

Identifying and selecting sales competence

The Olympus logo consists of the word "OLYMPUS" in a bold, blue, sans-serif font. A yellow horizontal line is positioned below the text, starting from the left edge of the letter 'O' and extending to the right edge of the letter 'S'.

OLYMPUS®

Olympus is one of the world leaders in the manufacture of optical and digital products in the areas of medical technology and electronic entertainment. Its products include endoscopic and microscopic devices for medical and industrial use, and also cameras and audio equipment. Olympus, founded in Japan in 1919, represents over 90 years of pioneering spirit and innovative power. Olympus Europe employs a total of 5,800 people at its headquarters in Hamburg and the other 36 branches within the EMEA region. In the financial year 2013/2014, Olympus Europe was able to record a turnover of EUR 1.6 billion. Olympus Deutschland GmbH, the largest European sales organisation with around 500 employees, is responsible for sales of the entire spectrum of specialist opto-digital equipment.

The challenge: designing an online assessment process which meets Olympus requirements

This sales organisation is characterised by constant growth and therefore has a continuous need for new employees. To ensure an effective and contemporary selection process, Olympus decided in 2014 that all applicants for sales positions should be screened using online assessment. The challenge it faced was twofold: firstly, to ensure the online assessment captures the Olympus requirements precisely and, secondly, to present the results in such a way that the recruiters are able to make quick and accurate hiring decisions.

The *cut-e shapes sales* questionnaire forms the basis for the recruitment decision. It captures 24 sales-relevant characteristics by means of an online self-description questionnaire. This information is used to identify an applicant's inclination for sales, both in general and also in particular within the Olympus sales organisation. During the design phase, the specific requirements of Olympus Sales were analysed and then represented in a structured requirements profile. Because Olympus operates in a B2B situation, entrepreneurial aspects of a person's personality were of particular importance. Also taken into account were the Interactive characteristics, typically associated with sales.

The solution: tailored reporting of results

As well as needing to include Olympus specific requirements, it was also important that the results should allow a quick overview of an applicant's individual 'fit', an overall indication of behavioural style and provide, if needed, an interview support guide. As such, a three-tier results report was designed: from a brief presentation of the results providing a quick overview of the applicant's inclination towards sales (match score) and his/her sales competencies, through a presentation showing the applicants' behavioural tendencies, to a detailed report option, which includes tailor-made interview guidelines. As a result, each recruiter can select the depth of results that suits him or her best according to his or her own requirements and degree of expertise.

The result: efficient, standardised pre-selection in sales

The result is a pre-selection process for filling vacant sales positions at Olympus, which has taken the company's individual requirements into consideration and presents the results precisely according to the needs of the recruiters. Furthermore, in standardising the subsequent interviews, there is now better comparison between the applicants. Two key benefits result: increased uniformity of the pre-selection and a higher speed of process. These represent important added value in terms of the battle to win the best salesmen and women for Olympus.

"cut-e supports us very competently in the selection of our sales employees. The flexibility and the quick, practice-oriented implementation have helped us to speed up the recruiting process and make it more professional. This is real added value, particularly in the battle to win the best salesmen and women, and especially in terms of the complex products that Olympus carries!"

Heino Plöger, Senior Manager HR Development at Olympus for the Central Europe Region

"The project and the implementation of the new pre-selection process for sales employees at Olympus was a lot of fun. The clear-cut goals and the high degree of expertise on the part of Olympus resulted in our being able to quickly work out a 'made-to-measure' tool to support the selection process for sales employees. Experience with the tool has proven that it is a valuable addition, which is also acceptable to the applicants."

Stefan Häussermann, Business Director Germany at cut-e

For any further information please don't hesitate to contact us!
E-Mail: info@cut-e.com
www.cut-e.com

