

Employer Branding: A Case of Infosys

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ABSTRACT : *Employer Branding is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that the organization is offering. It communicates the company's culture and values and helps to ensure employees are passionate about. And fit in with, the organizational culture to help to move the company forward. Infosys Technologies, leading software company based in India, has been voted the best employer in the country in many HR surveys in the recent years. Infosys has been awarded as the Best Employer's awards 8 times during years 2001 to 2010. (Business Today Survey, 2010). Fortune Magazine identified Infosys among the top companies that "Inspire, Nurture and empower a new generation of global leaders." The company is well known for its employee friendly HR practices. The case study is centres around the Employer Branding practices which Infosys Technologies has implemented.*

KEY WORDS: *Employer Branding, Brand Communication Strategies, Marketing Communication Strategies, Internal Branding, External Branding, Infosys Technologies*

EMPLOYER BRANDING @ INFOSYS LIMITED

Overview	Infosys Limited (NASDAQ: INFY) was started in 1981 by seven people with US\$ 250 capital. Infosys is a global leader in the "next generation" of IT and consulting. Infosys today has offices in 32 countries, and several software development and training centers in India.
Business Structure	Infosys defines designs and delivers technology-enabled business solutions for Global 2000 companies. Infosys has a global footprint with 64 offices and 65 development centers in US, India, China, Australia, Japan, Middle East, UK, Germany, France, Switzerland, Netherlands, Poland, Canada and many other countries. Infosys also provides a complete range of services by leveraging their domain and business expertise and strategic alliances with leading technology providers. Infosys is offering Business and technology consulting, Application Services, Systems Integration, Product Engineering, Custom software development, Maintenance, Re-engineering, Independent testing and validation services, IT Infrastructure Services and Business Process Outsourcing. Infosys pioneered the Global Delivery Model (GDM), which emerged as a disruptive force in the industry leading to the rise of offshore outsourcing. The GDM is based on the principle of taking work to the location where the best talent is available, where it makes the best economic sense, with the least amount of acceptable risk.

Market Capitalization	USD 25.9 billion
Revenue	USD 7,075 million (LTM March 31, 2012)
Net Income	USD 1,748 million (LTM March 31, 2012)
Workforce Strength	1, 51,151 Employees (As on March 31, 2012)
Company Detail	Infosys Limited Head Office Plot No. 44 & 97A Electronics City Hosur Road Bangalore 560 100 Karnataka, India
Website	www.infosys.com

CORE COMPETENCIES OF INFOSYS

The company is based in India so its competitive advantage is enhanced. The Indian economy, despite weak economic indicators such as relatively high rates of inflation, has low labor costs.

High skills leveled workforce in Information Technology; Infosys has an operational basis that offers low-cost based highly-skilled competitive advantage. Highly-skilled labor that often speaks English and is culturally sensitive to Western practices.

Infosys is in a strong financial position. It has the capital to expand, and the basis to leverage potential investors. The company has a global footprint in 77 cities of 32 countries. The company has offices in many developed and developing nations. Infosys is becoming a global brand also it has the capability to support the global operations of multinational clients.

The company has robust brand recognition. It has developed a strong brand through quality services which has allowed it to maintain long-standing client relationships. The company has developed a project management method to ensure timely, consistent and accurate delivery of superior quality solutions to maintain a high level of client satisfaction.

EMPLOYER BRANDING PRACTICES @ INFOSYS

Despite the uncertain economy the war for talent continues to intensify. Thus the need to attract and retain top performers remains the key to business success. By distinguishing oneself from the competition, by promoting strengths and sticking to values ensures that a company stays at the forefront of the pack and becomes an employer of choice during both recession and boom times. Infosys Technologies, the company is well known for its employee friendly HR practices.

EXTERNAL BRANDING

Road Shows

Infosys organizes multi-city road show, focuses on educating business and IT leaders across enterprises. It aims to empower sales and marketing, and channel teams to maximize account revenue and optimize channel operations. This is achieved through Master Data Management (MDM) and complementary capabilities of the Informatica Platform including data integration, data quality and B2B data exchange.

Campus Connect

On campus employer branding can be enhanced when career services and employer connect to work together, to reach their target audience, the students. Infosys Technologies Ltd. launched Campus Connect, an industry-academia partnership initiative, in May 2004; with 60 colleges. The initiative is aiming at deepening the industry-academia bonds and building a strong foundation for the future needs of both academia and the growing IT industry. The nationwide initiative focuses on creating industry-ready IT professionals, by aligning engineering talent with the needs of the industry. The Campus Connect program has several program components weaved together to create synergy for effective, fast-paced learning; namely, Conclaves, Road Shows, Faculty Enablement Programs (FEP), Industrial visits through Spark, Sabbaticals, Foundation

programme roll out, Seminar and workshop on campuses, programming contests for students, Soft Skills Capsule Roll-out, Sponsored Events and Seminars, technical events and research paper sponsorship, soft skills for students and faculty. As on Sept 2011, more than 150,000 students and 6600+ faculty members have been benefited by CC.

Career Fairs

Job fairs are one of the most effective networking and job hunting tools. Infosys regularly participates in career fairs and these fairs increase organisation's visibility with targeted employment audience who are participating in job fair.

Web site

Normally the first source of information for any perspective employee about an organisation is through its website. Official website of Infosys is very attractive and highlights the success stories to grab immediate attention. It is also eye catching and user friendly by displaying its strengths, achievements, offices, work environment, culture and benefits to the employees which is a prerequisite to solve the queries of the perspective employees as well as kindle their interest in Infosys.

Media

The company's brand was recognized by leading publications and independent industry entities. During FY2011, Infosys was ranked as **India's Most Admired Company** according to the Wall Street Journal survey; voted the **Most Admired Indian Company** by peers in the Business world Most Respected Companies 2011 survey; acknowledged by the Harvard Business Review for the company's best practice in '**The CEO's Role in Business Model Reinvention**'; awarded the NASSCOM **Diversity Award** for Innovative Programs; awarded the **Sustainability Leadership** award by India Carbon Outlook; and was awarded the CII National Award for **Excellence in Energy Management 2010**.

Corporate Social Responsibilities

Infosys has pledged to make a difference to society by actively participating in community development. Their 'social contract' inspires more than 100,000 employees to contribute to community welfare, environment sustainability and digital literacy.

Volunteering: A sabbatical policy encourages Infosys to work for designated Indian Non-Governmental Organizations (NGOs) on community projects. Employees are paid an allowance by the company for up to a year.

Emergency aid: The Infosys Foundation and Infosys are contributing relief funds towards rehabilitation and reconstruction during natural disasters.

Digital empowerment: Infosys initiates children into IT at a young age through the SPARK program by undertaking IT training and mentoring teachers of government-aided schools in rural areas.

Shaping policies: Infosys is partnering with state utilities in India to introduce 'voluntary green tariff', enabling consumers to offset the cost of renewable energy.

Promoting Education and Research: Infosys is working with more than 400 engineering colleges in India to enhance their curriculum and enrich the talent pool.

Resource Efficiency & Green Infrastructure and Supply Chain Management: Infosys uses natural resources responsibly to protect the environment.

Energy Conservation: Infosys is one of the largest consumers of solar energy in India. So Infosys is undertaking a pilot project to evaluate the feasibility of meeting power requirements from green resources.

Tagline

The Infosys tagline, "*Powered by intellect, driven by values*", coupled with its mission to make Infosys a globally respected corporation, put an enormous responsibility on all of them, to build high-capability human resource teams and concurrently develop and nurture a value-driven organizational culture.

INTERNAL BRANDING

Assistance to Internal Staff

Infosys' Career Path Architecture

This unique model details to all employees, organizational roles and career streams, as well as mechanisms for career growth. It provides guidelines for vertical and horizontal movements - within and across career streams.

Virtual Career Centre

This virtual career centre helps employees to decide upon a course of action. There's a wide range of information for internal job alerts to updates on career programs, from internal internship to career planning tools, from interaction with managers to leaders on careers.

Infosys Leadership Institute

Infosys Leadership Institute (ILI) is to be a globally recognized institution that nurtures leaders and advances the field of leadership development. ILI works toward executing business strategies and ensuring that Infosys has appropriate leaders to take on senior leadership positions as and when they arise. ILI offers a wide variety of individual and organizational interventions, right from assessments to organizational development initiatives to ensure that Infosys has a pool of successful and ready leaders to build tomorrow's enterprise.

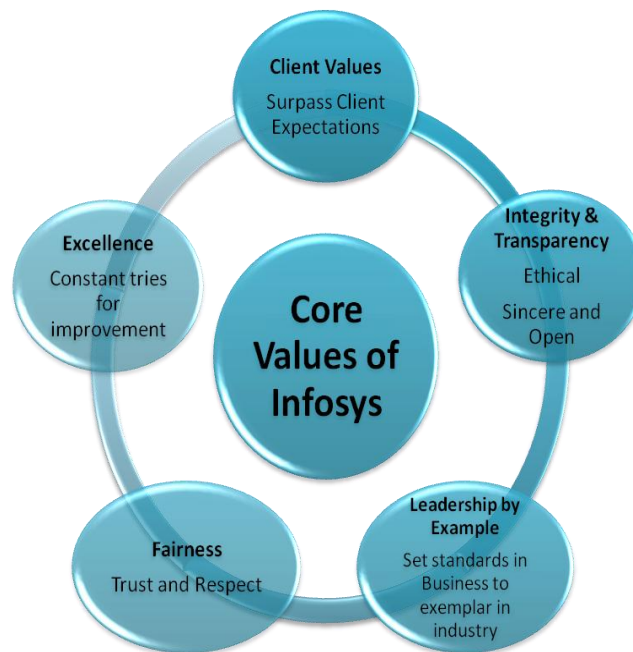
Training Part

Infosys has nine training centers in India. Infosys have set the standard in the Indian IT industry with its world class training center in Mysore is spread across 200 acres equipped to train 16000 employees annually and fortune magazine has called it the "Taj Mahal" of training center.

Core Values

What makes Infosys unique is their core value of business.

" We have demonstrated that business can be run legally and ethically; that is possible for an Indian company to benchmark with global best; and that any set of youngsters with values, hard work, team work and a little smartness can indeed be successful entrepreneurs." - Narayana Murthy



Clear Strategy for Recruiting

Not all of Infosys software professionals need to be drawn only from the pool of Computer / Electronics / Electrical Engineering graduates. Their decision is to enlarge the catchment area for better access to larger numbers of bright students with high levels of logical-mathematical intelligence.

Infosys recruits fresh engineers from a variety of backgrounds – such as Mechanical Engineering, Civil Engineering, Naval Architecture and Metallurgical Engineering. To select the best, they rely on the Arithmetical Reasoning and Analytical Thinking tests.

Growing competition for technology professionals in India may also force ability to retain personnel. Infosys attrition rate as on March 31, 2012 is 14.7%. Infosys reputation as a premier employer enables them to select from a large pool of qualified applicants. During fiscal 2012, approximately applications 622,970 were received, interviewed approximately 60,860 applicants and extended offers of employment to approximately 41,460 applicants.

Best HR Practices

Over the years, the innovative HR strategies at Infosys have been receiving accolades worldwide, with the latest being the Global HR Excellence award 2010 by the World HRD Congress in January 2010 for the 'Most Admired and Best HR Team'. Infosys is managing a highly talented workforce of more than 1, 50,000, drawn from more than 85 nationalities and deployed across the globe.

Culture

Culture at Infosys is having high levels of transparency, creating trusting relationships, promoting merit and performance-driven rewards and recognition systems, encouraging a culture of bold innovations with a willingness to venture into uncharted territories, and most critically, engendering a sense of ownership among Infosysians by sharing the wealth that they helped to create.

Work life @ Infosys

Infosysians consider "Working with Infosys is not a job; It's a journey, an experience". Employees get opportunities to explore themselves. Infosysians get challenging and enjoyable work environment. They realize their potential, get recognized for their work and fulfill their aspirations. Infosys offers employees global exposure, equality experience, opportunities to explore potential, fun on campus and care for family.

CURRENT CHALLENGES/PROBLEMS OF INFOSYS

Infosys struggles in the US markets, and facing problems in securing US Federal Government contracts in North America. Infosys is missing out on lucrative business. Added to this its competitors do well in terms of securing the same Federal business. Infosys is smaller than its global competitors.

Infosys is weaker when it comes to high-end management consultancy, since it tends to work at the level of operational value creation and competitors such as IBM and Accenture tend to dominate. Not only India, but countries such as China and Korea are having large pools of low-cost labor, and developing educational infrastructures such as universities and technology colleges.

Other global players have realized that India has the benefit of low-cost, highly skilled labor that often speaks English and is culturally sensitive to Western practices. As with all global IT players, Infosys has to compete for skilled labor and this may have the effect of driving up wage levels, and making it more difficult to recruit and retain staff at all levels of organisation. "When you want to create a bellwether, you need to have people who go out there and talk- ...and over time they themselves become brands," says Anand Halve, co-founder of Chlorophyll, a brand consultancy. "As these people like Nilekani and Pai have stepped away, the Infosys brand which has been linked with these individuals has suffered," he adds.

Strong employer branding helped Infosys to remain the preferred employer for years, its dense shield has been scratched recently by growing competition for people. Attrition has risen and the company has been forced to raise salaries, inflating its HR bills. Attrition remains a bugbear for Infosys and they need to find newer and more innovative ways to attract recruit and retain the talent.

Annexure

Annexure 1: Business Today Survey (Best Companies to work for), February, 2010

GOING PLACES		
EAST INDIA		
RANK		INDEX SCORE
1	Infosys	100
2	Tata Steel	85
3	Google India	72
4	TCS	66
5	IBM	63
WEST INDIA		
RANK		INDEX SCORE
1	Infosys	100
2	TCS	43
3	Google India	35
4	IBM	31
5	Hindustan Unilever	28
NORTH INDIA		
RANK		INDEX SCORE
1	Infosys	100
2	Google India	50
3	TCS	45
4	Microsoft	41
5	IBM	40
SOUTH INDIA		
RANK		INDEX SCORE
1	Infosys	100
2	Google India	62
3	TCS	48
4	IBM	33
5	Microsoft	29

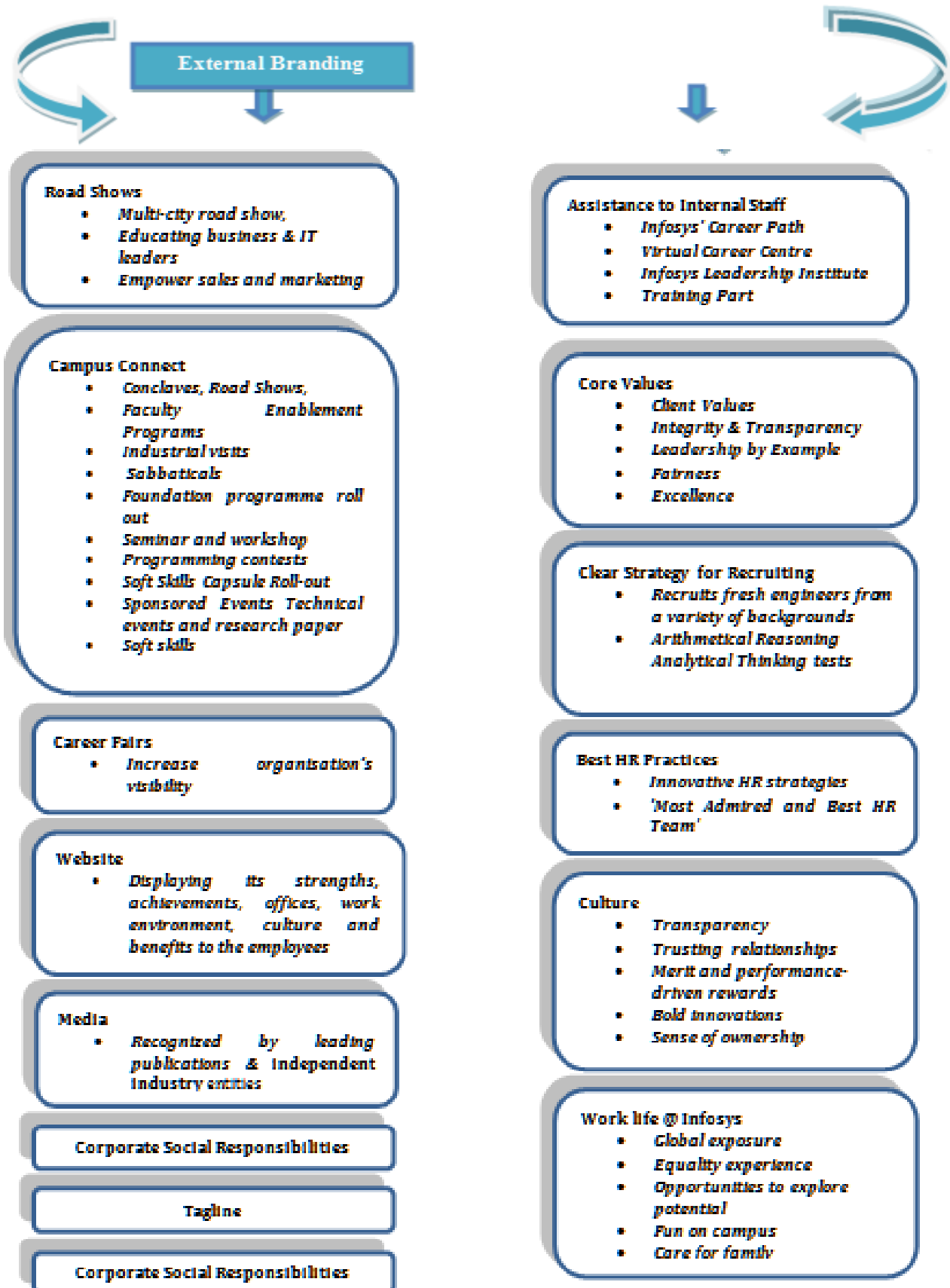
It's an Infosys story all the way. Tata Steel scores in the East while Hindustan Unilever is in the Top 5 in the West.

Annexure 2: Survey of Best Company to work for, Business Today, 2011



Epilogue





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