



VICE PRESIDENT – SALES & MARKETING

POSITION PROFILE

OVERVIEW:

[Client Company] has a record of outstanding financial performance and outstanding growth in its market. The company's goal is to continue to increase its presence in long term growth markets through new product developments, acquisitions and investment in facilities and people.

The group is managed via X strategic business units. Each unit has a management structure focused on its particular markets and areas of expertise. [Client Company] was formed in XXXX with a goal of leveraging (sub company) and (sub company), and achieving a \$XXX million operating unit within X years. [Client Company] contributes XX% of the overall revenue of the entire parent company, and is comprised of C operating companies:

- [Locations deleted for confidentiality]

These X operating companies produce [product description deleted for confidentiality]. Key market segments served include [product description deleted for confidentiality]. [Client Company] goals include growing [percentage] organically plus [percentage] through acquisition.

To help drive toward these goals, [Client Company] will be hiring a **Vice President of Sales & Marketing [VPSM]**, to replace the incumbent who will be leaving the company. The VPSM will report to [Client Company] CEO [name] and will be based in [city], CA

SCOPE OF OPERATION:

Through both direct reports and a matrix management structure, the VPSM directs and manages all worldwide sales and marketing. This includes the field sales force, product management, customer service, marketing communications, and business development. The total sales and marketing organization worldwide includes approximately [XX] individuals. The direct and indirect reporting structure is shown on the last page of this document.

MISSION:

The VPSM is the key architect of sales and marketing strategy and is responsible for execution, leading a cross-functional, matrixed team. The VPSM is responsible for sales and marketing results, including cost and revenue budgets.

PERFORMANCE OBJECTIVES:

To achieve the mission for this position, the VPSM must produce the following critical actions and results:

1. **Develop Sales & Marketing Strategy:** Drive the strategic planning for worldwide sales & marketing, to include the following:
 - a. Creating an annual strategic sales & marketing plan, including specific market segment and key account strategies.
 - b. Maintaining an awareness of competitors, their products and strategic advantages, and developing a strategic response.
 - c. Instilling an **Innovative Culture** mentality in the sales & marketing organization, characterized by people acting strategically, proactively and with a sense of urgency.
2. **Drive Sales Growth:** Develop a specific, detailed, measurable action plan designed to achieve business unit sales objectives. Such plan will include maximizing capture of work from current customers, developing new customers, and developing critical new products to respond to customer demand. The VPSM must communicate the sales plan clearly throughout the organization, ensuring that each participant understands and can execute his/her specific objectives. Implement training for Strategic Selling, ensuring that the sales force knows the specifics of closing: who, when, how. etc.
3. **Improve Product Management:** Working closely with operational sales leadership within each company, the VPSM must significantly improve the product management process, including the following:
 - a. Ensuring that all products are proactively managed to optimize and leverage core competencies.
 - b. Recommending specific product development actions based on logical extensions and intersections of current product lines and customer demands.
 - c. Improving responsiveness to product issues, and creating clear accountabilities.
 - d. Communicating clear product strategies to Managers, Product Managers, and all supporting team members, to ensure that each understands their role in the product development process.
 - e. Facilitating a smooth, regular and productive flow of technical information between engineering and product management.
 - f. Mentoring and coaching product management leaders to improve their strategic thought process and actions.
4. **Branding / Positioning:** Working with the entire [Client Company] leadership team, lead the development of a specific [Client Company] worldwide branding and market positioning strategy to solidify the company's image and presence, and work with [company] to ensure expert execution of the strategy.
5. **Key Account Development:** Direct and participate in the key account development strategy, including direct high-level involvement with leadership at key accounts, to foster solid relationships, and to develop and support the sales team and its efforts.
6. **Organizational Development:** Assess the entire sales & marketing organization and make recommendations for needed improvements, strategic replacements, leadership development, succession planning, etc. Ensure that the organization's development keeps pace with the needs of the company, and that the organization is continually upgrading its overall technical expertise, leadership ability, and capacity to generate results in accordance with business unit goals.
7. **Sales & Marketing Process Development and Improvement:** Develop a comprehensive plan to implement and improve processes within the sales & marketing function, including the following:

- a. Define the sales & marketing organization's roles, responsibilities, and work flow process with step-by-step process mapping, ensuring that each individual clearly understands how to get things done efficiently and effectively.
 - b. Implement, train and institutionalize a methodology for the entire sales & marketing organization of dealing with internal as well as external customers. Train the entire organization on how to effectively deal in a matrix environment.
 - c. Increase productivity of sales force by implementing metrics and accountability for performance (number of calls, visits, quotes, etc. made to customers).
 - d. Leading by example, build strong alliances with other functional groups, ensuring smooth internal working relationships.
8. **Customer Service:** Develop and implement excellent customer service standards, systems and policies, and drive these through the organization through training, ensuring that everyone who touches a customer has a role in the company's customer success strategy. Implement a service improvement plan to increase customer satisfaction. Develop metrics and measurement tools by which to assess customer satisfaction.
9. **Marketing Communications:** Develop a worldwide marketing communications strategy and program, reflecting the company's goals and its branding and positioning strategies. Ensure that a communications plan is in place to provide consistent customer communications, product promotion and other critical corporate communications.
10. **Forecasts / Reports:** Establish a clear, uniform methodology for forecasting sales and reporting results by market segment, customer and product line, and ensure that each contributor applies a consistent approach to forecasting and reporting processes, providing other functional disciplines and senior management with accurate, meaningful data.
11. **Metrics / Compensation Policies:** Establish the metrics by which each key sales & marketing team member will be measured, and implement a consistent incentive compensation program that clearly and fairly rewards each key person for an appropriate effort.
12. **Acquisitions:** Participate in identifying companies that could be prospective acquisition targets for [Client Company], and participate in the due diligence analysis of such companies during evaluation.
13. **Strategy Development:** Serve as a key participant with senior management in developing overall [Client Company] business strategies.

PERFORMANCE EVALUATION:

The success of the VPSM in achieving the objectives described above will be measured by the following:

- Sales & marketing strategy is clearly defined and understood throughout the organization.
- Sales and margin targets are being achieved.
- Product management is proactive, effective and productive in driving new, innovative products that provide a strategic advantage for the company.
- [Client Company] worldwide brand is clearly defined, well positioned and consistently promoted.
- VPSM makes a significant contribution to key account strategies and capture.
- Organizational effectiveness is characterized by highly qualified, experienced and knowledgeable sales & marketing team, with strong leaders and capacity to meet company goals.
- Sales & marketing processes are clearly defined, with a continuous improvement road map.

- Customer service / support program is significantly improved, resulting in documented improvement in customer satisfaction.
- Marketing communications program is clear, consistent and effective.
- Forecasts and sales reports are accurate, and provide senior management with meaningful data.

BACKGROUND AND EXPERIENCE:

The ideal candidate will have the following education, work history, knowledge and skills.

Education: Bachelor's degree required; engineering is preferred. MBA is highly desirable.

Experience: [XX] years of increasingly responsible sales & marketing experience, to include the following:

- At least X years as a senior executive leading a worldwide sales & marketing function in a \$[XXX] mil. + technical products environment.
- Industry background would ideally be [removed for confidentiality].
- Must have experience selling into multiple markets, ideally including [removed for confidentiality].
- Understanding of custom engineered products.

Knowledge and skills:

- Knows how to operate effectively in a matrix-managed environment.
- Oriented toward innovative product development - proven track record in cutting edge products.
- Excellent written and verbal communications skills.

PERSONALITY AND CHARACTER:

The ideal candidate will have most of the following traits:

- Strong leader – proactively leads by example, motivates team and fosters positive environment.
- Strong customer advocate – fosters a customer-oriented mentality throughout the organization.
- Flexible – able to shift gears easily; able to deal with ambiguity and complexity.
- Entrepreneurial attitude.
- Team player – collaborative attitude.
- Visionary, creative thinker – thinks outside the box.
- Mentoring / coaching style of leadership.
- Results-oriented – can drive a sense of urgency through the organization.
- Passionate about the success of the organization – can be a company champion.
- Intelligent, quick thinking.

REPORTING RELATIONSHIP:

The VPSM will report to [Client Company] CEO, (name). [Bio deleted for confidentiality].