



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

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

Approved by AICTE, Govt. of India | Affiliated to BPUT, Odisha | NAAC Accredited | ISO 9001 : 2015

SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

End-to-End Hiring and Onboarding: A Study in Talent
Acquisition at Aditya Birla Capital

SUBMITTED BY

Sneha Karn

MBA Batch: 2024-26

University Regn. No.: 2406258203

Faculty Guide

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Jharpada, Bhubaneswar



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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that **Ms. Sneha Karn** bearing university registration no **2406258203** of 2024-26 batch, has completed his/her summer internship at **Aditya Birla Capital** from 05-06-25 to 20-07-25 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:

Place: Bhubaneswar

Dr. Bonita Mitra

Associate 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 **Sneha Karn** 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, she was found to be punctual, hardworking and inquisitive.

We wish her/him every success in life.

Authorized Signatory

DECLARATION

I, **Ms. Sneha Karn** Bearing university registration no **2406258203** (2024-26 batch), hereby declare that the project report titled **End-to-End Hiring and Onboarding: A Study in Talent Acquisition at Aditya Birla Capital** is based on my internship at **Aditya Birla Capital**, during the period 05-06-25 to 20-07-24 and is an original work done by me under the supervision of **Ms. Payal Lenka** (Corporate Guide) and **Ms. Bonita Mitra** (Internal Guide). 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:

Place:

Signature:

Abstract

This project report presents a functional study on the end-to-end hiring and onboarding process undertaken during my internship at **Aditya Birla Capital**, a leading financial services company in India. The study focuses on the practical aspects of **talent acquisition**, encompassing the complete recruitment lifecycle — from understanding manpower requirements, sourcing and screening candidates, to conducting interviews, issuing offer letters, and facilitating the onboarding of new hires.

Through hands-on involvement in recruitment activities, I gained insight into sourcing strategies, job portal usage, resume shortlisting, and candidate coordination. Additionally, I contributed to onboarding processes such as documentation. This internship has provided me with a comprehensive understanding of the **HR function in real-time business settings**, especially within the framework of compliance, candidate experience, and organizational culture integration.

The report also highlights the tools, techniques, and best practices followed by Aditya Birla Capital's HR team, and identifies challenges faced during hiring, such as talent gaps and high turnaround times. The study concludes with suggestions to enhance the efficiency and experience of the hiring and onboarding process, aligned with industry trends and organizational goals.

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CHAPTER 1

INTRODUCTION

Chapter - 1

Introduction

1.1. Introduction:

Recruitment and onboarding are two critical components of the human resource management function that directly impact an organization's ability to attract, hire, and retain the right talent. While recruitment focuses on sourcing, attracting, and selecting suitable candidates to fill job vacancies, onboarding ensures that these new hires are successfully integrated into the organization's culture, processes, and work environment.

Recruitment serves as the initial stage of talent acquisition, aiming to identify and engage individuals whose skills, qualifications, and values align with organizational needs. An effective recruitment strategy not only reduces hiring time and costs but also enhances the quality of hires, which ultimately influences organizational performance.

Onboarding, on the other hand, is the process that follows recruitment. It involves introducing new employees to the company's mission, values, policies, and work expectations, helping them transition smoothly into their roles. A well-structured onboarding program improves job satisfaction, accelerates productivity, and reduces early attrition by creating a sense of belonging and engagement. Together, recruitment and onboarding form an integrated approach to talent management. While recruitment ensures that the right talent enters the organization, onboarding ensures that this talent remains engaged, motivated, and aligned with organizational goals from the very beginning.

Definition of Recruitment:

- According to Edwin B. Filippo, “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.”
- In the words of Dale Yoder, Recruitment is the process to “discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

Need of Recruitment:

The need for recruitment may be due to the following reasons / situation:

- Vacancies due to promotions, transfer, retirement, termination, permanent disability, death and labour turnover.
- Creation of new vacancies due to the growth, expansion and diversification of business activities of an enterprise. In addition, new vacancies are possible due to job specification.

Purpose of Recruitment:

- Determine the present and future requirements of the organization on conjunction with its personnel-planning and job analysis activities.
- Increase the pool of job candidates at minimum cost.
- Help increase the success rate of the selection process by reducing the number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants, once recruited and selected, will leave the organization only after a short period of time.

What is Onboarding?

Onboarding is the structured process of integrating a new employee into an organization. It begins when the candidate accepts the job offer and continues through the initial phase of employment, often lasting from a few weeks to several months.

The goal is to help employees understand the company culture, policies, expectations, roles, and responsibilities so they can become productive and engaged team members quickly.

Purpose of Onboarding:

- **Orientation to Organizational Culture:** Familiarize employees with company values, work ethics, and communication styles.
- **Role Clarity:** Ensure employees clearly understand their job role, responsibilities, and performance expectations.
- **Training and Skill Development:** Provide necessary job-specific and compliance training.
- **Building Relationships:** Encourage connections with team members, managers, and cross-functional colleagues.
- **Employee Engagement:** Make new hires feel welcomed and valued from day one.

Importance of Onboarding:

- **Reduces Turnover Costs:** Poor onboarding leads to high attrition, costing organizations 30–50% of an employee's annual salary to replace them.
- **Enhances Employee Satisfaction:** Positive experience increases loyalty and job satisfaction.
- **Improves Employer Branding:** A smooth onboarding process builds a strong company image.
- **Faster Time-to-Performance:** Well-trained employees achieve productivity faster.

Relationship Between Recruitment and Onboarding:

Recruitment and onboarding are two sequential yet interconnected processes. Successful recruitment brings the right talent into the organization, but without effective onboarding, the chances of early attrition increase. A poor onboarding experience can negate the efforts and resources invested in recruitment. Hence, both processes need to be aligned to create a positive employee experience and ensure long-term retention.

Importance of Recruitment and Onboarding in Organizations:

- Employee Retention – A smooth hiring and onboarding process reduces attrition rates.
- Higher Productivity – Employees become productive faster when onboarding is structured and aligned with their roles.
- Stronger Employer Branding – A positive experience during recruitment and onboarding reflects well on the organization's reputation.
- Legal Compliance – Both processes ensure that regulatory and policy requirements are met.
- Cost Efficiency – Reduces the cost associated with repeated hiring and training due to turnover.

Challenges in Recruitment and Onboarding:

- Talent Shortage – Difficulty in finding candidates with the right skill set.
- High Competition – Candidates have multiple offers, leading to dropouts.
- Remote Hiring Complexities – Managing interviews and onboarding virtually.

1.2. Scope of the Study:

The scope of this study is confined to the Talent Acquisition function within the Human Resources department at Aditya Birla Capital, with a particular focus on the end-to-end hiring and onboarding process. The study emphasizes the practical understanding of recruitment operations, right from manpower planning and candidate sourcing to final onboarding and induction of new employees.

This project aims to provide insight into:

- The internal workflow and procedures followed for hiring across different roles and departments.
- The sourcing channels used for recruitment such as job portals, consultancies, and internal referrals.
- Screening techniques and coordination involved in scheduling interviews and following up with candidates.
- The documentation, verification, and onboarding steps conducted after the selection process.

The study is limited to the processes and practices observed during the internship period and does not cover areas such as employee retention, training and development, or post-onboarding performance evaluation. However, it offers a comprehensive view of **recruitment and onboarding** activities as practiced in a large, diversified organization like Aditya Birla Capital.

1.3. Objectives of the Study:

- To analyze the complete recruitment lifecycle followed at Aditya Birla Capital
- To evaluate the effectiveness of the onboarding process implemented at Aditya Birla Capital
- To examine the challenges faced during recruitment and onboarding processes
- To provide actionable suggestions for improving the recruitment and onboarding experience

1.4. Literature Review:

Talent acquisition refers to the strategic process of identifying, attracting, selecting, and onboarding the right individuals who align with an organization's long-term goals and culture. Unlike traditional recruitment, which focuses on filling immediate vacancies, talent acquisition is a forward-thinking approach that considers workforce planning, employer branding, and relationship management (Purohit & Purang, 2020). According to Pandita (2019), talent acquisition encompasses the entire cycle from manpower planning to candidate onboarding, integrating both strategic and operational aspects of HR functions. It plays a key role in enhancing organizational performance by ensuring that the right talent is placed in the right positions.

Onboarding refers to the systematic procedure by which newly hired personnel are integrated into the organization, equipped with the necessary skills and knowledge to perform their duties effectively, and transformed into actively involved and efficient members (Lee, 2008). Onboarding also refers to the procedure through which newly hired personnel obtain the knowledge, abilities, and conduct required to function as engaged, productive members of their respective teams, departments, and the entire organization. They promote long-term retention, reduce the time between newly hired employees and productivity, and facilitate organizational socialization (Krasman, 2015). Employers bear the financial burden of hiring new employees. Research's Journal of Human Resource Vol. 9 | No. 1 March | 2024 ISSN 2347-825X 4 www.researchjournali.com given that the transition period from induction to productivity can span from six to twelve months (DeMarco & Lister, 1987; Sim & Holt, 1998).

Effective onboarding facilitates the integration of new employees into the organization, improves their work efficiency and motivation, reduces uncertainty regarding the majority of business performance aspects, and consequently influences their long-term commitment to the organization. The purpose of onboarding is to give employees a structured framework to understand their organizational roles' goals, duties, and legal considerations (Meyer & Bartels, 2017).

Organizations create that emotional connection between the employee and the company's purpose by discussing its mission, vision, and values, and, most importantly, making them come alive for employees. When employees can relate to the company's mission, they perceive their relationship with the organization as more personal. When they are aware of the company's vision, they see a future for themselves in the company. When their values and those of the company are congruent, employees do not experience the cognitive dissonance that often leads them to seek opportunities elsewhere (Dávila& Piña-Ramírez, 2018)

Competency-based recruitment has also been highlighted as an effective approach in talent acquisition. The model, discussed by Armstrong (2014) in the *Journal of Organizational Behavior*, emphasizes assessing candidates based on observable behaviors and job-related competencies rather than merely on credentials. This ensures a better fit and long-term performance alignment.

A literature review conducted by Sharma and Prakash (2022) in the *International Journal of Professional Business Review* emphasized that successful talent acquisition requires the integration of multiple HRM strategies, such as workforce planning, performance alignment, and succession management. These strategies ensure that hiring efforts are not merely transactional but aligned with long-term organizational objectives.

Employer branding has emerged as a key factor in talent acquisition success. Employer branding refers to a company's reputation as a desirable place to work and is often shaped by employee experience, company culture, and internal communication. A systematic review by Chen, Lemanski, and Cao (2022) concluded that employer branding directly influences candidate attraction, especially in competitive industries. Their study, published in the *Academy of Management Proceedings*, identified three major components influencing talent attraction: organizational reputation, consistent communication of employer value propositions (EVPs), and alignment between employee expectations and company culture.

Digital tools have further transformed the landscape of talent acquisition. A review by Pandita (2019), published in *SAMVAD*, emphasized how referral systems, social media, and HR analytics enhance recruitment effectiveness by reducing time-to-hire and improving candidate-job fit. However, she also noted that technology is only effective when backed by strategic planning and HR readiness. Thus, digital recruitment should be integrated into the broader HR strategy rather than functioning in isolation.

Sourcing is a fundamental aspect of talent acquisition, involving proactive strategies to identify and engage potential candidates before a vacancy even exists. Effective sourcing widens the talent pool and increases the chances of finding the right fit for the role. According to Mehta and Jain (2013), organizations today use a mix of traditional and modern sourcing methods including employee referrals, campus recruitment, social media, and talent databases.

A study by Kaur and Aggarwal (2020), published in the *Global Journal of Management and Business Research*, found that organizations that regularly monitor and analyze recruitment metrics report improved process efficiency and better hiring outcomes. Their findings support the integration of HR analytics in talent acquisition strategy.

A study by Singh and Sharma (2020), published in the *Indian Journal of Industrial Relations*, highlighted the growing importance of social media platforms such as LinkedIn, Facebook, and Twitter in sourcing passive candidates. Their findings suggest that companies that leverage digital sourcing methods report higher reach, quicker response time, and improved candidate engagement.

According to a report by the Society for Human Resource Management (SHRM, 2020), 75% of HR professionals reported difficulty in recruiting suitable candidates for roles requiring specific technical skills. This gap between job requirements and candidate availability has prompted organizations to rethink their sourcing and upskilling strategies.

Integrating talent acquisition with overall strategic HRM allows companies to proactively build workforce capabilities aligned with long-term objectives. According to Schuler and Jackson (2008), talent acquisition should not be viewed as a transactional process but as a strategic function supporting organizational success through workforce planning, succession strategy, and talent pipelines.

A study by Purohit and Purang (2020), published in the *Asian Journal of Management*, emphasized the need to link hiring outcomes to key performance indicators (KPIs) like employee retention, leadership readiness, and cultural fit. Their findings suggest that when recruitment teams collaborate with business leaders, the quality of hire and long-term employee performance significantly improve.

Moreover, Armstrong (2014) pointed out that talent acquisition aligned with strategic HRM enhances employer brand consistency, improves employee engagement, and ensures a better return on recruitment investments.

1.5. Methodology:

Research Design:

This study follows a descriptive research design, aimed at understanding the current practices, strategies, and challenges involved in the Talent Acquisition and Onboarding processes at Aditya Birla Capital.

Data Collection Methods:

The research involves the use of both primary and secondary data sources to ensure a balanced and credible approach:

Primary Data

Primary data was collected through personal interaction and discussions with the reporting HR manager during the internship. The HR professional provided in-depth insights into the following aspects:

- Recruitment planning and sourcing techniques
- Use of recruitment platforms and tools
- Onboarding formalities and timelines
- Candidate experience strategies
- Key performance metrics

Secondary Data

Secondary data was collected from official sources, particularly:

The Aditya Birla Capital corporate website.

Data Analysis Method:

The data collected was analyzed using qualitative content analysis. This included: Thematic categorization of responses and practices under the three main objectives of the project:

- Recruitment lifecycle
- Tools and platforms used
- Suggestions for improvement

1.6. Limitations:

- **Limited Sample Size**

Data was gathered from only one HR professional, limiting the diversity of perspectives.

- **Time Constraints**

The short internship period restricted in-depth observation of the complete hiring and onboarding cycles.

- **Confidentiality Restrictions**

Access to internal HR documents and metrics was limited due to organizational privacy policies.

- **Organization-Specific Scope**

The findings are specific to Aditya Birla Capital and may not be applicable to other organizations.

- **Secondary Data Limitations**

Company website data provided only a surface-level understanding of HR practices.

CHAPTER 2

COMPANY PROFILE

Chapter - 2

Company Profile

2.1. History:

Originally incorporated in October 2007 under the Companies Act 1956, Aditya Birla Financial Services Private Limited received the certificate of registration from the Reserve Bank of India in May 2009 to commence the business as a non-deposit taking NBFC.

In December 2014, the company was converted from a private limited company to a public limited company and was renamed as 'Aditya Birla Financial Services Limited'.

Over the past decade since its incorporation, the Company has come a long way to become one of the largest financial services players in India. Year 2017 marks a milestone, with the Company becoming a pure play listed holding company of all the financial services businesses of the Aditya Birla Group.

To mark this new phase in its journey, and in line with its new unified brand identity, the Company was rechristened as '**Aditya Birla Capital Limited**' in June 2017. The synopsis of its journey over the past 12 years, from 2007-2019, is as follows:

- From 5 business lines to a well-diversified portfolio of 13 business lines
- Aggregate AUM¹ has grown to Rs. 3,000 billion
- Lending book (including Housing Finance) has grown to Rs. 601 billion
- Aggregate² revenues have grown to Rs. 115 billion
- From Investment phase to aggregate earnings before tax of Rs. 12.9 billion

Parentage

Aditya Birla Capital is a part of the Aditya Birla Group, a USD 44.3 billion Indian multinational in the league of Fortune 500. Anchored by an extraordinary force of over 1,20,000 employees, belonging to 42 nationalities, the Aditya Birla Group operates in 35 countries across the globe. About 50 percent of its revenues flow from its overseas operations. For more information on the Aditya Birla Group, please visit www.adityabirla.com.

- Includes AUM of Life & Health Insurance, Private Equity & quarterly average AUM of Asset Management businesses
- Represents the summation of 100% of the Ind AS financials of subsidiaries/JVs, before inter-company eliminations or minority interest.

Financial Achievements as of March 31, 2025:

- Aggregate Assets Under Management (AUM) - Rs. 5.11 Lakh Crore
- Consolidated Lending Book - Rs 1.57 Lakh Crore

2.2. Major Subsidiaries:**Aditya Birla Sunlife Insurance(ABSLI)**

Aditya Birla Sun Life Insurance Company Limited (ABSLI) is a part of Aditya Birla Capital Ltd (ABCL).

ABSLI was incorporated on 4th August 2000 and commenced operations on January 17th, 2001. ABSLI is a 51:49 a joint venture between the Aditya Birla Group and Sun Life Financial Inc., an international financial services organization in Canada.

ABSLI offers a range of products across the customer's life cycle, including children future plans, wealth protection plans, retirement and pension solutions, health plans, traditional term plans and Unit Linked Insurance Plans ("ULIPs"). As of March 31, 2025 total AUM of ABSLI stood at 99,496 Cr. ABSLI recorded a gross premium income of Rs. 20,639 Cr and registering a y-o-y growth in Gross Premium with Individual Business FYP with Single Premium at 10% of Rs. 4115 Cr at 34%.

ABSLI has a nationwide distribution presence through 430 branches, 12 bancassurance partners, 6 distribution channels, over 65,500+ direct selling agents, other Corporate Agents and Brokers through its website. The company has over 30,000+ employees and 20.03 lakh active customers.

Mr. Kamlesh Rao is Managing Director and Chief Executive Officer at Aditya Birla Sun Life Insurance (ABSLI).

Aditya Birla Health Insurance

Aditya Birla Health Insurance Co. Limited (ABHICL), a part of Aditya Birla Capital Ltd (ABCL), is a collaboration between Aditya Birla Group and Momentum Group Ltd of South Africa. ABCL holds a 45.89% stake while Momentum Group Ltd holds 44.08% in ABHICL.

ABHICL commenced its operations in October 2016 and is engaged in the business of health insurance. The company's current product portfolio includes unique offerings including chronic care and incentivized wellness.

Covering over 22 million lives, ABHICL has a nationwide distribution presence in over 5,000 cities through branches and partner offices, 19 bancassurance partners and over 140,000 direct selling agents.

ABHICL has scaled and diversified digitally enabled distribution, and bancassurance available through more than 29000+ branches & over 60 digital partners, covering customers across the country through multiple contextual byte-sized and contextual products.

Mr. Mayank Bathwal is the Chief Executive Officer of Aditya Birla Health Insurance.

Aditya Birla Wellness Pvt Ltd

Launched in 2017, Aditya Birla Wellness' purpose is to proactively help individuals and families prioritize their health and help them lead fulfilling lives. Its approach is to create path breaking products that shift consumer mindset from sickness to wellness and reward a customer for each step towards well-being. Aditya Birla Wellness has partnered with the MMI Holdings, South Africa, in creating the best health risk management products for the Indian market.

Wellness and Rewards Program empowers and motivates individuals and families to prioritize their health from day 1. Aditya Birla Wellness is a pioneer in successfully designing and launching holistic digital wellness product category in the Indian marketplace. A wellness ecosystem coupled with 1 year of unlocked financial rewards on a single digital app/platform is a first of its kind incentivized wellness innovation in the country.

Aditya Birla Insurance Broker Ltd

Aditya Birla Insurance Brokers Limited (ABIBL) is one of India's leading composite insurance brokers, licensed by the Insurance Regulatory and Development Authority of India (IRDAI).

ABIBL specialises in providing integrated insurance broking and advisory services to companies and individuals by way of Retail Solutions and Corporate Solutions. ABIBL also offers re-insurance solutions to insurance companies and has developed strong relations with Indian as well as global insurers operating in India, South Asia, Middle East, and South-East Asia.

Over the years ABIBL has built a robust technology infrastructure and operates within a very strong compliance and governance framework.

The aim is to simplify the complex world of insurance for the customers. The focus is on delivering cost-effective and customized risk management, placement, and claims management solutions through a potent combination of experience and expertise.

ABIBL is one of the few insurance broking companies in India to have been awarded the prestigious ISO 9001:2015 Certification for Quality Management Systems.

ABIBL reported a revenue of Rs.190 Cr. and premium of approx. Rs.1707 Cr. in Q1 FY22.

Aditya Birla Capital Limited (ABCL) is the holding company for the financial services businesses.

ABCL is the holding company for the financial services businesses of Aditya Birla Group. ABCL's subsidiaries have a strong presence across Protecting, Investing and Financing solutions. ABCL is a universal financial solutions group catering to diverse needs of its customers across their life stages. Powered by more than 33,500 employees, the subsidiaries of ABCL have a nationwide reach with 1,094 branches and more than 2,00,000 agents, channel partners and several bank partners.

As of June 30th, 2022, ABCL manages aggregate assets under management over Rs.3,550 billion, has a consolidated lending book of approx. Rs.699 billion, and an active customer base of over 39 million, through its subsidiaries and joint ventures.

LOANS:

HOUSING FINANCE

- Home Loan
- Home Loan Balance Transfer
- Home Loan Top Up
- Loan Against Property
- Home Extension Loan
- Home Renovation Loan
- Home Construction Loans
- Plot And Construction Loan

PERSONAL FINANCE

- Personal Loan
- Flexi Loan
- Personal Loan Interest Rates
- Personal Loan Eligibility
- Instant Personal Loan
- Short Term Personal loan
- Debt Consolidation Loan
- Education Loan
- Emergency Loan
- Marriage Loan
- Travel Loan
- Long Term Personal Loan

- Loan Of 1,50,000
- Loan of Rs. 1 Lakh
- Loan of Rs. 5 Lakh
- Doctors Loan
- Loan For Self-employed

BUSINESS LOAN

- Secured Business Loan
- Unsecured Business Loan

GOLD LOAN

- Gold Loan

INVESTMENTS:

MUTUAL FUNDS

- Debt Funds
- Equity Funds
- Hybrid Funds
- Exchange Traded Funds (ETFs)
- Fund Of Funds
- Index Funds
- Retirement Funds
- Children's Funds

STOCKS & SECURITIES

- Share Market
- Sovereign Gold Bonds
- Margin Trading Facility (MTF)
- Equity Trading
- Open Demat Account

FD & DIGITAL GOLD

- Fixed Deposit (FD)
- Digital Gold

TAX SOLUTIONS

- Tax Planning

INSURANCE:

LIFE INSURANCE

- Term Insurance
- ULIP Plans
- Retirement Plans
- Savings Plans

HEALTH INSURANCE

- Health & Wellness Plans
- Super Top Up Plans

VEHICLE INSURANCE

- Bike Insurance
- Car Insurance

TRAVEL INSURANCE

- Travel Insurance

PAYMENTS:

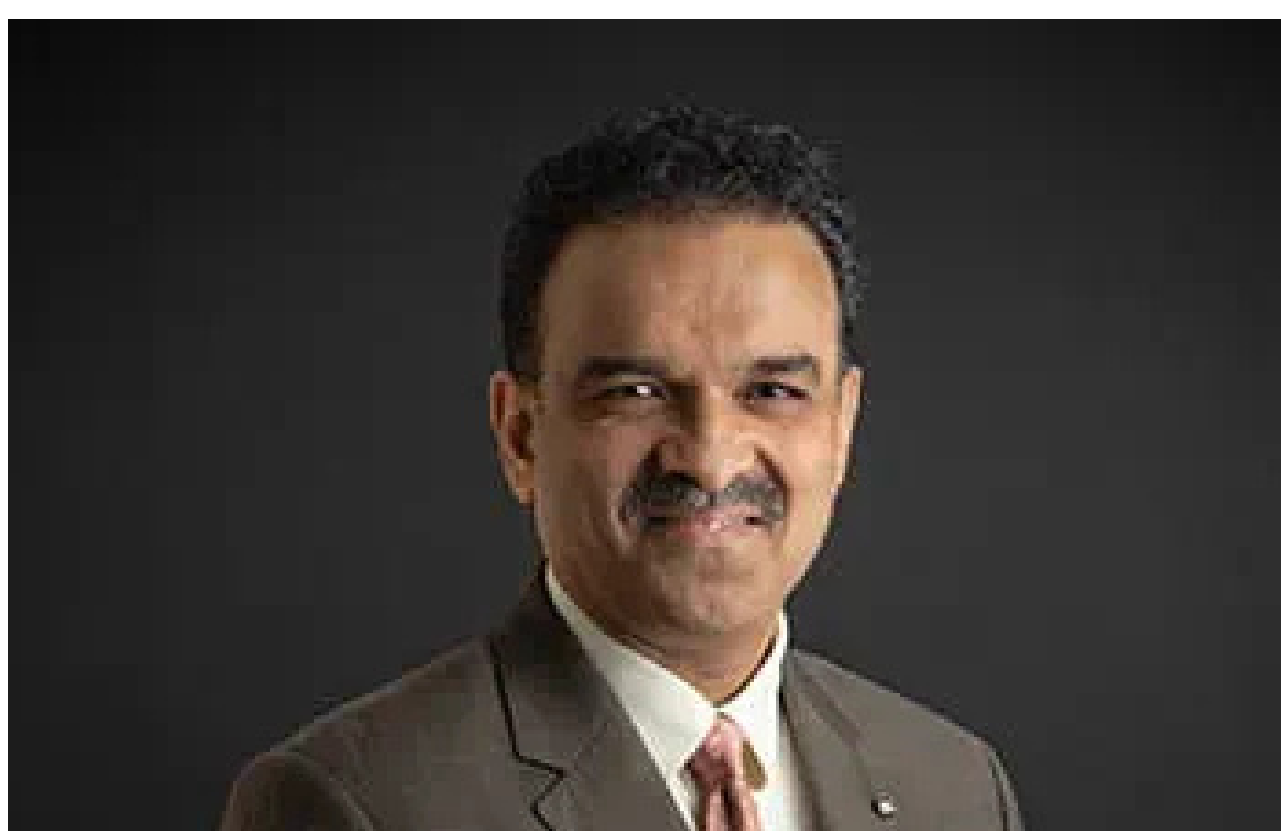
PAYMENT FOR INDIVIDUALS

- Pay Bills
- Pay for Anything
- Pay Anyone
- Pay on Call

2.3. Leadership Team:



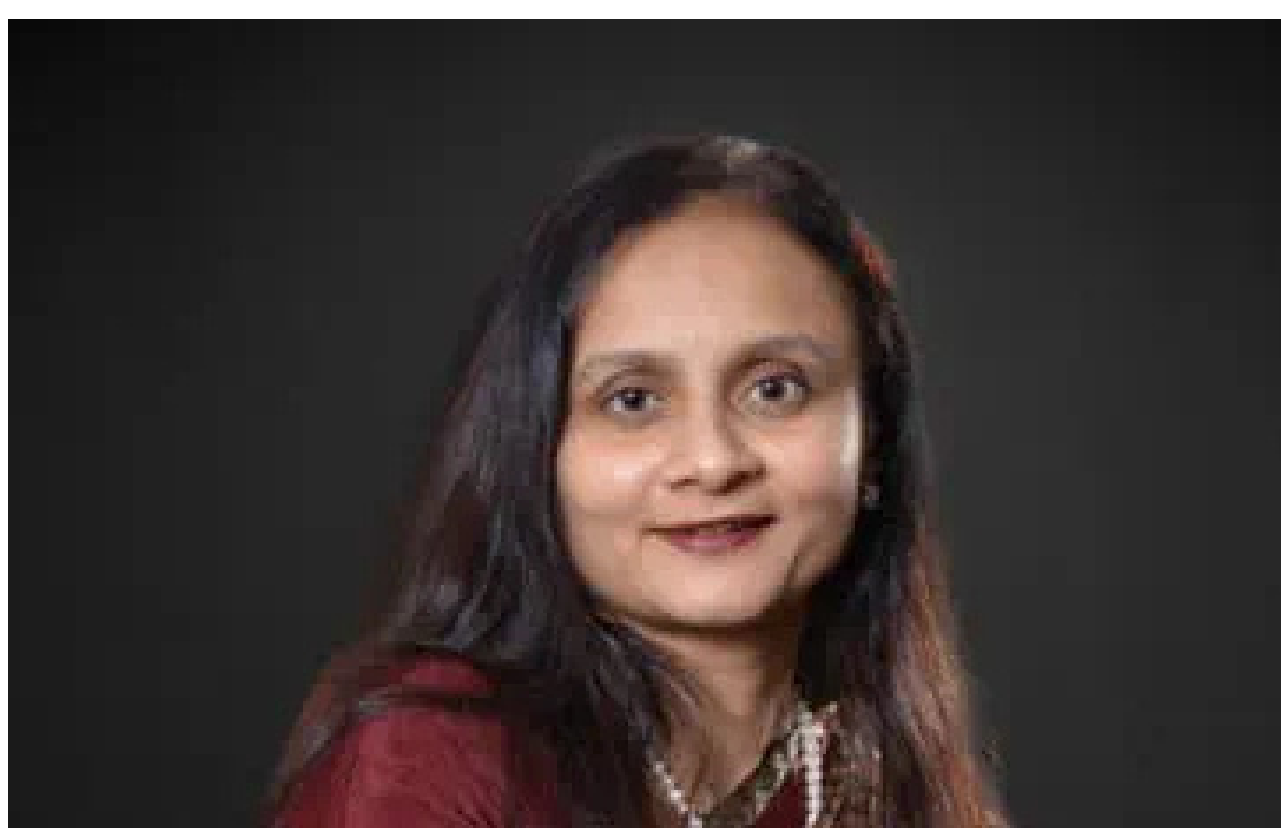
Vishakha Mulye is the Managing Director & Chief Executive Officer (Designate) at Aditya Birla Capital Limited (“ABCL”). She is a director on the board of Aditya Birla Management Corporation Private Limited (“ABMCPL”), the apex corporate body of Aditya Birla Group, that provides strategic direction and vision to its group companies.



Kamlesh Rao is the MD & CEO at Aditya Birla Sun Life Insurance (ABSLI). In his role he is responsible for providing ABSLI with strategic direction and leading the team towards achieving rapid growth and profitability.



Rakesh Singh is the Executive Director and Chief Executive Officer - NBFC (Designate) at Aditya Birla Capital Ltd. Since joining the Aditya Birla Group in 2011, he has been instrumental in driving the growth of both the Non-Banking Financial Company (NBFC) and Housing Finance sectors.



Pinky Mehta is the Chief Financial Officer at Aditya Birla Capital Limited. A qualified chartered accountant with over three decades of diversified experience, Pinky joined the Aditya Birla Group in 1991 as its first woman officer.



Subhro Bhaduri is the Chief Human Resources Officer at Aditya Birla Capital Limited ("ABCL") and serves on the Board of Aditya Birla Capital Foundation.

Having joined the organisation in 2014, Subhro and his team have played a pivotal role in its rapid growth and development.

2.4. Human Rights Policy:

ABCL along with all subsidiaries and associates (including all their offices) endeavors to achieve commitment by:

- Maintaining positive legal compliance with applicable constitutional and regulatory human rights requirements and conforming to the Aditya Birla Group Sustainable Business Framework;
- Undertaking an iterative, due diligence process, the focus of which is identifying, assessing and managing potential risks and impacts;
- Aligning existing policies, processes and activities with commitment to respect human rights, including those that apply to labour practices, engagement with indigenous people; land acquisition, supply chain, and security management;
- Promoting awareness of human rights with employees at various levels of operations through training and communication;
- Engaging with stakeholders in an inclusive, transparent and culturally appropriate manner on human rights concerns related to business activities;
- Valuing diversity, equal opportunity and the need to consider the rights of vulnerable groups such as indigenous people, women, migrant workers and other minorities;
- Prohibiting all forms of harmful child labour, forced / trafficked labour, discrimination and harassment;
- Prohibiting any contribution to armed conflict or human rights abuses in conflict-affected and highrisk areas.
- Prohibiting interference in any way with the establishment, functioning or administration of workers' organizations or collective bargaining;
- Respect the right of all workers to form and join a trade union of their choice without fear of intimidation or reprisal, in accordance with national law;
- Providing access to remedy by resolving grievances in a timely and culturally appropriate manner;
- Influencing contractors, suppliers, vendors and other organizations with whom ABCL has a leverage to adopt the Aditya Birla Group Sustainable Business Framework and to encourage and support the development of equivalent management systems;
- Developing goodwill, creating sustainable employment and stimulating economic opportunities in the communities that host activities;
- Establishing clear accountability by assigning adequate resources and responsibilities for effective management of human rights risks; and

- Continually improving human rights performance by sharing good practices and learnings, setting and reviewing targets, and monitoring, reporting and disclosing performance.

2.5. Capital Structure:

To Year	Class of Share	Authorized Capital	Issued Capital	Paid Up Shares (Nos)
2024	Equity Share	4,000.00	2,600.02	2600021884
2023	Equity Share	4,000.00	2,417.99	2417994042
2022	Equity Share	4,000.00	2,416.31	2416311986
2021	Equity Share	4,000.00	2,415.28	2415277978
2020	Equity Share	4,000.00	2,413.76	2413760708
2019	Equity Share	4,000.00	2,201.40	2201404363
2018	Equity Share	4,000.00	2,201.04	2201039348
2017	Equity Share	2,200.00	1,232.24	1232240000

Overall Interpretation:

Positive Indicators:

- Steady growth in capital base—especially a significant jump in 2017-18 and again in 2023-24.
- Consistent issuance of equity—implies the company is growing and raising funds through equity rather than debt.
- No indication of decreasing capital or buybacks, suggesting confidence in long-term operations.

2.6. Vision:

"To be a leader and role model in a broad-based and integrated financial services business."

The 4 pillars of vision that will help achieve it are:

To be a leader – committed to being a leader in all facets of businesses, rather than being just another participant in this race.

To be a role model – will not become leaders by cutting corners or making compromises. Whatever we do, we will strive to be the best in class. And if we are the best, then customer will have no reason to go elsewhere – therefore leadership is assured, on pure merit.

To be a broad-based player – we are committed to meeting all the felt and unfelt needs of target customer. And thereby, we can retain him or her across their needs and life-stages.

We aim to be an integrated player –we believe that this approach gives us a competitive edge through sharing of best practices, deriving cross – business synergies & providing talent pool with world of opportunity to grow.

2.7. SWOT Analysis:

Strengths

- **Strong Brand Recognition and Trust:** Being part of the revered Aditya Birla Group, ABC benefits from high brand equity and customer confidence—valuable assets in attracting both clients and talent.
- **Diversified Financial Services Portfolio:** ABC offers a wide array of services—wealth and asset management, insurance, lending, broking, etc.—which enables cross-selling opportunities and reduces risk from overdependence on one segment.
- **Extensive Multi-Channel Distribution Network:** With presence across physical branches, digital platforms, and partnerships, ABC maximizes reach and efficiency.
- **Technology-Driven Operations:** Significant investments in digital solutions—like paperless KYC, online onboarding, and robo-advisory—enhance customer experience and streamline HR & onboarding workflows.
- **Technology-Driven Operations:** Significant investments in digital solutions—like paperless KYC, online onboarding, and robo-advisory—enhance customer experience and streamline HR & onboarding workflows.

Weaknesses

- **High Dependence on the Domestic Market:** With around 80% of revenue generated in India, ABC is significantly exposed to local economic volatility and policy shifts.
- **Operational Complexity Across Segments:** Managing multiple financial verticals increases complexity and operational costs. This can hinder efficiency in HR systems like recruitment or onboarding.
- **Challenges in Integrating Infrastructure and Technology:** Despite technological investments (INR 500 crore in FY2022), cross-vertical integration lags—customer response times average 48 hours.
- **Higher Than Average Operating Costs:** Operational expenses account for about 60% of revenue versus an industry average of 50%, reducing margins and potentially limiting HR investment.
- **Limited Global Presence:** ABC's primary focus is on the Indian market, with limited international exposure—an area that may limit access to global talent pools.

Opportunities

- **India's Expanding Financial Sector:** Rising financial literacy, disposable income, and government initiatives open up large growth opportunities for ABC across segments.
- **Digitalization and Fintech Adoption:** The shift to digital platforms and potential partnerships with fintech firms offer avenues to enhance customer and employee experiences.
- **Untapped Rural and Semi-Urban Markets:** ABC can expand reach in underpenetrated areas through tailored products and specialized onboarding programs for new recruits
- **Growing Demand for Wealth Management:** With increasing wealth in India, ABC can scale its wealth management services, necessitating hiring and training of specialized talent.
- **Strategic Partnerships and Acquisitions:** Collaboration with fintech, other financial institutions—or expanding through acquisitions—can expand capabilities, coverage, and talent acquisition.

Threats

- **Intense Competition Across Financial Verticals:** Competitors like HDFC, ICICI, SBI, and rising fintech disruptors challenge ABC's market share and recruitment attractiveness.
- **Vulnerability to Regulatory Shifts:** Frequent regulatory updates in finance can raise compliance costs and complicate onboarding and staff training
- **Urban Market Saturation & Rural Adoption Challenges:** Urban growth may stagnate, while rural markets require significant resources for penetration—impacting overall HR scaling strategies.
- **Commoditization of Financial Products:** High similarity across offerings increases the need for differentiation—both in talent strategy and service delivery
- **Economic Downturn and Market Volatility:** Recessions or slowing economic conditions can impact demand, asset quality, and recruitment priorities.

Strengths: • Strong brand reputation • Diversified financial services • Wide distribution network • Robust risk management	Weaknesses: • Reliance on domestic market • Limited global presence • Dependency on agents • High operational costs
Opportunities: • Growing financial services demand • Digitalization • Expansion in tier-2 & tier-3 cities • Innovative products	Threats: • Intense competition • Regulatory changes • Market volatility • Cybersecurity risks

CHAPTER 3

COMPETITOR ANALYSIS

Chapter - 3

Competitor Analysis

1. HDFC Bank

- **Overview:** India's largest private sector bank by assets & market cap, with a network of over 9,000 branches and 21,000+ ATMs nationwide. The 2023 merger with HDFC Ltd created one of the world's top 100 banks by assets
- **Market Cap:** Approximated at US\$145 billion as of April 2024 .
- **Financials (FY24):** Total revenue ~₹2.29 trillion (~US\$28 billion), net income ~₹640.6 billion (~US\$7.8 billion), EPS ₹90.42
- **Highlights:**
 - Strong digital services ecosystem including HDFC Life, ERGO, Securities, and mutual funds.
 - Credit growth outlook is robust—CFO expects lending to outpace industry averages into FY27

2. Bajaj Finance (NBFC segment of Bajaj Finserv)

- **Overview:** India's largest non-banking financial company (NBFC) by AUM, with a customer base of ~101.8 million and an AUM of ~₹4.17 lakh crore as of March 2025. CRISIL/ICRA/CARE-rated AAA+ for long-term debt
- **Q4FY25 Results:**
 - Operating revenue: ₹18,469 cr (+23.7% YoY)
 - Net interest income (NII): ₹9,807 cr (+22.4%)
 - Profit after tax (PAT): ₹4,546 cr (+18.9%)

Strengths:

- Diversified NBFC offerings: consumer loans, gold loans, home/vehicle loans, insurance, securities
- Sustained double-digit revenue & profit growth with strong asset quality and digital expansion
- Shareholder-friendly initiatives: bonus issue (4:1), 1:2 stock split, dividend ₹56/sh in FY25

3. Axis Max Life (formerly Max Life Insurance)

- **Overview:** Joint venture between Max Financial Services and Axis Bank; rebranded as Axis Max Life in FY25. Multi-channel distribution with strong proprietary and bancassurance reach.
- **FY 2024-25 Highlights:**
 - Gross Written Premium (GWP): ₹33,223 cr
 - Achieved claims paid ratio of 99.70%

Strengths:

- Excellent claims reliability (99.7%) and strong persistency (~85%)
- Robust AUM growth and healthy embedded value creation
- Strong product mix in protection, health, ULIPs, group and annuity

4. ICICI Bank

- **Overview:** India's second-largest private sector bank; ~6,600+ branches and 16,000+ ATMs across India, plus overseas presence in 11 countries
- **Financials** (Q4 FY25): Standalone net profit ₹126.3 billion (~US\$1.48 billion), up **18% YoY**. Total loans grew 13.9%, deposits up 14%, net interest income (NII) ₹211.9 billion, net interest margin (NIM) 4.41%
- **Recent Profit** (Q3 FY25): ₹117.9 billion (~US\$1.37 billion), +14.8% YoY, driven by 9.1% NII growth; gross NPA ~1.96%.
- **Strengths:** Robust retail loan growth, strong margins, improving asset quality, and diversified offering including ICICI Prudential Life, Lombard, Securities, and AMCs.

5. SBI Life Insurance

- **Overview:** A joint venture between SBI and BNP Paribas Cardif, launched in 2001; strong footing in life insurance with AAA rating from CRISIL
- **Size & Products:** Offers term, ULIPs, endowment, money-back, whole life, and retirement products; around 18,000 employees, nationwide presence
- **2023 Data:** Revenue and net income show as of 2023, with assets recorded in 2024—though figures need updates beyond FY23
- **Status:** Ranked among India's top private life insurers with over ₹400–500 billion in annual premiums (indicative ballpark); IRDA regulation ensures stability.

6. Reliance Capital

- **Overview:** Part of Reliance ADA Group until recent restructuring; diversified services in asset management, insurance, broking, and NBFC
- **Financials:** Not publicly listed since delisting; last reported AUM for AMC, insurance, and broking around ₹60,000–80,000 cr. The firm has faced debt and regulatory challenges.
- **Comparison:** Scale and financial soundness are currently below peers like Aditya Birla Capital; however, still a significant player in mutual funds and broking.

PORTER'S 5 FORCES MODEL:

Competitive Rivalry (High)

- The Indian life insurance industry is highly competitive with major players like LIC, HDFC Life, ICICI Prudential, SBI Life, Max Life, and Bajaj Allianz.
- Many competitors offer similar products like ULIPs, term plans, child plans, and annuities.
- Price-based competition is intense, as many companies reduce premiums or add riders to attract customers.
- Brand differentiation comes mainly from service quality, claim settlement ratio, and digital experience.
- High customer switching tendency due to aggressive marketing by rivals and the availability of comparison platforms.

Threat of New Entrants (Low to Moderate)

- Regulatory barriers: IRDAI mandates strict capital requirements and licensing for new players, which limits easy entry.
- High initial investment needed for branch networks, technology infrastructure, and agency distribution.
- Brand trust plays a critical role in insurance, making it difficult for new entrants to build credibility quickly.
- However, new-age digital insurers and insurtech startups (e.g., Policybazaar) are entering the space, increasing competition.

Bargaining Power of Buyers (Moderate to High)

- Customers today have access to comparison tools and online aggregators, which gives them price and feature transparency.
- Increasing financial literacy among customers means they demand value-added services and flexibility.
- Buyers can easily switch between brands for better returns or lower premiums.
- However, strong brand trust and customer relationships can reduce this power slightly.

Bargaining Power of Suppliers (Low)

- Suppliers in the insurance sector mainly include technology vendors, bancassurance partners, and distribution agents.
- No single supplier dominates the market significantly, and companies can switch vendors easily.
- However, dependence on bancassurance partners (banks) for high-ticket customers gives those partners some negotiation power.
- Technology integration cost for digital services is a one-time major expense, reducing long-term supplier leverage.

Threat of Substitutes (Moderate)

- Alternative investment options like mutual funds, fixed deposits, and real estate act as substitutes for investment-oriented insurance products (ULIPs, savings plans).
- Health insurance and government-backed schemes (like PPF, NPS) can substitute for certain product needs.
- Customers with high financial literacy often prefer pure investment products over bundled insurance-investment plans.

CHAPTER 4

CUSTOMER ANALYSIS

Chapter - 4

Customer Analysis

Overall Reach & Customer Volume

As of FY 2024-25, ABSLI has:

- 2 million+ active customers
- Serviced through 65,500+ insurance advisors, 430+ branches, and digital channels
- Partnered with 12+ banks and corporate agents under bancassurance to reach salaried professionals and retirees
- Operates across 28 states in India, indicating deep market penetration

Implication: ABSLI has a massive and widespread reach—catering to both urban and rural customers.

Demographic Segmentation (Age & Income-wise)

Age Group: 0–17 years

- Customer Type: Children
- Typical Needs: Education planning, future security
- ABSLI Product Fit: Child Future Assure, Vision Star Plan

Age Group: 18–35 years

- Customer Type: Young adults, early earners
- Typical Needs: Protection, tax-saving, wealth building
- ABSLI Product Fit: Term Plans, ULIPs (Wealth Aspire, Wealth Assure)

Age Group: 36–50 years

- Customer Type: Mid-career professionals
- Typical Needs: Family protection, health cover, investment
- ABSLI Product Fit: Savings plans, term insurance, health riders

Age Group: 51–65 years

- Customer Type: Pre-retirees
- Typical Needs: Retirement corpus, annuity income
- ABSLI Product Fit: Pension Plans, Guaranteed Income Plans

Age Group: 65+ years

- Customer Type: Retired senior citizens
- Typical Needs: Steady income, health protection
- ABSLI Product Fit: Immediate Annuity Plan, Health Shield

Income Group Segmentation

Income Group: ₹2–5 lakh per annum

- Key Traits: Budget-conscious, often in rural/semi-urban areas
- Common Products: Low-cost term insurance, guaranteed endowment plans

Income Group: ₹6–15 lakh per annum

- Key Traits: Salaried urban professionals
- Common Products: ULIPs, child plans, combo policies (term + health)

Income Group: ₹15 lakh and above per annum

- Key Traits: High-net-worth individuals (HNIs), business owners, NRIs
- Common Products: Wealth management solutions, estate planning tools, high-value ULIPs

Segment: Age

- **Insight:** ABSLI covers all age brackets from children to senior citizens with tailored plans for each life stage.

Segment: Income

- **Insight:** Focus is on middle-income customers, but premium offerings are available for wealthy individuals and NRIs.

Segment: Location

- **Insight:** About 80% of customers are urban, while 20% are rural. ABSLI uses branches, agents, banks, and NGOs to reach rural areas.

Segment: Customer Behavior

- **Insight:** Customers seek protection, savings, and combo plans (term + health + wealth). Goal-based buying is common (child plans, retirement plans).

Segment: Gender

- **Insight:** Only about 23% of customers are women, indicating an opportunity for focused outreach and product design for female policyholders

Customer Profiles (Personas)

Persona 1: Rohan, Age 28, Mumbai

- **Need:** Save tax and invest wisely
- **ABSLI Offering:** Wealth Aspire ULIP Plan

Persona 2: Priya, Age 35, Bangalore

- **Need:** Secure child's future education
- **ABSLI Offering:** Vision Star Child Education Plan

Persona 3: Suresh, Age 50, Nashik (Rural)

- **Need:** Simple life cover with savings benefit
- **ABSLI Offering:** Guaranteed Milestone Endowment Plan

Persona 3: Suresh, Age 50, Nashik (Rural)

- **Need:** Simple life cover with savings benefit
- **ABSLI Offering:** Guaranteed Milestone Endowment Plan

Persona 4: Sunita, Age 60, Delhi

- **Need:** Regular income post-retirement
- **ABSLI Offering:** Immediate Annuity Plan

Persona 5: Ravi, Age 42, Dubai (NRI)

- **Need:** Safe investment in India while abroad
- **ABSLI Offering:** Vision Life Income Plan

CHAPTER 5

ACTUAL WORK DONE, FINDINGS AND ANALYSIS

Chapter - 5

Actual Work Done, Findings and Analysis

Actual Work Done

Week 1

Detailed Work Done:

- Coordinated with selected candidates over calls regarding induction and training schedules.
- Used company-approved job portals (Naukri.com and Apna Jobs) to source candidates for Agency and Banca channels.
- Reviewed candidate profiles to ensure they matched job descriptions.
- Guided selected candidates through the Date of Joining (DOJ) process, including online steps for joining confirmation.
- Maintained an updated sourcing tracker for daily reporting to the HR team.

Achievements:

- Successfully sourced 4 qualified candidates for various roles.

Week 2

Detailed Work Done:

- Learned and worked on the IONA portal, which manages offer acceptance and onboarding formalities.
- Assisted selected candidates with offer acceptance and policy acknowledgment on IONA.
- Continued sourcing candidates for Agency and Banca channels via Naukri.com and Apna Jobs.
- Coordinated with shortlisted candidates to clarify doubts regarding selection and joining process.
- Participated in employee engagement activity – Raja Festival Celebration, including assisting in event coordination and execution with the HR team.

Achievements:

- Recommended a sourced candidate who got selected by the HR team.

Week 3

Detailed Work Done:

- Coordinated with selected candidates for document submission and verification through the IONA portal.
- Ensured compliance with documentation requirements for smooth onboarding.
- Sourced 12–15 candidates for HDFC Asset Channel roles using the Naukri.com portal.
- Screened resumes based on job-specific criteria and forwarded them to HR for interview scheduling.
- Maintained candidate communication for interview and onboarding updates.

Achievements:

- Received appreciation from the HR Manager for sourcing high-quality profiles.
- Out of the candidates sourced, 5–7 were shortlisted for final interviews.

Week 4

Detailed Work Done:

- Assisted candidates with documentation requirements for interview scheduling.
- Coordinated with shortlisted candidates to ensure timely submission of required documents.
- Sourced candidates for Customer Service Executive (CSE) and Development Manager (DM) channels using Apna Jobs portal.
- Verified candidate details before forwarding to HR for the next steps.

Achievements:

- Maintained accuracy in document handling and continued sourcing relevant candidates.

Week 5

Detailed Work Done:

- Managed candidate documentation for interviews and onboarding.
- Collected and verified required documents for compliance before submission in the system.
- Ensured timely updates to HR regarding document completion by candidates.
- Coordinated with candidates for status updates on interview readiness and joining confirmation.

Achievements:

- Successfully ensured error-free documentation, minimizing delays in onboarding.

Week 6

Detailed Work Done:

- Focused on sourcing candidates for Banca Channel through Apna Jobs portal.
- Screened candidate profiles based on job description and role requirements.
- Forwarded shortlisted profiles to the HR team for the interview process.
- Assisted in maintaining sourcing records and reporting progress to HR.

Achievements:

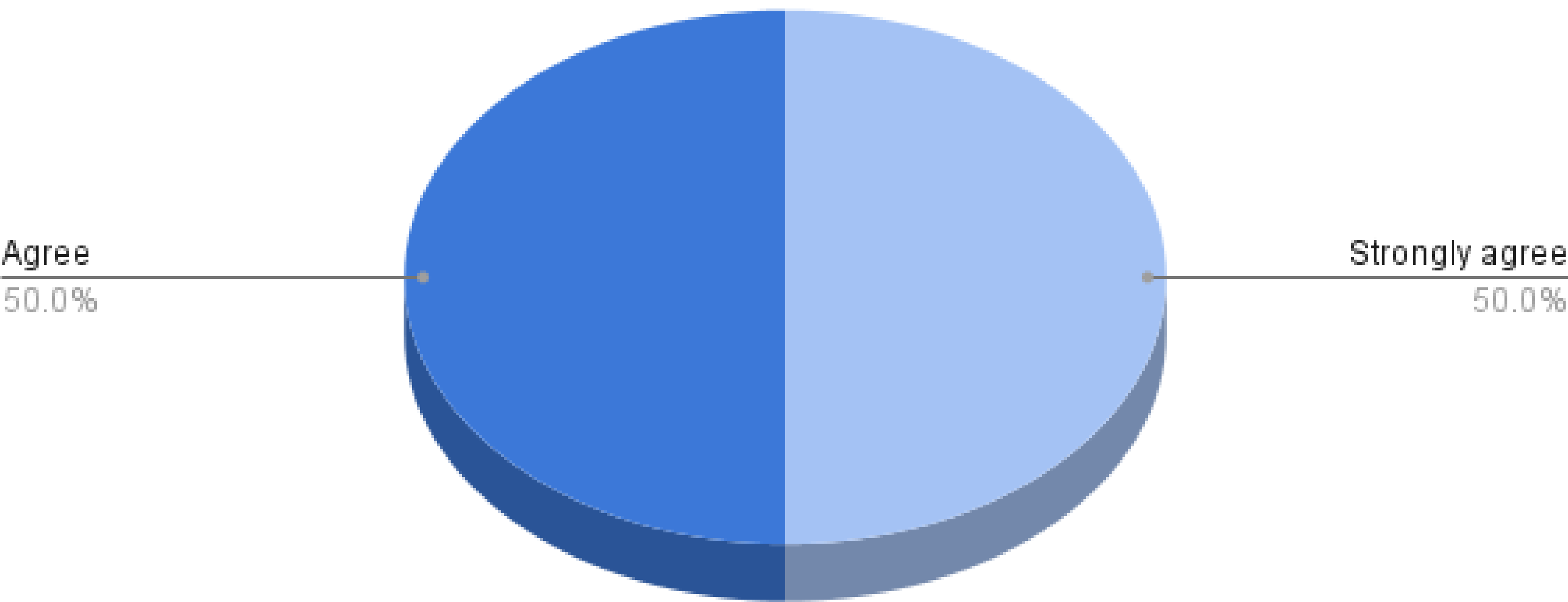
- Supported the HR team by providing quality profiles for Banca Channel recruitment.

ANALYSIS:

1. The job descriptions provided during recruitment at Aditya Birla Capital were clear and detailed.

Strongly Disagree	0
Disagree	0
Neutral	0
Agree	50%
Strongly Agree	50%

The job descriptions provided during recruitment at Aditya Birla Capital were clear and detailed.



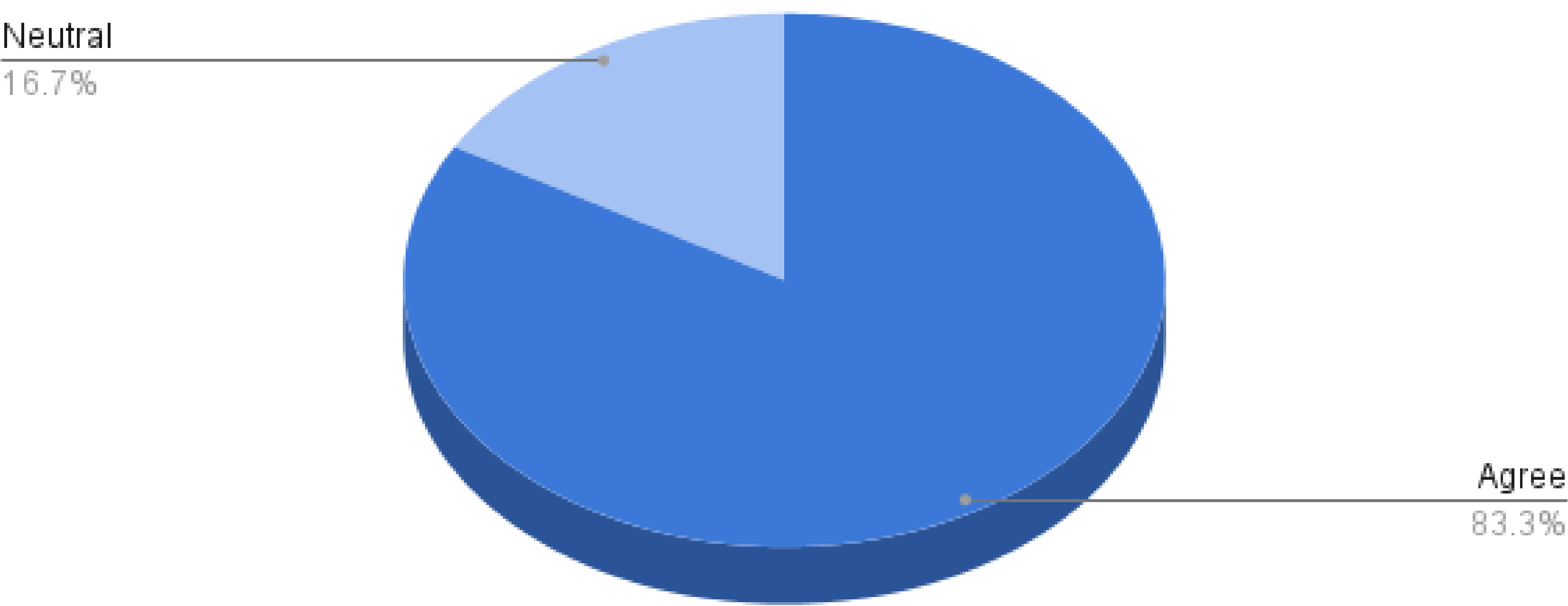
Interpretation:

Strongly Agree: 50%, indicating they found the job descriptions very clear and detailed.
Agree: 50%, showing they were satisfied but felt there is slight room for improvement.

2. The communication from HR during the recruitment process was timely and transparent.

Strongly Disagree	0
Disagree	0
Neutral	16.7%
Agree	83.3%
Strongly Agree	0

The communication from HR during the recruitment process was timely and transparent.



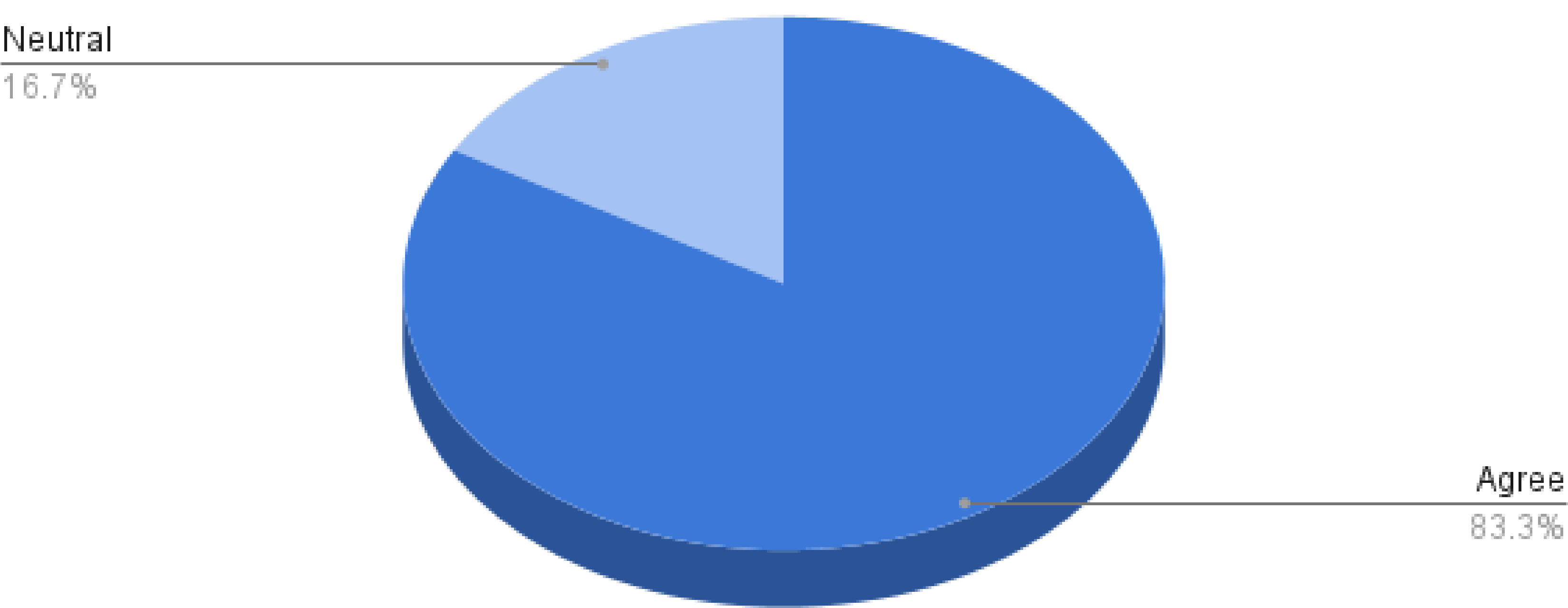
Interpretation:

Agree: 83.3%, showing most respondents felt HR communication was timely and transparent.
Neutral: 16.7%, indicating a few neither agreed nor disagreed, suggesting room for improvement.

3. The selection process (screening, interviews, etc.) was well-structured and fair.

Strongly Disagree	0
Disagree	0
Neutral	16.7%
Agree	83.3%
Strongly Agree	0

The selection process (screening, interviews, etc.) was well-structured and fair.



Interpretation:

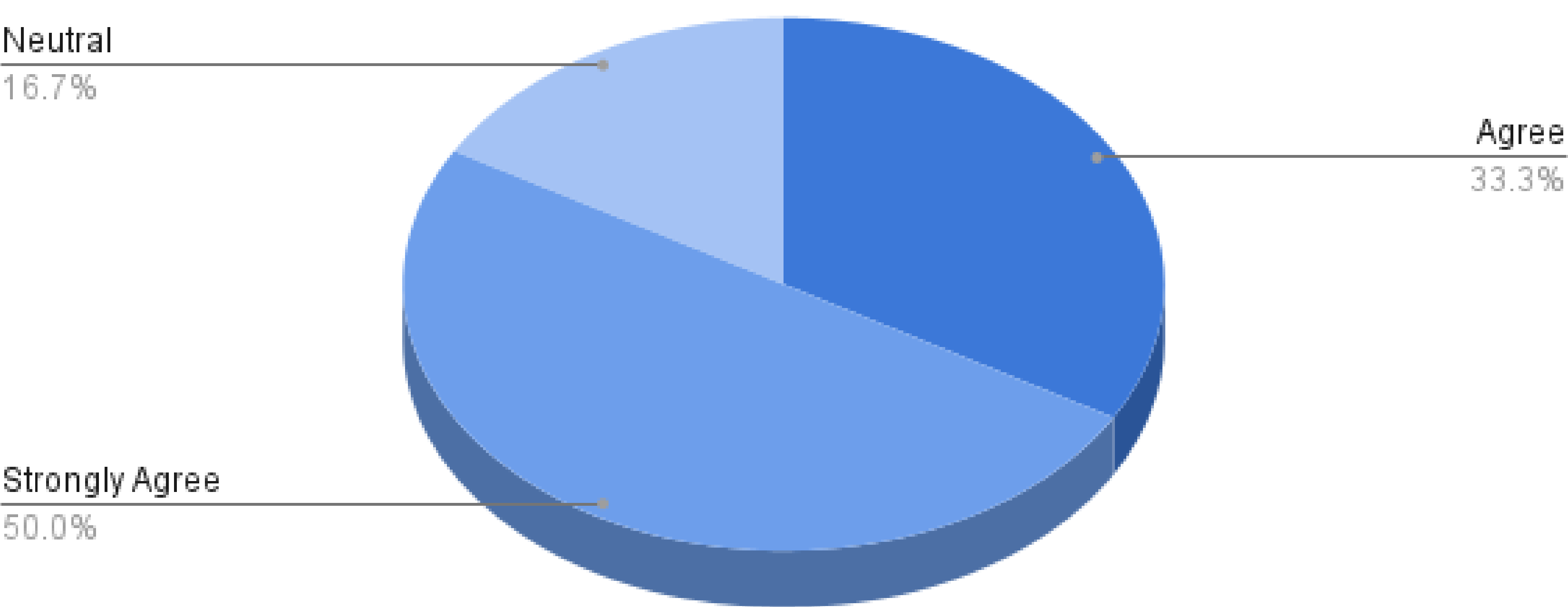
Agree: 83.3%, indicating most respondents felt the selection process was well-structured and fair.

Neutral: 16.7%, showing a few were undecided, pointing to minor areas for improvement.

4. The digital tools/platforms used (PeopleStrong, IONA, job portals) made the recruitment process smooth.

Strongly Disagree	0
Disagree	0
Neutral	16.7%
Agree	33.3%
Strongly Agree	50%

The digital tools/platforms used (PeopleStrong, IONA, job portals) made the recruitment process smooth.



Interpretation:

Strongly Agree: 50%, showing half the respondents found the digital tools very smooth and effective.

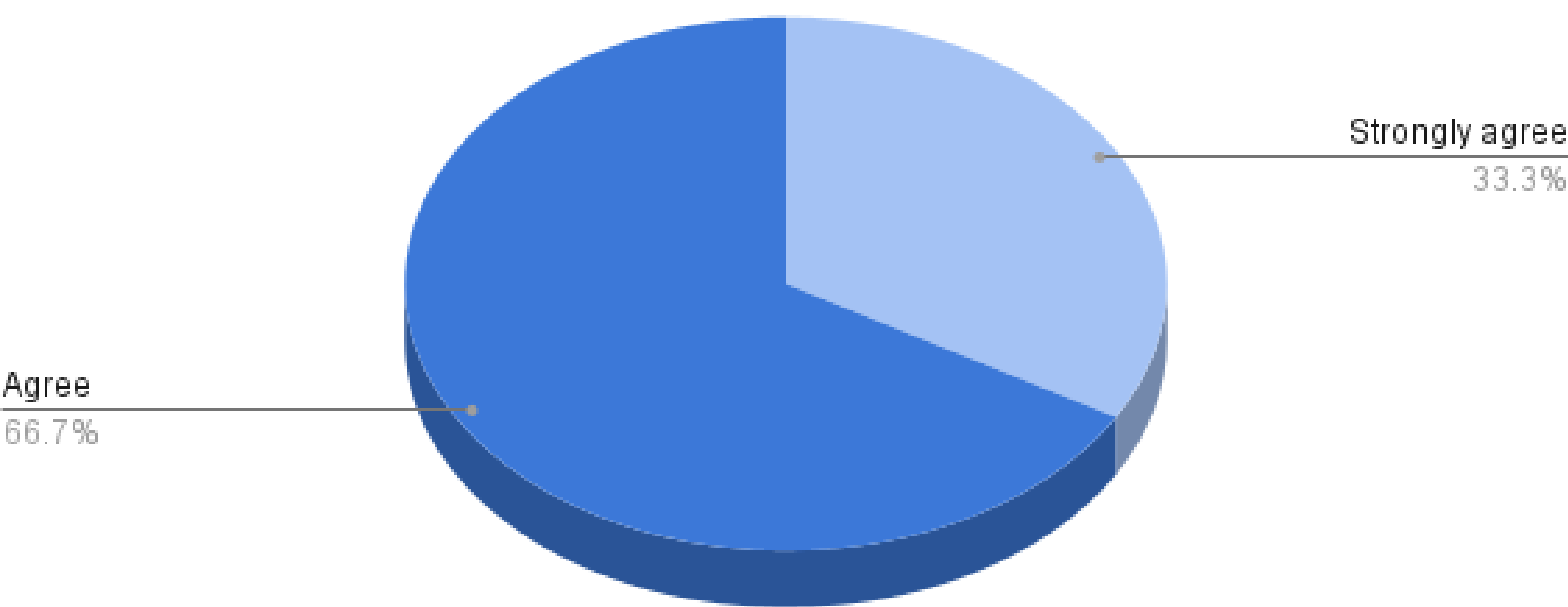
Agree: 33.3%, indicating many were satisfied but saw scope for slight improvement.

Neutral: 16.7%, suggesting a few felt indifferent.

5. The onboarding process provided sufficient information about company policies and job responsibilities.

Strongly Disagree	0
Disagree	0
Neutral	0
Agree	66.7%
Strongly Agree	33.3%

The onboarding process provided sufficient information about company policies and job responsibilities.



Interpretation:

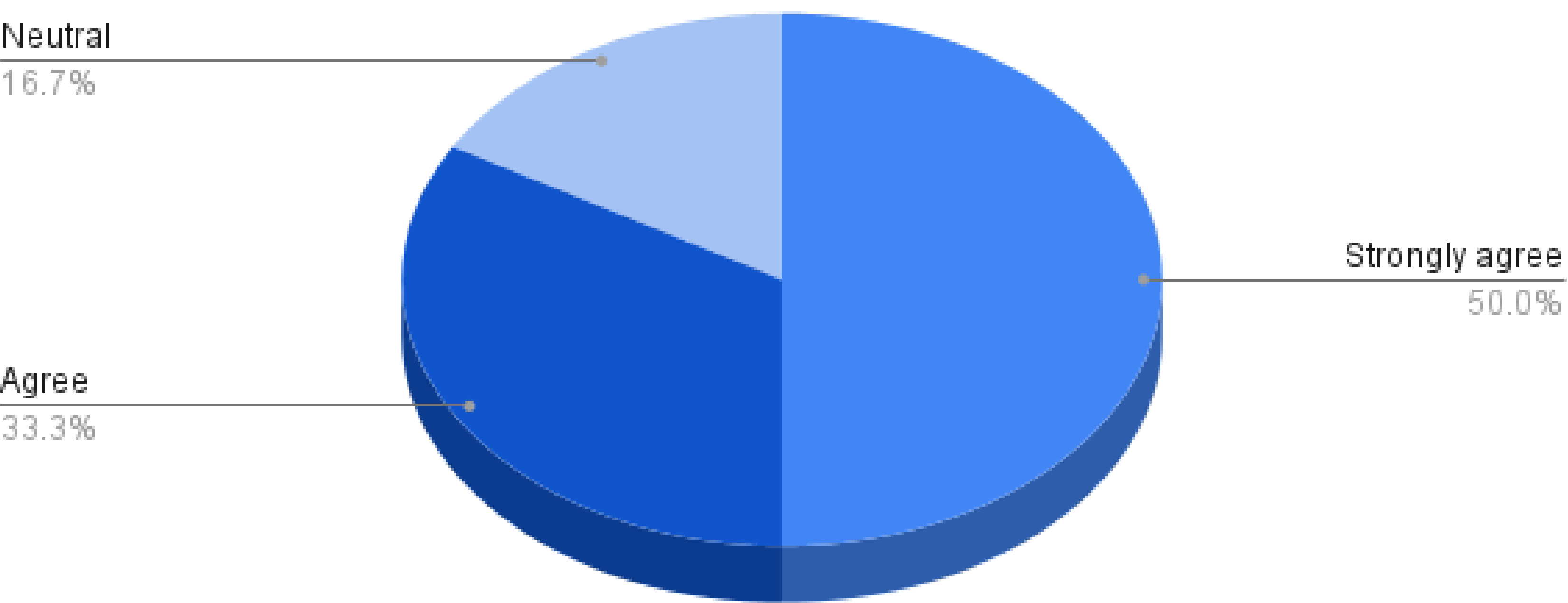
Strongly Agree: 33.3%, indicating some felt the onboarding gave very sufficient information.

Agree: 66.7%, showing most were satisfied though with minor scope for improvement.

6. I felt welcomed and supported by the HR team during onboarding at Aditya Birla Capital.

Strongly Disagree	0
Disagree	0
Neutral	16.7%
Agree	33.3%
Strongly Agree	50.0%

I felt welcomed and supported by the HR team during onboarding at Aditya Birla Capital.



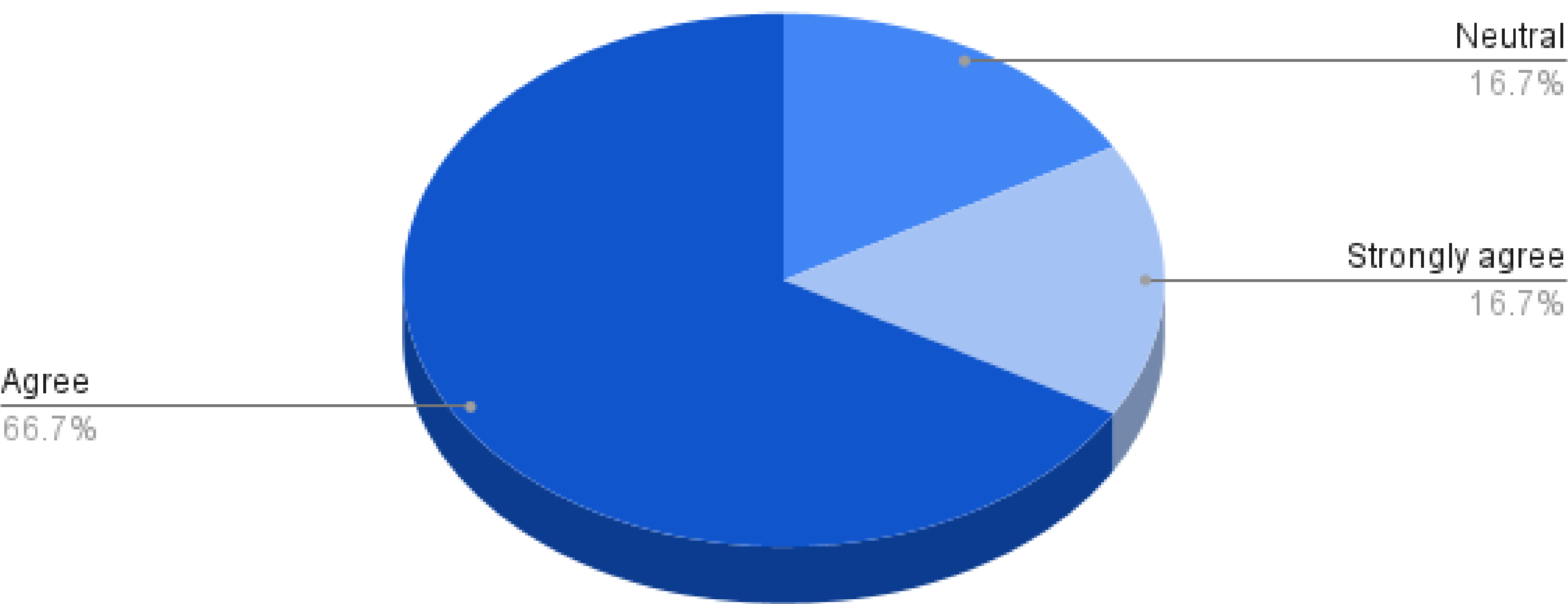
Interpretation:

Strongly Agree: 50%, showing half felt highly welcomed and supported by HR.
Agree: 33.3%, indicating many were satisfied with the support.
Neutral: 16.7%, suggesting a few were indifferent.

7. The document submission and verification process was hassle-free and efficient

Strongly Disagree	0
Disagree	0
Neutral	16.7%
Agree	66.7%
Strongly Agree	16.7%

The document submission and verification process was hassle-free and efficient.



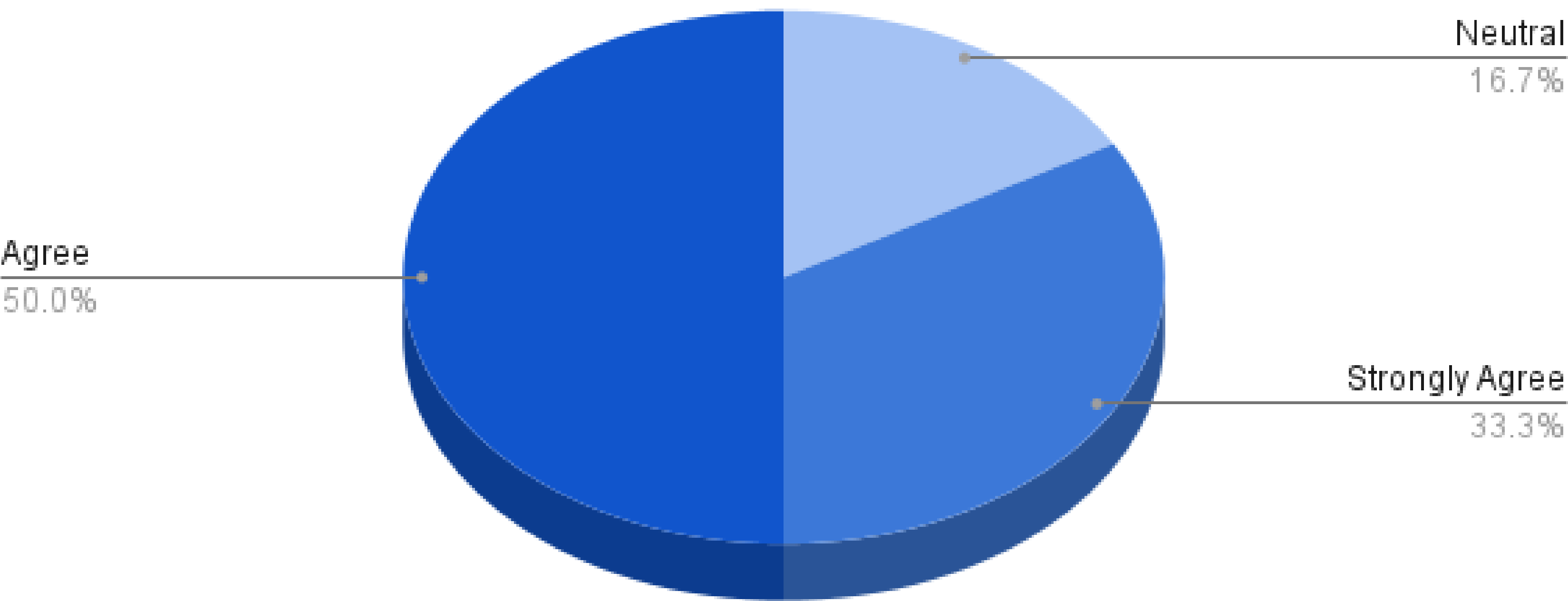
Interpretation:

Agree: 66.7%, showing most found the process hassle-free and efficient.
Strongly Agree: 16.7%, indicating a few felt it was highly smooth.
Neutral: 16.7%, suggesting some were indifferent.

8. The overall recruitment and onboarding experience met my expectations.

Strongly Disagree	0
Disagree	0
Neutral	16.7%
Agree	50.0%
Strongly Agree	33.3%

The overall recruitment and onboarding experience met my expectations



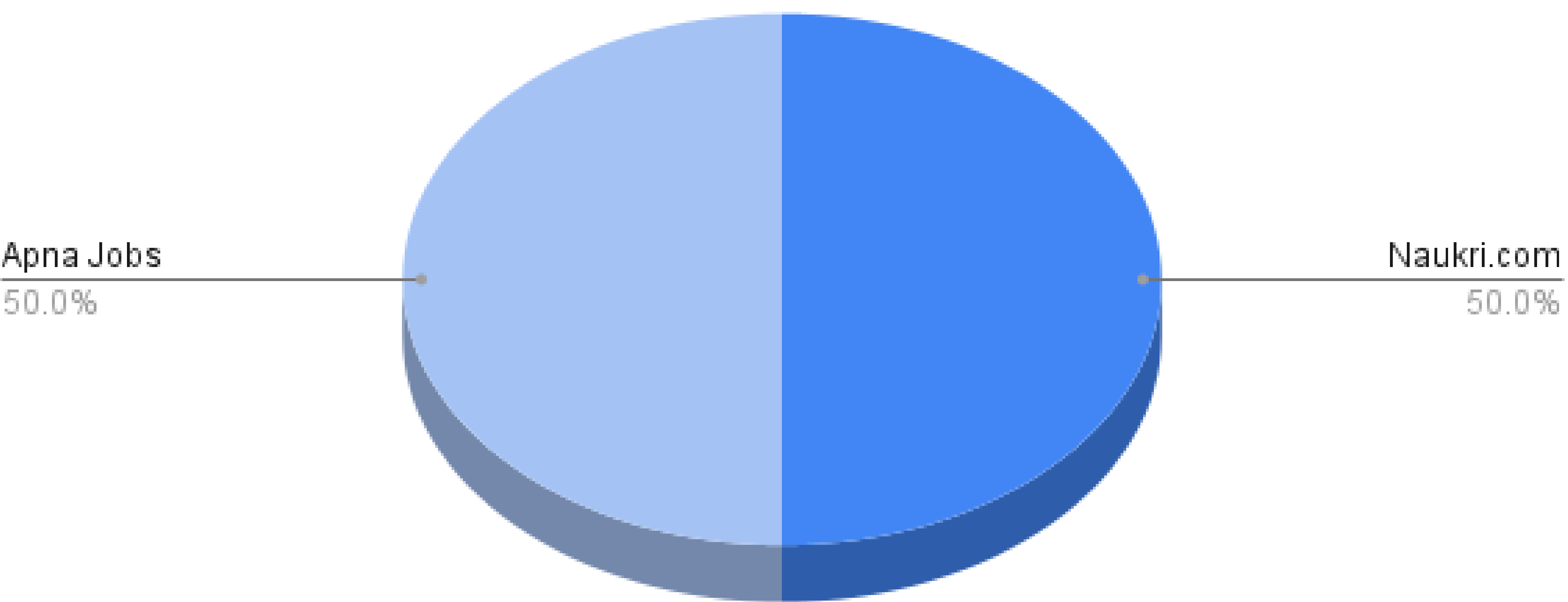
Interpretation:

Agree: 50%, showing half felt the overall experience met expectations.
Strongly Agree: 33.3%, indicating many found it highly satisfactory.
Neutral: 16.7%, suggesting a few were undecided.

9. Which platform did you first apply through for your role at Aditya Birla Capital?

ApnaJob	50.0%
Naukri.com	50.0%
Employee Referral	0
Company Career Portal	0

Which platform did you first apply through for your role at Aditya Birla Capital?



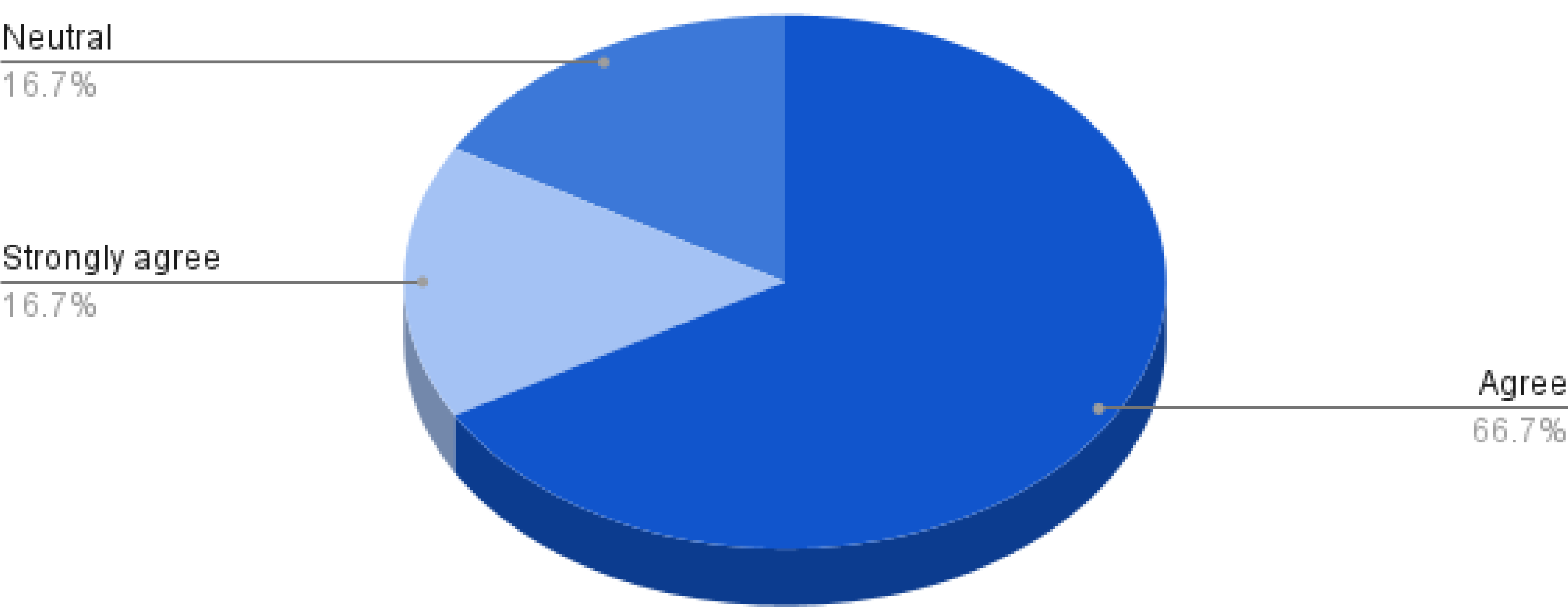
Interpretation:

ApnaJob: 50% and Naukri.com: 50%, showing both platforms were equally used by applicants.

10. Overall transparency and clarity of the recruitment and onboarding policies at Aditya Birla Capital was satisfactory.

Strongly Disagree	0
Disagree	0
Neutral	16.7%
Agree	66.7%
Strongly Agree	16.7%

Overall transparency and clarity of the recruitment and onboarding policies at Aditya Birla Capital was satisfactory.



Interpretation:

Agree: 66.7%, showing most were satisfied with the transparency and clarity.
Strongly Agree: 16.7%, indicating a few were highly satisfied.
Neutral: 16.7%, suggesting some were indifferent.

Learnings from Internship:

- Using Various job portals like ApnaJob, Naukri.com, putting keywords in it and sourcing candidates accordingly.
- Upward and downward communications.
- Using Excel and Mail professionally.
- To deal with candidate's each and every query,
- To use the IONA software to track candidates' documentation.

Challenges Faced:

- As a fresher target and time limit was a constraints that took few days to overcome it.
- Language barrier with candidates from other states.

Findings

Recruitment Communication is Clear and Transparent

Survey results indicate that the job descriptions provided during recruitment were well-detailed, with 100% respondents either agreeing or strongly agreeing. Similarly, communication from HR during recruitment was perceived as timely and transparent by 83.3% of respondents. This highlights that the overall recruitment communication is effective, though a small percentage of respondents remained neutral, suggesting opportunities for more proactive or personalized updates.

Selection Process is Fair but Could Be More Engaging

A majority (83.3%) agreed that the selection process, including screening and interviews, was well-structured and fair. However, 16.7% respondents remained neutral, signaling that while the process is systematic, enhancing candidate engagement during interviews could improve the overall perception.

Digital Tools Make the Process Smooth but Require Consistency

Digital platforms like PeopleStrong, IONA, and job portals played a significant role in creating a smooth recruitment process. With 50% strongly agreeing and 33.3% agreeing, the tools were largely effective. However, 16.7% respondents remained neutral, indicating that while digital adoption is strong, consistent user experience and better guidance could further improve satisfaction.

Onboarding is Informative but Requires More Refinement

The onboarding process provided sufficient information about policies and responsibilities, with 100% of respondents agreeing or strongly agreeing. While this reflects overall satisfaction, the split between “agree” (66.7%) and “strongly agree” (33.3%) shows room for refinement—perhaps through more personalized onboarding sessions or additional clarity on role-specific responsibilities.

HR Support is Strong but Not Universal

Half of the respondents strongly agreed that they felt welcomed and supported by HR, while another 33.3% agreed. However, 16.7% were neutral, pointing to a need for more consistent experiences across all new joiners. This suggests HR support is strong overall, but some employees may require greater attention during onboarding.

Document Submission is Generally Efficient but Can Be Improved

Most respondents (66.7% agree, 16.7% strongly agree) found the document submission and verification process hassle-free. However, 16.7% remained neutral, which indicates that while efficiency is present, certain candidates may still face challenges in completing documentation smoothly.

Overall Experience Meets Expectations but Not Exceptionally

When asked about their overall recruitment and onboarding experience, 83.3% (50% agree, 33.3% strongly agree) said it met their expectations. However, 16.7% were neutral, showing that while the majority were satisfied, achieving a higher proportion of “strongly agree” responses would reflect a truly exceptional experience.

Application Platforms are Equally Preferred

Respondents reported applying equally through ApnaJob (50%) and Naukri.com (50%). This indicates that both platforms serve as important sourcing channels for the organization, suggesting the need for continued focus on both to ensure wide talent reach.

Transparency and Clarity of Policies Rated Positively

The transparency and clarity of recruitment and onboarding policies were rated positively, with 83.4% either agreeing or strongly agreeing. However, the 16.7% neutral responses reflect that further simplification or clearer communication of policies could strengthen candidate confidence even more.

CHAPTER 6

CONCLUSIONS AND SUGGESTIONS

Conclusions

1. Recruitment Communication is Clear and Transparent

The recruitment process at Aditya Birla Capital is well-structured, with clear and detailed job descriptions. HR communication during recruitment is perceived as timely and transparent by most candidates, though a few respondents indicated that consistency and more proactive updates could further improve the experience.

2. Fair and Structured Selection Process

The selection stages, including screening and interviews, are generally seen as fair and systematic. However, a small percentage of candidates remained neutral, suggesting opportunities to make the process more engaging and candidate-friendly.

3. Digital Tools Enhance Efficiency but Require Support

Platforms such as PeopleStrong, IONA, and job portals effectively support recruitment and onboarding, making processes smoother for most candidates. However, some candidates face challenges in navigating these platforms, which highlights the need for additional user support and training.

4. Onboarding Provides Adequate Information

Onboarding sessions were rated positively, with all respondents agreeing that company policies and job responsibilities were sufficiently explained. Still, the split between “agree” and “strongly agree” suggests scope for a more personalized and engaging onboarding experience.

5. HR Support is Strong but Needs Consistency

Most candidates felt welcomed and supported by the HR team, though a minority reported neutral experiences. This reflects the need for HR to ensure consistent support and guidance for every new joiner.

6. Documentation Process is Efficient but Not Seamless

While the majority found the document submission and verification process hassle-free, some respondents expressed neutral opinions. This indicates that although the process is generally efficient, occasional bottlenecks remain, which could be resolved through clearer instructions and simplified steps.

7. Overall Recruitment and Onboarding Experience Meets Expectations

The majority of candidates felt the overall experience met their expectations, though not all rated it “excellent.” This shows that while the foundation of the process is strong, further enhancements are needed to achieve higher satisfaction

levels.

8. Equal Preference for Application Platforms

ApnaJob and Naukri.com were equally used by applicants, highlighting their role as key sourcing platforms. However, reliance only on these portals may limit the diversity of talent pools in the long term.

9. Policies Are Transparent but Could Be Simplified

Most respondents felt the recruitment and onboarding policies were clear and transparent. However, a few neutral responses indicate that simplifying policy communication further could improve candidate confidence.

Suggestions

1. Enhance Candidate Communication

- Introduce automated communication systems to provide real-time updates on recruitment and onboarding progress.
- Offer proactive touchpoints, such as regular status updates or personalized check-ins, to avoid uncertainty during waiting periods.

2. Improve Digital Tool Navigation

- Provide step-by-step guides, FAQs, or short video tutorials for using platforms like IONA and PeopleStrong.
- Offer chat support or helplines for candidates struggling with technical issues during document uploads.

3. Refine Onboarding Experience

- Include interactive sessions or role-specific onboarding modules to make the process more engaging.
- Provide personalized welcome kits or mentorship support to ensure every new joiner feels equally supported.

4. Strengthen Documentation Process

- Create a pre-onboarding checklist with automated checks for incomplete or incorrect documents.
- Simplify document requirements where possible and allow partial submissions with later follow-ups.

5. Diversify Sourcing Channels

- Explore social media platforms (LinkedIn, Facebook) for wider reach and branding.
- Strengthen employee referral programs to expand sourcing beyond job portals.

CHAPTER 7

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ANNEXURE

1. The job descriptions provided during recruitment at Aditya Birla Capital were clear and detailed.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

2. The communication from HR during the recruitment process was timely and transparent.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. The selection process (screening, interviews, etc.) was well-structured and fair.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

4. The digital tools/platforms used (PeopleStrong, IONA, job portals) made the recruitment process smooth.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. The onboarding process provided sufficient information about company policies and job responsibilities.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. I felt welcomed and supported by the HR team during onboarding at Aditya Birla Capital.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. The document submission and verification process was hassle-free and efficient.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. The overall recruitment and onboarding experience met my expectations.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. Which platform did you first apply through for your role at Aditya Birla Capital?

(Mark only one oval)

- ApnaJob
- Naukri.com
- Employee Referral
- Company Career Portal

10. Overall transparency and clarity of the recruitment and onboarding policies at Aditya Birla Capital was satisfactory.

(Mark only one oval)

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree