



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*



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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

Close the Sale

Self-Start

Teamwork

Building Relationships

Maintaining Relationships