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By ✱ PeopleStrong

PRESENTS

DECODING JOBS 2019

SECTORAL DOSSIER
PHARMACEUTICAL

IN COLLABORATION WITH

Wheebox
Measuring World's Talent





INTRODUCTION

The Pharmaceutical Industry is ushering into an exciting phase in India. **While the global pharma industry has grown at 6.3 % YoY in 2018, the industry has reached a staggering growth rate of 9.4% in India.** From USD 1 billion turnover in 1990, the industry has grown by leaps and bounds over last 3 decades reaching a turnover of USD 31 billion, of which the export turnover is approximately 15 billion. While the Global pharma industry is expected to grow at a CAGR of 4-7% in the near future, the Indian pharma industry is expected to grow at a whopping 19% owing to rise in income levels, improving medical infrastructure and innovative business models by incumbents and new players alike. The country today ranks 3rd worldwide by volume of production and 14th by value, thereby accounting for around 10% of world's production by volume and 1.5% by value. Globally, it ranks 4th in terms of generic production and 17th in terms of export value of bulk actives and dosage forms.

INDIAN PHARMA INDUSTRY
IS EXPECTED TO GROW (CAGR) AT

19%

INDIA ACCOUNTS FOR
10% OF WORLD'S
PRODUCTION
BY VOLUME

INDIA IS ONE OF
THE **FASTEST GROWING**
PHARMA MARKET
GLOBALLY

**Indian Pharma Industry expected to
grow to USD 55 Bn by 2020**

Projected size of Indian Pharma market in USD bn

Expected CAGR~ 19% →



2017



2020



Indian exports are destined to more than 200 countries around the globe including highly regulated markets of US, West Europe, Japan and Australia. It has shown tremendous progress in terms of infrastructure development, technology base creation and development of a wide range of products. It has established its essence and determination to flourish in the changing environment. The industry now produces bulk drugs belonging to all major therapeutic groups requiring complicated manufacturing technologies. Formulations in various dosage forms are being produced in GMP compliant facilities. Strong scientific and technical manpower and pioneering work done in process development have made this possible.

(Credit: 2018 Report of The Department of Pharmaceuticals, Government of India).

FAVOURABLE POLICY ENVIRONMENT TO BOOST DEVELOPMENT

The Government, on its part, has created a favourable policy environment to support and help accelerate this growth. The Pharma Vision 2020 by the Government's Department of Pharmaceuticals aims at making India a major hub for end-to-end drug discovery.

INDIAN PHARMACEUTICALS INDUSTRY FOCUS AREAS



Innovative Scientific Manpower



Increased investment of MNCs



Growing Domestic Pharma Companies



Innovative Business Model with Competitive Market



Enhanced Biological Capabilities



Increased balance of trade



Low cost of manufacturing and R&D



Strong Export Market



Excellent and world class laboratories

With an 18% increase in allocation to the Ministry of Health and Family Welfare under the Union budget 2018-19, there is a constant focus on improving the state of Medical Research, one of the high-skill areas in the industry.

There is also focus on skilling in certain sectors like Biopharmaceuticals, where an Industry-Academia mission has been launched in June 2017 to upskill talent in order to boost the sector's development.





DIGITAL DISRUPTION IN ACTION

People across India have been increasingly more willing to embrace technologies to lead a healthier lifestyle. Erstwhile Pharma companies have started becoming HealthCare companies by investing heavily in digital technologies to help consumers become health-aware in real time. This digital disruption will lead Pharma companies to invest heavily in advanced analytical tools to understand consumers better, hence creating a much-needed differentiation in a crowded market.

GROWTH PROSPECTS AND SUPPORT IN PLACE. BUT IS TALENT AVAILABLE?

The Pharma sector is witnessing a transformation in India and to support the growth opportunities, the sector which currently employs over 2.6 million people needs to invest massively in human capital. While technology is certainly helping in bringing productivity improvements and cost efficiencies, implications of these rapidly changing technology trends on the mindsets of the workforce is profound. Further, new-age functions such as Patient Engagement, Doctor Experience, Data Science, Digital Centres of Excellence (CoE), etc. are emerging, giving rise to specific and specialized talent needs.

PHARMA
INDUSTRY
EMPLOYS OVER
2.6 MILLION
PEOPLE



Tomorrow's Pharma Companies will have to focus on consumer's overall well-being



Pharma Industry



Tools for
Doctors/
Hospital



Consumer



Pharma
Retailers/
e-Pharma



Consumer Health Systems

NEW-AGE FUNCTIONS



Patient
Engagement



Doctor
Experience



Data
Science



Digital Centres
of Excellence (CoE)

However, the current scenario is discouraging. For example, in 2018, only 2,000 PhD students enrolled in Pharmacy institutes in India compared to an enrollment of over 15,000 PhD students in the United States, indicating that a talent pool with advanced skills is limited in India.

While the need for technical skills will continue to be critical, roles at all skill levels will require more than purely technical skills. Take, for instance, the “new” Medical Representative (MR) role, which comprises approximately 80% of the commercial workforce and requires creativity, collaboration and business acumen. Further, this role is increasingly turning into that of a “relationship” manager for the doctor – someone who can assist the doctor in providing better medical services through improved engagement with patients, special training, product availability and compliance knowledge. Given the role’s importance, Medical Representatives in Russia and European Countries need to be a medical graduate & pass stringent examinations. This is in contrast with India where even non-graduates are performing the role without appropriate guidance.

Furthermore, most organizations today use a variety of tools to assist sales representatives in their day-to-day performance. For instance, many companies have

adopted a core customer relationship management (CRM) system, while others have deployed tools across the entire sales process. The adoption and spread of these tools are set to grow. It is expected that future operating models will incorporate high end analytics solutions in their organization to drive efficiencies in the value chain right from developing new drugs. This will further drive the demand for people who have the necessary skills to work on analytics application and derive insights from them.

Future operating models will incorporate high end analytics solutions in their organization to drive efficiencies

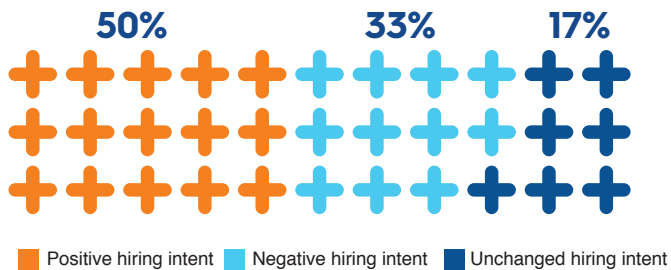
The root cause of the skills gap can be traced far back to primary and higher education – skills developed here can become irrelevant before reskilling can even happen. There are many reasons for this: from silos that exist in the talent pipeline to the inflexibility of the education system to change what and how it teaches. As a result, workers are left having to play catch-up with the system.



PHARMA HIRING INTENT & TRENDS 2020



The hiring intent survey of the India Skills Report 2020 was taken by over 150 employers, out of which 11% constituted leaders from the pharmaceutical industry. In line with the upbeat economic trend and forecast for this industry, 50% of pharma employers expressed a positive outlook on hiring in 2020.

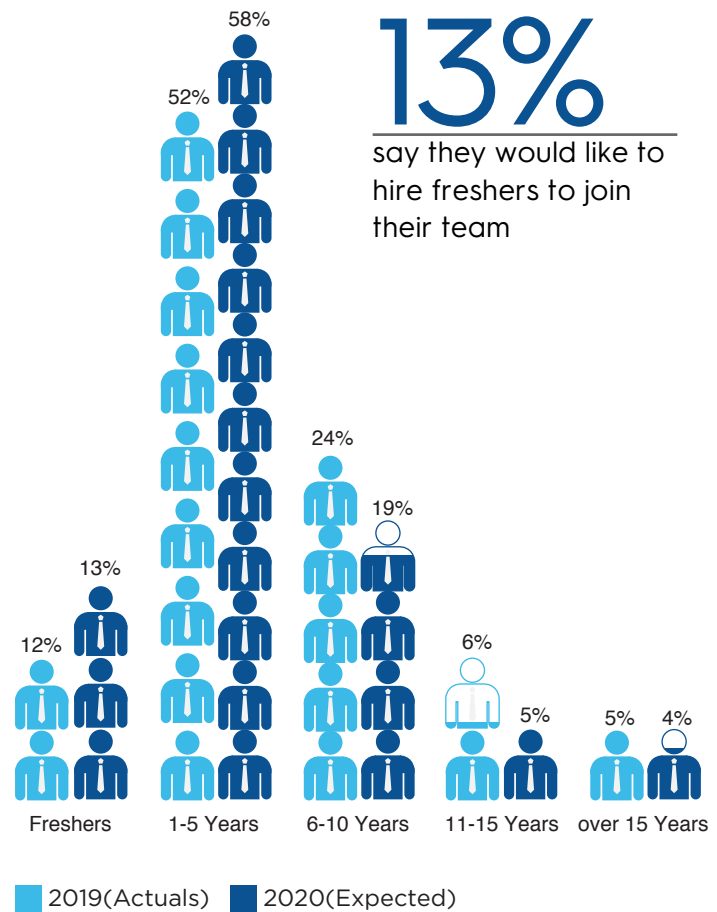


50% of employers expressed a positive hiring intent for 2020

HIRING INTENT BY WORK EXPERIENCE

More than half of the surveyed employers said that they would like to hire people with experience ranging between 1 and 5 years. About 13% said that they would like to hire people with more than 5 years experience to join their team. While the trends in the experience range between 1 and 5 years saw a slight notch increase in the hiring intent for 2020 as compared to 2019, the hiring intent for experiences ranging over 5 years saw a slight dip. The pharmaceutical industry by large though continued to grow talent from within for mid and senior management and production roles, while continuing to hire fresh graduates in field sales roles and talent with more than a year's experience in R&D and production roles.

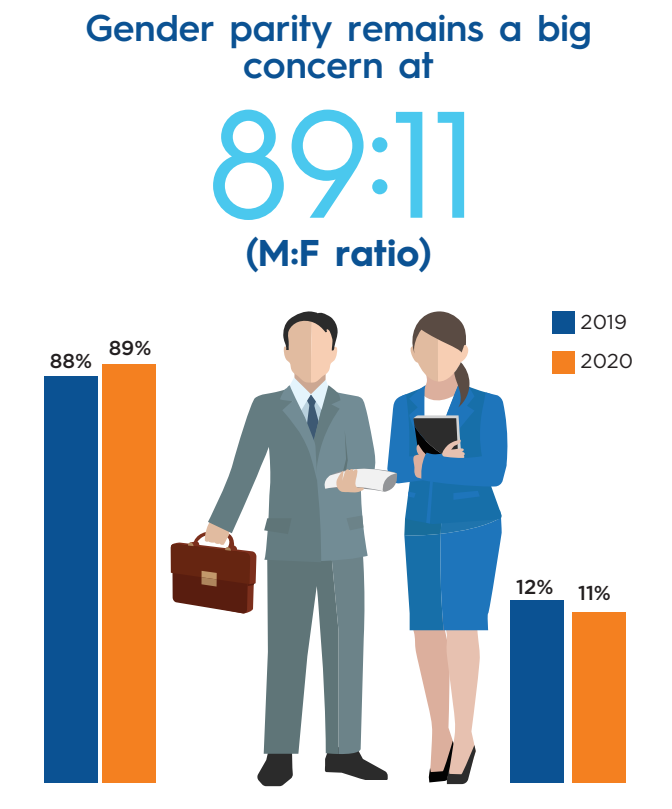
More than half of the them would like to hire people who have 1-5 years of experience



HIRING INTENT BY GENDER DIVERSITY

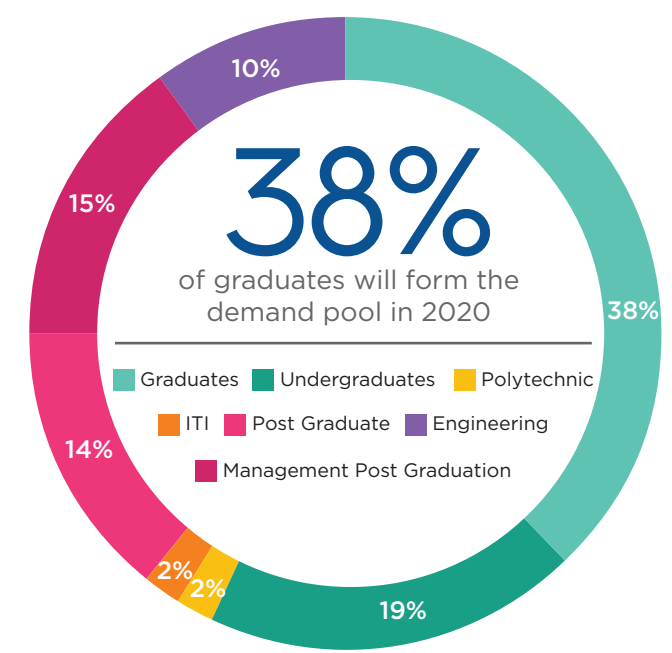
While the pharma industry continues to retain its position as one of the strongest anchors in India's economic growth story, its story of gender inclusivity continues to be dismal. In fact, it has dropped one notch compared to last year, with its gender ratio hovering at 11 women to 100 people. Almost 60% to 75% of the workforce in pharma consists of their field sales workforce. The role of the feet on street salesperson (medical representative) in pharma requires managing relationships with doctors, chemists and distributors on ground and very often than not involves a lot of travel, odd hours, high sales targets etc. While this role might remain elusive to female talent in the country, huge strides can be made on coaching and training women technicians for the production in shop floor, learning from economies in the US and China where a majority of the production line workforce is women. Having said this, the story is not of all despair. Many leading pharmaceutical giants are taking special measures in providing a conducive work environment for women shop floor workers in their plants and the trend of increase from 9% women shop floor workers in 2013 to 11% today is very encouraging.

However, a lot more still needs to be done in making the pharma growth story in India more inclusive for women.



HIRING INTENT BY EDUCATION DOMAIN

While 28% of the demand pool in pharma will be for their manufacturing and R&D hubs (consisting of engineers, post-graduates, ITIs and Polytechnics), 23% of the pharma demand pool will be for graduates. This will be mostly for their feet on street sales force. Some pharma companies have chosen to train under-graduates too for this role through in-house training programs, with this pool hovering at 32%.



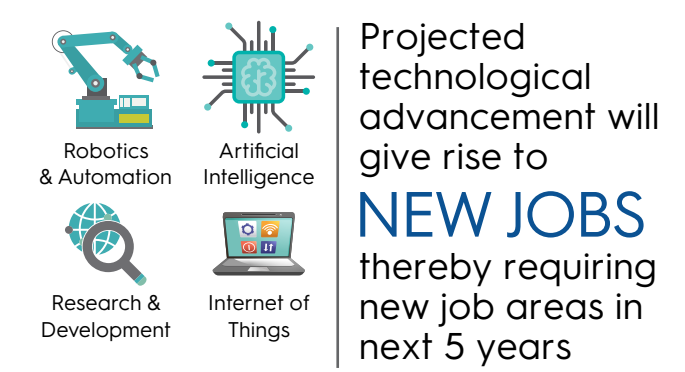
HIRING INTENT BY SKILLS

Domain expertise and adaptability continue to be the top skills in order of priority for hiring leaders in the pharma space. This is more so because of their need to get the best quality talent for their R&D and production centres. A positive attitude was tested for using short psychometric tests for hiring of their feet on street sales force. This is because many pharma organizations suffer significant attrition in this role. Cultural fitment and the ability to persevere become a strong check point for hiring in this role.



HIRING INTENT BY JOBS

With the production assembly line becoming mostly automated, the need for expertise in the field of robotics has become a big ask in pharma companies. While research and development remains a top ask in their R&D labs, Artificial Intelligence is a key ask for conducting of clinical trials and seeking patients who would want to participate in them. With the focus of pharma operations on increasing agility, safety, and cost-efficiency, recent years have seen a growing demand of talent with IoT (internet of things) as a niche skill. The Internet of Things connects the environment, people, equipment and supply chains into a single work-flow system.



With most pharma plants located out of the south of the Tropic of Cancer, the states of Karnataka, Andhra Pradesh, Maharashtra and Gujarat (concentrated in Ahmedabad and surrounding areas) remain the top employment destinations for pharma talent in the country.

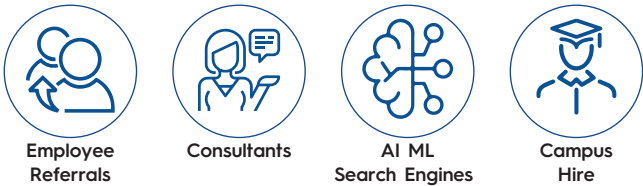
HIRING INTENT
BY GEOGRAPHY



The employers are looking forward to hire from Karnataka, Andhra Pradesh, Maharashtra, Gujarat as they are the major pharmaceutical clusters in India. The bulk drug clusters are located primarily in Ahmedabad, Vadodara, Mumbai, Aurangabad, Pune, Hyderabad, Chennai, Mysore, Bangalore, and Visakhapatnam. The pharmaceutical hubs offer investment opportunities in the production of API or bulk drugs, biosimilars, vaccines, as well as food and drug testing and contract research. Further, 34% of the top 50 pharma colleges in India are located in Maharashtra followed by Karnataka and Andhra Pradesh making the companies look out for talent in these areas only.

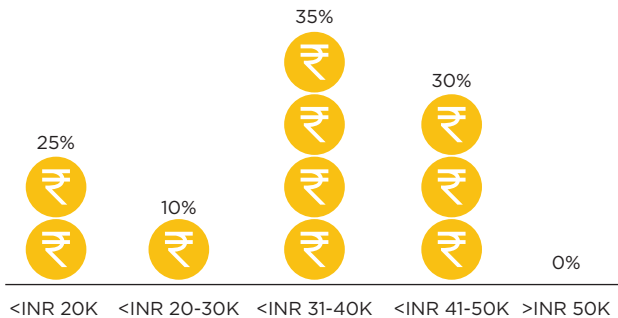
Given below are some key hiring metrics observed in India’s pharmaceutical sector

Search Engines, Employee Referrals, campus hiring are observed to be the most preferred hiring channel by the Pharma recruiters



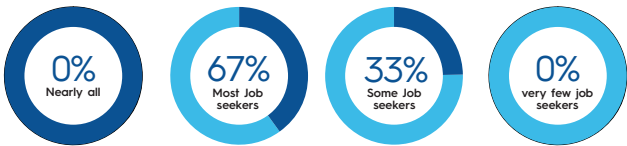
Average Hiring cost per hire may vary between

INR 20-50K



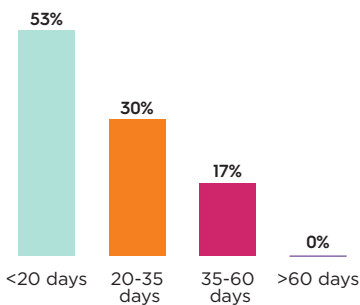
67%

Pharma corporates feel most job seekers meet their skill requirement



83%

of recruiters take 45-60 days to fill a pharma vacancy

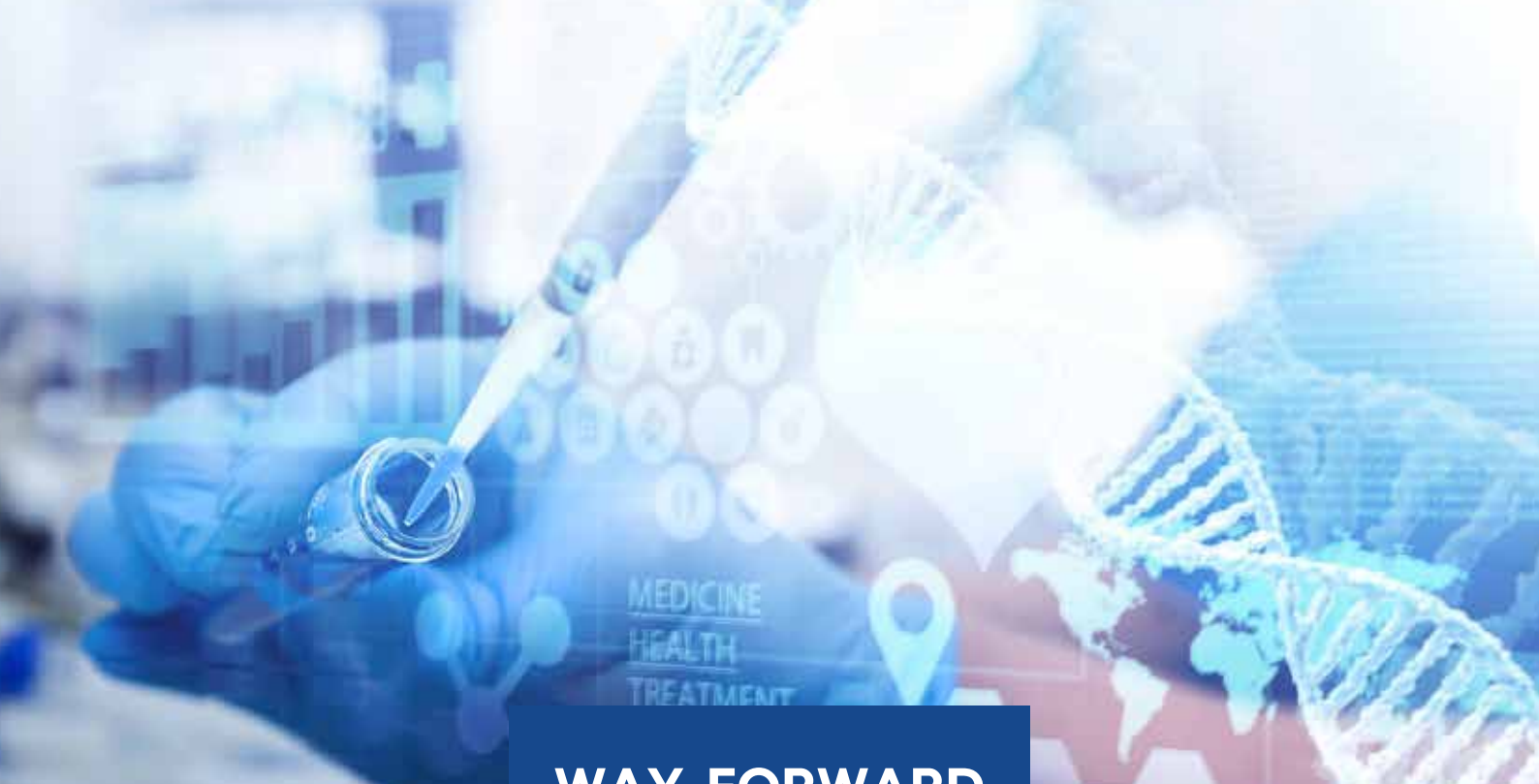


Usually more than
75% of Pharma job seekers accept the jobs offered

Overall Attrition Rate observed across the Pharma Industry is

20-25%





WAY FORWARD



RENEWED FOCUS ON SKILLING WORKFORCE

Organizations need to rethink Skilling and Reskilling at every level to bridge the current skills gap. It should be top priority of organizations and not just of HR. Senior management needs to undergo reskilling on how to manage a workforce tuned to work in “Horizontal” structures. At an operational level, companies need to focus more on new emerging functions such as Relationship management, improving customer experience, Data Science and Analytics to stay relevant. Promoting of lifelong learning and adaptability through regular re-skilling to meet changes in market events or business models becomes priority. The attitude of life-long learning should be generated in every individual right from the time of schooling.



MAKING CURRICULA MORE MARKET RELEVANT

There is an urgent need for Industry and Academia to jointly co-create curricula that are relevant to the current market requirements and provide real-world experiences to the pharma students. It becomes necessary to focus on building ‘multi-disciplinary’ talent with combined technical and business acumen to enhance cross-functional execution capability and credibility. Along with help from industry and government officials, academia must create online training programs for better reach.



NEWER MEANS TO FIND TALENT

Pharma companies will find it hard to hunt talent for new-age functions like Customer Experience and Relationship management, Brand Management and Data Science and Analytics, as these skill-sets are not available with the current workforce. While the workforce should be upskilled to become proficient in these areas, Pharma companies need to look around into other sectors. Sectors such as BFSI and specifically the Fintech space have executives who are trained in areas like Relationship Management and Data Analytics. Other sectors like FMCG and Retail have executives who are experts in Customer Experience Management. In future, hiring executives with the right functional background in the aforesaid roles will be more important than searching for talent with pharma background.

LEADERS SPEAK

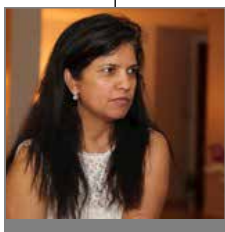


“ Healthcare industry globally is undergoing a massive transformation in terms of technology, access, governance, therapy, and commercial considerations.

Talent will continue to dominate the transformation agenda in terms of current and future skills as the core skills will need to be strengthened while acquiring new skills. ”

Ajay Bhatt, President - Global Human Resources, Intas Pharmaceuticals Ltd.

“ Even at the current rate of growth, India's Pharma sector is estimated to reach USD 80-90 billion by 2030 and create one to two million additional jobs for the country in the same period. A key differentiator here will be the Sales function, where the ratio of medical representatives to doctors is expected to rise significantly given increasing competition in the organized sector. Sales force excellence will be key to winning. In doing so, Sales leaders will have to transform the sales organisation's mindsets, habits and culture.



As patients expect more wellness solutions beyond medicines such as services, devices and apps, the industry will have to adapt to deal with multiple channels and put patient at the front and centre of all work. This would mean different business models, different capabilities in people and faster response times.

While Ayushman Bharat has been a start, India is yet to achieve universal healthcare access. This will be critical to offset the saturation in export markets and rising regulatory constraints and see a renewed focus on the domestic market. WE are currently seeing a lack of capabilities in the innovation space. A talent pool with advanced skills is limited in India with only 2,000 PhD students enrolled in Pharmacy institutes (compared to over 15,000 PhD students enrolled in the United States.) There is also a gap between the college curriculum and the industry's requirements. However, this is being addressed already as part of the Life Sciences Sector Skill Development Council's (LSSSSDC) agenda, along with the introduction of apprenticeship. ”

Archana Bhaskar- CHRO and Head Corporate Communications, Dr Reddy's Laboratories Ltd

“ The Healthcare Industry is rapidly changing, both from a clinical and technological perspective. The Industry is making an all-out effort to try and get closer to the patient and meet his/her needs in the most appropriate manner with a focus on both cure and care. Therefore, it is even more critical that skill sets of agility, flexibility and passion will make all the difference. The ability of caregivers who work in this Industry to provide service with an emotional connect is what is required to make the difference in patient care. These skills are currently lacking and will be needed to make that difference.



Challenges have continued to remain around providing the right manning norms for patient care. There has always been a demand supply gap of doctors and nurses to patients. This can only be addressed with right levels of Public Private Partnerships in education and a drastic improvement in the quality of education provided that is required for the patient of today.

development initiatives to improve technical capabilities and continually upgrade skill sets. ”

Jacob Jacob- Group Chief Human Resources Officer, Columbia Asia Healthcare



“

Despite the challenges faced by the Pharmaceutical industry, the volume and value growth continues and India would remain a prominent contributor in the global life sciences industry. Indian pharmaceutical organizations have presence across the generics segment – mass products as well as complex and niche formulations. There is a need for scaling up the API and intermediates manufacturing and supply base in India and that would give a major boost to jobs and skills.

The Pharmaceutical industry requires people with multidisciplinary knowledge for manufacturing – engineering combined with either pharmaceutical science or biotechnology. The equipments for manufacturing and quality are getting more sophisticated and complex and this requires technical skills to operate and maintain. The industry has high dependence on external partners often based overseas, for equipment maintenance, troubleshooting and this causes delays, significant loss of productivity. It is high time that focused investment is targeted towards training maintenance engineers for pharmaceutical industry.”

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Prashant Parashar, President - Human Resources , Emcure Pharma



“

For our industry and to maximize the opportunity in India, we need to be able to reach consumers across the length and breadth of the country at the right place, right time, right price. Therefore, a plethora of skills become relevant, be it across Sciences, for better R&D, Product Development, Manufacturing, Packaging, or in selling/ marketing and distribution. With the fast adoption and build out of technology in our country, e-commerce would be set to grow, not as another channel but another eco-system where business would prosper. Therefore, the gamut of skills required in the traditional brick and mortar world would need to also have its equivalents in e-commerce.

For the immediate term, ensuring the call-out from the industry is for sustainable job categories and families, ensuring proper regulations protect the interests of the employees are put in place balancing it with pragmatic and contemporary labour law amendments that enable businesses to do better and serve its consumers and employees more effectively.”

”

Udayan Dutt, Global Human Resources Director, Reckitt Benckiser

ABOUT TEAM



By ✨ PeopleStrong

Taggd, a PeopleStrong recruitment solutions brand, is the largest Recruitment Process Outsourcing (RPO) provider from India with 100+ clients across 14+ sectors and is managing permanent recruitment for over half a million jobs. It combines the power of data and human knowledge to bring advanced talent acquisition and digital hiring solutions that change how businesses work and deliver. Over the last 13 years, Taggd has developed a deep industry understanding, digital recruitment expertise, talent network access, data intelligence and access to a robust tech stack to deliver business gains. Some of the leading enterprise customers of Taggd include Pfizer, Wipro, Honeywell, Mahindra, BirlaSoft, Tata Motors, Renault Nissan, Aditya Birla Health Insurance, Citi, IndiaMART, Swiggy, Oyo and Quikr, amongst other national and multinational brands. Nelson Hall, one of the leading global analyst firms, has rated Taggd amongst leaders in the RPO NEAT Matrix.

Taggd is the knowledge partner for the India Skills Report and conducts the "India Hiring Intent Survey (IHIS)" and the "Decoding Jobs : The Think Tank Series" across all major metros to take quantitative and qualitative insights from the academia and industry thought leaders on their views on the talent demand side.



Wheebox is India's leading online talent assessment company that partners with corporations for finding and retaining the best talent using validated, reliable and standardized tests for pre-hiring and learning needs. Wheebox benchmarks over 3 million users annually across the globe. In line with its vision to "Measure the World's Talent", Wheebox partners with many Fortune 500 corporations and hundreds of large and medium enterprises to power their hiring and competency development assessment needs. Wheebox also partners with thousands of higher and vocational educational institutions for conducting its proprietary "Wheebox National Employability Test (WNET)" for final year graduates and postgraduates to benchmark competencies that matter the most for being employable in corporations. Wheebox also powers the "India Skills Report" on the skill supply side and complements thousands of colleges across all Indian states and UTs to identify, benchmark and spot areas of competencies. It supplements institution wide candidate reports for developing competencies for employment by partnering with Confederation of Indian Industry, PeopleStrong, LinkedIn, Association of Indian Universities, United Nations Development Program and All India Council for Technical Education. Wheebox also partners with many Indian states to design and deploy State Skills Reports and with the Ministry of Labour and Employment with its proprietary BARO Career Interest Report by helping candidates make right career choices on the 'National Career Service' and across 'Model Career Centers' in India.



Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes. CII is a non-government, not-for-profit, industry-led and industry-managed organization, playing a proactive role in India's development process. Founded in 1895, India's premier business association has more than 9100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 300,000 enterprises from 291 national and regional sectoral industry bodies.

CII charts change by working closely with Government on policy issues, interfacing with thought leaders, and enhancing efficiency, competitiveness and business opportunities for industry through a range of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues. Extending its agenda beyond business, CII assists industry to identify and execute corporate citizenship programmes. Partnerships with civil society organizations carry forward corporate initiatives for integrated and inclusive development across diverse domains including affirmative action, healthcare, education, livelihood, diversity management, skill development, empowerment of women, and water, to name a few.

India is now set to become a US\$ 5 trillion economy in the next five years and Indian industry will remain the principal growth engine for achieving this target. With the theme for 2019-20 as 'Competitiveness of India Inc - India@75: Forging Ahead', CII will focus on five priority areas which would enable the country to stay on a solid growth track. These are - employment generation, rural-urban connect, energy security, environmental sustainability and governance. With 68 offices, including 9 Centres of Excellence, in India, and 11 overseas offices in Australia, China, Egypt, France, Germany, Indonesia, Singapore, South Africa, UAE, UK, and USA, as well as institutional partnerships with 394 counterpart organizations in 133 countries, CII serves as a reference point for Indian industry and the international business community.





taggd.

By ✨ PeopleStrong

Taggd Corporate Office

People Strong, A-10, Infocity-1
Sector-34, Gurugram, Haryana, India- 122001

Email: contact@taggd.in

Phone: **+91 9560998686**
