

T+ve Karnataka

Attracting Leadership Talent

January 2024

A Workforce Research release by

Xpheno

Executive Search



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 loses 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 **Karnataka as a Talent Positive state for Professionals in Leadership Roles**. We look at the Leadership Talent Landscape of Karnataka from a Recruitment and Recruiter's POV. The report showcases what Talent Acquisition teams of enterprises see in the leadership talent landscape of Karnataka.

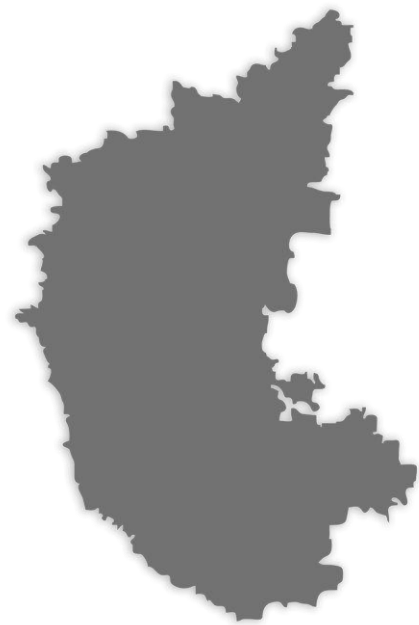
We are glad to present this Research output of ours with insights and suggestions for Sustaining and Enhancing Karnataka as a Talent Positive state for Leadership Talent.

Kamal Karanth
Co-founder, Xpheno

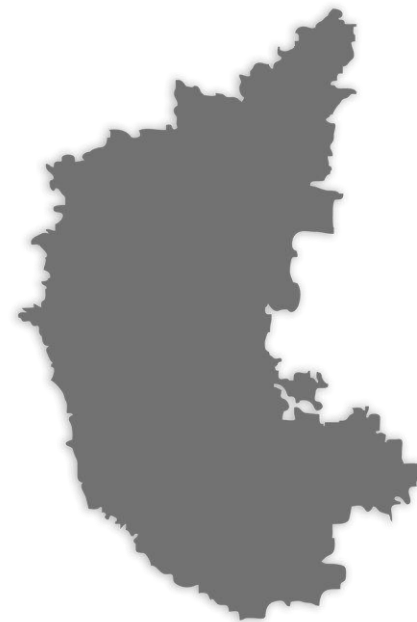
Anil Ethanur
Co-founder, Xpheno

Table of Contents

Executive Summary	05
Leadership Talent Landscape - India	06
Net Talent Balance – PTB & NTB	12
Talent Movement Corridors – Karnataka	18
Talent Movement Corridors – Bengaluru	23
Talent Movement Corridors – Industry Sectors	28
Talent Desirability	37
Interventions to Sustain PTB	40



EXECUTIVE SUMMARY



T+ve – Attracting & Retaining Leadership Talent – Karnataka

Leadership talent is among the early assets that enterprises invest on and the hunt for leadership talent is a challenge to overcome in a fast-growing sector geography. The access to readily available & accessible specialist leadership talent defines the hiring volume & velocity for an enterprise. The ability of a geography to attract and retain Leadership Talent is hence a key talent parameter that impacts the overall hiring success rates. States in India and elsewhere compete for creating ecosystems to attract and retain leadership talent, just like enterprises do in their own microcosms.

Karnataka has been a competitive state when it comes to creating talent brands and ecosystems to attract Global attention. Karnataka has also achieved a critical talent score necessary for maintaining status as a Talent Brand. **Karnataka is a Net Talent Positive state that globally attracts and retains more Leadership Talent than what it loses.**

We carried out our **Annual Study of Indian states for Leadership Talent Corridors and Talent Exchange Patterns of Professionals in Leadership Roles**. This study covers leadership talent movements and landscape for the 12-month period ending December 2023.

Highlights of the study and the cornerstones of this report are:

- **Only 13 Indian states emerged as Talent Positive states or states with Positive Talent Balance (PTB) on Leadership Talent movement .**
- Karnataka emerged as the Top state with highest Positive Talent Balance of Leadership Talent, followed by Telangana and Haryana in the Top 3.
- With 3600 Leadership talent absorptions and 3000 lost during the 12-month period, Karnataka clocked a PTB of 600 Leaders for the study period.
- Karnataka emerged on the top with a PTB of 600, followed by Telangana with PTB of 300 and Haryana with PTB of 250 for Leadership talent exchanges.

- Karnataka had a wide lead ahead of the remaining 12 states with PTB. Goa, Puducherry (UT), Jammu & Kashmir (UT) and Tripura made the cohort of relatively smaller states and union territories with PTB in low to mid 2-digit values.

Factors linked to & enabling PTB status of Karnataka

- Karnataka has an active and accessible Leadership talent base of 160K. Bengaluru holds the lion's share of the active experienced talent pool with a 139K count.
- Bengaluru has created an ecosystem to host large domestic and international enterprise brands who make the Bellwether employers of leadership talent in the State.
- Tech Sector is the lead employment sector holding 32K of the active experienced talent pool. The Tech Sector leads rest of the sectors like BFSI, Infrastructure, Marketing & Advertisement, Electrical & Electronics Manufacturing etc. with huge margins.
- In terms of enterprise functions, it is the Business Development & Sales function on the lead with 73K active experienced leadership talent pool. Operations follows with 14K, and Marketing with 6K.
- US remains the Top overseas destination for Leadership talent from Karnataka.
- A strong talent pull is evident with over 24.5K leadership level jobseekers from other states stating Karnataka as a preferred location. 78% of this leadership talent at the doorstep are from other megacities.

Karnataka is well set to remain a leading Talent Brand to attract and retain Leadership Talent and compete with other neighbouring states in attracting Global Brands to the state.



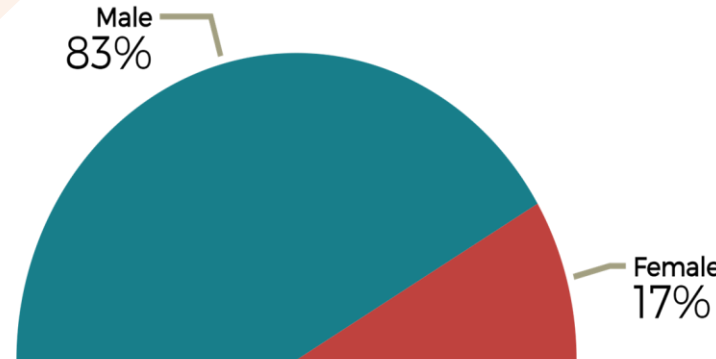
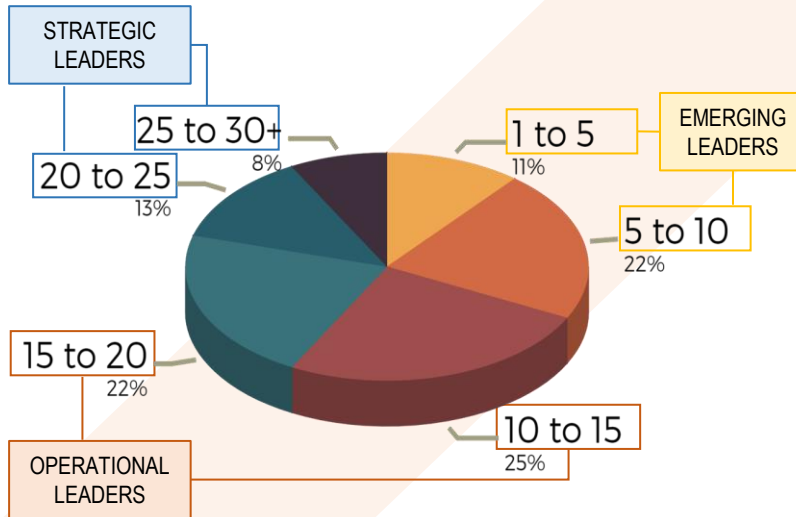
Siddharth Verma
Business Head – Xpheno Executive Search

DATA SECTION A

Leadership Talent Landscape - India

LEADERSHIP TALENT SNAPSHOT - INDIA

GENDER & EXPERIENCE DISTRIBUTION OF ACCESSIBLE LEADERSHIP TALENT



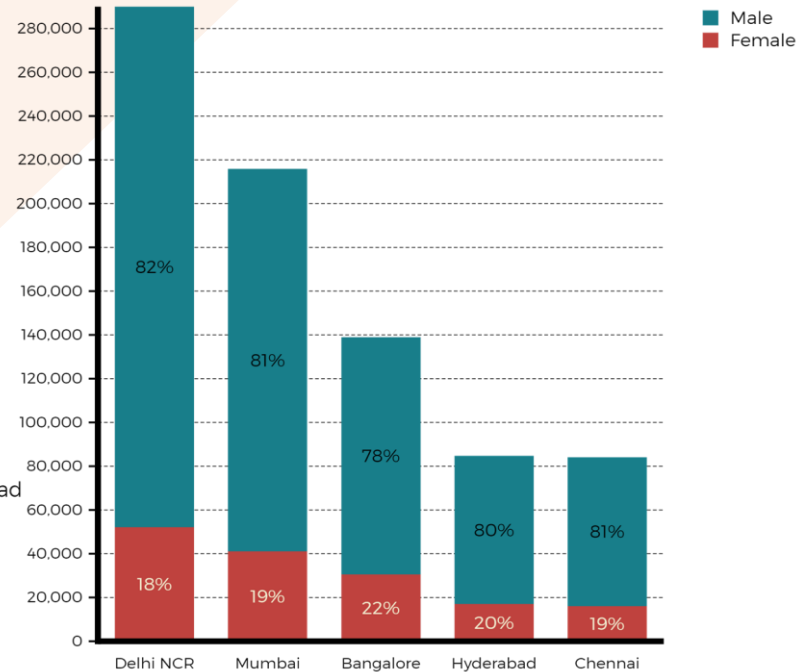
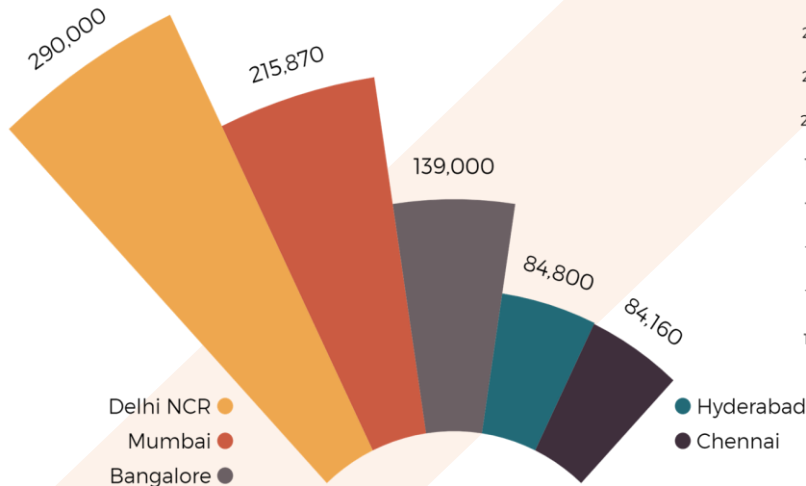
India has an **active accessible leadership talent pool of 1.6Mn professionals** holding active positions as CXOs, Directors, VPs/AVPs and Heads & Chiefs of enterprise functions. The accessible Leadership Talent of India has a **gender mix of 17% Female and 83% Male**.

23% of the total active accessible leadership talent are Emerging Leaders with less than 10 years of professional experience.

47% of the leadership talent pool are in the Operational Leaders cohort with 10 to 20 years experience range and 21% are in the Strategic Leaders cohort with 20+ years of experience.

LEADERSHIP TALENT BY LOCATIONS – INDIA

TOP LOCATIONS BY TALENT VOLUME & DIVERSITY OF ACCESSIBLE LEADERSHIP



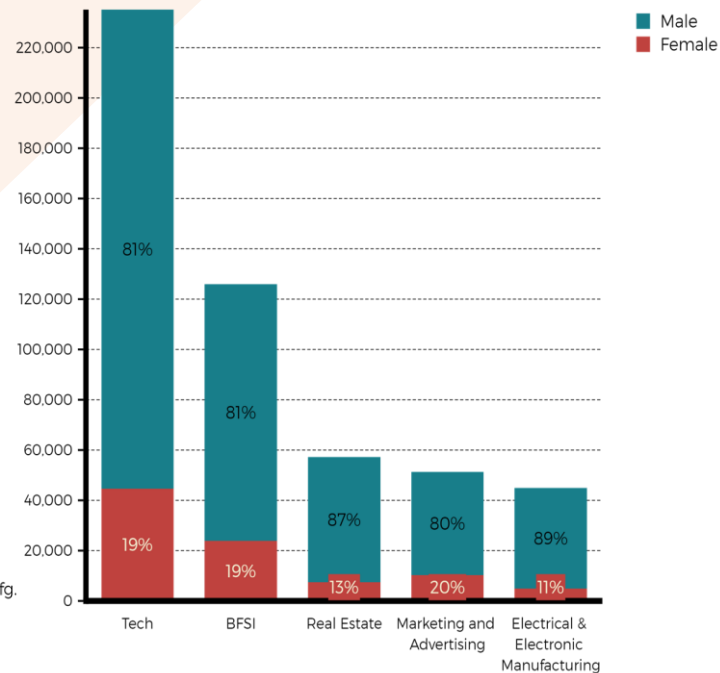
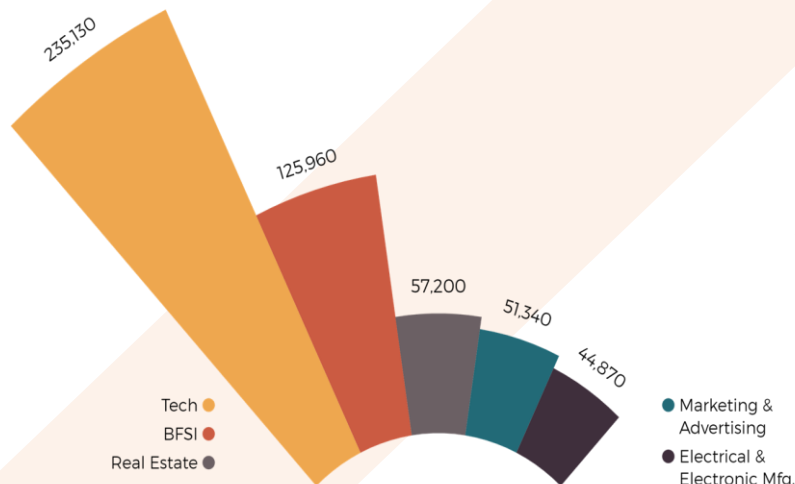
Delhi hosts **35%** of the **active accessible leadership talent pool**.

Top 10 locations account for **50%** of the **active accessible leadership talent pool**

Bengaluru leads on Diversity with Female professionals accounting for **22%**. Despite high volume of talent, **Delhi trails behind at 18%**
On an average, the female workforce across the **Top 5 cities is 51%**.

LEADERSHIP TALENT BY INDUSTRY – INDIA

TOP INDUSTRIES BY TALENT VOLUME & DIVERSITY OF ACCESSIBLE LEADERSHIP

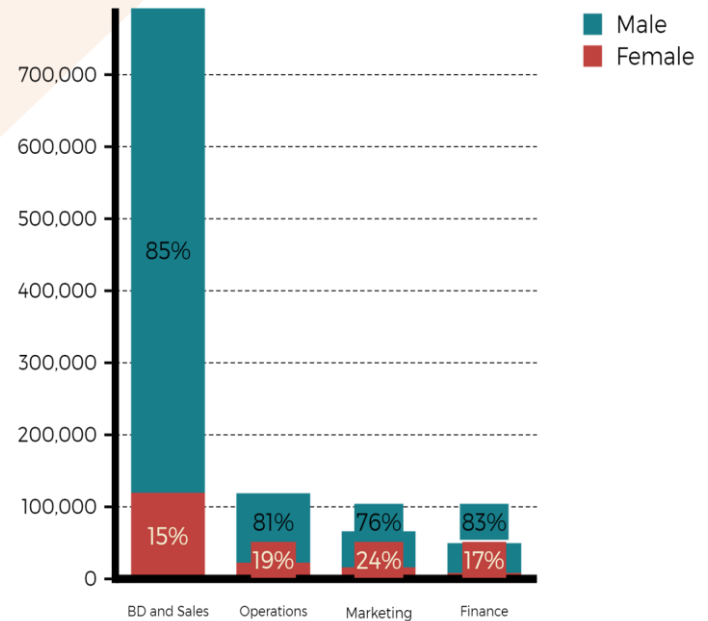
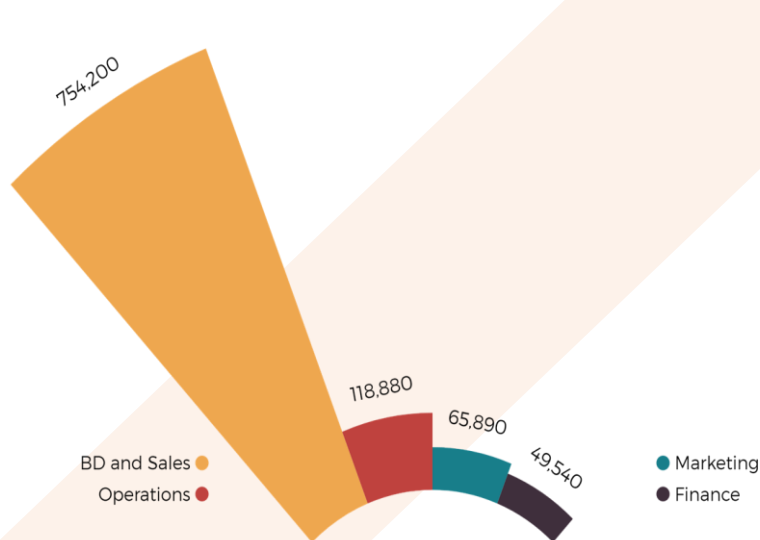


Tech Sector holds **15%** of the **active accessible leadership talent pool**.
Top 10 sectors account for **34%** of the **active accessible leadership talent pool**

Media Sector leads on Diversity with Female professionals accounting for **20%**. **Tech and BFSI sectors** follow with **19% female representation**.
On an average, the female workforce across the **Top 5 sectors is 16%**.

LEADERSHIP TALENT BY ENTERPRISE FUNCTIONS – INDIA

TOP FUNCTIONS BY TALENT VOLUME & DIVERSITY OF ACCESSIBLE LEADERSHIP

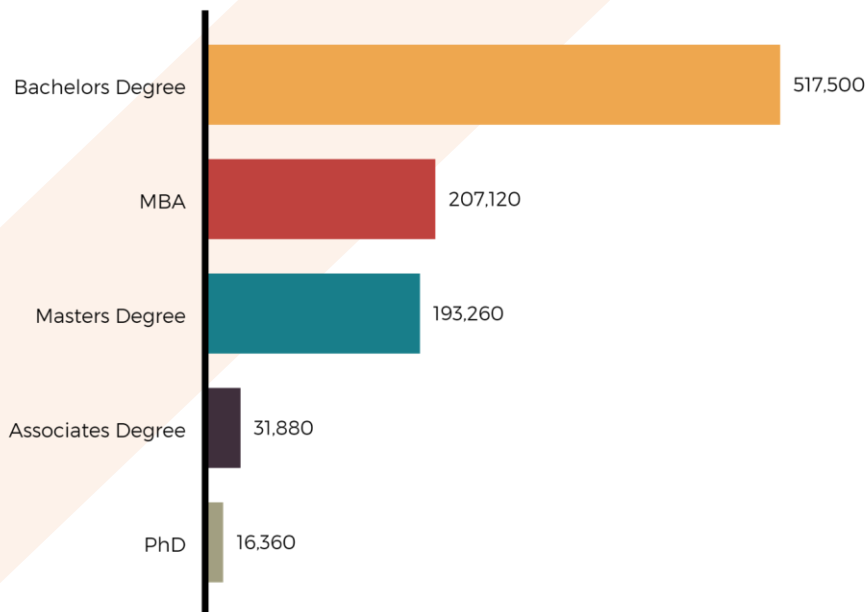


Business Development and Sales function holds more than **45%** of the **active accessible leadership talent pool**.

Marketing function leads on Diversity with Female professionals accounting for **24%**. **Operations** follows with **19% female representation**. On an average, the female workforce across the **Top 5 functions is 18%**.

LEADERSHIP TALENT BY EDUCATION QUALIFICATION - INDIA

DISTRIBUTION BY TOP QUALIFICATIONS

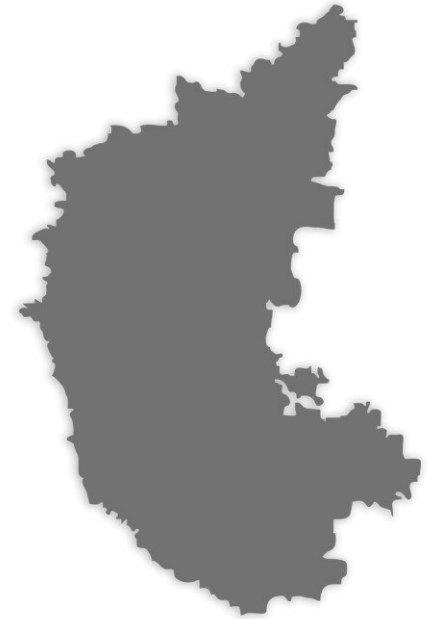


Bachelors Degree is the highest qualification that 32% of the **active accessible leadership talent pool** holds. 12% hold MBAs, 12% hold a Masters Degree and 2% of the talent hold Associates Degree and PhD.

DATA SECTION B

Net Talent Balance

Talent Positive & Talent Negative



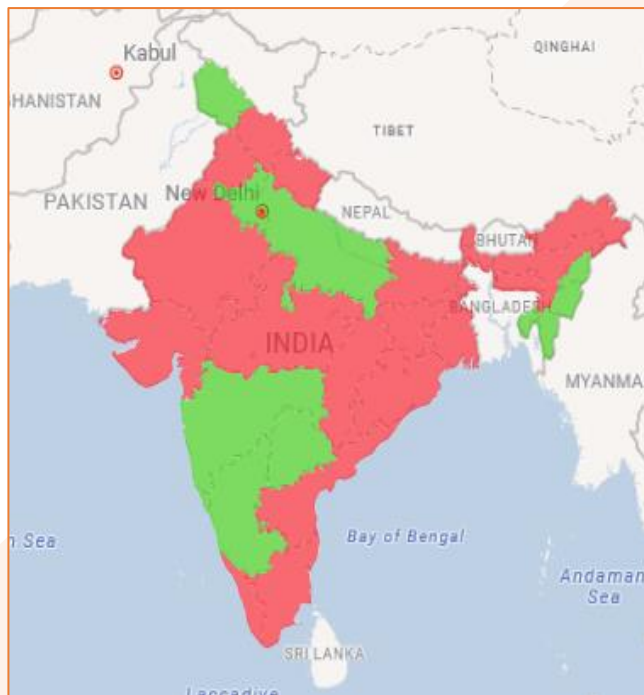
NET TALENT BALANCE – WORKFORCE PARAMETER

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.

TALENT BALANCE MAP – LEADERSHIP TALENT – GLOBAL MOVEMENTS

TALENT POSITIVE AND TALENT NEGATIVE STATES & UNION TERRITORIES



Andhra Pradesh	NTB	Manipur	PTB
Arunachal Pradesh	NTB	Meghalaya	NTB
Assam	NTB	Mizoram	PTB
Bihar	NTB	Nagaland	PTB
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	PTB
Kerala	NTB	Uttarakhand	NTB
Madhya Pradesh	NTB	West Bengal	NTB
Maharashtra	PTB		

PTB - Positive Talent Balance | NTB – Negative Talent Balance

Based on overall leadership talent movements, including domestic and overseas movements, **12** States / UTs emerged as Talent Positive Locations for Leadership Talent.

TALENT BALANCE MAP – LEADERSHIP TALENT – DOMESTIC MOVEMENTS

TALENT POSITIVE AND TALENT NEGATIVE STATES & UNION TERRITORIES



Andhra Pradesh	NTB	Manipur	PTB
Arunachal Pradesh	PTB	Meghalaya	NTB
Assam	NTB	Mizoram	PTB
Bihar	NTB	Nagaland	PTB
Chattisgarh	NTB	Odisha	PTB
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	PTB
Kerala	NTB	Uttarakhand	NTB
Madhya Pradesh	NTB	West Bengal	NTB
Maharashtra	NTB		

PTB - Positive Talent Balance | NTB – Negative Talent Balance

Based on overall leadership talent movements within India, **13 States / UTs** emerged as Talent Positive Locations for Leadership Talent.

TALENT BALANCE MAP – LEADERSHIP TALENT – OVERSEAS MOVEMENTS

TALENT POSITIVE AND TALENT NEGATIVE STATES & UNION TERRITORIES



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

PTB - Positive Talent Balance | NTB – Negative Talent Balance

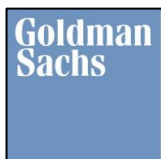
Based on overall leadership talent movements overseas,
6 States / UTs emerged as Talent Positive Locations for
Leadership Talent.

TOP EMPLOYERS – LEADERSHIP TALENT – KARNATAKA

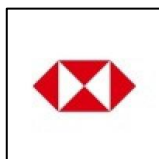
TOP EMPLOYER BRANDS BY VOLUME OF ACCESSIBLE LEADERSHIP TALENT



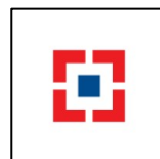
JP MORGAN
CHASE & CO



GOLDMAN
SACHS



HSBC



HDFC BANK



SCB



AXIS BANK



WELLS FARGO



DEUTSCHE BANK



MORGAN
STANLEY



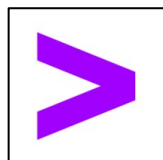
CITI



GENPACT



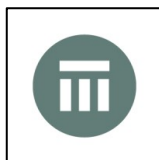
CAPGEMINI



ACCENTURE



STATE
STREET



SWISS RE



ORACLE



DELOITTE



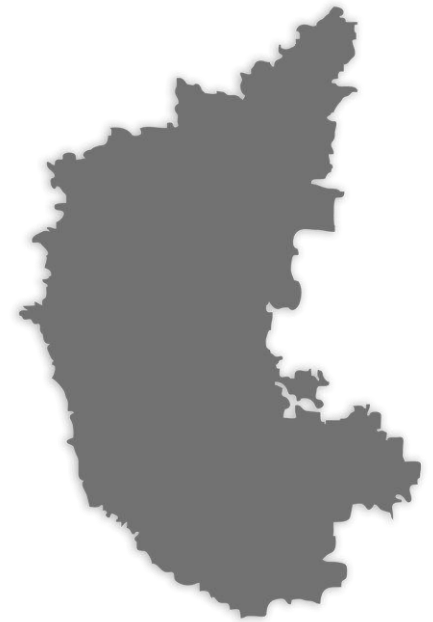
EY

Karnataka is host to an increasing number of Indian and International Bellwethers across key talent consuming sectors. Tech & Banking Bellwethers are among the largest employers of leadership talent in Karnataka.

DATA SECTION C1

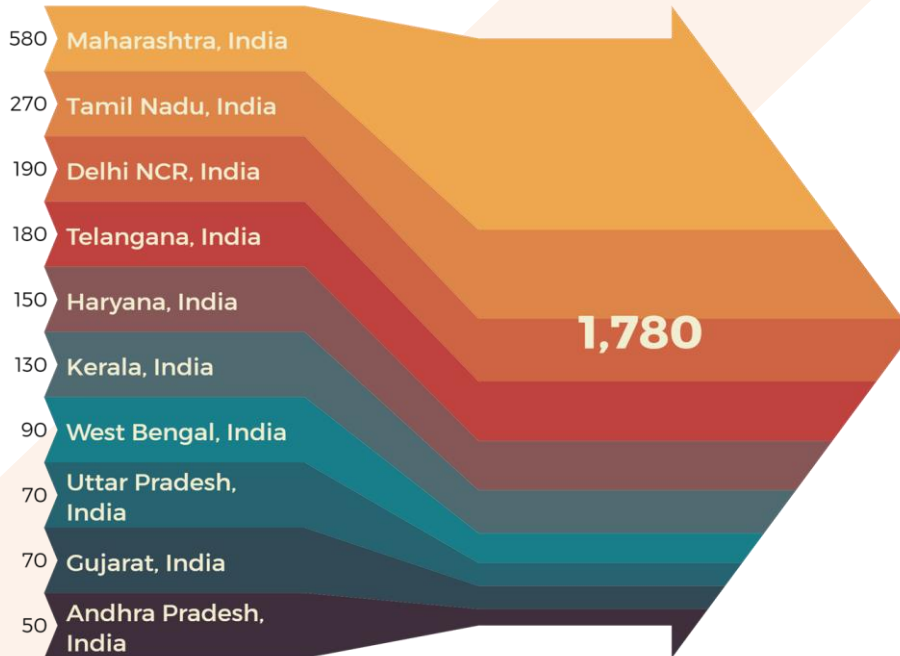
Talent Movement Corridors

- **Karnataka State**
- Bengaluru City
- Industry Sectors



LEADERSHIP TALENT MOVEMENT CORRIDORS – KARNATAKA

ABSORPTION OF LEADERSHIP TALENT FROM OTHER INDIAN STATES – LAST 12 MONTHS

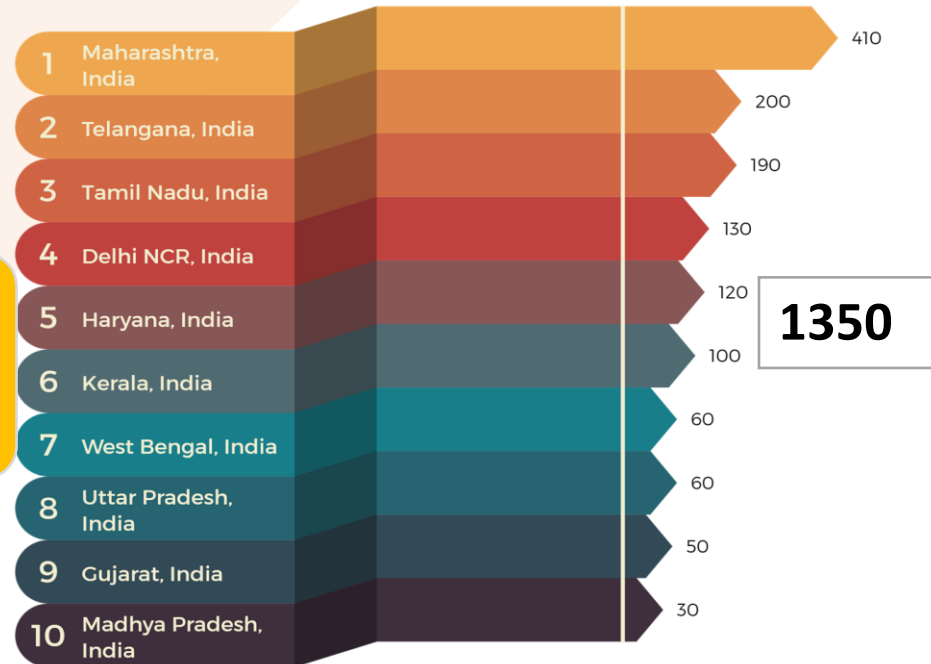


Top 10 Corridors account for
77% of total leadership talent
absorbed by Karnataka
from other Indian States
(Total absorption 2300)

LEADERSHIP TALENT MOVEMENT CORRIDORS – KARNATAKA

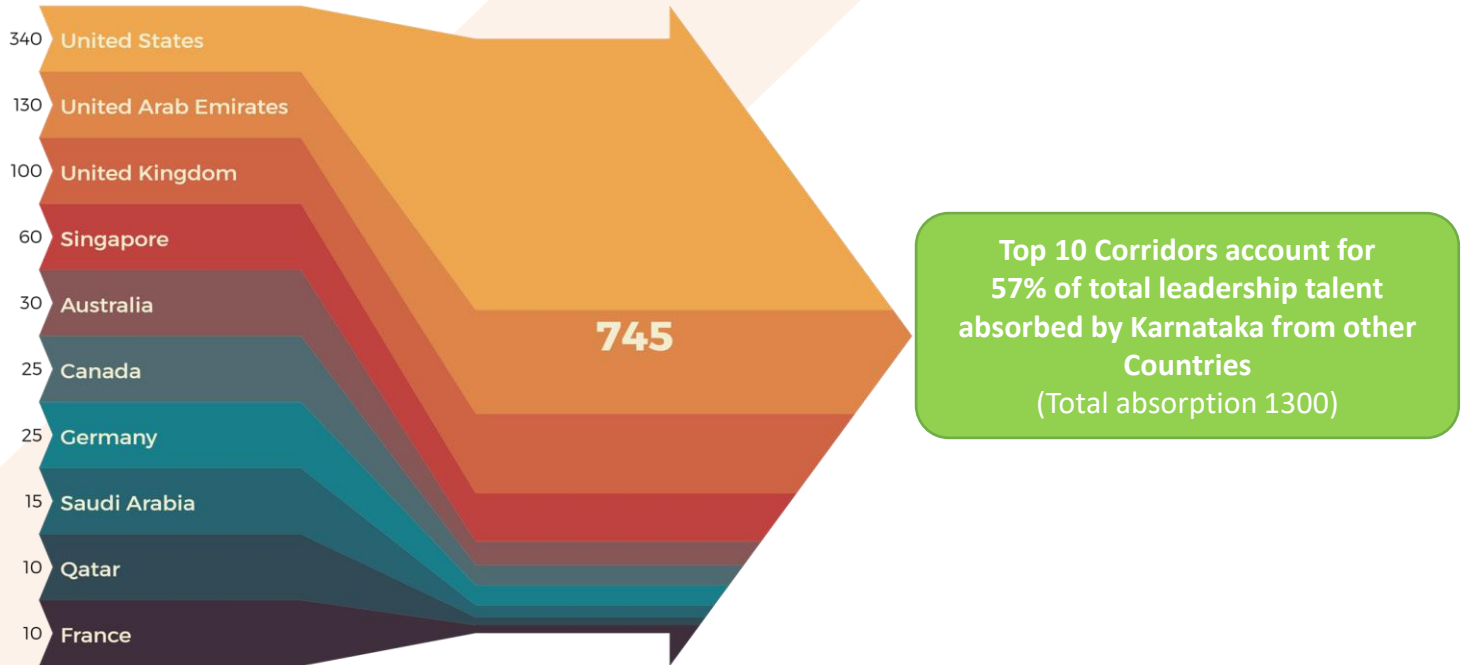
LOSS OF LEADERSHIP TALENT TO OTHER INDIAN STATES – LAST 12 MONTHS

**Top 10 Corridors account for
90% of total leadership talent lost by
Karnataka to other Indian States
(Total lost 1500)**



LEADERSHIP TALENT MOVEMENT CORRIDORS – KARNATAKA

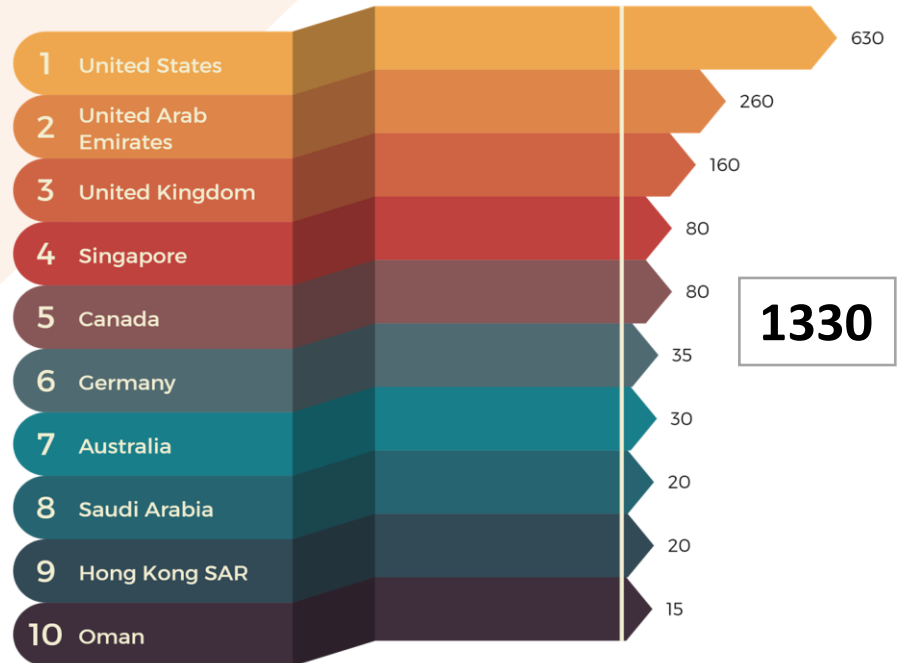
ABSORPTION OF LEADERSHIP TALENT FROM OTHER COUNTRIES – LAST 12 MONTHS



LEADERSHIP TALENT MOVEMENT CORRIDORS – KARNATAKA

LOSS OF LEADERSHIP TALENT TO OTHER COUNTRIES – LAST 12 MONTHS

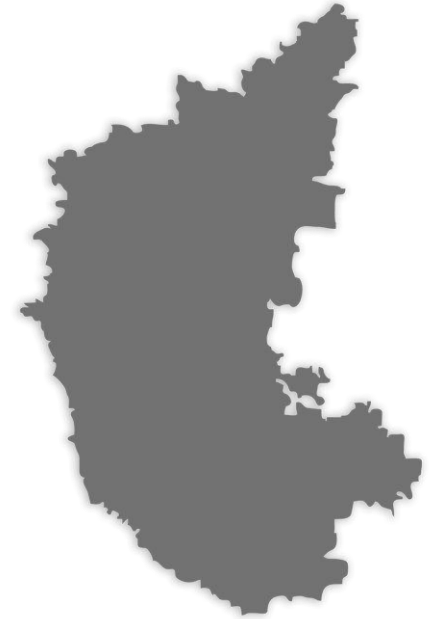
**Top 10 Corridors account for
85% of total leadership talent lost by
Karnataka to other Countries
(Total lost 1500)**



DATA SECTION C2

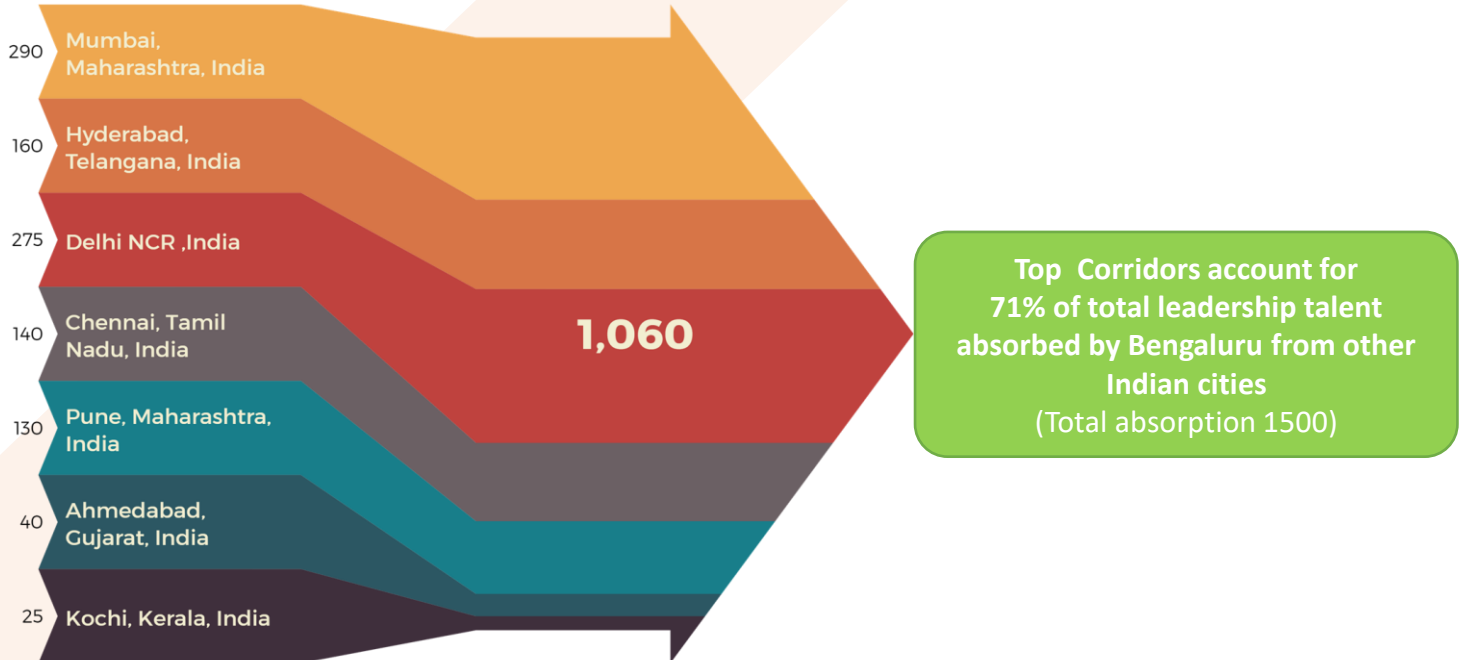
Talent Movement Corridors

- Karnataka State
- **Bangaluru City**
- Industry Sectors



LEADERSHIP TALENT MOVEMENT CORRIDORS – BENGALURU

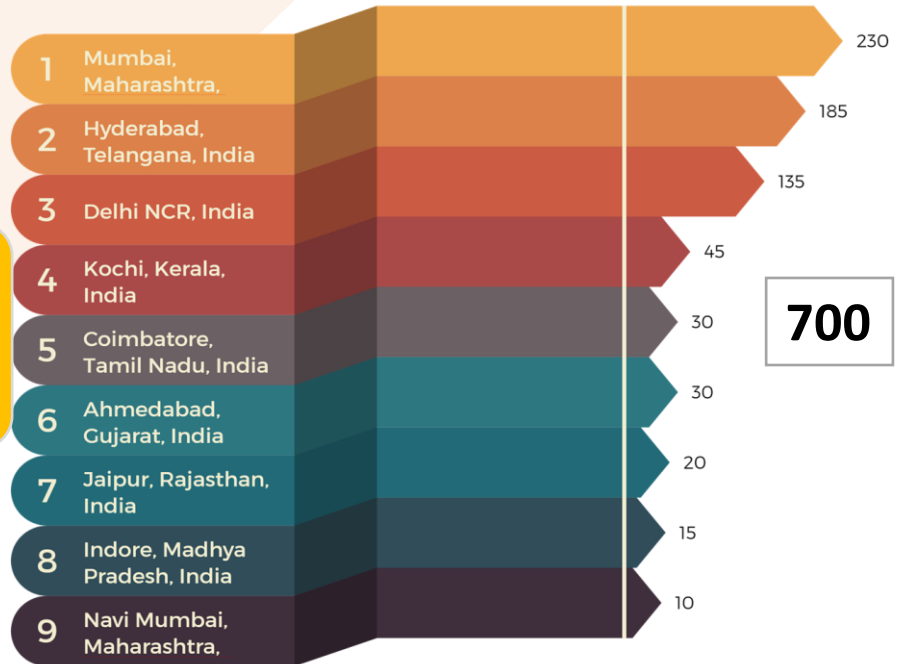
ABSORPTION OF LEADERSHIP TALENT FROM OTHER INDIAN CITIES – LAST 12 MONTHS



LEADERSHIP TALENT MOVEMENT CORRIDORS – BENGALURU

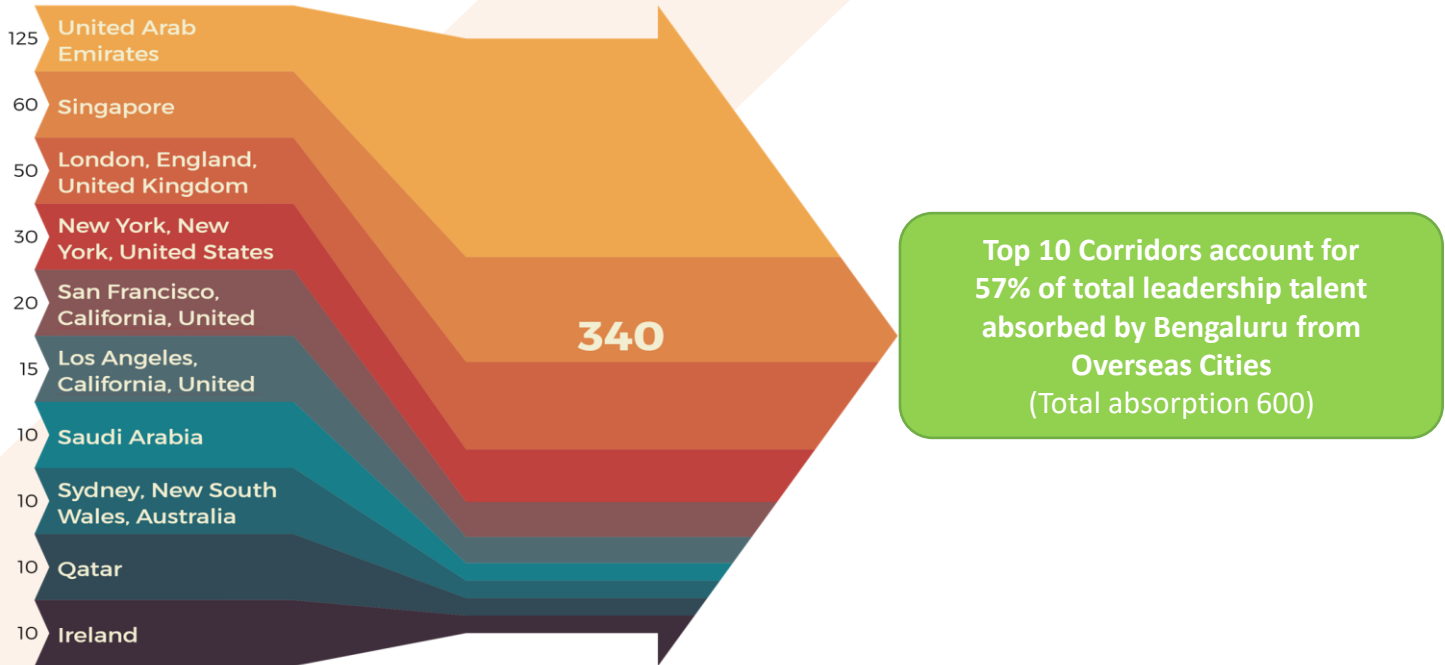
LOSS OF LEADERSHIP TALENT TO OTHER INDIAN CITIES – LAST 12 MONTHS

**Top Corridors account for
83% of total leadership talent lost by
Bengaluru to other Indian Cities
(Total lost 900)**



LEADERSHIP TALENT MOVEMENT CORRIDORS – BENGALURU

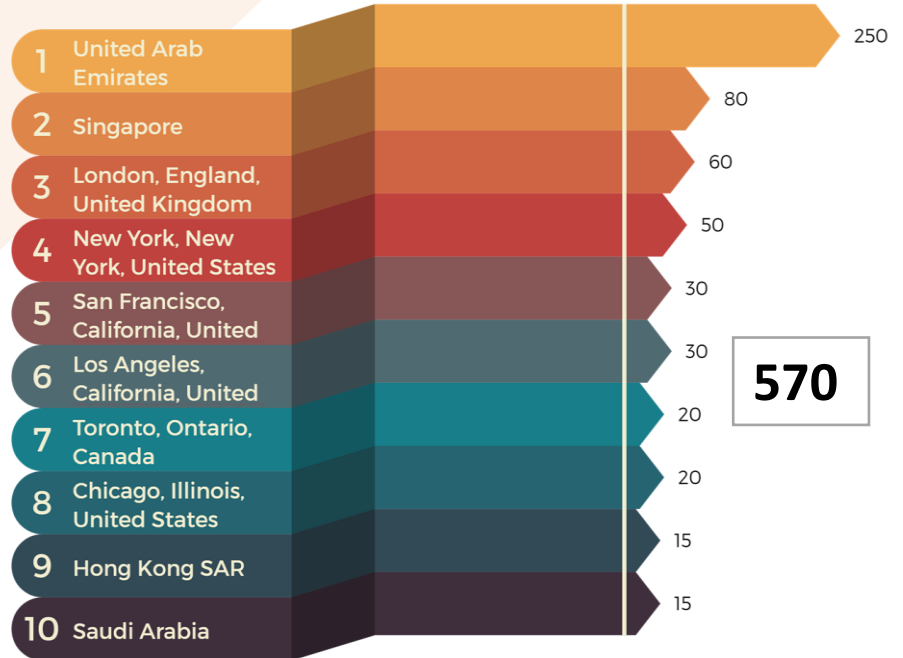
ABSORPTION OF LEADERSHIP TALENT FROM OVERSEAS CITIES – LAST 12 MONTHS



LEADERSHIP TALENT MOVEMENT CORRIDORS – BENGALURU

LOSS OF LEADERSHIP TALENT TO OVERSEAS CITIES – LAST 12 MONTHS

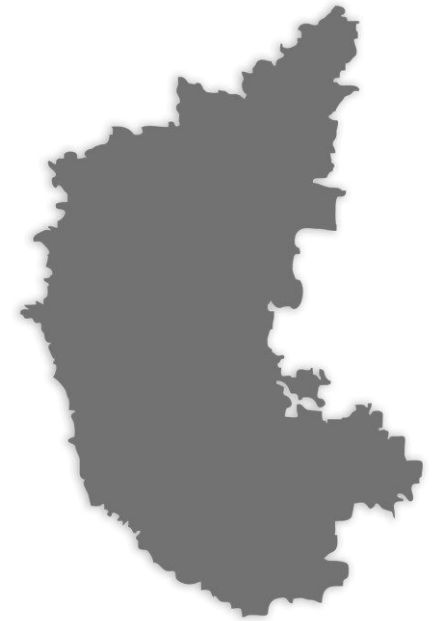
**Top 10 Corridors account for
64% of total leadership talent lost by
Bengaluru to Overseas Cities
(Total lost 900)**



DATA SECTION C3

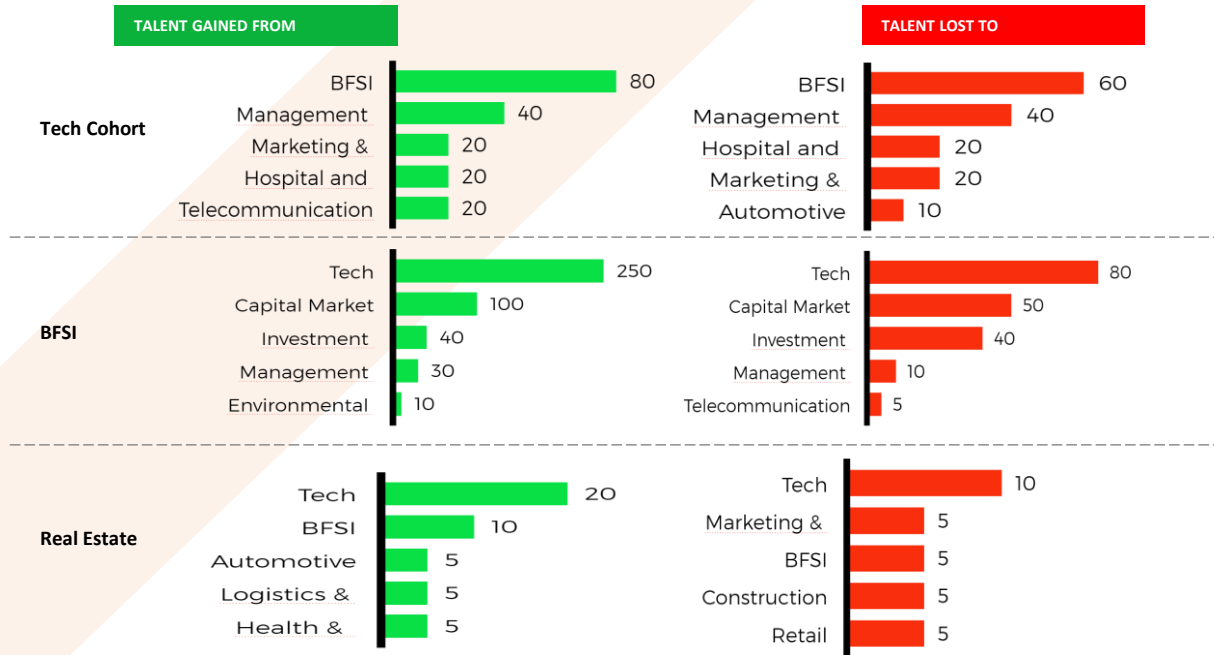
Talent Movement Corridors

- Karnataka State
- Bengaluru City
- **Industry Sectors**



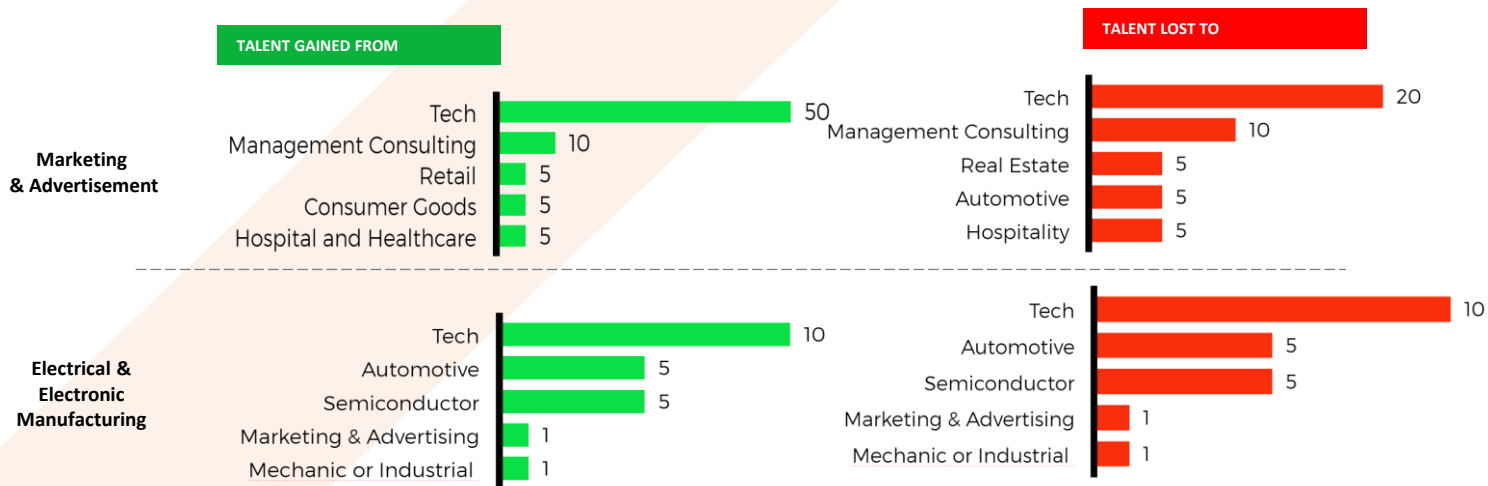
INTER SECTOR LEADERSHIP TALENT MOVEMENT – KARNATAKA

INTRA-STATE LEADERSHIP TALENT EXCHANGED BETWEEN TOP INDUSTRY SECTORS – LAST 12 MONTHS



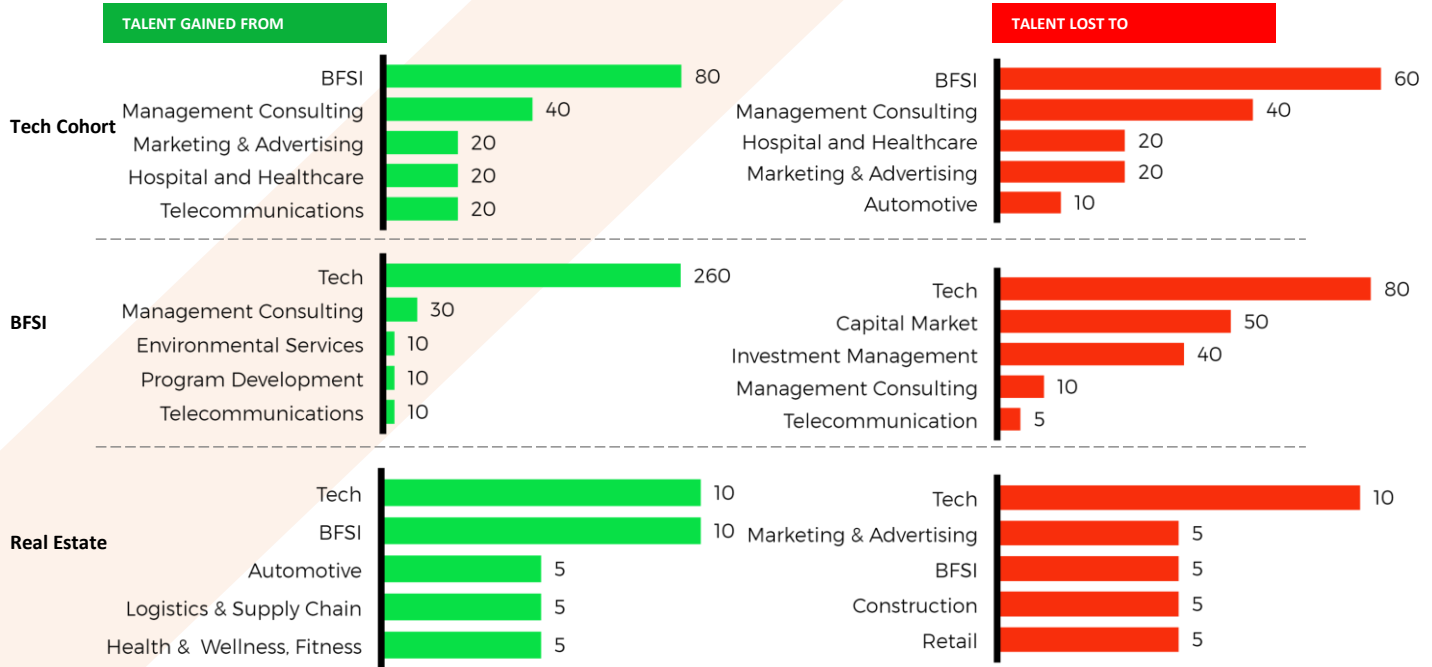
INTER SECTOR LEADERSHIP TALENT MOVEMENT – KARNATAKA (Contd.)

INTRA-STATE LEADERSHIP TALENT EXCHANGED BETWEEN TOP INDUSTRY SECTORS – LAST 12 MONTHS



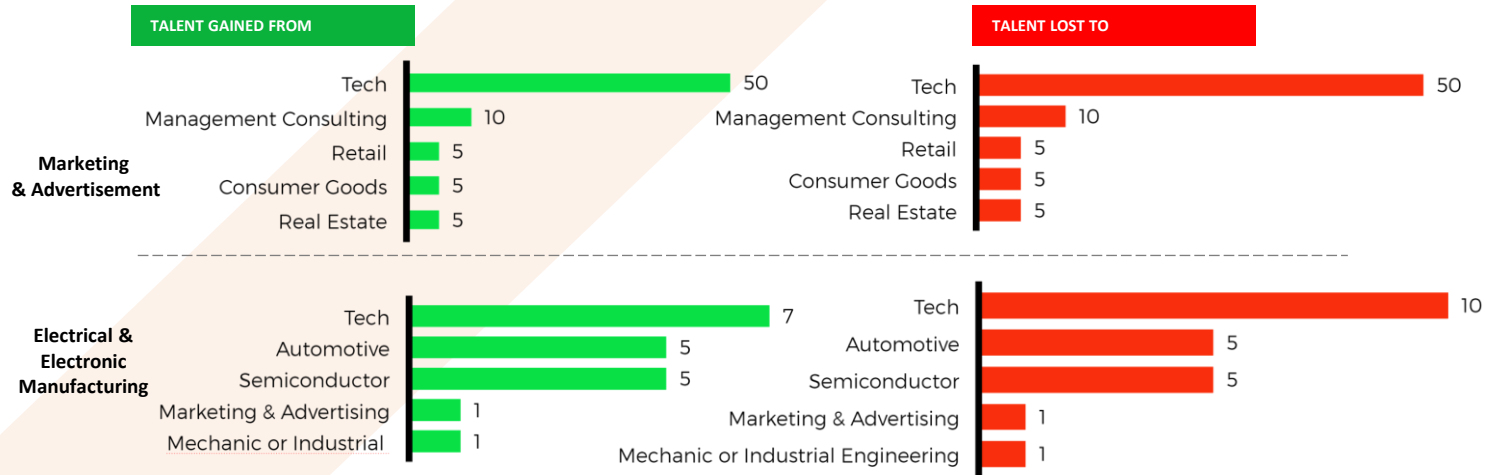
INTER SECTOR LEADERSHIP TALENT MOVEMENT - BENGALURU

LEADERSHIP TALENT EXCHANGED BETWEEN TOP INDUSTRY SECTORS – LAST 12 MONTHS



INTER SECTOR LEADERSHIP TALENT MOVEMENT – BENGALURU (contd.)

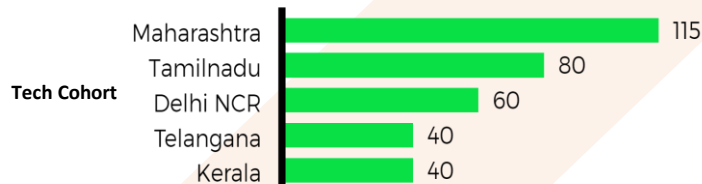
INTRASTATE LEADERSHIP TALENT EXCHANGED BETWEEN TOP INDUSTRY SECTORS – LAST 12 MONTHS



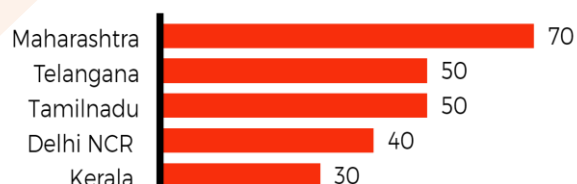
INTER STATE LEADERSHIP TALENT MOVEMENT - KARNATAKA

INTERSTATE LEADERSHIP TALENT EXCHANGED BY TOP INDUSTRY SECTORS – LAST 12 MONTHS

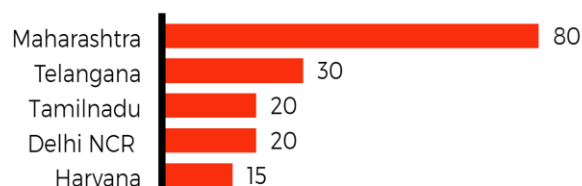
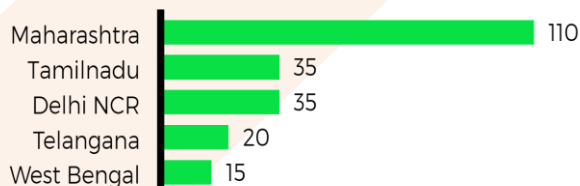
TALENT GAINED FROM



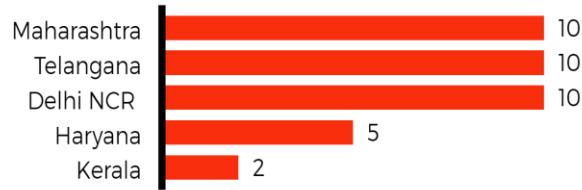
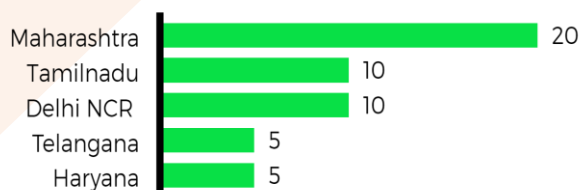
TALENT LOST TO



BFSI

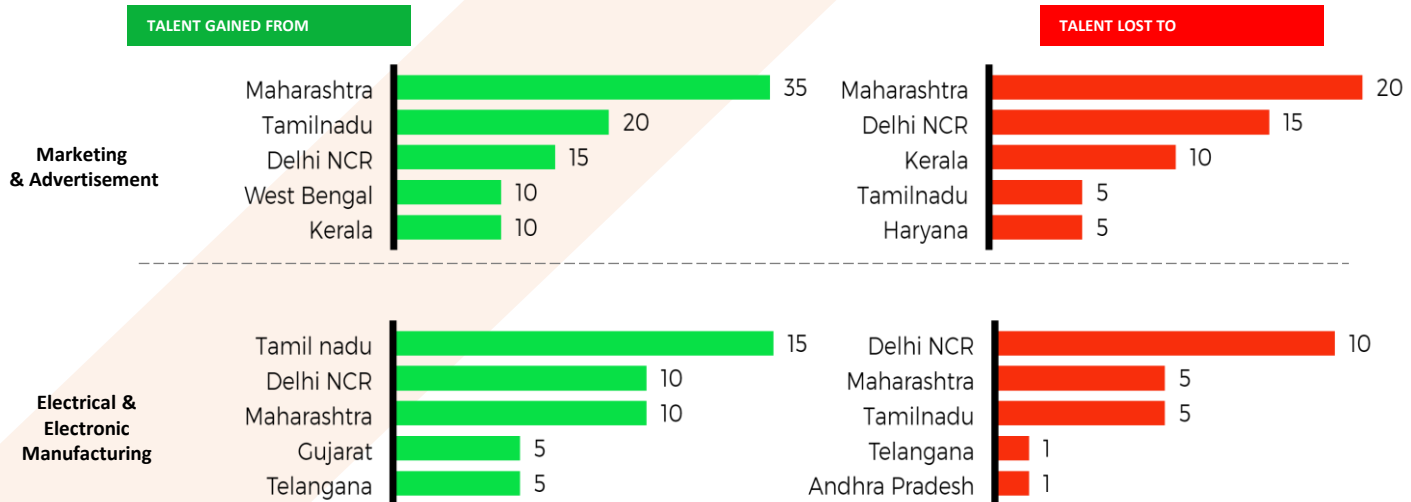


Real Estate



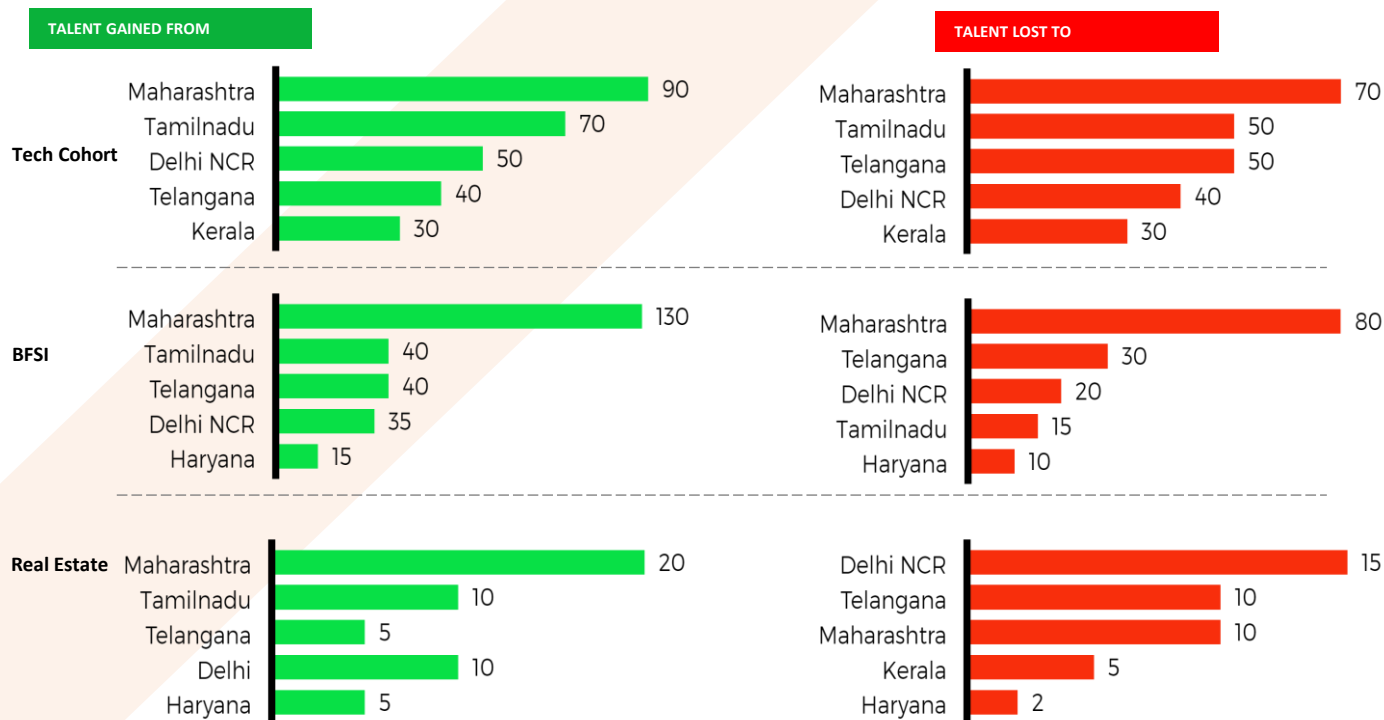
INTER STATE LEADERSHIP TALENT MOVEMENT - KARNATAKA (contd.)

INTERSTATE LEADERSHIP TALENT EXCHANGED BY TOP INDUSTRY SECTORS – LAST 12 MONTHS



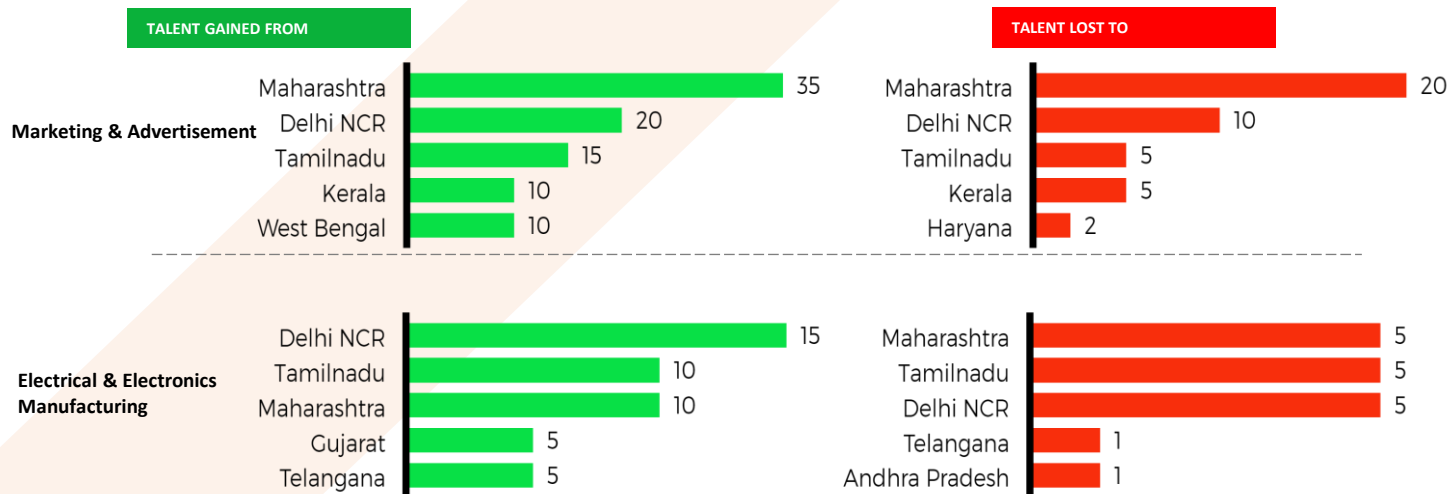
INTER STATE LEADERSHIP TALENT MOVEMENT - BENGALURU

INTERSTATE LEADERSHIP TALENT EXCHANGED BY TOP INDUSTRY SECTORS – LAST 12 MONTHS



INTER STATE LEADERSHIP TALENT MOVEMENT - BENGALURU (contd.)

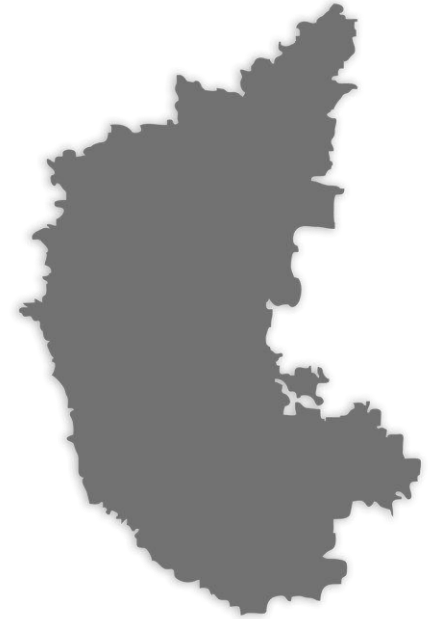
INTERSTATE LEADERSHIP TALENT EXCHANGED BY TOP INDUSTRY SECTORS – LAST 12 MONTHS



DATA SECTION D

Talent Desirability

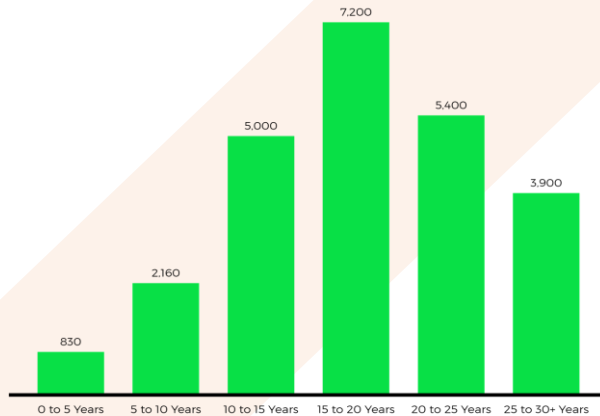
Jobseeker preferences for Karnataka



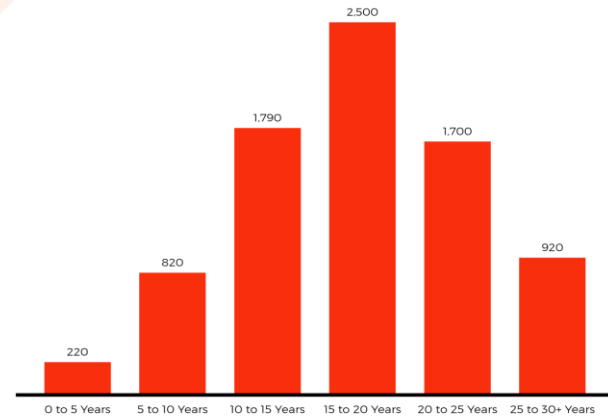
TALENT DESIRABILITY – JOBSEEKER PREFERENCES – KARNATAKA

EXPERIENCE WISE ACTIVE LEADERSHIP JOBSEEKING TALENT WITH PREFERENCE FOR KARNATAKA

Inbound Jobseekers (From Other States to Karnataka)



Outbound Jobseekers (From Karnataka to Other States)



Karnataka has a significant line up of leadership talent with preference to move to the state. The volume of inbound jobseekers is 3X more than the count of outbound jobseekers. This signals high desirability for the state & its ability to have a higher retention of talent.

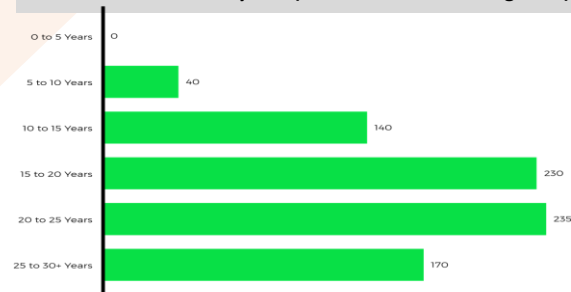
TALENT DESIRABILITY – JOBSEEKER PREFERENCES – BENGALURU

MEGACITIES & EXPERIENCE WISE ACTIVE LEADERSHIP JOBSEEKERS WITH PREFERENCE FOR BENGALURU

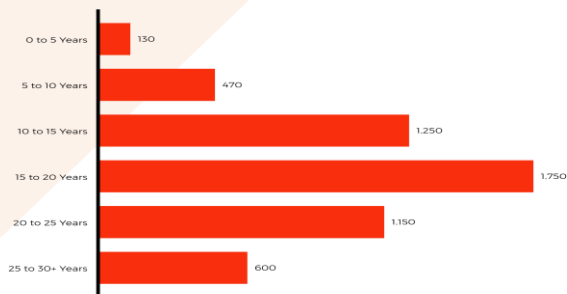
Inbound Jobseekers by YoE (From Megacities to Bengaluru)



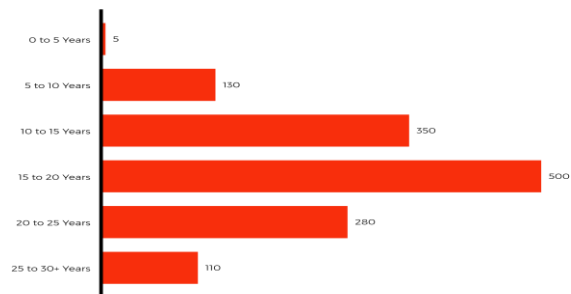
Inbound Jobseekers by YoE (From Overseas to Bengaluru)



Outbound Jobseekers by YoE (From Bengaluru to Megacities)



Outbound Jobseekers by YoE (From Bengaluru to Overseas)



Interventions to sustain PTB

A Talent Specialist view



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 experienced women talent** in the workforce & enable leadership presence

STATE – BUILD TALENT BRAND & ENHANCE DESIRABILITY

- Creation of **talent centres beyond Bengaluru**. 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, Hospitality and Experiences) for desirability

ALL STAKEHOLDERS

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

T+ve Karnataka

Attracting Leadership Talent

January 2024

A Workforce Research release by

Xpheno
Executive Search

Research Head:

Prasadh M S

Research Leads:

Nivedita Hebbar, Nikiil Gowtham

Research Team & Visualisations:

Sushmitha Lakshmi, Ulhas M, Anushka Shree,
Gowtham G S

Disclaimer

The data and information presented in this report has been sourced and curated from sources believed to be reliable. Xpheno disclaims all warranties as to the accuracy, completeness or adequacy of such information. Xpheno shall have no liability for errors, omissions or inadequacies in the information contained herein, or for interpretations thereof. This Report and its content is not intended to be relied upon as the sole basis for any decision impacting business. Readers are advised to use their personal judgment and discretion in using this report and information presented herein.

This is a neutral report independently curated and analysed by Xpheno purely for research purposes. No bias is intended towards any geography, industry sector or enterprise mentioned in the report. This report does not purport to represent the views of the companies mentioned in the report. Any mention of companies in this report are purely for the purpose of presenting publicly sourced information. Usage of their tradename or trademark is for illustration purposes only.

The material in this publication is copyrighted. No part of this report can be reproduced either in print or digital format without written consent from Xpheno. Request for permission to reproduce any part(s) of the report may be sent to the coordinates provided below. Forwarding, copying or using in other publications, without consent from Xpheno, will be considered as infringement of copyrights.

For enquiries related to the report:

research@xpheno.com

Head office

Xpression ONE, No.76, 3rd Cross Road,
Residency Road, Ashok Nagar, Bengaluru-560025, IN
www.xpheno.com