



YOUR BEST MOVE

BATENBORCH INTERNATIONAL

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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 guarantees 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 look-out 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

Thanks 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 who fit the profile, who are genuinely interested and with whom we have already discussed both the position and the working environment.

4. Quality & partnership

Once a candidate is selected we closely follow the integration in his/her future company. Our success is when a candidate proves to be successful in his/her new environment. Our unique 12 months integration guarantee reflects our commitment to this success.

5. International network

Through a global and identical approach in different countries, we ensure uniform service levels and results. We are able to service clients internationally on a permanent and interim basis.

COMPETENCE CARDS

1. ANALYTICAL
2. NEGOTIATION SKILLS
3. CUSTOMER ORIENTATION
4. TENACITY – PERSEVERANCE
5. ACTION ORIENTED – INITIATIVE TAKING
6. CREATIVITY
7. PLANNING AND ORGANIZING
8. COMMUNICATION – IMPACT
9. DRIVE FOR RESULTS
10. STRATEGIC AGILITY

1. ANALYTICAL

The art of simplicity is a puzzle of complexity.
Doug Horton

Definition

Recognizes significant information. Gathers and coordinates relevant data and on the basis hereof can to diagnose potential issues, 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
- ▶ Analysis failed project (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!
- ▶ What was the most complex (not 'difficult') marketing issue you were ever confronted with.
- ▶ Can you give an example of a project (marketing/sales) that (almost) failed because of an incorrect assessment at the start.
- ▶ Do you remember a time where you needed to take 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 each of them. Let your candidate list the examples, then choose one you want to 'elaborate' on.

2. NEGOTIATION SKILLS

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

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 a group/an individual to get something done they are reluctant about ... at first
- ▶ Bargaining for salary raise
- ▶ Contract negotiations

Questions

- ▶ What is 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? Which arguments did you keep in reserve and when did you finally use these?
- ▶ What do you consider to be the most difficult negotiations? Tell me about your approach and the outcome of one of the examples.
- ▶ What 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 each of them. Let your candidate list the examples, then choose one you want to 'elaborate' on.

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

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 rapport 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 needs
- ▶ Anticipation of customer needs
- ▶ Insight in possible opposite needs/expectations of internal and external customers
- ▶ Depth/quality of account relationships

Questions

- ▶ Which recommendations did you put forward and resulted in fundamental changes in company procedures to meet customer needs?
- ▶ Can you describe the differences in ‘needs/expectations’ of your two most important customers. To which extent is your approach and aspiration with them different/adapted.
- ▶ Internal and external customers sometimes have (seemingly – or real) opposite targets. Give examples? How do you tackle such situations?
- ▶ Have you ever overruled company policies/procedures to meet a customers’ needs?
- ▶ 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 adopt the ‘lesson-learned’ in other occasions since?

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

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.

Sticks to a point of view, plan or action until the desired objective has been achieved or is no longer reasonably achievable.

Possible areas to explore

- ▶ Holding on to a specific project/proposal. Propose/push again and again the same idea until acceptance
- ▶ Re-gaining/gaining a (lost) account
- ▶ Re-starting a project that was considered a lost case
- ▶ Keeping focus 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 recall such a situation?
- ▶ Can you give an example of a marketing project that took a very long time?
How did you inspire 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 successfully concluding business with them.
- ▶ Do you remember a situation in which you pushed an idea or certain conditions for too long?
Can you give examples of where you gave up too early?

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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 in 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 3 examples of initiatives you took/ideas you launched over the last six months.
Which initiatives were translated into actions by yourself?
- ▶ Can you list 4 different major problems you were confronted with over the last year.
First let the interviewee list these problems, then go on with you questioning:
Which action did you undertake to solve these problems?
- ▶ What project groups are you involved in at your company?
What ideas did you take with you from these project groups and did you put into action yourself?
- ▶ How did you find your last (previous) job? How did you go about the search process?

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

6. CREATIVITY

The gift of fantasy meant more to me than my talent for absorbing positive knowledge.
Einstein

Definition

Comes up with new and unique ideas; easily makes connections amongst previously unrelated notions. Develops new alternatives to traditional methods and approaches. Questions 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 opt for an unorthodox approach; open to consider the radical/unconventional; prepared to 'try out' different solutions
- ▶ Creating of an environment that encourages innovation and creativity
- ▶ Brainstorming sessions
- ▶ Taking the candidate to an unknown business

Questions

- ▶ In your company, does a marketer still have much room for creativity? If the answer is "Yes" then: give 3 examples of creative contributions you made over the last 2 years. If 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?
- ▶ What are the two most 'daring' ideas you ever came up with in a business context?
- ▶ Today leaders are supposed to excel in innovative thinking.
What type of innovation could be critical for the further growth of your company?
- ▶ Which idea do you regret not having launched in your working environment?

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

7. PLANNING AND ORGANIZING

If you don't have daily objectives, you qualify as a dreamer.

Zig Ziglar

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 6 months? How do you plan to organise yourself herefor? What is your action plan? Where are you today with the realization of each of these objectives?
- ▶ Which tasks did you delegate since you took up your current responsibilities? How do you follow-up?
- ▶ How do you plan your week? What does this week look like? Next week?
- ▶ What was the biggest 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 each of them. Let your candidate list the examples, then choose one you want to 'elaborate' on.

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. Stays with one's 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

- ▶ Which percentage of your work consists of 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 towards people that talk too much during one of your presentations?
Concrete example.
- ▶ How do you communicate different by today vs. 5 years ago?

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

9. DRIVE FOR RESULTS

Genius is one percent inspiration, ninety-nine percent perspiration
Thomas A Edison, US Inventor (1847-1931)

Definition

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

Can be counted on to accomplish his/her goals successfully. Pushes self and others for result.

Possible areas to explore

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

Questions

- ▶ Give an example of a situation / time when others failed and you attained your objectives ?
- ▶ Do you consider yourself to be result-oriented ? If the answer is “Yes” : Give 2 concrete examples of your result-orientedness ?
- ▶ List your main objectives of the year. Which objective(s) did you achieve ? Which not ? When did you realize it would be difficult to achieve some of your objectives ? How did you react at that moment ? How did you cope to reach your final goals ?
- ▶ Has your result-orientedness ever brought you into trouble ? Conflicts with colleagues ?
- ▶ Did you ever have to work with people that were less motive than yourself ? How did you try to influence / inspire / push them ?
- ▶ Which was the goal that you invested your biggest efforts in ?

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

10. STRATEGIC AGILITY

My interest is in the future because I am going to spend the rest of my life there.
Charles F. Kettering

Definition

Future oriented. Identifies future consequences and trends and develops ideas about possibilities and likelihoods to come. Based hereon, creating competitive and innovative strategies and plans.

Possible areas to explore

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

Questions

- ▶ Which business models (existing successful companies) inspire you?
- ▶ Which of your competitors will substantially continue to grow in the next 5 to 10 years? Why?
Which competitive advantage do your competitors have to ensure longterm growth?
- ▶ Which business information that you recently got, 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 taken strategic decisions that you regret? Why?
- ▶ What have you done to create new business opportunities, create new markets for your service or product?
Choose examples where this involved certain risks.

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



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