

## Chapter no. 3 Recruitment and Training

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### *Attributes of sales person*

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Sales professional are the face of the organization. They have the responsibilities of making the brand popular and promoting the product amongst the end user. They help in successful running of organization by generating revenues and earning profits.

#### **Attributes required by the sales professional.**

1. Patience: -
  - a. A sales professional should not be rude to the customers and he/she should be extremely patient.
  - b. Clients need time to believe and trust the product, so give the time to think and decide.
  
2. People Oriented.
  - a. It is essential for the sales person to be customer oriented and understand the customer's needs and expectations. Not imposing anything on them.
  - b. Individuals representing the sales product need to be caring and kind towards customer
  - c. Don't only think about your targets and misguide the customer. Be honest and avoid telling fake stories.
  
3. Aggressive.
  - a. A sales person needs to be aggressive and energetic. Lazy individuals do not make good sales professional.
  
4. Go -Getter attitude.
  - a. It pays to be optimistic in sales. Sales professionals need to have this type of attitude to achieve best results.
  - b. It is really not necessary that all customers need your product. Do not expect results Every time, remember failures are the stepping Stones to success. One must learn from his previous mistakes and move on. Don't take failures to the heart.
  
5. Value time.
  - a. People in sales must be particular about time. Being late on meetings created a wrong impression in the minds of the customer.

b. It is a sin to make the customers wait until and unless there is an emergency. Start a little early and make sure you reach the meeting on time.

6. Sense of commitment.

a. A sales person who is committed to his job manages to do well and make his mark as compared to others. Commitment in fact is important in all work areas.

b. Trust is lost when commitments are taken back. There should be no turning back.

7. Flexibility.

a. A sales person must know how to change his/her plan as per the client. He /she should not stick to one plan or one idea.

b. Learn to take quick decisions as per the situation. Be adaptable to the changes. People in sales must not be too rigid and demanding.

8. Reliable.

a. The customer should be able to depend on the sales person. A sense of trust is important.

9. Be Transparent.

a. Do not hide anything from the customer. Transparency is essential to avoid problems in future.

10. Diligence.

a. Mere sitting in the office doesn't help in sales. One needs to go out, meet new people & make prospective clients.

b. A sales person ideally should spend maximum time in the field to achieve best possible outcomes.

11. Good communication.

a. A sales person should be a good communicator for the desired impact.

b. Be careful with your pitch and tone.

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## *Recruitment process for sales personnel.*

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Effective sales people are essential for property's sales efforts, it is essential that a good sales staff be hired. Hiring and retaining good sales people also makes good business sense. Since replacement cost can be extremely high.

1. Assessment of the job requirement.

It starts with the thorough analysis that whether the present team is utilized to its full potential & some new additions are really required in the company. If it is convincing

That they are imperative for the team, then various strategies are devised for gainful Recruitment. A team can either have a newly created position or a replacement. Accordingly proper evaluation and planning of the resources required leads to hiring the right person required for the role and the team.

2. Development of the position.

A position of the job description is the core of the successful recruitment process. It is used to develop interview questions. A well written Job Description outlines responsibilities and qualifications to attract the best suited candidate.

3. Attracting the right talent to work with us.

If a good job is done, developing the source and search methods, vacancy intimation soon results in a flood of applications and hence a pool of candidate is created. Media can also play an important role in attracting the right candidate where media refers to the source of any recruiting message e.g. Advertising, employment exchange, in business magazines etc.

Recruiting plan for sales professionals.

- i. Posting jobs.
- ii. Placement goals
- iii. Advertising resources.
- iv. Diversing agencies.

4. Screening from the candidate pool.

As per the criteria tests are for the selection of the best CV's are selected from the CV bank. We now remove the applicants that are underqualified. Effective screening saves more amount of time and money and it is ensured that potential candidates are not lost.

Screening is done on the basis of external and internal resources- 1<sup>st</sup> reference is given to those coming from reference and 2<sup>nd</sup> to those who apply for the job.

5. Choosing the right applicant.

Selection is Regarded as the most important function of the HR Dept. It ensures the right number and right kind of people at the right place and at the right time. Out of the screened CV's we now select the best suited CV for the sales profile- one who understands strategy, objectives, scope & work plan of sales Dept.

6. Interview.

Interviews are now arranged as per the convenience of the candidates and interviewers. The chairperson of the interviewing panel endeavors to find the most convenient time and date for the interview.

7. Negotiation and Selection management.

Negotiating a new salary or a pay wise is a very delicate situation for the HR professionals who sit on the other side of the fence for salary negotiations. The best time to open the door for negotiations is when a job offer is made verbally and before a formal written letter sent to the future company employee. New salary negotiations can be a challenging experience for many new candidates, as they have not yet proved themselves and their work towards their company.

8. Induction and on boarding.

After an employee is selected and offer letter is given, induction, training and on boarding steps are taken care of as soon as he/she joins. To familiarize the new employee with the office environment, he/she has to undertake tasks in the team.

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***Importance of training for sales personnel.***

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Salespeople are a direct reflection of your company. A good sales training is vital to the success of your sales team. Your sales professionals must be skilled enough while dealing with the buyer on both a personal and business level. It is important for them to be authentic in establishing credibility. This will help them to gain relevant information about the buyer's situation, tailor insights and ideas, and provide a distinguished solution.

1. Training enables the management to handle the pressure of changing environment.

Example - We must not forget that sales involve objections which are a normal part of the sales process, as prospects tend to seek reasons not to buy. If the salesperson is not well-trained, he or she may simply agree with the objection and stop selling. What the most successful salespeople would do is: expect to receive objections during their presentation. Therefore, sales training can teach salespeople how to anticipate objections as well as techniques for overcoming them. A frequently used training technique is role playing, where the prospect offers numerous objections to the trainee during a mock presentation.

2. Training usually results in increased quantity and quality of output.
3. Training leads to job satisfaction and higher rate of employment.
4. Trained workers need less supervision.

Example - Many salespeople are more likely to focus mainly on aspects such as prospecting and making sales calls, while overlooking the administrative tasks. A good sales training points out the importance of functions such as tracking daily activities, keeping accurate records and analyzing closing ratios. Such information can help the salesperson to better manage their time and determine areas that need improvement improve on these skills so they operate with minimal supervision.

5. Trained workers enable the Enterprise to compete with rival organisation.
6. Training enables the employee to rise within the organization and increase their earning capacity.
7. It molds the employee's attitude and helps them to achieve better results with the organization.
8. Trained employees make a better economic use of materials and resulting in reduction of waste and spoilage.
9. Training instructs the employees towards better job adjustment & reduces the rate of employee turnover and absenteeism.

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### *Assessment of training needs.*

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Evaluating the sales people plays an important part in assessing the success of property's sales efforts. Training falls under 2 categories.

1. Training to fill gaps identified during performance process.
2. Training to fill a growth gap that is to be promoted.

#### Training Methods

- ❖ On the Job

- ❖ Mentoring and coaching
- ❖ Formal Classroom Training
- ❖ Video Based Training

#### Improving Performance

- Training
- Empowerment
- Education
- Recognition Program
- Technology

#### Employee satisfaction

- Compensation
- Employee Recognition Program
  - Opportunity for career advancement
- Review/Feedback
  - Self / Peer / Subordinate /360 degree
- Employee Turnover
- Employee and Customer satisfaction
  - Directly related                      and impact financial performance

#### Recruitment and Selection

- Minimum Graduate
- Excellent communication
- Personable and well groomed
- Sociable with etiquettes
- Calm under pressure
- Creative
- Self Disciplined

- High physical energy
- Mentally alert
- Good at negotiation
- Persuasive
- Good Listener
- Planning Skills
- Enthusiastic

## EVALUATION

Evaluating the sales people plays an important part in assessing the success of property's sales efforts.

- Number of new customers generated
- Percentage of market share
- Revenue generated in dollars
- Amount of new ideas generated
- Promptness in developing sales reports
- Average number of sales calls per salesman
- Average sales call time with customer contact
- Average Revenue per sales call
- Average cost per sales call
- Entertainment cost per salesperson
- Percentage of conversion of new accounts
- Number of lost customer to competition

## Qualitative measures of salesperson

- Co-ordination with other team members
- Nature of relationship with customers through their feedback
- Follow-up with customers
- Accurateness of sales reports
- Enthusiasm and commitment

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## *Types of training.*

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### 1. Simulated sales calls.

These are sales calls acted out by the sales staff. A new sales person can make a sales presentation & be critiqued by other staff members. When video taping is used, the new sales person can view his or her performance & make correction as necessary.

- Prepare and Research

Just as you would for any other interview, be sure to prepare and research before the start. Brush up on any information the employer has given you regarding the sales scenario, buyer and competitive landscape. Ensure you are familiar with the organization and familiarize yourself with the company's website and learn more about the product or service's basic features, benefits, and competition.

- Treat the Mock Sales Call like a Real Sales Call

While the manager does not expect you to know as much about the product and company as an experienced sales rep, it is still important that you treat the mock sales call as you would an actual sales call. Never lie or make up facts in response to questions or objections. While it is important that you have a basic understanding of the product offerings, be sure, to be honest, and explain that you aren't certain of a particular answer but will get back to the customer at a later time. Be sure to practice and maintain a level of poise and professionalism during the call.

### 2. Double Calling.

There are 3 types of double calling: calls on which a new sales person is accompanied by the director of sales or a senior sales person. Joint calls supervisors are there as equal team members to help sell.

### 3. Market Segmentation Drills.

Since all selling is based on customer needs. Satisfaction, it is important that sales person understand the needs, characteristics, & requirements of each market segment and the sales tactics that work best with each segment.

Example : It allows you to target and market to a variety of consumer groups with different behavior with an offer that matches their needs and budget level. Your hotel market segmentation shall help to identify the purpose of the trip: either business or leisure.



#### 4. Case study exercises.

In this training exercise, a hotel's sales staff is challenged to formulate a sales action plan for a property other than its own. It may be a competitor's property or an imaginary property. This exercise shows sales strategies that may then be applied to the staff's own property.

#### 5. In Basket Drills.

The trainee is given a stack of written communication to act on within a limited period of time. This exercise provides insights into how well the sales person judges priorities and uses time.

After the training each sales person should be able to...

1. Explain property's market plan.
2. Prepare a property fact book.
3. Conduct sales tours of the property.
4. Understand how accounts are created and approved, the property's policy on advance deposits for groups, & credit policies of the hotel as they apply to functions.
5. Research information on current & potential accounts.
6. Prepare sales correspondence.
7. Prepare for and complete sales calls.
8. Prepare sales calls and booking reports, interpreting monthly sales progress reports.
9. Use the sales office's filing system/
10. Analyze the financial performance of the sales office by interpreting the income and expense items on the hotel's profit and loss statement.