



SANOFI-AVENTIS REALIZED IT.

RX FOR STAFFING A GREAT SALES FORCE

BUILD A SALES FORCE TO BE RECKONED WITH . . . FAST

Sanofi-aventis, one of the fastest growing pharmaceutical companies in the world, needed to make a significant change to its U.S. strategy. Its U.S. subsidiary, sanofi-aventis, Inc., was in the midst of introducing a new line-up of products coupled with a decision to move a significant number of sales people from a contract sales organization to its own internal sales team. The challenge: sanofi-aventis had to double the size of its existing sales force—and quickly!

In order to meet market demand, sanofi-aventis was faced with the daunting task of hiring 1,000 highly qualified salespeople, district managers, regional business directors, and national sales directors in less than 120 days!

According to David Lillback, Senior Vice President of Human Resources and Administration, “Human Resources had to provide a solution to a real business opportunity. And needed to do so quickly.”

Sanofi-aventis turned to DDI for help in fundamentally changing its hiring process. The project involved the design and implementation of three separate selection systems for the sales force

expansion: one for hiring 1,000 salespeople, a second for hiring 100 district managers, and a third for bringing on board 14 regional business directors and two national sales directors.

Building an applicant pool proved to be the least challenging step, as sanofi-aventis’s industry reputation and competitive compensation packages attracted more than 31,000 applicants. With this large applicant pool, the challenge became to identify the best people as quickly as possible.

To accommodate the processing of the large number of applicants for the sales positions, DDI developed and launched an automated, online screening system, featuring a web-delivered qualification and competency-based candidate-screening tool. Applicants could access this tool via the Web to create an online profile and complete relevant tests and inventories. By automating the screening, DDI was able to provide sanofi-aventis staffing managers with the information they needed to select the candidates who would advance to the next stage, a DDI-conducted phone-based sales simulation, and, ultimately, to final behavior-



THE RIGHT SYSTEMS FOR HIRING SUCCESS



“WE HAD TO MOVE QUICKLY and we needed to hire top-notch people. DDI helped us accomplish those objectives.”

DAVID LILLBACK,
SR. VP OF HUMAN
RESOURCES AND
ADMINISTRATION FOR
SANOFI-AVENTIS

based interviews using DDI's *Targeted Selection*[®] system. Those interviews, which were the final steps in the salesperson selection process, zeroed in on the specific competencies required for successful performance.

The district manager selection system, given the small time window, ran parallel to the system for selecting the salespeople. In this system, résumés were reviewed and banded, and the most promising candidates took part in a DDI-administered telephone-screening interview. Candidates advancing beyond the phone interview were then invited to DDI facilities in Atlanta, Washington, D.C., Pittsburgh, and Pleasanton, Calif., to take part in a full-day assessment program tailored to sanofi-aventis's requirements. One hundred eighty candidates went through the assessment. Following assessment, candidates also went through an interview process tailored to the position and conducted by line managers.

Selecting regional business directors and national sales directors required a more sophisticated approach. Those senior-level positions required leaders who could help formulate and execute longer-term strategies and develop strong relationships with joint venture partners, key customers, and the headquarters management, based in France. The process, which involved high-level leadership assessment and included a full-day DDI senior sales executive assessment, produced a detailed profile of each candidate outlining his

or her known strengths, management style, and compatibility with the organization. The leadership assessment focused on strategic planning, financial acumen, global business development, and specific higher-level opportunities, such as dealing with the media, leading on policy issues, and understanding regulatory compliance matters. The process also included close senior management involvement during the recruiting and interviewing phases.

With DDI, according to David Lillback, sanofi-aventis was able to develop leading-edge hiring processes and technologies.

Adds Lillback, “In looking back over the last four months, we were able to hire great people faster as well as realize significant savings.”

Sanofi-aventis had three major goals: a quick ramp-up, the selection of a quality sales force that could perform at a high level in a minimal amount of time, and reduced cost per hire.

Working closely with HR and field management, DDI was able to help sanofi-aventis accomplish all three goals. In addition, in the 17 months following the sales force expansion, sanofi-aventis's sales organization turnover dropped from a rate of more than 20 percent to just 10 percent.

REAL RESULTS

THE BOTTOM LINE

DDI helped sanofi-aventis:

- > Source, screen, and assess more than 31,000 candidates in 120 days.
- > Hire more than 1,000 top-notch sales professionals on time.
- > Cut sales organization turnover by more than 10 percentage points.
- > Significantly enhance candidate perceptions of sanofi-aventis and its hiring process.
- > Reduce initial and on-going hiring costs by more than 20 percent.
- > Reduce salesforce turnover from 23 percent to 10 percent.
- > Build a reputation for innovation and for delivering results.

THE DDI APPROACH

- > Develop selection processes and tools to identify the best candidates in minimal time.
- > Leverage web-based technology to shorten the selection funnel and collect data that could be seamlessly transferred to client's HRIS.
- > Provide accurate résumé and phone screening.
- > Train HR and hiring managers in interviewing skills and decision-making.
- > Effectively manage project to accommodate client deadlines.

ABOUT SANOFI-AVENTIS

- > Pharmaceutical company headquartered in Paris, France.
- > 2001 U.S. sales of \$2.7 billion.
- > Employs 30,000 people in more than 100 countries.

EXECUTIVE SUMMARY

- > **Need:**
Sanofi-aventis needed to hire more than 1,000 highly qualified salespeople, district managers, regional business directors, and national sales directors in less than 120 days.
- > **Solution:**
Partnered with DDI to design and implement three separate selection systems for the sales force expansion: one for hiring 1,000 salespeople, a second for hiring 100 district managers, and a third for bringing on board 14 regional business directors and two national sales directors.
- > **Result:**
Sourced, screened, and assessed more than 31,000 candidates, hired more than 1,000 top-notch sales professionals on time, significantly enhanced candidate perceptions of the organization and its hiring processes, and reduced initial and on-going hiring costs by more than 20 percent.

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ABOUT DDI. Since 1970, Development Dimensions International has worked with some of the world's most successful organizations to achieve superior business results by building engaged, high-performing workforces.

We excel in two major areas. Designing and implementing selection systems that enable you to hire better people faster. And identifying and developing exceptional leadership talent crucial to creating a workforce that drives sustained success.

What sets DDI apart is realization. We focus on the needs of our clients and have a passion for their success.

The outcome? You bring the best people onboard, who get up to speed faster, contribute more and stay longer—giving you the ultimate competitive advantage.



POWERING
SELECTION
SUCCESS



DEVELOPING
EXTRAORDINARY
LEADERS



UNLEASHING
EXECUTIVE
TALENT

