

Corporate Trainers Gain Traction in Gurgaon

As India Inc realises the essence of employee relations, people development training programs are in huge demand

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Human Resource is the biggest asset for any organisation but dealing with colleagues and employees at all levels is not a cakewalk. This fundamental problem, having a direct bearing upon the productivity and output of a company is getting resolved through hiring services of professional corporate trainers.

Gurgaon-based corporate training firms are providing holistic services catering to the fundamental business problems faced by corporates. And so their services focus on training and development of managers and employees at all levels. These 'people development programs' are customised.

"Understanding human resource and accepting people development program as a necessity has recently picked up amongst India Inc," highlights Nishant Saxena, founder and CEO of Elements Akademia, one of the first in India to offer training as consulting.

Adding to it Bikram Kumar Singh, CEO of BK One says, "Every organisation is made from and by its people, and so they are the biggest asset and should always be a priority." BK One is a multinational consulting, training and learning solutions based out of Gurgaon and New York.

Being a boutique consulting firm, Elements Akademia in its five years of existence has over 25 clients as it aspires to be a consultant and not mere trainers.

"Our programs are designed to impart incremental set of skills at all levels. Today managers have become functional heads who don't think and when it comes to business acumen and strategy, they fail to take the company to newer heights," emphasises Nishant.

Amongst all its clients, the big Indian corporates and MNCs constitute over 60 percent coming from FMCG, publishing, consulting and the remaining are SMEs.

Elements Akademia's HR Practice offering intervention to improve organisational culture has satisfied clients like J&J, Nestle, Cadbury, Kraft, HT Media, Amway, etc. It has also served consultants like KPMG for training managers and executive to 'Think Right & Express Right'.

For some it has been training their finance department in increasing business acumen so as to bridge financial activities with business strategies resulting in partnering in business decision.

BK One and Franklin Covey India have been in training and consulting for over a decade in India. For Franklin Covey, their leadership and effectiveness flagship program is called 7-Habbits Solution.

Bikram of BK One says, "Every client seeks a bouquet of 10 to 12 training programs for different verticals based on function and skill-sets." Adding to it, Lavleen Raheja, chairman and CEO of Franklin Covey says, "Good companies organise at least 8-10 training days every year as they understand the efficiencies gained through an effective workforce far outweighing the cost."

Franklin Covey conducts over 250 workshops a year. A two-day workshop, comprising of 30 employees, costs anywhere between ₹2-3 lakhs.

Franklin recently assisted a renowned consumer goods company that in its internal survey on poor performance found there was not enough clarity and commitment of strategic agenda by people down the line. Franklin's team trained client's 21 in-house trainers in disciplines workshop to bridge gaps and after 4 months of sessions and workshops, initial results show great willingness, ownership and acceptance of new approach.

Both are having clients in IT/ITES, hospital, BFSI, media, manufacturing, aviation. Franklin has also clients in ecommerce, telecom and retail sectors. Franklin Covey, today has over 150 clients and ratio between SMEs and startups and big corporates is 25:75.

Apart from catering to corporates, Franklin also conducts public workshops for a minimal fee open to any individual be it a housewife or youngsters and to managers of SMEs appointed to attend the workshop.

Incase of BK One, it is primarily focused on MNCs and some big Indian companies, as over 60 percent of Fortune 500 companies are its clients. However, in June 2013, they have launched a complete Indian subsidiary named CBK Learning dedicated to Indian companies and SMEs in top cities and tier-2 & 3 towns.

Multisoft Systems has recently entered into this specialised training, as its core business is IT consulting and training for corporates. The company conducts 'engagement programs' based on SWOT analysis of the company that helps in understanding the decision-making structure, identify in-built gaps and get hold of the real problem that is to be resolved.

"Our programs are based on the concept of theatre and role-play / games, action planning that helps people understand how it is to be in other's shoes and internalise what has been taught and follow-up. For B2C firms- communication skills and customer relationship is important whereas for B2B firms it is project management, presentation and coordination," explains Ashish Baskhi, the director.

They conduct workshops both at their training centers and also sometimes at client's designated place. At present, firm has nearly 30 clients from IT/ITES, services, auto and consumer durables.

For Toyota India, Multisoft has designed a 3-year roadmap sufficing the need of the organisation. Perform training session and a one to one round with employees every month. The objective is to work upon trust, team building and hierarchical workflow.

For these training firms, client conversion rate varies from 20 to 40 percent. General time-period for conducting workshops is one to four days along with post-program support. Training being a continuous process can be for few months to a yearlong period.

When it comes to dealing with big corporate clients and SMEs, one has to adjust with learning and development budgetary constraints and different requirements. For big corporate/MNCs, primary requirements are imparting business skills to finance professionals who don't think beyond accounting and non-finance people with business acumen so that everyone can become partner to decision-making.



For SMEs it's not only about budgetary constraints but also about building a team and a work culture. "SMEs suffer from lack of professional employees as the initial team comprises of founder's loyalists and so a new skilled team has to be formed. Along with it, leadership development program for CXOs in SME is vital and popular," emphasises Nishant Saxena of Elements Akademia.

Adding to it Ashish of Multisoft Systems says, "Fighting attrition rate to retain talent and continuous skill upgradation is critical for SMEs."

Revenue model for corporate trainers is based on the duration of the project or program that will include daily man-hours plus fixed fee for customised content or curriculum created for training.

"We usually charge ₹1 lakh for a day workshop along with a fixed fee for customised content and training module at ₹50,000. Hence, we tell our clients to have an annual budget of ₹12 to ₹18 lakhs," says Nishant.

Adding further he says, "Our fee might look huge but in reality it accounts for only 2 to 3 percent of the incremental revenue and production growth for SME."

The challenge here is generating more and more awareness about the importance of life and people skills in corporate success especially in case of India. According to players, in the last few years, learning and developing budget that used to be a casualty of budget cuts have become stable although clients scrutinise a lot.

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'Mentoring Key For Corporate Succession'

Odgers Berndtson is one of the world's leading executive search firms, with over 200 partners in 30 countries. They work in global specialist industry practices covering finance, technology, life sciences, consumer and retail, infrastructure, industrial and even sports. In an interview Alasdair Spink, Managing Director,



ALASDAIR SPINK, MD - India, Odgers Berndtson

India & ME, Odgers Berndtson, speaks to Sanjeev Sinha on the recent trends in recruitment, importance of effective leadership and their USP. Edited excerpts:

What are the recent trends in recruitment globally and what is the outlook for India?
The most important trend for executive search is the internationalisation of leadership talent. For instance, one might think that the Governor of the Bank of England would definitely be a Brit. Ten years ago my colleagues at Odgers Berndtson Canada managed the appointment of Mark Carney to the Governorship of the Bank of Canada. Recently, he was announced as the new Governor of the Bank of England. India is a prime example of this. Indian business leaders are spending parts of their careers abroad and we are experiencing an ever increasing demand for Indians to join Fortune 500 boards. On the flip side, number of expat executives in India is growing too as Indian multinationals demand specific global skills.

What is the importance of effective leadership?
Leadership is the single most important influence on the success or failure of a business. It is right at the heart of what we do.

Different companies and circumstances require different styles of leadership. As the global economic balance shifts eastwards, the requirements of business leadership are also shifting. We support our clients by identifying the leadership criteria, culture fit and skills that will bring success in unique set of circumstances. But whatever the circumstances, some leadership qualities are always important - leaders must know where they are going and must have the gift for winning trust and taking their people with them.

You have come out with a baby-boomers survey. Can you elaborate what is the survey about and what are its findings?

Over the next decade, the current baby boom generation of leaders will retire on a grand scale. This will present a huge challenge for businesses. With Cass Business School, we conducted a worldwide survey on leadership challenges for next generation and what characteristics they should possess. New generation of leaders are going to be quite different. With S&P companies already generating over 50 percent of their revenues from overseas, BRIC and Next 11 countries will be crucial. Female consumer market will gain importance. We believe cultural awareness and foreign markets experience will be in demand as

will be emotional intelligence, intellectual flexibility and openness.

So how prepared are businesses for this?

Well, not very. Only one third of our respondents felt that their company was prepared. Clearly companies that put in serious efforts into mentoring to smoothen the journey from baby boom to Generation X will be the ones who thrive. We think that global business community could learn a lesson from the Tata/Mistry transition.

What is the USP of your organisation and what is it for clients and candidates?

Our defining feature is our values. We help transform companies and we know that putting the right person in the right job can transform that person's life too. Companies can soar off the back of an outstanding executive appointment. The opposite is also true.

How important is Gurgaon and NCR? How do you plan to expand your business?

NCR is buzzing with business. From where we are based, we are surrounded by major multinationals and Indian businesses. However, I find myself on Mumbai almost every week. So we need to be in Mumbai too, followed up with Bangalore next year.

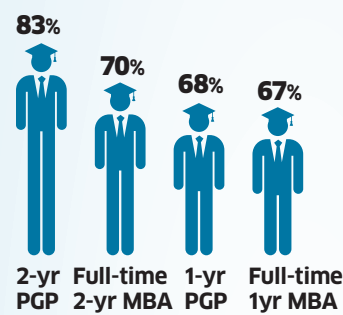
Indian B-School Grads Soar Ahead in Placements

Nearly 75% of the Class of 2013 across business schools in India have secured placements by mid-March compared with just about 60% globally who have managed to bag an early job offer, according to the GMAC 2013 Global Management Education Graduate Survey.

Job Placements For The Class Of 2013

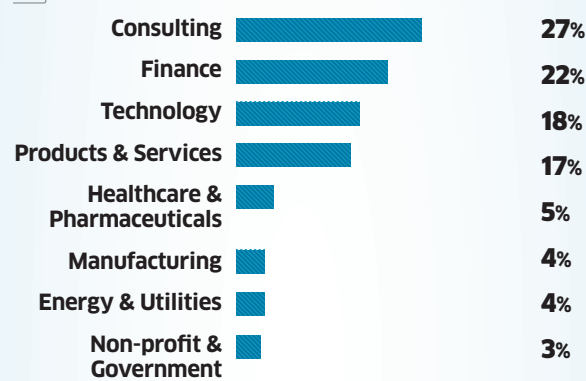
a 75% of management graduates in India bagged job placements by mid-March 2013

% of job-seeking grads who received a job offer, by programme type

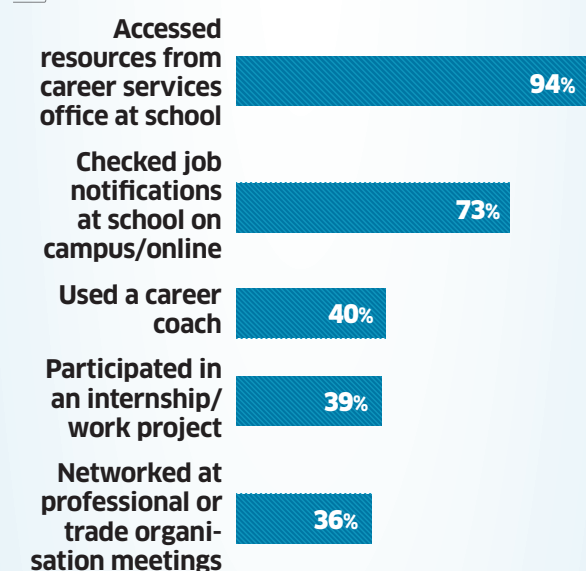


"The results showed a healthier job market in India from the overall global view in the same survey where six in 10 (60% in the class of 2013) students reported they had an early job offer" - Michelle Sparkman Renz, director, research communications at Graduate Management Admission Council (GMAC)

b Preferred Industry Of Employment



c Top 5 Most Successful Job Search Methods



d Salary Growth For The Class Of 2013

% change in annual salary pre-to post-degree by programme type

Programme Type	Salary Increase	Expect Bonus
Full-time two-year MBA	122%	24%
Full-time one-year MBA	-	20%
PGP 2-year	-	31%
PGP 1-year	88%	45%

"These figures are greater than the percentage change in salary seen by global peers for full-time two-year MBAs, increasing annual base salary by 79% for the class of 2013." - Michelle Sparkman Renz

SOURCE: India Management Graduates Survey: Class of 2013, which covered 553 graduating management students across 18 B-schools in India. This is part of the GMAC 2013 Global Management Education Graduate Survey

Master Plan to boost Industries

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Apart from that, there is very small space left for the industries to get relocated. Since, Sohna Road is well connected with all the concerned areas like Delhi, Jaipur, Golf Course and other major destination meant for the industrial units, unit owners prefer to relocate in the vicinity of Sohna Road."

However, he said that in the next few years, industrialisation is expected to get a further boost and the Master Plan 2031 is the reason behind this.

"The master plan would help Gurgaon to spread up to Sohna and Dwarka. Earlier, Gurgaon was restricted up to Sohna Road and Golf Course to maintain its quadrilateral shape." He went on to add that now the real estate boom can be witnessed in Bhiwadi and the 2031 master plan would be one of the major factors for that.

Jain further added, "The master plan would create an industrial buzz in the emerging satellite cities of Gurgaon. It is expected to create an IT hub in Sohna. Therefore, there is more demand expected in commercial properties than residential properties. However, in the coming days, the house properties market is expected to go northward on its employees relocating here."

He said that the people getting employment in this IT hub would have no problem in commuting from Bhiwadi, which

is the hub for affordable housing market in NCR. Therefore, the master plan is expected to spread Gurgaon township up to Bhiwadi.

However, Umesh Gupta, president, Network of ICT Entrepreneurs and Enterprises (NITTEE), which fights for the causes of IT firms in Delhi-NCR had a different opinion altogether.

He said, "Sohna Road is becoming a service industry hub because none of the developers are interested in developing anything other than cyber buildings. The reason behind this is the FAR laws."

According to him due to higher FAR, developers are developing cyber buildings and units of other industries are making their back offices in it as it is included in the IT enabled industry to avail benefits.

"There is an urgent requirement for a check because these units are in their nascent phase and it can be contained at current levels. However, if the process continues for the next two to three years, there would be hoards of companies having its back office spread out in Sohna Road.

At that time, it would become extremely difficult for the administering authorities to kick them out and provide space to a genuine IT company which can create more jobs and revenue," concludes Gupta.

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Corporate Bonding with their Masses

Before government made CSR a statutory compliance, a look at few corporates being committed to society

It was year 2011 when the Companies act 1956 witnessed a major reform. The proposal, still in the form of a draft proposal and has not become a law, apart from imposing restrictions on the auditors, directors and the company being made more answerable to its stakeholders, it also made expenditure on social welfare, a mandatory activity for the corporate covered under the parameter. Under the CSR (Corporate Social Responsibility) guidelines released by the government in the year 2009 the process of CSR was a mere guideline to the corporate sector urging them to shell a part of their earnings for the social good.

With the guidelines not making much difference to the corporate culture, the government came with the proposal of CSR becoming a statutory compliance. Provision of giving reasons for not compliance in the annual balance sheet and imposing penalties on the corporate not going by the guidelines were part of the CSR guidelines.

Most of the corporate committed themselves to the cause of CSR even without any statute to force them doing so, adopting different methodology for service of the society. Among these, one



of the forerunners is auto major Maruti Suzuki India. Maruti has adopted four government run Senior Secondary schools in the surrounding area of Gurgaon in Haryana, where their manufacturing plant is located. While the curriculum and the school staff remained the same, the company entered into an understanding with the government to provide amenities to the school.

Started five years ago, the company ensured the availability of clean drinking water, toilets and a healthy environment

to study and play. Pavements in the schools were resurfaced and rebuilt wherever needed. Teaching material and black boards helping the students to move towards smart classes were provided to all the four schools. Schedule for cultural programs and sports competitions were made in consultation with the school staff.

The company also arranged for career counsellors to come and guide the students. Students availed a life time experience by visiting the manufacturing plant

of Maruti Suzuki to have a feel of the practical use of education. These factors resulted in terms of more admissions and better performance of the students in the final examinations. Students of the Senior Secondary School, Gurgaon showed a stellar performance in class 10 and 12 of Haryana Board Examinations. Another major devoting a considerable effort in CSR is JCB India. As a principal, they have been doing lots of CSR work under the name of Lady Bamford Charitable Trust. Since its inception in 2001, the Lady Bamford Charitable Trust has worked with a focus on education and vocational skills. Besides, the Trust also 'adopted' two villages, one in Ballabgarh, Faridabad and one in Pune.

Recognising the limitation of government schools in teaching basic english, the trust made it a point to provide teachers for fundamental English. School dropouts has been a major problem of the Indian rural segment. In order to resolve the problem the trust came up with the introduction of non-formal education classes and adult literacy classes.

Recognising yet another problem of nutrition for children hailing from poor families, the trust started supplementing the government's mid day meal provisions. Educating the academically weak students was yet another priority.

JCB also introduced scholarships for English and sponsorships for economically vulnerable and meritorious students. After 13 years of uninterrupted support the trust is helping 4000 students in several ways.

OUR BUREAU