



Get App

News

Exclusives

Leaders
Speak

Events

Awards

Webinars

Brand
Solutions

More

Interviews

Expert
SpeakBeyond
Office

HRTech

Editor's
PickHR
TV

Rese

ADP Future of Pay in India...

In its second edition, The
"Future of Pay in India Repo...

Follow Us

Get updates of events and
latest news from ETHR on...

Learning And Development 8 Min Read

Talent retention and L&D insights from Panasonic Electric Works Inc

In an exclusive interaction with ETHRWorld, Akash Sangole, CHRO, Panasonic Electric India (PEWIN), a subsidiary of Panasonic Life Solutions India, discusses the organisational learning and development practices, its focus on leadership training which is also a part of PEWIN's larger retention strategy; the impressive gender diversity of the blue-collar workforce and industry insights from the FMEG (fast moving electrical goods) space and



Yumna Mobin, • ETHRWorld

Updated On Jun 13, 2024 at 04:18 PM IST

Read by:

18479 Industry Professionals



Read by

18479 Industry Professionals

[Get App](#)

[News](#)
[Exclusives](#)
[Leaders Speak](#)
[Events](#)
[Awards](#)
[Webinars](#)
[Brand Solutions](#)
[More](#)

[Interviews](#)
[Expert Speak](#)
[Beyond Office](#)
[HRTech](#)
[Editor's Pick](#)
[HR TV](#)
[Rese](#)

percent attrition accounts for sales & marketing roles.

- The overall gender ratio at PEWIN is 41 percent, including the blue-collar workforce.
- The company has a special Sales Incentive Scheme for its sales employees whereby it has done away with the regular practice of variable pay and incentives paid at the end of the year.
- PEWIN gives a retention bonus to its employees, which is 15 percent of the employees' cost to the company and is paid to those who stick to the organisation for three years.



Akash Sangole, CHRO, Panasonic Electric Works India

The interaction with Akash Sangole, CHRO, Panasonic Electric Works India, gets interrupted by the sound of soothing instrumental music at the office premises at the Mumbai HQ, as the clock strikes 1800 hours.

This is the norm on Friday evenings at the Japanese giant's office; as the clock strikes 06:00 in the evening, the music begins playing as a personification of the employer requesting the employees still working to leave for their homes and for the weekend.



Panasonic Electric Works globally has an employee strength of over 2,33,000 people, and its Indian offshoot Panasonic Electric Works India

In India, there are approximately 3,300 white-collar employees, and approximately 5,400 blue-collar employees whom PEWIN calls workers.

The overall gender ratio of the PEWIN workforce is 41 percent, including the blue-collar workforce.

One of the areas the company strives to address is the number of women in leadership positions, which is still low at 4 percent. There are only 17 women out of 410 leaders at PEWIN, across managerial and CXO levels at present.

In an exclusive interaction with ETHRWorld, Sangole discusses Panasonic Electric Works India's learning and development practices, the company's focus on ing which is also a part of the larger retention strategy, the impressive gender diversity of the blue-collar workforce and the industry insights from the FMEG (fast-moving electrical goods) space at large.

FMEG talent insights

Some of the talent trends, challenges and insights from the FMEG sector, as shared by Sangole, are-

1. The FMEG sector experiences appreciable competition from the FMCG (fast-moving consumer goods) space, and this often creates challenges for PEWIN and other FMEG players in attracting talent, specifically female talent, who would really be passionate about making a career in the sector.
2. The growth of the FMEG space is directly proportional to the infrastructure growth of any state or country. This is how either opportunities are created or not for the future based on the development of the region.

3. Organisations experience a certain degree of regrettable attrition, as the young talent keeps moving out after every 2-3 years, which, though a normal practice across sectors at large, sometimes increases the HR cost of the organisation, and so the retention strategies need to be taken seriously.

4. Talent retention is a challenge because talent from the FMEG space shifts to and from the FMCG space.

The FMCG brands appear to be more flamboyant or fancy, and perspective-wise tend to look better on a candidate's CV. In some cases, the FMCG brands also tend to offer more lucrative career options than the FMEG brands.

5. The electrical industry has a lot of unorganised space as well.

While hiring from the organised space or the competitors, talent largely meets the expectations. but when hired from the unorganised space, a lot of training and hand    ed for an appreciable time.

6. Retaining employees in certain specific functions such as sales and IT is even more difficult, as these are very flexible areas, and employees can

News Exclusives Leaders Speak Events Awards Webinars Brand Solutions More

Interviews Expert Speak Beyond Office HRTech Editor's Pick HR TV Rese

Blue-collar workers generally don't leave Panasonic unless they are retiring, or there is a serious reason for quitting, according to Sangole.

L&D and leadership training

Panasonic Electric Works India has a senior management development programme wherein a batch of 35 employees from the topmost rungs of the management are provided with courses and training programmes in partnerships with premium institutions of the country such as IIMs.

Another programme, specifically for the topmost management, is given to few selected members, but this happens in Japan at the global HQ.

These initiatives are designed to develop leaders for future roles.

Sangole says, "These programmes are provided to have the right value additions to the organisation's leadership over time that aid actual problem statements for the company. These programmes are created to help develop individual competencies of management across layers of the organisation."

Action learning progr?



Panasonic Electric Works India offers training and development to a number of its managerial employees from the lowermost to the middle

[News](#)
[Exclusives](#)
[Leaders Speak](#)
[Events](#)
[Awards](#)
[Webinars](#)
[Brand Solutions](#)
[More](#)

[Interviews](#)
[Expert Speak](#)
[Beyond Office](#)
[HRTech](#)
[Editor's Pick](#)
[HR TV](#)
[Research](#)

every year by selecting the highest potential employees from the lower to middle management layers.

This is a one-year PG diploma programme that was launched four years ago and is currently offered through a tie-up with Jamnalal Bajaj Institute of Management Studies (JBIMS), Mumbai.

2. The company also offers a 9-day campus training programme for people in the General Manager (GM) layer.

3. LEAD Programme: This is a management development programme running for 35 handpicked high-potential employees from the middle management, to develop their skills so that they can have a wider understanding of the organisation. The learning helps them to improve processes and bring in innovation at work through action learning.

4. HR Next: This programme is especially curated for 35 handpicked HR professionals to train them around topics related to the entire employee lifecycle in an organisation.

The programme is focused on providing exposure to the latest trends in HR and how to apply them on the job.



Encompassing Japanese *kaizen*, Saito says, "Employees have the right to learn, and it is always possible to guide them throughout their career. It is the prime responsibility of the employers to develop their employees

News Exclusives Leaders Speak Events Awards Webinars Brand Solutions More

Interviews Expert Speak Beyond Office HRTech Editor's Pick HR TV Rese

"I believe that if an employee has decided to quit, money will not stop him or her. Thus, recovering the expenses we have spent on their learning is not the top priority in our minds," he says.

The average tenure of PEWIN employees is about 15 years.

Attrition

Panasonic Electric Works India has an attrition rate of 18-19 percent.

Out of this, 6 percent attrition accounts only for sales & marketing roles, making the average attrition “quite healthy and manageable”.

The attrition rates have been constant for FY 2021-22 and FY 2022-23 as well.

Sangole says that the organisation has a healthy attrition rate as per industry standards, which is 6-7 percent in manufacturing and 10-12 percent in sales functions.

A “healthy talent retention” at PEWIN has been possible due to effective retention strategies of



Retention strategies

News Exclusives Leaders Speak Events Awards Webinars Brand Solutions More

Interviews Expert Speak Beyond Office HRTech Editor's Pick HR TV Rese

This is based on their PMS (performance management system) evaluation and is an extra payment in addition to their annual appraisal or hikes.

This amount is paid to the employees three times – 5 percent each year for three years.

Sangole shares, "We offered retention bonus to almost 450 employees in the last financial year (2023-24)."

Sales incentive scheme

PEWIN has a special Sales Incentive Scheme for its sales employees whereby it has done away with the regular practice of variable pay and incentives which used to be paid at the end of the financial year.

The variable pay and the incentive have been replaced by monthly and quarterly incentives. Sangole explains, "Many employees don't feel motivated or might not feel like sticking around an organisation if their incentive and additional earning are promised or due to be paid at the end of the year or after 12 months."

By this scheme of the incentive being paid to the sales employees every month or every quarter, PEWIN has experienced more engagement and better retention of its sales employees, says Sangole.

learning, on-the-go learning, product training, sales skills training, train-the-trainer programme and a variety of additional behavioural training programmes.

Gender diversity in the blue-collar workforce

Sangole says that PEWIN has over 30 percent gender diversity ratio in its blue-collar workforce across all its factories in India.

He shares that even in their latest facility at Sri City, they have been able to achieve a similar diversity number wherein out of over 300 workers over 100 are women.

Pros of having more women on the shopfloor

Sangole says that women, especially on the blue-collar front, are much better employees and bring much more to the table.

The three distinct merits of having more women blue-collar employees are:

1. Discipline is well maintained by female employees.
2. Industrial relations (IR) are much less and manageable.
3. Female workers are much more productive and efficient than their male counterparts.

[Get App](#)

[News](#) [Exclusives](#) [Leaders Speak](#) [Events](#) [Awards](#) [Webinars](#) [Brand Solutions](#) [More](#)

[Interviews](#) [Expert Speak](#) [Beyond Office](#) [HRTech](#) [Editor's Pick](#) [HR TV](#) [Rese](#)

model whereby over 100 people are taken in every year via the GET programme, and based on performance, a certain percentage of the trainees or apprentices are absorbed.

This hiring happens for different roles across departments such as technical, design, product development, etc.

This year, through this apprentice programme, 85 people were absorbed into the company.

For FY 2024-25, the company is in the process of taking in about 140 GET apprentices.

At the lateral levels, across the organisation, about 500 people were hired in the last financial year (2023-24).

READ ALSO



Fiserv empowers women employees and all kinds of diversity across the...



Building the ability, as an HR professional, to not be emotional and yet be...



Why and how this company is aiming to a gender ratio



How Amdocs is increasing gender diversity, and diversifying its hiring...

[Get App](#)

[News](#) [Exclusives](#) [Leaders Speak](#) [Events](#) [Awards](#) [Webinars](#) [Brand Solutions](#) [More](#)

[Interviews](#) [Expert Speak](#) [Beyond Office](#) [HRTech](#) [Editor's Pick](#) [HR TV](#) [Research](#)

Join the community of 2M+ industry professionals



Subscribe to our newsletter to get latest insights & analysis.

[Subscribe For Free](#)[Panasonic Electric Works India](#)[talent retention](#)[L&D insights](#)[gender diversity](#)[attrition rate](#)[FMEG sector](#)[leadership training](#)[retention strategies](#)[Akash Sangole](#)[Editor's Pick](#)

Learning And Development 3 Min Read

7 powerful hacks to 10x your HR career

Employee Experience goes beyond happiness, influencing morale, engagement, and retention. There's more to it! HR builds a positive EX through streamlined onboarding, competitive benefits, and open communication. Building connections involves fostering a culture of respect, trust, and collaboration – leading to a more enjoyable and productive work environment. But that's not all. Clear strategic alignment ensures employees see how their work contributes to the company's success. Discover these seven hacks to be a successful HR practitioner and maximise your impact.



- News Exclusives Leaders Speak Events Awards Webinars Brand Solutions More
- Interviews Expert Speak Beyond Office HRTech Editor's Pick HR TV Rese



The world of work has changed massively. Needless to say, the catalysts to this

change were introduced to us that have redefined how business happens and made organisations realise the importance of their workforce. On the same lines, HR's focus on employee experience (EX) and connections are now paramount, but for true success, a broader strategy is needed.

Employee Experience goes beyond happiness, influencing morale, engagement, and retention. There's more to it! HR builds a positive EX through streamlined onboarding, competitive benefits, and open communication. Building connections involves fostering a culture of respect, trust, and collaboration – leading to a more enjoyable and productive work environment.



But that's not all. Clear strategic alignment ensures employees see how their work contributes to the company's goals. Employee experience and connecting with people are important expectations from HR professionals. However, to achieve a comprehensive approach to workplace success, one must consider additional factors.

Here are seven hacks to be a successful HR practitioner:

1. **Champion organizational culture and values:** As an HR professional, you have a significant influence in shaping organisational culture. Deeply understanding and with the organization's values allows you to contribute to a healthy and productive work environment. Promote and educate colleagues on these values, instilling a sense of purpose and aligning individual contributions with the overall company mission.
2. **Cultivate Business Acumen:** Stepping beyond HR-specific knowledge is key. It's crucial to understand the business context in which you operate and try to gain knowledge about the organization's industry, market dynamics, and financials. Understanding how to transition HR or other cost centers into profit centers defines success. This understanding allows you to align HR strategies and initiatives with

[Get App](#)

[News](#)
[Exclusives](#)
[Leaders Speak](#)
[Events](#)
[Awards](#)
[Webinars](#)
[Brand Solutions](#)
[More](#)

[Interviews](#)
[Expert Speak](#)
[Beyond Office](#)
[HRTech](#)
[Editor's Pick](#)
[HR TV](#)
[Research](#)

opportunity for all employees. Cultivate a culture of respect and inclusivity where everyone feels valued and empowered.

4. **Champion Talent Management**: Employees who are constantly learning and growing and have clarity on career growth are more likely to be engaged and productive. Build a personalized alternate career path and development journey for each employee. Focus on skilling people for future and promote a culture of knowledge sharing where everyone can learn from each other to develop the skills.
5. **Navigate ethical and social responsibility**: In today's world, businesses are increasingly expected to be ethical and socially responsible. Develop and implement policies promoting ethical behavior and social responsibility within your organization. Foster employee awareness of these important considerations to ensure your company acts as a responsible corporate citizen.
6. **Data-Driven Decision Making**: Make data your ally in HR. Utilize data and analytics to inform HR decision-making. Collect and analyse key HR KPIs and workforce data to learn about employee performance, engagement, and retention. Data-driven decision making allows you to identify trends, make informed choices, and gauge the success of HR efforts.
7. **Embrace emerging technologies**: The workplace is evolving due to emerging technology, and HR professionals must be prepared to adapt. Keeping up with technology and exploring its potential applications in the HR field can help your business stay competitive. Numerous SaaS product organizations offer unique offerings;

Get App

- News
- Exclusives
- Leaders
Speak
- Events
- Awards
- Webinars
- Brand
Solutions
- More
- Interviews
- Expert
Speak
- Beyond
Office
- HRTech
- Editor's
Pick
- HR
TV
- Rese

taking into account these extra variables and keeping up with your professional development. Early use of these hacks can give you a competitive edge and set you up for HR career success. By actively applying these Powerful Hacks, you can differentiate yourself as an HR professional and make a positive impact in your organization. So get started right away!

Published On May 29, 2024 at 09:00 AM IST

HR career

HR professional

organizational culture

talent management

data-driven decision making

employee experience

Guest Article

Amit Jain

 **HRWorld.com**

News →

See whats happening in HR sector right now

Exclusive →

Read and get insights from specially curated unique stories from editorial

Leaders Speak →

Business leaders sharing their insights

Events →

Explore and discuss challenges & trends in India's leading B2B events

Awards →

Recognise work that not only stood out but was also purposeful

Webinars →

Join leaders & experts for roundtables, conferences, panels and discussions



Join the community of 2M+ industry professionals

Subscribe to our Daily Newsletter

Subscribe For Free

By continuing you agree to our [Privacy Policy](#) & [Terms & Conditions](#)

Advertise With Us

We have various options to advertise with us including

Events, Advertorials, Banners,
Mailers, etc.

Get in Touch

Download ETHRWorld App

Save your favourite articles
with seamless reading
experience



Get updates on your preferred social platform

Follow us for the latest news,
insider access to events and
more.



About Us
Contact Us
Newsletters

Guest-
Post
Guidelin
es

RSS
Feed

Sitemap

RSS
Feed

Sitemap

Guest-
Post
Guidelin
es



The Economic Times Business Verticals

Get App

- [News](#)[Exclusives](#)[Leaders Speak](#)[Events](#)[Awards](#)[Webinars](#)[Brand Solutions](#)[More](#)
- [Interviews](#)[Expert Speak](#)[Beyond Office](#)[HRTech](#)[Editor's Pick](#)[HR TV](#)[Research](#)

