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Profiles International[®]

CASE STUDY

Medical Sales Company Increases Annual Sales Using ProfileXT[®] and Performance Models



imagine great people[®]



ProfileXT®

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Founded in 1907 as a small distributor of an innovative new urological device, a Georgia medical manufacturer has, over the past 100 years, steadily increased its reach and command of medical devices, and has become a worldwide industry leader. Today, the company develops, manufactures, and markets vascular, urology, and oncology disease management products, with annual sales in excess of \$2.5 billion. Since its inception, the manufacturer was built on the concepts of discovery and good salesmanship — characteristics that still drive its success today.

Background

Profiles International began working with the medical manufacturer in 2008 to help improve the selection process and retention in their sales division.

In the fast-paced medical device industry, new products are continuously under development, while existing products are constantly in redevelopment. Product lifecycles are short and employees have to be at the top of their game at all times; selecting employees to sell products is a challenging task at best. It is not uncommon for people to believe that a top sales person can be successful in any company, and thus base a hiring decision on one's performance at a previous employer. However, corporate culture plays an important role in determining a person's success in a given company. Moreover, selecting people who fit the type of product and business environment for any given industry segment cannot be done through interviewing and gut feeling alone.

The sales person serves as the expert on the company's products; he or she must be able to present products to doctors, surgeons, specialists, and upper-level administrators. Understanding medical concepts and technology and superior confidence are necessary when presenting ideas. In addition, a sales person at the company should thrive on its entrepreneurial atmosphere and high energy, and focus on community involvement and volunteerism.

Find the right tool

The medical manufacturer needed to find people who were a good fit for its unique sales roles. It needed persistent self-starters with the technical skills and behavioral traits that lead to top performance in the company. It also needed people

CHALLENGES

- Selecting the right person for a complex and fast-paced job
- Matching applicants with culture and industry

SOLUTION

- Utilize ProfileXT® to improve the probability that new hires would yield high performance, and to assist in developing the current and future sales team

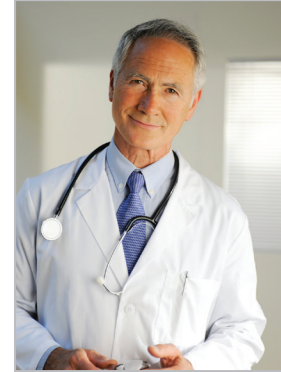
RESULTS

- Increase in annual average sales per rep from \$169,409 to \$233,952
- ProfileXT® increased critical care sales by \$64,543 per rep, a 28% annual increase

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with an exceptional ability to interact with doctors and medical professionals.

The organization has a long history of using profiling tools in its sales department, but was finding that its current assessment tool was not predictive — meaning it was not correlating with observable performance results in the field. When faced with this reality, the company set out to find a profiling tool that could truly substantiate its claims.

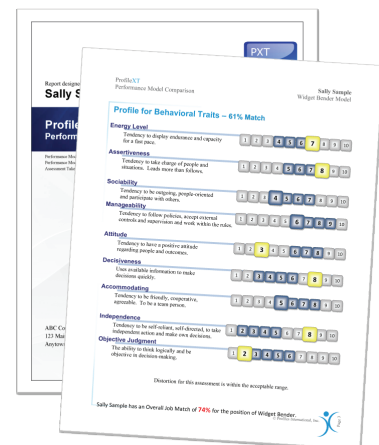


The company's senior vice president of human resources took on the task of choosing a new profiling tool for the company. He conducted an exhaustive analysis of the current profiling tools available on the market, and he was particularly drawn to the ProfileXT® (PXT) because of the commitment he saw from the Profiles International team. He began a relationship with Profiles' account executives, and recognized an immediate alignment of value systems between the two companies. The VP was impressed by Profiles' rigor and commitment to proof-of-concept, both of which are core values at the company. He asked if the account executives would demonstrate his confidence in their products by introducing the ProfileXT® to the organization through a conditional agreement. If the ProfileXT® proved to be effective, the VP assured that he would bring the evidence to his superior and acquire funding to use the ProfileXT® throughout the company. The Profiles team agreed without hesitation, knowing that the medical manufacturer would soon see measurable benefits from the ProfileXT®.

The ProfileXT® created a fingerprint for top, bottom, and average performers. The ProfileXT® generated a performance model for the sales team, and with this fingerprint, [the company] could see what characteristics were most likely to correlate with high performance.

Implementing the ProfileXT®

The Profiles team began observing the company from a selection and coaching standpoint. Their aim was to improve the probability that new hires would yield high performance, and to assist in developing the current and future sales team.



Profiles International introduced the ProfileXT® assessment in the company's critical care sales department. The current sales team was asked to complete the assessment, which measured their individual characteristics and skills on a

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multi-dimensional scale. The ProfileXT® created a fingerprint for top, bottom, and average performers. The ProfileXT® generated a performance model for the sales team, and with this fingerprint, the company could see what characteristics were most likely to correlate with high performance. The organization immediately began adjusting its hiring to match the ProfileXT® fingerprint, and as time passed, they saw a continuous sales increase. For future hires, the company will review the ProfileXT® completed by job candidates, and give preference to those whose profiles aligned with the company's top performers.

Sales team performance results

The evidence supporting the ProfileXT® was undeniable. Within 12 months, employee performance was climbing, and sales were up from the prior year. Before implementing ProfileXT®, the average annual sales per sales rep was \$169,409. After implementing ProfileXT®, annual sales averaged \$233,952 per sales representative. The ProfileXT® assessment increased critical care sales by \$64,543 per sales representative, a 28 percent annual increase. "We thought we were hiring good people before, but look at what the population was doing before and look what they are doing now," said the VP of HR.



The numbers reflect a sales increase resulting from roughly 50 percent of the company having taken the PXT. A further increase is expected to occur as the post-ProfileXT® group grows larger.

Due to the tremendous success in sales, the organization began to expand its use into other departments. Soon, the ProfileXT® was being used in five of six departments for management and leadership positions, as well as sales.

In addition to the medical business unit, the following business units also use the ProfileXT®:

- **VASCULAR ACCESS DEVICES**
- **ELECTROPHYSIOLOGY**
- **SOFT TISSUE RECONSTRUCTION**
- **PERIPHERAL VASCULAR**

Validation study

“In the medical industry, it’s all about proof of concept,” explained the VP. “All of our products go through a clinical trial process, and we don’t intervene unless we know something works. Therefore, it’s very exciting to be able to go through the same process with our profiling tools. We have been able to take something inherently subjective and demonstrate objective results.”

In 2010, the company’s ProfileXT® assessment was validated to test how well top performers in the company align with those projected by the ProfileXT®. The validation study gave the medical manufacturer the rare opportunity to measure the effectiveness of the ProfileXT® assessment in its sales department.

The study consisted of 37 participants with an even distribution of pre- and post-ProfileXT® hires. Of the 37 participants in the study, 13 achieved a Job Match Percentage of 85 percent or higher. In addition, seven of the ten top-performing employees met or exceeded the mark, while only two of the ten bottom performers met the same mark.

- 1. TOP PERFORMERS WERE IDENTIFIED** by the performance model “seven of 10”: When compared against the initial profile of the company’s top performers, seven out of every 10 top performers aligned with the assessment profile.
- 2. BOTTOM PERFORMERS WERE IDENTIFIED** by the performance model “two of 10”: Only two of the 10 bottom performers were incorrectly identified as top performers.

The study showed a 75 percent accuracy and positive correlation of .42 — well above the U.S. Department of Labor guideline.

The PXT allowed the organization to identify employees who had the potential to improve performance. The PXT also provided actionable data for coaching and development to help underperforming employees reengage and increase performance.

Looking ahead

The assessment brought such success in the sales department that the company was compelled to use the tool in the new program manager position. The program manager is a new, company-wide position that oversees development and expedites time-to-market. Program managers are selected from engineers (Level 1 or 2), and the assessment tool is now being analyzed.

Top performers were identified by the **performance model “seven of 10”**: When compared against the initial profile for **top performers**, seven out of every 10 top performers aligned with the **assessment profile**.

Summary

In 2008, the medical manufacturer sought to improve upon its existing employee assessment. The company had been using employee profiling tools for over a decade. However, it was not until measurements showed there was no correlation between assessment use and in-field performance that the organization joined forces with Profiles International.

The relationship between the company and Profiles International was built on the unwavering confidence that Profiles' strategic account executives placed in the ProfileXT®. Profiles assured the client that the medical manufacturer would soon see measurable results, and the company adopted ProfileXT® throughout.

It was the validation of tools that attracted the company to Profiles International; they were looking for a company that was committed to proving results. Before long, organization leaders saw the dedication of Profiles International and became a believer in the ProfileXT®. Today, sales are up, performance is climbing, and the company is looking toward a promising future of stronger teams throughout the company.

- **\$233,952**
annual sales
increase after
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- **28 percent**
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