



Increasing Profitability and Creating a Successful Sales Team by Hiring the Right People for the Right Roles and Providing Effective Sales Training

The Company

'47's present-day success comes from never forgetting its roots. In 1947, twin brothers and Italian immigrants, Arthur and Henry D'Angelo founded Twins Enterprises, now '47. The D'Angelos were entrepreneurial pioneers who were quick to see the future of sports licensing by selling pennants and other sports memorabilia on the streets around Fenway Park, home of the Boston Red Sox. Through a combination of hard work, sound instincts and incredible passion, the brothers were able to grow their business from a single street cart to a premier sports lifestyle brand that uniquely melds sport and style.

By continuing with the tradition of producing a unique mix of the finest headwear and apparel and maintaining an unparalleled attention to detail, '47 has established itself as a premium global sports lifestyle brand. The company is a proud licensed partner with the four key professional American sports leagues: MLB, NFL, NBA, NHL, as well as over 650 colleges. In 2015 '47 opened a flagship store on Newbury Street in Boston, MA.

Opportunity

As the second generation moves '47 forward, management is faced with overcoming new challenges while keeping the company strongly rooted in family values and focused on genuine relationships. '47 has seen years of consistent growth and impressive sales. To keep up with the demands of growing and meet the challenges that come along with it, '47 needed to rethink their sales team structure that comprised mainly of independent contractors. The company wanted to transition to a sales team of '47 employees and needed to hire the right people for the team and train them to be successful.



Solution

To address these issues, '47 turned to PI Certified Senior Partner, Laura Caton of The Cornerstone Group. Since 1997, The Cornerstone Group has helped organizations and their leaders improve performance through better alignment of people and strategy. Equipped with data, tools and technology, The Cornerstone Group has helped hundreds of companies and thousands of leaders to more effectively acquire, manage, develop and utilize talent to successfully align people with strategy to drive performance.

Hiring and building an effective sales team

'47 needed to assess its sales team of contractors that were spread out across the US and hire more reps to keep up with the company's growth and high demand for their products. To help '47 hire the right people, The Cornerstone Group recommended **The Predictive Index Behavioral Assessment**, an effective, simple, and easy to use science-based assessment that provides an accurate depiction, or pattern, of people's core drives, and therefore insight into their needs and behaviors. PI's Behavioral Assessment objectifies workplace behaviors, giving organizations the power to predict the drives and motivations of job candidates and current employees.

"Our hiring decisions had previously been made through gut feeling and that doesn't always get you so far. We looked around and thought how can we improve this? How can we make hiring more efficient? The PI Behavioral Assessment has been pivotal there," says Dan Lerner, National Sales Manager for '47. "Also from a management point-of-view, I'm able to figure out how my sales reps are made-up and understand how they're wired. The data from the PI Behavioral Assessment helps me understand my team's traits and behaviors so I can better coach and manage them in a way that resonates with their personality."

"PI's Behavioral Assessment platform is fantastic," says Kevin Crean, Human Resource Manager at '47. "We're also using the PI Job Assessment which has been enormously helpful by allowing us to determine what behaviors a person should have in order to be successful in a particular role."

The PI Job Assessment, also referred to as the Performance Requirement Options (PRO), allows organizations to define the ideal behavioral and cognitive recommendations for specific roles before beginning the hiring process, providing a benchmark or ideal behavioral pattern for a particular position. Using this tool, along with some internal group analytics of successful sales people, '47 was able to identify key behavioral factors that would drive sales success both within their Key Accounts division and as they looked for additional field sales reps.

Training and coaching sales for success

As '47 rapidly grew and expanded its sales team, something needed to be done so that all reps received consistent sales training to help them be effective and efficient. Laura Caton introduced the team to Levi Smith, The Cornerstone Group's lead sales trainer, and ambassador of PI's Customer-Focused Selling™ (CFS), a customizable sales training program that covers the core competencies of consultative selling. Using a highly interactive instructor-led workshop format, CFS provided '47's salesforce with the knowledge and skills necessary to achieve success and reach their goals.

"The CFS training we received from The Cornerstone Group has been phenomenal," says Dan. "They're good at teaching but even more importantly, they really get us and our business. They do a really good job working with us and understanding our unique business and sales challenges. The training has given me much better

insight into each of my team members and which team members are struggling and need more support. The training has shown me areas I need to work one-on-one with an individual and that's been very helpful."

Results

"The PI Behavioral Assessment has been hugely beneficial to our hiring process and has allowed us to make better hiring decisions, making sure we put the right people in the right jobs. We are also better able to manage, train, motivate and coach our sales representatives resulting in increased sales and more business," says Kevin. "The PI Behavioral Assessment has definitely been helpful and has absolutely made me and other managers better educated on hiring and managing."

"At the end of the day, it comes down to how do I effectively get my reps to do their jobs as successfully as possible? How do I best communicate in a way that's going to get them to understand me, my objectives and goals, and then go out and execute? I'm able to use the data from the PI Behavioral Assessment to understand exactly how to work with each of my reps and that's extremely useful," says Dan. "Working with both Laura and Levi to implement the Behavioral Assessment and the CFS training has had a hugely positive impact on '47 and our continued success and growth."



Looking for more resources? Check out our week-by-week, tried-and-true plan for getting your sales force to operate at their full potential in 90 days.

[Download our tipsheet](#) and learn the steps you can take to turn your team into a fine-tuned, revenue-generating machine.