

Case Study HOS01¹

Profiles International, Inc.
 “The Assessment Company”



Company Information

Industry:	<i>Hospitality</i>	Number of Locations:	<i>1</i>
Type:	<i>Hotel</i>	Number of Employees:	<i>133</i>

Basis for Case Study:	<i>Low Sales</i>
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Department:	<i>Sales/Vacation Club</i>	Number of People Assessed:	<i>150</i>
No. of Employees in Dept:		Number of Top Performers:	<i>7</i>
Assessment Used:	<i>The Profile XT</i>	Number of Bottom Performers:	<i>7</i>

Basis for Study Details

- Most sales representatives were not meeting their quota

Course of Action

- Developed Job Match Patterns and assessed sales representatives

Results

National Sales Executive– Mexico

- Best people averaged an 82.25% job suitability score. 75% of them scored 85% or better.
- Poorest performers averaged a 71.75% job suitability score. 75% of them scored 77% or worse.
- In terms of differentiation, this is very good. We strive for patterns that will show at least a 10-percentage point difference, on average, between top and bottom performers.

Marketing Representative - Mexico

- Best – 82.83%. 83.33% scoring 77% or better.
- Poorest – 72.67%. 66% scoring 72% or worse.

National Sales Executive – Venezuela/Colombia

- Best – 83.75%. 75% scoring 90% or better.
- Poorest – 72%. 75% scoring 74% or worse.

Case Study HOS01 *cont.*

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Results cont.

National Sales Executive – Chile/Argentina

- The pattern created here last summer does not quite give us the differentiation we strive for, so we are recommending an adjustment. (The original pattern was based on a very small sampling.)
- *Against the existing pattern:*
Best – 80.50%. 100% scoring 77% or better.
Poorest – 72%. 60% scoring 70% or worse.
- *Against the new pattern:*
Best – 91%. 100% scoring 87% or better.
Poorest – 73%. 60% scoring 73% or worse.

International Sales Executives

This was our first opportunity to develop a concurrent ISE Pattern based on performance data. Although the sampling here is small (two top performers and two poorer performers) the trend is very strong. This is a new pattern:

- Best – 95%. Both scoring 95%.
- Poorest – 73%. Both scoring 77% or less.

All jobs taken as a whole

- Best – 85.06% - Those people in this group on whom we had sales figures (14) averaged 151.12% of quota.
- Poorest – 72.83% - Those people in this group on whom we had sales figures (14) averaged 42.49% of quota.

Benefits

Continuing to hire candidates with a high match to the top performer pattern would create a potential increase in sales of 256% for each poor performer replaced with a top performer.

- **Average Quota - \$426,893**
- **Average Sales of Poor Performers - \$181,386 (42.49% of quota)**
- **Average Sales of Top Performers - \$645,120 (151.12% of quota)**
- **Replacing a poor performer with a top performer would result in a sales increase of \$463,734 (256% increase in sales)**

Recommendations

- As we planned when this program was initiated, we would like to revisit these patterns again in six months, to further fine-tune them. It will be easier each time we look at these, and fewer adjustments should be necessary. (Although we're already down to just one adjustment, plus one new pattern.)
- We are hoping, coupling these results with our on-line delivery, and the option to take and view the assessments in either Spanish or English, that this program will suit your needs for a long time to come.

¹ The information in this case study is specific to this particular client and the Job Match Patterns, actions, results, benefits and recommendations should NOT be assumed to have application to all situations. Each user must develop Job Match Patterns customized to their unique situation.