



“A TALE OF TWO INDUSTRIES: EVALUATING SALES PERSONNEL RECRUITMENT IN THE PHARMACEUTICAL AND FMCG SECTORS”

Sukhmeet Kaur Bagga, “Dr. Imran Siddiqui”

Amity Business School
Amity University Chhattisgarh

Abstract: This study investigates the recruitment strategies of sales personnel in two distinct sectors: pharmaceuticals and Fast-Moving Consumer Goods. Given the critical role of sales teams in driving industry success, this research aims to compare the approaches to talent acquisition, retention, and the challenges inherent in each sector. Through a review of existing literature, we observe that the pharmaceutical industry's strategy leans heavily on specialization and compliance due to the intricacies of product knowledge and regulatory demands. Conversely, the FMCG sector's recruitment is characterized by a high pace and agility, guided by consumer trends and market demands. Our examination incorporates a comparative analysis, leveraging a mix of qualitative and quantitative research methods including surveys, interviews, and data analysis. Preliminary findings suggest that while both industries pursue proficient salespeople, their recruitment methodologies diverge due to industry-specific regulations, the nature of products, and sales cycles. This paper underscores the influence of digitalization on recruitment strategies and the importance of aligning human resource practices with broader organizational objectives. Although definitive conclusions are contingent on further empirical investigation, this study provokes consideration of industry-tailored recruitment strategies to optimize sales personnel performance in rapidly evolving markets.

Keywords: Sales Recruitment Strategies, Pharmaceutical Industry, FMCG sector, Talent Acquisition, Retention and Attrition.

OBJECTIVE

1. To compare and contrast the sales personnel recruitment strategies between the pharmaceutical and FMCG industries.
2. To identify the key challenges faced by each industry in recruiting and retaining top-level sales staff.
3. To assess the effectiveness of various recruitment methods and technologies used within the two sectors.
4. To explore the impact of industry-specific regulations and market conditions on the recruitment process.
5. To provide recommendations for improving sales recruitment practices based on the analysis of current trends and recruitment outcomes in both industries.

“A Tale of Two Industries: Evaluating Sales Personnel Recruitment in the Pharmaceutical and FMCG Sectors” .

The pharmaceutical and Fast-Moving Consumer Goods sectors represent two dynamic industries with distinct characteristics and challenges. These industries are integral to the global economy, innovative in nature, and highly competitive. Notably, sales personnel play a crucial role in the success of companies within these sectors, acting as the driving force behind product promotion and revenue generation. However, the recruitment of sales forces within these two fields faces unique hurdles and opportunities. The pharmaceutical industry, grappling with high attrition rates and specialized talent requirements, has reshaped its recruitment strategies to address the scarcity of skilled candidates and manage the lengthy hiring process (Barad, 2009) (Schoonmaker, 2007). Meanwhile, the FMCG sector, known for its rapid product turnover and broad market reach, demands a recruitment approach that emphasizes agility and the ability to forecast market trends.

This study aims to bridge the gap of knowledge by conducting a comparative analysis of sales personnel recruitment strategies in the pharmaceutical and FMCG sectors. We delve into the nuances of each industry's approach to attracting, hiring, and retaining the talent that fuels their sales operations. Our research will consider factors such as industry-specific challenges, the impact of technological advancements, and the evolving expectations of sales roles. The ultimate goal is to provide insights that can guide recruiters and HR professionals in both industries to refine their strategies and gain a competitive edge in the race for top-tier sales talent.

In today's fiercely competitive business landscape, the success of any organization heavily relies on its ability to assemble a high-performing sales team. The recruitment and selection process for sales personnel stands as a critical determinant of this success,

serving as the cornerstone for achieving sales targets, driving revenue growth, and fostering long-term customer relationships. As the dynamics of the market continue to evolve, fueled by technological advancements, changing consumer behaviors, and economic fluctuations, the demand for adept sales professionals escalates proportionally. Consequently, organizations are faced with the daunting task of not only attracting top-tier talent but also strategically identifying individuals whose skills and attributes align with the company's objectives and values. This resource explores evaluation methods specifically tailored for B2B sales representatives, providing insights into refining sales force performance systematically.

The sales force is the backbone of any company operating in the commercial sector, playing a crucial role in driving revenue and forging customer relationships. It is composed of dedicated professionals who are responsible for not only selling products and services but also serving as face of their organization to the customer base. In the dynamic field of sales, the recruitment and selection of sales personnel is a critical strategic function that underpins a company's ability to achieve its objectives and maintain a competitive edge.

In a marketplace where products and services are increasingly homogenized, the calibre of sales personnel becomes the key differentiator in driving performance and growth. The process starts with understanding the precise needs of the sales positions, which involves market analysis and the creation of detailed job descriptions. Recruitment entails the systematic approach of identifying potential candidates through various channels, such as social media, company websites, or traditional advertisements. The selection process is thorough, often including stages such as administrative screenings, written exams, interviews, psychological assessments, and competency tests. This rigorous approach ensures that the selected candidates are not just proficient in sales techniques, but also align with the company's culture and values, possess the necessary soft skills, and are capable of sustaining long-term customer relationships.

In this environment, the best practices in recruitment and selection of sales personnel revolve around matching the right individual—with the ideal set of skills, knowledge, and attributes—to the right role at the right time. As companies vie for top talent, successful recruitment and selection strategies are not only about filling vacancies but also about fostering a pool of talent that can adapt to evolving commercial landscapes and drive the business forward.

Sales professionalism has been aptly defined as- “customer oriented approach that employs truthful, Successful Operations ,non-manipulative tactics to satisfy the long-term needs of both the customer and the selling firm (Uduji and Nnabuko, 2008).”

This research endeavors to delve into the intricate realm of recruitment and selection within the context of sales personnel, aiming to unravel the multifaceted strategies, challenges, and best practices that underpin this crucial function. By synthesizing existing literature, empirical evidence, and industry insights, this study seeks to provide a comprehensive understanding of the factors shaping the recruitment and selection processes, along with actionable recommendations to optimize outcomes and drive organizational success.

STRUCTURE OF THE ARTICLE

This paper is organized as follows: following this introduction, the second section provides a comprehensive review of relevant literature, highlighting key theoretical frameworks and empirical studies pertaining to sales recruitment and selection of two industries. Subsequently, the methodology section outlines the research approach, data collection methods, and analytical techniques employed in this study. The findings and discussion section presents the empirical insights derived from the research, followed by a synthesis of key findings and their implications. Finally, the conclusion offers a summary of the study's contributions, limitations, and avenues for future research.

INDUSTRY OVERVIEW

The pharmaceutical industry operates within a highly regulated environment, characterized by stringent compliance requirements, long sales cycles, and specialized product knowledge. In contrast, the FMCG sector thrives on fast-paced consumer trends, demanding agile sales strategies, and widespread distribution networks. Understanding these fundamental differences is essential for tailoring recruitment approaches to each industry's unique needs.

Challenges in Sales Personnel Recruitment: Recruiting sales personnel in the pharmaceutical sector often entails navigating complex regulatory landscapes, identifying candidates with strong scientific acumen, and building relationships with healthcare professionals. In the FMCG sector, challenges revolve around selecting candidates who can adapt to rapidly changing market dynamics, excel in retail environments, and drive product visibility through innovative marketing strategies.

Key Competencies and Skill Sets:

While certain competencies, such as communication skills and resilience, are universally valued in sales roles, each industry prioritizes distinct skill sets. Pharmaceutical sales representatives require a deep understanding of medical terminology, regulatory compliance, and the ability to engage with healthcare professionals effectively. Conversely, FMCG sales professionals must excel in market analysis, negotiation, and brand promotion to succeed in competitive retail environments.

Recruitment Strategies and Best Practices:

Successful recruitment in both industries hinges on implementing tailored strategies that address sector-specific needs. Leveraging digital recruitment platforms, establishing partnerships with industry associations, and offering specialized training programs are effective approaches for attracting top talent. Moreover, adopting a data-driven recruitment approach enables organizations to identify high-potential candidates and streamline the selection process.

RECRUITMENT STRATEGIES

- **Industry-Specific Job Portals:** Utilizing specialized job portals dedicated to pharmaceutical or FMCG roles can help target candidates with relevant industry experience and expertise. These platforms often attract professionals actively seeking opportunities within their respective sectors, streamlining the recruitment process for employers.

- **Networking Events and Industry Conferences:** Participating in industry-specific events, such as pharmaceutical conferences or FMCG trade shows, provides valuable networking opportunities to connect with potential candidates. Engaging with industry professionals in person allows recruiters to assess candidates' industry knowledge, interpersonal skills, and passion for the sector.
- **University Partnerships and Internship Programs:** Collaborating with universities offering programs related to pharmaceutical sciences or marketing can help identify and nurture talent from an early stage. Establishing internship programs provides students with hands-on experience in the industry while allowing organizations to assess their potential for future roles within the company.
- **Referral Programs:** Encouraging employee referrals can be an effective way to tap into existing networks and identify candidates who align with the company culture and values. Offering incentives for successful referrals incentivizes employees to actively participate in the recruitment process and recommend candidates who are a good fit for the organization.
- **Assessment Tools and Psychometric Tests:** Implementing assessment tools and psychometric tests tailored to the specific requirements of sales roles in the pharmaceutical and FMCG sectors can help evaluate candidates' aptitude, personality traits, and suitability for the position. These tools provide valuable insights beyond traditional interviews and resume evaluations, aiding in the selection of candidates who possess the necessary competencies for success.

EVOLVING LANDSCAPE OF SALE

- **Digital Transformation:** Both the pharmaceutical and FMCG industries are witnessing a rapid digital transformation, driven by changing consumer behavior and technological advancements. Sales personnel must adapt to digital tools and platforms for customer engagement, data analytics, and remote collaboration to remain competitive in the evolving marketplace.
- **Personalization and Customer-Centricity:** In an era of increased competition and discerning consumers, sales strategies in both sectors are shifting towards greater personalization and customer-centricity. Sales professionals must understand customer preferences, anticipate needs, and tailor solutions to meet individual requirements, fostering long-term relationships and brand loyalty.
- **Regulatory Compliance and Ethics:** Regulatory compliance remains a critical consideration in the pharmaceutical industry, with sales personnel required to adhere to strict guidelines and ethical standards in their interactions with healthcare professionals. Similarly, FMCG companies must uphold integrity and transparency in marketing practices to maintain consumer trust and regulatory compliance.
- **Data-Driven Decision-Making:** Harnessing the power of data analytics enables sales teams in both sectors to gain actionable insights into market trends, consumer behavior, and sales performance. By leveraging data-driven decision-making, organizations can optimize sales strategies, allocate resources effectively, and identify opportunities for growth in dynamic market environments.
- **Adoption of Remote Sales Models:** The COVID-19 pandemic has accelerated the adoption of remote sales models in both the pharmaceutical and FMCG sectors, necessitating virtual engagement with customers and stakeholders. Sales personnel must embrace digital communication tools, virtual presentations, and online collaboration platforms to adapt to remote working environments and maintain productivity.

LITERATURE REVIEW

The sales function is critical across industries, but the pharmaceutical and FMCG sectors offer unique landscapes for recruitment and retention of sales personnel, necessitating nuanced strategies and approaches.

Pharmaceutical Industry: In the pharmaceutical realm, the literature underscores a highly regulated environment demanding specialized knowledge and skills. With a focus on innovation and compliance, the recruitment process often requires significant investment in identifying individuals with a combination of scientific acumen and sales prowess. This industry also faces high turnover rates and a competitive landscape for talent acquisition, stressing the importance of robust training and development programs to foster loyalty and long-term retention.

FMCG Sector: The FMCG sector, on the other hand, is characterized by a high pace and volume of sales transactions requiring a workforce that is agile, adaptable, and capable of understanding consumer behavior. The recruitment process in this sector often prioritizes speed and efficiency, with a strong emphasis on sales metrics and performance in a highly competitive market. The literature notes that FMCG companies are more likely to invest in broad-reaching recruitment campaigns, leveraging a wide array of channels to attract talent quickly.

Comparative Analysis: Comparatively, while both sectors seek individuals who are persuasive and customer-focused, the literature suggests that pharmaceutical sales roles typically demand a higher level of educational attainment and specialized knowledge than their FMCG counterparts. Furthermore, the pharmaceutical industry's longer sales cycles and complex products require a depth of knowledge and relationship-building skills that are less emphasized in the FMCG sector, which prizes quick turnover and transactional sales expertise.

Recruitment Challenges and Strategies: The literature points to an evolving landscape of recruitment strategies, heavily influenced by digital platforms and social media recruitment tactics. Both industries face the challenge of adapting to new technologies and recruitment channels while maintaining an effective employer brand that attracts top sales talent. Moreover, the literature calls for an alignment of recruitment strategies with organizational culture and long-term business objectives, highlighting the role of human resources as a strategic partner in achieving corporate goals.

CONCLUSION

In conclusion, the literature indicates that while the core objectives of recruiting skilled sales personnel are similar across industries, the methods of attraction, selection, and retention reflect the distinct nature of the pharmaceutical and FMCG sectors.

Scholars and practitioners alike recommend ongoing research and innovation in recruitment strategies to address the dynamic changes in both industries, particularly in the context of globalization and the digital revolution.

On the basis of objectives define, the literature reviews as follows-

Sales Personnel Recruitment Strategies: Pharmaceutical: Recruitment in this industry often requires a focus on candidates with specialized knowledge and certifications to meet rigorous regulatory standards.

FMCG: Recruitment strategies typically prioritize speed and volume due to the high turnover rates often associated with FMCG sales roles; there is also a greater emphasis on skills to handle a fast-paced, consumer-centric environment.

Key Challenges in Recruiting and Retaining Top-Level Sales Staff:

Pharmaceutical: Challenges may include finding candidates with the necessary combination of scientific expertise and sales acumen, along with the complexity of regulatory compliance.

FMCG: Challenges might involve intense competition for top sales talent, the need for candidates who can rapidly adapt to market trends and managing higher turnover rates.

Impact of Industry-Specific Regulations and Market Conditions:

Pharmaceutical: Regulations such as FDA approvals and compliance with healthcare laws can heavily influence the recruitment process. Literature on how regulatory expertise is a valued commodity in candidates would be relevant.

FMCG: Market conditions, such as the demand for quick adaptation to consumer trends and brand representation abilities, are at the forefront. Market research studies identifying consumer preferences can influence recruitment.

Recommendations for Improving Sales Recruitment Practices:

This area would involve synthesizing the findings from the other objectives to provide strategic insights into enhancing recruitment practices. Best practices in recruitment, industry benchmarks, case studies on innovative recruitment campaigns, and HR thought leadership articles could provide a foundation for recommendations.

Methodology that can be used for the Research-

Research Design:

This study adopts a comparative research design to analyze and compare sales personnel recruitment practices in the pharmaceutical and FMCG sectors. The comparative approach allows for the identification of similarities and differences in recruitment strategies, criteria, and outcomes between the two industries.

Sampling:

A purposive sampling technique is employed to select participants from both industries. HR professionals, sales managers, and recruitment specialists with experience in sales personnel recruitment are targeted for interviews and surveys. Sample size determination is guided by the principle of data saturation, ensuring comprehensive coverage of relevant perspectives and insights.

Data Collection:

Data is collected through semi-structured interviews and surveys. Semi-structured interviews provide in-depth insights into participants' experiences, perceptions, and practices related to sales personnel recruitment. Surveys are used to gather quantitative data on recruitment strategies, criteria, and performance indicators. Both qualitative and quantitative data collection methods complement each other, providing a holistic understanding of the research topic.

Data Analysis:

Qualitative data from interviews is analyzed using thematic analysis techniques. Themes and patterns related to sales personnel recruitment practices, challenges, and success factors are identified and coded. Quantitative data from surveys is analyzed using statistical software such as SPSS or R. Descriptive statistics, such as frequencies, means, and percentages, are computed to summarize survey responses. Comparative analysis techniques, such as t-tests or ANOVA, are employed to compare recruitment practices between the pharmaceutical and FMCG sectors.

Triangulation:

Triangulation is utilized to enhance the validity and reliability of the findings. Data triangulation involves comparing and contrasting information obtained from interviews and surveys to corroborate findings. Methodological triangulation involves using multiple data collection methods (i.e., interviews and surveys) to capture different perspectives on sales personnel recruitment in the two industries. The convergence of evidence from multiple sources strengthens the credibility and robustness of the study's findings.

Ethical Considerations:

Ethical considerations, including informed consent, confidentiality, and data protection, are carefully addressed throughout the research process. Participants are provided with clear information about the purpose of the study, their rights as participants, and the voluntary nature of their participation. Confidentiality of participant data is maintained through anonymization and secure data storage practices.

Findings Based on the Literature Review:

Specialization vs. Volume: The pharmaceutical industry's focus on specialization and compliance has led to a more rigorous recruitment process when compared to the FMCG sector, which emphasizes volume and speed. Your findings might reveal that pharmaceutical companies may experience longer time-to-hire periods but potentially higher long-term retention, whereas FMCG companies might fill positions faster but face higher turnover rates.

Investment in Training and Development: Findings might indicate that pharmaceutical companies tend to invest more in training and development to mitigate the high costs associated with turnover and to keep up with evolving regulations. In contrast, FMCG companies may prioritize onboarding efficiency and sales training to quickly adapt to market demands.

Recruitment Channels and Digitalization: Both industries have increasingly utilized digital platforms for recruitment, but your findings might show variations in their effectiveness. Pharma companies may rely more on niche job boards and professional networks due to the specialized nature of the roles, while FMCG companies might find success with broader channels like social media and mass-market job boards.

Alignment with Organizational Goals: Your findings could highlight that successful recruitment practices in both sectors are those that align closely with the company's culture and strategic objectives. This alignment seems to be a key factor in not just recruiting talent but also in retaining employees by ensuring a good fit between the individual's goals and the company's vision.

Impact of Global Trends: The findings may show that both industries are impacted by global economic and demographic trends, such as emerging markets and changing population demographics, which influence sales strategies and, consequently, recruitment needs. These findings would be supported by statistical evidence, such as attrition rates, hiring costs, time-to-fill metrics, and employee satisfaction scores. The conclusions drawn from these findings would inform recommendations for HR professionals in both industries.

Overview of the Pharmaceutical industry in Bangladesh-

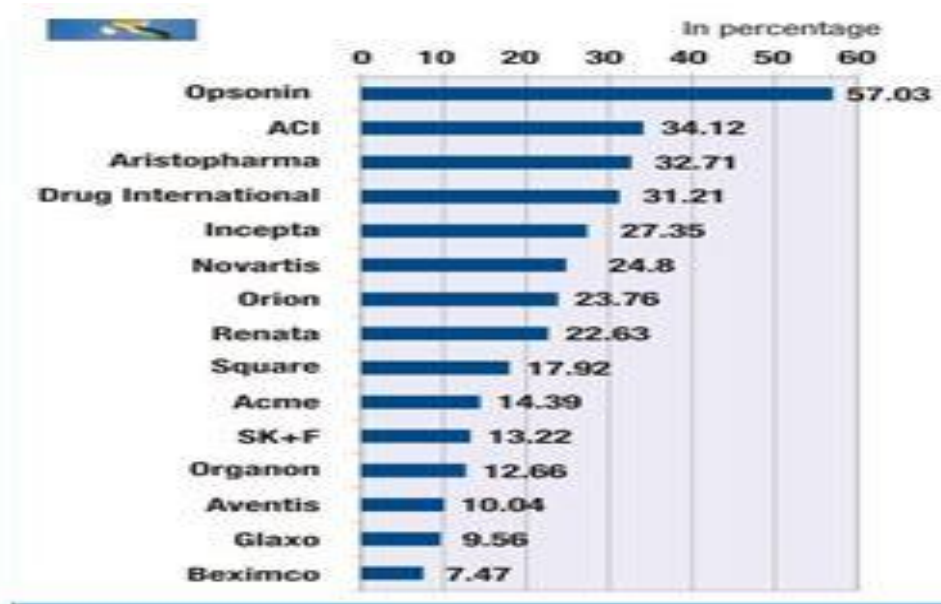
In Bangladesh, pharmaceutical is one of the fastest growing sectors. In 2002, the total size of the pharmaceutical market of Bangladesh was estimated to be US \$ 520 Million. With an annual growth rate of 32%, Bangladesh pharmaceutical industry is now heading towards self-sufficiency in meeting the local demand. At present, there are 225 registered pharmaceutical manufacturers in Bangladesh. Bangladesh pharmaceutical industry is the second highest contributor to the national ex-chequer after tobacco, and it is the largest white-collar intensive employment sector of the country.

According to a working document of International Trade Center (UNCTAD/WTO), Bangladesh market size for pharmaceuticals is US\$ 517 million. Local companies satisfied 80% of domestic demand with a 10% contribution from multinational companies.

Quoting the report, the pharmaceutical sector is the second largest sector (after agriculture) in terms of national revenue. Employment in the sector is more than 75,000. The value of export for essential drugs is US\$ 3.1 million and natural ingredients US\$ 48 thousand. It exports drugs to over 50 countries in the world, but mainly to Bhutan, Singapore and Yemen. The export market is on a rise each year.

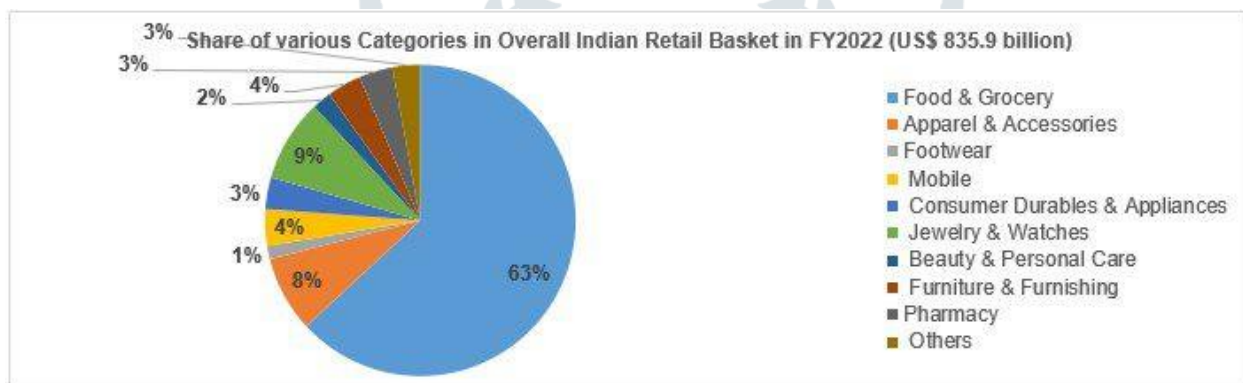
The country's pharmaceutical sector witnessed an unimaginable investment boom in last couple of years as around Taka 25 billion has been ploughed into it alone. Investment worth taka 20 billion is on way as the government has decided to set up an API Park in Chittagong with the facility to house 20 plants. In the last few years as many 10 companies each investing Taka 400 million or more have emerged. Some are already marketing their products while others are in the process. The leading companies are also taking innovative, forward-looking steps. They have set their eyes firmly on the WTO's TRIPs (Trade Related Intellectual Property Rights) and Public Health agreement, which promises Bangladeshi companies the opportunities to export billions between 2005 and 2016. Companies in Bangladesh are allowed to produce patented products. Progressive patent expiration and the implementation of regional trade agreements are expected to underscore the importance of the Asian region's potential for expanded production capacities.

Compliance to international standards, expiration of patents and the investment boom has resulted in the expansion of existing companies and the initiation of new companies.



2023 Economic Overview of the FMCG Market in India-

The retail sector in India was worth \$836 billion in FY22, with traditional trade having an 81.5% contribution.



Source: **INDIA BRAND EQUITY FOUNDATION**

As the fourth-largest business sector in India, the FMCG industry has surpassed the global market, with a double-digit growth in last two decades, while creating employment for nearly 3 million individuals.

According to CRISIL, India's FMCG sales are expected to see a 7-9% revenue jump driven by higher prices, while volume growth is expected to be negligible at 1-2%.

The Union Budget of 2022-24 by the Indian government is focused on reviving rural demand by boosting disposable income, higher fund allocation to rural infrastructure and farmers, increasing connectivity, promoting more exports and amplifying domestic demand and supply. Funds worth \$976 million have been sanctioned as PLI schemes to reduce import costs and increase the cost competitiveness of Made in India products. The government is now allowing 100% FDI in food processing and single-brand retail, while the number stands at 51% for multi-brand retail. This will also help drive growth in 2023 for many FMCG companies in India.

Rural India contributes to over 2/3 of Indian retail and will remain crucial for revival of FMCG sales. Branded products are also seeing increased demand in the rural heartlands.

Another gradual shift that is becoming visible in the India FMCG market, is the rise of organized trade and the decline of the unorganized sector as consumers become more brand conscious. And in 2023 too, this change will continue to prosper.

https://bizom.com/wp-content/uploads/2023/05/1678095595_fe46ca3b4ee7c164d943.jpg

. Conclusion:

The comparative review of sales personnel recruitment in the pharmaceutical and FMCG sectors has revealed distinctive challenges and strategies that align with the unique operational and market dynamics of each industry. Pharmaceutical companies tend to prioritize in-depth knowledge, compliance, and a longer-term approach to retention, reflecting the need for specialization in selling complex products within a highly regulated environment. Emphasis on longer sales cycles and the importance of relationship building is paramount, leading to targeted recruitment that focuses on a candidate's specialized skills and potential for long-term growth.

Conversely, FMCG companies focus on volume, speed, and adaptability to match the fast pace and ever-changing consumer preferences that characterize their market. Recruitment strategies in this sector are geared towards attracting candidates who can

rapidly onboard, perform, and adapt to market trends, necessitating a broader, more agile recruitment approach that can quickly fill positions to maintain high sales turnover.

Digitalization has emerged as a common thread influencing recruitment across both industries, leading to a greater reliance on digital channels for candidate sourcing. However, the effectiveness of these platforms varies between sectors, necessitating tailored approaches that reflect the specific sales roles and industry demands.

Alignment with strategic business goals and an adaptable, responsive approach to global economic and workforce trends are critical for recruitment success in both industries. Future recruitment practices will likely require ongoing innovation, reflecting the evolution of technology, the pressures of global competition, and changing labor demographics.

In conclusion, this study suggests that while there are shared objectives in recruiting talent for sales positions, the pharmaceutical and FMCG sectors require distinctly tailored approaches to recruitment, training, and retention that resonate with their respective market conditions and operational demands. These insights offer a foundation for developing focused recruitment strategies that can contribute to sustained organizational success and competitiveness in the global market.

REFERENCES

- I. Akinlade, D., & Shalack, R. (2017). Strategic human resource management in Non profit organisations: A case for mission-driven human resource practices. *Global Journal of Management & Marketing (GJMM)*, 1(1).
- II. Alabi, K. O., Adedeji, A. A., Mahmuda, S., & Fowomo, S. (2024). Predictive Analytics in HR: Leveraging AI for Data-Driven Decision Making. *International Journal of Research in Engineering, Science and Management*, 7(4), 137-143.
- III. Biea, E. A., Dinu, E., Bunica, A., & Jerdea, L. (2023). Recruitment in SMEs: the role of managerial practices, technology and innovation. *European Business Review*.
- IV. Branicki, L., Kalfa, S., & Brammer, S. (2022). Surviving Covid - 19: the role of human resource managers in shaping organizational responses to societal paradox. *British Journal of Management*, 33(1), 410-434.
- V. Cespedes, F. V. (2021). *Sales Management That Works: How to Sell in a World That Never Stops Changing*. Harvard Business Press.
- VI. Gade, S. B. (2023). Exploring Sales and Marketing Strategies in the Pharmaceutical Industry: A Comprehensive Review. *International Journal of Pharmaceutical Sciences*, 1(11), 1-1.
- VII. Ghauri, E. (2018). Performance evaluation of sales employees: a comparative investigation in the pharmaceutical industry. *International Journal of Business Performance Management*, 19(3), 253-279.
- VIII. Ghosh, A., Verghese, M., Vyas, J. H., & CG, R. R. Talent management strategies and its impact on retaining the talented sales force of Indian Pharmaceuticals industry.
- IX. Goleman, D., Gallo, A., Su, A. J., & Boyatzis, R. (2024). HBR's 10 Must Reads on Strengthening Your Soft Skills (with bonus article " You Don't Need Just One Leadership Voice--You Need Many" by Amy Jen Su). Harvard Business Press.
- X. Gouranton, A. (2023). Exploring the impact of FMCG industry's trends on product management: How do the latest trends and changes in expectations within the FMCG industry affect product managers?.
- XI. Habel, J., Alavi, S., & Heinitz, N. (2023). A theory of predictive sales analytics adoption. *AMS Review*, 13(1), 34-54.
- XII. I. (2023). Recruitment & selection process of the Acme Laboratories Ltd.
- XIII. Kesari, B. (2014). Salesperson performance evaluation: A systematic approach to refining the sales force. *EXCEL International Journal of Multidisciplinary Management Studies*, 4(6), 49-66.
- XIV. Khan, F. A., Ahmad, M., & Saeed, T. (2023). A new perspective on behavior-based sales control system and salespersons' job outcomes: an outbound pharmaceutical sales perspective. *International Journal of Pharmaceutical and Healthcare Marketing*, 17(4), 450-475.
- XV. König, C. J., & Langer, M. (2022). Machine learning in personnel selection. In *Handbook of research on artificial intelligence in human resource management* (pp. 149-167). Edward Elgar Publishing.
- XVI. Nørskov, S., Damholdt, M. F., Ulhøi, J. P., Jensen, M. B., Mathiasen, M. K., Ess, C. M., & Seibt, J. (2022). Employers' and applicants' fairness perceptions in job interviews: using a teleoperated robot as a fair proxy. *Technological Forecasting and Social Change*, 179, 121641.
- XVII. Østerud, K. L. (2022). A balancing act: The employer perspective on disability disclosure in hiring. *Journal of Vocational Rehabilitation*, 56(3), 289-302.
- XVIII. Roy, M. M. (2022). Artificial intelligence in pharmaceutical sales & marketing: A conceptual overview. *International Journal of Innovative Research in Technology*, 8(11), 897-902.
- XIX. Schendzielarz, D., Alavi, S., & Guba, J. H. (2022). The impact of salespeople's social media adoption on customer acquisition performance—a contextual perspective. *Journal of Personal selling & sales Management*, 42(2), 139-157.
- XX. Singh, J., Flaherty, K., Sohi, R. S., Deeter-Schmelz, D., Habel, J., Le Meunier-FitzHugh, K., ... & Onyemah, V. (2019). Sales profession and professionals in the age of digitization and artificial intelligence technologies: concepts, priorities, and questions. *Journal of Personal Selling & Sales Management*, 39(1), 2-22.