



BUSINESS OUTCOMES

INDUSTRY:

Office Supply Retailer and Distributor

SOLUTION:

Select SalesPro®

Getting on the Right Track by Selecting Top Sales Talent

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The Situation

With more than 1,200 retail stores nationwide, a popular office supply retailer also operates a large North American Business Solutions Division. This group is made up of a large business-to-business sales force that services the office supply needs of mid-size to Fortune 100 organizations.

Consistently finding the right salespeople became an issue for this Company. Its hiring managers were following different processes and relying heavily on unstructured interviews, which resulted in a lot of hiring by “gut instinct.”

In 2007, the Company decided to design and validate a new selection process for these important sales positions. After an extensive search, they partnered with Select International to achieve these important objectives.

The goal of this project was to design a full selection process that would be validated and piloted in one region on the country, followed by a larger roll-out to the national markets.

The Solution

Together, we developed a selection system that included a telephone pre-screen, followed by a sales assessment called Select SalesPro®, as well as a panel interview that included a custom sales role play. Any assessment tool that is used in a personnel selection process must be validated, meaning that a clear connection must be established between the target position and what is being measured in the assessment.

All of the tools in the selection process were validated as part of the implementation. To maximize the accuracy and

further validate the in-depth online assessment, the Company conducted a statistical validation study by having a group of current salespeople complete the assessment, enabling the Company to statistically compare the results to job performance ratings.

Individuals who met the assessment profile sold over 25% more than those who didn't

The analysis showed a very strong relationship between test performance and job performance, thus establishing the validity evidence they needed. Additionally, the results from the study allowed the Company to maximize their chances of hiring the best people by developing their own custom scoring profile for the target positions.

After the design and validation were completed, the Company decided to do a phased roll-out of the new hiring process. Because of the big differences between the new process and the old, the Company chose to pilot the new process during the first year of implementation in one region of the country. This would allow them to work out issues and gather feedback before introducing the new process to the rest of the company. This pilot was conducted in 2008, and the only challenge during the initial roll-out was changing the mindset of the managers from using “gut instinct” to using a highly structured and predictive approach.



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Outcomes

A year after the pilot was implemented, Select International re-visited and re-analyzed the new hiring process. To do this, the company compared the sales quotas and goals of those who met the assessment profile as compared to those who didn't. Individuals who met the profile sold over 25 percent more than those who didn't.

This kind of difference can make a big impact. Considering that the average salesperson brings in \$2 million in revenue annually, then the Company could increase their annual revenue by \$37 million by replacing the individuals who did not meet the profile with people who do. This estimate is based on the sample of salespeople who participated in the pilot. The increase in revenue would be even greater if similar replacements were made nationwide.

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In 2009, the selection process was rolled out to the rest of the Company's North American Business Solutions Division.

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