



Case Study

Improved hiring has LensCrafters seeing a potential million dollar increase in revenue

Challenges:

More than 850 LensCrafters® stores across the US, Canada and Puerto Rico must employ a store manager, a retail manager and lab manager for each location. As North America's largest retailer of eyewear and related services, they require a steady supply of reliable, supervisory-level applicants to execute the company's strategy of revenue growth.

Solution:

LensCrafters engaged PreVisor® to help develop a selection solution that would reveal which candidates would most likely be successful managers. The PreVisor team of industrial-organizational psychology professionals conducted a job analysis on the management positions to determine the primary characteristics predictive of future managerial success. Their studies concluded that business judgment, leadership and interpersonal skills were critical. PreVisor then provided a suite of assessments to test for these traits. More than 300 incumbent managers took these assessments, ultimately confirming that a high score correlated with high on-the-job performance. Now the LensCrafters Human Resources department has a scientifically validated selection solution to identify the strongest managerial candidates.





Results:

At the end of the five-quarter tracking period, PreVisor examined the results of implementing the managerial assessment. The results showed that managers who scored within the recommended passing zone moved 7 percent more products and services —nearly a \$30,000 quarterly increase per unit— than those who did not pass the recommended score. These new performance projections indicate the potential for additional revenue to essentially double in each unit—from \$116,000 to \$232,000 quarterly.

CHALLENGES:

- Need steady supply of qualified candidates
- Desire to improve hiring

RESULTS:

- Increased revenue 7.5% per store
- Lifted customer satisfaction
- Established more predictive process for hiring managers
- Implemented compliant sound selection system based on job-specific requirements