

# 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.

#### 1.1.2 Generic

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

#### 1.1.3 Internal

It is common to benchmark things internally to measure improvements or to create a sense of internal competition. Difference Between Benchmark Job & Non -Benchmark Job Benchmark Jobs are those for which a standard and consistent set of responsibilities from one organization to another and for which data is available in valid and reliable salary surveys. To classify a benchmark job, data is compiled from appropriate salary surveys to determine the median salary rate for the job. The job is then "slotted" into the salary grade with a grade midpoint that is closest to the median salary reported in the surveys. Non-benchmark jobs are those for which valid and reliable salary survey data is not available. They may be jobs that are unique to our organization. Or, they could be jobs that simply can't be accurately matched to comparable positions in published surveys.

## 2. PROCESS OF JOB BENCHMARKING

### 2.1 The Intervention Research Framework

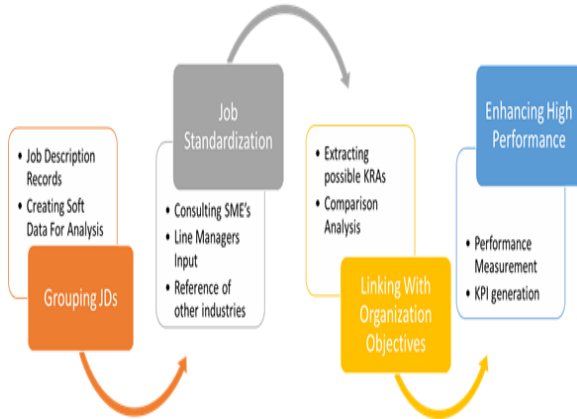
The Intervention Research Framework is a scientific and systematic guide to innovative and evidence-based intervention development, and to the conduct of evaluative research of these interventions. The framework incorporates 4 phases viz., Notification phase, Development Phase, Assessment phase, Dissemination 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



**Figure 1: Job Benchmarking Process**

**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 KRAs 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.

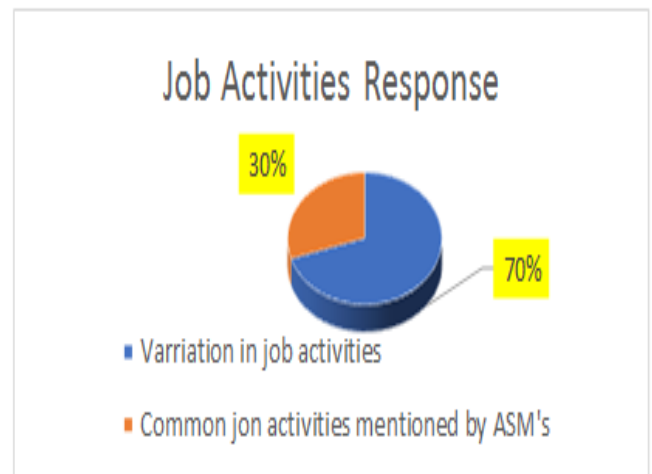
**3.1 Stage-I Collecting Data**

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.



**Figure 2: Job Activities Response by ASMs**

### 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 1: KRAs and KPIs for ASMs

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

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 4<sup>th</sup> month along with line managers, we found following spect of performances of 7 ASMs

Table 2: Performance of all ASMs

Sr. No.	KRAs	KPIs	Targets	AS1	AS2	AS3	AS4	AS5	AS6	AS7
1	Creating Database Of Customers	Numbers	300	225	320	200	170	220	250	220
2	Generating & Identifying Leads	Numbers	100	75	56	62	40	30	70	80
3	No of Leads Qualified	Numbers & Percentage	53	25	37	27	32	15	39	41
4	No of demos	Numbers	75	70	65	55	48	65	60	58
5	No of Orders Received & Closed	Numbers	35	20	28	20	18	15	22	30
6	Achieving overall sales target	INR/GBP	325GBP	300	330	200	150	180	230	220

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The average performance of the Area Sales Manager can be represented as,

**Table 3: Average Performance of ASMs**

Sr. No.	KRAs	KPIs	Targets	AS M 1	AS M 2	AS M 3	AS M 4	AS M 5	AS M 6	AS M 7	Average	Percentage (%)
1	Creating Database of Customers	Numbers	300	225	300	200	175	200	250	239	227	75.6
2	Generating & Identifying Leads	Numbers	100	75	56	62	40	30	70	80	59	59
3	No of Leads Qualified	Numbers & Percentage	53	25	37	27	32	15	39	41	30.9	58.2
4	No of demos	Numbers	75	70	65	55	48	65	60	58	60.1	80.1
5	No of Orders Received & Closed	Numbers	35	20	28	20	18	15	22	30	21.9	62.4
6	Achieving overall sales target	INR/GBP	325	250	300	330	250	180	230	275	259.3	79.7
Average Performance											69.2	

**Table 4: Performance Analysis**

Parameters	Numbers/Percentage
Performance before Job Standardization	56 %
Performance After Job Standardization	69.2%
Percentage Increase	12.99%

### 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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