

## Case study

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### Yell

**International directories business using Thomas assessments to recruit sales people who perform more quickly, reduce attrition and drive profitability.**

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*Tools used: GIA*

Yell is a leading international directories business operating in the classified advertising market through printed, online and phone-based media in the UK, US, Spain and Latin America.

Yell creates value by putting buyers in touch with sellers through an integrated portfolio of simple to use, cost-effective advertising products available in print, online and over the phone.

It aims to be the best provider of quality business leads in all its markets and provides high-quality leads to advertisers through a range of channels which include classified directories, local guides, online local search, search engines, operator assisted phone services and mobile-specific applications.

#### The challenge

Sarah Benson, Profiling Manager for Yell's UK National Resourcing Team, explains, "During the past couple of years the directory market has become increasingly fast-paced and competitive. We needed to recruit sales people in the UK who would excel in this demanding environment."

"We wanted to identify individuals who were flexible, able to think on their feet

and capable of dealing with complex packaged sales, drawing on products from across our portfolio. To do this we were looking for an assessment that would give us robust information on mental capacity, aptitude and predict trainability. To make it suitable for screening large volumes of candidates it also had to be quick, not overly complex and relatively inexpensive."



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#### The solution

"We assessed around 250 existing telesales and field sales people using Thomas GIA. The results showed a clear correlation between employee performance and GIA results, with those scoring above the 60th percentile being among our top performers."

GIA is a measure of fluid intelligence – the ability to reason on the spot and solve unfamiliar problems where there is no prior experience to call upon. The test is a reliable and accurate predictor of development potential – how quickly a person can learn and retain new skills and procedures.



“After achieving buy-in from the senior decision making team we integrated GIA into the sales recruitment process and set a benchmark of 50th percentile and above. Following CV sifting and telescreen interviews, successful candidates were asked to complete a series of online assessments including Thomas GIA. Individuals meeting the GIA benchmark level and other required criteria were then invited to final stage interviews.”

“Using GIA has made a real difference to the quality of candidate we recruit. At final interview we are seeing candidates who have better communication skills, understand more quickly and are keen to learn. Feedback from our sales training course has been excellent with new recruits making sales even before training has been completed.”

“GIA has helped us take away some of the hard work of inducting new starters. Our new recruits absorb training faster, hit the ground running and start selling more quickly, which makes life easier for Regional Managers.”

“We have also used GIA as a selection tool for our management development programme. Feedback from trainers is that participants are more inquisitive, have greater thirst for knowledge and are quicker to grasp what is expected of them.”

“As a team of recruiters being able to provide a higher calibre of candidate has raised our credibility. Implementing GIA has moved us closer to making

candidate selection and candidate onboarding as efficient as possible. New starters are beginning to sell more quickly and are more likely to become on-target performers. In the longer-term we anticipate attrition will drop as candidates are matched more closely with role requirements.”

“Our aim is to recruit candidates who perform optimally within our organisation and thus help drive company profitability. Using Thomas GIA has made a significant contribution to that goal.”

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