

Case Study: _____

Living the Values Code

The Mandate

ABC is one of the top liquor companies in the world that acquired a leading Indian Alco – Bev player a couple of years ago. The new leadership in its aspiration to transform the Indian company into ‘The most admired company in the consumer goods sector’ embarked on an exercise to articulate its Employer Brand and Employee Value Propositions with Carpediem. What followed was a rigorous 6 month exercise that sought inputs from the company leadership, internal employees across locations and levels, ex employees, placement partners and a sample of trainees and interns. The Employer Brand also needed to reflect the parent company vision and the global employee promise. Given that the Indian company had been acquired, the primary objectives were defined as below:

- Set the values and culture for the new entity, that employees will live and breathe
- Use the newly crafted Employer Brand to enhance the quality of the talent pool



The Employer Brand and Pillars Articulated

The Employee Brand Definition

Life to the fullest/ Make the Most of It (not the original articulation): ABC believes that its employees should find joy in making the most of life, whether it is at home, with friends, at work or in the community. The people at ABC should progress and fulfil their potential while making a positive contribution to work and the society that they live in.

The Employee Value Propositions

- **Freedom:** We give ourselves and others, the freedom to operate as this fosters an entrepreneurial spirit. It helps us operate at our full potential and be more responsible towards ourselves, our organization and others.
- **Passion:** Our curiosity for more drives growth at ABC. We care for our brands and are courageous in pursuing their full potential. We are constantly searching for new ideas based on customer and consumer insights to spin them across our business. We deliver results, win where we compete and celebrate our success.
- **Pride:** We act sensitively with the highest standards of integrity and social responsibility. We fulfil our purpose by giving back to the community in which we operate.
- **Valuing others:** We seek and benefit from diverse people and perspectives. We strive to create mutually fulfilling relationships and partnerships

The Carpediem Way

Phase 1: Understanding of the Existing Employer Brand and Validation

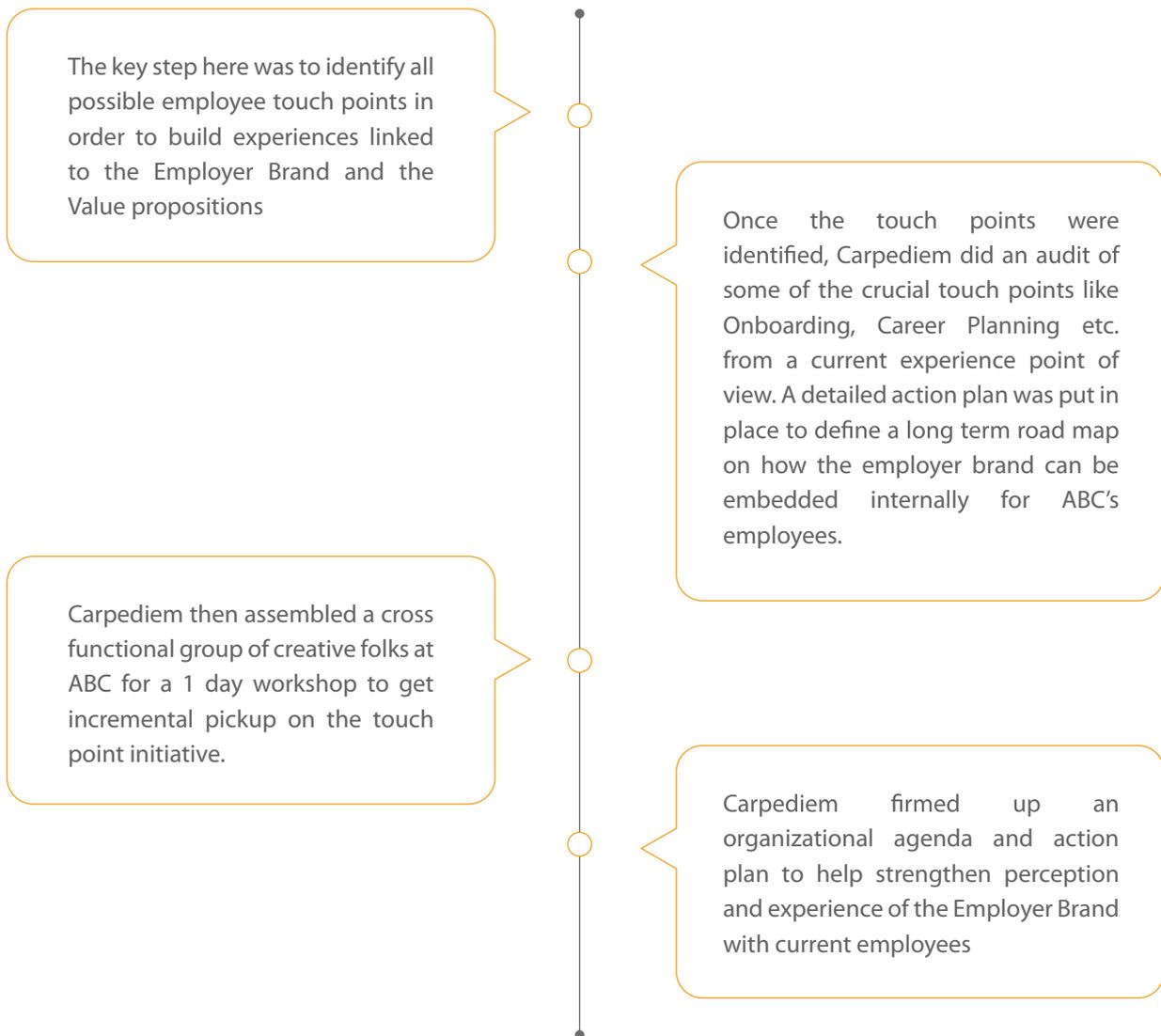
- The first step in the journey was to understand ABC's employer brand and pillars thoroughly through a few leadership, HR, corporate relations and marketing discussions.
- Post the discussions, Carpediem went through the research material from the global EB research project to understand the detailed nuances of the brand and how it was developed

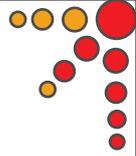


- This was followed up by a quick validation exercise where Carpediem picked up a sample of employees based on tenure, location, age, profile and experience and ran a quantitative survey.
- This enabled us to articulate the Employer Brand and the Employee Value propositions

Phase 2: Internally Building the Employer Brand – The Design

This phase concentrated more on bringing the Employer Brand to life through the Employee Life Cycle Approach.





Phase 3: The Activation

Carpediem partnered with ABC for a period of 2 years to project manage the entire internal Employer Branding component, before handing it over to the internal HR Team at ABC.

Here is a glimpse of some of the initiatives that were carried out in the 2 years at ABC:

Employee Value Proposition	Touch Point	Initiative
Freedom	Career Planning & Promotion	I Promote: Let employees nominate themselves for a promotion when they believe they are ready
Valuing Others	Career Planning & Promotion	We're Transparent: Ensure transparent feedback on all career decisions within the organization - tell employees why certain choices have been taken w.r.t their career
Valuing Others	Mentoring	ABC Buddy: A buddy program for potential new hires (who have been given the offer). Put them in touch with an ABC employee even before they join. Same to be done for the new hires after they come on board
Passion	Mentoring	For the young guns: Get business partners/consultants to mentor some of the young and promising talent
Passion	Performance Management	Reverse Feedback: 2 - 3 months post the performance discussions are over, do a reverse feedback drive to assess the quality of discussions and report back to managers on their performance
Freedom	Learning & Development	The Learning Palette: Build a learning and development program for different skills. Let employees pick and choose, and design a program that best suits their needs.
Pride / Valuing others	Work Environment / Celebration	The joy of giving: A large part of the CSR initiatives should be around building the spirit of celebration amongst the communities that we serve.

Note: Some of the above initiatives were executed with us while some were parked for later.

Along with this, Carpediem undertook a complete revamp of the internal HR Brand Identity by re-doing the style, content and strategy for internal communication to reflect the Employer Brand and its attributes.



Result

The company ran an annual survey amongst all 2600 employees, many of whom were in manufacturing, geographically dispersed sales function. When we started, the overall survey score was 77%. Our objective for the assignment was to ensure a delta of 2% in the engagement scores pan organisation and we were able to achieve a delta of 3%. On certain parameters, the India scores became even better than the ABC Global scores.

There were over 7 - 8 functions/ sub – functions (largely corporate) that were in the red in terms of scores, we were able to work with them individually with a level of intensity on their issues and bring the number down to 3 while we were engaged