

Developing and acquiring talent in Alltech

A high-speed photograph of a single water droplet falling into a pool of water. The droplet is captured mid-fall, just above the surface, creating a sharp, vertical column of water. Below the droplet, a series of concentric ripples spread outwards across the surface of the water. The background is a soft, out-of-focus blue gradient, suggesting a sky or a large body of water. The overall image has a clean, professional aesthetic with a monochromatic blue color scheme.

Aidan Connolly

Vice President, Alltech Inc

21st June, 2009

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



Who are we?

Breakdown By Department

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

(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

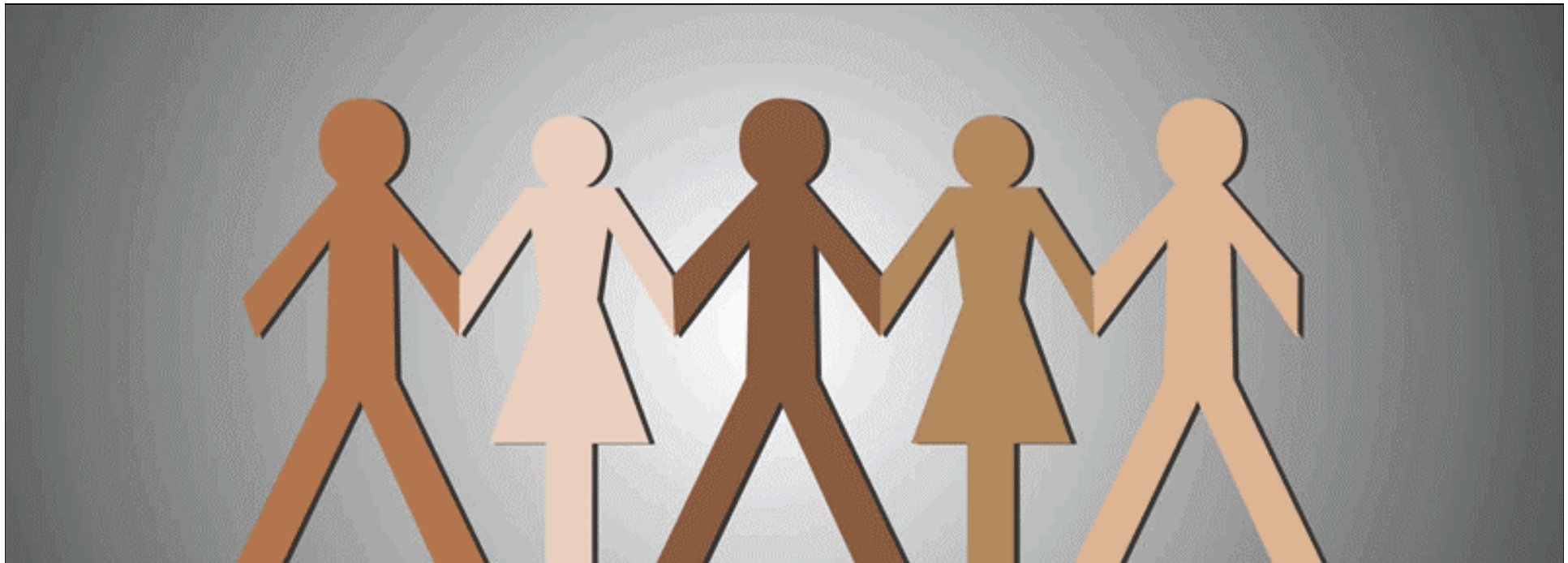
- **Diversity of employees**
- **Employees from 90 countries**
- **+80 languages spoken**
- **Producing globally, marketing locally**
- **Local offices adapt messaging for local market**
- **Diverse board of directors**
(UK, France, Ireland, US, South Africa, Brazil)



Diversity

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



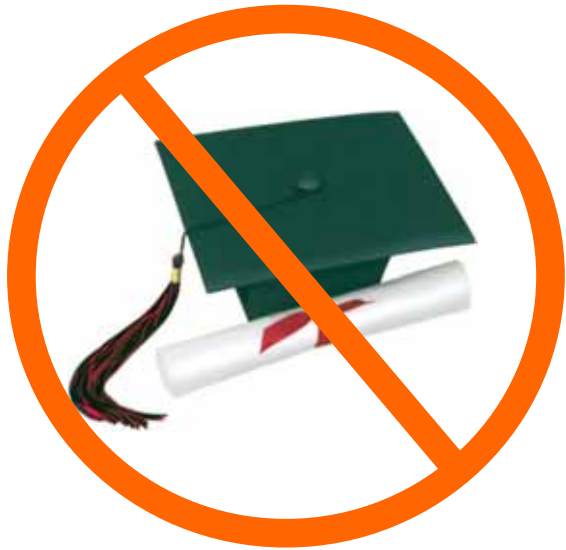


We aim to attract, retain and reward the people responsible for the company's long-term growth and profitability



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



Alltech[®]
Mini MBA

- **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

