



LinkedIn Talent Solutions

Indian Pharma and Biotech Industry: The Talent Advantage



Introduction

To truly influence business decisions, you need to understand where the industry is going. It goes without saying that good brands are good for business and for talent. This report uncovers trends and insights that will help you build teams that will not only help deliver the present, but also create a strong foundation for the future. Armed with this data, you will have a blueprint for successfully attracting, engaging, and hiring within this digitized and dynamic talent pool.

The great news is – it will also help leaders like you to benchmark against teams across India when it comes to metrics that truly matter.

Let's get started.



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Executive Summary

Five key insights on where the Indian pharmaceutical and biotechnology industry is headed and the underlying opportunities available for talent.

01 India has the world's 2nd largest Pharma and Biotech talent pool on LinkedIn. 1 in 10 professionals from the industry are based in India.

The Indian government's Pharma Vision 2020 aims to make India a global leader in end-to-end drug discovery and innovation by 2020. As the industry takes steps towards executing this vision, the talent landscape is also strengthening.

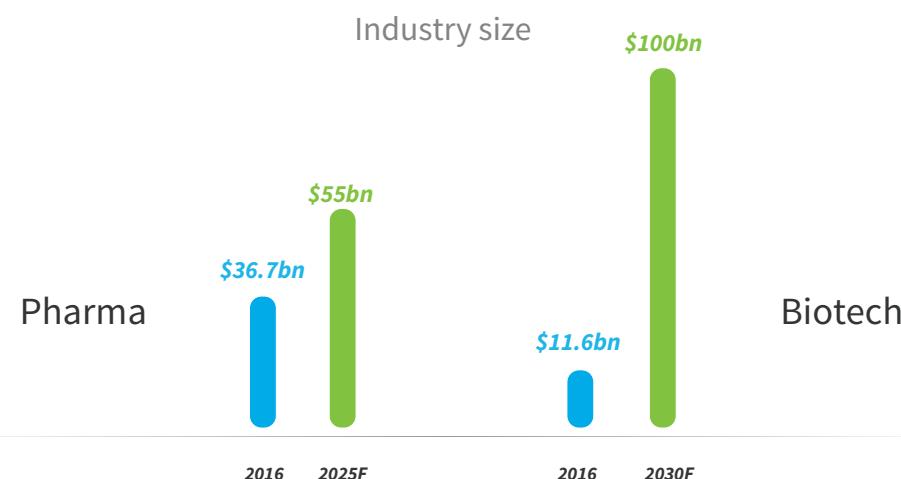
India ranks #2 globally on LinkedIn
13.7% contribution to the global
Pharma and Biotech workforce



Indian Pharma currently constitutes 10% of the global industry by volume and 2.4% by value; putting it 3rd in terms of volume and 13th in terms of value globally.



Indian Biotech holds 2% share of the global market by value. It is among the top 12 biotech destinations in the world and ranks third in the Asia-Pacific region.



02

The Research & Development function accounted for 15% of job switchers over the last year.

35% of Pharma & lifesciences CEOs* rated **Innovation** as the most important area that needs to be strengthened to capitalize on new opportunities; the highest amongst all industries surveyed. To stay globally and locally competitive, Indian companies have increased their Research and Development (R&D) spends - almost doubled over the last 5 years- which has opened up job opportunities. Thus, accounting for 15% of job switchers over the last year.

03

Most in-demand occupations in Pharma and Biotech are trending in the areas of data science, research, and regulatory.

In India, a comprehensive portfolio of Bioinformatician, R&D and Regulatory services; each, in turn, presents a basket of finely defined opportunities. The industry has seen many regulatory interventions over the last few years, coupled with global ambitions of Indian companies, has caused the rise in demand for regulatory specialists.

- 1 Bioinformatician
- 2 Research analyst
- 3 Regulatory specialist
- 4 Clinical Research Specialist
- 5 Data Analyst

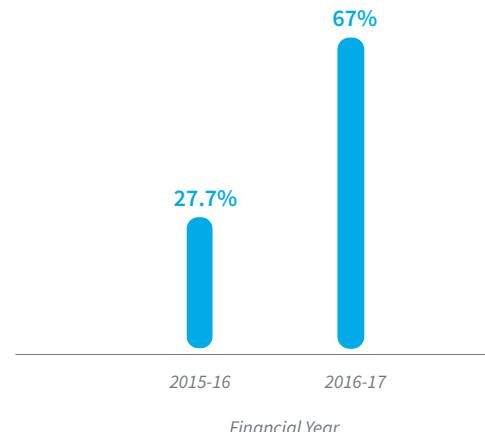
04 India is getting an inflow of generic skills and losing niche ones. The United States is a top country for talent migration with India.

- The U.S. is important from a talent migration standpoint with close to 48% inflow into India and 36% outflow out of India.
- Professionals migrating to other countries are mainly researchers, scientists, quality assurance professionals, statistical programmers and data analysts. Thus, India is losing professionals with key skills. While professionals coming to India are in the sales function, followed by quality assurance and research.

05 Pharma and Biotech talent is more online than you may think. 68% of professionals in the industry follow a company on LinkedIn which is more than the India average.

As the average time spent on the internet by Indians rises each day, the workforce has become more active on social and increasingly aware of opportunities. Social has influenced both job seekers and employers to find jobs and recruit talent online. More than 68% of Pharma and Biotech professionals on LinkedIn follow a company (India average 50%) and this number has shown an increasing pace of growth over the last few years. The Inmail acceptance rate and percentage of professionals viewing jobs is 1.1x the India average, indicating an active and engaged talent pool. Your 'first impression' is now formed before your 'first conversation'

Year-on-year growth in Pharma & Biotech Professionals following a company on LinkedIn





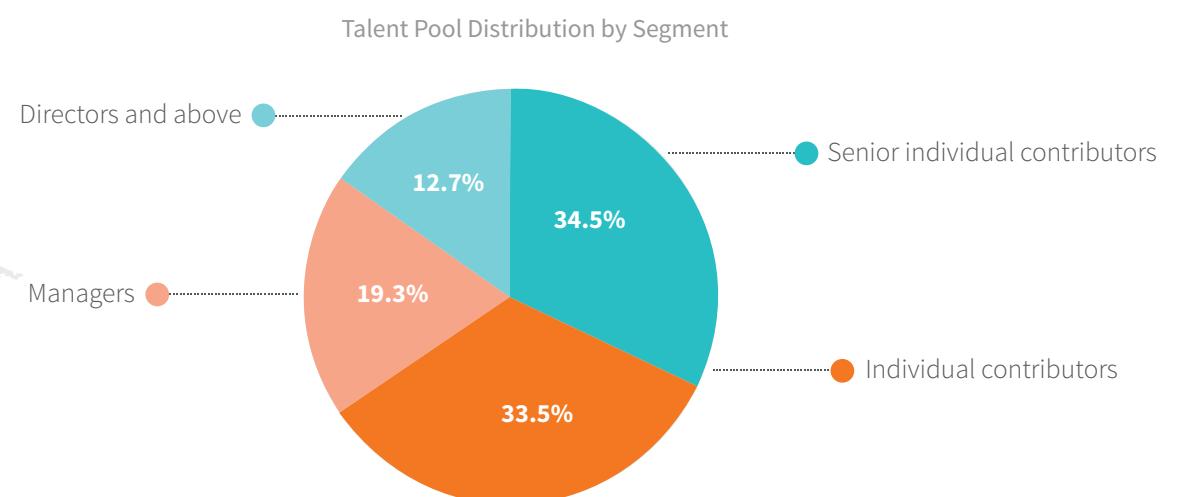
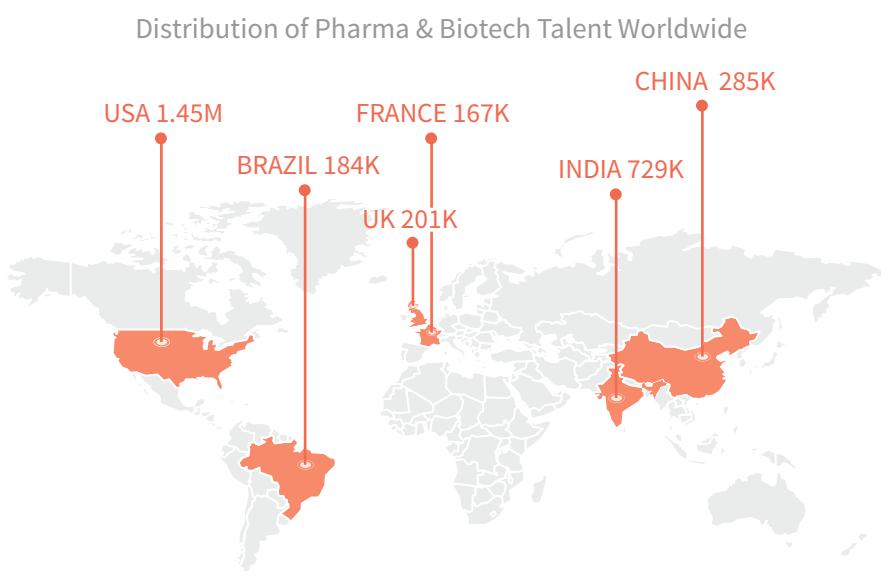
The Talent Landscape

Over the years, India has become a leading pharmaceutical producer, with an established generics - 70% of the industry - and a growing biosimilars space. There are several compelling reasons for India's rising Pharma and Biotech stature, including availability of skills, strong government vision and support, and lower production costs.

At the strategy level, the Pharma and Biotech industry is deliberating over, "How can the Indian market scale up to an even higher growth trajectory and achieve its full potential?". Talent has an important role to play in this growth. Hence, the engagement, hiring, skilling, and retention of professionals is key to the India growth story.

01 India has the world's 2nd largest Pharma and Biotech talent pool on LinkedIn.

Pharma and Biotech professionals in India make up 13.7% of the talent pool on LinkedIn. While India currently has the 2nd largest number of professionals, China is making rapid strides with a close to 10x growth in talent pool on LinkedIn from 2011 to early 2017. Individual contributors and senior individual contributors comprise 68% of this pool in India. The individual contributor segment is seeing the highest annual growth in absolute numbers.



02

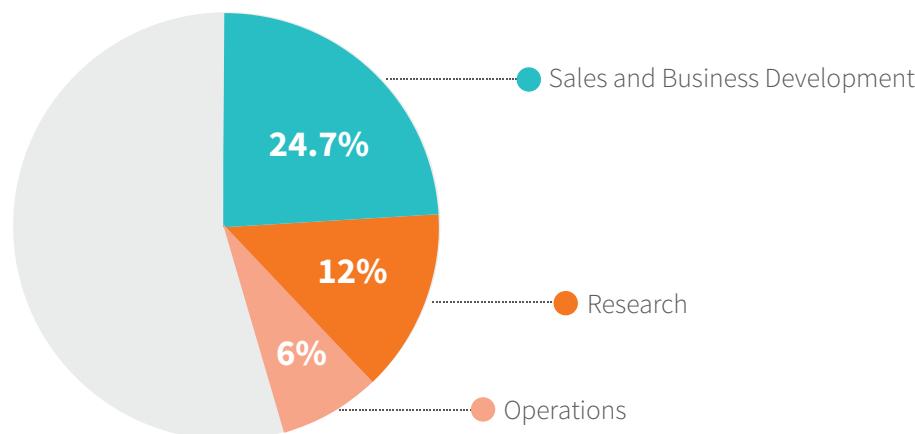
Sales, Research & Development, and Operations are the highest priority roles to fill.

The demand for sales, research & development, and operations talent is so prevalent that recruiting teams must start thinking more strategically about how to find, engage, and recruit these talent pools.

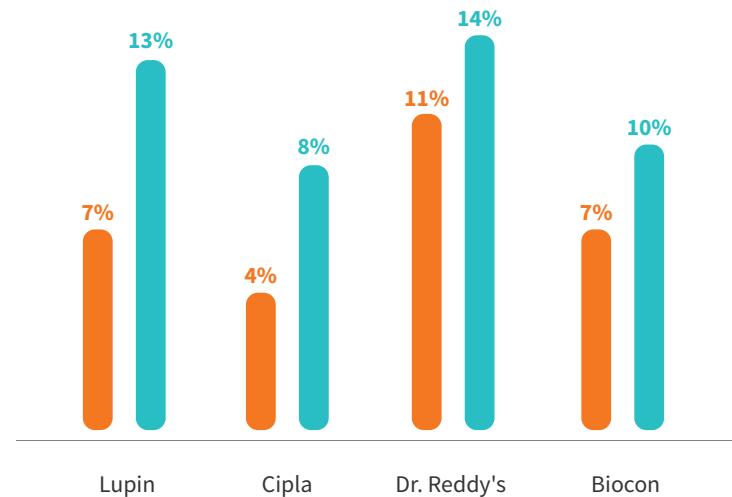
The need to stay globally competitive, plus government interventions to boost innovation has doubled R&D spends as a percentage of sales. This metric for big global companies ranges from 14%-18% of sales.

The focus on research has opened up job opportunities for R&D professionals resulting in them constituting 15% of total job switchers.

Top 3 Hiring Functions



2X increase in R&D spends as a percentage of Sales



Source- Annual reports

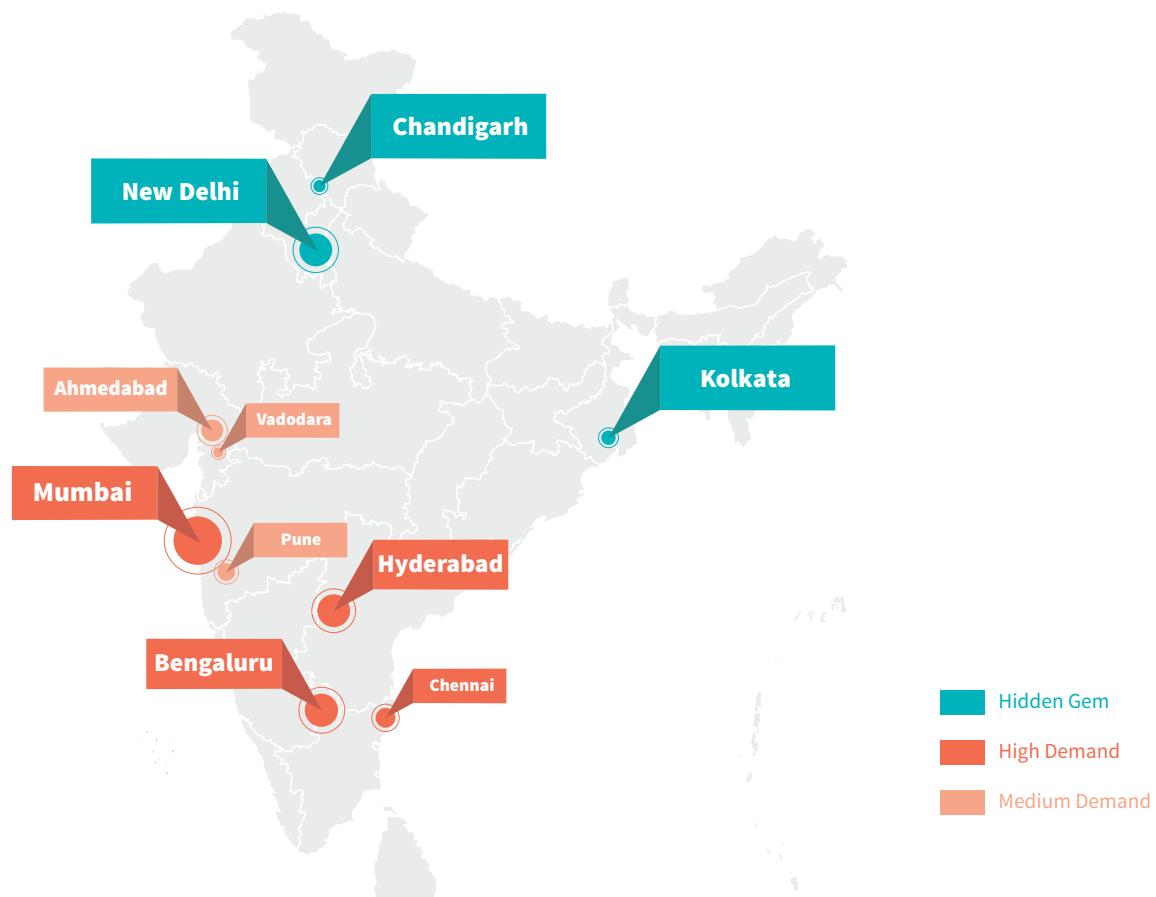
- R&D as % of Sales (2013)
- R&D as % of Sales (2017)

03

New Delhi, Kolkata and Chandigarh are hidden gems for sourcing Pharma and Biotech talent.

While location is key, and India's biggest cities have offered undeniable competitive talent edge, New Delhi, Kolkata and Chandigarh are hidden gems for talent.

Supply and Demand of Pharma & Biotech Talent in India



Size of Bubble: indicates the total # of LinkedIn professionals in region
Color: indicates competition for talent, derived from Recruiter InMail messages

04

Most in-demand occupations in Pharma and Biotech are trending in the areas of data science, research, and regulatory.

1 Bioinfomatician

2 Research Analyst

3 Regulatory Specialist

4 Clinical Research Specialist

5 Data Analyst

IN conversation with Yashwant Mahadik, Executive Vice President & Global CHRO at SUN PHARMA

On skill-shift

Most Indian Pharma companies have historically focused on being pure generic players in the global pharma industry, but lately there has been a shift in focus on moving up the value chain. For example the top 5 Indian pharma companies are increasingly operating in the complex generics and branded space. Sun Pharma aspires to move further up the value chain in the space of innovative new chemical entity molecules and biologics.

The changing business models of the top pharma companies of India is driving a skill and capability shift required within its workforce in all its core areas, such as research & development, manufacturing & operations, regulatory affairs, sales etc.



As Indian companies aspire to grow their speciality business, they are looking towards scaling in other geographies like US, Europe, Japan to build their businesses which now requires attracting capable local talent in these geographies.

On technology-shift

Technology advancement & disruption is taking place at a very quick pace in the pharma industry and this is bound to play a significant role in enhancing the effectiveness and productivity of the industry (including drug safety). For example, 3D printing in solid dosage form of drugs is being seen as the future.

Technology advancement is also disrupting logistics and supply chain which will likely have a positive impact on the industry going forward. Similar to the aerospace and automobile sectors, the pharma industry is also highly regulated as it involves human safety. Sun Pharma has been at the cutting edge of technology in areas such as research & development, manufacturing, IT etc. Recently in the HR function, we have sharpened our focus on digital and social media platforms. For example on the talent attraction front we have been leveraging social media and are partnering with world-class platforms such as LinkedIn, Twitter, YouTube for communicating our employer value proposition.

At Sun Pharma, we have carefully built an HR team based on skills required for the current and the future business context. It's a diverse team, diversity in terms of gender, ethnicity, educational backgrounds, culture, nationalities and above all experience spanning across sectors such as E-commerce, FMCG, Telecom, Healthcare, Media agencies amongst others.

On the future

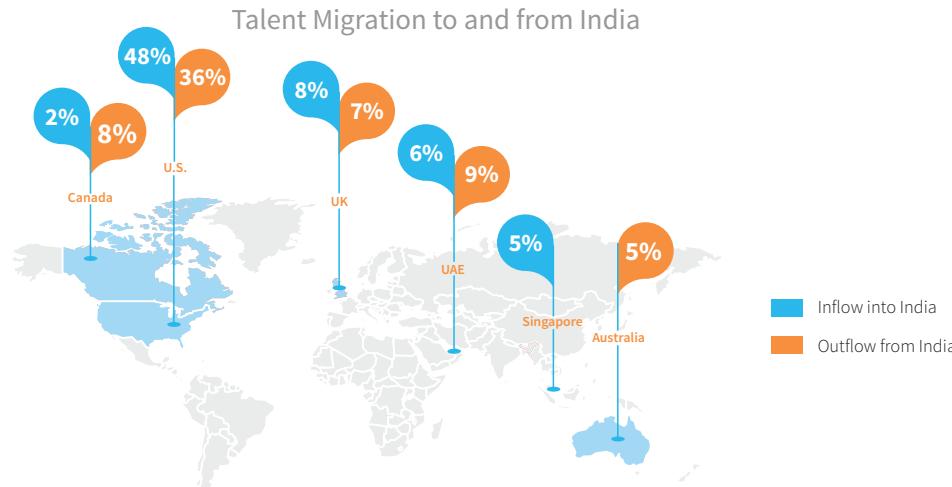
The future of healthcare lies in the start of its continuum which is 'wellness'. The continuum of a patient's healthcare need begins with prevention (which is wellness), care and cure (which is therapy & surgical interventions) and the last being the terminal state of a being.

Historically focus & innovation in healthcare has happened in the ‘care’ and ‘cure’ stages. Increasingly we have seen that governance & people cutting across sections of society are focusing more on prevention & wellness. Therefore, apart from technological innovations in healthcare (such as telemedicine etc.), most innovations are likely to happen in the prevention & wellness space including improvement of the environmental & lifestyle standards which impact the human health in any society. At Sun Pharma we focus on building a balanced portfolio of products for the future cutting across the healthcare continuum including prevention, care and cure.

Having said that, alternate therapies like steam cell based treatments, genetic reengineering etc. remain potential areas of the future. It is important that companies have the ability to re-invent their business models to stay in the long haul. The Indian pharma sector is no different and is currently on that journey.

05

India is getting an inflow of generic skills and losing niche ones. The U.S. is a top country for talent migration with India.



- The U.S. is important from a talent migration standpoint with close to 48% inflow into India and 36% outflow out of India.
- Professionals migrating to other countries are mainly researchers, scientists, quality assurance professionals, stats programmers and data analysts. Thus, India is losing professionals with key skills. Professionals coming to India are generally in the sales function, followed by Quality Assurance and research.
- 25% of the migration out of India is intra-company. This is not surprising considering the percentage of international revenues and operations of Indian companies. e.g. the U.S. constitutes close to *48% of revenues for Sun Pharma, Dr. Reddy's and Aurobindo Pharma.
- 75% of the talent outflow is to International HQ companies indicating the war for talent is now global. With India constituting the world's 2nd largest talent pool, international companies are looking at local talent who are willing to relocate.
- Senior individual contributors and individual contributors segment is highly mobile and accounts for 77% of the migration out of India, even though they contribute 68% of the total Pharma and Biotech talent pool.

A woman with long dark hair is smiling warmly at the camera. Her right hand is raised to her face, with her fingers resting near her eye. The background is a soft, out-of-focus yellow.

All Things Talent: Behavioral Insights

01

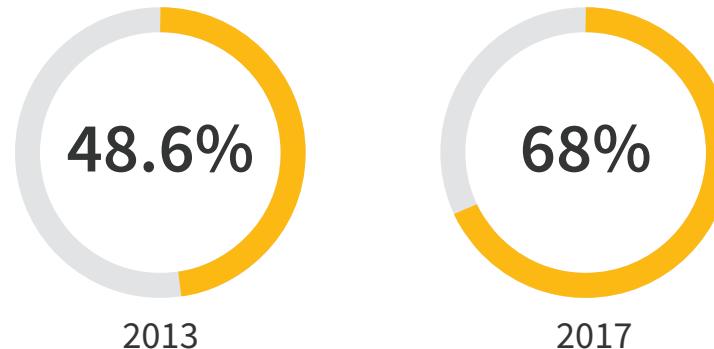
Good news - Talent is online! There is a growth in professionals following a company on LinkedIn.

As the war for talent becomes global, there is a need for companies to steadily shift focus towards creating a scalable employer brand with an international appeal.

At the talent end, social professional networks are among the top ways professionals follow industry trends, hear from leaders, and discover new opportunities. In the pharma and biotech sector alone, more than 68% of the workforce follows a company.

This trend is showing an increasing year-on-year growth as more professionals have started to follow a company in the last 5 years.

% of Pharma and Biotech professionals in India following a company on LinkedIn



Today, employer branding and social media go hand-in-hand. It's a marketplace of interactions where recruiters, employees, customers, and prospects are all listening and engaging with each other.

Did you know?

58% of your LinkedIn Company Page followers
are interested in joining your company.

02 Content Marketing is key to engaging and influencing followers.

The holy grail of building an employer brand is a consistent content strategy to engage current and future workforce, so you don't have to start from scratch with every new job opening. The key is to prioritize focus on what the talent wants to know about your company.

Here are the most popular content topics and articles to help you take your employer brand to the next level:



Tailor your communications to your target audience based on these insights and differentiate your employer brand with a personality or point of view.

Additional read:

Accelerate your employer brand through content marketing

03

Addressing a candidate's intrinsic motivators right from content to candidate conversations is the key to making the right

As talent is increasingly keeping an eye open for their next opportunity, there is a compelling need for organizations to build a positive reputation as a great place to work.

While on the supply side, 68% of the workforce follows a company. The demand side for the industry has seen a 55% increase in the number of jobs posted*. A clear indication of Indian Pharma and Biotech companies ready to play an active role in influencing the candidate journey.

The magic metric:

After 26 months in a job, a professional is more likely to switch and actively start exploring job opportunities.

Hiring is intermittent, branding is constant.



of professionals start considering switching jobs at
least 5 months before leaving

What is important to candidates when considering a job?

India



U.S.



The Employee Value Proposition (EVP) changes by country and culture and hence the need to adapt messaging and candidate/employee communication accordingly. At the end of the day, it's all about effective communication.

3 talking points for your next conversation with a candidate

India

- 1** How the role helps them grow both at work and outside of work
- 2** How the role moves them closer to their career goals
- 3** The role of the organization in crafting the future of the industry

U.S.

- 1** Contribution of the role to the overall vision of the organization
- 2** How the role helps them grow both at work and outside of work
- 3** The environment at work: Culture, team milestones, employee achievements, celebrations



Deep-dive into Regulatory Affairs

The Most In-demand Skill: Regulatory Affairs (RA)

The pharmaceutical and biotechnology industry is one of the most regulated in the world. As the industry witnesses an increased rate of product innovations from companies wanting to make a mark in the intensely competitive market, investments in R&D activities are on the rise along with the number of Abbreviated New Drug Application (ANDA) and tentative approvals from the US FDA.

As per FDA data between January - June 2017, Indian companies, including their U.S.-based subsidiaries, received 141 drug approvals. This is a 50% increase from the 94 approvals received during the same period last year. On the other hand, the growth rate for non-Indian companies is lower at 15.27%. From 216 approvals between January-June 2016, non-Indian companies received 249 approvals during the same period this year.

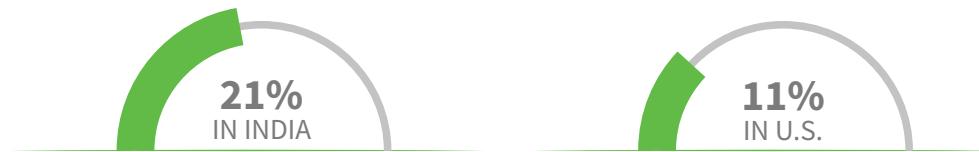
As U.S. operations contribute extensively to revenues of Indian companies, this section captures a deep-dive into the talent pool of regulatory professionals both in India and the US.

RA Professionals on LinkedIn

India  45.9k

U.S.  97.7k

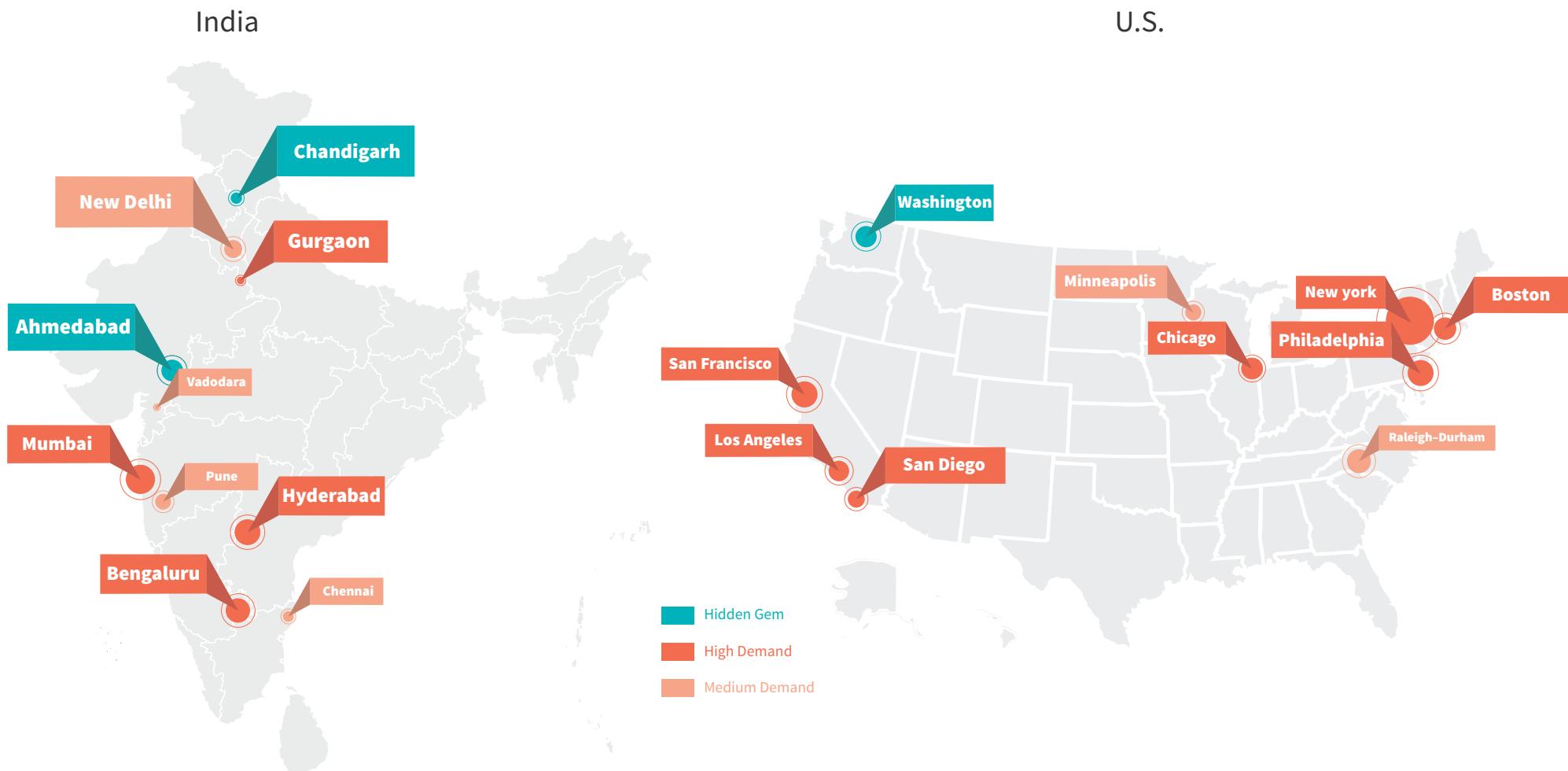
01 RA professionals in India are mobile and moved cities more than professionals in the U.S.



% of job switchers who moved cities in the last 12 months

02 As talent is mobile, it makes sense for companies to look beyond the obvious cities to find their next RA hire. Washington, Ahmedabad and Chandigarh are hidden gems for RA Talent.

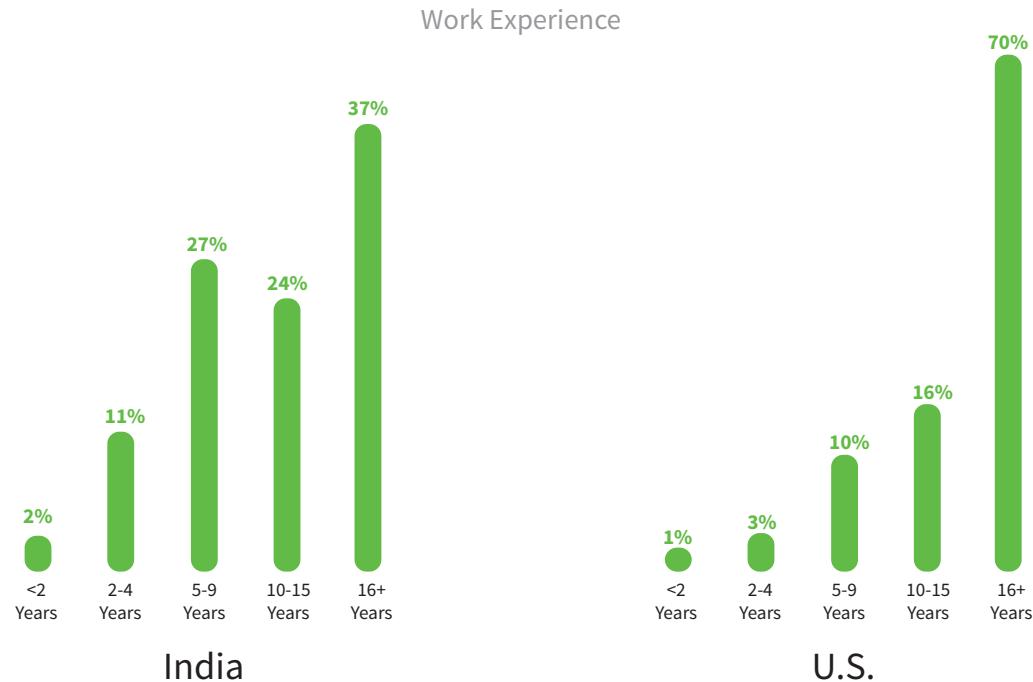
Supply and Demand of Pharma & Biotech RA talent



Size of Bubble: indicates the total # of LinkedIn professionals in region
Color: indicates competition for talent, derived from Recruiter InMail messages

03

70% of the U.S. RA professionals have 16+ years of experience, while India has a relatively younger workforce.



04

The U.S. RA talent pool does better on gender balance when compared to India.



% females in the talent pool.

05

Crisp, personalized emails get the attention of RA professionals.

You've got (In)Mail:

The secret sauce of getting Inmail messaging right:

Write Crisp InMails

*An InMail with less than 100 words has -
5% more acceptance rate in India,
9% more acceptance rate in the U.S.*

The days of carpet bombing are over!

*Sending personalized InMails have -
7% more acceptance rate in India,
9% more acceptance rate in the U.S.*

Talent is more responsive over weekends

Additional Tips:

- Leverage your employee network through referrals and employee profile ads, this group is 2.0x more connected than average
- Try highlighting your involvement with the Pharmaceutical Industry and U.S. Food and Drug Administration (FDA). These are the topics they read about most on LinkedIn.

06

The two and a half year itch

Job switchers stay for an average tenure of 28-30 months before moving into their next play.

A good targeting variable for your next hire?



A woman with long dark hair tied back, wearing a white lab coat over a dark top, is focused on her work in a laboratory. She is holding a small vial or test tube in one hand and a larger piece of equipment or a container in the other. In the foreground, there are two red plastic containers with a grid pattern, possibly for holding samples or reagents. The background is slightly blurred, showing shelves filled with various laboratory glassware and equipment.

Pharma Battle For Talent

01 Indian HQ companies VS. International HQ companies

In order to plan for the future, organisations need to understand industry best practices on talent engagement.

Below is a comparative analysis of talent engagement observed by:

- Companies with India HQ and
- International HQ companies in India.

Average India Job Views

9.2k Job view | **12k Job views**

Average India Talent Brand Index (TBI)

13% | **20%**

India Job Application Rate

28.8% | **32.9%**

Inmail Acceptance Rate*

38.4% | **52%**

% Influenced India Hires in the last 12 months

15.7% | **29%**

India HQ companies

International HQ companies

* InMails sent to India Audience considered

Additional Read

Compared to non-followers, followers of your LinkedIn Company Page are **81%** more likely to respond to an InMail from you.

02 Abbott India Case Study

Abbott is a global health care company. It has 94,000 employees and operates in more than 150 countries.

Global Company, Local Employee Value Proposition (EVP)

Abbott in India took the step of creating its EVP in the country in 2015. It was one of the early movers to undertake this exercise. The organization identified 3 pillars:

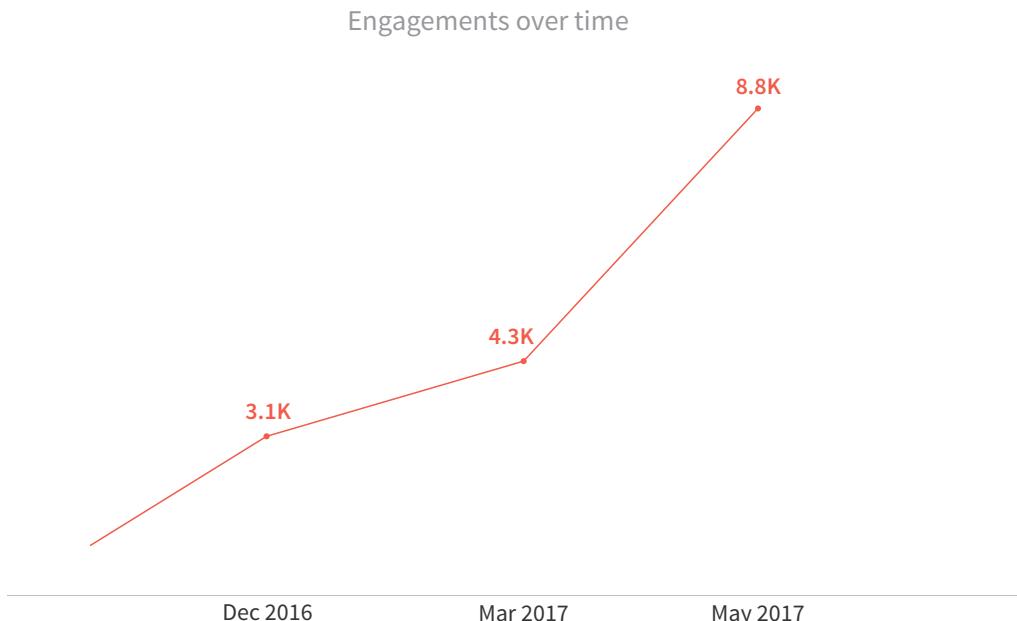


They took a 3 pronged approach to execution.

1. Content is critical and quality matters!

Social media is a centre of excellence within Talent Acquisition at Abbott globally. Hence, social channels were identified as key enablers even for India communication. The company launched an India LinkedIn Career page and created a content calendar for updates. They also launched a campaign to help externalize the brand. It was all about generating awareness and communicating the EVP in year 1.

Content Marketing has driven engagement



122%
Monthly Job applications



160%
Monthly career page views



19% to 22%
Talent Brand Index (TBI)

Year-on-year growth July 2016 - July 2017

2. Got their HR teams pumped up!

Cliched but true - the HR team is the face of all employer branding efforts and it starts with this team.

“Being on social media is a continuous journey. Changing the mindset of professionals towards this medium was recognized early on at Abbott. The way we approached this was by ensuring our leaders had a unique messaging specific to their function or expertise. The key here was to engage consistently! Their presence impacted a larger audience on social media and positioned them as thought leaders amongst the candidate fraternity.”



Sunil Singh
Director, Talent Acquisition
Abbott

3. Advocated their unique EVP via leaders on LinkedIn

Abbott believes every employee has an opportunity to play a part in communicating what makes working for Abbott great and it starts with the leaders. Abbott first ensured that its leaders' profiles were used as channels to communicate their unique EVP. Storytelling became one of their most important tools - showcasing employees of Abbott as thought leaders, opening up the organization by sharing examples of the culture in action and being transparent.

The HR team was assigned to various leaders and worked with them to create a content calendar for each leader. This helped build an authentic voice, relevant to their function/role, and share unique thoughts. Each leader could be at various stages of the social journey and hence a unique approach was adopted for each one. Monthly/Quarterly updates on results and progress were reported to the leadership team. It was important to keep them informed on the larger impact to the employer brand due to their efforts.

Having localized the talent brand, Abbott India now wants to get every employee active on LinkedIn to share the culture not just offline, but online as well.



life. to the fullest.

 **Venu Ambati** • 3rd
Managing Director, Abbott India Ltd.
Abbott • Indian Institute of Management, Ahmedabad
Mumbai, Maharashtra, India • 500+ 

Connect

Being the Managing Director & General Manager of one of the most esteemed organizations in the Indian pharmaceutical industry, is exhilarating. I wake up every day with the possibility of making a tangible difference to the health and wellness of people in our country.

And it's not just me. At Abbott India Ltd., my 2800 colleagues and I love new concepts to redefine Healthcare. I am proud of our 'insight-driven' everyday innovation. In fact, we behave like a start-up, in spite of being a half a billion-dollar business - incubating ideas, learning and growing each day, so that, we help people live the best life one can through good health.

We are amongst the top 3 contributors to Women's health, Gastroenterology, Metabolics, Hepatic, Consumers Care and CNS. Through our products and services, I believe that we are and we will continue to solve the problems of Awareness, Diagnosis, Treatment and Compliance across the continuum of care.

[See less ^](#)

Conclusion

As per the 20th Pharma and Lifesciences CEO survey by PWC, 19% of CEOs globally rated **human capital** as an area they wanted to strengthen to capitalize on new opportunities. Good news- India has a Talent Advantage with the world's 2nd largest talent pool!

This pool is growing increasingly social with 68% of professionals from this pool following atleast one company on LinkedIn. This means it is getting easier to find & engage candidates at scale and hire based on relevance in a timely manner. Organizations have thus embarked on a journey to influence talent by creating powerful digital ecosystems comprising leadership, employees, and companies.

As businesses strive to gain a competitive advantage, even in geographies outside their home location, the key will be to attract and train talent with skills of the present and future. With an outflow of key skills and 75% of the talent migrating from India joining International HQ companies we are already seeing a war for talent that is global.

Are we ready to compete for talent on a global stage? Are we building talent organizations for the future?

Methodology

1. **Source:** LinkedIn data as of Sep 2017

2. **Supply and Demand:** Supply is count of LinkedIn members matching the talent pool profile. Demand is based on recruiter InMails received per member per year.

3. **Migration:** Migration trends are analyzed over the July 2016 to Jun 2017 time period.

4. **Jobs:** Jobs posted is calculated based on the time period between July 2016 to Jun 2017.

5. **Member demographics:** Company, function, seniority, and standardized job titles based on current position of the members in the pool

6. **EVP Data:** Perception data from annual survey of 300K+ LinkedIn members, filtered to respondents in this talent pool.

Members are matched to several familiar companies and asked whether the company does a good job on attribute (yes or no). Companies are ranked by the percent of members responding with a 'yes' to each attribute. Respondents may vary by company. Statistical confidence in results varies by overall # respondents.

Members are matched to companies based on connections, profile viewing, and industry proximity, and are also asked to confirm familiarity with the company before rating. Current or past employees are excluded.

7. **Regulatory Professionals:** Regulatory professionals are identified by looking into relevant regulatory keywords and skills in the profile of members (such as job title, skills and position summary)

Location demand is measured relative to other locations in this talent pool, "Hidden Gems" defined by above average supply and below average demand.

Career work experience derived from undergraduate degree date or start date of earliest position listed on profile.

Gender inferred from member first name. Only shown when 50%+ of the pool has a known gender, Manager+ additionally only shown when sample size 30+

8. **InMail Optimization:** Calculated from InMails sent to this pool over the past year. Gap from average is percent of percent (e.g. 15% vs 10% = +50%)

Content & Articles: Ranked by how much more likely this pool is to engage the content than average across all pools. Articles are top for the topic but not specific to this pool.

9. **Pharma battle for Talent:** For the various metrics like Job Views, Job application rate, InMail Acceptance rate, Influenced hires, and Talent brand index a selected list of top 10 - 30 Indian companies and top 10 - 30 global companies are considered for average calculations (list selected based on a minimum threshold of jobs, InMails and hires made)

TBI: Total Engagement on LinkedIn / Total Reach on LinkedIn

Engagement: # of this talent following or viewing jobs or company page in the past year.

About LinkedIn Talent Solutions

LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage, and attract the best talent. Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 500 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.

To learn more about how you can craft your employer brand strategy, understand industry benchmarks, or gain insights on how talent is engaging with your brand on LinkedIn.

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