Optimising recruitment to meet business objectives

BERTELSMANN

The challenge: improving the selection process to meet business requirements

Bertelsmann has a worldwide presence in around 50 countries with its core businesses of media and services. Its key geographical markets are Western Europe – especially Germany, France, Britain and Spain – as well as the United States. Bertelsmann is also strengthening its involvement in growth regions like China, India and Brazil. Bertelsmann's corporate divisions include television, books, magazines, services and print.

Bertelsmann has a big demand for junior managers in direct sales due to expansion plans. A dedicated talent program has been set up for this initiative, in order to attract high calibre applicants for these jobs with additional career opportunities.

The context of the vacancies requires that candidates demonstrate above-average capabilities in direct sales in order to be accepted by future direct reports. Therefore, the junior managers have to prove themselves in direct sales in an introduction phase over several months.

Bertelsmann was challenged by not only having an insufficient number of qualified applications, but also due to extremely high costs resulting from excessive drop out quotes because many applicants did not prove themselves in the direct sales phase.

The solution: identifying talent early on and using feedback to maintain motivation and interest

cut-e designed an online recruitment process which includes an online assessment as pre-selection in order to detect at an early stage and with minimum effort the applicants' direct sales and managerial potential. This enables Bertelsmann to identify high calibre candidates for the leadership talent program, plus new good sales people.

The online assessment includes a marketing driven direct feedback to applicants, which provides useful information about their potentials and options, in order to attract them to the program.

The online assessment was calibrated on the basis of the analysis of successful sales employees and managers and is evaluated on a regular basis against the criteria of sales record and performance ratings of hired applicants.

The outcome: more candidates and lower drop-out rates

The newly established online recruitment process, and especially the quick and marketing driven automated feedback option, increased significantly the quantity and quality of applications. Simultaneously, costs could be reduced by the process optimisation in the online recruitment, and savings due to a lower drop out quote. Additionally, the regular evaluation of the performance index of recruited applicants shows that the improved selection process increases significantly the average turnover per hire.

For any further information please don't hesitate to contact us!
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