

CASE STUDY: BOOSTING SALES PERFORMANCE WITH TARGETED TRAINING



Introduction: Imperial Services Corporation, a 40-year-old global retail organization, operates over 1,800 locations with a workforce of 21,000 employees. While historically successful through acquisition and expansion, same store sales had stagnated. With a sales force of approximately 12,000 generating \$2.3 billion in revenue (2011), the company sought to understand and enhance individual associate performance.

AT A GLANCE

Challenges

- Stagnant same store sales despite organizational growth.
- Significant variability in sales performance across locations.
- Conventional assumptions prioritized market and location over individual training and support.
- No mandatory training programs standardizing sales associate development.

Outcomes

- Significant improvement in associate productivity.
- More consistent sales performance across diverse locations.
- Improved training efficiency with minimal cost (\$10,000 per associate).
- Adoption of integrated analytics for workforce planning and performance management.

OBJECTIVES

- Identify workforce and business elements driving high performance.
- Determine whether training correlates with increased sales production.
- Create a profile for high-performing associates.
- Implement scalable, cost-effective training with measurable ROI.

APPROACH

- Conducted multivariate analysis over five years of sales, workforce, and financial data.
- Evaluated the impact of training, management, recruitment, compensation, and tenure across all 1,800 locations.
- Segmented data by prime, mid, and emerging markets to understand performance variances.

SOLUTION DEPLOYMENT

- Made manager-led job shadowing training mandatory for all sales associates.
- Engaged high-performing managers to share best practices across the organization.
- Continued tracking same store sales to measure ROI and refine strategy.

ANALYSIS & INSIGHTS

The analysis found that sales associate performance was strongly linked to participation in manager-led job shadowing training—a program that was previously optional and completed by only 30% of employees.

Despite assumptions that location was the main driver of sales, top performers were found across all market types, suggesting that individual training and development had a greater impact.

Training completion had no correlation with tenure, meaning even long-standing employees who skipped training underperformed compared to newer hires who completed it.

Overall, the data disproved long-held beliefs about geographic influence on performance and demonstrated that structured, hands-on training significantly boosted sales output.

RESULTS

Associates completing some training saw a **45% boost in sales**; full completion correlated with a **75% increase**.

Estimated \$180 million in increased annual sales revenue.

Data-driven training programs became a cornerstone of workforce strategy.

Marked shift from market/location-based assumptions to individual capability development.

