

# CASE STUDY



A MULTI-BILLION-DOLLAR MEDICAL DEVICE CLIENT IMPLEMENTS COMPETITIVE MARKET INTELLIGENCE TO CREATE A CUTTING-EDGE RECRUITMENT & RETENTION STRATEGY

## THE PROBLEM

A medical device client based in North America was operating with an imbalanced contingent workforce in their Technology group. Due to this contractor attrition, they continually lost Intellectual Property and potential revenue. Furthermore, 15% of the department's workforce was expected to retire over the next 5 years.

The client had to improve their talent strategy and enhance their understanding of the following areas in order to gain a competitive edge:

- Ideal percentage of full time vs. contract employees
- Competitor reliance on onshore vs. offshore workforces
- Geographical concentrations of talent pools across competitors
- Centralized vs. decentralized functional alignments in the market
- Competitor maturity of R&D and innovation centers
- Standards for relationship-building with research and academic institutions

## THE RESULTS

Over 4 months, the TI team researched and presented robust qualitative and quantitative trends. For all 6 competitors, TI delivered a structural overview with organizational charts, an operational outline and recruitment intelligence. TI provided best-in-class talent and organizational recommendations, as follows:

- The client's FTE to contractor ratio goal should be adjusted to 60:40
- The client needs to significantly increase their investment in India, as each competitor had a long, tenured and multi-city presence with workforces in the thousands
- The client ought to implement a work-from-home policy and expand their presence beyond their HQ into other strategic North American locations
- AI, Cloud, Data, Devops, Mobile, Security and UX/UI functions should be decentralized
- The client ought to deeply invest in a centralized Innovation Center to further develop novel technologies and client-specific tools
- The client should expand and deepen academic and institutional partnerships, giving them access to high concentrations of talent and multiple development streams

As a result of TI's work, the client began conversations at their C-suite and board-level on how to shift their talent strategy and organizational design over the next 12-18 months. TI and the client partnered to pipeline IT talent to ensure they achieve their 60:40 goal.

## THE SOLUTION

Talent Intelligence proposed the core offering of Competitive Intelligence, one of TI's comprehensive research solutions. The team gathered in-depth, multilayered market research and shared conversations with targeted, high-level individuals at competitor companies.

The client selected 6 best-in-class medical and tech competitors for a deep intelligence analysis. TI then outlined each of their organizational structures in select functional areas.

Next, TI provided an understanding of how competitor organizations were recruiting and retaining top talent in the functional areas of AI, Cloud, Data, Devops, Mobile, Security and UX/UI.

Finally, TI amalgamated the data, drew conclusions from the project results and provided strategic talent and organizational design recommendations.

