Chapter-4

Training and Development in Videocon Industries in India

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4.1 Introduction

In today’s competitive world and in an era of clones, every technology or process looks uncannily similar. Talent which is the backbone of most organizations ends up as being a true differentiator. With many competing strategies being formulated around the differentiation of skills and competencies, it becomes imperative for organizations to focus on Building a workplace that enhances productivity, nurtures creativity and recognizes outcomes. In today’s competitive world and in an era of clones, every technology or process looks uncannily similar. Talent which is the backbone of most organizations ends up as being a true differentiator. This results in becoming the cornerstone for increased morale and motivation amongst the employees of any organization. A positive environment for learning is always critical for success whether it is environment of classroom or the environment of organization. The learning environment provided by an organization is a function of the organizational culture. Organizational culture means the value, attitudes and beliefs reflected in the mission, goals, and practices of the organization. More and more progressive organizations are focused in deploying various practices and policies that would help develop the workforce’s capabilities in line with the organization’s objectives. Therefore, it becomes imperative to have a multi-layered approach to look at the different generations of workforce juxtaposed with new business models in today’s complex business environment (Raghavendra, 2012).

In today’s competitive world, what it takes for a business to survive is a lot of advance planning and a clear strategy. There is a strong need for bounded rationality, spontaneity and out-of-the-box thinking to tackle every scenario that could be imaginable or unthinkable. Now that’s something which cannot be found in a textbook. Videocon’s resourceful strategies are flexible enough to change with changing ground realities, and even change the rules of the game when needed.

Components of a successful employee learning:

Based on the adult learning principles, here is the checklist for a successful employee learning experience

• The goals of the employee training or development program are clear
• The employees are involved in determining the knowledge, skills and abilities to be learned
• The employees are participating in activities during the learning process
• The work experiences and knowledge that employees bring to each learning situation are used as a resource
• A practical and problem-centred approach based on real examples is used
• New material is connected to the employee's past learning and work experience
• The employees are given an opportunity to reinforce what they learn by practicing
• The learning environment is informal, safe and supportive
• The individual employee is shown respect
• The learning opportunity promotes positive self-esteem

Employees that are trained and motivated to work long and hard are normally more productive than employees that are not motivated (Daniels, 2001). Trained and developed staff is the key element which helps enterprises become more successful. Voluntary investments in human capital can have a positive impact on staff retention.

4.2 Videocon Industries

Videocon Industries Limited is a large diversified Indian company headquartered in Mumbai. The group has 17 manufacturing sites in India and plants in Mainland China, Poland, Italy and Mexico. Videocon is a people-oriented company, and truly believe that happy and energized employees are the key to organization success.

The Videocon group's core areas of business are consumer electronics and home appliances. They have recently diversified into areas such as DTH, power, oil exploration and telecommunication. In India, the group sells consumer products like colour televisions, washing machines, air conditioners, refrigerators, microwave ovens and many other home appliances, through a multi-brand strategy with the largest sales and service network in India.

Based on the conviction that the driving force behind the company’s growth is its people, Videocon continuously works to find and acquire quality talent with a wide range of
recruiting activities. From world-class training programs to learning opportunities for edifice competencies, they support and authorize their people to acquire new skills and attain higher education, matching their professional and personal aspirations. They also make momentous investments in creating a safe and secure work environment for their employees starting with a strict policy for Environment, Health and Safety. The organization’s focus is clear – to help employees to learn new skills & capabilities, which boost their growth in the organization and achieve personal and professional success. To smooth the progress of this development, it offers world-class training programs, exposure to different geographies and a learning-oriented culture that cuts across levels. It’s not unusual to see even senior management immersed deep into 3-4 day long training programs to brush up on existing skills or acquire new ones.

4.3 Systematic HR development based on Career Development Program and Training in Videocon

Employee learning and development should be a continuous and an ongoing program. While continuing to invest in training not only provides employees with the necessary skill-sets to efficiently do the job, it also demonstrates the commitment of the employer for developing its own employees.

At Videocon, employees are required to create their own Career Development Program (CDP) along with annual performance targets. Based on the CDP, employees have “One-on-One Caring” interview with their managers to get any support they need to follow through with the plan. Under the system, employees choose their own career path, identify work experience and training required for the chosen track, and map out detailed action plans based on the career development roadmap standardized for each business function. As an outcome of this meeting, Videocon designs a career development and training plan appropriate for each employee needs and also discusses their grievances and support needed to achieve established objectives. One-on-One Caring interview is conducted on a semi-annual basis in conjunction with employee evaluation. Employees are ensured to receive training support based on the finalized CDP and provided with opportunities promised regardless of business/management issues. For this, it provides
multiple opportunities to its employees, such as enrolment in world-class leadership development programs and encourages cross-functional movement to gain meaningful experience and exposure.

Learn while you earn program

Videocon initiated Education Work program which provides employees the option to learn while they earn with professional courses from globally recognized as well as premier educational institutions and get certified in their specific work areas. There is a clear demarcation between generic courses and domain expertise courses in these programs. Classes are held within the office premises and are organized around employee work schedules.

At Videocon, technical executive trainings are conducted in phases and each phase aims at developing a particular competency. The various training phases comprise of:

• New Hire Training- It include Induction, Process Training, On-Job Training
• New Hire Training New Hire Training is carried out in four different phases- Induction, pre-Process Training, Process Training and On-Job Training. Training is typically instructor led (in most of the business processes) and focuses on classroom sessions, group activities, role plays, demonstrations and hands-on practice.
• Refresher Training
• Remedial Training
• Development Training
• The Fundamental Readiness program covers the four modules over the period of ten days.
• The corporate readiness program spread over six days and imparts: corporate induction training, behavioural spirit training.
• Technical Readiness Program spread over twenty five days and imparts different technology streams with a set of defined assignment and case studies.
• Creating Common Ground: Highlights and educates employees about the values and cultural ethos. The program employs innovative approaches and communication
campaigns channelled through live events, our intranet, our corporate TV channel, mailers and posters.

The Videocon trains executives and grooms managers through a multi-pronged approach:

- **Entry-level program**: Trainees undergo training for four months. During this period, they handle numerous assignments and undergo assessment programs and developmental interventions.

- **Role-based training and development**: Organizational learning and development team undertakes role-based developmental interventions, including e-learning, discussion forums and on-the-job assignments.

- **Learning management**: Learning process is aligned with the specific context, business outcome and initiatives of the unit. It is managed by learning consultants who work closely with the unit.

- **Tier leadership development**: Our training program is focused on grooming a new generation of leaders. Leadership development initiative categorizes leaders into different tiers. Candidates undergo various assessment, personal development and mentoring programs.

- **Development assignments**: Identified high potential employees are trained at various functions of the company through job rotations and cross-functional assignments. This helps employees to acquire new leadership skills outside their own areas of expertise and experience.

### 4.4 Identifying and Establishing Core Competencies

Regardless of the training initiatives or target group, a critical step in any development program is establishing a list of core competencies. While business strategies set the stage, competencies serve as a framework for the training program – mapping groups of specific skills and behaviours that an organization strives to install and develop in the target group or individual employee. These competencies can be very specific to the organization, its processes and goals. Let’s look at some of the questions which one should ask while identifying the Core Competencies:
• What characteristics and capabilities are critical to the success of the organization’s overall mission and goals?

• What are the common traits and strengths shared by top performers?

These are the types of questions that need an answer in order to establish a list of core competencies unique to an organization. These competencies will serve as a standard by which employees will be measured and evaluated. A simpler way is to break the process down into roles and further into tasks and subtasks. It is important to map the competencies to these tasks. This detailed activity would ensure that all the knowledge & skill requirements are captured for the role and eventually for the process. Identifying core competencies by process and job role will assist in the hiring process and will also guide in terms of promoting and compensating those who have met and exceeded the organization’s standards.

Diversity and inclusion Management

Due to global presence of organization it includes diverse cultures and nationalities. Videocon is committed to complying, in letter and spirit, with all applicable laws driving the objective of diversity and equal opportunity. It adhere to the proposition that every business decision will be made without regard to race, creed, colour, gender, ethnicity, age, religion, national origin, ancestry, citizenship, marital status, sexual orientation, physical or mental disability, medical condition, veteran status, or any other characteristic protected from discrimination. Thus it provides the training of diversity management of cross cultural employees. Various cultural or cross cultural programs organized to develop the sense of integrity.

Leadership Development

Leadership development is a key priority on organization’s employee’s training and development agenda. It is believed that with the right platform and encouragement, high-potential employees can be groomed into influential leaders who will lead organization to success in the future. The Leadership Curriculum of the organization includes several development programs designed to broaden leadership skills and business acumen. These
are focused on developing middle managers for leadership roles through an 18-month structured program and help cultivate operational and technical depth in our employees and include job rotations across businesses, functions, and regions, as well as classroom training and senior leadership interactions. Many programs are organized to cultivate operational and technical depth in employees.

Videocon also offer executive education programs for employees, focused on strategy, customer focus, leadership, talent management, execution, finance, and commercial skills. Each program is a critical part of investment in people to bring out their best.

**Game Mechanics**

To reinforce performance, game mechanics – bonuses, lottery and combos – are used. Repeated high performers participate in a lottery for an extra reward like a dinner or a holiday package on a regular basis or even choose convenient shifts. Bonuses are given when set milestones are achieved within schedule. Combos involving two or more complex tasks can earn combo bonus as well. These mechanics relieve the stresses of work and provides flexibility for the employees. Team work and participations enabled using game mechanics through community collaboration. These mechanics allow employees to see beyond personal achievements and look for contribution of the self and team towards whole organization goals.

**Insightful Marketing Techniques**

The market share battle scene has long shifted from technology and processes to the psyche of the customer. This means that those with deeper insights into the elusive mind of the buyer are likely to dominate. Videocon is reinforcing marketing strengths to read the pulse of the market more broadly and clearly; to create products that fit perfectly into the customer’s preferences. To develop the marketing skills Videocon organized various programs. Sales skills development program is also conducted in continuous time frame.

### 4.5 Conclusion

The present chapter gives the detail account of training program going on in Videocon Electronics. The training programs initiated globally as well as in India, are studied here.
The researcher collected the following details from the available training schedules and calendars of the organization.

The chapter starts with basics philosophy of training and development. Further, it studies the talent management of Videocon Electronics in Indian.