The Report of Reliance Industries Limited with Strategy and HR Dashboard

1. ## INTRODUCTION:

This Report is about the Strategy and HR Dashboard of one of India's largest and most profitable private sector company 'Reliance Industries Limited'. It gives us insights about the Strategy and HR segments of Reliance, that is been studied using majorly the Annual Reports published by Reliance Industries in every financial year and also various journals and articles that have performed research on Reliance Industries. The reason that I have chosen this company over the others is also because I, myself, have had the privilege of working under the first Indian company to have crossed a market capitalization of $100 billion. The information from Reliance's Strategy and Human Resources is represented in a Dashboard created with Tableau Public. A user manual for the Reliance Industries Strategy and HR Dashboard is also included in the report.

2. ## STRATEGY AND HR ACTIVITIES OF RELIANCE:

Reliance's Strategy:

The mantra of Reliance, "Growth is Life," perfectly encapsulates Reliance's ever-evolving attitude. Reliance has grown from a textiles and polyester company to a multi-billion-dollar energy, materials, retail, entertainment, and digital services conglomerate. They are committed to innovation-driven, exponential growth in each of these areas. The Reliance Group is dedicated to making a positive difference in people's lives. Furthermore, the corporation views inclusive growth as a universal concept and conducts its operations accordingly.

Reliance Industries Limited serves to a varied set of clients with a wide number of products and services varying from petroleum to telecommunications, and its Retail division provides to an even more dynamic set of customers. For example, commercial items such as clothing and groceries are vital needs, hence Reliance Retail attracts a varied variety of customers. Consumers with smartphones who seek high-speed internet and good mobile services are the target market for Reliance Jio.

The many offers made available by the 'Reliance Jio' sector, such as digital and telecommunication services, reveal Reliance Industries' product strategy. Jio Sim cards, Jio Gigafiber, Jio Setup Box, and other services are available.

Figure 1. Various Value-Added Services provided by Jio Platforms Limited [8]

The Oil to Chemical Business sector is the best to get the insights about the Price Strategy of Reliance Industries. The Oil to Chemical Business sector is ideal to discuss about Reliance Industries' Pricing strategy. Because the price is usually set according to industry standards. Because crude oil is a crucial raw material in this industry, the pricing is heavily influenced by its price.

When it comes to Reliance Retail, the Place and Distribution Strategy is crucial. Reliance Retail has 12,201 outlets in India's 7,000+ cities. They accept online orders by the Jio Mart and Ajio applications to deliver the products easily at home.

The marketing strategy of Reliance Industries relies on competitive efforts because of its telecommunications subsidiary, Reliance Jio, and retail business, Reliance Retail. Jio advertises significantly during India's prime-time events, such as the IPL (Indian Premier League). Their "Jio Dhan Dhana Dhan" campaign is the most popular one. It began during the 2017 edition of the IPL and has been in the running ever since. Jio Mart, a service that delivers products and services to consumers' homes, was established by the firm. Currently, Jio Mart does not charge a shipping price, unlike Amazon and Flipkart impose an obligatory delivery fee regardless of the quantity of the order. This sets Jio Mart apart from its clients. It is also onboarding local Kirana Stores and Petty Shops from around India to assist them with home delivery services for their products and services. So that Reliance Industries can stay one step ahead of its competitors, this is how its marketing plan is set up.

Jio Platforms and Reliance Retail raised Rs 1,52,056 crore and Rs 47,265 crore from strategic and financial investors in FY21, respectively, including Facebook and Google, while BP invested Rs 7,629 crore in the company's petroleum retailing operation for a 49 percent stake.

Reliance's HR Activities:

Reliance Industries Limited is a corporation that lives on innovative thinking, risky wagers, and human capital investment. And when all three of these elements are in place, we have a firm with limitless growth potential. "Reliance Industries is India's largest private sector employer, employing about 2,30,000 people across a variety of businesses. During the difficult year, it added over 75,000 employments to the Indian economy ", the corporation stated in its FY21 Annual report. Reliance Retail was the company's largest job provider, employing more over 65,000 people. [3]

During the COVID-19 uncertainty, the company stated it took many steps to guarantee the physical and mental well-being of its employees, which resulted in its attrition rate for the year dropping by less than half compared to the previous year. During the year, the company hired over 50,000 freshers, including graduates from IIMs, XLRI, ISB, IITs, NITs, BITS, and ICAI. [3]

Figure 2. Highlights of FY 2020-21 focussing on creating an empowered workforce
Source – Reliance Integrated Annual Report 2020-21 [5]

Reliance Industries' leadership team recognises the importance of creating a streamlined, highly skilled organisation, and they have experimented with it year after year. The Jio business is now built on a "fractal" organisational model, which allows thousands of local sales and service teams to reach into Indian marketplaces and provide a "one-stop" service for all goods.

In terms of high risks, Reliance has constructed the world's largest and most multi-functional refinery. The business has drilled India's first deep-water oil well. And at the time Jio was launched, it had developed the world's largest

5G network. The Chairman and his leadership team undertake these "huge risks," and they don't just risk; they risk wisely. They spend hours thinking, studying, and researching how to succeed, and then they launch, refine, enhance, and grow them with technical precision.

Reliance had set a goal as an equal opportunity employer to develop a culture of transparency, empowerment, and meritocracy. It sought to empower women by increasing possibilities for them in the Company's activities, with the goal of reaching 15% female employees by 2030. This objective was met in the fiscal year 2019-20, when women made up 15.3 percent of the workforce.

Reliance has created a maternity support programme that includes specific learning workshops, an Employee Resource Group (ERG) for new parents, 182 days of maternity leave followed by six months of half-day leave for new mothers, 84 days of leave for adoptive and commissioning mothers, and five days of paternity leave.

Reliance has launched the 'Saksham programme,' which will provide employment possibilities for the differently abled at Reliance Retail outlets.

Reliance takes every facet of human resources and management seriously when it comes to investing in people. Despite the fact that the company is a tough and hard-working environment, the leadership team is always searching for new ways to improve salary, goal-setting, rewards, and benefit. OKRs (objective-oriented quotients), agile team-based management, and continuous learning have all been implemented at Reliance.

3. DASHBOARD:

The Reliance Industries Strategy and HR Dashboard focuses on the strategic tactics and HR outcomes used by Reliance Industries. The Reliance Strategy Dashboard (Figure 3) illustrates the sales and financial indicators that can be beneficial to the Strategy Department. The Reliance HR Dashboard (Figure 4) on the other hand, shows statistics such as the number of employees, human capital indicators, and other information that can be valuable to the HR department.

Below are the links for both of the Dashboards (Strategy as well as HR) that have been created in Tableau Public.
1. Reliance Strategy Dashboard –
   https://public.tableau.com/views/Book2_16393423670420/Dashboard2?:language=en-GB&publish=yes&:display_count=n&:origin=viz_share_link

2. Reliance HR Dashboard –
   https://public.tableau.com/views/Book2_16393423670420/Dashboard3?:language=en-GB&publish=yes&:display_count=n&:origin=viz_share_link

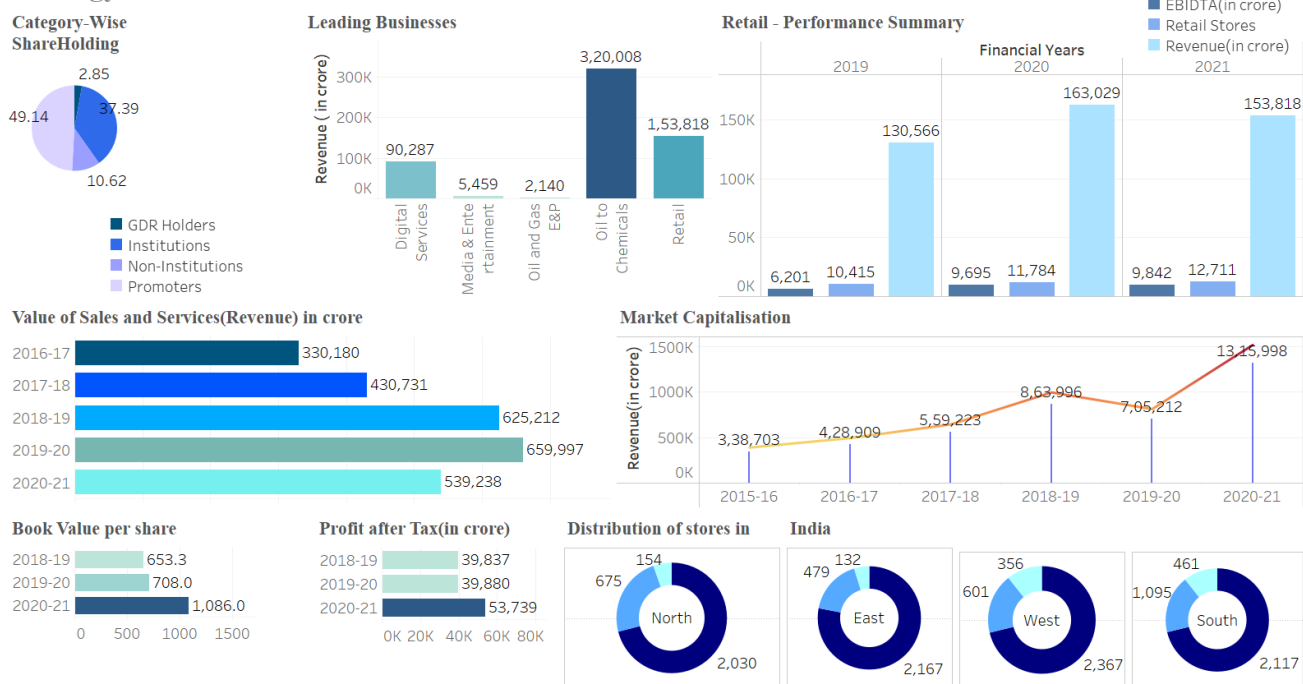## Strategy Dashboard for Reliance Industries Limited

Figure 3. Reliance Industries Limited Strategy Dashboard
Source: Author's own figure [A]

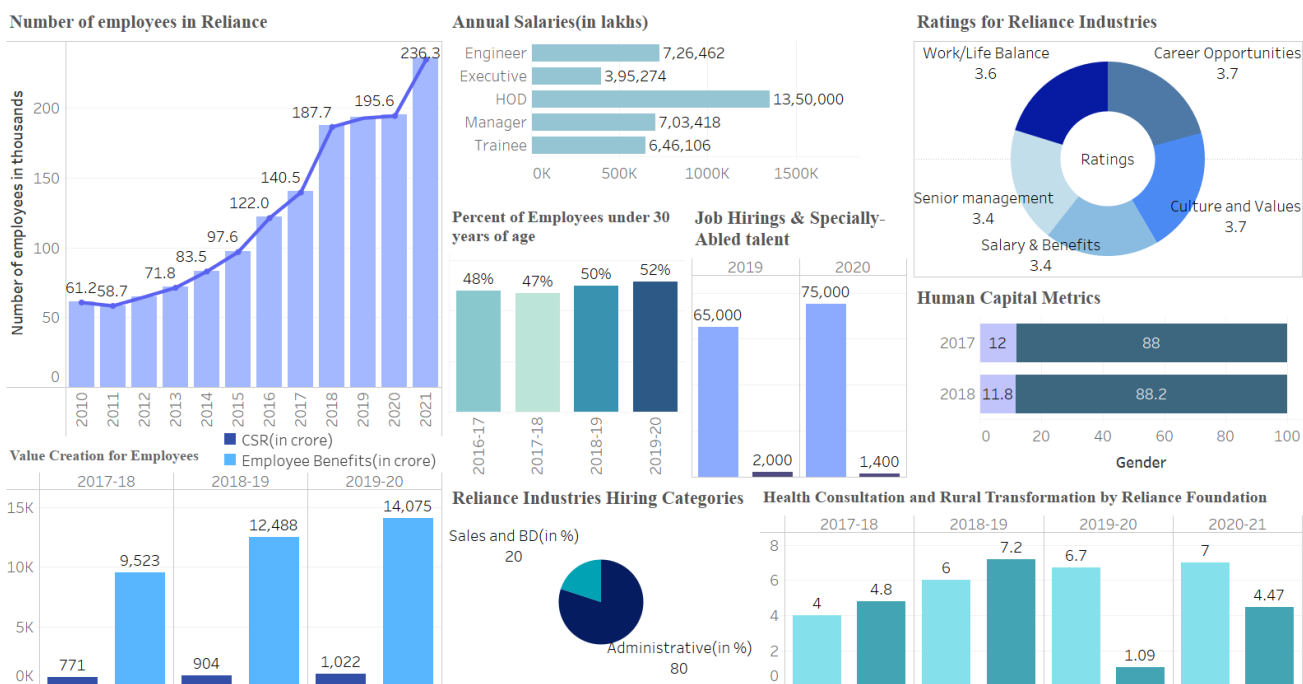## HR Dashboard for Reliance Industries Limited

Figure 4. Reliance Industries Limited HR Dashboard
Source: Author's own figure [B]

A Supporting User Manual of Strategy Dashboard of Reliance Industries Limited:

Metric of Category-Wise Shareholding:

The categories of the parties who lawfully possess the shares of Reliance Industries' stock are depicted in the category-wise shareholding metric in Fig. 5. The total percentage of shares owned by the various groups of shareholders in the corporation is compared using a pie chart. This can help the dashboard viewers compare the shares owned by the shareholders.
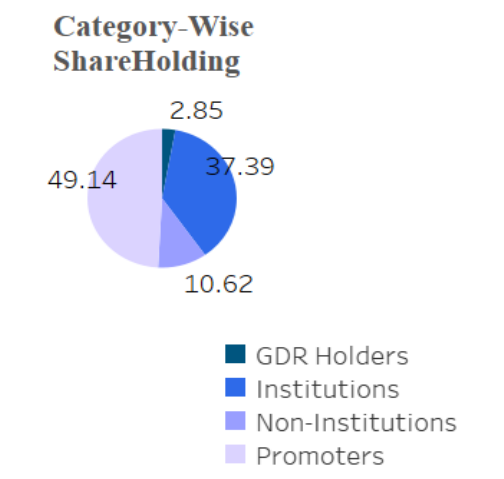
Figure 5. Category-Wise Shareholding Metric
Source: Author's own figure

Metric of Leading Businesses (Revenue):

This metric, as illustrated in Figure 6, reflects the Revenue (in crores) generated by Reliance Industries' various business areas as stated in the Annual Report of the Financial Year 2020-21. The bar graph shows that one of the world's most integrated Oil to Chemicals enterprises leads this statistic by ₹3,20,008 crores in revenue. This statistic can be used by the dashboard viewers to monitor the present business lead and to enhance the business with the lowest revenue income.
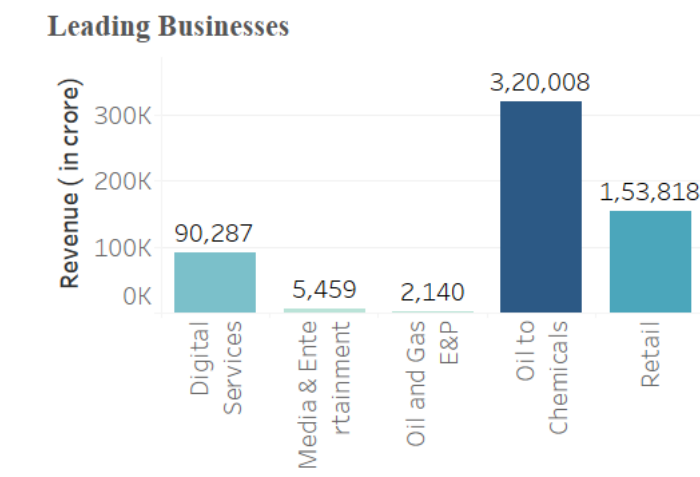

Figure 6. Metric of Leading Businesses
Source: Author's own figure

Performance Summary Metric:

The Reliance Retail Sector's performance is shown in the Performance Summary measure (Figure 7) below. It depicts the major Reliance Retail characteristics, such as EBIDTA (a measure of a company's overall financial performance), total number of retail outlets, and revenue (in crores), as stated in the Annual Report for the Financial Year 2020-21. This metric can help the dashboard viewers to analyse the various parameters affecting the performance of a business.
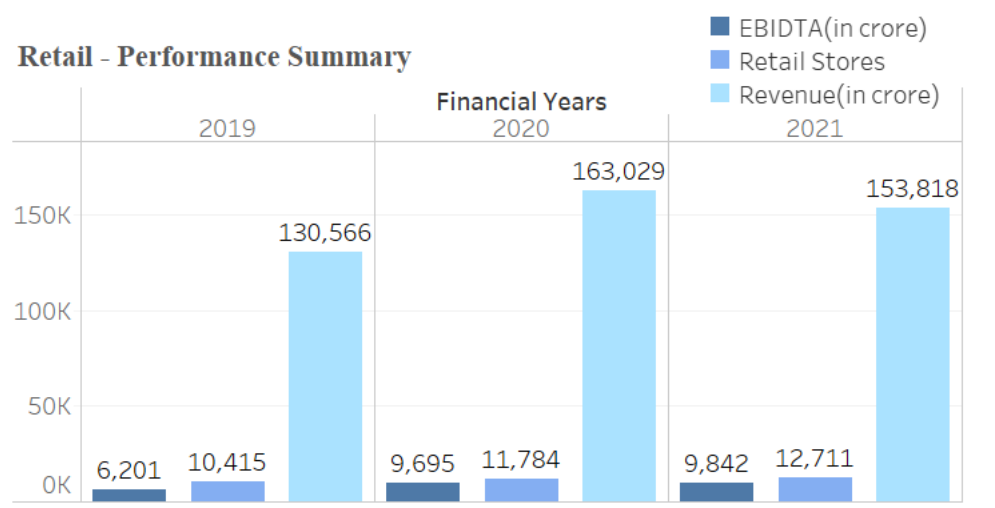

Figure 7. Reliance Retail Performance Summary Metric
Source: Author's own figure

Metric of the Value of Sales and Services (Revenue):

The Sales Metric in Figure 8 demonstrates Reliance Industries Limited's annual revenue from sales and services. To find the revenue gap, we can use this metric to understand the year-over-year increase or decrease in sales. As a result, we can analyse sales in order to optimize their profitability.
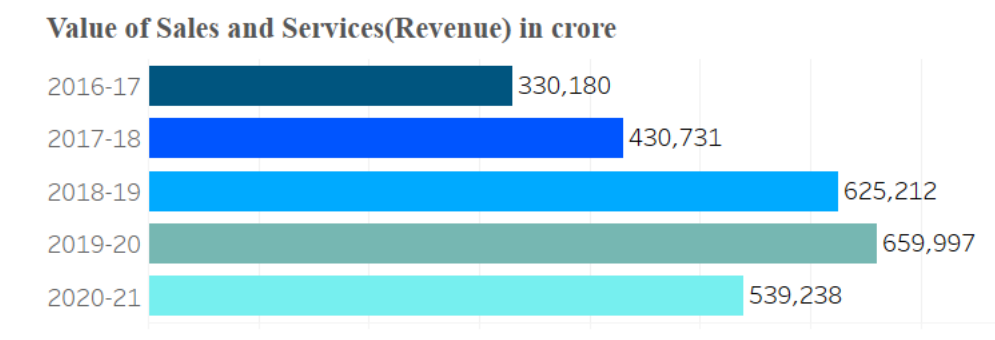

Figure 8. Metric of the Value of Sales and Services (Revenue)
Source: Author's own figure

Market Capitalization Metric:

Reliance Industries Market Capitalization revenue (in crore) is depicted in Figure 9. This metric is significant since it informs investors about the company's size. This metric can be used to analyse the total value of Reliance's stock and to compare it to the stock prices of numerous other firms.
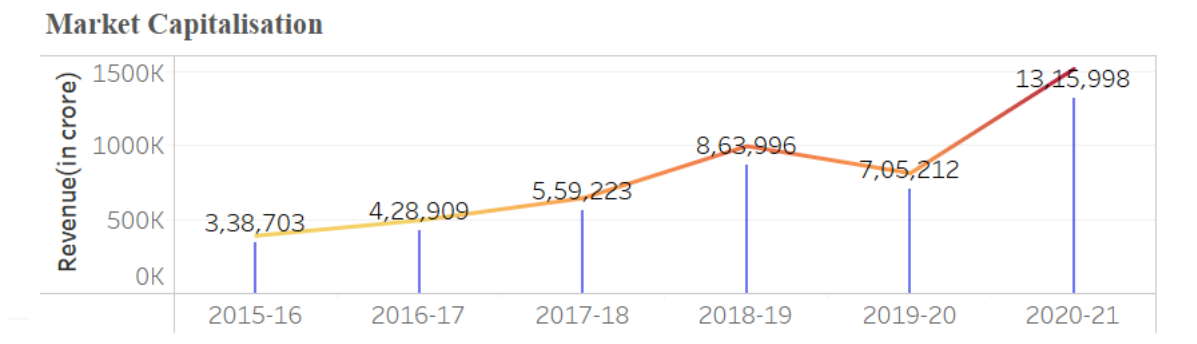

Figure 9. Market Capitalisation Metric
Source: Author's own figure

Book Value Per Share Metric:

Book value per share is the ratio of equity available to common shareholders divided by the number of existing shares (BVPS). The book value per share (BVPS) metric in Figure 10 shows that Reliance Industries had the greatest BVPS in the 2020-21 fiscal year. Stock investors can use this metric to evaluate a company's stock price.
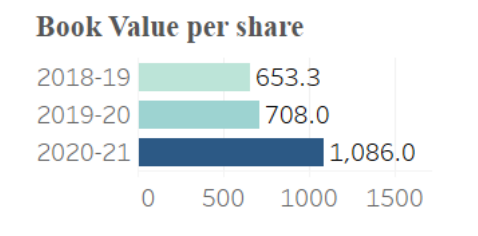

Figure 10. Book Value Per Share Metric
Source: Author's own figure

Profit After Tax Metric:

The net profit margin, which is calculated by dividing net income by net sales, is the same as the after-tax profit margin. The below metric Figure 11, is important because it demonstrates how well a corporation manages its expenses. A greater profit margin indicates that a company is more efficient, but a low after-tax profit margin does not necessarily indicate that the company isn't keeping costs under control. To get a broader view, the ratio should be combined with other financial measurements.
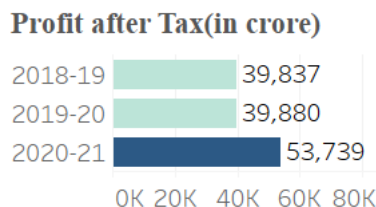

Figure 11. Profit After Tax Metric
Source: Author's own figure

Distribution of Stores Metric:

We tend to make sure that stores are distributed in all the places in order to find out the reach of stores and make more audiences satisfy the wants. As shown in Figure 12, the Reliance Retail industry in India has distributed its stores around the country. The donut chart below shows that Consumer Electronics has the most stores, while Grocery has the least.
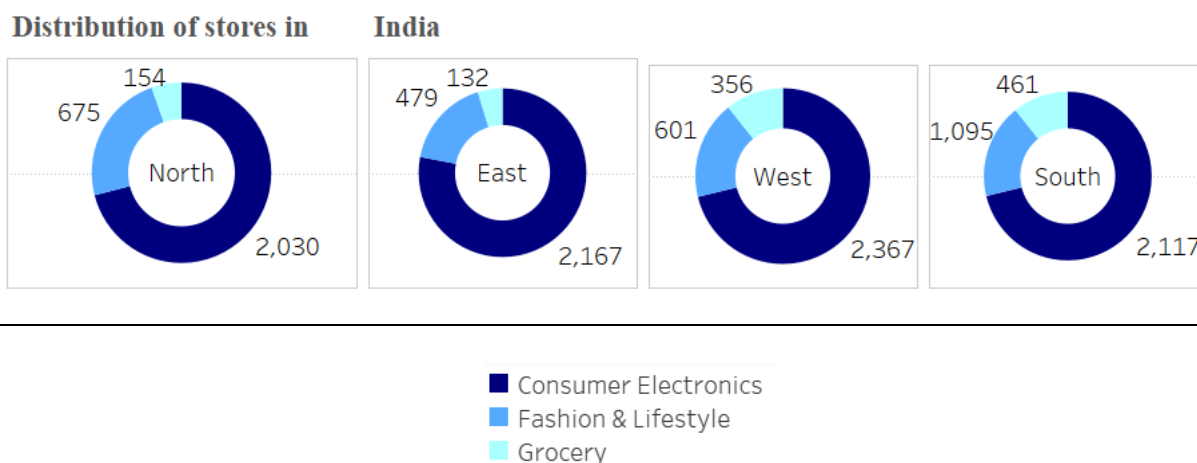

Figure 12. Distribution of Stores Metric
Source: Author's own figure

A Supporting User Manual of HR Dashboard of Reliance Industries Limited:

Metric of Number of Employees:

Figure 13 indicates Reliance's total number of employees (in thousands) over the last ten years using the metric of number of employees. Users can use the metric to determine whether the number of employees is increasing or decreasing. This metric data can be used by HR to recruit new employees and maintain track of the attrition rate.
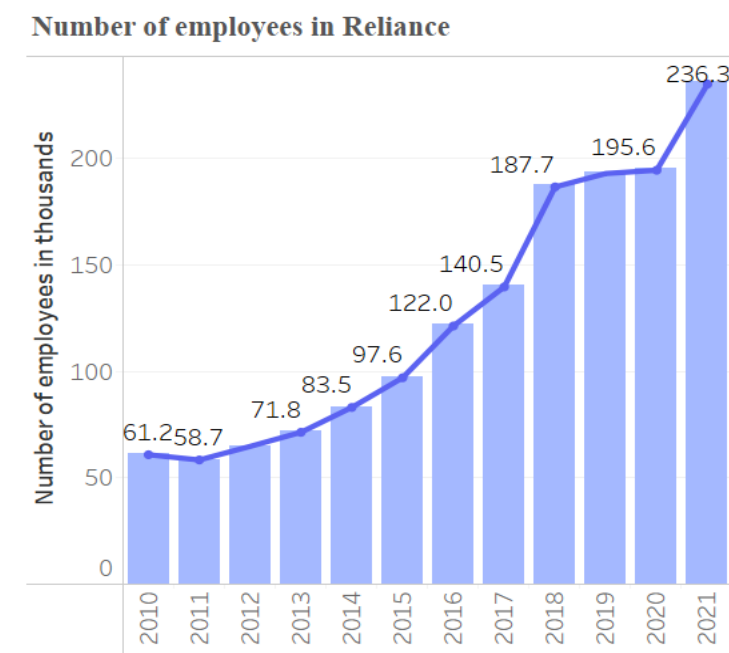

Figure 13. Metric of Number of Employees
Source: Author's own figure

Metric of Annual Salaries of Employees:

The below figure, Fig. 14 depicts Reliance's Annual Salaries for employees based on the position they hold within the company. The metric can be used by dashboard viewers to compare salaries in order to discover how much the predicted salary is based on the employee's degree and job. HR users can utilise the metric to negotiate with employees throughout the hiring process.
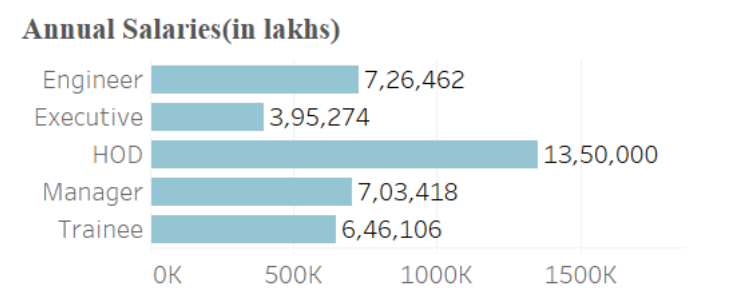

Figure 14. Metric of Annual salaries of Employees
Source: Author's own figure

Metric of Ratings for Reliance Industries:

The metric of Fig. 15 represents Ratings for Reliance Industries. Some of the previous employees, some of the clients, and some of the current Reliance employees provide these ratings. The grades are all three pluses, indicating that Reliance is a great firm to work for in terms of career possibilities, culture, and values. This indicator can be used by dashboard viewers while deciding whether or not to secure strong overall ratings and a good reputation.
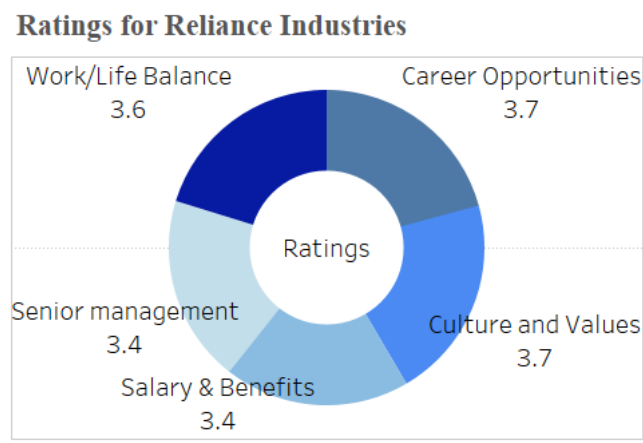

Figure 15. Metric of Ratings for Reliance Industries
Source: Author's own figure

Metric of Millennials (employees under the age of 30 years) Reliance Industries:

The metric of Millennials (employees under the age of 30 years) is represented in the Figure 16. HR can use the metric below to keep track of the age group of employees who work for Reliance Industries. It also helps the viewers in determining whether the bulk of employees are adolescents or senior folks, allowing new regulations to be implemented to make work a better place for employees.
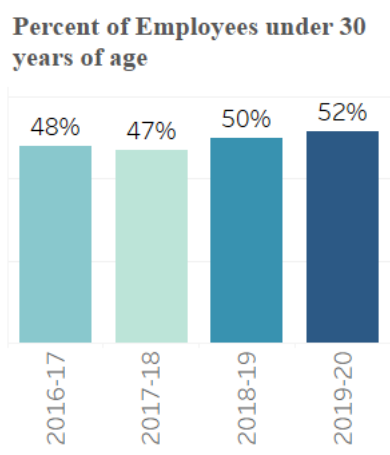

Figure 16. Metric of Millennials (under the age of 30) in Reliance Industries
Source: Author's own figure

Metric of Job Hirings and Specially Abled Talent:

The metric of Job Hirings and Specially-Abled Talent is represented in the below fig, Figure 17. HR can use this measure to manage job vacancies and recruitment. During the difficult Covid times, Reliance had offered 75000 employment openings. HR can also keep track of who Reliance Industries has hired with specific abilities in various departments.
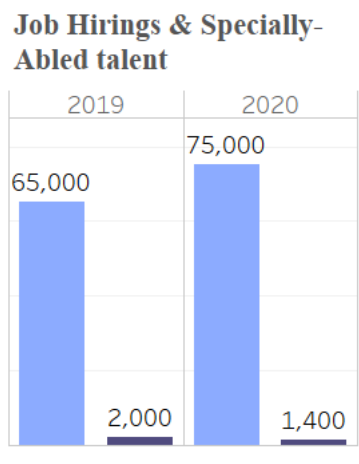

Figure 17. Metric of Job Hirings and Specially Abled Talent
Source: Author's own figure

Human Capital Metrics:

The below figure, Fig 18 illustrates the Human Capital Metrics. The dashboard users may see that Reliance Industries' women-to-men ratio is far too high. As a result, Reliance is now focusing on empowering more female employees in the future.
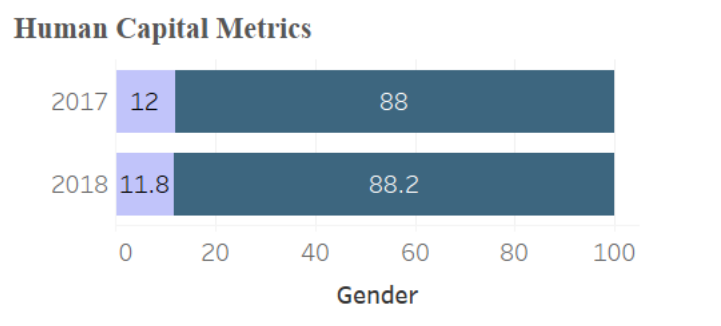

Figure 18. Human Capital Metrics
Source: Author's own figure

Metric of Value Creation for Employees:

The given metric in Figure 19, displays the Value Creation for Employees. Reliance has always strived to make positive changes in the society. The dashboard viewers can see that Reliance Industries has spent a lot on Community improvement like CSR(Corporate Social Responsibility) and Employee Benefits.
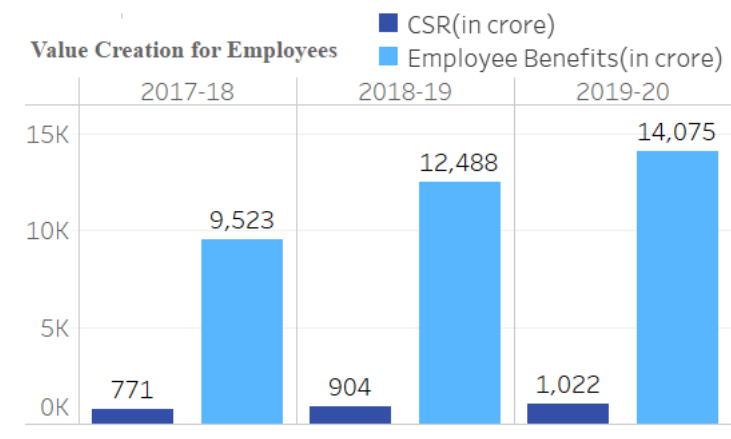

Figure 19. Metric of Value Creation for Employees
Source: Author's own figure

Metric of Reliance Industries Hiring Categories:

The given metric in Figure 20, illustrates the Reliance Industries Hiring Categories. The dashboard viewers can classify that the hiring categories in Reliance are either Administrative or Sales and BD.
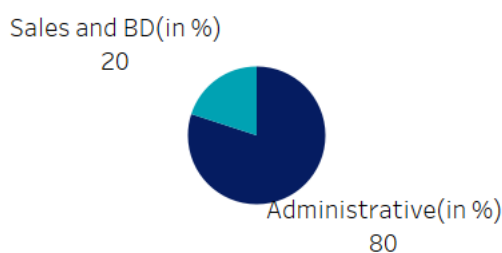

Figure 20. Metric of Reliance Industries Hiring Categories
Source: Author's own figure

Metric of Health Consultation and Rural Transformation by Reliance Foundation:

The given metric in Figure 21, depicts the Health Consultation (in lakhs) and Rural Transformation (in crore) by Reliance Foundation. The Rural Transformation video explains how Reliance Foundation is generating livelihood alternatives and addressing poverty, whereas the Health Consultation video explains how Reliance Foundation makes healthcare more affordable by improving accessibility and awareness.
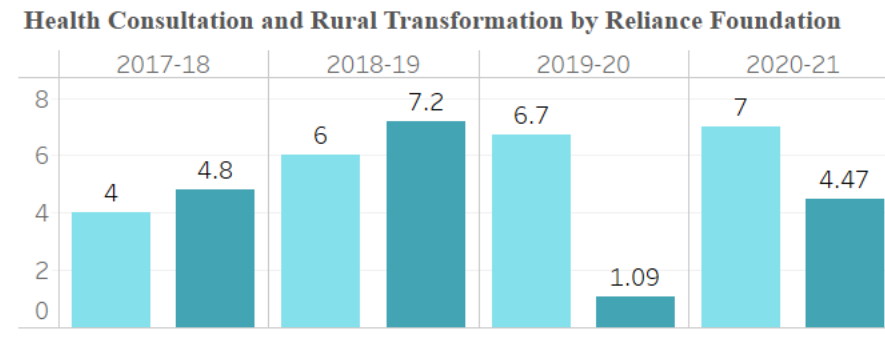
Health Consultation and Rural Transformation by Reliance Foundation

	2017-18	2018-19	2019-20	2020-21
Health Consultation	4	6	6.7	7
Rural Transformation	4.8	7.2	1.09	4.47

Figure 21. Metric of Health Consultation and Rural Transformation by Reliance Foundation
Source: Author's own figure

4. <u>CONCLUSION AND RECOMMENDATIONS</u>:

The Reliance Industries Strategy and HR Dashboard focusses on the insights of Reliance which can be taken into consideration by the various managements teams to analyse certain decisions of the company or amendments that the company looks forward to achieving in the near future.

The metrics used under the Strategy Dashboard can help Reliance Industries to boost the revenue of the sectors that are lagging behind in the business. This can be done by improving certain marketing schemes and analysing the target audience with their needs. As we have seen the Performance Summary of Reliance Retail, similarly the performance for various other sectors can be compared with same or different parameters so as to understand and narrow down which particular elements needs to be worked upon. The distribution of stores of Reliance Retail stores in India is an example of place and distribution strategy, hence by dividing outlets in different parts of a country we can establish a set of new businesses.

The metrics used under the HR Dashboard can help Reliance or any other Industry to maintain a record of its number of employees, what annual salaries are given to the employees in various positions in the same firm. If freshers want to join Reliance or any other companies, they are been provided with the statistics of previous year's job postings, freshers hired and salaries for freshers. Reliance Foundation on the other hand is excelling in making the community improve in many ways.

These all metrics can be used to manage different companies as well based on their available information. Thus as Reliance Industries Limited has paved its path to be ranked 96th on the List of Fortune 500 companies, different companies can take references or build their strategies inclining like that of Reliance and achieve much more success.

5. REFERENCES:

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