



Case Study: _____

“The Chosen One” on Engineering Campuses

The Problem Definition

XYZ hires engineers from the top 30 technical institutes around the country. The company does high end design work in India, hence need to recruit the crème de la crème from engineering colleges. The reality was that when they visited colleges for recruitment during the final year, a lot of brilliant students accepted offers from competing companies

Their expectations were:

- Create an alternative channel for recruitment to the 4th year on-campus hiring during placement season
- Attract the best and brightest candidates to the company from campus

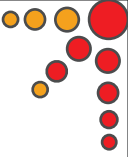
XYZ decided to build a highly aspirational Internship program that will attract the best talent and yield high conversions of students at the end of the 3rd year of engineering itself; thereby minimising the hiring requirement/ pressure during the 4th year



The Carpediem Way

Carpediem's approach was as follows:

- Carpediem's first course of action was to understand XYZ's **Employer Brand and talent aspirations**. This was achieved through detailed one-on-one interviews with Senior Leadership within XYZ and young professionals
- Build 'Intern Value Propositions' that mirrored the company's larger Employee Value Proposition.
- Design a world-class internship program that added value to Interns over and above just the work. The aim was to **create an aspirational & experiential program** that made an Intern's corporate experience memorable.
- Build, brand and communicate the Internship Program
- Offered successful interns job placements at the end of their internship. This meant that successful interns returned to start their 4th year of their degree with a **job offer** already in hand.
- **Connect with placed interns** through their 4th year to ensure they join the program as New College Graduates (NCGs).



1. Understanding the Employer Brand

Before reaching out to students at colleges or even looking at the Internship Program, it is very important to understand the organization and its relationship with employees.

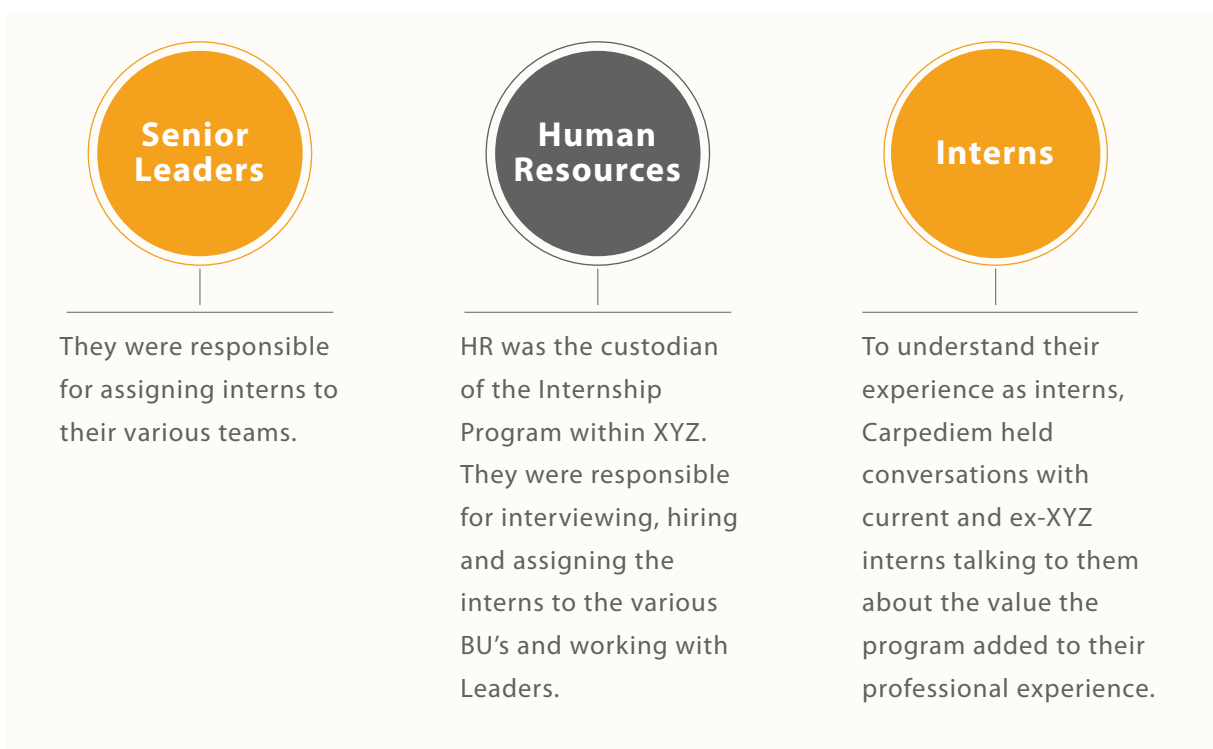
To derive the EVPs, Carpediem held one-on-one discussions with key stakeholders like:

- Senior Leaders/Heads of Business Units
- Human Resources
- Employees

2. Studying the Internship Program

XYZ had an existing internship program that was built around getting work done more than focusing on a quality internship experience.

To understand how interns were viewed within the organization, Carpediem held one-on-one discussions with:





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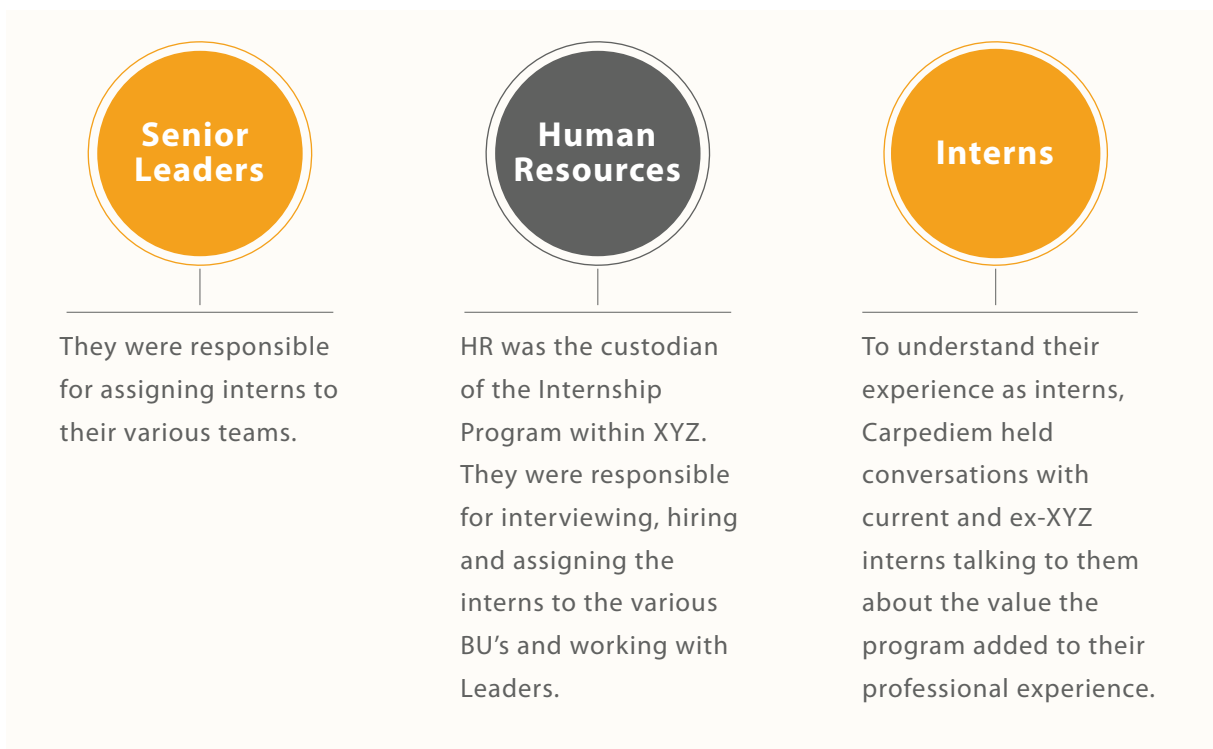
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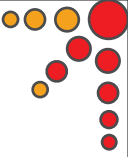
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3. Building an Intern Value Proposition

Carpediem worked to build Specific Intern Value Propositions i.e. the promises the company made to the interns and ensured that they were in line with the Employee Value Propositions. In essence, give interns some of the benefits you would normally give to employees.

4. Designing the Internship Program

With the Intern Value Proposition (IVP) created, it was time to create a world-class internship program that would add tremendous value to the interns and become aspirational in colleges

The following were some key areas of focus:

Provide Meaningful Projects:

To make sure that the work they are doing is impactful and meaningful to the company

Assign a Mentor:

Who would play a crucial role in the Internship - being responsible for reaching out to the intern, ensuring they are ready for the project they would work on, providing continuous guidance and feedback and finally, ensuring the intern works to receive a job offer

Building Robust Feedback Systems:

To have regular, structured feedback so that interns could learn and improve quickly to do the best possible work.

Transparent Evaluation Process:

The interns know exactly where they stand, no soft peddling

Training Programs:

With emphasis on both practical experiences and theoretical knowledge; technical and personal development oriented



Treat them as equals:

Treating interns like your employees and providing them with many facilities that you offer your employees

Face time with Leadership:

To give them a unique, long-term perspective on the industry, the company and the future of the work they're doing.

5. Branding & Communicating the Program

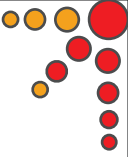
Carpediem partnered with XYZ and a creative agency to brand and market the above program. Keeping the XYZ brand in mind and also looking at the aspirational nature of the program design, the program was called ABC. The ABC program branding was applied to every aspect – all internal and external faces of the program

Carpediem provided XYZ with a detailed execution and communication strategy that included:

- Campus Presentations highlighting the IVPs and the new program design
- Branding the value propositions on campuses, externally and within the office spaces
- Comprehensive Induction Program
- Regular feedback sessions with the interns ensuring the promise matched the experience
- Workshops with exiting interns to ensure they were XYZ's Brand Ambassadors on campuses
- Managing conversations on the company's LinkedIn and Facebook properties to ensure active dialogue: All content and visualization for the online properties was designed by Carpediem and an internal SPOC at XYZ would transmit the information

6. Connect with selected interns

The completion of the internship program didn't mean the exercise was concluded. Once Interns returned to their campuses for their 4th and final year, XYZ wanted to ensure that all the offered interns returned to take up their offers.



To ensure that students returned to XYZ as New College Graduate (NCGs), XYZ began a Connect Program that kept in touch with the students for the duration of their final year. During the Program, several areas were highlighted that would keep their interest. These covered, among others:

- XYZ's Continuing Education & Training Programs
- The XYZ Brand and its real-world applications
- Exciting areas of work in XYZ
- A Chance to interact with top industry talent

The Connect Program ensured that a large number of students who were offered pre – placement offers returned to XYZ at the end of their 4th year.

The Result

XYZ had successfully created a world-class internship program that was different than any other program currently in the market. The global headquarters wanted to borrow several elements and apply the same to other countries

- The communication of the Internship Program on campuses drove quality students in higher numbers to apply for it.
- XYZ's selection processes helped ensure that top talent from different colleges got selected for the Internship Program. The internship was a much more reliable assessment tool than interviews.
- The robust review processes provided XYZ a chance to evaluate interns in real-time working conditions and projects assuring that the offers were made to students who were XYZ-ready.
- XYZ successfully established a talent pipeline that accessed top students a year before anyone else

Conclusion: XYZ was able to convert 70% of its NCG's from the Internship program in 2 years, up from 30% prior to the relaunch of the program. This was way in excess of the target of 50% set by the company