Job Analysis and Job Benchmarking To Improve the Performances of Sales and Marketing Employees

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ABSTRACT
Improving the performances of employees is crucial for any organization. Many organizations try to implement various strategies on performance effectiveness like Incentive base pay structure, group incentives etc. Though it works as well but to the extent. In this paper we have studied and highlighted that there is gap between expected job to be done and understanding and performing of the job, due to this the Performances of employees within departments of same designation and job function varies. It is due to different people and their attitude and skills which difficult to control and improve. Here we have considered the designation of Area Sales Manager from the sales & Marketing department, one of the UK based company from Pune. We have taken the job interview and analyzed the job understanding of each ASM. We have studied gap, done comparisons and based on that we have standardized the job description along with KRA’s & KPI. After study it is found that the percentage increase in overall ASM performance is 13% for three-month period.

Keywords
Job Benchmarking, Job Descriptions, KPI i.e. Key Performance Index, KRAs i.e. Key Result Areas.

1. INTRODUCTION
This study is all about the analysis of particular job role here in this case ASMs, the process of development of Job Benchmarking and its implementation then evaluating their performances. Below the concept of Job Benchmarking is given in detail.

1.1 Job Benchmarking
Benchmarking is a technique or process of evaluating or checking something with some standards. In terms of Business, benchmarking is the practice of comparing your business metrics in order to evaluate the performance of strategies, processes, practices, designs and operations. Benchmarking is one of the most effective ways to improve operations at an organization. By knowing what the baseline is, it becomes much easier to figure out what needs to change, and what’s doing well already. Job Benchmarking is the process of creating a point of reference against which a job may be compared or assessed. The following are common types of benchmarking.

1.1.1 Competitive
Comparing your results to a competitor. For example, a transport company might benchmark the energy efficiency of a fleet against a close competitor.

1.1.2 Functional
Comparing your results to a firm or industry with which you don't directly compete. This is often done to compare your results to best in class processes and practices. For example, an airline might compare their customer service metrics to a luxury hotel as opposed to other airlines.

1.1.3 Generic
Foundational metrics such as revenue per employee or return on investment that provide a common basis of comparison independent of industry.

2. PROCESS OF JOB BENCHMARKING
2.1 The Intervention Research Framework
The Intervention Research Framework is a scientific and systematic guide to innovative and evidence-based intervention development, and to the conduct of evaluative research of these interventions. The framework incorporates 4 phases viz., Notification phase, Development Phase, Assessment phase, Dissemination phase (Distribution of the information)
2.1.1 Notification phase
The Notification phase of the Intervention Research Framework provides a systematic way of identifying intervention research focus. In this phase various factors which influences the performances of employees are identified.

2.1.2 Development phase
This phase includes the process of development of job benchmarking. The process again divided into 4 stages such as

Stage 1: Grouping JDs.
In this stage the job descriptions are grouped. Job Descriptions are taken from the data collected through PDP interviews in which the actual job responsibilities are collected from the employees directly using some questionnaire. That data is then converted into soft data for further analysis.

Stage 2: Job Standardization
In this stage the reference from other industries is taken from other Industries for the similar positions. After comparison the final list of observed responsibilities is generated for consulting the SMEs. SMEs are nothing but the Subject matter experts who have the better knowledge in the field which may include the Managers, Line Managers, the top performers on that positions or the employees currently working in the field. The SMEs observed the Job descriptions and given their inputs and suggestions or made additions they felt to be should be there in it and might not have been included. After doing the necessary corrections to the list the final Standard list of the Job descriptions is made for finding the Key Result Areas.

Stage 3: Linking with organization objectives
This stage involves the generation of KRA's i.e. the Key Result Areas. KRA is the area identified as important or crucial where a result will assist in the achievement of the set objectives or goal. The Comparison of these standardized Job Descriptions with the objectives of the organization i.e. finding the key responsibilities which will help achieve the goals more effectively.

Stage 4: Enhancing High Performances
After generation of the KRA, the actual performances of the employees will be measured and KPIs (Key Performance Indicators) are generated that is represented in the form of some graphs, charts.

2.1.3 Assessment phase
After generation of the standard Job Descriptions the performances are analyzed for the 90 days. According to the KPIs the performances are measured in terms of the numbers, percentages and rating. During the assessment stage the feedback from each employee as well as their line managers are also taken regarding any issues or difficulties or any more requirement while performing their job responsibilities.

2.1.4 Dissemination phase (Distribution of the information)
The outcomes of job benchmarking are the document of the Standardized Job Descriptions and the performance of each employee. The result of both of this is provided to the required areas such as in Hiring new employees, Performance Appraisal process.

3. CASE STUDY: AREA SALES MANAGERS JOB DESCRIPTIONS
Here we have considered total seven Area Sales Managers for study and analysis purpose, we have interviewed them to know their job responsibilities like-
1. Objective of the job
2. Routine jobs (day to day activities)
3. Weekly tasks
4. Monthly tasks
5. Annual tasks etc.

3.1 Stage-I Collecting Data
After collecting data, we found that each person stated different about job objectives and there is some variation found in job activities which they have stated.

So, we find it is interesting to study following are the common job activities they have stated-
1. Customer visit
2. CRM updates
3. Lead Generation
4. Product Demonstration
5. Providing solutions to customers
6. Customer calling

There are total 27 job activities they supposed to do but we found only 6 job activities they have mentioned commonly hence 70% mentioned jobs are different for same job functions which is not expected.
3.2 Stage-II Analysis of data collected

After doing further analysis that why this variation seen in job descriptions, so we discussed this situation with their line managers, HR heads we got the answer YES, that is each one of them is given job description while induction.

So, we found following probable reason for variation in job descriptions-

1. Lack of review about job activities after on boarding of employee.
2. Self-assumption of employee
3. Different behaviors
4. Individual Habits
5. Knowledge
6. Skills
7. Culture etc.

If we see in detail these factors play an important role in individual performances and team performances as well. Hence there is need to benchmark the job descriptions to have uniform performance at each level.

3.3 Stage-III standardizing the job description

We have enlisted all common and uncommon job activities at one place so found it total 27 job activities for ASM. Then we compared the job activities with similar industry globally and after comparison we have finalized total 45 important job activities. But the number of activities were more, so we consult the senior person in sales domain, after consulting him we have derived total 14 job activities they are as follows-

1. Market Research
2. Lead Generation
3. Lead Qualifying
4. Lead Closing
5. Material Management
6. Providing Online & Offline Customer Support
7. CRM Updating
8. Reporting Line Managers
9. Follow Up
10. Decision Making
11. Planning
12. Business Monitoring & Control
13. Workshops & Exhibitions Support
14. Building and maintaining healthy business relations (Customer Relationship Management)

From these activities, Following KRAs and KPIs activities are derived:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>KRAs</th>
<th>KPIs</th>
<th>Targets assigned for three months</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Creating Database of Customers</td>
<td>Numbers</td>
<td>300</td>
</tr>
<tr>
<td>2</td>
<td>Generating &amp; Identifying Leads</td>
<td>Numbers</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>No of Leads Qualified</td>
<td>Numbers &amp; Percentage</td>
<td>53</td>
</tr>
<tr>
<td>4</td>
<td>No of demos</td>
<td>Numbers</td>
<td>75</td>
</tr>
<tr>
<td>5</td>
<td>No of Orders Received &amp; Closed</td>
<td>Numbers</td>
<td>35</td>
</tr>
<tr>
<td>6</td>
<td>Achieving overall sales target</td>
<td>INR/GBP</td>
<td>325GBP</td>
</tr>
</tbody>
</table>

The KRAs and KPIs are then shared with ASMs and they were given a time period of 3 months to perform accordingly, with the help of Standard Job Descriptions training given and newly assigned objectives (KRAs and KPIs) all these ASMs performed for 3 months. The performance review has been taken into 4th month along with line mangers, we found following spect of performances of 7 ASMs: 

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</table>

Table 1: KRAs and KPIs for ASMs

Table 2: Performance of all ASMs
The average performance of the Area Sales Manager can be represented as,

**Table 3: Average Performance of ASMs**

| No. | KRAs | KPIs | Targets | A | S | M | 1 | A | S | M | 2 | A | S | M | 3 | A | S | M | 4 | A | S | M | 5 | A | S | M | 6 | Average | Percentage (%) |
| 1   | Creating Database of Customers | Numbers | 500 | 220 | 320 | 200 | 175 | 200 | 250 | 230 | 220 | 75.6 |
| 1   | Generating & Identifying Leads | Numbers | 100 | 75 | 56 | 42 | 30 | 70 | 90 | 59 | 59 |
| 2   | No. of Leads Qualified | Numbers & Percentage | 35 | 25 | 33 | 27 | 32 | 15 | 59 | 41 | 30.9 | 58.2 |
| 3   | No. of Leads | numbers | 75 | 70 | 65 | 55 | 48 | 65 | 60 | 58 | 58.1 | 80.1 |
| 4   | No. of demos | Numbers | 35 | 20 | 20 | 20 | 28 | 15 | 22 | 39 | 21.9 | 62.4 |
| 5   | No. of Orders Received & Closed | Numbers | 350 | 250 | 300 | 200 | 250 | 100 | 250 | 275 | 219.3 | 79.7 |
| 6   | Achieving overall sales target | INR/GBP | 25 | 25 | 200 | 150 | 250 | 150 | 250 | 275 | 259.3 | 79.7 |
| Average Performance | |

**Table 4: Performance Analysis**

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Numbers/Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance before Job Standardization</td>
<td>56 %</td>
</tr>
<tr>
<td>Performance After Job Standardization</td>
<td>69.2 %</td>
</tr>
<tr>
<td>Percentage Increase</td>
<td>12.99 %</td>
</tr>
</tbody>
</table>

4. CONCLUSION

From the overall it can be concluded that Standardized Job Descriptions play very important role to employees by knowing their job responsibilities and thus improving their performances. From standardized job descriptions KRAs and KPIs are generated, which forms the basis for development of job benchmarking. Job Benchmarking helps to Identify the need of trainings, Increases the efficiency of employees and thus the improves Performances of employees 13%.

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