



**HUDSON RPO**

# Case Study

Sanofi Pharmaceuticals

Achieving results during a global pandemic

The power of true partnership and trust

The competitive edge of a good talent strategy



## WELCOME

# Quality. Care. Culture.

A TRUE PARTNERSHIP.

“

The Hudson RPO team have excellent depth-of-knowledge of the pharmaceuticals market. But what really stood out for me was the quality of their recruiters. The care they take to make sure they find the right recruiter who fits in with our culture is incredible.”

**Michelle Zimany**

HR Director, ANZ,  
Sanofi Pharmaceuticals



## Key Results



50%

REDUCED COST  
PER HIRE



25%

INCREASE IN  
PROACTIVE  
SOURCING



98%

CANDIDATE AND  
HIRING MANAGER  
SATISFACTION  
RATINGS





## INTRODUCTION

# Fishing for talent

Some talent pools are considered small. Then there are some that are more like puddles than pools.

The Australian pharmaceutical industry is one of the most highly competitive talent markets out there. Representing around 1% of the global pharma market, many roles require people with specialist knowledge and skills.

“It’s a real war for talent,” says Michelle Zimany, HR Director Australia & New Zealand at Sanofi Pharmaceuticals.

“There’s a lot of pressure to find talent, particularly in the sales medical marketing space. There’s a big emphasis on scientific knowledge, as well as relationship building.”

“

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**When you’re fishing for talent in a small pool, having any barriers in your recruitment process puts you at a distinct disadvantage.**

When you’re fishing for talent in a small pool, having any barriers in your recruitment process puts you at a distinct disadvantage. This is where Michelle and the Sanofi team found themselves in 2007.

“Back in 2007 our HR business partners were doing our recruiting essentially we were taking a generalist and asking them to be a specialist. As a result there was a lot of inconsistency in skill and in our candidate management.”

“We had no ability to talent pool, no ability to manage the passive market, and our time to fill was slow.”

Recruitment tasks had become a “hot potato” bouncing from one team to another. So when management started to make some noise about the recruitment process, Michelle and her team knew they needed to act.



## THE JOURNEY TO EXCEPTIONAL RESULTS



They've brought a D&I focus to how we source talent."

### Quality and Flexibility the Deciding Factors

The Sanofi team explored various outsourcing options before settling on Hudson RPO's permanent RPO solution . And while cost was one of the driving factors, it was quality that won the Sanofi team over.

"The Hudson RPO team have excellent depth of knowledge of the pharma market which was important. But what really stood out for me was the quality of their recruiters. The care they take to make sure they find the right recruiter who fits in with our culture is incredible."

It was important for the Sanofi team to have recruiters on site and this was another reason they chose Hudson RPO.

"Hudson RPO's ability to flex the model to suit what we were looking for was probably the best out of anybody."



### An Evolving Partnership

Going with Hudson RPO proved to be a good decision for the Sanofi team, and 13 years later they are still reaping the benefits of this partnership.

The Sanofi team have since moved to a Total Talent Solution, which handles both internal and external recruitment across permanent, fixed term contract, and temporary talent.

The partnership has allowed for the Sanofi team to assess new innovations and implement new projects over the course of each year. And Michelle and the team are impressed with the value the Hudson RPO team continue to bring.

"They are constantly evolving and bringing new technologies to the fore. They've brought a D&I focus to how we source talent, they've helped us with an accessibility framework, as well as looking at our Reconciliation Action Plan and evolving our graduate program."

"They've added huge value to our team."



# Results that Speak Volumes

**BETTER RESULTS,  
BETTER BOTTOM LINE**



60%

**DECREASE IN TIME TO  
FILL (50 TO 20 DAYS)**

50%

**REDUCTION IN  
COST PER HIRE**

98%

**CANDIDATE AND HIRING  
MANAGER SATISFACTION**

The RPO model has cut Sanofi's cost per hire in half while improving hiring manager and candidate satisfaction.

Being a global organisation, Sanofi is constantly looking at more efficient and effective ways to operate. And Michelle and her team are paving the way when it comes to setting global standards.

"Sanofi Australia has one the most cost effective RPOs compared to our other offices globally. So when head office comes looking for cost reduction, we're already well below what a lot of other countries are spending."



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## FROM REACTIVE TO PROACTIVE

# A reliable succession planning model

Improved succession planning and internal mobility has been a key benefit of the RPO solution.

Even though Sanofi have relatively low turnover, they still needed a reliable succession planning model and a strong commitment to internal mobility, to allow their people to progress. For this to happen, Michelle says they needed to have good “bench strength” behind them, something they were missing before they had an RPO solution.

“There’s obviously a lot of security that succession planning provides, but it also provides a lot of freedom. We now have a lot more flexibility to move our people within the company because we have such strong succession. Employees also enjoy having greater visibility of internal opportunities and feel truly supported to apply for promotions and different career paths.”

## Increased proactive sourcing by 25%

Having a dedicated team of recruitment specialists has allowed Sanofi to focus on passive talent, and as a result they’ve increased their proactive sourcing from 0% to 25%.

“Now we have Hudson RPO on board, our ability to respond to market demands like talent pooling and proactive sourcing is far better. And we’re confident the changes we’re implementing are sustainable over the long term.”

“

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BEYOND THE DAY-TO-DAY

## Smart resourcing through peaks and troughs

“In our business there are peak times when it’s all hands on deck. But when there’s a dip, the Hudson RPO team are managing things that typically fall into the HR Business Partner remit,” says Michelle.

As well as day to day recruitment, the Hudson RPO team get involved in a variety of projects including business transformation programs, HR Technology implementations, internal careers fairs and employer branding consultation.

This “hands on” approach has a two-fold benefit. Not only managing the HR BPs workload, but also helping the Hudson RPO team understand the business better.

“The Hudson RPO team are really in touch with what is going on,” Michelle says. “They’re not viewed as an external team, they’re part of our HR team.”

### More space for strategic HR efforts

Sanofi’s HR Business Partners can now focus on more strategic HR tasks. This has not only had a positive effect on broader business operations, it’s also boosted team morale and improved retention.

“We’ve now had a number of people from Hudson RPO come into our organisation and I have absolute confidence that whoever they bring in is going to be the right fit.

The quality of their recruiters and the care they take to make sure they find the right recruiter who fits in with our culture is incredible”.

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## THE EVOLUTION CONTINUES

# Continue evolution for long term success

While the RPO model has undoubtedly been a success for Sanofi, Michelle admits that this has been a journey of continuous improvement.

“We didn’t get to this level of sophistication overnight. It’s an evolving partnership.”

“We’re now at the point where Hudson RPO have got such good KPIs, each time we go to tender we rarely even have a meeting because other RPO providers just can’t match what they deliver,” says Michelle.

## 13 years or 13 days, we flex with you

For 13 years, Sanofi has trusted us with handling their recruitment. It’s something we’re incredibly proud of. But that doesn’t mean we only do long term.

Whether you’re looking for an ongoing partnership or a rapid response solution, we can flex to your needs.

## HUDSON RPO

Hudson Global, Inc. is a leading global talent solutions provider listed on the NASDAQ. Operating under the brand name Hudson RPO, we have delivered innovative, customized recruitment outsourcing solutions in the APAC region for more than 35 years.

We provide solutions across all categories of talent internal, permanent, fixed term contract and temporary. Through our consultative “trusted advisor” approach, we develop tailored talent solutions, designed to meet our clients’ strategic growth initiatives and deliver quality and value.

For more information, please visit us at [www.hudsonrpo.com](http://www.hudsonrpo.com)

