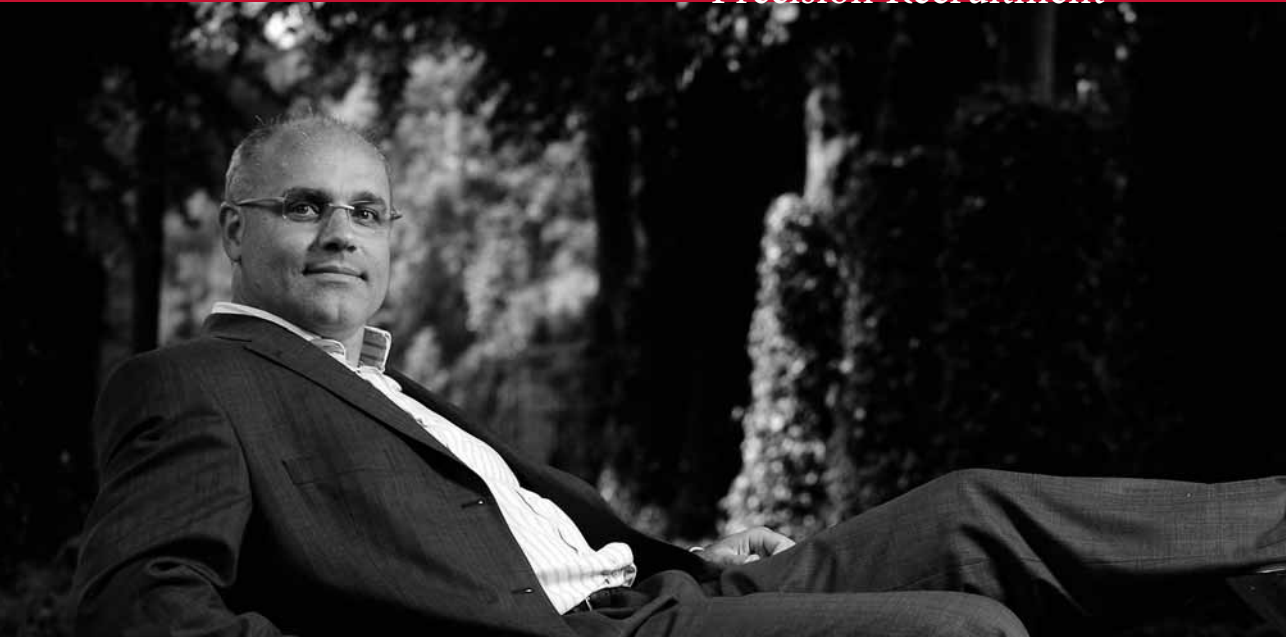


SALES & MARKETING COMPETENCE CARDS

Precision Recruitment



S A L E S & M A R K E T I N G R E C R U I T M E N T

COMPETENCE CARDS PART 2

1. ANALYTICAL

6. CREATIVITY

2. NEGOCIATION SKILLS

7. PLANNING & ORGANIZING

3. CUSTOMER ORIENTATION

8. COMMUNICATION / IMPACT

4. TENACITY / PERSEVERANCE

9. DRIVE FOR RESULTS

5. ACTION ORIENTED /
INITIATIVE TAKING

10. STRATEGIC AGILITY

If you would like to receive the first part of the competence cards, please send an e-mail to steuns@batenborch.be



BATENBORCH

S A L E S & M A R K E T I N G R E C R U I T M E N T

WWW.BATENBORCH.COM

BATENBORCH INTERNATIONAL

1. Specialized in Sales & Marketing

This specialization has enabled us to build and continue to build pro-actively a sound network with Sales & Marketing professionals. The best people with brand, customer and/or profit & loss responsibility. In-depth knowledge of these functions combined with a strong sector oriented approach safeguards a correct analysis and relevant evaluation of candidates.

2. Our network: a pro-active and candidate driven approach

We are continuously researching the market, on the lookout for top candidates. Every day we interview sales & marketing professionals and follow their careers. We have a clear understanding of their expectations and of the working environment that optimally suits them.

3. Our working method guarantees speed

Due to the combination of our sales & marketing

specialization, the sector knowledge and our pro-active approach, we ensure a rapid process. We present a shortlist of candidates. A true choice between candidates that fit the profile, that are truly interested and with whom we have already clearly discussed both the position and the working environment.

4. Quality & partnership

Once a candidate is selected we closely follow the integration in his or her future company. Our true success is when a candidate proves to be successful in his or her new environment. Our commitment to this success is translated in a unique integration guarantee of twelve months.

5. International network

Through a global and identical approach in different countries, we are able to assure the same service level and results. We are able to service clients internationally on a permanent and interim basis.

Sales & Marketing Recruitment • Executive • Interim Management

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1. ANALYTICAL

The art of simplicity is a puzzle of complexity
Doug Horton

Definition

Recognizes significant information. Gathers and coordinates relevant data and based upon these, able to diagnose possible causes, identifies patterns or connections between situations and underlying issues. Skilled in separating a whole (problem, idea) into its elemental parts. Can reason from a perception of the parts and interrelations of a subject. Demonstrates ability to synthesize complex materials from multiple sources. Identifies problems and tackles them in a logical, step by step way.

Possible areas to explore

- Competitors analysis/positioning
- Market analysis
- Failed project analysis (launch/re-launch/not reaching objectives)

Questions

- What information do you need to develop your annual marketing plan? How do you go about gathering this information, analyzing and integrating it? Concrete example!
- Tell me about the most intricate (not 'difficult') marketing issue you were ever confronted with.
- Can you give me an example of a project (marketing/sales) that (almost) failed because a wrong analysis was made at the start?
- Do you remember a time when you needed to make a decision based on (at first seemingly) contradictory information?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

2. NEGOTIATION SKILLS

In business, you don't get what you deserve, you get what you negotiate.

Dr. Chester L. Karrass

Definition

Can negotiate skillfully in tough situations with both internal and external customers. Settles differences with minimum noise. Can win concessions without damaging relationships by both being direct and forceful as well as diplomatic. Gains trust quickly of other parties of the negotiation and has a good sense of timing.

Possible areas to explore

- Bargaining for budget/headcount/...
- Tough annual account negotiations
- Negotiation with group/individual to do something they refuse to do ... at first
- Bargaining for salary raise
- Contract negotiations

Questions

- Tell me about the most difficult idea/project you had to defend.
- Do you always negotiate for win-win solutions? Can you give an example of a difficult negotiation where the outcome was 'less winning' for you/for the other party?
- Can you give an example of a difficult negotiation? How did you prepare? What resistance did you get? How did you argue? What was the collateral you kept behind and at what timing did you finally use it?
- What do you consider to be the most difficult negotiations? Tell me about your approach and the outcome of one of the examples.
- What kind of negotiations do you consider as 'quite easy'? Why? Examples

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

3. CUSTOMER ORIENTATION

The key to success is to get out into the store and listen to what the associates have to say.

Sam Walton, Founder of Wal-Mart (1918-1992)

Definition

Interacts with customers (internal and external) in a way that demonstrates customer insight and concern. Works to anticipate customer needs, even when not expressed by customer in a direct way. Establishes contacts with customers, affirming good listening and relationship skills. Always looking for mutually acceptable solutions, rarely saying “No, it can’t be done”.

Possible areas to explore

- Introduction of new procedures/solutions to meet customer’s needs
- Anticipation of customer’s needs
- Insight in possible opposite needs/expectations of internal and external customers
- Depth/quality of account relationships

Questions

- Which recommendations were made by yourself that resulted in fundamental changes in company’s procedures and this in order to meet customer’s needs?
- Can you describe the differences in ‘needs/expectations’ of your two major customers? In which way is your approach and way of working with them different today?
- Internal and external customers sometimes have (seemingly – or real) opposite targets. Give example? How do you work with these facts?
- Have you ever overruled company’s policies/procedures to meet a customer’s need?
- Sooner or later we all encounter an unreasonable client. When did this last happen to you and how did you react?
- Do you remember a situation in which you could/should have been more customer-oriented? Did you use the ‘lesson-learned’ in other occasions since then?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to ‘elaborate’.

4. TENACITY – PERSEVERANCE

"I never failed once. It just happened to be a 2000-step process."

Thomas Edison, American inventor) (1847-1931),

responding to a reporter who asked how it felt to fail 2000 times before successfully inventing the light bulb

Definition

Pursues everything with energy, drive and need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks. Has a strong sense of urgency and stays focused on what is most critical to achieve personal, project and organizational goals. Stays with a point of view, plan or action until the desired objective has been attained or is no longer reasonably attainable.

Possible areas to explore

- Holding on to a specific project/proposal. Propose/pushing again and again the same idea until acceptance
- Re-gaining/gaining a (lost) account
- Re-starting a project that was considered as a lost case
- Keeping focused and working hard during a longer period of time to attain a specific objective and this in the face of resistance and set-backs

Questions

- Sometimes we try something and we fail. Then we try again, and again ... Do you remember a specific situation when this typical case happened to you?
- Can you give an example of a marketing project that took a very long time? How did you go on inspiring yourself to keep on going?
- Give 3 examples of clients/prospects in which you had to invest a lot of time and hard work before you came to business with them.
- Do you remember a situation in which you kept on pushing an idea or certain conditions for too long? Example when you gave up too early?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

5. ACTION ORIENTED – INITIATIVE TAKING

*The superior man is modest in his speech, but exceeds in his actions.
Confucius, The Confucian Analects; Chinese philosopher & reformer (551 BC - 479 BC)*

Definition

Action oriented and full of energy for the things that he/she sees as challenging; not fearful of acting with a minimum of planning; seizes opportunities when they arise.

Initiates work activities without being told to do so.

Possible areas to explore

- Speed with which he/she goes from idea to action
- Suggestions for change/projects that were put / not put in action by him/herself.
- Involvement in global company projects

Questions

- Give me three examples of initiatives you took/ideas you launched over the last six months. Which initiatives were really turned into concrete action by yourself?
- Can you list four major different problems you tackled during the last year? *Let the interviewee list these problems first and then go on with you questioning.* What action did you take to solve these problems?
- What project groups are you involved in at your company? What ideas did you get out of these project groups and turn into action?
- How did you find your last (previous) job?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

6. CREATIVITY

Fantasy is more important than knowledge, because knowledge is limited.

Albert Einstein (1879-1955)

Definition

Comes up with new and original ideas; easily makes connections among previously unrelated notions. Develops new alternatives to traditional methods and approaches.

Question habits and current methods and adapts them or generates imaginative, innovative and new ideas in marketing/sales.

Pursues new business opportunities.

Possible areas to explore

- Prepared to take the unorthodox approach; open to consider the radical or unconventional; prepared to 'try out' different solutions
- Creation of an environment that encourages innovation and creativity
- Brainstorming sessions
- Taking the candidate to an unknown business

Questions

- Do marketing people still have much room for creativity at your current company? *If the answer is "Yes" then:* Can you give 3 examples of creative attributions you made in the last 2 years. *If the answer is "No":* Suppose now that you would get more freedom to be creative, what proposals would you make?
- Einstein once said "The secret to creativity, is knowing how to hide your sources". Where do you find your creative inspiration? Can you give two examples of new ideas/solutions you introduced into your team/company?
- Which are the two most 'daring' ideas you ever came up with in a business context?
- Today's leaders are supposed to excel in innovative thinking. What type of innovation could be critical for the further growth of your company?
- What idea do you regret not having launched into your working environment?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

7. PLANNING AND ORGANIZING

*If you don't have daily objectives, you qualify as a dreamer.
Zig Ziglar , Selfhelp Author and Religious speaker*

Definition

Can orchestrate multiple activities at once to accomplish individual/team/organizational goals. Translates commercial/marketing strategies into clear and specific objectives, plans actions, budget and cost control; aligns the organization and resources with strategic priorities. Delegates and empowers teams to fulfill their responsibilities; assigns appropriate resources.

Possible areas to explore

- Organization of an event/conference
- Personal organization
- Project planning (launch / re-launch)
- Planning of Change/Re-organization/introduction of new working methods ...

Questions

- What are your main objectives for the next six months? How are you organized around these objectives? How do you plan your action? Where are you in the fulfillment of each of these objectives?
- Which tasks did you delegate since you took over your current responsibility? How do you follow-up?
- How do you plan your week? How does this week look like? Next week?
- Tell me about the largest project you ever had to manage? What did you learn about planning and how do you use 'lessons learned' today?
- Has bad planning ever had a negative influence on your work?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

8. COMMUNICATION – IMPACT

The ability to speak eloquently is not to be confused with having something to say.

Michael P. Hart

Definition

Can present ideas in a clear and concise way. Keeps it to the point; structures arguments in an accurate and logical way. Is self-confident and generates enthusiasm for ideas. Tailors the content of speech to the level and experience of the audience. Demonstrates good listening skills by using appropriate body language when speaking with others.

Possible areas to explore

- The interview itself gives the interviewer a good idea of the eloquence of the interviewee in his/her speech (structured, clear, to the point, use of voice, intonation, body language, enthusiasm, vocabulary, ...)
- Internal/external presentations

Questions

- What percentage of your job consists in speaking? Listening?
- How often do you give presentations? What kind of presentations? To whom? Do you remember a presentation where the quality (content and form) was decisive for acceptance or rejection of an idea/budget ...?
- How do you adapt your speech to different audiences (groups/individuals) you communicate with?
- How do you react to people who talk too much during one of your presentations? Concrete example.
- How do you communicate different today than 5 years ago?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.

9. DRIVE FOR RESULTS

Genius is one percent inspiration, ninety-nine percent perspiration.

Thomas A Edison, US Inventor (1847-1931)

Definition

The ability to attain results by consequently focusing on actions that deliver results on set targets and quality and this within predefined deadlines.

Can be counted on to attain his/her goals successfully. Pushes himself / herself and others for result.

Possible areas to explore

- Closing sales
- Not giving up on an idea/project that has been dropped by others
- Holding on, remaining focused on targets in difficult circumstances
- Believing and keep on working to reach high level goals

Questions

- Tell me about a situation/a time when others failed and you attained your objectives?
- Do you consider yourself as being result-oriented? *If the answer is “Yes”*: Give me two concrete examples of you being result oriented.
- List your main objectives of the last year. Which ones did you reach? Which not? When did you realize it would be difficult to attain some objectives? How did you react at that moment? How did you fight to obtain the final result?
- Has ‘being result-oriented’ ever brought you into trouble? Conflicts with colleagues?
- Did you ever have to work with people less motivated than yourself? How did you try to influence/inspire/push them?
- Which was the goal you have ever worked the hardest for?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to ‘elaborate’.

10. STRATEGIC AGILITY

My interest is in the future because I am going to spend the rest of my life there.
Charles F. Kettering, American Inventor (1876-1958)

Definition

Oriented to the future. Identifies future consequences and trends and develops ideas about possibilities and likelihoods to come. Based on these, creating competitive and innovative strategies and plans.

Possible areas to explore

- Strategic planning
- Market trends
- Strategic Alliances
- Competitive analysis
- Investing in new major tools/products/ideas/people

Questions

- Which business models (existing successful companies) do you look up to as inspiring models?
- Whom of your competitors will substantially continue to grow in the next 5 to 10 years? Why? What edges do your competitors have to ensure their long term growth ?
- What business information you have recently gained will affect your strategic choices for your next marketing plan/commercial strategy?
- What will be the effect of further globalization on your marketing/sales position? On your organization?
- Has your organization recently made strategic decisions that you regret? Why?

Remark: When asking for more than one example, it is not necessary to go into detail on all of them. Let your candidate list the examples, then choose one you want to 'elaborate'.