



## **CAMPUS HIRING FOR SALES & MARKETING POSITIONS FOR AGRI-BASED COMPANY**

## The Client

The client is a 38 year old established company that engages in technical manufacturing, formulation and marketing of agrochemical products, which includes a wide range of Insecticides, Fungicides, Herbicides, Plant Growth Regulators / Micro Nutrients. The client has evolved as a market leader in the growing agro-chemical industry of India over a period of time.

## HR Challenges

The client required 100 sales/marketing executives for frontline positions across 22 locations in India. They also wanted to promote the client as a preferred employer for new talent and hence preferred campus hiring.

The requirements were for freshers with B.Sc Agri graduates with or without PG Agri or MBA degree. The positions offered were for full time, on the rolls Management Trainees, Territory In-charge and Area Extension Officers. The positions had inviting paychecks ranging from 3.1 lacs to 5.5 lacs depending on the qualification and college tier.

The detailed split of the requirement is as given

S.No	PLACE	DESIGNATION	POSITIONS
1	Haryana	Territory In charge	12
2	Rajasthan	Territory In charge	9
3	Andhra Pradesh	Territory In charge	39
4	Madhya Pradesh	Territory In charge	8
		Territory Manager	2
5	Punjab	Territory In charge	13
6	Tamil Nadu	Territory In charge	3
7	Maharashtra	Territory In charge	27
8	West Bengal	Territory In charge	3
9	Uttar Pradesh	Territory In charge	5
		Territory Manager	1
10	Chandigarh	Territory In charge	3
		Territory Manager	1
11	Bihar	Territory Manager	5
TOTAL POSITIONS			131

# Area Extension Officers

S. NO	STATE	TERRITORY	POSITIONS
1	Maharashtra	Jalgaon	1
		Sangli	1
		Nanded	1
2	Uttar Pradesh	Moradabad	1
		Kanpur	1
3	Madhya Pradesh	Ujjain	1
		Shivpuri	1
		Khandwa	1
		Khargon	1
		Ratlam	1
		Rajkot (Gujrat)	1
4	Gujrat	Himatnagar	1
		Baroda	1
5	Andhra Pradesh	Nalgonda	1
		Gajwel	1
		Khammam	1
		KarimNagar	1
		Tadipaligudam	1
		Narsaropet	1
		MadanaPalli	1
TOTAL			20

## Engagement Highlights

### *Engagement Model*

Following is the model engaged for delivery.

#### Campus Research & Finalization

- Primary background research on all eligible colleges offering the required degree qualification was carried out.
- From the research outcome, colleges were shortlisted made based on the requirements for that particular region and availability of students.

#### Campus Drives, Assessments & Interviews

- Colleges were further shortlisted to present the placement company (Crystal Crops) to the students enlightening them about their future with the profile and the organization.
- Based on the responses from colleges and students and logistical parameters, certain number of colleges were identified to conduct the campus drives.
- Various rounds of assessments and interviews were conducted to shortlist and offer eligible students.

#### Offer, Post offer & On-Boarding

- TMI co-ordinated with the client in releasing offer letter to the selected students and tracked them to accept the same.
- Documentation process and support post offer was also co-ordinated by TMI on behalf of the client.
- TMI also co-ordinated with the offered students and the client in joining locations and formalities,.

## Solution

TMI, with its rich experience in campus hiring, devised a feasible and result-oriented model to satisfy Crystal Crop's requirements. Various stages of the project are described as below.

## Campus Finalizations

Parameters were set to identify colleges across India to approach for presenting the client. Close to 300 colleges were identified filtered based on the parameters set. The various parameters were

- Agriculture as a degree
- College strength
- Placement %
- Rural background of students studying in the college

Approximately 300 college campuses were approached with the placement offer of which only 100 colleges were shortlisted to participate in the client's Campus Placement Drive.

## Branding Activities

Branding is an important initiative of any campus hiring activity. It is essential because it is this activity that will motivate students to attend the interview sessions. Banners, Leaflets, Standees, Posters and Signages were used to instigate the client as a preferred employer. Mail intimations at every level to the student ensures that brand is reinstated at every step of the hiring process.

The presentation shared by the client about their organization was reworked to capture the expectations of employment seeking youth.

## Campus Drives, Assessment & Interview Process

Campus Drives, Assessment & Interview Process

Campus drives could not be conducted at all campuses due to time and travel constraints. Hence locational critical college campuses

were chose and campus drives were organized. Students from all the other colleges were invited to the select drive campuses based on the proximity of their location. The assessments and interviews were conducted only at the selected campus locations.

TMI came up with a conducive selection process with 5 rounds of assessment & interviews.

1. Pre-Placement Talk: An initial Pre Placement Talk (PPT) was given by a TMI representative at each of the selected/assessed colleges. The talk was about Crystal Crop's background, growth and the future the students would see with the client.
2. Written Test: Written Test was conducted, for all eligible and interested students, only in the selected campuses under TMI supervision. The written test had various sections, comprising of 50 questions, to assess the logical reasoning, mathematical knowledge, comprehension skills and technical aspects of the students. The test was a 45 minute assessment with a passing score of more than 50%.
3. Group Discussions: Following the written test, Group Discussions were held to bring out the team building and leadership qualities of the students. The discussions were conducted in the language of the student's choice (English/Hindi/Local language) as knowledge of local language was necessary for the field job.
4. Preliminary Interview: The qualified students from the group discussion had a preliminary interview with a panel from TMI and the client to understand the selling ability of the student and to assess if he/she would be a right fit for the job profile.
5. Final Interview: Following the preliminary interview, a final round of interview was conducted and those who cleared this round, were offered suitable roles based on their skills, personality and choice. Of the many thousands who attended the campus drives, a total of 687 students were shortlisted for the final interview and 136 students were offered.

State	# of Campus Approached	# Campuses Contributed	Host Campus Visited (Drives Conducted)	GD Selected	FI- Selected
Andhra Pradesh	60	31	10	165	37
Bihar	8	2	2	40	3
Chandigarh	10	4	2	39	6
Delhi	5	2	2	15	5
Gujarat	4	1	1	30	9
Haryana	20	5	2	26	5
Jharkand	6	3	2	32	7
Karnataka	40	15	5	38	21
Madhya Pradesh	30	5	3	37	7
Maharashtra	65	17	8	166	34
Punjab	15	3	1	32	5
Rajasthan	4	3	2	23	5
Uttar Pradesh	16	2	2	24	8
West Bengal	6	9	1	20	4
<b>Grand Total</b>	<b>289</b>	<b>102</b>	<b>43</b>	<b>687</b>	<b>156</b>

S No.	FI Conducted Date	FI Location	FI attended	FI selected	Selection %
1	30th & 31st -Jan	Pune	25	10	40%
2	1st & 2nd -Feb	Pune	65	14	23%
3	3-Feb	Hyderabad	42	14	33%
4	4-Feb	Hyderabad	43	9	21%
5	5-Feb	Nagpur	46	10	22%
6	6-Feb	Mohali	19	6	32%
7	6-Feb	Varanasi	15	4	27%
8	8-Feb	Ludhiana	18	5	28%
9	15-Feb	Haryana	28	5	18%
10	17-Feb	Indore	22	7	32%
11	18th & 19th -Feb	Kolkata	22	4	27%
12	24-Feb	Delhi	27	5	19%
13	26-Feb	Bangalore	25	8	32%
14	27th & 28th -Feb	Tirupati	28	7	25%
15	11-Mar	Navsari	30	9	30%
16	21-Mar	Delhi	23	5	13%
17	28th & 29th - Mar	Ranchi	36	10	28%
18	28th & 29th - Mar	Bangalore	33	13	42%
19	5-Apr	Lucknow	11	4	36%
20	14-May	Hyderabad	15	2	13%
21	19-May	Hyderabad	25	5	20%
Total			568	156*	27%

\* 156 is inclusive of TI, AEO, CD and drop outs



## Challenges Faced

- Campus placements usually happen between August - November before the final examinations in April/May. As the requirements came in only by January, colleges were hesitant to allow TMI to present the client as a prospective employer.
- Shortlisting of college campus to conduct the drives was critical as logistics of the students had to be feasible.
- The joining of the offered students took longer than the scheduled time because of internal reasons at the college (exams, seminars, events)
- Last minute changes from the client were accommodated during the drives.


## Suggestions from Lessons Learnt

- The initial plan had 4 rounds of assessment: Pre-placement talk - Written Test - Group Discussion - Final Interview. After a couple of campus drives, TMI realized the quality at the end of the Final Interview was not upto the expectation. In order to resolve this gap, TMI included another round of interview prior to the final interview with a preliminary interview. This enabled TMI to further scrutinize the available talent. Adhoc changes to the initial plan may arise as per the site scenarios.
- Have an MIS to collect and collate all the candidate details/data. The possibilities of misplacing hard copies are high and to track or collect the lost data will become an additional tedious task.
- To avoid drop outs in between the offer and joining dates, students can be asked to sign a declaration duly authorized by the college placement officer.

## Value to the Client

- The cumbersome process of identifying college campuses for placement offer had been eliminated and TMI's experience in campus hiring came in handy for this requirement.
- Identifying the right candidate for its front end sales/marketing profiles in a short span of 3.5 months.
- Pursuing campus placements in February became feasible with the usual campus placements across colleges winding up in November.
- Sourcing Fresh Talent from Tier-2 & 3 locations due to TMI's extensive network.
- Balance in talent from top management institutes like Symbiosis and rural agricultural colleges.

The client were more than satisfied with the quality of the hires and the timeline with which the project was executed inspite of the challenges faced. TMI's experience and expertise in the recruitment industry was the reason behind this success.





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