



BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY &
MANAGEMENT STUDIES (BIITM), BHUBANESWAR

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

Recruitment Strategy and Talent Mapping at
Aditya Birla Capital.

SUBMITTED BY

Priyadarshini Mohanty

MBA Batch: 2024-25

University Regn No : 2406258153

Faculty Guide

Mrs. Soumya Mohapatra
Asst. Prof. (HR)
BIITM, Bhubaneswar

Corporate Guide

Ms. Payal Lenka
Talent Acquisition HR
Aditya Birla Capital.



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**PROJECT WORK ON
“RECRUITMENT STRATEGY AND TALENT MAPPING AT ADITYA
BIRLA CAPITAL”**

**SUBMITTED TO
“ BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY
AND MANAGEMENT STUDIES”**

**IN FULFILMENT OF REQUIREMENT FOR MANAGEMENT IN
BUSINESS ADMINISTRATION (MBA) 2024-26**

**UNDER THE GUIDANCE OF
MRS. SOUMYA MOHAPATRA
(ASSISTANT PROFESSOR HUMAN RESOURCE)**

**PREPARED BY –
PRIYADARSHINI MOHANTY
MBA, SEC-C
REGISTRATION NUMBER: 2406258153**



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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that **Ms. Priyadarshini Mohanty** bearing university registration no **2406258153** of **2024-26** batch, has completed her summer internship at **Aditya Birla Capital** from **5th June to 18th July** under the supervision of **Ms. Payal Lenka** and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma

Date:

Soumya Mohapatra

Location: Bhubaneswar

Asst. Professor (HR)



**ADITYA BIRLA
CAPITAL**

PROTECTING INVESTING FINANCING ADVISING

Dated, 18 July 2025

CERTIFICATE OF INTERNSHIP

TO WHOM IT MAY CONCERN

This is to certify that **Priyadarshini Mohanty** a student of Biju Patnaik Institute of Information Technology & Management Studies has successfully completed Internship program from **5 June 2025** to **18 July 2025** at **Aditya Birla Capital**, Cuttack Branch under HR and Talent Staffing Function.

During this period of the internship program with us, s/he was found to be punctual, hardworking and inquisitive.

We wish her/him every success in life.

Authorized Signatory





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DECLARATION

I, **Ms. Priyadarshini Mohanty** bearing university **registration no. 2406258163** of (2024-26 batch), hereby declares that the project report title **Recruitment Strategy and Talent Mapping** is based on my internship at **Aditya Birla Capital** during the period from 5th of June to 18th of July and is an original work done by me under the supervision of **Ms. Payal Lenka (Talent Acquisition HR) and Mrs. Soumya Mohapatra (Asst. Prof. HR)**. This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other Institute/university for the award of any degree or diploma.

Date:

Priyadarshini Mohanty

Location : Bhubaneswar

Signature

ABSTRACT

This Summer Internship Program Report examines recruitment strategies and talent mapping at Aditya Birla Sun Life Insurance (ABSLI), a leading private insurer in India's life insurance industry, projected to reach ₹19,30,290 crore by FY26. Conducted during the internship period from June 5, 2025, to July 18, 2025, at ABSLI's Cuttack branch, the study aims to analyse recruitment processes, compensation structures, and sourcing methods in the context of a competitive, oligopolistic market dominated by Life Insurance Corporation (LIC) (~60% market share) and private players like ICICI Prudential, SBI Life, and HDFC Life. The research relies exclusively on secondary data, including HR-provided documents (recruitment guidelines, policy manuals detailing KPIs—Capacity Building: 50%, Data Accuracy: 30%, Key Projects: 20%—and compensation, e.g., ₹9,50,000 for Sales Trainees), job portals (Naukri, LinkedIn, Apna), and industry reports from IRDAI, Business Standard, and Economic Times.

The study explores ABSLI's recruitment for four distribution channels—Direct Sales Force, Direct Marketing, Third Party Distribution (Banca), and HDFC (Banca Channel)—and evaluates their alignment with customer demands for term plans, ULIPs, and digital services. Industry analysis reveals high entry barriers (e.g., ₹100 crore capital, IRDAI regulations) and intense rivalry, necessitating skilled sales and tech talent. Customer analysis highlights urban preferences for digital platforms and rural demand for affordable plans, driving the need for diverse, tech-savvy hires. Findings indicate ABSLI's efficient 15-day hiring timeline, effective sourcing via LinkedIn (85% conversion for managerial roles), and competitive compensation, though rural candidate sourcing (10% of applicants) and vendor delays (12-day response time) require improvement. Suggestions include automating document verification with AI, expanding rural sourcing, and enhancing digital recruitment campaigns. This study underscores the critical role of strategic talent acquisition in strengthening ABSLI's market position and addressing evolving customer and industry trends.

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LIST OF SYMBOLS AND ABBREVIATIONS

- **ABCL:** Aditya Birla Capital Limited
- **ABSLI:** Aditya Birla Sun Life Insurance
- **HR:** Human Resources
- **KPI:** Key Performance Indicator
- **FLS:** Front Line Sales
- **HRA:** House Rent Allowance
- **LIC:** Life Insurance Corporation of India
- **Banca:** Bancassurance
- **HRIS:** Human Resource Information System
- **AIDA:** Attention, Interest, Desire, Action
- **CRM:** Customer Relationship Management
- **PLC:** Product Life Cycle

INTRODUCTION

Recruitment Strategy: Definition and Fundamentals

Recruitment strategy refers to a comprehensive plan that organizations use to identify, attract, and hire the right talent to meet their business objectives. It involves a systematic approach to sourcing candidates, evaluating their fit, and integrating them into the workforce. At its core, a recruitment strategy aligns with the company's goals, culture, and long-term vision, ensuring that hires contribute to organizational growth and competitiveness. In the context of Aditya Birla Capital (ABC), particularly its subsidiary Aditya Birla Sun Life Insurance (ABSLI), recruitment strategy focuses on building a diverse and skilled workforce for roles in sales, marketing, and operations across four distribution channels: Direct Sales Force, Direct Marketing, Third Party Distribution (Banca), and HDFC (Banca Channel).

The process begins with workforce planning, where the organization assesses current talent gaps and future needs based on business projections. For ABC, this means forecasting demand for Front Line Sales (Job Band 11B) and Front Line Managers (Job Bands 11 and 10), considering industry growth at a CAGR of 17% and a market size projected to reach ₹19,30,290 crore by FY26. Sourcing follows, utilizing methods like employee referrals, vendor tie-ups, manager referrals, and job portals such as Naukri, LinkedIn, and Apna. Screening and selection involve evaluating candidates against criteria like minimum 1 year of experience, civil report score >650, age below 35, and necessary documents (salary slips, relieving letters, Aadhar, PAN). The strategy culminates in onboarding and induction, where new hires are oriented to company policies, including compensation (e.g., ₹9,50,000 fixed for Sales Trainees) and leave structures (e.g., 15 days privilege leave, 6 months maternity leave).

Talent Mapping: Concept and Implementation

Talent mapping is a proactive tool that complements recruitment strategy by identifying and tracking potential talent within and outside the organization. It involves creating a "talent pool" map that visualizes skills, competencies, and career aspirations of current employees and external candidates, enabling strategic hiring and succession planning. In ABC, talent mapping helps in identifying high-potential individuals for critical roles, ensuring business continuity in a volatile insurance sector.

How it works: Talent mapping starts with data collection from internal HR systems (e.g., performance reviews, skill inventories) and external sources (e.g., LinkedIn profiles, industry databases). At ABC, this includes mapping candidates for sales roles based on experience (1-5 years in insurance), L1 feedback, and selection status. The map categorizes talent into quadrants, such as high-potential/high-performance for leadership roles or low-potential for

training needs. Tools like HRIS systems (e.g., AltRecruit) facilitate this by analyzing CV flow, document checks, and deviation checks. The process includes regular updates to the map, nurturing relationships with mapped talent through engagement (e.g., webinars, newsletters), and activating the pool when vacancies arise. For ABSLI, talent mapping supports diversity goals, targeting a balanced male-female ratio by mapping female candidates from portals like Apna.

In the insurance industry, talent mapping addresses talent shortages in specialized areas like actuarial science and digital marketing. Companies like ICICI Prudential use it to map tech-savvy talent for AI-driven claims processing, while LIC maps agents for rural expansion. At ABC, it ensures alignment with KPIs, such as Capacity Building (50%), by mapping talent to fill vacancies within 15 days.

How Recruitment Strategy and Talent Mapping Work Together

Recruitment strategy and talent mapping are interconnected, forming a closed-loop system for talent management. Recruitment strategy provides the framework for immediate hiring, while talent mapping builds a long-term pipeline. In practice, talent mapping informs recruitment by identifying passive candidates (e.g., through LinkedIn searches), reducing time-to-hire. For ABC, talent mapping feeds into recruitment by pre-qualifying candidates for Job Bands 11B, 11, and 10, ensuring they meet criteria like age <35 and civil report >650.

The workflow: Talent mapping identifies gaps (e.g., need for bancassurance specialists for HDFC channel), recruitment strategy activates sourcing (e.g., vendor tie-ups), screening validates (e.g., document checks), and onboarding integrates (e.g., induction on leave policies). Post-hire, performance data from KPIs updates the talent map for succession planning. In the insurance sector, this integration is vital due to high turnover (15–20% annually) and regulatory changes (e.g., IRDAI's 100% FDI approval), requiring agile talent strategies. At ABSLI, this ensures a steady flow of talent for channels like Direct Sales Force, where sales expertise is key.

New Trends in Recruitment Strategy and Talent Mapping in 2025

In 2025, recruitment strategy and talent mapping are evolving with technology and workforce shifts. Key trends include:

AI-Powered Recruitment: AI tools automate sourcing and screening, with 66% of organizations improving manager skills via AI (Mercer Global Talent Trends 2024-2025). In insurance, AI analyzes resumes for skills like data analytics, reducing bias and time-to-hire. ABSLI could adopt AI for CV flow in AltRecruit, aligning with ICICI Prudential's practices.

Skill-Based Hiring and Upskilling: With 39% of skills outdated by 2030 (ClearCompany, 2025), focus shifts to skills over degrees. Trends like personalized training (Phenom, 2025) and upskilling (Aditya Birla Capital's inclusive programs) are prominent. In insurance, this means mapping talent for digital skills, as 47% of employers tap diverse pools (World Economic Forum, 2025).

Human-Centric Leadership and Candidate Experience: Treating candidates like customers (Robert Walters, 2025) involves personalized communication and feedback. Trends like AI for candidate journeys (Korn Ferry, 2025) and equity in hiring (Randstad, 2025) enhance retention. For ABSLI, this could improve diversity ratios through targeted mapping.

Strategic Workforce Planning and Diversity: Trends emphasize change management and HR technology (Gartner, 2025), with talent mapping using data analytics for succession. In insurance, McKinsey (2020) notes rigorous talent strategies for accelerated change, while Sovereign Insurance (2025) highlights inclusive environments. ABC's focus on equity and referrals (31% of hires) aligns with this.

Emerging Tools: Semantic search on platforms like X and AI for talent pools (LinkedIn, 2025) enable proactive mapping. In insurance, Aon (2025) stresses mixing talent for growth opportunities, supporting ABSLI's multi-channel strategy.

These trends position ABC to lead in talent management, adapting to a market with 17% CAGR and digital disruptions.

Relevance to Aditya Birla Capital

At Aditya Birla Capital, recruitment strategy and talent mapping are integral to fostering a future-ready workforce. ABC's talent management centers on equity and development, with programs like upskilling and leadership development (Aditya Birla Group, 2025). Talent is mapped omnipresently, developed through referrals (large chunk of sourcing) and inclusive environments. For ABSLI, this means strategic hiring for sales roles, leveraging trends like AI and skill-based mapping to compete with LIC and ICICI Prudential. This study, based on secondary data from HR documents and portals, highlights how these strategies drive ABC's success in the insurance sector.

SCOPE

The scope of this study encompasses my internship experience at Aditya Birla Sun Life Insurance, focusing on talent acquisition and recruitment processes within the Cuttack branch from June 5, 2025, to July 20, 2025. It covers my involvement in screening and onboarding candidates, ensuring compliance with selection criteria, and supporting induction programs for Front Line Sales (FLS) teams. The study examines Key Performance Indicators (KPIs) for talent acquisition, including capacity building, data accuracy, and key projects, as well as ABSLI's compensation and leave policies. Additionally, it analyzes the competitive landscape, with a focus on competitors like Axis Bank, Kotak Bank, and LIC, and explores customer segments in the insurance sector. The scope is limited to the two-month internship period and the Bhubaneswar branch, relying secondary data from company documents and industry reports. The study does not include direct customer interactions or proprietary financial data, focusing instead on HR processes and their strategic implications for ABSLI.

OBJECTIVE

The objectives align with the topic *Recruitment Strategy and Talent Mapping*:

1. To analyse ABSLI's recruitment strategies, including sourcing methods, selection criteria, and timelines, to ensure an efficient hiring process.
2. To evaluate the effectiveness of talent mapping in building a diverse and skilled talent pipeline for ABSLI's distribution channels.
3. To assess how recruitment strategies and talent mapping align with industry trends and customer demands in the Indian life insurance sector.

These objectives guide the report, ensuring a focused analysis of my internship experience and its contributions to organizational goals.

REVIEW OF LITERATURE

The review of literature provides a foundation for understanding talent acquisition and recruitment strategies in the context of Aditya Birla Sun Life Insurance (ABSLI) and the Indian life insurance industry. The following sources were analyzed to explore recruitment processes, Key Performance Indicators (KPIs), compensation structures, and industry trends, focusing on their relevance to ABSLI's strategies.

Aditya Birla Sun Life Insurance (2025). *Recruitment guidelines for sales and managerial roles*. Internal Document, Bhubaneswar Branch.

This document outlines ABSLI's recruitment process for four distribution channels: Direct Sales Force, Direct Marketing, Third Party Distribution (Banca), and HDFC (Banca Channel). It details candidate selection criteria (e.g., 1+ year experience, civil report score >650, valid Aadhar/PAN) and sourcing methods (employee referrals, vendor tie-ups, job portals like Naukri, LinkedIn, Apna). The guidelines emphasize a 15-day hiring timeline and KPIs (Capacity Building: 50%, Data Accuracy: 30%, Key Projects: 20%). This source is relevant as it provides the framework for ABSLI's talent acquisition, directly informing the study's analysis of recruitment efficiency and sourcing strategies.

Aditya Birla Sun Life Insurance (2025). *HR policy manual: Compensation and leave structures*. Internal Document, Bhubaneswar Branch.

The manual details ABSLI's compensation for roles like Sales Trainee (₹9,50,000 fixed, including ₹3,32,500 basic, ₹1,66,250 HRA) and leave policies (15 days privilege leave, 12 days casual/sick leave, 6 months maternity leave). It highlights competitive incentives to attract talent in a high-turnover industry. This source is critical for understanding how ABSLI's HR policies support retention and align with industry standards, shaping the study's evaluation of recruitment attractiveness.

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

This book discusses modern talent acquisition strategies, emphasizing data-driven recruitment, diversity initiatives, and digital platforms. It highlights the role of KPIs in measuring recruitment success and the use of job portals for sourcing diverse candidates. The authors note that organizations in competitive sectors like insurance must prioritize tech-savvy and sales-oriented talent. This source contextualizes ABSLI's use of LinkedIn and Apna for sourcing and its focus on diversity, providing a theoretical basis for the study.

Insurance Regulatory and Development Authority of India (2023). *Annual report 2022-23: Market share and penetration*. Retrieved from <https://irdai.gov.in>

The IRDAI report provides data on the Indian life insurance industry, noting a market size of ₹7,73,000 crore in FY23, with LIC holding ~60% share and private insurers like ABSLI competing for the rest. It discusses rising demand for term plans and digital services, driving the need for skilled sales and tech talent. This source is relevant for understanding how industry trends shape ABSLI's recruitment strategies to meet customer demands.

Economic Times (2025, January 15). *Digital transformation in Indian insurance: Trends and innovations*. Retrieved from <https://economictimes.indiatimes.com>

This article highlights the adoption of AI-driven tools and job portals (e.g., LinkedIn) in insurance recruitment, noting that private insurers like ICICI Prudential and ABSLI use digital platforms to attract urban, tech-savvy candidates. It emphasizes the importance of diversity in hiring to cater to varied customer segments. This source supports the study's analysis of ABSLI's digital sourcing methods and diversity initiatives.

METHODOLOGY

1. **Data Collection:** Secondary data was sourced from company HR documents, industry reports, and online resources (e.g., Aditya Birla Capital website, job portals).
2. **Sources:** Secondary sources included company policies, industry analyses, and academic literature.
3. **Approach:** Descriptive and analytical methods were used to document tasks, analyze KPIs, and study HR policies.

LIMITATION

1. Limited to a two-month internship period (June–July 2025).
2. Focused only on the Cuttack branch of ABSLI.
3. Lack of direct client interaction restricted primary data for customer analysis.
4. Limited access to proprietary financial data for in-depth analysis.

CHAPTER II : COMPANY PROFILE INDUSTRIAL ANALYSIS

1.1 COMPANY PROFILE

Aditya Birla Capital Limited (ABCL) is a listed systemically important non-deposit taking Non-Banking Financial Company (NBFC) and serves as the holding company for the financial services businesses of the Aditya Birla Group, a global conglomerate with operations in multiple sectors. The company provides a wide range of financial solutions, including loans, investments, insurance, and payments, catering to customers across their lifecycle needs.

Type of Firm: NBFC (systemically important non-deposit taking), operating as a financial services conglomerate.

Structure of the Firm: ABCL functions as a holding company with a diversified platform, operating through subsidiaries and joint ventures. It has a nationwide presence with over 1,690 branches, more than 200,000 agents/channel partners, and partnerships with several banks. Key subsidiaries include entities in NBFC lending, housing finance, asset management, life insurance, health insurance, and more.

Capital Structure: The company's capital structure features a debt-to-equity ratio of approximately 4.33 to 4.61, with total debt at around ₹1.4 trillion and equity calculated at approximately ₹323 billion (based on the most recent quarterly data). This reflects a leveraged structure typical for NBFCs, supported by a consolidated lending book of over ₹1.65 lakh crore and assets under management (AUM) exceeding ₹5.53 lakh crore as of June 30, 2025.

1.2 HR POLICY

HR Policy: Aditya Birla Capital emphasizes equal opportunity in employment, prohibiting discrimination based on race, color, religion, ethnicity, age, gender, disability, or other protected characteristics. The company integrates Diversity, Equity, and Inclusion (DEI) into its recruitment, focusing on qualifications, skills, and experience. It promotes a safe, inclusive environment through initiatives like second careers, allyship, and equitable empowerment. Continuous learning and development are prioritized, with platforms for upskilling across all levels. The broader Aditya Birla Group, including ABCL, follows a Code of Conduct emphasizing integrity, trust, fairness, and honesty, with whistleblower policies to address ethical concerns. Meritocracy drives practices in recruitment, performance management, training, recognition, benefits, and employee well-being.

Organization Chart: While a full graphical organization chart is not publicly detailed, the leadership structure is hierarchical, led by the CEO and supported by functional heads. Key executives include:

- Vishakha Mulye: Chief Executive Officer (CEO), overseeing overall strategy and operations.
- Pinky Mehta: Chief Financial Officer (CFO), managing financial planning and ESG alignment.
- A Dhananjaya: Chief Compliance and Risk Officer, handling risk and compliance.
- Vijay Deshwal: Chief Strategy Officer and Head of Digital Business, focusing on strategy and digital platforms.
- Ramesh Narayanaswamy: Chief Technology Officer, driving technology solutions.
- Other key roles include heads for specific businesses like NBFC, insurance, and asset management. The structure aligns with the Group's core values of serving, winning, including, learning, and building as one team.

1.3 FINANCIAL PERFORMANCE

The following data is for FY25 (ended March 31, 2025), based on consolidated results:

METRIC	AMOUNT (CRORE)
TOTAL REVENUE	47,369
OPERATING PROFIT	5,475
NET PROFIT	3142
TOTAL ASSETS	1723000
MARKET CAPITALIZATION	75060

Financials reflect strong growth, with AUM at ₹5,11,260 crore (up 17% YoY) and lending book at ₹1,57,404 crore. Market capitalization has fluctuated, with values ranging from ₹71,299 crore to ₹75,060 crore in mid-August 2025, equivalent to approximately \$8.63 billion USD.

1.4 BUSINESS ANALYSIS

Basic Objective: Aditya Birla Capital aligns more with a "high margin low sale – high value product" model, focusing on premium financial services like wealth management, insurance, and customized loans that emphasize value addition and customer lifecycle solutions rather than pure volume-driven low-margin transactions. However, segments like health insurance and digital platforms aim for higher sales volume with competitive margins to scale reach.

Structure of Company: As a holding company, ABCL oversees a diversified structure with subsidiaries in lending (NBFC and housing finance), asset management, life and health insurance, broking, and digital platforms. It leverages the Aditya Birla Group's global network for integrated operations, with a focus on "One ABC, One Customer, One Experience" to unify services.

Product Details: Offers a suite of financial products including personal and business loans, mortgages, mutual funds, life and health insurance, wealth management, stock broking, and digital payment solutions (e.g., Udyog Plus for MSMEs).

Price: Pricing is competitive and segment-specific: premium rates for high-value services like wealth management and customized insurance, while loans and basic insurance feature interest rates aligned with market dynamics (e.g., competitive rates for middle-income borrowers).

Place: Nationwide distribution through 1,690+ branches, 200,000+ agents, bank partnerships, and digital platforms. Globally, it benefits from the Group's presence in 36 countries, with hybrid physical-digital access for services.

Promotion: Utilizes digital campaigns like "#FinanceMadeSimple" for financial literacy via videos, blogs, and social media (Instagram, Facebook, LinkedIn). Broader Group promotions include celebrity endorsements, emotional storytelling, and CSR integration in education and healthcare to build trust.

Customer Segment: Targets diverse segments including middle-income individuals for loans and insurance, high-net-worth clients for wealth management, MSMEs via platforms like Udyog Plus, and millennials/professionals through digital channels. Overall, it serves customers across lifecycles, from young aspirants to corporates.

Positioning Strategy: Positions itself as a trusted, one-stop financial solutions provider under the "One ABC" vision, emphasizing seamless experiences, innovation, and customer-centricity in a competitive market.

Branding Strategy: Leverages the Aditya Birla Group's strong brand equity for integrity and global excellence, using campaigns like "#BlurTheBoundaries" for inclusivity and digital content for thought leadership.

CHAPTER-II: INDUSTRY ANALYSIS

2.1 OVERVIEW OF THE INDIAN LIFE INSURANCE INDUSTRY

The Indian life insurance industry is a vital component of the financial services sector, contributing significantly to economic growth and financial security. As of 2025, the industry comprises 26 life insurance companies, with Life Insurance Corporation (LIC) as the sole public sector player and 25 private insurers, including Aditya Birla Sun Life Insurance (ABSLI), ICICI Prudential, HDFC Life, and SBI Life. The total market size is projected to reach ₹19,30,290 crore (US\$222 billion) by FY26, growing at a CAGR of 17% over the past two decades. In FY23, life insurance penetration stood at 3.0% of GDP, reflecting steady growth from 2.7% in FY16. The industry's growth is driven by rising incomes, increased financial awareness post-COVID-19, and regulatory reforms, such as the increase in Foreign Direct Investment (FDI) limits to 100%.

The relative market share is dominated by LIC, which held 5.9%), SBI Life (5.14%) lead, with ABSLI holding a smaller but competitive share. This market structure influences ABSLI's talent acquisition strategies, requiring a skilled workforce to compete with dominant players like LIC and innovate in product offerings and distribution.

2.2 Nature of Competition

The Indian life insurance industry operates under an **oligopolistic** market structure, characterized by a few dominant players (LIC, ICICI Prudential, SBI Life, HDFC Life) and significant barriers to entry. Unlike a monopoly, where one firm controls the market, or perfect competition, with many small players, the oligopolistic nature results in intense competition among private insurers challenging LIC's dominance. Private players like ABSLI compete through innovative products, digital channels, and customer-centric services, necessitating robust recruitment to attract talent skilled in sales, marketing, and technology.

Differentiation: Insurers differentiate through product innovation, customer experience, and distribution channels. ABSLI emphasizes customer-centric products like term plans with health riders and leverages bancassurance (e.g., HDFC channel) for distribution. ICICI Prudential focuses on digital platforms and ULIPs, while SBI Life capitalizes on its banking network. LIC relies on its brand legacy and extensive agent network. For ABSLI, recruiting tech-savvy and sales-oriented professionals is critical to sustaining differentiation.

Barriers to Entry and Exit: Entry barriers include high capital requirements (minimum ₹100 crore for licensing), stringent IRDAI regulations, and the need for established distribution networks. Brand loyalty to LIC and economies of scale enjoyed by large players further deter new entrants. Exit barriers are high due to long-term policy obligations, regulatory compliance costs, and reputational risks, making market exit challenging for underperforming firms. These barriers emphasize the need for ABSLI to recruit experienced professionals to navigate regulatory complexities and build competitive distribution channels.

2.3 Porter's Five Forces Analysis

Porter's Five Forces framework provides insights into the competitive dynamics of the Indian life insurance industry and their implications for ABSLI's talent acquisition.

Threat of New Entrants (Low): High capital requirements, IRDAI licensing, and established brand loyalty create significant entry barriers. New entrants, like the 20 planned licensees in 2023, face challenges in building trust and distribution networks. ABSLI must recruit skilled professionals to strengthen its market position against potential entrants.

Bargaining Power of Buyers (Moderate to High): Customers, including individuals and corporates, have increasing power due to online aggregators and awareness of pricing and coverage options. This demands ABSLI to hire sales teams adept at personalized customer engagement.

Bargaining Power of Suppliers (Low to Moderate): Suppliers in this context include reinsurers and technology providers. Reinsurers support risk distribution but have limited bargaining power due to abundant capacity. Technology providers (e.g., for HRIS or CRM systems) are critical for recruitment tools, but multiple vendors reduce their power. ABSLI's recruitment focuses on tech-savvy candidates to leverage these tools.

Threat of Substitutes (Moderate): Substitutes like mutual funds, fixed deposits, or insurtech-driven on-demand products pose a moderate threat. Younger consumers prefer flexible, usage-based insurance, requiring ABSLI to recruit innovative product developers and digital marketers.

Competitive Rivalry (High): Intense competition among private insurers and LIC drives innovation in products and distribution. ABSLI competes with ICICI Prudential, SBI Life, and HDFC Life through differentiated offerings and digital channels, necessitating recruitment of diverse, skilled talent.

2.4 Emerging Trends

The Indian life insurance industry is evolving, impacting ABSLI's recruitment strategies:

Product Life Cycle (PLC): Life insurance products are in the **growth stage**, with increasing demand for term plans, ULIPs, and health riders due to rising financial awareness. ABSLI's recruitment targets sales professionals to drive product adoption.

Rate of Growth: The industry grows at 32–34% annually, ranking India as the fifth-largest life insurance market globally. This growth requires ABSLI to scale its workforce, particularly in sales and bancassurance channels.

Marketing Dynamics: Digital channels (e.g., PhonePe’s insurance platform) and embedded insurance in banking apps are reshaping marketing. ABSLI recruits digital marketing experts to enhance online presence.

Changes in Need: Rising life expectancy and multigenerational households drive demand for composite products (e.g., multigenerational coverage). ABSLI needs product developers and actuaries to innovate.

Technology Innovation: AI-powered tools (e.g., Future Generali’s health coverage assessor) and robotic process automation (RPA) streamline policy servicing and claims. ABSLI recruits tech-savvy candidates to integrate these technologies.

Regulatory Changes: The IRDAI’s 100% FDI approval and “Insurance for All” by 2047 mission encourage innovation and penetration. ABSLI’s recruitment aligns with hiring regulatory compliance experts.

2.5 Product Features Matrix

The following matrix compares key product features of ABSLI and competitors (based on typical offerings in 2025):

Feature	ABSLI	ICICI Prudential	SBI Life	LIC
Term Plans	High sum assured, health riders	Flexible premiums, digital claims	Affordable premiums, banking tie-ups	Low-cost plans, legacy trust
ULIPs	Market-linked, moderate risk	High returns, digital management	Balanced funds, bank integration	Conservative funds, agent-driven
Health Riders	Critical illness coverage	Comprehensive health add-ons	Hospitalization benefits	Basic health riders
Distribution	Banca (HDFC), digital platforms	Strong digital, agent network	Extensive banking network	Vast agent network
Customer Support	24/7 digital, call center	AI chatbots, mobile app	Branch support, app-based	Agent-centric, limited digital

This matrix highlights ABSLI’s focus on bancassurance and digital platforms, requiring recruitment of sales and tech talent to compete with ICICI Prudential’s digital edge and LIC’s agent network.

2.6 Differential Competitor Analysis

LIC: Dominates with ~60% market share due to brand trust and a vast agent network. Its conservative products and limited digital presence create opportunities for ABSLI to differentiate through innovative products and digital channels, necessitating tech-oriented hires.

ICICI Prudential: Leads private insurers with strong digital platforms and ULIPs. ABSLI counters with competitive bancassurance (HDFC channel) and health riders, requiring recruitment of sales and digital marketing experts.

SBI Life: Leverages its banking network for distribution. ABSLI's focus on diverse channels (Direct Sales, Banca) requires hiring versatile sales teams.

HDFC Life: Strong in ULIPs and digital servicing. ABSLI's partnership with HDFC for bancassurance strengthens its position but demands skilled relationship managers.

2.7 Implications for Talent Acquisition

The oligopolistic competition, high entry barriers, and emerging trends (digitalization, regulatory changes) underscore the need for ABSLI to recruit skilled professionals in sales, digital marketing, product development, and compliance. My internship tasks (screening, onboarding, induction) directly supported this by building a talent pipeline for sales roles (e.g., Job Band 11B) and ensuring diversity through targeted sourcing. The industry's growth and innovation require ABSLI to prioritize candidates with technological proficiency and customer-centric skills to maintain competitiveness.

CHAPTER-III: COMPETITOR ANALYSIS

3.1 Introduction

The Indian life insurance industry is highly competitive, with 26 players vying for market share in a market projected to reach ₹19,30,290 crore by FY26. Aditya Birla Sun Life Insurance (ABSLI), a subsidiary of Aditya Birla Capital, operates in this dynamic environment, competing with dominant players like Life Insurance Corporation (LIC) and leading private insurers such as ICICI Prudential Life Insurance, SBI Life Insurance, and HDFC Life Insurance. This chapter analyzes these competitors, focusing on their product offerings, market positioning, distribution channels, and recruitment strategies, as they directly impact ABSLI's talent acquisition efforts. During my internship from June 1, 2025, to July 31, 2025, in Bhubaneswar, I observed how ABSLI's recruitment for roles in Direct Sales Force, Direct Marketing, Third Party Distribution (Banca), and HDFC (Banca Channel) is shaped by the need to compete with these players. A product features matrix and differential competitor analysis highlight how ABSLI positions itself and the talent requirements to maintain competitiveness.

3.2 Competitor Overview

The key competitors analyzed are LIC, ICICI Prudential, SBI Life, and HDFC Life, based on their market share, brand strength, and competitive strategies in the Indian life insurance industry.

Life Insurance Corporation (LIC): As the sole public sector insurer, LIC holds ~60% of the market share in FY23, driven by its extensive agent network and brand legacy. LIC's strength lies in its rural and semi-urban reach, serving over 28 crore policyholders.

ICICI Prudential Life Insurance: A leading private insurer with ~5.9% market share, ICICI Prudential excels in digital platforms and unit-linked insurance plans (ULIPs), targeting urban, tech-savvy customers.

SBI Life Insurance: With ~5.53% market share, SBI Life leverages its parent company's (State Bank of India) vast banking network for bancassurance, focusing on affordable term plans and savings products.

HDFC Life Insurance: Holding ~5.14% market share, HDFC Life is known for its innovative ULIPs and strong digital servicing, competing closely with ICICI Prudential for urban customers.

These competitors set the benchmark for ABSLI, requiring robust talent acquisition to recruit skilled sales, marketing, and technology professionals to match their strategies.

3.3 Product Features Matrix

The following matrix compares the key product offerings and distribution strategies of ABSLI and its competitors, highlighting areas where talent acquisition is critical to compete effectively:

Feature	ABSLI	LIC	ICICI Prudential	SBI Life	HDFC Life
Term Plans	High sum assured, health riders (e.g., Critical Illness)	Low-cost endowment plans, basic term	Flexible premiums, digital claims	Affordable premiums, banking tie-ups	Comprehensive term, wellness benefits
ULIPs	Market-linked, moderate risk	Conservative funds, agent-driven	High returns, digital management	Balanced funds, bank integration	Aggressive funds, online tools
Health Riders	Critical illness, hospital care	Basic health riders	Comprehensive health add-ons	Hospitalization benefits	Critical illness, surgical benefits
Distribution Channels	Banca (HDFC), direct sales, online	Vast agent network, limited digital	Strong digital, agent network	Extensive banking network, online	Banca, digital platforms, agents
Customer Support	24/7 digital, call center (98.07% CSR)	Agent-centric, developing digital	AI chatbots, mobile app (97.82% CSR)	Branch support, app-based	Digital-first, app-based (99.5% CSR)
Premium Range	₹5,000–₹50,000/year	₹4,000–₹1,00,000/year	₹6,000–₹60,000/year	₹5,500–₹55,000/year	₹6,000–₹60,000/year

Note: CSR = Claim Settlement Ratio (FY23 data). Sources: Web IDs 4, 19.

This matrix shows ABSLI's competitive offerings, such as health riders and bancassurance, but highlights gaps in digital customer support compared to ICICI Prudential and HDFC Life. ABSLI's recruitment must focus on digital marketing and tech talent to bridge these gaps.

3.4 Differential Competitor Analysis

Each competitor's strategies and their implications for ABSLI's talent acquisition are analyzed below:

Life Insurance Corporation (LIC)

Strengths: LIC's dominance stems from its vast agent network (over 13 lakh agents) and strong brand trust, particularly in rural and semi-urban markets. Its endowment plans are low-cost, appealing to price-sensitive customers. LIC's claim settlement ratio of ~98.5% reinforces reliability.

Weaknesses: LIC lags in digital transformation, with a basic online portal and limited mobile app functionality. Its agent-centric model is less appealing to tech-savvy urban customers.

Implications for ABSLI: To compete with LIC's market share, ABSLI must recruit aggressive sales teams for its Direct Sales Force and Banca channels, particularly for semi-urban expansion. My internship tasks, such as screening candidates for Job Band 11B (Front Line Sales), supported this by ensuring a steady talent pipeline.

ICICI Prudential Life Insurance

Strengths: ICICI Prudential leads in digital innovation, offering AI-driven chatbots, seamless online policy management, and high-return ULIPs. Its 97.82% claim settlement ratio and urban focus make it a strong competitor.

Weaknesses: Its reliance on digital channels limits penetration in rural markets, where LIC dominates.

Implications for ABSLI: ABSLI's recruitment must prioritize digital marketing experts and tech professionals to enhance its online platform, competing with ICICI Prudential's digital edge. My work on sourcing via LinkedIn helped attract tech-savvy candidates.

SBI Life Insurance

Strengths: SBI Life leverages its parent bank's 22,000+ branches for bancassurance, offering affordable term plans and savings products. Its claim settlement ratio of ~97.5% ensures trust.

Weaknesses: Its product portfolio is less innovative compared to ICICI Prudential or HDFC Life, focusing on traditional offerings.

Implications for ABSLI: ABSLI's HDFC Banca channel competes directly with SBI Life's banking network. Recruiting relationship managers for bancassurance was a focus during my internship, as seen in screening candidates for the HDFC channel.

3.4.4 HDFC Life Insurance

Strengths: HDFC Life excels in ULIPs and digital servicing, with a 99.5% claim settlement ratio, the highest among private insurers. Its mobile app and online tools attract urban customers.

Weaknesses: High premium costs may deter price-sensitive segments, and its rural presence is weaker than LIC's.

Implications for ABSLI: As a partner in the HDFC Banca channel, ABSLI benefits from HDFC's network but must recruit skilled sales professionals to maximize this partnership. My induction support for sales teams enhanced their readiness for this channel.

3.5 Recruitment Strategies of Competitors

Competitor recruitment strategies influence ABSLI's talent acquisition approach:

LIC: Recruits large numbers of agents through community-based hiring and minimal qualifications, focusing on quantity. It offers modest commissions but job stability, attracting rural candidates.

ICICI Prudential: Targets urban professionals with MBAs and tech skills for sales and digital roles, using platforms like LinkedIn and campus placements. It offers competitive salaries and performance bonuses.

SBI Life: Leverages its banking network to recruit internally from SBI branches, supplemented by job portals for sales roles. It emphasizes training programs for bancassurance staff.

HDFC Life: Focuses on tech-savvy and experienced sales professionals, using digital job boards and head hunters. It offers high incentives and career growth opportunities.

ABSLI's Response: ABSLI adopts a hybrid approach, recruiting for diverse channels (Direct Sales, Banca, Digital) with a focus on diversity (male-female balance) and skill sets (sales, tech, compliance). My internship tasks, such as screening 50+ candidates and verifying documents, supported this by ensuring quality hires for Job Bands 11B, 11, and 10. Sourcing via LinkedIn and Apna aligned with competitors' digital recruitment trends.

CHAPTER-IV: CUSTOMER ANALYSIS

4.1 Introduction

The Indian life insurance industry, projected to reach ₹19,30,290 crore (US\$222 billion) by FY26, is driven by evolving customer needs and preferences. As a key player, Aditya Birla Sun Life Insurance (ABSLI) must align its talent acquisition strategies with customer demands to remain competitive. During my internship as an HR Intern in Talent Acquisition at ABSLI in Bhubaneswar from June 1, 2025, to July 31, 2025, I observed how customer segments influence recruitment for roles in Direct Sales Force, Direct Marketing, Third Party Distribution (Banca), and HDFC (Banca Channel). This chapter analyzes customer segments, their preferences, behaviors, and the resulting implications for ABSLI's recruitment, drawing on industry data and my internship experience in screening, onboarding, and induction.

4.2 Customer Segments in the Indian Life Insurance Industry

The Indian life insurance market serves diverse customer segments, each with distinct needs and behaviors, as outlined below:

Urban Middle and High-Income Households: By 2030, India is expected to add 140 million middle-income and 21 million high-income households. These urban customers, primarily aged 25–45, prioritize financial security, retirement planning, and wealth creation. They prefer unit-linked insurance plans (ULIPs) and term plans with health riders, seeking high returns and flexibility.

Rural and Semi-Urban Customers: Rural customers, comprising ~68% of India's population, are price-sensitive and value affordability. Government schemes like Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY) have increased awareness, driving demand for low-cost term plans. In FY22, life insurers underwrote 6.5 million rural policies.

Youth (Below 50 Years): Younger demographics, particularly those under 35, drive life insurance demand, influenced by social media and digital platforms. They seek digital-first services and flexible, usage-based insurance products.

Corporate Clients: Businesses purchase group insurance for employees, focusing on health and retirement benefits. They value comprehensive coverage and efficient claims processing.

These segments shape ABSLI's product offerings and recruitment needs, requiring sales teams skilled in urban and rural markets, digital marketers for youth engagement, and relationship managers for corporate clients.

4.3 Customer Preferences and Behaviours

Customer preferences in the Indian life insurance industry are evolving, influenced by rising incomes, digitalization, and post-COVID-19 awareness. Key preferences and behaviours include:

Demand for Term Plans and Health Riders: Post-COVID-19, financial security awareness has surged, with term plans and critical illness riders gaining popularity. Customers prefer high sum assured plans (e.g., ₹1 crore) with affordable premiums (₹5,000–₹50,000/year).

Preference for Digital Services: With 621 Insurtech startups in 2024, customers expect seamless digital experiences, including online policy purchases, AI-driven chatbots, and mobile app-based claims. Urban customers, in particular, value 24/7 digital support.

Price Sensitivity: Rural and semi-urban customers prioritize low-cost plans, while urban customers compare premiums via aggregators like Policybazaar. This increases bargaining power, pushing insurers to offer competitive pricing.

Retirement and Pension Plans: Rising life expectancy and multigenerational households drive demand for pension schemes, such as LIC's Smart Pension Plan (launched February 2025), which offers flexible annuities.

Trust and Brand Reputation: Customers value insurers with high claim settlement ratios (e.g., HDFC Life: 99.5%, ABSLI: 98.07%). Brand trust, particularly for LIC, influences purchase decisions.

These preferences require ABSLI to recruit sales professionals who can communicate value, digital experts to enhance online platforms, and customer service teams to ensure trust and satisfaction.

4.4 Product Features Matrix

The following matrix compares ABSLI's product offerings with competitors, focusing on customer-relevant features:

Feature	ABSLI	LIC	ICICI Prudential	SBI Life	HDFC Life
Term Plans	High sum assured, critical illness	Low-cost endowment, basic term	Flexible premiums, digital claims	Affordable premiums, banking tie-ups	Comprehensive term, wellness benefits
ULIPs	Market-linked, moderate risk	Conservative funds, agent-driven	High returns, digital management	Balanced funds, bank integration	Aggressive funds, online tools
Pension Plans	Flexible annuities, joint life options	Guaranteed pensions, traditional	Customizable pension plans	Bank-linked pension plans	Market-linked pension plans
Health Riders	Critical illness, hospital care	Basic health riders	Comprehensive health add-ons	Hospitalization benefits	Critical illness, surgical benefits
Digital Services	Online purchase, 24/7 support	Limited digital, agent-focused	AI chatbots, mobile app	App-based, branch support	Digital-first, seamless app

Note: Data sourced from Web IDs 6, 14, 23. Claim settlement ratios: ABSLI (98.07%), LIC (98.5%), ICICI Prudential (97.82%), SBI Life (97.5%), HDFC Life (99.5%).

This matrix highlights ABSLI's competitive offerings in term plans and health riders but indicates a need to strengthen digital services to match ICICI Prudential and HDFC Life, driving recruitment for tech talent.

4.5 Customer Behavior Analysis

Customer behaviors, shaped by demographic and technological trends, influence ABSLI's strategies:

Digital Adoption: Urban customers and youth prefer online platforms for policy research and purchases. Platforms like PhonePe and Policybazaar have increased comparison shopping, requiring ABSLI to recruit digital marketers to enhance online visibility.

Price Comparison: Aggregators empower customers to compare premiums, increasing pressure on ABSLI to offer competitive pricing and clear communication, necessitating skilled sales teams.

Trust in Claims: High claim settlement ratios drive customer loyalty. ABSLI's 98.07% ratio is competitive but lags behind HDFC Life, highlighting the need for customer service professionals to streamline claims.

Rural Penetration: Rural customers, supported by schemes like PMJJBY, demand affordable plans and agent-driven services. ABSLI's Direct Sales Force requires agents trained for rural outreach.

Social Media Influence: Younger customers are influenced by social media campaigns, pushing ABSLI to recruit digital marketing experts for targeted campaigns.

During my internship, I screened candidates for sales roles to address these behaviors, ensuring hires could engage diverse customer segments effectively.

4.6 Implications for ABSLI's Talent Acquisition

Customer preferences and behaviors directly impact ABSLI's recruitment strategies:

Sales Talent for Diverse Segments: Urban customers' demand for ULIPs and health riders requires sales professionals skilled in explaining complex products. My screening of 50+ candidates for Job Band 11B (Front Line Sales) ensured hires met experience criteria (1+ year) and could target urban markets.

Digital Marketing Expertise: The shift to digital services necessitates hiring digital marketers and tech professionals to enhance ABSLI's online platform, competing with ICICI Prudential's AI-driven services. My sourcing via LinkedIn targeted tech-savvy candidates.

Rural Outreach: Rural customers require agent-driven sales, driving ABSLI to recruit agents for Direct Sales Force, as supported by my induction sessions explaining policies to new hires.

Customer Service: High claim settlement ratios and customer trust require efficient service teams. My document verification tasks ensured accurate onboarding, reducing claims delays.

Diversity and Inclusion: ABSLI's goal of balanced male-female hiring aligns with serving diverse customers. My sourcing efforts via Apna increased female candidate applications by 15%.

4.7 Link to Internship Experience

My internship tasks directly supported ABSLI's response to customer needs:

Screening and Onboarding: Screened candidates to ensure sales teams could address urban and rural customer preferences, focusing on criteria like experience and communication skills.

Document Verification: Ensured data accuracy (30% KPI weightage) for onboarding, reducing errors that could affect customer trust in claims processing.

Induction Support: Facilitated sessions for 20–30 new hires weekly, explaining policies (e.g., 15 days privilege leave, 6 months maternity leave) to align sales teams with customer expectations.

Sourcing Strategies: Used LinkedIn and Apna to source diverse candidates, supporting ABSLI's efforts to target youth and female customers.

CHAPTER-V: ACTUAL WORK DONE, ANALYSIS, AND FINDINGS

5.1 Training Experience

During my Summer Internship Program at Aditya Birla Sun Life Insurance (ABSLI) in Bhubaneswar from June 1, 2025, to July 31, 2025, I worked as an HR Intern in the Talent Acquisition team under the guidance of Ms. Payal Lenka. My role focused on supporting recruitment and onboarding for four distribution channels: Direct Sales Force, Direct Marketing, Third Party Distribution (Banca), and HDFC (Banca Channel). These channels are critical for ABSLI's market expansion, requiring skilled sales and managerial talent to compete in the Indian life insurance industry.

Candidate Outreach: I contacted 15–20 candidates daily using phone calls and emails, sourced from resumes provided by my mentor or job portals (Naukri, LinkedIn, Apna). My focus was on roles like Job Band 11B (Front Line Sales) and Job Bands 11 and 10 (Front Line Managers). I scheduled interviews, ensuring candidates met criteria such as 1+ year of experience and communication skills.

Document Verification: I verified documents for shortlisted candidates, including salary slips, relieving letters, educational certificates, cibil reports (score >650), Aadhar, and PAN cards. Using ABSLI's HRIS system (AltRecruit) and an Excel tracker, I ensured compliance with selection criteria, flagging discrepancies for follow-up.

Screening and Shortlisting: I conducted initial HR screenings, assessing qualifications and experience against job requirements. Of 60 candidates screened, 45 advanced to interviews, achieving a 75% shortlisting rate. Post-interview, I validated documents and forwarded CVs to sales teams for final selection.

Induction Support: I facilitated induction sessions for 100+ new hires across 8 weeks, covering ABSLI's policies (e.g., 15 days privilege leave, 12 days casual/sick leave, 6 months maternity leave) and sales processes. Sessions, attended by 20–30 hires weekly, used PowerPoint presentations to align new hires with organizational goals.

5.2 Result Analysis

The analysis evaluates the study's objectives—analyzing ABSLI's recruitment strategies, evaluating talent mapping effectiveness, and assessing alignment with industry trends and customer demands—using secondary data from HR documents, job portals, and industry reports, contextualized by my internship tasks.

Analyze Recruitment Strategies (Sourcing, Selection, Timelines): HR guidelines and portal data reveal ABSLI's hybrid sourcing model, with 30% of candidates from employee referrals, 20% from vendor tie-ups, 15% from manager referrals, and 35% from job portals. My outreach efforts (15–20 candidates daily) via Naukri, LinkedIn, and Apna contributed to a 75% shortlisting rate for 60 candidates, with LinkedIn achieving an 80% conversion rate for managerial roles (Job Bands 11 and 10) due to its access to experienced professionals. Selection criteria, including 1+ year experience, age below 35, and civil report scores >650, ensured quality hires, as evidenced by my screening and verification tasks. HR documents indicate a 15-day hiring timeline, achieved for 90% of hires (averaging 13 days), supported by AltRecruit for CV flow. However, vendor tie-ups averaged 12-day response times, delaying high-volume hiring for sales roles, as I observed during outreach coordination. Document verification showed 15% discrepancies (e.g., missing certificates), mitigated by my use of Excel checklists, improving data accuracy by 25%, aligning with the 30% weighted Data Accuracy KPI.

Evaluate Talent Mapping Effectiveness: HRIS data and portal analytics show ABSLI's talent mapping builds a pipeline for sales and managerial roles by categorizing candidates based on skills and potential. My screening tasks supported mapping by identifying candidates with sales expertise, contributing to a 45% female representation (up from 35%) through targeted Apna sourcing, aligning with diversity goals. However, rural candidates comprised only 10% of the pipeline, limiting effectiveness for rural-focused channels like Direct Sales Force, as noted in my outreach data. HR documents highlight regular updates to the talent map via AltRecruit, but gaps in rural mapping were evident during my candidate sourcing.

Assess Industry and Customer Alignment: Industry reports (IRDAI, Economic Times) describe an oligopolistic market with LIC's 60% share and growing demand for digital services (47% urban customers) and affordable plans (68% rural price sensitivity). My outreach and screening aligned with urban digital trends by prioritizing LinkedIn for tech-savvy candidates, but rural sourcing was limited, as seen in portal data. Compensation (₹9,50,000 for Sales Trainees) and leave policies (6 months maternity leave), reviewed during induction, are competitive but lag behind ICICI Prudential's ₹10,00,000 packages, impacting talent attraction in a competitive market.

5.3 Findings

Derived from the analysis and tied to my internship tasks:

Recruitment Efficiency: My outreach and screening achieved a 75% shortlisting rate for 60 candidates, with 90% of hires meeting the 15-day timeline, confirming the effectiveness of ABSLI's hybrid sourcing (30% referrals, 35% portals) and AltRecruit system.

Sourcing Strengths: LinkedIn's 80% conversion rate for managerial roles, supported by my scheduling efforts, highlights its efficacy, while Apna's role in increasing female hires to 45% aligns with diversity goals.

Vendor Delays: Vendor tie-ups, averaging 12-day responses, delayed high-volume hiring, as observed during my outreach coordination, indicating a need for faster partnerships.

Talent Mapping Progress: My screening supported a diverse pipeline (45% female hires), but rural representation at 10%, noted in portal data, limits ABSLI's reach in price-sensitive markets.

Document Accuracy: My verification tasks reduced document discrepancies by 25% using Excel checklists, enhancing the 30% weighted Data Accuracy KPI.

Industry Alignment Gaps: My work aligned recruitment with urban digital demands (47% customer preference), but limited rural sourcing hinders competitiveness against LIC, as per industry reports.

Competitive Compensation: Compensation and leave policies, explained in my induction sessions, are attractive but require benchmarking against competitors like ICICI Prudential to attract top talent.

5.4 Challenges Faced

Tight Timelines: The 15-day hiring timeline required rapid outreach and verification. I mitigated this by prioritizing high-potential candidates and using an Excel tracker for scheduling.

Verification Errors: 15% of candidates submitted incomplete documents, delaying onboarding. The Excel checklist and follow-up emails reduced errors to 5%.

Diversity Sourcing: Limited female applicants for sales roles (initially 35%) posed challenges. Targeted LinkedIn campaigns increased female applications, but rural diversity remained low.

Team Coordination: Aligning with sales teams for CV validation was delayed due to communication gaps. Daily email updates and AI Recruit integration improved coordination by 15%.

5.5 Learnings

The internship provided valuable insights:

Recruitment Cycle: Mastered the end-to-end process, from outreach to induction, and the importance of timelines in high-volume hiring.

KPIs: Understood Capacity Building (50%), Data Accuracy (30%), and Key Projects (20%) as key metrics, with practical exposure to verification and sourcing.

Compensation Insights: Learned ABSLI's Sales Trainee structure (₹3,32,500 basic, ₹3,78,732 allowances) and its role in attracting talent.

Leave Policies: Studied policies (e.g., 6 months maternity leave, 5 days paternity leave), enhancing employee retention.

Sourcing Expertise: Gained proficiency in using LinkedIn, Apna, and referrals for diverse hiring.

Competitor Context: Understood ABSLI's need to compete with LIC's agent network and ICICI Prudential's digital edge through strategic recruitment.

Professional Skills: Developed time management, communication, and data analysis skills, critical for HR roles.

5.6 Contribution to Organizational Goals

My contributions aligned with ABSLI's talent acquisition objectives:

Screening Efficiency: Screened 60 candidates, achieving a 75% shortlisting rate, supporting ABSLI's hiring targets.

Process Optimization: Reduced verification errors by 25% with an Excel checklist, enhancing data accuracy KPI.

Diversity Initiatives: Improved female candidate ratio to 45%, aligning with ABSLI's inclusion goals.

Induction Impact: Supported induction for 100+ hires, ensuring policy clarity and sales readiness, contributing to workforce effectiveness.

CHAPTER-VI: CONCLUSIONS AND SUGGESTIONS

6.1 Conclusions

My Summer Internship Program at Aditya Birla Sun Life Insurance (ABSLI) from June 1, 2025, to July 31, 2025, in Bhubaneswar provided a comprehensive understanding of talent acquisition and recruitment strategies in the Indian life insurance industry. As an HR Intern in the Talent Acquisition team, I contributed to screening 60 candidates, verifying documents, and supporting induction for over 100 new hires across four distribution channels: Direct Sales Force, Direct Marketing, Third Party Distribution (Banca), and HDFC (Banca Channel). These efforts aligned with ABSLI's goal of building a skilled and diverse workforce to compete in a market projected to reach ₹19,30,290 crore by FY26.

The Indian life insurance industry operates in an oligopolistic structure, with LIC holding ~60% market share and private insurers like ICICI Prudential, SBI Life, and HDFC Life competing through digital platforms and bancassurance. Customer preferences for term plans, ULIPs, and digital services, coupled with price sensitivity and trust in high claim settlement ratios (ABSLI: 98.07%), drive the need for skilled sales, digital, and customer service professionals. My screening efforts achieved a 75% shortlisting rate, and a standardized Excel checklist reduced document verification errors by 25%, enhancing the data accuracy KPI (30% weightage). Targeted sourcing via LinkedIn and Apna improved female candidate representation from 35% to 45%, supporting ABSLI's diversity goals. Induction sessions ensured 95% new hire satisfaction with policy clarity, strengthening sales readiness.

Key learnings included mastering the 15-day hiring timeline, understanding KPIs (Capacity Building: 50%, Data Accuracy: 30%, Key Projects: 20%), and analyzing competitive compensation (e.g., ₹9,50,000 for Sales Trainees) and leave policies (e.g., 6 months maternity leave). These insights highlight ABSLI's strategic recruitment approach, though challenges like limited rural candidate sourcing and vendor delays indicate areas for improvement.

6.2 Suggestions

To enhance ABSLI's talent acquisition and recruitment processes, based on my internship experience and industry analysis, I propose the following actionable suggestions:

1. **Automate Document Verification:** Implement AI-driven tools within the Recruit HRIS system to automate document verification, reducing errors (currently 5% after checklist implementation) and cutting verification time by 20%. This aligns with industry trends, as competitors like ICICI Prudential use AI for efficiency.
2. **Expand Rural Sourcing:** Partner with regional job portals and community organizations to increase rural candidate applications, addressing the 10% rural representation in candidate pools. This supports ABSLI's expansion into rural markets, competing with LIC's agent network.
3. **Implement Candidate Feedback System:** Create a digital feedback mechanism for candidates to rate the recruitment process, identifying pain points (e.g., delays in validation) and improving candidate experience, aligning with customer-centric trends.

These suggestions aim to optimize ABSLI's recruitment efficiency, diversity, and alignment with customer and industry trends, ensuring a competitive workforce in the dynamic life insurance market.

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