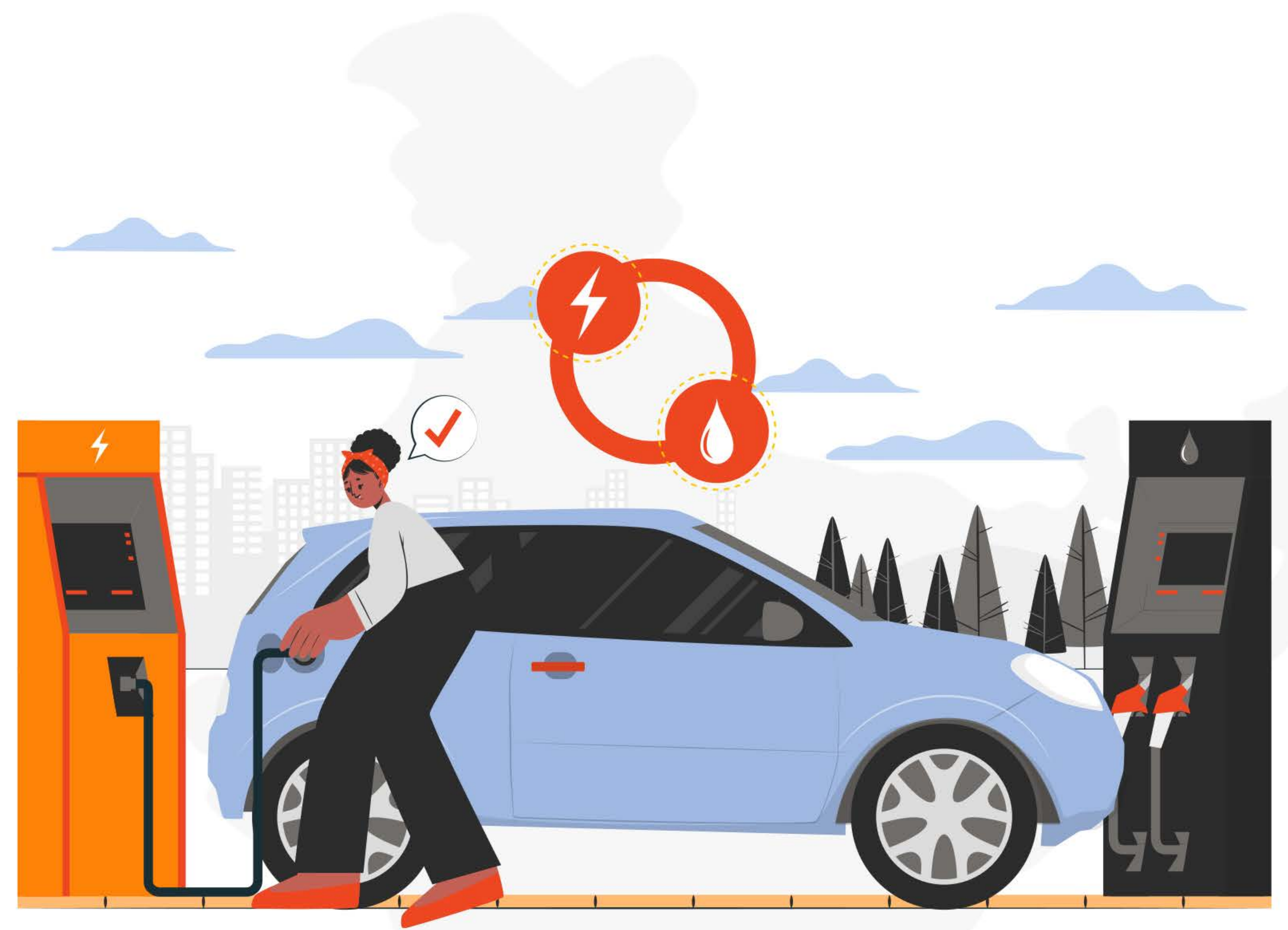


How Taggd ramped up EV hiring for one of India's Biggest automotive manufacturers

A Customer Success Story



#MakeADifference

Overview

Who we worked with?

The client is a leading automobile manufacturer with plants and offices spread across 100+ countries. Counted as one of the largest vehicle manufacturers worldwide, the company is a pioneer in the Indian EV space and is renowned for its prowess in designing tech-sleek vehicles across multiple other segments.

What did the company need?

Since the client aspires to rigorously expand in the Electric vehicle (EV) segment, it required a robust hiring plan that would meet its growing talent requirements.

- **Ramp-Up:** The client wanted us to develop urgent ramp-up plans that had to be fulfilled in 6 months. 300 technical employees with skills matching relevant to various functions of their EV business.
- **Talent Crunch:** This emerging industry is facing a talent crunch as there is an urgent need for skilled professionals to meet the demands of this rapidly evolving sector. This is largely due to the fact that EV is still in its infancy stage and requires highly specialized knowledge and expertise. Amongst the 300 roles, 70% were dedicated to the operational band, 25% were for the senior managerial positions, and 5% to various department heads.
- **Time-Bound:** The client needed to quickly source, recruit, and onboard new employees so that they could get up and running as soon as possible.
- **Roles and Hiring bands:** The company needed to hire professionals in operative roles with 3-5 years of experience, middle management with 6-10 years of experience, and leadership roles with 12+ years of experience.
- **Compensation benchmarking:** As EV is still in its developing stage, the client needed a thorough compensation survey.



In Detail



- **Talent Advisory:** A reliable talent advisory team was needed to identify and secure top-performing professionals with the right qualifications, experience, and skill sets.
- **Skills:** Drivetrain, functional safety, structural engineering, energy-system, and model-based development. Amid the Embedded System Department, the client aimed to hire for multiple sub-departments, including MBD, BSW, Full Stack, moduling, etc.

What challenges did we face?

1. **Limited talent pool** - The electric vehicle (EV) segment is at a relatively nascent stage, with the limited talent available, making it all the more difficult to find the right talent. Other than the limitation of catering to an altogether new segment, talent had to be located for technical niche roles.
2. **High Dropout Rates** - Rising supply crunch of quality talent coupled with extremely high industry dropout rates made the search for the right talent even more complex.
3. **Huge Demand for Technical Talent** - Candidates fit for this industry are in huge demand. They often leverage this situation to their advantage by soliciting offers from multiple companies, which poses yet another challenge in terms of proposing the 'right' salary band.
4. **Market Cannibalization** - As the skills for EV overlap with other technology segments, we had to compete against other indirect competitors to onboard candidates for our client.
5. **Compensation:** The EV sector is still in its developing stage. Hence, there is limited data on compensation for the roles in this sector. Since candidates with technical skills pose multiple job offers, it was a challenge to offer the right compensation to retain them.
6. **Talent mobilization** - Hiring across the country and relocating candidates to the client location was yet another challenge. On top of the limited talent pool, the inaccessibility of the client location was another challenge in getting the right candidates, especially female candidates.

Our Tactical Approach

Given the dynamic nature of the requirement, **we customized and deployed several extensive hiring solutions** to achieve the hiring numbers within the predefined TAT.

Hiring Strategy

- We focused on **understanding the depth of the roles and targeted niche skills**. This was supplemented by outreach strategies, such as social media campaigns, targeted hiring advertisements, and referral programs so that we could broaden our candidate pool
- To mitigate attrition risk, we adopted an **'engagement first'** approach, wherein we kept the candidates engaged throughout the hiring process.
- To find the right balance between talent quality and cost per hire, **we implemented our 'value-driven approach'**. This involved leveraging our in-depth understanding of the industry to identify the right talent.
- We focused on providing candidates with **end-to-end onboarding guidance** and ensuring they had a smooth transition.
- To ensure we had a fair process for compensation, we developed an automated candidate evaluation framework that determined the right salary band based on the competency evaluation of candidates.

- To make relocating candidates easier, we focused on providing them with the necessary assistance and accommodation while they transitioned to their new workplace.

The Plan of Action

Process

We consulted the client about their priority hires and operational requirements and thereafter strategically split the vacant roles into three phases.

Phase 1: Our **target was to close 70 roles** across managerial and operational roles during this 35-40 days phase while simultaneously laying the ground for the second phase.

How did we do it?

- We planned weekly drives to identify and onboard suitable candidates
- Considering the time constraint, we focused on candidates who could join the company immediately or had a short notice period of 30-60 days to serve. The approach bore fruit as 20+ candidates were onboarded within the first week itself.

Phase 2: This 70-day phase majorly focused on **recruiting 140 candidates for operational roles.**

How did we do it?

- While initiating work on phase 1, we kickstarted the work on phase 2 simultaneously.
- We astutely mapped and identified talent from the same industry with a solid knowledge base while also considering the industry's average notice period.
- For hiring skilled talent with a relatively generic skill set, we collaborated with the client to design a rather unique structure. Herein, candidates with even a 70-80% skill set match were considered for onboarding with the criterion that they will have to undergo internal training.
- To counter the high dropout rates and ensure on-time fulfillment of positions, we made two offers for each position to ensure that our client does not face any delay.

Phase 3: The third phase mandated us to close **90 positions in a span of 45 days.**

How did we do it?

- We set up multi-tier rounds of interviews with a dedicated expert panel to fulfill positions for this phase.
- To efficiently execute the process, the interviewees were categorized into subgroups based on their experience level and skill set. At the same time, multiple panels were constituted depending on the size of every group to utilize time judiciously.

People

- To step up our hiring process, we **increased our team strength** by cross-utilizing internal team members and hiring new personnel, leading to an increase in the team size from 2 to 7 seasoned recruiters apart from the operations support.
- Our team tapped into our **network of seasoned IT recruiters** who had domain expertise to hire the right candidates for high-value roles in the EV segment.
- We had our **in-house recruiters** who were handling around 15 candidates each.

- For strategizing, **we utilized the Center of Excellence [COE] model**, which served as a conduit between the client and the frontline execution team. This paved the way for improved client engagement and produced a pool of qualified applicants with needed abilities.
- Our candidate referral service was instrumental in helping the client find suitable candidates in the EV sector.

System

- **Online assessments** provided an efficient and cost-effective way for the client to hire the right candidates in the EV sector. The assessment process helped our client to quickly identify an individual's skills, knowledge, and capabilities.
- It also enabled them to compare the qualifications of different applicants and make a more informed hiring decision.
- Since candidates needed to invest a lot of their time into the online assessment, we witnessed a decline in candidates dropping out during the interview process.

Supply

- **Successful market mapping** was conducted across Delhi NCR, Bangalore, Pune, and Hyderabad to locate candidates with niche skills for the EV segment.

- Since we were entrusted with hiring hundreds of candidates in a niche sector, **we strategically targeted a mix of candidates** from the same and overlapping industries who possessed the requisite skill set. The notion behind this move was that such candidates have a strong technical background and could easily be trained for the role with a coinciding experience and knowledge base.
- To attract potential candidates for the client, **we intensively marketed the recruitment drive over Career Circle.**
- Implemented headhunting for 15 to 20 days to locate highly skilled candidates for top-tier positions.

Operating Plan

New Technology

- Our **cutting-edge AI-powered recruitment platform** helped the client find the right talent, with a comprehensive review of candidate profiles.
- We offered a **360° profile view** and Taggd Score Model to evaluate a candidate's skills, experience, and suitability.

Incentive Matrix

- Our incentive matrix for candidates in the EV sector was designed to provide our client with a **comprehensive overview** of the best incentives they can offer their potential employees.
- It covered a range of aspects including financial rewards, job role flexibility, access to training and development programs, and attractive benefits packages.

Engagement

- We designed a **dedicated candidate engagement mechanism** to minimize communication gaps and reduce the instances of dropouts. We ensured candidates had complete visibility about the role and arranged connect calls with the recruiter, BHR, and hiring manager, wherever needed.

- To give candidates full job transparency and keep them engaged, **we shared various knowledge resources** such as newsletters, career advisory insights, how their roles will look like, workplace culture, etc.

Governance

- To keep ourselves aligned with the client's evolving requirements, **we conducted regular status checks** and shared weekly reports and presentations on mutually agreed SLAs.
- We had multiple daily huddle calls to **analyze our progress at every step** of the way. The team also maintained a live data dashboard, to track the SLAs and make necessary modifications without any delays.

What Outcomes Did We Generate For The Client?

With our candidate engagement methodology, we significantly **reduced the dropout rates to 25-30%**.



We presented a job market benchmark report which allowed the client to be able to offer a **fair and attractive package** that was in line with the current market trends.



The time to fill was reduced to **31-32 days on average**.



Achieved 100% results by meeting all phase-wise targets.



Post collaboration with Taggd, the client's **average hiring numbers rose by 2x** against the same benchmark time period.



Our team of experts conducted comprehensive research and analysis to create a **detailed report on EV job market trends** in the client's area of expertise.



About taggd.

Taggd is a digital recruitment platform that assists companies in recruiting job-relevant candidates by utilizing the power of data and knowledge-driven digital recruitment solutions. Over the years, Taggd has worked with 100+ firms and helped them to hire more than half a million talents.



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