

CASE STUDY • PEOPLE MATTERS INFINI-T AWARDS INDIA 2026

# Project Manthan: The Talent Engine That Took Nine Days Off Every Offer

**Niva Bupa**

*Infini-T Awards Category: Best Talent Attraction Strategy*

*Zindagi ko  
claim kar le*



# Executive Summary

|                                                                          |                                                                            |                                                        |                                                                   |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------|
| <b>10,000+</b><br>Employees crossed in FY25-26, with 1,255 net additions | <b>9 days</b><br>Cut from offer letter turnaround, on a 12-15 day baseline | <b>7%</b><br>Year-on-year reduction in early attrition | <b>₹0</b><br>Incremental ATS cost, through platform consolidation |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------|

Niva Bupa is one of India’s leading standalone health insurers. We entered FY25-26 accelerating: **hiring ramp-ups**, high-volume hiring across corporate, agency, retail sales and frontline sales, and a workforce that would cross **10,000 employees with 1,255 net additions** in the year. Since go-live date **5000+ offers** have been rolled out by our team in 9.5 months. Our Talent Acquisition team had to scale hiring across every channel while holding quality, governance, cost discipline and candidate experience simultaneously, in a market where a slow offer is a lost candidate.

Our recruitment ran across three disconnected systems: the Talent Recruit ATS, the Spring Verify BGV portal, and Darwinbox as the onboarding portal, stitched together with spreadsheets and manual touchpoints. Multiple offer templates, fragmented interview feedback, and a separate BGV dependency meant delays, limited visibility and inconsistent experiences, with offer processing averaging **12 to 15 days**.

Our answer was Project Manthan: a full re-engineering of recruitment on Darwinbox as the single hiring ecosystem, with real-time vacancy publishing on the careers page, standardized offer templates, structured interview feedback, BGV-aligned workflows, and **HIRE RIGHT** selection discipline built in. We achieved the consolidation at **zero incremental ATS cost**, because the platform was already in our estate.

The results carry their own baselines: **offer turnaround cut by 9 days, early attrition down 7% year on year, a 95% first-impression satisfaction score, and a 4.0/5 AmbitionBox rating** which positions us as the highest-rated standalone health insurer, all while hiring at the fastest pace in our history.

|                                                                    |                                                                        |                                                                     |
|--------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------|
| <b>95%</b><br>Satisfaction on the new-hire First Impression survey | <b>5000+</b><br>Offers were released in 9.5 months, after Go-Live date | <b>3 → 1</b><br>Recruitment systems consolidated into one ecosystem |
|--------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------|

# Three Systems, One Candidate, Too Many Days

Each hire travelled through an ATS, a BGV portal and an onboarding platform that did not talk to each other, held together by spreadsheets and follow-ups. For the candidate, that meant a fortnight of waiting on the most important email of their year. For the business, it meant hiring at the fastest pace in company history through the slowest part of its machinery.

## Where fragmentation was costing the business

| The challenge we faced                                                                                                        | The consequence it caused                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A fragmented recruitment ecosystem across the Talent Recruit ATS, Spring Verify BGV portal and the onboarding platform</b> | Process fragmentation, additional follow-ups, inconsistent candidate experiences and no end-to-end visibility across the hiring lifecycle |
| <b>Rapid expansion with hiring ramp-ups</b>                                                                                   | Extended hiring timelines and a growing risk of losing quality candidates to competitors while processes caught up                        |
| <b>Multiple offer templates across roles and functions</b>                                                                    | Inconsistency, manual effort and delays inside the single most candidate-visible step: the offer                                          |
| <b>No structured interview evaluation mechanism</b>                                                                           | Dependency on manual follow-ups, inconsistent assessment quality, and hiring decisions that were harder to defend as fair and data-driven |
| <b>Hiring quality needing stronger process backing as volume scaled</b>                                                       | Early attrition ran higher than it should, the silent cost of speed without selection discipline                                          |
| <b>Recruitment workflows without end-to-end automation</b>                                                                    | Recruiter time consumed by administration rather than proactive talent engagement                                                         |

# One Ecosystem, Churned Into Shape

Project Manthan, named for the churning that yields something valuable, rebuilt our end-to-end recruitment process on Darwinbox: **live vacancy ingestion onto the careers page in real time, offer management with standardized templates, structured interview feedback, HIRE RIGHT workflows, recruitment tracking and BGV-aligned steps**, consolidating previously fragmented stages into one integrated hiring ecosystem serving corporate, agency, retail sales, frontline sales and high-volume hiring alike. Two design choices matter most.

**First**, the consolidation cost nothing incremental: we implemented the new ATS at zero additional cost by extending a platform we already ran, retiring separate system dependencies.

**Second**, we engineered quality in rather than inspecting it afterwards: HIRE RIGHT workflows enforce structured evaluations, candidate-role alignment and sharper selection discipline on every hire, which is what a 7% year-on-year reduction in early attrition looks like at its source. In our framing, Darwinbox is the digital enabler of our talent attraction strategy: one platform for vacancy publishing, career-site management, interview feedback, faster offers and governance across the lifecycle.

We widened attraction as well as accelerating it: the **Ghar Wapsi rehire campaign** turned alumni into a sourcing channel, specially abled hiring ran through Purple Fest 2025, and **next-of-kin hiring** was introduced on a case-to-case basis, an uncommon commitment for our sector.

**Quality engineered in rather than inspected afterwards, on a platform that cost nothing more to use properly.**

# Numbers With Their Baselines Attached

| Measure                     | Before                                      | After                                                                  |
|-----------------------------|---------------------------------------------|------------------------------------------------------------------------|
| Offer letter turnaround     | 12 to 15 days average                       | Cut by 9 days after Project Manthan, more than halving the wait to yes |
| Early attrition             | FY24-25 baseline                            | Down 7% year on year, reflecting improved candidate-role fit           |
| Workforce scale             | Below 10,000 employees                      | Crossed 10,000, with 1,255 net additions at held governance            |
| ATS cost                    | Separate, fragmented system dependencies    | Zero incremental cost through consolidation onto Darwinbox             |
| Recruitment systems         | Three: ATS, BGV portal, onboarding platform | One integrated ecosystem with end-to-end visibility                    |
| Offer processing efficiency | 3000+ in 9 months                           | 5000+ in 9.5 months                                                    |
| Offer templates             | Multiple, by role and function              | Standardized on platform                                               |
| Interview feedback          | Non-standardized, manually chased           | Structured capture inside the hiring workflow                          |
| New-hire experience         | Inconsistent across channels                | 95% satisfaction on the First Impression survey                        |
| Employer brand              | Competitive insurance talent market         | 4.0/5 on AmbitionBox: the highest-rated standalone health insurer      |

# The Integration Was Late. Hiring Never Stopped.

The BGV system integration ran past its planned timeline. What our TA team did next is the part worth reading twice: rather than pausing hiring or forcing a workaround into the platform, we ran a **disciplined manual BGV process in parallel**, every case tracked through structured trackers, stakeholder follow-ups and governance reviews, so onboarding continued uninterrupted and compliant. When the integration completed, **every manual record was reconciled and migrated into Darwinbox**, preserving data integrity with no impact on employee experience.

The hardest part of the year was balancing speed, quality and governance through high-volume, unplanned hiring, and it is precisely what forced the full process re-engineering under Project Manthan rather than a lighter fix. Legacy dependencies, the separate BGV portal, multiple offer templates, unstructured feedback, slowed phase one; removing them became the programme.

**When the integration ran late, hiring did not stop for a day, and every manual record was reconciled into the platform afterwards.**

# The Moment That Mattered

## Because Great Talent Shouldn't Have to Wait

One of the biggest challenges in recruitment was the delay between candidate selection and onboarding. Earlier, even after a candidate accepted the offer, multiple manual steps across different systems often pushed joining to future dates, leading to candidate drop-offs and a poor hiring experience.

With the recruitment and onboarding integration in place, we transformed this journey. Today, candidate information flows seamlessly from recruitment to onboarding, enabling the onboarding process to begin immediately after offer acceptance. This has made **same-day joining possible for eligible candidates**, significantly reducing turnaround time and improving the overall experience for both candidates and hiring managers.

The impact has been meaningful, **faster onboarding, improved offer-to-joining conversion, reduced operational dependency and enhanced business continuity** by ensuring critical positions are filled without delay.

**What was once a multi-step process is now a seamless, technology-enabled experience that truly makes every hiring moment matter.**

# Why We Believe This Stands Apart



## Consolidation that paid for itself on day zero

Three recruitment systems became one integrated ecosystem at zero incremental ATS cost, by extending the platform already in our estate. Most transformation stories begin with a purchase; ours began with retiring two.



## Quality engineered in, measured in attrition

HIRE RIGHT workflows made structured evaluation and candidate-role alignment mandatory inside the hiring flow itself, and the outcome is the metric that cannot be gamed: early attrition down 7% year on year. Recognized as Runner-Up at the Bupa Grow PLT 2025 Awards.



## Attraction widened, not just accelerated

Ghar Wapsi turned alumni into a sourcing channel. Purple Fest 2025 brought specially-abled hiring, recognized with the Di-verse Certification felicitated by the Minister of Social Justice and Empowerment. Next-of-kin hiring runs case by case. A talent attraction strategy that widens who it attracts is doing the hard version of the job.



## Speed a candidate can feel

Nine days removed from every offer, on a 12-to-15-day baseline, with vacancies publishing to the careers page in real time and a 95% First Impression score at the other end. In a competitive talent market, the fastest credible yes usually wins.

# Third-Party Evidence, Unusually Strong

Our talent work carries unusually strong third-party evidence:



**HIRING QUALITY**

The Bupa Grow PLT 2025 Award (Runner-Up) for HIRE RIGHT’s contribution to hiring quality



**INCLUSION**

The Di-verse Certification, awarded by the Honourable Minister of Social Justice and Empowerment at Purple Fest 2025



**CULTURE**

A Great Place to Work case study feature on the talent ecosystem



**EMPLOYER BRAND**

The 4.0/5 AmbitionBox rating as the top-ranked standalone health insurer



**PLATFORM EXCELLENCE**

Darwinbox’s own Ace of Initiatives Award for recruitment experience and operational effectiveness.

## From Our Leadership

*“Project Manthan has fundamentally transformed the way we attract and hire talent at Niva Bupa. By standardizing recruitment processes, improving governance, and enhancing candidate experience, we have built a scalable and future-ready talent acquisition engine that de-risks business growth.”*

**Nipun Bansal**

Vice President & Head - Talent Acquisition

## CONCLUSION

# The Benchmark We Set

A year of unplanned, high-volume hiring is where talent strategies go to be found out. We entered FY25-26 with hiring ramp-ups, three recruitment systems that did not talk to each other, offers taking a fortnight, and a market full of competitors happy to hire the candidates who got tired of waiting.

Project Manthan rebuilt the machine mid-flight. One ecosystem instead of three, at zero incremental cost. Offers **nine days faster**. Vacancies publishing themselves in real time. Interview feedback structured into the workflow, and HIRE RIGHT discipline on every selection, showing up where it counts: **early attrition down 7% year on year** even as our workforce crossed **10,000**. And when the BGV integration ran late, hiring did not stop for a day; we ran the process manually, governed, then reconciled every record into the platform.

What distinguishes the strategy is its breadth. It got faster for every candidate, and it got wider: alumni invited home through Ghar Wapsi, specially-abled candidates hired through Purple Fest and recognized by the Ministry of Social Justice and Empowerment, next-of-kin hiring where it mattered. **A talent attraction engine that attracts more kinds of people, faster, with better retention, is the whole job done at once.**

**This is the standard we set: recruitment re-engineered as a governed, inclusive, data-driven attraction engine, where the offer arrives nine days sooner, the hire stays longer, and the platform underneath cost nothing more than the decision to use it properly.**