Selection and Requirements of Corporate Marketers in the Age of Intelligence Based on Competency Modeling

BY

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Abstract

In the current business environment, recruitment is a key tool for companies to replenish their talent and enhance their human resources. As recognition of this trend increases, companies are focusing more and more on the recruitment process. This study conducted an on-site research in an industrial area of a first-tier city and collected 689 data on talent shortages. The data showed that sales positions accounted for about one-tenth of the shortage. To address the talent challenges of the new era, we utilized a competency model, combined with literature and keyword searches to identify the skills required for sales positions. The use of hierarchical analysis to organize these skills improves the logic and application value of the model. Based on this model, we developed a set of recruitment strategies and selection processes for sales talent to help organizations efficiently identify and attract the right candidates.

Keywords: Offline research; sales force recruitment and development; hierarchical analysis; competency modeling

1. Introduction

As China transitions to an innovative, digital post-industrial economy, the transformation of workers' skills has become inevitable. Corporate competition and job requirements have become diversified and more competitive. In this context, winning talent is the best strategy for companies to enhance their resilience in a complex environment. In addition, as people's spiritual life requirements are getting higher and higher, people's understanding of the product has become more detailed, the market orientation has changed to the product and consumer demand, and the development of marketing has changed from the 4P theory to the 4C theory to the 4D (Consumer Demand), Data (Data), Value Delivery (Deliver), Dynamic Communication (Dynamic)) theory nowadays. Enterprises are eager to recruit more capable marketing talents to inject new vitality and enhance core competitiveness.

In mature markets, resources such as capital, raw materials, talents, and markets are the cornerstones of business, and their competition determines the success or failure of enterprises. Despite the generally strong desire for talent, companies often have shortcomings in information collection, processing, management, and utilization. Therefore, paying attention to the status of employee positions and analyzing human resource plans in depth are crucial for companies to maintain their core competitiveness.

In human resource activities, recruitment is the key to inject new vitality into a company. The aim of this paper is to accurately screen marketing talents through competency modeling and develop them into the core competitive advantage of the company. Based on empirical research, we will identify the key competency qualities of sales talent to guide recruitment and development strategies.

2. Recruitment status

The survey indicated that corporate recruitment usually includes both online and offline methods. Offline recruitment faces challenges, such as the lack of company visibility that affects the attractiveness of campuses, resulting in untimely information dissemination and limited coverage. While online recruitment has a wide coverage, there is a conflict between recruiting the ideal candidate and controlling salary costs, resulting in low salaries and lack of attractiveness of sales positions. As a result, sales recruitment seems random and disorganized. Statistics show that the voluntary departure rate of sales positions is as high as 34.25%, close to the risk limit of 40% of personnel turnover.

In addition, despite the high demand for sales talent, the recruitment challenge is not small. hr may lower the

recruitment standard when there is insufficient examination of competence, leading to a vicious circle of mismatch between job salary and competence. Increased demand from companies also leads to more job-hopping opportunities for salespeople, further pushing up the turnover rate. Sales positions usually use a base salary plus commission compensation structure, requiring employees to achieve hard sales targets. Failure to meet targets not only affects the team's reputation and salary but also brings tremendous pressure. In addition, poor management is a problem, with about 70% of employees resigning due to dissatisfaction with their immediate manager. The research found that most companies are not satisfied with their sales force.

3. Literature References

"Competency" is the range of abilities that a person needs to have in order to perform a particular task or job. The concept was introduced by Harvard professor David McClelland in 1973. According to him, competency refers to a set of characteristics that can differentiate between the strengths and weaknesses of an employee's performance and suggests that when evaluating an individual's job performance, the individual's underlying knowledge, skills, and potential personality traits should be studied and analyzed in depth.

Various key factors that can be competent in the position and the behaviors that produce efficient work effects make up the competency model, and along with the generation and operation of the competency model, the recruitment of enterprises and the cultivation of talents will be more specific and standardized(Li et al, 2022). By grasping different characteristics, we can find out the existing ability of employees and the degree of their ability, and combine the requirements of enterprise recruitment to find satisfactory employees. From scholar on the automotive marketing

personnel victory analysis of characteristics and statistics, summarized professional knowledge, communication, self-confidence, diligence, execution, responsibility, work enthusiasm, market awareness, experience skills, and other key factors(BenXin, H. 2009).

Some compiled competency factors from customer relationship, market, sales approach, personal characteristics, team communication, and handling style(Chunyan, Z. 2010). Some collated a number of competency factors from baseline competencies, discriminative competencies as well(Jie, O. 2013). Some studies have categorized pharma marketers into leadership and academic types, identifying their generic, core, and developmental competencies(Jing, W. 2015). Another study analyzed that the competency model of network marketers includes 15 competency characteristics, including knowledge, skills, and attitudes(Xin, J. 2016).

Of course there are many other competency factors that have been analyzed from different perspectives(Zhengrui, F. 2016; Ping et al,2017; Haiyan, L. 2017; Guoxin et al,2019; Yanfang et al,2020). Besides, someone extracted their dedication, honesty, self-discipline, optimism, positivity, professional knowledge, specialized skills, strong work flexibility, high technology, innovative thinking, social network at work, and customer-centered philosophy from middle managers (Yuze, T. 2021).

Referring to the practice of using AHP in the company's marketing personnel assessment(Jinhua et al,2010), We use YAAHP to let leaders in different industries to analyze and judge, using a hierarchical analysis method to summarize the 20 key factors, divided into professional skills, competence level, personality qualities, and team building in four areas, as shown below.

Table 1. Competency indicators and their interpretation

Dimension	Indicator	Meaning of the indicator
Specialized skill	Specialized knowledge	Refers to the ability and motivation of communicators to support their claimed authority, develop their own professional and specialized knowledge, and share their professional experience with others
	Market analysis and judgment	An ability to keep abreast of market information and to act or make decisions rationally, objectively, and without bias.
	Planning and execution	When encountering difficulties, they do not give up lightly, have a sense of responsibility, take things seriously, have sufficient internal motivation, and can react quickly when receiving information.
	Innovative thinking	Solve existing problems with new perspectives and new ways of thinking.
	Problem-solving skills	It refers to the ability of people to apply concepts, rules, certain procedural methods, etc. to analyze objective problems and propose solutions.
Competency level	Adaptable	When an emergency situation arises, the ability to adopt different response methods and handling procedures depending on the circumstances and changes in the situation.
	Self-confidence	Refers to an individual's valuation of his or her ability to cope successfully with a given situation. It is a psychological characteristic that reflects an individual's level of confidence in his or her ability to succeed in a given activity.

	Enterprise	An upwardly mobile state of mind that aspires to make a difference and relentlessly pursues new goals.
	Initiative	Refers to a positive, selective response or answer to an external or internal stimulus or influence.
	Humor	The ability to bring joy to others is characterized by wit, self-deprecation, flirtation, and sass.
Quality of personality	Self-discipline and honesty	By recognizing various self-studies, we are able to be honest with our clients, trust others, and build relationships without being under the supervision of a supervisor.
	Demand-oriented	Keeping abreast of customer trends, tapping into the potential customers that exist in the market to become real customers, and showing respect for their requirements.
	Sense of responsibility	It is the individual's awareness, feelings, and beliefs about the responsibility he or she has for himself or herself and others, and it is the guarantee of work results and quality of work.
	Willpower	It is the quality of a person who consciously defines a purpose and uses it to dictate and regulate his actions, overcoming all kinds of difficulties, so as to realize the purpose.
	Listening ability	Requires the ability to listen, hear accurately, understand quickly, remember clearly, respond, and be able to appreciate, understand, discriminate, and distill.
Team Building	Collaborative	A form of joint action. A joint action in which individuals and groups cooperate with each other to achieve a common goal.
	Communication and coordination	It refers to the ability to grasp the overall situation, to express ideas clearly, to handle relationships properly so that friction is minimized, and to unite all parties.
	Have the power to rally supporters	Possess personal charisma and credibility, use your personal organizational skills to give everyone a clear direction, and form a negotiation atmosphere that maintains good communication with customers.
	Fidelity	Loyalty of the team is to do your best, full of sincerity, to the enterprise and the team to show the behavior and mind belonging to, do your best to do things.
	Prospectivity	Human judgment and making decisions in uncertain situations, planning for team goals and prospects, and motivating others to work.

4. Analytical study of the system

4.1 Sample Selection

In order to ensure that the results of the study are more scientific, we visited 164 enterprises with sales departments on the basis of the original research, and put questionnaires to the sales departments, and obtained permission to visit 140 enterprises, and finally harvested 132 questionnaires, with a questionnaire acquisition rate of 94.28%. We made the 20 indicators into a numerical type questionnaire, and asked the respondents to choose a number between 1 and 5 according to the degree of conformity between each description and its actual situation, with "1" standing for "very unimportant" and "5" for "very unimportant". 1" for "very unimportant" and "5" for "very important".

4.2 Reliability and Validity Analysis

With the help of reliability test, KMO and Bartlett's test in order to verify the reliability and validity of the questionnaire as follows. In terms of reliability, it is greater than 0. 8, which is high. In terms of validity, the value of KMO measuring sampling appropriateness of the sample data is greater than 0. 7; the sample data of the questionnaire has good validity and is suitable for factor analysis.

Table 2. Reliability statistics

Cronbach Alpha	Item count
.817	20

Table 3. KMO and Bartlett's test

KMO Quantity of Sample Suitability		.706
Bartlett's test of sphericity	approximate chi-square	1090.439
	degrees of freedom	190
	significance	.000

4.3 Factor analysis

With the help of principal component analysis in accordance with the eigenvalue is greater than 1 and rotated factor loading coefficient is greater than 0.5 requirements of the effective questionnaire data to reduce the dimensionality and extract the common factor, the formation of the gravel map, as shown in Figure 1, can be ultimately extracted by the number of the common factor is 6. Using direct oblique method for orthogonal rotation, and there is no excessive cross-loading,

the structure of the factor is clear, as shown in Table 4, based on the results of the loading matrix can be determined 6 common factor and its belonging indicators. factors and the indicators they belong to.
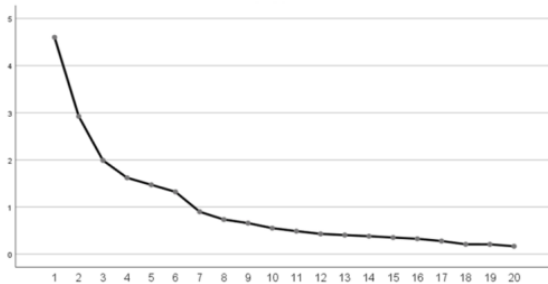

Fig.1 Competency Indicator Gravel Chart

Table 4. Results of Exploratory Factor Analysis of Competency Indicators

Pattern matrix[a]						
	Component					
		2	3	4	5	6
Q1_ Salespeople have specialized knowledge	.837					
Q2_ Salespeople possess market analysis and judgment	.737					
Q3_ Salespeople own the planning and execution	.754					
Q4_ Salespeople have an innovative mindset	.762					
Q5_ Salespeople have problem-solving skills	.856					
Q6_ Salespeople have a risk-averse mindset		-.848				
Q7_ Salespeople have self-confidence			.867			
Q8_ Salespeople have an enterprising spirit		-.739				
Q9_ Salespeople have mobility			.846			
Q10_ Salespeople have the ability to have a sense of humor		-.695				
Q11_ Self-discipline and honesty in sales				.765		
Q12_ Salespeople have demand pointing					.730	
Q13_ Salespeople have a sense of responsibility				.802		
Q14_ Salespeople have willpower					.761	
Q15_ Salespeople have listening skills					.811	
Q16_ Salespeople have a sense of collaboration						.654
Q17_ Sales people know how to communicate and coordinate						.798
Q18_ Salespeople have a calling						.743
Q19_ Sales force loyalty						.721
Q20_ Salespeople have the power of foresight						.783

Component 1 is loaded with five factors such as professional knowledge, market analysis, and judgment, which reflects the basic ability requirements for salespeople, so it is named basic professional skills. Component 2 loaded on the awareness of risk prevention, entrepreneurial spirit, and other three factors, the factors reflect the inner core needs of the marketing staff, so the name of the core skills. Component 3 loaded on the self-confidence, initiative two factors, the factors reflect the current environment of marketing personnel work performance behavior, so named the work attitude requirements. Component 4 loaded on the self-discipline, honesty, responsibility two factors, the factors reflect the quality of their own work in the embodiment of the quality, so named personal quality requirements. Component 5 is loaded with three factors such as demand directionality, willpower, etc. This kind of factor reflects the quality of actual business processing, so it is named as business quality requirements. Component 6 loaded on the sense of cooperation, communication, and coordination, etc., the factors in this category show the professional requirements to be maintained in the team work, so it is named as the team building and development capacity.

4.4 Modeling

As the exploratory factor loading results have some deviation from the initial model competency, a new competency model is now formed based on the degree allocation of the latest six-factor indicators, in order to establish a more specific and standardized employee recruitment system. First, through the strategic performance model, analyze the differences, clarify the recruitment needs, and determine the recruitment plan; then, according to the competency model, take effective measures to screen the employees; finally, evaluate the recruitment effect. The enterprise development strategy and resource situation will have an impact on the job demand and recruitment plan, through the enterprise's own needs, each indicator is divided into four levels, and then accordingly ask the applicants or future examination of the incumbent, to

ensure that the personnel and the job match. As shown in Table 5.

Table 5. The model for recruiting and selecting corporate personnel

Dimension	Indicator	Level
Basic Professional skill	Specialized knowledge	Level 1 Understanding Practice Expertise
		Level 2：Exchange and mutual learning for growth
		Level 3：Cross-border learning and innovation for efficiency
		Level 4：Expanding aggressiveness, validating enhancement
	Market analysis and judgment	Level 1：Be realistic and take stock of the situation
		Level 2： Dialectical Decision Making
		Level 3：Multiple choices, objective decision-making
		Level 4：Identification of long-term impact elements
	Planning and execution	Level 1：Clarifying tasks and planning work
		Level 2：Task-sensitive and good at planning
		Level 3：Strong sense of responsibility and initiative.
		Level 4：Doing things well and positively influencing
	Innovative thinking	Level 1：Wide-ranging knowledge
		Level 2：Break the rules, be sober and rational
		Level 3：Creative and experimental
		Level 4：Creative environment and open communication
	Problem-solving skills	Level 1：Gathering information and solving problems
		Level 2：Identify the problem and master the method
		Level 3：Multi-dimensional

		analyze and solute
		Level 4：Anticipate problems and resolve them in a timely manner
Core job skills	Awareness of risk prevention	Level 1：Rapid response and timely adaptation
		Level 2：Critical thinking and clear presentation
		Level 3：Adapting to diversity and resolving disputes
		Level 4：Data-driven, decision-making optimization
	Enterprise	Level 1：Targeted and proactive
		Level 2 Learning to improve and use information
		Level 3 Learning and exploring and being energized
		Level 4：Pursue excellence and take on challenges
	Humor	Level 1：Soothing and facilitating transactions
		Level 2：Self-deprecating humor and closeness
		Level 3：Humor defuses to reach awkwardness with ease
		Level 4：Humor makes the core of the team
Work Attitude Requirements	Self-confidence	Level 1：Acceptance of the imperfect and unique self
		Level 2：Academic excellence and determined effort
		Level 3 challenge to innovate and be responsible
		Level 4：Challenge confidently and solve independently.
	Initiative	Level 1：Leadership arrangements completed ahead of schedule
		Level 2：Record problems and ask for help
		Level 3：Proactive solutions and timely feedback
		Level 4 Creating an

Personal quality requirements		atmosphere, pursuing inside and outside	requirements	consciousness	Level 2：Communicate and share to enhance cohesion
	Self-discipline and honesty	Level 1：Work honestly and practice what you preach			Level 3：Planning goals, consensus practice
		Level 2：Keep one's word and not be deceived			Level 4：Maintaining a healthy image promotes transactions
		Level 3 strong position, equal treatment		Communication and coordination	Level 1：Emphasis on communication, friendly and authentic
		Level 4：Being measured and discreet			Level 2：Empathize with others and promote understanding
	Sense of responsibility	Level 1：Due diligence and honesty			Level 3：Timely feedback and listening to adjustments
		Level 2：Responsible and dedicated.			Level 4：Protection mechanisms, smooth communication
		Level 3：Dedicated to customers and passionate about work		Have the power to rally supporters	Level 1：Summarize the layout, professional and firm
		Level 4：Loyalty to business interests and customers			Level 2：Refine the program and guide the team
Operational quality requirements	Demand-oriented	Level 1：Meet needs, think about feedback			Level 3：Thinking systematically and making effective connections
		Level 2：Real-time tracking and transparent communication			Level 4：Win-Win Goals, Convincing Management
		Level 3：Co-located customers, delivering new news		Fidelity	Level 1：Compliance and Responsibility, Collaboration and Care
		Level 4：Values in Action, Respect for Customers			Level 2：Praise for Advice, Development Ideas
	Willpower	Level 1：Resolve issues and deliver on time			Level 3：Compliance with commitments
		Level 2：Renewed image, responsive to demand			Level 4：Dedication and Courage
		Level 3：Goal-oriented, active practice		Prospectivity	Level 1：Quantitative allocation and regularization of actions
		Level 4：Perseverance and flexibility			Level 2：Learning to recognize and integrate resources
	Listening ability	Level 1：Thinking deeply about leadership			Level 3：Channel marketing to absorb information
		Level 2：Good at listening to customer needs			Level 4：Team operation, casting brand
		Level 3：Communicate widely to master the market			
		Level 4：Love the industry			
Operational quality	Cooperative	Level 1：Build, respect, and integrate the team			

5. Conclusion

Based on market research, this paper identifies the problems of marketing staff recruitment and proposes a preliminary model by analyzing the competency self-assessment and validating factors of leaders of several enterprises. After screening and reorganization, we constructed a competency factor degree model containing six dimensions of basic professional skills, core work skills, work attitude, personal qualities, business qualities, and team-building abilities to meet the market demand for composite and comprehensive marketing talents.

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