



## **DESIGNING AN EFFECTIVE METHOD TO RECRUIT SALES TEAM TO INCREASE COMPANY REVENUE IN A START UP INDUSTRY**

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### **Abstract**

*Recruiting can have the biggest impact on revenue in expanding organizations. Optimus Consulting is a local based start-up company in human resource offers executive search, recruitment process outsourcing, end-to-end mass hiring such as Management Trainee hiring program, and digital recruitment platform that helps recruiter to manage and monitor hiring process. The goal of the research is to develop a successful approach for recruiting and selecting the sales team in order to boost sales revenue. Throught a qualitative data analysis, the study found that sales team recruitment process are essential and will impact directly to the performance and the achievement of the particular sales. To address with the opportunities, Optimus should focus on improving the current recruitment process into new recruitment process with some new steps are adding into it. Some of the steps are technical assessment, simulation (case study and role play), background checking and medical check up. By addressing these opportunities, Optimus can effectively find the right sales talent to strengthen the sales team in order to increase the sales revenue and achieve its yearly target.*

**Keywords:** *Recruitment, Selection, Human Resource, Sales Team, Revenue, Optimus.*

### **Introduction**

Many people are surprised to learn that, out of all the HR tasks, recruiting can have the biggest impact on revenue in expanding organizations. That is a strong assertion, and it serves as the foundation for a presentation from the ERE national recruiting conference. We all understand that signing elite talent like LeBron James or George Clooney has a significant financial impact on both the sports and entertainment industries. Although the business sector experiences the same substantial financial impact, recruiting leaders usually never concentrate on creating that revenue impact.

It appears that HR executives are always seeking for ways to be more strategic and improve as "business partners." Regrettably, a lot of HR professionals make a big mistake by deciding what they think is strategically important on their own. An improved strategy is to allow the CEO specify what they mean by strategic. Also, CEOs in most firms place a strong emphasis on sales and revenue growth. Revenue growth is another metric that financial analysts use to assess the health of a company and its potential for future growth.

HR is unfortunately the one remaining major corporate functional area where revenue growth is not a major focus. Clearly HR has not historically been “a champion” of increasing revenue, and even today, most HR functional leaders make no attempt to measure their impact on revenue. Unfortunately, in HR we instead typically restrict the definition of our success to pedestrian measures like the number of hires, employee turnover rates, or the number of training hours offered. Failing to focus on revenue is a fatal strategic mistake, especially given the fact that labor costs are often the highest corporate variable cost item and because improving the management of people has a higher ROI than equal investments in finance and capital projects. Other areas of HR also have significant revenue impacts but because every employee goes through the Recruit process, recruiting has the potential to create the highest impact on revenue. For example, Google has calculated that recruiting a top technologist (versus recruiting an average one) will result in 300 times more productivity and business impact. And because the average Google employee generates over \$1 million in revenue each year, Recruit a single “purple-squirrel” top technologist has the potential for adding \$300 million to Google’s revenue each and every year that the new hire remains with the firm.

Startups are businesses or endeavors that are concentrated on a certain good or service that the founders seek to market. These businesses often lack a fully formed business plan and, more importantly, sufficient funding to advance to the next stage of development. The core managerial staff at startups is crucial to developing strategies, reaching out to the target market, and running the business. Some startups might have frequently failed to assemble a capable, well-trained workforce. These management flaws will have an impact on the overall operation and effectiveness of the business. Sales will suffer immediately as a result of this. So, it is crucial to hire highly trained sales people and to provide them with thorough training before they start speaking with potential customers. In other words, poor sales hiring practices may result in poor performance in generating company revenue.

## **Method**

This study will primarily employ qualitative techniques to build an efficient sales team recruitment procedure. Data collection is a crucial stage in the research process, is the gathering of information from various sources to answer the study questions. In this study, the author will design plans utilizing both internal and external analyses. The author will utilize qualitative data collection techniques. Data collection using in-depth interview to internal and external stakeholder. Data Analysis Method(s) used is Qualitative Data Analysis.

Purposive sampling will be used by the author to compile the data and determine the sample size in order to undertake this study. A non-probabilistic sampling technique called "purposeful sampling" entails choosing a specific sample from a population based on predetermined standards or traits. Purposive sampling's important feature is that participants are chosen based on the researcher's predetermined selection criteria, which are frequently particular to each research topic.

In the context of this research, the author will choose 1 (one) respondent from all stakeholder level. The in-depth interviews will be conducted either face-to-face, or online with various online meeting services (G-meet, Zoom, FaceTime, or WhatsApp call). The

result will be transcribed, and later on analyzed with Thematic Analysis. Thematic analysis can be used to analyze the results of an in-depth interview. Thematic analysis involves identifying, coding, and categorizing patterns and themes that emerge from the data collected through the in-depth interview. The following are the steps to conduct thematic analysis:

- a. Familiarize yourself with the data: Read through all the transcripts of the in-depth interviews to get a thorough understanding of the data.
- b. Coding the data: Code the data by identifying keywords, phrases, and sentences that is related to the research question.
- c. Organizing the codes: Organize the codes into categories and sub-categories to identify themes.
- d. Identifying themes: The next step is to identify the main themes that emerged from the data.
- e. Refining themes: After identifying the main themes, author will refine them by reviewing the data and ensuring that each theme accurately represents the data.
- f. Describe: The final step is to describing the themes and how they were identified.

The author will use open-ended questions for the queries. Open-ended questions can help the interviewer get a better understanding of the client's motives, influences, and decision-making process by eliciting specific difficulties, challenges, and opportunities that they have faced. Insightful feedback for the company to use in improving its offers and consumers' experiences can be provided via open-ended questions. They can also be used to highlight potential for product or service improvement.

## **Result and Discussion**

### **Analysis**

The author has gathered the qualitative data using in-depth interview from respondents with the characteristic as follows:

1. Internal
  - a. One respondent from Management Level: CEO or Director.
  - b. Two respondents from Head Level: Head of Sales and Head of Recruitment.
  - c. Two respondents from Staff Level: 1<sup>st</sup> Sales Staff and 2<sup>nd</sup> Sales Staff.
2. External
  - a. Two respondents from Customers: 1<sup>st</sup> Customer and 2<sup>nd</sup> Customer.
  - b. Two respondents from Sales Candidate: 1<sup>st</sup> Sales Candidate and 2<sup>nd</sup> Sales Candidate.

The interview was conducted within the time range of 10 – 30 April 2023. The in-depth interview was conducted through Zoom online and is recorded and transcribed. Due to data privacy, the author will not disclose the identity. However, the author can show the recordings without giving an access or possession to another party.

## In-Depth Interview Result

### Transcript of Optimus CEO Interview

*Table 1. Codes and Themes for CEO Interview Result*

Codes	Themes
<ul style="list-style-type: none"> <li>• Background checking</li> <li>• Technical assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Selection process</li> </ul>

In conclusion, the thematic analysis of CEO as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

a. Background checking

The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.

b. Technical assessment

Technical assessment especially in sales could assess his/her personality and knowledge by giving case study question to better assess before going to user interview step.

### Transcript of Optimus Head of Sales Interview

*Table 2. Codes and Themes for Head of Sales Interview Result*

Codes	Themes
<ul style="list-style-type: none"> <li>• Background checking</li> <li>• Technical assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Selection process</li> </ul>

In conclusion, the thematic analysis of Head of Sales as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

a. Background checking

The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.

b. Technical assessment

Technical assessment especially in sales could assess his/her personality and knowledge by giving case study question to better assess before going to user interview step.

### Transcript of Optimus Head of Recruitment Interview

*Table 3. Codes and Themes for Head of Recruitment Interview Result*

Codes	Themes
<ul style="list-style-type: none"> <li>• Background checking</li> <li>• Technical assessment</li> <li>• Simulation (FGD/Role Play/Case Study)</li> <li>• Medical Check Up</li> </ul>	<ul style="list-style-type: none"> <li>• Selection process</li> </ul>

In conclusion, the thematic analysis of Head of Recruitment as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

- a. Background/Reference checking  
The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.
- b. Technical assessment  
Technical assessment especially in sales could assess his/her personality and knowledge by giving case study question to better assess before going to user interview step.
- c. Simulation (FGD/Role Play/Case Study)  
Simulation is essential to assess candidate knowledge on sales. This simulation helps recruiter to assess better their real potential of the candidate as a sales.
- d. Medical Check Up  
Medical check up is essential to check whether the candidate is in a good condition to work or not. This is to prevent candidate get sick over time and dragging down the sales team objective to achieve target.

### Transcript of Optimus Sales Team 1 Interview

*Table 4. Codes and Themes for Sales Team 1 Interview Result*

Codes	Themes
<ul style="list-style-type: none"><li>• Background checking</li><li>• Technical assessment</li><li>• Medical Check Up</li></ul>	<ul style="list-style-type: none"><li>• Selection process</li></ul>

In conclusion, the thematic analysis of Sales Team 1 as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

- a. Background checking  
The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.
- b. Technical assessment  
Technical assessment especially in sales could assess his/her personality and knowledge by giving case study question to better assess before going to user interview step.
- c. Medical Check Up  
Medical check up is essential to check whether the candidate is in a good condition to work or not. This is to prevent candidate get sick over time and dragging down the sales team objective to achieve target.

### Transcript of Optimus Sales Team 2 Interview

*Table 5. Codes and Themes for Sales Team 2 Interview Result*

Codes	Themes
<ul style="list-style-type: none"><li>• Background checking</li><li>• Technical assessment</li><li>• Simulation (FGD/Role Play/Case Study)</li></ul>	<ul style="list-style-type: none"><li>• Selection process</li></ul>

In conclusion, the thematic analysis of Sales Team 2 as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

- a. Background checking  
The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.
- b. Technical assessment  
Technical assessment especially in sales could assess his/her personality and knowledge by giving case study question to better assess before going to user interview step.
- c. Simulation (FGD/Role Play/Case Study)  
Simulation is essential to assess candidate knowledge on sales. This simulation helps recruiter to assess better their real potential of the candidate as a sales.

### Transcript of 1<sup>st</sup> Startup Customer

*Table 6. Codes and Themes for Customer 1 Interview Result*

Codes	Themes
<ul style="list-style-type: none"><li>• Background checking</li><li>• Simulation (FGD/Role Play/Case Study)</li><li>• Medical Check Up</li></ul>	<ul style="list-style-type: none"><li>• Selection process</li></ul>

In conclusion, the thematic analysis of 1<sup>st</sup> customer as Head of Human Resource as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

- a. Background/Reference checking  
The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.
- b. Simulation (FGD/Role Play/Case Study)  
Simulation is essential to assess candidate knowledge on sales. This simulation helps recruiter to assess better their real potential of the candidate as a sales.
- c. Medical Check Up  
Medical check up is essential to check whether the candidate is in a good condition to work or not. This is to prevent candidate get sick over time and dragging down the sales team objective to achieve target.

### Transcript of 2<sup>nd</sup> Startup Customer

*Table 7. Codes and Themes for Customer 2 Interview Result*

Codes	Themes
<ul style="list-style-type: none"><li>• Background checking</li><li>• Technical assessment</li><li>• Simulation (FGD/Role Play/Case Study)</li></ul>	<ul style="list-style-type: none"><li>• Selection process</li></ul>

<ul style="list-style-type: none"> <li>• Medical Check Up</li> </ul>	
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In conclusion, the thematic analysis of 2<sup>nd</sup> customer as human resource manager as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

- a. Background/Reference checking  
The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.
- b. Technical assessment  
Technical assessment especially in sales could assess his/her personality and knowledge by giving case study question to better assess before going to user interview step.
- c. Simulation (FGD/Role Play/Case Study)  
Simulation is essential to assess candidate knowledge on sales. This simulation helps recruiter to assess better their real potential of the candidate as a sales.
- d. Medical Check Up  
Medical check up is essential to check whether the candidate is in a good condition to work or not. This is to prevent candidate get sick over time and dragging down the sales team objective to achieve target.

**Transcript of 1<sup>st</sup> Sales Candidate**

*Table 8. Codes and Themes for Sales Candidate 1 Interview Result*

Codes	Themes
<ul style="list-style-type: none"> <li>• Background checking</li> <li>• Simulation (FGD/Role Play/Case Study)</li> </ul>	<ul style="list-style-type: none"> <li>• Selection process</li> </ul>

In conclusion, the thematic analysis of 1<sup>st</sup> sales candidate as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

- a. Background/Reference checking  
The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.
- b. Simulation (FGD/Role Play/Case Study)  
Simulation is essential to assess candidate knowledge on sales. This simulation helps recruiter to assess better their real potential of the candidate as a sales.

**Transcript of 2<sup>nd</sup> Sales Candidate**

*Table 9. Codes and Themes for Sales Candidate 2 Interview Result*

Codes	Themes
<ul style="list-style-type: none"> <li>• Background checking</li> <li>• Simulation (FGD/Role Play/Case Study)</li> </ul>	<ul style="list-style-type: none"> <li>• Selection process</li> </ul>

- Medical Check Up

In conclusion, the thematic analysis of 2<sup>nd</sup> sales candidate as respondent reveals some key factors that would contribute to a better recruitment strategy as follows:

a. Background/Reference checking

The respondent believes that background checking could give a recruiter a wide view of a candidate where they can see the performance of the candidate from his/her previous company.

b. Simulation (FGD/Role Play/Case Study)

Simulation is essential to assess candidate knowledge on sales. This simulation helps recruiter to assess better their real potential of the candidate as a sales.

c. Medical Check Up

Medical check up is essential to check whether the candidate is in a good condition to work or not. This is to prevent candidate get sick over time and dragging down the sales team objective to achieve target.

### Summary of In-depth Interview Result

The qualitative interviews with 9 respondents from internal (1 CEO, 1 Head of Sales, 1 Head of Recruitment, 2 Sales Team) and 4 respondents from external (2 customers and 2 sales candidates) further emphasized the importance of selection process to recruit sales team. The selection process that are crucial are technical assessment, simulation (FGD/LGD/Role Play/Case Study), background checking, and medical check up. These processes were identified as the main reasons behind the unsuccessful of Optimus and startups in hiring the sales talent to help in achieving revenue target. Overall, the analysis suggest that stat up business is lack of recruitment process especially in sales team, but there is room for improvement to get the right talent of sales.

### Business Solution

The author is proposing an effective method to recruit sales team to increase revenue in start up industry. Based on the summary of in-depth interview result, the author has identified several areas where we can improve and optimize the recruitment process to hire the best sales talent. To address these issues, the author proposes the following solutions:

1. Sourcing

Start by defining completely the sales team's roles and responsibilities. This includes determining the expertise, background, and qualifications required for the role. It's crucial to employ a multifaceted strategy to spread a broad net and find the people that are most suitable. Below are some effective recruitment sourcing steps to find the right sales:

a. Job Boards

Advertise job positions on well-known employment sites like LinkedIn, Indeed, and Jobstreet to draw in sales applicants who are actively looking for new possibilities. To boost visibility, make sure to optimize your job postings with relevant keywords and a catchy job title.



- b. Social Media  
Utilize social media sites, particularly professional networking site LinkedIn, to find and connect with potential sales candidates. To select applicants based on particular standards, such as location, industry, experience, and talents, use advanced search filters.
  - c. Employee Referrals  
Encourage the members of your present staff and sales team to recommend possible recruits to their contacts. Employees frequently refer people they think would fit well with the business culture and dynamics of the sales team, which makes them an excellent source of high-quality applicants.
  - d. Networking Events  
To meet possible sales candidates, attend to trade exhibitions, seminars, and networking events connected to your sector. These gatherings offer a chance to interact with sales professionals face-to-face, develop friendships, and find possible prospects who might not be actively looking for work.
  - e. Professional Associations  
Many industries have professional associations or organizations dedicated to sales or specific verticals. Utilize these resources to access their membership directories, job boards, or events to connect with sales candidates who are actively engaged in their industry.
  - f. Company Career Page  
Make sure your company's website includes a separate careers section that lists all of the sales roles that are currently open and offers a simple application process. Add relevant keywords to the page to raise its search engine ranks and attract in organic traffic.
2. Administration Screening  
Evaluate the resumes and applications submitted by candidates for the sales position. Look for the qualifications, training, education, and other essential requirements listed in the job offer that relate to sales. Candidates who fall short of the requirements should be eliminated.
  3. Psychometric & Technical Assessment  
Providing insight into a candidate's personality traits, cognitive ability, and other relevant factors that may have an impact on their success in a sales position. The author recommends to use Mettl Sales Assessment. This assessment will assess candidates with details as follows:
    - a. Sales Aptitude  
These assessments measure a candidate's inherent abilities and skills related to sales, such as verbal and numerical reasoning, problem-solving, and decision-making.
    - b. Sales Personality Traits  
These assessments evaluate a candidate's personality traits that are relevant to sales success, such as extraversion, assertiveness, emotional intelligence, and resilience.
    - c. Sales Skills

These assessments assess a candidate's skills in key areas of sales, such as prospecting, negotiation, closing, and customer relationship management.

d. Situational Judgment

These assessments present candidates with realistic sales scenarios and evaluate their ability to make effective decisions in those situations, assessing their judgment, customer handling skills, and sales acumen.

e. Motivation and Drive

These assessments evaluate a candidate's level of motivation, goal orientation, and determination to achieve sales targets.

4. Simulation

Simulation also referred to as case studies or role plays are frequently used in the hiring process to evaluate a candidate's aptitude for sales and capacity for problem-solving in a real-world sales environment. Candidates are often given a simulated sales scenario or situation for these examinations, and their performance is assessed based on their actions, answers, and decision-making throughout the simulation.

5. HR and User Interview

HR and user interview process for hiring the best sales professionals commonly used STAR method. This framework enables interviewer to assess a candidate's sales skills, experience, and fit for the sales role. STAR method are as follows:

a. Situation

Describe the context or conditions of the sales scenario. Give a brief overview of the conditions, including the backdrop, any challenges or opportunities you encountered, and any relevant details.

b. Task

Describe the specific assignment or objective that you were required to do in the sales situation. Indicate exactly what you were required to complete or what you set out to accomplish.

c. Action

Describe what you did to deal with the problem and complete the work. Give specifics on the methods, procedures, and tactics you employed while emphasizing your individual contributions and actions.

d. Result

Share the results or impact of your sales scenario actions. Highlight your accomplishments, impacts, and measurable outcomes that prove your success.

6. Background Checking

Background checking for sales candidates is an important step in the hiring process to ensure that the candidates are qualified, trustworthy, and reliable for the sales role. The use of background checking are as follows:

a. Criminal history

Conduct a criminal history check on the applicant to see whether they have any records that would put doubt on their honesty, integrity, or capacity to handle the

responsibilities of the sales role. Check for any relevant criminal records in the jurisdictions where the candidate has lived or worked

b. Employment verification

Verify the candidate's employment history, including their previous sales roles, job titles, dates of employment, and responsibilities. Contact their previous employers to confirm their work experience, job performance, and reasons for leaving.

c. Education verification

Verify the candidate's education credentials, including their degrees, certifications, and other qualifications that are relevant to the sales role. Confirm the authenticity of their education records with the educational institutions they claim to have attended.

d. Social media screening

Conduct a social media screening to review the candidate's online presence and activity. Look for any red flags, such as derogatory comments, inappropriate behavior, or unprofessional conduct that may reflect poorly on the candidate's suitability for the sales role

7. Medical Check Up

Medical check-ups, also known as pre-employment medical examinations or pre-placement health assessments, are conducted to assess the overall health and fitness of job candidates before they are hired for a particular role. The primary purpose of a medical check-up is to determine if a candidate is physically capable of performing the essential job duties without posing a risk to themselves or others in the workplace.

8. Offering

After the hiring process has been completed and the chosen candidate has successfully completed the various stages, the offering process in hiring sales typically involves providing a job offer to the candidate. Offering activities are consists of:

a. Determine the offer details

The specifics of the job offer, such as the wage, commission or bonus structure, benefits, start date, and any other pertinent terms and conditions, must be ascertained by the employer. Make sure the offer complies with all relevant laws and regulations as well as the company's compensation policies and practices.

b. Negotiation

The candidate might want to discuss or negotiate specific terms of the offer, such as the salary, commission/bonus structure, or benefits, so be ready for negotiations. Be willing to discuss reasonable requests and work to come to a compromise. However, make sure that any negotiations follow the policies and procedures of the business.

c. Timelines

Establish specific deadlines for the applicant to reply to the job offer. A candidate is typically given a certain number of days to accept or reject the offer.

d. Follow-up

Confirm the candidate's decision and collect any necessary paperwork, such as a signed offer letter, return of taxes, or any other relevant papers, by following up with the

candidate. Give the candidate any extra details or help they might need to successfully complete the onboarding process.

9. Onboard

Once the candidate has accepted the job offer, you must begin the onboarding process, which includes completing any paperwork that is required, giving the candidate orientation and training, and preparing them for success in their new position.

Based on the proposed recruitment strategy, the author would like to elaborate more about the difference between the regular sales hiring process to the new one. The step difference can be seen in the table 11 below.

*Table 10. The Difference between Regular and Proposed Hiring Process*

<b>Regular Process</b>	<b>Proposed Process</b>
CV/Resume submission	CV/Resume submission
Administration Screening	Administration Screening
Psychometric Assessment	Psychometric & Technical Assessment
-	Simulation
User Interview	HR & User Interview
-	Background Checking
-	Medical Check Up
Offering	Offering
Onboarding	Onboarding

Based on the table 10 above it's important to further elaborate why some steps are important in the recruitment process as follows:

1. Simulation

Simulation also referred to as case studies or role plays are frequently used in the hiring process to evaluate a candidate's aptitude for sales and capacity for problem-solving in a real-world sales environment

2. Background Checking

Background checking for sales candidates is an important step in the hiring process to ensure that the candidates are qualified, trustworthy, and reliable for the sales role

3. Medical Check Up

Medical check-ups, also known as pre-employment medical examinations or pre-placement health assessments, are conducted to assess the overall health and fitness of job candidates before they are hired for a particular role

**Implementation Plan & Justification**

Based on the strategy above, the author proposing implementation plan as shown in the table 11 in the next page. The total timeline to implement this recruitment program would be 64 calendar days. Timeline could be adjusted based on needs. The end-to-end process are as follows:

1. Defining sales's job responsibilities and qualification. This process is a crucial stage in the recruitment and selection process because it can assist in attracting the best

- applicants, establishing expectations, assessing performance, and informing training and development.
2. Creating sourcing strategy. This process is a crucial stage in the recruitment and selection process because it can assist employers in attracting qualified candidates, saving time and money, developing a talent pipeline, and enhancing diversity and inclusion.
  3. Defining screening criteria. This process is a crucial stage in the recruitment and selection process because it aids in the development of an effective and consistent screening process, enhances decision-making, and guarantees legal compliance.
  4. Defining selection tools. This process is a crucial step in the recruitment and selection process because it helps to improve the selection process, ensure objective candidate evaluation, ensure legal compliance, and make better hiring decisions.
  5. Kick off meeting. This process as it promotes objective clarity, ensures team coordination, identifies potential difficulties, and effectively manages the timeline and budget
  6. Administration screening. This process is a crucial stage in the recruitment and selection process because it aids in the identification of qualified candidates, guarantees consistency and fairness, is cost- and time-effective, and aids in ensuring legal compliance.
  7. Psychometric & technical assessment. This process is crucial in the recruitment and selection process because they give candidates an unbiased evaluation, eliminate biases, have a high level of predictive validity, and guarantee legal compliance.
  8. Simulation. This process is crucial in the recruitment and selection process because they offer a realistic assessment of candidates, enable behavior observation, have a high level of predictive validity, and encourage candidate engagement.
  9. HR & user interview. This process is crucial to the hiring and hiring process because they can evaluate fit, compile additional data, engage candidates, and involve stakeholders. By doing this, you can make sure that the hiring decision is well-informed and consistent with the objectives and core values of the company.
  10. Background checking. This process is crucial to the recruitment and selection process because it can support information verification, risk mitigation, compliance assurance, and reputational protection for the company. In order to ensure fairness and respect for candidates' privacy, background checks must be carried out in accordance with legal and ethical requirements.
  11. Medical check up. This process is a crucial step in the recruitment and selection process because it ensures the candidate's and other employees' health and safety at work, helps to prevent illness and injuries, ensures compliance with regulations, and helps to save money.
  12. Offering. This process is a crucial phase in the hiring and selection process that can affect the company's capacity to bring in and keep top talent, establish a solid reputation, adhere to legal requirements, and ultimately accomplish its business goal.
  13. Onboarding. This process is a crucial phase in the hiring and selection process that may affect employee retention, productivity, engagement, and legal compliance. A successful



While the end-to-end process may differ depending on the size and resources of a startup, it is generally crucial for startup to adhere to a thorough hiring procedure when hiring the sales team. Some justifications are as follows:

1. Identify the right sales talent. Startups need to identify and attract individuals with the right qualifications (skills, experience, and mindset to drive sales success). This also include defining the job responsibilities, qualifications, and attributes required.
2. Attract top sales talent. A clear and well-planned recruitment process helps startups attract top talent effectively in communicating the company value proposition. This include leveraging appropriate job boards, networking, and referrals.
3. Assess candidate competency. Through a structured and complete recruitment process, startups can evaluate in details candidate qualification, experience, and others. This also include selection process (psychometric assessment, simulation, background checking, interview and others)
4. Ensure a fair and objective selection process. Following a structured recruitment process can ensure a fair and objective assessment, minimizing biases and increasing a chance to hire the most competent sales team.
5. Mitigate risks and costs. A structured recruitment process helps startup to mitigate the risks and costs in the wrong hire. By investing time and effort in the process, startups can prevent potential setbacks and financial implications that may arise from the poor hiring decisions.

## **Conclusion**

The research on effective method to recruit sales team in order to increase company revenue in a start-up industry provided valuable insights for the company to better understand and clearly map the root causes of the challenges and company's current recruitment process that require improvement and adjustment. The qualitative interviews highlight the correlation between recruitment and revenue achievement and also opportunities for improving the sales team recruitment process.

Based on the qualitative interview, the respondents were stating that sales team recruitment process are essential and will impact directly to the performance and the achievement of the particular sales.

To address with the opportunities, Optimus should focus on improving the current recruitment process into new recruitment process with some new steps are adding into it. Some of the steps are technical assessment, simulation (case study and role play), background checking and medical check up. By addressing these opportunities, Optimus can effectively find the right sales talent to strengthen the sales team in order to increase the sales revenue and achieve its yearly target.

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