



Brandon Hall Group

# EXCELLENCE AWARDS 2023

## Aditya Birla Group Drives 43 Million Brand Impressions: Best Social Talent Acquisition Strategy

Aditya Birla Group  
and RippleHire by Trampoline Tech Private Limited

Best Social Talent Acquisition Strategy

January 2024



### Company Background



ADITYA BIRLA GROUP

Company-at-a-Glance	
Headquarters	Mumbai, India
Year Founded	1857
Revenue	US\$ 60*billion– as on 31st March 2022
Employees	1,40,000
Global Scale (Regions that you operate in or provide services to)	6 Continents   36 countries
Customers/Output, etc. (Key customers and services offered)	300M + loyal customer base across 36 countries
Industry	Textiles   Chemicals   Trading   Paints   Real Estate   Metals   Cement   Apparel   Carbon Black   Pulp & Fiber   Financial Services   Renewables   Mining   Telecom   Insulators   Entertainment
Website	<a href="https://www.adityabirla.com/">https://www.adityabirla.com/</a>



## Company Background



Company-at-a-Glance	
Headquarters	Mumbai, India
Year Founded	2012
Revenue	Privately held – Not disclosed. Profitable.
Employees	Range – (51 – 200)
Global Scale (Regions that you operate in or provide services to)	Caters to 800K+ employees across 35 countries
Customers/Output, etc. (Key customers and services offered)	<p>RippleHire exists to make recruiting effortless, human and delightful. Since 2012, we have served over 800k+ users across 35 countries with our gamified referral and talent acquisition cloud platform.</p> <p>Our intelligent end-to-end ATS helps you to efficiently hire the right talent, enabling you to deliver best-in-class experience to both - recruiters as well as candidates. It is deep in thought, simple to use and powerful to govern. Our customers build a powerful hiring engine on our enterprise platform. We have helped our customers achieve 4.7/5 candidate experience and a 4.5/5 recruiter experience.</p> <p>RippleHire Referrals is a market leader in referral technology. Known as the category creator, Ripplehire Referrals helps companies transform their referral program from a reactive channel to a proactive sourcing channel, driving improved time to hire and quality of hire.</p> <p>Some leading enterprises that have worked with RippleHire include Mphasis, L&amp;T Infotech, Mindtree, HDFC Life, Axis Bank, Aditya Birla group (Entire conglomerate), Tata Steel, Tata Technologies, Quest Global, Byjus, etc.</p>
Industry	Software as a Service
Website	<a href="http://www.ripplehire.com">www.ripplehire.com</a>



## Budget and Timeframe

Budget and Timeframe	
Overall budget	25k - 30K USD
Number of (HR, Learning, Talent) employees involved with the implementation?	5 - 6
Number of Operations or Subject Matter Expert employees involved with the implementation?	1
Timeframe to implement	8 weeks
Start date of the program	October 2019

## Business Conditions and Business Needs

A global conglomerate, the Aditya Birla Group (ABG) is in the League of Fortune 500. Anchored by an extraordinary force of over 140,000 employees belonging to 100 nationalities, the Group is built on a strong foundation of stakeholder value creation. With over seven decades of responsible business practices, their businesses have grown into global powerhouses across a wide range of sectors – metals, pulp and fiber, chemicals, textiles, carbon black, telecom, cement, financial services, fashion retail and renewable energy. Today, over 50% of Group revenues flow from overseas operations that span 36 countries in North and South America, Africa, Asia and Europe.

ABG has four pillars of Employee Value Proposition.

- Enhance careers
- Learning & Development
- Rewards & Recognition
- Enrich your life

They believe in nurturing their biggest asset – their people. The Aditya Birla Group was named the AON best employer in India for 2018 – the 3rd time over the last 7 years. The Group ranked 4th in the world and 1st in Asia Pacific in the 'Top Companies for Leaders' study 2011, conducted by Aon Hewitt, Fortune Magazine and RBL (a strategic HR and leadership advisory firm).



While being a Fortune 500 company and a leading employer in India, the Aditya Birla Group (ABG) faced several challenges when it comes to hiring quality candidates, including:

One of the biggest challenges that ABG has is acquiring top talent in a competitive job market. The group operates in multiple sectors across geographies, and therefore requires employees with different skill sets. ABG always works on ways to attract and retain the best talent, especially in a market where there are several job opportunities for the candidates to choose from.

Another challenge is the changing demographics of the workforce in India. The country has a large pool of young workers, many of whom are highly educated and tech-savvy. However, these workers often have different expectations and values than previous generations. They are looking for jobs that offer flexibility, work-life balance, and opportunities for career growth and development.

A list of questions ABG's TA team was trying to find answer for:

- What can the team do to stand tall and be aspirational in the current job market?
- How to create a strong employer brand and showcase its unique culture and values to potential candidates?
- How can we create a hiring system that can help us hire niche skills across multiple sectors?
- What are the best ways to take advantage of ABG's strengths of multiple companies to win the war for talent?
- How to reduce time to hire resources that will have direct impact on the top line?
- How to hire staff that will not just be onboarded, but will feel connected to the organization, so they will stay longer?
- What are the best methods to promote the employer brand without wasting money on advertising?

ABG's talent acquisition team wanted to leverage the culture of their organization to solve the challenges ahead. They pinned down on building an innovative employee referral program that will help them:

- Hire top talent using the existing workforce.
- Consistent employer branding of "Aditya Birla Group" targeting passive talent.
- Leverage the employee strength to hire across group companies.
- Drive consistent employee experience across all group companies.  
Impact quality of hire & drive a higher lifetime value.



**Poonam Yadav**  
Group Head  
Talent Staffing

*In a diverse group like Aditya Birla Group with multiple businesses lines, we leverage employee referral as a medium to build employee ambassadors who can amplify the jobs of the company in their personal, professional and alumni networks, thereby improving their pride of association with the Group and generating a favorable buzz for the Aditya Birla employer brand and overall enhancing the employee engagement scores and an inclusive culture for the Group and its companies. The employee referral program called T-connect helps the talent acquisition professionals to attract and retain quality talent in a cost effective and an ongoing process.*

## Overview

In a competitive job market, it is crucial to not only hire great talent but also retain them. The TA team at ABG started listed down factors that would lead to hire top talent, which includes:

- Providing an exciting offer
- Creating a great interviewing experience
- Having a clear job role
- Promoting open opportunities through a career section
- Building a strong employer brand on social media platforms

However, the team also realized that retention is just as important as hiring, and they focused on retention from the top of the hiring funnel. This meant:

- Branding ABG as a destination of choice on social media for high quality talent
- Sourcing candidates with a long-term orientation
- Leveraging the best retention-focused sourcing channels
- Delivering a premium recruiting experience

One of the biggest advantages ABG has been the Employee Value Proposition- “A World of Opportunities” the Group’s ability to offer roles across industries for is employees and any aspiring candidate. While typical organizations would rely on individual company led referral programs, the ABG team took on a bold bet -

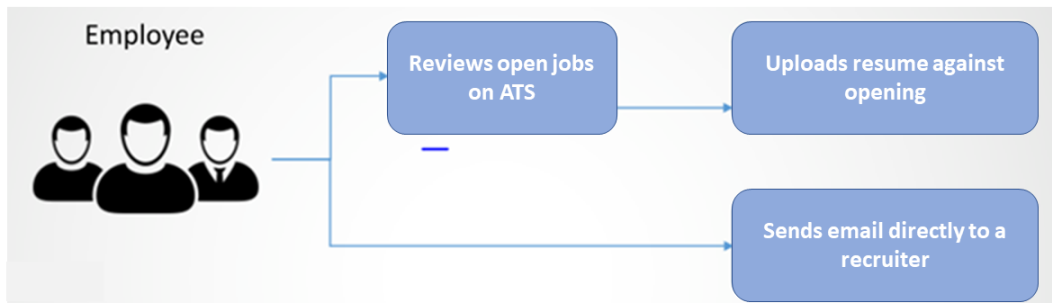


ABG companies are pioneers in their respective fields. Combining programs into one master referral program proved to be a master stroke. Here is the list of companies that operate under ABG.

- Ultratech Cements
- Birla Paints
- Aditya Birla Fashion and Retail Limited (ABFRL)
- Grasim - Pulp & Fiber
- Grasim Chemicals
- Aditya Birla Capital
- Aditya Birla Fashion Retail Ltd (ABFRL)

Initially, there were multiple referral programs designed across ABG companies resulting in inconsistent employee experience. Employees referred in one of two ways:

**Can ABG build a referral program where employees from any business can refer their friends for opportunities across the entire group?**



ABG turned its attention towards the employee referral program in partnership with RippleHire, the market leader in referral software. Referrals have proven to be a highly effective channel to hire quality talent, with the best joining ratio and cost-effectiveness. Leveraging the strength of its 1,40,000 employees and social presence, the employee referral program is a sound strategy for ABG to attract, retain, and build its employer brand.

Using RippleHire, employees can participate in contests, share jobs on WhatsApp and social media, refer people, and even track the status of their referrals. It provides the ability to drive innovative campaigns/contests and special rewards to employee pool towards niche job openings. By leveraging employees to advocate jobs in their social networks, the platform also enables ABG to brand at scale.




**Additional incentive of INR 5k when a Female Candidate gets hired**

Job Band / Job Band Equivalent of the referred candidate	Referral bonus (INR)	Additional Gender Diversity Bonus (INR)
Job Band 6 & above	20,000	5,000
Job Band 7 & below	10,000	5,000

New process using RippleHire:

RippleHire integrates with their common Applicant Tracking System (Alt Recruit) to be the referral module for ABG. While Alt Recruit will continue to be the recruiting system and will be used by recruiters, RippleHire will deliver the employee experience.

## Design and Delivery



**ADITYA BIRLA**  
GRASIM

**Birla Cellulose**  
Fibres from nature

**T-CONNECT**  
Social Referral

**Employee Referral Program Launches Today!**

**Start referring your friends!**

URL: <http://adityabirla.ripplehire.com>

**Login**

Launching the employee referral program as a brand “T-Connect”

ABG’s core team partnered with RippleHire to launch an employee experience program around referrals. The team created a separate brand for employee referrals naming it “T-Connect” which the whole organization can connect with as a dedicated solution for all the referrals. The program contained jobs from all companies enabling an employee to refer for positions across the entire group.

The employee dashboard contained access to few key elements – the status update of their friends, a placeholder for them to participate in active contests at any time, clear idea of the reward as well as gamification elements like badges, leaderboards, and goals for employees to pursue.



Driving employee participation through innovative contests

The referral team worked with RippleHire to strategize referral contests that would excite and motivate employees to participate. These contests relied on the intrinsic motivator of competition. They drove healthy participation and subsequently caused a massive push on social accounts. The team leveraged the Olympics in the year to drive buzz, excitement, and drive for the program globally.

Events and contests resulted in pushing the employees to become a part of the referrals by reaching out to a wider audience that resulted in massive branding of the organization.



Using Friendship Day referral events as one of the motivators to help their friends by referring them.

**Who is eligible to participate?**

All JB11 and above employees who have a Poomata ID. HR, Hiring managers and those who influence hiring decision will be exempt.

Job Band / Job Band Equivalent of the referred candidate at joining	Referral Bonus Amount (INR)*	Additional Gender Diversity Bonus*
Job Band 6 & 7	25,000	37,500
Job Band 8 & 9	15,000	22,500
Job Band 10 & 11	10,000	15,000



**Reward and payout timelines!**

- 50% When candidate joins
- 50% post completion of 6 months or Confirmation (whichever is later)

**Restrictions:**  
Cash reward will be subject to local taxes and the cost of any such deductions will be borne by the employee.

\*A Diversity Bonus can be given, based on the Reward Policy set by the Business Unit.



**Women's day referral event is now live!**



Refer your female friends and help them become a part of Aditya Birla Group!

**Event Date:**  
8<sup>th</sup> March - 18<sup>th</sup> March 2022

**Rules:**

- Weekly top 3 referrers with maximum female candidates referred will be published.
- Top 3 referrers of the event with maximum female candidates referred during the event will get exciting rewards & goodies.

**Top 3 referrers of the event will win exciting rewards!**

Participate in the Women's day event and get a chance to earn additional **INR 5000** if the referred woman candidate is hired.

So refer your female friends help them become a part of **Aditya Birla Group Paints team.**

**Make a Difference. Make a Referral.**

To promote diversity hiring regular communications were done to educate employees on how they can benefit from the additional gender diversity bonus. This resulted in 32% increase in female candidates.

Diwali Referral Event: Creating campaigns and events around festivals to make sure there is always something new to offer employees even during the festivals to make it more exciting. Additional gifts and rewards are something that motivates individuals to participate in the event.




What benefit will I get referring?

Rewards for every joinee!

The bigger cause is hiring a like-minded force for the company - Apart from helping a friend & helping in hiring best talent for ABG. You will also be rewarded for every joinee.



FIFA Referral Event: The FIFA World Cup was one of the greatest sporting events which created tremendous buzz and excitement amongst the fans all over the world. It was the perfect time to bring a sense of competition within the referral program. This event could not only be conducted amongst employees but also with Department Heads, Team Leads, Recruitment teams too. There was a proper team-wise structure built with captains and coaches of the team to make sure

everyone is involved in the activity. The event was designed considering the FIFA world cup theme where each qualified referral was considered as a goal. There was a weekly leaderboard published with teams with top goals i.e., maximum candidates referred and top referrers with maximum goals scored.

Recruiter of the month: ABG team saw an action area where they felt candidate processing was getting slow due to multiple candidate applications being received through referrals. To tackle this, we designed an event specifically for recruiters to make sure processing is increased efficiently. Through this event we created a competition amongst recruiters where at the end of the month a recruiter with the maximum referral hires will get an Amazon gift card. This led to recruiters focusing more on processing the candidates and this resulted in 25% increase in candidate processing which were yet to action.

Focusing on intrinsic motivators

Launching Champion Recruiter of the Month!

The first recruiter to get a hire from the employee referrals will get an Amazon gift card worth 5k.

Rules:

- Candidates should be processed from T-Connect only. No offline referrals are eligible.
- First recruiter to get a candidate hired or joined will get the Amazon gift card.

You can be the first champion recruiter of the month.  
So go ahead and be the first one to get a hire.

If your queries dont have an answer in help section then drop a mail at support@ripplehire.com

Powered by RippleHire





Aditya Birla Group already offered a referral bonus for every successful hire. However, leadership believed that money should not be the primary driver for an employee to refer. The desire to help a friend is a much stronger motivator. Additionally, recognition and involving employees in the program made a key difference. Regular mailers recognizing top referral contributors every quarter made a difference.

**Additional incentive of INR 5k when a Female Candidate gets hired**

Job Band / Job Band Equivalent of the referred candidate	Referral bonus (INR)	Additional Gender Diversity Bonus (INR)
Job Band 6 & above	20,000	5,000
Job Band 7 & below	10,000	5,000



There is a regular appreciation of employees who have been champions in the referrals by thanking them and sharing their views about the program. This has also become one of the motivators for other employees to participate as this gets highlighted to the whole organization and everyone loves to get recognized.

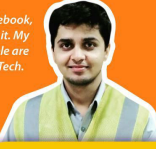



**Bring Your Buddy - A Referral Program**

*“ I thank UltraTech for giving me the opportunity through T-Connect - Employee Referral Program to refer experienced candidates for job openings at UltraTech.*

*I just have to share jobs within my network on Facebook, Twitter, WhatsApp and candidates apply through it. My network has surely expanded and many new people are following me to know about job openings at UltraTech.*

*I feel proud to be a part of the UltraTech family and thank you for this amazing referral program. Till date 4 candidates referred by me have joined UltraTech. I urge everyone to use this program to refer candidates and earn rewards.* ”



**Abhishek Dubey**  
Maihar Cement Works

Abhishek helped many friends by participating in our Employee Referral Program.




**Thank You!**



**Husain Mandorwala**  
Marketing West Zone

for referring 2 great candidates who have joined our growing UltraTech family!

Ensuring employees get status updates: It was important for ABG team to ensure that their employees always had transparency. Employees were notified if their friends were shortlisted, offered, hired, etc. The team decided to take it one step further and inform



Participate in the Women's day event and get a chance to earn additional INR 5000 if the referred woman candidate is hired.

So refer your female friends help them become a part of Aditya Birla Group Paints team.

Make a Difference. Make a Referral.

Scan this QR code. OR Login with ABGSingle Sign On

<http://adityabirla.ripplehire.com>

If your queries dont have an answer in help section then drop a mail at support@ripplehire.com

**Refer now!**

Powered by RippleHire

employees even if the position had been closed. The integration with the ATS was a critical factor for enabling this.

Do you have a friend looking for an exciting job opportunity?

Refer them and help your friend grow professionally!

DH	Job ID	Designation	Job Band
Process Excel Fibre Division (Kharach, Gujarat)	ABG42649	General Manager	7

**Requirement for Position:**  
Chemical engineer with minimum experience of **15 years** in handling Plant operations, preferably in the process industries, and has handled multiple departments (minimum 2 departments).

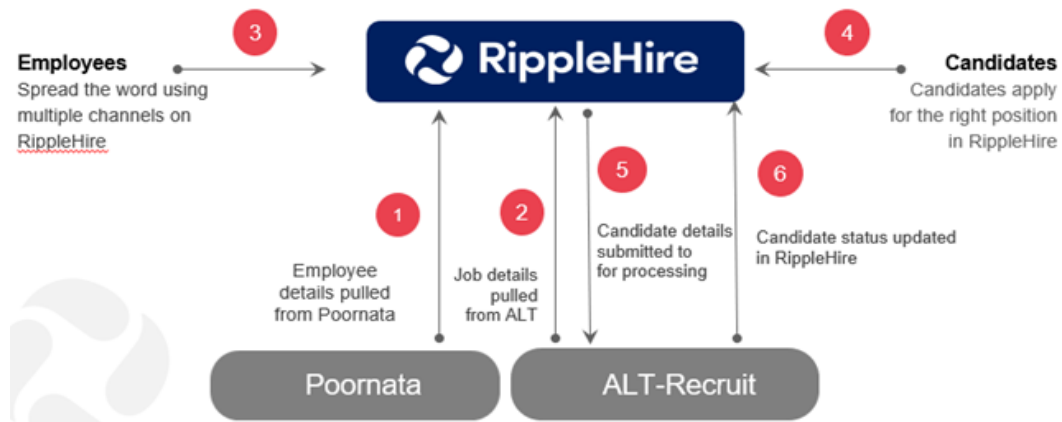
Keeping employees involved throughout the recruitment process: A key facet to retain talent is having a buddy to help them succeed. The team understood that the reason referrals worked as a recruitment channel is because candidates feel a sense of comfort, bond and obligation towards the friend referring them as well as the organization. The ABG team enabled direct communication between employees and candidates through the Referral platform. This meant that the employees at ABG acted as key brand ambassadors and enabled a smooth hiring experience for their friends.



## Integration

The integration between RippleHire and the Alt Recruit ATS system was key. Few key elements were present in the integration.

- Jobs opened for referrals should automatically flow into RippleHire for referrals.
- Candidates who apply through referral social links should automatically flow into ALT Recruit
- Candidate duplication check should be performed and notified.
- Candidate status updates should flow from ALT Recruit to the RippleHire system.



- Integration of RippleHire with ATS for employee details needed for access.
- Integration with SSO - By integrating SSO with RippleHire, ABG provided its employees with a seamless user experience and streamlined the HR processes. With a single set of login credentials, the employees were able to access both ABG and RippleHire systems, reducing the time and effort required to manage multiple logins and passwords. This integration not only enhanced the user experience but also improved data security and compliance by ensuring that the employee data is securely managed and controlled through a centralized system.
- Link in Poornata portal to redirect to RippleHire - With this integration, employees will have access to referral opportunities right from the Poornata portal, without the need for additional logins or processes. This integration will not only improve the efficiency of the referral process but also enhance the employee experience by providing a seamless and user-friendly referral platform. Additionally, by leveraging RippleHire's advanced analytics and reporting capabilities, ABG was able to measure the success of the referral program and optimize it for better results.

**Measurable Benefits**

Type of Impact	Metric	Goal	Actuals
Bottom line	Cost saved on Branding	300K	1 million dollars
Engagement	Employee participation	5k	14K
Engagement	Candidate brand clicks on social media	200K	764K

Regular communications and engagement activities resulted in exponential growth in impact across group companies.

Total Applications Received		
Business	April 2021 – Mar 2022	Apr 2022 – Till Date
ABFRL	381	1505
Cements	1874	4944
Chemicals	773	1395
Financial Services	135	340
Metals	41	892
Mining	8	154
Paints	982	2915
Pulp & Fiber	21	431
<b>Grand Total</b>	<b>4215</b>	<b>12576</b>

Brand Clicks 2021 Vs 2022		
Channel	2021	2022
Resume Upload	1	45
Facebook	4446	9361



LinkedIn	57,158	272,461
Email	10,663	20,755
Twitter	221	739
WhatsApp	42,152	1,48,542
ER Link	9,178	3,12,999
<b>Total</b>	<b>1,23,838</b>	<b>7,64,914</b>

## Overall

Transformative hiring requires a deep understanding of the talent landscape and a solid strategy to attract the best candidates. ABG recognized the importance of leveraging the “One Aditya Birla Group” employer brand to help each individual company. They focused on strengthening their employee referrals to attract and retain top quality talent.

To ensure the success of its employee referral program, the Aditya Birla group will focus on the following key lessons learned:

- Utilizing the right drivers to notify employees about their friend's progress is important to improve joining ratios.
- Marrying social fabric in the referral program will remind employees to push jobs proactively on their networks.
- Consistent messaging and distribution across multiple channels will help in habit formation among employees.
- Adopting a 360-degree approach to drive diversity and inclusion led to concerted efforts. Today the group employs nearly 25000 women in the workforce. There has been a 11% increase in women hires in FY22 as compared to FY21.

Going forward, the group is venturing into building a new age D2C house of brands. D2C needs ABG to attract young high caliber talent from diverse backgrounds and domains. Hiring plays a strategic role in shaping the organization. The referral program has become a weapon of choice for achieving the strategic goals especially as the group forays into new age businesses.

Additionally, referrals are also being used for strategic initiatives beyond hiring. The group has chalked out a robust roadmap to increase women hires by 10% year-on-year across all job levels. With D&I being a continuous improvement program, the Aditya Birla Group has drawn up plans to make its workforce more diverse and more inclusive.



Brandon Hall Group

# EXCELLENCE AWARDS 2023

## About Brandon Hall Group™

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Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

SOME WAYS WE CAN HELP

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Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.



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uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.