

Report On
Evaluating the impact of Employer Branding
initiatives on Talent Acquisition at 10 Minute School

By

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18104178

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelors of Business Administration

BRAC Business School
BRAC University
October 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Nayefa Sultana Mantua
18104178

Supervisor's Full Name & Signature:

Saif Hossain
Assistant Professor & Director (BBA Program)
BRAC Business School
BRAC University

Letter of Transmittal

October 18, 2022

Saif Hossain

Assistant Professor & Director (BBA Program)

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Evaluating the impact of Employer Branding initiatives on Talent Acquisition at 10 Minute School.

Dear Sir,

With due respect, this is to inform you that I, Nayefa Sultana Mantua, ID: 18104178 have completed my internship report titled, “**Evaluating the impact of Employer Branding initiatives on Talent Acquisition at 10 Minute School**”. In this report I have attempted to incorporate my experience of working as a **Human Resources Intern** at 10 Minute School and the theoretical knowledge that I have acquired during my four years as an undergraduate student.

I would be grateful if you accept my report. It will help me to fulfill the requirements of completing my BUS 400 course offered by BRAC Business School, BRAC University. Thank you so much for the guidance that you have given me in completing the report.

Sincerely yours,

Nayefa Sultana Mantua

18104178

BRAC Business School

BRAC University

Date: October 18, 2022.

Non-Disclosure Agreement

This agreement is made and entered into by and between 10 Minute School and the undersigned student at BRAC University for the commitment of avoiding the unauthorized disclosure of confidential information of the organization.

.....

10 Minute School

.....

Nayefa Sultana Mantua

Acknowledgement

Firstly, I would like to express my heartiest gratitude to the Almighty Allah for allowing me to complete my internship report.

Secondly, I would like to offer my profound gratitude to my honorable supervisor, Saif Hossain (Assistant Professor and Director, BRAC Business School) for guiding me and offering me proper instructions to complete the report throughout my internship period.

I would also like to thank my onsite supervisor Mr. Faiyaz Hossain Jahin, Deputy Manager HR department, 10 Minute School for giving me guidance and helping me with collecting data to complete my report. I am extremely grateful that I got the chance to do my internship under him as under his supervision I got a hands-on experience on different functions of HR and gather practical knowledge. Also, to all the members of the HR Team, truly grateful for making these 12 weeks an amazing and fulfilling experience for me.

I am really grateful for all the support and guidance that helped and enabled me to complete this report. Without cooperation from my respected faculty and others, this report would have been incomplete. I am expressing my heartiest gratitude for this.

Thank you.

Sincerely,

Nayefa Sultana Mantua

18104178.

Executive Summary

This internship report contains in detail research on the employer branding initiatives of 10 Minute School and its impact on the talent acquisition process. In this 21st century, employer branding is one of the key significant aspects of attracting potential talents for any organization. An organization with a standard employer brand is guaranteed to attract the best candidates in the industry for any available jobs. A company with a poor employer brand, on the other hand, is unlikely to attract qualified and talented candidates, no matter how appealing the employee benefits are (Wiley, 2012). Therefore, organizations are being more conscious about developing their employer brands.

Starting its journey in 2015, 10 Minute School is currently the largest edtech platform of Bangladesh which employs over 300 people and regularly works with thousands of teachers and collaborators (10 Minute School info deck archive, 2017). However, since the organization is relatively new and a startup, the organization has been facing a few difficulties to hire the right talents. To overcome these obstacles, 10 Minute School has initiated various employer branding initiatives in order to position itself as a prospective employer to ideal candidates.

The objective of this study is to offer a descriptive overview of the organization's Talent Acquisition process, as well as to provide a comparative assessment of a few important indicators like average number of applicants per job, submission to assessment percentage, quality of candidates etc to evaluate if the organization has been successful in hiring good candidates after launching employer branding campaigns. The required data for the research has been collected from primary sources like Recruitment dashboard and secondary sources like interviews with the hiring manager.

According to the report's findings, the employer branding initiatives have enhanced the overall quality of talent acquisition at 10 Minute School. After implementing employer branding initiatives, the average number of applicants per job increased, indicating that more prospects are now interested in working with 10 Minute School.

So, it can be concluded by saying that 10 Minute School should launch more Employer Branding initiatives in order to improve these KPIs and the overall quality of talent acquisition, as higher quality talents eventually leads to better business results. The better the team members, the better the output for any organization.

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LIST OF ACROYMS

BBS	BRAC Business School
10MS	10 Minute School
TAP	Talent Acquisition Process
TMS	Talent Management Process
TSM	Total Serviceable Market
EdTech	Education Technology
T&D	Training and Development Process
HRIS	Human Resource Information Management System

CHAPTER 01:
OVERVIEW OF INTERNSHIP AT
10 Minute School

1.1 Student Information:

Student Name: Nayefa Sultana Mantua

Student ID: 18104178

Program: Bachelor of Business Administration (BBA)

Department /School: BRAC Business School

Major/ Specialization: Human Resource Management & Marketing.

1.2 Internship Information

1.2.1 Company Information:

Period: 12 weeks (January 01 – March 31)

Company Name: 10 Minute School

Department: Human Resource

Address: B/108, Road-8, Mohakhali DOHS, Dhaka 1212.

1.2.2 Internship Supervisor Information:

Name: Faiyaz Hossain Jahin

Position: Deputy Manager, Human Resource Department.

Email: jahin@10minuteschool.com

Phone: 01815762959

1.2.3 Job Scope:

Job Duties/Responsibilities:

- Assisting in planning and coordinating the Onboarding Process of employees.
- Assisting in Training and Development through Training Needs Analysis,
- Module Setting, Performance Monitoring and Feedback.
- Automating and managing the rewards and incentives packages.
- Coordinating talent acquisition processes and expanding database of talent platforms.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company:

During the 3 months period of my internship, I got the chance to apply my knowledge into practice and get practical experience in different facets of human resource management, particularly in talent acquisition, training and development, and Talent management activities. The following are a few examples of the projects I extensively worked on during my internship period:

- **Developing Orientation/Onboarding Process :** The first project that I worked on as an Intern was developing an efficient onboarding process for employees. I along with my teammate, worked on designing activities for different stages of the onboarding process i.e Pre-onboarding, Joining Day and After Joining activities. The process also outlined responsibilities of stakeholders and a checklist to follow-up after one month of onboarding to collect feedback from the new hires.

I also worked on designing materials for conducting the orientation process i.e preparing Orientation Training Deck, Culture Deck and Employee Handbook with the guidance of Head of HR. Due to the deliberate and well documented process, the new employees were more satisfied with the onboarding process and were able to get easily acquainted with 10 Minute School's environment and culture.

- **Assisting in Recruitment Process:** During my internship tenure, I had the responsibility of assisting the Recruitment Manager in overall recruitment process by coordinating posting of job advertisements in 10 Minute School's career page and SmartRecruiters - the talent acquisition site used for recruitment process.

After posting the job advertisements, I had to assist my manager in sourcing relevant candidates by sharing in different platforms and screen candidates by reviewing the resumes. I also had to take phone call interviews and offline interviews for entry level positions and organize the overall interview procedures.

- **Coordinating Training & Development Programs:** Coordinating Training and Development Programs for 9 Teams was a challenging responsibility for me. As a Training & development coordinator, I had to design monthly and quarterly training calendar and training

budget. In order to prepare training programs that best cater to employees' needs, I had to conduct Training Needs Analysis (TNA) along with individual teams' line managers. The Training Needs Analysis (TNA) was conducted focusing on team based competency requirements.

Each team was assigned with the following training throughout their employee life cycle - Induction training, Core team training, Competency based training and Cultural training. I also had to record the training details of all teams for example total training hours, training modules training evaluation scores and other relevant details in the central training dashboard.

- **Assisting in Performance Management Process:** As a part of designing and planning KPI based performance improvement program, I had to assist my team members and respective teams' line manager to prepare competency based development plan based on Gap analysis. I had to maintain data related to gap analysis, recommended development plan, timeline and development plan objectives in Competency Mapping dashboard. I also had to assist team leads in coordinating Quarterly Performance Evaluation and sending quarterly evaluation reports.
- **Weekly/Monthly HR Operations Update:** HR team had to prepare and submit weekly and monthly reports to the CEO regarding HR operations update. The report consisted of regular updates regarding ongoing Recruitment data, Onboarding of new hires, Training & development ROI and significant updates regarding other core functions of HR.

1.3.2 Benefits to the Student:

My 3 months long internship journey at 10 Minute School was a journey full of growth, learning, and gaining memorable experiences. Not only did I get an opportunity to gain hands-on experience in all the core activities of HR, but I also got a chance to develop and further my competencies and mold myself as a professional to advance my career. This internship opportunity was the perfect starting point for my corporate career.

- Firstly, during this internship I got an opportunity to implement everything I have learned during my university days into real life projects. Over the course of time, I got an opportunity

to contribute to significant projects and developed my knowledge regarding Talent Acquisition, Training and Development and Talent Management - all the core functions of HR. Also, I worked on the project “Conducting Competency mapping and designing Development Plan” and gathered practical knowledge about Strategic Talent Management. This was an incredible opportunity of learning for me as an aspiring talent development enthusiast.

- This internship further enhanced my technical skills as the regular operational tasks required advanced knowledge of using Microsoft Excel, Microsoft PowerPoint, and Data Studio. I also learnt how to maintain and update employee dashboards, how to operate HRIS softwares (Zoho HR), how to analyze data, and prepare reports etc.
- During my internship, I got to work on significant projects that helped me to groom myself as a professional and develop my soft skills. For example - by attending and assisting in interviews I could develop my skills as an interviewer, by researching and designing monthly and quarterly training and development programs I could further my knowledge and develop research and analytical skills and by coordinating the new hire orientation process I could develop my planning and organizing skills.
- Since I was in the HR department, I had to regularly communicate with employees from different departments and help them with any problems they’re facing. This has helped me to get out of my comfort zone and enhance my communication skills.
- This opportunity helped me to get a head start to my corporate career as during the internship I had to learn how to handle multiple projects at the same time and collaborate with stakeholders from different departments. Learning how to take work pressure and collaborate with people from different backgrounds helped me to prepare myself for the next stage of my career.

1.3.3 Difficulties faced during the Internship Period:

As I continued to learn and grow during my internship, I faced a few challenging situations as well. But I took it as a learning opportunity and tried to learn from the mistakes. The following are the few challenges that I faced as an intern -

- The first challenge that I faced was to get used to the Start-up culture. Start-ups are usually very fast paced where people need to be constantly proactive and wear multiple hats at the same time. When I started my internship, I had to handle multiple projects at the same time along with completing the operational tasks which got a bit difficult for me at times.
- A lot of the projects I was working on had to be developed from scratch through a trial-and-error process. Working on these projects has definitely enhanced my critical thinking capability and problem solving skills but collecting relevant data for building the processes was a huge challenge for me.
- Maintaining work-life balance was another significant challenge for me as I sometimes had to work for more than 45 hours a week.

1.3.4 Recommendations:

The following are a few recommendations that I believe would further the company's growth and improve the working environment.

- There is a lot of scope for 10 Minute School to invest further in product development and finding new market opportunities. The company can include more courses in skill development segments like "Powerbi basics for professionals" or "How to take preparation for job interviews" etc.
- Developing innovative branding and marketing strategies to keep up with the local competitors would be a strategic and timely move for the organization. Competitors like Shikho is already growing massively.

- Maintaining office hours and ensuring proper work-life balance of employees is another sector the company can improve.
- In future they can also offer transportation facilities or give transportation allowance for people who live far from office. It would be helpful for the employees.

Chapter 02: Organization Part

2.1 Introduction

10 Minute School, the most popular learning app in Bangladesh, instructs over 3 million students every day on academics, test-preparation, and upskilling subjects. With the help of more than 500 educators and 2,500 collaborators, it has already created more than 18,000 videos. (10 Minute School Wikipedia, 2022). The organization strives to diversify education and ensure quality education by creating and delivering content that anybody can access from anywhere at any time for free.

Being a technology-first business, the company offers its learning solutions via a mobile application and a website. Its two primary product verticals are academic (classes 1 through 12 NCTB curriculum) and non-academic (admission test preparation, job test preparation, and numerous skill development opportunities for the young people in Bangladesh).

The company presently employs over 350 people, including 156 Full-Time, 64 Part-Time, 7 Consultants, and 112 Contractual Employees (10 Minute School Talent Dashboard 2022). Additionally, the company employs more than 2500 freelance content producers, instructors, and contributors.

2.2 Overview of the Company

2.2.1 History

The largest EdTech firm in Bangladesh, 10 Minute School, began its journey in May 2015 with the unprecedented goal of revolutionizing the country's educational system. Ayman Sadik launched it in 2014 as a YouTube channel which was initially self-sponsored by 10 Minute School. At the beginning they only communicated with students through educational infographics in YouTube as they did not have a website of their own. (10 Minute School Wikipedia, 2022)

English and Math video tutorials were first produced by the organization. After that, they began conducting live classes on Facebook. Later they included the entire academic curriculum from classes 1 through 12, including university admissions exams at both public and private universities as well as skill development training.

In the initial days, finding the right sponsor to fund the operational expenses was a difficult challenge. But luckily Robi Axiata Limited, one of the leading telecommunications providers, provided sponsorship to the organization considering its potential. Robi helped them to expand their operations and produce quality contents.

In addition to this, the ICT ministry also backed the organization. The ministry assisted them in organizing programs for skill development in 64 Bangladeshi districts. Furthermore, the company also collaborated with the a2i initiative and various UNDP programs.

During the pandemic, 10 Minute School witnessed a phenomenal growth in its user base and user engagement rate across all platforms, as due to the closure of schools, colleges and universities for over a year students could not participate in classroom based learning activities. Despite the pandemic, the organization's revenue increased by 12% in 2021. (Habib, 2022) The kids successfully made the switch from a more traditional classroom-based learning approach to a more modern one.

Sequoia Capital, based in India, invested \$2 million in the company in 2021. The organization intends to use the \$2 million in funding to expand its content base and reach new learners in Bangladesh and around the world.

2.2.2 Mission

10 Minute School started with a goal to revolutionize the education sector of Bangladesh. The mission statement of 10 Minute School is quoted here from the Employee Handbook of 10 Minute School.

“Our Mission is to transform lives through online education” (10 Minute School Employee Handbook, 2021)

2.2.3 Vision

The Vision statement of 10 Minute School is quoted here from the Employee Handbook of 10 Minute School.

“Our Vision is to create a world where anyone has the power to transform their lives through online education” (10 Minute School Employee Handbook, 2021)

10 Minute School’s core vision for the next 5 years is stated below quoting from the Employee Handbook of 10 Minute School, 2021.

- i) Connecting with 4.5 crore + students of Bangladesh.
- ii) Connecting with 1.7 lac + educational institutions of Bangladesh.
- iii) Ensuring access to quality education for everyone in Bangladesh. (10 Minute School Employee Handbook, 2021)

The vision of 10 Minute School is to provide a support system for Bangladeshi students during their entire educational journey. The path begins with primary level education and continues through upskilling courses, career preparation exams, and even beyond. 10 Minute School intends to provide quality education to Bangladesh's 4.5 crore students at reasonable prices and serve as a one-stop platform for all learning-related assistance. If premium courses are still out of a student’s price range, the platforms include more than 20,000 free resources for all levels of learners on their website, app, and YouTube channels.

2.2.4 Values

10 Minute School , as a company, has a definite set of core principles that it instills in its employees and encourages them to uphold. These principles are called the 10MS spirits, and they represent how 10 Minute School is as an organization. The following are the 10MS values taken from 10 Minute School Culture Deck, 2021:

The 10MS Spirit



Proactive > Reactive



Always Follow Up



Show Ownership and Accountability



Speed and Scale



Never Stop Learning



Stop Complaining & Start Fixing

Figure 1: The 10 Minute School Spirits

The organization testifies that the people of 10 Minute School embodies these values. These guiding principles also impact 10 Minute School's Talent Acquisition significantly, as recruiters from the organization actively try to seek candidates who share these values. Typically, the candidates who embody these ideals are the ones who are encouraged to join the organization.

2.2.5 Achievements

10 Minute School has not only transformed the education sector of Bangladesh, but also as an organization has earned official recognition over the years for its outstanding contribution.

Here a few key achievements of 10 Minute School listed below:

- Received the Swiss Embassy Award for social impact in 2016.
- Received BRAC Manthan Award for Digital Innovation in 2016.
- Received the Asia Pacific ICT Alliance Award in 2017 as the best ICT venture of Bangladesh.
- The CEO of 10 Minute School, Ayman Sadiq received The Queen's Young Leader Award in 2018 for his efforts to make education accessible to young people.i
- Received Daily Star ICT Award in 2019 as the best digital innovation of the year.
- Received Social Innovation Award given by Bangladesh Innovation Conclave in 2019 as the best social innovation.
- Received International Education Award (IEA) for being the “Best E-learning Platform of the year.

2.2.6 Products

10 Minute School now has products in these two categories:

- i) Academic &
- ii)Non-Academic

Academic:

i) Class 1-12: Academic segment covers all contents from Class 1 to Class 12. 10 Minute School’s app includes both free and paid content. More than 20,000 videos, quizzes, and notes have been

made available for free to students. Online batches and crash courses covered by the best teachers in Bangladesh are the premium contents.

ii) University Admission: This particular segment focuses on one of the most important aspects of a student's educational journey: university admission. 10 Minute School's website, app, and YouTube channel offer free live classes for university admission. University Admission Batch Programs, in which the best teachers in the country teach students via online live classes and students get to practice through exams and quizzes and get notes, are among the premium contents.

Non-Academic:

i) Upskilling: This section includes a number of premium skill enhancement courses taught by recognized industry experts by providing video recordings, notes, quizzes, workbooks, and other exercises. Free content and video playlists are also available on the platform's website, app, and YouTube channel.

ii) Job Preparation: This segment covers job preparation for various government job exams held on a regular basis in Bangladesh. BCS, Bank Jobs, and many more are examples of these. These exams are extremely important for the youth of Bangladesh, and 10 Minute School intends to play a significant role in supporting the youth to achieve their career goals by helping them in preparing for these exams through offering premium courses that include videos, quizzes, notes, and a variety of other resources.

2.3 Management Practices

2.3.1 Leadership Style:

10 Minute School's management practice represents a democratic leadership style where leaders discuss with their employees before making a decision. Democratic leadership is also referred to as "participatory leadership" or "shared leadership." The company encourages its employees to share their thoughts and ideas before coming up with a new product, solving a problem, or making a decision.

When a product is to be launched, the CEO asks for input from all teams to develop the best concept. This practice allows employees to learn how to take ownership of their work and motivates them to follow through till the end of project completion. Employees also feel highly motivated and empowered to work. Along with focusing on speed and efficiency of work, the organization also focuses on creating a positive work environment for employees where everyone can learn and grow together.

2.3.2 Human Resource Practices:

10 Minute School's HR department is one of the most significant departments that maintains the smooth collaboration between other departments and a positive culture to ensure employees are satisfied, happy and motivated to work. The department provides assistance to other departments and helps to make sure the daily operations are running smoothly and efficiently.

Even though the HR department is a relatively new and small department, the team takes full charge of company wide recruitment, training and development, performance management, pay and benefits, employer branding, administration management and other related activities. The department also ensures that the organization is meeting its strategic objectives and organizational goals.

2.3.3 Talent Acquisition Process at 10 Minute School

10 Minute School has a systemized and specific recruitment process for different employee modality to ensure the recruitment team is hiring the best possible talent for best position.

Project Executive, Interns and Core Team Employees are usually acquired through a Four-Step Talent Acquisition Process. (10 Minute School Human Resource Department SOP, 2022) The steps are:

i. Recruitment Requisition

The first phase in the Talent Acquisition process is to create and approve a requisition for recruiting. At the beginning of the year, all departments report their potential headcount

requisitions to the HR team based on function-specific needs. The Head of HR reviews the request and approves it after consulting with the corresponding department lead.

Additionally, teams can make recruitment requisitions at any time of year. To place a requisition, the line manager of the desired function must submit a Talent Requisition form with the agreement of the department head. The requisition is subsequently sent to the Head of HR, who accepts the requisition after reviewing the JD and other employment details.

ii. Selecting source of recruitment

After the requisition is accepted, the Recruitment management determines on the candidate sourcing approach after consulting with the department head and HRD. There are two primary recruitment sources. They are as follows:

1. Internal Sourcing – CV collected through reference or previous talent database.
2. External Sourcing – CV collected through job advertisements in different portals.

To find potential candidates, 10 Minute School posts job openings on its career page and the career section of its official website. It also increases employer branding and promotes the company's reputation.

iii. Candidate Profile Collection

The acquisition of candidate profiles is the initial stage of the talent acquisition process. In this round, candidates submit their profile details to 10 Minute School for initial evaluation. Candidate profile can be obtained using the following methods:

- Google Form
- External Recruitment Platform
- Mail Submission (Direct CV Submission)

iv. Telephone Interview Round

A telephone interview round is the second stage of the talent acquisition process. Following preliminary selection in the Candidate Profile Collection phase, the HR Team contacts the selected candidates for a brief 5-7 minute phone interview. During this session, they are often asked 5-7

questions, which includes both compulsory and assessment questions. Phone interview rounds are typically avoided for senior hires for the Associate level and above.

v. Assessment Round

The third phase of the process is an Assessment Round. After the Telephone Interview Screening, the selected candidates are sent details regarding the Third Round Assessment. The assessment can be conducted in multiple ways. Some of them are:

Case Study - Participants are provided a case which they have to solve within a certain timeframe. **Timeframes usually range from 1-3 days.** They can submit their submission in the chosen format of the recruiter and recruiting team. Usual formats are Doc File Converted to PDF, PPT converted to PDF, Video Presentation etc. Assessment rounds are usually skipped only in case of managerial level hires.

Written Assessment - In this format of assessment, participants are given a set of questions which they have to answer on the spot within a certain amount of time. Written Assessments can be taken both online and offline. During online written assessment, staying on a Zoom Meeting or Google Meet is mandatory for proper anti-cheating inspection. Assessment usually ranges from 90-150 minutes.

Note: Candidates must be informed of the assessment details at least 48 hours before the selected assessment time.

vi. Final Interview Round

Following the rigorous selection process in the previous three rounds, candidates are invited to the final interview round, during which HR representatives and specific team members from the placement team aim to assess the candidate's cultural, mission, vision, and value alignment with the role. Interviews can be conducted both online and in person.

- For Project Executive or Intern roles, online interviews can be counted as the final interview.

- For Core Team roles, Offline Interview is mandatory. Under exceptional circumstances such as in the case of COVID-19, online can be counted as the final interview.

For each interview, a minimum of 15 minutes and maximum of 30 minutes should be allocated while scheduling interviews. Candidates must be informed regarding the interview details at least 48 hours before the interview schedule.

Note 1: For Freelancer Recruitments, Tele-interviews are usually skipped which makes it a three-step recruitment process.

Note 2: The steps for Talent acquisition mentioned above can vary at any time according to the requirement of the roles and the situation. Details regarding the Talent Acquisition Process for specific roles can be found in the Job Profile Database.

2.3.4 Talent Management Process

10 Minute School's Talent Management Process includes Training & development and Performance management system (PIP). The HR team coordinates both the process to ensure employees are getting career development opportunities and proper structure to get their performance evaluated by using standard methods. (10 Minute School Talent Management SOP, 2022)

The organization has set up a formal semi-annual training and development process that is based on competency mapping and gap analysis of individual employees. The competency mapping and gap analysis identifies the gap between current competency and desired competency and suggests development method to make sure the employees are reaching their full potential. The development methods include the 3E's of development process – Experience, Exposure and Education. The Experience and Education segment covered the formal training. According to individual development needs, the employees were assigned online/physical training on functional/leadership/agile training etc. The employees were also given induction training within a week of their joining to make sure they are smoothly being integrated to the culture and operations of the organization.

The performance management process is a systemic process that focuses on identifying the individual gap in competencies and setting a development plan based on the standard level of competencies. The process is also known as the PIP process. The PIP system is a semi-annual process where the employees will be provided with performance improvement objectives with a specific deadline. Individual employee performance and development objectives are discussed in a formal meeting called “People forum dialogue”. The process ensures that employees are aware of their improvement areas and gets an opportunity to improve their competencies and perform to their fullest potential.

2.3.5 Compensation System:

10 Minute school offers industry standard salary and compensation package to its employees. The company has a specific salary structure based on position specific base pay, yearly base increment (IFT) and Base Tenure.

The organization has an annual salary increment policy under which all full-time employees will get an increment on the salary cycle of July. Employees who have worked in the organization for 6 months will be eligible for the increment. The company also provided quarterly performance bonus (10%) and festival bonus (30% of base salary) to its employees. And in case of other benefits, the company does not still have a process of providing gratuity or provident funds to its employees. (10 Minute School HR Policy and Central Documents, 2021)

2.3.6 Management team of 10MS:

Organizational Structure

10 Minute School’s organizational structure is segregated into 7 different functions and 2 types of functions. The types of functions are core and support functions. The following are the core functions.

1. Content (Non-Academics)
2. Content (Academics)
3. Technology

4. Marketing
5. Sales

The following are the supporting functions which support the core business functions. departments.

1. Finance
2. HR

The organization follows a similar structure for all functions in the case of organogram. It's given as following:



Figure 2: Organizational Structure of 10 Minute School

2.4 Marketing Practices

10 Minute School uses a differentiated marketing strategy to ensure that their products reach their target audience. The organization identifies many sector specific target markets and provides customized products for every market segment. They produce educational content that is useful, relevant, and consistent in order to attract customers.

2.4.1 Target Market

10 Minute School offers customized products for different market segments according to customer demand and needs. Their customer base starts from students and includes their parents, job seekers, skill development enthusiasts of all ages. But mainly their customer base is aged between 12-30 years old. (Karim, 2020)

The organization mainly focuses on socioeconomic class people and offers products that are reasonably priced and affordable. They try to target people who want to change their way of learning from traditional class based learning to online learning. It offers a wide range of products that covers students and learners of all ages. They offer courses for SSC, HSC and admission test preparation that targets school and university students. Also, they have courses for people who are taking preparation like bank jobs or BCS. For kids, they have specific courses like Kids English, Programming for kids, Handwriting course etc to ensure that kids are not left behind. Furthermore, they also offer courses for people who want to develop their skill sets by doing classes online on Microsoft Powerpoint, Microsoft Excel, Graphic designing, Web design etc. 10 Minute School divides its target market into different market segments and offers unique customized products to provide the best quality courses to its customers.

2.4.2 Positioning Strategy

10 minute School uses product positioning strategy to promote the competitive advantages of its products from its current competitors. The EdTech focuses on the quality and characteristics of its products and always tries to offer quality products at an affordable price for their customers. Since the majority of its customers belong from socio economic class, the company sets the price range of its courses in an affordable range. (Karim, 2020).

2.4.3 Marketing Channels

10 minute school uses different multifaceted marketing mediums and channels to promote their products and to reach their customers.

Direct Selling: The company uses the massive follower base of its official platforms like social media channel, official website and Youtube channel to directly sell its products. These channels have a huge customer traction rate that allows them to attract customers and sell its courses.

Selling Through Intermediaries: 10 Minute School has affiliate partners who promote the courses on their Facebook groups, pages. They get 15% commission in return.

Through the help of intermediary partners like affiliate partners, 10 Minute School sells and promotes courses on their different Facebook affiliated pages and groups. The groups and pages are moderated by affiliate partners and they use the platform to increase the follower base and promote the courses.

2.4.4 Advertising and promotion strategies

As a pioneer of the Edtech industry in Bangladesh, 10 Minute School heavily focuses on its advertising and promotional activities to ensure their products are rightfully grabbing the attention of their target audience. The Edtech utilizes its massive fan follower base of social media specially Youtube, Facebook and affiliated platforms to sell their courses.

- **Facebook Advertising:** From the beginning of the journey, the organization has used facebook as a medium to primarily sell and promote the paid courses. Facebook advertising helped to promote their courses on a large scale with minimum investment.
- **Youtube videos:** Initially the platform started listing their courses on Youtube and over the years has maintained the practice. Mostly free skill development courses and specific playlists are uploaded on Youtube.

2.4.5 Critical Marketing issues and gaps

- **Untapped Market:** According to a recent article of Financial Express (Habib,2022), there is a huge possibility of tapping into the unexplored market in Bangladesh for 10 Minute School. The organization has the scope to diversify further its market and can utilize the opportunities. For example - the company can penetrate more into the k-12 segment (Class

1-12) and should make strategies to attract students/parents who are not regular users of the internet.

- **Lack of research:** The company should focus on analyzing the market gap and trends before listing new courses. In an interview the Social Media Manager of 10 Minute School shared her thoughts and proposed that the organization has always focused more on Science background students and has a lot of potential to make more courses for students from other backgrounds. Even in the job preparation segment, the organization can improve their market penetration strategy to ensure they are grabbing the attention of the total serviceable market.
- **Failing to offer value to customers:** Even though the organization has earned a huge popularity as the pioneer of the Edtech industry in Bangladesh, still the certificates of the paid courses sometimes fail to earn credibility in the market, specifically in the job market. Specially the certificate valuation of the Skills segment should be improved.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance:

10 Minute School offers a variety of learning options, and its revenue is generated by selling courses to learners. The free content library for classes 1 through 12 and free courses in the upskilling segment serve as acquisition channels for upselling premium learning items to customers under the revenue model. The company is raising funding from venture investors to keep the business functioning while it develops its business model and makes its goods successful and well-positioned. 10 Minute School received \$2 million in seed funding from Sequoia Capital India, one of the world's leading venture capital firms, in 2021 ("10 Minute School earns \$2 million seed money," 2022). In the year 2022, the firm plans to improve its present offers and develop new products. Technologies and platforms which suit a variety of learners all over Bangladesh.

2.6 Operations Management and Information System

10 Minute School manages its daily operations by coordinating with stakeholders from each department. The organization does not have any separate operations team to manage its operational activities. Team leads and specific stakeholders from each department coordinates the internal operational activities while the CEO and COO oversees the overall operations management process.

Information Management System plays an integral role in maintaining and coordinating the daily operations as without an efficient IT management system the organization will not be able to launch and offer courses to its customers. 10 Minute School uses a CRM platform to upload and handle all activities related to maintaining courses on the official website.

For storing and maintaining data related to regular operations, each team maintains a different process, but mostly teams use spreadsheets to store relevant data. And for recurring project management and coordination activities as well, each team uses a separate platform. For example - Content team uses Clickup to assign tasks and track progress of team members, whereas the Engineering team uses Zira for coordinating its projects. The company uses a common platform named 'Workplace' by Facebook to maintain internal communication between teams. Employees share relevant updates of their individual projects, company's achievements and urgent information in the platform. This platform helps the team members to strengthen their cross functional collaboration which is important for ensuring every team is progressing with the same vision.

On the other hand, the human resource team maintains an employee dashboard in spreadsheet format to store all employee information. The HR team also uses several other digital platforms like Smart Recruiters for talent acquisition, Digigo for salary management, Tipshoi for maintaining attendance and leave management related data. All these platforms help the organization to maintain its efficiency in managing daily operations as a digital EdTech company.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis:

SWOT analysis, a popular strategic planning and analysis method, discusses the strengths, weaknesses, opportunities and threats of an organization. This method also analyzes the external and internal factors that impact the long term growth of any organization and provides direction to formulate action plans that will drive the company's business and strategic goals.

10 Minute School's current position in the employer market has been evaluated using the SWOT analysis method. The information has been collected by communicating with the Deputy Manager of 10 Minute School, Faiyaz Hossain Jahin. The details are given below:

Strengths:

- **Pioneer of the industry:** 10 Minute is the first Edtech in Bangladesh to utilize technology to make education accessible to everyone. Since the organization was the first one of its kind, it will always have the first mover advantage in the market.
- **Positive Brand Image:** 10 Minute School has managed to establish a positive and strong brand image in the market. Almost everyone from different age groups, specifically the students all over the country knows about the organization and its operations. Ayman Sadiq, the CEO of the company also has a massive fan follower base which also makes 10 Minute School widely popular among young people.
- **Young and Energetic Team:** The organization has a young and energetic team who is constantly striving to optimize the resources and drive the growth of the company. Since the team is young, it brings fresh and innovative ideas to the table that helps everyone to explore different perspectives before making any decision.
- **Tech Savy Organization:** Since the organization is an Edtech company which always tries to leverage technology in making its operations smooth and more efficient, the employees are also motivated to utilize and learn more about technology and update their skillset. This helps the employees to boost productivity and improve performance.

- **Strong Social Media Presence:** The organization has a strong presence in social media with a large follower base. 10 Minute School has 2.1M followers on its official page and 4.5k followers on its career page.

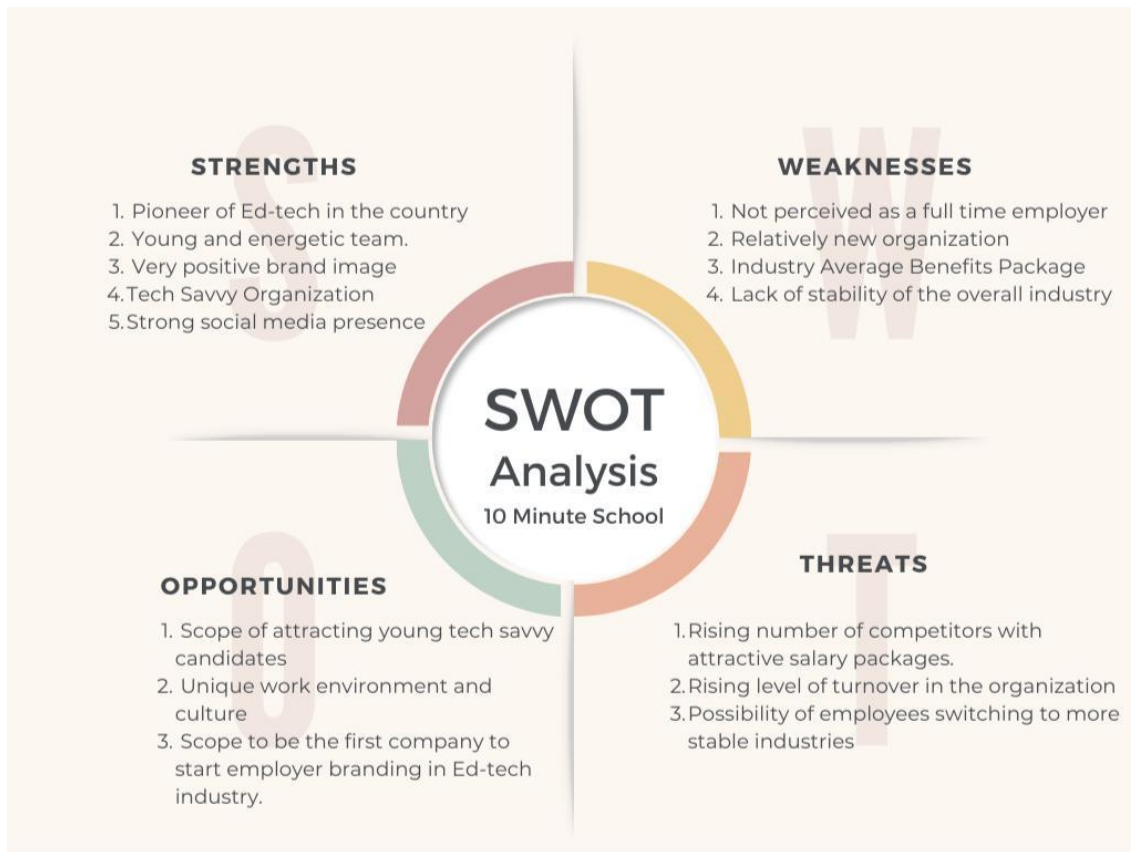


Figure 3: SWOT Analysis of 10 Minute School

Weaknesses

- **Not perceived as a full timer employer:** 10 Minute School is still not perceived as a good career opportunity for professionals who are seeking a full time job opportunity due to lack of career growth and development opportunities.
- **Relatively new organization:** Since the organization is relatively new, it is still developing processes and strategic plans (for example, development plans, succession planning, etc.)

to ensure the employees have the resources to fully develop themselves and excel in their role.

- **Industry standard benefit package:** Even though 10 Minute School provides industry standard compensation and benefit packages to its employees, still the organization needs to revise its compensation and benefits package according to industry standard for its senior employees (for example- deputy managers, managers).
- **Lack of stability of the overall industry:** The EdTech industry is currently blooming in Bangladesh. According to a report by Business inspection there are over 90 edtechs currently operating in Bangladesh. Still the industry lacks stability for multiple reasons and only time will tell if the future of this industry is bright or not.

Opportunities

- **Attracting young talents:** 10 Minute School has the scope to attract young tech savvy individuals as young talented people are becoming more and more interested to explore the Edtech industry.
- **Unique work environment and culture:** The organization has a very unique fast paced yet friendly environment where everyone can learn and grow together.
- **Employer Branding:** The company has the scope to be the first company to start employer branding in the Edtech industry. They are currently focusing on developing their career page which can attract potential candidates to join their teams.

Threats

- **Competitors with attractive compensation:** Recently the number of competitors who are offering a better compensation package has increased. Many candidates are now preferring the competitor organizations over 10 Minute School for their attractive salary and benefits.

- **Increase in turnover rate:** Recently the organization has seen a rising level of employee turnover rate which has become a potential threat for the organization. Many employees are switching to competitor companies or other industries for better career opportunities.
- **Switching of employees:** Since the Edtech industry is comparatively a challenging and unstable industry, many employees are switching to more secure industries like FMCG or Financial services. Also the fresh graduates of our country hesitate to join this industry due to lack of career growth.

2.7.2 Porter's Five Forces Analysis:

Porter's Five Forces is a strategic framework that identifies and evaluates five forces which influence any industry and helps in determining the weakness and strengths of an organization. Here's a detailed analysis of the organization 10 Minute School and the Edtech industry from the perspective of Porter's five forces.

Competition in the industry: Currently, the ed-tech industry is blooming in Bangladesh, and with the growing number of funding and investments in this sector, the industry is most likely to expand in the upcoming years as well. Though 10 Minute School is the pioneer of this industry, there are many competitors currently operating successfully in the market, making the industry extremely competitive. Competitors like Shikho, Thriving Skills, Bohubrihi, Interactive Cares are performing well in the market. (Bhattacharjee, 2021)

Potential of new entrants: Since the Edtech industry is growing rapidly and getting the attention of global investors, more and more ventures are trying to penetrate through the industry. So, the potential of new entrants is very high in this industry.

Power of Suppliers: The power of suppliers is very low in this industry as the organizations themselves handle everything from production to distribution. Since all of the operational and production activities are handled by the organizations, the suppliers possess limited power.

Power of buyers: The power of buyers is very high in this industry as they can switch to other alternatives anytime they want. Since there is no switching cost and many competitors available in the market, the companies need to fix the prices according to the customers' affordability.

Threat of Substitute: The threat of substitutes is quite low at this moment as people are becoming more interested in online educational platforms instead of traditional classroom based learning.

2.8 Summary and Conclusions

10 Minute School is the pioneer of the Edtech industry in Bangladesh. The organization has successfully managed to hold the lead position in the market with its evolving strategy and innovative ideas.

The organization has a positive and strong brand image that helps them to attract customers to buy their products. Due to the popularity of its founder, the organization has also managed to grow a huge fan follower base. This can be a huge scope for 10 Minute School to attract young hardworking people in their dream team.

Being the market leader and the tech savvy company, 10 Minute School gets to have the upper hand in many sectors. But with the growing level of competition, 10 Minute School needs to ensure the organization is constantly improving and developing itself to maintain the market leader position in all aspects. The organization has significant improvement scope to establish itself as a potential employer brand both in terms of career growth and advancement. The company has already started to incorporate strategies and focus on employer branding to onboard the young talents in their dream team. Furthermore, they are continuously upgrading their operations and technical capabilities to better serve the market and explore further into the untapped market. Overall, the organization has immense potential and will certainly sustain the remarkable position it has in the market.

2.9 Recommendations

In order to sustain the market leader position, the company can consider these following few suggestions.

- The company should focus on offering better career advancement and career growth opportunities to establish themselves as a potential employer for Full-timers.
- Even though they offer industry standard salary and benefits, still the overall compensation and benefit package can be revised based on the competitiveness of the current market.
- The organization has a lot of scope to explore and diversify in the untapped market. Specially the marketing and R&D department should focus on analyzing current market trends and growth opportunities to better serve their TG.
- In the advertising and branding segment, the company needs to upgrade and start experimenting with innovative ideas to match up with their competitors like Shikho which is grabbing the focus of the market in recent days.
- Lastly the company should focus on retaining employees as the recent turnover rate is quite alarming. Improving the company culture, paying heed to employee feedbacks and incorporating those suggestions to ensure the employees are satisfied.

Chapter 03:

Project Part

3.1 Introduction

Employer branding can be referred to as the bundle of benefits i.e functional, psychological, economic benefits provided by the employer and can be associated with the employing organization. (Ambler and Barrow, 1996, p.187). On the other hand, Shaker and Ahmed (2014) argued that Employer branding is the practice of creating a powerful brand image to potential hires in the labor market. It can also be defined as how a company is seen by potential employees outside of the company as well as by its current employees.

An employer brand represents your commitment to employees in exchange for their expertise, abilities, knowledge, or skills, similar to how a corporate brand functions. Corporate brands also strive to create a positive image of their brand in customers' minds by defining the target market and offering the unique value proposition to customers. Employer branding can be simply defined as the process of advertising your organization as a prospective employer to potential hires by highlighting the benefits, cultural distinctiveness etc offered by the organization. It also distinguishes a company from its competitors and indicates that the organization is a prospective employer and drives employee retention.

The primary goal of the report is shed light on the Employer branding initiatives of 10 Minute School and identify whether the initiatives had a significant impact on the Talent Acquisition process. In other words, whether the initiatives have been successful to portray the organization as a prospective employer and attract better talents. The research will also allow us to identify the gaps and opportunities to improve the employer branding initiatives of the organization.

3.1.1 Background

10 Minute School started its journey in 2014 with a small group of visionary people who aspired to transform the education of Bangladesh through digitalization. Since then, the team has expanded with diverse and bright people who have the same goal of changing Bangladesh's education system. The expansion of 10 Minute School has always been remarkable and intriguing, but the expansion in the last two years has been extraordinary. Even by the end of 2020, there were only about 60 people working for 10 Minute School. (10 Minute School Info Deck Archive, 2017)

In the span of two years, 10 Minute School has experienced phenomenal growth and the company has expanded both in size and scope. The company has now 300+ employees and is constantly hiring talents for senior and entry level positions. In the process of hiring new talents, the organizations faced a few difficulties that created barriers in attracting potential candidates. The difficulties included receiving applications from poor quality candidates, insufficient number of submissions and irrelevant applications. After evaluating the main causes behind getting such applications, lack of proper employer branding initiatives was found to be a crucial factor. To address this problem, 10 Minute School decided to launch a few employer branding programs, which have been listed below:

- i) 10 Minute School Official Website Career Section
- ii) Facebook Career Page
- iii) Career Page and Investment PR

3.1.2 Objective

The main objective of the report is to analyze if the Employer Branding Initiatives have succeeded in increasing the brand value of 10 Minute School as an attractive employer to potential candidates.

To be exact, the report will analyze the following specific objectives:

- To Identify the employer branding initiatives.
- To compare the average number of candidates for each recruitment before and after implementing employer branding initiatives.
- To compare the submission to assessment stage pass through percentage before and after implementing employer branding initiatives.
- To compare the time to hire for each recruitment before and after implementing employer branding initiatives.
- To compare the quality of applicants before and after implementing employer branding initiatives.

3.1.3 Significance

The report offers a comprehensive overview of the talent acquisition process at 10 Minute School, including types and procedures of recruitments and how the organization executes the recruitments. The research also includes a comprehensive summary of the employer branding initiatives that the organization has undertaken in the past few months. It also includes descriptions of a few essential talent acquisition metrics based on 40 recruitments conducted between May 2021 and February 2022, involving approximately 14,383 candidates.

The report will also provide a comparative analysis of the metrics before and after launching the employer branding initiatives and try to analyze whether the initiatives have been successful in attracting prospective talents. The analysis will also help us to understand how to improve the overall quality of Talent Acquisition of the organization by identifying the underlying issues. It will provide them with possible steps to bring significant improvement in the metrics and talent acquisition system overall to hire better candidates and improve business performance on the whole.

3.2 Methodology

Methodology

The research is based on data collected from both primary and secondary sources and analyzes if the employer brand value of the company has increased or decreased after launching the employer branding initiatives. This longitudinal study works with data collected over an extended period of (May 2021 - February 2022), before and after launching the initiatives. Most of the data has been collected from primary sources for maintaining the credibility and consistency of the report.

Primary Data Collection

The data related to Talent Acquisition has been derived from 10 Minute School's Recruitment Dashboard, which has relevant metrics for 40 hirings with 14,383 applicants from May 2021 to February 2022.

The detailed explanations for the key metrics of our research were gathered from an interview with the Recruitment Managers of the organization who directly coordinate and manage the Talent Acquisition Process.

Secondary Data Collection

Secondary data was acquired from the website's Career Section, Facebook's Career Page, 10 Minute School's Published Articles, other e-learning sites and confidential data collected from the organization's internal database. All these platforms contain relevant data related to 10 Minute School's employer branding activities.

3.3 Findings and Analysis

3.3.1 Employer Branding activities of 10 Minute School

With a vision to attract potential talents and establish 10 Minute School as a prospective organization to work in, 10 Minute School decided to step up their talent acquisition process and launched several employer branding initiatives in 2021. This section of the report will give a detailed overview of the significant employer branding activities undertaken by the organization.

3.3.2 Website Career Section

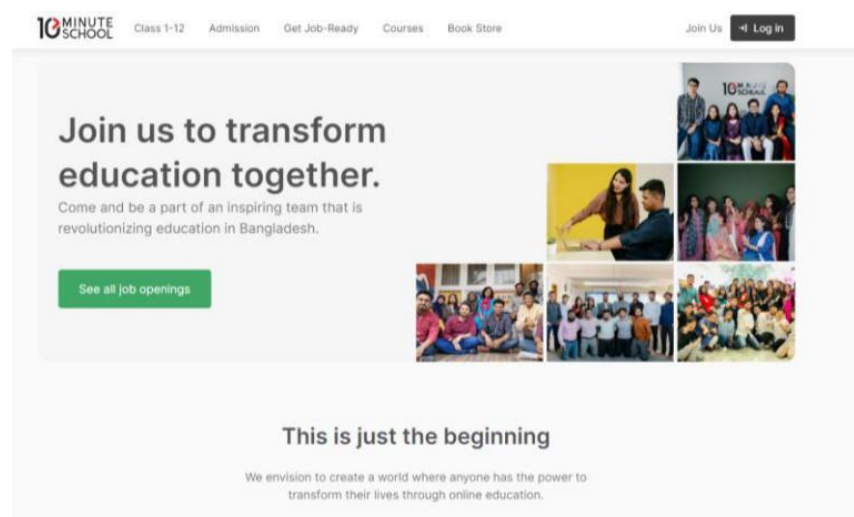


Figure 4: 10 Minute School Website Career Section

Even though 10 Minute School had a large number of followers on its official website, the website previously did not provide any information on the organization's career opportunities. To address this, 10 Minute School launched 10 Minute School Careers, a dedicated segment of the website promoting 10 Minute School Career Prospects. (<http://www.10minuteschool.com/careers>).

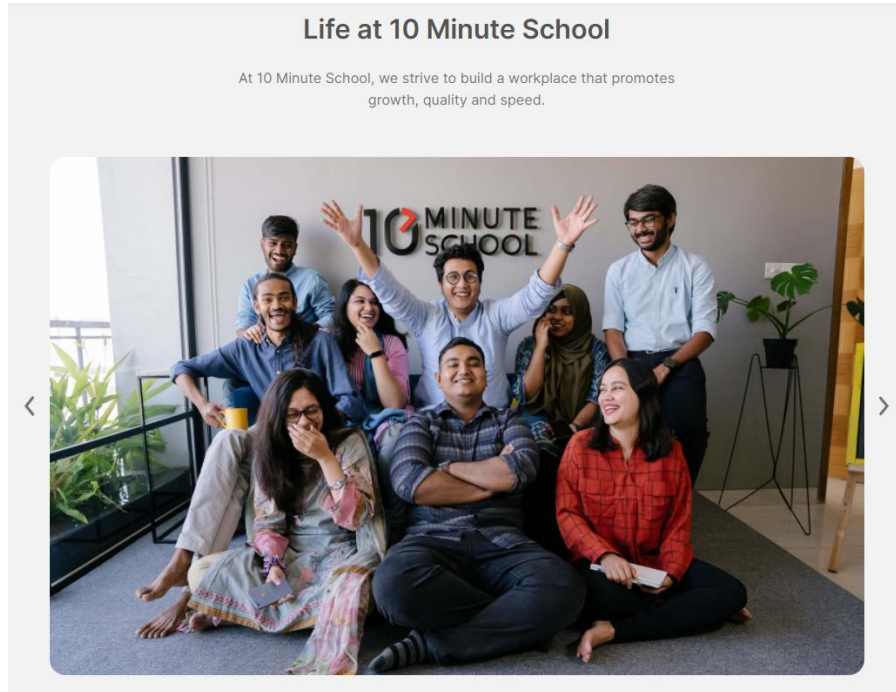


Figure 5: Life at 10 Minute School

i) The website shares insights and the journey of 10 Minute School’s employees.

Current Job Openings

Departments	Roles	
All Departments	Instructor, English	>
Content	Short Video Platforms Content Creator	>
Marketing	Senior Sales Executive	>
Sales	Graphic Designer (Associate)	>
Engineering	Graphic Designer (Senior Executive)	>
Product		

Figure 6: Job Openings at Website Career Section

ii) The official website also provides detailed information regarding the ongoing job openings of the organization. These job openings redirect candidates to the Application Forms through which they can directly apply for the job.

iii) This section of the website provides more insights regarding the organization, such as testimonials from employees, the organization's values, reasons to join the organization, and the most recent relevant numbers for applicants.

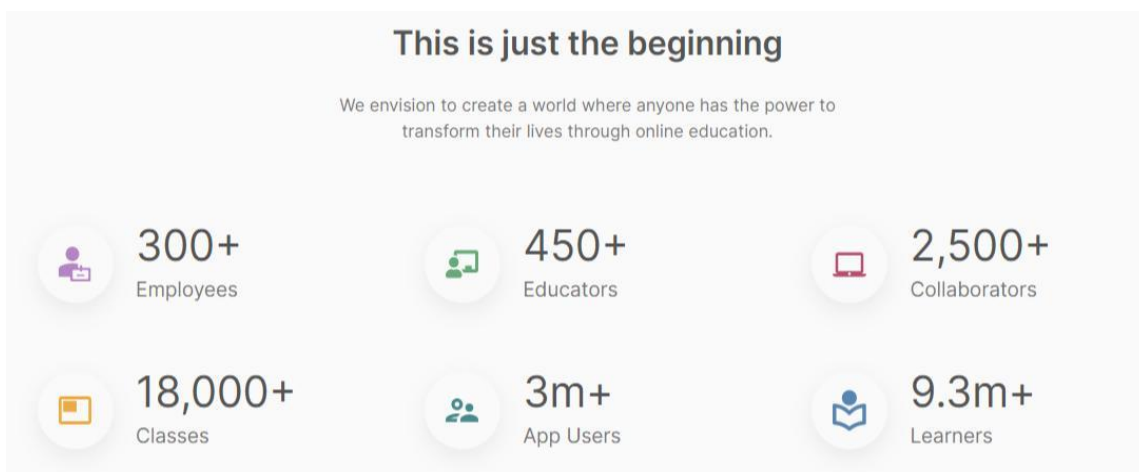


Figure 7: Relevant Numbers in Website Career Section

Our Values

Our values are at the heart of everything we do. These values have helped us create the largest EdTech workforce in Bangladesh. We call them the '10MS Spirits'.



Figure 8: 10MS Spirits in Website Career Section

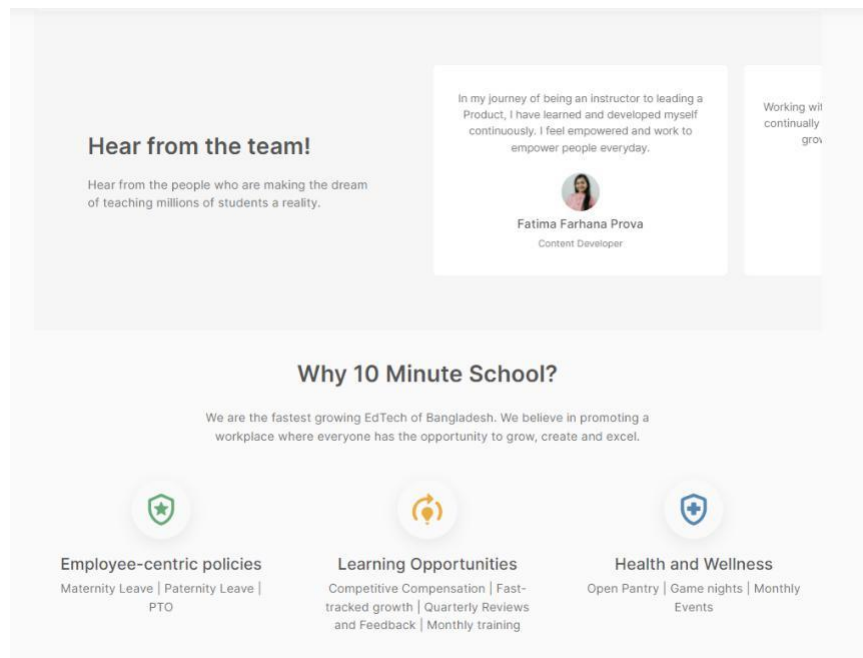


Figure 9: Employee Testimonials and Why 10 Minute School

3.3.3 Facebook Career Page

10 Minute School formerly had a page named “10 Minute School Team” which featured different occasional team-based activities, special achievement of employees and celebration of special occasions. Since there were no contents representing the career prospects in the team page, the page was rebranded as 10 Minute School Careers (facebook.com/10mscareers).



Figure 10: 10 Minute School Facebook Career Page

As part of revamping the page, the color scheme was changed to match the brand guidelines, and the page was turned into a place for career-related content. The following are some examples of the changes done to the page:

i) **Leadership Feature:** This series of postings featured 10 Minute School's current leaders and their statements on the impact they are making in 10 Minute School and beyond, as well as why people should be willing to join 10 Minute School. The following is an example of featuring the CTO and Co-founder of 10 Minute School:



Figure 11: Leadership Feature Post

ii)Why 10MS as a Career: This series of posts highlights why people should be motivated to apply for 10 Minute School and why they should be intrigued about building their career here. The following are some examples:



Figure 12: Why 10MS as a Career Post Sample

iii)Branded Recruitment Posts: These posts promote 10 Minute School's employment opportunities. The posters conform to a certain brand guideline, which differentiates them from the other job postings and gives them a distinct appearance. As an example, consider the following:



Figure 13: Branded Recruitment Post Sample

3.3.4 PR and Communication

In the age of modern technology, PR campaigns have become a valuable resource for informing your target audience about important facts about your company. In this aspect, 10 Minute School used a similar strategy. The organization ran two major PR campaigns that had a significant positive impact on 10 Minute School's employer branding. The following are the details of the campaigns:

Investment by Sequoia Capital: 10 Minute School just received \$2 million in seed funding from Sequoia Capital's Surge Program in India. Sequoia Capital is at present one of the world's largest venture capital firms, with investments in companies such as Google and Apple. It was critical to get this information out to the public for two reasons.

- i) Attracting new investors
- ii) Attracting talented individuals.



10 Minute School raises \$2m seed funding



Mahmudul Hasan

Wed Dec 1, 2021 12:00 AM Last update on: Sun Jan 16, 2022 03:49 PM



DhakaTribune

10 Minute School raises \$2m seed funding

The tech start-up plans to utilize these funds to invest in product, technology, and talent acquisition

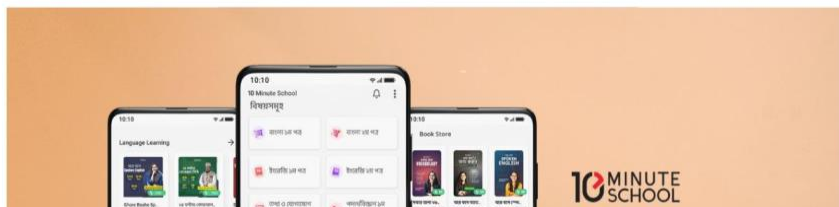


Figure 14: Seed Investment PR

Career Opportunity PR: Recently, 10 Minute School had over 20 available opportunities for over 100 people. Due to the large number of ongoing openings, the company resorted to a PR effort similar to the investment PR campaign to publicize employment prospects. The following are a few examples:

:



10 Minute School hiring over 100 people

The company is currently offering salaries between 25,000 to 1,00,000 BDT for its full-time roles and salaries between 10,000 to 18,000 BDT for part-time positions.



Figure 15: Career Opportunity PR Campaign

These campaigns were hyperlinked to 10 Minute School's Website Career Section and Facebook Career Page, which resulted in an increase in the number of job applications.

3.3.5. Comparison of Pre and Post Employer Branding Data

Current Data Standings (December 2021- February 2022)

The Employer Branding Initiatives were launched in December 2021 which led to the following data:

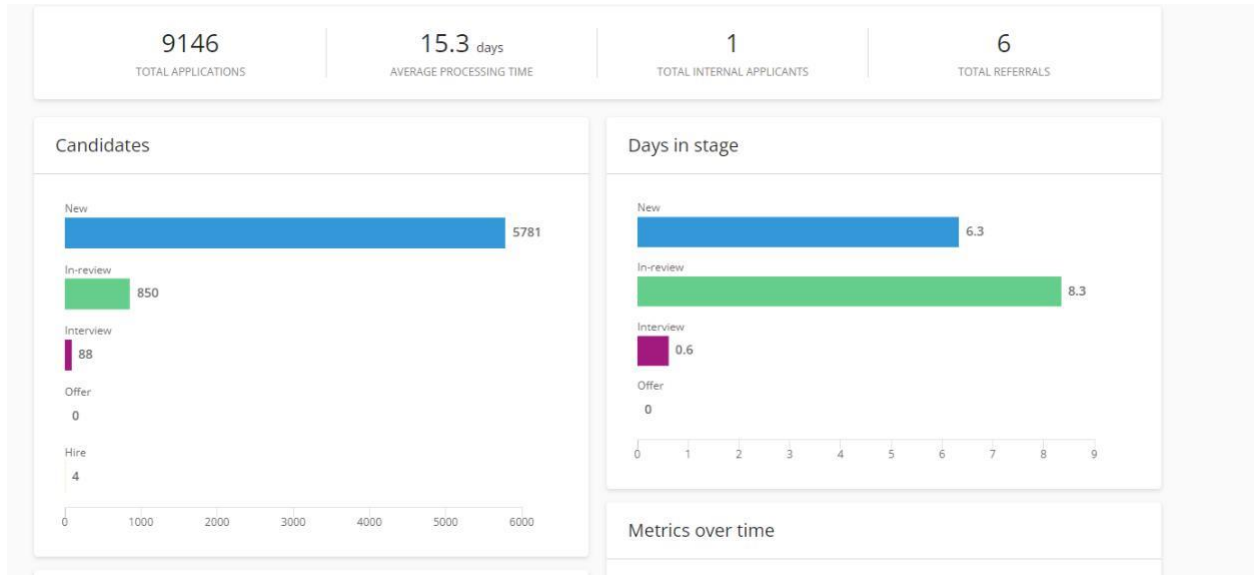


Figure 16: Current Data Standings (December 21 – February 2022)

In these three months, there were 31 job openings for the organization in which more than 9000 applicants applied. We received the following metrics from the data of the past 3 months:

- i) **Average Number of Applicants Per Job:** 295
- ii) **Time to Fill:** 15.3 days
- iii) **Submission to Assessment Stage PTP:** 14 percent (approx.)
- iv) **Quality of Candidates:** 3.8 out of 5

Comparison with Pre-Employer Branding Data

The comparison table of the four metrics based on 40 recruitments with 14,383 candidates are given as following:

Metric Name	Pre-Employer Branding	Post-Employer Branding
Average Number of Applicants per Job	272	295
Time to Fill	33 days	15.3 days

Metric Name	Pre-Employer Branding	Post-Employer Branding
Submission to Assessment PTP	16%	14%
Quality of Candidates (Out of out of 50)	2.5	3.8

Average Number of Applicants Per Job

The comparison of pre and post employer branding data for this metric can be found in the graph as following:

Pre-Employer Branding	Post-Employer Branding
272	295

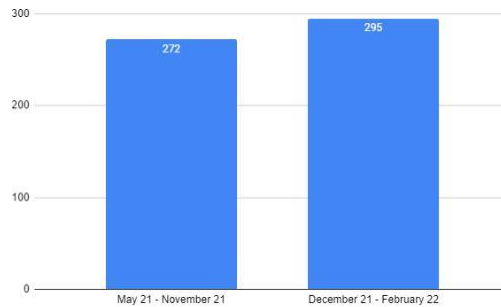


Figure 17: Average Number of Applicants Per Job Comparison

The metric has shown significant improvement with the average number rising from 272 to 295 in December 21-February 22.

Time to Fill

Average time to hire comparison for the two timelines can be found in the graph as following:

Pre-Employer Branding	Post-Employer Branding
33	15

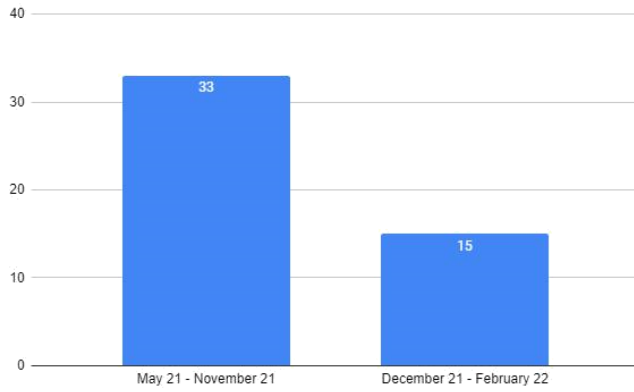


Figure 18: Time to Fill Comparison

The average time to fill for has gone down by more than 15 percent in the recent 3 months. Although there are a huge number of recruitments ongoing which might have affected the metric, the number is a huge improvement for Talent Acquisition at 10 Minute School.

Submission to Assessment Stage PTP

The submission to assessment stage pass-through percentage comparison can be seen as following:

Pre-Employer Branding	Post-Employer Branding
16%	14%

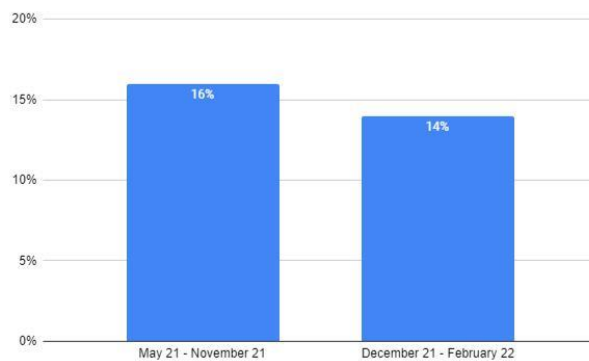


Figure 19: Submission to Assessment Stage PTP Comparison

This particular metric has had a negative result in the past three months compared to pre-employer branding initiatives. There could be two reasons for this:

Possible Reasons:

i)Decrease of Quality of Candidates: This seems unlikely as the quality of candidate rating has increased from the past comparison timeline.

ii)Stricter Assessment Criteria: Due to a large number of recruitments and submissions, the recruiting team may have been stricter in passing candidates to the next stage. This seems more likely as there were 31 recruitments in the past three months which may have caused this action.

Quality of Candidates

The comparison of quality rating of candidate submissions can be found in the graph as following:

Pre-Employer Branding	Post-Employer Branding
2.5	3.8

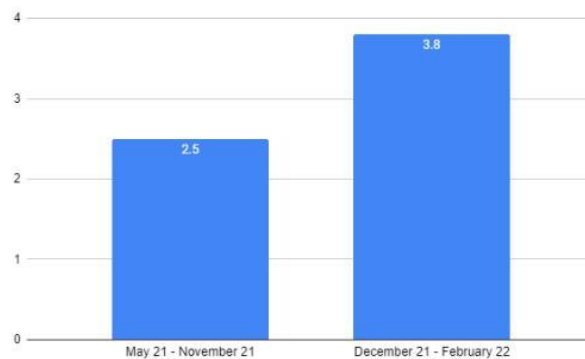


Figure 20: Quality of Candidates Comparison

This particular metric has seen significant improvement from the pre- employer branding timeline as a lot more quality candidates are now applying for the job openings. The rating has gone up from 2.5 to a staggering 3.8.

3.4 Summary and Conclusions

The main conclusion of this research is that the employer branding activities have promptly strengthened the image of 10 Minute School as a prospective employer to potential candidates. Although investment announcements may have worked as a stimulus for this shift, data from the previous three months reveals significant improvement that can be deemed conclusive. Talented candidates are now beginning to think that 10 Minute School is an ideal organization to work in.

Overall, being a young organization, 10 Minute School has made significant strides in terms of its business presence and employment opportunities. By the end of 2020, the organization will have only sixty workers. Now, there are more than 250 individuals. This indicates the magnitude of the organization's growth in such a short period of time and the organization's potential.

As previously said, any organization that strives to maintain and accelerate its current rate of growth requires exceptional employees. This research confirms that 10 Minute School's efforts to position itself as an attractive and prospective employer to potential candidates have been successful. Even though the organization's talent acquisition and employer branding efforts need more improvement, overall, the organization has a bright future and is on its way to heralding a revolutionary change in the education sector of Bangladesh.

3.5 Recommendations

Undoubtedly, the Employer Branding initiatives have helped to improve the overall talent acquisition process and employer brand image of the organization. But to maintain and enhance the brand image, the organization should continue to take initiatives to further promote its employer branding initiatives. The following are a few recommendations to improve the overall quality of the talent acquisition process.

i) The organization should conduct job specific campaigns or promotional activities to advertise its job openings. Promotional contents should be posted from the career page focusing on the significant job openings for at least 2 week to attract as much traction as possible.

ii) The organization should participate in career fairs or bootcamps to promote its job openings. These fairs can be a good place to advertise themselves as a prospective employer brand along with attracting good candidates.

iii) Media planning and buying should be used more efficiently to reach more candidates. The more candidates the circulars can reach, the greater the possibility the organization will attract potential candidates.

iv) Content should be posted more frequently from the Career page to maintain consistency and to keep the followers engaged. There should be a monthly content plan prepared before every month.

v) The career segment in the official website should include more information about the company's mission, vision, achievements, recent updates of the company and more insights regarding the experience and perks of working in 10 Minute School.

vi) Overall, the company should focus on a more holistic approach to nurture talents and retain employees as at the end of the day word of mouth and reviews from current and former employees creates the biggest difference in developing a positive image of any organization.

These suggestions, if implemented properly, can drive 10 Minute School's Employer Branding and Talent Acquisition to new heights.

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