Developing and acquiring talent in Alltech

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Vice President, Alltech Inc

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Leader in providing natural nutritional solutions to the animal feed industry

- Offices in 85 countries, presence in 113
- 2000 employees
- 300-400 new employees annually
- 20+% annual growth
## Breakdown By Department

<table>
<thead>
<tr>
<th>Department</th>
<th>No.</th>
<th>Type of Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>600</td>
<td>B.Sc, MSc, PhD, DVM</td>
</tr>
<tr>
<td>Sales</td>
<td>400</td>
<td>Admin, MBA</td>
</tr>
<tr>
<td>Administration</td>
<td>400</td>
<td>Bus.Studies, MBA, B.A.</td>
</tr>
<tr>
<td>Marketing</td>
<td>100</td>
<td>PhD, MSc, B.Sc.</td>
</tr>
<tr>
<td>Research</td>
<td>125</td>
<td>C.P.A., Finance.</td>
</tr>
<tr>
<td>Finance</td>
<td>100</td>
<td>Law degree</td>
</tr>
<tr>
<td>Legal</td>
<td>15</td>
<td>Computer Science</td>
</tr>
<tr>
<td>I.T.</td>
<td>25</td>
<td>Engineering</td>
</tr>
<tr>
<td>Property Mgmt.</td>
<td>40</td>
<td></td>
</tr>
</tbody>
</table>

(100 PhD’s, 50 MBA’s, 100 MSc’s…)
+300 new employees annually recruited through...

- Universities and colleges
- Internships and Awards programs
  - Young Animal Scientist Awards
  - Research Internships
- Relationships in the industry
  - Nutritionists, consultants
- Reference
  - Friends of employees
- Specialist agencies
  - Screen candidates before interview
- Advertising in the industry trade press
- Headhunting
The Alltech Way

Alltech people think outside the box!

- Talented
- Educated
- Skilled
- Enthusiastic
- Ambitious
- Thirst for knowledge & embracing new challenges
What do we look for?

- Confidence, not arrogance
- Personality (pleasant, outgoing)
- Professionalism
- Job specific technical skills
- Ambition & motivation
- Education / willingness to learn
- English
- Second language (global orientation)
- Sense of fun
- Balanced personality
- Fire in belly
What makes Alltech people different?

- Flexible
- Enthusiastic
- Innovative
- Knowledgeable
- Team Players
- Have a Sense of Urgency
- Professional
Balance

- Diversity of employees
- Employees from 90 countries
- +80 languages spoken
- Producing globally, marketing locally
- Local offices adapt messaging for local market
- Diverse board of directors
  (UK, France, Ireland, US, South Africa, Brazil)
Brilliant minds and different perspectives are the key to Alltech’s success.

With employees in 116 countries, we have unleashed the remarkable power of bringing together diverse cultures, lifestyles, and experiences.
New Sales Employees
(the first 6 yrs!)

- Orientation
  - 6 and Out
- Induction programmes
  - Back to Basics (Kentucky)
- Coaching, Mentoring
- Sales Training
  - Talent Development program
  - Trusted advisor program
- Management Development
  - Micro-MBA
  - Mini-MBA
We aim to attract, retain and reward the people responsible for the company's long-term growth and profitability.
Why hire MBA’s?

- Innovative
- Brightest & best
- Familiar with state of art management thinking
- Knowledge workers
- Broad-based general management training
Why not to hire MBA’s?

- High expectations - promotion not always vertical
- Limited work experience if completed MBA straight after undergraduate degree
- Lack ‘life learning’
- Need to unlearn ‘old habits’
- As Chris Argyris, business author once said, ‘it’s difficult to teach smart people how to learn!’
Investing in People

- Customized training and development programs
- Continuous education
- Prestigious universities linked
- Industry-related research
Over 120 Graduates over 10 year programme

Long association with UCD Michael Smurfit Graduate Business School

Harvard Case Studies

Alltech Case Studies
- Allow managers to transition to senior management positions
- Exposure to strategic issues
- Case studies are tailored to Alltech’s needs
- Camaraderie between employees from 85 countries
- Complementing skills
- Helps move sales focus to management and marketing focus
- Advanced management (equivalent to 40-50% MBA)
Motivation

Structure

Alumni
70% of Alumni remain in the firm

Benefits

Quality
Would you like to train your people and risk having them leave?
Or not train your people and risk having them Stay!
Leaders of tomorrow

- Innovative
  – leaders not followers
- Decisive
- Proactive
  – forward planning
- Quick to react in a crisis
- IT savvy
Thank you