



NEWSLETTER

HR SYMPOSIUM '22

03 SEPTEMBER 2022

**EMPLOYER BRANDING: THE KEY TO
COMPETITIVE ADVANTAGE IN A
POST-COVID ERA**

**SCHOOL OF HUMAN RESOURCE MANAGEMENT
XIM UNIVERSITY**

KEYNOTE SPEAKER



**Mr. Rajorshi
Ganguli**

Mr. Rajorshi Ganguli is the President & Global HR Head at Alkem Laboratories. He comes with about 28 years of experience managing HR in Sales & Marketing, Manufacturing, and R&D environments in large organizations and diverse industries. He specializes in Strategic HR, Change Management, Talent Management, Competency Modelling, Leadership Development, and the list goes on. Mr. Ganguly has been awarded several times for professional excellence during his career. Recently he was featured in India's Best 50 HR Leaders 2021 by White Page International and India's Most Agile 20 HR Leaders 2021 by Sapphire Connect.



FEATURED SPEAKERS

PANEL-1



**Ms. Anupama
Priyadarshini**

Ms. Anupama Priyadarshini is currently working as Director & Business Navigation at IKEA Svs India Pvt. Ltd. (IKEA Group). Ms. Anupama has been in the industry for around 24 years with a keen ability to conceptualize, analyze, implement and understand associated strategic and softer issues on business processes. She holds expertise in conceptualization and implementation of business strategies, Mergers & Acquisitions, integration post-acquisition, business development, business plans, and much more.



Mr. Bharat Chhabra

Mr. Bharat Chhabra currently serves as the Head of Change Management & L&D, Tata Power Odisha. He comes with over 26 years of work experience in the areas of HR, L&D, Corporate Affairs, and Customer and Relations Management with some of the leading conglomerates, namely - DCM-Daewoo, and Coca-Cola India Inc. Initially, Mr. Chhabra was with Tata Power DDL, where in addition to his Functional Role, he was also leading Tata Power DDL's Learning Centre. This Learning Centre had emerged as Preferred Training Partner under capability building initiatives of Government of India, Ministry of Power, through Power Finance Corporation. From June 2021 onwards, he joined Odisha to lead Change Management and Learning & Development.



Mr. Magesh Sambasivan

Mr. Magesh Sambasivan currently holds the VP - People Organisation for the Asia Pacific at Assurant. With over 23 years of experience in HR, Mr. Magesh possesses significant expertise in leadership development, change management, mergers and acquisitions, compensation & benefits, and talent management. He has worked across the globe in organizations like HP, ANZ Bank, and Accenture and managed teams consisting of employees from different cultures and regions. Before joining Assurant, he was the Head of Human Resources and D&I Sponsor for the India Centre at Societe Generale Global Solution Centre. There he made good use of technology to focus on the “Human” part of HR. Being the Diversity and Inclusion lead for SocGen in India, he was instrumental in implementing policy changes and sensitization programs which have helped create a safe and inclusive environment while increasing diversity in the workplace and bridging the gender pay gap. Mr. Sambasivan is an illustrious leader and our famous alum.



Mr. Ibadat Dhillon

Mr. Ibadat Dhillon is associated with KPMG India as the Director-HR. With over 14 years of HR experience, Mr. Dhillon has expertise in enhancing talent mindset and culture by reinventing talent and performance management practices. Before joining KPMG, he worked as a management trainee at HCL Technologies under the Learning & Development vertical after completing his Master of Business Administration (MBA) in Human Resources & Marketing from the Indian Institute of Planning and Management. He is deeply interested in how work will develop in the future and regularly monitors this area. His work focuses heavily on developing a vibrant organizational ecosystem that fosters and equips its employees to live their lives with pride and zeal.

PANEL-2



Ms. Uma Rao

Ms. Uma Rao is the Chief Human Resource Officer at Granules India, a pharmaceutical product manufacturing company. Before joining Granules, she was associated with organizations like TCS, Idea Cellular, Hindustan Petroleum, HIL, IBM, and Mars International India. With over 30 years of experience in HR functions like Strategic HR, Contemporary HR policies, Business HR Partnering, Talent Management, Compensation & Benefits, Merger & Acquisition-related HR work, Industrial Relations and dealings with labor unions and long-term settlements, Ms. Rao enlightened our minds with her rich HR Knowledge.



Mr. Ankush Arora

Mr. Ankush Arora comes with nearly two decades of experience in the HR field. Currently, he holds the position of CHRO at Oxane Partners, enabling Oxane Partners to establish a vital HR function that acts as an enabler of organizational growth and change. His forte seeks new opportunities to build and sustain national competitive advantage through people management and tangible value creation. He has showcased this skill by nurturing a value & performance-based culture in teams by providing cross-industry perspectives and implementing best practices. Mr. Ankush also obtained his Post Graduate Diploma in Business Management from Xavier Institute of Management, Bhubaneswar.



Ms. Minakshi Sahoo

Ms. Minakshi Sahoo currently serves as a People and Culture Partner at Volvo Group Trucks Technology. She specializes in Employee Engagement, Talent Development, HR Project Management, and Talent Retention. Before joining Volvo, she was associated with DXC Technology. She partnered with Business Leaders to design and implement engagement initiatives aligned with organizational goals and strategy and collaborated with people managers focusing on learning & development initiatives. Ms. Sahoo strongly believes in continuous improvement and innovation.

MEET OUR MODERATORS



**Dr. Subhra
Pattnaik**

Dr. Subhra Pattnaik works as an Assistant Professor (Human Resources) in the School of Human Resource Management, XIM University Bhubaneswar, India. She has around 14 years of work experience across consulting and academia. She specializes in performance management, compensation management, and talent assessment. Her research interests lie in organization justice, employee performance, sustainability, diversity, and inclusion, and she has published papers on them in tiered journals. A passionate trainer, Dr. Subhra has several corporate training sessions and leadership workshops for multiple organizations across diverse industries.



**Dr. Arup Roy
Chowdhury**

Dr. Arup Roy Chowdhury is an experienced Talent Management Specialist and an Academician with a Ph.D. in HRM from XLRI – Xavier School of Management, Jamshedpur. He has a demonstrated history of more than two decades of enriched work experience in different fields of Strategic HRM, Industrial Relations, and Academics. He has done extensive research in the area of Management Styles, Performance Management, Competency Mapping, HR Planning, Job Load Adequacy, and HR Audit and demonstrated & proven experience in developing & implementing strategic and progressive HR Policies/Practices at Tata Steel like 5 Day Work Week, Work From Home, Satellite Office Operation for Officers, Retainership Policy, Position Class Fitment for Senior Management, Mentoring Program, Dual Career Path for specialists in Research & Development, Automation, Technology Group, Job Rotation & Career Mapping, Identification of Critical Positions, etc. He is a certified Psychometric Assessor (Thomas Profile, Belbin), Six Sigma Black Belt, TBEM (Tata Business Excellence Model) External Assessor, Lead Auditor ISO/IEC 27001 (ISMS: Information Security Management System), ISO 9001 Auditor, and a Certified Job Evaluator (Hay Group Methodology).

PROCEEDINGS OF THE DAY



The annual flagship event of XIM University – HR Symposium'22 was successfully conducted by the School of Human Resource Management and XIMAHR- The HR Association of XIM University. The theme was "Employer Branding: The Key to Competitive Advantage in a Post-Covid Era." It was organized in a hybrid mode.

The program commenced with the lighting of the auspicious lamp. Post this, **Dr. Andrew Dutta, Dean, School of Human Resource Management, XIM University** delivered the opening address. In his speech, he highlighted aspects such as:

- Role of HR in building a successful employer brand
- Employer brand as a tool to enhance organizational productivity
- Employee Engagement as a part of employer branding
- Importance of an inclusive workplace for the LGBTQIA community

"Top 3 employee value propositions in the post-pandemic time are:

- Flexible work options with more profound health care benefits
- Job security
- Work-life balance"

*-Dr. Andrew Dutta
Dean, School of HRM
XIM University*

Fr. S. Antony Joseph Raj, S.J., Registrar, XIM University delivered the welcome address. He welcomed the gathering by referring to all as survivors of a substantial economic and health crisis – the Covid-19 pandemic. He expressed his eagerness to engage in enriching discussions that would explore changes in the employer branding strategies of organizations as a result of the pandemic induced workplace dynamics. He concluded by stressing on our preparedness to face a crisis situations as "change is the only constant " in the dynamic world of today.



PROCEEDINGS OF THE DAY

Dr. Fr. Antony R. Uvari, S.J., Vice-Chancellor, XIM University delivered the inaugural address. He addressed employer branding as a "topic of the time" due to its relevance to the present scenario. He reminisced about the beginning of the pandemic when chaos set-in with government declaring lock-down. Everyone struggled with the new ways of work and life. However, eventually everyone could adapt to the online mode of interaction and work-from-home culture - the new normal. He also mentioned that HR has to focus on Organizational Change and Development (OCD). He emphasized that the HR fraternity should introspect and find solutions for what is best for the organization, its primary stakeholders, and employees.

Mr. Rajorshi Ganguli, President and Global HR Head, Alkem Laboratories Ltd. delivered the keynote address. He stated that employer branding is inevitable for all sectors - it's not just for the corporates. He emphasized on the difference between employer branding and corporate branding. While corporate branding leads to customer delight, employer branding leads to building a happy workforce. An excellent corporate brand might not be a good employer brand. He mentioned that attraction and retention of employees are highly correlated with employer branding.

He concluded his speech by stating an example of small and lesser known leather factory in Tamil Nadu that witnessed zero attrition because of the employee value proposition was closely knit with its employees' needs. With 90% women employees recruited from the nearby villages, the organization looked after their needs with compassion. It introduced flexible work schedules that were synchronized with the womens' schedule in such a way that they got enough time to complete their household chores too in a stress free manner.



"Work-from-home is good . However, it might reduce the social capital of an organization. people miss out on social life and personal interaction with their colleagues. In such situation, a right employee value proposition helps enhancing employee satisfaction."

- Dr. Fr. Antony R. Uvari, S.J.
Vice Chancellor,
XIM University



"Factors contributing to Employer Branding are:

- Organizational Reputation - Purpose and culture of the organization
- Employee Value Proposition and
- Employee Experience"

-Mr. Rajorshi Ganguli
President & Global HR Head
Alkem Laboratories

Factors leading to successful employer branding in a hybrid work model

Panel Discussion 1



Ms. Anupama Priyadarshini, Director, IKEA Services India, started the discussion by saying that like buying good-looking furniture that doesn't fit into your home is of no use—just like that, hiring high performers without considering the organizational culture is of no use. She stated that hiring people who are culture fit is the key to successful employer branding. An organization where people fit well contributes to their growth as well as organization's growth. She said there are two kinds of employees, one who wants to stay at the same function and go deeper into it. And one who wants to move around and have varied experiences. We as an employer need to have the right balance among them. We need to focus on the “we” talk instead of the “I” talk. How are we behaving & how are we achieving goals as a team? That's how individuals will be able to contribute to the growth of the team along with growing themselves.

She emphasized that having passionate people with growth mindset results in Organizational Growth. Employer Branding magic happens when the right people work for the right organization with strong values and culture. That's when their employees become brand ambassador for their organization. This mantra works even when employees are operating in a hybrid work model. Then She shared insights about the work culture of IKEA. She mentioned how people who want to grow individually are not considered culture fit; they actively look for people with strong teamwork skills, allowing them the freedom to work.

She concluded her speech by saying that IKEA promotes an entrepreneurship mindset by allowing employees to take the initiative & commit mistakes for their growth & learning.



Mr. Bharat Chhabra, Head of Change Management and L&D, Tata Power, continued the discussion by adding to Andrew Sir's point on challenges during work from home to ensure that people can work with no interruptions. He cited a dialogue from the three idiots: "Kaabil bano, kaamiyaabi peeche aaegi." This is what happens at TATA. Managers are encouraged to ask questions for good practices to be implemented. The business model is a replica of the US-based Tata excellence model, where there are seven categories. They focus on customer centricity, workforce, and operational resource category.

He talked about how a leader's actions can promote ethical conduct regarding the company's mission, vision, and values. Elaborating on that, he said that leaders should engage with all stakeholders, assess the environment, and measure and align knowledge integration. An Organization's brand is not built overnight but takes consistent performance and time. TATA Power developed a "Manager scorecard" to bifurcate data to area categories, achieve desired employee engagement, and PPDI to assess competencies. Here, they analyze what opportunities are being provided.

He talked about how Tata group does a lot for its employees and society, and in one of the advertisements, they mention that they also make steel. This shows the Employer branding of the Company. He mentioned that the EVP is the compensation provided, rewards, culture, and reputation. Employees stay for the culture and career growth. When you serve a bigger purpose, like setting up 300 literacy centers in the slum areas, it gives a sense of satisfaction to employees. The passion survey index is another thing that analyzes what the employees is passionate about to keep them attached and positively engaged. He concluded by saying that when Employees are well taken care of, an impact is made.

Mr. Magesh Sambasivan, VP-People Organization, Asia Pacific, Assurant, started his speech by saying that what attracted him to Assurant was their values. And he acknowledges the difference between values written somewhere and values in practice.

Then he shared his insights on some people aspects that will be a challenge for HR professionals in the next few years.

- **Purpose** - People are looking for a purpose in their job. They want to be a part of a more significant thing, and he wants to contribute significantly to it. They want to understand how their daily activities contribute to the bigger picture.
- **Cost of Changing Companies** - In the last two years, the cost of moving companies has come down. Now it's straightforward for a person to change organizations. Due to the Work from Home model, employees don't have to worry about moving to a new place, their kids' education, the commute time, etc.
- **Quality of the work** - People appreciate more compensation. Still, they also think about whether the job will add value to their life, whether they'll be able to add significant value to the organization, etc.
- **Flexibility** - People are used to flexibility due to the pandemic. Flexibility is different for different people. HR needs to personalize flexibility for each individual. As an organization, you need to offer flexibility and know who will work and when to build a structure.
- **Diversity & Inclusion** - People are talking about diversity because it brings in different perspectives. When people from different backgrounds come together, a flow of ideas happens. Then companies need to treat everyone equally. They should give equal decision-making power to people from different backgrounds. That is inclusivity. It's about making a safe workplace for everyone.
- **Environment Conscious** - People are prioritizing companies taking significant action against climate change.
- **Inspirational Leadership** - Employees want leaders who walk the talk. They want their leaders who have a point of view. Leaders need to be very clear on what they stand for. Employees also expect quicker reaction times. So as a leader, we need to take informed action with 50-60% data which are available to us.

He concluded his speech by mentioning that the world is highly interconnected, so HR needs to know what things are happening worldwide and how they are interrelated.





Mr. Ibadat Dhillon, Director-HR, KPMG, continued the discussion by mentioning that the focus is not on work-life but life experiences and feeling over features. There are five facets to this plethora of opportunities:

- **People connection:** The goal is to see how the value system plays out. How do employers create a differentiator and focus on how employees feel
- **Flexibility:** Employees should be flexible to work as per their comfort. All of them have different preferences, and their thoughts should be considered.
- **Personal growth:** Growth and development not just for the top management but for every person in the Organisation. This is how you get people to value you.
- **Holistic wellbeing:** Everything that is done for the Employees in terms of social, economic, and mental health, like Psychologists at the workplace, and anecdotal snippets, forms a part of this.
- **Shared purpose:** Employees nowadays do not join for a fancy package but for nation-building and what they stand for. They look at the policies, procedures, and employee experience. In a nutshell, it is the EVP statement and contributory factors to what the Organization stands for.

Employer branding as a tool to enhance economic growth for firms

Panel Discussion 2



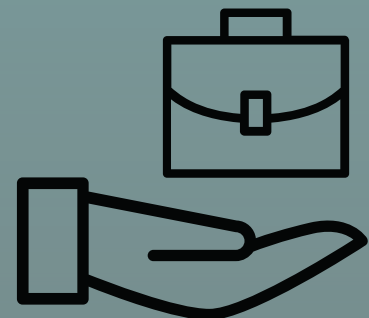
Mr. Ankush Arora, Chief Human Resource Officer, Oxane Partners, paved the way by starting a dialogue around the differences one can observe in how employer branding operates pre-covid and post-covid. He then emphasized how his company, Oxane Partners, has eliminated the word employee and replaced it with “team member.” He explained the importance of each team member being part of the more prominent family. Further adding, he talked about how important it is for any organization to generate profit, and employer branding should be discussed in terms of return on investment. He emphasized this point by citing research in the UK which pointed out how by increasing employee engagement by 5%, the revenue increased by 1.5%. Mr. Ankush also added to his points by driving home the point about how employer branding needs to be assigned with tangible matrixes. He then moved along to talk about negative publicity and how it creates dissociation among employees in an organization. The final employee branding needs to keep business, employee, and customer perspectives in place added Mr. Ankush Arora. He then summarized his talk by stating the need for employer branding to be strategic and scientific in its approach and focus on generating a return on investment for the organization.

Ms. Uma Rao, Chief Human Resource Officer Granules India Ltd, started her talk by discussing perception’s importance. She mentioned how the critical part of employer branding is how people perceive you as an organization. She then added to this point by stating how experiencing reality is what can change the perception of any individual. She then highlighted how when employees grow and develop in an organization. The growth leads to achieving new heights in their career, the said employees become ambassadors of the brand, thus ensuring proper employer branding. In post-covid world, an information-rich world has made finding information more straightforward.

Also, more and more organizations are being transparent. In these changing times, Ms. Uma Rao drove the point on how vital employer branding has become. She also pointed out the results of recent surveys stating that 86% of employees don't wish to work for an organization if the organization doesn't have good social standing. She then used the example of Mars to talk about how one needs to proactively manage an organization's branding through continuous and effective communication for better employer branding in the long run. She then reiterated her point about employee perception being one of the essential pillars concerning employer branding. She further added that employees remember how the organization treats them in particular situations, especially in a post covid world; understanding these has become more important to develop employer branding. She then concluded her talk by suggesting that organizations must effectively communicate continuously, be proactive, and build a robust employee value proposition.

Ms. Minakshi Sahoo, People and Culture Partner, Volvo Group Trucks Technology, introduced by talking that the first point of contact to know about the company through social media. She then stated that setting a consistent Employer Branding is crucial to capture and retaining talent. She then mentioned Employee Value Proposition(EVP), which is all about the employee experience in the organization. She also defined " I learn, I grow, I connect " from the employee's point of view. She further stated that Employer branding depends on five factors:-

- A) Leadership
- B) Job Integration
- C) Growth and development of work that you do
- D) Recruitment
- E) Communicating what the organization stands for



It was further followed by a Q/A session that was very insightful and enriching as it was filled with curious questions from first and second-year students of the School of Human Resource Management. The discussion ended with leaders stating, "People are our biggest asset. "

XIMAHR CORE TEAM 2022



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