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SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

Technology driven Talent Acquisition

SUBMITTED BY

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MBA Batch: 2024-26
University Regn. No.: 2406258310

Faculty Guide

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Corporate Guide

Ms. Payal Lenka
Senior Manager,
Talent Acquisition
Aditya Birla Capital

CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that **Ms Twinkle Mishra** bearing university registration no **2406258310** of 2024-26 batch, has completed her summer internship at **Aditya Birla Capital** from **05.06.2025 to 18.07.2025** under the supervision of **Ms Payal Lenka** (corporate guide) 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: Signature of the Faculty/Internal Guide

Place: Bhubaneswar Name:

Designation:

ADITYA BIRLA
CAPITAL

PROTECTING INVESTING FINANCING ADVISING

Dated, 18 July 2025

CERTIFICATE OF INTERNSHIP

TO WHOM IT MAY CONCERN

This is to certify that **Twinkle Mishra** 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

ADITYA BIRLA SUN LIFE INSURANCE CO. LTD. CUTTACK

<u>DECLARATION</u>

I, Ms. Twinkle Mishra, bearing University Registration No. 2406258310 (Batch: 2024–2026), hereby declare that the project report titled ***"Technology-Driven Talent Acquisition"*** is a result of my internship at **Aditya Birla Capital**, undertaken during the period 05.06.2025 to 18.07.2025. This is an original work carried out by me under the supervision of Ms. Payal Lenka (Corporate Guide) and Mrs. Lopamudra Mishra (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.

I further declare that this project report has not been submitted to any other institute or university for the award of any degree or diploma.

Date :

Place : Bhubaneswar   Signature

ACKNOWLEDGEMENT

It gives me immense pleasure to express my heartfelt gratitude to all those who have supported me directly or indirectly in the successful completion of this project report.

First and foremost, I would like to sincerely thank Ms. Payal Lenka (Senior Manager – Talent Acquisition) & Mrs. Firdos Aria (Talent Acquisition Manager) at **Aditya Birla Capital Limited**, under whose valuable guidance and support this project was completed. Her constant encouragement and insights were instrumental throughout my internship journey.

I am especially thankful to **Mrs.Lopamudra Mishra**, Professor at **Biju Patnaik Institute of Information Technology & Management Studies**, for her consistent support, valuable suggestions, and encouragement during the course of my project.

I would also like to extend my gratitude to the management of my college for providing me with the opportunity to undertake this internship and project work as a part of my MBA curriculum.

Lastly, I am deeply thankful to my internal guide, **Mrs.Lopamudra Mishra**, for her continuous guidance, motivation, and patience, which helped me in shaping this report effectively.

Name of the student: Twinkle Mishra

Regd. No: 2406258310

ABSTRACT

The ***Technology-Driven Talent Acquisition*** project aimed to enhance the efficiency and effectiveness of the recruitment process by leveraging digital tools and platforms. The study focused on understanding how technology is being integrated into various stages of talent acquisition—such as sourcing, screening, selection, and onboarding—to improve hiring outcomes. During the internship, the recruitment process was closely observed, and key applications like the HRMS (PeopleStrong) system were analysed to assess their role in managing candidate data, attendance, leave records, and documentation. Insights were also gathered on how automation and data analytics assist in shortlisting qualified candidates, tracking application status, and improving communication with applicants.

The findings showed that the use of technology significantly reduced the time and effort required in manual processes, ensured greater transparency, and improved candidate experience. However, the study also highlighted challenges such as dependency on digital literacy and concerns over data privacy. The project demonstrated the growing importance of adopting a technology-driven approach in talent acquisition and emphasized the need for continuous updates and training to keep pace with evolving recruitment trends.

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INTRODUCTION

Understanding Talent Acquisition

Talent acquisition is a strategic function of Human Resource Management (HRM) that focuses on identifying, attracting, and hiring skilled individuals who align with the organization's values, culture, and long-term goals. Unlike traditional recruitment—which tends to be reactive and role-specific—talent acquisition is proactive, long-term, and aligned with workforce planning. It involves building a strong employer brand, establishing talent pipelines, engaging with candidates through various platforms, and maintaining relationships with potential future employees.

The process includes several stages such as:

- Workforce planning
- Job posting and advertising
- Sourcing and screening candidates
- Interviewing and evaluation
- Selection and offer management
- Onboarding

Organizations today are not only competing for market share but also for high-quality human capital. In such an environment, the ability to attract and retain top talent becomes a key differentiator. A well-structured talent acquisition strategy can help companies improve workforce quality, reduce turnover, and drive organizational success.

Objectives of Talent Acquisition

The primary objectives of a talent acquisition system include:

- **Identifying and attracting the best candidates** who possess the required skills, knowledge, and attributes.
- **Reducing time-to-hire and cost-per-hire** through efficient recruitment practices.
- **Ensuring alignment of talent with long-term business goals**, promoting future leadership and workforce planning.
- **Enhancing the employer brand** to make the organization attractive to top candidates.

- **Creating a seamless candidate experience** that reflects positively on the company's reputation.
- **Building a diverse and inclusive workforce** by reaching out to various candidate pools.
- **Leveraging data and analytics** to make informed hiring decisions.

These objectives are critical for maintaining a competitive advantage in today's fast-paced business environment.

Definitions of Talent Acquisition by different Scholars and Practitioners.

1. **Cappelli (2008)** –
   "Talent acquisition is a strategic approach to identifying, attracting, and onboarding top talent to efficiently and effectively meet dynamic business needs."

   He emphasizes that talent acquisition is broader than recruitment, as it includes long-term human resource planning and finding appropriate candidates for positions that require a very specific skill set.

2. **Vaiman, Scullion, and Collings (2012)** –
   "Talent acquisition involves activities that help identify individuals with high potential who can contribute to an organization's strategic objectives."

   This perspective highlights the alignment of talent acquisition with overall business goals and future leadership development.

3. **Sullivan (2004)** –
   "Talent acquisition is a continuous cycle of processes related to attracting, sourcing, recruiting, and hiring employees within an organization."

   He differentiates it from simple recruitment by indicating its strategic and cyclical nature.

4. **LinkedIn Talent Solutions Report (2022)** –
   "Talent acquisition is about building relationships and pipelines to ensure that an organization has access to the right talent at the right time, using a combination of branding, marketing, and analytics."

   This practitioner view incorporates the modern use of technology and data in driving hiring strategies.

5. **SHRM (Society for Human Resource Management)** –
   "Talent acquisition is the process of finding and acquiring skilled human labor for

organizational needs and to meet any labor requirement. The process involves sourcing, attracting, interviewing, hiring, and onboarding employees.”

SHRM provides a practical, process-based view aligned with HR operations.

Evolution of Technology in Talent Acquisition

The traditional recruitment process was heavily dependent on manual procedures such as collecting resumes physically, scheduling interviews via phone calls, and storing employee records in paper files. These methods were time-consuming, error-prone, and inefficient, especially when managing large volumes of applicants.

However, the evolution of technology has revolutionized talent acquisition, transforming it into a data-driven, automated, and strategic function. The rise of digital platforms, HRMS systems, artificial intelligence (AI), machine learning, applicant tracking systems (ATS), and recruitment analytics has enabled HR professionals to source, engage, and hire candidates in a more effective and scalable way.

The COVID-19 pandemic further accelerated the adoption of technology in HR functions. Organizations had to quickly adapt to remote recruitment, digital onboarding, and virtual interviews. Even post-pandemic, these changes have remained, highlighting the permanent shift toward a hybrid and tech-enabled talent acquisition process.

Key Technologies Impacting Talent Acquisition

1. **Applicant Tracking Systems (ATS)** – Automate the tracking of candidates throughout the hiring process and streamline resume management.
2. **HRMS/HRIS Platforms** – Integrated platforms like PeopleStrong, used by Aditya Birla Capital, allow centralized access to attendance, leave, payroll, and onboarding processes.
3. **Artificial Intelligence (AI)** – AI tools help in resume screening, chatbots for answering candidate queries, and predicting candidate-job fit through data modeling.
4. **Video Interviewing Tools** – Enable remote hiring, reduce logistical challenges, and allow interviews to be recorded and evaluated asynchronously.
5. **Recruitment Analytics** – Helps HR teams track metrics like time-to-hire, cost-per-hire, source effectiveness, and candidate satisfaction.
6. **Social Media and Job Portals** – Platforms such as LinkedIn, Naukri, and Indeed allow companies to connect with active and passive candidates globally.

Use of Technology in Talent Acquisition (According to Experts and Industry Reports)

1. **Deloitte Human Capital Trends Report (2020)** –
   "Digital HR platforms and AI are transforming talent acquisition by automating repetitive tasks, improving candidate engagement, and enabling data-driven decisions."
   This highlights how technology improves both efficiency and strategic insight in hiring.

2. **Bersin by Deloitte (2019)** –
   "Technology is enabling a shift from process-based recruiting to experience-based recruiting through the use of AI, predictive analytics, and mobile platforms."
   Focuses on how tech personalizes and enhances the candidate journey.

3. **Josh Bersin (HR Thought Leader)** –
   "Modern talent acquisition systems use machine learning and AI to help recruiters find better matches, reduce bias, and improve diversity by analyzing huge amounts of data in real time."
   Points to how AI helps with predictive hiring and fairness.

4. **Gartner (2021)** –
   "Organizations that use AI-enabled recruiting tools see a 30% increase in time-to-hire efficiency and 25% improvement in candidate quality."
   Shows the measurable benefits of integrating tech in recruitment.

5. **LinkedIn Global Talent Trends Report (2022)** –
   "89% of talent professionals say that recruitment will become increasingly similar to marketing, where employer branding and candidate experience, driven by technology, will be key success factors."
   Emphasizes the role of platforms like LinkedIn, Glassdoor, and recruitment CRMs in candidate outreach and engagement.

From academic theories to corporate practices, talent acquisition is evolving from a transactional process to a strategic, technology-enabled function. The integration of AI, HR analytics, cloud-based HRMS, and digital communication tools has redefined the way organizations approach recruitment—making it more targeted, efficient, and scalable.

Benefits of Technology-Driven Talent Acquisition

The integration of technology into talent acquisition has provided several tangible and intangible benefits to organizations, including:

- **Faster hiring processes** due to automation.
- **Better quality of hires** through data-backed decisions.
- **Improved candidate experience** via digital communication and self-service tools.
- **Enhanced diversity and reach**, as companies can source globally.
- **Reduced bias in hiring** through standardized, AI-supported screening.
- **Real-time analytics and dashboards** for performance tracking.

For companies like Aditya Birla Capital, where recruitment spans multiple locations and departments, technology plays a vital role in ensuring consistency, compliance, and efficiency across the hiring process.

Technology-Driven Talent Acquisition at Aditya Birla Capital.

During my summer internship at Aditya Birla Capital, I had the opportunity to understand and actively participate in various HR activities, particularly focused on technology-driven talent acquisition. The internship provided practical insights into how technology is deeply embedded in every stage of the recruitment and onboarding process within a large financial organization.

1. Use of Digital Platforms and HRMS (PeopleStrong)

- One of the core technologies used at Aditya Birla Capital is the HRMS platform called PeopleStrong, which plays a crucial role in managing the employee lifecycle. The platform is used for- Punch-in and punch-out tracking, Leave and attendance management, Payslip access, Employee profile updates and document storage.

This system ensures centralized data management, provides easy access to HR-related information, and supports transparent communication between employees and HR.

2. End-to-End Recruitment Process Using Technology

- Throughout the internship, I was involved in sourcing and recruiting candidates for various job roles across multiple locations such as Patna, Rourkela, Talcher, Bhubaneswar etc. The process was completely digital and involved- Job postings on online job portals, Screening resumes using AI-enabled filters, communicating with shortlisted candidates via email and phone, Tracking candidate status using internal digital dashboards.

Technology helped the team maintain a real-time overview of applications and progress across roles.

3. Onboarding and Documentation

Once candidates were selected, the onboarding process was digitally managed. I was responsible for- Collecting documents via email and uploading them to the HRMS, verifying compliance as per onboarding guidelines, coordinating with selected candidates to ensure they attend orientation meetings, guiding them on reporting formats, daily tasks, and maintaining attendance

This use of technology ensured that onboarding was efficient, standardized, and remotely manageable.

4. Candidate Experience and Feedback Collection

For students and candidates who were already onboarded and working under Aditya Birla Capital, digital feedback forms were circulated to gather inputs about their HR experience. This step emphasized the importance of technology in engaging with employees post-hiring, ensuring continuous improvement in HR processes.

SCOPE:

The scope of this project encompasses a comprehensive exploration of technology-driven talent acquisition within an organizational setting. It aims to understand how digital tools and platforms are transforming the recruitment landscape and how organizations are leveraging technology to enhance the efficiency and effectiveness of their hiring processes. The study will focus on:

- Identifying the key technologies used in modern talent acquisition, including HRMS platforms, applicant tracking systems (ATS), and AI-based screening tools.
- Analyzing the impact of technology on the overall recruitment process, including sourcing, screening, selection, onboarding, and documentation.
- Reviewing existing literature and industry practices to understand current trends and innovations in technology-based hiring.
- Studying the role of digital platforms like PeopleStrong HRMS in improving candidate experience, communication, and post-selection formalities.
- Evaluating the challenges and limitations of technology-driven recruitment, such as candidate responsiveness, data privacy, and dependency on digital literacy.

OBJECTIVES:

- To study the talent acquisition process followed at Aditya Birla Capital.
- To understand the role of technology in recruitment and onboarding.
- To identify the challenges faced in technology-driven recruitment.
- To provide suggestions for improving the tech-based talent acquisition process based on observations and feedback.

REVIEW OF LITREATURE:

1. AI in Screening: Artificial Intelligence is widely used in resume screening to filter candidates based on skillsets and keywords, reducing recruiter workload and time-to-hire.
2. Applicant Tracking Systems (ATS): ATS platforms help streamline recruitment by organizing applications, tracking candidate progress, and improving shortlisting accuracy.
3. HRMS Platforms: Tools like PeopleStrong enable automation in attendance, onboarding, leave management, and document tracking.
4. Chatbots for Initial Interaction: Many companies deploy AI chatbots to answer candidate queries, schedule interviews, and collect information, ensuring 24/7 engagement.
5. Video Interviewing Tools: Platforms like Zoom, Microsoft Teams, and HireVue are used for conducting virtual interviews, saving logistical costs and time.
6. Social Media Recruitment: LinkedIn, Naukri, and Indeed help HR teams source passive candidates and build employer brand visibility.
7. Recruitment Analytics: Dashboards and data visualization tools help HR track metrics such as time-to-fill, source effectiveness, and conversion rates.
8. Digital Onboarding: Technology has enabled paperless onboarding processes, allowing candidates to upload documents, sign contracts, and complete formalities online.
9. Employer Branding through Tech: Organizations use their websites and social platforms to showcase culture, values, and employee testimonials digitally.
10. AI-Powered Assessments: AI is used to conduct skill-based assessments and behavioural tests to predict candidate-job fit.
11. Data-Driven Decision Making: Predictive analytics help identify high-potential candidates, reducing biases in manual selection.
12. Virtual Career Fairs: Companies now host digital hiring events, expanding their outreach beyond geographical limitations.

13. Resume Parsing Tools: These tools extract candidate data from resumes and match it with job requirements quickly and accurately.
14. Digital Feedback Collection: Post-interview and post-onboarding feedback are gathered through online surveys to improve recruitment processes.
15. Cloud Storage for Candidate Data: Digital systems provide secure access and storage of resumes, evaluations, and interview notes.
16. Integration with Job Portals: Many ATS and HRMS platforms integrate directly with job sites to import applicant data in real-time.

METHODOLOGY:

Problem Identification

The objective was to analyze the effectiveness, challenges, and scope of digital tools like HRMS (PeopleStrong), ATS, and AI in the recruitment process.

1. Descriptive Research: After identification of the problem, data is collected both from primary and secondary data source.

2. Research Designing: In this step, the framework for the methods and procedures for collecting and analyzing the needed information's are specified and types of questions need to be answered; scales for data measurement, sample type, methods for collecting and analyzing the data etc. are specified accurately.

3. Questionnaire preparation: Questionnaire is prepared by taking the help of the open-ended questions.

4. Sampling planning: In this step, target population for data collection, sample size is determined. I have taken the feedback from all concerned Hrs.

5. Report preparation: This is the final step of the research. In this step, the description of the whole research work is written, and several observations, recommendations and conclusions are represented in a specific manner.

6. Software Used for Data Analysis: MS Word is used to process and analyses data of research work.

PRIMARY SOURSES

• Observation: By observing the working environment, surveys.

• Discussion sessions: Discussion with the various HR managers, Other senior officers and also with the employees.

SECOUNDARY SOURSES

• Company website: Visiting the website of the company.

RESEARCH METHODOLOGY:

Research Type	Descriptive Research
Data source	Primary and Secondary data
Research instrument	Questionnaire, Personal interview & Observation
Type of questionnaire	Open- ended questions
Sampling unit	Hrs. of ABCSLI, BBSR & Cuttack
Location of survey	Aditya Birla Capital Sunlife Insurance BBSR & Cuttack

LIMITATIONS:

The project aims to investigate the role and impact of technology-driven talent acquisition in modern recruitment practices. Since the integration of technology in hiring is a rapidly evolving area, there is limited consistent literature available, and the findings may not be universally applicable across all industries or organizations. Hence, the study might face a lack of in-depth and long-term data on the subject. Furthermore, the project primarily focuses on specific tools and stages of the talent acquisition process influenced by technology, and does not extensively cover traditional recruitment methods or other external factors such as labor laws, organizational culture, or economic conditions that may also influence hiring outcomes.

Types of data collection which I used in my project are:

Primary Data: Primary data are in the form of —raw material to which statistical methods are applied for the purpose of analysis and interpretations. The primary sources are discussion with employees, data 's collected through questionnaire.

Secondary Data: Secondary data 's are in the form of finished products as they have already been treated statistically in some form or other. The secondary data mainly consists of data and information collected from records, company websites and also discussion with the management of the organization. Secondary data was also collected from journals, magazines and books.

Data Collection Method: I have used the method of questionnaire in open-ended form.

CHAPTER - 2

COMPANY PROFILE & INDUSTRY ANALYSIS:

About Aditya Birla Capital

Aditya Birla Capital Limited (ABCL) is the holding company for the financial services businesses of the Aditya Birla Group. The journey began in October 2007 with the incorporation of Aditya Birla Financial Services Private Limited under the Companies Act, 1956. The company received its certificate of registration from the Reserve Bank of India in May 2009 to commence operations as a non-deposit accepting Non-Banking Financial Company (NBFC).

In December 2014, the company was converted from a private limited company to a public limited company and was subsequently renamed Aditya Birla Financial Services Limited. Over the years, the company has evolved into one of India's leading financial services institutions.

A major milestone was achieved in 2017 when ABCL became a pure-play listed holding company, consolidating all its financial services businesses under one umbrella.

ABCL is a part of the globally diversified Aditya Birla Group, a Fortune 500 conglomerate with a market capitalization of USD 44.3 billion. The Group operates in 35 countries and employs approximately 120,000 people, representing 42 nationalities. Notably, international operations contribute to nearly half of the Group's revenue.

ABCL's financial ecosystem spans across multiple segments, including Life and Health Insurance, Asset Management, and Private Equity. The company's Assets Under Management (AUM) are reported quarterly and include contributions from all key business verticals, before inter-company eliminations or adjustments for minority interests. These figures represent the consolidated Ind AS financials of its subsidiaries and joint ventures at 100% ownership level.

Aditya Birla Sunlife Insurance (ABSLI)

Aditya Birla Sun Life Insurance Company Limited (ABSLI), a joint venture between Aditya Birla Capital Limited and Sun Life Financial Inc., was incorporated on August 4, 2000 and began operations on January 17, 2001. Headquartered in Mumbai, ABSLI offers a comprehensive portfolio of life insurance solutions, including term plans, ULIPs, savings and investment plans, child future plans, retirement and pension plans, and health insurance products to serve customers across all stages of life .As of March 31, 2025, the company managed assets totaling ₹99,496 crore, achieved gross premium income of ₹20,639 crore, and reported robust year-on-year growth with first-year individual premiums (single premium) of ₹4,115 crore (a 34% rise). ABSLI boasts a pan-India distribution network of approximately 430 branches, partnerships with 12 bancassurance partners, six distribution channels, over 65,500 direct selling agents, and serves more than 2 million active policyholders with a staff strength exceeding 30,000. The company is led by MD & CEO Kamlesh Rao and emphasizes digital innovation, customer-centric services, a high claim settlement ratio, and financial stability backed by its parent companies.

Business/Products of ABCL

- Aditya Birla Sun Life Insurance Company Limited
- Aditya Birla Health Insurance Company Limited
- Aditya Birla Wellness Private Limited
- Aditya Birla Insurance Brokers Limited
- Aditya Birla Sun Life AMC Limited
- Aditya Birla Sun Life Mutual Fund
- Aditya Birla Sun Life Pension Management Limited
- Aditya Birla Money Limited
- Aditya Birla Finance Limited
- Aditya Birla Housing Finance Limited

Customer Services

- Protecting
- Life insurance
- Health insurance
- Multiple Wellness
- Travel insurance
- Motor insurance

VISION

Aditya Birla Capital aspires to be a top-tier player in the financial services industry setting benchmarks for excellence and leading through innovation, performance, and trust.

MISSION

The company is committed to creating long-term value for all its stakeholders, including customers, shareholders, employees, and the broader community, by delivering superior financial solutions with integrity and responsibility.

GOALS

- **Be a Leader:** Strive to be the best in the industry and the preferred choice for customers.
- **Be a Role Model:** Operate as an ethical, responsible organization that sets a high standard for the financial services sector.
- **Be Broad-Based:** Offer a comprehensive suite of financial products and services to address the diverse needs of customers.
- **Be Integrated:** Harness synergies across businesses to create a competitive advantage and deliver seamless, enhanced customer experiences.

VALUES

- **Integrity**: ABCL emphasizes honesty and fairness in all actions and decisions, ensuring the highest standards of professionalism and ethical conduct.
- **Commitment**: Building on integrity, the company focuses on delivering on promises, fostering reliability, accountability, and ownership across all levels.

- **Passion**: Driven by a deep emotional engagement, ABCL encourages a relentless pursuit of goals with energy and enthusiasm, inspiring innovation and excellence.
- **Seamlessness**: Promoting collaboration across functions and geographies, ABCL strives for unity and synergy, ensuring cohesive efforts towards common objectives.
- **Speed**: Recognizing the value of time, the company aims for timely responses and efficient solutions, maintaining agility in a dynamic market.

HR POLICES:

Recruitment and Selection

Onboarding and Training

Compensation and Benefits

Workplace Conduct and Policies

Performance Management

Employee Relations

Health and Safety

Leave and time off

Employee Privacy

Termination and Exit

SWOT Analysis of Aditya Birla Sun Life Insurance (ABSLI)

Strengths

1. **Strong Brand and Backing:**
   Backed by the Aditya Birla Group, a well-established Indian multinational with a global presence, lending high brand credibility and trust.
2. **Diverse Product Portfolio:**
   Offers a wide range of insurance products including term plans, ULIPs, endowment plans, retirement and child plans tailored to varied customer needs.
3. **Extensive Distribution Network:**
   Large pan-India network of advisors, digital platforms, bancassurance partnerships, and third-party distributors.
4. **Technology Adoption:**
   Early adopter of digital tools and tech-driven talent acquisition, underwriting, and claim processing, improving operational efficiency and customer experience.
5. **Customer-Centric Approach:**
   Focused on long-term relationships, with tools like personalized policy servicing and digital engagement enhancing customer loyalty.

Weaknesses

1. **Lower Market Share Compared to LIC and Top Private Players:**
   Despite growth, ABSLI still lags behind top insurers like LIC, HDFC Life, and ICICI Prudential in terms of overall market share.
2. **Dependence on Traditional Channels:**
   Though improving, reliance on physical agents and branches continues to be significant in Tier 2/3 cities, limiting digital scalability.
3. **Perception Challenge:**
   Life insurance as a product in India is still seen as an expense rather than an investment, and ABSLI may struggle to educate and convert price-sensitive customers.

Opportunities

1. **Growing Insurance Awareness in India:**
   Increasing financial literacy and the government's push for insurance penetration present vast opportunities in underserved markets.

2. **Rising Demand for Digital Insurance:**
   Expanding the digital ecosystem can help ABSLI cater to the young, tech-savvy population more effectively and cost-efficiently.

3. **Product Innovation:**
   Growing demand for health-focused and goal-based insurance plans gives room for innovation in hybrid and wellness-linked products.

<u>Threats</u>

1. **Intense Competition:**
   The life insurance industry is highly competitive with over 20 players including dominant ones like LIC, SBI Life, and ICICI Prudential.

2. **Regulatory Changes:**
   Any unfavourable change in IRDAI regulations or tax laws affecting policy benefits can impact growth and profitability.

3. **Economic Uncertainty:**
   Recession, inflation, or declining disposable incomes can reduce demand for long-term financial instruments like life insurance.

4. **Cybersecurity Risks:**
   With increasing digitization, the risk of data breaches and cyberattacks is rising — posing a threat to consumer trust.

Business Analysis

1. **Products**

ABSLI offers a wide portfolio of life insurance products, including ULIPs (unit-linked insurance plans), term insurance, savings plans (such as Nishchit Aayush, Assured Savings Plan), retirement & annuity plans, and child and critical illness cover riders.

Key features include guaranteed maturity benefits, loyalty additions, multiple riders for additional coverage (accidental death, critical illness, hospital cash, waiver of premium, income benefit).

2. **Price (Premiums & Costs)**

Premiums vary based on policy type, sum assured, age, term, and optional riders (e.g. ₹5,584/year for a ₹1 crore term cover example, excluding GST)
ULIPs involve fund management fees (~1.35%) and mortality charges, especially high in early years before tapering down.

3. Place (Distribution Channels)

— Products are sold via a pan-India network of branches, Agents (DSAs), bancassurance partnerships, and digital platforms through Aditya Birla Capital Digital Limited (licensed corporate agent)
— Digital tools include the ABSLI website, WhatsApp chatbot (AB Assist), toll-free helplines, and online application/ onboarding facilities for seamless service.

4. Promotion

— Promotion is driven through partnerships with financial intermediaries and digital aggregators, with aggressive marketing pushes for selected plans via platforms like Ditto and banking partners.
— Emphasis on tax-saving and guaranteed benefits in promotional materials, along with online engagement via digital ads, social media, and branded content.
— Brochures, policy documents, and customer touchpoints showcase the brand logo, color theme, and professional tone to reinforce trust.

5. Customer Segment

ABSLI's target segments include:

- Young professionals seeking savings products with tax benefits
- Parents planning for children's future (education/marriage)
- Individuals seeking retirement income or annuity plans
- Risk-averse, protection-focused customers opting for pure term insurance
- Existing customers choosing ULIPs as combined insurance + investment tools

6. Positioning Strategy

ABSLI positions itself as a reliable, transparent life insurer that combines financial protection with investment growth, backed by the strong legacy of Aditya Birla and Sun Life Financial. It emphasizes:

- Guaranteed benefits
- Claim settlement credibility
- Tax efficiency
- A spectrum of products from pure risk to savings/investment plans.

This positioning balances trust (legacy brand) with flexibility (ULIPs, riders, digital tools).

7. Branding Strategy

— The corporate identity leverages the Aditya Birla group color palette, logo, and consistent visual style across branches, online portals, brochures, and promotional material—strengthening credibility and recognition.

— Messaging focuses on transparency (“policy wordings clarity”), customer service quality, and digital convenience (WhatsApp, chatbot, online onboarding).

— Supplemented with endorsements via brokers, bancassurance channels, and digital testimonials to reinforce reliability.

CHAPTER - 3

COMPETITOR ANALYSIS

Key competitors of ABCL :

1. Bajaj Finance Limited

- One of India’s largest NBFCs by AUM and customer base (~100 million users).
- Offers consumer lending, fixed deposits, mutual funds; known for digital-first customer acquisition and strong credit performance.
- Peer comparisons show Bajaj Finance significantly outpaces ABCL in market cap (~₹567,768 crore vs ABCL’s ~₹46,000 crore) and margins.

2. Tata Capital

- Subsidiary of Tata Sons; offers consumer, commercial & infrastructure finance, investments, credit cards, and banking solutions.
- Backed by the Tata brand reputation, with deep branch network and corporate trust.

3. Shriram Group (e.g., Shriram Finance)

- A Chennai-based conglomerate focusing on microfinance, housing, and insurance.
- Large rural and semi-urban presence; strong foothold in grassroots lending.

4. Edelweiss Financial Services

- Diversified financial services group with asset management, broking, wealth management, insurance (via Edelweiss Tokio), investment banking.
- Focuses moderately on institutional and high-net-worth segments.

5. Reliance Capital

- Historically very diversified: insurance, broking, commercial and home finance, asset management, private equity.
- However, current size and performance have eroded relative to peers.

Unique Selling Propositions (USPs) of ABCL

USP	Description
1. Integrated Financial Services Model	Offers 360° financial services from wealth creation to protection and lending — a true financial supermarket.

USP	Description
2. Strong Brand Equity	Trusted legacy of the Aditya Birla Group with credibility across industries and customers.
3. Cross-Sell Efficiency	Uses data-driven strategies to offer customized products to existing customers, increasing loyalty and revenue.
4. Financial Inclusion Focus	Expanding aggressively into semi-urban and rural markets, bringing formal finance to the masses.
5. Digital + Human Model	Balances tech-enabled delivery with human relationship managers for a high-trust experience.
6. Deep Customer Base	Over 42 million customers across India — more than many of its direct peers.
7. Strategic Partnerships	Alliances with telecoms, fintechs, and distribution partners enhance reach and innovation.

CHAPTER-4

CUSTOMER ANALYSIS

1. Who are the Customers?

➢ **Current Customers**

- Salaried professionals (25–50 years)
- Business owners/entrepreneurs (30–55 years)
- Middle and upper-middle-class families
- Existing customers of Aditya Birla Group products (e.g., Idea, Ultratech, Birla White, etc.)
- Corporate clients (for group insurance, wealth management, etc.)

➢ **Potential Customers**

- Tier 2 & Tier 3 city populations
- Young earners looking for wealth building or insurance
- Retired individuals planning long-term financial stability
- New digital-savvy millennials and Gen Z entering workforce

➢ **Competitor's Customers**

- Bajaj Finance, HDFC Life, LIC, ICICI Prudential, SBI Life customers who might switch for better service, digital access, or pricing.

➢ **Non-Customers of Product Category**

- Uninsured individuals
- People unaware of wealth management options
- Informal sector workers (potential for micro insurance/lending)
- Financially illiterate segments of population

2. Types of Customers.

Type	Behavior in ABSLI Context
Economic	Compares premium, interest rates, returns — rational decision-making
Cognitive	Seeks expert advice, reads brochures, understands features & risks

Type	Behavior in ABSLI Context
Passive	Relies heavily on agents, may not do their own research
Impulsive	Buys quickly due to peer influence, trending ads, or trust in brand

3. Specific Factors Influencing Customer Behavior

Cultural Factors

- Indian families prioritize security and savings
- Belief in life coverage and investments for family future
- Preference for group or family policies

Social Factors

- Influence of financial advisors, family members, employers
- Peer pressure to secure family future and build wealth
- Brand reputation in social circle impacts choice

Personal Factors

- Age, income, life stage (marriage, kids, retirement)
- Risk appetite (conservative vs. aggressive)
- Financial goals: child's education, home buying, retirement

4. What Does the Customer Buy?

- *Protection:* Life/health insurance
- *Growth:* Investment-linked insurance, mutual funds
- *Liquidity:* Personal/business loans, gold loans
- *Wealth:* Portfolio management, retirement planning
- *Convenience:* Online policy buying, instant loans, 24x7 app access

5. How Customer Buys? – AIDA Model (for ABSLI)

Stage	Strategy
A – Attention	TV ads, YouTube videos, Vi Finance collab, digital campaigns (tax savings, investment growth)
I – Interest	Free calculators, EMI simulators, premium comparisons, influencer videos, agent presentations
D – Desire	Emotional storytelling (family protection, child's dreams), future wealth projections
A – Action	Easy online signup, paperless KYC, EMI payment options, doorstep agent visits

6. Buying Decision Process

1. Problem Recognition: Realize need for insurance, loan, investment
2. Information Search: Browsing online, talking to friends/agents
3. Evaluation of Alternatives: Comparing ABSLI with LIC, ICICI, HDFC
4. Purchase Decision: Chooses based on brand, benefits, affordability
5. Post-purchase Evaluation: Reviews service quality, claim settlement, return on investment.

ABSLI especially focuses on customer relationship management (CRM) and after-sales support via mobile apps, SMS alerts, and proactive claim service to reduce dissatisfaction.

7. Customer Involvement Level

Type	Product Examples
High Involvement	Life insurance, health policies, mutual fund investments
Low Involvement	Short-term loans, travel insurance
Habitual Buying	Renewing same life/health policy yearly
Dissonance-Reducing	Choosing between similar premium policies — depends on service, claim record

CHAPTER - 5

ACTUAL WORK DONE, FINDINGS & ANALYSIS

During my internship at Adity Birla Capital Sunlife Insurance**,** I maintained a detailed daily diary to record my activities, learnings, and observations. This practice not only helped me document the day-to-day tasks I was assigned but also enabled me to reflect on the skills acquired, challenges faced, and the professional growth I experienced over the period. The diary captures my journey from the first day of orientation to the completion of my training, highlighting the exposure I gained to organizational processes, workplace culture, and industry-specific practices.

During my internship, I saw how technology made the talent acquisition process faster and more effective. In sourcing, online platforms and social media were used to reach a larger pool of candidates. The filtering process helped in finding more accurate and better-matched candidates, ensuring the right fit for the vacancy. Tools like PeopleStrong and Iona made the work easier, increased accuracy, and reduced the chance of human error. Feedback evaluation through analytics helped identify the exact reasons for dissatisfaction, allowing for better improvements. The overall data of an employee was stored and summarized in the HRMS, which saved time and ensured that everyone had access to information about their rights and performance.

Below are the key areas I worked on during my internship, highlighting the significant role technology played in enhancing each process:

1. SOURCING

At Aditya Birla Capital – Sun Life Insurance, the recruitment process is broadly divided into three key channels: the **Agency Channel**, the **Direct Market Channel**, and the **Bancassurance (Banca) Channel**. The company has strategic tie-ups with several prominent banks such as HDFC, Axis Bank, Bank of Maharashtra (BOM), DCB and many others. While each channel operates with distinct approaches, they all share a common objective: to drive life insurance sales that contribute to the company's overall profitability.

In the Agency Channel, recruitment is focused on three primary roles: Agency Manager, Senior Agency Manager, and Business Development Manager, with an average salary package of approximately ₹3.64 LPA. Their key responsibility is to hire agents and expand their network to effectively meet sales targets.

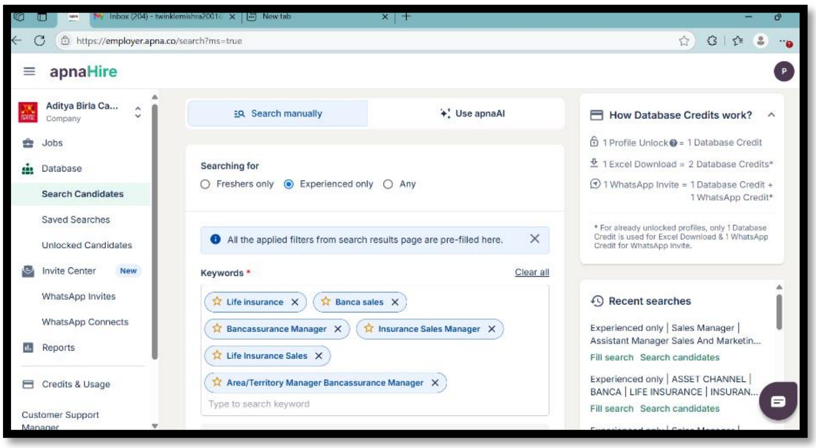
In the Direct Market Channel, employees are provided with a customer database by Aditya Birla. Their task is to connect with these potential clients and persuade them to purchase the company's insurance products.

In the Bancassurance (Banca) Channel, Aditya Birla employees are placed within partner bank branches, where they promote and sell insurance products directly to bank customers. Success in this channel heavily relies on building strong relationships with bank managers and staff, as these connections play a crucial role in generating leads and ensuring efficient sales operations. Throughout this period, I have shortlisted candidates for various job roles such as Agents, HDFC Banca Asset, DCB Bank, and Axis Bank, for different locations across Patna and Odisha. I was given access to job portals such as Apna and Naukri for candidate shortlisting. Using the available filters, I refined the search results as per the specific job requirements. Based on the filtered profiles, I contacted the most suitable candidates and conducted the first round of screening. These platforms proved highly effective in reaching a wider pool of applicants, as they provided detailed information about candidates' preferences and qualifications. This not only saved considerable time in the hiring process but also enabled us to identify candidates with better experience and a closer fit to the job requirements.

Sites used: Apna, Naukri and LinkedIn.

Benefits:

- Wider reach to both active and passive candidates.
- Use of filters, AI-driven recommendations, and keyword matching ensures more accurate shortlisting.
- Saves recruiter time and effort by automating the initial screening process.
- Posting job vacancy advertisements on social media platforms also generated a significant number of responses from interested candidates.



2. <u>Virtual Interview</u>

After the 2nd screening telephonic round, selected candidates undergo two virtual interview rounds—one with the reporting manager and another with the senior manager. All rounds are conducted virtually for convenience and to avoid unnecessary travel for applicants. If a candidate is available locally and wishes to visit the branch, the final round can be conducted offline.

Apps used: Microsoft Teams

Benefits:

- Convenience for candidates: No travel costs or time spent commuting.
- Faster hiring process: Multiple stakeholders can join from different locations without delays.

- Wider talent reach: Ability to interview candidates from different cities without relocation barriers.
- Flexibility: Option for offline interviews when the candidate prefers in-person interaction.

3. Documentation

After the candidates cleared the interview round, they were required to submit all the necessary documents in a specific format as per the company's guidelines. These documents are then forwarded by the HR team to the legal department for background verification and cross-checking.

List of Documents required are:

- E-Aadhaar Card (PDF Format)
- PAN Card (PDF Format)
- PF service history report from EPFO site
- Graduation Mark Sheet (PDF Format)
- Graduation Certificate (PDF Format)
- Current Company last 3 month's salary slip (PDF Format)
- Name Printed Bank Cheque / Bank Passbook
- Passport Size Photo
- Cibil report
- Current Company Increment Letter (If Any))
- Previous all company Relieving Letter (If any)
- Please share 2 contact number with employee name of your 2nd last company for reference check.

Documents are collected through official email. Candidate need to send to their report HR.

Benefits:

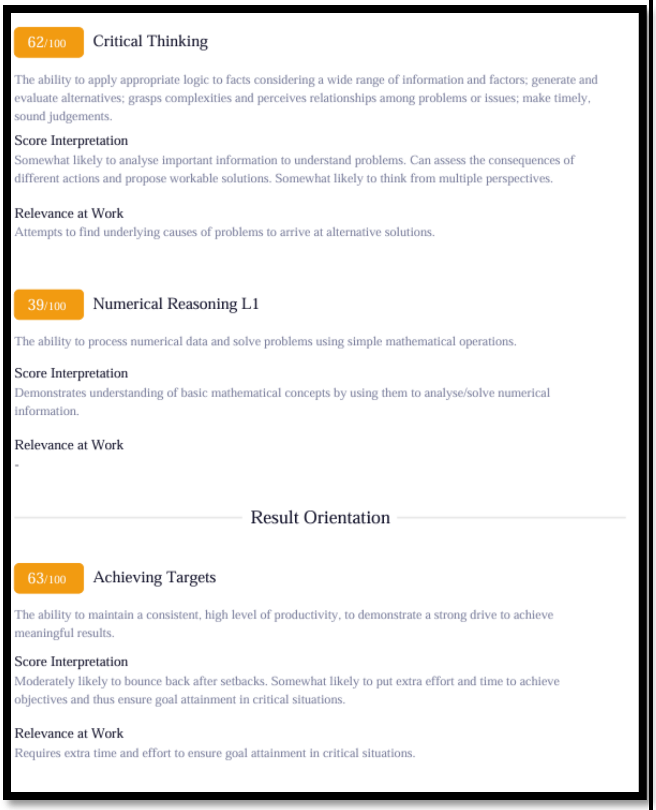
- Secure storage and easy retrieval of employee records.
- Digital signature and scanning reduce physical handling.
- Faster completion of Background verification.

4. Psychological Assessment

Aditya Birla Capital conducts psychological and cognitive assessments selected candidates using Perspect.ai's digital platform. This test evaluates cognitive abilities, personality motives (like achievement, relationship, autonomy), numerical reasoning, planning skills, critical thinking, and customer orientation. The aim is to ensure that candidates possess the right skills, mindset, and behavior for the job role before onboarding. In today's competitive job market, such assessments are crucial as they help make data-driven hiring decisions, reduce bias, predict job performance, and improve employee retention in a fast-changing work environment.

Use of AI:

- AI Proctoring: Detects suspicious activities through image capture and behavioural monitoring, ensuring test integrity.
- Automated Scoring: Instantly evaluates cognitive, behavioural, and numerical responses without manual intervention.
- Pattern Recognition: Analyzes candidate answers to identify thinking style, decision-making ability, and motivational drivers.
- Data Analytics: Provides recruiters with easy-to-read scorecards, percentile rankings, and personality insights.
- Scalability: Can assess hundreds of candidates simultaneously with consistent accuracy.


62/100 Critical Thinking

The ability to apply appropriate logic to facts considering a wide range of information and factors; generate and evaluate alternatives; grasps complexities and perceives relationships among problems or issues; make timely, sound judgements.

Score Interpretation

Somewhat likely to analyse important information to understand problems. Can assess the consequences of different actions and propose workable solutions. Somewhat likely to think from multiple perspectives.

Relevance at Work

Attempts to find underlying causes of problems to arrive at alternative solutions.

39/100 Numerical Reasoning L1

The ability to process numerical data and solve problems using simple mathematical operations.

Score Interpretation

Demonstrates understanding of basic mathematical concepts by using them to analyse/solve numerical information.

Relevance at Work

-

Result Orientation

63/100 Achieving Targets

The ability to maintain a consistent, high level of productivity, to demonstrate a strong drive to achieve meaningful results.

Score Interpretation

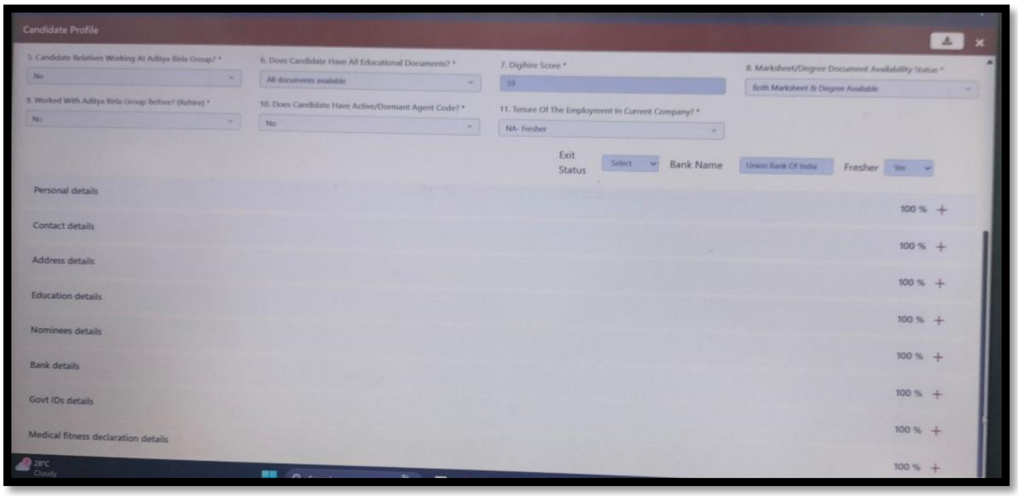
Moderately likely to bounce back after setbacks. Somewhat likely to put extra effort and time to achieve objectives and thus ensure goal attainment in critical situations.

Relevance at Work

Requires extra time and effort to ensure goal attainment in critical situations.

5. <u>IONA</u>

abccareers.iona.ai is a specialized onboarding portal powered by Iona.ai, an advanced, agentic AI platform designed to transform high-volume hiring with speed and quality. It offers organizations a fully managed, AI-driven hiring experience—from candidate engagement to seamless onboarding—so your team can focus on core business outcomes. This platform is used by Aditya Birla Capital for onboarding. Selected candidates need to upload all detailed in this platform for further process.



Key features of Platform-

- Automated document verification: Ensures candidate submissions are accurate and meets compliance requirements.
- Real-time offer generation: Speeds up the hiring process by automating offer creation, enhancing candidate experience.
- Chatbot-enabled preboarding: Provides AI-assisted support throughout the pre-employment phase.
- Background checks and query management: Swiftly handles verifications and responds to candidate inquiries.
- Induction and training workflows: Facilitates a smooth transition for new hires into their roles.
- Reduced manual workload for HR teams, allowing focus on strategic tasks.
- Consistent and standardized onboarding experience across all locations of ABC.

6. Feedback Collection

Feedback on Onboarding Journey and Post-Joining Formalities is designed to collect comprehensive input from new employees regarding their onboarding experience at Aditya Birla. By gathering details such as date of joining, department, designation, and feedback on formalities, the HR team can pinpoint strengths and areas for development in the onboarding process. This feedback loop is essential for continuous process refinement and ensuring a welcoming experience for every new joiner. I have interacted with many joiners and asked them to fulfill the form so that we can know about their experience.

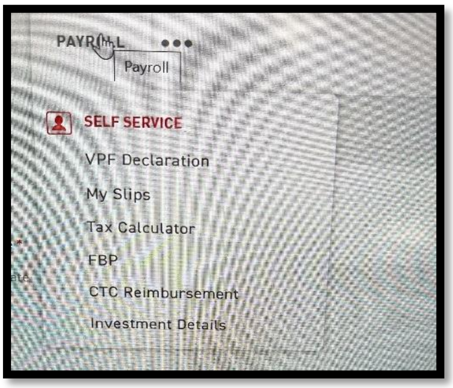
Google form is used for this process.

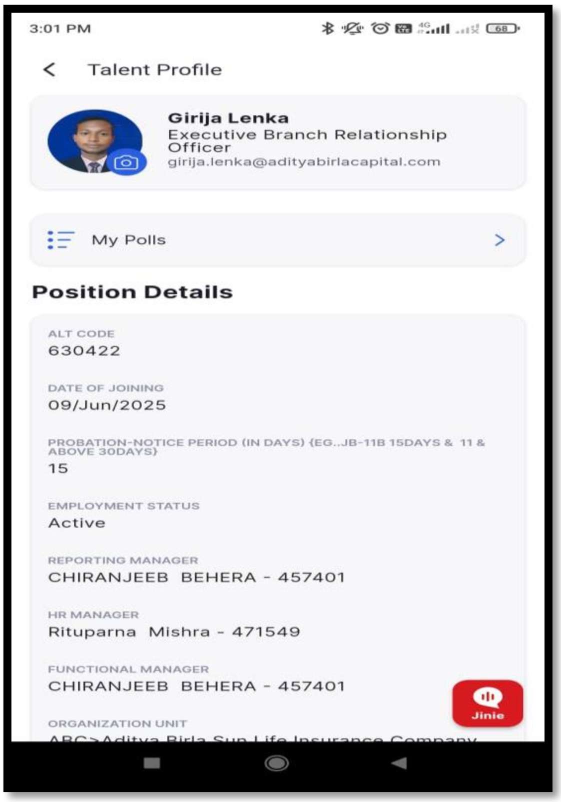
Benefits: Quick, scalable, and confidential—boosts response rates and reduces manual labor.

- Digital Platform: The form is created using Google Forms, enabling easy access, submission, and automated data capture.
- Automated Aggregation: Responses are instantly consolidated into a structured format that the HR team can analyze, reducing manual data entry and human error.
- Real-Time Visibility: Responses can be monitored in real-time, allowing HR to promptly address any immediate concerns or red flags.
- Scalability: The form can be circulated to all new joiners simultaneously, streamlining feedback collection regardless of volume or location.

7. HRMS or Peoplestrong App

HRMS or PeopleStrong app, which is widely used by employees at Aditya Birla Capital. This mobile-based platform is not only used for punching in and out but also provides easy and convenient access to important HR-related details such as leave balance, attendance records, reimbursements, and payslips. It acts as a one-stop solution for managing day-to-day HR transactions, reducing the need for manual follow-ups and making processes faster and more transparent.





Benefits:

- Mobile App & Messaging – Lets employees mark attendance, apply for leaves, check payslips, and communicate securely from anywhere. (as per company policy for WFO you have to present in company radius)
- AI Virtual Assistant (Jinie) – A 24/7 chatbot that answers HR queries and guides employees.
- Integrated HR Modules – Combines hiring, onboarding, payroll, performance, training, reimbursements, and exit processes in one system.
- Analytics & Compliance Tools – Provides detailed reports, workforce planning, and ensures policy compliance.
- This enhanced HR productivity, boosted employee experience & gives faster response.

SURVEY OVERVIEW					
Questions	P1(HR Assistant)	P2(TA Manager)	P3 (Sr. Manager)	P4 (Reginal Hr Manager)	P5 (TA Manager)
Q1	Wider reach & Better Quality of hire	Wider Reach	Better speed and Accuracy	More cost effective & reduce paperwork	Better Quality of hire
Q2	Psychological Assessment & IONA	Online sourcing and screening	AI based filters for screening	Social Media platform for more interested candidate referal	All platforms are digitalized
Q3	Reduced repetitive tasks	Better hiring strategies	Lessen routine work	Efficient in managing large scale data	Better hiring strategies
Q4	Transparency & Convenience	Positive Response	Positive Response	Positive Response	Transparency & better experience
Q5	Provide data insights & Support decision Making	Helps in final shortlisting	Helps in unbaised decision	Provide Structured information	Support decision Making
Q6	Technical Glitches & Data Privacy	Large dataset extracted	Connectivity Issues	Reduce emotional influence	Technical Glitches & Data Privacy
Q7	Limited Access	Take consent	Ensure data misuse	Maintain Confidentiality	Limited Access
Q8	More personalized and predictive	AI bots will filter	More advanced AI and Predictive Analytics	VR will be used	More advanced tool will be introduced

Here P1,P2,P3,P4 & P5 are HR'S of Aditya Birla Sunlife Insurance.

There is total 8 questions based on my topic- *"Technology driven Talent Acquisition"*

Findings

During my internship at Aditya Birla Capital, I was able to gain first-hand exposure to the complete recruitment and HR operations cycle. I observed how the organization leverages technology at every stage to make processes faster, more accurate, and more employee-friendly.

- Technology-enabled sourcing platforms and social media recruitment tools help reach a larger talent pool beyond traditional job boards which leads to higher chances of finding the right fit for vacancies and reducing the hiring cycle time.
- Virtual Interview enables seamless, location-independent interviews, speeding up the hiring process and improving accessibility which helps to faster onboarding, reduced costs, and enhanced candidate experience.
- Digital documentation systems replace manual paperwork during onboarding and HR operations which saves time, reduces errors, and ensures compliance with data storage regulations and better background verification.
- AI based psychological assessment ensures accurate, unbiased, and efficient candidate evaluation through automated scoring and proctoring which helps faster, data-driven hiring decisions with improved quality of hires and reduced attrition.
- Streamlined and accelerated the end-to-end recruitment and onboarding process through AI-powered automation reduced time-to-hire, improved candidate experience, and ensured higher accuracy in documentation and compliance.
- Enables real-time, digital feedback collection, making onboarding assessment data-driven and actionable.
- Centralizes and automates HR operations on a mobile-first, AI-enhanced HRMS—making them seamless, efficient, and accessible which leads to rapid HR workflows, highly satisfied employees, and streamlined HR interactions across ABC.

Findings from my survey

The survey which I have collected clearly indicates that technology is no longer optional in talent acquisition—it is essential.

- **Improved Reach & Quality of Hire:** Most respondents highlighted that technology has widened the hiring reach and improved the quality of candidates.
- **Efficiency in Hiring:** Tools like AI, online sourcing, and social media platforms are making hiring faster, more accurate, and less repetitive.
- **Better Hiring Strategies:** Managers emphasized that digital tools support improved hiring strategies and structured decision-making.
- **Transparency & Convenience:** Overall, there is a positive response regarding transparency and ease of using technology-driven processes.
- **Data-Driven Decisions:** Respondents agreed that technology provides valuable data insights that help in unbiased and structured decision-making.

- **Challenges Remain:** Technical glitches, connectivity issues, and concerns over data privacy were mentioned as key drawbacks.
- **Access & Confidentiality:** Limited access and the need for consent/confidentiality are still areas requiring attention.
- **Future of Hiring:** Respondents believe future trends will involve advanced AI, predictive analytics, and even VR tools to enhance recruitment processes.

CONCLUSION

Based on my findings, it can be concluded that technology has become a core enabler of recruitment and HR operations at Aditya Birla Capital. The adoption of AI-driven platforms, digital documentation, and virtual interview systems has transformed the hiring cycle by making it faster, more accurate, and highly candidate-friendly. The integration of platforms such as Naukri, Apna, PeopleStrong, and AI-based assessments has not only reduced manual effort but also enhanced the quality of hires, compliance, and overall candidate experience.

Technology has shifted the HR function from being primarily administrative to more strategic, allowing HR professionals to focus on candidate engagement, cultural alignment, and long-term workforce planning. However, as the findings also highlight certain limitations, such as technical issues, the need for data privacy safeguards, and a balance between automation and the human touch. Thus, while technology is essential and inevitable in modern HR practices, its sustainable success depends on adaptability, continuous training, and proper change management.

With agentic AI at the forefront, the evolution in talent acquisition technology is transforming recruitment processes and boosting efficiency. These trends aren't just technological upgrades but strategic imperatives crucial for staying competitive in a rapidly evolving market. Enhanced candidate engagement, improved sourcing effectiveness, and an elevated interview experience are enabling talent acquisition to create significant value for the business while establishing a data-driven foundation for hiring and talent strategy decisions.

SUGGESTIONS

- While HR processes are generally effective, certain functions such as performance reviews and onboarding require better streamlining to ensure timeliness and consistency.
- The recruitment process is strong in terms of technology adoption and candidate communication but needs improved alignment with hiring deadlines, especially for critical roles.
- Current HR tools are efficient; however, there is scope to integrate advanced analytics and AI-driven platforms to optimize hiring decisions, improve accuracy, and further reduce time-to-hire.
- The talent matching process works well for most positions, but for highly technical and specialized roles, deeper evaluation and clearer job role definitions are needed to ensure better employee satisfaction and retention.
- One of the main challenges lies in attracting and retaining top talent, particularly for technical and managerial positions, while also ensuring that new hires fit well with the organizational culture and technical expectations.

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- Primary data collected through surveys and interactions with HR professionals during the internship at Aditya Birla Capital.

Annexure

Dear Sir/ Madam,

I am Twinkle Mishra, an intern of your esteemed organization. As a part of my internship, I request you to kindly share your experience as an HR professional on the concept of technology driven talent acquisition. Your inputs will be helpful in getting a clear insight on the above topic.

Thank you.

Interview Transcript

Interviewer Name: Twinkle Mishra
Interviewee Name:
Interview Date –

Demographic Information
Designation –
Organization –
Gender –
Age –

Below mentioned is the questionnaire I have used in the study.

1. How will you describe the effectiveness of technology in talent acquisition over the traditional one?
2. Kindly share your experience on the using technology in the various stages of talent acquisition?
3. How technology has influenced your role?
4. How do the candidates respond to the technology driven recruitment?
5. Does technology help in decision making in the process of selection?
6. What are the challenges you faced using technology in the talent acquisition process?
7. What is your view on the data privacy and data security in technology-based talent acquisition?
8. According to you, in future, how technology should impact the landscape of talent acquisition?