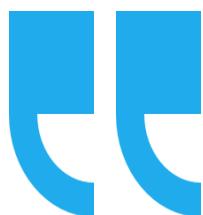


WOCKHARDT

Case Study



Speed, Technology & Quality, that's Talview

- Sweta Jain, **HR Head, Wockhardt**

Company Profile

Wockhardt is a global, pharmaceutical and biotechnology company, leveraging two powerful trends impacting the world of medicine-globalization and biotechnology. Wockhardt today, is distinguished by a strong and growing presence in the world's leading markets. Wockhardt's market presence covers formulations, biopharmaceuticals, nutrition products, vaccines and active pharmaceutical ingredients (APIs).

About Wockhardt

Headquartered in Mumbai, India

8000 employees globally

\$720 million in revenue

\$ 3.3 billion in market cap

The Challenge

As Wockhardt's primary guiding philosophy is to make healthcare available in every nook & corner of the country, they have a very widespread network of salesforce. With an ever-expanding healthcare need, Wockhardt is in a continuous expansion mode in terms of salesforce. Also, given the dynamics of the pharma job market, the workforce is in general veering. This led the company to put the onus of recruitment on the various sales managers scattered across the country. Though this enabled them to have a larger sourcing base, it had a telling impact on quality. This approach also led to significant increase in Time-To-Hire as several rounds of interview needed to be conducted to put in place some control.

The company also noticed some biases in the hiring process as majority of the hiring happens through referrals. This had a direct impact on the business as a below-par fieldforce led to non-achievement of quotas and a smaller internal pool for succession planning for First Level Managers.

As an organization, Wockhardt is in a phase of technological transformation and adopting cutting-edge technology in all its business functions. Also, the Managing Director took a serious view of the quality of hires coming onboard and threw a challenge at the Talent Acquisition team to address this issue in a time-bound fashion. This is when Talview came into the picture to augment the hiring process of the fieldforce with the help of robust technology.



We loved the concept of recorded interviews as it would give us the perfect opportunity to actually scan and monitor the quality of hire. Today we use it for frontline recruitment, campus hiring and internal movement

- Sweta Jain, *HR Head, Wockhardt*

Business benefits



Leap Into The Future

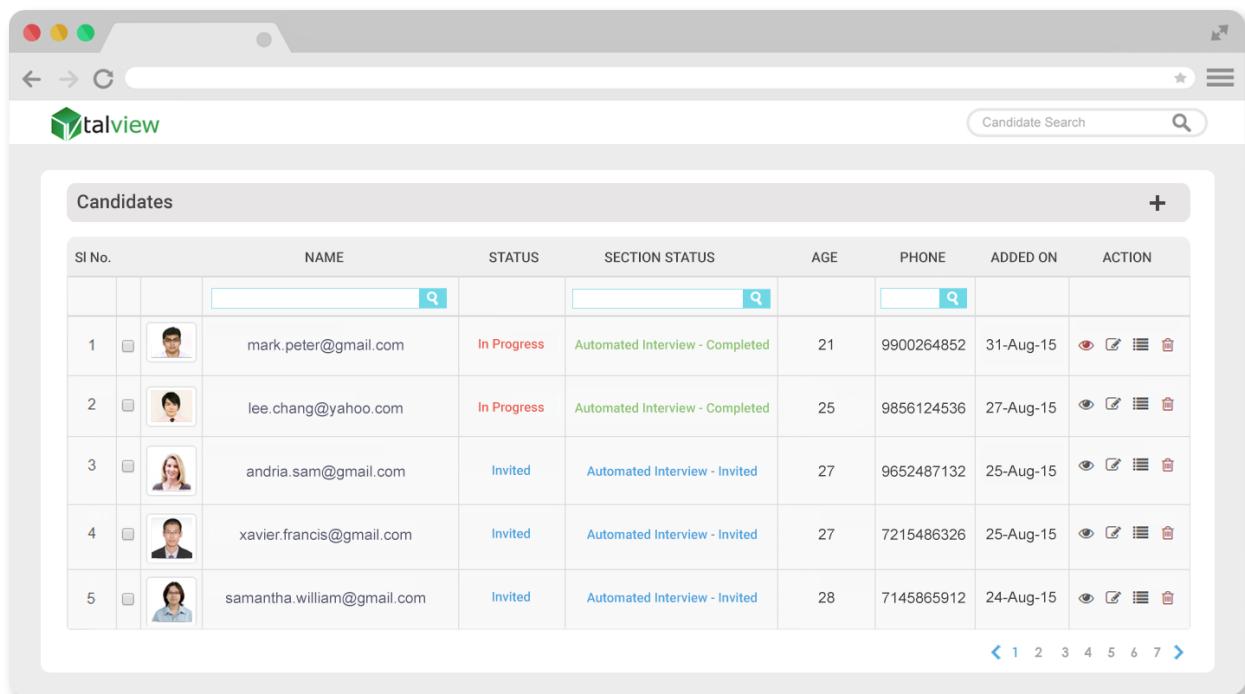
With this context, Wockhardt ran a pilot project with Talview. "The expectations from the pilot were simple: clarity of recorded interviews and ease of usage of the platform by both recruiters and evaluators" said Sweta Jain. "Each interview could be seen and evaluated by different managers in the hierarchy thus reducing hassle for the candidate as well as aligning expectations of different manager levels due to the transparency of ratings/evaluation," was her experience from the trial. This result really helped Wockhardt to scale up their use of Talview and within 3 months of starting the pilot, the entire recruitment team adopted the solution.

Quality & Strategy

For an organization like Wockhardt which had challenges managing a decentralized hiring strategy, Talview was very helpful. "Not only have we seen a significant improvement in quality of new hire, we restructured some of our recruitment strategy based on inception of Talview. Recruitment has now become more scientific and aligned if I may have to say," professes Sweta Jain. Wockhardt retrained their evaluators & hiring managers to maintain consistency in the hiring process. The entire hiring cycle was driven by competency-metrics set at a central level.

Zero Misfit Related Termination & Audit

As a decentralized structure, Wockhardt had a hard time in ensuring quality of hire and reducing cost of training. Also, putting in place a check & balance process was a constant challenge. On whether Talview could add value on this ground, Sweta Jain said, "Yes! In fact in case of decisions where there is dispute regarding hiring of candidate, we ask the trainer to give their evaluation. Only if the trainer confirms that a candidate is trainable would be give a green to the hiring. This has led to no termination of candidate after onboarding due to their non-passing of elearnings." Also, since they used Talview as a means of structured interviewing, where they made it mandatory to showcase 'in-clinic' skills, it acted as an audit process both against wrong hiring and also any human biases as predefined parameters were put in place for evaluators.



SI No.	NAME	STATUS	SECTION STATUS	AGE	PHONE	ADDED ON	ACTION
1	mark.peter@gmail.com	In Progress	Automated Interview - Completed	21	9900264852	31-Aug-15	   
2	lee.chang@yahoo.com	In Progress	Automated Interview - Completed	25	9856124536	27-Aug-15	   
3	andria.sam@gmail.com	Invited	Automated Interview - Invited	27	9652487132	25-Aug-15	   
4	xavier.francis@gmail.com	Invited	Automated Interview - Invited	27	7215486326	25-Aug-15	   
5	samantha.william@gmail.com	Invited	Automated Interview - Invited	28	7145865912	24-Aug-15	   

Adoption & Support

In its drive to technology adoption, Wockhardt had to ensure that their recruiters understood the Talview solution well enough to adopt and use it in all their interactions. According to them, not only did Talview provide excellent support to the candidates as well as the recruiters, their on-site presence and multiple training sessions, both on-site and virtual was the key differentiator in their decision of choosing Talview over others.

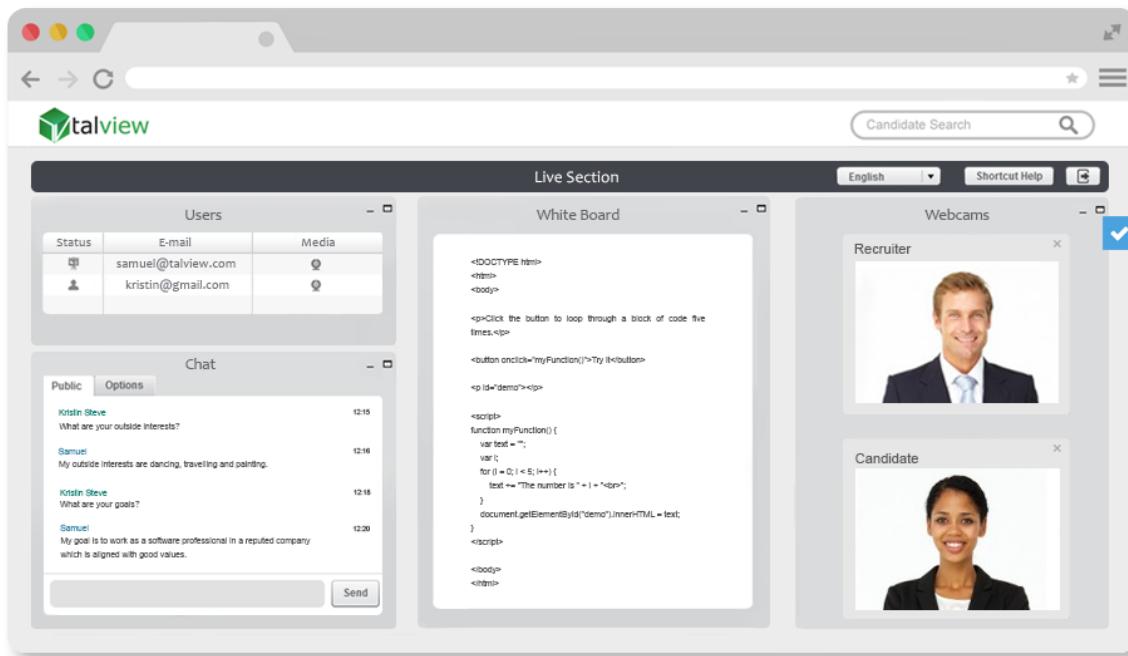


Analytics

Wockhardt traditionally had a hard time gaining visibility into granular data around their hiring and sourcing trends and patterns. However, Talview has brought in a revolution in this context as well. "It has shown us regional as well as divisional bias/expectation when hiring. It has led us to consciously take HR interventions in regulating quality of hire and raising bar/standardizing expectation," says Sweta Jain.

Recruitment Standardization consistency

Talview trained their evaluators & hiring managers to maintain consistency in the hiring process. The entire hiring cycle was driven by competency-metrics set at a central level. It also enhanced their understanding of evaluation pattern of our evaluators (Hiring analytics). Based on this pattern Wockhardt launched interview skills program for select few.



Scale of operations & reduced constraints

Talview helped us reach 400 hiring managers in one go this is critical in decentralized hiring. Candidate video response could be shared selectively with Multi level panel without any logistical or scheduling constraints. Panel could view candidates on their laptops or even Smart phones/tablets on the go. The ratings/feedback were recorded in the system itself post which the recruitment team would arrange for the next steps.

Candidate Experience & Proctoring

In the talent acquisition space, it is generally accepted that when a candidate has multiple touch-points (multiple interviews), the dropout ratio is very high. Using Talview candidate video responses could be shared with multiple evaluators without the candidates having to go through multiple rounds, this had a direct impact in reducing churn of candidates. Talview also proctors candidate's screen activity during the interview and redflags any malpractice (online searches, switching screens etc).

The Future

Wockhardt envisions to use Talview across the board in the near future. Their current focus is to optimize the solution to augment their Talent Management function.

About Talview

Talview is the second largest global player in video-mobile recruitment technology space and is a pioneer in hiring technology augmented with talent engagement and state of the art analytics. Enabling over one million video responses, Talview has grown to be a preferred partner for leading organisations across the globe. We have consistently delivered significant reduction in time to hire, increase in candidate satisfaction, enhanced productivity of hiring managers and recruiters, and widened candidate reach.

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