A CONSULTATIVE REPORT

on the Future of Talent in the Auto Industry

AutoKontempore

www.kontempore.com

kontempore

AutoKontempore

A **Consultative Report** on the
Future of Talent in the Auto Industry

kontempore

2018

Auto kontempore
Third Edition, November 2018

Editorial Board
Mr. Bimal Rath, *Chief Editor*
Prof. Surya Mishra, *Co-Editor*

© Copyright © 2018 by Kontempore

All rights reserved. No part of this publication may be reproduced, distributed or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher.

CONTENTS

About Kontempore

Kontempore, drawn from the words contemporary and relevant, is a movement to bring industry professionals together to explore, evolve and co-create a next generation talent management plan. Organizations are going to go through a huge talent transformation in the next decade because of automation, digitization, artificial intelligence etc. The type of talent the industry required and the opportunity the industry provided in the past will go through a huge transition with more part-time, contractual and consulting jobs.

India needs to add more than 300 million employable individuals across industries by 2022, over 2013. That is a herculean task, but holds great promise to take our country to the next level. Kontempore aims to bring industry professionals together to explore, evolve and co-create a next generation talent management plan. It also aims to bring different stakeholders like academia, industry, consulting bodies and government organizations together to evolve a holistic change management agenda.

Kontempore's mission is "To revolutionize talent management practices by igniting engagement and building cohesion between industry stakeholders". Eminent people have been involved with it from the beginning to design this entire movement. With initial support from KIIT School of Management (www.ksom.ac.in), KIIT University as Academia Partner and Think Talent (www.thinktalentindia.com) as Knowledge Partner, many more partners are expected to join up to take this movement forward.

Kontempore plans to organize a series of events engaging Industry Leaders from different industry segments, from time to time. These sessions will not be just about networking and discussions. The purpose of these discussions is to have both moderated and un-moderated discussions which focus on the talent challenges, capture the main points and create documents, blog posts, proposals and memorandum for the larger audience, including academicians, small businesses and the entire corporate world in general, who are grappling with talent and resource challenges.

The first such event took place in Gurgaon in November 2017 where the automobile industry leaders came together to deliberate on talent issues. This was followed by an event in Mumbai in January 2018 with deliberations on BFSI sector. The third event saw some more luminaries from the automobile industry deliberating on talent issues in June 2018 in Pune. Fourth Kontempore event was again on Banking and Financial Services industry at Mumbai in November 2018 and the fifth installment of Kontempore saw deliberations in the Automotive industry at Chennai also in November 2018. This paper is the outcome of the deliberations at the three Kontempore events held on the automobile industry and subsequent development by the Kontempore team.

Evangelist, Auto Kontempore - Chennai

Mr. Nitin Seth, *President LCV, Ashok Leyland*

Mr. Nitin Seth, B.E. (Bits), MMS, has been President of Light Commercial Vehicles at Ashok Leyland Limited since November 29, 2016. Mr. Seth served as the President of LCV &Defense at Ashok Leyland Limited until November 29, 2016.

Mr. Seth served as Executive Director of LCV & Defense at Ashok Leyland Ltd and its Executive Director of LCV Sales & Marketing and Defense Business. Mr. Seth served as Executive Director of LCV Marketing at Ashok Leyland Ltd. Mr. Seth served as an Executive Director of Light Commercial Vehicle (LCV) Business at Ashok Leyland Ltd since December 2010.

Mr. Seth studied at BITS Pilani. Mr. Nitin Seth has completed his bachelor's in engineering from Birla Institute of Technology and Science, Pilani and his Post Graduation in Business Management from University of Mumbai.

Evangelist, Auto Kontempore - Pune

Mr. Gajendra Chandel, *CHRO, Tata Motors*

Mr. Gajendra Chandel is the CHRO, Tata Motors. Prior to joining Tata Motors, he worked with Tata AutoComp as President (People & Engagement) & Group CHRO, before joining Tata AutoComp he was with Siemens in India, Germany and USA for almost 13 years where he held various assignments, starting as Regional HR Manager (North) in 1992, then as Divisional HR Manager for the newly formed Telecom Div.

In 1997 he moved to Corporate Headquarters as Corporate Head for Industrial Relations & then in 1999 took over as Head of Corporate Leadership and Human Resource Development.

In December 2000, he moved to Global Headquarters at Siemens AG, Munich to Head the Global Leadership Framework Project, prior to Siemens, Mr. Chandel has worked with Telemecanique & Controls Limited, New Delhi, Ganga Automobiles, Delhi, Calcom Electronics Ltd. and the Dhanalaxmi Group, Chennai.

Evangelist, Auto Kontempore - Gurgaon

Mr. S. Y. Siddiqui, *Chief Mentor, Maruti Suzuki*

Mr. S. Y. Siddiqui has been the Chief Mentor of Maruti Suzuki India Limited since May 21, 2014. Mr. Siddiqui served as the Chief Operating Officer of Administration at Maruti Suzuki India Limited from May 2, 2014 to May 21, 2014.

He served as a Senior Managing Executive Officer of Administration (Human Resources, IT, Finance & COSL) at Maruti Suzuki India Ltd. until May 2, 2014. Mr. Siddiqui served as Managing Executive Officer of Administration (Human Resources, IT, Finance & Cosl) at Maruti Suzuki India Ltd.

EDITORIAL

Dear Reader,

Talent is the underlying value creator in any industry. The auto and supporting industry segments have been drivers of the economy in many ways, but still suer from lack of good talent. Among other things, this has likely resulted in:

- Low R&D and product development efforts and outcomes
- Limited willingness to invest in these sectors for new players
- Limited really world class Indian Origin Automobile manufacturer and component supplier (with regard to the potential)
- Industry consistently battling the Talent challenge by cutting costs and investments on people

Auto Kontempore has tried to address the Talent Challenges through a unique Large -Scale Interactive Process format. It allowed tens of minds to come together, all with a significant stake in the challenges facing the industry. The group came up with ideas and suggestions, applicable and relevant at different levels - organisational level, value chain level, educational eco-system level and government level. The format, unlike tapping a few minds, as in a typical conference, is aimed at tapping minds and ideas from many professionals at the same time. It allows practitioners at different levels to come together and debate real issues, more important, able to home on to a prioritised set of issues and possible actions.

The outcomes, as presented in this document are being shared with the participants, other industry and eco-system leaders and professional and government bodies. We hope that this will help us in creating a momentum in dealing with the Talent issues in the Auto Industry at every level and with a collaborative approach, even better.

It would also allow:

- Further building of ideas from this event
- Individual stakeholders to mull over and take action where necessary from the ideas generated
- Create networks of various stakeholders through this process for collective and collaborative action

Auto Kontempore events are being planned in other cities (like this one in NCR) and the various events will provide a route to collate even more ideas, momentum and action points for the various stakeholders.

We look forward to your continued contribution to this topic and to Kontempore.

Editorial Board

Executive Summary

Auto Kontempore saw the who's who of the Indian Automotive and Auto Ancillary congregate to discuss the challenges facing the Indian Auto industry – both present and future. The Delhi event had industry leaders like SY Siddiqui *(Chief Mentor, Maruti)*, Rajiv Kapoor *(CHRO, UNO Minda Group)* and Pankaj Dubey *(CEO & Director, Eicher Polaris)*. The Pune event was proud to have Mr. Gajendra Chandel, *CHRO, Tata Motors* as the evangelist with stalwarts like Mr. Nalin Mehta *(Ex MD, Mahindra Trucks and Buses)*, Mr. Sanjay Sinha *(CEO, Tata Hendrickson)*, Mr. Suhas Kadlaskar *(Director HR, Mercedes)*, Mr. Vikas Thapa *(VP HR, Cummins)*, Mr. Santanu Ghoshal *(VP HR, Schaeffler)* and Mr. Sadashib Padhee *(VP HR & IT, Kirloskar Pneumatic Company Limited)*. The Chennai event was evangelized by Mr. Nitin Seth, President LCV at Ashok Leyland and hosted luminaries from the event like Mr. Roy Joseph, *(VP HR and Services, MRF)*, Mr. P. Kailash, *(MD Toshiba Machines)*, Ms. Shubha Kumar, *(MD, Natesan Synchrocones)*, Mr. K Raghavan, *(CEO, Sankar Gasket)*, Mr. L Jeyaprakash, *(CEO, Kusakabe)*, Mr. S. Ramchandra, *(CEO, AMCO Battery)*, Mr. Vinod Kubher, *(CEO, Prabha Auto)*, Mr. Prakash M. Valecha, *(MD, Prakash Technoplast)*.

The presence of these leaders, along with the stalwart participants, helped us view the challenges from the widest possible lens and look for potential solutions that are beyond the obvious, tried and tested ones.

Auto Kontempore treaded on territory where most industry events hesitate to go. It was a true crowd sourcing of ideas and was achieved through a Large-Scale Interactive Process (LSIP). Participants were divided into groups. Each group had a team leader who facilitated a 5-step discussion process by asking provoking questions, encouraging debate and keeping the discussion on track without influencing the opinion of the group.

> "I was happy to be the evangelist for the Pune event. This has been an excellent event. It has been conceptualised extremely well."
>
> **Mr. Gajendra Chandel**
> *CHRO, Tata Motors and Kontempore Evangelist*

AREA	CURRENT CHALLENGES	IDEAS FOR ACTION
Skill/ Capability Gap	Most Fresh graduates are not readily employable Lack of skilling opportunities for experienced professionals Scarcity of deep domain expertise	Career paths for domain experts Mentoring for new joiners Industry experts to teach students Revamp of Technical & Vocational Education Systems Review of current curriculum by an Apex body with representation from Government, Academia and Industry More robust internships Cross-functional fungibility Cloud based talent sourcing Design Thinking
Infrastructure/ Eco-system	Geographical mismatch between Point of Availability of Talent vs Where Talent is Required Infrastructure lags behind fast-paced changes Lack of world-class training infrastructure	Create industrial clusters that are scattered and de-centralised Convince companies with ace training facilities to allow it to be used by other companies Industry specific Nodal talent body to influence policy, create talent pool, training and skilling Create academic hubs with IITs and other premier educational institutes
Brain-drain to other industries	Reluctance to join manufacturing industry Significantly low wages in auto sector Lack of structured career trajectories	Creation of Automotive townships Talent management, career planning process for all levels Faculty and Industry Professional exchange between Industry and Academic Institutes Objective Performance Definition and Evaluation Use of Reward and Recognitions

AREA	CURRENT CHALLENGES	IDEAS FOR ACTION
Leadership & Work Culture	Slow and complacent overarching work culture	Induct International experts to create deep domain expertise
	Weak Leadership pipeline	Heavily invest in leadership development
	Inability of leaders to deal with performance issues	Reinvent the working structure – Modular project-based organization design
		Influence the government to introduce flexible and cost-effective workforce management practices and change labour laws
		Work culture that fosters innovation, creative and flexibility

"I really enjoyed the evening today. Talent issues in the organizations today have been brought about very well in the panel discussion and workshop design."

Mr. Santanu Ghoshal
Vice President – HR, Schaeffler

"Many of the seminars have a lot of talk, but you can never get actual recommendations. So, I think in that respect Kontempore is a very very good step."

Ramachandra S.
CEO, AMCO Battery

The Indian Automotive Industry

India is one of the major automotive markets in the world. It is now ranked as the fifth largest automotive market in the world, after China, USA, Japan and Germany.

The Indian auto industry became the 4th largest in the world with sales increasing 9.5 per cent year-on-year to 4.02 million units (excluding two wheelers) in 2017. It was the 7th largest manufacturer of commercial vehicles in 2017.

The Two Wheelers segment dominates the market in terms of volume owing to a growing middle class and a young population. Moreover, the growing interest of the companies in exploring the rural markets further aided the growth of the sector.

India is also a prominent auto exporter and has strong export growth expectations for the near future. Overall automobile exports from India grew at 6.86 per cent CAGR between FY13-18. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the two wheeler and four wheeler market in the world by 2020.

Overall domestic automobiles sales increased at 7.01 per cent CAGR between FY13-18 with 24.97 million vehicles getting sold in FY18.

The auto industry is set to witness major changes in the form of electric vehicles (EVs), shared mobility, Bharat Stage-VI emission and safety norms. Electric cars in India are expected to get new green number plates and may also get free parking for three years along with toll waivers. Sales of electric two-wheelers are estimated to have crossed 55,000 vehicles in 2017-18. Premium motorbike sales in India crossed one million units in FY18.

[*Source: IBEF*]

Direct and indirect employment opportunities are created, for every vehicle produced, with employment of 13 persons for each truck, 6 persons for each car and 4 for each three-wheeler and one person for two-wheelers. The $93 billion automotive industry contributes 7.1% to India's GDP and almost 49% to the nation's manufacturing GDP (FY 2015-16).

The National Skill Development Council (NSDC) has forecasted the total direct employment in Automobile sector to be 1.5 Crore by 2022. The key growth drivers for India would be its emergence as a major manufacturing hub due to availability of cheap labour and favourable investing environment.

> "The biggest growth bottleneck may be in the area of human resources and good talent is critical for technology absorption, quality manufacturing, cost management and customer friendly practices."
>
> **Shinzo Nakanishi**
> *MD of Maruti Suzuki, (2011 Annual Report)*

More and more companies are looking at India as a manufacturing base and shifting their operations from Europe to India, and other south-east Asian countries. Many global auto majors and component manufacturers have manufacturing presence in India either through joint ventures or otherwise. These companies are focusing on exports as excise duty is comparatively lesser in complete knocked down (CKD) units. Availability of cheap skilled talent is cited as one of the major drivers for India's automobile sector giving 10% growth year on year. The same point is also often cited as the biggest problem in the automotive sector in India.

Kontempore recognizes that talent management will be of key importance to the continued success of the automotive industry. Towards this end, a large scale interactive process was conducted at AutoKontempore in November 2017. Some of the discussion points are given subsequently in the report.

> "The question is how do we make and keep this industry attractive to talent. Because only when talent is world class can the industry be world class."

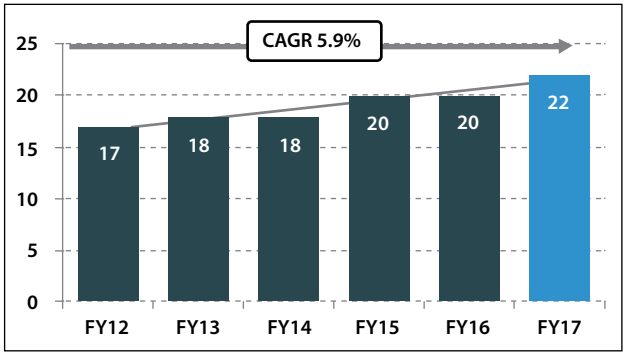
Mr. Gajendra Chandel
CHRO, Tata Motors and Kontempore Evangelist

> "In these two-three hours, you managed to capture everything into it, and get the essence of what is required, and everyone came out with what are the issues they are facing and what are the possible and the solutions that you can take."

Mr. Roy Joseph
Director HR and Works, MRF Tyres

Auto Industry Statistics

The automotive industry in India is one of the largest in the world with an annual production of 23.96 million vehicles in FY 2015–16, following a growth of 2.57 per cent over the last year. It includes two-wheelers, four-wheelers & three-wheelers which plays a crucial role in the growth of the Indian economy.



Sources: *Society of Indian Automobile Manufacturers (SIAM)*

Figure 1. ***Number of Automobiles Sold in India (in millions)***

The automobile industry accounts for 7.1 per cent of the country's gross domestic product (GDP). India is also a prominent auto exporter and has strong export growth expectations for the near future. It has emerged as Asia's fourth largest exporter of automobiles behind Japan, South Korea & Thailand. In FY 2014–15, automobile exports grew by 15 per cent over the last year. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the two-Wheeler and four-Wheeler market in the world by 2020.

(Source: India Brand Equity Foundation)

2.77% ➡ **4%** ➡ **7.1%**

(*Source: CSIR-NISTADS*)

Figure 2. ***Growth in GDP: 1992-Present***

> "Indian auto industry is growing, in coming 3-4 years manpower will be replaced by robots which has already started in Japan you can see a vast amount of automation and very less amount of people working in the huge plants."
>
> **Mr. S.Y. Siddqui**
> *Chief Mentor, Maruti Suzuki*

Employment

India is the largest tractor manufacturer, 2nd largest two-wheeler manufacturer, 2nd largest bus manufacturer, 5th largest heavy truck manufacturer, 6th largest car manufacturer and 8th largest commercial vehicle manufacturer. For every vehicle produced, direct and indirect employment opportunities are created with employment of 13 persons for each truck, 6 persons for each car and 4 for each three-wheeler and one person for two-wheelers.

According to the Automotive Mission Plan, it is estimated that the automotive industry would require the following:

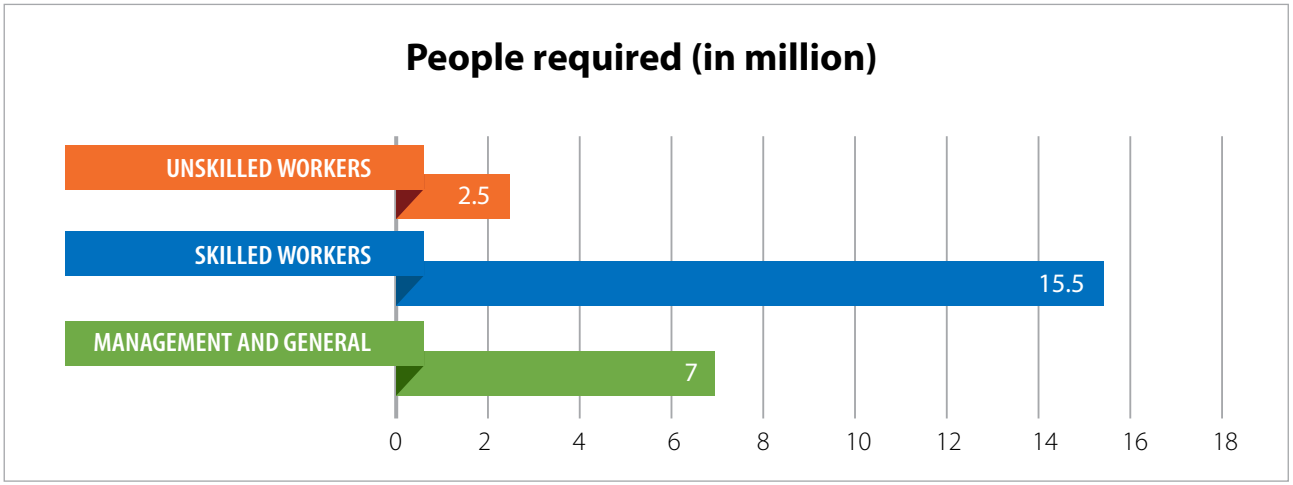
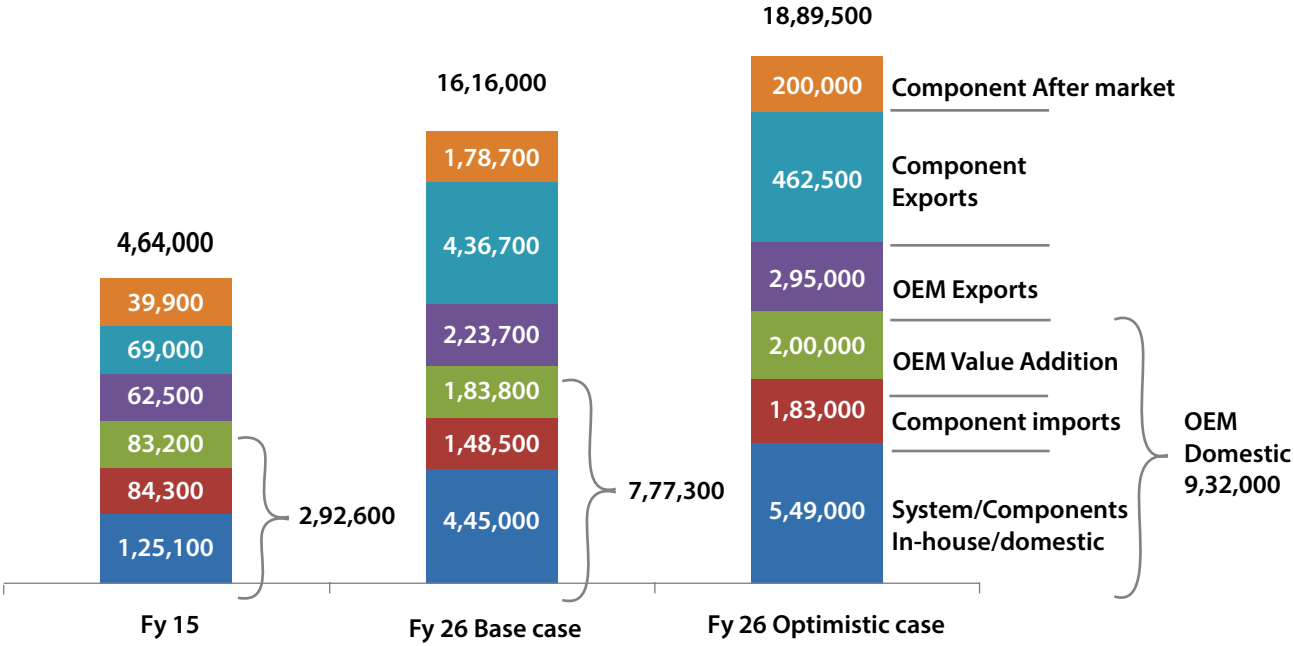


Figure 3. ***Manpower Requirement in the Automotive Industry***

Automotive Mission Plan 2026

The Automotive Mission Plan 2016-26 (AMP 2026) is the collective vision of Government of India (Government) and the Indian Automotive Industry on where the Vehicles, Auto components, and Tractor industries should reach over the next ten years in terms of size, contribution to India's development, global footprint, technological maturity, competitiveness, and institutional structure and capabilities. It also seeks to define the trajectory of evolution of the automotive ecosystem in India including the glide path of specific regulations and policies that govern research, design, technology, testing, manufacturing, import/export, sale, use, repair, and recycling of automotive vehicles, components and services.

AMP 2026 envisages that the Indian Automotive industry will grow 3.5-4 times in value from its current output of around 4,64,000 cr (circa 2015) to about 16,16,000 cr-18,88,500 cr by 2026 based on a base case with average GDP growth of 5.8% & an optimistic case with an average GDP growth of 7.5% during the period.



(Source: SIAM)

Figure 4. ***Indian Automotive Industry Growth***

> "Kontempore's session experience is fantastic, could see the entire industry together trying to solve a critical issue. It brought us to think in one line."
>
> **Mr. Pankaj Dubey**
> *CEO and Director, Eicher Polaris*

> "I think this is a format you can use for many other things, not just this. Kudos to KIIT and KISS for taking this forward and pioneering this. I think it's a fantastic approach and I am happy that I came and attended it today."
>
> **Mr. Roy Joseph**
> *Director HR and Works, MRF Tyres*

Future Trends

These are a few foreseen major future trends in the automotive market

01 Autonomous Automobiles

The government of India has said, as of July 2017, that they will ban driverless cars. However, with technology being created and upgraded, the industry has to prepare for such possibilities. More design engineers and AI professionals need to be inducted into the automotive sector.

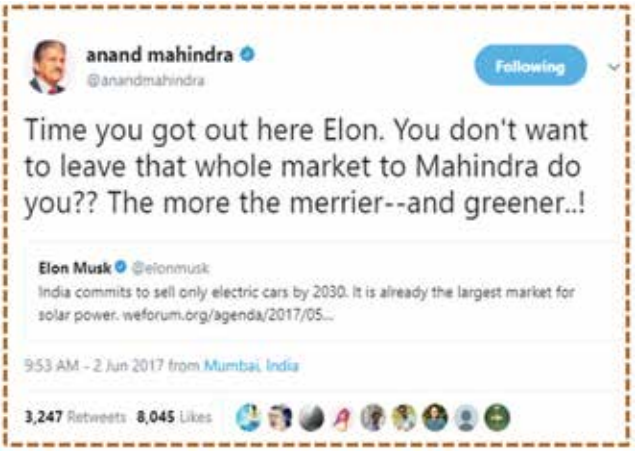
02 Connected Vehicles

IOT is here and real. We will be living in a connected world and our vehicles will be no different. Most vehicles, 2-wheeler, 3-wheeler, passenger or commercial vehicles are not connected. Shared mobility, connectedness, data driven services and feature upgrades will push up traditional car sales and after-market services market by up to 30 percent. This will mean creating a lot of highly skilled computer, electronics and IOT professionals with focus on the automotive sector. Indian talent in these domains is mostly migrating elsewhere. Right incentives and talent management needs to be done by the auto sector.

03 Electric Vehicles

India has committed to allow selling only electric vehicles by 2030. In just 12 more years, huge majority of cars sold today can't be sold.

Which means creating huge capabilities in making electric pipeline to be built.



04 Fuel Technology Disruption

Hybrid, Hydrogen, Electric, Fuel Cells and Bio-Fuel are all reality with today's technologies. There is distinct possibility of disruption happening with breakthrough in fuel cell or other technology.

05 Sharing Economy

There are two changes here – The consumers are going to share and the likes of Uber and Ola might become more dominant that private vehicle usage. The second change is that the players within the industry will now be playing within complex eco-systems and will compete and collaborate on multiple fronts. This will require companies to be ready with flexible organization structures and processes in place.

06 Procurement Changes and Future materials

The technological change will mean, the fundamental materials for the automotive industry will also undergo a huge change in the coming few years. Not only do companies need to invest in R&D for the same, they will need elaborate supply chains to ensure smooth production.

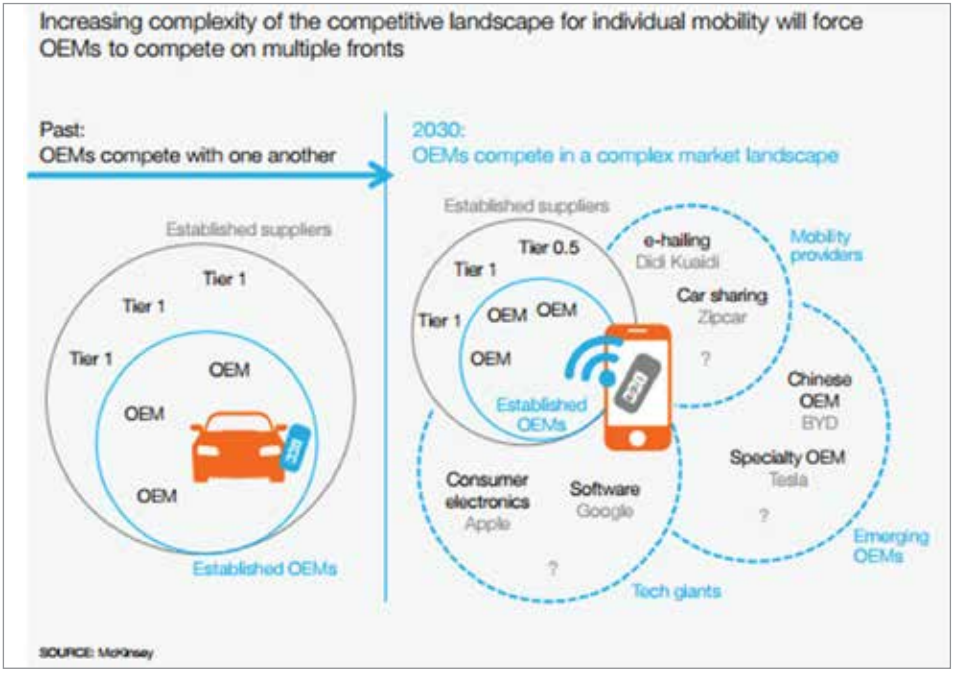


Figure 5. ***Multiple Front Competition by OEMS in the Future***

Auto Kontempore 2018

Auto Kontempore saw the who's who of the Indian Automotive and Auto Ancillary congregate to discuss the challenges facing the Indian Auto industry – both present and future. The Delhi event had industry leaders like SY Siddiqui *(Chief Mentor, Maruti)*, Rajiv Kapoor *(CHRO, UNO Minda Group)* and Pankaj Dubey *(CEO &Director, Eicher Polaris)*. The Pune event was proud to have Mr. Gajendra Chandel, *CHRO, Tata Motors* as the evangelist with stalwarts like Mr. Nalin Mehta *(Ex MD, Mahindra Trucks and Buses)*, Mr. Sanjay Sinha *(CEO, Tata Hendrickson)*, Mr. Suhas Kadlaskar *(Director HR, Mercedes)*, Mr. Vikas Thapa *(VP HR, Cummins)*, Mr. Santanu Ghoshal *(VP HR, Schaeffler)* and Mr. Sadashib Padhee *(VP HR & IT, Kirloskar Pneumatic Company Limited)*. The presence of these leaders, along with the stalwart participants, helped us view the challenges from the widest possible lens and look for potential solutions that are beyond the obvious, tried and tested ones.

Auto Kontempore treaded on territory where most industry events hesitate to go. Instead of having high-profile subject matter experts 'tell' their audience about the state of affairs and what needs to be done to improve, Auto Kontempore democratized the entire process where each participant was given the airtime for their voice to be heard and the opportunity to contribute to solution finding. This is no mean feat and was achieved through a Large-Scale Interactive Process (LSIP). It was a true crowd-sourcing of ideas. Instead of competing the entire industry leadership put their heads together to solve the issues facing the industry in the collaborative and creative process of the LSIP.

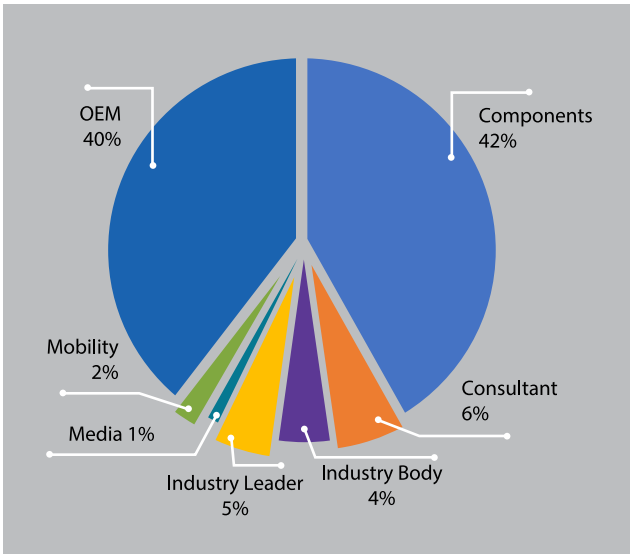


Figure 6. ***Composition of participants in AutoKontempore***

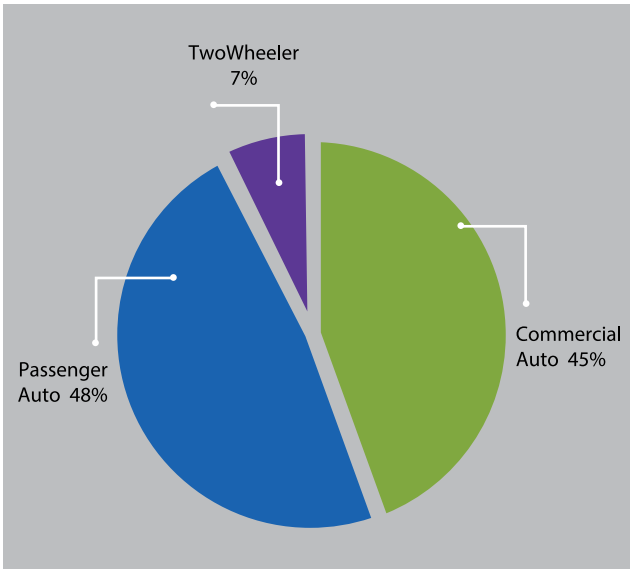
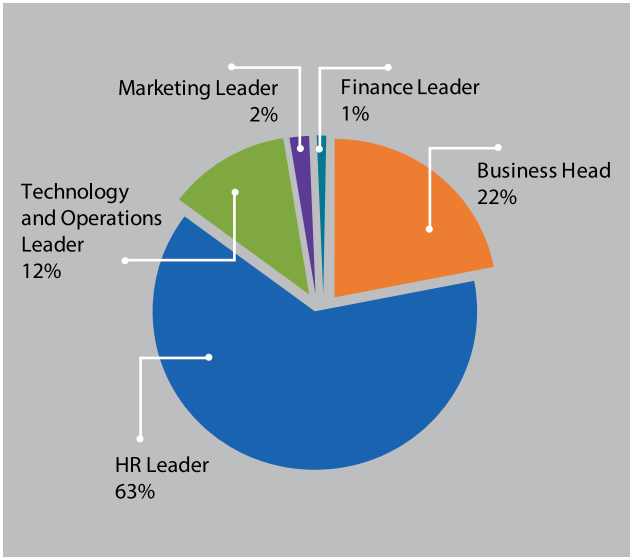


Figure 7. ***Composition of participants from OEM Companies***

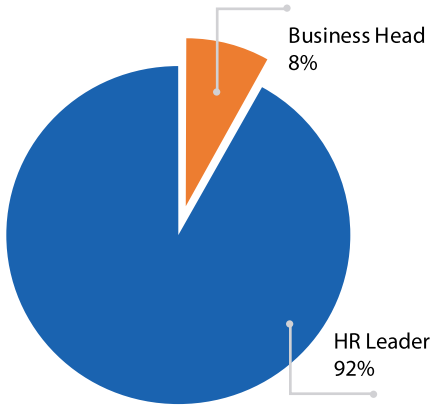

9070
9060

Composition of Business Leaders at Auto Kontempore Editions

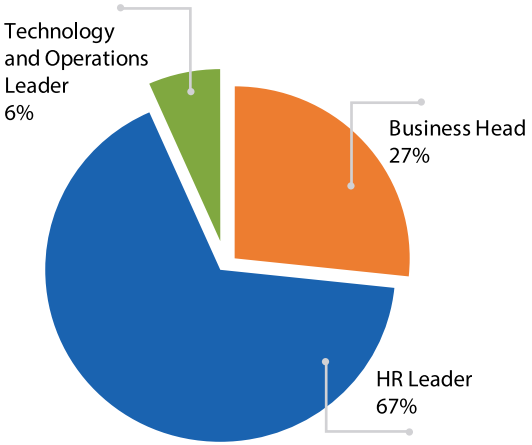
Auto Kontempore **All Editions**



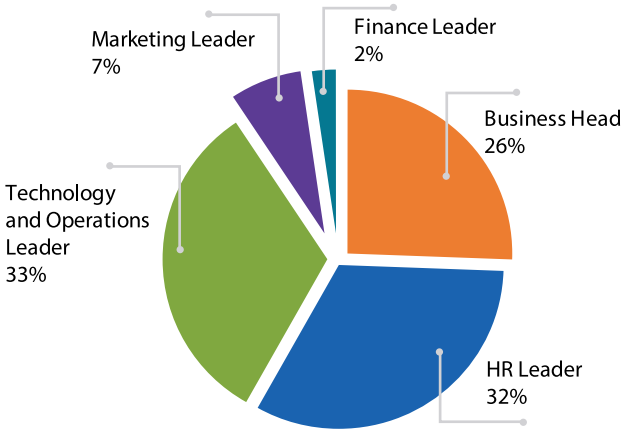
Auto Kontempore **Pune Edition**



Auto Kontempore **Gurgaon Edition**



Auto Kontempore **Chennai Edition**



Large Scale Interactive Process : Aim

Clarify the scale and nature of the skills issues facing the sector and working in groups towards co-creating a practical road map

Focus the response from employers and the skills system and converting the broad ideas into more specific and action-oriented plan

Providing insights to Govt. and Govt. bodies on talent side future and how the resource can be used in more optimized manner

Finally, stimulate and support industry ownership for its future success through commitment and investment in skills

In the Delhi edition of **Auto Kontempore**, participants were divided into six groups. Each of the group was further split into two sub-groups. This resulted in 12 groups of 6-8 people each. In the Pune edition, the participants were clubbed into 6 groups with around 10 industry leaders at each of the tables being led by a table leader. Each group, in each edition of Auto Kontempore, had a team leader who facilitated a 5-step discussion process by asking provoking questions, encouraging debate and keeping the discussion on track without influencing the opinion of the group.

STEP 01

The first step was individual activity where each participant had to think of 'Key Challenges facing Auto industry related to Talent', 'Impact of these challenges' and 'Suggestions to address these challenges'.

STEP 02

Subsequently, each table-group discussed and debated individual ideas and came up with 'Challenges' and 'Ideas to address these challenges' at the table- group level and displayed their table output on a flip chart.

STEP 03

As the next step, each table group moved around the room, stopping by at each table to learn about their work output. In the process asking questions for clarification and making suggestions for table-group to consider.

STEP 04

After the entire room had the opportunity to view each table-group's output, two adjacent groups were paired up to have a large-group discussion. This provided the six large-groups an opportunity to further sharpen their work output and finally come up with the Top 3 Challenges and associated mitigation strategies that the combined group thought to be most compelling. These 'Top 3' from each of the six large-groups were displayed on big flip chart boards for everyone to see.

STEP 05

The final step was a panel discussion among the team leaders of each large-group. There was subsequent opportunity for audience Q&A on this discussion that served as both clarification of the ideas and provided additional comments & suggestions.

This Highly Participative and Iterative Process yielded the following output:

AutoKontempore – Delhi Edition

AREA	CURRENT CHALLENGES	IDEAS FOR ACTION
Skill/ Capability	o Most Fresh graduates are not readily employable; they need extensive training before they can be independently deployed on live jobs. Syllabus is too theoretical and outdated. o Lack of skilling opportunities for experienced professionals, resulting in slow adoption of new processes, technology and tools. This has severe and long-term ramifications on Indian Auto sector. o Deep domain expertise is scarce especially in the Auto ancillary sector	o Career paths for domain experts, culture of trust/values, mentoring for new joinees. o Industry experts to teach the students. o Revamp whole technical education system by including Industry academic interface, curriculum development, joint programmes, industry becoming faculty, compulsory internships. o Redesign Vocational Education System to include awareness on Sustainable Energy long-term internships, understanding entire Automobile Value Chain. Emphasise on Market Led Training and Certification Courses, focus on problem solving Skills o Advocate for setting up of an Apex body with representation from Government, Academia (Public & Pvt.) and Industry (e.g. SIAM, CII) to review current curriculum

AREA	CURRENT CHALLENGES	IDEAS FOR ACTION
Infrastructure/ Eco-system	o Geographical mismatch between point of availability of Talent (supply) vs Where Talent is required (demand) o Infrastructure (regulatory, policy etc.) lags behind fast-paced changes like market shifts, technology leaps etc. o Lack of world-class training infrastructure. Only a handful of companies have it	o Create industrial clusters that are scattered and de-centralised, with affordable housing, excellent schooling (e.g. Kendriya Vidyalaya), for industrial population o Discuss and convince companies with ace training facilities to allow it to be used by other companies. Big companies that have mature training and skilling facilities to offer their help to smaller / less mature companies
Brain-drain to other industries	o Reluctance to join the manufacturing industry as its not considered to be financially at par with other industries needing similar basic skill sets. o Significantly low wages in auto sector forces talent with portable skills to IT sector / consulting etc. o Most companies lack well articulated, structured career growth trajectories	o Creation of Automotive townships with affordable housing and schooling will help address this to some extent o Talent management, career planning process for all levels, R&R, job enrichment, a well model/approach, managing & introducing contractual, show a path addressing aspirations

AREA	CURRENT CHALLENGES	IDEAS FOR ACTION
Leadership & Work Culture	o Overarching work culture is relatively slow and complacent; this prevents these organizations to quickly pivot in response to changes in the market/ regulation / customer need. o Weak Leadership pipeline o Inability of leaders to deal with performance issues and drive the organization towards required transformation	o Induct International experts to create deep domain expertise, changing mindsets around embracing new systems, technology, processes to manage rapid changes relative to market / regulation /customer need o Heavily invest in leadership development esp. at middle management levels

"Kontempore made us to think various people aspects and the outputs which have come out will have a great impact in the industry."

Mr. Romesh Kaul
V P Projects - MSAT Sector, Mahindra and Mahindra

"Thanks to KIIT for bringing the top leaders of the industry together. It has been a great learning for me as well."

Mr. Gajendra Chandel
CHRO, Tata Motors and Kontempore Evangelist

AREA	CHALLENGES FACED
Skill and Capacity Building	1. Inadequate Educational Standards o Quality of Knowledge among graduates o Quality of Skills among graduates o Gap between theoretical and practical knowledge o Industry Academia Gap and lack of interface o Availability of basic engineering skills o Lack of Communication o Curricular inadequacies and datedness o Poor infrastructure 2. Scarce Future Ready Leadership Talent o No talent strategy for creating right skills o Lack of communication o Lack of managerial talent and skill at entry level o Leadership pipeline not built 3. Scarce HR talent o Scale of management needed to manage the large workforces and IR issues is not present o Non-Performance o Ability to influence Supplier HR system doesn't exist 4. Non-Availability of Domain Experts 5. Role and involvement of Government 6. Training and Retraining requirements
Compensation and Benefits	o Lower salaries than other technology jobs o Compensation issues can cripple the organization o IR problems arising out of Compensation and benefits issues

AREA	CHALLENGES FACED
Work Culture and Systems	o Local sensitivities and locational challenges o Commitment and Interest in Job profile o Lack of concern for customers o Employee Engagement o Ethics and Honesty o Lack of Job clarity and Job purpose o Lack of empathy in leadership o Complacency and low productivity at work o Lack of Emotional Connect
Attrition and Retention	o Ease of leaving and joining o Talented manpower doesn't want to relocate to remote location o Cultural fitment o Reluctance to join and remain in Manufacturing industry o Contractual labour uncertainties
Technology	o Rapid change in technology o Create digitised automobile Eco-system o Automation Adoption
Miscellaneous	o Global Competition o Lack of Coordinated Digitised Eco-System o Automation leading to job loss

"In near future Auto equipment industries are going to face huge challenge in acquiring and retaining the talent if they will not transform their HR organisation."

Mr. S.Y. Siddqui
Chief Mentor, Maruti Suzuki

AutoKontempore – Pune Edition

CHALLENGES	IDEAS TO SOLVE
Output from education institutes not aligned with industry requirement	o Systematic, robust internship programs to be created by Institutes and Industry o More Meaningful engagement of industry and academia o Seamless flow of professionals on sabbaticals from industry to academia and vice-versa o Dual Education System o Collaboration between IT industry and Auto Industry o Involve IITs as thought leaders
Radical and Rapid Technology Changes	o Reskilling with tie-ups with institutes o Futuristic organization structure and roles with planning for transitions o Cloud based sourcing of talent
Shortage of Talent	o Cross-functional fungibility o Inclusive workforce mindset and manager sensitization o Cloud based sourcing of talent o Creation of an industry specific nodal talent body to influence policy making, provide training and skilling o Manage flexi working

CHALLENGES	*IDEAS TO SOLVE*
Skills for Future o New Technologies o IOT / Manufacturing 4.0 o AI o Electrical / Mechatronics	Industry Academia collaboration o Mentoring by industry o Faculty Exchange with industry o Co-created courses o Vestibule Training o Vertical Integration Industry Specific Institutions
Cultural Fit o New Age / Vintage o Indian and Multinational o Multi-tasking / Compliance Job Role	o Create a strong Learning Culture o Mass Upskilling o Integrate Learning with PMS o Agreement with Unions to incorporate learning o Reinvent the working structure – Modular project based organization design
Compliance	Influence the government to introduce flexible and cost effective workforce management practices and change labour laws
Engagement and Retention	o Redesign the Organisation o Use of Reward and Recognitions o Work culture that fosters innovation, creative and flexibility

CHALLENGES	*IDEAS TO SOLVE*
Changing Demographics o Career Aspirations o Company Ecosystem o Diversity o Engagement of multi-generation talent	o Empowerment / Engagement o Technology focussed skill program o Agile and inclusive policy framework o Customized HR environment
Imbibing customer needs across busi-nesses	o Design Thinking o Cross-Rotation of People in functions o Analytics Usage
Talent Productivity	Objective Performance Definition and Evaluation

"Topic was very relevant and apt. Thank you for bringing so many people together. It's going to make a huge difference. It reignited my thought process. At the end of the day, it's the people who make the difference."

Mr. Vikas Thapa
Vice President - HR, Cummins

"In this short duration we could come up with a lot of very interesting, out of the box, actionable ideas…We look forward to creating a sustainable future. Thanks, Kontempore for helping us do this."

Dr. Shankar Venugopal
VP - Technology Innovation, Mahindra and Mahindra

AutoKontempore – Chennai Edition

CHALLENGES	IDEAS TO SOLVE
Education and Skill Shortages o Basic Communication Skill o Problem Solving Skills o Critical Thinking Skills o Application Oriented Syllabi o Responsive to Industry needs o Teaching Contemporary Skills	o Co-Creation of syllabus with institutes o Industry Projects o Online Certification courses o E-Learning with reward o Tailor-made 1-year advanced program funded by student and guaranteed by the industry o Companies have to set aside time and resources for providing education and expertise to enhance employability through but not limited to the National Employability Enhancement Mission o Research and collaborative articles between industry and academia
Retention of Talent	o Retention Bonus o Rewards and Recognition programs o Structured retention for fast tracked employees o Rewards for subject matter experts o Well-articulate career road map with chievable goals, rewards and growth to be published from the joining period and to be reinforced periodically

CHALLENGES	IDEAS TO SOLVE
Talent Development o Development of multiple skills o Rewards and Recognition (Role models and Values)	o Continuing education courses o EDPs o Short term assignments o Job rotation o Multi-location experience for promotions o Rewards for values and not performance only o Set Learning and development Goals, track and recognize o Brainstorm on the industry changes and impact on talent requirement and develop talent accordingly
Collaboration o Academic + Industry + Government	o Closer liaison between the three o Creation of a neutral hub for seamless interaction in special sectoral hubs
Technology o Transition from IC Engine based vehicles to Electric Vehicle and Autonomous Vehicles	o Tech ladder – encourage tech career paths o CDIO – Concept + Design + Implement + Operationalize o Profile to have both breadth and depth
Gig Economy	o Better planning for job requirements o Companies need to create platform to give more short-term employment

CHALLENGES	IDEAS TO SOLVE
Mobility	o Location driven compensation
De-skill and talent transfer	o Robust process driven approach
Talent Management	o Leadership Development
Talent Succession and Backup	o Future leadership programs o Talent Pipeline – both internal and external o Clear progression roadmap development
Employee Engagement	o Team Rewards and Recognition o Tell me / Show me / Teach me / Reward me
Attitude and Expectations of Employees	o Millennial Training Programs o Soft Skill Training Programs o Millennial diffusion workshops

A Model for Talent Management

A generic model for talent management which was mapped by the Kontempore team based on the deliberations has given below. The talent management process starts before the talent is hired by the organization as an employee. It starts with the candidate being unskilled and entering an educational institute for education and training. Within the organization the employee joins at an entry level and goes through various on-the-job trainings and Learning and Development interventions.

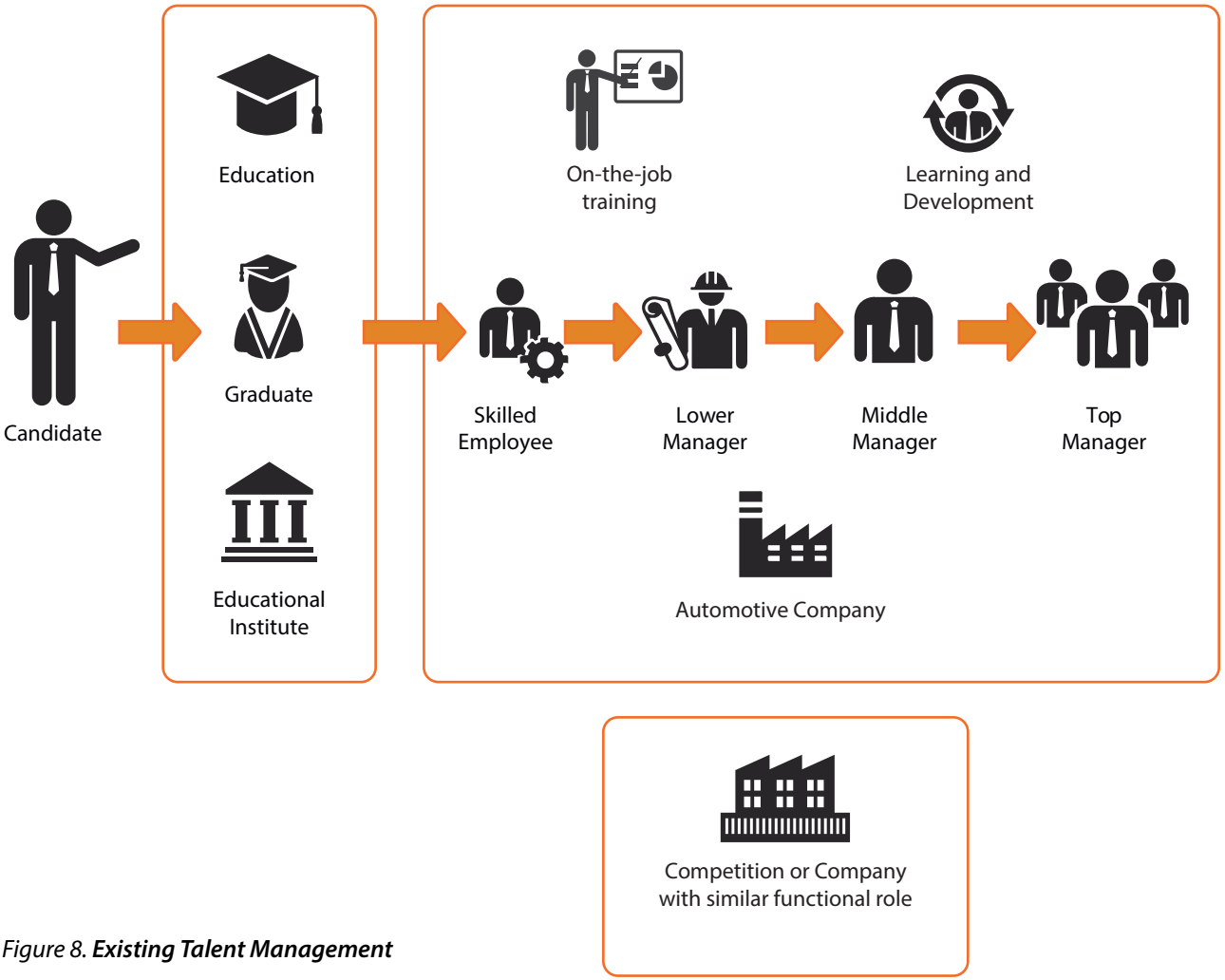


Figure 8. ***Existing Talent Management***

Possible Interventions

The following gaps can be addressed to make the entire talent management process much better.

BEFORE ENTERING THE INDUSTRY

Gap 01 **Company Expectation / Requirement to Candidate Understanding Gap**

The candidates entering various education institutes may have a skewed understanding of the realities and requirements in the industry.

Gap 02 **Curriculum and Program Design Gap**

Curricula and Programs in most institutes are outdated or out of sync with industry requirements.

Gap 03 **On the Job Training Gap during Education**

Either the internship and OJT are inadequate or absent in most cases.

Gap 04 **Skill evaluation and assurance Gap**

There is no job readiness even after getting certification, diploma, and degrees

Gap 05 **Industry Academic Gap**

The gap in adoption of new methodology and being updated with practice

WITHIN THE INDUSTRY

Gap 06 **Career Planning and Progression Paths Gap in the Organization**

Most organizations in the sector don't have a robust career planning in place. Even in large organizations where it is present implementation leaves a lot be desired.

Gap 07 **Learning and Development Gap**

A structured L&D program is required for talent management

Gap 08 **Design and Effectiveness of L&D Program Gap**

L&D Program might be present but inadequate or otherwise ineffective

Gap 09 **Leadership Empathy Gap**

Leadership doesn't understand employees' requirements and what impacts them

Gap 10 **Intra Industry Interaction Gap**

Industry players don't interact in an organised and planned fashion.

> "We need skill development at all levels and vocational training majorly from school level to create more employable workforce."
>
> **Mr. R C Jain**
> Industry Leaders

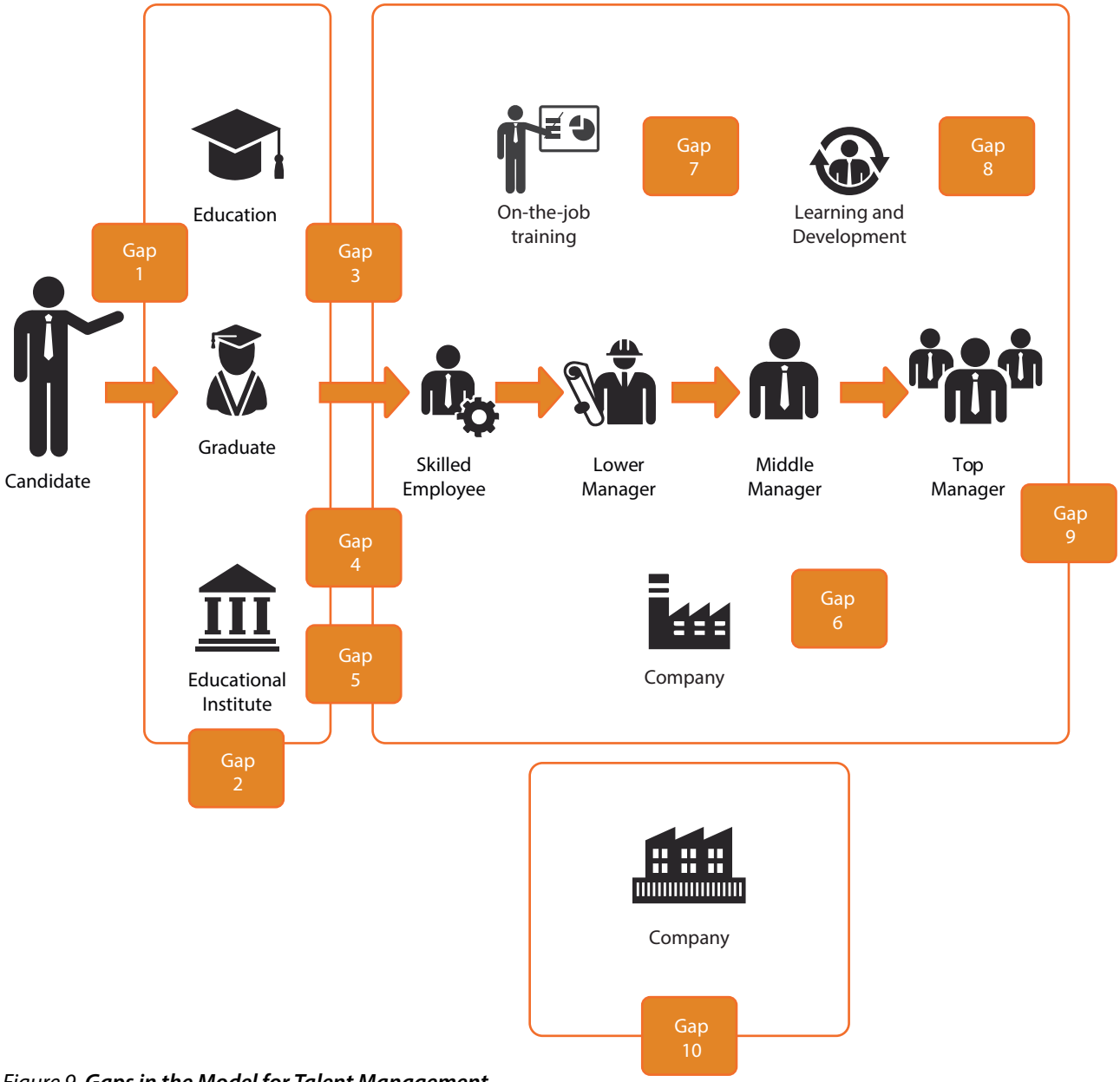


Figure 9. ***Gaps in the Model for Talent Management***

Towards a Solution

First of all, the structural problems in the present model need to be removed. All silos have to be done away with and replaced by permeable membranes for osmotic and continuous learning on both sides.

Following possibilities have been identified

- Candidate education to be done jointly by academia and industry to ensure wholesome understanding and expectations from a career in the auto industry.
- Joint Programs, Co-Developed Courses and Co-Delivered Courses – Identified industry players will help identified academic institutes develop courses, curricula and programs and help them deliver these program by supplying industry experts to train the next workforce.
- OJT during education to be seamlessly tied with industry to make the workforce job ready.
- Skill evaluation can be done by the industry in partnership to help assure certain quality of entry level workforce
- Infrastructure and Capacity building at identified institutes to run L&D Programs for the industry. This will help two-way osmosis of knowledge between Industry and academic institutions.
- Learning and Development Programs at individual companies can be developed with the help academic institutes and talent management partners.
- Regular refresher trainings planned as a part of L&D Plan.
- Design standards for L&D programs for the industry to be evolved by discussions within the industry. Kontempore will keep facilitating such interactions.
- Leadership programs to help leadership empathise with issues of talent management better. Objective standards to be created for employee engagement by Leadership.
- More Intra Industry interaction forums and more Industry academia forums to be created and evolved.

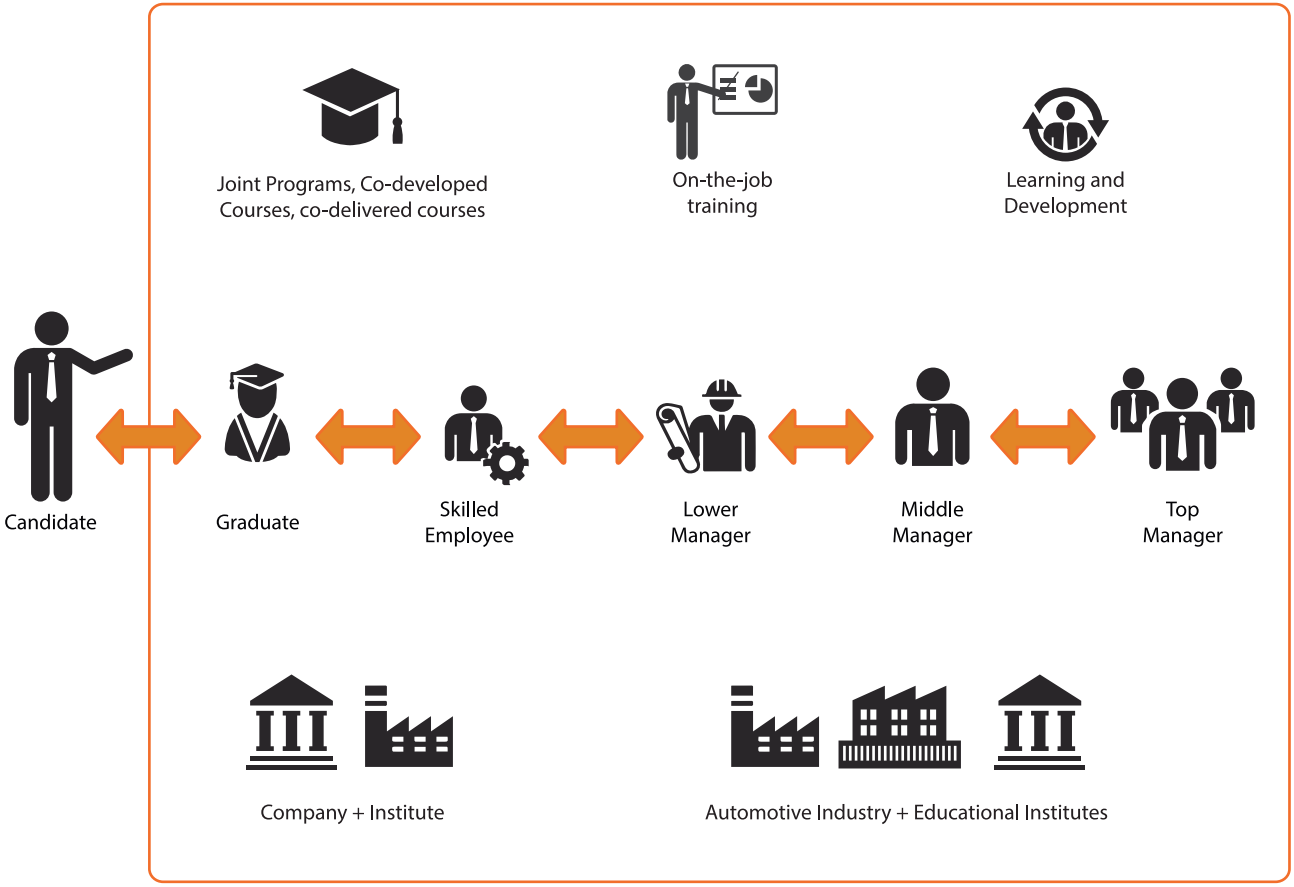


Figure 10. ***Suggested Model for Talent Management***

> "We need to create auto eco-system for digitization, that's the future and mobility will become shared mobility, which has started to happen."
>
> **Mr. R C Jain**
> *Industry Leader*

Conclusion

The talent challenges faced by the automotive industry are imminent and require swift attention and action to enable the industry to grow at its potential and become the growth engine for the Indian economy. The challenges and suggested solutions are in an initial stage. It requires active participation from the industry, particularly the leadership companies, in both automobile as well as components industry.

The suggestions need to be worked upon jointly by the industry, the talent supply community, government agencies and the major education players for the industry and create a definite action plan.

Roll out of the plan should be done with all these stakeholders in sync and solidly behind the plan. Kontempore believes that this paradigm shift in looking at talent will help make the automotive industry India at par with the rest of the world. Kontempore will keep driving and supporting such change using relevant and insightful discussions.

> The democratization of the process made possible where every body participated and could put their thoughts and views in front of the group and actionable which came in were very surprising because an age-old industry also has quite the similar talent challenges.
>
> **Mr. Sukanta Dey**
> *Associate Editor, Business India*

> I was delighted to see the work KIIT is doing with Kontempore. A lot of HR heads from Pune admire the different initiatives by the group.
>
> Kontempore has been quite a good event for the HR fraternity and we wish Kontempore visits Pune time and again.
>
> **Mr. Sadashib Padhee**
> *Vice President - HR&IT Kirloskar Pneumatic Company Limited*

Participating Organizations – Delhi Edition

Participating Organizations – Pune Edition

KALYANI BHARAT FORGE
Cummins
EMERSON
FORBES MARSHALL
GARWARE WALL ROPES
GULF ADVANTAGE AUTO
JOHN DEERE
KIRLOSKAR PNEUMATIC COMPANY LIMITED
KSPG Automotive
Mahindra
MAN
Mercedes-Benz
SPARK MINDA Foundation
PREMIUM
Volkswagen
SEW EURODRIVE
TATA TOYO
TATA MOTORS
SCHAEFFLER
TATA CONSULTING ENGINEERS LIMITED
شركة أفضلية الخليج للسيارات ش.م.م
Gulf Advantage Automobiles LLC

> What I like about the Kontempore, is that they are mixing contemporary topics with relevance. Something which is unique. This will help the industry look at tis needs. Kontempore has done a very good job in bringing these relevant topics and engaging the right people in getting their perspectives.
>
> **Mr. Santanu Ghoshal**
> *Vice President – HR, Schaeffler*

Participating Organizations – Chennai Edition

WABCO
ALKRAFT SPIRIT OF CHALLENGE
amco
ASHLEY ALTEAMS
Sri Balaji
Chola Enter a better life
HINDUJA LEYLAND FINANCE
ISUZU
JAI Jamna Auto Industries Ltd.
JK TYRE
KUSAKABE
LARSEN & TOUBRO LIMITED
Mahindra Rise.
MM Forgings forging ahead ...
Motherson Sumi Systems Limited
MRF
Natesan Synchrocones Private Limited
PRABHA AUTO
PRAKASH TECHNO PLAST
Prodapt
RAMCO GROUP
Rane TRW
Rane Expanding Horizons
Mando
SANKAR GASKETS
SUNDARAM FINANCE Enduring values. New age thinking.
Surin Automotive Pvt. Ltd.
TOSHIBA MACHINE Best Partner of Leading Industries
TEL TURBO ENERGY
Lucas-TVS Ltd

List of Participants

PARTICIPANT NAME	COMPANY NAME
Ms. Ecktta	ACMA
Mr. Rajat Puri	ACMA
Mr. Prashant Choudhry	AHRESTY INDIA
Ms. Pooja Malik	Anand Group
Ms. Charu Sharma	Asahi Glass
Ms. Anchal Nijhawan	Asahi Glass
Mr. Nikunj Sanghi	Automotive Skill Development Council
Mr. Virendra Mann	BELLSONICA
Mr. Arun Jain	Bestkoki
Mr. Abhijeet Shah	Bharat Forge
Mr. Mangesh Kulkarni	Bharat Forge
Ms. Aparna Dhingra	BMW India
Mr. Bhupendra Yadav	Bosch Chassis
Mr. Sukant Dey	Business India
Mr. Rattan Yadav	CAPARO MARUTI
Ms. Lopamudra Banerjee	Carrier Group
Mr. Ritesh Joshi	Cummins

PARTICIPANT NAME	COMPANY NAME
Mr. Vikas Thapa	Cummins
Mr. Arindam Chakraborty	Eicher Polaris
Mr. Pankaj Dubey	Eicher Polaris
Ms. Hemangi Dhokte	Emerson Automation Solution
Mr. Makrand Deshpande	Endurance Technologies
Mr. Praveen Sinha	Escorts
Mr. Rajneesh Bawa	Ex CNH
Mr. V.P Singh	Ex Escorts
Mr. Sameer Kukade	Ex- Lear Corporation
Mr. Nalin Mehta	Ex - Mahindra Navistar Automotives
Mr. Prashant Srivastava	Ex- Reliance ADAG
Mr. Shyamal Gupta	Ex- Timken
Mr. Nishant Gaharwar	Ex Uber
Mr. Harjote Singh	Fastners Association
Mr. P Sudhakar	Fiat India
Mr. Sachin Narkhe	Forbes Marshall
Mr. Ashish Nagpurkar	Garware-Wall Ropes
Mr. Pritpal Singh Kular	General Motors India

PARTICIPANT NAME	COMPANY NAME
Mr. Debdut Bagchi	Gulf Advantage Auto
Mr. Rattan Aggarwal	Hero MotoCorp
Mr. Mohit Bhola	Honda Motorcycle & Scooter India
Mr. Sunil Kulhari	Honda Motorcycle & Scooter India
Mr. Sudhir Shrivastwa	Hyundai Motor India
Mr. Ragiv Jalan	Hyundai Motor India
Mr. Rakesh Jinsi	Industry Leaders
Mr. Rakesh Kalra	Industry Leaders
Mr. P. K. Kapse	Industry Leader
Mr. R. C. Jain	Industry Leader
Mr. R. S. Dabas	JBM
Mr. Rajiv Sahdev	JBM
Mr. Pritpal Khurana	JBM
Mr. Sunil More	JCB
Ms. Shobha Pandey	John Deere
Mr. Ganesh Iyer	JTEKT SONA
Mr. Rakesh Kumar Bhati	JTEKT SONA
Mr. Sadashib Padhee	Kirloskar

PARTICIPANT NAME	COMPANY NAME
Mr. Vikram Mhaske	KSPG Automotive India
Mr. Bhanu Prakash	Lakshmi Precision Screw
Ms. Ibha Lal	LUMAX INDUSTRIES
Ms. Neetu Prabhakar	M&M Mohali
Mr. Ashish Shukla	MAGNETI MARELLI
Mr. Mahesh Karandikar	Mahindra
Ms. Seema Bangia	Mahindra & Mahindra
Mr. Romesh Kaul	Mahindra & Mahindra
Mr. Girish Shende	Man Trucks
Mr. Alokk Bhattacharji	Mark Exhaust
Mr. S. Y. Siddiqui	Maruti
Mr. Manoj Jaiswal	Maruti
Mr. Suhas Kadlaskar	Mercedes
Mr. Pravesh Kumar	Minda furukawa
Mr. Kalyan Pawar	Minda Management Services
Mr. Dhananjay Singh	NHRD
Mr. Parangat Ranjan	OLA cabs
Mr. Saboor Sirwal	OLA cabs

PARTICIPANT NAME	COMPANY NAME
Mr. Jatinder Singh	PHDCCI
Mr. Niraj Barethiya	Premium Transmission
Mr. Sandeep Bist	RACL Geartech
Ms. Prabha Mehra	RACL Geartech
Mr. Gaurav Jain	Roop Automotive
Mr. Arvind Kr Chourasia	Roop Automotive
Mr. Satyajeet Singh	Roop Automotive
Mr. Jagbir Dhull	Roop Automotive
Mr. D. K. Mehta	Roop POLYMER
Mr. S. N. Ahmed	SABOHEMA Automotive
Mr. Virender Bainsla	SABOHEMA Automotive
Mr. Mayur Dharmadhikari	SEW Eurodrive
Mr. Santanu Ghoshal	Schaeffler
Mr. Sandeep Yadav	Spark Minda Group
Mr. Sandeep Malik	Spark Minda Group
Mr. Mrinal Mandal	Spark MindaGroup
Mr. Gajendra Kr Dhoundiyal	Spark Minda Group
Mr. Varinder Ku Verma	Suzuki Motorcycle India

PARTICIPANT NAME	COMPANY NAME
Mr. Kanchan Kumar Biswas	TACO
Mr. Pawan Tyagi	TACO
Mr. Sanjay Sinha	Tata AutoComp Hendrickson
Ms. Anuradha Das	Tata Motors
Mr. R. Srinivasan	Tata Motors
Mr. Ramesh Iyer	Tata Motors
Mr. Ravi Kulkarni	Tata Motors
Mr. Shitesh Yuvraj	Tata Motors
Mr. Sudanshu Misra	Tata Motors
Mr. V. Suresh	Tata Motors
Mr. Sanjay Verma	Tata Motors
Mr. Sarfaraj Maner	Tata Motors
Mr. Gajendra Chandel	TATA Motors
Mr. Gaurav Jhala	TATA Motors
Mr. Tarun Pradhan	TATA Motors
Mr. Ananth Ramakrishnan	Tata Toyo Radiators
Mr. Mayuresh Bapat	TCE Consulting
Mr. Satya Narayan Sahu	TECHNICO

PARTICIPANT NAME	*COMPANY NAME*
Mr. Rupesh Eugene	TECHNICO
Mr. M.V.S Giri Rao	TRIM INDIA
Mr. Rajiv Kapoor	UNO Minda Group
Ms. Annu Sethi	UNO Minda Group
Mr. Shikhar Singh Sengar	UNO Minda Group
Ms. Manasi Das	Vikas Group
Mr. Kamlakar Takavale	Volkswagen
Mr. A. Selvavinayagaraja	Rane Group
Mr. Aman Sharma	VF Chola, Murugappa
Mr. Bikram Beura	Toshiba Machines
Mr. Bikram Nayak	LnT ECC
Mr. BJ Dayaram	ISUZU
Mr. Chandrashkhar R	VF Chola, Murugappa
Dr. Shankar Venugopal	Mahindra & Mahindra
Mr. DuraiarasanG	Ashley Alteams
Mr. Joseph Roy	MRF Tyres
Mr. K Raghavan	Sankar Gasket
Mr. K Srinivasn	MM Forgings

PARTICIPANT NAME	*COMPANY NAME*
Mr. K. Subramanian	TVS Lucas Ltd
Mr. KA Unni Nayar	JK Tyres
Mr. Kailash P	Toshiba Machines
Mr. Kishore S	Alkraft
Mr. KS Bhullar	Jamna Auto
Mr. L Jeyaprakash	Kusakabe
Mr. Manikandan M	Ashley Alteams
Mr. Manivanan A	Alkraft
Mr. Mohan M	Rane TRW Steerings
Mr. Padmanav Bhat	Toshiba Machines
Mr. Prabhu Nambiappan	Ramco Group
Mr. Prakash M. Valecha	Prakash Technoplast
Mr. R Prabakaran	Rane Group
Mr. R Srinivasan	WABCO
Mr. Rabindra Kundu	VF Chola, Murugappa
Mr. Rajesh Venkat	Sundaram Finance
Mr. Rakesh Ranjan	Motherson Sumi
Mr. Ramachandra S	AMCO Battery

PARTICIPANT NAME	*COMPANY NAME*
Mr. S. Velu	Lucas TVS
Mr. Sachin Pillai	Hinduja Leylandfinance
Mr. Sai Suryanarayan	Surin Auto
Mr. Sandeep Mishra	Prodapt
Mr. Sashi Kumar	WABCO
Mr. Satish Kannan	Lucas TVS
Mr. Senthil Kumar	Turbo Energy
Ms. Shubha Kumar	Natesan
Mr. Thanigainathan	Alkraft
Mr. V. Ramasubramanian	Rane Group
Mr. Vellaichamy Lenin	Sribalaji Castings
Mr. Vignesh	ISUZU
Mr. Vinod Kubher	Prabha Auto
Mr. Yogendra	Mando Automotive
Dr. Anil Bajpai	Kontempore
Mr. Naveen Coomar	Good People Relations
Prof. Kumar Mohanty	KIIT Deemed University
Ms. Archana Mishra	KIIT Deemed University

Team Auto Kontempore

KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY

Deemed to be University U/S 3 of UGC Act, 1956

Dr. **Kumar Mohanty**
Marketing Area, Director- Corporate Relations
KIIT Deemed to be University

Dr. **Saranjit Singh**
Mechanical Engg. Director- Industry Engagements
KIIT Deemed to be University

Prof. **Surya Narayan Mishra**
Marketing Area, KIIT School of Management

Ms. **Krithika Koul**
COO, Kontempore

Mr. **Rajan Pradhan**
Event Management Team, KIIT School of Management

Mr. **Mrutyunjay Ray**
Event Management Team, KIIT School of Management

Advisory Team

Mr. **Samir Panda**
MR, KIIT & KISS

Dr. **Anil Bajpai**
Director, KIIT School of Management

Mr. **Sanjay Muthal**
ED, Insist Management Search

Mr. **Bimal Rath**
Founder, Talent Triathalon

Mr. **Amal Das**
MD, Good People Consulting

Mr. **K. Sudarshan**
EMA Partners

Dr. **G.P Rao**
GPR Consulting

Talent Triathlon
A Think Talent Venture

Mr. **Bhabani Mohanty**
Management Team Member

Ms. **Debashree Nanda**
Marketing Team

Ms. **Shaila Patnaik**
Content Team

For more details visit
www.kontempore.com

NOTES

NOTES

Thank You for being a part of

#AutoKontempore

Content By:

KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY
Deemed to be University U/S 3 of the UGC Act, 1956
SCHOOL OF MANAGEMENT

Talent Triathlon
A Think Talent Venture

We Support:

KISS
KALINGA INSTITUTE OF SOCIAL SCIENCES
A HOME FOR 27000 INDIGENOUS CHILDREN

KISS - A Home for 37,000 tribal children (27,000 existing Students and 10,000 graduated)

kontempore

1006, 10th Floor, Atrium - II
Courtyard Marriott Hotel Compound, Andheri Kurla Road
Chakala, Andheri East, Mumbai - 400093
+91 90046 93905 events@kontempore.com
www.kontempore.com