

## **Competencies Required for Channel Sales Executives in the Present Indian FMCG & Consumer Durables Sector**

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### **ABSTRACT**

The Indian FMCG and Consumer Durables sector have witnessed a drastic increase in competition in the past two decade. Because customers are now presented with vast, varied and detail information; they can be easily swayed across numerous competitors in the market both domestically and internationally. Hence, it is up to an organization's sales team to have a magnetic effect for their customers. Thus, the back-bone of every organization to achieve these targets falls on the Sales team. It is expected that these market changes would have impacted the roles and competency requirements that salespeople must possess for future success, resulting in the advent of new kinds of sales professionals. This study was undertaken to propose an inventory of competencies for individual contributors that can assist in improving performance and generate a competency model that could serve as a guide to increase levels of sales force effectiveness. Using questionnaire surveys and semi- structured in- depth interviews, data were collected from a sample of 76 respondents across India using convenience sampling. The findings reveal that 'communication', 'Customer focuses, 'interpersonal skills' and 'sales ability' are perceived important by all the three main stakeholders. This research indicates that Sales Executives, Supervisors and Individual Contributors' primary focus is on sales ability which deviates from the expected customer centric focus. Thus, the conclusions lead to various implications on how sales leadership and organizations should consider selection, performance, and development for individual contributors. An important contribution of this study was the creation of a competency model and competency list which can be used for hiring, capability development and role transitioning plan.

**Keywords:** *Competency, Individual Contributors, Sales Executive, Sales, FMCG Sector, Consumer Durables Sector, India*

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## **1. INTRODUCTION**

Rackham (2000), Piercy (2006) have emphasized on how sales in organizations have increased in strategic importance. Organizational strategic visions are become more “customer centric” and long term relationships with customers are developed to enhance competitive position in the market place (Kotler et al., 2006). The implementation of these objectives fall on sales executives or individual contributors who are the face of the company. The effectiveness of these tactics depends on the quality of the sales force (Rakham, 2000) and they must possess certain competencies in order to be effective in that regard. Sales leaders and HR Managers need to understand which competencies make their top performing employees successful. Additionally, similar competencies must be spread throughout the organization, since having these skills concentrated in a single individual within the organization is not optimal. Building a winning sales team is a challenge since it is a complex job.

According to Ennis (1998), “Sales competencies are based upon the salesperson’s performance on a task or in the sales job or role”. Investment in competence provides an incentive to both an individual and an organization. Many organizations have realized the importance of investing in their human capital and how to leverage this intellectual capital to spur growth and innovation. There has been an advancement in marketing, finance, training and development in identifying clear competency criteria required in their fields but the sales profession hasn’t kept pace with other occupations (Lambert, 2009). Previous literature have been either descriptive, historical, or regionally based, and therefore, do not identify specific competencies necessary for individual contributors in the Indian context.

Thus, one of the most important issues is how to identify competencies. In compliance to achieve a competitive advantage it is necessary for organizations to identify, evaluate and develop key competencies. Leaders, managers and employees can grasp what is required to reach new levels of performance by defining competencies of salespersons. Thus, the study aims to answer “What competencies of individual contributors are perceived to be

important by channel partners, individual contributors, manager's manager and HR managers?"

In the next section, we begin by reviewing the literature on competencies and investigate its relationship in a sales management context. Next, we empirically examine the set of objectives developed in the study. Finally, we conclude by discussing the key results, findings and the implications of the study in a sales management context.

## **2. LITERATURE REVIEW**

Competence allows one to assess and reflect upon one's work in an efficient way and also take responsibility for the results of the work (Ordon, 2008). Competencies include motive, traits, self-concept, skills and knowledge (McClelland, 1973; Boyatzis, 1982; Mitrani et al., 1992) by which individual act successfully or superiorly in the organization (Education Council Nassaulaan, 1993; Spencer and Spencer, 1993; Baum, 2008; Bhatawdekar & Bhatawdekar, 2012; Soderquist, et al., 2010). Arthur and DeFillipi (1994) defined competencies as personal competencies that an individual puts at the disposal of the employing organization. Through these various definitions one can discern that competency must be set against certain set of standard either for job adequacy or task superiority. Competency sets should be adjusted as per each firm's working environment and one can assume that there is no universal set of competency standards that fit in all organizations in an industry.

Sales professional's performance may be less a function of task related skills, knowledge, intelligence or credentials and more a function of competencies such as motivating drive, emotional intelligence and positive self-image. If this is true then sales professionals must assess competencies at all levels (Spencer and Spencer, 1993). According to "Patrick Joiner" the Chief Executive of the Institute of Sales and Marketing Management, the most important skill is to put oneself in their client's shoes and build a relationship with your customer.

Moore, Eckrich and Carlson (1986) studied competencies needed for successful sales performance. The study produced a hierarchy of 82 important sales competencies for three types of salespeople – company salespeople for manufacturers, manufacturers’ agents and distributor’s salespeople. A 2003 study by Marshall, Goebel and Moncrief identified 10 skills required to be successful in selling. Similarly, David Jobber and Geoff Lancaster’s Book “Selling and Sales Management” recognizes 4 key qualities for sales i.e. Empathy and an interest in people, Communication ability, Determination, Self-discipline and resilience.

Competencies can be approached from different angles and few scholars have divided them into categories namely soft and hard skill competencies (Weber, Finley, Crawford, & Rivera Jr., 2009). Soft skills are precursors to high performance in employees and include relationship skills, management and organization, communication and cognition skills (Weber, et al., 2009, Testa & Sipe, 2012) whereas, hard skills are important for task performance. Through this approach, it can be argued that individuals need to possess soft skills to master the hard skills competencies. Another approach is a function oriented perspective. Testa and Sipe (2012) categorized competencies into three groups –

- Business savvy competencies – Skills and thinking process that allow employees to make astute business decisions such as number wise, planning, strategic decision, system thinking.
- People savvy competencies – Interpersonal skills that allow individuals to create positive and constructive rapports with others.
- Self-savvy competencies – Ethics, disciplines, self-locus of control, accountability, professionalism, time and change management.

It can be seen that both business and people savvy competencies are important in the sales management context in order to ensure high performance and organizational competitiveness whereas the self-savvy competency makes an employee an organic part or member of the organization. Cappellen, and Janssens (2008) group competencies into three categories:

- Know-why competencies – Personal identification to the profession, motivation to work, and the match between the organizational and personal goals of employees. (Defillipi& Arthur, 1994). Job identification and skills that allow a person to be better motivated and identify him/herself to the profession while making more astute decisions.
- Know-how competencies – Determine how devoted an employee is.
- Know-whom competencies – Career relevant networks inside and outside a firm, inherent qualities such as personal traits and social skills as well as work experience (Asree, Zain & Razalli, 2010).

Know- whom competencies are highly important for sales and marketing functions due to the high contact nature of the functional area (Melaia, et al., 2008). Consequently, know-whom and know-why competencies in this particular study embrace knowledge, skills, and other attributes that allow better network enhancement and development. Therefore, a sales executive needs to possess know-whom and know-why competencies in order to close sales and make things possible to hit targets.

### **3. RESEARCH GAP AND RESEARCH PROBLEM**

Frontline Sales Executives or individual contributors are often faced with the prospect of reacting to constant changes in the internal and external environment. They must possess certain characteristics in order to be effective in that regard. Therefore, one of the most important issues is how to identify competencies that are primarily required for the Indian FMCG and Consumer Durables sector. Leaders, managers and employees can grasp what is required to reach new levels of performance by defining competencies of a salesperson. Thus, the study aims to partially fill the gap in literature by identifying the key competencies for optimum performance of frontline sales executives or individual contributors in the Indian context. This research expects to address competency needs of sales executives.

#### **4. OBJECTIVES OF THIS STUDY**

1. To review existing literature on competencies of the Salesforce.
2. The study is an effort towards investigating a comprehensive list of key sales competencies that will be rated according to channel partners and professionals' perceptions of competencies needed for individual contributors
3. By studying and updating the understanding of sales competencies essential to success in the business environment, a company can improve selection, enhance initial training and improve development programs

#### **5. RESEARCH METHODOLOGY**

According to Ennis (1998), the most valuable competency studies use multiple data gathering and approaches designed to identify salesperson competencies. Based on a survey of literature, surveys and semi structured in-depth interviews were adopted as tools to collect data from multiple key stakeholders. Channel Partner and Role Holder Surveys, were developed, which check various aspects like good or bad purchase experience with a salesperson and skills or abilities expected of a salesperson (See Annexure 1).

Besides using surveys, manager's manager' and HR managers (supervisors) were also interviewed to get their opinions on expectations, shortcomings and motivations of a salesperson. Thus, their opinions and perspective also formed a part of the interpretations as they were valuable insights. Respondents were required to rate performance of tasks as well as underlying competencies of individual contributors with respect to perceived effectiveness.

The questionnaires was administered either through e-mail or in person to 35 channel partners and 15 individual contributors. Semi-structured in-depth

interviews was administered either through phone or in person to 26 supervisors of different organisations. The supervisors were from the middle to senior levels of their organisations, or consultants. All of them had some experience with channel sales, either directly by their own practice, or indirectly by close association or observation of sales-related work.

## **6. DATA ANALYSIS, FINDINGS AND DISCUSSIONS**

In the present study, the analysis was confined to examining key competencies of individual contributors in channel sales that are perceived to be important by the key stakeholders. The inductive process of narrowing data into a few themes was used. Many segments of text were converted to 30-40 behavioural variables. The behavioural variables were further reduced to around 20 variables based on similarity of content. Finally the behavioural variables were similar enough to be reduced to 10 competencies. The definitions of the competencies as per various stakeholders can be seen in Annexure 2. The analysis has been performed for the entire sample of responses (See Table 1) and also for the three key stakeholders, namely: channel partners, individual contributors and supervisors (See Chart 1 to 3)

**Table 1** ranks the order of the 9 competencies based on the frequency levels attained. Competencies such as ‘sales ability and ‘customer focus’, rank the highest at 1 and 2, respectively. Similarly, competencies such as ‘managing work’ and ‘initiating action’, rank the lowest at 8 and 9, respectively.

### **Channel Partner Expectations**

The channel partner is either a distributor, dealer or retailer being serviced by our primary target audience, namely the Individual contributor of a company. **Chart 1** shows the results of the content analysis in connection with the frequency levels attained. Percentages do not total to 100% as multiple response options were allowed.

The key competencies that are important or sought by the channel partners, which would result in a positive experience or result in sale for the company

personnel are ‘customer focus’, ‘sales ability’, ‘communication’ and ‘interpersonal skills’.

### **Individual Contributor’s Self-Perception**

The Individual Contributor is a role holder on the roles of the company servicing channel partners and implementing the companies market and sales strategies. **Chart 2** shows the results of the content analysis in connection with the frequency levels attained. Percentages do not total to 100% as multiple response options were allowed.

The key competencies that individual contributors perceive to have contributed to their success and competencies that they feel they need to acquire and that are important for them in channel sales are ‘sales ability’, ‘communication’, ‘customer focus’ and ‘interpersonal skills’.

### **Supervisor Expectations**

Supervisors are senior sales managers or frontline sales managers or HR Managers in the organization and have been in the rank holder’s shoes many years back and directly or indirectly are now managing the Individual contributor of a company. **Chart 3** shows the results of the content analysis in connection with the frequency levels attained. Percentages do not total to 100% as multiple response options were allowed.

The key competencies that are important or sought by the supervisors, which would result in a positive experience or result in sale for the company personnel are ‘aligning performance for success’, ‘sales ability’, ‘stress tolerance’, ‘communication’, ‘continuous learning’, ‘managing work’, ‘initiating action’, ‘interpersonal skills’ and ‘customer focus’.

### **Common Core Competencies**

**Chart 4** shows the “**Core competencies**” the three stakeholders (channel partners, individual contributors and supervisors) perceive and have agreed to be important for the primary target audience, namely the Individual contributor of a company. The common core competencies for a salesperson

identified by three stakeholders are ‘**communication**’, ‘**customer focus**’, ‘**interpersonal skills**’ and ‘**sales ability**’.

The organization’s value proposition, pricing and product features do not matter unless you are able to get your prospects to talk to you and also listen to what you have to say. Sales runs on ‘**Communication and Interpersonal Skills**’ – from opening to closing a deal, productive communication supports every step in the buyer’s journey. It provides a critical link between the individual contributor and the channel partner. The Individual contributor is the one that communicates with the channel partners and has an influence on them and it is important that all are on the same page. The individual contributor has to be attuned to the channel partner and understand what they tell you or what they care about and what communication style they prefer. In this study, ‘Communication and Interpersonal skills’ is made up of 3 behavioural variables – **communication, interpersonal skills and listening skills**.

‘**Customer Focus**’ emphasizes on a genuine dialogue between the individual contributor and the channel partner. When the channel partners are the focus, rather than selling, it is more important to gather information about the channel partner and uncover their need. This will help the individual contributor to tailor their pitches while allowing more detailed, personal dialogue to take place. In this study, ‘Customer Focus’ is made up of 9 behavioural variables – **polite, kind, friendly, empathetic, respect, rapport, trust, problem solving and after sales relationship**.

Individual contributors know exactly what they are selling and understand the ‘whys’ of what they are selling. ‘**Sales Ability**’ consists of a set of sales skills such as prospecting, engaging, negotiating, closing and knowledge of products, markets and trends. It reflects the prevailing environment and the channel partner’s acceptance of how they interact with the purchasing process. For individual contributors and supervisors ‘Sales Ability’ reflects the company’s sales strategy and business model. In this study, ‘Sales Ability’ is made up of 5 behavioural variables – **knowledgeable, market/product knowledge, objection handling and selling skills**.

## **Channel Partner V/s Supervisor**

As per **Channel Partners**, if the individual contributor possesses the following competencies like ‘customer focus’, ‘sales ability’, ‘communication’ and ‘interpersonal skills’ it would result in a positive experience and result in sale for the individual contributor. Similarly, as per **Supervisors**, competencies like ‘aligning performance for success’, ‘sales ability’, ‘stress tolerance’, ‘communication’, ‘continuous learning’, ‘managing work’, ‘initiating action’, ‘interpersonal skills’ and ‘customer focus’ are important.

**Channel Partners** and **Supervisors** speak about customer focus as a competency. However, there is a major gap between the significance given by the two stakeholders to the following competency. **97%** of the channel partners expect a salesperson to possess the competency of ‘customer focus’ (**Chart 1**) whereas only **4%** of supervisors expect a salesperson to possess the competency of ‘customer focus’ (**Chart 3**). According to Channel Partners, 8 behavioural variables make up customer focus whereas as per Supervisors only 1 behavioural variable makes up the following competency. The Supervisors believe only after-sales relationship makes up customer focus. Customer Focus is a priority for channel partners whereas it is not in terms of supervisors.

Similarly, **Channel Partners** and **Supervisors** speak about sales ability as a competency. However, there is a gap between the significance given by the two stakeholders to the following competency. **77%** of the channel partners expect a salesperson to possess the competency of ‘sales ability’ (**Chart 1**) whereas only **58%** of supervisors expect a salesperson to possess the competency of ‘sales ability’ (**Chart 3**).

Likewise, **Channel Partners** and **Supervisors** speak about communication as a competency. However, there is a gap between the significance given by the two stakeholders to the following competency. **51%** of the channel partners expect a salesperson to possess the competency of ‘communication’ (**Chart 1**) whereas only **35%** of supervisors expect a salesperson to possess the competency of ‘communication’ (**Chart 3**).

Similarly, **Channel Partners** and **Supervisors** speak about interpersonal skills as a competency. However, there is a gap between the significance given by the two stakeholders to the following competency. **26%** of the channel partners expect a salesperson to possess the competency of ‘interpersonal skills’ (**Chart 1**) whereas only **12%** of supervisors expect a salesperson to possess the competency of ‘interpersonal skills’ (**Chart 3**). Interpersonal skills are a priority for channel partners whereas it is not in terms of supervisors.

Both Channel Partners and Supervisors have similar competencies. However, Supervisors give more priority to other competencies such as ‘Aligning performance to Success, stress tolerance, continuous learning, managing work and initiating action’ whereas channel partners give priority to common competencies.

### **Individual Contributor V/s Channel Partner**

As per **Individual Contributors**, if they possess the following competencies like ‘sales ability’, ‘communication’, ‘customer focus’ and ‘interpersonal skills’ it would result in a positive experience and result in sale for the individual contributor. Similarly, as per **Channel Partners**, competencies like ‘customer focus’, ‘sales ability’, ‘communication’ and ‘interpersonal skills’ are important.

**Individual Contributors** and **Channel Partners** speak about customer focus as a competency. However, there is a major gap between the significance given by the two stakeholders to the following competency. **97%** of the channel partners expect a salesperson to possess the competency of ‘customer focus’ (**Chart 1**) whereas only **40%** of individual contributors expect a salesperson to possess the competency of ‘customer focus’ (**Chart 2**). According to Channel Partners, 8 behavioural variables make up customer focus whereas as per individual contributors only 2 behavioural variables make up the following competency. The Individual Contributors believe only after-sales relationship and rapport makes up customer focus.

Similarly, **Individual Contributors** and **Channel Partners** speak about sales ability as a competency. However, there is not much of a gap between the significance given by the two stakeholders to the following competency. **77%** of the channel partners expect a salesperson to possess the competency of ‘sales ability’ (**Chart 1**) whereas **93%** of individual contributors expect a salesperson to possess the competency of ‘sales ability’ (**Chart 2**).

Likewise, **Individual Contributors** and **Channel Partners** speak about communication as a competency. However, there is a gap between the significance given by the two stakeholders to the following competency. **51%** of the channel partners expect a salesperson to possess the competency of ‘communication’ (**Chart 1**) whereas only **87%** of individual contributors expect a salesperson to possess the competency of ‘communication’ (**Chart 2**).

Similarly, **Individual Contributors** and **Channel Partners** speak about interpersonal skills as a competency. However, there is not much of a gap between the significance given by the two stakeholders to the following competency. **26%** of the channel partners expect a salesperson to possess the competency of ‘interpersonal skills’ (**Chart 1**) whereas only **33%** of supervisors expect a salesperson to possess the competency of ‘interpersonal skills’ (**Chart 2**).

Both Individual Contributors and Channel Partners have similar competencies. However, Individual contributors give more priority to ‘sales ability’ whereas Channel Partners give more priority to ‘customer focus’.

### **Supervisor V/s Individual Contributor**

As per **Supervisors**, if the individual contributor possesses the following competencies like ‘aligning performance for success’, ‘sales ability’, ‘stress tolerance’, ‘communication’, ‘continuous learning’, ‘managing work’, ‘initiating action’, ‘interpersonal skills’ and ‘customer focus’ it would result in a positive experience and result in sale for the individual contributor. Similarly, as per **Individual Contributors**, competencies like ‘sales ability’, ‘communication’, ‘customer focus’ and ‘interpersonal skills’ are important.

**Supervisors** and **Individual Contributors** speak about customer focus as a competency. However, there is a gap between the significance given by the two stakeholders to the following competency. **4%** of the supervisors expect a salesperson to possess the competency of ‘customer focus’ (**Chart 3**) whereas only **40%** of individual contributors expect a salesperson to possess the competency of ‘customer focus’ (**Chart 2**). According to Supervisors, 1 behavioural variable make up customer focus whereas as per individual contributors only 2 behavioural variables make up the following competency.

Similarly, **Supervisors** and **Individual Contributors** speak about sales ability as a competency. However, there is a gap between the significance given by the two stakeholders to the following competency. **58%** of the supervisors expect a salesperson to possess the competency of ‘sales ability’ (**Chart 3**) whereas **93%** of individual contributors expect a salesperson to possess the competency of ‘sales ability’ (**Chart 2**).

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Both Supervisors and Individual contributors have similar competencies. However, Supervisors give more priority to other competencies such as ‘Aligning performance to Success, stress tolerance, continuous learning, managing work and initiating action’ whereas Individual contributors give priority to the common competencies.

## **7. LIMITATIONS, SUGGESTIONS & IMPLICATIONS OF THE STUDY**

As suggested by the findings, there seems to be a gap in the competencies and behavioural variables perceived by various role holders. This may mean that management and organizations would need to reshape their strategies and adopt these new competencies, to cater to the new perspective of each role holder.

The following suggestions for future investigations:

- Expand the study to many more organizations and other management levels.
- Resurvey the sample after few years to see if there are changes in the competencies identified and the model.
- Develop and implement training based on the competencies identified and resurvey the sample after the training to determine whether the training has brought out any change in performance.

## **8. CONCLUSION**

Although, this study is constrained by the degree of representativeness of the sample; it does reveal interesting and significant findings about sales competencies in organisations. Supervisors are of the view that individual contributors of a company require competence in team and personal effectiveness and functional selling skills for exemplary performance. Supervisors didn't focus on competencies that require excellence in inter/intra personal skills. The research shows that Sales Executives, Supervisors and Individual Contributors' primary focus is on sales ability but in reality they are usually expected to be customer centric. The conclusions lead to various implications on how sales leadership and organizations should consider selection, performance, and development for individual contributors.

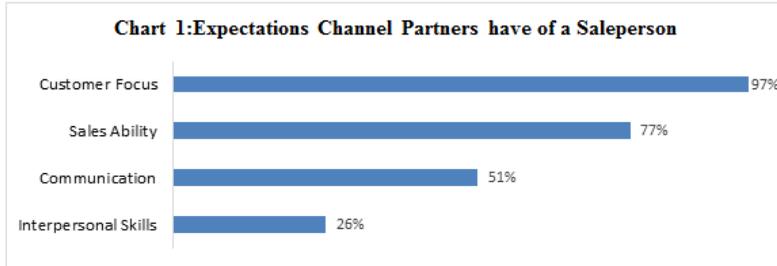
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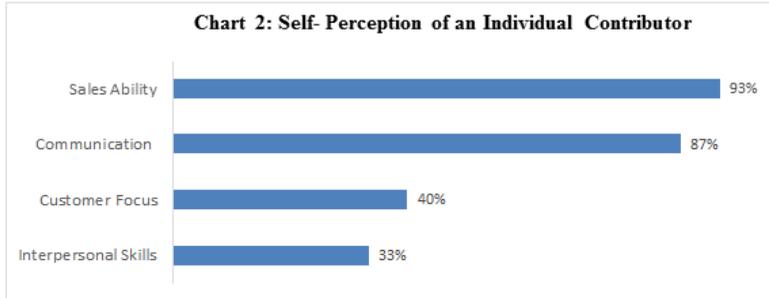
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<b>Table 1: Ranking of Overall competencies</b>			
<b>Order</b>	<b>Competencies</b>	<b>Frequency</b>	<b>%</b>
1	Sales Ability	56	74%
2	Customer Focus	41	54%
3	Communication	40	53%
4	Aligning Performance for Success	20	26%
5	Interpersonal Skills	17	22%
6	Stress Tolerance	13	17%
7	Continuous Learning	8	11%
8	Managing Work	5	7%
9	Initiating Action	4	5%

**\*n=76 respondents**



**\*n=35 Channel Partners**



**\*n=15 Individual Contributors**

**\*n=15 Individual Contributors**



**\*n=26 Supervisors**

**Chart 4: Core Competencies**



## ANNEXURE 1: COMPETENCIES DESCRIPTORS

CHANNEL PARTNER	INDIVIDUAL CONTRIBUTOR	SUPERVISOR
		Planning & Organizing, Result/ Goal Orientation <b>Aligning Performance for Success</b>
Communication, Listening Skills <b>Communication</b>	Communication, Listening Skills <b>Communication</b>	Communication, Listening Skills <b>Communication</b>
		Analyzing Data <b>Continuous Learning</b>
Polite/Kind/ Friendly, Rapport, Trust, Respect, Problem Solving, Empathy <b>Customer Focus</b>	Rapport, After Sales Relationship <b>Customer Focus</b>	After Sales Relationship <b>Customer Focus</b>
		Go Getter, Persistent, Dedicated <b>Initiating Action</b>
Interpersonal Skills <b>Interpersonal Skills</b>	Interpersonal skills   Interpersonal Skills	Interpersonal skills   Interpersonal Skills
		Time Management <b>Managing Work</b>
Knowledgeable, Market Knowledge <b>Sales Ability</b>	Objection Handling, Product/ Market Knowledge <b>Sales Ability</b>	Selling Skills, Product Knowledge <b>Sales Ability</b>
		Pressure <b>Stress Tolerance</b>

## ANNEXURE 2: DEFINITIONS - COMPETENCY LIST

The key competencies that are important or sought by the **channel partners**, which would result in a positive experience or result in sale for the company personnel are as follows:

### 1. Communication:

- Actively **listen** to the channel partner's comments and react in a polite manner.
- **Listen attentively** to the channel partner, be an active listener, try to understand the channel partner fully, instead of only listening to the words.

### 2. Customer Focus:

- Salesperson is expected to be **courteous, well-mannered** and **polite** towards the channel partner.
- Be **polite** to the channel partner, **empathize** with their problems/situations.
- Be **well behaved** and treat the channel partner politely, this will help in establishing a better **after sales relationship**.
- Salespersons are expected to be **empathetic** towards the channel partner so that they can better **understand the channel partner problems**.

### 3. Interpersonal Skills:

- Must be able to **interact** with other individuals in a workspace positively.

### 4. Sales Ability:

- Salesperson should possess in-depth **knowledge of the product**, as well as competing products to be able to clarify any doubts to the channel partner. Salesperson should possess **knowledge**, so that they can convince the channel partner of the superiority of the product.
- Salesperson should be **intelligent** and sharp, should be able to grasp concepts and ideas quickly and process information fast.

The key competencies that **individual contributors** perceive to have contributed to their success and competencies that they feel they need to acquire and that are important for them are as follows:

1. **Communication:**

- Salesperson should be an active listener to be able to listen to the channel partner, and should be able to present the product and enunciate the benefits and superiority of the product.

2. **Customer Focus:**

- Salesperson should be **polite** and well-mannered with to the channel partner.
- A positive sales experience will develop a better **after sales relationship**.

3. **Interpersonal Skills:**

- Salesperson is expected to have good **interpersonal skills** and should be able to positively interact with channel partner and other individuals in the workplace.

4. **Sales Ability:**

- Proper and complete **knowledge of the product**, exposure of working on field, good at **selling**, good communication and **convincing skills**.

The key competencies that are important or sought by the **supervisors**, which would result in a positive experience or result in sale for the company personnel are as follows:

1. **Aligning Performance for success**

- Promote the vision and mission of the organization clearly, effective **planning and organizing** skills so as to achieve organizational goals.

2. **Communication:**

- **Clear and precise communication.** Ability to communicate ideas with clarity. Effective use of **verbal and written communication.** Also be an **active listener** and respect others opinions.
3. **Continuous Learning**
    - Should be concerned with continually seeking new knowledge and skills such as **analysing data**, as well as developing existing capabilities
  4. **Customer Focus:**
    - Make an effort to **follow up**, get feedback from channel partner and take action on the same.
  5. **Initiating Action:**
    - Take responsibility for actions, initiate changes in work processes which would lead to achievement of organizational goals.
  6. **Interpersonal Skills:**
    - The ability to work and interact effectively with others, being flexible and patient, maintaining good relations with fellow team members.
  7. **Managing Work:**
    - Managing and allocating tasks for timely completion, meeting KPIs, effective **time management skills.**
  8. **Sales Ability:**
    - Complete **product knowledge** as well as awareness of already present channel partner base. Research skill for prospective channel partner or target market.
  9. **Stress Tolerance:**
    - Ability to **work in a high pressure environment**, deal with constraints be it resource or time, come up with effective solutions to cope with stressful situations.