



Sample Reference for a Vice President of Business Development Candidate

Reference Obtained from: *[Director of [Type of] Services for a leading global communications company]*

Nature of relationship:

[Reference] first met *[Candidate]* approximately three and one half years ago. She was transferred from the *[Subsidiary]* facility in *[Location A]* to *[Company]*'s *[Location B]* facility. *[Subsidiary]* was purchased by *[Company]* in September of 1998. She had ten years of service with the subsidiary at the time of the merger.

[Reference] and *[Candidate]* were not peers at the time. *[Reference]* later received a promotion to Director in business development. They both reported to the Vice President of Advanced Planning. It was *[Reference]*'s job to define the technology focus of the business relationship, whereas *[Candidate]*'s function was to take the business objectives, create the relationship, and execute documents with terms, signatures, etc.

Compared to other people you have worked with who have been in a similar capacity, how would you rate her performance overall?

"She is extremely effective in what she does for *[Company]*, based on her own contacts in the telecommunications industry. She is able to identify and initiate calls. There has never been a case where she was unsuccessful in achieving a relationship and bringing it to closure with agreements. Her written agreements are high quality. It is important to write agreements that give flexibility when the business environment changes, or technology. She has this incredible talent that enables her to broker in these types of clauses for potential changes in the marketplace. *[Company]* was always in the 'driver's seat' with clients. The agreements were well structured and unambiguous."

What special skills or talents stand out in your mind?

"She has the ability to quickly assess what the other side is thinking in a negotiation process. She saves *[Company]* a lot of time. She is very quick in judging, probing and finding out the client's needs."

In what areas did *[Candidate]* have shortcomings or need improvement?

"She has very little patience with incompetence. She knows that she has this weakness and is always working on it. She holds herself up to very high standards and expects the same from others. She experienced "culture shock" when she relocated from Texas to California. The *[Company]* culture was the 'good old boy' and 'pay your homage to the right people' syndrome. In California she has been judged on her abilities and has less stress. Her core competencies were able to flourish."

This position requires her to identify and negotiate deal points with potential strategic allies and manage those relationships. How do you feel about her ability to do that?

"This would not be a problem. I can remember when we were working with Compac, Intel and Microsoft because they wanted a commitment that we would work more quickly on creating a marketplace for [Product] (provide the equipment and telecom space). The manufacturers wanted to take their new products to market. She had to coordinate and give guidance to them through private discussions on how we were proceeding to accommodate them. She also worked with first tier managers and executives at both corporate offices to achieve this."

Is she a tenacious, results-driven person, or more even-tempered and methodical?

"She is extremely methodical and results-driven. When she interacts with candidate companies she has to define what is needed out of that particular partnership and write specific terms. She always keeps in mind when writing agreements what the end result needs to be and builds in the terms to cover potential changes. She is very detailed and writes some really complex agreements."

Would you want to work with her again?

"Absolutely. It is always a pleasure working with her."

This job calls for an individual to take a new product and make significant penetration into well established companies by convincing them that it enhances their product and service offering. What do you think of her ability to do that job?

"She is so competent in her skill sets and experience she will have no problem at all. She has a good knowledge of the market and can interact with people and open doors."

She is going to be coming from an \$XXX million a year company to a startup. She will not have the same level of staff or resources to accomplish her goals. How do you feel she will handle that?

"She never had much of a staff (only three people). There was never a corporate machine behind her in the one and one half years I observed her. Our division stayed pretty independent of the rest of the company. They were not much of a tool for her."

What have I not asked you that you would like to add?

"In taking into consideration what I have been told about the position, I feel she would be a very strong candidate. She has excellent knowledge of the video market. She knows how to work in a start-up situation, is flexible and has the viable business expertise to be successful."