

YOUTH EMPOWERMENT PROGRAM

PROJECT REPORT 2021

Implemented by



GlobalHunt FOUNDATION™ Creating Sustainable Solutions

About Rakuten

Rakuten India Enterprise Private Limited, established in 2014 in Bengaluru, is a key product research and development center in the Rakuten Group network. It provides ecommerce related engineering and mobile developmental initiatives along with innovative data and insight products for Rakuten's global ecommerce operations. It also manages Rakuten's global network and security operations to provide secure global cloud and network infrastructure services.

Website: https://corp.rakuten.co.in/

About GlobalHunt Foundation

GlobalHunt Foundation (GHF) is primarily a CSR research and consulting organization, it has been established as a section 8 (primarily known as Section 25) not for Profit Company registered under the Indian Companies Act, 1956. As a signatory to the United Nations Global Compact (UNGC), GHF serves as a knowledge catalyst and engages its vast corporate clientele with diverse multi-stakeholders to enhance their Corporate Sustainable Responsibility (CSR), GHF provides key services on research, reporting programme designing, advisory, training and due diligence for its pan India clients comprising of leading corporate, civil society organizations, government institutions and academia.

Website: www.globalhuntfoundation.org

Disclaimer

Project "Roshini" is a CSR initiative of Rakuten India. The project aims to empower Indian youth on the skills of business technology and communication. Further, the project has helped in increasing employment opportunities for the youth in the information technology sector. The Project Report summarizes the key achievements of the project. <section-header>

-Narendra Modi

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INDIAN YOUTH SKILL **DEVELOPMENT SCENARIO**



62% of Indian are in working population bracket, reflecting a positive economic outlook. However various international studies alarmingly suggest that formally trained youth remain jobless because they lack the skills that currently employers are looking for. According to a report by UNICEF, "more than 50% young people in India will not have the requisite skills for employment by 2030". Moreover the skills represented by Indian youths were found to be below the global average. Further adding to this a report by Ernest & Young "Developing Skills in Youth to Succeed in the Evolving South Asian Economy" states that near absence of market-oriented curricula in educational institutes, lack of quality vocational training and inadequate infrastructure make it difficult to equip students with relevant skills demanded by the market.

Lack of employment opportunities

Fewer than 2 million jobs are created annually in the formal market, whereas 4.75 million join India's workforce each year. Moreover COVID 19 have increase the demand for technology thereby reaplacing some of the most hands on jobs.

Lack of formal skill training

Only around a quarter of the workforce aged 18-24 years have attained secondary and higher secondary education, and only 2.3% of the Indian workforce have acquired formal training in skills, many among these still lack job-related skills.

Lack of interpersonal skills

Rise of technology replacing hands on jobs demands humans to acquire skills of empathy, creativity & reasoning. These skills are a prerequisite for any job seeker. However by 2030, half of South Asian youth will not be able to find a decent job for the lack of skills.

Lack of Opportunities

Lack of Skill Training

Urge to Earn than to be Skilled

Lack of attitude to work

Intense Migration

It is within this context that any effort towards enabling and empowering the youth of India has to be seek, find, and sustained. Skill building has to be viewed as a device to improve the efficacy and contribution of labour to overall output of the economy.

Thus, our efforts should be towards planning and implementing those skill development initiatives that not only empower the labour force with the skills that are required to do any job but also enhances their social acceptance.

CORPORATES ROLE IN BUILDING SKIIL INDIA



As India is moving towards achieving \$1.97 trillion worth GDP over the upcoming decade the need to bridge the skill gap is becoming more predominant. As per a study every year 15 million youngsters enter the workforce but 65% of them don't even have knowledge on the basic workforce skills. With such a high workforce population if enough focus is not paid on training the workforce with the right skills we can enter the phase of "demographic disaster".

The number of workers in India requiring digital skills will need to increase nine times by 2025 and the average worker in India will need to develop seven new digital skills by 2025 to keep pace with technology advancements and demand.

However only 3.84 percent of engineers in the country have the technical, cognitive and linguistic skills required for software-related jobs in start-ups.

Another problem adding to low employability of engineers is that the subject is taught in a very theoretical manner in colleges -- 60 percent faculty doesn't talk about application of concepts in the industry and only 47 percent of the engineers attend any industry talk To meet the current demands, corporates have initiated the skill development agenda by training their required workforce on their relevant skills. Under the umbrella of Corporate Social Responsibility, corporates are training the workforce to make them knowledgeable and desirable as per the current demands.

One such effort is towards the information technology where Rakuten is empowering the youth of the community by skill training them on business communication skills. Through this initiative they have been able train and inculcate employability skills among millions of diverse youth including females.

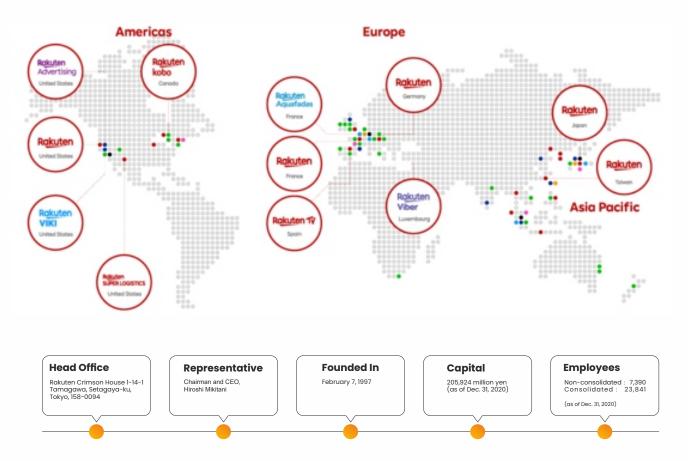
OPTIMISM

"In Japanese, Rakuten stands for "optimism." This philosophy lies at the core of Rakuten. "Walk Together" expresses dedication to build a better, more optimistic future by empowering individuals, businesses and societies to realize their dreams. Rakuten embrace new and disruptive ideas, committed to act on them and have the operational agility to implement and deliver at speed. Rakuten walk together with partners, making progress today towards a more optimistic tomorrow."



Rakuten, established in 1997, have globally changed the way people do online shopping. With their effective cash back and deals shopping reward system on world's largest selection of products & services, Rakuten has gained over **1.5 billion members** across the world.

The company first started its operations in Tokyo, Japan and since then have established itself in India, Taiwan, USA, Canada & Europe. Not only e-commerce the company has also changed the way businesses work in financial-technology, digital content and communication across the world.



In 2016, Rakuten opened its doors in Bangalore, India. This research and development center became a key technology hub of the Rakuten Group, championing some of the products and platforms that run the businesses. With 1000+ (and growing) Rakuten India, forwarding group philosophy, believes that technology and business needs must challenge each other for true innovation to rise and make a telling business impact! "Walk together" is our guiding philosophy and together Rakuten India continues to grow stronger by taking Rakuten's businesses to the next level with not just existing products but also create some in the relevancy of Artificial Intelligence and Machine Learning.



Powered by a culture of entrepreneurship, ambition and sense of unity Rakuten involves principles of Shugi (Rakuten Basic Principles) in everyday work culture and communications.



th Empowerment Program

Always Improve, Always Advance

Rakuten consists of 'Get Things Done' people are absolutely committed to reaching their goals with enough determination and effort, you can achieve anything.



Passionately Professional

Rakuten is an organization composed of true professionals who have the self-discipline to develop and Improve themselves continuously. Only by consistently working many times harder than our competitors can we consistently win.



Hypothesize > Practice > Validate > Shikumika

Success in business depends on making and executing concrete specific action plans.



Maximize Customer Satisfastion

Accomplish in one month what it takes other companies a year to do, because we can only win by being many times faster than our competitors.

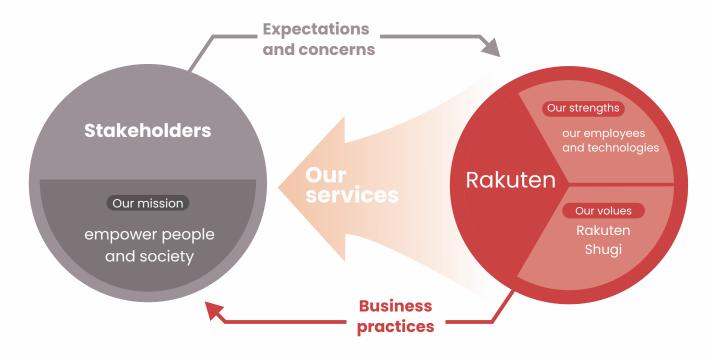


Speed!! Speed!! Speed!!

Rakuten is first and foremost service company. We're proud to serve our customers and we ceaselessly seek to improve their experience.

SOCIAL **RESPONSIBILITY**

Rakuten strives to empower people and communities through technology and innovation, and is committed to operating responsibly while addressing the challenges that face global society.







SKILL DEVELOPMENT INITIATIVE

PROJECT

SKILL DEVELOPMENT PROGRAM FOR YOUTH

The pandemic has made it very clear that the technology imperative is stronger than ever. One key finding: *"technology transformations have lifted revenues, reduced costs, and improved employee experiences"* (McKinsey Global Survey, 2020 Annual IT Strategy)

However a recent report by UNICEF states that **"50% of** Indian students do not have the skills that are necessary to get jobs by 2030"

Further adding to the above statement the major challenges which define Indian Student Lifecycle are

- The main challenge is students are so busy scoringgrades that they don't really have a firm understanding on skills that are really needed
- Most of the contents are not focused on the areas that are really needed for career growth
- Students who are technically sound, often lack interpersonal skills, which is the most vital job skill

Therefore as a socially responsible citizen, Rakuten India initiated "Project Roshini: Youth Empowerment Program" with the objective of empowering people and society through innovation. Under this initiative Rakuten employees will train college going students on basic yet very essential business skills.

Through such trainings students will learn the basic requirement of a job apart from core functional skills. Such training will support the students in understanding client or customer interface, handling difficult situations, problem solving and team player skills. With the current times, the business management skills have become much more relevant as the new business scenario requires fresher's to be self-motivated and self-independent to handle the most discreet situations. They should be equipped with various technology platforms to perform administrative tasks with minimum turn around time. Students will be given issues that gives them, hands on experiences on perspective of problem solving, project management, SWOT analysis and identifying innovative solutions.

"Our employees together work towards building a better more optimistic future by empowering individuals, businesses and societies to realize their dreams! " Rakuten



PROJECT OUTLINE

	AUGUST	•	
Project Duration	Project Start	Location	Target Community
2 months	August, 2021	Bangalore	Colleges
			$\mathbf{\tilde{\mathbf{O}}}$
Total Volunteers	Total Institute	Total Sessions	Session Duration
10	1	9	60 minutes



PROJECT AIM

To empower 100 college going youth through skill development training in business management skills. Further, the project would help increasing employment opportunities for these youth across market by enhancing their educational, interpersonal and management skills.

PROJECT **OBJECTIVES**

- To promote employment oriented skill, up gradation training to college youth.
- To build rational and cognitive business skills among the target community.
- To make the youth equipped as per business requirements and needs
- To boost their overall personality and confidence towards work life.



ISSUES ADDRESSED



Employability



Skills Creation



Education



Vocational Training

IMPLEMENTATION **METHODOLOGY**



COLLEGE IDENTIFICATION

- College Type: Private & Government
- Targeted Age Group: 17 years to 23 years
- Course to be covered in: **B.Tech**
- Number of batches for each college: 2to3
- Batch Size: 50-100
- Infrastructural Requirement: Internet connectivity



SESSION PLANNING

- **Understanding the requirements of college:** in terms what the colleges are covering, what requirement do they have from a corporate partner, which aspects would they like to cover and how
- **Batch selection:** diverse technology based topics were part of the sessions curriculum, hence these topics were distributed keeping in mind students age group, existing college curriculum and present state of mindsets
- **Planning of training material:** once we have gathered the responses from colleges and target community then based on this and interactive communication between college authorities, Rakuten CSR team and GHF the training material would be finalized.
- **Training sessions:** All the sessions were conducted keeping in mind the feasibility of college students and Rakuten employees. Moreover keeping in mind the protocols of COVID-19 all the sessions were undertaken through online modality.
- **Post session feedback:** after every sessions students were given an opportunity to share their key learning and take away from the session.

EMPLOYEE VOLUNTEERISM CALENDAR

SI. No	Торіс	Total Session	Per Session Duration (in minutes)	Per Session Employee
	Digital Transformations	3	60	1
2	The World of Data	3	60	
3	Project Management		60	1





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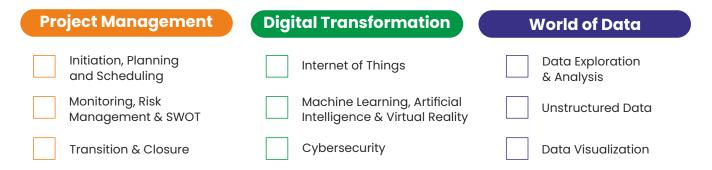
DAYANANDA SAGAR OF INSTITUTES

Dayananda Sagar Institute of Technology (DSIT) a leading Polytechnic Institution was established in the year 1980, under the aegis of Mahatma Gandhi Vidya Peetha Trust in Bengaluru. Founded by Late Sri Dayananda Sagar in the early sixties (with just four students), DSI has morphed into global education power house, spread over five campuses, catering to the education needs of over 17,000 students.

In the advent of Make in India and start-up era, Dayananda Sagar University is moving ahead with time and requirement to enable an ecosystem that nurtures young minds to be an innovator, entrepreneur and networking, proficient in marketing & finance and ability to appreciate art and culture. a leader. Thus, building a competency in multiple domains, mastering in technology, management.

COURSE CURRICULUM

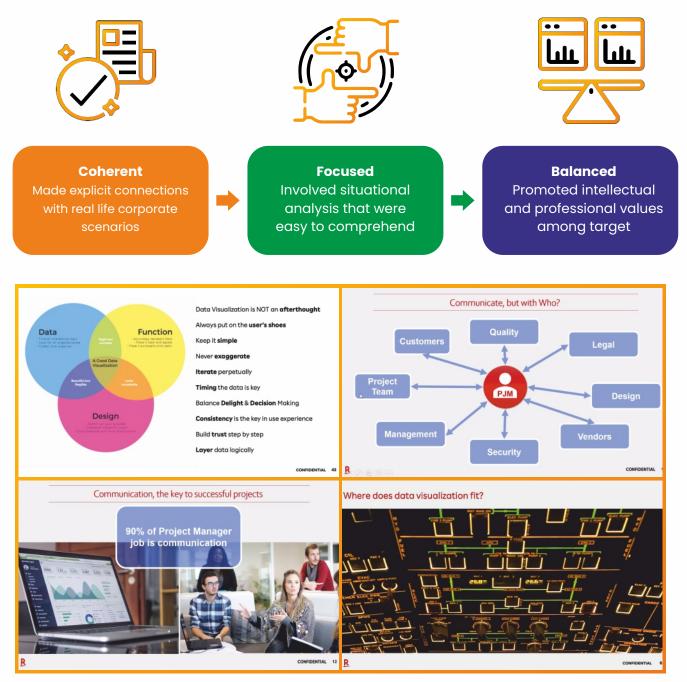
The course curriculum aimed at providing 360 degree understanding to college going students on corporate skills in respect to technology and data. These students represented a background of computer science and hence to give them an understanding of what technology and business skills means in a corporate world the following topics were covered.



COURSE METHODOLOGY

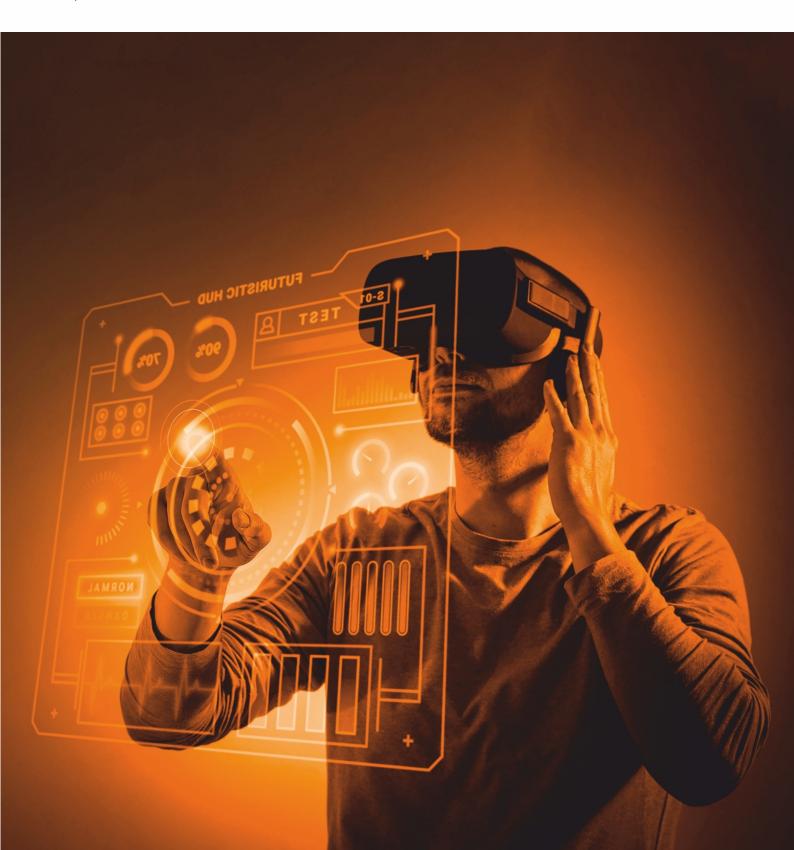
The course oration methodology for students was prepared and decided collaboratively by Dayananda Sagar College, Rakuten CSR team & employees and GlobalHunt Foundation. All the course content was deliberated through Zoom platform, an online modality, keeping in mind the pandemic protocols.

- **Digital Transformation:** The first step towards technology business skills is understanding what digital transformation is and how it has changed the world. The role of technology is tremendous and for first year students it is essential to understand the way world has changed with digital technology.
- World of Data: Before understanding project management it is essential that students explore the world of data which comprises of what is data, role of data in today's world and how data is perceived at the corporate world. Hence for second year students' world of data was selected.
- **Project Management:** For third year students Project Management was allotted since the students will join the corporate world soon hence it is imperative that they understand the real experiences of project handling and execution



DIGITAL TRANSFORMATION

Shopping, booking tickets, watching movies, connecting with people and running business, the world has turned digital. This has further been strengthened by the pandemic where people around the globe are getting digitally empowered. A recent Global Survey by Mckinsey states that 63% companies feels that COVID crises has shifted customers expectations. Therefore corporates are investing and transforming digital customer driven experiences.



Session Highlights



What is Internet

- A vast network that connects various devices around the world so that they can communicate easily
- Every device has a unique number which forms its idententy and is also know as IP



What is Cloud?

• A storage, database and delivery systems that are accessible over the internet. They are also known as "servers"



Internet of Things

- A vast network that connects various devices around the world so that they can communicate easily
- Every device has a unique number which forms its idententy and is also know as IP



4 pillars of IoT

- Low power embedded systems Cloud Computing
- Big data to give real time data analysis
- Connectivity with various electronic devices



Characteristics of IoT

- · Connects various electronics at one common platform
- · Intelligent data extraction replacing major errors
- Scalability in terms of data expansion
- Adaptable as per changing technologies

Internet of Things Uses in Everyday Life



Automatic Irrigation System

- A moisture sensors that convert physical parameters like temperature into electronic signals
- These signals are sent to micro controller like
 Raspberry over internet
- These micro controller analyze the signals into data and turns the motor on



Fastag Toll Collection

- Radio Frequency Identification (RFID) is used for contactless toll payments
- Fastag (RFID Tag) is pasted on car's screen
- RFID scanner scans the tag and sends the payment request to bank
- Payment is automatically deducted from bank

Rakuten



- Extension of Internet of Things is Internet of Behaviour
- Collected data is used to analyze psychology to influence customer behavior
- Behaviour to understand customer online preferences
- COVID Protocols Management for employees through RFID & sensors

Ist Year

Session **Details**



Monday



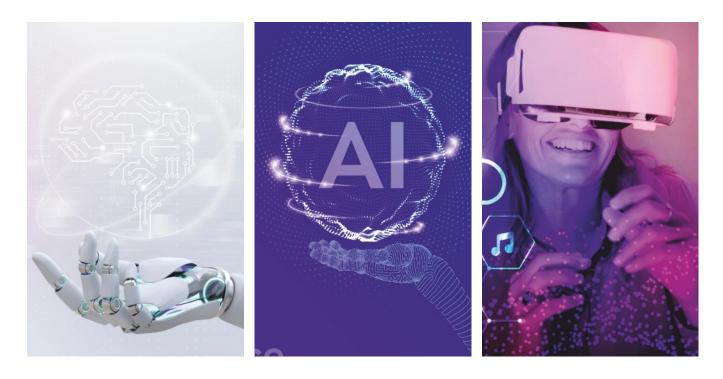


Nishanth Nagendra Associate Software Engineer

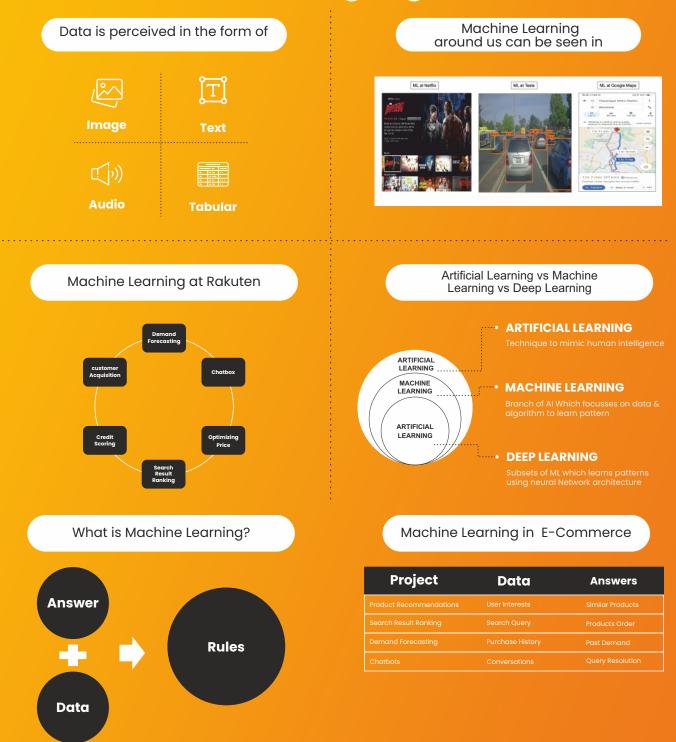


Machine Learning, Artificial Intelligence & Virtual Reality

Technology has become intelligent and the way it has integrated in our daily lives makes it difficult to identify which processes are being managed by machines and which by humans. At the corporate world Machine Learning, Artificial Intelligence and Virtual Reality plays a very crucial role as they are defining business operations and the way consumers are communicating and regulating their behaviour. The session *"Machine Learning, Artificial Intelligence & Virtual Reality"* was presented by Mr. Naveen KB, Senior Data Scientist, Rakuten.



Session Highlights



Session **Details**



Tuesday 14th Sept, 2021



Time 02:00 p.m. to 02:45 p.m.



Naveen KB Senior Data Scientist





65 Participants

CYBER **SECURITY**

Cyber threats is an outcome of increased dependency towards technology. Digital transformation of financial transaction and rise of online consumerism have increased the demand of understanding towards cybersecurity. Therefore in the session **"Cybersecurity"**, Divya RS, Operational Risk Consultant, Rakuten discussed about current cyber threats and how as conscious users these threats needs to be addressed. Moreover she highlighted how companies perceive cyber threats and through technological interventions they have built cyber resilience.

Session Highlights

Cyber Security



- A collection of process for protecting technology, network, devices systems and data
- 1980 is seen as the birth decade of Cyber Security
- In 2017 global cyber attack "Ransomware's WannaCry" was witnessed which affected almost 150 countries

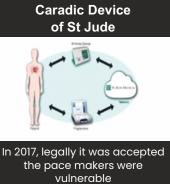
Causes of Transformation

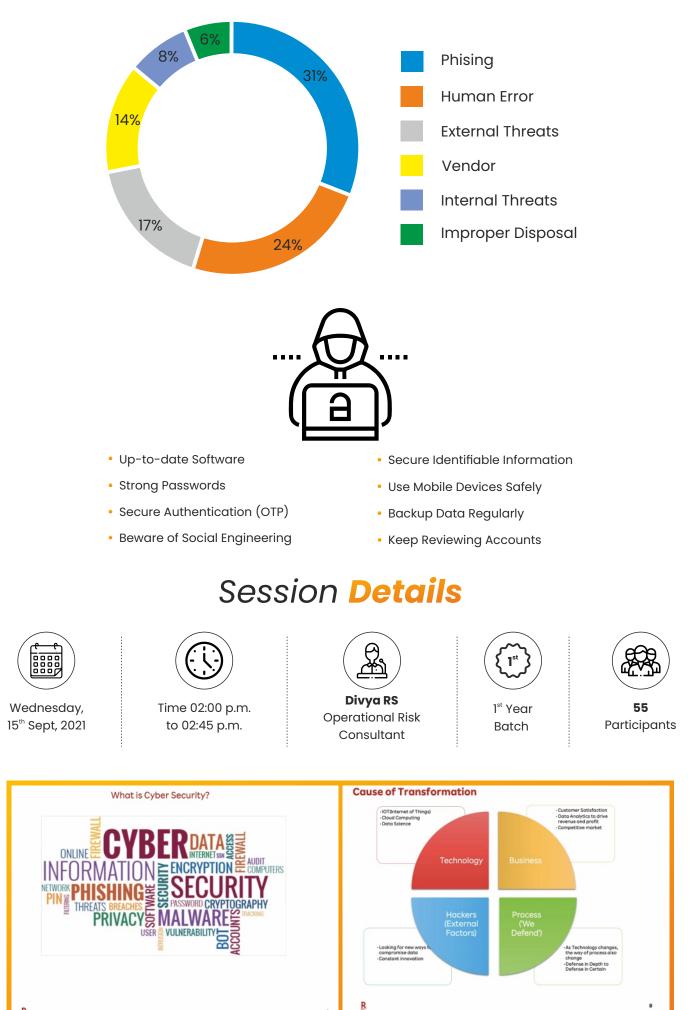
Technology	Business	Process (We Defend)	Hackers (External Factors)	
 Internet of Things Cloud Computing Data Science 	 Customer Satisfaction Revenue Driven Data Analytics Competitive Market 	 Process change with technology Defense in Depth to Defense in Certain 	 Looking for new ways to comprise data Costant innovation 	
Famous Cyber Attacks				
The Jeep Hack	Mirai Bo	tnet Attack	Caradic Device	





threat. It turns networks into bots for attacks





WORLD OF DATA

The importance of big data doesn't simply revolve around how much data you have. The value lies in how you use it. In today's world data is not only seen through numbers but images and sounds are also becoming major source of information. Large investments globally are being done so that processes & behaviours are understood & controlled. International Data Corporation predicts that by 2025 it is expected that the total amount of digital data created worldwide will rise to 163 zettabytes



DATA EXPLORATION & ANALYSIS

Extracting relevant and powerful information out of data is the key for success. Companies are investing in huge numbers to analyze information that can change the entire outlook of consumer preferences and experiences. Therefore in the session "**Data Exploration & Analysis**" by Anand Walvekar, Technical Lead, Rakuten highlighted some of the basic concepts of the data and how stakeholders specific definitions, usage and exploration is bringing a change in the way data is being conceived.

Session Highlights

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What is data? Any piece of information



What is authorization? Who the user is



What is authentication? What the user is allowed to do



What operations data can perform?

(Create, Read / Use / Process Update, Delete / Destroy)

\sim

Data Integrity

CAP Theorem Consistency (requests can return data), Availability (no error returned), Partition Tolerance (Network failure between nodes)



Data Transport Waves, Optical Cable, Copper Cables



Store Medium HDD (Hard Disk Drive) SSD(Solid State Drive) Optical



Encryption

Symmetric & Public Key



Storage Format Binary (audio, video, image & text) SLQ & No-SQL

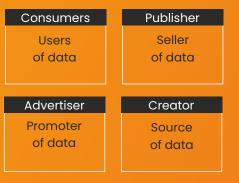
SQL vs NoSQL

- NoSQL useful for bigdata and real time applications
- NoSQL example: Firestore, Cassandra & Mongo
- NoSQL has loose consistency and allows horizontal scaling
- NoSQL can act as relational data by 1) nesting 2) multiple aueries 3) replication

Characteristics of data

- Atomic: To perform all statement in a transaction. If one fails, all transactions get cancelled
- Consistency: data will always transforms from one stable state to other
- Isolation: Even if concurrently executed would give same effect of sequential execution
- Durability: Data always saved in persistent state for later availability

Actors involved in data



Session **Details**





Anand Walvekar Technical Lead

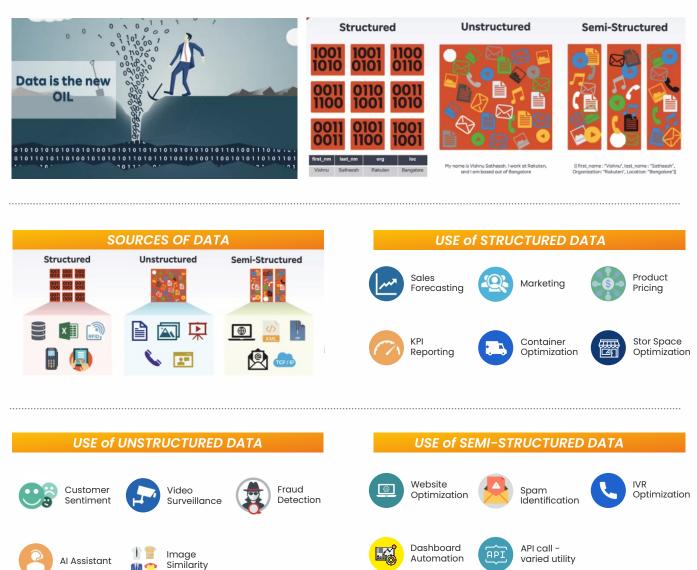


2nd Year Batch 31 Participants

UNSTRUCTURED DATA

Three aspects that are related with data are; data across the world is making process more efficient. Organizations that are using data effectively are economically growing and lastly data today has become the key source of innovation. Therefore in the session **"Unstructured Data"**, Vishnu Satheesh, Lead Business Analyst, Rakuten spoke on the different forms of data and how are they being used around the world for growth.

Session Highlights



Structured Data

Pros

- Easy for machine learning algorithms
- Accessible to more tools
- Storage is economical

Cons

- Predefined purpose limits use
- Storage is limited

Unstructured Data

Pros

- Freedom of native format
- Faster accumulation rate
- Easy availability of volume data

Cons

- Interpretation only through data scientist
- Requires specialized tools

Session **Details**

Semi-structured Data

Pros

- Flexible schema
- Easily deals with heterogeneity of sources

Cons

- Data interpretation is difficult
- Expensive storage

Tuesday 14th Sept, 2021



Time 03:00 p.m. to 03:45 p.m.



Vishnu Satheesh Lead Business Analyst



2nd Year Batch

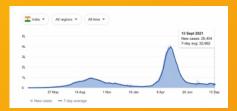


70 Participants

DATA VISUALIZATION

"Creating best stories" through images & graphs has reinvented the world of data. Building practical, personal, emotional, professional and social connect with data through visualization has established path breaking success for companies. Today it's all about how you present your data, in the session **"Data Visualization"** by Ganesh Kumar KR, Associate Director Product & Design aligned students with the current trends of data visualization.

Session Highlights



What is data visualization?

- Fine art of bringing *life to data*, so it tells the perfect & complete *story* to the one consuming it
- Interactive visual representation of abstractness that offers knowledge about internal structure and relationships.

Where does data visualization fit?

- 90% of the information transmitted to brain is visual
- Human brain can process an image in just 13
 milliseconds
- If scientific information presented in graph can improve its trust level to 97%
- People who follow directions with illustrations are 323% better than who follow text directions



BUILDING DATA VISUALIZATION

Know and define the intent

- Who are the users
 What are they looking:
- Providing "x" will help in solving "y"
- What is key performance
 indicators

Choose the right amount of data

- More is always not right
- Data collection isn't easy
- Producing data has a cost
- Data is time and context sensitive

Choose the right visualization



Key Application Areas



BI Reporting



Custom Data Visualization



Information Visualization



Exploratory Data Analysis

Examples of Data Visualization





Interpretation of Data Visualization

- Pay attention to axis
- Choose the right colour patterns
- Offer right correlation
- Good readability
- Provide Actionability



Session **Details**



Wednesday 15th Sept, 2021



to 03:45 p.m.



Ganesh Kumar KR Associate Director Product & Design



37 Participants



PROJECT MANAGEMENT

Building technology has become a never ending process and given with the new normal, as per Gartner, companies' investment in IT has reached \$4 Trillion in 2021. Therefore skills of project management have really become essential where change management, strategy, hybrid work models and soft skills. Moreover now project management is not just about reaching goals rather now it is defined by Reaction (address to immediate challenges), Resilience (accept change as constant), Recovery (adapt to new environment) and Reality (create strategies that define new real)



PROJECT INITIATION, PLANNING AND SCHEDULING

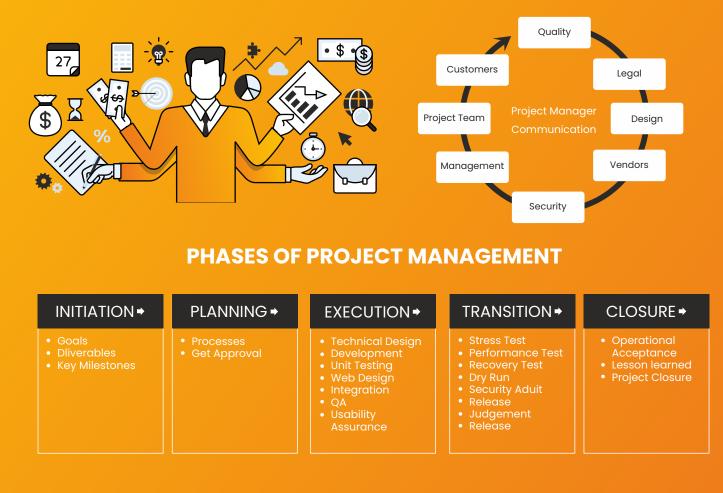
A project if defined in simple words means an initiative taken to produce a specific outcome. Project has a defined start, end and unique deliverable that contributes largely in societal growth. The session **"Project Initiation, Planning & Scheduling"** was undertaken by Mr Arunkumar Ghargi, Project Manager, Rakuten who explained how project is perceived by the corporate world and as project manager what is the everyday lifecycle.

Session Highlights



Primary Skills of **Project Managers**

90% of Project Manager Skill is Communication



Session **Details**

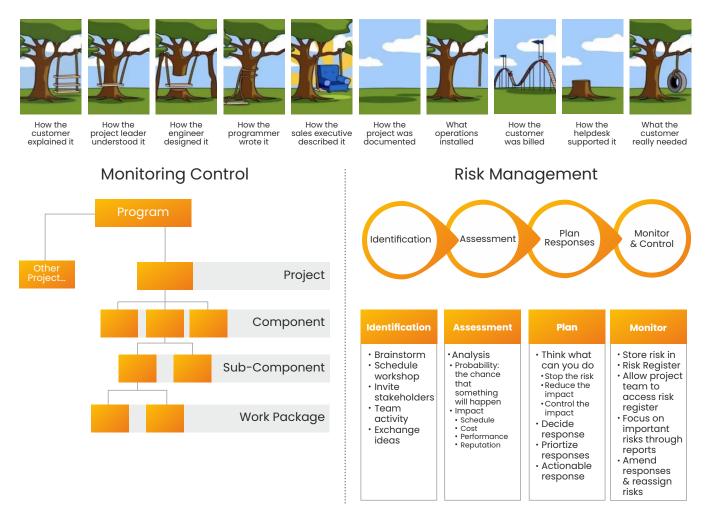


Project Monitoring & Control, Risk Management and SWOT Analysis

A project is defined by its components, time required and monetary investment. However if any one of these of the triangle gets imbalance then a major risk to project's sustenance becomes an issue. In the session "Project Monitoring & Control, Risk Management & SWOT Analysis", Sivakumar Gururajan, Group Program Manager, Rakuten explained regular project SWOT analysis, monitoring and identification of control mechanisms can lead to productive management of a project.

Session Highlights

Everyday Challenges of Project Management



Strengths

Weakness

SWOT Analysis

Opportunities

Opportunities

Learning for India from Olympics 2021

Strength

- 1. Manpower & Population
- 2. Skilled Labour
- 3. Experience gained in 2020
- 4. Motivation gained from 2020

Opportunities

1. We have the momentum now

- 2. New budget for sports for Govt
- 3. Interest created among the
- audience
- 4.1 in a Billion to shine

Weakness

- 1. Corruption in sports industry
- 2. Lack of infrastructure
- 3. Lack of support for sports
- 4. Accessibility

Threats

- 1. Natural calamity
- 2. Delay in decision making
- 3. Players health
- 4. Selecting wrong people



Wednesday 18th Aug, 2021



Time 05:00 p.m. to 06:00 p.m.



Session **Details**

Sivakumar Gururajan Group Program Manager



Batch



Participants

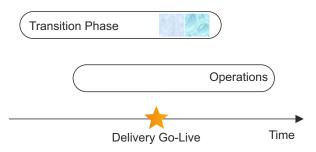
Project Transition and Closure

The last steps of project handover to closure are very important, as they define the overall outcome of the project and builds further systems through which users experiences and scope of innovation are mapped. Meera Hitali, Project Manager, Rakuten in the session "Project Transition & Closure" laid out the process of closing the project to the stakeholders and identify the key learning gained through project development

Session Highlights



Closure Phase



Transition phase

- Ensure that all parts of the project are met
- Prepare to deliver the final product •
- Go/No-Go Meeting •
- Deliver the final product to the customer
- Get Customer Acceptance •
- Ensure that people adopt the product or • absorb the change
- **Technical**
- Validate Deployment
- Practice Realistic
- Production
- Conduct Load Test

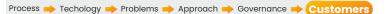
Non Technical

- Documentation of process
- Train all users
- Remove access to old process



- Update Asset Management Tool
- Capture key Lesson Learned for future projects
- Project Closure Review & Report
- · Project documents should be retained





Session **Details**



Thursday 19th Aug, 2021



Time 05:00 p.m. to 06:00 p.m.

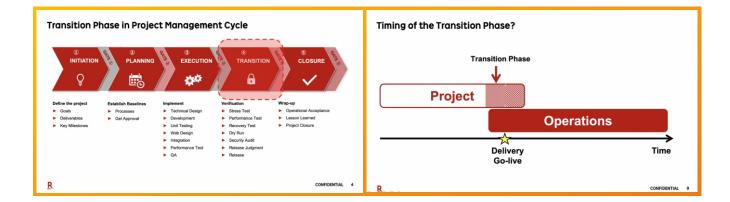


Meera Hitali Project Manager



63

Participants



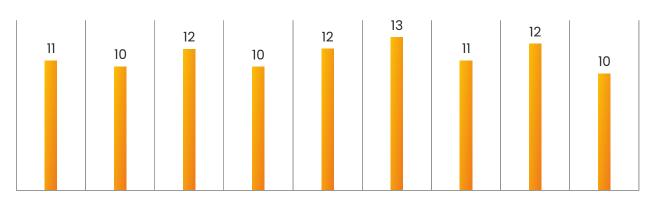
Students Feedbacks



Students ranking to sessions on the scale of 5

Yes 81%

Yes 85%



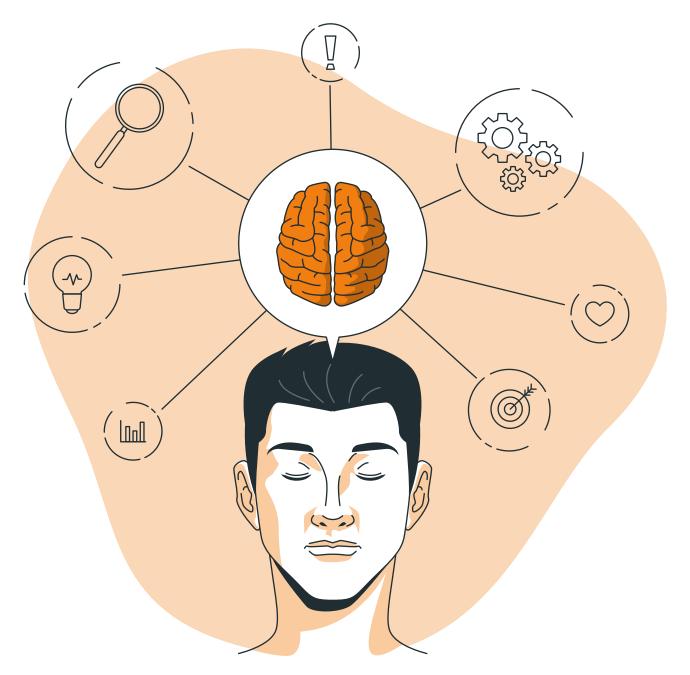
Conclusion

Key Students Learning

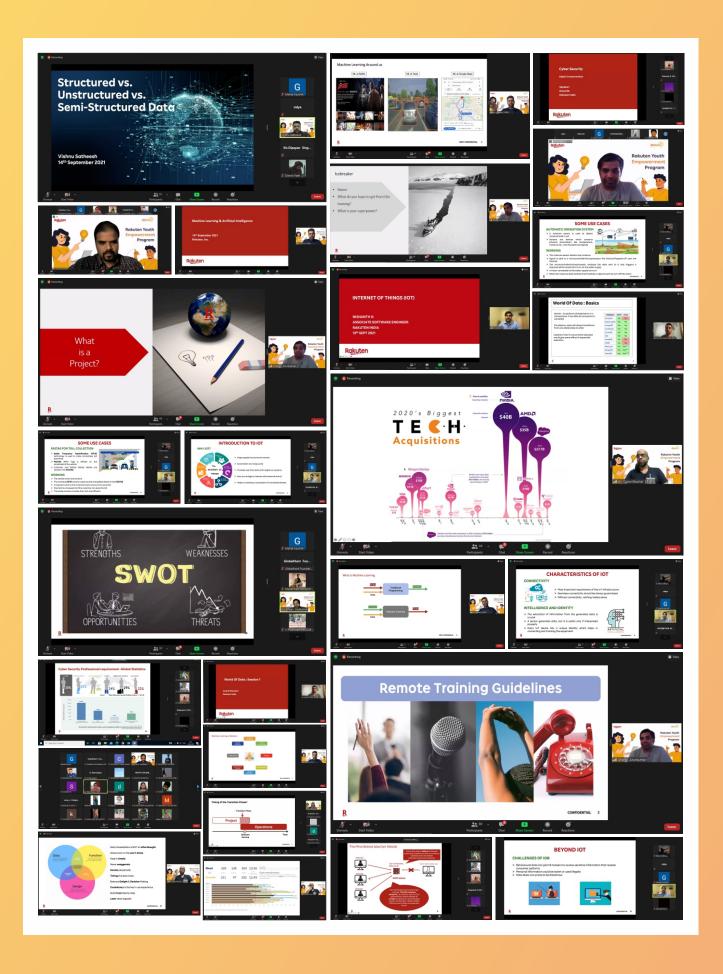
- Build a connect between their own learning and corporate expectation
- Identify areas of inclination or interest within IT where they further want to pursue their career
- Understand the current trends of work process and culture within corporate world

Key Volunteers Learnings

- Understand how business skills are important for the students & their career development
- Understand the level of skills among the students and redirect them towards better opportunities
- Understand the self-mechanisms that can be created to build essential skills so as to overcome life challenges









Project Implementation Partner & Report By

