

# India's Job Market Salvation SALES

- Key Sectors
- Growth Drivers
- Roles in Demand
- Talent & Wage Trends

# Foreword

The "India's Job Market Salvation - Sales" report outlines the sectors that will drive sales jobs, key enablers of job creation, demand-supply dynamics with detailed talent & wage trends that will impact the Sales jobs market over the next few years.

In 2017, India's employment landscape has experienced a slowdown in primary sectors like IT, Banking & Manufacturing and however has witnessed the concurrent emergence of new job creation engines due to the unprecedented growth of e-commerce, Digital India initiatives, infrastructure development initiatives like Smart Cities; and emerging start-up ecosystem. Business models are undergoing a transformation with automation, corporatization, product and brand proliferation; and the subsequent impact on sales as a function.

E-commerce and the allied sectors, like logistics, warehousing, IT/ ITeS, expected to create direct employment for around 1.25 million of workforce in next 3 years. Home grown start-ups and Global e-commerce players entering the Indian market have also increased Sales jobs potential in metros as well as Tier 2/3 cities. The organizations are hiring in sales, technology domains, product marketing, supply chain, pricing and profit management, customer and seller experience management, merchandising, vendor management, content development, and service. E-commerce companies have attracted the best engineering and management talent, who are cross functional, go-getters and technologically skilled.

Clearly, we are experiencing severe demand-supply mismatch across sectors that need to be addressed through cross-industry talent mobility and foster robust organizational culture. The sales functions in sectors like BFSI and Automotive, need to keep pace with changing times, Sales Managers need to upskill to become Consultants, Relationship managers and dealmakers to be competitive with talent from Premier colleges. Being transactional is a thing of the past, as all the transactional jobs are either getting automated with Digital Marketing/Sales or being done by Inside Sales. A Sales Manager development plan must include –sales automation, account based selling, deal-making, and progression & negotiation tactics.

In this report, TeamLease, endeavors to bring out insights and thought leadership aligned to areas – Employment, Employability and Education. I am sure this will stimulate meaningful dialogue between influencers, corporates, academicians and policymakers, to foster economically inclusive growth and drive change agenda in critical areas.

Armed with the insights in this report, we will now have to prepare ourselves to realize the economic impact and immense job creation potential this offers to the youth of our nation. A collaborative effort between academia, established corporations, entrepreneurial companies and the government will serve as a powerful enabler in orchestrating the future growth of Sales jobs in India and reap maximum benefits in the cusp of this opportunity.



**Venkat Rao,**  
*Country Director,  
Pitney Bowes India*

# Preface

According to the recently released labour bureau's quarterly employment survey for the period April-June quarter of 2017, the economy had added fewer jobs during the survey period than the previous quarter. Side by side, we also have seen that between January 2017 to December 2017 number of active PF subscribers have gone up by 12 million. Between debates around inadequate Industry coverage in the Labour Bureau report and the influence of formalisation on increase in active PF user base lies the fact that India is at a crucial demographic crossroad where rapid non-farm job creation should be at the heart of all policy making.

During 2013 and 2015, when Indian economy was growing at over 7% the rise in non-farm jobs was only 1.3% annually, and with the growth dipping to 6.5% in the current financial year – the lowest rate of expansion in four years, we can certainly expect impact on jobs. While one may argue that India's economy is growing at a faster clip than many other countries, it is important to note that nearly 17 million people are entering the workforce every year, but only 5.5 million jobs are being created[as per recent estimates].

With 65% of Indians aged less than 35, the country can ill-afford a jobs crisis. And if we need to address this gap, we need to enable farm to non-farm movement of labour at a faster rate and secondly, formalise the non-farm sector in India. Case in point is China, which benefited immensely from enabling non-farm employment, which started in the decade of 80's and which continues with an accelerated pace even today. This has not only helped address employment issues, but helped in reducing rural poverty and inequality in China.

So, India too would need structural reforms especially in the area of Labour, skill development and higher education and an enabling regulatory and macro-economic environment for industries to thrive, start-ups and MSMEs to grow. To improve the productivity of our enterprises, our policymakers will need to push five things; formalisation, urbanisation, industrialisation, financialisation and human capital. This would aid in job creation.

While in the case of China, manufacturing, accounted for the bulk of the jobs that got created during the farm-to-non-farm transition phase, in India we see the maximum job creation opportunity in the near future is in the sales domain. The sales domain in India has the potential to create 2.5 million jobs over the next 3 years. And this will be realised without any major structural reforms. Our current report looks closely at this evolving trend and studies the key sectors, where maximum growth in sales job is likely to happen.

The immense job creation potential could be realized through a combination of macro-economic, strategic and technological factors that would give further growth impetus to enterprises in India, while boosting domestic consumption.

And additionally, if the government continues with the structural reforms agenda especially in the area of labour markets, we can potentially get a 4X upside on the projected number of 2.5 million sales jobs. We believe that the top 10 regulatory changes needed to accelerate formal job creation, which will also help create 10 million sales jobs in next 3 years are 1) Consolidation of 44 central labour laws into 4 labour codes 2) Unique Enterprise Number (UEN) 3) Employee Salary Choice 4) PPC Compliance Portal 5) The Factories Amendment Bill 2016 6) Small Factories Act 7) Amendments in Contract Labour and Regulation Act 1970 8) Amendments in Industrial Disputes Act 1947 9) Amendments in Trade Union Act 1926 10) Adoption of the Model Shops and Establishment Act.

This would help accelerate the growth momentum and in-turn enterprises would need different and varied kind of sales people across ranks and levels to leverage the market opportunities – and this would fuel the demand for sales people. And if this possibility can become a reality tomorrow, sales can actually be India's job market salvation.

**Rituparna Chakraborty**

*Co-Founder and Executive Vice President, TeamLease Services Limited*

# Executive Summary



The sales domain in India has the potential to create 2.5 million jobs, without any structural reform. And, 10 million sales jobs with structural reforms

- FMCG / FMCD >> potential to create 30% of the 2.5 million jobs
- Organized Retail >> potential to create 50% of these jobs



The immense job creation potential could be realized through a combination of macro-economic, strategic and technological factors

- A successful GST >> up to 12% additional sales jobs in certain sectors
- FDI potential >> 50% more sales jobs
- E-payments >> 8% and AI >> 15% to 25%



A severe demand-supply mismatch across sectors needs to be addressed by initiatives that encourage skill development and cross-industry and cross-location talent mobility

- BFSI and Automotive + Hyderabad, Chennai, Pune, Kolkata and Ahmedabad >> Relatively larger sales talent pool >> could help fill deficiency in other sectors



Rapid transformation of business models by modernization, corporatization, product and brand proliferation and technology have reshaped the sales function

- Outcomes shaping the modern sales function >> Consumer Evolution, Market Expansion, Tech-driven transformation, Industry Organization and Reach and Revenue

# Executive Summary



While the function has kept pace with the times, Sales skills are a critical deficiency across sectors, and across all levels of an organization

- Sales skill deficiency >> Organized Retail and Tourism (65%), Travel & Hospitality (35%)
- Demand-versus-supply skill gaps >> up to 18% in Negotiation / Persuasive Skills, Market Trends and Tech Skills



Growth and investments, capacity creation / expansion and innovation are the major drivers of sales jobs in FMCG, FMCD, Retail and Ecommerce

- Business transformation and growth in FMCG/D >> 580K sales jobs [by 2020]
- Retail real estate capacity expansion >> 565K sales jobs



The market demand for a range of key sales roles in FMCG, FMCD, Retail and Ecommerce is central to the million-jobs potential of these sectors

- Sustainable demand over the long run >> driven by formidable macro-economic, strategic and tech factors.
- Salary growth prospects >> as high as 25%
- Digital transaction volumes accelerating at 31% >> 122K Merchant Acquirer jobs



Ecommerce is perceived, by other sectors, to be a grave threat to retaining sales talent. The sales domain knowledge in other sectors is critical to the sales function in Ecommerce, which is focused on acquiring merchants & vendors, brand partners and audience

- The new, 'expanded', sales profile which goes beyond face-to-face & door-to-door sales is valuable to Ecommerce.
- 61% of all sales organizations >> Ecommerce biggest threat to retaining talent.
- 30% of employers >> Sales roles most vulnerable.

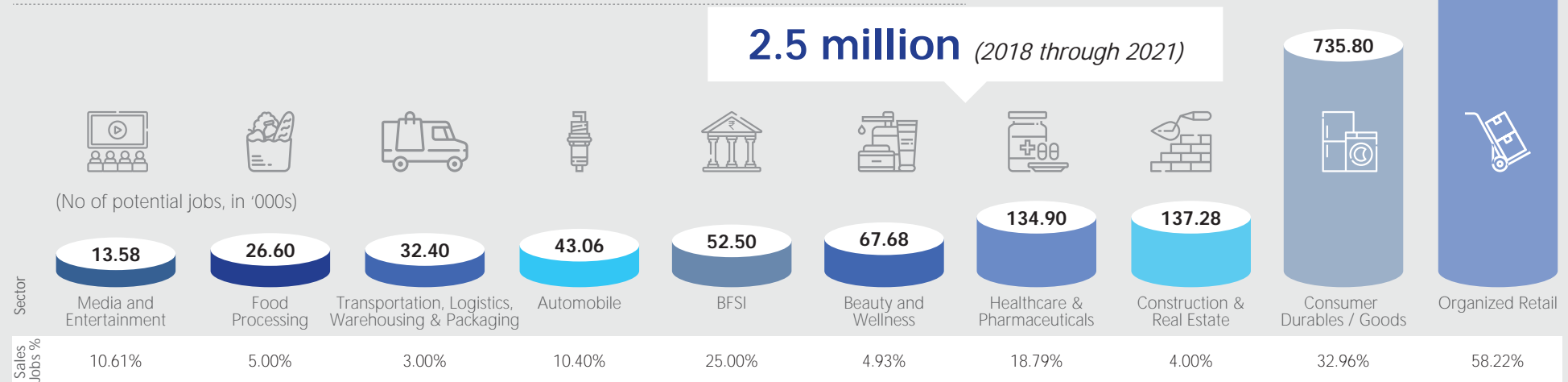
# The Big Picture

Job Creation, Industry and Job Profile  
Transformation, Demand and Supply

# Sales in the pecking order

share of jobs and job creation potential

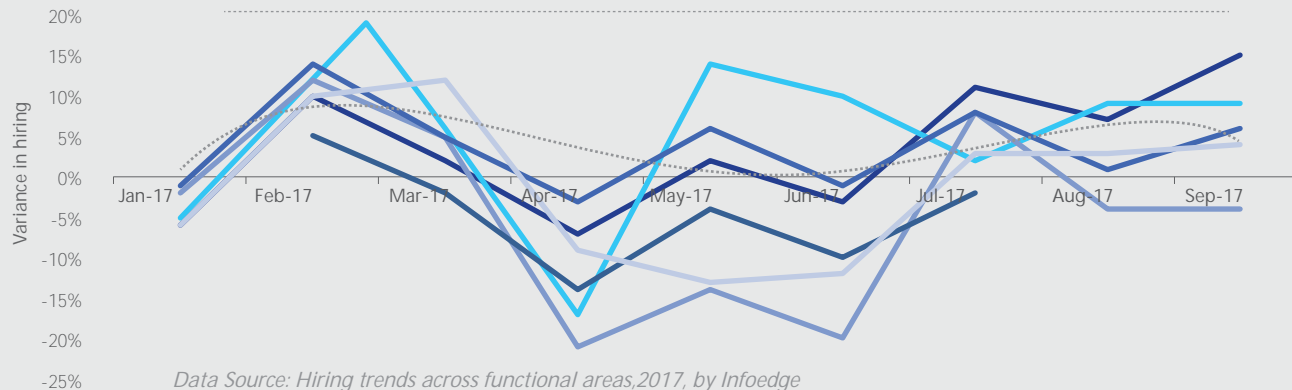
**2.5 million** potential jobs across **10** key sectors are in **Sales** ...  
(over the next 3 years - 2018 through 2021)



Share of Sales Jobs [potential - as % of all jobs; as of 2017]

Data Source: Human Resource & Skill Requirements, 2017-22, by NSDC

... and Sales roles hiring saw the **steepest trend** in 2017



Potential jobs - share of domains [as of 2017]

DOMAIN	% JOBS
Accounts / Administration	14%
Engineering / Design	20%
Information Technology	16%
Sales	21%
Human Resources	13%
Marketing	16%

Poly. (Sales )

Data Source: Human Resource & Skill Requirements, 2017-22, by NSDC

# Evolution of business models and the sales function

how the modern sales profile looks like



## Concepts

### The Old The New

Funnel and Conversions    Journeying and Engagement

One-size-fits-all communication    Targeted Interactions (Opt-in)

Loyal Customers, Referrals    Loyal Communities, Word of mouth

Gut decisions    Data driven decisions

Sell, Resell  
Telephone and Fax  
Primarily face-to-face



Multiple Channel Sales  
Relationship-based selling  
Content and Social  
Tech and Data



## The New Sales Profile

### THOUGHT LEADER

Educated Perspectives,  
Meaningful Debates

### EMPATHETIC LISTENER

Social Conversations to  
Identify Needs & Trends

### EYES ON THE PRIZE

Return on Relationships,  
Engagement Oriented

### PROBLEM SOLVER

Passionate and  
Solution Oriented

### INSIGHTS MEGAPHONE

Conversation with Influencers,  
Sharing Valuable Content

### TECH ENTHUSIAST

Resourceful and Hands  
on with tech and data

One foot in **SALES**    The other in **MARKETING**



## Practices

### The Old The New

Flyers and Direct Mail    Online Searching & Personal recommendations

One way pitching    Two way dialogue

Cold Calling    Personal / Social Introductions

Information Gathering    Research, Create, Target & distribute relevant content

Manual processes    Automated processes

Seller controls the sale    Buyer controls the sale

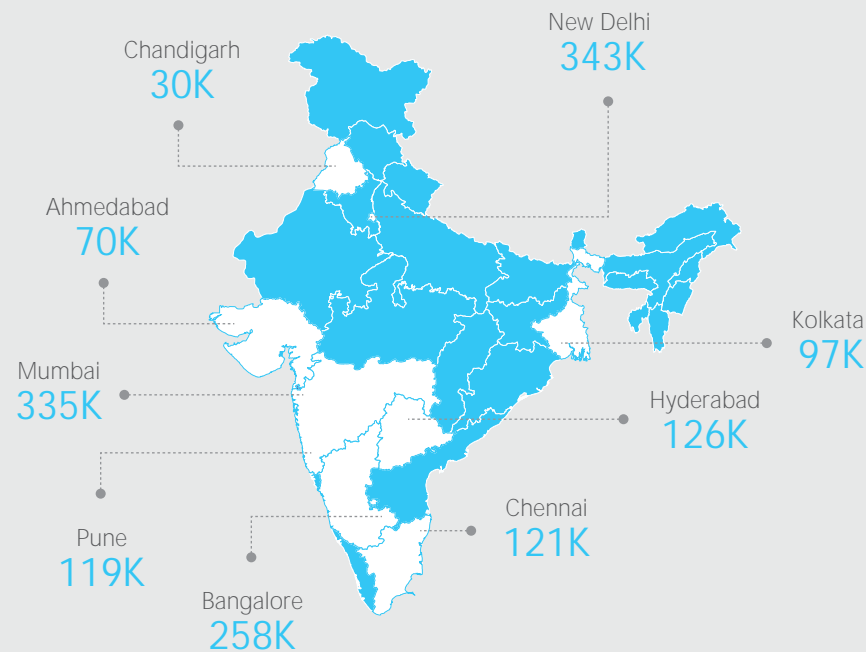
The Sales function continues to evolve ..  
.. with transformed roles, approaches, tools & techniques



## The Sales talent pool

where sales people work today

In a nation of **1.5 million** sales people ...



... **62%** are based in Delhi-NCR, Mumbai & Bangalore ...

... and **66%** work in BFSI, Retail, Computer Hardware, Automotive and Consumer Goods sectors

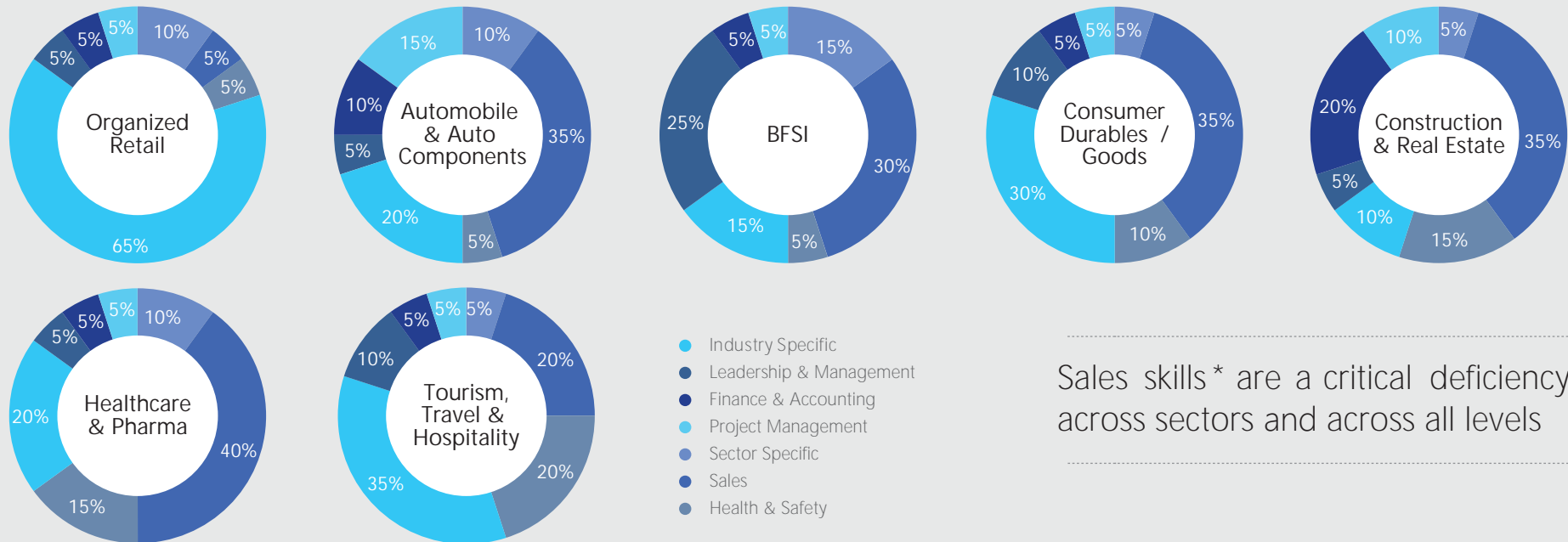


Statistics derived / aggregated from; LinkedIn, TimesJobs, business2community, KPMG and Economic Times [Jobs Analysis], 2017

# Improving Demand-Supply spread

sales skills shortage

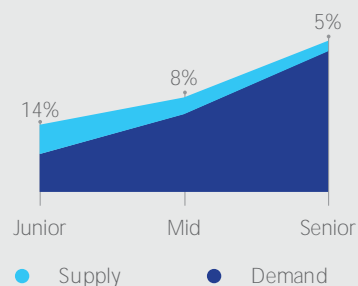
## % Skills Shortage - by Domain and by Sector



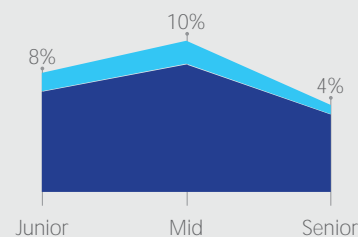
Sales skills\* are a critical deficiency - across sectors and across all levels

## Skill deficit in Sales

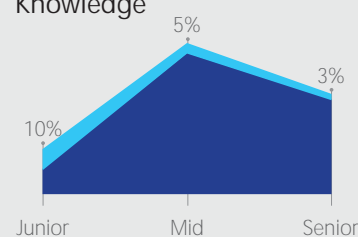
### Market Trends



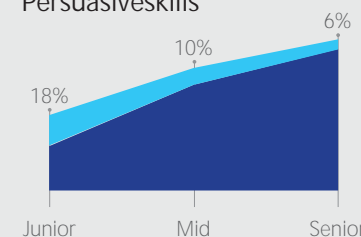
### Tech Skills



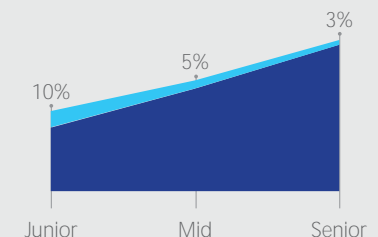
### Product / Promo Knowledge



### Negotiation / Persuasive skills



### Networking Skills



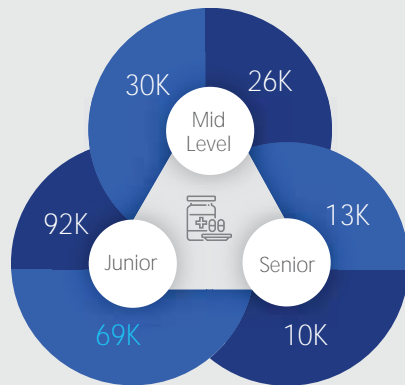
\*\*Sales skills\* here includes Marketing skills

Data Source: Skill requirements among Young professionals in India, 2017, British Council

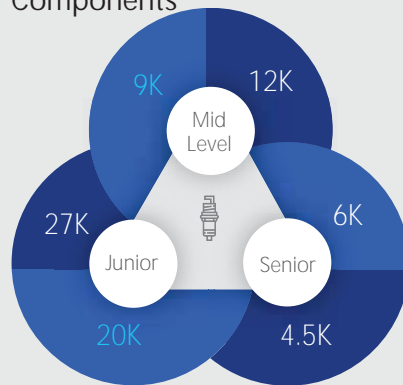
# Improving Demand-Supply spread

demand-supply gap analysis

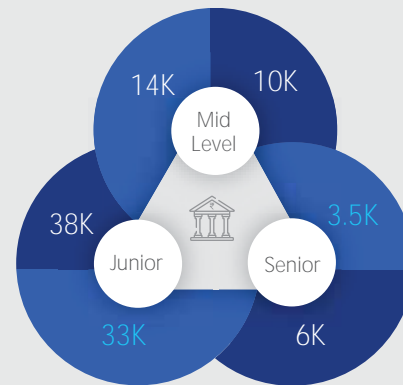
Healthcare & Pharma



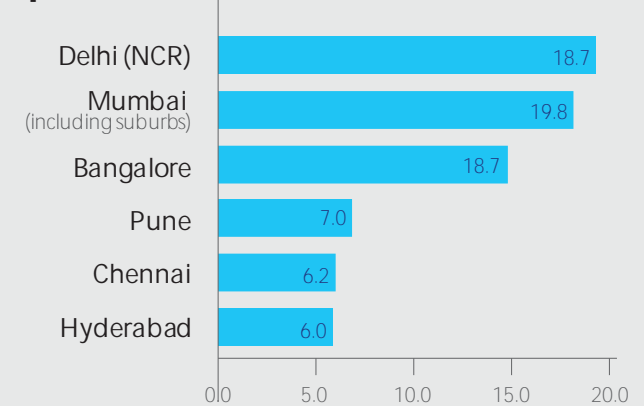
Automobile & Auto Components



BFSI



## Top Cities by employment potential [as of 2016]

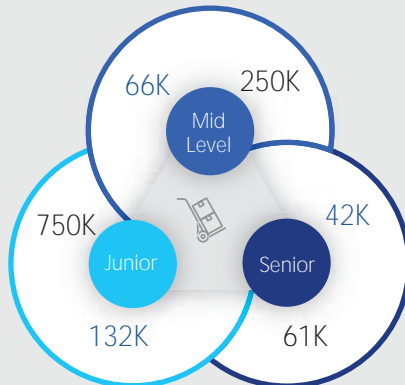


Data Source: Cities with most potential for employment growth, 2016, NSDC

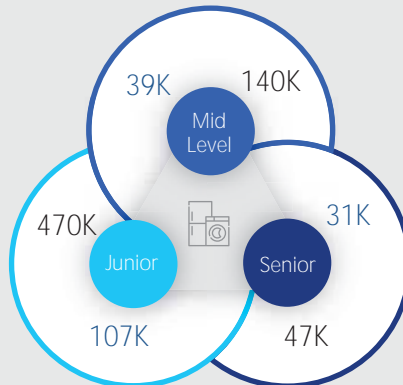
Demand far exceeds supply across sectors ..

.. and in **4** out of **7** sectors across mid- & senior-levels

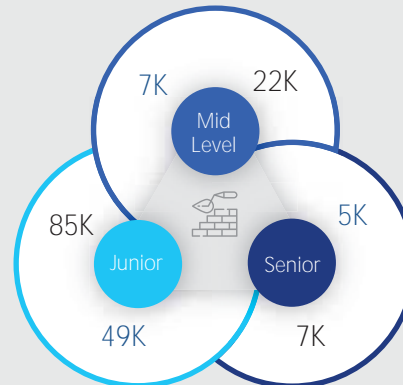
Organized Retail



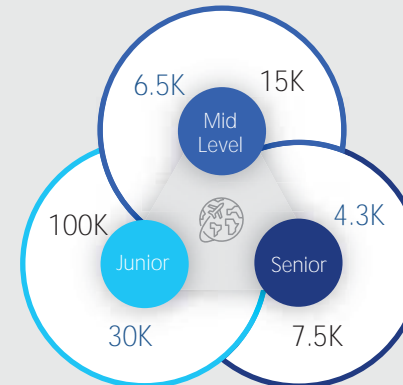
Consumer Durables / Goods



Construction & Real Estate



Tourism , Travel & Hospitality



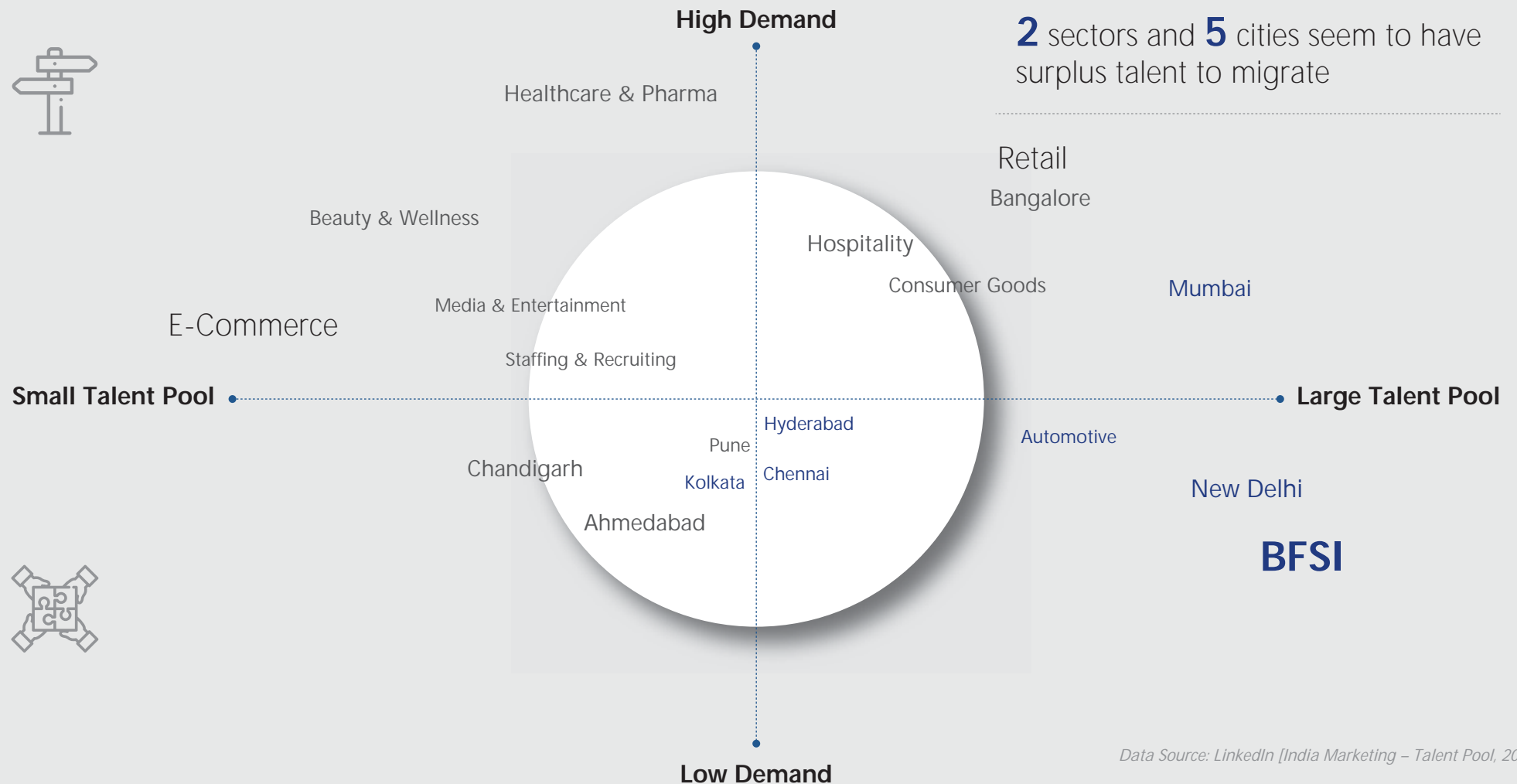
Data Source: Human Resource & Skill Requirements, 2017-22, by NSDC

# Improving Demand-Supply spread

city-sector talent mobility is key



**2** sectors and **5** cities seem to have surplus talent to migrate



Data Source: LinkedIn [India Marketing – Talent Pool, 2017]

Cross-industry and cross-location talent mobility can help improve demand-supply match

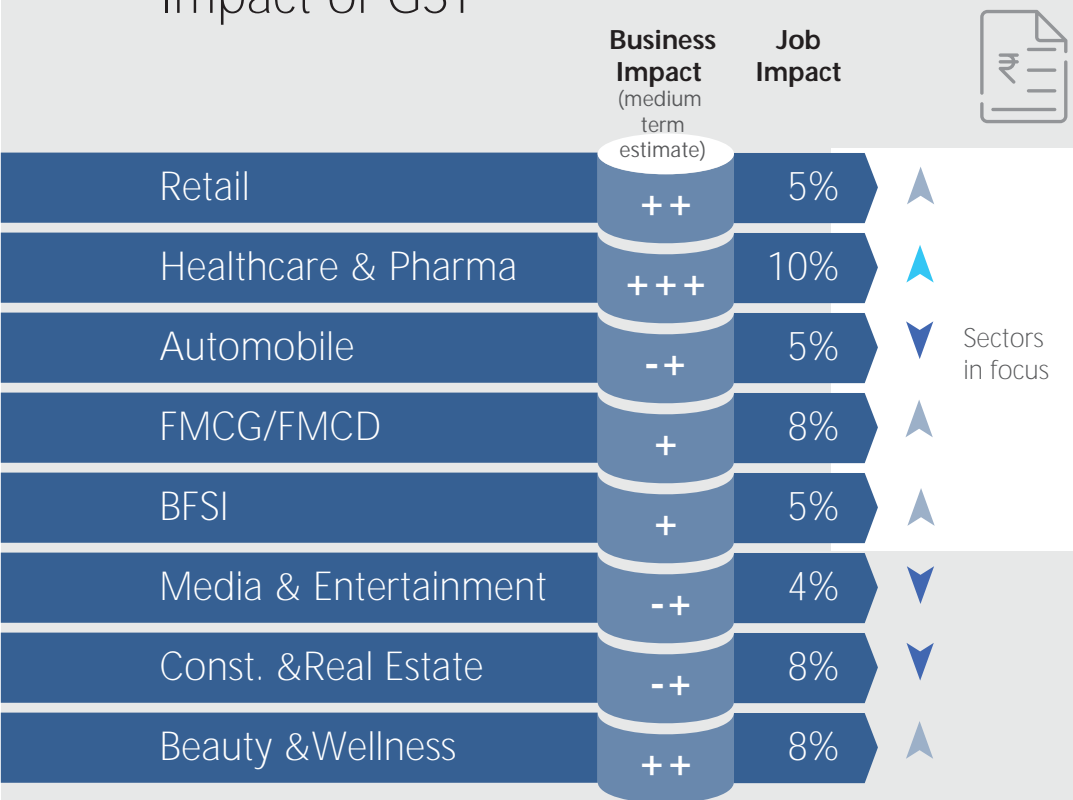
# Government and Technology

How they impact Job Creation

# Drivers of Job Creation: Government Initiatives

the impact of GST and FDI – incremental job creation 2018 through 2021

## Impact of GST

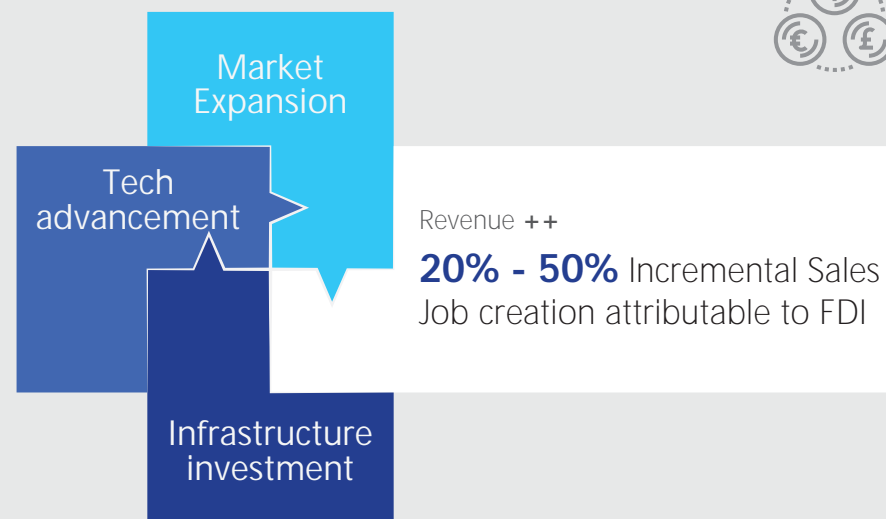


Data Source: Impact of GST on Job Creation, TeamLease-valuvox® Research, 2017

+ Low impact | ++ Moderate impact  
+++ High impact | -+ Mixed impact

▲ Low impact ▲ High impact ▼ Negative impact

## Impact of FDI



**EXAMPLE OF IMPACT:** Estimated impact of FDI in the Hypermarkets subsector [2018 through 2021]



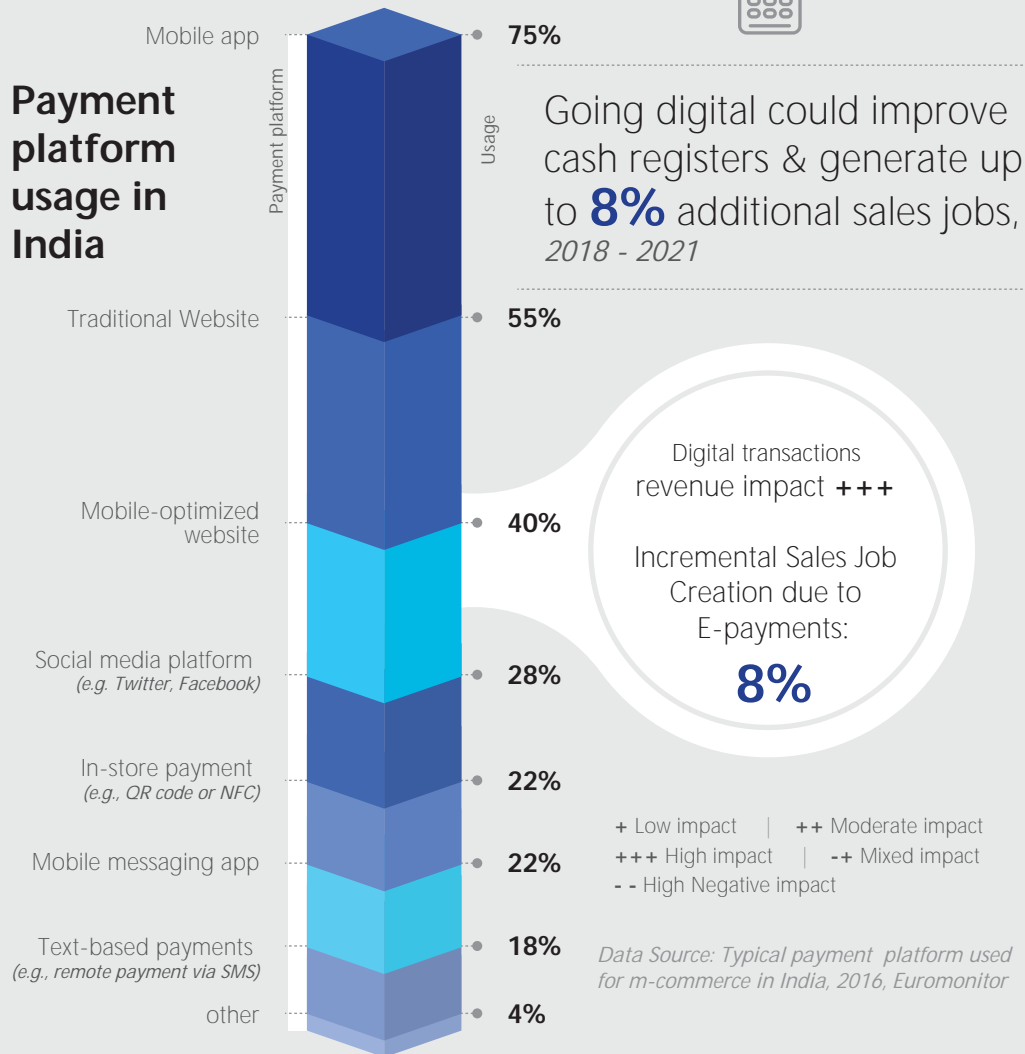
Data Source: FDI in Retail, 2017, Forbes India | Original estimates available in USD, converted to INR (current exchange rate)

Between **4%** and **10%** additional sales jobs attributable to GST; as much as **50%** additional sales jobs attributable to FDI [2018 through 2021]

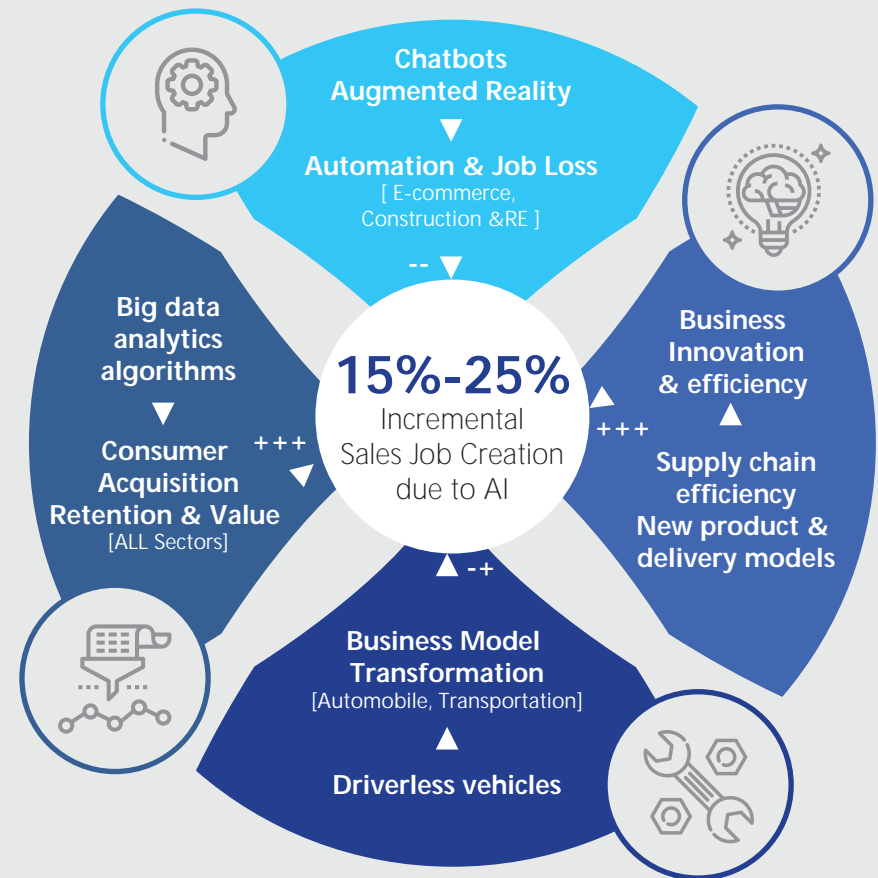
# Drivers of Job Creation: Technology

the impact of e-payments and Artificial Intelligence – incremental job creation 2018 through 2021

## Impact of E-payments



## Impact of AI



AI tools and techniques, applied judiciously, might mean a substantial boost to sales jobs

Statistics derived from: Inc42, Holislogistics, Evoma, 2017

# Hot Sectors

What is driving job creation in four of the hottest sectors

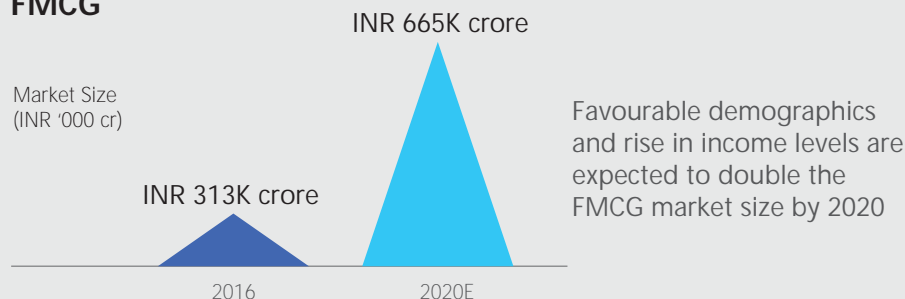


# FMCG and FMCD

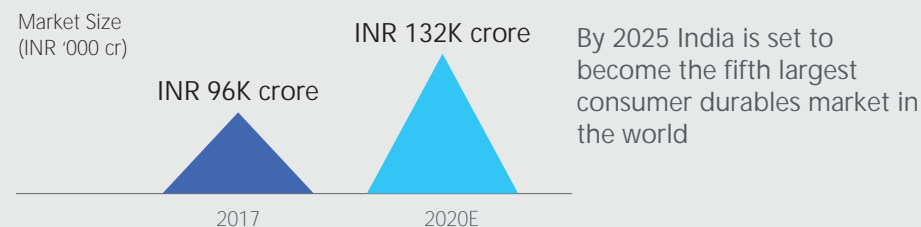
drivers of jobs-1: growth and investments

## Projected Growth

### FMCG



### FMCD



The sector witnessed FDI inflows of INR **77K** crore between April 2000 and March 2017

### Company / Group

US-based, Schreiber Dynamix Dairies  
 Britannia and Greek baker – Chipita  
 Argencos, Argentina (Hair care products)  
 UK-based Borelli Tea Holdings Ltd  
 Bottler, Pearl Drinking  
 Beverages giant United Spirits Ltd  
 Asian Tea and Exports Ltd  
 AkzoNobel  
 UK based, Dyson Ltd  
 Consumer electronic brand, Akai  
 Home appliances maker, Whirlpool

### Investments / Planned

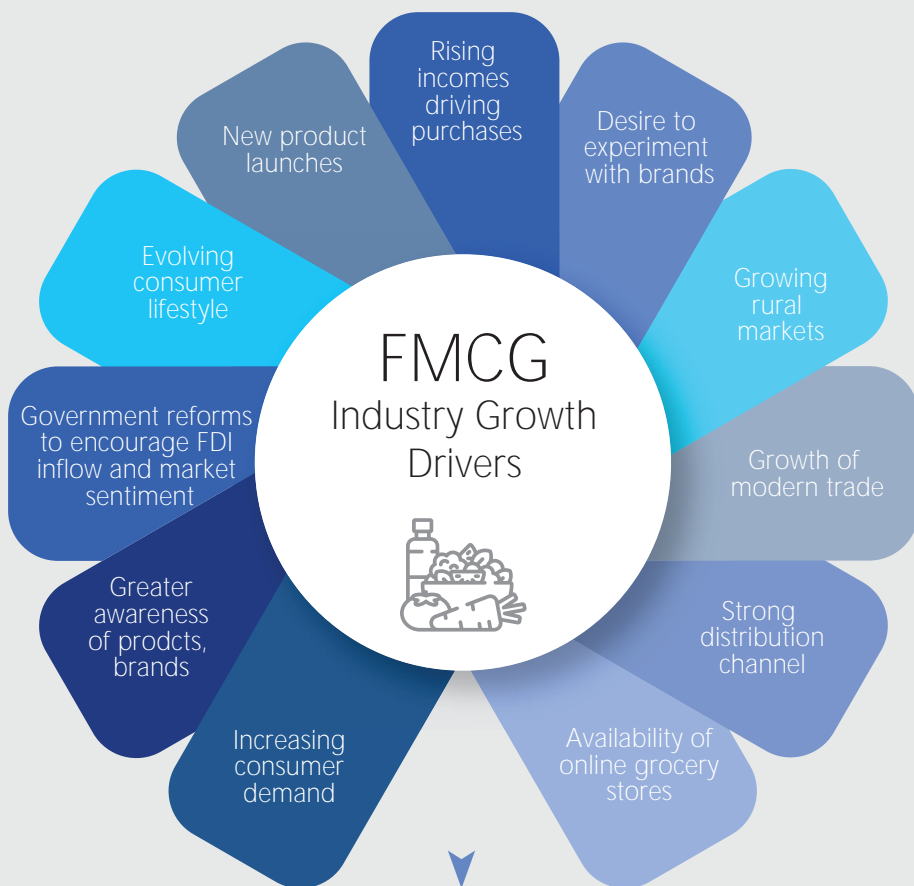
Opened a fully-automated infant nutrition plant at Baramati investing INR 238 crore  
 Invested INR 70 crore to produce croissants, rolls and various dough products  
 Has acquired Godrej Consumer Products Ltd (Home and personal care)  
 Has acquired teamaker, Olyana Holding LLC  
 Has acquired Varun Beverages  
 Has acquired Tern Distilleries Pvt Ltd  
 Has acquired teamaker, Greenol Laboratories Pvt Ltd  
 Opened a specialty coatings production facility in Noida investing INR 2.8 crore  
 plans to invest INR 1,222 crore in India by 2021  
 has re-entered the Indian market in November, 2016  
 Will invest INR 205 crore in the next 3 years on technological upgradation



Incremental Sales Job  
 Creation resulting from FDI  
 inflow: **200K** (2018  
 through 2021)

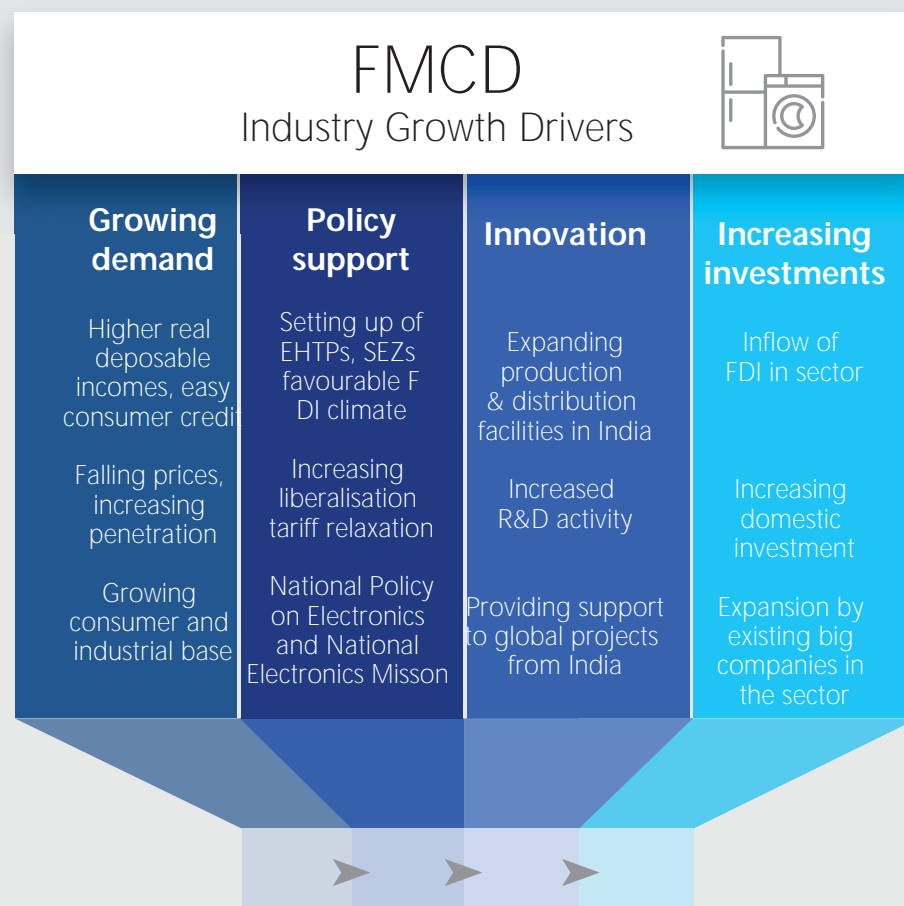
## FMCG and FMCD

drivers of jobs-2: Macro-economic factors



Incremental Sales Job Creation due to macro-economic factors: **170K** (2018 through 2021)

Incremental Sales Job Creation due to macro-economic factors: **260K** (2018 through 2021)



Data Source: Sector Study – FMCG and Consumer Durables, 2017, IBEF

## FMCG and FMCD

roles in demand, salaries and growth prospects

### FMCG

# of new jobs (p.a.)	Select Key Profiles	Salaries Offered at current levels (INR p.a.)	Salary Growth Estimate	Key Drivers
7500	Sales Representative	2-2.5 LPA	33%	Increase in routine sales, promotional, seasonal & festival sales. Capitalize on the market and increase their market share. Obtaining orders.
4100	Business Development Officer	3-4 LPA	17%	Coverage of other business objectives, like B2C, non-profit organizations has seen significant improvement, driving force behind generating new sales leads and contacts
5200	Sales Coordinator	3-4 LPA	14%	Wide variety of consumer interest across various products & brands, market study has become very crucial and covering market demand has considerably got increased.
3800	Territory Sales Incharge	4-5 LPA	11%	Tapping Rural, Town & villages market is the core activity happening in the business today & selling. Increase in ground level & specific region study has become integral part of the process & company to create a strong consumer base.
3300	Sales Officer	5-6 LPA	9%	Competitor's study. Brand Advertisement through various channels. Increase in compliance issues.

Total incremental job creation for select key profiles in FMCG (2018 – 2021):

**71.7K**

### FMCD

# of new jobs (p.a.)	Select Key Profiles	Salaries Offered at current levels (INR p.a.)	Salary Growth Estimate	Key Drivers
3400	Cluster manager	4-6 LPA	23%	Gathering more insights from the growing market. With rise in disposable incomes, mid- and high-income consumers in urban areas have shifted their purchasing trend from essential to premium products
4100	Trade sales manager	4-5 LPA	16%	Rising incomes and greater awareness of brands is increasing at rural & towns.
3100	Inside Sales	3-4 LPA	19%	Lead generation through market research. Solicits and maintains contact with current and prospect key accounts is significantly increased and predicted to increase more.
3700	Sales trainers	4-5 LPA	15%	Knowledge of Product & its Features across various brands. Quick TAT on consumer problem solving & assistance at all time efficiently & effectively.
5900	Category Managers	4-5 LPA	11%	Communication of sales trends between Manufacturer & Retailer. Coordination of inventory levels during normal/routine period and during seasonal or festival period.

Total incremental job creation for select key profiles in FMCD (2018 – 2021):

**60.6K**

Data Source: Jobs and Salaries Analysis, TeamLease-valuvox® Research, 2017

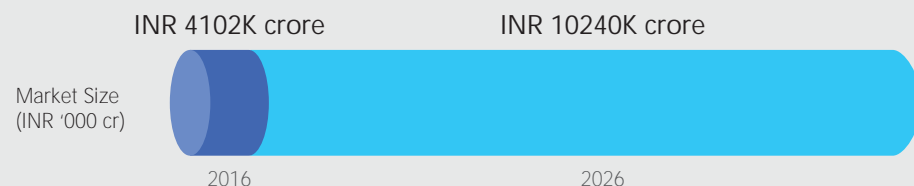
# Retail and Ecommerce

drivers of jobs-1: growth and investments

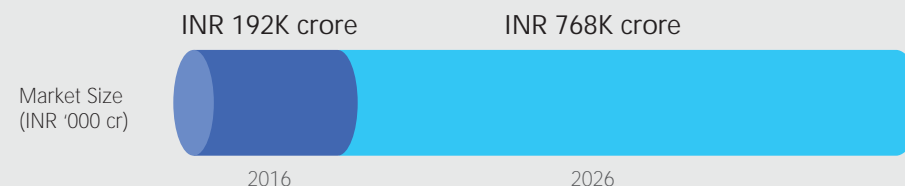


## Projected Growth

### Retail



### Ecommerce



Investments on the anvil [INR **6.4K** crore FDI Inflows between 2000 and 2017]

Company / Group	Investments / Planned
US-based footwear company, Skechers	Planning to add 400-500 more exclusive outlets in India over the next five years
Japanese low-cost retail chain, Miniso	Opened first India store in August '17; targeting 210 stores by 2018 and 800 by 2019
The Netherlands-based, IKEA	Has purchased 14 acres of land in Bengaluru for its third retail outlet in India
The Danish, Bang and Olufsen	Plans setting up 8 – 10 standalone satellite stores by the end of FY 2017-18
Walmart	Plans to open 50 new cash-and-carry stores in India over the next 3 – 4 years
Amazon	Planning an investment of INR 3,296 crore in food retailing sector in the next 5 years
US apparel retail major Gap Inc	Has tied up with Arvind Group's fashion portal NNNow.com
Roche Bobois Group	Plans opening new stores in Hyderabad, Chennai, Pune, Kolkata and Ahmedabad
Future Consumer Ltd + UK's Booker Group	Investing INR 50 crore to set up 60-70 cash-and-carry stores in the next 3-4 years
Adidas India Private Limited	Plans opening 30-40 flagship stores across Delhi, Mumbai and Bengaluru, by 2020
Mad Over Donuts (MoD)	Plans opening nine new MOD stores in Hyderabad and Chennai by March 2017
Switzerland's Bally + Reliance Brands	Opened store in New Delhi; Mumbai, Kolkata, Chennai over the next 3 to 4 years
The Sweden-based Hennes & Mauritz (H&M)	To lease 275,000 square feet of space at Bhiwandi to set up a warehousing hub
Future Group + UK retailer, Laura Ashley	To make and sell merchandise as well as wholesale distribution

Incremental Sales  
Job Creation  
resulting from FDI  
inflow: **350K** (2018 through 2021)

*Data Source: Sector Study – Retail and Ecommerce, 2017, IBEF: Original estimates available in USD, converted to INR (current exchange rate)*

## Retail and Ecommerce

drivers of jobs-2: Retail sub-sectors, formats and high-spend cities , capacity creation / expansion



**7** high-spend cities will add **10 million** SFT to retail real estate space, and an additional INR **6.4K** cr in revenue, by 2020 ...

Data Source: Sector Study – Retail and Ecommerce, 2017, IBEF; Original estimates available in USD, converted to INR (current exchange rate)

## Retail and Ecommerce

drivers of jobs-2: Retail sub-sectors, formats and high-spend cities, capacity creation / expansion



### Incremental job creation estimation - %s indicate square foot breakdown of retail store space by format

[based on projections in 2017]

	Delhi-NCR	Mumbai	Pune	Bangalore	Hyderabad	Chennai	Kolkata
<b>Department Stores</b>	15%	14%	15%	12%	16%	15%	9%
<b>Apparel</b>	27%	18%	14%	22%	22%	19%	25%
<b>Food &amp; Beverages</b>	14%	15%	14%	14%	9%	11%	8%
<b>Entertainment</b>	4%	15%	13%	6%	5%	13%	8%
<b>Home &amp; Lifetsyle</b>	8%	7%	12%	10%	10%	6%	12%
<b>Hyper- / Super-markets</b>	8%	9%	11%	8%	10%	7%	4%
<b>Electronics</b>	5%	6%	6%	7%	9%	6%	7%
<b>Watches &amp; Jewellery</b>	4%	4%	5%	5%	7%	11%	12%
<b>Personal Care</b>	6%	6%	4%	6%	4%	4%	6%
<b>Footwear</b>	3%	2%	3%	3%	3%	2%	4%
<b>Sportswear</b>	2%	1%	2%	2%	2%	1%	2%
<b>Books, Music, Gifts</b>	2%	2%	2%	3%	2%	3%	4%
<b>Accessories</b>	1%	1%	1%	1%	0%	1%	1%
<b>Incremental Real Estate Pipeline up to 2020 (MM SFT)</b>	4.9	0.5	0.7	1.4	0.8	1	0.6
<b>Incremental Employment ('000s)</b>	<b>175</b>	<b>90</b>	<b>90</b>	<b>120</b>	<b>96</b>	<b>60</b>	<b>48</b>

... and could potentially add **680K** retail sales jobs, 2018 through 2021

Data Source: Sector Study – Retail and Ecommerce, 2017, IBEF;

## Retail and Ecommerce

drivers of jobs-3: Rural Mobile Internet penetration is surging; rural affluence drives ecommerce adoption

### 200 MILLION MOBILE INTERNET USERS

**42%** of all online shoppers are from Tier-2 / 3 / rural areas




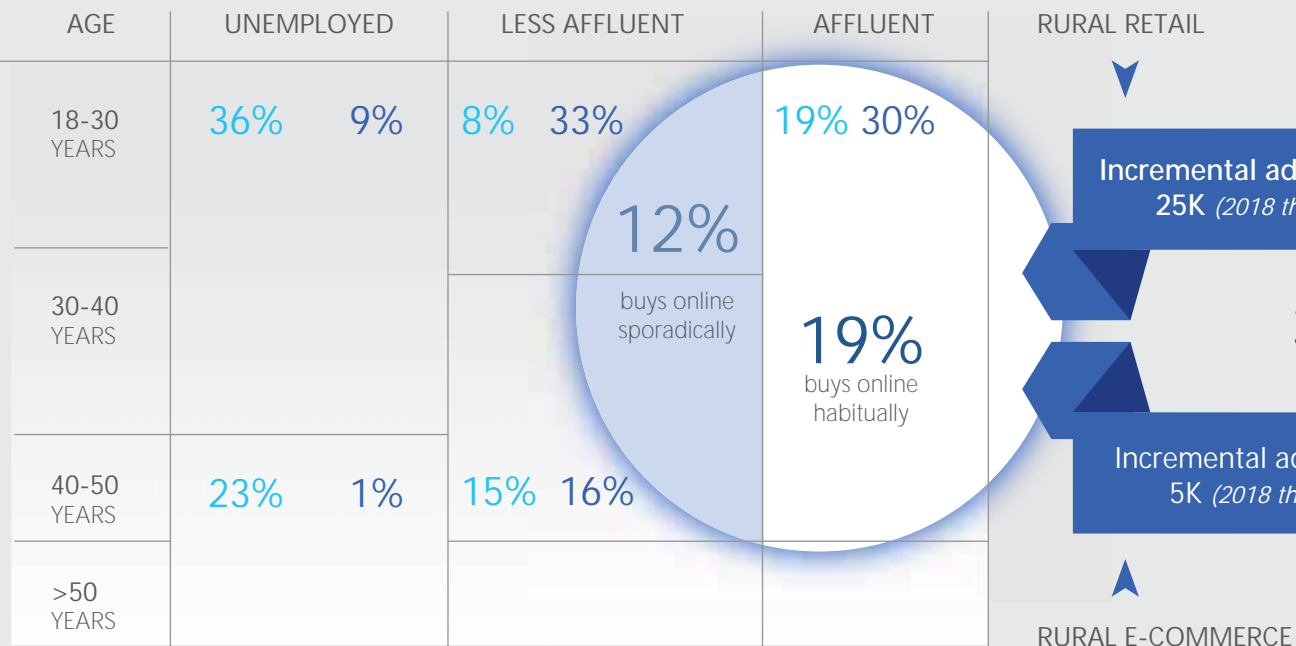
15% of rural consumers use the internet to:

- Research
- Purchase
- Provide feedback

Urban stat: 30%

 **Segment size**  
(share of rural population)

 **Internet Penetration**



The 12% 'less affluent' and the 19% 'affluent' segments make up **31%** of the rural online population, and could potentially create an additional **30K** retail / ecommerce sales jobs - 2018 through 2021

# Retail and Ecommerce

roles in demand, salaries and growth prospects

## RETAIL

Total incremental job creation for select key profiles in Retail (2018 – 2021): **69K**

# of new jobs (p.a.)	Select Key Profiles	Salaries Offered at current levels (INR p.a.)	Salary Growth Estimate	Key Drivers
6400	Store Manager	5-7 LPA	25%	Mergers and acquisitions, Expansion to new markets, New product / service announcements
4200	Channel sales specialists	5-6 LPA	15%	Increase in more competitive products & brands, Multi-channel business knowledge across Stores, Increasing online sales
5600	Relationship Manager	4-5 LPA	4%	More companies using Analytics & AI to understand the consumer behavior
3500	Sales Executive	2-4 LPA	12%	Investments (including FDI) to fuel store chain expansion
3300	Promoter	2-3 LPA	5%	

## ECOMMERCE

Total incremental job creation for select key profiles in Ecommerce (2018 – 2021): **58.5K**

# of new jobs (p.a.)	Select Key Profiles	Salaries Offered at current levels (INR p.a.)	Salary Growth Estimate	Key Drivers
3200	Sales Promoter	2-4 LPA	4%	Growth from beyond metros demands local sensibility and vernacular language capabilities
2900	Inside Sales Executive	2-6 LPA	11%	
4200	Corporate Sales Manager / Executive	8-10 LPA	10%	Increase in B2B & B2C sales and converting opportunities, Negotiation and closing deals, Custom solutions across domains / segments
1600	Tele-sales executive	1-3 LPA	6%	Maintaining customer relationships, post-sales, Lead generation / growing business from existing clients
7600	Sales Head	9-12 LPA	10%	Focus on multiple market segments with new product introductions, Acquire strategic, high value clients spread across industry verticals

Data Source: Jobs and Salaries Analysis, TeamLease-valuvox® Research, 2017



# Merchant Acquirers

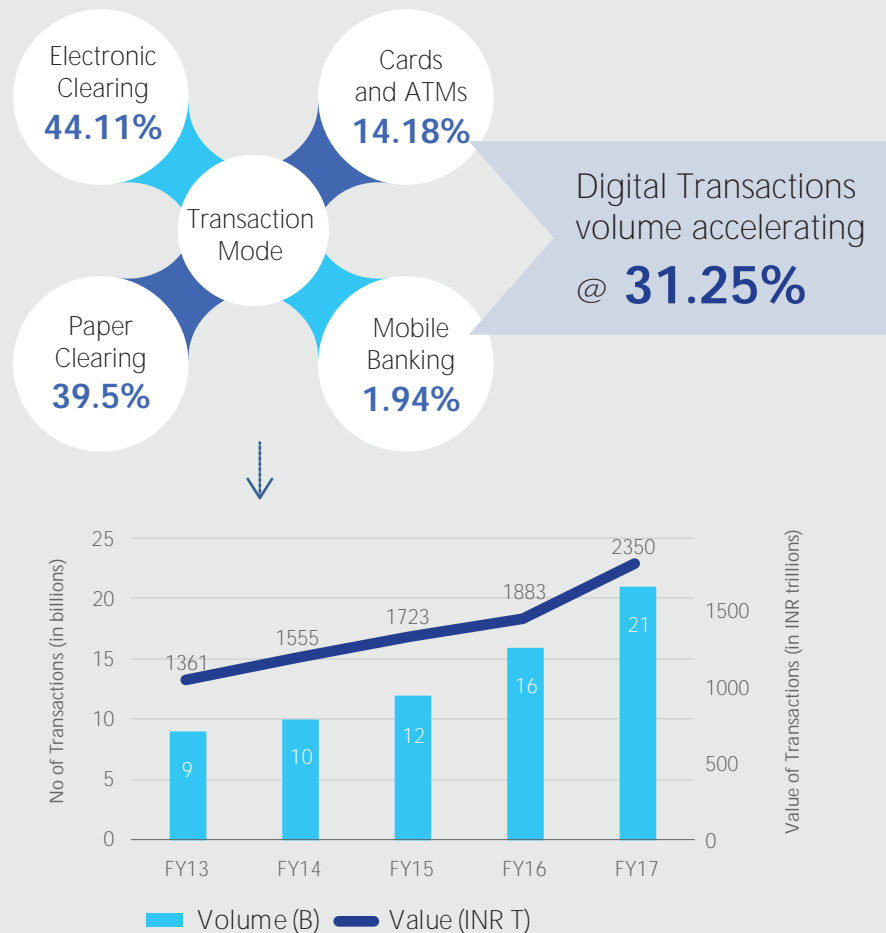
A hundred thousand jobs bonanza from Digital India

# Merchant Placements

sizing the immense market opportunity



## The Payment Systems Revolution in India



Data Source: Deloitte [Leading the cashless charge – Evolution of the digital wallet industry in India, 2017]; Original estimates available in USD, converted to INR (current exchange rate)

**50%** of India's Internet users will use digital payments; Top 100 million users will drive 70% of GMV (*Gross Merchandise Value*)

## Merchant Acquirers

aggregate and separate card-based payments and then send them to Card Issuers

### Sought after Job Profiles

### Estimated Number of Jobs [2018- 2021]

Merchant Acquiring	3017
Merchant Acquiring Services	2371
Merchant Acquirer	6
Card Processor	9
Point of Sales	3714
m-wallet	1534
Mobile Banking	41821
Mobile Payments	19109
Online Payment	43938
Online Payment Gateway	6797
Merchant Acquisition Specialist	6

"Merchant Acquirer" Incremental Job Creation Estimate:

**122K** (2018 through 2021)

Data Source: Jobs and Salaries Analysis, TeamLease-valuvox® Research, 2017

# Engaging Sales Talent

Sales Talent Management and Trends

# Achieving great demand-supply match

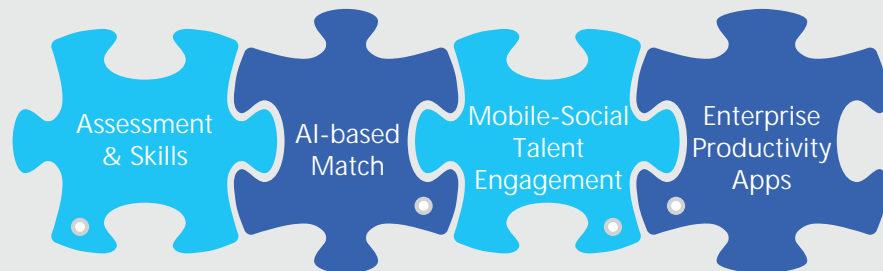
strategic talent demand management

## Strategy of Talent Demand Management across sectors

<b>Retail</b>	Custom flexi-rewards as performance management tool Medical, Dental, Vision Insurance targeted at retention
<b>Ecom</b>	Holiday homes, in-house Club / Gym memberships Compensation benchmarked 60% - 125% above market levels
<b>FMCG</b>	Flexi rewards & variable policies aimed at talent attraction Fostering Product-market innovation to retain creative talent
<b>Auto</b>	6-months+ maternity leave policies aimed at achieving gender parity Flexi-time / Vacation / Telecommuting to attract millennials

Data Source: Compensation and Total Rewards Trends, TeamLease-valuvox® Research, 2017

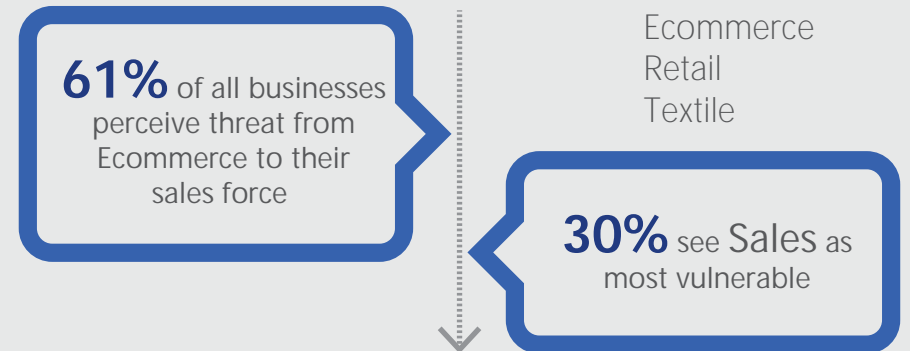
## Technology will be the enabler of Sales hiring, engagement and retention across sectors



... businesses are learning fast and leveraging tech for strategic talent attraction and retention

The market for sales talent is hyper-competitive ...

## Competitive Considerations



## RISK FACTORS

### Pay | Work Environment | Global growth Outlook

Data Source: The impact of the ecommerce sector on FMCG talent, 2016, Economic Times

Churn occurs at



**11%**  
Senior



**34%**  
Mid



**54%**  
Junior

## Talent Trends

tenure, reasons for job hops



### Top reasons why Sales Professionals stay

Salary & Compensation	95%
Career Growth Opportunities	93%
Great Company Culture	90%
Relationship with Manager	85%
Senior Leadership	78%

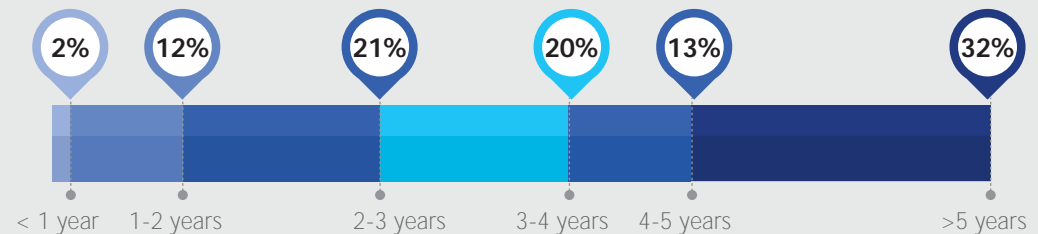
### Top reasons why Sales Professionals leave

Selling is repetitive	93%
Sales people have poor reputation	91%
There's a lot of rejection	88%
Sales people have quota and target	89%
Sales people are paid on performance	85%

Data Source: Glassdoor [How to Recruit Sales Professionals, 2017]

### Sales Professionals Longevity

Average Tenure of Sales Professionals at one company



Data Source: Salescareer, Glassdoor & Hubspot [Pros & Cons, 2017]

### Job Hops – From and To



What roles Sales Professionals come from and what roles they would tend to leave for

Data Source: Cirrusinsight & insightsquared, 2016

# Annexure

Wage Levels

# Wage Levels

fixed versus variable, by sector and by geography

All numbers are INR per month, 2016-17 statistics

METROS	Chennai		Delhi		Kolkata		Mumbai	
	Fixed	Variable	Fixed	Variable	Fixed	Variable	Fixed	Variable
<b>Agriculture and Agrochemicals</b> Territory Sales Incharge	32000	36480	41000	46740	29000	33060	42000	48000
<b>Automobile &amp; Allied Industry</b> CRM Executive	29000	33640	33000	38280	26000	30160	34000	41000
<b>BFSI</b> Marketing Executive	24000	28320	28000	33040	22000	25960	29000	36000
<b>FMCG</b> Rural Market Developer	20000	18400	22000	25740	17000	14890	27000	30000
<b>FMCD</b> Sales Executive	26000	30680	33000	38940	25000	29500	34000	40000
<b>IM&amp;A</b> Team Leader Sales	31000	25300	37000	28200	28000	26100	41000	36000
<b>Media &amp; Entertainment</b> Installer	23000	25530	26000	28860	20000	22200	30000	28000
<b>Power &amp; Energy</b> Field Sales Executive	20000	22000	23000	25300	16000	17600	23000	26000
<b>Telecommunications</b> Sales Coordinator	22000	24200	28000	30800	20000	22000	27000	22000
<b>Healthcare &amp; Pharmaceuticals</b> Sales & Marketing Representative	24000	28080	32000	37440	21000	24570	25000	28000

Data Source: Jobs and Salaries Analysis,  
TeamLease-valuvox® Research, 2017

# Wage Levels

fixed versus variable, by sector and by geography

All numbers are INR per month, 2016-17 statistics

Tier I Cities	Bangalore		Hyderabad		Pune	
	Fixed	Variable	Fixed	Variable	Fixed	Variable
<b>Agriculture and Agrochemicals</b> Territory Sales Incharge	37000	42180	33000	27600	29000	23000
<b>Automobile &amp; Allied Industry</b> CRM Executive	30000	24800	30000	21500	28000	22500
<b>BFSI</b> Marketing Executive	26000	30680	23000	27140	24000	28320
<b>FMCG</b> Rural Market Developer	21000	24570	19000	22230	20000	23400
<b>FMCD</b> Sales Executive	29000	34220	27000	31860	27000	31860
<b>IM&amp;A</b> Team Leader Sales	33000	27600	32000	26800	33000	26600
<b>Media &amp; Entertainment</b> Installer	22000	14600	25000	20500	23000	25530
<b>Power &amp; Energy</b> Field Sales Executive	20000	22000	20000	22000	17000	18700
<b>Telecommunications</b> Sales Coordinator	23000	25300	23000	25300	21000	23100
<b>Healthcare &amp; Pharmaceuticals</b> Sales & Marketing Representative	25000	29250	21000	24570	22000	25740

Data Source: Jobs and Salaries Analysis,  
TeamLease-valuvox® Research, 2017



# Wage Levels

fixed versus variable, by sector and by geography

All numbers are INR per month, 2016-17 statistics

Tier II Cities	Chandigarh		Ahmedabad		Lucknow	
	Fixed	Variable	Fixed	Variable	Fixed	Variable
<b>Agriculture and Agrochemicals</b> Territory Sales Incharge	28000	31920	23000	26220	21000	23940
<b>Automobile &amp; Allied Industry</b> CRM Executive	24000	18400	20000	12700	19000	14500
<b>BFSI</b> Marketing Executive	22000	25960	23000	27140	21000	24780
<b>FMCG</b> Rural Market Developer	18000	14000	16000	11200	15000	10300
<b>FMCD</b> Sales Executive	27000	31860	24000	28320	25000	29500
<b>IM&amp;A</b> Team Leader Sales	29000	33060	27000	30780	24000	27360
<b>Media &amp; Entertainment</b> Installer	17000	12700	20000	12200	18000	13800
<b>Power &amp; Energy</b> Field Sales Executive	16000	17600	15000	16500	13000	14300
<b>Telecommunications</b> Sales Coordinator	20000	22000	19000	20900	16000	17600
<b>Healthcare &amp; Pharmaceuticals</b> Sales & Marketing Representative	22000	25740	18000	21060	15000	17550

Data Source: Jobs and Salaries Analysis,  
TeamLease-valuvox® Research, 2017

# Wage Levels

Engineers versus Sales Professionals

All numbers are INR lacs per annum, 2016-17 statistics

Job Roles	Entry Level		Mid-Career		Senior	
	Engineer	Sales Professional	Engineer	Sales Professional	Engineer	Sales Professional
<b>Field Sales Officer</b>	-	2.45 LPA	-	4.50 LPA	-	8.10 LPA
<b>Technical Support Associate</b>	2.15 LPA	-	3.15 LPA	-	5.80 LPA	-
<b>Senior Sales Executive</b>	-	3.50 LPA	-	6.85 LPA	-	13.50 LPA
<b>Web Developer</b>	2.50 LPA	-	5.20 LPA	-	10.50 LPA	-
<b>Territory Manager</b>	-	3.65 LPA	-	5.10 LPA	-	9.60 LPA
<b>System Administrator</b>	3.25 LPA	-	4.85 LPA	-	7.35 LPA	-
<b>Market Research Manager</b>	-	6.50 LPA	-	11.10 LPA	-	15.65 LPA
<b>IT Manager</b>	5.50 LPA	-	9.90 LPA	-	14.60 LPA	-

# Conclusion

India's credential as one of the world's fastest-growing emerging market economies is already established and experts believe it will continue to grow in the range of 7-8% during the next 3 years. Increased adoption of digital technologies, as well as government's initiatives around GST, regulatory simplification, increasing FDI inflows will also help support the growth momentum.

Added to this, if labour reforms can also be achieved during this period, it would augur well for the industry – especially the ones whose fortunes are pegged to the growth of domestic consumption in India. Organised Retail, Automobile & Auto Components, BFSI, Consumer Durables/Goods, Construction & Real Estate, Healthcare & Pharmaceuticals, Tourism Travel & Hospitality will stand to benefit the most from this. This would provide a strong tailwind for companies within these sectors, who will look at improving their topline and growth prospects.

Their success will hinge on their ability to sell more, sell better and sell faster, which in turn will stimulate the demand for sales professionals – across all kind of sales roles. While our study shows that sales domain in India has potential to create 2.5 million jobs, over the next 3 years, it also brings to fore the current demand-supply mismatch – demand far exceeding supply across sectors. Sales skill deficiency is another area of concern – and organisations continue to reel under the impact of this.

We feel focus on skill development, and cross-industry talent mobility can foster superior demand-supply match. Sales Talent management will also need leadership focus given the churn and attrition rates across industries. One has to focus on improving the talent value proposition for the sale professionals and have strategic intervention to improve hiring, engagement and retention.

In conclusion, organizations must develop the sales workforce of the future—agile, multidisciplinary, augmented and humanized by digital—to stay competitive and relevant. They also have to play their part in improving the demand, supply and the quality of sales talent, which will not only help in creating additional sales jobs but improve the overall job scenario in India.

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# Research Methodology



- Domain and Sector Trends: Secondary research / literature review
- Job Statistics, Skills, Demand and Supply: Analysis of data from government and third party data sources
- Job drivers and hot sectors / profiles: Literature review, analysis of sector trends data
- Sales talent trends: Literature review, dip-stick [30 respondents] and depth surveys [6 respondents]
- Wage trends: Analysis of data from TeamLease and Valuvor proprietary databases

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