



## ELEVATING TALENT ACQUISITION THROUGH CHANGE MANAGEMENT AT BOEHRINGER INGELHEIM

At privately held global pharmaceutical company Boehringer Ingelheim (BI), the company's culture of innovation drives business performance. Best-fit talent must have both imagination and initiative. BI is highly selective in its hiring, and workforce retention is high among its 11,000 North American employees.

Though BI previously leveraged Recruitment Process Outsourcing (RPO), it wanted to evolve its talent acquisition function for greater business support and align with a partner that could supplement the innovation that BI consistently seeks. The company was seeking a strategic RPO provider to proactively manage the internal and external change required to advance to a more sophisticated recruitment solution. BI identified specific goals for their new partnership:

- Evolve talent attraction strategies and processes to improve candidate quality.
- Create a best-in-class candidate experience.
- Accelerate response time, visibility and communication with hiring managers.
- Implement the Taleo ATS for more consistent recruiting management and transparency to analytics.
- Push the organization's talent acquisition practices forward with innovative ideas and solutions.

### TRANSFORMING RECRUITMENT

Recognizing a cultural match, Cielo and BI partnered to transition immediate requisition fulfillment while simultaneously putting an advanced, centralized recruitment process into place. The team designed a new recruiting model featuring a centralized process and a new, localized organizational structure for BI's recruitment function. For BI's major job functions – pharma commercial, technology and manufacturing, science, and support positions – there was specialized alignment and skills match within the team to handle the niche sourcing and screening needs.

**"BI's partnership with Cielo has been effective in transforming our talent acquisition into a function that supports our culture and business objectives. The team constantly collaborates, modifying and enhancing our recruitment processes in order to achieve even greater operational efficiency and strategic alignment with the business. Together, we are finding innovative ways to solve our business issues and to create a distinct competitive advantage for BI in the pharmaceutical marketplace."**

- Corry Ioli,  
Executive Director of Talent Management  
and Talent Acquisition,  
Boehringer Ingelheim

The team overcame complex challenges during the transition:

- **Changing of a vendor** – Cielo developed a well-defined plan with daily check-ins to transition more than 800 open positions across various locations, and to respond quickly to the new requisitions being opened each day.
- **Collaboratively launching new technology across BI** – The Cielo-BI team led data migration of candidate data and requisition history from the previous vendor's technology. The team also trained hiring managers to use the new technology, and trained internal employees on accessing their status for positions they had already applied for internally.
- **Centralizing multiple locations nationwide** – Each BI location had its own process, approach, culture and expectations regarding recruitment. During Solution Design and Implementation, Cielo's data collection and due diligence were essential in understanding nuances and designing viable centralization. The team focused on communication with location leaders to gather their input and build buy in to create a centralized process with localized support.
- **Increase in requisitions** – Within the first three weeks, process centralization and integration of Cielo's exclusive Talent Relationship Management technology platform made BI's true hiring needs much more visible. Cielo quickly scaled up its dedicated team to handle a 250% increase in requisitions.

## COMMUNICATING CHANGE

Communication was the critical driver for a smooth transition and high engagement with the new RPO solution. The Cielo-BI team executed a comprehensive plan for tailored, meaningful communication to the different end users during each phase. Communication focused on creating a shared need for change, and mobilizing commitment to the new process, keeping all relevant stakeholders informed, and established a mechanism to surface and address any issue as swiftly as possible. During the transition, 80% of the team from Cielo visited BI locations to meet with hiring managers face-to-face. The team trained more than 1,000 hiring managers in six U.S. locations and completed more than 1,000 kick off calls. Ongoing targeted communication through various channels supported the collaborative relationships between Cielo's employees and BI's hiring managers.

## DELIVERING IMPACT

The partnership team is elevating and evolving BI's recruitment function week after week. The close partnership is improving candidate quality, accelerating response times to candidates and hiring managers, improving on key SLAs and

creating greater operational efficiencies. In addition, the program is designed to maximize valued recruitment tactics such as referrals and ensures a positive candidate experience for both external and internal candidates. On average, the team schedules more than 200 interviews for hiring managers per week, a direct result of the consulting Cielo provides to BI on how to shape and communicate the organization's unique employee value proposition.

Cielo's technology implementation has enhanced candidate communication and passive candidate sourcing. The team helped shape BI's external messaging about its employee value proposition. As the partnership continues, the team is working toward making talent acquisition a distinct advantage for BI in the pharmaceutical marketplace.

### ABOUT CIELO

Cielo is the world's leading provider of global talent acquisition and management solutions. Cielo leverages its global scale, customized, innovative solutions and entrepreneurial agility to help clients achieve sustained people advantage and outstanding business outcomes. Through world-class, technology-enabled solutions, Cielo serves clients primarily in the financial and business services, consumer brands, technology and media, engineering, life sciences and healthcare industries. Cielo knows talent is rising – and with it, an organization's opportunity to rise above. For more information, visit [cielotalent.com](http://cielotalent.com).