

# Made-to-measure

## sales assessment at Generali

Identifying company-specific competencies relevant to sales success



# Made-to-measure sales assessment

## The challenge: standardising the hiring process across a decentralised structure

Generali has 300 regional offices across Germany each serving clients and also acting as a base for its salespeople. However, in such a decentralised organisation, it can be difficult to maintain consistency in processes, including processes that are followed when hiring and selecting new employees.

Generali standardised the recruitment process for its salespeople and introduced objective assessment. The team knew that any chosen assessment must be easy to use and straightforward to implement by the regional offices. It understood that the assessment results must be clearly presented, allowing for quick selection decision-making. In addition, the team knew that compliance with data protection legislation was essential. Taking all this into account, online assessment from cut-e was the favoured solution.



**Competencies were identified**  
that indicate sales success.

## The solution: linking online assessments with valid success indicators

As well as supporting fast and efficient decision-making, Generali wanted the assessment to predict sales success. A validity study was carried out at the start of the project which defined the 'ideal' sales professional profile.

To achieve this, a comparison was made between 'successful' and 'less successful' salespeople. Whether a person was part of the 'successful' or 'less successful' category was determined by individual sales results over the previous two years. They were each asked to complete a series of online tests and questionnaires. From the results, it was clear which competencies distinguished successful salespeople from those who were less successful. It meant that sales success within Generali could be predicted.

cut-e used this sales competency framework to design the selection process for future salespeople. The specific sales competencies are now assessed with an online sales-oriented personality questionnaire and numeracy and concentration tests. A Situational Judgement Questionnaire has also been included in which real, Generali-based sales scenarios are presented to candidates who are then asked to respond.

Candidates take approximately 35 minutes to complete all assessments. Once completed, hiring administrators automatically receive a report which includes:

- ➔ the match with the sales competency profile;
- ➔ an overview of the 'success-promoting' or 'success-preventing' behaviours and attitudes;
- ➔ an interview guide to support the interview discussion.

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## The outcome: easy-to-understand reports enable an efficient selection process

A total of 1,000 applicants enter this selection process each year. Even though each of the assessments provide useful information in their own right, the combined results are highly valuable as they are easy to access and understand by the regional directors. Also they support them in their decision-making.

*“The fact that the cut-e process can be carried out and administered independently by each of our 350-plus field service managers helps us make good use of our HR expertise, allowing them to focus on more ‘value-added’ support for managers. Regional directors have embraced the process and are pleased to be able to make decisions based on all the information received. This makes it profitable for all those involved!”*

*Marius Grindemann, personnel development, sales at Generali*

*“The team carried out a methodical and well-founded initial study to identify the company-specific competencies relevant for sales success. This means that the online assessment and process now in use are both precise and efficient.”*

*Andreas Lohff, founder and CEO, cut-e*



**The results are quick to access and easy to understand –** giving the regional directors valuable support in their selection decisions.



### About Generali

Generali is a multinational insurance group with approximately 71,000 employees working in over 60 countries. On the German market it is the second largest primary insurance group. The German sales team is responsible for a wide range of products from a diverse selection of insurance and prevention sectors. Selecting strong salespeople is crucial.

### **About cut-e**

Founded in 2002, cut-e (pronounced 'cute') provides online tests, questionnaires and gamified assessments for attraction, selection, talent management and development. The company's smart, valid and innovative psychometrics have made it the preferred partner of multinational organisations.

In May 2017, cut-e was acquired by Aon plc, a leading global professional services firm providing a broad range of risk, retirement and health solutions. cut-e now operates as part of Aon's global offering in talent solutions, helping clients achieve sustainable growth by driving business performance through people performance. cut-e and Aon, as Aon's Assessment Solutions, undertake 30 million assessments each year in 90 countries and 40 languages.