

## Recruitment Consulting

RPO – Recruitment Process Outsourcing

# Recruiting in unfamiliar territory: when the war for IT talent becomes a strategic issue

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At the beginning of 2024, **Bell**, a leading player in CRM solutions, found itself faced with an unprecedented recruitment challenge. As part of a project to modernize its technology infrastructure, the company needed to quickly augment its IT teams with specialized profiles in key areas: **Active Directory, security, SCCM, and infrastructure**. The objective was clear: to recruit **three to four experts per month**, for six consecutive months.

The challenge was not only quantitative. Bell had **limited internal resources** to identify, assess and recruit IT talent. The company had no control over the specific dynamics of the technological job market, nor the methods adapted to conduct a recruitment campaign at this level of requirement.

In this context, Bell called on **Xpertize.ma**, with a specific expectation: to design and manage an IT recruitment system capable of producing fast, reliable results aligned with the company's operational priorities. Rather than acting like a traditional service provider, Xpertize.ma has integrated a **dedicated team** within Bell's HR operations, providing local support, both technical and agile.

This study traces the contours of this collaboration: its concrete implementation, the levers mobilized in the face of market constraints, and the factors that made it possible to achieve the objectives in a context of strong pressure.

## A strategic need, an operational pressure

Bell's initial application was not limited to volumetrics. The aim was to fill **high-stakes technical positions** in areas that are critical

to the continuity and safety of operations. Each profile recruited had to be immediately operational, with a high level of expertise and the ability to integrate quickly into existing teams.

However, two elements made this ambition particularly complex. On the one hand, the **market for specialized IT talent** was already under pressure, with a marked scarcity of skills such as system security or the management of complex infrastructures. On the other hand, Bell did not have **an HR team sized for this type of mission**, nor the tools or methods necessary to effectively access these pools.

Very quickly, it became clear that responding to this challenge required more than one-off support: it was necessary to set up a **dedicated, structured, adaptable recruitment capacity** capable of operating as a direct extension of Bell's internal organization. It is with this in mind that the partnership with Xpertize.ma was formalized.

## An integrated approach, designed for performance

To respond effectively to Bell's demand, Xpertize.ma deployed an operational approach focused on three structuring principles: **immersion, specialization and agility**. The objective was clear: to create an autonomous recruitment chain, directly aligned with the needs of the client, while remaining flexible in the face of changes in the context.

### A dedicated team, integrated into the client's operations

From the start of the mission, Xpertize.ma set up a **specialised task force**, made up of

senior recruiters with in-depth knowledge of the IT professions. This team has been **integrated into the Bell environment**, collaborating with HR and technical managers on a daily basis. This immersion reduced operational friction, quickly aligned selection criteria, and streamlined decision-making.

### **A model that can be adapted to the pace of demand**

The structuring of the system made it possible to **modulate resources in real time**. When demand increased, such as short deadlines or critical roles were prioritized, Xpertize.ma additional **sourcers were mobilized** to quickly expand the application pool. This hybrid model, between a dedicated unit and occasional reinforcements, has made it possible to ensure continuity in the flow of qualified profiles.

### **A rigorous methodology, adapted to IT challenges**

Each phase of the recruitment process has been designed to meet the specific requirements of the technology sector: in-depth technical evaluation, validation of experience on similar projects, verification of compatibility with the Bell environment. The objective was not only to **present eligible candidates**, but to ensure a **high level of relevance and projection in the position**, in order to maximize the chances of success at the integration.

## **Fast, goal-aligned results**

The implementation of this integrated approach has made it possible to achieve, and then stabilize, a sustained pace of recruitment, while maintaining a high level

of requirements. In a market marked by a scarcity of skills, particularly in the infrastructure and cybersecurity roles, the results obtained by Bell and Xpertize.ma reflect the effectiveness of the model deployed.

### **Controlled volume on critical profiles**

Over a six-month period, Bell was able to integrate **three to four IT experts per month**, with profiles spread over strategic perimeters: systems administration (Active Directory), network security, workstation management via SCCM, and maintenance of technical infrastructures. This volume was achieved without compromising on the quality of the selected profiles, each of whom had successfully passed a rigorous selection process, validated by both Bell's HR teams and technical managers.

### **Responsiveness to changing priorities**

One of the major contributions of the system has been its ability to continuously adapt to changes in internal priorities. Some functions initially considered secondary have, during the mission, been repositioned as priorities. Xpertize.ma was able **to adjust its sourcing and pre-selection efforts in a matter of days**, without slowing down activity or losing coordination.

### **A high level of customer satisfaction**

Beyond quantitative indicators, the collaboration was praised for its level of commitment, its operational proximity, and its ability to meet deadlines without diluting quality. Bell particularly highlighted the **proactivity of the Xpertize.ma teams**, as well as their ability to anticipate bottlenecks or propose methodological adjustments when necessary.

The collaboration between Bell and Xpertize.ma illustrates a pragmatic approach to IT recruitment in a context of structural pressure on talent. By moving away from traditional outsourced delivery patterns, and relying on a dedicated, integrated team that can adapt in real time, Bell was able to achieve its objectives without creating a disruption in its internal operations.

This case highlights several levers of efficiency: **business specialization**, which makes it possible to evaluate technical profiles in detail; **Operational agility**,

which is essential for adjusting priorities quickly; and **anchoring in the customer environment**, which facilitates strategic alignment.

In a market where IT needs are constantly growing and where internal resources are often undersized to address them alone, this type of system represents a credible, scalable and results-oriented response. It is a serious avenue for any company facing similar challenges in terms of increasing technological skills in the short term.