

Employee Engagement Learning from cross industry-a case study

¹.Dr.Mihika Kulkarni, ²Mr.Milind Mutalik

Associate Professor,HNIMR,Pune

Head HR Synechron Technologies

Abstract- Employee engagement is a key to company performance, leading to positive effects such as higher productivity, improved work quality, and decreased job turnover. Employee engagement is generally the commitment and involvement of the employees towards his or her organization and towards its core values and beliefs. An engaged employee is presumed to be aware of the business context and work dynamics . An engaged workforce is a productive workforce, but getting all of your people on the same page requires effort. Communication builds relationships between all levels of staff, creating an environment of effective collaboration. Empowered employees who feel satisfied in their jobs, dedicated to their work, and confident in their managers, are more likely to be committed to their organization. The focus of the case study is limited to the employee engagement activity by communicating through the use of FM radio.

Key words-employee engagement, communication,FM radio

Introduction-Employee engagement is a workplace approach designed to ensure that **employees** are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

Company Background

The company was established 10 years back as Software services organization mainly in to offshore services for Information technology services for Insurance organizations. Being an MNC its operations were spread across many countries. Globally with spread at US, Europe, Asia Pac it has 3000 employees. At India the Employee strength is of 2000 Employees .The company is growing consistently and has revenue of \$200 million. It is growing at the rate of 20% every year.

Case Background

In the current business scenario and globalized organization structures. Engaging the employee is one of the top priorities of Human Resource function in all Organizations

Various initiatives were taken by the company to understand the opinion of its employees towards engagement .Based on Annual surveys and various touch points of meeting with employees, town halls and Managers meet. It was established that-“Employees

are looking at the Engagement as one of the important aspect and expecting HR to bring in some new things.”So the Head HR at ABC Systems and IT Offshore organization had a meeting with the team and asked for new ideas in engaging employees.

- The Team suggested theme and Sub theme.
 - “Let’s Learn from cross Industry”
- One of the team member raised some points such as
 - “All employees are not available at the same time they work in shifts.”
 - “Some of the employees do work at Clients locations.”
- So to address this issues:
 - HR Head suggested an Idea as to “why don’t we learn something from Radios, specially FM radio’s which, without seeing the person they have engaged while they are driving to work or being listened while people have some time.”
- To get a deeper Idea – One of the FM Radio Jokey was invited and she put up the best of presentation covering complete bandwidth of FM Radio by the theme “Theater of Mind” how FM connects.
- This was so Inspirational that focus group in HR started working and presented the ideas of the engagement through use of “FM Radio, engagement techniques”

Discussion

Engagement as a Process- following were the broad discussions done by the HR Team of ABC Systems.

Theory References				
Kahn- Definition	The engagement Equation by Christopher Rice, Fraser Marlow, Mary Ann Masarech.			David Zinger - 10 Blocks Model
Employee Expression & Beliefs about 1.Orgnization,2. Leader and 3.Working during Role Performance through Physical, Cognitive and Emotional Expe So the Review needs to be of 1/2/3	EE=Msi+Mco ACT- Employee RECEIVER Assess Personal Value and Align with Organization Communicate to share and understand Org Take Action	CARE - MGR GIVER Coach to Maximize Align and Realign with S,M.V Recognize Attitude, efforts, Results Engage Dialogue for both	Executive- CARE/CASE GIVER Community Building Authenticity Recognize, Significance Individual contribution' Excitement	1 Achieve Results 2 Maximize Performance 3 Path Progress 4 Build Relationship 5 Foster Recognition 6 Master Moments 7 Leverage Strength 8 Make Meaning 9 Enhance wellbeing 10 Enliven Energy

About the FM Radio

History

1. Italian inventor **Guglielmo Marconi** built the first complete, commercially successful wireless telegraphy system based on airborne electromagnetic waves (radio transmission). The earliest radio stations were simply radiotelegraphy systems and did not carry audio.
2. Broadcasting began in India with the formation of a private radio service in Madras (presently Chennai) in 1924.
3. In the very same year, British colonial government approved a license to a private company, the Indian Broadcasting Company, to inaugurate Radio stations in Bombay and Kolkata.
4. As per Jawahar Lal Nehru Indian broadcast media was expected to play an important role in to **achieve political integration; secondly, to attain economic development; and finally, to achieve social modernization.**

Road Ahead

1. The industry, which currently brings in Rs 1000 crore revenue, will see 800 new radio stations, across 300 towns coming up. With this expansion, FM radio will now touch 90 percent of the Indian population, making it truly a common man's medium. The doors to expansion will be opened and the industry expects to see 30 percent year-on-year growth.
2. The Copyright Act (Amendment) Bill, 2012, which is passed by the Lok Sabha on May 22 this year.
3. Another key development last year was the increase in foreign direct investment (FDI) from 20 percent to 26 percent

Ref (Rabi T Iyer, Head Big FM)

Radio in Today

1. On Air

- A mass medium capable of easily delivering your message to many people.
- Targetable assuring the right people are exposed to your message
- A trusted medium and always available especially during times of crisis

2. On Line

- Digital capabilities offering interactive opportunities
- Complements and enhances on air campaign by reaching consumers using multiple touch points
- Delivers content wherever and whenever listeners want it

3. On Target

- An environment that delivers consumers who are engaged and passionate about the content
- Offering companionship and information
- Exposure to the message when and where consumers are ready to buy or shop

Private FM in India

Objective:

The objective behind privatization was to supplement broadcasts of All India Radio (AIR) and attract talent in the private domain not only to innovative content creation but also in packaging it in novel ways to bring back listeners to their radio sets.

Launched in:

1999 FM through private participation was launched.

In July 2005

Notified a policy for the introduction of 337 private FM stations in 91 cities. Today, as many as 263 private FM channels are operational in 87 Cities.

Changed Phase of FM:

FM radio is now emerging as a strong medium of entertainment, information and education, and private FM stations have played an important role in this development.

Presently news and current affairs programmes are not allowed to be broadcast on Private FM Radio, but the demand for such programme is very high.

Year(India)	Phase-I 2001 (Expectations)	Phase-II 2005 (Expectations)	Phase-III Current (Expectations) Till Present
No Of Cities	12	86	294
No Of Licenses	21	245	839
No of Radio companies awarded Licenses	8	38	
Key Objective	Private Companies to invest in India	Spread FM to large Cities	Spread FM Radio across India; able to reach 80% of total population.

(Source: Ministry of Information and Broadcasting (MIB) www.mib.nic.in)

Growth of Private FM Radio in India:

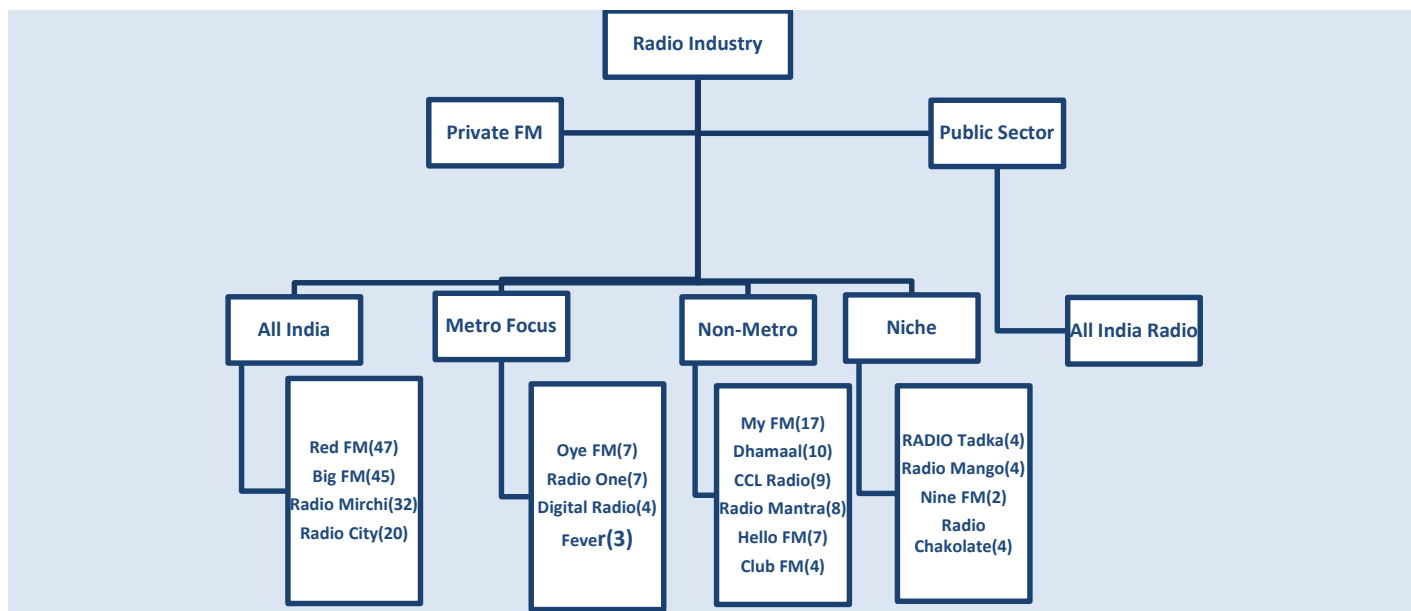
1. As per one Survey conducted by Intellect (**Research & technologies unit of Initiative Media, a part of Lowe group**) in top cities esp. Mumbai, Delhi, Kolkata, Bangalore on Housewives, Children, Business Intellectuals number of radio listeners had increased over the previous past years.

- Delhi has been rated one of the highest growth rates of new Listeners.
- The percentage of heavy listeners also increased from **11%** prior to the entry of private FM players to **63%**.
- In Kolkata, the percentage of radio listeners increased from **20%** to **75%**, and the percentage of heavy listenership increased from **5%** to **19%**.
- Advertising agency and radio sales representative use these listener demographics to place your advertising into the format and time of day that appeal to your potential customers.
- AIR's home service comprises 406 stations across the country, reaching nearly **92 per cent** of the country's area and **99.19 percent** of the total population.

The FICCI-KPMG Media and Entertainment Report 2014 (M&E-2014 Report) by [indiantelevision.com](http://www.indiantelevision.com)

<http://www.indiantelevision.com/television/tv-channels/music-and-youth/broad-categorisation-of-fm-radio-in-india-industry-has-seen-double-digit-growth-140424>

Broad Structure of FM Radio



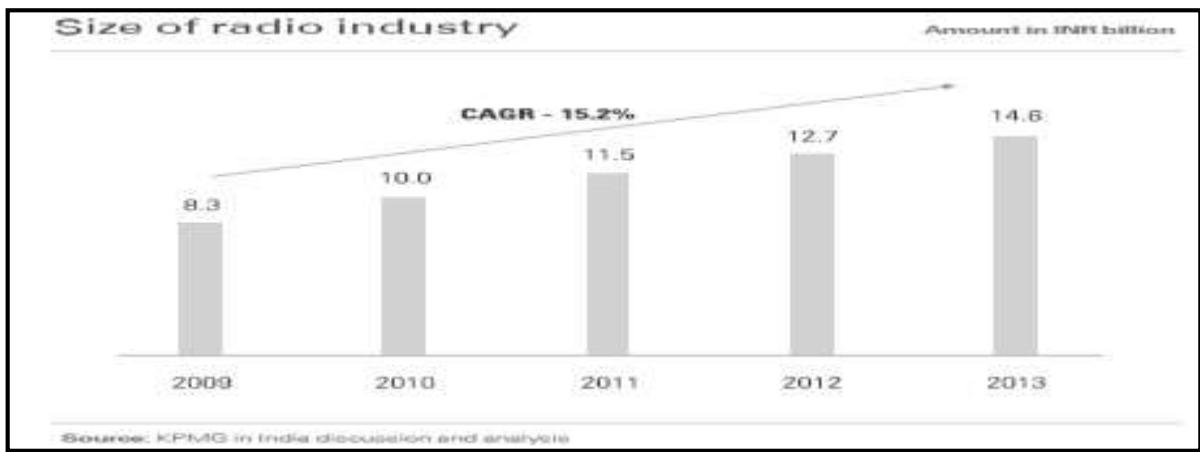
Note: Figures in bracket denotes number of licenses held by radio companies.

Growth in Industry Revenues & Size of Radio Industry

Major revenue of Radio industry is driven by few of the following factors:

- Increase in the amount of Radio Stations started in Tier II & Tier III which enable lot of other industries invests in them like brand launches.
- Growth in advertising ER on radio.
- Foreign investment

4. Implementation of an accurate nationwide measurement mechanism including allowing multiple station ownership in a single city and content networking will increase returns across FM stations.



Listenership Trends

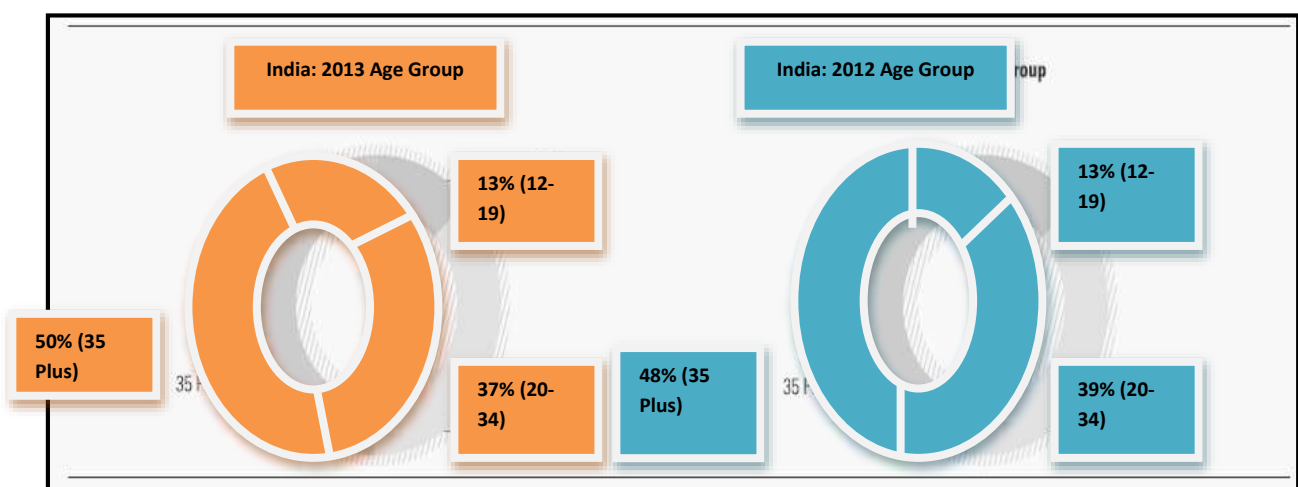
1. This is an analysis Radio Audience Measurement ('RAM') which covers four metros – Mumbai, Delhi, Bengaluru and Kolkata,

Time spent on radio (Average Weekly Minutes)	Weekday		Saturday		Sunday		Average weekly time on radio	
	2013	2012	2013	2012	2013	2012	2013	2012
Major metros								
Delhi	642	585	147	133	143	136	932	854
Mumbai	574	628	128	140	128	144	830	912
Bengaluru	890	854	189	183	194	188	1,273	1,225
Kolkata	678	739	162	172	166	172	1,006	1,083

in 2013.

2. This includes turning On & Off of Radio in Out Home medium.

Audience Profile



Source: RAM data for the year January 2013 to December 2013.

Top Radio Stations In India

Radio Mirchi:

• Radio Mirchi 98.3 FM, with a tagline “**It’s Hot!**”, is a nationwide network of private FM radio stations in India. The Entertainment Network India Ltd (ENIL) owns it, which is one of the subsidiaries of The Times Group. It has a presence in more than 33 cities, including the 6 metros of India

My FM:

• The FM channel launched by Bhaskar Group is operated under the brand name 94.3 My FM through the Subsidiary SMEL. It has tagline “Jiyo Dil Se”.

Big FM: 92.7

• BIG FM is a nationwide private FM radio station in India owned by Indian businessman Anil Ambani. It broadcasts at 92.7 MHz (92.7FM). Its main tagline is “Suno Sunao, Life Banao”. Currently, it covers 45 cities.

Red FM:

• Red FM 93.5 is an Indian FM radio brand; it was launched in 2002, playing a mix of Hindi and English songs. However, the programming is now 100% exclusively Hindi.

Radio City:

• Radio City is a FM radio station in India. It has the tagline “Whatte Fun!”

Dhamaal 24:

• Dhamaal 24 106.4 FM is a one of a kind radio station on air in ten stations across the country, launched under the aegis of Broadcast 24 of the B.A.G. Network. It has a tagline “Dhinchak”. On this radio station, you can find popular music, bhajans, ghazals and songs with a local flavor.

Radio One:

• 94.3 Radio one is a joint venture between Next Mediaworks Ltd and BBC worldwide. Radio One’s promise of “maximum music, maximum choice” is changing the way people listen to music on Indian radio.

Hit FM:

• HIT 95 FM is the radio station that knows how to have fun! Featuring a perfect mix of music and talk, with highly popular shows hosted by some of the most well-liked and vibrant RJ’s in town. It is Delhi’s No.1 Hit Music Radio.

Radio Indigo:

• Radio Indigo 91.9 FM is the only International Music radio station of India. Its headquarters is based in Bangalore and was launched in 2006.

Top Radio Station in Metro Cities (India)

MxMIndia decided to concentrate exclusively on radio channels' out of home (OOH) listenership. According to RAM (Radio Audience Measurement), the OOH listeners include listenership in cars, at work and other out of home places.

Mumbai:

According to the RAM data for OOH listenership, the top five FM stations for Mumbaikars are Radio Mirchi, Big FM, Radio City, Fever FM and Red FM, excluding the government-owned AIR FM2 Gold.

Delhi:

AIR FM2 Gold is the most popular FM station followed by Fever FM, a strong number two in OOH listenership share. While the number one and two slots have a clear position in OOH listenership, there is no clear winner for the number three position.

Bangalore:

Radio Mirchi is the number one FM station in Bengaluru followed by Radio City, Big FM, Red FM and Radio One. Between Wk 40- 43, 2011 to Wk 52, 2011-Wk 3, 2012 the radio channel share for Radio Mirchi was at its peak in Wk 40 -43, 2011 with a share of 23.1 per cent.

Kolkata:

Kolkata has a clear number one and number two FM stations in Friends FM and Radio Mirchi. Ranked third is Red FM. The gap between the top three FM stations is significant. While Friends FM received a market share of 23.4 per cent in Wk 52, 2011 – Wk 3, 2012, the same week saw Radio Mirchi receive just 18.3 per cent market share and Red FM receive 12.4 per cent share.

Non-music content on Radio

These are just few examples; smaller stations like Radio Choklate and Tomato FM have been airing radio plays and other non-Bollywood, non- music contents. Besides playing Oriya music, Radio Choklate also airs opera or plays called 'Choklate Rangamancha'

Program	Radio station	Content of the show
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Yaadon ka Idiot Box	Big FM	A relatively new show, Neelesh Misra's primetime show on which Neelesh tells stories every day from the imaginary city of Yaad Sheher, is highly awarded radio show, having most recently been honoured for the most unique programming content at the Golden Mikes Awards. The Face book page of the show, titled 'Yaad Sheher with Neelesh Mishra', gets approximately 5 million page views every month with the content being heard online in 20 countries. Also, the show is the first example of radio content being developed into a series of books in India
Kya Woh Sach Tha	Fever FM	A 20-episode horror series, this 15-minute ad free show inspired by several real life stories was aired with a new story for every episode. The show revolves around a fictional character, Dr Nagar, a parapsychologist who narrates experiences from his daily life.
Friends in a Metro	Fever FM	Friends in a Metro is a series based on the lives of five individuals from distinct walks of life, brought together by circumstances which lead them to develop a wonderful bond of friendship.
Suhaana Safar with Annu Kapoor	Big FM	A resounding success specially in Mumbai and Delhi, the show catapulted the station in these two markets to the No.1 position. Hosted by Annu Kapoor the show now edges towards its 200th episode and takes viewers through an enjoyable ride back in time through ' <i>Filmi Duniya ki kahi-ankahi kahaniyaan</i>
Kuchh Panne Zindagi Ke with Madhurima Nigam	Big FM	A talk show hosted by RJ Madhurima in which she has a candid chat with a celebrity musician or film personality. Owing to her background (she being Sonu Nigam's wife), the celebrities featured on the episode tend to talk about the unheard moments of their life in a relaxed setting thus making for unique content for the show.

Source: FICCI-KPMG Indian Media and Entertainment Industry Report 2014

Social awareness on Radio:

Program	Radio station	Content of the show
Green Durga initiative ⁹	Big FM and Big Magic	Green initiative in the Bihar and Jharkhand region with The BIG Green Durga aimed to propagate a sense of responsibility amongst the local populace by encouraging them to celebrate Durga Pooja the Green way!
Pinkathon – Run to Lead ⁹	Big FM	10km run for women in Bengaluru with an aim to spread awareness on breast cancer.
Mirchi for Muzaffarnagar ⁹	Radio Mirchi	Launched in association with NGO Goonj, the campaign aimed at urging Delhiites to come forward and contribute their winter clothes and blankets for the riot affected people in Muzaffarnagar.
Campaign to educate auto drivers ⁹	Radio Mirchi with Muthoot Finance	This campaign was carried out to encourage auto drivers in Coimbatore to consciously drive safely and responsibly.
Don't drink and drive Campaign ⁹	Radio City with SABMiller India	All day during Diwali, listeners could through calls or social media take an on-air pledge not to drink and drive and participate in activities like 'Pledge Mobile'.
Munni Vardaan Hui ⁹	Red FM	A campaign against Female foeticide on Women's day in all the major cities of the east such as Bhubaneswar, Silliguri, Guwhati and Jamshedpur.
Deep Jyoti campaign ¹⁰	Radio City with Sunkalp Energy	The mission of lighting up an unelectrified village in U.P. Samranpur was taken up by Radio City.
Pani Bachao, Life Banao ⁹	Big FM	The three month campaign engaged listeners across 30 stations of Big FM network with partnerships and associations with local NGOs, governing bodies and celebrities. The campaign had multiple on-ground and on-air elements which encouraged listeners to conserve water during the course, highlighted the gravity of the issue, combined with tips on water conservation which varied from rainwater harvesting to simple tips on saving water

Source: FICCI-KPMG Indian Media and Entertainment Industry Report 2014

Engagement Initiatives

Program List	Objective	Concept	Execution
RANG DO YEH PAL	Getting new users or henna users to try the hair colour, Godrej Expert Rich Creme.	Key consumer insight was that people across the country like to look good during festive occasions as they have maximum social interaction during this period; starting with Father's Day, a list of major festivals was prepared for each State.	The medium proved to be effective with various routes of communication, each catering to a different task. Consumers were asked to call a toll-free number to register and avail of the free hair coloring session; the RJ mentioned occasion-specific contest questions which ensured participation from consumers.

			The captured consumer experience at the free hair-coloring activity was played back on the Radio, providing positive testimonial for the brand. On father's day RJs asked listeners to narrate experiences with their role model, their father.
JOHNSON'S BABY KARE MAA JAISI DEKHBHAL	To reach out and engage with mothers in the rural areas of UP and Bihar. The challenge was 'How do we engage with these women in media dark markets and establish connect with the Johnson's baby brand?'	Consumer insights revealed that these women in Uttar Pradesh and Bihar had limited knowledge of baby care and that they had tremendous faith in doctors' recommendations.	Radiowani and AIR tied up to develop Johnson's Baby Care presents 'Karein Maa Jaise Dekhbhal' a 15-minute programme was aired daily on primary channels of AIR in the afternoon slot. A character called 'Doctor Didi' would answer mothers' queries about baby care and also give tips on baby care. To make the show more interactive, mothers could send their queries through postcards or by IVR - call back (missed call).
BENADRYL BIG GOLDEN VOICE HUNT	To create an entertainment based campaign related to the benefits and values of brand Benadryl cough syrup.	Singer Abhijeet hosted a singing reality show on Radio via an interactive digital portal exclusively created for the campaign. One winner was chosen among participants from 45 stations across India.	Benadryl tied up with BIG 92.7 FM to launch the 'Benadryl BIG Golden Voice Hunt', a Radio-based singing competition. City-wise shortlisted candidates were pooled together in Mumbai for grooming cum competition by Abhijeet.

TATA I-SHAKTI 'DAL ON CALL'	Getting consumers to try TATA I-Shakti Unpolished Dal and ordering dal over phone, email or by visiting their website.	Radio was used to tap working couples who prefer healthy products and housewives who listen to radio while doing household chores. The campaign concept was to educate consumers about the benefits of unpolished dal and prod them to try the product.	A high decibel radio spot campaign was followed by a shorter, crisper creative where the 'dal on call' number was promoted along with extensive RJ promotions incentivising the listeners who called the number to place orders.
MAX i-GENIUS CHHOTE GENIUSES KI KAHANIYAN WITH NEELESH MISRA	To create a buzz around the launch of 'Twist in the Tale', a book by Max i-genius Young Author Hunt by involving Neelesh Misra as a part of the book launch plan.	A show 'Chhote geniuses ki kahaniyan with Neelesh Misra' was created where 10 selected stories written by i-genius young authors were presented in the voice of Neelesh Mishra.	The show was aired across six cities, twice over the week, for a period of five weeks, where Neelesh Misra, an already established name, added longevity and recall factor to the property, thereby promoting the book launch. Max Life had organized 'i-Genius Young Authors Hunt', a nationwide search for young writers in India.
WOMEN MPOWERED DAY - NEVER ALONE WITH MTS	The Mobile Telecom category was male-oriented and no other telecom player had addressed the 'Women'. With increase in crimes against women, MTS India created the MTS Women Mpowered Plan with a range of special initiatives aimed at empowering their women	For 24 hours on Women's Day, the programming, advertisements, promotions and integrations would be driven towards 'Women's Safety and the Never Alone with MTS' idea. It gave MTS direct access to unobtrusively bombard the listeners with the safety features of an MTS Mpowered Plan subscription.	Radio was the chosen medium as it allows real time interaction between brand and audience and the concept was executed with Red FM 93.5 in Delhi using Shared Radio Spots. Here, Radio was the exclusive medium used for about a week with a three-phase teaser – revealer, launch and sustenance

	customers.		
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Cross Learning and Plan for Implementation Employee Engagement Models

➤ **The Engagement Equation** by Christopher Rice, Fraser Marlow, Mary Ann

EMPLOYEE EQUATION

SATISFACTION	CONTRIBUTION
Compensation	Clarity of Priorities & alignment with overall strategy
Career	Resources and tools
Job Fit	Feedback and development
Recognition & Reward	Others – Immediate manager, Senior executive
Commitment to customer	Organizational change and World outside

➤ **10 Block Pyramid of Engagement** –by David Zinger



Engagement Techniques on Radio

Radio major technique of engaging their listeners is through their Advertisements, few of the technical terms used are given below:

Sweeper: Usually used between songs that has sound effects and talking. Done by the station’s hired “voice guy,”

Jingle: Played between songs, and are sound effects, music and jingle singers all wrapped into one.

Promo: Like in television where they play a promo spot for an upcoming TV show before the paid commercials start, a radio station will also plug an upcoming station event, a particular show on the station, etc.

Slogans: Impact with your station slogans (is a very short description of your station) also have to be catchy and easy to remember. For e.g. Radio Mirchi, it's hot!

FM Radio is able to engage their listeners with different activities:

- CSR Activities during Festivals / Children's Welfare & Environment Conservations/Health Campaigns
 - **Building Relationship** with the Listeners
 - **Experience Wellbeing** by their share of contribution
 - **Enliven Energy** of people
 - **Create Meaning** by doing something for the society
 - **Maximizing moments** by helping and doing for the needy people

Hence, because of their various initiatives they are able to deliver the following things:

- **Credibility** through communication
- **Respect** through support and cooperation
- **Camaraderie** through hospitality

Some Engagement Techniques by Other Companies

Company Name	Initiatives	Objectives	Outcome
Wipro	Blogs @ Wipro – Welcome to our Midspace	Blogs at Wipro to encourage informal dialogue among Wiproites. It started with individual blogs by the Senior management and was later made available for all Wiproites. Community blogs with the first being on eco-eye, Wipro's eco sustainability charter.	This initiative has helped employees know their leaders and their views on various subjects better.
		Dedicated a week celebrating the Women of	This initiative also

	International Women's day	Wipro. This week consisted of many interesting activities for women - workshops, community building, recognition, mentoring to name a few.	aims to create visibility for women leadership and strengthen Wipro's women network.
TCS	Maitree(Friendship)	Support the spouses of TCS employees who often had to move outside the country and adapt themselves to a new culture. It includes various activities like yoga classes, theatre workshops, flower arrangement sessions, ball-room dancing classes, computer workshops for the employee, their spouse children and parents.	Apart from only giving employment to the spouses company should provide cultural mornings with the assimilations.
Accenture	Move Beyond Work Horizons	The idea is that people work better when they're involved in something they're passionate about or something that interests them personally.	Under the 20% time project, employees can use up to 20% of their work week to pursue special projects or areas of interest beyond their field of work.
Infosys	Appreciation phone calls	A call from the CEO—to employees at home. (Best Employee of the Month)	Encourage employee to perform better and in low cost, reward the spot winners.

Based on the detailed Study ABC Incorporated following Initiatives in to their Employee Engagment Program. (Review post 3 Months of Launching the Initiatives.

Name of Program	Details	Objectives	Outcome measured of 3
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			Months
Dosti (Make a Friend)	Make a Friend from the new joinees from other function	To Support the Integration of the new joinees in the organizations, The Existing employees itself will take Initiative to extend hand of friendship with new joinee, there by making them feel comfortable	INTERGRATION With in 3 Months 75% of the new joinees i.e. out of 180 globally there are 135 who shared the great feeling with the Dosti on the Internal media Yammer
Yado-Ki Barat (Down the Memory Lane)	Employees wanting to share their moments of glory or succeeding out of personal or professional difficulties.	To ensure that we are able to have platform to share our stories, make us feel part of one team and create respect	RESPECT for each other Out of 3000 employees 10% 300 have shared stories with in 3 months and created WOW effect, found some of them really doing well in their work areas feeling, great confidence
Bjli Bacho (Save Electricity)	Building team, shared department wise cost incurred monthly on lights, Xerox, printer. The challenge was to reduce it by any measurable %	To Ensure sense of belonging and meaning to contribute towards the National and Global Cause.	Astonishing results have been shown by all departments and let in to big competition amongst department in overall reduction @ Building Level 4% and Department Global Delivery working 24x7 reduced their consumption by 5% . All Departments within them selves have put in best practice boards to save

			the electricity
Suhana Safar (Journey to Remember)	Any of Employees to share their outings and Picnic experience	To have a culture of sharing the joyful moments there by creating bonding	100 Employees Globally shared the pics and stories, One Singapore employee family, experiencing leh, Ladakh and connecting with one family from that place as Pen and Connected PAL for next 3 years. Got the recognition from the Management of the Organization
Health Funda	Employees sharing initiatives they have adopted and made a positive change to their health	To have consciousness of Health and Well being Organization wants to Introduce the health check up and create health Index.	Many about 1000 have shared their stories right fro stairs to work and home to morning jog, fitness routine, cutting on junk food etc.
Little Genius	Academic successes and Other Innovation by Kids of the employees needs to be showcased	To have wider connect with family and recognize the employees family members success	Many entries have come in and it was really difficult to reject any of it. Globally organization has recognized academic success and Innovation and Sports championship for 1200 Kids of the employees. This Initiative had very phenomenal Impact on the employee morale more being discussed to fine-tune this Initiative.

U- Teacher	Employees can take up to teach the support staff or driver or housekeeping or help to teach English language or some basic technical skills	To contribute and create a meaning	Around 20 of the security, housekeeping and driver at each of office location have started on the learning curve along with their duties, the first feedback they were enjoying what they are learning, though its tough they are happy to get opportunity.
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Conclusion- The employee-work contract has changed: People are operating more like free agents than in the past. In short, the balance of power has shifted from employer to employee, forcing business leaders to learn how to build an organization that engages employees as sensitive, passionate, creative contributors. This is a shift from improving employee engagement to focus on building an irresistible organization. These changes to the workplace have altered the engagement equation, forcing us to rethink it. Hence learning from cross industries like FM Radio.

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