

Interview Evaluation Report for Marketing positions

Date	Name interviewer
2011	

PERSONAL INFORMATION CANDIDATE

Name	
Date of Birth	
Nationality	
Home location	
Highest Education	

APPLIED FOR

Position	
Manager	
Department	
Work location	

PROFILE CANDIDATE

If the candidate presents the following qualities ➡ cross the corresponding box & motivate !

Rational	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
Procedural	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
Practical	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
Analytic	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
Relational	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :
Process orientated	<input type="checkbox"/> High <input type="checkbox"/> Average <input type="checkbox"/> Low :

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Client service <input type="checkbox"/> Evidence of loyalty to a company <input type="checkbox"/> Listening skills <input type="checkbox"/> Continuous learning <input type="checkbox"/> Adaptability <input type="checkbox"/> Result orientated <input type="checkbox"/> Business development | <ul style="list-style-type: none"> <input type="checkbox"/> Strategic skills <input type="checkbox"/> Sensitivity and confidence <input type="checkbox"/> Ability to find solutions <input type="checkbox"/> Management skills <input type="checkbox"/> Innovation and knowledge sharing <input type="checkbox"/> Team player <input type="checkbox"/> Technical expertise |
|---|---|

SOCIAL ABILITIES & CHARACTERISTICS

Personality & Presentation	
Verbal capabilities	
Aspects of behaviour & Attitude	
Flexibility	

MARKETING INTERVIEW QUESTIONS

This is a suggested format for your interviewing session. In an attempt to be sure we gain all of the required information from each candidate, and yet insure the individual isn't asked the same question three times, we are providing this guideline. Please structure your sessions in the manner most comfortable for you. The expert interviewing questions are helpful for HR staff to conduct an initial screening. For better results we advise to tailor these questions with the hiring manager.

Assistant brand manager (junior level)

To what extent have you been involved in advertising?

Why: We're looking for the degree and scope of the individual's personal involvement in a particular aspect of marketing. With many marketing departments working as teams, it is easy to gloss over issues by replying we did this or we did that.

A good answer: "I was fortunate enough to be working alongside the marketing manager on the launch of our new product X. I attended agency briefings and the shooting of the ad, reviewed and edited the original copy with the marketing manager, and was the main point of contact during post-production. Obviously, the marketing manager approved the final ad." This is a good answer because it conveys the scope of the candidate's experience, and the candidate has not tried to take credit for anything beyond what was merited. This conveys integrity.

A weak answer: "Six months ago we ran a campaign on TV for the launch of a new product. You probably saw it - it was the one with John Cleese. It went really well, and sales are doing much better than we had hoped. Spontaneous recall is up to 37%." This answer tells the interviewer nothing about the candidate's personal involvement.

Marketing assistant (junior level)

If you were head of department, what would you do differently?

Why: We ask this question to find out if the candidate actually thinks about the wider context of the marketing function in their organisation.

A good answer: It's not so much about what they say, but will show that they've at least thought about the role of marketing in the company, how it interacts with other parts of the business, and some understanding of the market in which the company operates.

A weak answer: "My role is really quite junior, so I wouldn't really know where to start." You may not have the experience, but you can come with an opinion. This answer shows the candidate doesn't think beyond their job function.

Can you give an example of a particular campaign in which you were involved, and tell us to what capacity you were involved?

Why: We are looking to establish two things: first, the degree of the candidate's involvement and therefore experience and, second, the candidate's ability to project him- or herself to a broad range of internal and external people.

A good answer: Will show a thorough understanding of the various components of marketing campaigns, and that the candidate took an active role at each stage.

A weak answer: Shows that the candidate was only involved in a limited way, with limited responsibility for their level. For example, if they played a part in just one element of the campaign, this begs the question why.

Brand manager (mid level)**What sort of budget responsibility have you had?**

Why: The operative word here is 'you'. The interviewer wants to hear the activities for which you, the individual candidate, have responsibility and accountability. Setting budgets and spending within a budget are different matters. At brand manager level, you will frequently be expected to spend within a budget. If you have had responsibility for proposing the budget too, then this is well worth conveying.

A good answer: "The annual spend on brand X is about £2m. I submitted proposals for this figure to the marketing controller during budgeting last year and, subject to a couple of small amends, they were approved. It is then my responsibility, in conjunction with our purchasing function to ensure that, as a company, we keep to this budget. They negotiate prices, and I plan activity accordingly, and then execute it along with my assistant." This answer clearly conveys a level of responsibility.

A weak answer: "The annual spend on brand X is about £2m. Most of this goes on direct marketing, but we ran a small interactive campaign on TV last month." This answer tells the interviewer plenty about your brand, but nothing about you.

Have you ever missed a deadline?

Why: Here, we're looking for someone bold enough to admit they're not perfect, wise enough to know which deadlines matter, and resourceful enough to know how to deal with the consequences.

A good answer: Is an honest answer - everyone misses a deadline on something. This answer will also show how they've worked around it, and will describe a proactive solution they adopted.

A weak answer: "I've never missed a deadline". This will leave the interviewer very sceptical, to say the least.

What new marketing initiatives have you initiated since you've been in your current role?

Why: We're looking for level of initiative and manipulation of the mix.

A good answer: Shows understanding of marketing mix dynamics, eg "I introduced CRM", or "launched a big promotion", or "increased sales", or "one of my initiatives shifted another 400 cases of the product".

A weak answer: Will either show a total lack of initiative, or a less-than-thorough approach to marketing. For example, if someone says, "a product researched well, but for some reason market take-up was poor", this could really mean that the candidate didn't do their research properly.

Marketing manager (senior level)**What single decision of yours has had the most positive effect on your business?**

Why: This question seeks to establish if the candidate provides marketing-based solutions based on analysis of research, and understanding of the impact of the marketing mix. We are trying to determine whether the candidate is process-driven or goal-driven.

A good answer: "One of our products was under-performing for no obvious reason, so I initiated some consumer research. This told us that the problem was perception. I decided to review the advertising and appoint a new ad agency to get some fresh ideas. They developed some great new creative that aired six months ago. The results have been outstanding. Sales of product X are now ahead of budget, and I am looking at using the agency on some new projects." This answer shows the candidate took initiative and responsibility, analysed the research, and provided a marketing-based solution to improve company performance.

A weak answer: "We changed ad agencies earlier on this year, which has resulted in a much higher profile for our brand. The new ads have gained some great reviews in the marketing press." Great press reviews are a very narcissistic way of defining a positive effect on your business. This is a common pitfall for many consumer marketers. It is easy to get carried away with great advertising, but this question is asking for something deeper. You may have won awards for the ads, but did you shift more product?

Which elements of your current strategy will have greatest impact and why?

Why: Here, we're looking for someone who is crystal clear about their objectives, confident of the rationale for their objectives, and their understanding of the business.

A good answer: Will be a specific answer - "this is what I'm going to do, and why".

A weak answer: "I do have a number of key strategic objectives, but they are too confidential to discuss." The interviewer will assume the candidate is either trying to inflate their role, or cover up a lack of knowledge.

Which marketing initiatives of yours, in your current role, have contributed most to the bottom line?

Why: To test strategic and commercial thinking.

A good answer: Has to talk about numbers - and preferably ones not just from cost reduction - eg increased revenues, increases in margin percentage, average spend, return on spend, churn rates etc, and show links between marketing activity and investment, and the business's bottom line.

A weak answer: Will typically talk about activity rather than achievement of their initiatives. For example, "I introduced direct marketing" is too inward-focused. "I reorganised the marketing department" shows little link to the wider business, as does "I changed the brand". All of these answers beg the question "with what effect on the business?"



SITUATIONAL INTERVIEW QUESTIONS

1. Describe a typical project you have managed, or were a team member on.
2. Describe a possible “first meeting” scenario with a potential client. What tools/techniques would you use to assess the situation and diagnose the client’s needs.
3. Tell me about an idea/project you have presented to upper management or client and “sold.” What was your approach? Why do you think you were successful?
4. What has been your greatest/most satisfying professional accomplishment- Why was it and what did you learn from it?
5. What are the most significant business decisions you have made? What was your decision making process? Why?
6. What kind of company culture/environment do you work best in?
7. What is your availability to travel?
8. Give me an example of a difficult client/situation and how you handled it?

