

## HIRING FOR SALES ROLES - WHY IS IT DIFFERENT?

### Sales Profile - A Global outlook

Globalization and the penetration of multi-national companies attracts mostly engineers/designers. The craze for engineering is leaving the field of sales in a lurch. This results in the inclination to choose engineering as a degree for the rat race rather than equipping with a passionate and influential field like Sales. Global influence in the economy has resulted in India not having a sales culture and the respect it deserves. Research indicates India faces 64% difficulty in closing positions in the big picture and identifying the right talent and sales represents as one of the top 5 jobs that is claimed to be the most difficult to hire. Selling is an undervalued skill in India and predominantly driven by supply than demand. Much is there a realization that ultimately everything is selling – Ideas to products or services.

### How to Identify the Right Sales Talent

Multiple factors play a critical role in hiring the right sales executive for the team.

**Pre-conceived Myths:** There exists numerous pre-conceived notion about sales as a career. There is very little awareness among people the opportunities a sales career throws out. Networking is the biggest and the most influential advantage a sales career offers. This negativity about these myths need to be cleared by the recruiter and is vital to create interest in a candidate about a sales role.

**Inclination:** Only an individual who is willing to sell the product/service and is passionate about sales can fit the bill. Only such a person can go take the extra step in achieving the target and appreciate the positivity about sales roles. A passionate sales individual can speak numbers like any other generic conversation. He/She comprehends the broader perspective of the sales role to the growth of the organization.

**Approach the problem:** An ideal salesperson will be able to identify the real need of the client and the challenge they face. Only such a person will understand how the product/service he is selling will solve the client's challenge. Knowing how to solve is important than forcefully fitting the product/service.

### Why is it difficult to Pitch a Sales Profile?

Identifying sales people with a combination of passion and product knowledge is extremely difficult. The degree of difficulty in hiring sales personnel varies depending on the industry. For instance, Insurance and Pharmaceuticals are two of the major industries where the volume of sales personnel required is huge and there exists constant gap in the sales personnel. Creating an interest in the role and breaking the misconception of the sales culture is a hurdle for every recruiter.

### Toughest Jobs to Fill

- Skilled Trade Workers
- Engineers
- Technicians
- Sales Representatives
- Accounting & Finance Staff
- Management/ Executives
- Sales Managers
- IT Staff
- Office Support Staff
- Drivers

**Source:** The Talent Shortage continues report by Manpower Group

### Sales Myths

- “Dead End Career”
- “Only Talkers can succeed”
- “Only numbers matter”
- “Price is the deciding factor”
- “You always need to close”
- “It's a one person job”
- “Product knowledge differentiates mediocre to outstanding sales person”

Selling on a transactional model does not yield the best result. Though the appreciation for transactional model is less, it takes long relation for a single transaction to be fruitful.

The field of sales is not a very preferred area of study or work. The role of out of office sales is considered very tough and is hardly appreciated for the exposure it gives. The immense learn-ing, experience and network gained through a sales profile goes unnoticed.

People take up sales roles as a career filler or as a last resort in times of unemployment. Excep-tions are very limited who are interested or inclined towards a sales role. This scenario will re-main unchanged till it dawns that every job is a selling proposition. While all other roles are im-plied with sales, Product/service selling is explicit.

The quality of candidates joining are sub-optimal hires with minimal to insignificant inclination in pursuing the career in sales. Although induction and training is imparted to the candidates, they are not trained to per-form and taught the ways and means of achieving the targets.

Compensation is a bigger element for sales professionals in India. Due to the low importance sales roles get, the compensation is also packaged differently. The influence of other monetarily lucrative jobs causes sales personnel to switch verti-cals and domains quite often, resulting in higher attrition rates in the sales domain.

### **Hire, Train & Deploy through TMI**

TMI's Hire, Train & Deploy (HTD) model is an integrated approach in identify-ing pre-dominantly sales talent in India. Designed to make sales personnel hireable in the market with a model to source a sales inclined candidate, train him to suit market demands and make him hireable to the client/mar-ket.

Deploying more than 30,000 sales personnel in the BFSI sector has given valuable insights in hiring sales candidates. A structured process of sourc-ing and filtering, training and skilling, assessing and hiring and tracking the candidates ensures that every individual inducted through the HTD model is an efficient sales personnel.

#### **Barriers in Pitching a Sales Profile**

- Interest in the role
- Transactional Model
- Not preferred area of study/work
- Sales as a backup ca-reer option
- Sub-optimal quality of hires
- Compensation
- Attrition

## HTD Integrated Model



### Source & Filter

- Freeze qualifying criteria
- Target relevant industries
- Test for Aptitude & Attitude Client references



### Train & Skill

- Modify delivery model as per the client
- Create suitable content
- Deliver Training using appropriate medium



### Assess & Hire

- Alignment to the client's process
- Undertake on-Boarding, if need be



### Track & Enable

- Client support through various mediums
- Track performance & Attrition
- Analyse: Modifications & new Interventions

## The model has been successful as TMI:-

### Knows its target audience TA well

- Over 20,000 placed & over 10,000 trained in the BFSI segment
- Has a very large presence in BFSI with experience in working with 8 banks, 7 Insurance companies, 4 Financial Services firms

### Has large volume operations in Training & Learning in BFSI, Telecom & Retail

- 500,000+ Insurance agents online training; 30,000+ CAs; 7,000+ CASA BDEs; 1500+ Trade Finance; 1000+ Sales Manager; 500+ Branch Managers

### Operates pan-India across multiple locations

- Has delivered training in over 40 locations pan-India; running 40+ batches in a month with 20+ simultaneous deliveries

### Has a dedicated technology team to manage Software, Hardware, Hosting and web based technology development

### Has a huge capacity to create & deliver content in a sustained manner

- 3,000+ hours of e-learning developed; 1000+ to a single customer; 30,000+ management articles over a decade; 2500+ hours of ILT content in the last 1 year alone; 600+ case studies

### Operates a full value chain in-house - done it successfully for different customers, differently

- Consulting, Tech. development, Content Development, Deployment, Support, Branding & Marketing

## Conclusion

Sales is a function that keeps a business alive, followed by the core product/ service offering. It is thus imperative that the sales team is active, efficient, trained and equipped with the relevant knowledge and skills. Having the right sales team is crucial in clocking the growth for the company. Breaking myths about sales culture and packaging sales career as a carpet of opportunities is the responsibility of a recruiter. The art of hiring the right sales personnel will keep evolving suiting to the market dynamics.

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