

How UCB Is Supplying Life-Changing Drugs on a Global Scale With the Right Talent





The Challenge

A global biopharmaceutical leader UCB, bringing life-changing drugs to market is highly dependent on having the right employees in place, noted Jonathan Berlan, UCB's Global Head of Talent Acquisition.

When the company planned to launch six new drugs over a five-year period, Berlan faced the challenge of transforming the talent experience for a global hiring effort that would fulfill launch excellence capabilities – including recruiting a new sales force, production line, medical expertise, and all other support functions.

One of the biggest barriers to hiring? The initial application process stood at 20 minutes and resulted in a 50% drop-off rate. Plus, with no Talent CRM to collect and store candidate data, the group lacked insight into their talent pipeline and couldn't execute targeted campaigns for outreach and continuous engagement towards leads or warm candidates.

“Previously, we were highly dependent on ‘post and pray’ tactics, as well as outside recruiting agencies to fill roles,” Berlan said. That came at a significant cost to the organization – one of the driving factors that justified finding a solution that could unify their people, their processes, and their data.

“UCB runs on people, and they're in short supply. We needed to build a new talent process at high speed, while also filling open roles.”

Jonathan Berlan

Global Head of Talent Acquisition
UCB

The Solution

UCB chose to implement **Phenom's Intelligent Talent Experience platform** to re-imagine important TA functions like candidate sourcing, attraction, and engagement. The following capabilities stood out:

- Career site that powers an effortless candidate experience
- Seamless apply flow, with the ability to duplicate across multiple languages
- Integration with existing SAP SuccessFactors ATS
- Talent CRM with AI and automations
- Data analytics with insights into talent pipeline and sourcing

Of merit is passive lead detection, which enables the team to capture the information of silver medalists and other best-fit candidates – even if they don't apply.

Because their **Phenom Career Site** also gives job seekers the option to join UCB's Talent Community, recruiters can immediately and strategically nurture leads who have engaged with UCB and opted in to receive communications.

From hyper-personalized emails run through the **Phenom Talent CRM** and **Phenom Campaigns** to automated job alerts and helpful tips on interviewing and upcoming events, "This helpful, real-time outreach has generated a lot of interest," Berlan said.



"Phenom gives us the ability to organize our candidate populations into distinct talent pools. We can broadcast targeted campaigns for deeper engagement."

Jonathan Berlan



The Results

That original six-drug launch that prompted UCB’s journey with Phenom is on track for a successful conclusion sooner than expected, thanks to more accessible talent and efficient hiring practices.

“Using Phenom gives us better control over talent pipeline, source mix, time to hire and cost per hire,” Berlan said. “Increasing the volume of candidates in the pipeline is also increasing the quality of our talent pools.”

“We’ve significantly reduced candidate drop-off with our new 4-minute application.”

Jonathan Berlan

A Better Experience for Candidates and Recruiters

After using Phenom to overhaul their apply flow and add key automations, UCB cut their time to apply from 20 minutes to four minutes.

“We have higher conversion, and for people who don’t complete the application, we can keep them as leads to go back and re-engage with. Before, we would have lost them completely,” Berlan said.

With the deep personalization offered on the Career Site, candidates get the benefit of tailored job recommendations, as well as customized content that matches their interests and stage in the job search.

For recruiters, the platform offers different regions the flexibility to focus more time on activities they love, instead of the more mundane tasks automation can handle, Berlan shared.

Business Impact and ROI

UCB’s overhauled talent experience is enabling the company to advance a major business objective and company purpose: to launch life-changing drugs globally, getting them to the people who need them.

Now, the team also has better visibility into candidate sourcing, including cost-effective sources like internal candidates and referrals. “It gives you the power to tweak cost per hire. If you’re bringing down your agency spend, that frees up resources to invest in other parts of the business, including in recruitment,” Berlan noted.

In just one quarter, the team saw 15,128 new candidate profiles created in their Talent CRM – 14,216 came exclusively from Phenom-generated sources.

UCB’s Top Phenom Sources of Talent

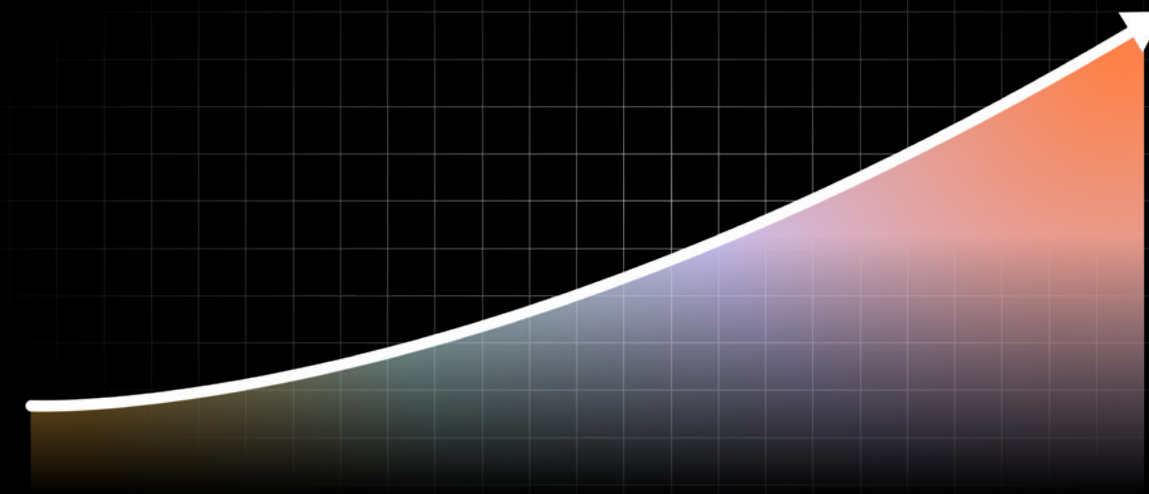
Phenom-generated Sources	Profiles Added in 3 months	Applicants Added in 3 months	Conversion Rate
Incomplete Applies	11,740	10,143	86%
Chatbot	1,928	966	50%
Personalization On Demand	427	172	40%
Job Alert Subscribers	98	36	37%
Talent Community	23	7	30%

Based on Q2 2023 Phenom data

What UCB Is Achieving With Phenom

“Using Phenom gives us better control over talent pipeline, source mix, time to hire, and cost per hire.”

Jonathan Berlan
Global Head of Talent Acquisition



Increased candidate volume and completed applications

80%

Reduction in time to apply
from 20 minutes to 4 minutes

78%

Conversion rate of leads
to applicants*

93%

New candidate profiles
originated exclusively from
Phenom-generated sources*

**Based on Q2 2023 Phenom data*



The Future

Berlan and his team are staying focused on advancing UCB's mission to help people live the highest quality life possible through innovative solutions.

"Our pace and depth of change is almost unthinkable for a company on the outside, but we're going to do it because we have the right people in place," Berlan said.

Moving forward, internal mobility will be a key initiative. "We're aiming to create a connected experience for all our talent stakeholders," he said. "Phenom can power that in the background."

"It's all about connecting people to opportunities, external and internal. In Phenom, we've found a solution that encompasses this broad notion of talent and opportunity."

Jonathan Berlan



At UCB, we believe everyone deserves to live the best life they can — as free as possible from the challenges and uncertainty of disease. That commitment comes to life in our research and development activities across neurology, immunology and other areas where our expertise, innovation and ambition align with unmet needs. And thanks to our focused, innovative and trusted solutions, our business is strong, with total revenue reaching €5.5 billion in 2022.

This success is powered by the approximately 9,000 people — from our headquarters in Belgium and across nearly 40 countries worldwide. Our people have lived our purpose each day since 1928, making critical investments in biopharmaceutical research and leading innovations that strive to achieve a meaningful impact on the lives of those we serve.

Industry	Biopharmaceuticals
Career Site	careers.ucb.com
Headquarters	Brussels, Belgium
Employees	9,000
ATS	SAP SuccessFactors



See the Phenom Intelligent Talent Experience platform in action

Book a demo

Candidate Experience

Best-fit candidates find and choose you faster. Attract job seekers and broaden talent pools with personalized job recommendations and an intelligent career site.

Recruiter Experience

Recruiters become wildly productive. Discover and engage top talent with AI, put tedious tasks on autopilot, and maximize your team's ability to streamline workflows.

HR Experience

HR leaders align employee development with company goals through an intelligent workforce planning solution that allows them to identify skill and competency gaps, manage career frameworks, and identify DE&I opportunities.

Employee Experience

Employees develop their skills and evolve their careers. Upskill, evolve, and retain your workforce with intelligence and personalized opportunities.

Manager Experience

Managers build stronger-performing teams with real-time analytics, insights, and collaboration tools.

HRIS Experience

HRIS teams seamlessly integrate with your HR tech stack — including ATS, HCM, and LMS tools — to create a holistic infrastructure.

Helping a billion people find the right job.

Phenom has a purpose of helping a billion people find the right job. Through AI-powered talent experiences, employers are using Phenom to hire employees faster, develop them to their full potential, and retain them longer. The Phenom Intelligent Talent Experience platform seamlessly connects candidates, employees, recruiters, hiring managers, HR, and HRIS — empowering over 500 diverse and global enterprises with innovative products including Phenom Career Site, Chatbot, CMS, CRM, AI Scheduling, Video Assessments, Campaigns, University Recruiting, Talent Marketplace, Career Pathing, Gigs, Mentoring, and Referrals.

