

# **SENSITIZATION TRAINING TO BUILD INCLUSIVE WORKFORCE**

March 2014

**Report By**



Sruti KV  
Taraka Hanumanthu  
Gnan Vikas Shankara Bhakthula  
Sravanth Gajula

**For**



**Youth4Jobs**  
Plot 135, Ave 2 Road No. 13  
Banjara Hills  
Hyderabad - 500 034 Andhra Pradesh, India

## Purpose

- Y4J is a pioneer in delivering Market Linked Vocational Skill Development Program for rural and tribal PwD (Person with Disabilities). This mainly involves working with government agencies, training partners and companies in order to train PwD and then place them in the appropriate job markets. As part of this program, Y4J is also involved in sensitization training for companies in order to prepare the management and managers to build an inclusive workforce. These trainings are currently done as part of the placement exercise or when cracking new sectors for employment. We believe that the current employment market is now ready for the sensitivity training to be spun off as a separate unit which can conduct trainings for a host of companies in order for them to build a work force. PwD in companies form less than 1% of their workforce and given the current state of the economy and also the growing technology trends in training, we believe PwD can be positioned as an alternative workforce.

## Salient Points

- This report will focus on the following areas:
  - Market size and revenue expected for sensitization trainings in Indian companies
  - Competition analysis
  - Ideas around branding and marketing this training

## Recommendations

- Perfect time to enter the market
- Avail technology to the fullest
- Communicate impact measurement
- Target CSR wings of the companies
- Avail social media
- Constant innovation
- Target only relevant audience

## Table of Contents

Chapter 1 - Introduction.....	4
Chapter 2 - Competitor Analysis .....	5
List of firms offering similar services: .....	5
Competitor Comparison Matrix .....	3
Summary.....	3
Chapter 3 - Market Sizing Approach .....	4
Companies in India .....	4
Addressable Market .....	5
Potential Revenue .....	5
Variable Costs.....	6
Value of the opportunity.....	6
Potential revenue generating segments.....	7
Summary.....	7
Chapter 4 - Situation Analysis .....	8
Company.....	8
Branding Strategy .....	10
Positioning Statement .....	13
Chapter 5 - Recommendations.....	17

## **Chapter 1 - Introduction**

Y4J is a pioneer in delivering Market Linked Vocational Skill Development Program for rural and tribal PwD (Person with Disabilities). This mainly involves working with government agencies, training partners and companies in order to train PwD and then place them in the appropriate job markets. As part of this program, Y4J is also involved in sensitization training for companies in order to prepare the management and managers to build an inclusive workforce. These trainings are currently done as part of the placement exercise or when cracking new sectors for employment. We believe that the current employment market is now ready for the sensitivity training to be spun off as a separate unit which can conduct trainings for a host of companies in order for them to build a work force. PwD in companies form less than 1% of their workforce and given the current state of the economy and also the growing technology trends in training, we believe PwD can be positioned as an alternative workforce.

Through this report, we expect the data to confirm our belief that there is a growing un-tapped need in the market for alternate workforce with can be met by PwD. The first step to achieve this is to have sensitization training's in almost every organization and Y4J with its prior experience in this field can build a separate line of business(LOB) that will be involved in these training's.

## Chapter 2 - Competitor Analysis

We have adopted a demand-side based approach i.e. analyzed firms satisfying the same set of customer needs. The objectives of the competitor analysis is to

- ❑ Understand existing and potential future competition
- ❑ Analyze the services offered and customer segments served
- ❑ How much established are the competitors in the current market?
- ❑ Which competitors does the firm's strategy clash with?
- ❑ What could be the reaction from the competitors once the firm enters the market?

### List of firms offering similar services:

#### 1. V-shesh – Domestic:

- An impact enterprise headquartered in Chennai and expanded swiftly to Bhopal, Bhubaneswar, Coimbatore and Mumbai
- Governed by the social objective of improving access to suitable opportunities for the disabled and people from socio-economic backgrounds
- Started in 2009, V-shesh has connected over 1000 fresher's to jobs of which 300 are disabled job seekers
- No package for Sensitization training yet – A potential threat

#### 2. EKansh Trust – Domestic

- A charitable trust based in Pune
- Mainly focused on spreading awareness to enhance acceptance of disabled persons in the society
- Sensitizing mainstream society and ensuring inclusion in the real sense of the word
- A direct competitor to Youth4jobs' planned Line-of-business – Sensitization Training

#### 3. Enable India –Domestic

- Based out of Bangalore, a Trust involved in empowering PwD
- Involved in placing PwD in companies and providing training to make PwD an inclusive part of the society
- Training – have designed specific courses based on the nature of impairment of the person and the suitable industries of employment

- Several formats of the workshops are available and are priced differently
- Certain training material is also available on request for visually impaired
- Have formed certain associations in the industry that might give them competitive advantage in scaling the ‘sensitization training’ across the country

#### 4. Accessibility – Domestic

- For profit consultancy firm based out of Delhi mainly involved in providing accessibility design solutions to invest in making provisions for PwD in companies
- Disability awareness and sensitization training is one of the lines of business
- The training format is very similar to Y4J in terms of duration, number of people per session and the interactive nature of the workshop
- Potential threat – Yes, as the company is already well connected in the corporate industry and government, could leverage this network to take up more projects in sensitization training

#### 5. Challengelife -International based

- UK based international equality and diversity specialist organization
- Provides a wide range of services from strategic development and support, through to raising awareness, specialist services, strategic and managerial support, and equality and diversity training and workshops
- Offers one day training in compliance and promoting disability equality
- Offered diversity training also includes race equality, gender equality, age equality etc.
- In addition to role plays and group-work sessions, adopted video based training methods

#### 6. Leonard Cheshire Disability – International based

- LCD is a major health and welfare foundation based out of UK. Currently expanded in 49 countries, LCD’s new wing Cheshire Disability Trust based out of Bangalore is focused on making India an inclusive workplace and livelihood options for persons with disability.
- They offer sensitization and communication workshops for trainers & employers on specific needs of disabilities towards an inclusive workplace.
- This is currently in a budding stage in India, but considering the international backing and government network, this is a major potential threat to Youth4Jobs

## Competitor Comparison Matrix

Factor	Youth4Jobs	V-Shesh	Ekansh Trust	Enable India	Accessibility	Challenge Life	LCD
<b>Headquarter</b>	Hyderabad	Chennai	Pune	Bengaluru	New Delhi	UK	UK
<b>Organization Type</b>	Non-profit	Enterprise	Charitable Trust	Charitable Trust	Consultancy firm	Equality and diversity specialist	Health and Welfare Foundation
<b>Employ Disabled Youth</b>	✓	✓	✗	✓	✗	✗	✗
<b>Sensitization training</b>	✓	✗	✓	✓	✓	✓	✓
<b>Duration of Training Offered</b>	2 - 4 hours	✗	1 Day	0.5 – 2 hours	2 - 16 hours	1 Day	Series of Training sessions

### Summary

- None of the firms seem to be a potential threat
- All the firms are offering services on a small scale
- Most of the firms are non-profit or charity organizations
- No aggressive strategies adopted to capture the market or monetize the sensitization training offerings
- Essentially, the market is clear for Youth4Jobs to enter and establish footprint

## Chapter 3 - Market Sizing Approach



### Companies in India

Companies at work in India			
	Government companies	Non-government companies	Total
Public limited	988	58658	59646
Private limited	328	654581	654909
<b>Total</b>	<b>1316</b>	<b>713239</b>	<b>714555</b>

Distribution of Companies Limited by Shares at Work and Industrial Activity in India (As on 31.03.2011)			
Industrial Classification	Public Limited	Private Limited	Total
Agriculture and Allied Activities	2264	15134	17398
Mining and Quarrying	729	8244	8973
Manufacturing	18807	152635	171442
Electricity Gas and Water Companies	1605	7031	8636
Construction	4199	71137	75336
Trade Hotels and Restaurants	5687	110672	116359
Transport Storage and Communication	1397	22095	23492
Finance Insurance Real Estate and Business Services	16707	191566	208273
Community Personal and Social Services	2817	35978	38795
Unclassified	5434	40417	45851
<b>Total</b>	<b>59646</b>	<b>654909</b>	<b>714555</b>

## Addressable Market

- Considering all the registered companies in India
- Assuming that 1% of those companies will consider the need for disability sensitization training

Total number of registered companies in India (As on 31.03.2011)	714555
Percentage of companies that may see the need for sensitization training	1%
Potential number of companies in India with the need for sensitization training	7145

## Potential Revenue

Considering 4 types of sensitization training offerings (1 hour workshop, Half day workshop, Full day workshop, online training)

Willingness to pay (1 hour workshop)	Rs. 5,000
Willingness to pay (Half day workshop)	Rs. 15,000
Willingness to pay (Full day workshop)	Rs. 20,000
Willingness to pay (Online training)	Rs. 20,000
Percentage of companies (1 hour workshop)	40%
Percentage of companies (Half day workshop)	30%
Percentage of companies (Full day workshop)	20%
Percentage of companies (Online training)	10%
No of times per year (1 hour workshop)	4
No of times per year (Half day workshop)	4
No of times per year (Full day workshop)	2
Revenue (1 hour workshop)	Rs. 57,160,000
Revenue (Half day workshop)	Rs. 128,610,000
Revenue (Full day workshop)	Rs. 57,160,000
Revenue (Online training)	Rs. 14,290,000
Total revenue	Rs. 257,220,000

## Variable Costs

- Considering the workforce labor rate as 300 Rs per hour

Workforce charge to deliver the content (1 hour workshop)	Rs. 300
Workforce charge to deliver the content (Half day workshop)	Rs. 2,400
Workforce charge to deliver the content (Full day workshop)	Rs. 9,600
Cost to create the online training package copy	Rs. 1,000
Cost (1 hour workshop)	Rs. 3,429,600
Cost (Half day workshop)	Rs. 20,577,600
Cost (Full day workshop)	Rs. 27,436,800
Cost (Online training)	Rs. 714,500
Total cost	Rs. 52,158,500

## Value of the opportunity

- Value of the opportunity per year
  - Total revenue – Total cost
  - Rs. 25,72,20,000 – Rs. 5,21,58,500 = Rs. 20,50,61,500
- Life of the idea
  - Expected monopoly life of the idea = 1 year
  - Total monopoly value of the opportunity = Rs. 20,50,61,500
- Rivalry and competition
  - Expected competitive life of the idea = 10 years
  - Average market share = 10%
  - Total competitive value of the opportunity = Rs. 20,50,61,500
- Total value of the opportunity
  - Monopoly value + Competitive value
  - Rs. 20,50,61,500 + Rs. 20,50,61,500 = Rs. 41,01,23,000

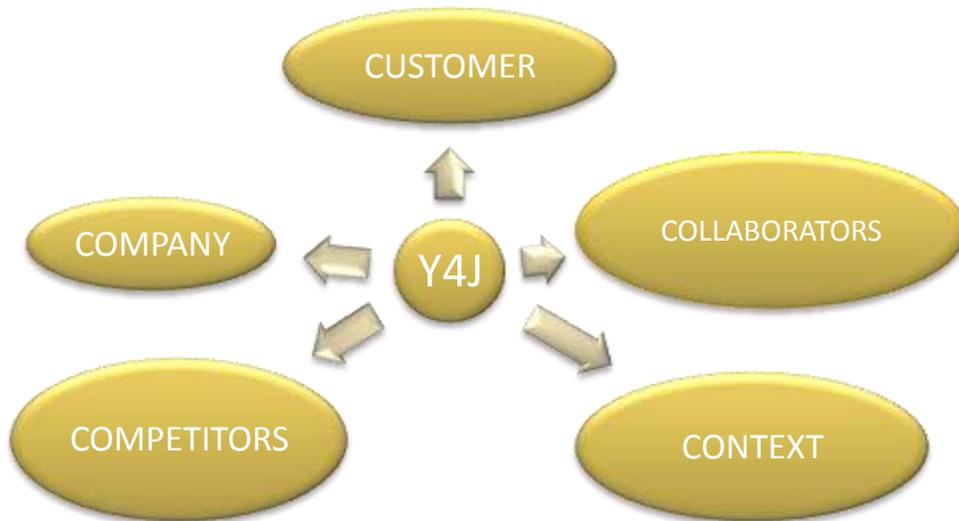
## **Potential revenue generating segments**

- Government organizations
- Private organizations
  - IT companies
  - Retail sector
  - Hospitality services
  - Other sectors
- Educational institutes
- NGOs
- Parents, Guardians, Teachers
- Public

## **Summary**

- Market for sensitization training on inclusive workforce and diversity does not exist
- Customers are not aware of the need
- Firms first need to create the awareness among organizations using a Top-down approach
- Sizing the potential market might provide skewed insights
- The presented sizing is only a ballpark estimate

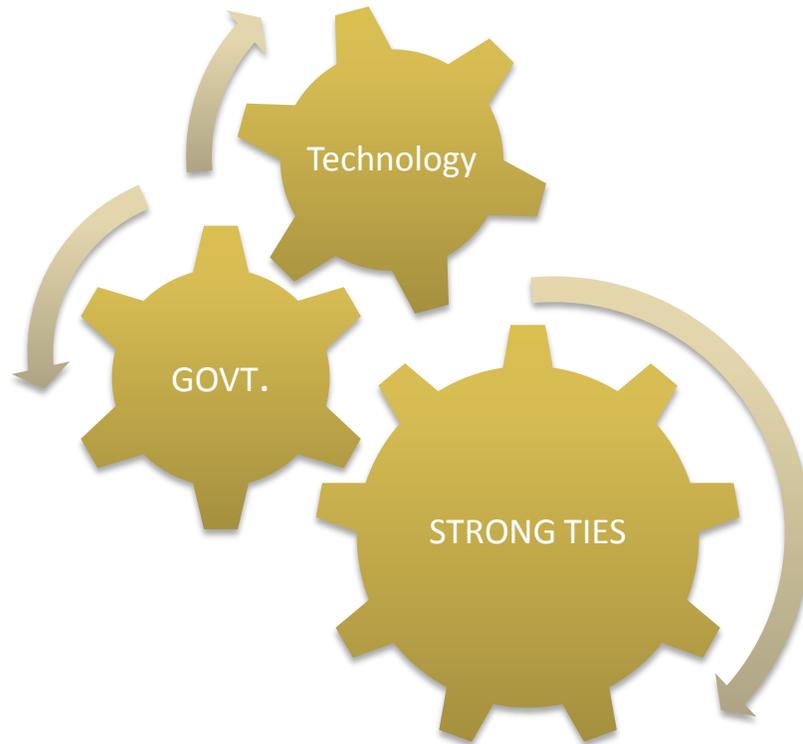
## Chapter 4 - Situation Analysis



### Company



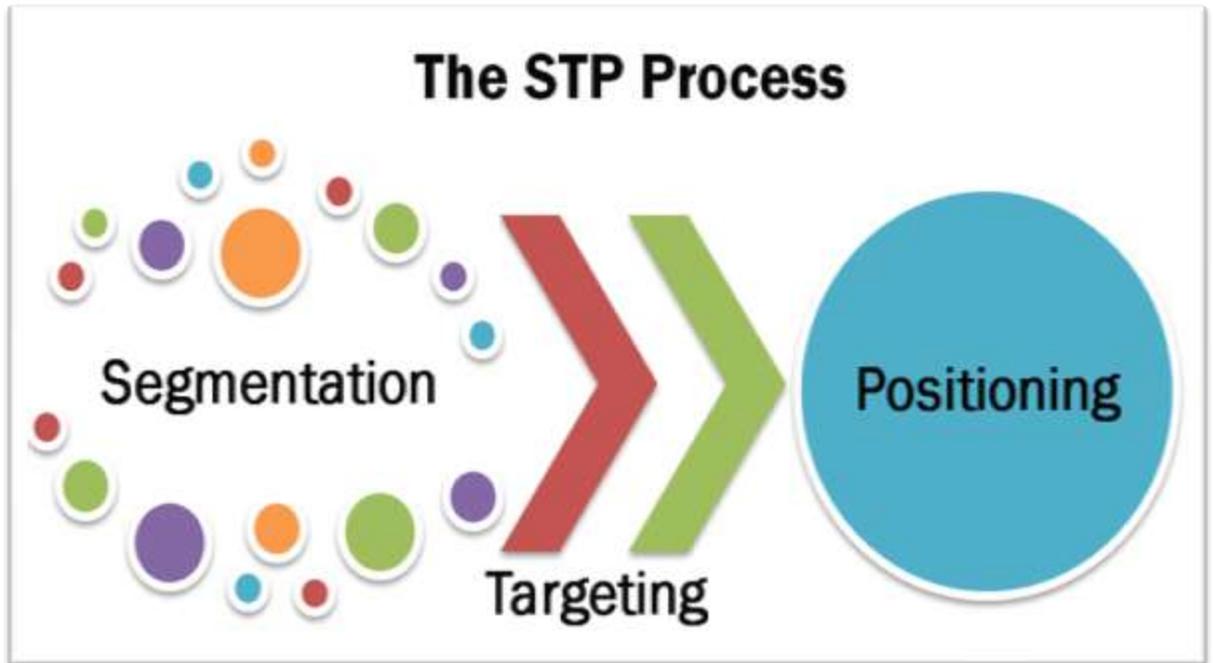
## Collaborators



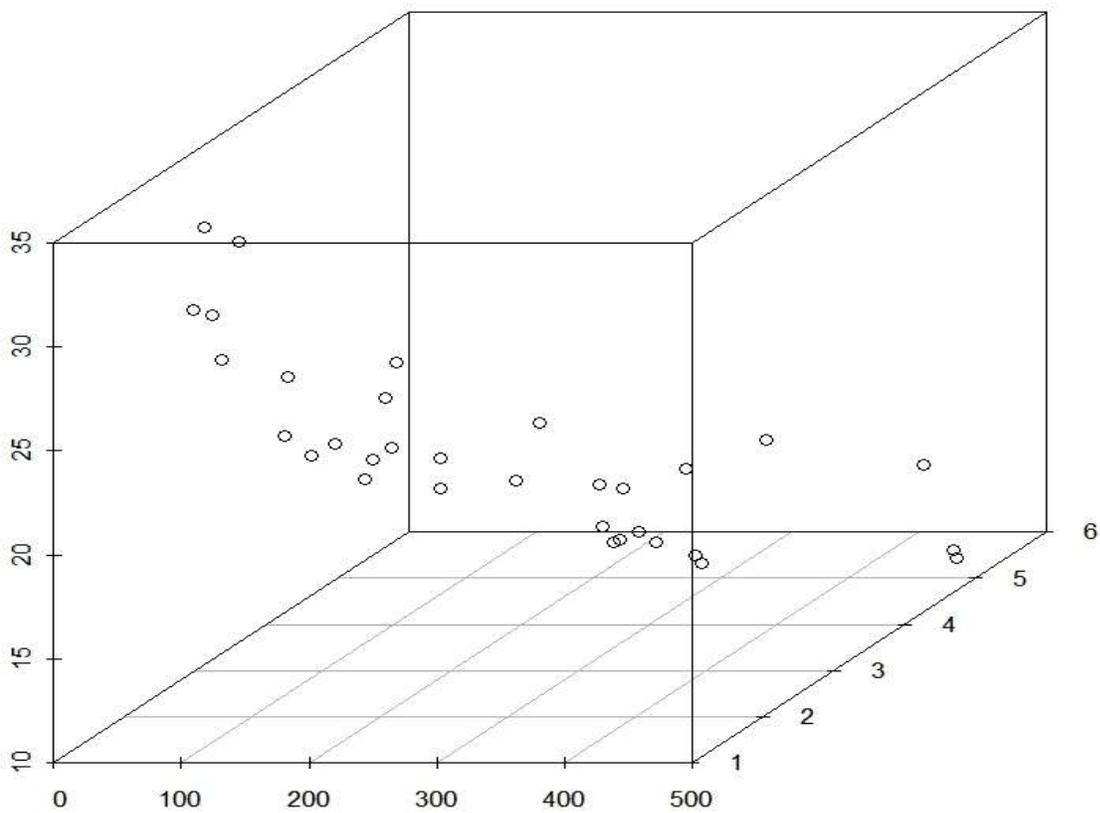
## Context

Moral	Economical	Technology
<ul style="list-style-type: none"><li>• 2% disability rate in India</li><li>• Over 38% of people with disabilities are youth.</li></ul>	<ul style="list-style-type: none"><li>• Company Act 2013 requires companies to spend at least 2% towards CSR activities</li></ul>	<ul style="list-style-type: none"><li>• Technology advancements in India</li><li>• E-learning platforms</li></ul>

## Branding Strategy



### Segmentation



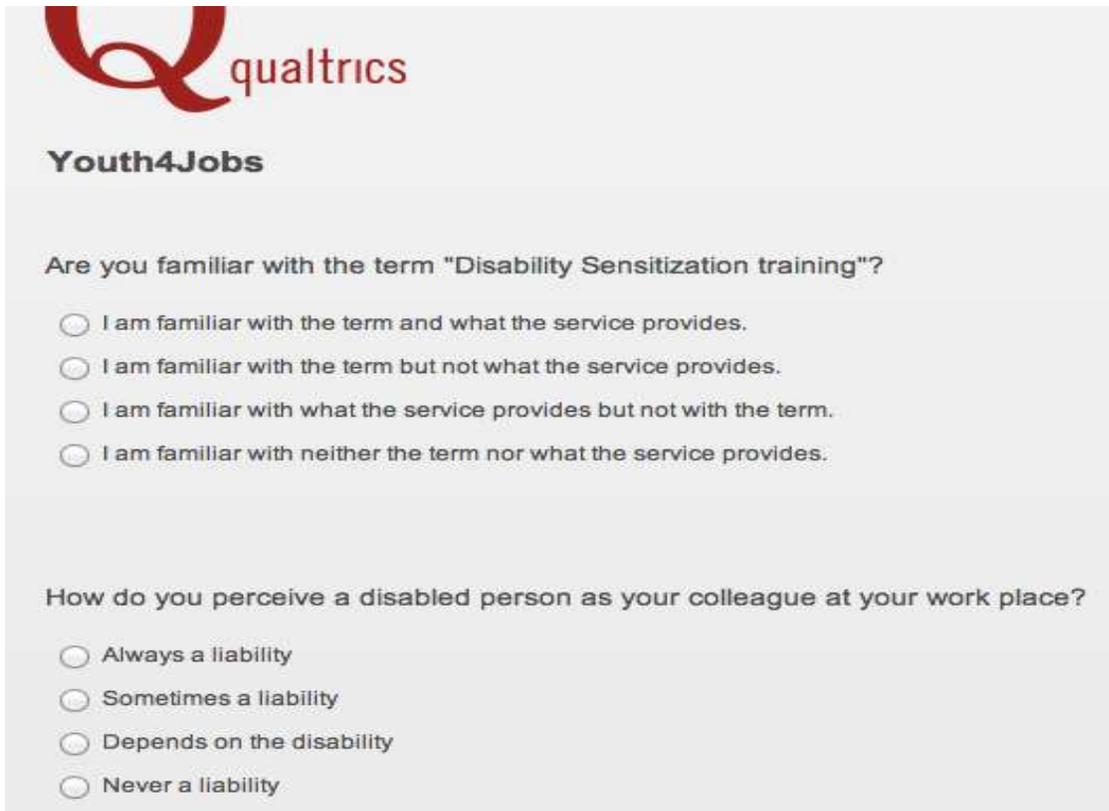
## Targeting

Awareness	Attitude	Usage Frequency
High	Positive	High
Low	Negative	Medium
	Neutral	Low

Based on the above attributes, we reached out to a varied set of audience across industries, including

- HR managers in corporate
- Senior Management in corporate
- Individual contributors in corporate
- Startup companies
- Entrepreneurs

## Survey (emphasizing chosen attributes)



The image shows a screenshot of a Qualtrics survey. At the top left is the Qualtrics logo. Below it, the survey title 'Youth4Jobs' is displayed. The first question is 'Are you familiar with the term "Disability Sensitization training"?' with four radio button options: 'I am familiar with the term and what the service provides.', 'I am familiar with the term but not what the service provides.', 'I am familiar with what the service provides but not with the term.', and 'I am familiar with neither the term nor what the service provides.'. The second question is 'How do you perceive a disabled person as your colleague at your work place?' with four radio button options: 'Always a liability', 'Sometimes a liability', 'Depends on the disability', and 'Never a liability'.

How productive is a disabled employee as compared to a normal employee? (provided the disability does not impact the required work)

- Always less productive than a normal employee
- Sometimes less productive than a normal employee
- Same as a normal employee
- Sometimes more productive than a normal employee
- Always more productive than a normal employee

How frequently are new employees hired in your organisation?

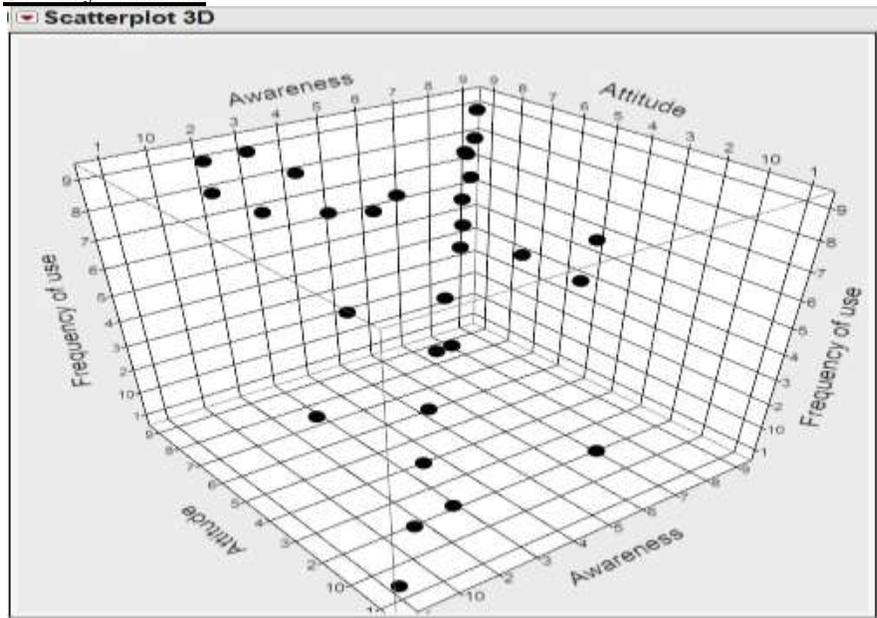
- Once in every 0 - 3 months
- Once in every 3 - 6 months
- Once in every 6 - 12 months
- Over 12 months

How frequently are personality development / sensitization training programs conducted in your organization?

- Once in every 0 - 3 months
- Once in every 3 - 6 months
- Once in every 6 - 12 months
- Over 12 months



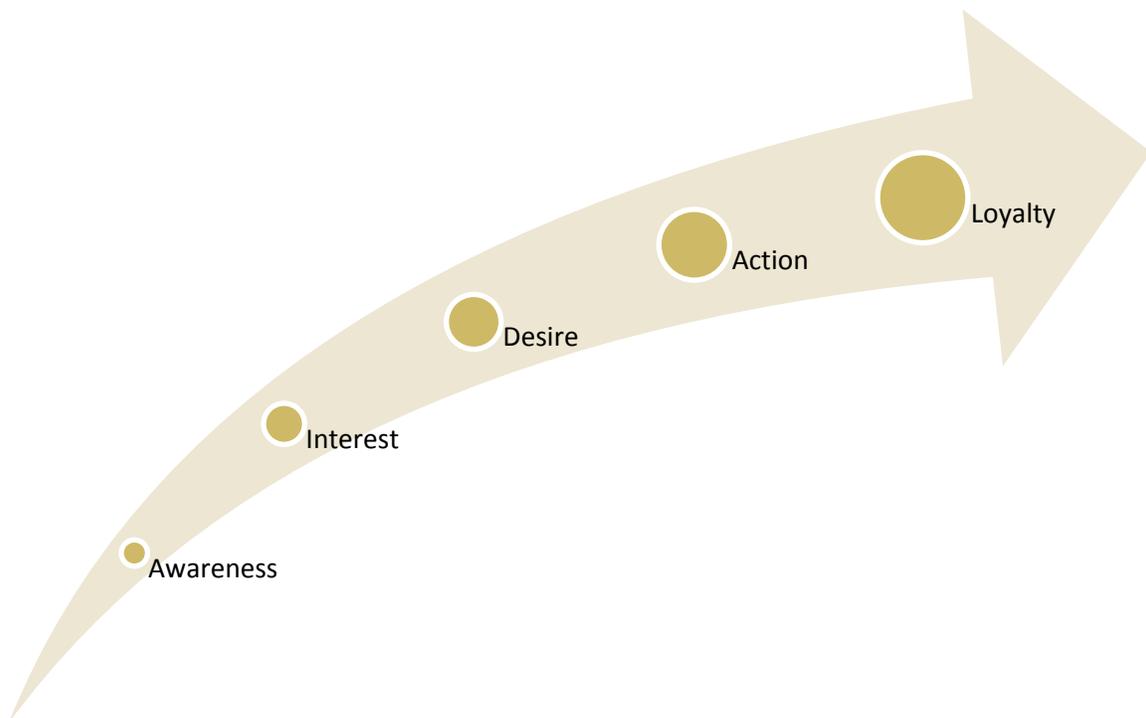
## Survey Results



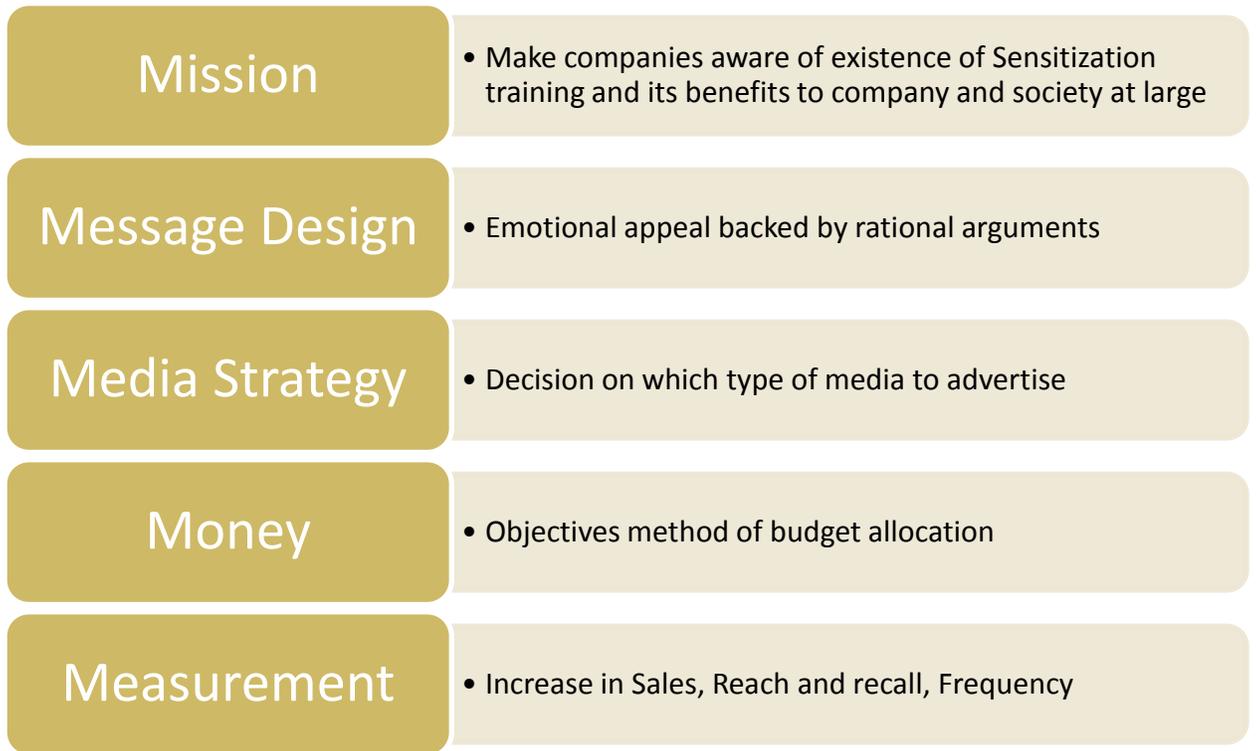
## Positioning Statement

For companies with any level of awareness/knowledge about disability training programs, but with a positive attitude towards disabled people's abilities, Youth4Jobs sensitization training is a compelling pathway that enables inclusive growth within that organization

## Sales and Branding Strategy (AIDAL Model)



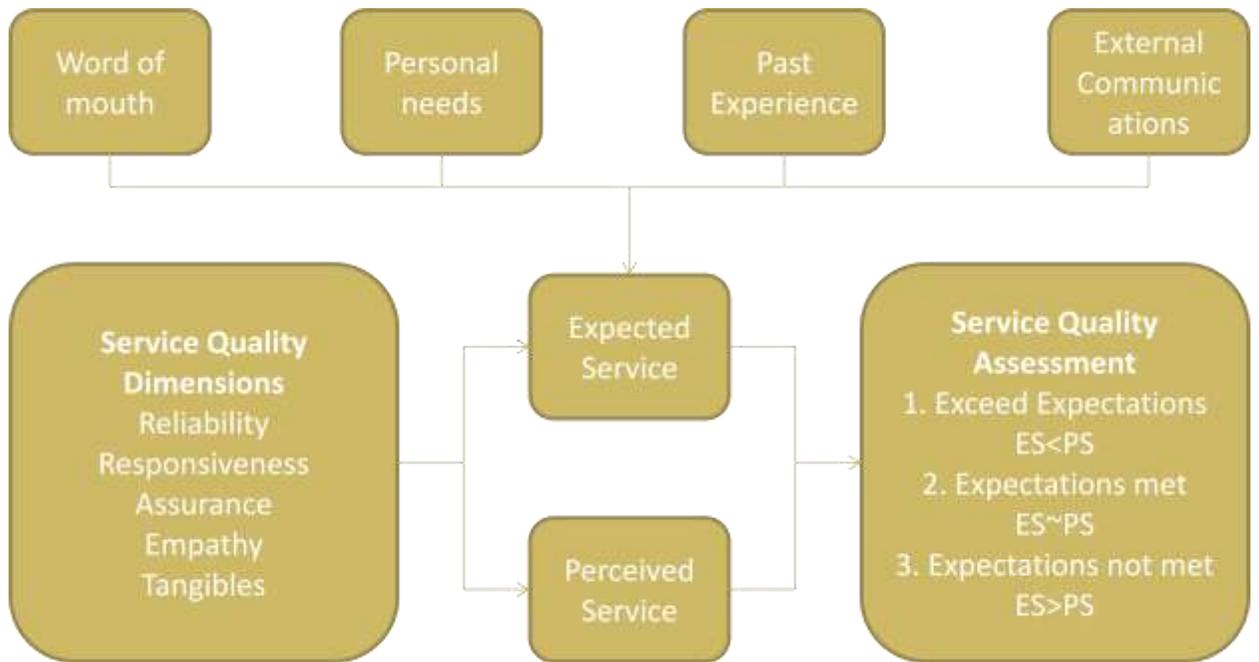
## Share of Voice – Communication plan



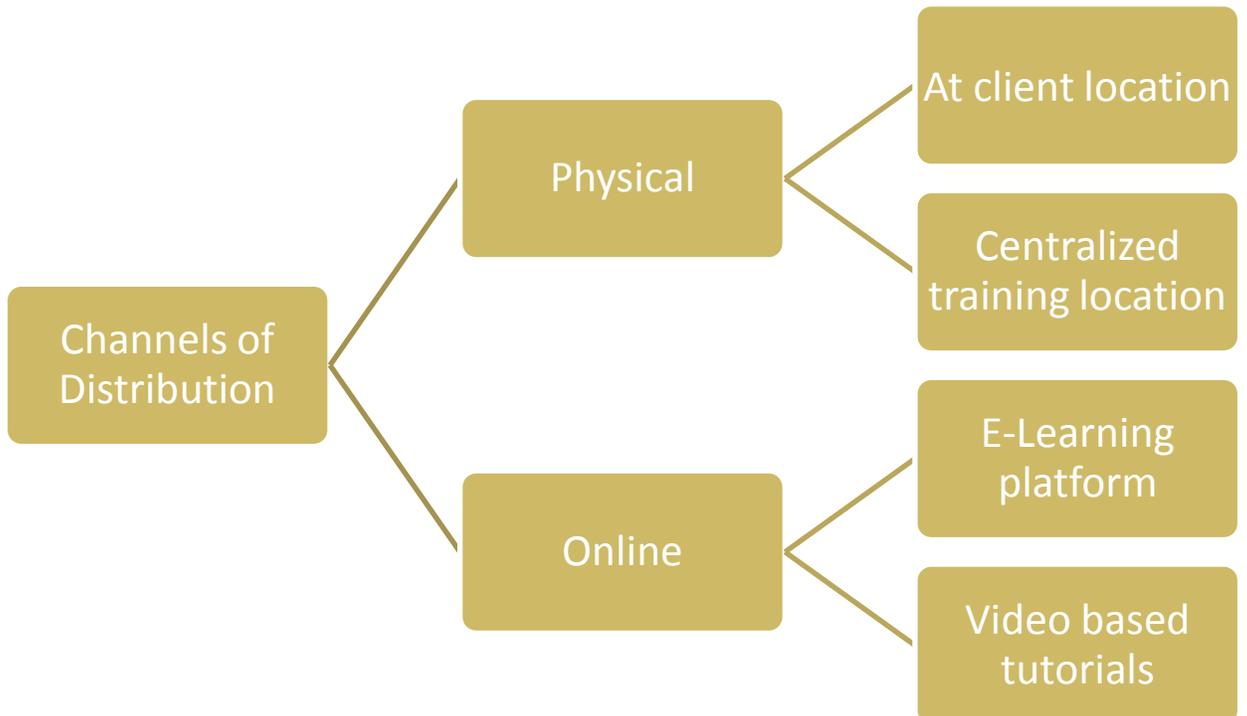
## Media Strategy

	Television	Radio	Newspaper	Magazines	Billboards	Online
Reach	✓	✓	✓	✗	✗	✓
Frequency	✓	✓	✗	✗	✓	✓
Target	✗	✗	✓	✓	✗	✗
Clutter-free	✗	✗	✓	✓	✗	✓
Economic	✗	✓	✓	✓	✓	✓

## Share of Mind – Quality of service



## Share of Distribution – Availability



## Road map to capture market

- Target Large Private MNCs who employ disabled people and with sufficient budget allotted for CSR
- Target PSUs since they employ PwD's
- Using the Word-of-mouth effect and other measurable parameters target other private companies where disabled youth are employable
- Partner with foreign organizations (NGOs) who are working for disabled people to generate revenue

## **Chapter 5 - Recommendations**

### **A PERFECT TIME TO ENTER MARKET**

The timing to enter the market is just perfect. With an estimated market potential of Rs.41 crores on the conservative side, coupled with encouraging Governmental Laws, the opportunity is ripe. Also growing need for 'inclusive growth' of all forms has brought the focus to disabled people. Developed countries such as UK, Australia etc have gone through similar phase where the need for sensitization training is addressed. Youth4Jobs, with its experienced founding members, a positive brand image and the right infrastructure will make a perfect organization to pioneer sensitization training to the next level in India.

### **MULTI-LEVEL APPROACH**

Youth4Jobs should target corporate with various packages of multiple offerings. Let's say we offer three different levels of sensitization training:

- Basic
- Corporate
- Premium

For example 'Basic' Level comprises of only online solution for sensitization training, whereas 'Corporate' level includes couple of physical training sessions as well. 'Premium' would be an even higher level with further more advanced features and multiple training sessions.

Adopting such multi-level approach not only garners interest in the corporate firms because they do have options to choose from, but also enhances the brand value of sensitization training as a structure program

### **AVAIL TECHNOLOGY TO THE FULLEST**

With the advent of technological advancements on various fronts, Youth4Jobs should explore the options of computing-based sensitization training packages. Such computing models of sensitization will primarily attract the corporate firms and high-end organizations.

The user must be provided with simulated software, using which he/she could be engrossed in a desired ambience, where he would be asked various scenario-based questions relevant to work-life with differently-abled people. His/her responses will be tracked and those will be translated into various factors for analyzing the sensitivity.

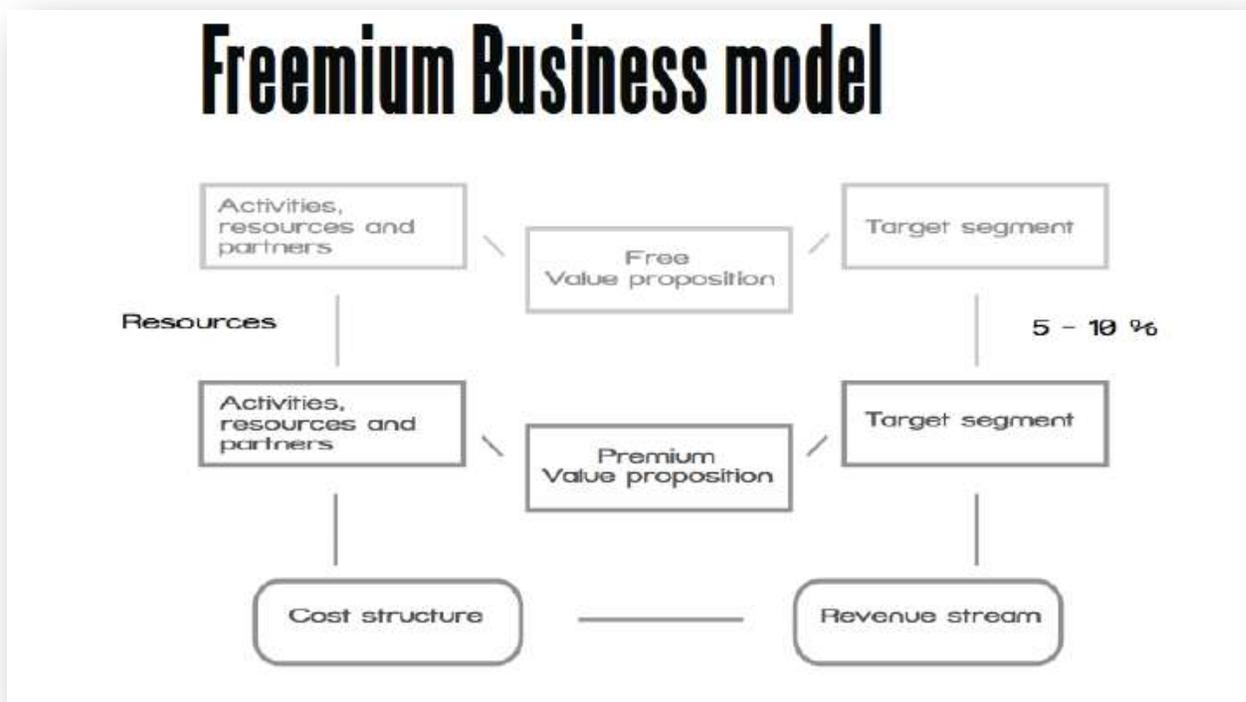
If simulated software were a time and effort consuming process, a relatively smaller scale solution would be building a web-based or mobile-based application for the organization. Youth4Jobs will have to build a basic application (mobile and or/web) with various sensitization-training modules. Once corporate request for sensitization, the application should be customized for the company's needs based on the modules required for them. For example, some companies might need only basic module, while some other corporate prefer a comprehensive training

module. This way, the initial efforts would be moderate as all the modules are standardized and we customize only on a company's requirement upon order.

Similarly, companies should look into building mobile applications across all platforms such as Android, iOS, Windows and blackberry. For the ease of usage, corporate prefer such native mobile applications to be employed within the organization.

### **FREEMIUM PRICING**

The pricing strategies with corporate firms could become really tricky at times. Considering the kind of product we are offering and looking deeper into the current market scenario, we suggest Freemium pricing model.



Freemium is the combination of Free and Premium. It means a business model where we first offer the initial product for free, showcase the value of our product offers and then price premium for the additional product/service offered on top of it.

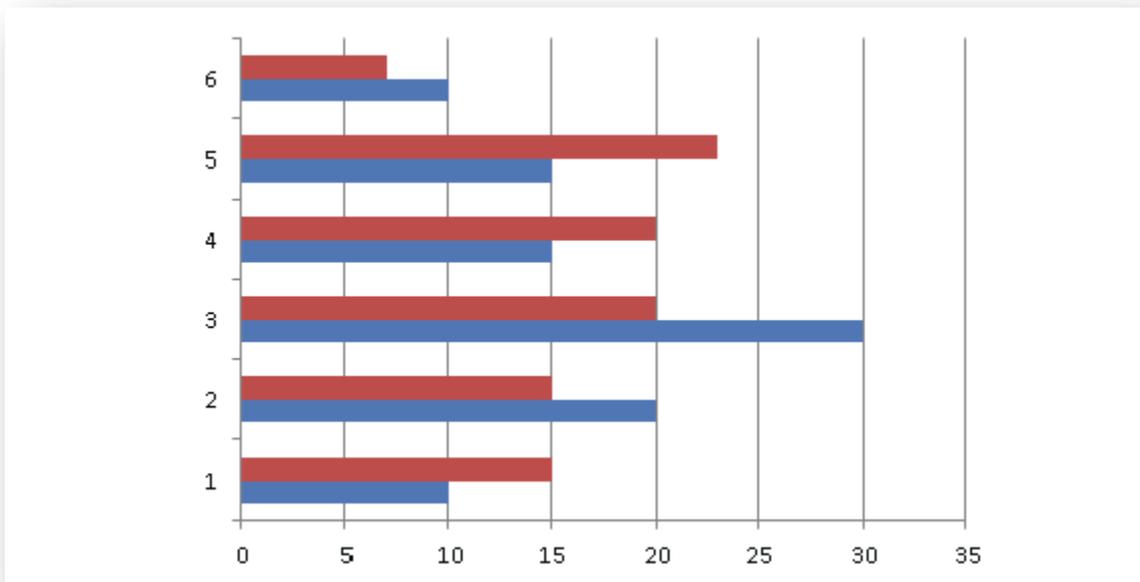
For example, Whatsapp offers free peer-to-peer message servicing initially. Once the audience get used to it, they start pricing an annual premium for all the users. The users get into a mental lock (and sometimes emotional lock) with the product, where they will be willing to pay the premium to continue using the product/service. We can follow the similar strategy for sensitization training packages we offer, by offering it free initially and then start pricing.

## COMMUNICATE IMPACT – METRICS

When a third party approaches a multinational company and proposes a training package/session, the first thing they would worry about is the loss of half-a-day for such a training session. Unless we convince the need of this sensitization training and make them believe by depicting the metrics of the impact measurement, the company wouldn't agree.

Impact measurement for any kind of sensitization training programs is quite difficult, firstly given the nature of the service, and secondly due to lack of time. While it is definitely possible to evaluate the impact of the training on every individual, we could afford doing a complete impact measurement in one-week training but in the case of half-a-day training, time is a scarce resource.

However, Youth4Jobs should try and measure the impact of the sensitization training. Certain scenario-based questions can be used to accomplish the same. Various survey questionnaires evaluating employee awareness/attitude/empathy before and after the training sessions are needed.



Effective communication of the impact is yet another major challenge. Graphical representations as depicted above would be an easy and efficient way.

## BUILD RECURRING CLIENTS

Instead of approaching stand-alone corporate and influencing individuals within an organization, Youth4Jobs should focus on establishing a long-term recurring relationship with the clients. Improving customer retention through simple steps like evaluating the need and attending on time will help build a rapport with Youth4Job's strong current network base.



As per one of the well-renowned market studies, customer discovery and acquisition are four times more expensive than customer engagement and retention. Hence, Youth4Jobs should focus more efforts on engaging and retaining the existing clientele and should try to convert them into recurring customers for a long term.

## EDUCATIONAL INSTITUTIONS

Along with the corporate firms and multinational companies, Youth4Jobs should also explore into new target segments such as educational institutions. We believe both need and scope exists for sensitization training programs at educational institutions.

## TRADITIONAL MEDIA

One of the most potent communication channels is the traditional media that attracts lot of attention in the social and government sector. Instead of publicizing about the firm, Youth4Jobs should contribute to the content about disability sensitization in the form of articles. The depth of content published in the media such as newspapers and specific magazines automatically creates awareness and builds a brand about Youth4Jobs in the mind of decision makers in any organization.

## SOCIAL MEDIA

In the current world of internet, more than 20% of browsing time is spent on social networking sites. Facebook is one good example of a social networking medium that can provide instant access to millions of people and thousands of organizations in India. The most interesting aspect of using digital marketing through these social networking sites is that it is affordable, targeted and fast.

The team conducted an experiment on the Youth4Jobs Facebook page. To start with on a conservative note, the team just shared about the Y4J page on their profiles. The number of likes has increased and the number of people talking about the page has increased from 0 to 14 within a span of few days. A more focused approach with lead to much better promotion about the Y4J foundation.



## **TARGET CSR WINGS OF COMPANIES**

One of the most important aspects that big companies focus on in order to sustain and achieve long term growth is Corporate Social Responsibility (CSR). Contributing to the society creates good will that carries a high brand value for any organization. In addition, most organizations might feel the necessity to invest in CSR activities to take advantage of the tax benefits provided by the Government. The Government Act mandates that the money spent on CSR activities to be at least 2% of profits before tax.

Definitely, as part of the CSR activities organizations can sponsor disability sensitization trainings for Government organizations, schools, institutions, public firms etc. Youth4Jobs needs to tie up with the HR departments of firms and should focus on convincing them to route some of the CSR funds into supporting disability sensitization programs.

## **CONSTANT INNOVATION**

Though Youth4jobs has the advantage as one of the first-movers into the disability sensitization market, the large market share or the leadership position cannot be sustained without focus on constant innovation. As it happens in any competitive environment, the current market players and potential entrants will be continuously looking at improvising the offering and creating value to organizations. Youth4Jobs needs to constantly improve on its product or service offerings and at the same time it is recommended to broaden the set of offerings.

## **TARGET ONLY RELEVANT AUDIENCE**

The initial target for sensitization training should be the corporate firms that may easily accept and consider the need for sensitization training. These corporate firms can be big multi-national companies with large money spent on social activities. This initial target audience would pay for the training programme. Once the initial sales gets going, there would be world-of-mouth effect. This spillover effect will cause other corporate firms also to sensitize their workforce through Youth4Jobs sensitization training.

## **B2B**

In long run, the scalability of sensitization training can be improved by partnering with other training organizations. Other organizations which provide team building trainings, diversity sensitization trainings etc for various institutions can add sensitization training to their whole module by partnering with Youth4Jobs. Since these training organizations already have existing and recurring clients in their business, Youth4Jobs can easily increase its spread. Moreover, by having relations with established players in training market, Youth4Jobs credibility also increases, thus helping to win future clients. Partnership with other training organizations becomes a strong competitive advantage and provides immediate access to several clients.

## **BODY OF AUTHORITY**

Youth4Jobs can establish itself as a body of certification/authority in the disability sensitization training space. The first step is to form a partnership with Governments and associated international organizations in order to be qualified as a body of authority. Youth4Jobs can obtain approval from concerned Government organizations on their expertise in disability sensitization area and provide certificates to organizations that go through the defined sensitization curriculum.

Organizations value some form of certification that they completed sensitization training for their employees. The certification establishes certain brand for the organization in which they can showcase to the outside world about their actions towards fostering an inclusive workforce. The certificate from a qualified body of authority also acts as a tangible outcome from the sensitization program.

The concept of acting as a body of authority provides a unique competitive advantage in the disability sensitization training market. Furthermore, it also generates interest in the organizations to achieve excellent in a particular area. The long term goal for Youth4Jobs should be to define levels of excellence and become a pioneer in disability sensitization space – Example includes CMMI level 5 and Six Sigma. Once the community of organizations that are certified in this space grows and attains a critical mass, it will automatically create a network

effort where in organizations feel the necessity to obtain the certification in disability sensitization space. Otherwise, organizations might lose out to competition.

## **TAP INTO GOVERNMENT GRANTS**

The Indian Government has ratified the UN convention on the rights of persons with disability (PwD) to work on equal basis with others. All forms of employment discrimination are also prohibited as per the convention. Though the PwD act in India has gone through several amendments and may need a complete change, the Government is trying its best to provide the required skills and employment to PwD's. The Government at different level created incentives and grants to organizations that work towards inclusive education and employment.

Youth4Jobs can leverage its existing links with the central and state Governments and consider Government grants as one form of revenue. The state Governments might have defined certain target to skill and employ PwD but might be facing issues with implementing the designed policies effectively. This provides an opportunity for Youth4Jobs to form a partnership with the Governments and utilize the allocated grants to serve the purpose. For that matter, grants and funds provided by international organizations or donors such as World Bank can also be utilized on the grounds of developing inclusive workforce in the organizations.