

**TALENT SEARCH AND EXECUTIVE RECRUITING FOR CORPORATE TRAVEL  
CONSULTANTS IN PUNE**

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**Abstract**

Strategic recruitment today has moved beyond only best fit for best job. The parameters have exploded further. Getting that one perfect employee is making the talent search, acquiring and retaining is most emphasized practice in HR today. Today the companies are not only searching for an efficient co – worker who would fill the requirements of the post but also shall work as an intrapreneur, i.e develop the business as per the company demands. To develop sales as well as reach in the market, any organisation requires both fresh minds, experience as well as advertising of the right kind at the right time and place - for which we need a team. Every summer, the companies provide internship as a platform to develop and skill the workforce and also rope in the interns as employees if they out-perform themselves. This is furthered by digitalization / AI-zation of recruitment or talent hunt. This research paper looks at corporate travel consultant based in semi urban city of Pune with 25 employees. Pre pandemic there were 50 people in the team. 30 people in sales, 10 in operations and accounts each. The aim of this paper is to study the talent search and executive recruiting process followed by the company and the necessity of the same in a small company as compared to the giants in the market.

**Keywords** – Talent Search, Digitalization, Sourcing

**Objectives of The Research:**

1. To study recruitment, selection strategy procedure followed.
2. To assess the effect of digitalization on the HR processes in the company.
3. To search or headhunt people whose skills fit into the company's value.

**Introduction**

In the Business of 'Business Travel': The company is involved with multiple aspects of travel and hospitality, thereby forming a team of people with diversified experiences and knowledge. The team has pledged to deliver a quality service pertaining to each product being offered. Business travel needs to be well taken care of in all respects to ensure peace of mind for the business traveller while away from home. They are people/customer oriented, proactive, analytical, methodological and ready to cope up with business travel program, not only do they provide service and assistance but also ensure that the traveler saves money. The foray into travel & hospitality has been destined. Growing organizations are always ready to learn things and are enthusiastic to deliver the service in the best way that suits the consumer. Being varied makes them learn new things every day and incorporate the learning's into all the products leading to development and quality deliverance.

**CORPORATE TRAVEL MANAGEMENT**

Corporate Travel Management (CTM) is the function to manage the company's strategic & methodological approach towards travel, day-to-day operation of the corporate travel requirement, traveller safety & security, data management. CTM follows the allocated budgets on the class of service that employees are allowed to fly, negotiate corporate fares/rates with hotels, regular evaluation of the travel needs, better expense - management systems, better supplier rates, repeated negotiations, contracting etc which will further enhance the travel management system.

The integration of hotel room inventory from large global consolidators displays about 3.5 lakhs hotels and service apartments under one window. Hotel industry in today's date is facing issues related to over- supply of the rooms as compared to the demands. In the earlier days the average

room rate for a 4 star hotel would range from 7500 to 10,000 INR; today we cannot even think of 6000 to be the ARR (average room rate). To speak about occupancies the hotels used to achieve occupancies of more than 75 % with much ease and today to be at 65 % even is a challenge and a task to accomplish. To add more, the competition is becoming tougher by flourishing chained / branded hotels in the country. With these branded hotels having their wide sales network of their regional sales offices, dedicated sales team working at each place, strong online presence etc have got more resources to sell their product, whereas it becomes difficult for the stand-alone hotelier to have its own sales offices and teams at different cities as it becomes too expensive and difficult to manage.

## **LITERATURE REVIEW**

Hosain (2020) examines the role of social media in talent search and acquisition, particularly in the context of the evolving digital landscape. The author explores how social media platforms, such as LinkedIn, Facebook, and Twitter, have revolutionized the traditional recruitment process and created new opportunities for employers to connect with potential candidates.

Fuller et al. (2021) go on to discuss how leaders can improve their hiring practices to better identify and recruit hidden workers. They provide a range of practical recommendations, including partnering with community organizations, implementing inclusive language in job postings, offering flexibility in work arrangements, and providing training and development opportunities for all employees.

Kohli (2019) examines the latest trends in talent acquisition covering topics such as social recruiting, employer branding, candidate experience, data analytics, and artificial intelligence. The author also emphasizes the importance of aligning talent acquisition with organizational strategy and culture, as well as the need for ongoing evaluation and adaptation of talent acquisition practices in response to changing market conditions.

Zaccaro (2014) provides a checklist for the search for executive talent, drawing from the SHRM Foundation's Effective Practice Guidelines Series. He presents a step-by-step checklist for effective executive search, covering the following key areas: defining the role and qualifications, developing a search strategy, identifying and evaluating candidates, selecting and onboarding the chosen candidate, and evaluating the effectiveness of the search process.

Lubbe (2003) examines corporate travel management in selected South African organizations and proposes a conceptual model for effective corporate travel management. The author begins by providing an overview of corporate travel management and its importance for businesses in terms of cost control, efficiency, and employee well-being.

## **WORKING OF THE ORGANIZATION**

The company located in Koregaon Park, Pune works as Travel management desk for corporates requiring international hotel booking.

The internal management of the companies is divided majorly into 3 parts-

1. The Sales team of the company gets in touch with travel desk or travel manager of the corporate house via e – mail or telephonic conversation whichever is preferred or required. Once POC is decided, the team explains the services provided and brochures of the same are shared. When consensus is reached, billing cycle is decided according to credit period required or can be provided, further operations team handles the work.
2. The operations team as soon as the request is received from the clients, form an email giving detailed options they can choose from along with rates, check in and check out dates according to time zones etc. As soon as confirmation is received, the same is processed and forwarded to accounting department.
3. The accountant then makes a bill to company for the same with GST and currency bifurcation's as well.

## IMPACT OF PANDEMIC ON THE ORGANIZATION.

Due to pandemic travel industry was severely affected. The employee count went down 50%, making it even more difficult to survive once business revives. Earlier there were 50 employees, now there are 25, workload has now started increasing because of which competent workers will be crucial deciding factor for excellent service delivery. The recruitment and selection process that's an important part of any organization. Which is considered as a necessary asset of a company. In fact, recruitment and selection gives a home ground to the organization acumen that is needed for proper functioning of the organization. It gives organizational structure to the company.

## UNDERSTANDING TALENT SEARCH AND EXECUTIVE RECRUITING

### Meaning Of Talent Search:

Talent is the natural ability to do something well. A search is an attempt to find something or someone by looking for them carefully.

The process of Talent Search is known as Talent Sourcing.



The talent sourcing as a process will vary from organization to organization, depending on their needs and growth goals. In most cases, the process follows these steps:

**Identification** Competencies required, Experience level and skill set.

**Research** Where you can find the talent that meets your criteria.

**Networking** Once you have answered what and where, focus on networking .

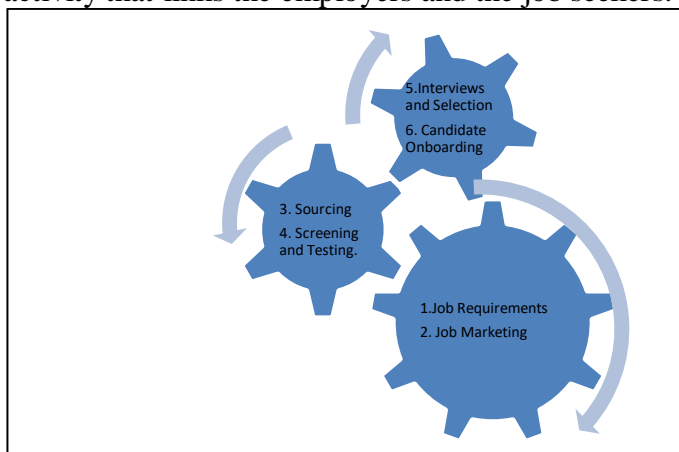
**Nurturing** Stay in contact with potential candidates, nurture strong talent pool.

**Fig 1. Talent Search Cycle**

Often in a Small to Medium-sized business, talent sourcing is combined with or carried-out by the same team members responsible for candidate sourcing.

### The Process of Talent Sourcing at the Company

According to Edwin B. Flippo, "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization". Recruitment is the activity that links the employers and the job seekers.



### Parameters of selection

1. Job post – Opening is posted on several recruitment platforms.
2. Review – All applications review and set of desirable candidate for next round.
3. Testing – Verified set of skills and knowledge.
4. Interview – Selected candidates give personal interviews.
5. Successful Candidate – Finalised candidate is informed, requested to provide references and await a response.

**Fig 2. Recruitment Cycle followed at the Company**

### **Research Methodology**

The research is descriptive in nature. The primary data was collected using questionnaire from 25 employees.

Sample Industry	Service Industry.
Sample Unit	25 employees.
Sample Universe	Hospitality Industry.
Technique of sampling	Universe Sampling.

Of the Survey conducted, the major points that came through are depicted as below

The method of recruitment mostly used by the companies is by the applications and the resume's dropped in by the candidates wanting to join the organization.

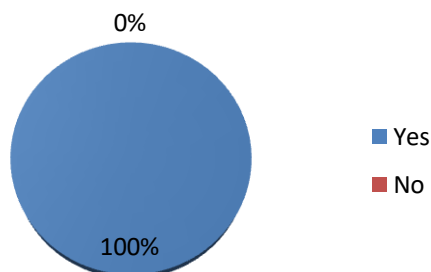
For the external sources of recruitment ,they are associated with naukri.com, indeed.com,monster.com

Some people join the organization with the help of advertisements in the newspapers or internet.

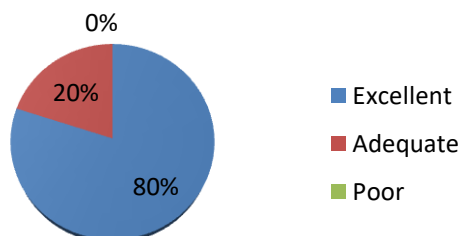
The HR structure of the companies seems to be acceptable by all. It is so depicted by the results that all the recruitment and selection policies, procedure and process is clearly defined.

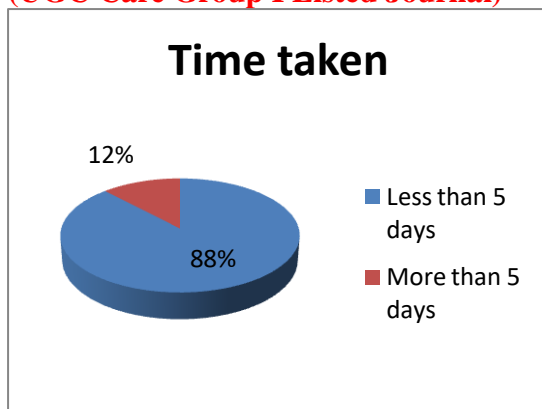
Digitally used platforms have immensely helped and eased the process – naukri, indeed and monster.

### **Clearly Defined Policies**



### **Effectiveness of the R&S instruments.**



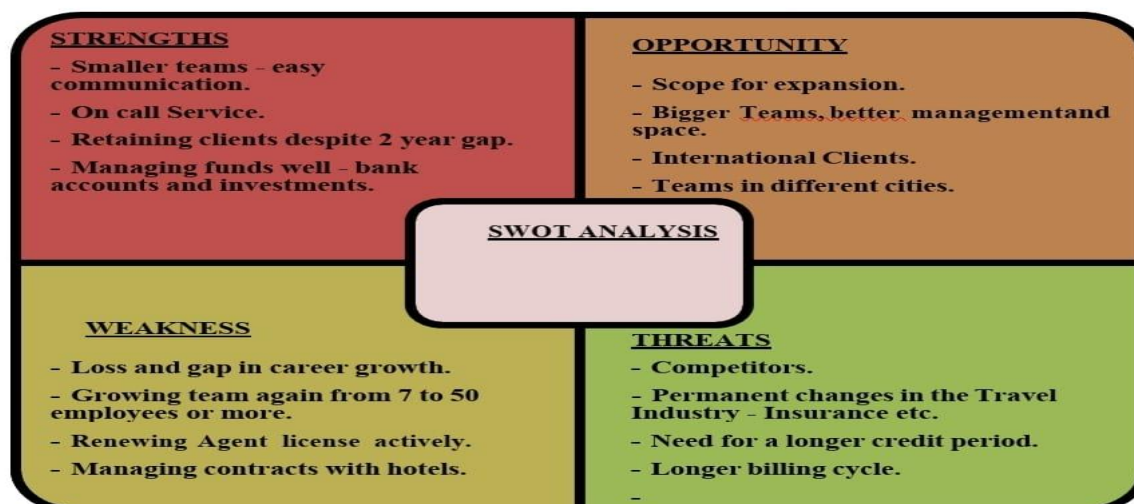


The time taken by the organization to respond to the applications dropped by the aspiring candidates and the interviewee's is mostly within a week i.e. they are prompt in replying to the candidates.

Sometimes, due to some official reasons or because the post is at a higher position, due time is taken to make the decision, and the decision is taken by the authorities at the top.

## FINDINGS

1. Mostly the method used for recruitment and selection of the employees at different levels are employee referrals and digital agencies.
2. The organization is quick in giving response.(less than 5days).
3. Generally, first telephonic interview and then if required personal interview method used for selection.
4. The relationship with the employees is good as there are employees working in the organization for more than 5 years.



## CONCLUSION

In conclusion, recruiting in the travel industry presents unique challenges and opportunities. The industry is dynamic and constantly evolving, requiring organizations to be agile and adaptable in their approach to recruitment. Factors such as the seasonality of the industry and the need for specialized skills make it essential for travel companies to have a well-defined recruitment strategy that leverages technology, social media, and other channels to attract and retain top talent. Overall, successful recruiting in the travel industry requires a holistic approach that considers the unique characteristics of the industry and leverages technology and innovative recruitment practices. By doing so, organizations can build a strong and talented workforce that can drive their business forward and deliver exceptional customer experiences.

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