

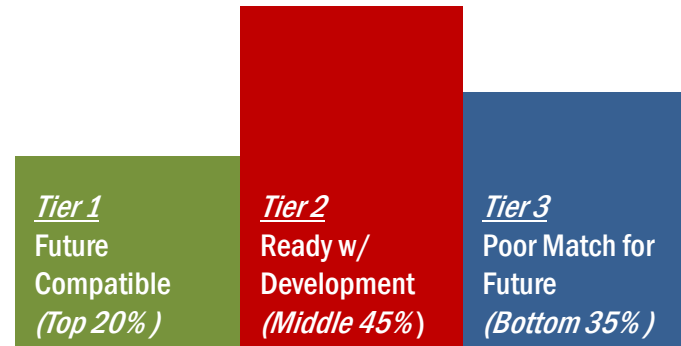
Large Healthcare Organization: Benchmark Study



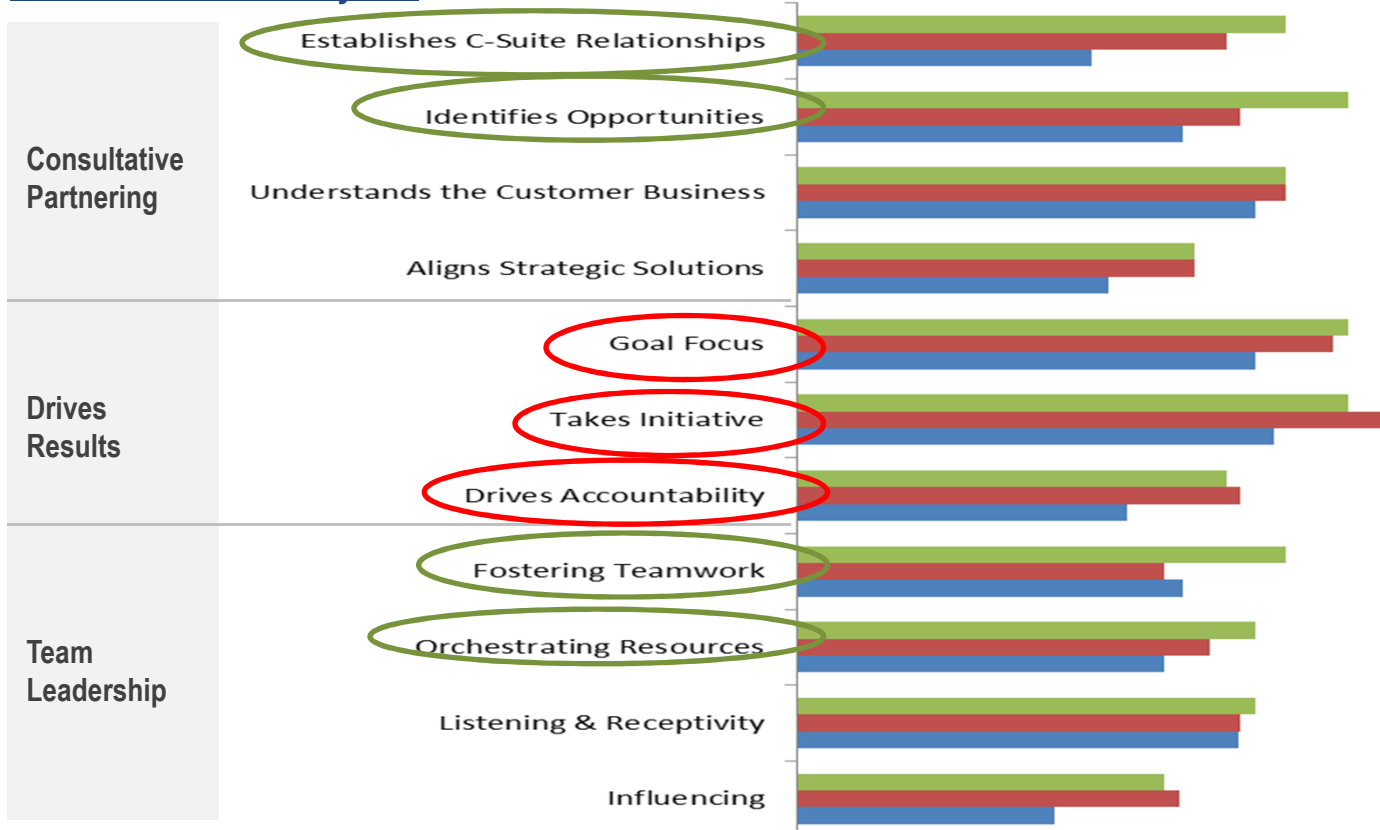
Problem Statement: A large healthcare organization partnered with Vaya Group to determine which incumbent Account Executives (AEs) had what it takes to execute the future commercial strategy.

Solution: Vaya created a customized behavioral model for the AE role. Participants went through a comprehensive assessment protocol to identify individual strengths and gaps. Each participant created an IDP based off of the results.

Readiness for Future:



Assessment Results by Tier:

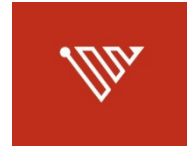


→ It was found that the AE's **overall intensity, focus on their goals and ability to instill ownership** represented the foundational, 'Day 1' competencies of the role.

→ Going a step further, the findings supported that AEs who **engage d and partnered across the highest levels** at their customer, and were **stronger collaborators who leveraged internal resources** presented the key differentiators among top-tier performers.

○ = "Needed to Play" Day 1
 ○ = Differentiator among Top Tier

Global Healthcare Company: Predicting Success



Problem Statement: The sales organization of a global healthcare company wanted to avoid making bad hires.

Key Questions: What drives sales performance? Can we use the competency assessment data to identify candidates who are likely to underperform or fail?

	Self-Starter/Edge Drive	Competitive Drive	Customer Care/Service Focus	Adaptability/Cognitive Process	Aspirations	Organizing Work/Work Focus	Influencing/Strategic Communications	Relational Focus	Interpersonal Focus	Strategic Focus/Product Focus	Consultative Planning/Business Plan	Innovative Business Solutions/Account S	Relationship Building/Relationships	Account Planning/Prospecting Focus	Utilizing Resources/Planning	Engineering & Inspiring/Attack	DMS	Conditionals on Tests	Tracey Test 1	Tracey Test 2	Tracey Test 3	Results
Medians	81	83	73	71	77	72	69	63	72	72	74	71	76	70	80							
AM 7	80	75	60	60	55	55	60	40	65	53	70	70	70	70	70	1	FALSE	Fail	Fail	Fail	FAL	
AM 8	70	75	75	80	60	75	60	75	60	90	74	74	55	80	75	1	TRUE	Fail	Pass	Pass	PASS	
AM 9	80	75	80	65	75	55	75	65	50	55	70	65	70	65	1	TRUE	Fail	Fail	Pass	PASS		
AM 11	65	55	75	70	55	70	65	50	75	55	49	77	70	45	40	1	FALSE	Fail	Fail	Fail	FAL	
AM 12	75	80	85	70	75	65	85	75	70	85	57	80	70	65	45	1	TRUE	Fail	Fail	Pass	PASS	
AM 14	70	80	80	60	75	65	60	60	55	45	64	71	60	65	65	1	FALSE	Fail	Fail	Fail	FAL	
AM 22	70	80	75	55	60	70	60	70	65	70	70	60	70	60	1	TRUE	Fail	Fail	Pass	PASS		
AM 24	90	85	75	70	80	65	70	60	65	70	70	60	70	60	1	TRUE	Pass	Fail	Pass	PASS		
AM 10	65	75	70	65	75	75	60	65	85	65	56	71	83	55	45	2	TRUE	Fail	Fail	Pass	PASS	
AM 13	70	80	65	60	65	45	55	55	70	49	63	50	50	50	72	2	FALSE	Fail	Fail	Fail	FAL	
AM 16	75	75	70	60	70	75	40	50	50	50	69	53	65	50	74	2	FALSE	Fail	Fail	Fail	FAL	
AM 17	60	70	85	60	60	75	60	80	85	70	58	80	87	50	65	2	TRUE	Fail	Fail	Pass	PASS	
AM 18	60	70	85	65	65	70	80	50	70	80	75	75	75	75	2	TRUE	Fail	Pass	Pass	PASS		
AM 21	60	70	70	50	75	60	55	60	75	55	59	63	67	65	60	2	FALSE	Fail	Fail	Fail	FAL	
AM 2	72	70	70	66	88	75	65	60	65	70	59	71	65	60	50	4	FALSE	Fail	Fail	Fail	FAL	
AM 3	65	70	75	65	50	50	70	70	70	64	69	67	70	70	61	4	FALSE	Fail	Fail	Fail	FAL	
AM 5	65	70	65	70	60	70	55	75	60	80	55	57	67	65	50	4	FALSE	Fail	Fail	Fail	FAL	
AM 1	70	80	75	65	65	65	65	65	65	62	77	67	70	70	70	4	TRUE	Fail	Fail	Pass	PASS	
AM 4	65	70	75	70	75	75	45	60	65	70	67	50	60	60	60	4	FALSE	Fail	Fail	Fail	FAL	
AM 6	75	80	75	65	60	65	55	45	75	65	53	66	80	50	50	4	FALSE	Fail	Fail	Fail	FAL	
AM 15	65	70	70	75	65	70	65	80	40	75	63	69	43	65	67	4	FALSE	Fail	Fail	Fail	FAL	
AM 19	70	75	80	80	55	85	80	85	55	50	60	86	57	50	50	4	TRUE	Pass	Fail	Pass	PASS	
AM 20	70	75	80	80	55	85	80	85	55	50	60	86	57	50	50	4	FALSE	Fail	Fail	Fail	FAL	
AM 23	60	80	75	65	70	65	60	50	75	63	71	57	70	60	68	4	FALSE	Fail	Fail	Fail	FAL	



The Analysis:

Sample Evaluated on Three Tests:

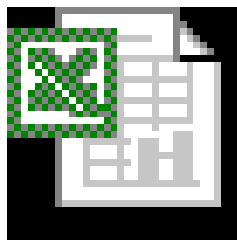
- Foundational Competence
- Value Add/Leadership Competencies
- Dominant Behavior

Contingency Table- Chi Square Analysis	Code 1	Code 4	P Value
Pass	5	3	↓ 0.066
Fail	2	8	



The Results

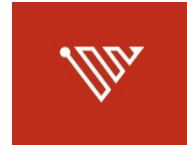
- Evidence of test validity
- Chi-Square Analysis P Value= .06
- 94% Confidence in the Tool



The Tool

- Automated Calculation of all tests
- Flags candidates if they do not pass

Global Healthcare Company: Predicting Success



Solution: Use performance and assessment data to create a tool that predicts likelihood of failure.
Embed assessments and prediction tool into the hiring process.

Candidate Name		John Doe	
Competency		Score	
FOUNDATIONAL	Self Starter/Ego Drive	70	
	Competitive Drive	70	
	Customer Care/Service Focus	50	
	Adaptability/Cognitive Process	50	
	Assertiveness	40	
	Organizing Work/Work Focus	50	
	Influencing/Persuasive Communications	50	
	Professional Focus	70	
	Interpersonal Focus	70	
STRATEGIC	Strategic Focus/Product Focus	48	
	Consultative Partnering/Business Partner	70	
	Innovative Business Solutions/Account Service	62	
	Relationship Buiding/Relationships	70	
LEADING TEAMS	Account Planning/Prospecting Focus	70	
	Utilziing Resources/Planning	80	
	Engergizing & Inspiring/Attack	70	
Result		Good Candidate!	
Statistical Relevant Competencies		Result	Confidence
Competitive Drive		Pass	95%
Influencing/Persuasive Communications		Pass	94%
Consultative Partnering/Business Partner		Pass	94%

THE HIRING PROCESS

- 1) Enter Candidates Name
- 2) Enter Candidates Scores
 - Each competency entered
 - Tool calculates results
 - Incorporated into hiring screen
 - Good Candidates brought in for in on-sight interview
 - Flag candidates interviewed by one-over-on manager
 - Scores collected in data repository for post-mortem
- 3) Indicates whether candidates passes threshold test
- 4) Scores displayed for critical competencies

Medical Device Company: Improving Sales Revenue



Problem Statement: A division of a large medical device company was struggling with the sales performance (revenue generation) of people in Territory Manager (TM) roles.

Solution: Provide research-based insights regarding:

- Which competencies differentiate Top Performers from others?
- What competencies drive sales performance?
- Create a linear regression model to illustrate the potential impact of TM competency improvement on Revenue
- Offer Recommendations for Increasing Sales Performance

Prediction vs. Performance

Vaya conducted a **blind study** using assessment data to predict which category of performance (Top or Other) each of the 45 participants were assigned to by the company based on actual performance to date. Overall, **Vaya predicted 78% accurately based solely on the competency assessment**

Vaya		Actual Performance	
		Top	Other
Top/Other	Top	19	5
Prediction	Middle	5	16

Conclusions

- Strong relationship between Territory Planning skills and Sales Revenue generation (correlation = .59).
- By taking a Targeted Development approach with focus on the highest impact competencies, the company could equip its TMs to **increase revenue 10-25% on average**.
- If “other” TMs improved their Territory Planning skills to be proficient, it is estimated that each TM could produce **\$860,000 of additional revenue EACH. \$4.3M Total Estimated Impact on Sales Revenue**

Competency Drivers of Sales Volume over 3 years

Competency	Correlation
1. Territory Planning	.59
2. Qualifying Opportunities	.56
3. Influencing	.53
4. Time & Priority Management	.45
5. Accountability for Results	.39

Top performing TMs distinguish themselves with their **much stronger Strategic Skills and Business Acumen**. These Top performers are extremely planful and efficient in how they manage their territory.