



A talent solution

tailored to fit

## A global pharmaceutical company teams up with KellyOCG® to implement a talent solution for its new shared services center in India

With significant business in India for the past few decades, the client offers innovative medicines to patients worldwide. The company has presence across the pharmaceutical value chain with involvement in the discovery, development, and commercialization of medicines. When the company launched a shared services center in India to provide pharmaceutical services globally, it engaged Kelly Outsourcing and Consulting Group (KellyOCG) to implement a recruitment process outsourcing (RPO) solution, tailored to company needs.

### The challenge

The company had launched a shared services center in India to service global needs in the IT domain. India was the chosen destination for setting up the center due to the talent availability and cost advantage of setting up such centers in the country. The projected number of employees for the center was nearly 500 employees per year.

However, the IT space in which the center would operate was relatively new for the human resources (HR) and talent acquisition (TA) team in the company. The center needed experts in the IT domain—without compromising on the various parameters the company looked for in hiring its employees for the pharmaceutical business. For example, high ethical standards and putting customers first were valued parameters for employees in the company.

### Results at a Glance

#### CHALLENGE

The company needed a solution to hire the right talent for its new shared services center. The solution needed to be customized to company requirements and delivered in a timely manner. Additionally, the company was looking for recruiters with expertise in the domain that the shared services center would operate in.

#### SOLUTION

KellyOCG delivered a highly customized RPO solution tailored to client needs, with a core team operating on-site. The solution was implemented to agreed quality levels with the client and delivered on time. KellyOCG also included feedback mechanisms to make the solution highly responsive to client needs.

#### RESULT

The new shared services center is now operational with required employees hired through the customized RPO solution implemented by KellyOCG.



The HR and TA team was working with various vendors to hire the right talent, but continued to look for an end-to-end solution that would be also be cost-effective. The solution needed to be tailor-made to incorporate some elements from the main business the company was engaged in while getting experts from the IT domain. This required the team to partner with an experienced recruiter with knowledge of multiple domains to recruit talent of the right quality.

### The solution

KellyOCG implemented a tailor-made RPO solution to meet all the client's requirements. Experts in the pharmaceutical and IT domains from KellyOCG were deployed on-site to closely interact with the client at various levels to deliver the solution effectively. KellyOCG engaged with the decision makers, influencers, and end users to understand the requirements of various roles in the center and the skill sets required from various domains for each role.

Post the thorough understanding of requirements, KellyOCG documented the same requirements and created service level agreements (SLAs) for delivery with the client to ensure that everyone concerned was on the same page. The KellyOCG team got to work—beginning with a comprehensive data mining exercise to centralize all data related to hiring from various internal and external sources. This involved reaching out to the HR and TA team, other internal recruiters, external recruiters the company was working with, and existing employees to consolidate existing databases of prospective candidates.

A huge amount of data—including candidate résumés, various channels for pharmaceutical-specific sourcing, and information on pharmaceutical shared services in the IT domain—was checked for relevance, categorized, and centralized for ready access. The KellyOCG team then created role definitions, which incorporated pharmaceutical related elements and IT requirements for each role, to reach out to candidates.

The end-to-end RPO solution included requisition management, candidate sourcing, and screening, interview scheduling, offer management, and on-boarding. The client's existing internal

sourcing initiatives—such as the employee referral program and internal job board—were also managed by KellyOCG. The KellyOCG team implemented the solution while ensuring complete usage of the client's existing application tracking system (ATS) on various parameters (input, requisition approval, reporting, analysis, metrics, and roadmap) to improve transparency and efficiency of the HR processes used by the client.

A feedback loop was also established by KellyOCG through user surveys conducted from time to time. These surveys ensured that KellyOCG could continuously improve various elements of the tailored solution to meet specific client needs.

KellyOCG successfully achieved all targets set by the client for hiring talent through the highly customized RPO solution. The on-time delivery of the solution and demonstrated knowledge in multiple domains led to KellyOCG being identified as the most privileged partner by the client.

### The result

The center is now operational with nearly 500 full-time hires with the end-to-end RPO solution implemented by KellyOCG, delivering the required quality of hires. Some of the key results include:

- More than 50% of positions were closed in a year's time
- 80% of positions were closed by the KellyOCG on-site team
- 85% conversion ratio from offer acceptance to on-boarding
- Managed dropout ratio was fewer than 4%
- The client saw reduction in agency suppliers with the implementation of the tailored RPO solution

The client is happy with the tailored solution implemented by KellyOCG and is working with KellyOCG as its privileged partner. KellyOCG plans to offer more elements of the RPO solution to the client to further reduce dependency on other vendors in the near future.

To learn more about our solutions, visit [kellyocg.com](http://kellyocg.com) today.