Profiles International

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CASE STUDY²⁰⁰³ – PROFILES SALES INDICATOR

A Profiles International, Inc. client has made this Case Study available.
Please respect the client's request for anonymity.

The *results* of this study *suggest* that by using the **Sales Indicator** to identify *similar*

Top Performers could result in an increase of **$179,245 *sales per hire*** (over a period

of one year) *if* the client *replaces* an average **Bottom Performer** with an average

Top Performer.

(Based on this study, the average Top Performer produces 14 times the sales of an average Bottom Performer.)

The Profiles Sales Indicator Study

Note: *The case client made available the findings from an internal study of their Sales Department.*

Purpose of the Case Study

I. To establish the **value** of using the Profiles Sales Indicator within the sales force and measure its affects on: **Turnover** and **Performance** (Performance measured in sales)

II. To prove the **effectiveness** of the established **Success Pattern** developed by **Top Performers**.

Client Description:	Document solutions are sold to Corporate Accounts in the Retail Office Supply industry.
Time Line:	January 2002 - October 2002.
Baseline Year:	2001 [12 months of **NOT** using Profiles Sales Indicator]
Case Study Year:	2002 [10 months of using Profiles Sales Indicator]

Note: Comparable number of candidates hired 2001:2002

CASE STUDY 2003— PROFILES SALES INDICATOR

Turnover Results
Derived From The Profiles Sales Indicator Study

Effects on Turnover:

2001 Turnover Rate: **65.48%**

    84 Candidates **Hired**
    55 Candidates **Separated**

2002 Turnover Rate: **23.26%**
    86 Candidates **Hired**
    20 Candidates **Separated**

The client computed a TURNOVER SAVINGS **of $525,000**

Outcome: With reduced turnover, due to an effective selection of sales associates the client realized a savings of $ 525,000.

TURNOVER SAVINGS of $525,000

Computation:

Average Cost of Turnover is $15,000.

2001 Turnover: 55 employees at $15,000 each

                                             Total: **$825,000**

2002 Turnover: 20 employees at $15,000 each

                                           Total: **$300,000**

          ➤   **Difference:**   **$525,000**

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Performance Results
Derived From The Profiles Sales Indicator Study

Effects on Performance

Measured by Average Annual Sales

Bottom Performers:	$12,452	**# of Bottom Performers: 12**
Top Performers:	$191,698	**# of Top Performers: 12**

Outcome: Top Performers outsold Bottom Performers by $179,245

➤ If a Top Performer replaces a Bottom Performer sales have a likelihood of increasing 14 times the production level!

➤ If all Bottom Performers are replaced by Top Performers, sales will more than likely realize a production level of **$ 2,150,940**!

Percentage Job Match to Success Pattern

2001

Bottom Performers:	Average **Match** to the Success Pattern:	**73.33%**
Top Performers:	Average **Match** to the Success Pattern:	**85.17%**

2002

Bottom Performers:	Average **Match** to the Success Pattern:	**76.67%**
Top Performers:	Average **Match** to the Success Pattern:	**84.67%**

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Summary

Percentage Match to Pattern

The *Percentage* **Job Match** to **Success Pattern** suggests a difference of nearly **10** points between *Top Performers* and *Bottom Performers*.

➤ This indicates that candidates with at least an **84%** match will more than likely become a **Top Performer**.

➤ Also, candidates with at most a **77%** match to the Success Pattern will have a **higher** chance of being a **Bottom Performer** and suffer from **poor performance** and **attrition**.

Recommendations

1. **Develop a Success Pattern for each position.**
   Identify the key percentage match for each position.
   Identify the specific quality/trait (s) unique to each position.

2. **Be consistent in the administration and use of the Profiles Sales Indicator.**
   Hire within Key Percentage Job Match Range of **84.67% - 85.17%.**

3. **Assess all sales candidates during the interview process.**
   Know the raw scores and the percentage match to pattern.

4. **Track candidate sales productivity.**
   Identify performance trends.
   Forecast performance results.

5. **Rank performance data.**
   Know the Bottom Performers.
   Know the Top Performers.

6. **Re-assess and refine Success Pattern by using additional candidate data.**

7. **Review Coaching Report with sales force on an individual basis.**
   Identify areas of performance and coach to improve skill and ability:

Prospect	*Teamwork*
Close the Sale	*Building Relationships*
Self-Start	*Maintaining Relationships*