DECODING JOBS-2021



AUTOMOTIVE INDUSTRY THE INDIA STORY

Academia Partner



Industry Partner



Confederation of Indian Indust 125 Years - Since 1895



ABOUTTHE **TEAM**

taggd•

Taggd is a Digital Recruitment Platform by PeopleStrong, that provides ready-to-hire talent to India Inc. Covering 14+ sectors and having onboarded 100+ clients, Taggd permanent recruitment for over half a million jobs. Combining the power of human knowledge and data, Taggd brings the best talent acquisition and digital hiring solutions that have revolutionized the way businesses work and deliver. In 13 years, Taggd developed in-depth industry knowledge and recruitment expertise, establishing a talent network through digital intelligence. businesses, Taggd offers access to a robust tech stack that complements business operations. Some esteemed clientele include Wipro, Pfizer, Honeywell, Mahindra, Dr. Reddy's, Tata Motors, Citi, Quantiphi, among a growing list of national and transnational brands. Taggd has been rated amongst the leaders in the NEAT Matrix, by Nelson Hall which is one of the leading global analyst entities. As the knowledge partner for the India Skills Report, Taggd explores insights into the Jobs landscape across the nation, with quantitative and qualitative insights from the academia and thought leaders of the industries. The Covid-19 pandemic was a shock to the economy, especially small-medium businesses. In this year's report, we aim to uncover the crisis and its impact on the talent demand and supply of India going forward.



Sunstone Eduversity is one of the most respected and reputed B-schools of the country founded by Mr. Ashish Munjal(CEO), Piyush Nangru(COO)

and Divyendra Rathore(CPO) and invested in by Prime Ventures and Saama Capital among other investors like Rajul Garg and Purvi Ventures. Sunstone's reputation precedes it, that's the reason more than 250 companies prefer hiring candidates from Sunstone Eduversity with over 50 working on customized campus hiring solutions.

So far 300 students have graduated in 2020 and 900+ will graduate in 2021 across 8 campuses. Sunstone aims to enroll 2500+ students in the 2021 batch across 12+ campuses and 10,000+ students by 2023.

To hire from us, contact us



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Confederation of Indian Industry 125 Years - Since 1895

The Confederation of Indian Industry works to sustain India's development by partnering with industries, the government, and civil societies through an advisory and consultative role. CII is a non-government, non-profit industry led and managed organisation pioneering the development of India. Established in 1895, the premier business association consists of more than 9100 members from the public and private sectors, SMEs and MNCs nationwide. There are more than 300,000 other enterprise memberships covering more than 291 national and regional sectors and industries. CII works closely with the government on policy issues, mingling with thought leaders to chart progress in sustainable development. It also offers a range of specialised services and global networks to enhance efficiency, competitiveness and opportunities for the industry. CII is also a platform for networking and building strong ties to tackle key issues.

Beyond business, CII assists industries in identifying and executing corporate citizenship programmes. Civil society organizations partner with CII to carry forward integrated and inclusive development across numerous verticals and domains. This includes healthcare, education, livelihood, diversity management, skill development, women's empowerment, water and resources to state a few. During the global pandemic, India witnessed a shift in the employability landscape, setting the trend for workplace culture and competencies required to excel. With the theme of 2020-21, as the "employability landscape of the nation in the post-pandemic world," CII will focus on the key areas that are responsible for economic fortitude. These areas are - employment creation, rural-urban connectivity, energy security and access, environmental sustainability, and governance. With 68 offices worldwide, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, China, Egypt, France, Germany, Indonesia, Singapore, South Africa, UAE, UK, and the USA, and institutional partnerships with 394 counterpart organisations in 133 countries, CII serves as a reference point for Indian industry and the international business community.

ACKNOWLEDGEMENT



Dr. A P J Abdul Kalam, our nation's favourite President, once said, "We will be remembered only if we give our younger generation a prosperous and safe India, resulting out of economic prosperity coupled with civilizational heritage." And we, the team of Decoding Jobs 2021, could not agree more, because it is only India's young talent that is central to India's story of an economically strong and prosperous future. The initiative which started off on its independent journey (through our India Skills Report Initiative) two years ago, with an intent to bring deeper conversations on Jobs at the center of discussions between India Inc, the Academia and the Government, today has evolved into a platform where leaders from across Industries contribute towards creating an authentic reference point for everything related to jobs. This could not have happened without the coming together of some of the best hearts and minds from industry, academia and the government.

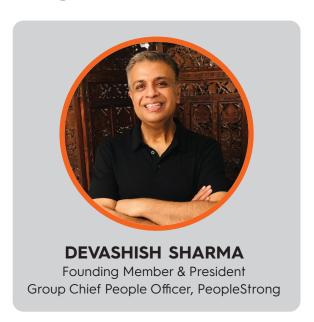
First and foremost, we would like to thank the 200+ Talent Leaders and CXOs across Industries, who worked with us over the past four months to provide glimpses of the hiring scenario – especially in these uncertain times, when all our past knowledge and predictability models were put to test. Be it the Think Tank – CHRO Round Table Series or our primary research, your contributions made the initiative possible.

We would also like to express our sincere gratitude to our Industry Partners – Confederation of Indian Industries and our Academia Partners – Sunstone Eduversity, for their unparallel support. We also profusely thank our community partners Monster India and Digital Learning partners Board Infinity, who helped in accelerating the reach of the initiative to a much wider audience. We are proud to have partnered with you all on this national cause which sets the nation's direction in this New World of Jobs in this new decade.

Last but not the least, we wish to thank all the members of the CII National Committee on Skills Development, and CII office bearers across states, who have lent invaluable support in administering our primary research. Your support is really appreciated.

The energy and support which we received from all our partners, advisors and guides in this journey of Decoding Jobs was inspiring. We really hope that you would find the outcome of this effort, which is brought to you in the form of the industry sectoral dossiers, meaningful and relevant, as you go about Decoding Jobs in the pursuit of the right fit talent in your respective industry.

FOREWORD FROM THE PRESIDENT'S **DESK**



The disruption brought by the COVID-19 crisis shook the entire world. As the economy came to a standstill with the implementation of safety measures, a large part of businesses in the first half of 2020 were answering a basic, yet complex question: how to ensure business continuity. While the consequences of the sudden halt were evident and immediately visible in the unorganized job market, the impact on the organised sector soon came into the picture. All industries were affected, however, specific industries such as Hospitality, Travel. Automobile, Real Estate Manufacturing, took a massive hit. As the outbreak continued, organizations across the board learnt to navigate the path to the new normal. The government on its part intervened measures to resuscitate both unorganized and organized sectors, including an INR 5,000 Crore relief package for our affected construction workers, framing rules for labour codes and, in our vastly agrarian economy, increasing our farm budget 11 folds from 2010. In his address to his counterparts of the G20 nations, the Hon'ble Union Minister of State for Labour and

Employment (Independent Charge), Shri Santosh Kumar Gangwar said that "India's belief that encouraging innovation, entrepreneurship and industry-led skill development were the key drivers of youth development." He laid stress on India's economic future closely tied to the universally relevant issue of gender equality, providing collateral-free loans to women entrepreneurs seeking to start their own businesses.

As we enter 2021 and a new decade, we enter a new world of work. As McKinsey Global Institute has rightly put, India is at a defining moment or a The disruptions caused by turning point. COVID-19 have accelerated the changes induced by the new wave of digital transformation. What we do in the next couple of years will help India prepare herself for the road ahead on her growth trajectory. This emphasizes the urgency of decoding the trends and the forces shaping the talent landscape at this 'Dawn Of The New Decade'.



As the recruitment solutions arm of PeopleStrong, Taggd aims to help organizations across 14+ sectors find the best talent match. Since its inception, Tagad has sought to develop a deeper

understanding of the Indian talent landscape. We are proud of our multi-year association as Knowledge Partner of India's most preferred report on talent, The India Skills Report, which is in its 8th year edition. Over the years, in many of our discussions with senior representatives from the industry, academia and the government, we realised that there is a need for more in-depth insights into the talent market. This led to the launch of our Decoding Jobs Sectoral Dossiers - a compendium report of sector specific talent that combines the macro economic factors governing the Indian economy, disruptions impacting the job landscape, demographic details of the current talent pool, along with current demand insights shared by talent leaders to better understand the job landscape of the selected sectors.

Last year, we had the opportunity to gather in person and engage with 200+ CXOs in an exclusive evening and we unveiled the first edition of the Decoding Jobs Dossiers along with the India Skills Report. We delved into six major sectors namely, BFSI, Information Technology, Manufacturing, Heavy Engineering and Automobile and ancillary, E-commerce, and Pharmaceutical. In the current year, in addition to the six key sectors covered, we have included a special report on the talent landscape of Global-In-House centres, owing to the rising prominence of India as a preferred destination for GICs. Going forward, we want to continue adding industries and solve for better understanding of the organised talent economy.

We would like to take this opportunity to express our gratitude to the CII National Committee on Skills Development and Livelihood for their support in taking forward the insights of the report in key debates, decision making engagements and many ongoing discussions on the Indian talent landscape. We are also grateful to Sunstone Eduversity who represented the academia and contributed through comprehensive insights and helped us put together an entire ecosystem. Last but not the least, the industry talent leaders who took out time from their busy schedules and

shared their invaluable experiences and insights, this report would not have found its essence without them.

I sincerely hope that you find The Decoding Jobs 2021 Industry Sectoral Dossiers Compendium to be intriguing, insightful and relevant for reference and inference, while you take your decisions related to the jobs and talent in your specific industry, recognising that people and their talent will remain at the core of our nation's global economic leadership in this coming decade.

"I am pleased to share the 2nd edition of Decoding Jobs Dossiers. Sectoral These reports in-depth analyses of the Indian job landscape and

have gained significant interest across Industry leaders, Governments, and Thought Leaders in Education and Skills. 2021 marks the beginning of the new decade and a new normal necessitating the need to understand the changing talent and hiring landscape of the Industry. This edition captures the hiring intent and trends of seven key sectors namely Automotive, Bank-Financial Services, Insurance, Global In-house Centers, Internet Business, Information Technology, Manufacturing & Engineering, and Pharmaceuticals and Healthcare. With the qualitative and quantitative analysis conducted over the last 5 months, this report tries to bring in a more realistic and holistic view of the talent landscape of these sectors in the country. I am sure the curated reports will enable a further cohesiveness of the stakeholders - Government, working professionals, students, corporations, training institutes, policymakers, and academia take necessary steps to make India the Human Resource capital of the world." Mr. Arun Nanda, Chairperson, CII National Committee on Skill Development and Livelihood & Chairman, Mahindra Holidays & Resorts India Ltd.



INTRODUCTION

India is the fourth largest auto market and is expected to emerge as the third-largest automotive market in the world in terms of volume by 2026, just behind China and USA. It is foreseen that India can be a strong leader in the automotive sector, providing opportunities for electric vehicles and autonomous vehicles. The auto industry has been facing structural headwinds which has impacted the sector, even before the pandemic hit last year. The sector faced a substantial stoppage of production during the pandemic due to subsequent lockdowns, but it is seeing recovery since the past quarter, increasing its capacity utilization. Currently the sector employs close to 37 million people and is poised to become one of the largest jobcreating engines in the country, with the creation of approximately 65 million jobs in the new decade (2021 to 2030).

The Automobile industry holds a 7.1% share in India's GDP, contributing over 22 percent to the manufacturing GDP. As per Automotive Mission Plan (AMP) 2016–26, its contribution is projected to increase to 12%. Owing to the 'Make in India initiative', the sector has been registering massive inflow of FDI. The FDI equity inflow received by the Automobile Industry in FY 2019-20 is valued at USD 2.82 Billion, while the total FDI inflow from April 2000 - June 2020 is US\$ 24.53 billion. The industry (including component manufacturing) is expected to reach US\$51.4-282.8 billion by 2026.

The Emergence Of India's Automotive Sector

India's automotive market has received an immense boost due to the emergence of an expanded middle-class population. Two wheelers and passenger vehicles dominate the domestic

automobile market. Two wheelers and passenger cars accounted for 80.8% and 12.9% market share, respectively, accounting for a combined sale of over 20.1 million vehicles in the FY20.

The automobile industry in India is now the fourth largest globally. India was the world's fourth largest manufacturer of cars and seventh largest manufacturer of commercial vehicles in 2019.

The automotive industry is expected to flourish immensely, manufacturing, selling and exporting electric vehicles. The electric vehicle (EV) market is estimated to be a Rs. 50,000 crore (US\$ 7.09 billion) opportunity in India by 2025.

Government Initiatives

The government of India from time to time has encouraged foreign investments in the automobile sector. It has also allowed 100% foreign direct investment (FDI) under the automatic route. Some of the initiatives taken by the Government of India are -



Additional income tax deduction of Rs. 1.5 lakh on the interest paid on the loans taken to purchase EVs, as per the Union Budget 2019-20



The Government of India is planning to set up R&D centres estimated at a total cost of US\$ 388.5 million to enable the industry to be on par with global standards, under the NATrip program.



The Automotive Mission Plan 2016-26 (AMP 2026) aims to drive the Automobile industry to be the engine of the "Make in India" program, developing India as a global manufacturing centre.



The Government of India has shortlisted 11 cities in the country for introduction of EVs in their public transport system under the FAME scheme.



The Government has approved the FAME-II scheme with a fund requirement of Rs. 10,000 crores (US\$ 1.39 billion) for FY20-22.



Under the new GST regime, GST on electronic vehicles is reduced from 12% to 5%.



Under the Merchandise Export Incentive Scheme (MEIS), automobile manufacturers get a benefit of 2% on vehicle exports..



Indian Automotive Adapts To The New Normal

The Indian government is keen to transform India into a global manufacturing and research and development hub. Alongside this, studies suggest that most of Indian consumers would consider buying an electric vehicle by the year 2022. The two results combined will prove to be utmost beneficial for the growth of the automotive industry.

The sector has faced significant losses in wake of COVID 19. But 'The Future of Jobs Report 2020' released by the World Economic Forum suggests that 50 percent of the auto industry players have modified the composition of their value chain to function with full potential and yield better results and profits. Another **33.3%** suggested that leaders in the industry have expanded their workforce due to technological integration, leading to a hike in the hiring numbers. The pandemic has opened

a myriad of positions to be fulfilled in the sector such as material engineers, strategic advisors, management and operations analysts, digital transformation specialists etc.

Talent Remains A Crucial Factor In The Automotive Industry

Industry Size And Key Factors



Domestic automobile production increased at **2.36%** CAGR between FY16-20 with 26.36 million vehicles being manufactured in the country in FY20.



As per the Society of Indian Automobile Manufacturers (SIAM), passenger vehicle wholesalers in India increased by **26.45%** to 2,72,027 units in September 2020.



EV sales, excluding E-rickshaws, in India witnessed a growth of **20%** and reached 1.56 lakh units in FY20.



Premium motorbike sales in India recorded a seven-fold jump in domestic sales, reaching 13,982 units between April and September 2019.

The automotive sector has witnessed enhanced sales and has also maintained the quality of its manufactured products, uplifting the industry standards. The sector is also one of the largest employers in the country as it provides jobs to over 37 million people, both directly and indirectly.

The sector has unleashed a great potential attracting foreign investments and compelling the government to put in extra efforts and create favourable regulatory frameworks. As the Indian

automotive industry is expected to reach Rs. 16.16 to 18.18 trillion (US\$ 251.4 to 282.8 billion) by 2026, the following points prove to be an advantage to the sector:

- Low-cost labour: The sector enjoys an availability of skilled labour at low cost.
- Low-cost Steel production
- Robust R&D Centres
- Increased demand for EVs and two-wheelers



DECODING THE TALENT AND HIRING LANDSCAPE OF AUTOMOTIVE INDUSTRY IN INDIA



The Talent Landscape - A Sunstone Eduversity Perspective

Looking at the macroeconomic environment, it is no surprise that India is finally waking up to the importance of good quality & result-oriented higher education. Education is now considered a major factor driving growth in India. This is evident in the exponential growth of EdTech startups & the emergence of unicorns in this space.

However, the potential of result-oriented education is far from realised, especially in the higher education arena. Real-world knowledge is still delivered scarcely and the skill-gap of individuals ready to join the workforce is widening as the environment continues to change more rapidly than ever before. This pain is being felt by corporations across industries.

The New Education Policy has been instrumental in creating new guidelines, directives, and to facilitate the higher education fraternity of this country.

However, we find that a vast majority of education "sellers" fail to provide a quality education that both young aspirants and their potential employers are looking for. The kind of nurturing, results orientation, and industry alignment is missing due to the sluggishness and short-sighted strategies of these "sellers".

The Education Skill-Chasm

Looking specifically at business education, the expectation vs reality gap is a chasm, especially at the entry-level.

Graduate and Management degrees are a promise for aspirants for a fulfilling corporate career. However, unknowingly many graduates fall prey to education providers who offer a mediocre curriculum in return for their money, effort, and time invested. And when such providers fail to create industry-ready professionals, leading to poorplacement season, students enter a vicious cycle. It is shocking but true, that the last updated curriculum for many universities was in 2014, post which rules and regulations like GST and Demonetization were introduced and implemented. We find, in many cases, the latest financial curriculum of universities does not include these changes to date and these institutes still teach the old taxation system.

Out of the 4400 MBA colleges in India, only handful colleges at the top of the list, deliver expected results for students and the industries - both entities aligned to the same outcome.

This is just the beginning. This will evolve into an agile education template that will serve the corporate more efficiently. These special requests and requirements of the companies to train the students, so they can fit in very well in the corporate environment of a given organization and create a boundary less pipeline of talent for HRs looking at entry level hiring

Rethinking Education With A Pragmatic Lens – A Sunstone Case Study

There is a need to take on the mantle of bringing industry alignment and accountability to education, especially at the entry level management. The course material needs to be carefully structured to prepare students to deal with real world problems and hit the corporate ecosystem running on day one.

Future forward leadership in education means practicing and building skills and competencies to take the students ahead in their careers with a **3** pronged approach.



Result-Orientation In Curriculum

Education providers need to understand that the outcome of a management graduate is not just

getting a job but starting a career journey and fitting into the corporate world with ease. This is achieved by aligning very closely with the industry's requirements.

In this regard, the management program at Sunstone is made with extreme precision, with industry-driven requirements, and evolving demands of the industry so that students can bring the best on the table and are prepared to face every challenge given to them in the future.

The curriculum is updated every 6 months, making it extremely relevant to industry's needs. For example, at Sunstone, a Balanced Scorecard framework is not a part of the curriculum for an HR recruiter at joining at entry level. More useful modules such as Hiring from LinkedIn are taught.

Frequent revamps also allow education providers to be more agile and dynamic and change as industry changes.

During the pandemic, Virtual Onboarding, Virtual Interviewing, got added to the curriculum etc to ensure students are well versed with best practices.

Tik Tok advertising was introduced for all digital marketing students. But, when Tik Tok got banned, we were able to replace it with Instagram Reels

within weeks.

For the student, every takeaway from this course will resonate with what he will definitely face in his sales career. We designed this course not from a theory or information perspective but from an experienced perspective. To train the student to be ready to face all those challenges and be better equipped to handle them when he joins a job. For example, we included Sales Management Systems in the curriculum where we taught the studnWs how to work on leads and ensure they go through the complete lifecycle from leads to prospect to customer. - Mr Girish Batra, Founder & CEO, NetAmbit.

Mr Batra designed and created the Sales Management curriculum at Sunstone Eduversity. Guest Lectures Series is another initiative that deserves mention, as it adds to vision of seamless alignment. These lectures ensure not only the alignment of the academic team & management with the industry, but directly lets students interact with corporate leaders and entrepreneurs. These special requests and requirements of the companies to train the students, so that it helps students fit in very well in the corporate environment of a given organization and create a boundary less pipeline of talent for HRs looking at entry level hiring.



Focal Shift In Specialisations And Trainings

It is also not advisable for future looking education providers to rely

only on traditional theoretical knowledge. Instead, a pragmatic approach to management education is a necessity. The industry, aligned with Applied Specializations, are a testament of that. Apart from regular specializations such as Marketing, Finance, HR, Operations, etc., specialisations such as the following are more industry and job focussed.

- Banking Operations
- Insurance Management
- Retail Management
- HR & Recruitment
- Sales Management
- Logistics & Supply Chain
- Digital Marketing
- Market Research
- Data Analytics

Apart from specialisation, short and focussed training can also boost employability. As an example, Sunstone Eduversity offers 1200 hours of extra specializations, assessments, etc. for all the industries that recruit with Sunstone. Special training modules help students stay a step ahead of every other individual out there in the company they join.

For example, during the pandemic, Sunstone launched a "WFH workshop for millennial managers" to ensure Sunstone graduates can effectively manage their teams in remote environments and corporates don't face challenges in training their new hires.

Another special module has been added in training to introduce students to high growth industries where job opportunities are on a rise, even during the pandemic. For example, introducing students to the EdTech and Pharma sector, insight into industries' evolution, footprint, market, competitors, and more.



Tailor-Made Talent Availability

Availability of Tailor-made talent supply can help education providers keep a tab on the

industry pulse. This edge is one of the reasons why

providers such as Sunstone Eduversity have been a first choice for some corporate giants looking for MBAs for entry-level roles. Many companies reach out to Sunstone's Recruitment teams with sometimes more custom requirements seeking the perfect candidate for their company.

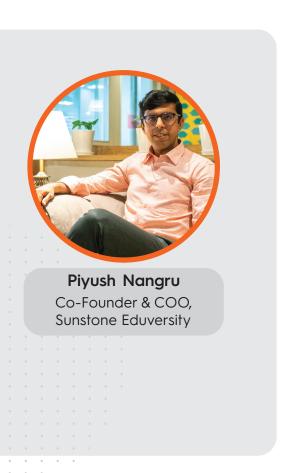
One organization needed female candidates with an academic requirement of over 70% throughout. Along with this requirement, the candidate should have had an excellent knowledge of SQL and POWER BI. Sunstone was able to filter and provide multiple such candidates on demand.

Another example is how a training was created specifically to deliver for one of the recruiting partners, and then retained for all students. POWER BI was introduced and delivered in a short-span of time to fulfil the requirement. Now

Sunstone has a mandatory 2 months of BI training for every student.

Similarly, the Tableau course, which is a popular course at Sunstone, was taught as a data visualization tool. However, special requests for other tools such as Informatica, have also been taken up on demand and implemented for all students.

Contributed by Piyush Nangru, Co-Founder & COO, Sunstone Eduversity



DECODING THE HIRING LANDSCAPE

Automotive Hiring Intent And Trends in 2021

A primary survey was conducted to understand the hiring intention of leaders and employers across various industries in 2021. A total of 200+ employers participated in the survey, of which 12% were leaders from the automotive industry. 25% of the employers reflected that the hiring intent will increase, where as 65% reported that there is no change in their hiring intention as compared to last year.

HIRING INTENT



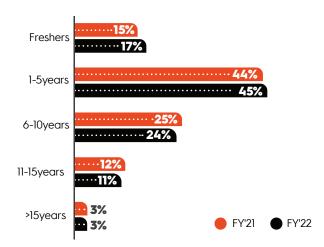
The automotive industry is expected to flourish immensely, manufacturing, selling and exporting electric vehicles. The electric vehicle (EV) market is estimated to be a Rs. 50,000 crore (US\$ 7.09 billion) opportunity in India by 2025.



Hiring Intent By Work Experience

With respect to hiring level as per work experience, the story remains similar to that of last year. The survey takers expressed maximum demand of candidates who come from experience background between 1 to 5 years, followed by people with 6 to 10 years of experience. There is a slight increase in the demand for freshers as companies continue to forecast demand and invest in skilling.

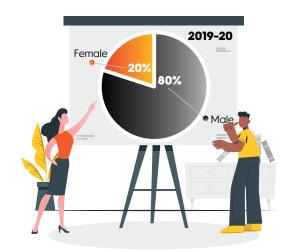
HIRING INTENT BY WORK EXPERIENCE MIX

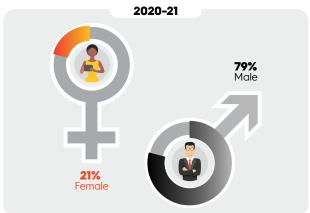


Hiring Intent By Gender Diversity

The survey revealed a pin drop change in the hiring intent for female workers which is likely to increase from **20%** in 2020 to **21%** in 2021. The one percent increment will be adjusted in the hiring of male workers which stood at **80%** in 2020 and will go down to **79%** in 2021.

HIRING INTENT BY GENDER DIVERSITY MIX





Share Of Permanent And Gig Workforce

In terms of white-collar employees, the percentage share of permanent employees will drop in 2021 from 89 percent to 76 percent, revealed the survey. While the percentage share of variable workforce or gig workers will rise to 24 percent from 11 percent last year.

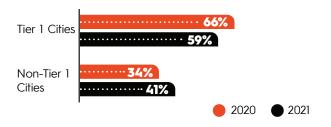
HIRING INTENT BY WORKFORCE MIX



Job Demand By Location

With the advent of development in non-tier 1 cities, the survey takers reflected a preference for hiring from these upcoming cities. Numbers will increase from an average of 34 in 2020 to 41 in 2021. The hiring intent for workers from tier 1 cities is expected to stoop to an average of 59 from 66 in the previous year.

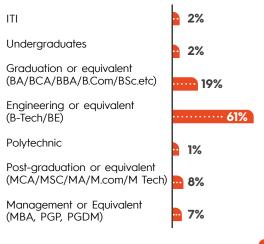
HIRING INTENT BY LOCATION MIX



Job Demand By Eductation

The automotive sector will employ more engineers in 2021 as suggested by the survey takers. The average number of engineers will increase from 48 in 2020 to 61 in 2021. A slight preference for the hiring of management postgraduates and other postgraduates has also been concluded in the survey.

HIRING INTENT BY EDUCATION MIX

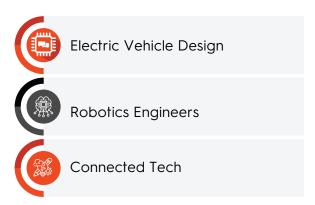


FY'22

Hiring Intent By Skills (Reskilling And Upskilling)

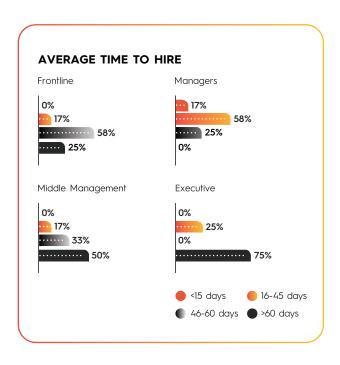
Some of the skills in high demand pertain to data analysis, business development, AI and machine learning, database and networking etc. Robotics is another advancement integrating with the sector, therefore knowledge in robotics engineering is springing up to be crucial. Other than this, virtual management and leadership qualities, along with a strong sense of organisational skills are relevant for getting hired in the automotive industry.

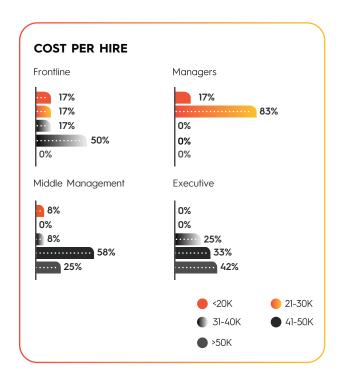
TOP SOFT SKILLS IN DEMAND:

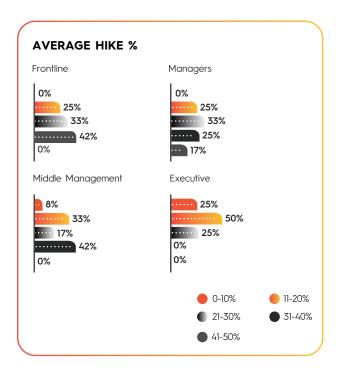




Key Hiring Metrics Observed In The Automotive Sector







Driving Factors To Set A Unit In The Sector

- The automotive sector in India enjoys 100% foreign direct investment (FDI) under the automatic route.
- As India focuses on establishing its feet in the EV market, investment flow into EV startups in 2019 (till end of November) increased nearly 170% to reach US\$ 397 million.
- Under the SAMARTH Udyog program Industry 4.0 centres: 'Demo cum experience' centres are being set up in the country for promoting smart and advanced manufacturing helping SMEs to implement Industry 4.0.

India vs Rest Of The World

The Indian Automobile industry is projected to be the third largest in the world, contributing 12% to the nation's GDP as compared to its current share of 7.1 percent.

BUILDING TOMORROW

AUTOMOTIVE IN THE POST-PANDEMIC WORKPLACE



The automotive industry is going through multiple changes, be it emission standards, or exploring alternative sources of energy (fuel, CNG or EV), or impact of changing labour laws on the shop floor, the recent COVID-19 pandemic along with the industrial revolution 4.0. Like other manufacturing set ups, the automotive manufacturing sector too is expected to pick up in the coming years. Even so, the overall employment opportunities in the sector are expected to remain cautiously optimistic for the current year.

Boost Talent In Manufacturing

While technological advancements and adoption is not a new phenomenon, the speed of change of the transition has been further accelerated due the pandemic. These disruptions are likely to generate significant employment opportunities in the sector in the years to come. As companies begin adopting connected technologies for manufacturing, all stakeholders, from OEMs to dealers to suppliers will need talent with new skill sets that are in sync with the changing requirements. Re-skilling and upskilling of the existing workforce will be of paramount importance. Companies in the sector are aptly utilizing this correction phase to upskill its existing workforce to meet the demands of the future. Future talent will be expected to build:

- Multi-function capabilities
- Technical acumen along with business understanding to enhance cross-functional execution capability and credibility
- Agility and adaptability to meet changing requirements
- Digital dexterity

Dynamic Workforce Planning

Building a nimble workforce and talent model will be critical for the sector in the times to come. According to PWC, traditional linear models of workforce planning, and talent deployment will not fit new requirements. Therefore, automotive companies will need to plan for dynamic multiple evolving scenarios. The key to success will be their ability to identify microcosms within their organizations, which they can use to pilot new approaches.

Increasing The 'Talent Catchment'

The OEMs in India face a unique challenge in terms of geographical constraint of talent. While

the white-collar talent pool has seen a diverse mix of people from different geographies within India, shop floor employees, operators and other blue-collar workforce are largely hired from local catchments. As a direct consequence to the pandemic, companies will be pushed to explore hybrid working models and remote working modes. The white-collar workforce may further broaden its talent pool catchment, but, in view of the expected increase in demand for skilled workforce on the shop floor, automotive manufacturing companies will need to re-evaluate their talent catchment strategies.



LEADERS SPEAK



"The pandemic brought along with it a lot of new nuances for conducting business, be it flexibility of time and location or changing business requirements. The automotive industry was going through low volumes even before the COVID-19 crisis. After the pandemic, we had to adapt to the dynamically changing situation. Agility and resilience have been more in focus. People must be self-reliant and take care of multiple activities, and business processes must be flexible to accommodate. As the business scenarios improved, we saw a lot of pentup demand coming through, there is an uptrend in demand for talent as well. There is also need for more temporary and flexible workforce. In the white-collar jobs particularly in the engineering and corporate functions there is now a realization that flexibility of time and location is a feasible option. Once the organization is flexible, it brings in a lot of complexities to ensure employee connect with the organization, individual's alignment with business objectives, and alignment of team's direction.

This has brought in a requirement for up-skilling of employees. People are expected to hone their communication and social skills, be more proactive, take self-initiatives and enhance their ability to work across functions."

Alok Vatsa, Adient

"The industry no doubt has undergone a change, but such disruptions keep coming in some form or the other once every decade if we look at past trends. Auto is one of the major contributors to the Indian economy. It also generates a huge amount of amployment. Business challenges in the industry.

Indian economy. It also generates a huge amount of employment. Business challenges in the industry are not only induced by COVID-19, but the sector is also undergoing a correction phase, which is an essential part of the business cycle. One of the key things that we should keep in mind that businesses will continue, is not to have a knee-jerk reaction. Patience and a high amount of tolerance and understanding of the changing business environment

will help overcome all challenges. We are sure that the auto industry will pick up in the next couple of years. It is important that we tactfully adopt and adapt to changing needs. For example, today mainstream mobility is transitioning to e-mobility, tomorrow it may be something else. Hiring needs will change in the coming time, depending on what the environment requires. Currently, we are expecting a high demand for talent who digitally aligned and will enable businesses to work with technologies efficiently."

Anil Gaur, Uniparts Group



"The commercial vehicles industry has gone through a lot of headwinds. Even before the pandemic hit us, the industry was experiencing downtime.

The commercial vehicle is a cyclical business in which the business goes through continuous crests and troughs. The pandemic has prolonged the revival of the industry. Having said that, we expect the industry to revive and go beyond the prepandemic growth level in the coming 12 to 18 months. We are seeing a huge amount of traction in our small commercial vehicle as the demand for lastmile delivery has significantly increased due to the pandemic. With lockdown, social distancing norms, and remote working, people need things delivered to their doorstep, this behavior change has given a push to the small commercial vehicle segment, which is registering a huge uptick. We expect the heavy, medium, and intermediate commercial vehicles to post a 10% growth above the pre-covid levels in the coming 12 to 18 months. From a talent perspective, we expect demand for niche roles in analytics such as solution generation in analytics is expected to come up as a role shortly. In certain cases, business development and marketing roles

will also see a demand in the sector. The passenger vehicle segment too will echo some of these trends. However, we expect the segment to register growth as the demand for privately owned vehicle has gone up with the shared mobility segment is under stress due to social distancing norms." Biswaroop Mukherjee, Tata

Motors



TVS Tyres

"Recovery in the sector is expected o happen in the coming quarters. We have always hired a fixed number of freshers and will continue to do so. As the

business is expected to pick up in the coming time, we are utilizing this time to identifying performers in each function and reskill them. Our factories are already undergoing digital transformation. We thus require a certain skill set for these jobs at the shop floor. We expect to continue hiring laterally as well developing existing employees. Our upskilling and reskilling programs are underway since May 2020 and are expected to go on till March 2021 so that most of our existing employees particularly in the middle level are able to meet the future skill demand. In terms of leadership hiring, at TVS we decided to hire from outside the tyre industry, which is not the norm, but we are looking to onboard leadership with a different mindset than that exists

in the industry." Suresh Sivanandam,



METHODOLOGY

The second edition of the Decoding Jobs, Decoding Jobs 2021 was the culmination of efforts of over 5 months made by Taggd in collaboration with our partners Sunstone Eduversity and Confederation of Indian Industry. The initiative consisted of a series of round tables, a primary survey and exhaustive one on one conversations with business and Talent leaders across Industry Sectors.

The primary survey received over 200+ respondents from diverse Industry sectors. In which the respondents shared their hiring predictions, and inputs on other trends which they saw coming up in 2021. These surveys were filled in by the Chief of HRs or TA Heads. Here is a quick summary of the respondent profile:

The second edition of the Decoding Jobs Think Tank Roundtable Series 2021 brought together some of the top Indian and global talent leaders to understand the hiring trend and outlook in their respective sectors.

These roundtables were moderated by the Chiefs of Customer Success at Taggd, **Anshuman Srivastava and Vishal Bhardwai**.



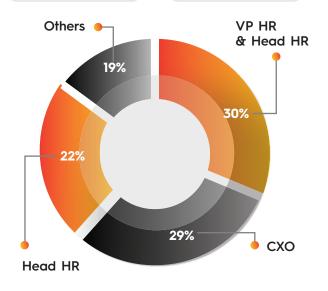




ANSHUMAN SRIVASTAVA
Chief of Customer Success
Automotive, Manufacturing
& Engineering



VISHAL BHARDWAJ
Chief of Customer Success
Information Technology
& Pharmaceuticals



This year, considering the upheaval the market is going through due to the current COVID-19 pandemic, the job agenda has become furthermore important not only for employers but also for government and academia. These 'Think Tank Roundtable' discussions were held with more than 80+ senior industry leaders across major key industries - Automotive, BFSI, Internet Business, Global-in-house centers (GICs), Information Technology, Manufacturina and Engineering and **Pharmaceuticals** and Healthcare. The participating leaders joined the discussion and shared how their respective sectors weathered the pandemic, drawing attention to the various measures the companies took to turn challenges into opportunities.

The outcomes of the very engaging and insightful discussions helped in qualifying the quantitative indicators of primary survey conducted by Taggd. It also stressed upon qualitative measures that can be taken to build employee capability in the new normal. One of the chief highlights was the need for concerted efforts between the government, industry and academia to address pressing skill concerns facing our workforce today.

These focused group discussions were conducted by Taggd and academic partner Sunstone Eduversity, in collaboration with the Confederation of the Indian Industry (CII)





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