

Creating a CUSTOMIZED Talent Acquisition & Selection Hiring Process

OPPORTUNITY To help multimillion-dollar company Clark National, Inc. eliminate poor sales hires and replace them with the sales hires best suited for the company – an undertaking with the potential to net the company more than \$1.5 million in profit.

Clark National decided to partner with Alliance HR Network, a KeenHire™ Certified provider, to transform its sales hiring process after realizing it was on track to lose \$10 million by 2016 on employees who didn't perform to expected standards or simply didn't stay with the company long enough to justify their salary.

SOLUTION Alliance HR Network using KeenHire processes, began to bring structure to Clark National's otherwise unstructured, inconsistent and informal hiring process by:

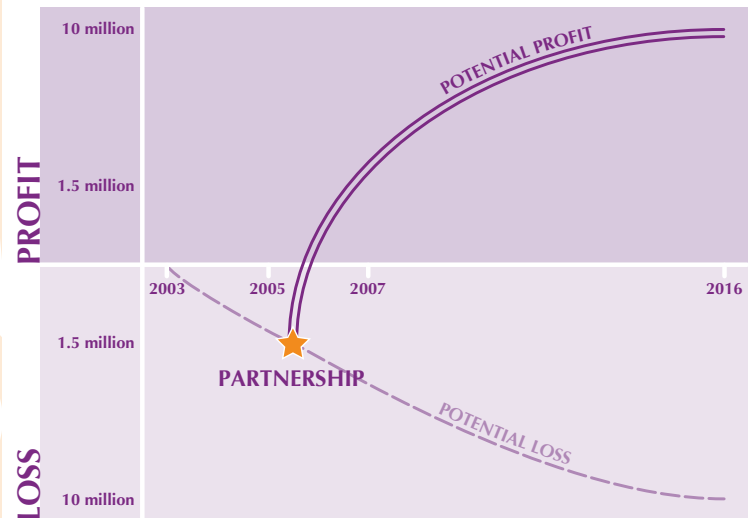
- **Benchmarking** the top sales talent in the region
- **Analyzing** the company's top sales producers' key dimensions of personality, behavior, motivations, values and communication styles
- **Teaching** management how to hire based on a three-dimensional process that encompasses the candidates' main motivations, core behavioral traits, and sales abilities and traits

RESULTS A structured hiring process that fit the corporate office's goal of "getting the right people in the right seats" and aligned all of the company's regions with a formula for choosing sales producers wisely. At the completion of Clark National's sales hiring process transformation, the company:

- Gained the knowledge of what it takes to be a successful sales producer within its sales organization
- Briefed, trained and empowered its executive sales team to utilize the new process, as well as interpret its results
- Created an opportunity for its sales leaders to become assessors, acquirers and developers of sales talent
- Eliminated non-producers from the company's payroll
- Avoided 15 potential mis-hires (a conservative estimate) since October 2005 by disbanding old ways of hiring and utilizing the new process, saving more than \$350k annually in salaries

"WE HAVE BEEN USING THE NEW SYSTEM EXTENSIVELY AND ARE VERY PLEASED WITH THE FEEDBACK IT PROVIDES. It has not only helped us avoid hiring three candidates who did not score well on the assessment, but also assists us in managing our current employees to their strengths and weaknesses."

Jim Moody, Division President, Clark Foodservice South Bend



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