



Recruitment as a Key Tool in Managing Organizational Growth

Challenges and HR Solutions

LVMH P&C Experience

Background Information

2005-2008: hiring 200+ prs/year

- 2006: +100%
- 2007: +60%

Heavy restructuring

Matrix structure

Corporate culture change



LVMH P&C Experience

Job scope change



“Corporation”

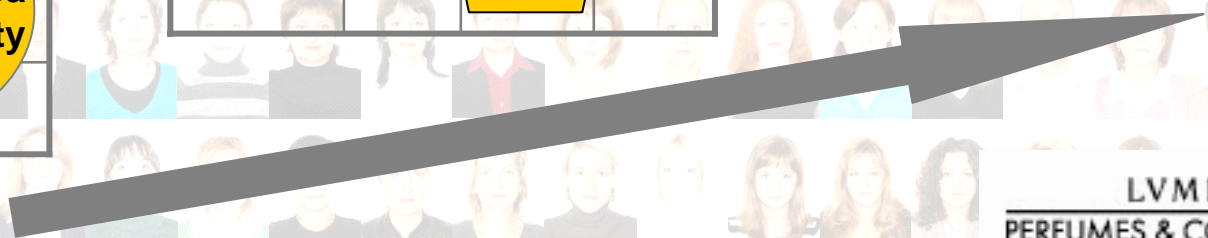
“Transition”

“Family” business

	Sales	Marketing	Finance
brand1			
brand2	Employee's Area of Responsibility		
brand3			

	Sales	Marketing	Finance
Management level			
Operational level	Area of responsibility		

	Sales	Marketing	Finance
Management level		Area of responsibility	
Operational level			



Need for large number of people



Challenges of rapid growth:

- Limited base for internal promotions => external hiring
- Different profiles => difficult to create constant flow of candidates
- Each position is unique => executive search techniques even for admin positions
- “Dry market” of candidates

HR solutions:

- Developing powerful internal recruitment oriented on active search
- Compromise on “procedural” elements of recruitment
- Using “generics” to attract relevant pools of candidates
- Extensive use of referrals (70-80% of the positions closed)
- Launching graduate recruitment and internships to create talent pool reserve

No developed recruitment tools

Challenges of rapid growth:

- Too many new positions => no clear job descriptions
- No assessment tools => difficult to evaluate and compare candidates

HR solutions:

- Working closely with line managers and consulting them
- Deep involvement of recruiters into business processes
- Benchmarking => calibration of candidates
- Developing flexible assessment tools (i.e. case interviews)



Organization restructuring



Challenges of rapid growth:

- **Rapid organizational development => job descriptions and requirements may drastically change during the selection process**
- **Constant changes of business processes => ambiguous and vague areas of responsibility**

HR solutions:

- **Finding flexible candidates, with high level of “dealing with ambiguity”**
- **Finding candidates with both managerial and execution abilities**
- **“Selling” these challenges as opportunities**

Changing culture and management style



Challenges of rapid growth:

- Small company = family type of relationship and culture ↔ big company = more formal relationship, business-like culture
- Personal relationship ↔ clear procedures
- Directive management style ↔ engaging management style

HR solutions:

- Finding candidates who can bring structured approaches
- Hiring “critical mass” of the new type of managers
- Strict selection on personal qualities

A large grid of diverse human faces, likely representing a global workforce or community, serves as the background for the text. The faces are arranged in a dense, repeating pattern across the entire image.

Thank You!

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