

Identifying better sales professionals for secure payment provider

Generating nine times more profit from understanding and predicting critical success criteria of sales professionals

This case study outlines how a global secure payment provider is now able to identify those sales applicants who will generate up to nine times more profit from sales revenue than the low performers from analysing and optimising its selection process.

Creating a 'match score' generated from online assessments of personality and integrity, now allows the company to categorise sales applicants based on their predicted sales potential. So, a high match score seen during the recruitment stage, predicts high sales performance once in the job. And this translates into real financial results with these high match score candidates generating up to nine times more profit from sales revenue than those with a low match score and those with a moderate match score generating six times more profit from sales revenue than those with a low match score.

With 300 new hires per year, this increase in profit for each sales person has a major impact on the organisation's overall profit. Furthermore, with a more efficient and less time-intensive recruitment process, the company also saves recruitment resources and offers a more positive candidate experience with a shorter assessment time.

The problem: redefining sales processes for the future

One of the leading global independent providers of secure payment services sought to deliver a new sales strategy by hiring and training salespeople who, until now, had no sales experience. These people would need to be able to learn the industry and the products – and become successful in 'hunter-style' sales roles – and the challenge was how to predict this with no previous experience to draw on.

The challenge: identifying and selecting against what really makes a difference

This had been a significant departure from the previous sales recruitment model where their top performers were very experienced salespeople with a solid track record, typically hired from competitors in the same industry. These experienced hires brought with them contacts in the industry and past clients, as well as their own sales methods which had made them successful.

The company had to redefine their so-called 'ideal candidate' and to look more widely at candidates. Based remotely and working independently, the successful candidates needed to be self-motivated, results-oriented and self-disciplined. Trustworthiness was also seen as a key factor in this role due to the handling of some banking and personal identity data of clients.

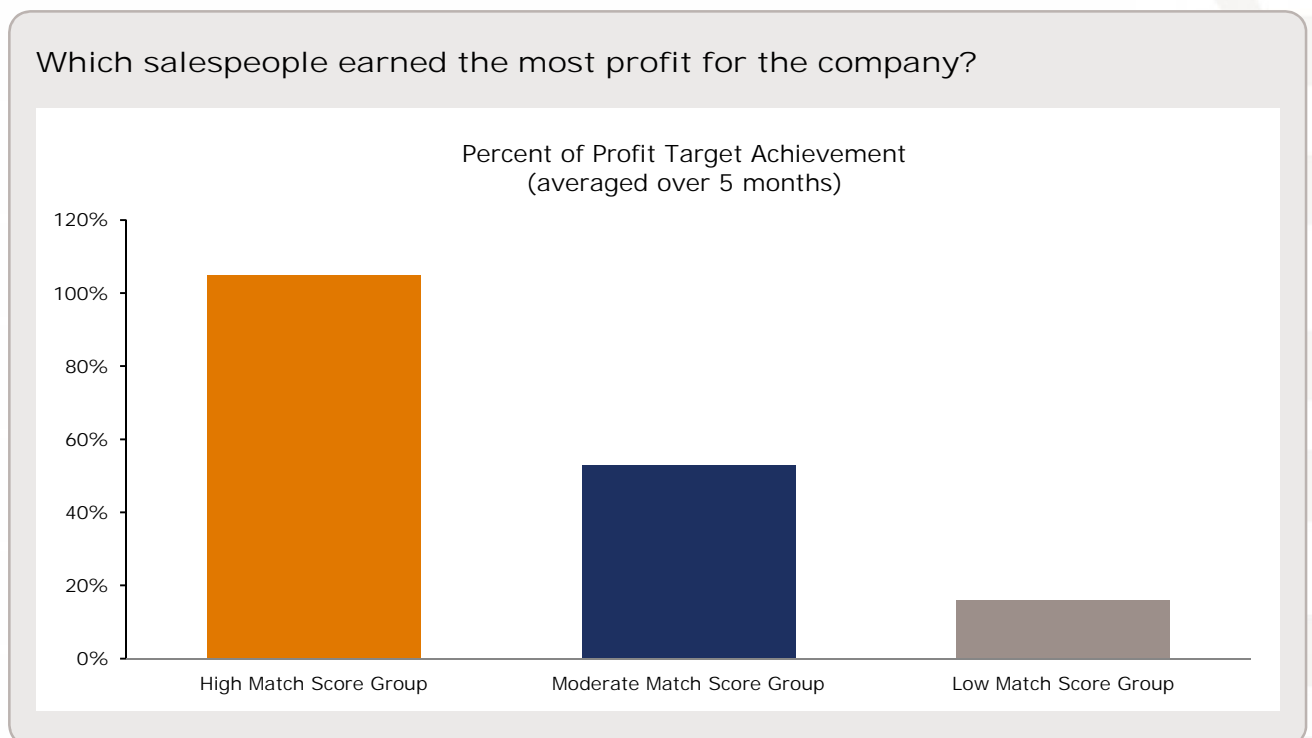
The solution: capturing sales competence in a match score

The company worked with cut-e to tailor an online assessment and to customise a competency-based interview process that would measure the applicant's competencies and risk factors during later stages of the employee selection process. These were identified through a job analysis that identified the critical competencies, behaviours, personality characteristics, and motivational drivers necessary for success in the role. A business outcome validation study was conducted which identified that the shapes sales questionnaire and squares integrity questionnaire would most effectively and efficiently predict key metrics. A custom personality profile was built using a mathematical model and resulted in producing an Overall Candidate Match Score where a score of 1 was the lowest match, and 9 the highest.

The metrics

As part of the business outcome study, over 100 existing salespeople completed the assessments and their results were examined. cut-e was able to categorise the salespeople into three groups based on their Match Score which demonstrated the difference in average performance for each group.

Achieving profit targets



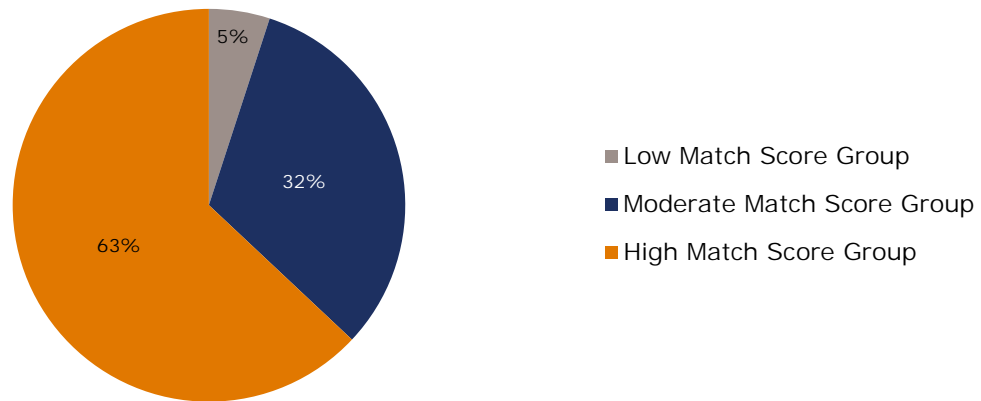
Note: Profit was calculated based on Adjusted Gross Margin

The results were fascinating:

- High match score candidates achieve 105% of their profit target
- Moderate match score candidates achieve 53% of their profit target
- Low match score candidates achieve 16% of their profit target

Converting referrals into new sales

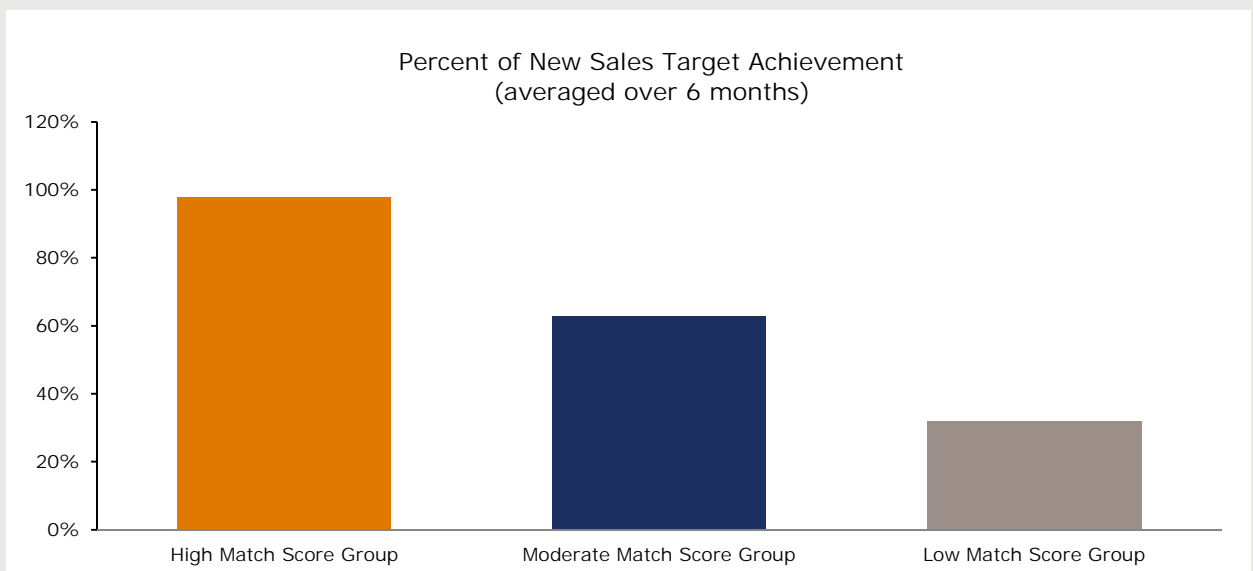
Who closed the most referral sales?



- High match score candidates closed 63% of all the referral sales
- Moderate match score candidates closed 32% of all the referral sales
- Low match score candidates only closed 5% of all the referral sales

Achieving new sales targets

Who closed the most sales overall?



- High match score candidates achieved 98% of their sales target
- Moderate match score candidates achieved 63% of their sales target
- Low match score candidates only achieved 32% of their sales target

Predicting tenure

- High match score candidates have on average been with the firm at least two times as long as low match score candidates
- Moderate match score candidates also have on average been with the firm at least two times as long as low match score candidates

Impact on the business

The figures speak for themselves. With 300 hires per year and recruiting only those applicants with moderate or high match scores will significantly impact profit, sales revenue and salesperson tenure.