Annexure – 2

Questionnaire
Dear Respondent,

I am undertaking a study on "Importance of HR, allied activities and effectiveness on retaining talent—with special reference to Employer Branding."

Employer Brand is the array of Economic, Functional and Psychological benefits that an employee might receive as a result of joining an organization (Ambler and Barrow, 1996)

Request you to kindly complete this questionnaire; all information collected is for research purposes and shall be treated with utmost confidentiality.

Thank you for sparing your valuable time.

Regards,

Ravi Kiran
Research Scholar | SCSVMV University

I. Personal Profile of the Employee

i. Gender □ Male □ Female

ii. Age (in yrs) □ 25 □ 26–35 □ 36–45 □ 46–55 □ >55

iii. Educational Qualification

Graduate □ Post Graduate □ Professional □ Diploma □

iv. Organization’s Name: _______________________________________

v. Type of Organization

□ Indian Company □ Foreign Company Operating in India

vi. No. of Years of Operations in India ________________________________

vii. Number of employees in the organization

□ < 250 □ 251–500 □ 501–1000 □ > 1000

viii. Level in the Organization at Present

Entry Level □ Middle Level □ Senior Level □
ix. Level in the Organization at the time of Joining

Entry Level [□]  Middle Level [□]  Senior Level [□]

x. The number of years of experience with Present Organization

[□] 3 years  [□] 3 - 5 years  [□] 5 - 10 years  [□] > 10 years

xi. The total number of years of experience

[□] 3 years  [□] 3 - 5 years  [□] 5 - 10 years  [□] > 10 years

xii. Monthly Income in Thousands

[□] < 25  [□] 25-35  [□] > 35

II. Opinion about Talent Attraction and related Factors

2.1 Why did you choose the present organization for your career?

<table>
<thead>
<tr>
<th>#</th>
<th>Factors</th>
<th>(✓)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>Personal Growth</td>
<td></td>
</tr>
<tr>
<td>2.1.2</td>
<td>Compensation</td>
<td></td>
</tr>
<tr>
<td>2.1.3</td>
<td>Career Advancement</td>
<td></td>
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<tr>
<td>2.1.4</td>
<td>Reputation and Brand</td>
<td></td>
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<tr>
<td>2.1.5</td>
<td>All the Above</td>
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</tbody>
</table>

2.2 Which source influenced you to choose the Present Organization?

<table>
<thead>
<tr>
<th>#</th>
<th>Factors</th>
<th>(✓)</th>
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</thead>
<tbody>
<tr>
<td>2.2.1</td>
<td>Employee’s Reference</td>
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<tr>
<td>2.2.2</td>
<td>Reputation of the company</td>
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</tr>
<tr>
<td>2.2.3</td>
<td>Friends and Relatives</td>
<td></td>
</tr>
<tr>
<td>2.2.4</td>
<td>Market Related Resources</td>
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<td>2.2.5</td>
<td>Word of Mouth</td>
<td></td>
</tr>
<tr>
<td>2.2.6</td>
<td>All the Above</td>
<td></td>
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</tbody>
</table>
2.3 Which reference source did you refer to select the present organization?

<table>
<thead>
<tr>
<th>#</th>
<th>Factors</th>
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<tbody>
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<td>2.3.1</td>
<td>Advertisements</td>
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<tr>
<td>2.3.2</td>
<td>Articles in Media</td>
</tr>
<tr>
<td>2.3.4</td>
<td>Campus Recruitment</td>
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<tr>
<td>2.3.3</td>
<td>Company Website</td>
</tr>
<tr>
<td>2.3.5</td>
<td>Employment Office</td>
</tr>
<tr>
<td>2.3.6</td>
<td>Internship</td>
</tr>
<tr>
<td>2.3.7</td>
<td>Job Portals</td>
</tr>
<tr>
<td>2.3.8</td>
<td>Personal Contacts</td>
</tr>
<tr>
<td>2.3.9</td>
<td>All the Above</td>
</tr>
</tbody>
</table>

2.4 What is your opinion about the Talent Attraction Program of your Present organization?

- Effective [ ]
- Neutral [ ]
- Ineffective [ ]

2.5 What is your opinion about the effectiveness of various aspects related to Attracting Talent in your present organization?

<table>
<thead>
<tr>
<th>#</th>
<th>Attributes</th>
<th>Effective</th>
<th>Neutral</th>
<th>Ineffective</th>
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<td>Salary Package</td>
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<td>2.5.3</td>
<td>Non-monetary Benefits</td>
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<td>2.5.4</td>
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<td>2.5.5</td>
<td>Rewards and Recognition</td>
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<td>2.5.6</td>
<td>Employee Stock Option Plans</td>
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<td>2.5.7</td>
<td>Employee Participatory Programmes</td>
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<td>2.5.8</td>
<td>Work Place Autonomy</td>
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<td>2.5.9</td>
<td>Flexible Working Hours</td>
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<td>2.5.10</td>
<td>Family Counseling and Support</td>
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<td>2.5.11</td>
<td>International Exposure</td>
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<td>2.5.12</td>
<td>Comprehensive Relaxation Program</td>
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<td>2.5.13</td>
<td>Medicare</td>
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</table>

*Importance of HR, allied activities and effectiveness on retaining talent - special reference to Employer Branding. *(E)*
2.6 What is your opinion about the effectiveness of following tools towards attracting talent?

<table>
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<tr>
<th>#</th>
<th>Talent Attraction Tools</th>
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<th>Effective</th>
<th>Neutral</th>
<th>Ineffective</th>
<th>Highly Ineffective</th>
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<tr>
<td>2.6.1</td>
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<td>4</td>
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<td>2</td>
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<td>2.6.2</td>
<td>Articles in Media</td>
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<tr>
<td>2.6.3</td>
<td>Brand of a Product / Service</td>
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<td>2.6.4</td>
<td>Campus Recruitment</td>
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<td>2.6.5</td>
<td>Company Website</td>
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<td>2.6.6</td>
<td>Employment Office</td>
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<td>2.6.7</td>
<td>Friends at the organization</td>
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<td>2.6.8</td>
<td>Internship</td>
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<td>2.6.9</td>
<td>Job Portals</td>
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<td>2.6.10</td>
<td>Personal Contacts</td>
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<tr>
<td>2.6.11</td>
<td>Word of mouth</td>
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</tbody>
</table>

III. Opinion about Talent Retention and related Factors

3.1 Please indicate about the effectiveness of retention strategies of your present organization

"Importance of HR, allied activities and effectiveness on retaining talent - special reference to Employer Branding. (E)"
3.2 What is your opinion about the effectiveness of Talent Attraction & Retention Plans?

<table>
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<tr>
<th>#</th>
<th>Aspects</th>
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<th>Ineffective</th>
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<td>Flexible Working Hours</td>
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<td>3.2.5</td>
<td>Good reference for future career</td>
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<td>3.2.6</td>
<td>Inspiring Colleagues</td>
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<td>3.2.7</td>
<td>International Career opportunity</td>
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<td>3.2.8</td>
<td>Leave and Vacation Policy</td>
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<td>3.2.9</td>
<td>Post-Employment Benefits</td>
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<td>3.2.10</td>
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<tr>
<td>3.2.11</td>
<td>Skill Enrichment / Job Rotation</td>
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<td>3.2.12</td>
<td>Stock Options</td>
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<tr>
<td>3.2.13</td>
<td>Training Programs</td>
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</table>

3.3 How effective do you believe are the following Employer Brand Dimensions in retaining talent in your organization?

<table>
<thead>
<tr>
<th>#</th>
<th>EBR Dimensions</th>
<th>Highly Effective</th>
<th>Effective</th>
<th>Neutral</th>
<th>Ineffective</th>
<th>Highly Ineffective</th>
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</thead>
<tbody>
<tr>
<td>3.3.1</td>
<td>Career Development</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<td>Communication Systems</td>
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<tr>
<td>3.3.3</td>
<td>Fairness and Cooperation</td>
<td></td>
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<tr>
<td>3.3.4</td>
<td>People Management, Practices and Policies</td>
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<tr>
<td>3.3.5</td>
<td>Vision and Leadership</td>
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<td>3.3.6</td>
<td>Post-Employment</td>
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<tr>
<td>3.3.7</td>
<td>Performance Management</td>
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<tr>
<td>3.3.8</td>
<td>Recruitment and Induction Processes</td>
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<tr>
<td>3.3.9</td>
<td>Reputation of the Organisation</td>
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<td>3.3.10</td>
<td>Rewards and Recognition</td>
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<td>3.3.11</td>
<td>Work Environment</td>
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</tbody>
</table>

"Importance of HR, allied activities and effectiveness on retaining talent - special reference to Employer Branding. (E)"
3.4 What is your opinion about the importance of following factors towards retention activity in your organization?

<table>
<thead>
<tr>
<th>#</th>
<th>Criteria</th>
<th>Important</th>
<th>Neutral</th>
<th>Not Important</th>
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<tr>
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<tr>
<td>3.4.1</td>
<td>Autonomy</td>
<td>2</td>
<td>1</td>
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<tr>
<td>3.4.2</td>
<td>Brand Image &amp; Reputation</td>
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<td>3.4.3</td>
<td>Career Development Possibilities</td>
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<td>3.4.4</td>
<td>Corporate Culture</td>
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<td>3.4.5</td>
<td>Employment Security</td>
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<td>3.4.6</td>
<td>Leadership</td>
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<td>3.4.8</td>
<td>Salary and Benefits</td>
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<tr>
<td>3.4.9</td>
<td>Working Hours</td>
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</tbody>
</table>

3.5 Express your opinion about the following statements?

<table>
<thead>
<tr>
<th>Factors of Employment Offer</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td>#</td>
<td></td>
<td></td>
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<tr>
<td>3.5.1 Employees are emotionally connected with the organization</td>
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<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<tr>
<td>3.5.2 My family and I are emotionally connected to the organization</td>
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<tr>
<td>3.5.3 My Education has connectivity with profile of the job</td>
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<tr>
<td>3.5.4 My Job deliverables have clarity</td>
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<tr>
<td>3.5.5 My Employer encourages creativity at the work place</td>
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<tr>
<td>3.5.6 My Job deliverables have consistency</td>
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<tr>
<td>3.5.7 My Job deliverables have continuity</td>
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<tr>
<td>3.5.8 I have autonomy in decision making at my work place</td>
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<tr>
<td>3.5.9 My Employer compensates at par with Industry Norms (CTC)</td>
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<tr>
<td>3.5.10 My Employer Provides On duty Special Allowances</td>
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<tr>
<td>3.5.11 My Employer provides Medical, Educational Allowances for my family</td>
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</tbody>
</table>
3.6 What is your opinion about the importance of following activities towards the Employer Brand Communication in any organization

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<th>EBR Communication</th>
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<th>Neutral</th>
<th>Not Important</th>
<th>Not At All</th>
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<td>3.6.2</td>
<td>Blogs</td>
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<td>3.6.3</td>
<td>Career fairs</td>
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<td>3.6.4</td>
<td>Career websites</td>
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<tr>
<td>3.6.5</td>
<td>Employee Brand Ambassadors</td>
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<td>3.6.6</td>
<td>Employee referral program</td>
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<tr>
<td>3.6.7</td>
<td>Graduate programs</td>
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<td>3.6.8</td>
<td>Induction process</td>
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<td>3.6.9</td>
<td>Newspaper job ads</td>
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<td>On campus activities</td>
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<td>3.6.11</td>
<td>Online job boards</td>
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<td>3.6.12</td>
<td>Online social Networking Sites</td>
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<td>3.6.14</td>
<td>Organization Events e.g. AGM, product launches</td>
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<td>3.6.15</td>
<td>Performance Appraisal Process</td>
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<tr>
<td>3.6.16</td>
<td>Training and Development programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.7 How important were the following factors for you to remain work in the present organization?

<table>
<thead>
<tr>
<th>#</th>
<th>Activity</th>
<th>Highly Important</th>
<th>Important</th>
<th>Neutral</th>
<th>Not Important</th>
<th>Not At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.7.1</td>
<td>Job Description and Job PROFILE</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3.7.2</td>
<td>Competitive Compensation PACKAGE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7.3</td>
<td>Job POSITION with reference to location, reporting system and span of control</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7.4</td>
<td>Employee Engagement PROCESS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7.5</td>
<td>PROMOTION Opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7.6</td>
<td>Relationship with PEERS &amp; Supervisors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7.7</td>
<td>PERSONAL Transformation (physical / mental)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7.8</td>
<td>Adherence towards PROMISE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Importance of HR, allied activities and effectiveness on retaining talent - special reference to Employer Branding. (E)*
Annexure – 3

List of Publications
human capital
Driving Business Success and Excellence

The Singapore HR Awards
The 7Ps of Employer Branding

Creating a Soaring Performance Culture

The Future of Leadership

Empowering Employees
Through Innovative Benefits
Employer Branding: Analogy of 7Ps of Service Marketing

RAVI KIRAN innovatively relates the commonly used marketing concept that is the 7Ps of Service Marketing to Employer Branding. He brilliantly shows that just as companies would do well to heed the 7Ps marketing concept in their Services Marketing Efforts, they would also do well to apply it in branding their companies to be attractive places that key talent would love to be part of.
In business, the seven P’s (product, price, position, promotion, people, process and physical evidence) are used by organisations to market their services and compete with their competitors. Increasingly, organisations have learnt that just promoting their services and products is not enough. The overall “corporate brand” of the company must also be projected to customers at large. With this realisation, companies have started to develop what would be known as an “Employer Brand”. Along the way, efforts are made to enable the workforce at large to understand the distinction that is quality customer is. Efforts are also made to create a culture that empowers employees to live the corporate brand and exemplify its core brand values. Eventually, the results of such initiatives would create a flow over effect that “add value” to the customers of the company.

Here in this article, I present my conceptually developed model that I call the 7Ps of Employer Branding that is analogically related to what is commonly known as the 7Ps of Services Marketing. I will show how each of the 7Ps of my conceived “7Ps of Employer Branding” is conceptually and analogically related to its respective P from the well-known 7Ps of Services Marketing.

**Employer Branding: Analogy of 7Ps of Service Marketing**

**EMPLOYER BRANDING: CORPORATE BOARDROOMS**

What makes an employee happy? What makes him healthy and productive? What makes her innovative? I believe the answer lies in working with a company that has successfully differentiated its people practices and which provides its employees with a working environment that lives up to the expectations that the company has created in the market. This is where Employer Branding becomes a crucial imperative.

The Employer Brand of an organisation is the projection to the workforce at large the organisation’s unique identity. It is integral in helping the organisation attract, select and retain key talent required for the organisation’s functioning and growth. It also plays a pivotal role in maintaining and improving stakeholder relationship, which ultimately leads to enhanced organisational performance.

In fact, the concept of Employer Branding has been around for quite a while now. Every company has its own HR policies and organisational culture. The only difference between the varying effectiveness of Employer Branding of various organisations is the extent to which each organisation market their employee value proposition.

*(For Example: Indian old-timers like Birla Group, Godrej; MNCs like Deloitte, IBM and Shell never specifically focused on creating a certain image about their workplaces in the minds of employees and potential employees. They were simply ‘known’ as the best, and most reliable brands to work with, and as the employment market recognised them so, the employment market branded them so!)*

Employer branding is one of an organisation’s most important recruitment (HR) tools – if done correctly and consistently. Branding an organisation is like branding a product – the difference is the emotional effect it has on the employees and the impression it gives to potential employees.

**CURRENT MODELS OF EMPLOYER BRANDING:**

The concept of Employer Branding (EB) is being recognised by rapidly growing organisations and the purpose of these models is to allow companies to structure their EB activities in order to ensure success. Universum and PiB of Richard Mosley have developed such models for the benefit of organisations. In Universum’s model, it has given importance in three angles focusing precisely on Research, Employee, Value proposition and Communication. In the PiB approach, the various activities of Human Resources’ functionaries are further elaborated upon and it is explained how the employer brand wheel can help in its HR activities.

![Picture 1: Source: Universum's Employer Branding Model](image-url)
THE PICTURE OF THE JOB
A defective product despite its good packaging would not pass for an excellent product for very long with a customer. Sooner or later, customers will recognise the defectiveness. Analogically, a bad job would not keep an employee enthralled for very long. Therefore, the responsibility falls upon the HR and functional heads of company to continually implement efforts at redesigning the job, making it interesting, rich, challenging and productive.

Shifting perspectives, a great product in poor packaging would also not endear itself to customers, thus it is equally important to make the profile of jobs more interesting, challenging and fulfilling. It is also pertinent to mention that the employer should be open and give a complete picture of the job and its deliverables so as to allow a prospective employee to make an informed decision on whether to accept a job offer or not. The consistency of the job profile should be maintained at every stage.

THE PACKAGE OF REMUNERATION
Remuneration is an important aspect of the value proposition of a job. The price that an employee (prospect) is ready to pay, in terms of many hours, energy, physical and intellectual mental labour, has definite relation to the kind of job and environment that he/she expect. Similarly, the price that an employer is willing to pay to have the job filled and the employers’ expectation of the Return on Investment is proportionately correlated as well to the value proposition of the job. It is thus a mutual agreement that delivers on the responsibilities of the employee and the employer. The most challenging aspect is to attract the right prospect with the right price, along with attractive variable and fixed benefits. Hence, the Remuneration Package plays a very important role in a prospect’s decision on whether or not to accept the offer.

THE PLACE
Practically speaking, the place where a customer buys a product or service and its means of reach must be appropriate and convenient to the buyer. Similarly, the geographical location of placement of an employee may play a vital role in not only determining his/her effectiveness but also of the entire organisation. It is a manager's responsibility of placing new employees (based on lines' requirement), transferring older ones, undertaking job rotation and implementing innovative practices like internal job postings, career mobility, mobility across business verticals to see that the employee does not feel stagnant or face disengagement or discomfort whilst working within the organisation.

On the other hand, in the present competitive business scenarios, all purposeful functions come under one umbrella called the Global Market where virtual place makes its pitch in developing those markets. For example, for roaming phone bills, one could pay from any place through online means or by visiting the nearest service provider. Through net banking, a customer could perform transactions sitting in one place. Similarly, a prospect or employee might prefer to work from home. Arrangements like that are only possible when the employer allows such facility for his employees. The job, at the same time should enable such facility.
Great, you have 400 resumes to choose from.

Holy #@$!, you have 400 resumes to choose from!

What do you do?

You don’t hire resumes, you hire people. And you don’t want to spend days sifting through paperwork to find them. That’s why, at Manpower, we look beyond the skill sets, experience and background of our candidates to send you those who’ll also match your company’s ethos, ambitions and culture.

To meet your other halves, call +65 6232 8811, or visit www.manpower.com.sg.
PROJECTING THE INDIVIDUAL

Promoting a service is basically making the utility available through various marketing channels. Similarly, projecting the individual employee’s capability in an organization serves the purpose of boosting employee’s morale to achieve the organization’s objectives. Recognizing employees’ work and projecting his/her efforts are considered to be one of the most profound acts of human psychological processes which is extremely difficult to work with, given its hidden nature. Organizations must realize the need to reward and recognize employees who do their best to achieve organizational objectives. Although it may involve some cost, the Return on Investment with such initiatives is high as they build up an organization’s image and reputation.

THE PEOPLE

An employee’s peers are an essential component in developing a product or service. Hiring the right staff and training them appropriately to deliver on the organizational objectives in order to gain competitive edge over competitors is crucial. People management can only be effective if training focuses on behavioral technologies and the perspectives of each individual. Another important facet of effective people management is connecting with them through proper networking channels. Creating excellent interpersonal relationships with your people can not only improve employee relations but also help the Customer Relationship Management (CRM) situation of an organization. Successfully implemented, such initiatives will help retain talent. The quality of an employee’s peer environment will impact his ability to work effectively and productively. When an organization takes care of its employees, its employees will reciprocate by taking care of the Organization’s objectives.

THE PROCESS

People respond differently to different situations. Given the diverse range of personalities, it is no surprise that every individual will react differently to the same set of policies and practices. There will be some people who would need to have a written policy for everything, while at the opposite of the continuum, there will be those who want no policies at all, leaving everything open to interpretation as and when situations arise. Everyone else falls in between. Neither of these extremes contributes to a conducive work environment that consistently produces high productivity levels. The answer is found in taking the middle road by having an appropriate number and types of policies and standardized practices whose sole purpose is to improve individual performance in the workplace.

An efficient system can create more customer satisfaction given its processes that are enabled through technological innovation, proper reporting channels, and a stable, trustworthy recording system. Poor systems will generate a lot of frustration. The processes should act as key enablers to the smooth functioning of the business from the shareholder and stakeholders’ perspectives and most importantly add value to the services that an organization provides. Processes that do not add value to customers are a waste of time.

Similarly, Human Resource processes and policies should have technological systems and processes integrated within them for transparent and accurate transactions. It is in the processes that clarify which candidate to hire and retain. The processes should not be mired
in age old perceptions and thinking for it would be counter-productive if they were so. Yet a lot of times, just having that human touch can be a catalyst for performance and effectiveness.

**PERSONAL TRANSFORMATION**

Physical evidence is the element of the service mix that allows the consumer to come to a discerning judgment of the organisation. In general terms we call this an experience. If customers avail the experience with positive notes, then that product / service have successfully imprinted the company’s value proposition on that customer. Similarly employees also make critical judgments based on their experience with an organisation. It could be from the ambience of the workplace, type and quality of machines (in many cases computers), to things as mundane and inconsequential as identity cards. At the macro level, the vision, mission, motto of the organisation they represent will inspire the employee to deliver better service to customers. An example would be a customer entering a saloon that has a huge gutter full of mosquitoes next to it. No matter how good its service was, the saloon would likely never see that customer again. Vice versa wise, a customer would never second visit if the surrounding environment was pristine but its service poor.

The following table briefly brings about a one-to-one correspondence of Ps from services marketing to the Ps of employer branding.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>What Marketing conveys</th>
<th>What HR conveys</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Product</td>
<td>Product / Service that fits into the need of customer</td>
<td>Picture of the Job</td>
</tr>
<tr>
<td>2. Price</td>
<td>Price of the product / service to customer</td>
<td>Package of acceptable Remuneration that employee willing to join the company for that agreed job</td>
</tr>
<tr>
<td>3. Place</td>
<td>Place where the product / service is avail</td>
<td>Positioning of the Job (Location / Ranking / Reporting / Span of control etc)</td>
</tr>
<tr>
<td>4. Promotion</td>
<td>Communication about the product / service</td>
<td>Perception of and well conceived job profile – Projecting the individual</td>
</tr>
<tr>
<td>5. People</td>
<td>Person who provide the service / product</td>
<td>Peers and other HR in the organisation</td>
</tr>
<tr>
<td>6. Process</td>
<td>The quality of producing product / service</td>
<td>Process of converting a recruit into an employee and his/her engagement &amp; development till the severance</td>
</tr>
<tr>
<td>7. Physical Evidence</td>
<td>Experience &amp; imprint on the individual who avail product / service</td>
<td>Personal Transformation (Physical / Mental) of individual according to organisation requirement</td>
</tr>
</tbody>
</table>

The factor that is personal transformation should not be view only from a physical, materialistic perspective, but also from a subjective individual’s perspective. It is equally important for an individual to examine himself before and after he has been through an organisation to look for changes that may have caused him to grow and become more.

When there is evidence to show that there has been personal transformation in an individual after his playing of various roles within an organisation, only then can it be said that the organisation’s values and systems have been fruitful in its efforts to excel in this final parameter.

In conclusion to the above presented conceptual analogy of the 7Ps of Services Marketing and the proposed 7Ps of Employer Branding, it is all about creating a constructive image in the employee life cycle. Employees are positioned as Internal Customers who experience the product which is employment in a particular position by their employer. And they offer up their services for consideration and purchase by the employer.

An Employer should think that Employer Branding is beyond the gambit of Human Resources policy. It is a way of approach to differentiate the employer from the competitive labour market and each P (parameter) plays a crucial role in making employer and employee happy.

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Conference Proceedings

Extended Abstracts

of

4th Great Lakes NASMEI Marketing Conference

Dec 23 & 24, 2010

at

Great Lakes Institute of Management,
Manamai Campus
EMPLOYER BRANDING: DIFFERENTIATING QUOTIENT FOR INDIA INC.

Ravi Kiran  
Federation of Indian Chambers of Commerce and Industry, Hyderabad

Sharon S. Andrew  
Bharathidasan Institute of Management, Bangalore

Introduction
India Inc. has been able to establish its brand in the international market by its extraordinary quality of human resource and domain knowledge. Over the last decade, India's vast manpower has played an incredible role in its economic success story. Several corporate are now thinking of ways of building the skill sets of their employees.

The Manpower Employment Outlook Survey (2010), forecasts for India Inc. a booming labor market in Quarter 3, 2010. With 44% of employers anticipating an increase in headcount, 2% predicting a decrease and 46% expecting no change, the outlook on employment is poised on the threshold of growth. At the same time, there is a stigma attached to this positive image due to recession; pressure on cost cutting and substantial staff reduction across verticals lead to scarcity of talent in critical areas. Against this backdrop, how do employers differentiate their organisations?

The answer to enhancing the reputation of the Organisation Brand lies in Employer Branding. By focusing on building the employer brand and enhancing their appeal to talented workers with its culture and characteristics, organizations can position themselves to win lasting competitive advantage in the organization.

Employer Branding
Ambler and Barrow (1996) state that employer branding is the array of functional, economic and psychological benefits that an employee might receive as a result of joining an organisation. This approach works wonders in Talent Attraction and Engagement. An employer brand provides identity to the organisation and to its employees. As human resource experts Libby Sartain and Mark Schumann put it, the employer brand is what the company “promises to deliver emotionally to connect employees so that they in turn deliver what the business promises to customers.” (Brand from the Inside, 2006)

An employer brand identifies and amplifies the distinctive values, character and style that set the organization apart from others. Employer brand is an expression of an organization’s culture and characteristics and any given company’s employer brand should be unique. In the present competitive market, Employer Branding creates the Differentiating Quotient among organisations.

The concepts, however, are like old wine in a new bottle. Down the ages, the employer has always given importance to the welfare of the workforce, but, now, due to globalization and the sheer size of the organisation, is forced to give little importance to the workforce.
The Employer Brand Wheel

Practice develops out of theory and theory evolves out of practice. Similarly, the subject on employer branding and employer brand management evolved out the experiences of various practitioners and scholars. Simon Barrow and Richard Mosley (2005) in their book *The Employer Brand: Bringing the Best of Brand Management to People at Work* define the dimensions of the Employer Brand in the form of The Employer Brand Wheel. The framework lays out the key factors influencing employees’ experience of the employer brand.

**Sample and Scale.**
The sample consisted of 590 randomly chosen employees across 40 organizations in 9 sectors – Consulting, Engineering, Financial Services, Healthcare, IT, Manufacturing, Media & Entertainment, Telecom and Travel, Hospitality & Leisure.

The researcher constructed 35-item scale on Employer Brand and the 15-item scale on Organisation Characteristics were found to be reliable, with an alpha of 0.9423 and 0.9270 respectively.

**The Study**
The characteristics of an organization are rooted in its culture. The value of the employer brand is to attract, recruit and retain talent. The employer brand should have synergies with that of the business, be important to employees across cultures and nuanced for local conditions and sensitivities. Understanding the local context and recognizing, accepting and adapting to the needs of the local culture become one of the success factors for employer branding initiatives (SHRM 2010).

This study seeks to measure the interactive relationship between Organisation Characteristics and the Employer Brand.

Organisation Characteristics included Consistency, Honesty, Good Intentions, Openness, Decision making, Integrity, Compliance, Reliability, Trustworthy, Expertise, Credibility, Timeliness, Participatory, Accountability and Transparency.

The Employer Brand is measured along the dimensions of Vision and leadership, Policies and values, Fairness and Cooperation, Corporate Personality, External Reputation, Communication, Recruitment and Induction, Development, Performance Management, Working Environment, Reward System and Post-employment.

The study also seeks to find significant differences, if any, in Organisation Characteristics and the Employer Brand among the variables of gender, age, type of organization (Public
Conclusion
The benefits of employer branding are enhanced recruitment, retention and employee engagement/commitment. These factors can contribute significantly to overall business performance.

Organisations increasingly recognise that they cannot take the commitment and loyalty of their employees for granted. They are beginning to realise that valued employees, like profitable customers, are free to make choices, to join, to engage, to commit, and to stay. They understand that to attract the right kind of people, to encourage them to remain loyal and to perform to the best of their abilities requires a focused, coherent and benefit-led approach. Recruiting, retaining and developing the right people are important components in the creation and delivery of business value.

Employer branding draws on a discipline that has proven lasting value in the marketplace: branding with its tenets of close attention to the needs and aspirations of the target audience, focus on benefits, competitive differentiation and the marshalling of a coherent and consistent brand experience. Therefore, Employer Branding should be used by organisations of today as an effective tool to provide the organisations the Differentiating Quotient for lasting competitive advantage to the business.

References
12. Santos, Ana Maria (2009), Attracting and Retaining Talent: Yes, it needs Marketing Skills! Brand Learning
EMPLOYER BRANDING – A NEW PILL TO TALENT CRUNCH

Ravi Kiran*

Present Scenario

In the liberalized economy, the word that makes its presence felt most in the business world is 'competition'. The primary source of long-term competitive advantage for a business firm or an industry is its employees and their relation with employers.

According to a career website report, 5.4 million jobs will be created before 2010, and smaller generations of replacement workers entering the workforce, hiring managers are voicing concern over their ability to fill vacant positions with skilled staff. In the 2007 Employment Dynamics and Growth Expectations (EDGE) Report, Nine out of ten employers said finding good workers was more difficult today than compared in 2006, and roughly the same number believe it will be equally or more challenging to recruit qualified candidates 12 months from now. (careerbuilders.com, 2008)

Manpower Inc's 2009 Talent shortage survey reveals that the talent crunch at global level remains a pressing issue. Despite the global recession and weakest employment outlook in recent times employers are observing a scarcity of talent in critical areas. To give more clarity, there are plenty of Information Technology jobs in India and Japan at the moment, yet employers in these very countries express difficulty in getting right fit. why because, employers not only look for people with IT degrees, certifications and programming skills, but also those prospects who possess the right managerial skills and domain knowledge of the business.

![Percentage of Employers Having Difficulty filling Jobs Globally](image)

Source: Manpower Inc., 2009

Employees are the biggest asset of an organization who in turn create innovative products, services and mobilize revenues for company’s existence and growth. They not only create products and services but also attract customers. Considering today’s fast changing business
environment, the demand for skilled workforce with specific competencies and expertise has become more pertinent (Campion, M. A., Palmer, D.K and Campion, J.K, 1998).

The talent crunch does not affect all regions uniformly. The intensity of talent scarcity is more in Japan - 55%, Australia - 49%, USA - 19%, and UK - 11%. Whereas India positioned itself with 20% difficulty in filling jobs due to lack of available talent. From the below chart, it is evident that, in these uncertain times, employers have to master the balancing act in terms of talent management. Employers have adopted various strategies in short term to cut the costs, but it should not compromise their long term appeal to those key groups of talented personnel capable of providing real competitive advantage for the future.

![Percentage of Employers Having Difficulty filling Jobs](chart)

Source: Manpower Inc., 2009

**Defining Branding**

Walter Landor, a well known advertising personality told that *brand is a promise*. By identifying and authenticating a product or service it delivers a pledge of satisfaction and quality." Another author says 'the personification of an organization, product or service which allows one to charge a premium price for an otherwise generic product or service'. A well-known brand is generally regarded as one that people will recognize, often even if they do not know about the company or its products/services. These are usually the organization’s name or the name of a product; it can also include the name of a feature or style of a product. The overall ‘branding’ of a company or product can also stretch to a logo, symbol, or even design features of it.

**Linking Talent with Branding**

In ever changing business environment, it is crucial for an organization to posses highly qualified and talented personnel to motivate and keep up with the fast pace market needs. Demand for competent person is increasing steadily when it comes to key portfolios in organizations.
contrast, the demographic change in certain parts of the world is witnessing a trend where in that the number of people in the age group of 20-29 will go down by 20 per cent, while the age group of 50-64 will amplify by 25 percent (Buck & Dwortschak, 2003), it means the population is getting older. If someone considers the direct impact on labor market, it is evident that organizations will encounter problems finding highly skilled successor to replace the 40-70 percent of all senior executives who may be eligible for retirement in the next five – eight years (Gandossy, R.P & Kao T, 2004)

Apropos to the above paragraph, it is evident, the talent need to identify and position itself differently. Borrowing from the concepts of Product Marketing / Service Marketing and trademark brands, the talent brand is a relatively new concept. It represents the image of an organization’s combination of culture, reputation, products and services, as well as the way the organization deals with and values its personnel. In totality, the talent branding is what differentiates an organization as a good (or not so good) place to work for both potential and current employees (Human Capital Institute, May 2008).

The most difficult profile for an employer to close the position is Sales Representative alias Sales Rep. Skilled trades such as plumbers, carpenters, electricians, are the most difficult to identify and fill the positions. The top 10 jobs that employers are having difficulty filling the requirements across the countries shown below

<table>
<thead>
<tr>
<th>Rank #</th>
<th>Profile (Across Asia Pacific)</th>
<th>Profile (Only India)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sales Representatives</td>
<td>Customer Service Support</td>
</tr>
<tr>
<td>2</td>
<td>Skilled Trades</td>
<td>Skilled Trades</td>
</tr>
<tr>
<td>3</td>
<td>Technicians (Primarily Production / Operations / Engineering or maintenance</td>
<td>Labourers</td>
</tr>
<tr>
<td>4</td>
<td>Management / Executives</td>
<td>Marketing &amp; Public Relation Staff</td>
</tr>
<tr>
<td>5</td>
<td>Engineers</td>
<td>Mechanics</td>
</tr>
<tr>
<td>6</td>
<td>Accounting and Finance Staff</td>
<td>Information Technology Staff</td>
</tr>
<tr>
<td>7</td>
<td>Labourers</td>
<td>Production Operators</td>
</tr>
<tr>
<td>8</td>
<td>Information Technology Staff</td>
<td>Accounting &amp; Finance</td>
</tr>
<tr>
<td>9</td>
<td>Secretaries, Pas, Administration Assistance and office Support</td>
<td>Supervisors</td>
</tr>
<tr>
<td>10</td>
<td>Production Operators</td>
<td>Insurance Staff (Qualified Brokers, Clerks etc)</td>
</tr>
</tbody>
</table>

Source: Manpower Inc., 2009

In addition to the existing complexity of attracting right fit, organizations are exposed to difficulty in engaging the best employees, which resulted in a fierce competition for skilled individuals on the labor market. Due to an increasing demand for professional staff, it becomes more and more difficult for organizations to approach and recruit so called ‘high potentials’. Therefore, companies have shown an interest in differentiating themselves to a higher extent in a labor market when it comes to the ‘battle for talents’. (Sullivan, John 2005).
Employer Branding – Relevance to Present Context

From the current recession, the global economic growth will resume sooner or later. But from the above statistics, current employment scenario, the results are deficit to meet the Industry needs. Once economy stabilizes, it brings additional strain in talent markets all over. The need for more specialized skills will arise and it might intensify the current strain of attracting the best talent. It is imperative to design and implement such strategies that help attract, retain and motivate the best possible workforce.

One such strategy is Employer Branding. Employer branding is the array of economic, functional and psychological benefits that an employee might receive as a result of joining an organization (Ambler and Barrow, 1996). An employer brand is the organization’s identity to its employees. It is an answer to the question, “what is like to work in this organization?” Employer brand is what the company promises to deliver emotionally to connect employees so that they in turn deliver what the business promises to customers” (Libby Sartain & Mark Schuman, 2006)

This is the right time for organizations to swallow the pill called 'employer branding' – which encapsulates the most effective strategy that is fast gaining worldwide attention - which may act as a differentiating factor for the employer who uses it effectively. The employer branding is a holistic concept of strategic brand management from the field of marketing. It helps organizations in the process of profiling themselves in the labor market as an employer of choice for future employees as well as to ensure organizational identification among current employees.

Employer Branding is a concept where the recruitment process has to be managed in the same way as Customer Relation Management dwelt. It involves a 360° approach that embodies employees, customers, clients, suppliers, shareholders other stakeholders like marketing, finance, operations, external environment like family and friends etc everybody that are associated with organization directly or indirectly (Simmons 2005).

An employer brand identifies and amplifies the distinctive values, character and style that differentiate the organization from others. Employer brand is an expression of an organization’s culture and any given company’s employer brand should be unique.

For example, Finland’s Nokia is known for its cutting-edge mobile phone design and usability. Its employer brand emphasizes those traits when the company says it primary objective is to connecting people through innovation and technology. With the same note, the company is trying to attract individuals with a particular skill sets and working style will be aligned with its values. Individual preferring slow-paced, highly structured work environment may not be good fit in Nokia’s culture. This approach works well for Nokia, but may not work for some other companies.
Building right kind of employer branding begins with identifying the distinctive qualities of the organization that create an emotional connection between employer and employee. Simple way to find what is the uniqueness about organization is to find out from its employees. For example, we can hear from global beverage giant Coca-Cola’s employees that their brand is “exciting, unique and challenging” and that their work “makes people happy and refreshes them”. Employee endorsements, when highly motivated employee speaks about organization, it assimilates a strong sense of belongingness to existing employees and feel good factor for prospect when he/she applies to Coca-Cola.

![Diagram](source: www.simply-communicate.com)

Ownership

Who owns the responsibility of employer brand, is it sole responsibility of human resources, or marketing or corporate communication team? The answer cannot narrow down to one but it is everyone’s responsibility, starting from the organization’s leadership to frontline managers. They must live the brand with words and actions. The job of attracting, engaging developing and retaining must be shared by everyone. It would be more appropriate if chief of people can take the lead and get assistance by marketing and communication with an integrated approach to establish and sustain the employer brand.
Conclusion

Establishing a link between brand, product and customer experience is not new, but the practice of managing the link between people (personnel) who create such experience is new. In many respects, concept of employer branding is progressed through an application of same principles of product / service marketing with more focus on people / personnel.

When layoffs and cost cutting strategies hits the headlines everyday due to global economic recession (in some cases, low growth) it may be against the commonsense to invest in strengthening the employer brand. On the contrary, companies must look beyond recession to the inevitable recovery and to intensifying talent shortages that will follow. It’s a tool to position the organization to win lasting competitive advantage in the talent market place.

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About the Editors ...

Dr. K. Maran is presently Professor and Director of Sri Sai Ram Institute of Management Studies, Chennai. He has over two decades of teaching experience in Postgraduate Management, Commerce and Computer Applications. Currently he is supervising more than seven Ph.D., scholars and has published more than 30 research articles in national and international journals. He has presented papers on International Conference in Malaysia, Singapore, Srilanka and UAE. He has published three books on Principles of Marketing Management, Management Science and Merchant Banking and Financial Security. He acquired Ph.D in Business Administration from Annamai University. He has presented more than 60 papers at the national level and international, UGC, AICTE Sponsored seminars.

B. Venkateswara Prasad is presently working as associate professor in Sri Sai Ram Institute of management Studies, Chennai. He is an MBA with post graduate degree in Msc.Psychology public administration, Personnel management, Industrial relations and Labour Welfare. He is currently pursuing Doctoral programme in Management. He has extensive experience in corporate environment as well as in teaching management courses. He also served in the capacity of Deputy Director in B-School, pune.

V. Hemanth Kumar, is currently working as Senior Lecturer in Sri Sai Ram Institute of management Studies, Chennai. He is an MBA, specializing in HR & Marketing, and M.Sc Psychology, from University of Madras, he also did his MLM (Labour Mgmt.) from Madurai Kamaraj University, and M.Phil in Management from Alagappa University, PGDHRM from Pondicherry University, and pursuing his Doctoral Programme in the from S.K. University. He has extensive experience both in corporate and academics and acts as the resource person at various universities.

P. Priyadarsini is presently working as Lecturer at Sri Sai Ram Institute of Management. She is an MBA with Human Resource Management Specialisation and also completed her master of Philosophy in Management. She is pursuing her Doctoral Degree in Management. She has experience of eight years in Teaching and Industry. She has published and presented papers in various National and International conferences.
What Corporates Expect from You

Experts’ guide to student managers
The idea of writing an article on this subject was instinctive after we attended a few events as delegates, and coordinated a few others. A business event is basically like a two-sided coin in a coveted hexagonal glass.

The two sides of the coin here are – one, the organisational aspects of running the event and two, ensuring that you have delivered a purposeful event.

Event planning is a process with three main phases:

Pre-event: The period from when you decide to organize an event, until the week before it is scheduled to take place

Lead-up: The week before the event

Post-event: The week after the event has taken place

No matter what kind of event we are planning, it will have the three main phases, pre-event, lead-up and post-event phases.

It is best to start by defining the type of event you are planning and working out the time you have to plan it. Event planning is a process that, if applied correctly, will set you up for success every time. The event-planning process involves the following steps:

- Confirming the type of event you are planning
- Developing an event brief
- Establishing the planning timeframe
- Developing an event-management sheet
• Confirming your event budget
• Working through your event-management sheet

MARKETING THE EVENT

In marketing the event, after deciding on the target number of participants, it is very important to have an effective marketing campaign. Existing competitive and tough business environment has not spared even the industry bodies, that very often Chambers of Commerce will have to compete with other associations doing similar events. A good grip on the event’s subject, effective planning and a diplomatic way of handling competition and conflicting interests will give one an edge over the other.

In reaching out to the target participants, in addition to the usual sources like industry associations, newspaper reports, internet, etc, academic institutions/universities need to be tapped more effectively. This is very relevant and crucial in today’s context, given the increasing number of highly specialized and focused industry-oriented courses that are being offered by the institutions.

CULTIVATING RELATIONSHIPS

Meetings and conferences provide a key platform to develop contacts. It is an important step to establishing and maintaining the contacts. The following are a few methods to strike new and improve the existing relationships in a business event.

• Wearing a well-groomed look
• An initiator to break the ice i.e. being the first to wish or say “hello” to a new contact
• Forthcoming and effectively networking
• Applauding the achievement of others in conversation.
• Following up calls/emails

THE EVENT DAY...

On the event day it is very important to ensure that the minutest details are taken care of – you have to ensure that the prayer song CD, the scissors to cut the ribbon, lids to cover the glass tumbler, brief profiles of speakers are available, and also that the jarring cell phones do not disturb the proceedings, and so on. This boils down to the basics – have an effective and comprehensive check-list ensure that all the points are carried out.

The organizer has to be agile and overview the flow of the event in a proactive manner and have to ability to solve any hiccups that may occur.

If the organizer has a calm-temperament coupled with an alert mind, it will go a long way in ensuring a smooth and successful event.
THE ROLE OF MEDIA RELATIONS

Media plays a very important role in business events. It enhances the Business-Community Relations and builds the partnerships among the stakeholders. It also promotes a Corporate’s identity, its image and practices. It enhances international understanding of business-community relations through information sharing and networking, particularly with delegates from foreign countries participating in the event. The most crucial requirement is to assess the way the media understands, prioritises and covers the event.

PURPOSE AND RELEVANCE

Now, for most part of this article, we have seen one side of the coin – the organizational aspects of an event. The other side – making it a purposeful and meaningful event – is the most important aspect that will decide the success or failure of the event. While logistics, marketing and other aspects of the event are important, no amount of organizational precision can help in the success of the event, if the purpose of the event lacks clarity and focus.

Making the event relevant to all the stakeholders involved, which is the most important aspect of the event, is done by addressing the current and forthcoming issues pertaining to the subject. Only this can make the proceedings of the event lively and relevant.

CONCLUSION

The very aim of a business event is to create a lasting impression on the minds of the participants and enable the organizers to reap the desired benefits. The business event is instrumental in creating brand awareness and also acquainting with the latest developments by eliciting innovative ideas.

While most readers of this book will agree that academic qualification and knowledge of the content are essential to have a good entry into the corporate world, what is more important to move up the career ladder is one’s interpersonal skills and ability to see and seize new opportunities.

Business Events offer a great scope to further hone one’s people skills. The new contact that you may make or the old contact that you may bump upon may have the key for your dream opportunity! The spark that you may get from the proceedings of the event, may set you on to a new course! The right business event offers people and ideas in plenty.

So, check and seize the next business event that is relevant to you... and get going!
India being the largest democracy—with stable, mature, vibrant and exemplary democratic governance and institutions—boasts of quality B Schools, which attract student community in large numbers every year. There are almost 10 million graduates in the country passing out annually. This number is set to rise in the future. However, our graduates are not Industry-ready, in terms of specialist skills. On the other hand, the industry is screaming for educated "masses." Even if we take all the students from all the B Schools put together in the country, there will be a shortage of skilled manpower and domain expertise at all levels.

This book is aimed to bridge the gap between corporate expectations from the young talent and meeting the needs of the latter by providing growth prospects.

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Annexure – 4

Employer Branding Campaign

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India Inc is recognising the multiple benefits of having more women across levels within the organisation and many progressive firms like Accenture are taking steps to groom and involve more women for higher roles and functions.

According to Priti Shergill, lead, human resources, Accenture, women form 20% of the talent in the market and are academically and professionally qualified to perform roles in our industry. It is hence, critical for organisations to take specific measures to attract, retain and grow women in their workforces. "Women also enhance workforce diversity, which according to research is one of the key differentiators for organisations in the future impacting profitability, innovation and culture," adds Shergill.

Creating a diverse workplace is a business imperative today which organisations cannot ignore. However, attracting and retaining women in senior roles calls for special initiatives from the organisation's side. Shergill says, "Women form 30% of Accenture's workforce and we offer our employees a multitude of local and global career opportunities, capability development opportunities to build leadership skills and other support systems such as childcare, networking, mentoring and sponsorship among others. At the same time, we also invest in upskilling our leaders and our people regarding the importance of embracing diversity and inclusion in their teams.

Accenture strongly believes that attracting, retaining and promoting women is critical to the success of our company. Women make up approximately 30% of our workforce, and they contribute to an environment that is rich in diversity. Accenture has created unique programs to support our women including flexible work arrangements, mentoring and leadership development programs, mentoring and leadership development programs, maternity returners program, day care facilities, assistance programs, adoption leave, and much more. The Accenture Women's Network, among others. We are looking for women to join us in Mumbai in the following capabilities:

**SAP:**
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**Oracle:**
- 3.5 - 12 years: Fusion Middleware-BPFI, Process Manager/ESB.

**Siebel:**
- 3.5 - 10 years: Configuration and Enterprise Application Integration (EA).

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Walk-in event for women professionals in technology

Accenture strongly believes that attracting, retaining and promoting women is critical to the success of our company. Women make up approximately 30% of our workforce, and they contribute to an environment that is rich in diversity. Accenture has created unique programs to support our women including flexible work arrangements, mentoring and leadership development programs, maternity returners program, day care facilities, assistance programs, adoption leave, and much more. The Accenture Women's Network, among others. We are looking for women to join us in Mumbai in the following capabilities:

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Walk in time: 10 am to 6 pm
Mumbai: 15-16 October, 2010
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Pune: 16-17 October, 2010
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Venue:
Hotel Anmutha Castle,
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- Exposure to PBIM/PLM (Team Center environment) preferred.

Walk-in Dates: 3rd & 4th May
Time: 9:00 a.m. - 5:00 p.m.

Venue:
Hotel Stainless Steel,
Next to BHEL common visitor office,
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**Qualification:** BE/B.Tech. (Mechanical)

**Pipe Support Engineers (Job Code-PSE):** 3 to 10 years’ experience in pipe support and pipe support frame calculations and support positioning for non-critical lines. Experience in 3D modeling on PDMS/MDS software.

**Qualification:** BE/B.Tech. (Mechanical)

**Structural Engineers (Job Code-STRUCTURES):** 4 to 7 years’ experience in design and analysis of steel structures and conversant with Staad Pro and ANSYS. Exposure to Marine and offshore structures will be an added advantage.

**Qualification:** BE/B.Tech. (Mechanical)/M.Tech (Structures)

**Catia V5 Engineers/Leaders (Job Code-CATIA):** 3 to 8 years’ experience in various design activities like product design, detail design, engineering changes, design modifications and manufacturing drawings creation. Experience in Rail/Automotive domain and PLM tools (ENOVIA, Team Centre etc.) would be an added advantage.

**Qualification:** BE/B.Tech. (Mechanical)

**Pro E Engineers/Leaders (Job Code-PROE):** 2 to 8 years’ experience in modeling and detailing using Part/Sheet Metal/Assembly/Surface/Pro-Cabling/Pro-Piping.

Sound knowledge on castings, forgings, plastics, welding, light/heavy fabrications, engine installation/packaging, cable routing/wire harness, connector modeling, ASME & GDEIT is required. Wind-chill and PLM/PDM knowledge will be preferred.

**Qualification:** BE/B.Tech. (Mechanical)

**Structural Analysis Engineers - ANSYS/Nastran/LS Dyna/Patran/Hypermesh/Abaqus (Job Code - SAE):** 2 to 8 years’ experience in Finite Element modeling and Stress analysis using ANSYS/NASTRAN/Hypermesh.

**Qualification:** BE/B.Tech. (Mechanical)

**Technical Writers/Illustrators (Job Code-TPL):** 3 to 7 years’ experience in Technical writing, Illustrations, maintenance tactics activity in Automotive or Heavy equipment industry. Should have good communication skills, expertise in authoring and illustration tools like Arbor Text Epic Editor, Adobe Illustrator, Framemaker, MS Word Iso Draw and usage of tools like ProE is mandatory.

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**Qualification:** BE/B.Tech. (Electrical/Mechanical)

The job location for the above mentioned positions is in Hyderabad.

**Structural Designers (Job Code-AUTOCAD):** 3 to 7 years’ experience in steel structural detailing on Autocad. Experience in Marine and offshore structures will be an added advantage.

**Qualification:** BE/B.Tech. (Mechanical)

**Job Location:** Visakhapatnam

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**WALK-IN INTERVIEWS**

**Date:** 14th & 15th April, 2012

**Time:** 10 am to 3 pm

**Venue:** Plot No. 11, Software Units Layout, Infocity, Madhapur, Hyderabad – 500 081.

**Phone:** 040 - 2311 0357 / 2313 9000

Please bring your updated resume, academic & service credentials and latest payslips when appearing for the interview.

If you are unable to make it for the interview, you can e-mail your resume to: engg.careers@infotech-enterprises.com mentioning the "Job Code" in the subject line while applying.
Are You Passionate About Converting Concept To Silicon/System?

Infotech Enterprises provides leading-edge engineering solutions, including product development and life-cycle support, process, network and content engineering to major organizations worldwide.

A snapshot of our Hitelc practice:
- One of the largest ASIC design and Embedded SW services teams
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- A niche player in platform development based on Android, Linux, Windows, mobiles/Windows phone and other HLDS
- Preferred Embedded SW solution provider for top 3 OEMS and topmost chipset vendors
- Globally distributed design centers - San Jose, California (US), Hyderabad, Visakhapatnam and Bangalore

EMBEDDED SOFTWARE REQUIREMENTS

- VC+++, MFC, WIN32 (Job Code: MFC)
  - Experience using VC++ with MFC and Win32, sound knowledge of OOPs concepts, multi-threading
- Understanding of STL, Windows Sockets and Net Technologies
- Android Multimedia frameworks (Job Code: Android MP)
  - Strong knowledge of C/C++ and multimedia fundamentals
  - Hands-on experience in Linux/Android multimedia framework
  - OpenSource/Drivers/Interface on HW platforms/SoCs
  - Expertise in any of the following:
    - Prof/Prof Processing/Approximation: Video surveillance, Audio domain architecture, IP camera segment
    - Microsoft DirectShow or SGSOpenCORE, familiarity with multimedia encoders and decoders would be an added advantage

LTE Physical Firmware/ESP (Job Code: LPP/GSP)
- Signal processing background with good understanding of OFDM, MIMO
- Strong C, embedded and real time programming, C/Assembly on DSPs/PPCs
- Experience in Lab tools/Analyzer/Debuggers

LTE MAC Firmware (Job Code: LL-ESD)
- Experience in L2 (MAC) firmware, hands-on working experience in C/Assembly, Lab tools/Analyzer/multichannel embedded systems/Microcontroller
- Upper MAC, lower MAC: LTE experience preferred
- Linux internals such as device drivers, networking interfaces, QoS and the TCP/IP stack
- Strong understanding of concept of OFDM, MIMO

ASIC & FPGA REQUIREMENTS

ASiC SoC Verification (Job Code: ASIC-Ver)
- Experience: 3 – 15 years | Location: Hyderabad, Bangalore, Visakhapatnam & Noida
  - Expertise in HIL like Sequencer or SystemVerilog
  - Experience with mixed signal verification
  - Exposure to SoC verification around ARM, MIPS, Terasic and peripherals using QASIA

ASIC Implementation (Job Code: ASIC-MP)
- Experience: 4 – 10 years | Location: Hyderabad, Bangalore & Visakhapatnam
  - Experience in logic synthesis, low power synthesis, timing constraints, timing closure, static timing analysis, synthesis, ATPG and debug
  - Expertise in scan, test, compression, ATPG, LBIST, MBIST, TS/TAG, ATE equipment, test mode timing, simulation, silicon debug

ASIC Design Engineer/Liaison/Managers (Job Code: ASIC-PUR)
- Experience: 2 – 15 years | Location: Hyderabad, Bangalore, Visakhapatnam & Noida
  - Experience in partitioning, IO ring generation, floorplanning, PG planning, place and route, clock tree synthesis, timing closure, logic design, logic synthesis, IP drop analysis, physical verification, signal integrity, low power design
  - For managers, experience in managing multi-million dollar/national level designs using deep submicrometer process technologies is essential

ASIC Standard Cell/Memory/IOAnalog (Job Code: ASIC-Standard Cell/Memory/IOAnalog)
- Experience: 2 – 5 years | Location: Hyderabad, Bengaluru & Noida
  - Knowledge in input design of Standard Cell/Memory/IOAnalog

Logic Design (Job Code: ASIC/PGA-LD)
- Experience: 3 – 15 years | Location: Hyderabad, Bangalore & Noida
  - Knowledge in input design of Logic Design

FPGA Design and Verification (Job Code: FPGA)
- Experience: 2 – 15 years | Location: Hyderabad & Bangalore
  - Experience in design, verification & validation for FPGA based systems
  - Experience in PCIe/IP design experience would be an added advantage

For more information
- Call: +91 95263 77222
- Email: s324@gmail.com
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Northwestern Alaska Career and Technical Center (NACTEC) is shaping thousands of students' career choices. Cat® Simulators are playing a role in the futures of many.

An Inspired Program
Situated in beautiful Nome Alaska, the center is a joint venture between the Bering Strait School District (BSSD) and Nome Public Schools (NPS). NACTEC is designed to provide Bering Strait School District and Nome Public Schools high school students with the necessary resources and skills for employment opportunities, the pursuit of postsecondary education, and independent living skills through instruction in four focus areas: career and technical skills, career exploration, life skills and work readiness skills. The programs run for two-week sessions and students live on campus during that time.

Introducing a heavy equipment program was first considered after Doug Wahlath, Director of NACTEC, received feedback from around the community asking what NACTEC could do to not only address the need for heavy equipment training, but also address the segment of the student population that was disengaged with standard four-year college tracks, and more likely to continue their education in the vocational trades. After receiving the feedback Wahlath and his team had to figure out what to do with it. In March 2010, representatives from...
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Diploma:
Diploma in CSE, IT, EEE.
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Regional Sales Manager (Job Code - Sales - 101)
BE (Mechanical / Automobile Engineering) MBA is desirable
Candidate should have minimum 10 to 15 years of relevant work experience in commercial vehicle sales and an entrepreneurial spirit to independently carry out company’s business objective in the market. As RSM he / she should be able to study market trends and develop business strategy in order to meet the current Indian market requirements and develop strategies for its future potential. Candidate must have strong understanding of commercial vehicle industry, transport applications and customer needs / expectations. Good people management skills and customer focus is must.

Area Sales Manager (Job Code - Sales - 102)
BE (Mechanical / Automobile Engineering) MBA is desirable
Candidate should have minimum 6 to 10 years of relevant work experience with keen business acumen and an entrepreneurial spirit to independently carry out company’s business objective in the market. Candidate must also have sound understanding of commercial vehicle industry, transport applications and customer needs.
Candidate with exposure to Key Account Management & Direct customer handling experience would be given preference.

Manager / Senior Manager – Exports
(Job Code - Export - 201)
BE (Mechanical) preferably with an MBA degree in International Business. Candidate should have 7 to 12 years of relevant work experience in the automobile / bus industry and good understanding of International Business and be able to independently conduct business development & sales for the SMVAC region. Monitor market trends & develop business strategies in order to meet business objectives and customer requirements, liaise with the government agencies with the objective of meeting sales target for the defined region within the overall business strategy and plan. He / She should have good customer management and dealership management skills.

Deputy Manager – Export Logistics
(Job Code - Export - 202)
BE (Mechanical or Production)
Candidate should have 7 to 12 years of relevant work experience in the automobile industry and good understanding of the area of export and logistics. He / She is expected to independently handle all activities related to export logistics, from inbound documentation and clearing export related material to outbound dispatching and shipping of buses for export. This position is related to logistics activities for all export units. Candidate should be able to deal with DGF, Insurance Companies, Shipping Companies, CHOs and Payment Authorization and build a strong network with above-mentioned agencies.

Service Manager (Job Code - Service - 601)
BE (Mechanical / Automobile Engineering) MBA is desirable
Candidate should have 8 to 12 years of work experience with a minimum of 3 to 5 years of After-Market Sales in the automobile industry. He / She should have sound technical & commercial knowledge of commercial vehicles, transport industry, transport applications and be able to develop, support and enhance after-market business. Candidate should have strong acumen for developing dealer infrastructure and to identify and develop new dealerships. Also, the candidate should have strong customer management skills and technical knowledge for after-market services and parts.

Production Manager (Job Code - Production - 301)
BE (Mechanical / Automobile Engineering)
Candidate should have minimum 12 to 15 years of relevant work experience. Knowledge of production management, assembly processes, balanced process / sub process flow, cycle time, throughput time etc. Knowledge of Lean Concepts (5S, JIT, Visual Control, One Piece Flow etc.), Knowledge of automobile technology and work shop safety measures is essential. Candidate should have good shop floor people management skills and capability to increase production.

Engineer/ Senior Engineer – Vehicle Assembly (CNG)
(Job Code - VA - CNG - 302)
Candidate should be an Engineering graduate with 3 to 5 years of relevant work experience or Diploma with 5 to 8 years of functional experience. Ability to evolve, establish and streamline production systems in vehicle assembly line / body building. Good knowledge and understanding of vehicle assembly, w.r.t. line balancing, quality control systems, problem solving techniques, SPC, FMEA and ability to arrive upon the optimum design for Quality, Delivery & Cost.

Engineer/ Senior Engineer – Chassis Assembly
(Job Code - CA - CNG - 303)
Engineering graduate with 3 to 5 years or Diploma with 5 to 8 years of functional experience.

Manager – Demand Planning
(Job Code - Planning - 401)
BE (Mechanical / Automobile Engineering). Preferably with a Masters in Management
Candidate should have 8 to 10 years of relevant work experience with strong analytical skills and can conceptualize business models and implication. Ability to handle extremely critical elements of demand planning and forecasting. Should be able to ensure that the balance between the market demands and inventory levels are maintained within the limits of business rules.

Deputy / Assistant General Manager – Purchase
(Job Code - Purchase - 501)
BE (Mechanical or Production)
Candidate should have 15 to 18 years of relevant work experience in the automobile industry and should be able to lead the purchasing department. Should have good understanding of business dynamics, profitability, automotive / non-automotive purchasing and automotive supplier processes. Experience in Metro Global Organization, knowledge of Global Supplier processes, Supplier Quality processes (APQP, PPAP, Techniques etc.), Logistics, understanding of the export business and Automotive Supplier base.

We also have openings in the areas of Product Development, Production, Process Engineering, Logistics, Marketing, Supplier Quality, Shop Floor Engineers / Group Leaders. Candidates having higher experience can also apply in their respective areas.

Except Sales (all India) all other positions would be based at Hosakote Plant, Bangalore. Please send in your CV to myfuture@volvo.com, mentioning Job Code in the subject line.

Volvo Buses India Private Limited, Yelahanka, Sarjapur Road, Hosakote, Bangalore 562 122.
Yokogawa advances towards a single, global business model with a Cisco data center solution

Yokogawa, a multinational testing and automation equipment manufacturer, is using Cisco WAAS technology to increase global collaboration. In Europe, Cisco has collapsed IT resources of 34 branch offices into five data centers and achieved sub-one year ROI.

**Business Challenge**

Yokogawa Electric Corporation was founded in 1915. It makes process automation, factory automation, test and measurement, medical research, and aerospace equipment which is used mainly in the petrochemical and pharmaceutical industries. Yokogawa in Europe – Yokogawa Europe B.V. – was established in 1982 and now has 1600 employees, manufacturing plants in the Netherlands and Germany, and sales offices or agents in most European countries and in South Africa.

Yokogawa’s corporate business strategy is to become one global company and be the market leader in industrial automation and test and measurement equipment. Cooperation and collaboration between engineers and sales and services departments in the regional business of Yokogawa is essential to realizing these business targets. But to achieve that, Yokogawa needed to create an IT infrastructure able to share information and to make sure data within the organization is available and accessible around the globe.

Rob Tammeling, ICT manager for Yokogawa Europe and also part of the company’s global IT strategy committee, says, “Our global engineering groups required more and more bandwidth for all kind of applications and data sharing. Files that we share around the world are often 100MB. But a constant upgrade in network bandwidth was very expensive and didn’t solve all the issues. Time to opening files, locking files, and latency all remained a problem. Soon the various groups started to copy data and replicated this over multiple data servers. This potentially resulted in multiple copies, which individually were changed and no-one could find the latest version again.”