

T+ve

Building & Sustaining a Talent Positive Telangana

October 2023

An **Xpheno** Research release



Net Talent Balance and Talent Brand

In a progressive economy, States and Cities are engaged in an unstated and invisible Competition for Talent. Talent in the form of trained and readily deployable manpower is an asset to hold and build in any geography. The ability of a State or City to attract investments and enterprises to boost economic activities, is directly linked to the scale and accessibility of talent within.

Like every other asset, skilled talent also gets exchanged between geographies. Outbound and inbound movements of talent are constantly and simultaneously in play. The direction, volume and velocity of exchange is driven by the dynamics of talent supply and demand. With the 2-way exchange of talent, the net difference between inbound and outbound defines if the State or City is Net Talent Positive or Net Talent Negative. Akin to the Trade Balance that countries compute and monitor as an economic parameter, **Talent Balance** can and should be a critical human capital parameter to monitor.

The 2-way movement of talent in and out of a City, State or Country creates combinations where the volume of talent lost can be higher than talent gained, and vice versa. A **Positive Talent Balance (PTB)** emerges when a City, State or Country attracts & retains more talent, than what is lost to a competing geography. **Negative Talent Balance (NTB)** occurs when the volume of talent lost exceeds that of talent gained.

PTB is a highly desirable state that impacts the economic progress of a geography. Needless to say, a long-term NTB is not a desirable state for a geography to be in. As PTB and NTB two ends of the scale, there is bound to be cycles of movement where a State or City can swing from a talent positive state to a talent negative state.

The ability of a State or City to achieve and sustain a Talent Positive state depends on the **Talent Brand** and desirability as a place for talent to live in and build a progressive career.

As Talent Specialists we work with enterprises to attract and acquire skilled and readily available talent. In the Talent Acquisition process, the Talent Brand of the geography being hired for is a key factor for success.

The Talent Brand is largely a perception driven by geographic, social, political, cultural and economic factors of the location. States and Cities primarily focus on creating infrastructure, facilities and identity as a business-friendly location. Creating a Talent Brand and identity as a Talent-friendly location is also as critical as the rest of interventions.

This report is Xpheno's observation and appreciation of **Telangana as a Talent Positive state**. We look at the Talent Landscape of Telangana from a Recruitment and Recruiter's POV. The report showcases what Talent Acquisition teams of enterprises see in and about the talent of Telangana.

We are glad to present this Research output of ours with insights and suggestions for Sustaining and Enhancing Telangana as a Talent Positive state.

Kamal Karanth
Co-founder, Xpheno

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Co-founder, Xpheno

Table of Contents

Executive Summary	04
White-collar Talent Landscape - Telangana	06
Academic Output Trend - Telangana	14
Net Talent Balance - PTB & NTB	18
Talent Movement Corridors - Telangana	21
Talent Movement Corridors - Hyderabad	26
Talent Movement Corridors - Industry Sectors	21
Talent Movement Corridors - Functions	21
Talent Movement Corridors - Experience	21
Talent Desirability	42
Interventions to Sustain PTB	46



EXECUTIVE SUMMARY



Telangana has been a trendsetter on many fronts in its nearly a decade of re-building and refreshing as a Young State. A combination of carefully setup infra, policies, incentives and interventions have set Telangana on the fast-track to the top. Among other achievements, Telangana also achieved a critical score necessary for building the State as a Talent Brand.

We carried out our first edition of **Annual Study of Indian states for Talent Corridors and Talent Exchange Patterns** for the 12-month period ending September 2023. Highlights of the study and the cornerstones of this report are:

- Only 7 Indian states emerged as Talent Positive states or states with Positive Talent Balance (PTB).

- Telangana emerged as the third state with Positive Talent Balance, joining Karnataka and Haryana on the top.

- With 72,000 white-collar talent absorptions and 66,000 talent lost during the 12-month period, Telangana clocked a PTB of 6000 for the study period.

- Telangana joined the league of older peers like Karnataka with PTB of 93,000 and Haryana with PTB of 20,000.

- Telangana had a wide lead ahead of the remaining 4 states with PTB. Goa, Puducherry (UT), Jammu & Kashmir (UT) and Tripura made the cohort of relatively smaller states and union territories with PTB value is low to mid 3-digit values.

- The other end of the ranking with **Talent Negative states or states with Negative Talent Balance (NTB)** had Bihar, Madhya Pradesh, Tamil Nadu, West Bengal and Delhi (UT) with NTBs between -10,000 and -18,000.

Factors linked to & enabling PTB status of Telangana

- Telangana has an active and accessible white-collar talent base of 3.72Mn. Talent pool with minimum working experience of 1 Year make 50% of the active pool (1.84Mn).

- Hyderabad holds the lion's share of the active experienced talent pool with a 1.7Mn count. The collective contribution of other locations like Warangal, Karimnagar, Duggondi, Hanamakonda etc. are minor on a comparative scale.

- Hyderabad has created an ecosystem to host large domestic and international enterprise brands who make the Bellwether employers of the state.

- Tech Sector is the lead employment sector holding one-third (622K) of the active experienced talent pool. The Tech Sector leads rest of the sectors like Consulting & Advisory, Banking, Pharma, Healthcare etc. with huge margins.

- In terms of enterprise functions, it is the Engineering function on the lead with 375K active experienced talent pool. IT follows with 215K, and Business Development with 153K.

- 28% of active experienced white-collar talent pool hold qualifications in Computer Science.

- Telangana's academic system produces more qualified women talent than men. Women dominate the annual academic output with representation in the 54% - 56% range.

- On the Engineering & Technical education front, Telangana annually produces under 100K Engineers.

- Telangana has very strong inbound and outbound talent corridors with all major talent states and their megacities. Andhra Pradesh, Karnataka and Maharashtra are the top states with strong 2-way talent movements.

- US remains the Top overseas destination for white-collar talent from Telangana.

- A strong talent pull is evident with over 1.6Mn jobseekers from other states stating Telangana as a preference. A million of this talent at the doorstep are from other megacities. Over 410K active jobseekers from Bangalore have stated a preference for Hyderabad.

Telangana is well set to emerge as a leading Talent Brand to attract and retain white-collar talent and compete with other mature neighbours in attracting Global Brands to the state.

Prasadh M S

Head – Workforce Research, Xpheno

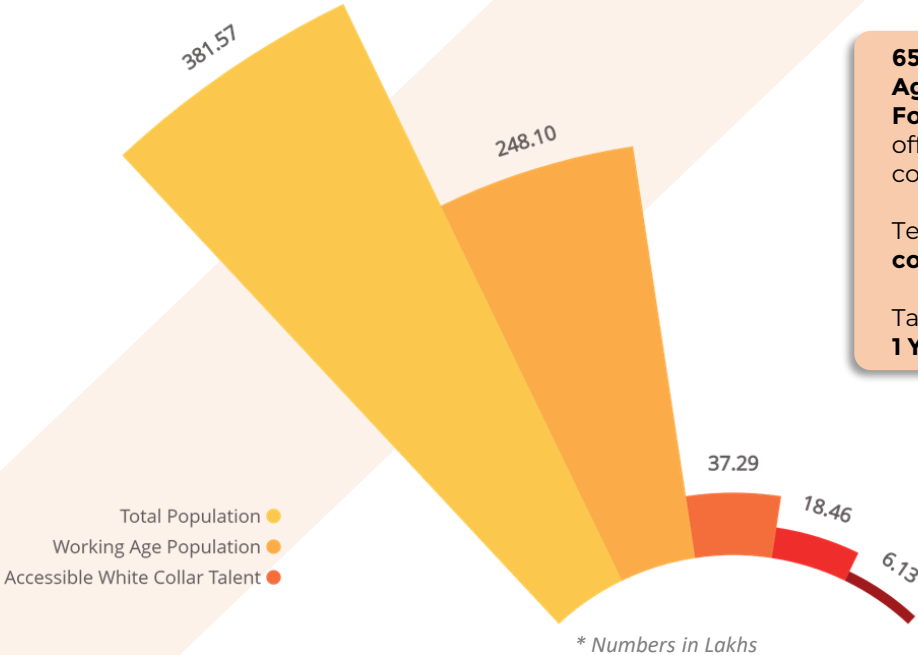
DATA SECTION A

White-collar Talent Landscape - Telangana



TELANGANA ACTIVE TALENT SNAPSHOT

HUMAN CAPITAL SUMMARY



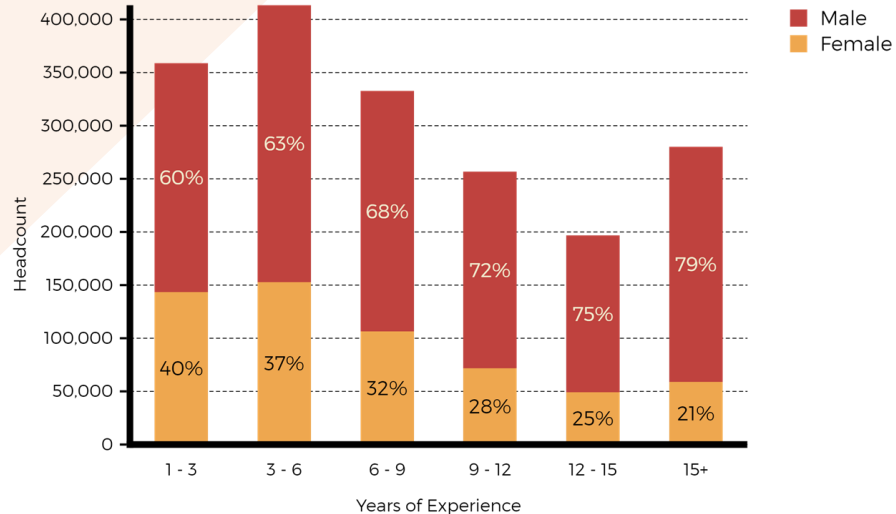
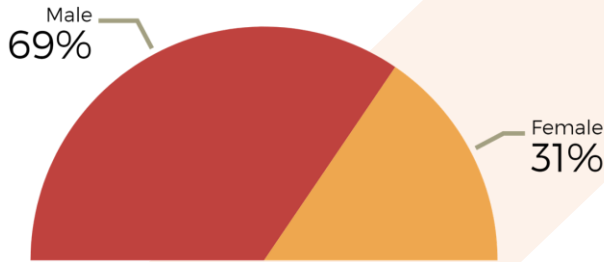
65% of Telangana's population qualify as **Working Age population** of the State. Telangana's **Labor Force Participation Rate (LFPR)** nearly at **50%** offers a solid base for the White-collar Talent cohort.

Telangana has an **active and accessible white-collar talent base of 3.72Mn.**

Talent pool with **minimum working experience of 1 Year make 50% of the active pool (1.84Mn).**

TELANGANA WHITE COLLAR TALENT SNAPSHOT

GENDER & EXPERIENCE DISTRIBUTION OF ACCESSIBLE WHITE-COLLAR TALENT



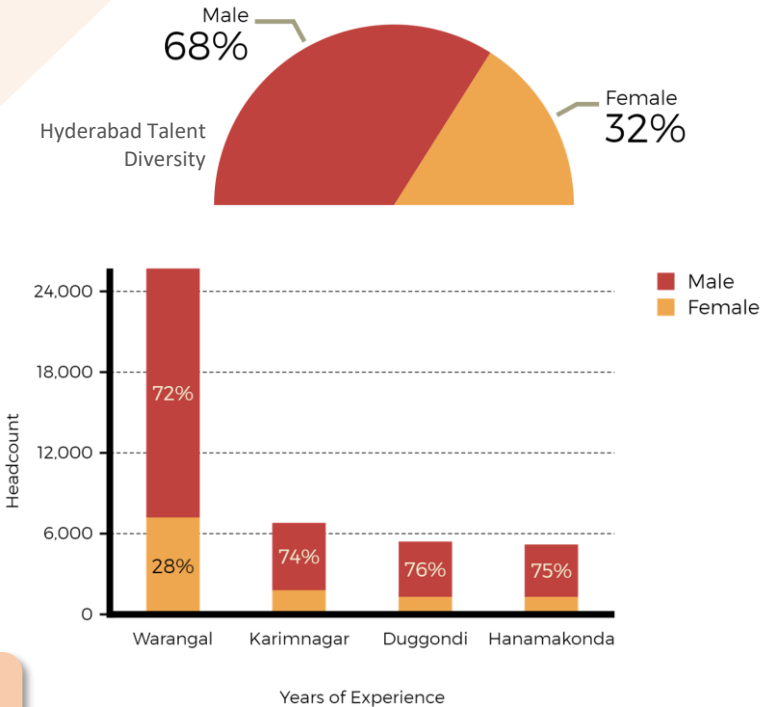
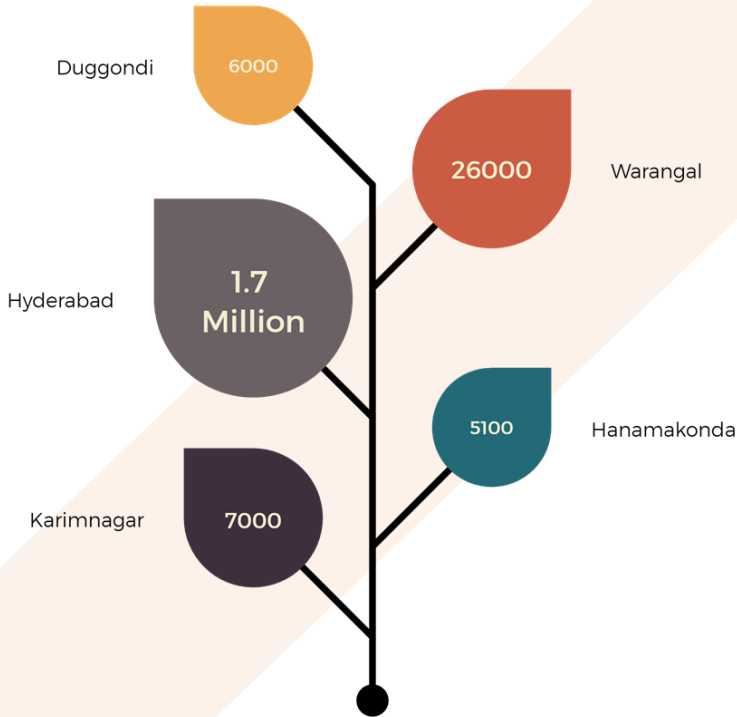
White-collar talent in Telangana holds an experience mix that makes a **broad base of the talent pyramid**. With a 770K count, talent with experience up to 6 years of experience make 44% of the total talent pool.

Mid to Mid-senior level talent in the 6 to 12 years of experience range account for 32%. Senior talent in the 15+ years of experience make only 15% of the talent pool.

Women representation in the active white-collar talent pool decreases steadily with rise in experience level. Women dropping out of active workforce at higher experience levels is an evident trend.

TELANGANA WHITE COLLAR TALENT LOCATIONS

TOP LOCATIONS BY ACCESSIBLE WHITE-COLLAR TALENT VOLUME

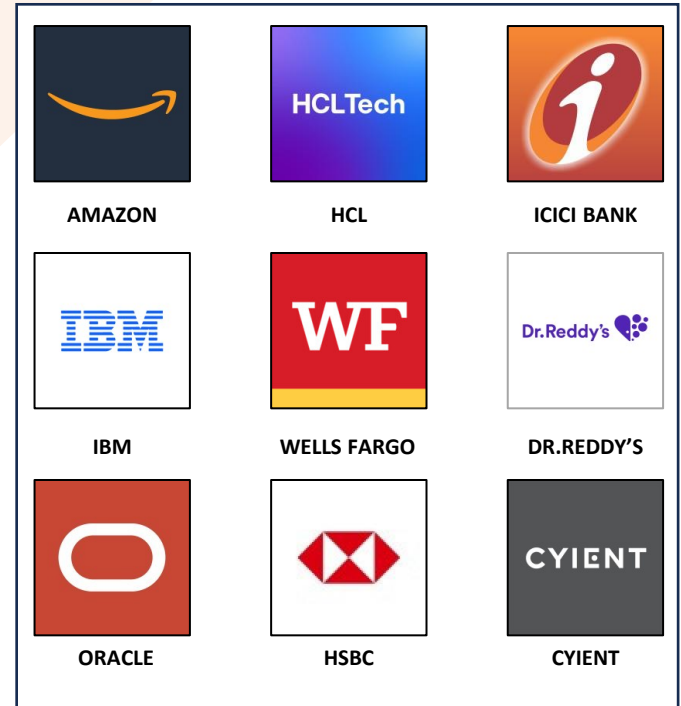
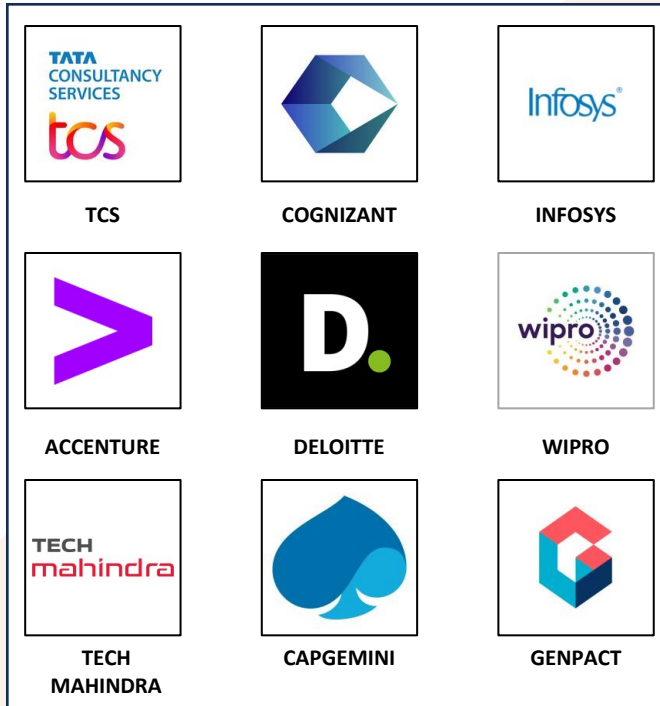


Hyderabad holds the lion's share of the active experienced talent pool with a **1.7Mn count**. Accounting for nearly **92% of active white-collar talent**, Hyderabad has emerged as the singular talent centre of Telangana.

Pandemic linked relocations and reverse migration to tier-2 locations has created new centres for talent.

TELANGANA TOP EMPLOYERS

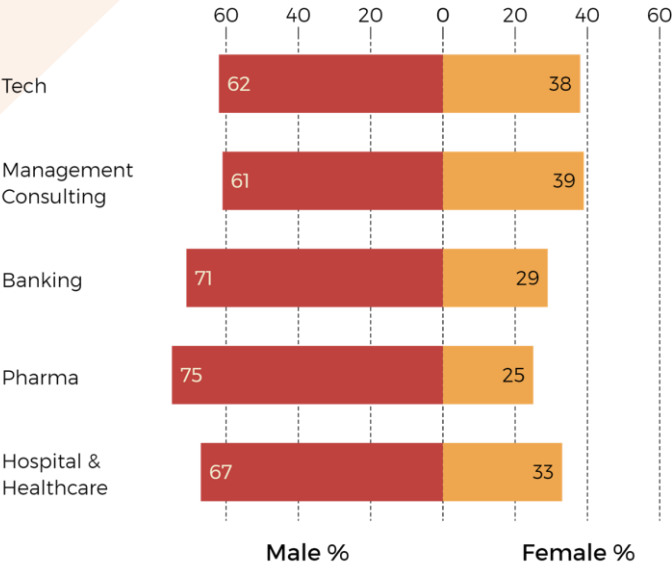
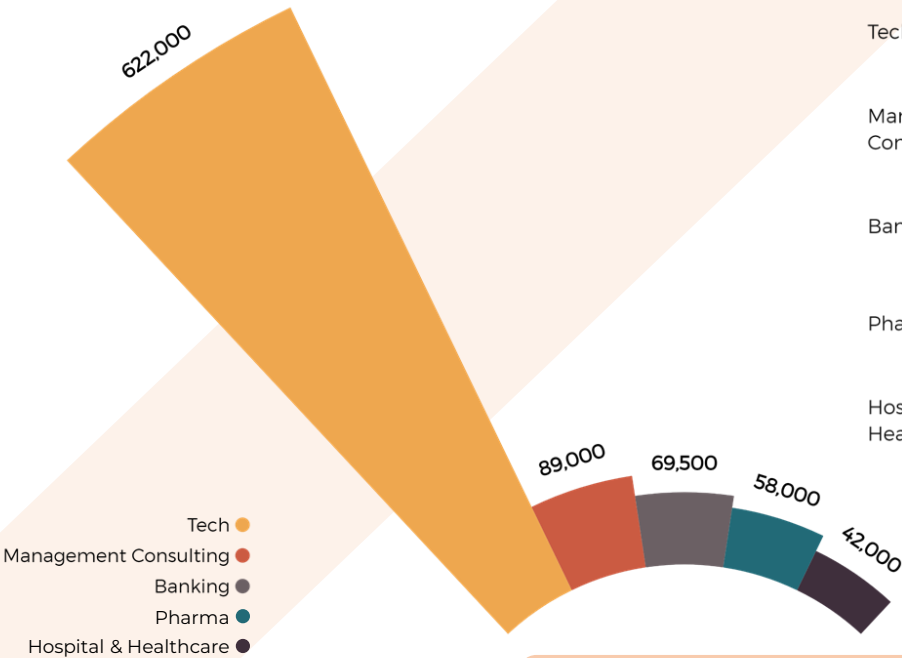
TOP EMPLOYER BRANDS BY VOLUME OF WHITE-COLLAR TALENT



Telangana is host to an increasing number of Indian and International Bellwethers across key talent consuming sectors. Tech Bellwethers are among the largest employers followed by Banking sector Bellwethers.

TELANGANA WHITE COLLAR TALENT

TOP INDUSTRY GROUPS BY ACCESSIBLE WHITE-COLLAR TALENT VOLUME

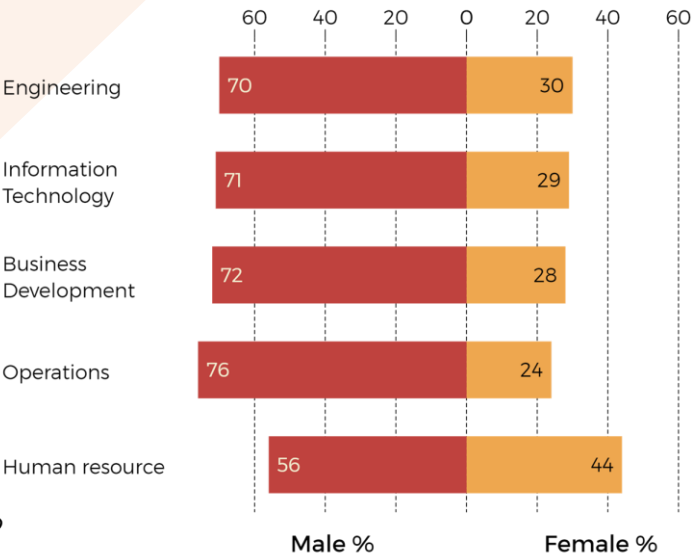
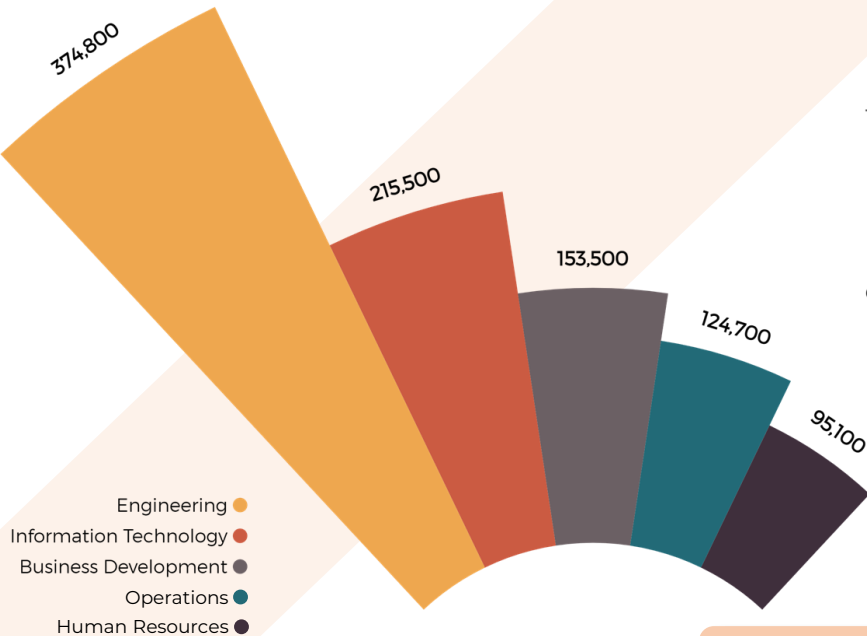


Telangana's Tech Sector is the lead employment sector for active white-collar talent. **One-third (622K) of the active experienced talent pool is engaged by the Tech Sector.**

Consulting & Advisory, Banking, Pharma & Healthcare trail behind Tech by huge margins on talent volumes.

TELANGANA WHITE COLLAR TALENT

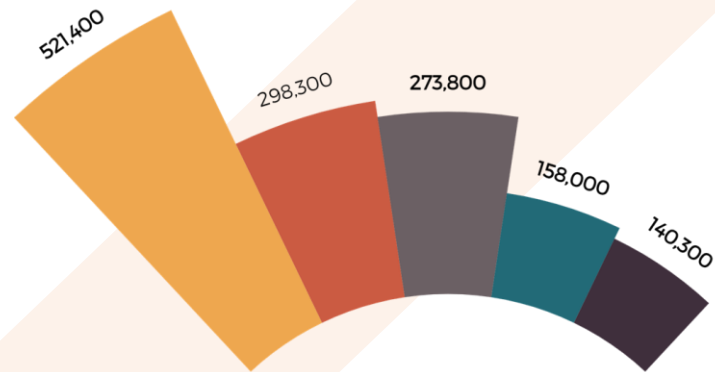
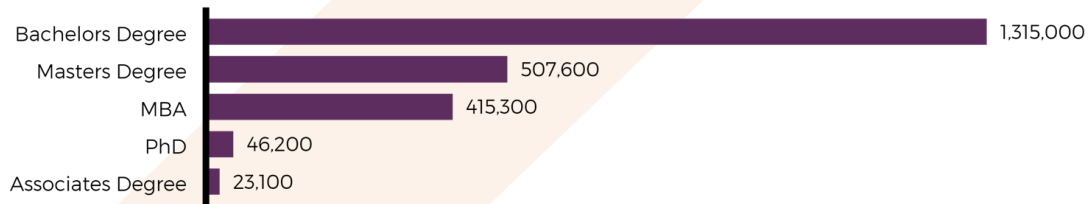
TOP ENTERPRISE FUNCTIONS BY ACCESSIBLE WHITE-COLLAR TALENT VOLUME



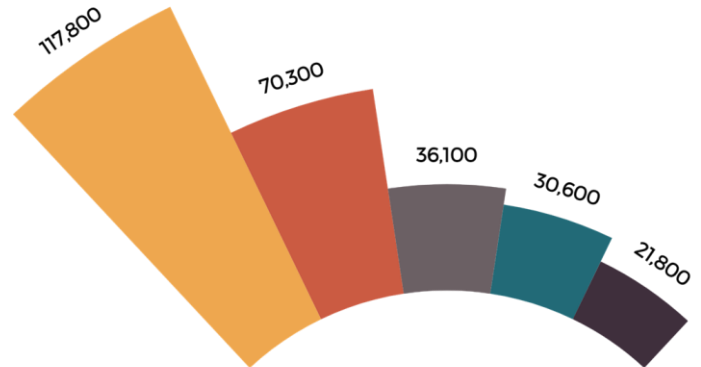
Top 5 Enterprise Functions collectively account for over **52% of active white-collar talent** of Telangana. The Engineering function on the lead with 375K holds one-fifth of the experienced white-collar talent pool. The total of 590K experienced professionals in Engineering & IT functions are drivers of Telangana's tech identity.

TELANGANA WHITE COLLAR TALENT

DISTRIBUTION BY TOP QUALIFICATIONS, EDUCATION STREAMS & INSTITUTIONS



Computer Science ●
Arts & Science ●
Biz & Commerce ●
Fin & Accounting ●
ECE ●



Osmania University ●
Jawaharlal Nehru Technological University ●
JNTUH College of Engineering ●
Andhra University ●
Acharya Nagarjuna University ●

28% of active experienced white-collar talent pool holds **qualifications in Computer Science**. 16% of the talent pool has Arts & Sciences qualification. Business post-grads make 22% of the active white-collar talent pool.

DATA SECTION B

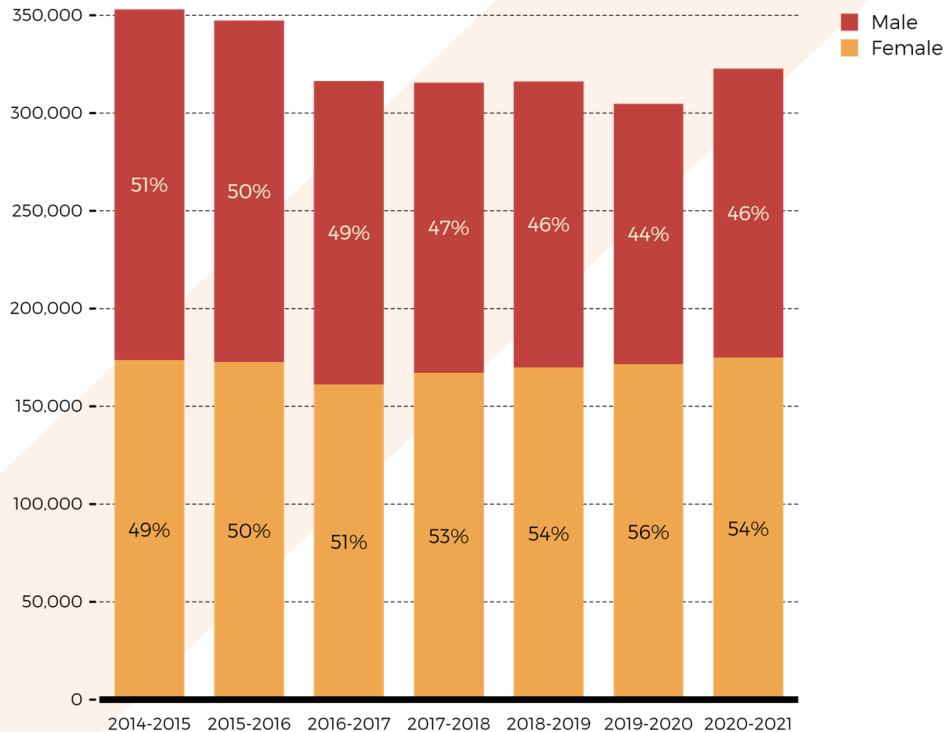
Academic Output Trend

Telangana



TELANGANA ACADEMIC OUTPUT

VOLUME & GENDER MIX TREND OF ANNUAL ACADEMIC OUTPUT



Women dominate the annual academic output of Telangana's academic system,. **Women talent has been representing 50%+ of total output** since 2015-2016.

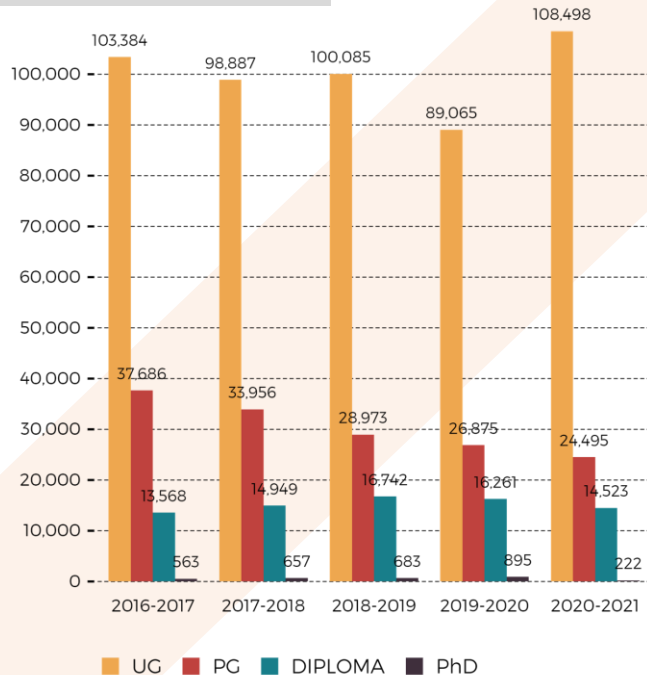
Total annual talent output from higher education institutions has been **hovering in the 300K range**.

UG & PG streams have registered drops of 7% and 31% respectively in 2021 versus 2015. Meanwhile Diploma stream output grew by 88%.

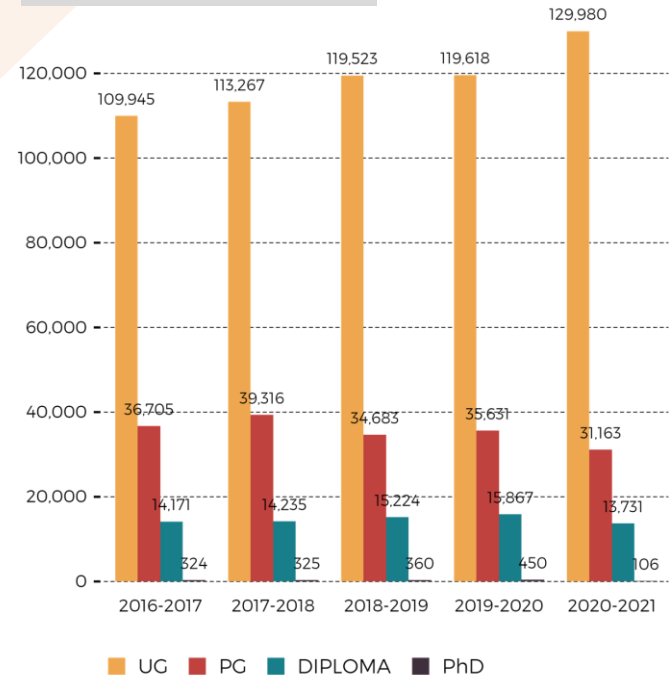
TELANGANA ACADEMIC OUTPUT

QUALIFICATION & GENDER-WISE TREND OF ANNUAL ACADEMIC OUTPUT

Male Talent



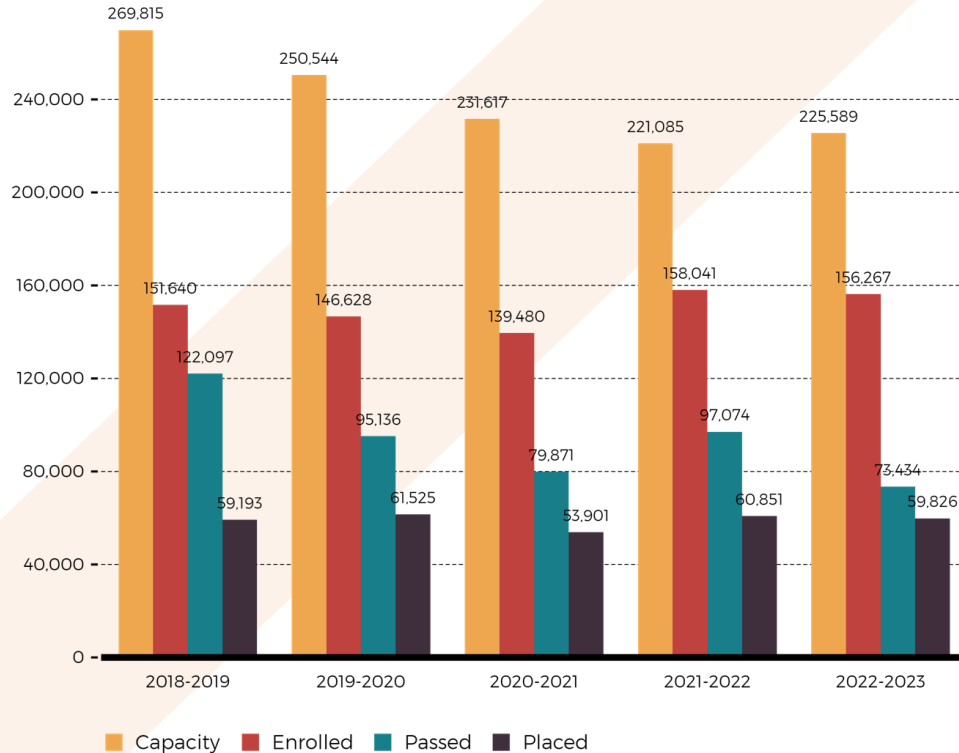
Female Talent



Female UG talent output had grown by **18% in 2021 compared to 2017**. Meanwhile **Male UG output grew by 5%** for the same period. Total output across all 4 qualification streams grew by 9% for female talent while male talent output dropped by 5%.

TELANGANA ACADEMIC OUTPUT – TECHNICAL TALENT

ANNUAL OUTPUT AND PLACEMENT TREND OF AICTE APPROVED TECHNICAL INSTITUTES



Total capacity for Technical talent output has shrunk by 16% in 2023 compared to 2019. The drop in capacity is aligned to the country-wide cleanup of Engineering institutions and 3-year freeze on new institution approvals.

Gross enrolment in technical education grew by 3% while **qualified output has dropped by 40%**. This drop is also inline with the overall trend in focusing on quality of output versus quantity.

Placement volumes have remained nearly stagnant with a 1% growth since 2019.

DATA SECTION C

Net Talent Balance

Talent Positive & Talent Negative



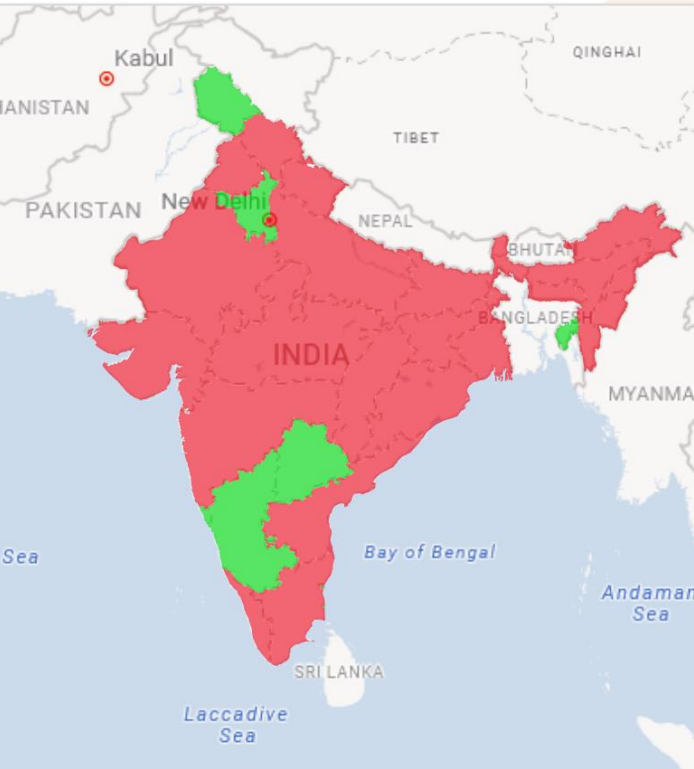
NET TALENT BALANCE – WORKFORCE PARAMETER

TALENT POSITIVE & TALENT NEGATIVE STATUS

TERM	DEFINITION
Talent Corridors	Talent in a geography is dynamic and remains in motion in and out of the geography. The lines of talent connection that a City, State or Country has with another geography are called Talent Corridors.
Talent Movement	The shift of talent via a Talent Corridor in search of better prospects or for personal preference is called a Talent Movement.
Talent Exchange	Talent movements can be one-way or two-way in direction. When a geography gains and also loses talent to another geography, in a said period of time, a Talent Exchange occurs.
Net Talent Balance	The delta between the volume of talent absorbed and volume of talent lost is the Net Talent Balance at both ends of the Talent Corridor.
Talent Positive / Positive Talent Balance	A Positive Talent Balance (PTB) occurs when a City, State or Country attracts & retains more talent, than what is loses to a competing geography.
Talent Negative / Negative Talent Balance	A Negative Talent Balance (NTB) occurs when a City, State or Country loses more talent, than what is attracts from a competing geography.
Factors impacting Net Talent Balance	Talent exchanges are primarily driven by economic factors of opportunity and growth. Social, political, cultural, infrastructure and geological
Desired state	PTB is a highly desirable state that impacts the economic progress of a geography. However, a very high PTB for long cycles is also not healthy as it leads to saturation and can impact desirability. Very high and Long-term NTB is not a desirable state for any geography.

INDIA TALENT BALANCE MAPS

TALENT POSITIVE AND TALENT NEGATIVE STATES & UNION TERRITORIES



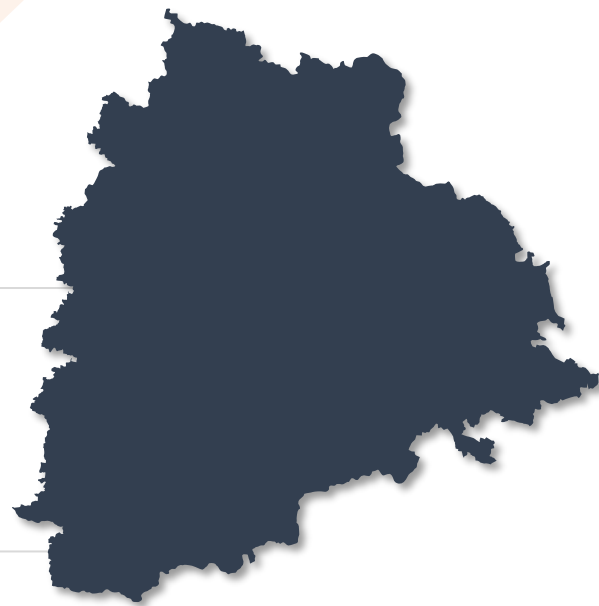
Andhra Pradesh	NTB	Manipur	NTB
Arunachal Pradesh	NTB	Meghalaya	NTB
Assam	NTB	Mizoram	NTB
Bihar	NTB	Nagaland	NTB
Chattisgarh	NTB	Odisha	NTB
Delhi	NTB	Pondicherry	PTB
Goa	PTB	Punjab	NTB
Gujarat	NTB	Rajasthan	NTB
Haryana	PTB	Sikkim	NTB
Himachal	NTB	Tamil Nadu	NTB
Jammu & Kashmir	PTB	Telangana	PTB
Jharkhand	NTB	Tripura	PTB
Karnataka	PTB	Uttar Pradesh	NTB
Kerala	NTB	Uttarakhand	NTB
Madhya Pradesh	NTB	West Bengal	NTB
Maharashtra	NTB	Manipur	NTB

PTB - Positive Talent Balance | **NTB** - Negative Talent Balance

DATA SECTION D1

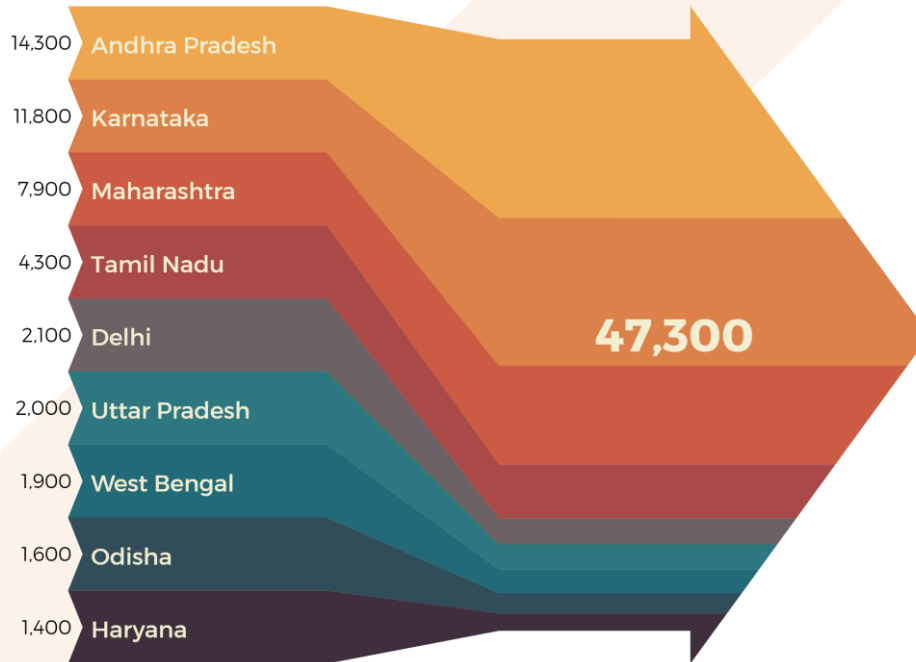
Talent Movement Corridors

- **Telangana State**
- Hyderabad City
- Industry Sectors
- Enterprise Functions
- Experience Buckets



TELANGANA WHITE-COLLAR TALENT MOVEMENT CORRIDORS

ABSORPTION OF TALENT FROM OTHER INDIAN STATES – LAST 12 MONTHS

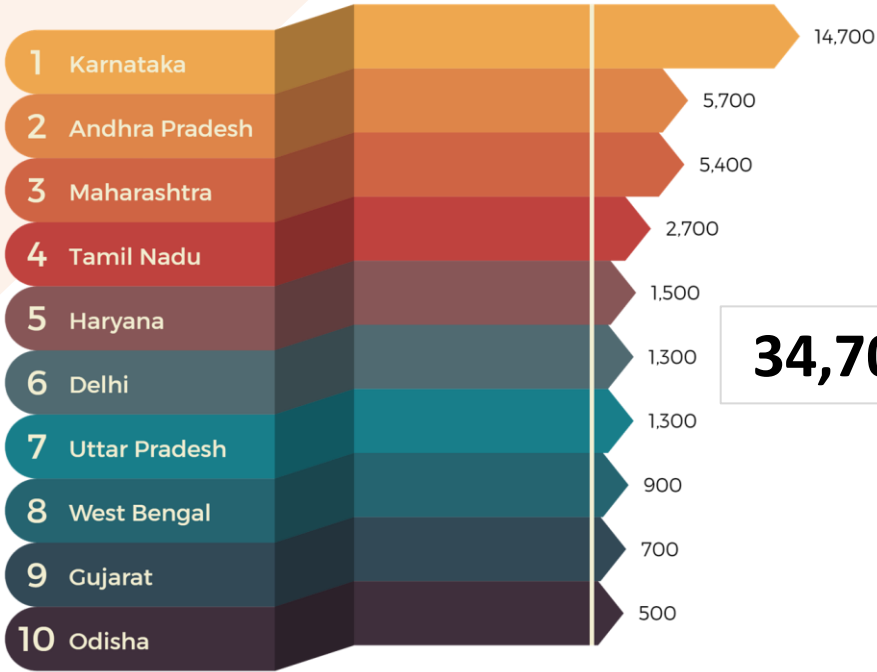


Top 9 Corridors account for
65% of total talent absorbed
by Telangana
from other Indian States
(Total absorption 72000)

TELANGANA WHITE-COLLAR TALENT MOVEMENT CORRIDORS

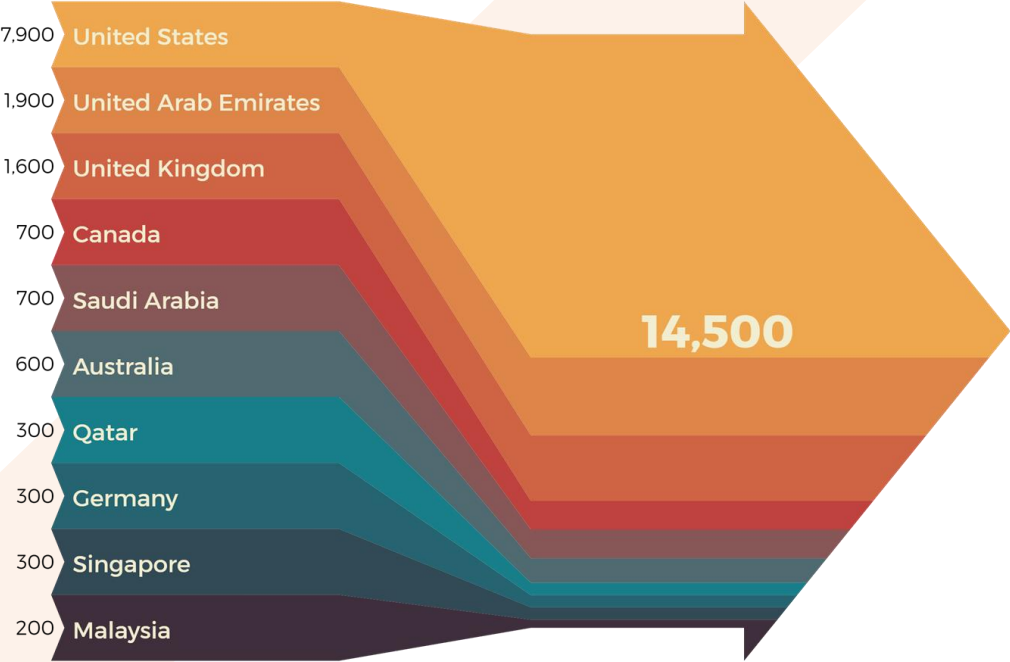
LOSS OF TALENT TO OTHER INDIAN STATES – LAST 12 MONTHS

Top 10 Corridors account for
52% of total talent lost by
Telangana to other Indian States
(Total lost 66000)



TELANGANA WHITE-COLLAR TALENT MOVEMENT CORRIDORS

ABSORPTION OF TALENT FROM OTHER COUNTRIES – LAST 12 MONTHS

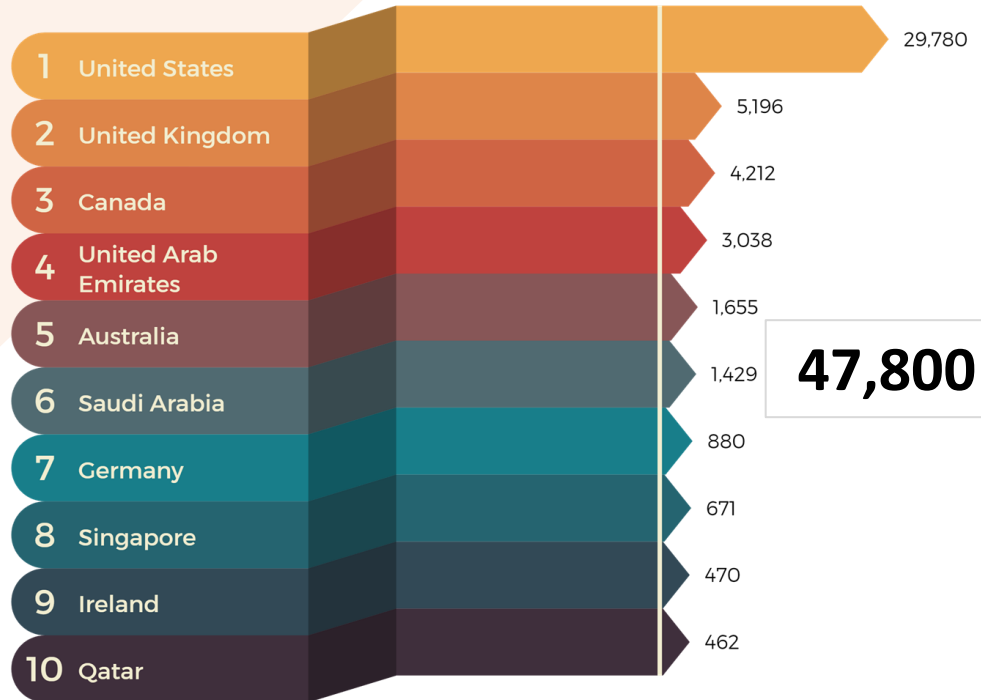


Top 10 Corridors account for
96% of total talent absorbed
by Telangana from other
Countries
(Total absorption 15000)

TELANGANA WHITE-COLLAR TALENT MOVEMENT CORRIDORS

LOSS OF TALENT TO OTHER COUNTRIES – LAST 12 MONTHS

Top 10 Corridors account for
97% of total talent lost by
Telangana to other Countries
(Total lost 49000)



DATA SECTION D2

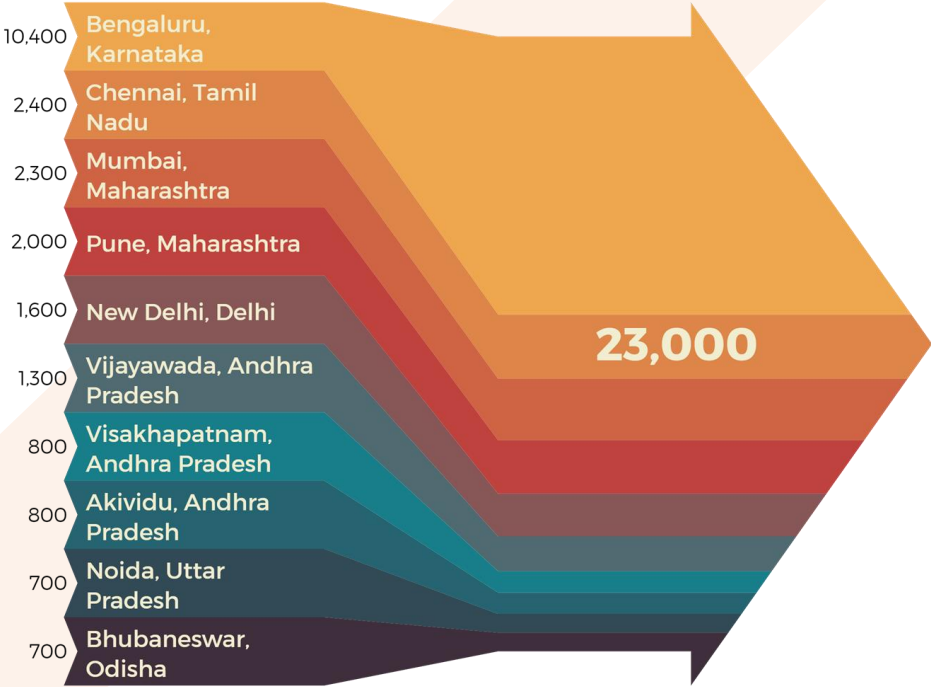
Talent Movement Corridors

- Telangana State
- **Hyderabad City**
- Industry Sectors
- Enterprise Functions
- Experience Buckets



HYDERABAD WHITE-COLLAR TALENT MOVEMENT CORRIDORS

ABSORPTION OF TALENT FROM OTHER INDIAN CITIES – LAST 12 MONTHS

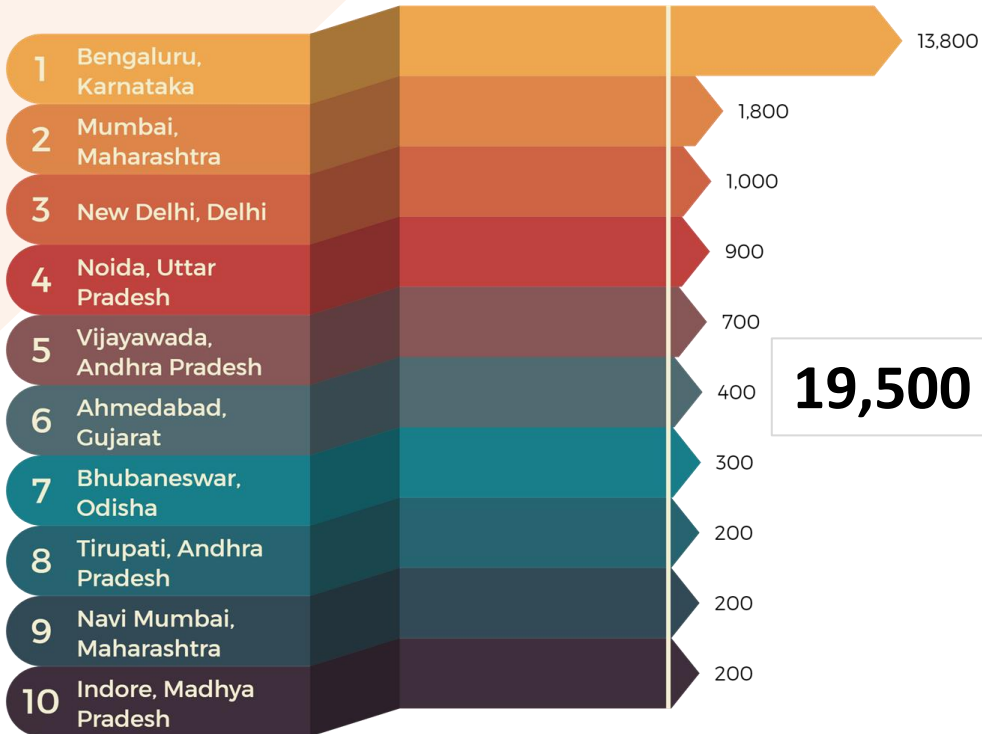


Top 10 Corridors account for 54% of total talent absorbed by Hyderabad from other Indian cities
(Total absorption 42000)

HYDERABAD WHITE-COLLAR TALENT MOVEMENT CORRIDORS

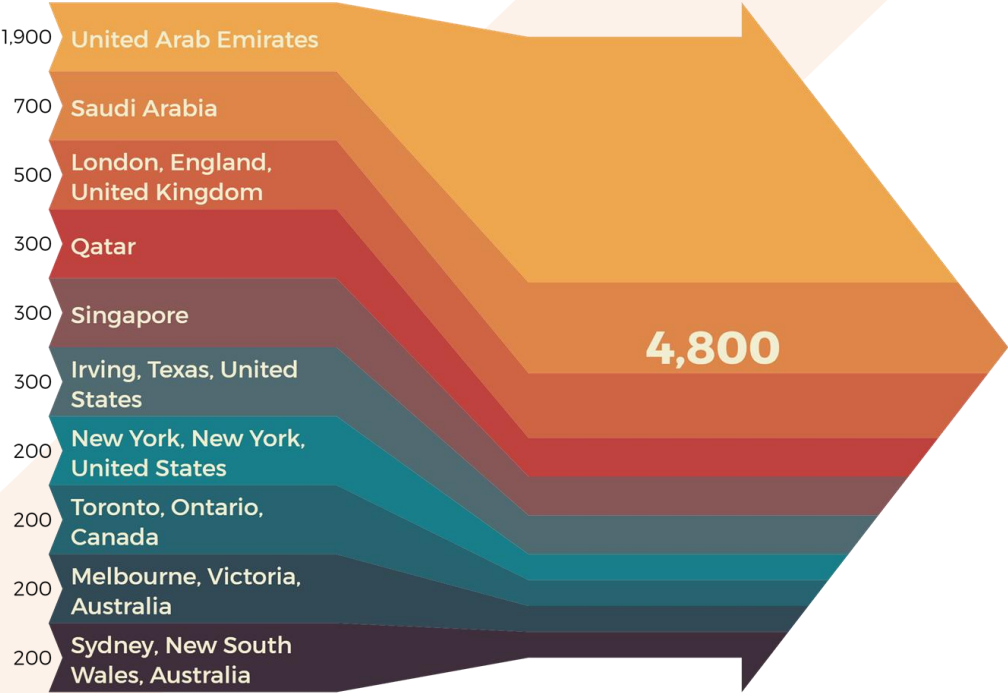
LOSS OF TALENT TO OTHER INDIAN CITIES – LAST 12 MONTHS

**Top 10 Corridors account for
57% of total talent lost by
Hyderabad to other Indian Cities
(Total lost 34000)**



HYDERABAD WHITE-COLLAR TALENT MOVEMENT CORRIDORS

ABSORPTION OF TALENT FROM OVERSEAS CITIES – LAST 12 MONTHS

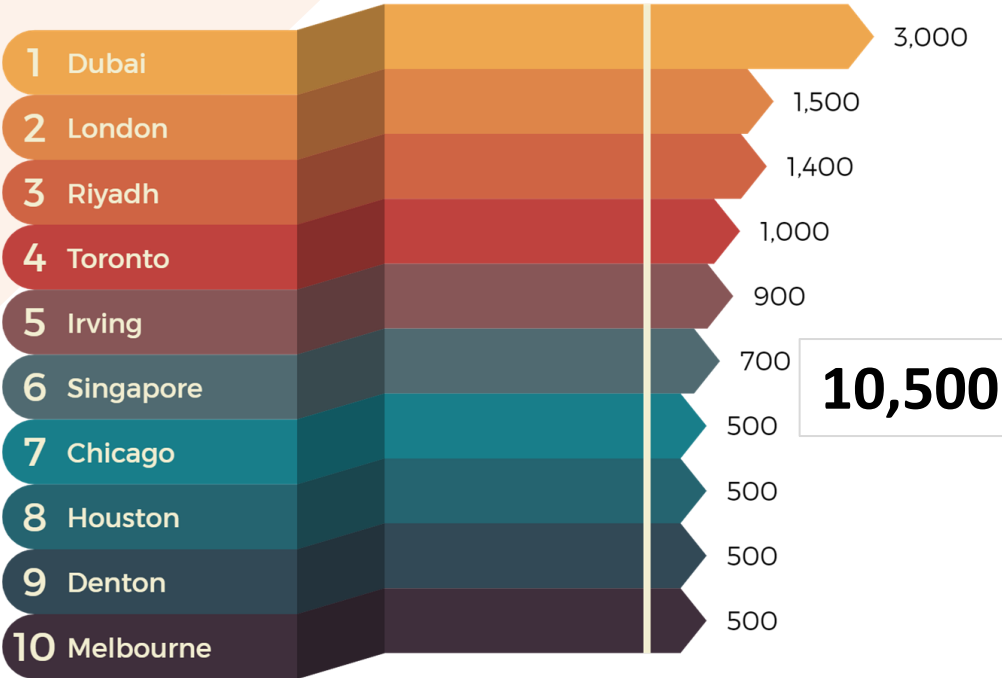


Top 10 Corridors account for
53% of total talent absorbed
by Hyderabad from
Overseas Cities
(Total absorption 9000)

HYDERABAD WHITE-COLLAR TALENT MOVEMENT CORRIDORS

LOSS OF TALENT TO OVERSEAS CITIES – LAST 12 MONTHS

Top 10 Corridors account for
44% of total talent lost by
Hyderabad to Overseas Cities
(Total lost 24000)



DATA SECTION D3

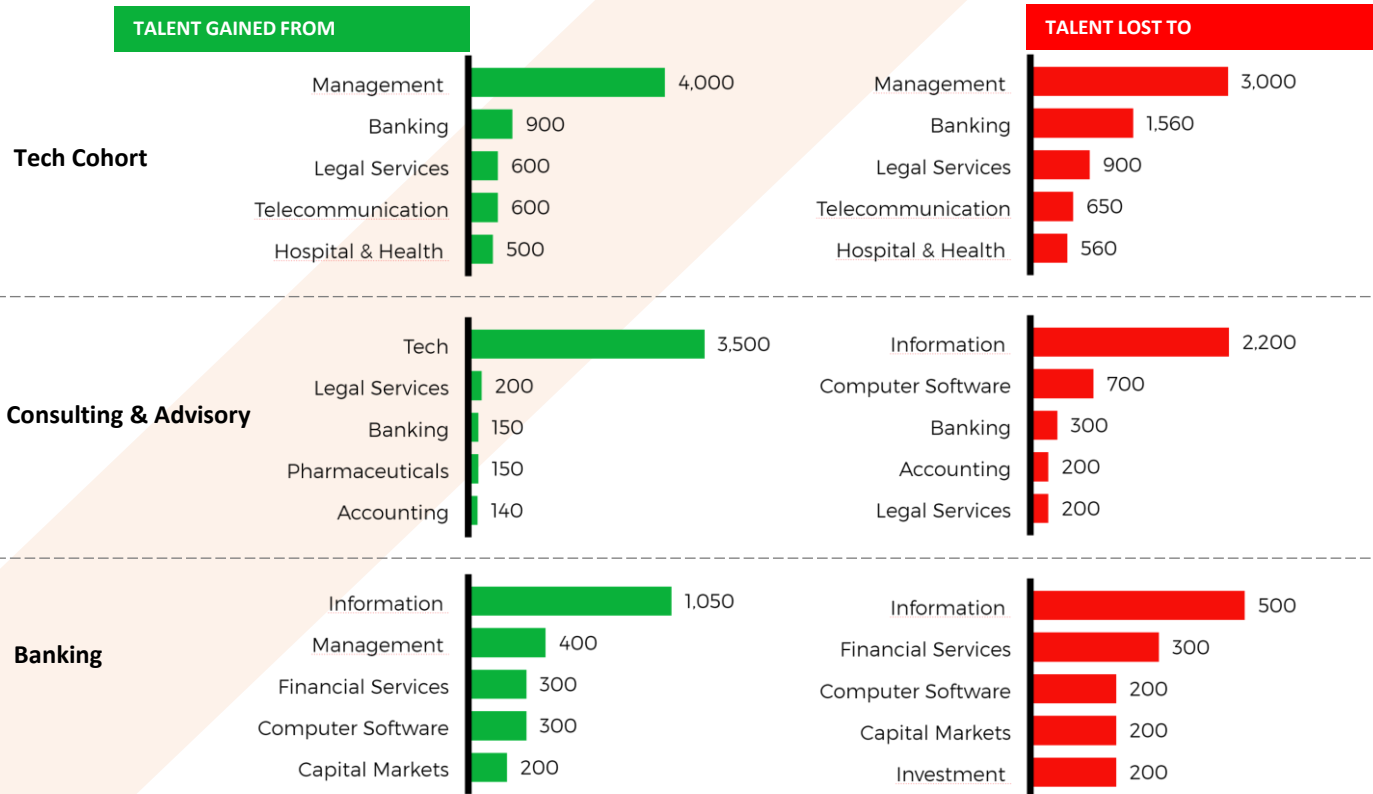
Talent Movement Corridors

- Telangana State
- Hyderabad City
- **Industry Sectors**
- Enterprise Functions
- Experience Buckets



TELANGANA INTER SECTOR TALENT MOVEMENT

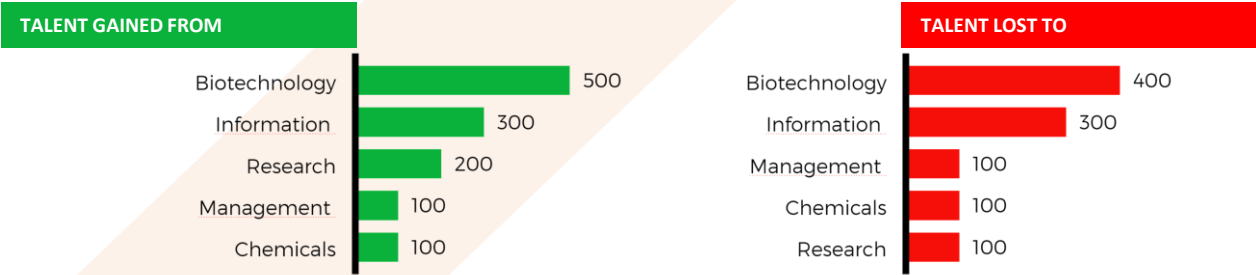
INTRASTATE TALENT EXCHANGED BETWEEN TOP INDUSTRY SECTORS – LAST 12 MONTHS



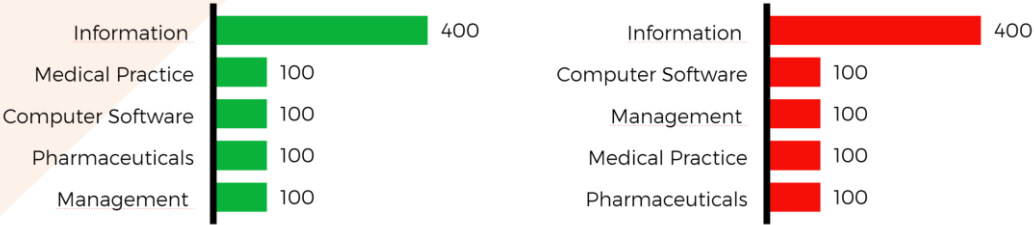
TELANGANA INTER SECTOR TALENT MOVEMENT (contd.)

INTRASTATE TALENT EXCHANGED BETWEEN TOP INDUSTRY SECTORS – LAST 12 MONTHS

Pharma

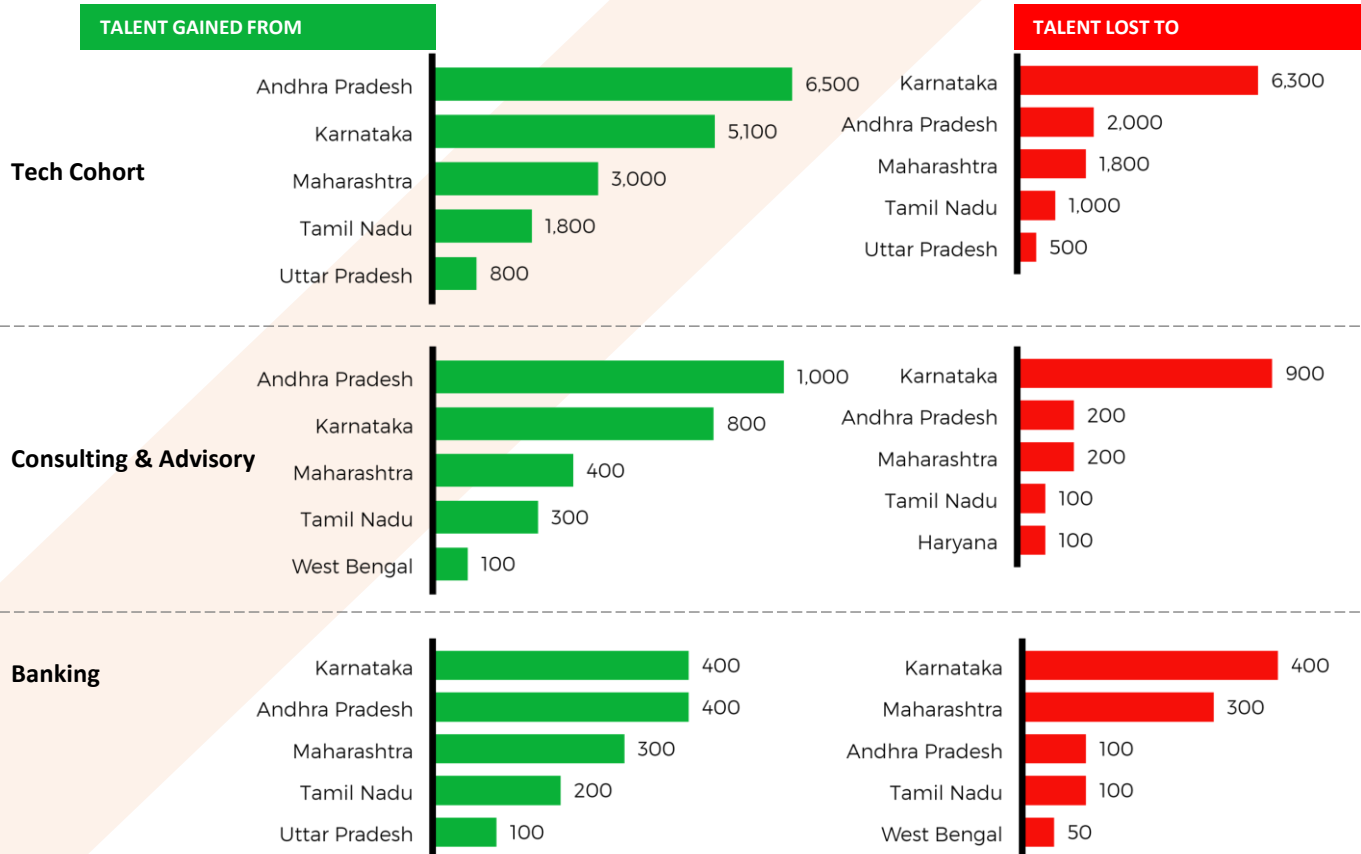


Hospital & Healthcare



TELANGANA INTER STATE TALENT MOVEMENT

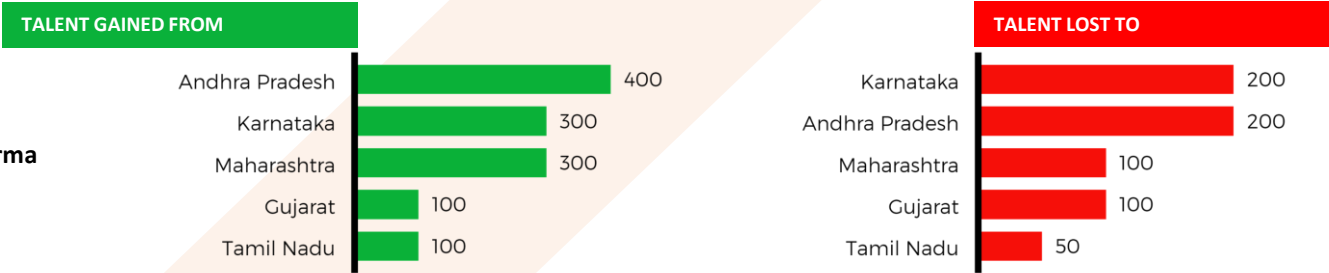
INTERSTATE TALENT EXCHANGED BY TOP INDUSTRY SECTORS – LAST 12 MONTHS



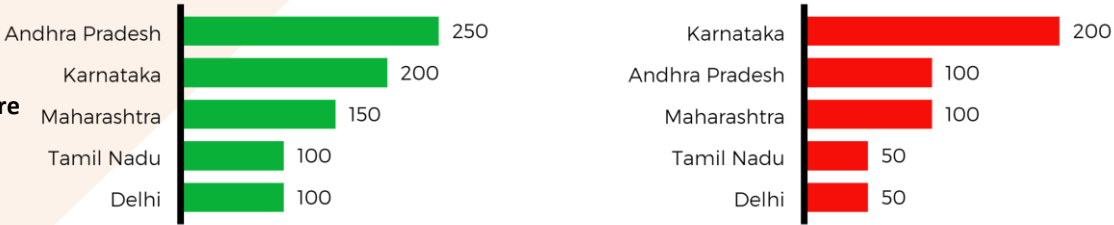
TELANGANA INTER STATE TALENT MOVEMENT (contd.)

INTERSTATE TALENT EXCHANGED BY TOP INDUSTRY SECTORS – LAST 12 MONTHS

Pharma



Hospital & Healthcare



DATA SECTION D4

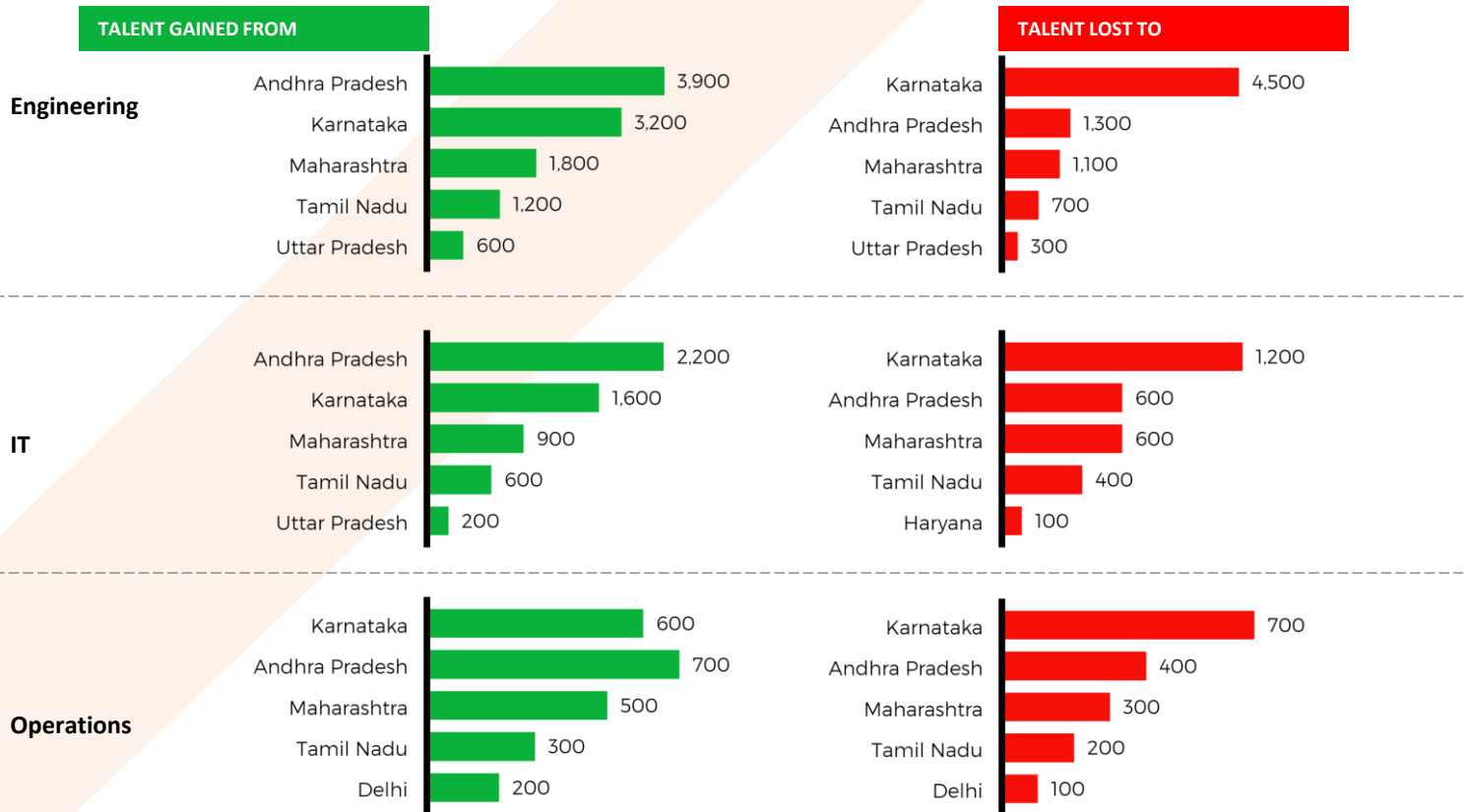
Talent Movement Corridors

- Telangana State
- Hyderabad City
- Industry Sectors
- **Enterprise Functions**
- Experience Buckets



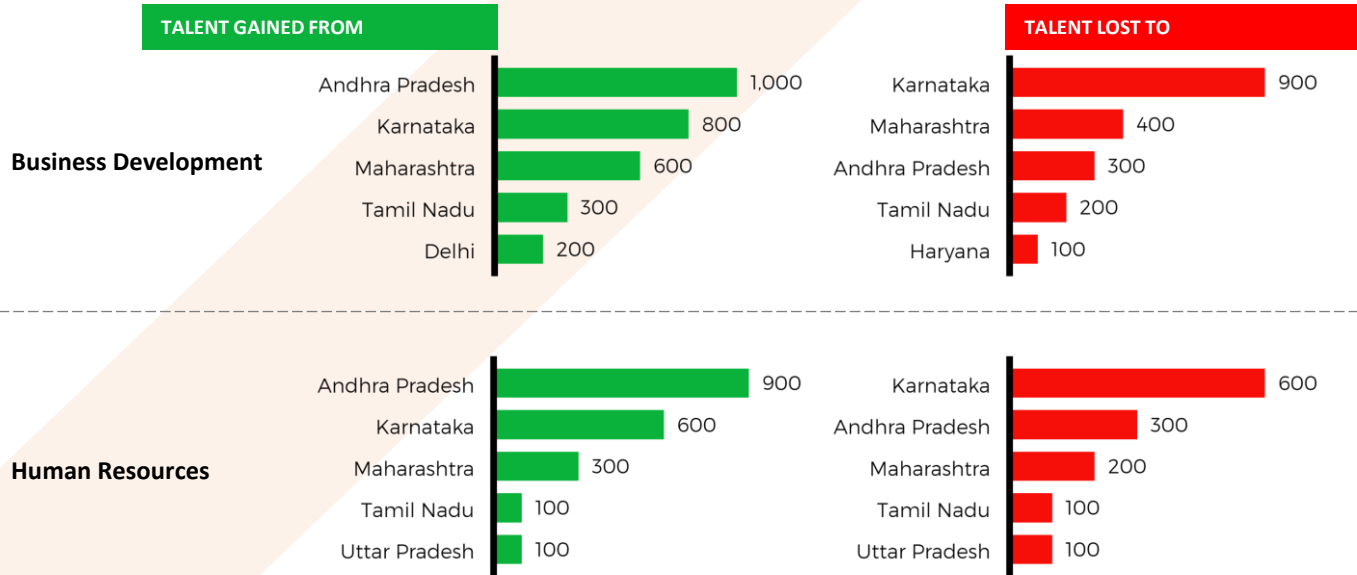
TELANGANA INTER STATE TALENT MOVEMENT

INTERSTATE TALENT EXCHANGED BY TOP ENTERPRISE FUNCTIONS – LAST 12 MONTHS



TELANGANA INTER STATE TALENT MOVEMENT (contd.)

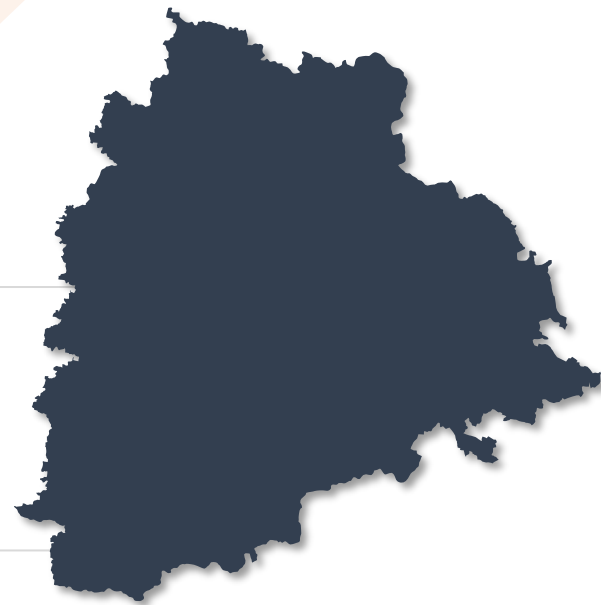
INTERSTATE TALENT EXCHANGED BY TOP ENTERPRISE FUNCTIONS – LAST 12 MONTHS



DATA SECTION D5

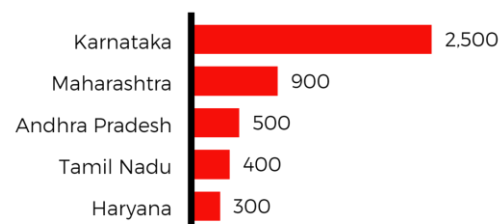
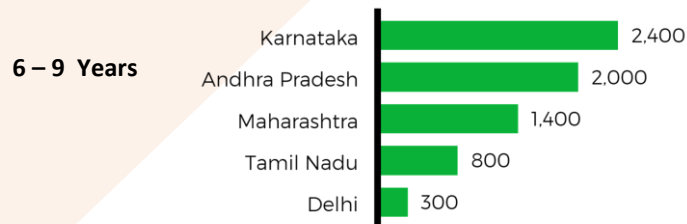
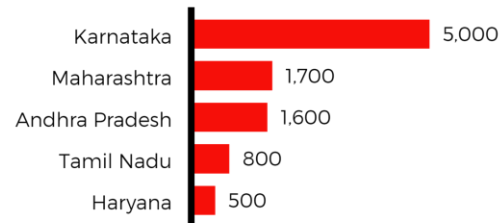
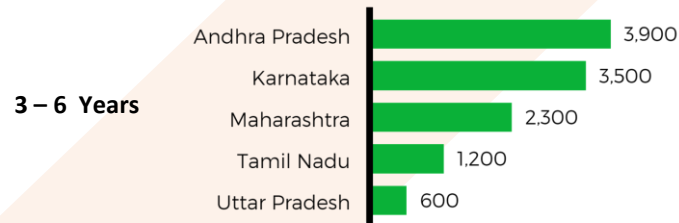
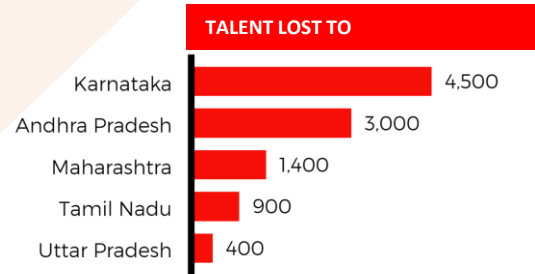
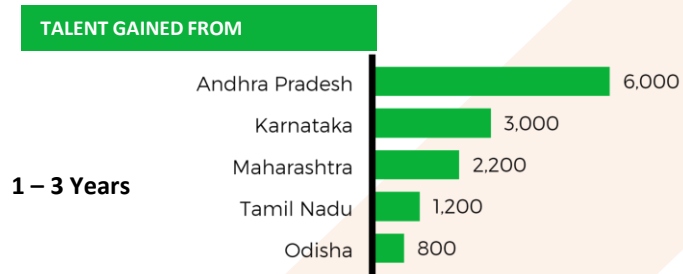
Talent Movement Corridors

- Telangana State
- Hyderabad City
- Industry Sectors
- Enterprise Functions
- **Experience Buckets**



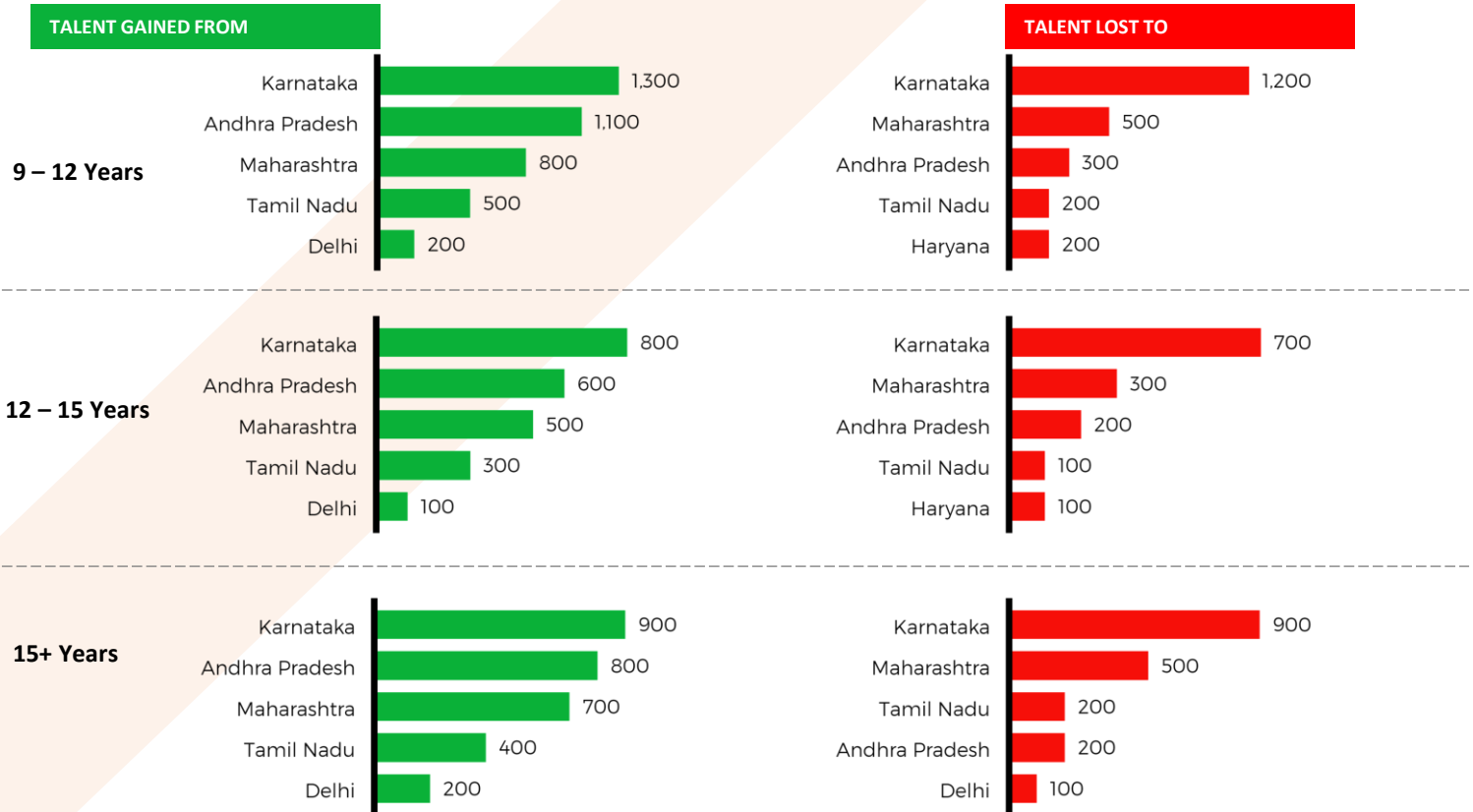
TELANGANA INTER STATE TALENT MOVEMENT

INTERSTATE TALENT EXCHANGED BY EXPERIENCE LEVELS – LAST 12 MONTHS



TELANGANA INTER STATE TALENT MOVEMENT (contd.)

INTERSTATE TALENT EXCHANGED BY EXPERIENCE LEVELS – LAST 12 MONTHS



DATA SECTION E

Talent Desirability

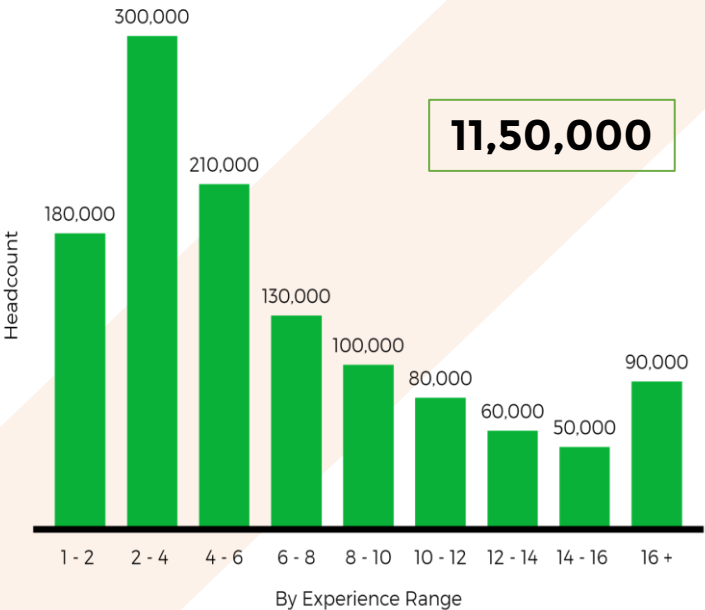
Jobseeker preferences for Telangana



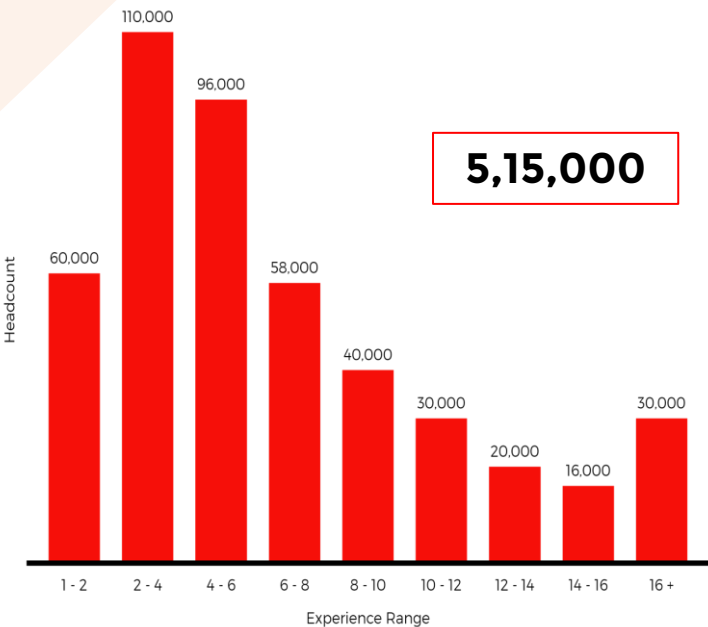
TELANGANA TALENT DESIRABILITY – JOBSEEKER PREFERENCES

EXPERIENCE WISE ACTIVE JOBSEEKERS WITH PREFERENCE FOR TELANGANA

Inbound Jobseekers (From Other States to Telangana)



Outbound Jobseekers (From Telangana to Other States)

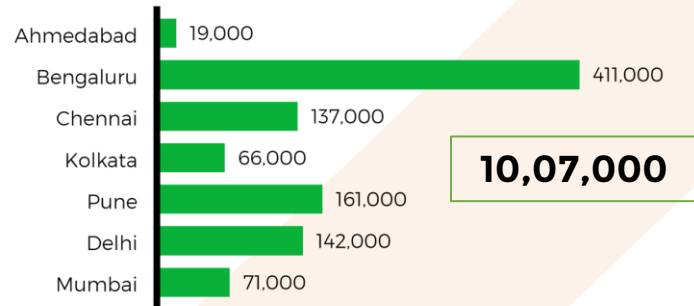


Telangana has a solid line up of white-collar talent with preference to move to the state. The volume of inbound jobseekers is more than double the count of outbound jobseekers. This signals high desirability for the state & its ability to have a higher retention of talent.

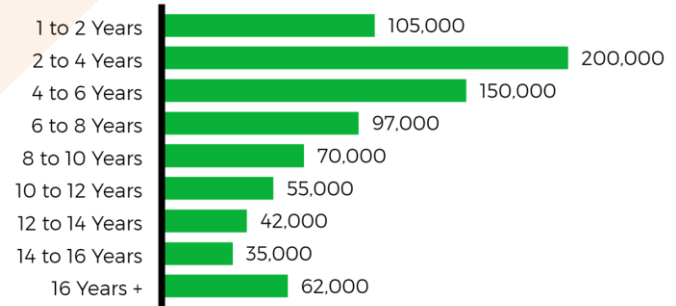
HYDERABAD TALENT DESIRABILITY – JOBSEEKER PREFERENCES

MEGACITIES & EXPERIENCE WISE ACTIVE JOBSEEKERS WITH PREFERENCE FOR HYDERABAD

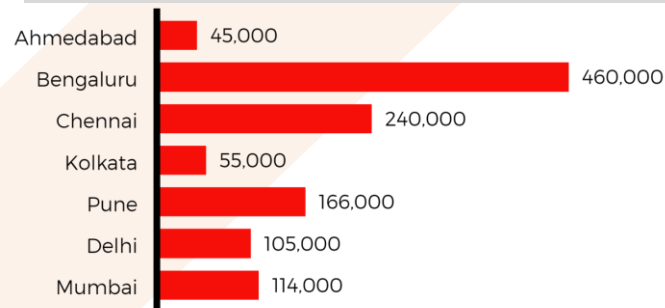
Inbound Jobseekers (From Megacities to Hyderabad)



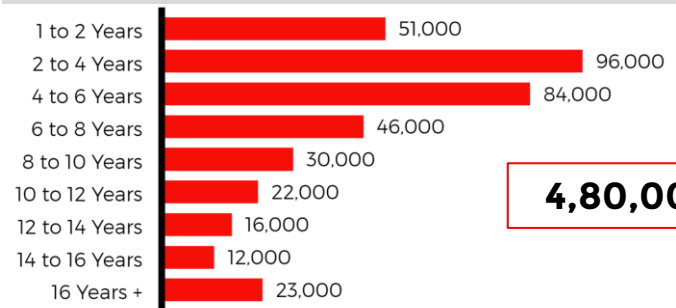
Inbound Jobseekers by YoE (From Megacities to Hyderabad)



Outbound Jobseekers (From Hyderabad to Megacities)



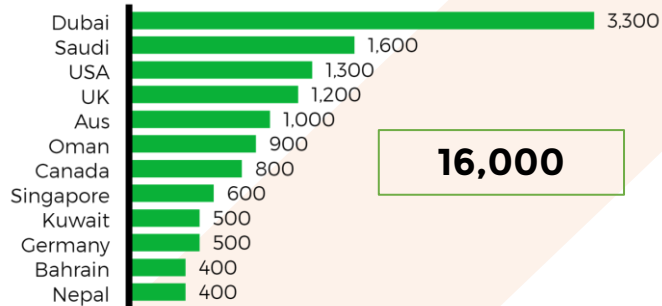
Outbound Jobseekers by YoE (From Hyderabad to Megacities)



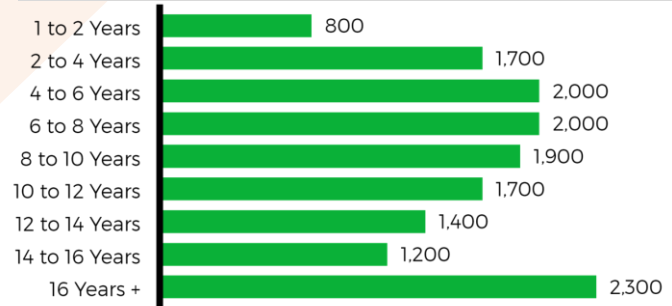
HYDERABAD TALENT DESIRABILITY – JOBSEEKER PREFERENCES

COUNTRIES & EXPERIENCE WISE ACTIVE JOBSEEKERS WITH PREFERENCE FOR HYDERABAD

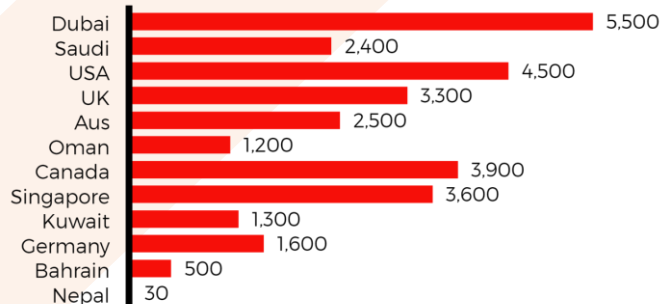
Inbound Jobseekers (From Overseas to Hyderabad)



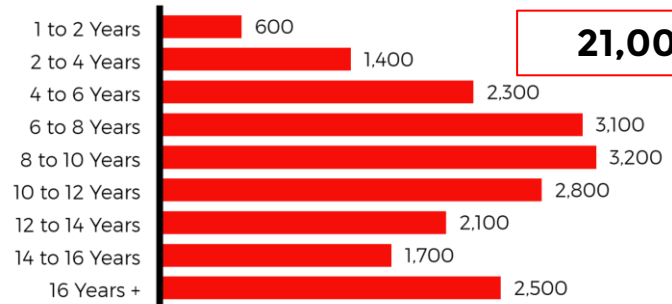
Inbound Jobseekers by YoE (From Overseas to Hyderabad)



Outbound Jobseekers (From Hyderabad to Overseas)

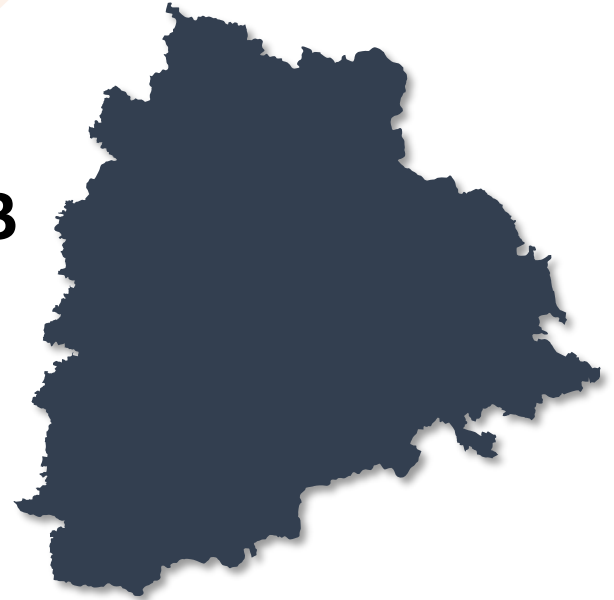


Outbound Jobseekers by YoE (From Hyderabad to Overseas)



Interventions to sustain PTB

A Talent Specialist view





ACADEMIC INSTITUTIONS - ENABLE SUPPLY POSITIVITY

- **Increase annual academic output** across UG & PG streams
- **Improve enrolment rates** in Technical Qualification streams and institutions
- **Increase placement focus** and enable Industry & Employer connects

ENTERPRISES - BUILD BRANDS AS EMPLOYERS OF CHOICE

- **Enhance BRIME** (Brand, Role, Industry, Monetary & Enterprise Experience) for talent attraction
- **Build employer persona** through thought leadership & collaboration
- Interventions to **retain experience women talent** in the workforce & enable leadership presence

STATE - BUILD TALENT BRAND & ENHANCE DESIRABILITY

- Creation of **talent centres beyond Hyderabad**. Reduce talent concentration risk.
- Initiatives to **attract and retain senior specialist talent** (15+ years of experience) in the State
- **Enhance WISHE** (Weather, Infrastructure, Safety & Security, Hospitability and Experiences) for desirability

ALL STAKEHOLDERS

- **Go Global. Think Global. Stay Global.**



Building & Sustaining a Talent Positive Telangana

October 2023

A Workforce Research release by

Xpheno

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