

The background features a complex network of blue and red lines and dots, resembling a data visualization or a neural network, with a large, stylized blue shape on the right side that resembles a head or a profile.

Evolution of traditional job roles in Sales Function

Conceptualized and Developed: Jun – 2021

The objective of this document is to provide a detailed analysis of disruption, transformation, and emergence of New Age 'Sales' job roles and how organizations can leverage global talent pool of New Age Sales professionals with target hiring, This report also provides Reskilling strategies to help HR leaders train the disrupted job roles to high demand job roles with digital skillsets

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- Reskilling strategies to convert traditional roles into digital forward-looking role

This section covers:

- How changes in consumer behavior have led organizations to reimagine their sales strategy
- Emerging technology & tools used by Organizations to improve Sales
- Traditional Vs New-Age Sales workflow

Consumer buying pattern has changed drastically in recent times and traditional means of Sales are not efficient anymore

Key reasons for changes in consumer buying behavior over last few years

<p>Post-covid 55% of customers¹ are making online purchase more frequently</p> <p>Covid-19 Impact</p>	<p>~47% of consumers² are open to directly buying from AI driven chatbots</p> <p>Increased Digital Adoption</p>
<p>~67% of customers³ prefer self service over speaking to company representative</p> <p>Change in purchasing behaviour</p>	<p>There is ~50% increase⁴ in people talking about health on social media in 2020</p> <p>Increased focus on health / wellness</p>
<p>Customer is ~2.5x more⁵ likely to share negative experience than positive</p> <p>Interpersonal behaviour change</p>	<p>~86% of consumers⁶ are willing to pay more for great customer experience (CX)</p> <p>Increased sensitivity towards CX</p>



Companies are reimagining their sales strategy to cope up with the changing customer's demand

- Creating Omni-Channel Point-of-Sale**
Option for buyers to purchase from web, mobile or store
- In-Store Digitalization**
Elevating buyer purchase experience with store digitalization
- Targeted & Personalized Experience**
Providing convenience to the buyer
- Restructuring Sales force**
Focusing on digital skills in workforce

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Key digital sales solutions and offerings available in the market



Emerging Technologies used in Sales function by organizations

Predictive analytics

Predictive analytics makes use of techniques like data mining, modeling, ML, AI as well as big data to analyze current sales data and make reliable predictions for the future.

From AI based assistant to using NLP & ML to chatbots, AI is going to be used extensively in sales domain. AI is also used in speech recognition to understand consumers more

Artificial Intelligence

Automation

Sales automation saves time spent on repetitive tasks, letting the sales team focus solely on selling and closing deals more effectively.

IoT devices & applications will be used in collecting & scrutinizing data to streamline the discovery of customer needs & forecasting future opportunities

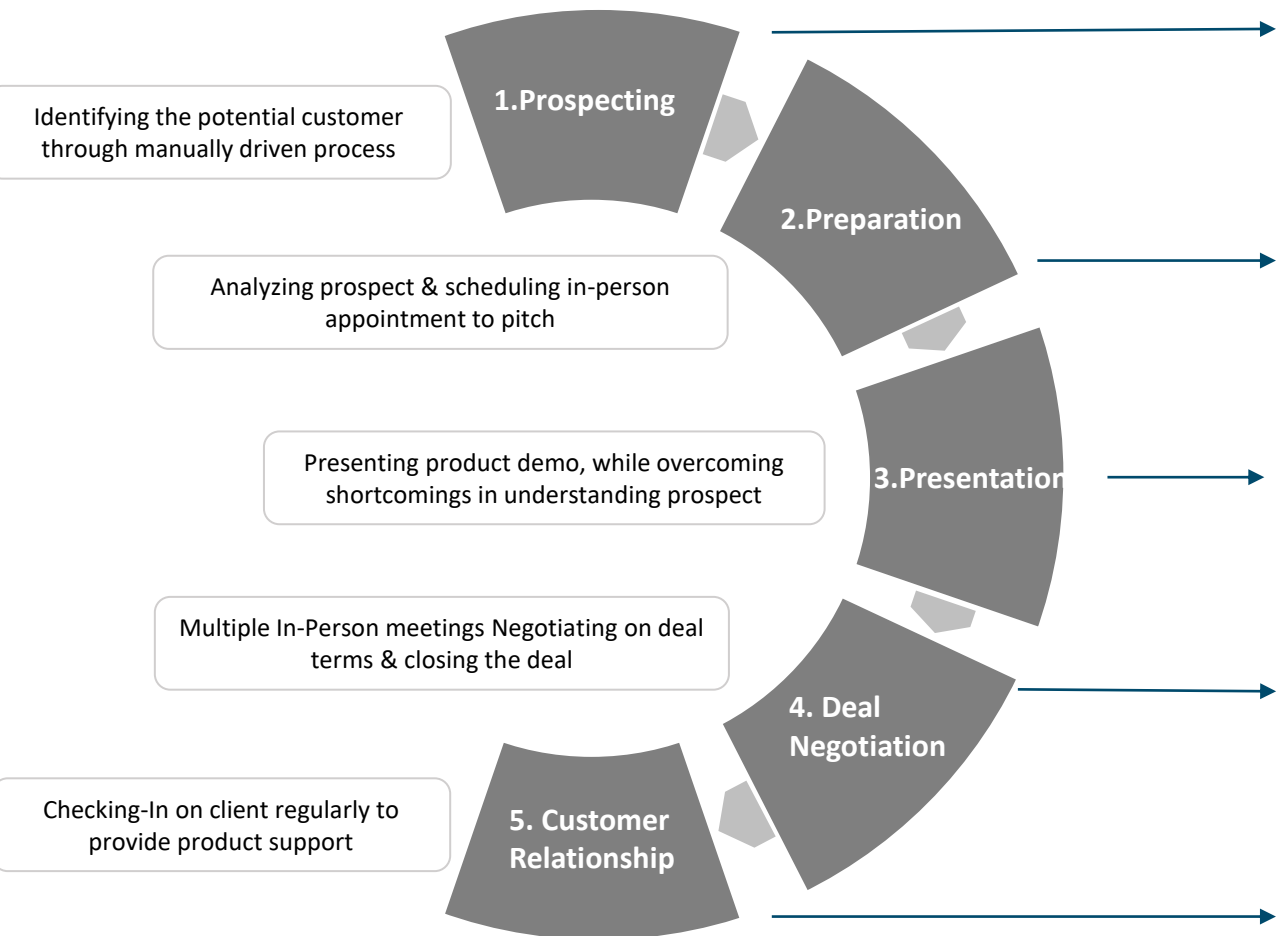
IoT

Cloud computing

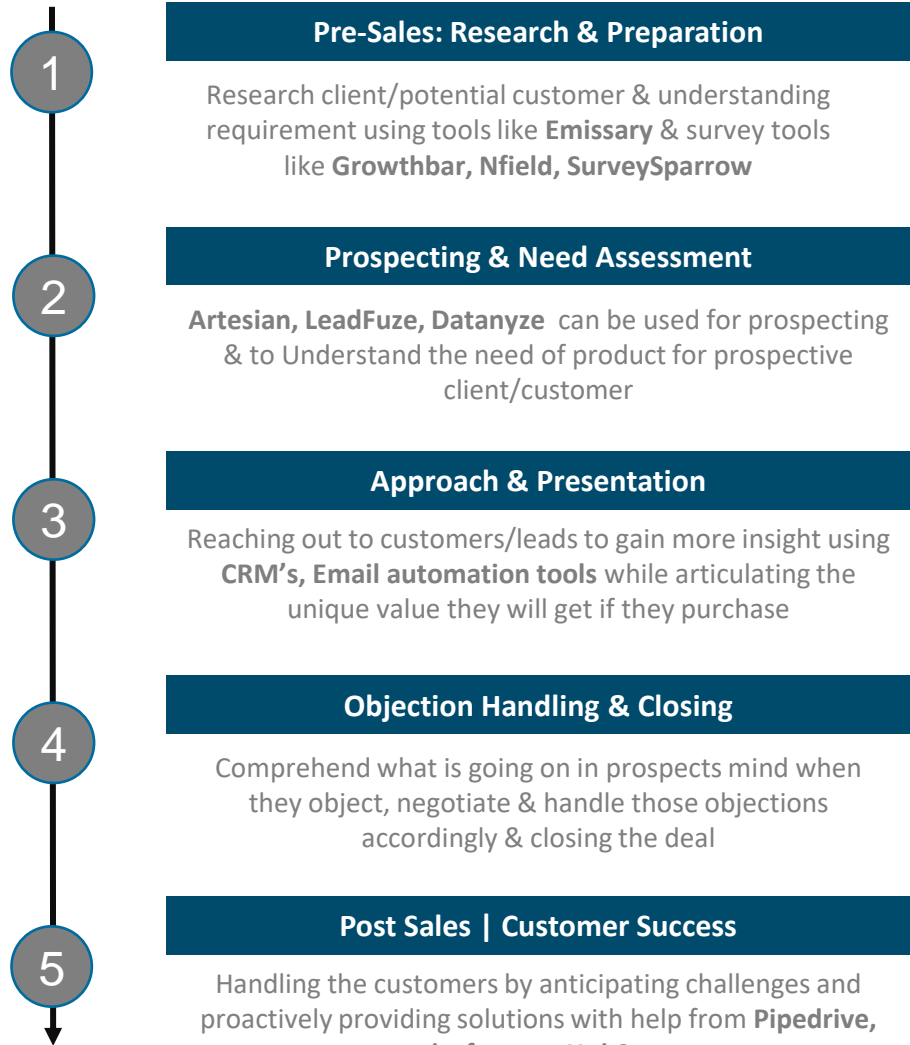
Cloud technologies while improving work flexibility, interoperability, and collaboration among the sales team, also is cost effective option for scalability & security

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Traditional workflow of Sales function



New-Age workflow of Sales function



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Note: The evolution analysis provides cross-industry view and is not limited to any specific industry.

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This section covers:

- Sales Function taxonomy
- Skills associated with emerging job roles
- Overview of **Inside Sales manager & Sales Specialist** role

With changing Sales workflow, Traditional Sales job roles are evolving as well as Many New Age Sales job roles are emerging across industries



Draup analyzed 100+ leading companies to understand the emerging the job roles taxonomy of New-age Digital Sales teams

Pre-Sales/Lead Generation	Sales Development	Sales Operations & Analytics	Account Management	Customer Success
Market Response Representative	Sales Engineer	Sales Research & Insights Executive	Key Account Manager	Customer Relationship Manager
New Business Account Executive	Digital Enterprise Sales Executive	Market & Client Insights Analyst	Account Executive	Customer Success Manager
Lead Development Representative	Digital Sales Executive	Sales Analytics Manager	Key Account Manager(Emerging Channels)	Digital Customer Success Specialist
Business Development Representative	Inside Sales Manager	Sales Order Administrator	Client Manager	Customer Service/Success Associate
Pre-Sales Engineer	Digital Sales Development Representative	Sales Operations Specialist	Digital Sales Account Manager	Digital Customer Success Associate
Pre-Sales Manager	Sales Specialist	Cloud Management Sales Specialist	Commercial Account Manager	Customer Service Engineer
Pre-Sales Solutions Specialist	Field Sales Development Lead	Sales & Digital Transformation Specialist	Account Manager(eCommerce)	Customer Success Digital Operations
Lead Generation Manager	Digital Sales Manager	Digital Sales Acceleration Specialist	Digital Strategy Account Executive	

Emerging Outcome based roles analyzed further

Roles
 Traditional
 Emerging

Note: Job roles listed in the taxonomy are indicative and not exhaustive
 Source: The above analysis is based on the Draup's proprietary engineering database and insights from industry stakeholders

New Age tools & technologies and digital Sales workflow are disrupting the traditional skills which is creating a huge demand for New Age skills



Sales Function	Traditional Skills
Pre-Sales/Lead Generation	Problem solving skills Analytical skills Developing and delivering presentations Identify, evaluate, and recommend proof of concept opportunities
Sales Development	Lead Generation, Cross selling & Upselling Customer Relationship Management Prospect into whitespace accounts and converting them into key accounts Demonstrate value offering through calls, email, LinkedIn & social mediums
Sales Operations & Analytics	Organizational and project management skills Expertise with Microsoft Excel functions such as Pivot Tables, VLOOKUP Experience with experimentation, mix analysis, and cohort analysis Ability to work in Cross functional team
Account Management	Accounts Receivables Management fundamentals. IT skills - MS Office (PowerPoint, Excel, Word, Outlook, etc.) Bringing new business & drive deeper client relationship
Customer Success	Customer relationship management skills Cross team working ability between sales team, product team & support Measuring and evaluating KPIs



Emerging Skills
Able to respond to functional and technical elements of RFIs/RFPs Analytical tools knowledge like Clari, Looker, Tableau Website designing & external website building tools Marketing automation tools(HubSpot), CRM(salesforce) & other sales tools skills
Business Intelligence & analytical tools - HubSpot, Periscope etc. Competitive Intelligence tools (Owler, Crunchbase, SpyFu etc.) Outcome bases sales strategies Leveraging new age social media tools to target prospect customers to drive sales
Pre-sales, post-sales, and marketing tools - like- Salesforce, HubSpot, Gong, Chili Piper SQL Proficient, Data Visualization tools to identify trends & insights Knowledge of statistical concepts like probability, sampling, and statistical significance
Product management/ Program management skills High level of analytical capability with knowledge of data analysis tools New technologies & tools skills(SEO, PPC, Email Marketing, web analytics Web development & design process skills
Customer engagement tools knowledge like- Gainsight, salesforce ERP software know-how Technical & analytical & digital marketing skills

Note: Draup leveraged its database of 1M+ digital intentions for employers across multiple industries, extracted from sources such as news articles, job descriptions, video interviews, journals to analyse the digital strategies and use cases of peer companies . Draup's propriety profiles database that tracks 600M+ profiles is used to source emerging high demand roles in People and Places job functions.

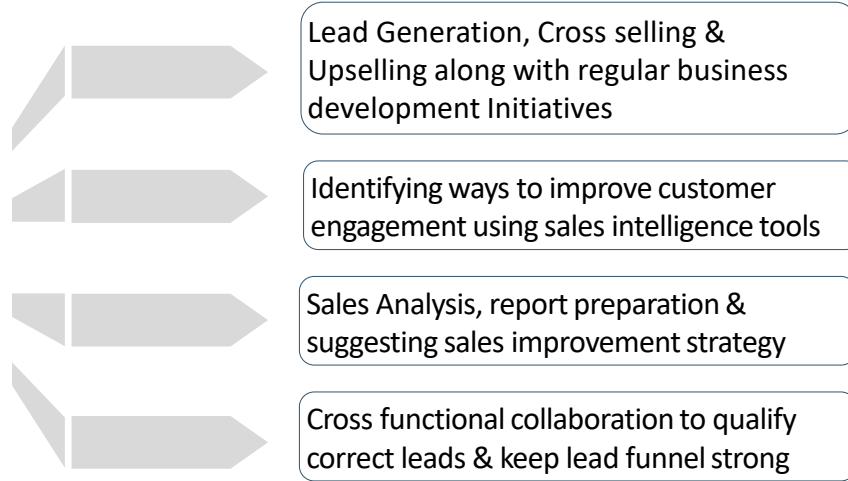
Roles like **Inside Sales manager** & **Sales Specialist** are emerging In-Demand roles, utilizing technological & digital skills. Both the roles have been analyzed further in detail...

Job role overview of 'Inside Sales Manager'



Inside Sales Manager

Workload



Skillsets of an Inside Sales Manager

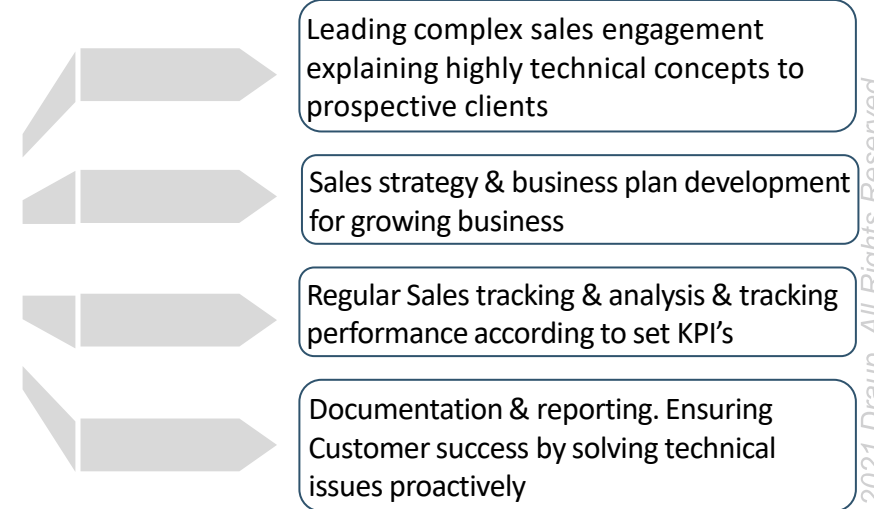
Digital & Technical Skills/Tools	Soft Skills
Analytical skills & tools like – Looker, Groove etc	Customer Relationship Management
Sales & Business Intelligence tools like- Sap, Data Prime, etc	Excellent Communication & Active Listening Skills
CRM & ERP – Zoho, Salesforce, Bitrix24	Deadline Driven, Self motivated

Job role overview of 'Sales Specialist'



Sales Specialist

Workload



Skillsets of a Sales Specialist

Digital & Technical Skills/Tools	Soft Skills
Specific technical knowledge according to product offering of organization	Customer service/relationship skills
Sales acceleration tools – Xant, LeadSquared, LeadConnect, etc	High level Influencing & Interpersonal skills
CRM - & analytical tools like – HubSpot	Critical Thinking, Problem Solving Skills

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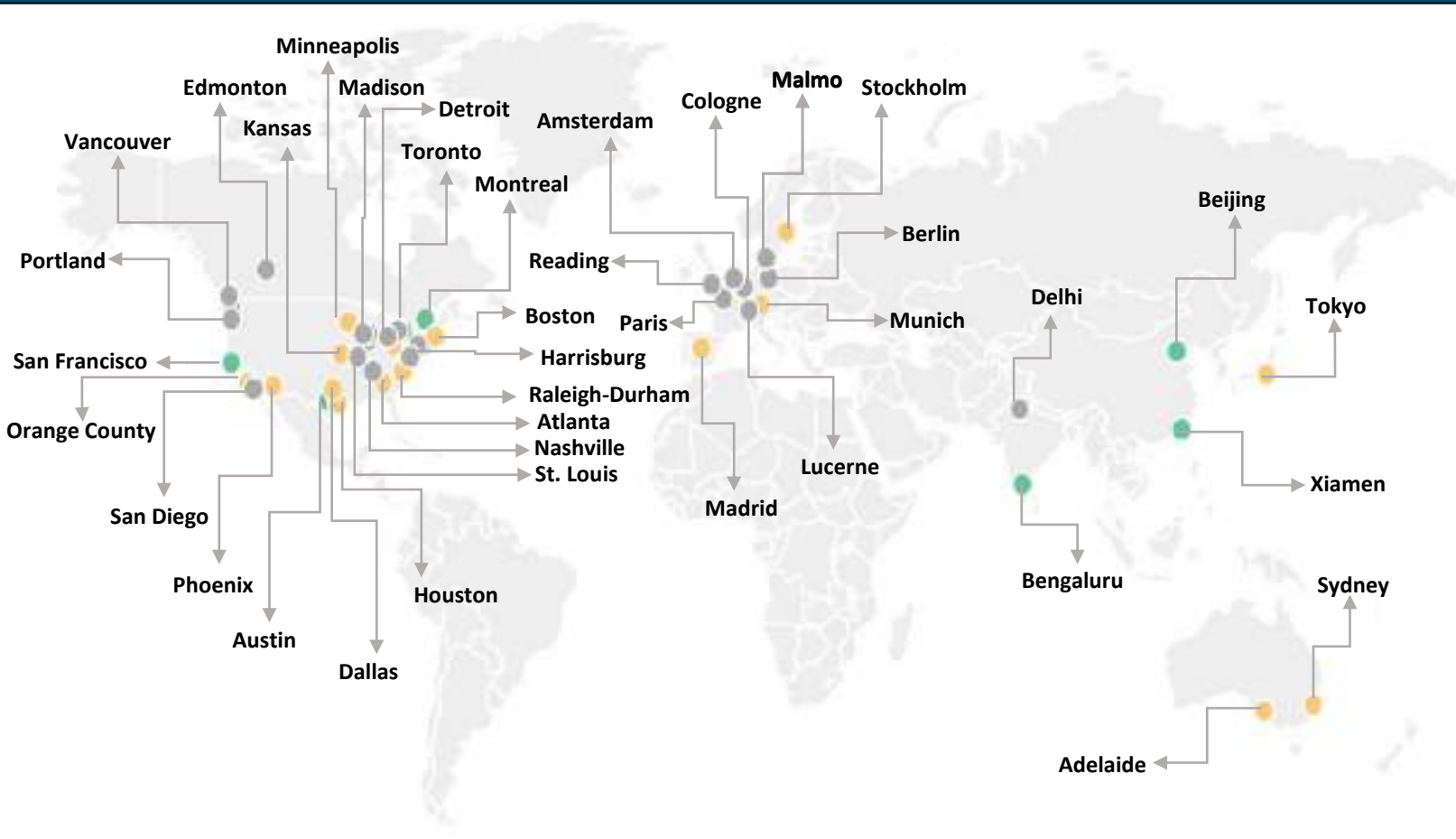
This section covers:

- Global talent hotspot for **Inside Sales manager & Sales Specialist** role
- Global talent cost hotspot for **Inside Sales manager & Sales Specialist** role

Global location hotspots overview: Beijing, Bengaluru, San Francisco and Austin have the largest talent base for 'Inside Sales Manager' role across Globe(1/2)

Draup analysed 400+ locations across the globe and identified top hotspots with availability of 'Inside Sales Manager' talent

'Inside Sales Manager' Talent Hotspots – Global



Global talent size of Inside Sales Manager

~87,000

Location with highest number of talent

Americas	Europe	Asia
San Francisco	London	Beijing
~3,200	~1,900	~6,800

Top Employers with highest 'Inside Sales Manager' talent



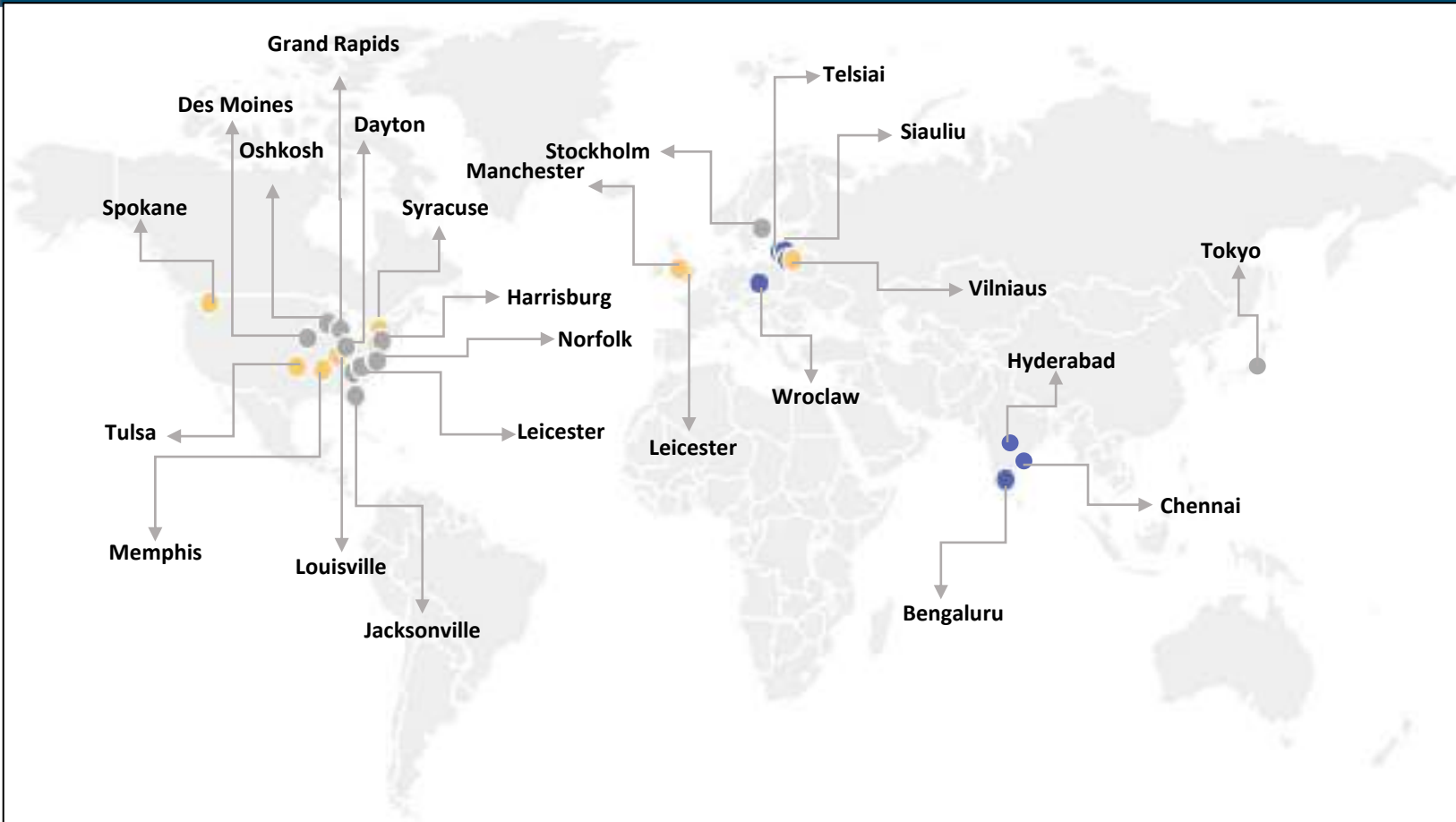
● Talent Size > 1,940
 ● Talent Size between 820 – 1,940
 ● Talent Size < 820

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Global Cost analysis for 'Inside Sales Manager' talent: Tier-1 Location like Stockholm, Manchester & Tokyo have high talent cost whereas location like Bengaluru, Hyderabad & Wroclaw are cost effective (2/2)

Draup analysed locations across Americas, Europe & Asia and identified cost associated with 'Inside Sales Manager' talent

'Inside Sales Manager' Talent Base Pay Hotspots – Global



Talent Base Pay > \$58,890
 Talent Base Pay between \$32,690 - \$58,890
 Talent Base Pay < \$32,690

	Location	Talent Base Pay
Americas	Syracuse	USD 58K
	Memphis	USD 58K
	Tulsa	USD 58K
	Harrisburg	USD 59K
Europe	Wroclaw	USD 24K
	Vilniaus	USD 34K
	Manchester	USD 57K
	Stockholm	USD 61K
	Tokyo	USD 96K
Asia	Bengaluru	USD 7K
	Chennai	USD 8K
	Hyderabad	USD 10K
	Tokyo	USD 96K

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Global location hotspots for : Shanghai, New York, Bangkok, and Ho Chi Minh have the largest talent base for ‘Sales Specialist’ role across Globe(1/2)

Draup analysed 400+ locations across the globe and identified top hotspots with availability of ‘Sales Specialist’ talent

‘Sales Specialist’ Talent Hotspots – Global



● Talent Size > 18,200
 ● Talent Size between 12,160 - 18,200
 ● Talent Size < 12,160

Global talent size of Sales Specialist

~800,000

Location with highest number of talent

Americas	Europe	Asia
New York	Budapest	Shanghai
~37,000	~17,000	~103,000

Top Employers with highest ‘Sales Specialist’ talent

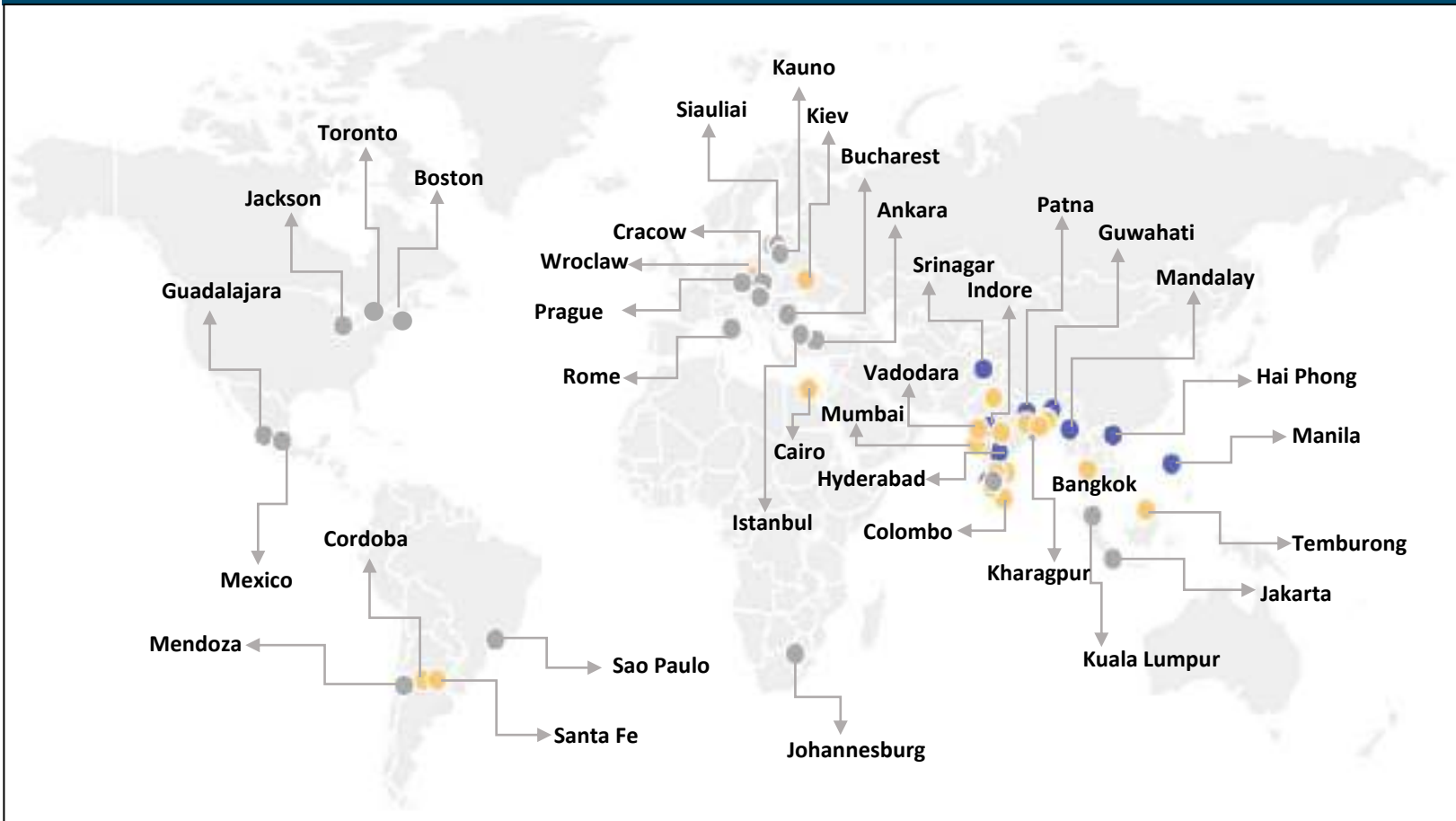


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Global Cost analysis for 'Sales Specialist' talent : Tier-1 location like Boston and Toronto have high talent cost whereas Asian locations like Hyderabad, Indore, and Haiphong are cost effective (2/2)

Draup analysed locations across Americas, Europe & Asia and identified cost associated with 'Inside Sales Manager' talent

'Sales Specialist' Talent Base Pay Hotspots – Global



Talent Base Pay > \$14,036
 Talent Base Pay between \$8,234 - \$14,036
 Talent Base Pay < \$8,234

	Location	Talent Base Pay
Americas	Jackson	USD 24K
	Toronto	USD 45K
	Boston	USD 77K
Europe	Kiev	USD 11K
	Wroclaw	USD 14K
	Cracow	USD 14K
	Bucharest	USD 27K
	Rome	USD 27K
	Indore	USD 5K
	Kharagpur	USD 6K
Asia	Haiphong	USD 7K
	Hyderabad	USD 7K

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Source: The represented data has been derived using DRAUP Proprietary Talent Database, Similar analysis can be performed for any job role

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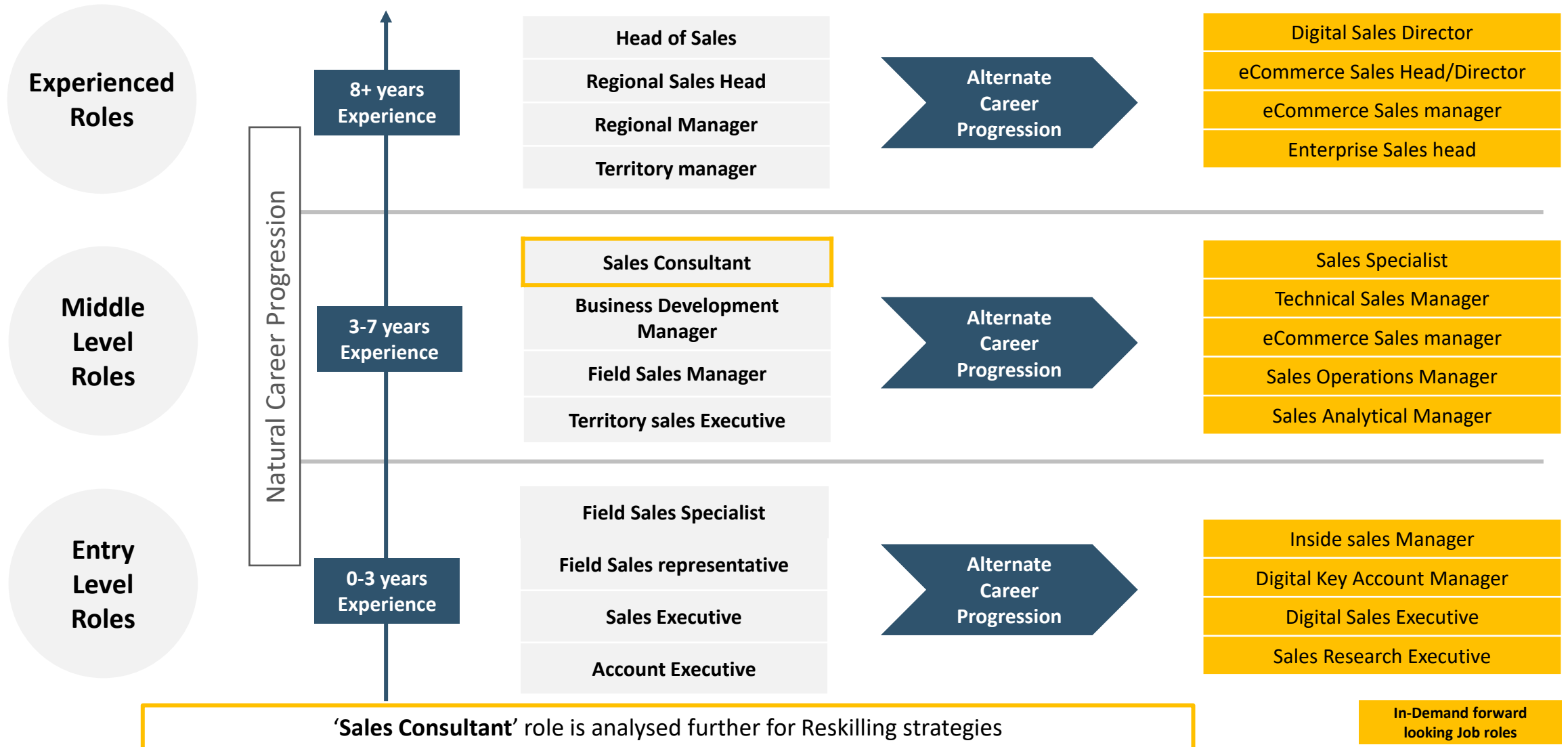
This section covers:

- Detailed Upskilling analysis for Sales Specialist role

New Age skills have impacted the natural career progression of traditional Sales roles; Alternate career progression towards digital Sales roles is becoming a new favorable trend for both employee and employer



Sales professional at Junior & middle are highly suitable to progress into digitally influenced high in-demand roles with **Reskilling**



Disruption in traditional 'Sales Consultant' role

Limited skillset & Potential

Limited exposure & knowledge of technical tools & skills is creating an impact on growth of talent

Consumer transition towards digital

Consumers buying pattern has changed and more than 80% people research online before making a purchase

Inconsistent performance

High human dependency & limited sales pipeline leads to Inconsistent sales performance

Divided Focus

Sales manager often in lure of business moves in direction not relevant to organization which leads to less focus in key areas & geographies

Key reasons why reskilling to Sales Specialist will be beneficial for organization as well for the talent

Viable career path: Providing sustainable career path can avoid job losses due to digitalization

High job demand: Specific Sales Specialist jobs are growing rapidly constituting ~11% of overall Sales roles

Digital skills: Technical knowledge & digital skills makes Specialist sales role very forward looking

Technical Sales Growth: Globally, SaaS & Enterprise sales have been growing steadily.

'Sales Consultant' can be upskilled into 'Sales Specialist' role with new age skills of Sales Forecasting and data analysis

Sample Upskilling case study: A traditional 'Sales Consultant' transitioning into a high demand 'Sales Specialist' role

Existing role¹

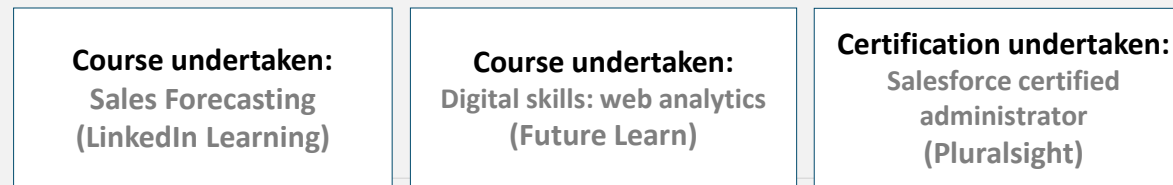
Sales Consultant

Existing skills

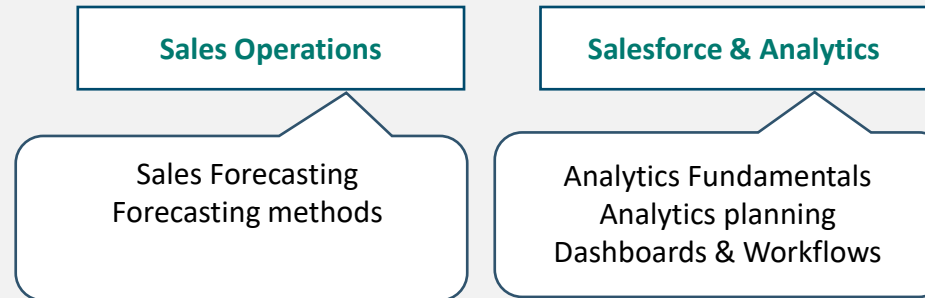
- Lead Generation
- Cross selling & Upselling
- Customer Relationship Management
- Requirement Elicitations
- Demonstrate value offering through activities like phone calls, email, LinkedIn and other social mediums
- Measuring and evaluating KPIs
- Excellent communication skills



Reskilling duration: 3-4 months (Self paced learning)



Skills acquired with Courses/Certification



Note: Specific technical knowledge is required according to industry, organization is working in.

Desired role²

Sales Specialist

Required skills

- Web & data analytics
- Salesforce fundamentals
- Sales forecasting techniques and methods
- Cross functional literacy
- Measuring and evaluating KPIs
- Customer Relationship Management
- Lead Generation
- Excellent communication skills

Previous skills | **New skills required**

About Draup

About Draup: Draup uses Machine learning models to perform analysis provided in the report, Global HR leaders of leading firms are leveraging Draup for taking Data-driven Talent decisions

Draup Capabilities & Data Assets



EMPOWERS DECISION MAKING IN

- Recruitment**
- Strategic Workforce Planning**
- Peer Intelligence**
- Diversity & Inclusion**
- Learning & Development**
- Compensation & Benefits**
- University Relations**
- Mergers and Acquisitions**

and diverse other use cases...

Draup highlights: Draup tracks insights of 4,500+ job roles across 2,500+ locations and analyses 50 Million+ digital & digitally influenced professionals to help HR leaders in their Talent Acquisition, Workforce planning, and Reskilling initiatives



50M+

DIGITAL AND DIGITALLY
INFLUENCED
PROFESSIONALS

4.5K+

JOB ROLES

300K+

PEER GROUP
COMPANIES

33

INDUSTRIES

65M+

JOB
DESCRIPTIONS

100K+

COURSES

2.5K+

LOCATIONS

7K+

UNIVERSITIES

4M+

CAREER PATHS
ANALYZED

30K

SKILLS

7K+

DIGITAL TOOLS &
PLATFORMS

30K+

UNIVERSITY PROFESSORS

52

MACHINE LEARNING
MODELS DEVELOPED

10M+

DAILY DATA POINTS
ANALYZED

100+

LABOR STATISTICS
DATABASES

1000+

CUSTOM TALENT
REPORTS



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