. Hence the need to identify the parameters governing workforce productivity. People Matters – Kronos survey delves into workforce management practices in Indian organizations

The critical parameters determining profitability of any business organization are workforce productivity and effective workforce management. For a vast majority of businesses, the single largest cost of doing business is their workforce and thus, workforce productivity and effective workforce management can improve the return on the organization's largest single asset, its workforce. Thus, the importance of an efficient as well as effective workforce planning becomes all the more critical. If workforce planning is duly taken care of, it will increase productivity by having adequate talent with the right skills, in the right place, and at the right time. As a critical organizational process, workforce planning involves proactive planning of talent to ensure that the organization is adequately staffed for optimal organizational productivity. In its business partner role, it is important for HR professionals to fully understand business cycles and how to align the talent pipeline with the business needs. The dynamics of the marketplace and the shortage of talent, further imply that attraction and retention of talent is all the more important to increase organizational productivity. If workforce planning is mastered, it will increase productivity by having adequate talent with the right skills, in the right place,

KEY FINDINGS

- 90 percent respondents believe hiring and retaining talent is the most important challenge
- 84 percent respondents believe that improving productivity of workforce is a key challenge
- Inaccurate manpower planning is the most significant factor that affects employee productivity for 76 percent respondents
- 70 percent of respondents do not have a system to track absenteeism
- 82 percent respondents assert that they have a formal process to measure productivity
- 28 percent agree that they have an automated system in place to measure productivity and track its improvement
- Workforce planning and scheduling is the least digitized area with 60 percent of respondents either using desktop office software or a manual system to manage it

and at the right time. This in effect will become a source of competitive advantage.

Workforce Management System (WMS) is an essential tool when it comes to business planning. As far as business cycles in any industry is concerned, manpower planning plays a very important role to complement business planning for higher revenues, better profits and efficient execution of growth plans. A workforce management system can help in manpower planning on the basis of demand drivers, forecast human resources plans, and then automatically support in allocating optimal workforce against such plans. Once allocated, WMS systems then help track and analyze workforce performance and practices to manage labor costs, minimize compliance risks and enhance people effectiveness.

HR functional heads need to become more transformational in today's age of the 'Knowledge Economy'. If markets like India are going to emerge as bulwarks of the global economy and be in the forefront in the years to come, the people functions need to become more transformational to business by placing the right people, at the right place, at the right time to get the best value from their deployment. Over-scheduling or under-scheduling of people will only harm organizations with either a cost issue or a quality issue. As a matter of fact, HR leaders are increasingly working and taking ownership of these aspects along with business and going beyond the administrative second fiddle with routine chores of recruitment, performance appraisals and payroll. HR is transforming itself to play a constructive business impact role of a different magnitude. This changing paradigm is expected to help enhance employee productivity and bear a positive impact on organizational performance – the key drivers for HR success.

In this light, *People Matters* – Kronos survey aims to assess the current maturity of workforce management practices and processes, while understanding their impact on organizational performance in Indian organizations. Improving productivity of the existing workforce follows as the most important challenge chosen by as many as 84 percent of the respondents. It is interesting to observe that the area of productivity has gradually moved on towards HR's area of influence. Workforce productivity has become an important lever for organizations to improve their overall performance and hence, comes under the radar of the complete CXO team. Companies are increasingly focusing on leveraging the different "people" areas, which can improve organizational performance and productivity.

KEY LEARNING FROM WORKFORCE PRODUCTIVITY SURVEY

James Thomas,

Country Manager – India Operations, Kronos Inc



With the Indian economy increasingly going global, workforce costs going up rapidly across industries and hiring skilled manpower becoming increasingly difficult, it is critical for organizations to enhance workforce productivity to remain competitive. The Workforce Productivity report comes at the right time that aims to understand the factors hindering workforce productivity in Indian

organizations across verticals. In fact, measuring and managing workforce productivity has turned out to be one of the top HR challenges in India. By better understanding the factors that impede workforce productivity and managing them, organizations can transform their workforce to become a strategic differentiator. While organizations do have processes in place to measure productivity, most of them, it turns out, are not able to measure it effectively as they lack the necessary tools to track efficiency and productivity. The survey also seeks to help organizations find out the gaps in their automation processes. Along with it, the survey also aims to understand where organizations are on the people engagement maturity curve.

Organizations clearly need to automate their employee productivity measuring processes to be competitive. The survey results point to the lack of automation across industries be it manufacturing/ITeS/hospitality/healthcare. They need to focus on three key issues viz. are they planning manpower well, how do they plan to execute the plans and how do they innovate so that their people are more transformational. It is not only imperative to have visibility on these three issues, but it also has to be in real-time for managers to make proactive business decisions. This is where cookie cutter approaches used by organizations are most unlikely to work. It is here that organizations also need to look at both the supply and demand side of challenges facing them.

Given the rapidly changing business dynamics, organizations will have to be quick in defining processes and adopting tools to manage those processes in real-time. It is critical to understand that defining processes and deploying tools need to go in tandem. Organizations need tools to drive excellence, and they need to inculcate the sense of urgency to be tool driven. They need to put in place the right building blocks and tools, which are scalable and flexible. In the context of developing economies like India, the supply side challenges with respect to talent (workforce) is a given, and hence, the need to sincerely focus on employee engagement. If employees are engaged, organizations will automatically see a decline in replacement costs. The survey results highlight the costs associated with planned and unplanned absenteeism, which in some cases runs to as high as 25 percent. It is important for organizations to seriously address the issue of employee engagement and productivity, which will eventually help in the long term profitability of the organization.

Manpower planning plays a very important role to complement business planning for higher revenues, better profits and efficient execution of business plans

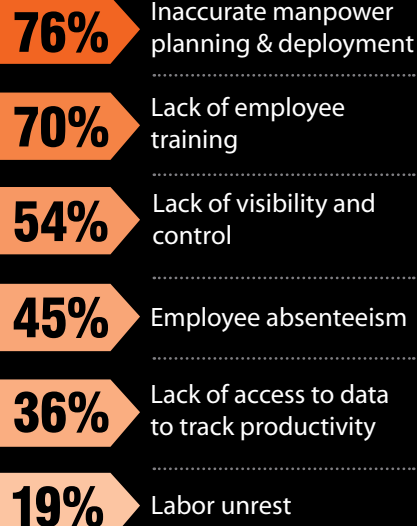
Along with this, the survey also focuses on data collection and information on overall challenges the HR fraternity is facing today, with specific reference to the issues related to managing workforce and productivity. This is intended to help organizations look at measures to ensure that people are enabled to drive organizational performance.

Factors affecting employee productivity

There are a range of factors that influence productivity in an organization. First being the nature of the industry and the maturity of the business. For example, there are different factors to consider when it comes to tracking productivity in cyclic/seasonal and non-cyclical businesses. The second element that can affect productivity is how stable and automated are the processes. The third element is the working conditions that affect the overall quality of work and the output. And finally, the level of employee engagement that drives how much of discretionary effort people are willing to put in their jobs. This discretionary effort is usually determined by the morality, motivation and level of enthusiasm that people working in the group have.

Beyond factors that are external to the organization, there are a few factors that are unique to India, like infrastructure and commuting challenges amongst others. Internal aspects like inaccurate manpower planning; lack of relevant training and skills from the workforce; lack of visibility and control; and employee absenteeism are

What affects employee productivity?



(Inaccurate manpower planning is the most significant factor that affects employee productivity, as revealed by 76% of the respondents)

the key factors that affect productivity in organizations today. A productive environment is also the result of organizational basics like allocating the right people with the right skills, ensuring that there is clarity in terms of what is expected from them as well as having the right tools and processes to deliver the expected.



THE KEY WORKFORCE CHALLENGE IN IT/ITES INDUSTRY IS KEEPING COSTS UNDER CONTROL, WITH FOCUS ON LEVERS LIKE CONTROLLING & MANAGING ATTRITION.

Dr. Ritu Anand, VP & Deputy Head - Global HR, Tata Consultancy Services



IN ORDER TO ALIGN OUR PEOPLE TO THE BUSINESS STRATEGY, WE HAVE ADOPTED THE BALANCED SCORECARD APPROACH. WE CALL IT THE 'STEERING WHEEL'.

Saikat Chatterjee, Manager HR, South East & South West Asia, InterContinental Hotels Group



EMPLOYEE PRODUCTIVITY IS IMPACTED BY BOTH INDIVIDUAL ABILITY AND THE ECOSYSTEM WITHIN WHICH THE INDIVIDUAL NEEDS TO OPERATE.

Nandita Gurjar, SVP and Global Head HR, Infosys Technologies



PLANNING HAPPENS AT THE BUSINESS LEVEL AND IS ALIGNED TO THE CULTURE AND APPROACH OF THE ORGANIZATION.

Prabir Jha, Senior VP & Head - HR, Tata Motors

Manpower planning - key to productivity

Manpower planning decisions are taken at the business level, wherein it is aligned to the culture and approach of the organization, whether the company wants to invest in technology or in people or a mix of both. According to the survey, inaccurate manpower planning is the most significant factor that affects employee productivity, as revealed by 76 percent of the respondents. This data point is further corroborated by qualitative responses too. Manpower planning is an important factor to drive and improve productivity and the absence of it can have a negative effect on the overall business performance. Interestingly, the results of the survey indicate that 75 percent of total respondent organizations, who have contractual workers, face higher business impact from inaccurate manpower planning and deployment. Not having the right people for the right roles, at the right time can severely affect the execution of business plans. Most organizations that participated in the qualitative feedback shared that their manpower is linked both in terms of timing and in terms of strategic importance to the business plan.

Employee absenteeism and its impact

Employee absenteeism negatively affects employee productivity in an organization and this fact is well corroborated by the survey findings. In fact, 45 percent of the respondents agreed that employee absenteeism negatively affects employee productivity. Even though 28 percent of the respondents claimed that they track absenteeism

to measure productivity and productivity improvement, the reality is that more than 70 percent of respondents do not have a system to track absenteeism.

Absenteeism creates a disruption in the execution plan and it can affect the productivity of the group. In the case of a planned absenteeism, 68 percent of the respondents utilize a co-worker to fill in for the absent colleague. Only 14 percent have the supervisor or an outsourced temporary staff to replace the absentee. In case of an unplanned absenteeism, the scenario is altogether different where 21 percent of respondents use the supervisor to fill in for the team member who has not come to work. This has a great implication both in terms of the work, that gets affected at the supervisory level and also in terms of the additional load that the supervisor needs to fill in for people in his/her team not turning up at work. Interestingly, when absenteeism is planned, 8 percent of respondents do not fill in for the absent staff while for an unplanned absenteeism, 17 percent of the respondents do not fill in. The number of respondents who do not fill in for a position that is vacant is due to lack of systems and processes to track that absenteeism in the first place with the required speed to meaningfully replace the person.

The impact of absenteeism seems to be correlated with the understanding of the business's nature and cyclicity, the systems and process in place and the ability to interiorize absenteeism in manpower planning.

IN BRIEF

While organizations have processes in place to measure productivity, most are not able to measure it effectively as they lack the necessary tools to track efficiency & productivity



THERE IS A SELF-INDUCED PRESSURE AMONGST THE EMPLOYEES, WHICH IS BECAUSE OF IMMENSE COMPETITION.

Pankaj N. Gursahani, Associate Director - Sales Training, AstraZeneca Pharma India



WE BELIEVE IN THE TRADITIONAL METHOD OF ASKING HODS WHEN IN NEED AND GO ON A CASE-TO-CASE BASIS.

K. V. Raambabu, MD, Pulse Pharmaceuticals



WE TRACK CUSTOMER PATIENCE, DEVELOPING PEOPLE, DEVELOPING PROCESSES AND FINANCIAL IMPACT TO MEASURE PRODUCTIVITY.

Anoop Rawat, Head - Learning & Development, Fortis Healthcare India



THE FACTORS THAT AFFECT EMPLOYEE PRODUCTIVITY ARE DIRECT AND INDIRECT FACTORS WHICH INCLUDE AMONGST OTHERS, FINANCIAL CONTRIBUTION & STRATEGIC INITIATIVES.

H.C. Ruben Salvadoray, GM - HR, Bharti Airtel

Automation can be a lever for increasing workforce productivity, while digitizing can ease execution of these activities

Measuring productivity

Organizations across industries track and measure their productivity in terms of goal setting and achievement of individual targets and key results. As survey results show, 62 percent of respondents use adherence to time and deadlines for tasks assigned as a metric to track and improve employee productivity. Other metrics at the organizational level used to track productivity are employee cost to revenue or employee cost to profit generated. Unplanned absenteeism as a measure to track workforce productivity is used by 24 percent of respondents.

It is interesting that though organizations have a process to track productivity, a

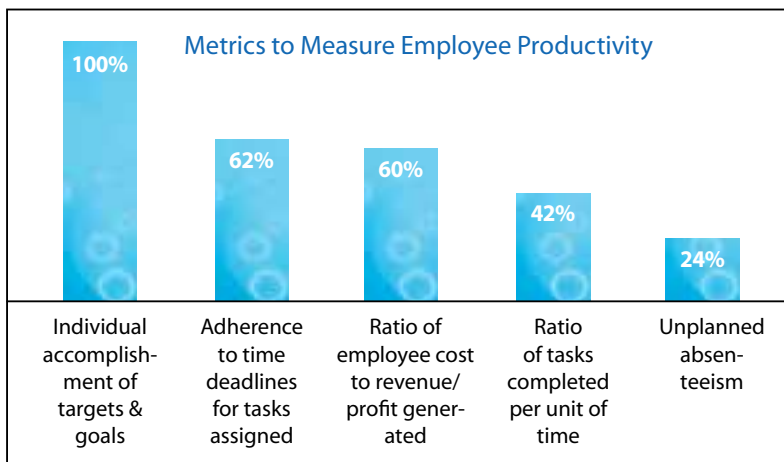
minority of them have an integrated system underlying this process. Automation can be one of the levers for increasing workforce productivity in organizations, while digitizing can ease the execution and improvement of these activities.

Challenges in measuring productivity

Lack of integration of processes and systems to provide consolidated information are major challenges along with lack of coordination between different departments, when it comes to having in place an effective metrics/process to measure productivity. Respondents also cite lack of processes and limited use of technology, which constrain the ability to collect information, consolidate data and process the same to measure productivity. The challenge is further compounded by the fact that the data collection is done by a group of people so the human intervention too poses a challenge in terms of identifying deviations and problems with the data.

The way forward

An integrated solution for manpower planning, workforce activity tracking (productivity and utilization tracker), attendance and absence management seems to be a feasible option for organizations. The greatest benefits of having an integrated solution are the reduced errors & malpractices and a greater degree of transparency, primarily because of minimized human intervention. ■■■



Goal setting and achievement of individual targets is followed across all industries to track productivity at the individual level



WE MEASURE OUR PRODUCTIVITY BASED ON HOW DELIGHTED OUR CUSTOMERS ARE AND BASED ON THEIR INTENT TO COME BACK TO OUR HOTEL.

Gurmeet Singh, Area Director - HR, India, Maldives and Pakistan, Marriott International



AT A PROCESS LEVEL, OUTPUT IS MEASURED BY EMPLOYEE, TIME ON SYSTEM, ETC., AND VARIABLE INCENTIVES ARE LINKED TO THESE.

Anju Talwar, Senior VP, Genpact



WE TRACK THE EFFECTIVENESS OF OUR MANAGEMENT TEAM BY LOOKING AT THE RATIO OF NUMBER OF WHITE COLLAR EMPLOYEES FOR BLUE COLLAR EMPLOYEES.

Suresh Dutt Tripathi, President - Corporate HR, SRF



TODAY, MOST OF OUR EMPLOYEE RELATED PROCESSES RUN ON A MANUAL MODE. WE DO NOT HAVE AN INTEGRATED SYSTEM AS YET.

Vivek Tripathi, CHRO, Lava International

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Optimize the Intangibles

Peter Wilson shares with People Matters his take on the need to redefine talent management for greater value to business



Q What are the key people strategies for companies, given the increasing talent challenges and complex business scenarios? Firstly, companies need to start by looking at their leadership styles and corporate culture. Today's top talent is very choosy, and they would not work for the old command and control style leadership, nor for an organization, which puts low value on people through its practices. So, the first strategy is to ensure you know what these two are like, and then have plans to improve them to the 'employer of choice' levels. If an employer is unsure – they should look on Twitter and Facebook and see what the younger generation is saying about them. That is the best place to find a wake up call.

The second strategy is to have a clear set of plans to develop your top talent, and ensure that the customers of these plans understand, accept, and are committed to. Otherwise, they will not be staying for very long with you. Implied in this answer, is that you need to have talent buy-in to their development plans. They will not be committed to unknown surprises. They are only fun on your birthday.

Q What should companies define as their talent priorities?

The key issue now is known as talent segmentation. Companies need to know the major drivers of business value and success. Talent then gets segmented against each of these drivers and the 'highest value talent members' are those people who can contribute the best to the most significant business drivers and outcomes. In short, today, talent means a capability to produce on the things that matter. A few years ago, long term potential was seen as important. These days the competition does not allow you that luxury. Top talent means today, not tomorrow.

Q How will HR's role evolve in the backdrop of the changes happening in how the function contributes to business and the bottom-line?

HR is no longer a back room function. If HR hides in the back room, they will soon find themselves holding a cardboard box and standing next to the trash. HR is a business function and it needs to talk

the language of business, and in order to produce business value in the plans and strategies, HR must prepare the organization's people.

Best practices research shows that a firm's intangible value comes from its people. Having well-selected, trained, and developed people to perform at their best is the job of HR. HR is about preparing capability to enable operational management that drives performance.

Q A recent *People Matters*-Monster.com study showed that CEOs spend up to 40 percent of their time on talent concerns. What are your comments on talent management increasingly finding its place in the CEO's agenda?

Jack Welch of GE was the first global CEO to define this in the early 1990s, as about the time necessary for the top executive to be spending on his people. That was over 20 years ago and, if anything it has become more important.

Most CEOs understand, after a few days in the job, that they cannot do things

them; they want to work with socially responsible companies, and will give up salary to move to one that is, from one that is not; they are looking for strong observable styles of servant leadership, that is both ethical and inspiring; they want to improve themselves, and talk about it with their friends.

All these features change the direction finders in the talent management process. HR must adjust to these expectations and needs, or it will be working on the wrong things and handing top management data on talent abilities and needs, which is misleading.

Q Having held non-directorial roles on the Boards of many companies, what are the talent challenge facing companies across industries?

All of the above and also, as Chairman of two companies, I know that there are very powerful IT systems to measure business potential and growth, organizational and leadership culture, and also how to assess talent potential. So, I ask my top management, questions to find out what they have

IN BRIEF

Talent strategy must have a clear plan to develop top talent and ensure that the same is well understood and accepted to by the top talent

'Highest value talent members' are people who can contribute the best to the most significant business drivers and outcomes

directly. They must work through their people. If they are not happy with what they have got relative to what they need, they have to rework the organization's human capital model and practices. Smart HR is always at the table to drive this. If not, the CEO will find an HR Director, and hand the incumbent a cardboard box to pack up and leave.

Q In your report, *people@work/2020*, you have correlated globalization and next-generation attitudes. How will this impact talent management and therefore business?

It is critical. Baby boomers are now at an average age of 60. Gen X will soon hit their 50s. Gen Y is in the engine room already, and they are becoming the dominant labor cohort. So, talent management without them is an oxymoron. My research on *people@work/2020* showed that the psychological wiring of Gen Y as humans is the same as it has always been. But there are some subtle differences – they like their tech devices and want to manage their work and life through

and what it tells us about the people we have, and how the organization believes it is performing.

If we do not have enough of the core data, I ensure my CEO is exposed to the work of best practice role models that do. If he or she does not get it after that, the exposure necessary may be to new career opportunities elsewhere, because a neglect of talent is a very material risk to organizational welfare, health and growth, and you cannot have a CEO who does not know what he needs to, and expects your company to either survive or grow. My boards review our progress on these issues quarterly, or as required, for example with major appointments due. We also take a direct part in selection and career development processes for senior and emerging high potential people, so that we can get our own ready talent. ■■■

Peter Wilson AM is National President of the Australian Human Resource Institute

The Disciplined Leader

Envisioning the future, a leader has to show great determination to fight prevailing mindsets and long-standing traditions

By **Dr. Anil. K. Khandelwal**



In our organizational life, we come across situations that pose the challenge of 'to be or not to be'. During the phase of transformation, a leader has to juggle with views and counter views. There are optimists and cynics. The business of transformation is never easy. It involves confusion, conflict, risks and occasional self-doubt. There is always a risk of making many colleagues unhappy. Yet, an intelligent leader will have to make a call notwithstanding all these problems. Lack of decisiveness can be a serious flaw in a leader, retarding the growth of an organization. Unless a leader is willing to take risks, he will never be able to do what he is capable of doing.

When you begin transformation, a number of predictable and unpredictable problems arise. Bowing down to these problems can decelerate the organizational growth. Facing the problems head on with sheer guts and determination, is the stuff of effective leaders.

During my tenure in BOB, I faced innumerable situations where I was advised by my well-wishers against undertaking risky ventures. But, with due respect to their suggestions, I did not hesitate to move forward, since I was convinced with the ideas for change.

One such experience and a landmark decision for the bank was when immediately

after assuming charge as CMD, I planned the rebranding exercise - a revamp involving the change of the bank's logo, which was an emblem of identity since years. Majority of my colleagues in the top management cautioned me about the timing of the proposed change when there were many other pressing priorities to be pursued.

But, I believe, some decisions need to be taken even if they go well beyond the bounds of usual advice, rationale and analysis. Such decisions are guided simply by one's own inner voice. I was guided by my belief that the timing was just right to create a new persona for BOB, to regain the confidence of customers and the larger public. The decision of rebranding gave maximum mileage to the bank's business, in spite of some initial hiccups.

Envisioning the future, a leader has to show great determination in not just removing obstacles from his vision, but to fight prevailing mind-sets, legacy attitudes, hierarchy, bureaucratic structure, and long-standing traditions. At times, a leader is a

Business transformation is never easy. Leaders will have to make decisions despite all problems

loner in propagating the change. But does he flounder at those instances or does he delay his plans? No. Risk taking is a verse in the leader's Bible for doing business. Many organizations are saddled with accumulated problems on many fronts because at some point of time the leaders failed to decide for the future. Decisiveness and determination are key to growth and sustainability of the organization. Leaders who dither to take decisions, put their organizations on to the path of decline. Decisive leaders are focused and show great amount of resilience.

Leaders also need to demonstrate high levels of personal discipline that includes time management, respect for the time of others and adherence to the promises made. Most people at the top are found grumbling about shortage of time in attending to many important things that they would like to. In fact, there is always deficit of intentions than time. In my work life, I have met some excellent leaders who are able to do multiple things including pursuing their hobbies and maintaining a happy balance between work and family. I have also met a number of senior executives who leave office late at night and in the process, not only create disequilibrium in their own work and life, but also in the lives of their subordinates. Effective leaders are invariably effective time managers.

In 2008, during my brief professional engagement at Asian Institute of Management at Manila, I met an extraordinary gentleman Washington Sycip, an 85 year old gentleman, the Chairman Emeritus of the Asian Institute of Management and who also headed a large conglomerate. Once, he gave me an appointment to meet in his office at 8 am. I had kept my fingers crossed because he was returning only at midnight after a long haul flight from the US. But to my surprise, sharp at 8 in the morning, he received me in his office, smiling and joyous, and there was no trace of fatigue on his face. He told me that, for years, he followed a discipline of starting work at 8 am. I was simply flabbergasted on seeing the true model of self-discipline. Such encounters and meetings helped me inculcate discipline in both, my professional and personal life.

For the top man, keeping time is the most crucial aspect of his effectiveness. Not keeping time, frequently changing appointments and meetings, elongating meetings, habit of late sitting or late coming can

Decisiveness and determination are key to growth and sustainability of the organization. Leaders who dither to take decisions, put their organizations on to the path of decline

be very demoralizing for the colleagues, subordinates as well as for customers. It also impairs the reputation of the company. When the top man does not follow personal discipline, it is likely to percolate down with adverse consequences. The other dimension of personal discipline relates to personal behavior. Etiquette and manners apart, simple things like dealing with subordinates and colleagues with dignity and elan is something that leaders need to be conscious about. Short tempered leaders often run the risk of inhibiting their colleagues to openly contribute in terms of ideas and come out with creative solutions.

A sensitive aspect of discipline, which often remains undiscussed but highly speculated in corporate corridors, relates to apparent abuse of official position for personal gains. Official travel to synchronise with personal conveniences, arranging board meetings to facilitate attending marriage or any other function in the family of directors and such other acts dilute the credibility of the leadership. Most complaints and RTI enquires in the public sector relate to such areas of indiscretion on the part of leadership. Leaders need to be doubly conscious as they are always under scrutiny of their colleagues, with thousand eyes looking at them and any departure from the expected norms of behavior and conduct is instantly noticed. Deficit in exemplary behavior at the top is often the cause of pent-up disillusionment in the ranks. Egregious violation of ethical behavior in a leadership position can do incalculable damage to corporate reputation.

Leadership is therefore not about power and perquisites, but about responsibility and accountability. This is the biggest challenge of leadership. ■■

Dr. Anil K. Khandelwal is an HR professional who made it to CEO of Bank of Baroda (BOB), a staid large public sector bank and turned it out in a short tenure of 3 years. In this column, he shares his code of leadership that helped him achieve extraordinary business results. His book *Dare to Lead* (Sage 2011) captures his experience of the turnaround. Dr. Anil Khandelwal can be contacted at akk1948@gmail.com

IN BRIEF

An effective leader is one who is willing to take risks and take decisions while working on transformation



How do I cope with non clarity in my role? How can I make a business case so the organization sees the need to invest on L&D for the HR team? Find the answers to professional and ethical dilemmas faced by our readers at their workplace

Our Expert, VIVEK PARANJPE, Consultant & Strategic HR Advisor to Reliance Industries

THE COUNSELLOR

Don't be patient, just dive in, align, and start performing

I head the HR department in a small organization and there is a lot of ambiguity with respect to my role. With an experience of 5 years in HR, I find it very difficult to cope with this non clarity in my role where there are often situations where I am merely distributing offer letters while the recruitment decisions are owned by the CEO and business heads. I do not see my career moving anywhere in this company. How do I address this situation? Should I be patient and wait it out, or should I address my concern with the management?

Providing role clarity to the people in the company is the management responsibility and this has to be championed by the HR function. If you do not have role clarity, no one can help. You have to initiate this yourself. I am sure you know the reasons why you were hired in the first place; you also know the explicit and implicit understanding between you and the people who hired you. This becomes the basis for your engagement.

In your case, it is obvious that you have not been able to establish the sound working relationships with your CEO and the business heads. Maybe you are yet to establish your credibility too. It is clear

that there exists a mismatch between what they expect you to do or they believe you can do and what you believe you can do or are expected to do. In such a situation, you cannot be patient and wait it out.

Recruitment decisions that you have cited in the questions have to be always made by the CEO/business heads. HR's role is to source the right candidates, provide opinion/advice as one of the panelist and facilitate the selection process.

First and the foremost, take stock of what your strengths are, talk to your CEO on what you can do and what you believe you should be doing. Understand his/her mind and opinion on what he/she believes they can do and should be doing. Get clarity on your positioning and start operating from your strengths rather than your beliefs on what your role should be. Your career will start moving up only when you demonstrate your capabilities, knowledge and skills. Just start performing. There is no point in sulking, this just creates negative energy. Your full alignment to the CEO to begin with, followed by alignment with the business heads should be the starting point. Classical HR organizations or the classical expectations from HR are difficult to exist in a small business. You have to be fully appreciative of the business needs and figure out what contributions you can make to help your organization succeed.



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Role of a manager is to help employees succeed and for this, he is expected to provide coaching, mobilize resources, give the team necessary updates, provide role clarity, set goals and communicate regularly

Resentment to daily updates is just a symptom

I am a manager in a growing BPO organization in the Indian IT city. We have recently hired 3 new MTs from a reputed business school, and I am facing trouble working with them. While they keep saying they will do the job on the said deadline and I do believe they will do it, but I feel compelled to take daily updates from them and this seems to annoy them. As it is their first corporate project, I need to take daily updates on the work done to ensure we are on track, while the MTs are anxious from these daily meetings and updates to report the work done. Since I am heading the project, while I know they are capable of committing to the deadline, I cannot do away with taking these updates as it is my responsibility at the end of the day. I am not sure how to take stock of this situation. I fear there is a disconnect between my managerial style, and the expectation of the MTs. Could this be due to the generational gap? Please advice.

Smart, well-educated, capable and confident people do not like to be micromanaged and that is what you seem to be doing. Older people may just tolerate, while younger people do not, because they have several options, which the older people did not have during their young age hence, maybe they have developed the tolerance.

On the one hand, you say that you believe they are capable and you are sure they will deliver the expected results and on the other hand you expect the daily updates. Is this not the contradiction? You have stated that “you feel compelled” to take daily updates. My question is why? Do the three MTs know where this compulsion

is coming from? Is it because of the criticality, complexity or the importance of the project or is it because of the managerial style that you have developed over time. From the question it is not clear to me. Please communicate clearly the reasons for such reviews. If your reasons have a sound logic and the business case, any reasonable person will not resist.

Role of a manager is to help employees succeed and for this, he is expected to provide coaching, mobilize resources, give the team necessary updates, provide the role clarity, set goals, communicate regularly, motivate them and of course ensure periodic reviews, recognize good work done, celebrate success against each milestone, etc. A manager has to ensure that his team members see the bigger picture and are aligned to him/her.

My questions: Have you personally established your own credibility with these MTs? Do they see you performing the roles that I have just illustrated? You have stated that you are heading the project; while that is a truth, it is also a truth that these 3 MTs are part of your project team and are equally responsible for the success of the project. Do they believe in this? Is it your project or your team's project? Have you made these young MTs an integral part of your team; did you share the vision and the importance of the project? Have you established a good informal as well as formal working relationship with these young new comers? Do they see value and the importance in your expectations of the daily project updates? Do they believe that you are adding value on a daily basis? Do they see the importance of these daily reviews?

Resentment to daily updates is just a symptom of something that has not been done right; it has nothing to do with the generation gap. ■■

Vivek is a Senior HR professional with over 35 years of experience, ranging several leadership positions, in India and abroad. He leads his consulting practice since 2003 and presently works as a Strategic HR Advisor to Reliance Industries, and is also an independent Director on the Board of Motilal Oswal Financial Services Ltd. Prior to this, he was based at Singapore for several years where he was Director HR - Operations at Hewlett Packard for the Asia Pacific Region.

Allow Vivek to clear your career and professional dilemmas by writing to us at
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Passion to Serve

Gurmeet Singh, Area Director of HR - India, Maldives & Pakistan, Marriott International Inc., shares with Basuri Dutta how change in the hotel business led to critical changes in their approach to people management



Q What are the key trends in the way people will be managed in the hospitality industry in the near future?

Any change in the approach to how people are managed in organizations, is completely a function of the requirements of business. There has been a sea change in the way hospitality is perceived today. Ten years ago, if I visited China I could have never imagined eating a *dosa* or listening to Hindi music. But today in Beijing, I have 10 Indian restaurants to choose from. Today with lots of people travelling internationally, air travel becoming easier, businesses becoming more globalized and lots of NRIs returning to India, the customer profile has changed. Today's customer has tasted the international hospitality experience, which provides a comparable benchmark with respect to the service design.

Earlier, when few domestic chains competed with each other, the customer expectation was of a different kind. With the international brands coming in, service design has undergone a transformation. Alongside, the expectations of the well-travelled customer, who has experienced international service quality have also changed. Therefore, the HR function now needs to get out of its offices and onto the battlefield. Stronger networks, better market intelligence, keeping pace with the latest trends in induction, training or compensation and the need for redesigning of all of these has become extremely critical.

Today, there is a non-negotiable demand to create transparency at the workplace. The current generation is more goal-oriented

and feels dejected when they are not recognized for their efforts. The meaning of loyalty has changed. If it took 5 years for a person to become a manager, it is not necessary that today's generation will also wait for 5 years to become one. Back then, for a hotel management graduate, the hotel industry was the primary career option available but today, they have numerous other options like aviation, customer service, call-centers, banks, etc. The talent competitors have become very diverse and employability has increased manifolds.

The management style is changing and will be more driven by empowerment. Even if employees make mistakes, have faith in them. 'Take care of your people and they will in turn take care of the customers and the customers will keep coming back'. This indeed needs a mindset change.

Q What characteristics should a people manager possess and why?

The ability to listen is the single most important characteristic that every people manager should possess. In a people intensive industry, where people come from a diverse spectrum of socio-economic backgrounds, from a Dharavi *chawl* to Malabar hill, a people manager has to engage with this entire spectrum. The ratio of educated and qualified people with college degrees to those who have no educational qualifications in a hotel is about 40:60.

In the kitchen, there is a big department of dish-washing and for the people employed there, the only job 365 days a year is washing dirty dishes. To keep the motivation

levels of that set of employees high, so that they keep going at their routine job, is a far higher challenge than motivating a qualified professional who graduates from a hotel management institute.

Listening helps in empathizing, understanding the problems and then finding solutions.

Q Do share an example of managing people which has been personally rewarding and meaningful for you.

This was not very long back at one of the hotel properties. There was a person in house-keeping who I used to observe on the floor. He was very good with people, very well built, had a desire to do something meaningful, but he was very active in the labor union, carrying out signature campaigns and instigating associates. One day, while sitting in the cafeteria, I struck a conversation with him and asked him why he was doing all this. He told me that he got some kind of a kick out of it. I told him that if his purpose was to look after the welfare of the employees, he should do something

Q What are the top 5 people concerns that you face every day. Personally, what has been the most challenging aspect of managing people?

The first one is maintaining consistency in people practices. It is a more challenging task when each hotel is an independent property, owned by a different owner and one is responsible for management of such properties. Updated knowledge is also becoming scarce among professionals. People are too confined to their own domains and market knowledge is missing. I see this urgency to complete the job and tick the check-box, without the same being thought through. Sometimes, people fall into the trap of having a microscopic view of their own hotel property, ownership being separate, ignoring the overall Marriott view.

Q What is your elevator pitch to justify investment in strong people practices?

I have a situational story. An operational manager goes to a Chief Executive and says, "Why do we need to spend so much on training our people? Let us stop all train-

IN BRIEF

Today's employees are well-informed and goal-oriented, and demand recognition for every achievement

Take care of your people and they will in turn take care of the customers

constructive and meaningful and still get that sense of accomplishment that he could in many other ways, than being a union leader. He came back to me a few days later asking what I had in mind and I told him that I wanted him to be a part of my department. He said he did not know anything about HR and I told him that it was my responsibility to ensure that he learnt and did something meaningful. Today, he is an assistant manager HR in one of the newer properties. His salary has doubled and he is at a point in life from where he can make a significant difference. It is heartening to see someone grow from the role of a union leader to a manager, handling complex responsibilities. His talking to the associates and narrating his own experiences has a far greater impact on them compared to some of the MBAs doing the same, since there is a greater connect. These things make the HR cake taste better.

ing because attrition is not coming down and people are still leaving. So, what is the point in having all this training?" The Chief Executive turns around and says, "I prefer to have a situation where people are trained and then some of them leave, rather than having a situation where we do not train our people and they do not leave. Imagine what will happen to my company?"

Q What makes it so difficult for most organizations to become great workplaces?

The only thing I can think of is passion. You need passion to build great workplaces. With what degree of passion is one doing the job that one is assigned? Sometimes, people do things just to tick off an item in the checklist. If 10 people are given the same recipe and ingredients for the same chicken curry, it will still never taste the same. The ones that are done with passion will always come out as the winners. ■■■

The HR Guy

HR should understand business but not forget that understanding people is HR's core competence

By **Elango R.**



A strange experience when you speak in external seminars and conferences, is listening to your own introduction. It sounds so awesome, you wonder if it is you and nervously look around to ensure that somebody else is not getting ready to speak. During one such introduction, I was called the quintessential HR professional...

Eh! I of course needed Google for deciphering 'quintessential' and a lot more help to decipher "HR professional".

Once I figured the meaning of quintessential - I had a new project to figure out: What is a typical "HR Guy"?

Who is he?

It is more likely a she and not a he. For some reason, women outnumber men in this profession. At my last count - for every 'he' there were three 'shes'

Hmmm... should I change "guy" to something else? - (Let me get to a central committee, put a policy together and come out with 5 recommendations to choose from...)

Before I get carried away... This is what I found that the world thinks of us

- bureaucratic, policy driven and process book bound!

Agreed. Human Resource professionals over the years have become an integral part of business and play a very active role in success or failure. However, we still struggle with legacy talent, hard-wired perceptions and a lot of baggage. If we need to assert ourselves and be seen on the same level as the CFO or a business head, we should explore the following:

1. HR is not a support function – HR is the custodian

We should segregate the employee services function of payroll, shared services, etc... from our real job. Protect the joint interests of people and organizations. HR is the custodian – it is the representative of business to the people and the people representative to the business. We should be seen as non partisan and objective. HR today is mostly seen as a service provider, support function and representative of business interests.

2. There are enough people to take care of P&L but not enough to take care of people

We should understand business but understanding people is our core competence. In all the rush to be business aligned, let HR not forget that their core

In all the rush to be business aligned, let HR not forget that their core job is people acumen and their primary responsibility is people

job is people acumen and their primary responsibility is people. However, to do that job, HR must understand business but need not become the custodian of the P&L. A lot of people get paid to do that. HR has to be the balancing factor.

3. HR is a specialist role not a generalist role

Many organizations treat HR as a rotation job. Many individuals treat HR as a good place to be whether they have the skill or not. We have to stem that tide. Like you need to be a CA, you need to be a certified HR professional to get in the job. Or at least we should demand that within 24 months of taking this profession, we get people certified. SHRM, NHRD and some progressive business schools have this facility – CHROs must actively push for this.

Maybe, this is the time to get an ICAI equivalent in HR. Is somebody listening?

4. Policy, Process vs People, Speed

I struggle with this many a times. A manager seeking an exception is very upset when you say no. But saying yes means you start a culture of exception and nepotism. A policy and process ensures fairness and transparency but at the same time slows you down. Without policy and process you can't manage and at the same time you need them. When is too much too much and when is it too less? With time, there is a balance with the right attitude we should be able to find.

5. Seat at the table

Many very senior HR professionals complain that they are brought in at the last minute of transactions, decisions and many a times are not at the decision making table. I find this really ridiculous – I guess this is a combination of weak HR professionals and business leaders not realizing the importance. This will change if we as HR professionals demand and deliver at the decision making table. No point in complaining! We got to start being seen as important to the

We got to start being seen as important to the decision process - it is not an entitlement but an earned right. Are you as an HR professional ready for your Karmic duty in your chosen profession?

decision process – it is not an entitlement but an earned right. How many HR professionals are thinking this way?

Like it or not – the HR profession is a critical function but may not be seen so across businesses. Otherwise, why do so few CEOs come from the HR fraternity; negligible companies have HR professionals on their board.

Whatever the reason, we as a community have to break this and enter the mainstream for which we need the confidence of both the people at the shop floor/cubicle and the suits in the board room. A tough call! But isn't that why we chose this profession? If it was easy we would have done our CA and become a CFO (I am kidding I can already see somebody typing how difficult the CA exam is and I am being stupid!)

I firmly believe that a company that puts people interests on par with their shareholders will be the best company. Maybe a little low on ROI but big on Gross National Happiness. Eventually all of this adds up to our Karmic list...

Are you as an HR professional ready for your Karmic duty in your chosen profession?

Love to hear your feedback as always, I am passionate about the HR profession and would love to see it become the differentiator for all the right reasons. ■■

IN BRIEF

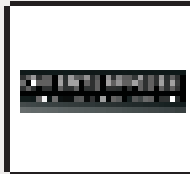
There are enough people to take care of P&L but not enough to take care of people

Elango R. is the Chief Human Resources Officer at MphasiS and author of the book "You Don't Need a Godfather". You can read his blog on www.ElangoR.com and follow him on Twitter @agastyasays

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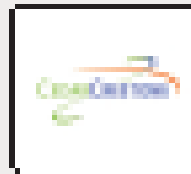
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Art & Science of Developing Leaders

20 JANUARY 2012, VIVANTA BY TAJ, BANGALORE

The last of the three-series roundtable organized by BIMTECH, People Matters & Aon Hewitt witnessed an august audience of industry veterans & academicians in Bangalore, who shared their experiences and learnings on the science of developing leaders

The increasing complexity in business has made leadership development a critical performance indicator for organizations. This draws the focus of the management towards an urgent need to pay attention to leadership development as a continuous process, to develop leaders across all levels in the organization.

The last of the three-series 'BIMTECH-People Matters- Aon Hewitt' roundtable on the 'Art and Science of Developing Leaders', focused on the third element of the leadership story. Having established the need for leadership, the roundtable at Bangalore particularly focused on how organizations can explore the science of developing leaders, which is an urgent need for most.



BEST PRACTICES IN HR, PARTICULARLY IN LEADERSHIP DEVELOPMENT, ARE CRITICAL IN TO PREDICT FUTURE GROWTH OF ORGANIZATIONS.

Dr H. Chaturvedi, Director, Birla Institute of Management Technology

Dr. H. Chaturvedi, Director, Birla Institute of Management Technology shared some vital numbers in his inaugural speech that had the audience thinking. He said, "Earlier, companies used to grow 3-4 percent annually, but in the recent past, it has been found that companies are growing at a rate of around 150 percent. The changing circumstances and business dynamics demand a close discussion to look at the best practices in HR, particularly in leadership development, in order to predict future growth."

In this backdrop, leadership development is a need that is seen across levels. There are certain critical aspects that can, in the least, prepare organizations to steer on the right path for developing leaders. Today's organizations must take into consideration aspects such as - are excellent leaders made or born; how can one develop leadership in oneself or other; can leadership be taught in a classroom session or is it to be developed over time; how do Indian leaders differ from their western counterparts; or are western models of leadership relevant in the Indian scenario.

Ajay Soni shared insights from a research, which brought forward matters of concern for CEOs of large businesses facing a leadership pipeline problem. He shared nine themes that can enable the development of a strong leadership pipeline, as derived from an AON Hewitt research. He emphasized that retaining and attracting top performers to emerge as leaders, requires investment on building a leadership brand. There must be a talent review process through which potential talent can be checked through multiple lenses, such as IBM's 360 degree appraisal. Further, leadership potential identification is becoming younger day-by-day as companies begin to start identifying leaders at a much early stage. Dayanand Allapur, Head - HR, TESCO, affirmed, "Programs like 'Catch them Young' are able to identify young leaders who are willing to face such challenges at an early age."

The implications of India becoming a global player, propels a need to initiate global leadership acceleration programs in organizations. Dr. Santrupt Misra, CEO, Carbon Black Business, Director - Group Human Resources and Director, Aditya Birla Management Corporation shares his thoughts, "A common notion is that only a MNC needs to have global leaders, which is incorrect as even a domestic company requires global leaders to manage its supply-chain, competitors and customers who could be global." S. Chandrashekhar, VP - HR, IBM adds to this and says, "The global mindset is about leveraging the best people across the globe, grooming them and developing the required competencies."

Further, the leadership DNA must be imbibed through an organizational process of mentoring for future leaders. As Dayanand explained, the role of mentors is critical in facilitating employees to move ahead and lead.

The discussion also centered on creating an environment to learn when people are pushed out of their comfort zone. Having identified the leadership potential in employees, organizations must show confidence in them and provide them with more challenging tasks. As Sanjeev Sahi, Group President - HR, GMR explains, "The organization must create an environment for experimentation that will allow people to grow."

Prof. J. Philip, President, XIME, Bangalore, explained how earlier scientists opined that behavioral aspects had nothing to do with leadership development, but now they claim that traits of leadership are visible through one's behavior. Therefore, organizations can effectively identify the leadership qualities relevant to their business, should they incorporate the appropriate practices. The roundtable discussion ended on the need for 'bright sizing' in organizations, and not just 'right sizing', which is of essence in present times. And for this, organizations have to get the right ingredients in place, to nurture the right leadership brand, and DNA in order to attract leaders across all levels, retain them as well as encourage a continuous feed to the leadership pipeline. ■■



LEADERSHIP POTENTIAL IDENTIFICATION IS INCREASINGLY FOCUSING ON IDENTIFYING LEADERS AT AN EARLY STAGE

Ajay Soni, Practice Leader, Leadership Consulting, AON Hewitt, Asia-Pacific



MENTORING WILL FACILITATE EMPLOYEES TO MOVE AHEAD AND EMERGE AS LEADERS

Dayanand Allapur, Head - Human Resources, TESCO



AS THE LEADERSHIP BRAND EVOLVES WITH TIME, COMPANIES MUST FOCUS ON BUILDING THEIR LEADERSHIP BRAND

Dr. Santrupt Misra, CEO, Carbon Black Business, Director - Group HR and Director, Aditya Birla Management Corporation



COMPONENTS OF LEADERSHIP BEHAVIORS SUCH AS EXTROVERTISM, EMOTIONAL INTELLIGENCE, COMMUNICATION ABILITY, ARE POWERFUL ATTRIBUTES OF BEING A SUCCESSFUL LEADER

Prof. J. Philip, President, XIME Bangalore



LEADERSHIP DEVELOPMENT IS NOT AN ART BUT IT IS A SCIENTIFIC ISSUE. COMPANIES MUST TAKE TIME TO MOULD THE LEADERSHIP PLAN

S. Chandrashekhar, Vice President - Human Resources, IBM



GROOMING LEADERS CAN BE DONE THROUGH THE PROCESS OF CHURNING THE BRAIN AND THE HEART AS BOTH DIMENSIONS MUST OPERATE TOGETHER

Sanjeev Sahi, Group President - Human Resources, GMR

FROM DESIGN TO DELIVERY

AIMA National Summit on Recent Trends in Compensation & Rewards

All India Management Association (AIMA), the national apex body for professional management in India envisages helping businesses evaluate how to build competitiveness of professional managers and in the process, bring excellence and sustainable advantage. Their endeavor is to bring this excellence on one platform where managers can benefit by sharing experiences by benchmarking, networking and learning from each other.

Under this umbrella, talent management and human resources become central to many of the initiatives that AIMA undertakes, both in training programs and conferences and within this theme, compensation and rewards is particularly important in this quarter. R. Sankar, Executive Director and Head – People & Change Consulting, PwC, Knowledge Partner for the event,

expressed, “Rewards is an integral part of talent management and there is no talent management without rewards, careers and leadership.”

This is the time for employers to broaden their perspective and learn from best practices in this space as they gear for the next financial year. As most organizations revisit their compensation strategies, plan their appraisals and look forward to new trends, ideas and practices during this time of the year, AIMA organized the National Summit in Compensation & Rewards to support this process. The two-day seminar brought into light, new trends and practices in the compensation & benefits space. It initially emphasized on how compensation and rewards play a role in not only attracting but also retaining talent and the way executive rewards can be the drivers for strategic change.




KAMAL SINGH

Director, All India Management Association

"AIMA has been organizing several programs on human resource management and we believe that if India has to really make its mark, it would be through its people. The competitive edge that the country enjoys today is its young population. AIMA is giving a lot of thrust to bring this talent forward and bring a lot of insight globally on this platform.

The purpose of the Compensation and Rewards Summit was to bring together all the relevant challenges faced by HR managers and leaders, on one platform. Apart from sharing insights into how compensation can be managed effectively, the intent is to look at the evolving trends as well. The seminar covers all aspects of compensation, right from design to delivery, including communication mechanism and administration mechanism. Particularly at this time, when the industry is under severe pressure of performance and delivery performance, what has been achieved in the past few quarters, is not that encouraging. So, how do we look at compensation as a parameter there? The aim is to understand how to move from one end to another end as far compensation and benefits is concerned."


R. SANKAR

Executive Director and Head – People & Change Consulting, PwC

"Organizations can either look at rewards in a very narrow way and view it as compensation, data, surveys, etc., or have a broader perspective and link it to their talent management strategy."


P. DWARAKANATH

Summit Director & Director – Group Human Capital, Max India

"The philosophy of the organization, reward & recognition policies, and compensation strategy should align with the business strategy."

The summit also stressed on the importance of the role of communication. Organizations might have the best schemes and great implementation strategies but the challenge is whether or not that is being communicated to the employees in a clear manner. Sharing his views, P. Dwarakanath, Summit Director & Director – Group Human Capital, Max India, said, "Organizations should establish a total rewards philosophy which is consistent, fair and equitable and it should be transparent and communicated well. The need of the hour is to focus on differentiation, specially based on performance to create a high performance culture to enhance productivity."

Domain experts also looked at practicalities of designing variable compensation and long term incentives, including ESOPs,

by sharing case studies. The purpose was to not only highlight how to design these compensation tools but also how to manage them and communicate them effectively.

The competitive advantage that India enjoys among others is its young population. The Summit held an exclusive session completely dedicated to Gen Y, and how to compensate and reward this segment at the workplace. The panellists focused on the varied expectations of this workforce and how to maximize the total reward strategy for this segment. The discussion gained more relevance because of the active participation of Gen Y professionals in the panel itself. AIMA once again delivered a complete learning experience for managers on how to make the best of their budgets for 2012. ■

NHRDN seminar 'The new ABC of talent acquisition – acquiring, branding & cost optimization'



Speakers at the NHRDN Seminar

National HRD Network & Shine.com organized a knowledge enriched one day seminar on "The New ABC of Talent Acquisition – Acquiring, Branding & Cost Optimization". The Seminar explored in-depth understanding and emerging trends in the various sub domains of talent acquisition throughout the day. Some of the eminent speakers for the event were; S. Y. Siddiqui - Managing Executive Officer, Admn (HR, Finance, IT & COSL), Maruti Suzuki & National President-NHRDN; Raghavendra K - VP & Head HR, Infosys BPO; Biswarup Goswami - Chief of HR, Emaar MGF Land; Renu Bidalia - Vice President- HR, Tata Communications; Vijay Deshpande - Vice President & Head HR - JK Tyre & Industries; Ayaskant Sarangi - Director-Organization & Staffing, GE India, John Mathai - DGM (HR), NTPC, Gagan Bhargava - Group Head HRD, NDTV and many more. Each of the speakers focused on the global trends, which are emerging in the talent acquisition space in an interactive and engaging module. *People Matters* was the media partner for this learning event.

Developing Women Business Leaders

All India Management Association (AIMA) hosted a national conference on the theme 'Developing Women Business Leaders' in New Delhi. The event focused on themes like Business Imperative for W – the Power of Womenomics, Providing Enabling Environments to Deliver Successful Women Leaders, Gen Y, etc. The event witnessed many eminent speakers from the industry, who shared their insights on the various aspects of leadership and challenges for developing women business leaders in today's times. The Conference saw many young and senior women and men managers, professionals, CEOs, HR & diversity leaders from both public and private sectors, entrepreneurs from different fields and

academicians and students, supporting women in corporate roles. *People Matters* was the magazine partner for the event.

Innovating the future of organizations

MTHR Global along with ITM Group of Institutes organized an event on 'How HR can innovate the Future of Organizations'. The event took place in Kharghar, Mumbai where about 350 diverse professionals gathered. The workshop combined elements of teamwork, language of art, power of ideation and driving forces of humans. The style used was that of artist Jackson Pollock, which abandons restrictions on brushes and easels. Energy and passion were evident on the faces of participants. Yet another inspiring event from MTHR Global.

ISTD national convention

The 42nd ISTD National Convention took place at Kolkata this year. The event witnessed numerous eminent speakers, HR thought leaders, practitioners, business professionals and students from across the country. Theme of the conference was 'Value creation through human development' and it included six technical sessions besides the inaugural and valedictory sessions. Some of the other sub themes for the conference were 'Leading High Performing Organizations', 'Human Development for Business Excellence', 'Strategic HR for Value Creation', 'HR as the facilitator for Values and Ethics', 'Leadership Development for Competitive Edge' and 'Innovative HR Strategies for Attracting, Shaping and Retaining Talent'. The convention also witnessed the Dr. Nitish De memorial lecture and a special address by Bob Morton, Chairman, IFTDO Board. The Advisory Body Meeting and National Council Meeting on the first day were other significant events of the Convention. *People Matters* had the privilege to be the media partners for the event.



Speakers during the ISTD National Convention



In Association with



Present

Seminar on The Pluses of Benefits & Rewards

"Moving beyond Compensation"

Thursday 16 February 2012, ITC Grand Central, Parel, Mumbai

Program Objective:

The objective of the Seminar would be to explore in depth the understanding and emerging trends in the various sub domains of Compensation and Benefits throughout the day.

Methodology:

The Seminar would have 4 Sessions with 3-4 Senior Industry Experts as panelists who would discuss and deliberate the challenges and emerging trends in a group discussion mode. The session would be moderated by a Session Chair who would act as a facilitator and a healthy challenger to engage all of the panelists & participants in debate, discussion & Q&A.

Interactive Panel Discussion Sessions on:

- Revisiting Compensation & Benefits Philosophy
- Relevance of Compensation & Benefits in Retention Strategies
- Rewards as a Retention Framework
- Revisiting the design & function of benefits

The Panelists:

- Asand Pillai – Chief Learning Officer, Reliance Industries
- Prince Augustin – Executive Vice President-HR, Mahindra & Mahindra
- Prasanna Rao – Sr. Vice President- HR, Shapoorji Pallonji
- Rajoreshi Ganguli – Vice President and Head Corporate HR, Dr. Reddy's Laboratories
- Dr. Prashant Nair – President & Head Human Resources & Financial Services, Thomas Cook India
- Abhay Valsankar – Chief Administrative Officer & Head - Human Resources, Ansys
- Dr. Asit Mohapatra – Director-HR-Tedies, Raymonds
- Preeti Gupta – Head, Rewards & Benefits, Group Human Resources, Aditya Birla Group
- Tojo Jose – Executive Vice President-HR, Blue Star Limited
- Pradeep Panda – Executive Director-HR & Admin, Binani Industries
- Hansant Behal – Senior Vice President- Group HR, RPG Enterprises.

Who should attend?

The program would be beneficial for HR Directors/Heads, Recruitment/Hiring Managers, Compensation Analysts/Managers, HR Generalists looking to specialize in Compensation & Benefits.

Timings:

- Registrations & Tea/Coffee : 8.30 am – 9.30 am
- Session : 9.30 am – 5.30 pm

Participation Fee (Per Participant)

Category	Amount	Discount & Payments
NHRD Members	Rs. 3000	10 % discount on more than 2 nominations from the same organization
Non Members	Rs. 3600	
B-School Students	Rs. 2000	

Seats are available on first come first served basis.

For more information, registrations please contact:

Syed Qasim Ali on:

qasim.ali@nationalhrd.org or, +91 9660989634

More details also available on

www.nationalhrd.org

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Panelists during the BraveNewTalent Series

BraveNewTalent series

On January 6, BraveNewTalent organized the first event of the “Talent Series” – a conversation about talent and technology focusing on the future of talent in India. About 40 people from organizations as varied as KPMG, Amazon, SAP, Hewlett Packard, Genpact, Intel, Oracle and Nike attended it. The panel comprised of some very exciting speakers like Pratik Kumar, Executive VP-HR of Wipro and President, Wipro Infrastructure Engineering; Madan Padaki, CEO of Erudient, a Manipal Group Company; Krishna Prasad, Chief Experience Officer/ Head of Digital of Dentsu and Lucian Tarnowski, Founder & CEO of BraveNewTalent. *People Matters* was privileged to be the media partner for this event.

Strategic workforce Planning

The Conference Board hosted a series of events in Mumbai, Bangalore & Gurgaon this month on the topic Strategic Workforce Planning (SWP). The roundtables were led by Dr. Mary Young, Principal Researcher – Human Capital, The Conference Board, who focused on SWP and how employers can ensure they have the right talent to execute their business strategy. She also stressed on the point of how SWP can enable companies to identify gaps in talent supply and demand, and to align their HR strategy with business priorities. The briefing highlighted new research findings from The Conference Board on global practices in SWP and the experiences of Indian companies with significant experience implementing Strategic Workforce Planning (SWP).

UPCOMING EVENTS

EVENTS	DATES	LOCATION	ORGANIZED BY
Total Rewards Conclave	2 February	Gurgaon	People Matters
How to Win Friends and Influence People: The Global Workshop	7 February	Mumbai	Dale Carnegie
Management Development Programme on HR for Non-HR Managers	8-10 February	New Delhi	NIPM
CII HR Conclave 2012	10-11 February	Jaipur	CII
“Become a Certified N.E.W.S. Executive Coach” in India	13-18 February	Gurgaon	Think Talent Services
India Leadership Forum	14-16 February	Mumbai	NASSCOM
Seminar on The Pluses of Benefits & Rewards- Moving Beyond Compensation	16 February	Mumbai	NHRDN
2nd Women’s Conference 2012	16 February	New Delhi	NHRDN
World HRD Congress 2012	16-18 February	Mumbai	Fun & Joy at Work
Measuring Return on Investment on Executive Education	21 February	Mumbai	Richard Ivey School of Business & People Matters
Train the Trainer Workshop on LSIP	23-25 February	New Delhi	School of Inspired Leadership
Measure Mind 2012	24-25 February	Kolkata	ILS Impact
2nd Automotive HR Conclave	16 March	Mumbai	Society of Indian Automobile Manufacturers

Note: Please note that this list is not exhaustive. We update this information on a regular basis. Please visit our website www.peoplematters.in/events for more information on events. If you wish to share information about upcoming events, please contact Pushkaraj Bidwai at pushkar.b@peoplematters.in

**JAYA NARAYAN**

nohrgyan.blogspot.com

In the organizational context, feedback is the cornerstone of communication and performance effectiveness process

Feedback is a Gift

The dictionary describes 'feedback' ("feed" + "back") to represent the return of a part of the output in a given process or system to its input. The term 'feedback' was originally used by scientists launching space shuttles to communicate data with the space vehicle in order to maintain peak performance.

In the organizational context, feedback is the cornerstone of communication and performance effectiveness process. As an individual, it helps us become more self aware and get in touch with our blind spots. The absence of a feedback mechanism (formal or informal) could result in creating blind spots – when you will never know how you are doing (current performance) and what you can do better or differently (potential).

When was the last time you sought feedback from your leader, colleague, significant other, family member or friend? How often do you invite it? Management research proves that high performing individuals proactively and periodically seek feedback to assess how they are performing, to determine the consequences of their actions and modify their behaviors. Here is a quick guide to giving and receiving feedback.

Giving feedback

- Feedback must be backed by data or specific incident or patterns of behavior.
- Be descriptive in sharing what you have 'seen' the individual 'do' or 'say'.
- Do not judge or label the person while sharing feedback.
- A good feedback conversation helps establish the dots between actions, reaction and consequence
- If you experience resistance (the other person gets defensive), it would help to step back (re convene later) or reframe the manner in which you are providing feedback to help them understand your perspective.
- Time your feedback by ensure that you and the seeker are in the right frame of mind.

Receiving feedback

- Be specific on your request – it's a good idea to share the reason why you are seeking feedback and what specific behaviors or areas you want the other to focus on.
- When the he/ she starts sharing feedback – just listen, don't defend or give explanation.
- Ask open ended questions or specific examples to make sure you understand the other's perspective.
- Keep asking – "what else", "anything more you want to add" to get the details.
- Focus on the future by asking advice on what you must do differently or better.
- Summarize in your own words what you have understood after the conversation to communicate what you have understood and the missing links.
- Sincerely thank the person for their time and inputs.
- Take some visible actions to demonstrate how you have incorporated the feedback you have received.

Find opportunities to give and receive feedback. It shows that you care about yourself and the others in your environment. Remember feedback is a powerful tool to help you and the others realize their full potential and release their brilliance!!

Want to try: The only way one can learn the art of giving and receiving feedback is by practicing. As the next step, this is what I recommend

Find one person you want to seek feedback from and ask them these questions:

- What are the areas of strength that I can leverage?
- What are the areas of development or opportunities that I need to work on?
- What do you see are ways in which I can maximize my potential? ■■

Jaya Narayan is an alumini of Tata Institute of Social Science with over 15 + years of rich multi organizational experience. Her passion includes executive coaching and organizational development.

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TOTAL REWARDS 2012

Based on interactions with over 30 buyers and sellers in the compensation and rewards space, *People Matters* covers the upcoming trends and landscape for 2012 and maps the offerings and service providers in this space.

This supplement also includes the listing of products and service providers available and completes specifications for the buyers' reference.

SERVICE PROVIDERS

- Kenexa
- Talentonic
- ESOP Direct
- QuadMo
- BenefitsPLUS
- Sodexo
- The Deals Point
- Rideau
- TriggerO
- Medall
- Purple HR Consulting

REWARDS LANDSCAPE & TRENDS

A deep dive into the trends, the expectations of organizations and what the providers have to offer in the rewards industry

By Rubi Taj & Arijit Chakraborty

IN BRIEF

This special from *People Matters* collates views of industry experts in the Total Rewards space and aims at bridging the prevailing gap between buyers and sellers

The pulls and pressures of optimizing human resource management have been increasing over the last few months and in the next financial year, they will continue to rise. HR decision makers are increasingly looking at making each of the HR functions more efficient and effective. HR transformation and the emergence of players in the HR Industry will facilitate this journey.

Traditionally, the consulting service providers have dominated this segment, from access to data for benchmarking purpose, to support in reward and compensation strategies, to design and implementation of reward programs.

Today, there are many players, which are emerging strong in this space. There are the consolidated consulting giants, boutique firms, niche advisory services for tax and long term equity, insurance brokers, reward and recognition specialists, technology platforms and organizations focusing on providing corporate wellness solutions and other extrinsic benefits

like childcare and concierge services. All these players aim to solve the challenges that organizations are facing in this function and represent a growing sub-segment of the HR Industry.

The landscape: An overview

The problems to be solved have led to business propositions on their own right. Each of the challenges are related to the different components of the Total Rewards structure or to the function itself.

One way to dissect this landscape is to separate the elements and to identify players that specialize in them. Firstly, any total reward structure would have a cash or compensation component. This would include near-cash allowances included for tax purposes; benefits like life insurance, medicaid, cars on lease and others; some element of Short Term Variable Pay (STVP), like incentives, commissions and bonus, all payable in the same appraisal cycle; Secondly, there could be long term variable incentives, like ESOPs, or deferred cash; thirdly, recognition and non-monetary rewards and finally, extrinsic rewards like any benefit derived from corporate wellness plans, childcare, concierge service, office pickup and drop services, and access to discounts derived from grouping.

Today, there are players who have found their space targeting one or more

One of the barriers to outsourcing is the resistance to sharing confidential information with an external service provider

of these elements, supporting organizations to design, deliver and maintain them effectively. For the purpose of this story, we have focused only on pure compensation and rewards components, keeping aside other elements that are also a part of the Total Rewards definition, like culture, training & development, and career.

Each component would have its own ecosystem comprising of consulting firms, technology platforms and specialist partners, and the offerings will range from high expertise-low volume, to transactional-scale.

Total Rewards consulting

The consulting space in this segment aims at targeting rewards strategies adopted by companies. The scope of involvement can be as broad as looking at how the reward strategy leads the talent management strategy, to focusing on deployment of the reward strategy.

In the consulting arena, there are the management consulting companies like E&Y and PwC that have a human capital practice that caters to support clients' needs. These are full service firms that can provide end-to-end consulting in rewards and adjacent areas like taxation, legal and compliance that can emerge from a rewards intervention.

Subsequently, there are the full-fledged human capital management consulting outfits, like Aon Hewitt, Hay Group, Mercer and Towers Watson that have a wide service offering across the human capital value chain including other areas beyond Total Rewards.

Also co-existing in the consulting space, are the boutique consulting providers like Talentonic that targets the same space and there are players like ESOP Direct and Just Esops that focus purely on consulting and implementation of ESOP plans.

Most often, these consulting companies provide advice, access to technology and the ability to implement and handhold the client until the reward system is stable. Some of these players also have an outsourcing arm for payroll and benefits administration.

Insurance brokers & insurance providers

The biggest expense in the non-cash Total Rewards basket is that of medical insurance. Medical inflation has been high and the challenge for organizations is to ensure that they get the right insurance

policies without increasing the premiums. The viability to group and negotiate rates for life and medical coverage has made this space increasingly attractive. Some organizations use insurance brokers like Medimanager, Vantage and Marsh to negotiate prices and compare products and some contract directly with the insurance company. In between the organization and the broker or insurance company, there are companies that manage the entire mechanism of payment and claim processing between the insurer/broker, the health care center and the employee (company), E-Meditek is such an example. These companies provide a common platform for insurance companies, corporates, brokers and individuals to manage their claims.

Buyers are unaware of the options available in the market and even if they are conscious of the services, the value proposition is not clear

Specialized benefits providers: Car leasing

Car leasing is normally used either as a perquisite (cars offered for senior management) or as "tools of the trade" (cars for roles that require commuting like sales, for example). In the first case, industry benchmarking, taxation considerations and the compensation philosophy of the organization determines the provision of this perk. The second case, normally occurs in industries wherein their employee base is spread across cities, like agri-based companies, pharma, and chemical companies where cars are provided to execute the work more efficiently. On the one hand, it makes employees mobile, while on the other hand, companies need not maintain these costs on their balance sheet as the provisions of dealing with car insurance and servicing is leased to a leasing company.

Rewards & recognition, getting warmer

Rewards, recognition and loyalty programs have succeeded in creating a niche space for themselves in India. While organizations have been traditionally designing and administering reward and recognition programs in-house, a new range

Companies will strive to benefit employees without changing their CTC, which will see the emergence of non-cash and non-monetary benefits

of players have emerged who can bring efficiency, technology, expertise and scale can help organizations in devising rewards and recognition policies more strategically.

Looking at this sub-segment, there are three categories of service providers:

First, there are companies who provide gifts, coupons, certificates, access to discounts, etc. These organizations provide opportunity to employees to get access to new products at discounted rates. Some of the e-commerce companies are eyeing this space to provide best deals derived from grouping people in an organization's cluster.

Second, there are companies that provide a technology platform; a web-based solution with a self-service model where managers can recognize and reward employees. This model also enables managers to make an instant decision without waiting for an approval because the budget and business rules governing the recognition system are built into the system. Such

software are either available on SaaS (Software as a Service) model with a low monthly user fee and no capital expenditure, or they can be integrated on SAP or the company's HR systems. A considerable number of these companies also provide an extensive catalog of products for employees to choose from, whereas some players provide options of redeeming points in cash via payroll. The technology platform also offers 'Facebook' style customized portals, which are designed for the purpose of sharing and communicating recognition across organizations, thereby leveraging the power of "social recognition".

The third category, is that of recognition providers. The focal point of these providers is to assist organizations achieve targeted business results with the help of recognition. This is done by identifying the behaviors to be impacted, designing a suitable recognition program and using a technology platform to implement and analyze the data, which is utilized to observe the complete progress and effect of the recognition initiative.

However, in many cases, it is difficult to segment the service providers into these three categories as there are some players who offer the complete suite of services, while others either offer one or a combination of two of the services mentioned above. For a ready list of these players, refer to the listing of service providers in this supplement.



SMART ORGANIZATIONS ARE CARRYING OUT EXTENSIVE SURVEYS TO FIND OUT WHAT THEIR EMPLOYEES ARE LOOKING FOR & ARE ALIGNING THEIR BENEFITS & REWARDS TO THE EXPECTATIONS OF THEIR EMPLOYEES.

Mark A. Szytko, CCP-GRP, Kenexa



COMPANIES HAVE THEIR REWARDS AND RECOGNITION BUDGETS AND POLICES BUT THEY LACK AN INSTITUTIONALIZED FRAMEWORK AND WILLINGNESS FROM THE TOP MANAGEMENT.

Paras Arora, Co-founder and CEO, TriggerO



ORGANIZATIONS ARE INCREASINGLY CONCENTRATING ON CREATING LEARNING AND DEVELOPMENT OPPORTUNITIES WHICH ARE LIFE RELATED TO HELP EMPLOYEES CONNECT WITH A PART OF THEIR LIFE.

Sandeep Banerjee, MD & CEO, Edenred



TOTAL REWARDS NEEDS TO GO BEYOND THE TRADITIONAL DEFINITION OF TOTAL COMPENSATION AND NEEDS TO SUPPORT BUSINESS OBJECTIVES AND RE-INFORCE THE DESIRED CULTURE WITHIN THE ORGANIZATION.

Dhritiman Chakrabarti, Country Leader (India), Towers Watson

Corporate wellness

At a macro level, corporate wellness includes everything from fitness, ergonomics, physical, mental and emotional health. Client organizations have started viewing this space from a larger perspective. Employers are now using health to improve productivity and along with offering various medical benefits to their employees, they are also organizing regular health checkup camps. It is becoming increasingly important for employers to ensure that there is optimum employee engagement, which can only happen when they are physically and mentally healthy. This is an emerging area and a lot of players are specializing in these services but there seems to be an opportunity for players in silo, which provide end-to-end corporate wellness solutions.

Challenges

With the exception of consulting (albeit to some extent), the compensation and rewards marketplace is still in a very nascent stage in India. The services that are mostly used are salary benchmarking, buying of data and specialized support for complex products like insurance and long term equity based plans. The level of outsourcing in the rest of offerings is still low as compared to matured markets like the US. MNCs tend to outsource more in general and specifically in rewards. Some have even outsourced their entire

administration of compensation and benefits program. Indian organizations and even most Indian multinationals engage with service providers only in very specialized cases. From running their PF funds, superannuation trusts, to administration of payroll and managing reward and recognition programs, a majority of organizations have opted to keep this function in-house.

These are the key challenges that organizations face when considering outsourcing in this function:

Sharing of sensitive data like payroll or employee records can be bottleneck. One of the barriers to outsourcing is the resistance to sharing sensitive/confidential information with an external service provider. For most services in this space, this is a requirement for the model to run. For example, if an organization is considering outsourcing their reward and recognition program, one of the key requirements is to map the entire database on the engine so that the reward points can be distributed and are encash-

The level of outsourcing in the Total Rewards space is still low as compared to matured markets like the US



IT'S NOT ONLY ABOUT CASH COMPONENTS OF REWARDS BUT THE NEED IS TO FOCUS ON RETENTION, ORGANIZATIONAL CULTURE, LEARNING & DEVELOPMENT AND CAREER OPPORTUNITIES.

Sandeep Chaudhary, Regional Practice Leader, Compensation Consulting, Asia Pacific, Aon Hewitt



FIXED PAY SHOULD BE ATTRACTIVE ENOUGH TO ACQUIRE TALENT BUT RETENTION WILL COME ONLY AS A RESULT OF THE LONG TERM PAY, THERE HAS TO BE A BALANCE.

Judhajit Das, Chief of HR, ICICI Prudential Life Insurance Company



A LARGE PART OF THE REWARD PROGRAM WILL BE DEPLOYED IN DRIVING LONGER TERM BUSINESS IMPERATIVES THAT BUILD ON INTRINSIC STRENGTHS.

Charu Dewan, Head HR, Lease-Plan India



A LOT OF ORGANIZATIONS ARE NOW CONCENTRATING ON WEALTH CREATION AND HOW TO RETAIN GOOD TALENT FOR THE LONGER TERM.

Deepak Dhawan, Founder & CEO, Talentonic

Organizations are apprehensive about the fact that there might be a gap between sales and delivery of service providers. The concern is that sales might subdue content and methodology

TOTAL REWARDS SERVICE PROVIDERS*

Compensation & Rewards Consulting

- HR consulting practices of audit firms; E&Y, PwC, KPMG and HR consulting practices of technology firms: IBM, Accenture.
- Specialized consulting firms: Aon Hewitt, Mercer Consulting, Towers Watson, Hay Group
- Niche' or specialized players: Talen-tonic, Kenexa, Purple HR Consulting, Cerebrus Consulting, ESOP Direct, Just Esops (for ESOP consulting), Rideau (for reward & recognition consulting)

Benefits

- Companies providing insurance advice and brokerage: Medimanage, Marsh India, Vantage India
- Car leasing services: LeasePlan India, ALD Automotives, Arval
- Emerging corporate wellness services: Quest Diagnostics (labo-

ratory testing, information, and services), Medall (diagnostic service centers), 1 to 1 Help.net (counseling)

Reward & Recognition Space

- Emerging players in this space providing a combination of consulting, technology, platform and implementation support: Employee benefits and reward programs: Benefits Plus, Corporate Perks, Edenred, Grassroot, Payback (i-mint), QuadMo, Rideau, Sodexo SVC India, TriggerO.
- Loyalty programs, discount and catalog: Accentiv India, eYantra, Gift Links, Klisma, LoyaltyOne, Privilege Corner, RewardPort, The Deals Point.

**This is only an indicative list and should not be seen as exhaustive. We encourage our readers to write to us to complete this classification to info@peoplesmatters.in*



MANAGING THE HEALTH RISKS OF EMPLOYEES WILL PLAY AN IMPORTANT ROLE IN IMPROVING PRODUCTIVITY AND ENGAGEMENT IN THE COMING YEARS.

Dr. Sumit Dutta, MD, VP & GM, Quest Diagnostics



THE FOCUS IS TO UNDERSTAND THE ECOSYSTEM AND HOW BEST ONE CAN DELIVER VALUE, SUSTAIN AND EVALUATE EMPLOYEE BEHAVIOR FROM A REWARD PERSPECTIVE.

Sridhar Ganesan, Managing Consultant-Mumbai Operations & Head - Reward Services, Hay Group



EQUITY COMPENSATION HAS BEEN IN USE IN INDIA FOR ALMOST 2 DECADES AND HAS CERTAINLY EVOLVED AS A STABLE AND WELL ACCEPTED FORM OF COMPENSATION.

Harshu Ghate, Co-Founder & CEO, ESOP Direct



ESOPS HAVE BECOME QUITE PREVALENT ACROSS ALL SECTORS AND EVEN CONVENTIONAL SECTORS HAVE STARTED USING THEM AS ATTRACTION, RETENTION, REWARD AND PERFORMANCE DRIVING TOOLS.

Tarun Gulati, Founder & CEO, Just Esops

able. Although service providers claim to be equipped to manage this responsibility, there is a huge apprehension and overall cautiousness from the buyer's side in terms of the level of efficiency of service providers.

Distributed workforce poses a challenge in deployment. Some industries have distributed workforce across cities and not every employee has access to a computer or even Internet in order to deliver those services. Most service providers today provide modules that can be delivered on smartphones to solve this problem.

No clarity over value proposition from available options. Buyers are unaware of the options available in the market for them and even if they are conscious of the services, the value proposition is not clear.

Identifying the right vendor that will deliver the value proposition. Organizations are apprehensive about the fact that there might be a gap between sales and delivery. The concern is that sales might subdue content and methodology. Buyers strongly focus on methodology, content, competence and the ability to bring senior level experience and potential in a project.

Build or buy dilemma - Many of the services and products available, target a problem that is either being tackled with

When it comes to outsourcing, there is no right or wrong answer; it is a decision to be taken by the management team in the organization

internal resources in some cases or not being tackled at all. Client organizations will need to assess the requirement of scale, expertise and advantage vis-à-vis the required investment.

When it comes to outsourcing, there is no right or wrong answer; it is a decision to be taken by the management team in the organization. The decision whether or not to outsource rests on a number of parameters including that of internal expertise, access to technology that will bring efficiency to that function, strategic positioning of HR in that given organization and most importantly, availability of service providers that can provide those services bringing in the edge of expertise, efficiency and scale. Organizations will have to examine intricately the exact ways in which outsourcing certain elements can either bring value or add value. The service providers on their part need to educate the buyers to minimize the present trust deficit.



IN INSURANCE, THE MARKET IS GOING TO EXPAND AND PEOPLE WOULD WANT MORE AND MORE SPECIALIZED HEALTH CARE TREATMENT IN THE BEST HOSPITALS.

Anil Khanna, CEO, E-Meditek



R&R MUST BE TREATED AS AN EXTRA LAYER AND MUST NOT BE LINKED IN ANY WAY TO SALARY STRUCTURE OR CONFUSED WITH PAY PACKAGES.

Girish Khare, CMO, RewardPort India



RECOGNITION IS STILL CLUBBED WITH REWARDS AND IS AN "ACT OF FAITH", A "NICE THING TO DO" IN MOST COMPANIES.

Jayanth Narayanan, VP & MD, Asia Pacific Operations, Rideau Recognition Solutions



THE EVP MAY BE REDEFINED WITH MORE STRESS ON 'SOFTER' ASPECTS AND HOW EMPLOYEES PERCEIVE DIFFERENT TOTAL REWARDS BENEFITS AND THE WAY THEY WOULD LIKE TO USE THEM.

Vivek Nath, Managing Director, Towers Watson

PREDICTION

Increase in the variable component, differentiation and freedom to choose will redefine compensation structures in 2012

TRENDS – 2012

The impact of the global economic recession has had varying effects on economies across the world. The affect in India is lesser but it is deeper than what was estimated by financial experts. The contagion of the crisis has spread across India, but on a macro level, the effects are subdued owing to the potency of the domestic demand, the prevalence of domestic investment financing and robust balance sheets of corporates in India. Despite these factors, the Indian economy is bearing the brunt of the downturn and the overall economic growth of the country is gradually decreasing. A recent UN report stated that India's economic growth will remain restrained at 7.7 percent in 2012 and 7.9 percent in 2013. According to RBI's recent monetary policy review, the baseline projection of GDP growth for 2011-12 is revised downwards from 7.6 percent to 7.0 percent.

As per Nalin Singla, Global Head – Rewards, Ranbaxy Laboratories Limited, the effect on the economy would not have been so strong in the past because the compensation levels in India were relatively low but in the present context, India is cutting thin on arbitrage and Indian salaries are at par with any developed economy and hence, the impact is more significant. Sandeep Chaudhary, Regional Practice Leader, Compensation Consulting, Asia Pacific, Aon Hewitt,

opines, "There is a definite global crisis in Europe and US, and as a result, India is also seeing an impact. With poor politics and poor governance, our situation is not becoming better and our GDP has been revised to a humble 7.6 in 2011. Organizations will be more cautious in 2012." Industry experts do not see the current situation in a very positive light, but there is an element of cautious optimism slowly sneaking in.

Effects on Total Rewards

In light of the gloomy economic scenario, industry players have to rethink and reconsider their employee engagement policies. Organizations are faced with the challenge to not only retain and engage employees, but also to continue doing so with cost in mind.

In this scenario, the entire concept of Total Rewards is gaining new momentum. The theory of Total Rewards, which evolved not more than a decade ago, is undergoing a transformation of sorts. Rewards, which were primarily viewed as a mere black box, have moved into a completely different sphere and are considered to be the most crucial tools for employee engagement. With the advent of MNCs in the last two decades, organizations have started getting involved in market studies to comprehend trends and practices, and are increasingly trying to understand the existing ecosystem to work on delivering value, sustaining and evaluating employee behavior from a reward perspective.



HR DEPARTMENTS ARE LOOKING FOR SOLUTIONS TO INCREASE EMPLOYEE ENGAGEMENT AND PROVIDE MAXIMUM BENEFITS TO THEIR EMPLOYEES AT REDUCED COSTS.

Partha Neog, Co-Founder, The Deals Point



REWARDS WILL COME FOR HIGHER CONTRIBUTION NOT ONLY IN ONE'S OWN AREA BUT ALSO IN ALLIED AREAS AND OTHER ASPECTS OF THE ORGANIZATION.

Rajesh Rai, Director HR, Benetton India



ORGANIZATIONS ARE BEGINNING TO REALIZE THAT EMPLOYEES TODAY PLACE A MUCH HIGHER EMPHASIS ON RECOGNITION & VISIBILITY FOR THEIR ACHIEVEMENTS.

Rohit Rawal, Co-founder, QuadMo



WHAT WILL DIFFERENTIATE ORGANIZATIONS IS THE ABILITY TO LEVERAGE TECHNOLOGY BASED PORTALS, CALCULATORS AND SIMULATORS TO EMPOWER EMPLOYEES TO UTILIZE THEIR BENEFITS OPTIMALLY.

Sonali Roychowdhury, Head HR, P&G

There is a more holistic approach towards rewards and companies are realizing that even though data might be an integral element for factual comprehension, it is equally important to have a reward philosophy in place. "Attract, retain and motivate is not a choice but an outcome and therefore, we see a lot of our assignments focusing on design and philosophy," says Sridhar Ganesan, Managing Consultant-Mumbai Operations & Head - Reward Services, Hay Group. As a result, organizations are gradually moving away from a data driven approach, towards a more philosophical approach.

Trends - What will happen in 2012?

1 Variability driven by unpredictability

The combo of economic downturn and volatility in the market has given rise to a sense of unpredictability and an element of cautiousness is prevalent. Across industries, HR professionals are experiencing that while there is a substantial talent pool keen to join the big brands in the industry, there are people who are holding the company to ransom. This is one of the major reasons as to why the predictability in the compensation and planning of costing for the year is reduced and this predictability is going to further reduce in 2012. As a result, there will be a pressing need for organizations to

construct a balance between retention and consistency. This will ultimately put demand on the rewards and compensation team to work towards retention, as replacement has a higher cost factor involved. Companies will either follow their existing paths or think out-of-the-box and innovate in terms of imbuing a sense of excitement amongst employees to grasp their attention. More importantly, organizations will have to innovate and create a structure, which provides flexibility at the unit level.

Variable pay will be linked with the overall performance of the individual and as organizations cannot reduce or avoid increments, productivity will have to maximize. The percentage of variability at senior levels is almost 50 percent whereas it is anywhere between 20-30 percent for middle management employees.

2 Segmentation and focus on performance

Performance management has been in the limelight now and ratings are linked to the payouts. Organizations are focusing more on reliability of performance rating, which is linked directly to the performance of the organization, which in turn is linked to the final payout. With limited budgets, the criterion for differentiating performers from non-performers is going through a transformation and companies have raised the bar of their acceptance of low performance.



COMPANIES ARE BEING CAUTIOUS AND IT WON'T BE SURPRISING THAT THE AVERAGE INCREASE ACROSS LEVELS MIGHT BE SINGLE DIGIT.

R. Sankar, Executive Director and Head - People & Change Consulting, PwC



THE FOCUS WILL SHIFT TO INCREASING VARIABILITY IN COMPENSATION, WHICH IS DIRECTLY LINKED TO EMPLOYEE PERFORMANCE AND TO COMPANY'S PERFORMANCE TO SOME EXTENT.

Gokul Santhanam, Senior VP & Head - Global Compensation & Benefits, Mphasis



THE TREND OF COMPANIES LOOKING AT REWARD AND RECOGNITION MORE STRONGLY IS DEFINITELY INCREASING BECAUSE THE MARKET PLACE HAS BECOME MORE COMPETITIVE.

Paul Shoker, Founder & CEO, BenefitsPLUS



THERE WILL BE A STEEP DIFFERENTIATION LEVEL BETWEEN PERFORMERS AND NON PERFORMERS AND MULTIPLE WAYS OF FURTHER DIFFERENTIATION WILL BE DEVISED.

Nalin Singla, Global Head - Rewards, Ranbaxy Laboratories

Segmentation in terms of rewards linked to the kind of existing workforce present in an organization, will be a major trend this year. The priorities and expectations of the new workforce are considerably different and that will persuade companies to work on restructuring their pay packages and make them more flexible. "There will be changes in structuring pay packages and flexibility around those designed for this younger workforce," says Puneet Swani, ASEAN Information Product Solutions Business Leader, Mercer. This indeed will be a step towards empowering the employees with a choice to decide their own compensation and benefits structure.

3 'Cost to Company' approach Compensation is gradually becoming a part of 'Cost to Company' in the IT/ITeS and other service industries. One such example would be that of cash compensation against perks, where an employee has the choice of converting benefits and perks into cash. Companies will also strive to benefit employees without changing their CTC, which will see the emergence of non-cash and non-monetary benefits.

A closer look

Show me the money

The trends in the cash component will differ, based on industry standards. The

banking sector will get some respite as interest rates, which went sky high, are expected to come down considerably. This, in turn, will give boost to the real estate and automobile sectors as a result of which they will devise better reward strategies. In the retail sector, FDI will have a significant positive impact and other industries like BFSI, FMCG, hotels and hospitality, will also pick up pace in 2012.

As far as compensation is concerned, industry players have differing views. According to Rajesh Rai, Director - HR, Benetton India, the average salary increase would go up to at least 12 percent from 11 percent in 2011 and therefore, reward strategies may undergo further changes. Likewise, Sridhar Ganesan, Head - Reward Services, Hay Group feels that the increment will still be double digit, anywhere between 10-12 percent, though the ratio of fixed to variable in this context would depend on the economy and outlook of the particular organization. Sandeep Chaudhary, Regional Practice Leader, Compensation Consulting, Asia Pacific, Aon Hewitt, says, "Sectors that are a little concerned with the situation will see 8-10 percent increase in salary, whereas the insurance and pharma sectors will see 10-15 percent increase in salaries." Puneet further adds, "The double digit salary hike is definitely coming down after a considerable increase 2 years ago. Now, we are more in the range of 12-13 percent depending on the industry one belongs to."



IN THE ABSENCE OF A STRONG TALENT MANAGEMENT PROCESS, IT IS UNLIKELY THAT A COMPANY WILL HAVE A WELL THOUGHT OF COMPENSATION STRATEGY.

Sudhir Sohoni, Founder Director, Purple HR Consulting



COMPANIES HAVE RAISED THE BAR OF THEIR ACCEPTANCE OF LOW PERFORMANCE AND THERE IS A VERY VISIBLE DIFFERENTIATION IN TERMS OF PERFORMANCE.

Puneet Swani, Information Product Solutions Business Leader, ASEAN, Mercer



REWARDS AND RECOGNITION PROGRAMS ARE RAPIDLY BECOMING A NECESSITY IN THE WAY COMPANIES ATTRACT, RETAIN AND MOTIVATE EMPLOYEES.

Ashish Talwar, MD, Motivation Solutions, Sodexo SVC India

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On the contrary, some industry experts are of the opinion that a hike in the fixed compensation will not be as high as the last financial year, and in some cases, they might not happen at all this year. Gokul Santhanam, Senior Vice President & Head - Global Compensation & Benefits, Mphasis, opines, "Some companies might even resort to salary cuts in order to take care of the impact they are facing from the global recession." Although a few industry experts are optimistic regarding the increments, owing to the vulnerability of the market, industry players perceive cautiousness. Whatever the case may be, the emerging role of variable pay is quite evident. Organizations are increasingly considering redesigning their compensation strategies in order to align with the present market situation.

The need of the hour is to indigenously innovate best practices and look at rewards and recognition from a holistic perspective

Short term vs long term pay

From a reward framework perspective, long term incentives are gaining prominence to drive business agenda and right behaviors. Organizations want to focus more on creating wealth and remuneration for their employees. Long term incentives are becoming a vital element of the entire rewards framework and companies are involving their employees in the overall organizational growth. The purpose is to imbibe a sense of ownership within the employees so that they feel they too are a part of the overall organizational goal. Equity compensation is emerging as one of the most important components of long term incentives and is evolving as a well accepted form of compensation. Even though during the last recession, there was reluctance in terms of investment, the confidence in the economy is back. A number of companies are resorting to ESOPs as a part of long term incentives. The instruments of ESOPs are linked to the growth story of the economy and as long as that continues, the instrument will continue.

Contrary to the belief that long term compensation is taking the front seat, some industry experts stress that short term compensation is going to be the focus.

"Because of the pressure of talent acquisition and the shortage of talent, one of the problems companies are facing is the pressure to improve short term compensation as compared to long term," says Deepak Dhawan, Founder & CEO, Talentonic.

The problem that arises is that compensation is not looked at from a strategic perspective in India. The idea of long term compensation is not well marketed to the employees and there is a trust deficit. Compensation alone cannot change the culture of the organization; there has to be a balance between the vision, leadership communication and compensation design. There has to be a right mix of benefits, variable pay and fixed pay to retain, motivate, engage and attract talent. Along with the monetary elements, the non-monetary elements are equally crucial. The monetization of programs and making it a part of the overall reward design has become imperative.

Emerging strong: Non-cash components

Non-cash components are an emerging component in today's total rewards scenario. Insurance, corporate wellness programs and other support benefits like concierge services, gyms, child care centers, etc. are all a part of non-cash compensation. Judhajit Das, Chief of HR, ICICI Prudential Life Insurance Company, says, "HR policies are also becoming more aligned to benefits and are gradually acknowledging the relevance of flexibility like sabbaticals, continuing education, more relaxed maternity norms for women, marriage leaves, etc."

Medical costs are increasing at an alarming pace and insurance premiums are rising at a rate of almost 20 percent a year. Employees want more and more specialized health care treatment and their expectations are going higher. Companies are witnessing an increasing number of claims as employees feel it is their entitlement to avail a five star facility even for a very minor disease. This misconception has to be changed and hence, employers are working at innovative designs in terms of co-pay options where a part of the premium is paid by the employer and one part is taken care of by the employee.

Also, from a benefits perspective, life insurance policies are becoming more prevalent as compared to the traditional healthcare and personal accident insurance policies. "As healthcare costs and expectations increase, people will continue to buy

insurances and apparently employees will value medical benefits offered to them," says Anil Khanna, CEO, E-Meditek. Consequently, many business groups in India have started offering medical benefits on actuals, which is a very high impacting benefit and is explicitly being communicated to employees.

Corporate wellness

Employers are using health benefits to increase productivity; hence, the significance of corporate wellness becomes all the more important. The scope of employee wellness has broadened and at a macro level, includes aspects of fitness, ergonomics, mental health, etc. Employers are looking at supporting their employees to remain healthy and fit as that consequently will enhance the overall organizational performance.

Rewards & recognition

"Rewards and recognition programs are rapidly becoming a necessity in the way companies attract, retain and motivate employees, as today's dynamic workforce is looking for instant recognition on achieving every milestone," expresses Ashish Talwar, Managing Director – Motivation Solutions, Sodexo SVC India. Total Rewards covers all four aspects - compensation, benefits, environment for employees to enjoy the time they spend in the organization, and the development and learning potential of employees. In the rewards and recognition space, companies are structuring creative and meaningful benefits to fill the emotional connect. "Employees today also expect a much higher frequency of recognition and are not always satisfied waiting till the end of the quarter or the year for their recognition to come through," says Rohit Rawal, Co-founder, QuadMo.

Given the gloom and uncertainty prevailing in the economy, coupled with very less increase in fixed pay in the near future, companies are looking at devising strategies to enhance their reward and recognition programs. As a result, companies are preparing to spend more on reward programs and the focus on intangible benefits will take the forefront. Employers are empowering their employees with more choices in terms of rewards, thus experiential products are becoming the obvious choice. The rewards space is growing at a rapid pace and is becoming an integral component of the Total Rewards arena.

Going forward

The time is apt for organizations to help their key employees stay productive, focused and loyal. Retention will gain more importance than ever before and budget constraints will also play a vital role in influencing the compensation strategies of employers. The need of the hour is to innovate and look at rewards and recognition from a holistic experience. Short term variable pay is expected to take the forefront, whereas a lot of companies will also look at long term incentive plans to retain and motivate their talent pool. Going forward, organizations will have to uphold a more extensive perspective of Total Rewards and also focus on non-cash components and the value of benefits. ■■

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Clients' profile

Kenexa provides compensation data and software solutions to large and mid-sized corporations around the world, spanning all industries.

Overview of services

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 - Tools for building composite market rates
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 - Job description management
 - Salary structure development and management tools
 - Merit budget modeling

- IPAS – global compensation data for high-tech multinationals
 - Nearly 400 participants across 100+ countries
 - Key data on base salary, incentives, allowances, benefits, long-term incentives and merit increase budgets
 - Breakouts by revenue, geography, industry segment and new hires versus existing hires

Key differentiators

Two of our organization's key differentiators are our *Breadth of Compensation Solutions* and our *Depth of Experience*.

Breadth of compensation solutions

Kenexa's highly configurable software, including CompAnalyst and IPAS, help HR and compensation professionals automate and streamline critical talent management processes, to make the job of attracting, retaining, developing and rewarding top talent easier and more effective - in part, by knowing how to meet a candidate's salary expectation.

Depth of our experience

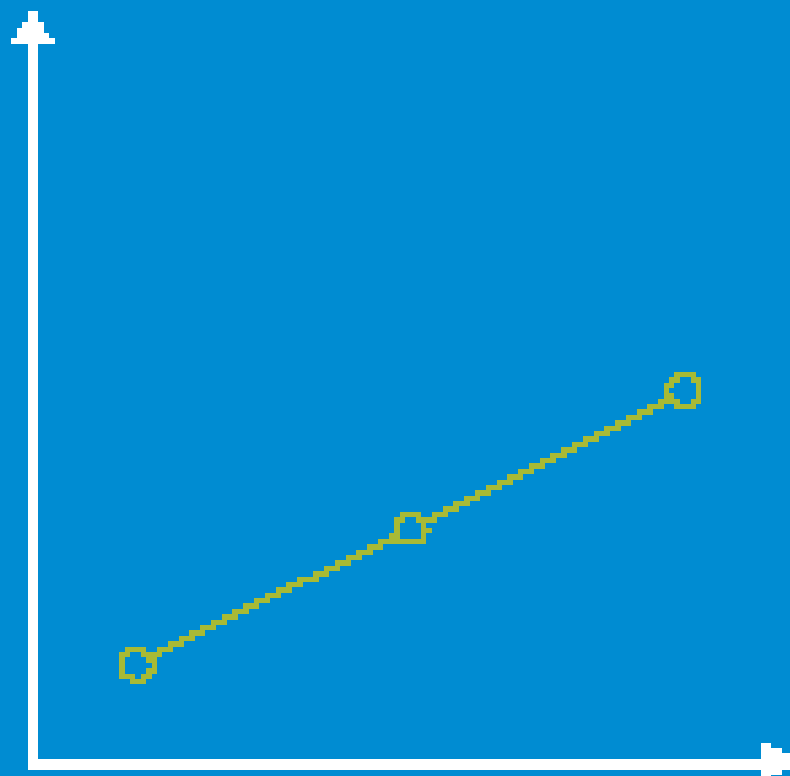
Kenexa's compensation system experts understand technology and our technologists are trained and certified in compensation. This unbeatable collaboration has resulted in award-winning, best-of-class compensation software products that reflect HR best practices in the workplace. Our commitment to quality and ability to deliver highly effective compensation solutions sets us apart from our competitors.

Engagement models

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Pricing

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We stand aside in Kena's Boldly, using compensation as both a guidepost and a motivator in a hybrid, "both/and" model. "Both/and" means we help you leverage what you're doing, the right pay structure for your organization, whether in business or not. Patient outcomes is achieved by Kena's. Compensation helps you do what you're best at—of course, our business is all of Kena's and we're not just a compensation provider.

Compensation by **KenaXa**



Talentonic has been in operation for over 24 months and has already acquired intellectual property in its name, having invested in and developed a unique compensation management solution, which can be customized to meet the needs of clients.

Clients' profile

For our product solutions, we would target organizations, which have a reasonably sophisticated C&B environment and an appreciation of technology solutioning. It would be ideal if they already have an ERP solution and are therefore, well-versed with HRIS issues. Our services would be attractive to large and medium size organizations with employee strength of over 2000.

For our consulting services, we go across the spectrum.

Overview of services

1. Strategic HR consulting
2. Total compensation design
3. Variable income design
4. Design of long term compensation and equity compensation plans
5. *Take Action Solutions*, a technology based solution for action oriented individuals and team development initiatives, designed to address various organization wide initiatives such as a new leadership competency model and a values initiative or an employee engagement action planning. In collaboration with Center for Talent Solutions in Denver, Colorado
6. *Talentcomp* is our compensation management product, which has an annual bonus as well as a salary review module
 - a. *Talentcomp* intergates with any ERP system. It is a smart compensation solution, which offers corporations an end-to-end capability to plan and create the bonus and annual salary review policy for their employees, to simulate the dollar impact, to enable individual managers to review and moderate the proposals, to

print letters and enable payouts. All this in a controlled environment, which supports compliance with audit and Sarbanes Oxley requirements

- b. *Talentcomp* offers the flexibility to define policies separately for different strategic business units, grades, functions and locations
 - c. *The talentcomp* database is ready to deliver most of your HR analytics requirements from recruitment to attrition including some smart analytics, which a C&B manager is always looking for
7. *TalentMap* is our HR analytics service area. We partner with Lunexa Advantage, a BI firm out of SF, California to bring a capability to define business requirements, operate at the database level for data integration strategies and source rationalization as well as at the technology layer to design dashboards and train the client team

Key differentiators

Our key differentiator is our product-service integration DNA. We combine strong practical HR experience across public and private sectors and across the old and new economy; we also interface that strong practical experience with understanding of best practices in consulting and consulting methodology.

Engagement models

1. Long duration HR Advisory services to assist organizations to build the entire infrastructure from organization structure to compensation. Particularly useful for rapidly growing organizations and start-ups
2. On the technology side, we work flexibly to cater to engagement models that suit the client context and requirements

Pricing

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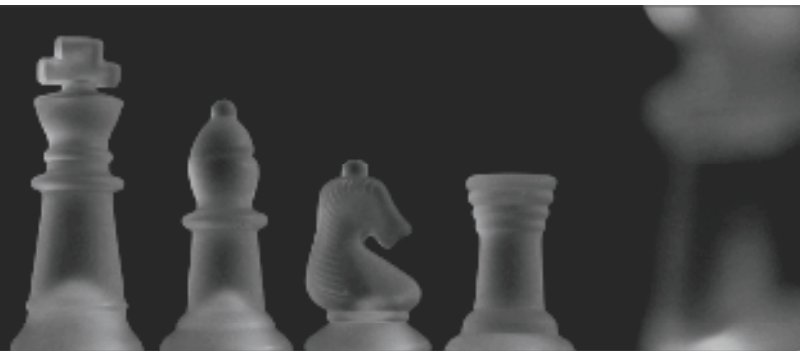
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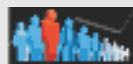


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All this in a controlled environment which supports compliance and audit.

talentcomp helps you

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- b. leverage growth and
- c. reduce compensation costs



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What if
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- iii. Start-ups, SMEs, large organizations
- iv. Family-owned businesses
- v. Diversified groups

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 - Option valuation using black scholes and lattice model
 - Share valuations for grant & tax purposes
 - Accounting as per Indian, US GAAP & IFRS

- On-going plan administration and management having online transaction capabilities using our proprietary platform *MyESOPs™*
- Participant services
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 - Market trends and benchmarking data
 - Trust creation and trust management

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Overview of services

Some key features of our solution, *SPOT-LIGHT*:

- *It's a centralized platform*
Our solution is a one-stop platform for HR, managers, business unit heads, peers & employees and for all types of rewards
- *It's social*
QuadMo's innovative offering include an exciting & path-breaking social platform
- *It has video, voice, mobile*
This exciting feature allows personalized video & voice congratulations from senior management to be delivered directly

to employees with exciting mobile-based features

- *It brings badges, icons, certificates*
A whole host of configurable & exciting badges/icons to make it a dynamic offering
- *It allows a plug & play reward catalog & reward points mapping*
We can plug-in your existing vendor's catalog or allow you to select from our catalog. The freedom is yours!
- *It has the best business rules & workflows*
We have the most comprehensive workflows for nominations & approvals
- *It offers on-demand reports, analytics & budget tracking*
Identity: High performers, most engaged employees, most active nominating managers, etc.

Some special differentiators

- We are changing the R&R game. The good news is, you get to write your own rules – our solution is completely customizable per corporate
- Our social platform allows you to decide how social you want to be!
- The only R&R solution, where personalized video congratulations can be delivered directly to employees' mobile phones!
- An optional LinkedIn app for you to enhance corporate branding & referral recruitment via your R&R program

Testimonial/referrals

Some of our esteemed clients are:

- The largest private life insurance firm in India;
- The captive center of the 3rd largest retailer in the world (A Fortune 100 firm);
- One of the largest outsourced product engineering IT firm in India;
- One of the most iconic & innovative Fortune 100 Firm (India region);
- One of India's leading software product firm;
- One of the largest power generating firms in India;
- One of the largest RPOs in India.

EXPERIENCE THE POWER OF 360° REWARDS & RECOGNITION



What's powering a motivated workforce is these iconic companies?

- * The largest private life insurance firm in India
- * The captive center of the world's third largest retailer (FORTUNE 100 Firm)
- * One of the largest Outsourced Product Engineering IT Firms in India
- * One of the most iconic and innovative diversified FORTUNE 100 Firm
- * One of India's leading Software Product firm
- * One of the largest Power Generating firms
- * One of the largest RPOs in India

They have all trusted QuadMo's innovative Social Rewards & Recognition platform,



SCHEDULE A CUSTOMIZED DEMO, TODAY!

corporate@quadmo.com; +91 99000 00533

encourage . empower . engage

quadmo
www.quadmo.com



BenefitsPLUS is an ISO 9001:2008 certified company. Headquartered in New Delhi, India, BenefitsPLUS aims to be India's leading service provider of next generation recognition and reward programs. We manage programs for some of the largest corporates, banking and mobile operators in India, reaching over 20 million customers.

The focus and objective is to create and manage incentive, loyalty, privilege, reward and recognition solutions that work for brands, HR personnel, employees and channel partners in a simple and easy to understand way.

BenefitsPLUS provides a 360 degree solution, which includes a ready to go Internet and mobile enabled platform, catalog sourcing and management with over 5000 products and services from the best of the brands across over 30 categories, payment gateway for redemptions, fulfillment, MIS reporting and customer service. BenefitsPLUS strives at getting discounts of up to 90 percent on MRP and gives exclusive privileges to all our members over a closed user group.

Overview of services

BenefitsPLUS offers a comprehensive and completely end-to-end managed service for managing reward & recognition, loyalty and privilege programs for three key segments of its clients:

- a. Employees
- b. Channel partners (dealers, distributors, agents, etc.) and
- c. Segmented end-customers

The program is white-labeled and creatively designed to maximize effectiveness and attractiveness for the end users to drive performance and delight. The service is completely supported by creative assistance, regular and multiple modes of communication and redemptions, customer service helpdesk, technical integrations on intranet/SSO and Internet, real-time report and management modules, hosting and maintenance, warehousing and fulfillment centres and a wide

variety of products and services at exclusive CUG prices from leading brands in India. Thereby, making it the company's own innovative program, driving engagement and performance bringing delight to its users.

Key differentiators

BenefitsPLUS provides a hassle free, plug-n-play engagement program for its clients with in-house management capabilities and benefits

- Easy to design and implement
- A white labeled service - It's your own program!
- An exclusive deals catalogue with unique offers
- Completely managed program: Full service provider
- Communication is key: Creative support and execution
- All round engagement activity support
- Brand shop & merchandise: Custom branded products
- Highest levels of IT infrastructure & data security mechanisms
- Complete logistical set-up: The backbone of ecommerce!
- Transaction protection including warranties and insurance
- Convenient payment and redemption options for end-users
- Closely listening and adapting to user feedback

Engagement models

BenefitsPLUS helps in strategic designing of programs and offers flexibility to create and execute bespoke solutions for its clients.

Pricing

BenefitsPLUS proposition comes with the most competitive and value for money pricing options for its clients.

Testimonial

BenefitsPLUS manages over a 100 key programs in India and some of these include Essar's My Exclusive privileges, Wipro Advantage, Whirlpool Genie, Indus Tower's i-Appreciate, Birla Sun Life's Galaxy Awards program and many more.

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Haryana - 122015, India
www.benefitsplus.in

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engage@benefitsplus.in

INDIA'S ONLY FULLY INTEGRATED PROGRAM FOR YOUR EMPLOYEES, CHANNEL PARTNERS AND CUSTOMERS.



PARTNERSHIP

We listen and engage our partners to deliver a complete end-to-end solutions which are fully aligned to your business goals and objectives.



DATA ANALYTICS AND TRACKING

Our Management Information system (MIS) & reporting module enables you to monitor usage and review the impact your programs.



CUSTOMER PORTAL CREATION

We create a white labeled platform based on the look and feel of your company.



FULLY SECURE PLATFORM AND PAYMENTS

We provide an internet and mobile enabled platform with secure payment gateways.



CATALOGUE SOURCING AND MANAGEMENT

You have the freedom to choose from over 18,000 products across 30 categories.



EASY IMPLEMENTATION & PROJECT MANAGEMENT

Our plug and play model ensures that there is total ease of implementation. And our dedicated Project and Account Managers ensure that the program runs smoothly.



COMMUNICATIONS

We work with you to ensure excitement and engagement via different promotional campaigns.



DELIVERY

We cover all the major cities and 300 towns across the country via 25 delivery centers across India.



CUSTOMER CARE AND SUPPORT

Our 24x7 customer support addresses any queries or issues that your users may have in using the program.



USER FEEDBACK IS THE KEY

benefitsPLUS creates provisions for users to gather their feedback on the products they wish to buy.



engage@benefitsplus.in | www.benefitsplus.in

benefits **PLUS**TM
Driving Engagement



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Sodexo in India

Sodexo Motivation Solutions launched operations in 1997. Sodexo Motivation Solutions is a market leader by far, delivering solutions through employee benefits and incentives & recognition services, like online rewards platform 'Say Reward', Gift Pass, Meal Pass and Electronic Meal Card.

- 400 employees
- 3 million beneficiaries
- 10,000 corporate clients
- 25,000 affiliates across 1,400 cities

Sodexo on-site service solutions delivers more than 100 different food and facilities management solutions to more than 1,000 sites, Sodexo is a market leader in India in terms of revenue, consumers served and employees retained.

Sodexo, world leader in 'Quality of Daily Life Solutions'

Quality of life plays an important role in the progress of individuals and the performance of organizations. Based on this conviction, Sodexo acts as the strategic partner for companies and institutions that place a premium on performance and employee well-being, as it has, since Pierre Bellon founded the company in 1966. Sharing the same passion for service, Sodexo's 413,000 employees in 80 countries design, manage and deliver an unrivalled array of on-site service solutions and motivation solutions. Sodexo has created a new form of service business that contributes to the fulfillment of its employees and the economic, social and environmental development of the communities, regions and countries in which it operates.

Clients' profile

The company has a rich clientele comprising of multi-nationals, large Indian group companies and public sector units. Its client base incorporates most of the leading companies of India.

Overview of services

Sodexo is a market leader in providing motivation solutions to their clients.

We offer our clients with a whole range of tailor-made motivation solutions that helps build commitment, engagement and loyalty in employees, business partners and customers boosting overall performance matrix.

We provide service in the following areas:

1. Employee benefits
2. Incentives and recognition – rewards, recognition & loyalty programs

We provide these solutions through a range of products like online rewards platform 'Say Reward', Gift Pass, Meal Pass and Electronic Meal Card:

Say Reward - It is an end-to-end web-based business solution, which allows you to create, manage and deliver powerful reward schemes for employees, channel partners, customers and associates.

Sodexo Gift Pass - India's most admired range of gift voucher, accepted at over 12,000 outlets across 450 cities for a wide range of products and services.

Sodexo Meal Pass - India's preferred prepaid meal voucher to provide uniform meal benefits to employees, accepted at over 18,000 outlets across 1,400 Indian cities for food and beverages.

Sodexo Meal Card - A card based meal solution to facilitate tax free meal benefits to the employees and end-to-end payment solutions to food vendors at the company premises and cafeterias.

Key differentiators

- Trusted brand which has made its mark by understanding and delivering on client's need over the years
- Customized tools & technology platform to launch, manage and measure rewards & recognition programs
- Rich experience and a global expertise in managing reward & recognition programs
- Widest affiliate network of more than 25,000 merchant partners spread across 1,400 cities
- Leading meal voucher and gift voucher service provider in India

Engagement models

Dedicated client relationship team for servicing existing clients; An experienced team to engage with prospective clients.

Pricing

Competitively priced to give the customers best value proposition for their spend.

Designing Your Company's Motivation Program was never so Easy and Effective.



Choose **Soy Reward**
For Reward and Loyalty
Management Program

Presenting the all new concept of online motivation solutions

Soy Reward - Aligning Attractive Rewards with Powerful Results

Soy Reward, a web-based business solution which assists you to create, manage and deliver powerful reward schemes for your Employees, Business & Distribution Partners

Design

Manage

Communicate

Reward

Analyze

Top Reasons for Using Soy Reward :

- Customized look and feel as per your company preference
- Program design to suit your business needs
- Customised motivation for each participant
- Widest reward catalogue
- Brought to you by Sodexo, India's leading Motivation & Benefits Company

sodexo
Quality of Daily Life Solutions

For a live demonstration, Contact us at : +91-9619903657 • Email : siva.kumar@sodexo.com



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The Deals Point makes work rewarding.

The Deals Point provides a platform for companies to reward and engage their employees in a cost effective manner. It connects corporate employees with service providers allowing for a mutually beneficial relationship.

The Deals Point brings special offers and exclusives across various segments like dining, holidays, insurance, utilities, hospitals, etc., which are personalized as per your employee demographics, preferences and usage.

Clients' profile

Solutions can be customized for any organization's employee benefit solutions.

Overview of services

The Deals Point provides an extensive range of services in the rewards space:

- One single platform to redeem reward points across various lifestyle segments
 - Reduce rewards costs by up to 20 percent
 - Increase employee satisfaction by providing more choice and convenience
 - End HR overheads in managing the rewards process
- Special employee offers for products and services from different merchants
 - One place to come before buying any product or service. Employees get

special offers from the best of merchants across different lifestyle needs

- Free for corporates and employees

Key differentiators

The key differentiators which place us on a completely different platform are:

- Wide choice of products and services – dining, travel, gifting, health, apparels, home-needs, groceries, car services, real estate and more. Vendors include Apollo pharmacy, Mahindra Services, Home Town, Religare, Cleartrip.com, Thyrocare, Expedia.co.in, among others
- The very best of offers for your employees, customized as per your employee demographics and locations
- Pan India presence
- Strong service level guarantees
- No integration required with your IT and other departments. Solution up and running within 7 days

Engagement models

We create a customized online site for your employees to avail special offers and redeem rewards. Employees can log in from anywhere to avail the privileges.

Pricing

The basic model is free for companies and employees. Customized solutions are available.

Testimonial/referrals

Prominent clients include HCL, Ericsson, Encore Capital, Quattro.



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We are a 99 year old company focused on delivering employee recognition solutions to global organizations, helping them achieve maximum business impact using employee recognition.

We help our clients inspire greatness in their people through the power of recognition and rewards.

Delivering recognition and reward solutions that inspire employees to succeed is core to Rideau's beliefs. Our expertise helps our clients build positive relationships with their people to reflect the company's values, increase revenues and exceed customer expectations. Together, we can create better workplaces, better businesses, and ultimately a better world.

When looking at recognition solutions, most organizations realize they cannot use a one size fits all program. Your company's goals, culture and especially, its people, are distinctive and deserve to be thought about in a well planned out and thoughtful way.

Rideau offers a full suite of recognition and reward solutions — from strategy, program design and education, web-based technology platform to communications programs, tools and support services. It's a complete turn-key approach.

All of our recognition and reward solutions are tailored to meet our clients' unique needs — strategically, technologically, and globally.

Clients' profile

Large companies (10,000 employees plus) comprising of knowledge workers/skilled employees (banks, financial services, insurance, retail, FMCG, IT & ITeS).

Overview of services

Complete employee recognition solutions — recognition program strategy & design (consulting), cloud based technology platform

for recognition program implementation, social recognition platform, award merchandise fulfillment, manager training & education, analytics & reporting.

Key differentiators

Focused on delivering maximum measurable business impact using employee recognition. Revenue model based on business impact and domain expertise. We also work with clients to target specific behavior improvements using employee recognition. We are an award/reward neutral service provider (i.e. our revenues/fees are not linked to the value of the award products purchased — so we can help clients achieve maximum business impact while spending the minimum possible amount on award/reward products.

Engagement models

- Consulting — Recognition program assessment, strategy & program design
- Training — Manager education
- Technology platform for recognition program implementation — Software as a Service (SaaS) model with monthly fee (based on number of users) — No upfront capital expenditure on software or hardware
- Complete outsourced recognition program management — all of the above plus on-site program management support (front-end customer service, help desk, award merchandise fulfillment management, communications)

Pricing

- Consulting — Fee of typically INR 2-10 lakh depending on the scope of work and complexity of the organization
- Training — INR 10,000 to INR 60,000 per session
- Technology platform — All inclusive per employee per month fee (No upfront fee or investments on hardware or software)

We are also open to gain sharing based variable pricing models.

Testimonial/referrals

Available on request



TriggerO enables leaders to drive culture and manage change in the organization, by recognizing and rewarding desired behaviors.

NASSCOM calls it one of the 15 innovative products of 2011.

Clients' profile

Companies with distributed workforce, decentralized offices, aggressive growth plans, progressive HR policies and multi-generation employees, would love TriggerO. BFSI, retail, FMCG, telecom, technology and service sectors are the ideal users; however, TriggerO can be used by any organization across industries and employee strength.

Overview of services

TriggerO is an enterprise social recognition platform to drive a culture of appreciation, innovation, learning and collaboration using R&R as a reinforcement mechanism.

It's a turnkey solution for 360° R&R, employee engagement and collaboration needs. Social framework makes it easy to use and viral. The advanced analytics module helps stakeholders measure the ROI of rewards and engagement expenses. Predictive intelligence makes it possible to identify and correct the weak links of your organization.

It seamlessly connects with any existing HR or ERP system of the company.

Key differentiators

- *Ease of use* – no training required to use TriggerO! It's intuitive and viral
- *Break the silos* – organization wide 360° engagement, recognition and collaboration on easily configurable social framework
- *Powerful workflow engine* – gives you flexibility to design most appropriate program for your organization
- *Employer branding* – with social apps, your employees become your brand ambassadors
- *Advanced business analytics* – interactive graphical reports to measure the ROI
- *Cloud power* – access through secure web, mobile and tablet interfaces. No IT overheads
- *Multi-store marketplace* – employees can redeem their rewards from thousands of products and services

Engagement models

- *Turnkey solution* – consulting, HRIS integration, program development, customization, reward fulfilment, logistics, internal marketing, analytics
- *Self managed* – any company can create its own 'recognition network' using TriggerO by just registering on our website
- *Custom module* – we work with our clients for their custom R&R and engagement requirements

Pricing

Pricing model – per user basis. No setup, no contract!

1. TriggerO Basic with the redemption market place – FREE!
2. TriggerO Enterprise – typically does not cost more than a cup of coffee per employee per day! The price goes down significantly as the number of users' increases.

Testimonial/referrals

We are working with big brands of various industries and looking forward to close 100 clients this year.

"I wish to appraise you that the employee connect platform powered by TriggerO in Aircel is a grand success and is unique in many ways. I appreciate the team's attitude to come quickly with innovative solutions for various HR interventions. Your support has been a great game changer for us in Aircel HR. Aircel was named 8th among best Employers in Aon Hewitt survey 2011." (Hari A.P. GM, Corporate HR, AIRCEL)

"Hi Team, I want to thank you for all your innovative inputs so far. We are delighted to have a platform where our HR managers can actively create campaigns and monitor them on an ongoing basis. I see this platform to take over complete employee engagement initiative in Convergys globally. I congratulate you for creating personalized product range, which has been appreciated across our organization."

(Ashish Garg, Director-HR, Convergys India)

"Our reward and recognition tool is unique in the telecom sector."

(Chandan Chattaraj, CHRO, AIRCEL as said in *The Human Factor*, June 2010)

"TriggerO is among 50 emerging companies of India and among top 15 innovative products for 2011."

(NASSCOM Emerge, 2011)

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MEDALL Healthcare Pvt. Ltd. (MEDALL) is a chain of medical diagnostic service providers based in India. MEDALL has been established by Mr. Raju Venkatraman, a highly successful serial entrepreneur, with a vision to provide pathology, radiology imaging and other services to help serve and solve the health-related challenges of its customers; and to provide the highest level of diagnostic confidence to physicians and employers.

MEDALL operates 52 diagnostic centers in the four southern states of India.

Clients' profile

MEDALL has a very powerful team of 100+ radiologists and pathologists, and performs about 2 million studies per year in its fifty six centers. Our strategy is to build a chain of one-stop shops for all diagnostic needs for doctors, employers and corporate. Medall has been very successful in providing health check-up solutions to clients from various industry sectors like Renault Nissan, Scope international, Yahoo, First Source, Leela International, RBI, Indian bank, Infosys, Capgemini, TCS and so on. Medall is known in the industry for its analytics capabilities, which helps in providing insightful health information to corporate to take care of their health.

Overview of services

Keeping '*Health is wealth*' and '*prevention is better than cure*' in mind, we offer you the most comprehensive preventive health check packages, for the early detection of lifestyle-related diseases. Our health assessment program aims to protect and preserve good health, preventing ill health and treatment of any diseases. Health checks have been recognized as a great employee engagement program by our clients.

Our health packages offer you a wide range of screening programs to suit individual needs and industry requirements. For example, employees in the manufacturing sector face vision and hearing problems in later stage of their life. Our clients have created a health

program for their employees based on analysis of preventive health checks conducted by Medall.

The Health on Wheels bus is an initiative to ensure that people who cannot come to our centers for their diagnostic needs can avail the same quality services at their doorstep. The mobile center is an air-conditioned bus with its own power generator with various sections like the reception area, doctor's consulting area, blood collection area, ultrasound and ECG zone and the x-ray zone. All these facilities give the customer a complete range of services needed for a 'Master Health Checkup'. These services can be rendered to factories/Corporates/IT companies at their premises, so people can take care of their health, without leaving their workplace.

Key differentiators

Our brand reputation has been built on high quality, timely delivery and consistency. MEDALL's highly trained and motivated workforce demonstrates the passion to serve and the desire to make a difference in the quality of life of its customers.

Medall not only conducts health checks but also comes up with useful information and advice for employees sustained good health.

Engagement models

- Health checkup Camps – Health on Wheels
- Pre-employment health checkups
- Annualised health screening programs
- Platinum health checkups for senior managements and CXO's
- Group health consultations
- Cognitive behavioral assessment
- Diet management programs
- Fall management for senior citizens
- Stress management programs

Training programs on the following can be given:

- How to increase your immune system
- How to quit smoking
- Lifestyle management
- Fall management for senior citizens
- Cholesterol control
- Diabetes control

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Purple HR Consulting is into strategic, policy, process and systems related consulting. It partners with CEOs and HR heads on matters relating to creation of HR strategy, design of OD interventions, talent management processes, leadership development, transformation management, compensation and total rewards initiatives, helping companies to co create industrial relations and employee engagement programs amongst other areas.

Purple HR Consulting has created proprietary tools on mapping professional skills and for the creation of professional skills dictionary which can be used in any kind of an organization whether for profit or otherwise.

Purple HR Consulting specializes in creating the building blocks for delivering outstanding performance and believes in nurturing growth and being sensitive to people as it recognizes that the key to success lies in people sensitivity as much as in organized processes.

Purple HR Consulting Private Limited is a pure play strategic HR and organization design consulting company with a wide range of clients in auto, agri, industrial marketing, manufacturing, and the like. It was founded in 2010 and has done some interesting work in designing organizations for growth, employee branding, employee engagement, restructuring the organization and leadership development. Pune is the head office and we operate from offices in Pune and Bangalore.

Our vision

To be the most preferred HR solutions provider in people strategy, operating systems and processes, which creates a positive business impact.

Our mission

To nurture and grow relationships on a long term basis with select organizations, partner-

ing with them so as to achieve outstanding performance with a human touch.

Clients' profile

Purple has worked with very large companies as well as midsize emerging enterprises some of which are MNC's and others promoter driven.

Overview of services

Purple partners with companies to build capabilities to create sources of competitive advantage so as to excel in execution of business strategy. For enabling this, Purple has developed standard operating procedures for various HR practices so as to evolve need-based, relevant and useful solutions.

Purple has completed projects in creating HR strategy, organizational restructuring, organization design for growth, employee engagement, compensation strategy and positioning, leadership competency framework and development center among others.

We dare to link our fee to the actual outcome.

Key differentiators

All Purple consultants are from premium institutions and with substantial work experience in the world's most leading companies as line managers and hence, are able to foresee issues that arise in implementation at a very early stage, which enables creating well thought off solutions that are practical and yet create a paradigm shift.

Engagement models

Purple works on project basis as well as on retainerhip assignments.

Testimonial/referrals

Purple has completed/has ongoing consulting assignments with companies in engineering, manufacturing, auto & auto ancillary, agri, power equipments and service industry.



ALLIANCE UNIVERSITY

School of Business



Alliance University is a Private University established in Karnataka State by Act No. 34 of 2010 and is notified under the list of Private Universities maintained by the University Grants Commission (UGC), New Delhi. Alliance University School of Business is ranked fifth best among the private B-schools in India by CNBC-TV18 partnered with C-fors in "The A-List of B-schools 2011."

Admissions Open: 2012

■ Master of Business Administration (MBA)

Full-time; Two years

➤ MBA

Specializations offered:

- Marketing • Finance • Operations • Retail • Hospitality
- Banking and Financial Services
- Organizational Leadership and Strategy (OE & HR)

➤ MBA - International Business

➤ MBA - Entrepreneurship and Family Business

➤ MBA - Communications Management

■ Executive Master of Business Administration (Executive MBA) Full-time; One year coursework

■ Ph. D. in Management

Internal / External

■ Executive Post Graduate Diploma in Management (Executive PGDM) Between monthly; weekend classes

■ Bachelor of Business Management (BBM)

Full-time; Three years

Key Features

- Magnificent Infrastructure - comparable to the best in the world
- Rigorous, contemporary and progressive curriculum
- Delivered by accomplished full-time faculty and embellished by international adjunct faculty
- Extensive Industry Interactions
- Articulation agreements with leading universities and institutions abroad provide for student exchanges, internships, short-term certification programs and dual degree opportunities
- Scholarships available for eligible students
- Placement facilitation in world-class companies across industry sectors

International Linkages



For details, visit: www.alliance.edu.in

Chief Admissions Officer

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World's Favourite Work-Life Benefits for my organization's employees. How about yours?

A study by the Corporate Executive Board—an independent company into best practices research—shows that work-life benefits play a critical role in motivating and retaining employees. According to the study, employees work 21% harder and are 88% more likely to stay with the organization when they are happy with the work-life benefits that are offered by their employers.

Are you looking for benefits that improve the performance and wellbeing of your employees?

Edenred, the international leader and India's foremost in work-life benefits, rewards and loyalty solutions, offers an array of solutions that will make your workplace come alive!



They are a great tax exempt perk for your employees and are welcomed at over 12,000 restaurants, food outlets, bakeries, cafeterias, food courts & food stores across 8,000+ cities, towns and locations in India.



They give your employees the freedom of choice and are welcomed at 10,000+ outlets across 2,000 cities, towns and locations in India. Available in multiple variants these vouchers are the perfect rewards and recognition tool for your employees.



A rewards and recognition solution ideal for medium to large sized organizations with a multi-location employee base. Extremely easy to centrally manage, measure and monitor your employee rewards & recognition initiatives. This unique platform gives your employees the luxury of choosing their own rewards from a comprehensive online catalogue.



An electronic gift voucher which gives you the flexibility to manage your rewards and recognition initiatives. These vouchers are available in any denomination and the recipients can redeem them on a customized e-catalogue that reflects your company's culture and image.

To know more about these work-life benefits and to make your workplace come alive

Simply call **E-assist** at **1860 233 5555***, **022 2545 5555** or email us at **assist-IN@edenred.com**

*18 toll-free Local Toll-free Number, Accessible from 11 PM to 5 AM, and select 022/020/0244 numbers.

LET NOTHING STAND BETWEEN PEOPLE AND SUCCESS.



Ensure precise Performance Appraisal with Adrenalin

Adrenalin 4.0 powered with the intuitive and innovative ZOLOG, is geared to set the path straight between goals targeted and goals achieved. Such a clear and concise view of the road ahead, development of the employee and alignment to corporate objectives helps chart the way forward smoothly. Precise Performance Appraisal is key to tracking, training, re-training and success together. Get ready to achieve.

Adrenalin 4.0 with Interactive ZOLOG technology offers



Goal Alignment

Smart goal setting and task management where goals can be set or adjusted.



Goal Setting

Set organisational goals for various levels, quantitative or qualitative.



Normalization

Set, measure and compare performance co-ordinates as per standards.



Awards and Recognition

Track every employee's progress, rewards, merits, popularity and create categories.



Goal Review

Review set goals, correct course with periodic review.



Performance Appraisal

Set, track and appraise employee performance as per templates/calendars.



360 degree feedback

Complete feedback cycle, manager to employees and vice versa with assessment templates.

To know more, contact us and get off to a winning start!

Adrenalin Systems Limited

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