

CASE STUDY

Selection Program
For a Home Furnishings Retailer



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- BUSINESS DRIVEN BY SCIENCE -

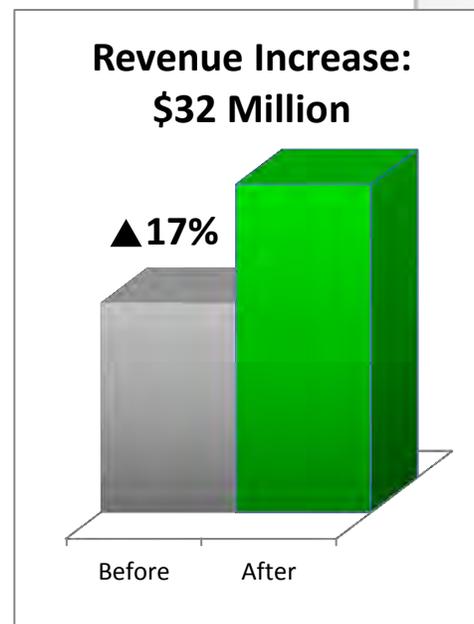
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Creating Selection Programs from the Ground... Up

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A premier specialty retailer with more than 200 nationwide stores, a direct-mail business, and highly successful e-commerce site generates over \$2 billion in annual sales. The company is a recognized leader in the home furnishing category. Their customer call centers play an essential role in the success of the business. Employees in the call centers provide direct customer service and sales. Customers contact the centers to order merchandise from the company's broadly distributed catalog. Call center representatives must assist the customer with their final selections, close the sale and attempt to influence additional (add-on) sales. Customer satisfaction with call center personnel is essential. Compensation programs for these positions fall above minimum wage but not high enough to attract career oriented professionals. As a result, turnover rates were typically high. Training costs are relatively high and filling positions for the peak sales season is challenging. The Vice President of HR approached E·A·S·I·Consult, LLC to address the turnover challenge and attempt to raise the effectiveness of call center employees. The approach focused on improved hiring decisions. An appropriate pre-employment test was chosen. After test validation data was collected to address EEO employment laws, the test was

implemented at one of the company's call centers. Results from a five month follow-up study were presented to the CEO and Executive Committee. An immediate decision was made to expand the test to all of the company call centers. Employee turnover declined by 11%. More significant was a 17% increase in sales revenue amounting to an annualized increase of \$32 million. The company asked E·A·S·I·Consult® to remain on the company's HR Capital Advisory Board for ongoing assessment guidance.



Contact Us To Get Started
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