

Recruiting

A tool to support any of these chapters:

Marketing Campaigns

Sales Management

Business Development

Customer Retention

Telemarketing

Recruiting

What's the difference between a great company that outperforms the market and an average company? Great products, services, strategies and execution ... and your employees are responsible for those successes. A company can accomplish far more with a strong team in place than it can with an average team.

Recruiting is essential for building a strong sales and marketing function. And like marketing, recruiting is both an art and a science:

- ▶ Art: getting to know a candidate to understand whether s/he is the best fit for the job
- ▶ Science: defining detailed job requirements so you can search for the right candidates; conducting a wide search; using a process for moving candidates through the process; measuring results

It's time-consuming to recruit marketers, sales reps, telemarketers and account managers. Yet these positions are the heart of your success, so give your recruiting efforts the time they deserve.

BEST CASE	NEUTRAL CASE	WORST CASE
<p>You have a strong team with the skill sets you need for success. Before each hire, you develop a solid job description, compensation plan and profile so you're sure about the qualifications and personality type for the position.</p> <p>You screen and interview your candidates efficiently and when you hire someone, s/he's excited about the job. You have little turnover and your employees are truly a valuable asset to the company.</p>	<p>You create job descriptions before you recruit and you usually get an acceptable number of resumes. Sometimes the process drags out longer than it should, and you've made some offers to candidates that weren't a great fit. You do have some average performers on your team, but there are no major issues.</p>	<p>In the worst case, you have team members who aren't qualified for their roles. They require a great deal of management and you're concerned about the time it takes to replace them.</p> <p>It's difficult to find qualified candidates, especially because experience is expensive. Morale isn't great and people view their jobs as tedious – there isn't a lot of excitement and positive energy in your team.</p>

Key concepts & steps



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Before you begin

You may need to recruit to meet a variety of goals: grow your sales team, hire a business development executive, create an account management team, build a telemarketing operation, or add resources to another area of your company. Strive to recruit the best employees for all areas of your business at all times.

Define the position

- ▶ Evaluate the job responsibilities; prioritize the skills and experience your candidates will need.
- ▶ Develop specific criteria you'll use to evaluate your candidates.

Write a compelling ad

- ▶ A good ad inspires qualified candidates to apply for the position. It needs to stand out among the ads they'll be reviewing, and it needs to convey credibility, your brand and message.
- ▶ Think of your ad as a sales pitch to a prospect and write it carefully with your applicant in mind.

Cast a wide net

- ▶ Referrals are a great source for qualified candidates. Encourage everyone in your company to contact vendors, customers, friends and family about open positions. Create a job description they can pass around.
- ▶ Advertise in appropriate publications and websites. If you're concerned about cost, measure your cost per applicant and per hire, then use the best-performing sources the next time around.
- ▶ If you're not finding qualified candidates, keep investing ... don't settle for mediocre applicants just because you don't want to spend more money looking.
- ▶ If you're doing a lot of hiring, make sure to post open jobs on your website and include content that speaks to applicants. Good candidates will look at your site to learn about the company.

Follow your process

- ▶ Create a process and follow it: Resume review, phone screen, interview, maybe a second interview, reference check, offer. A good process saves time -- for example, don't invite a candidate for live interviews if you haven't done a good phone screen; you may find that they're not a good fit during the phone call.
- ▶ Respect the time and talent of all your candidates. Thank them for interviewing and let them know when you've extended an offer to someone else. You never know when you'll cross paths again.

What's next?

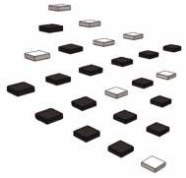
After you bring aboard new marketing and sales employees, make sure they understand your competitive positioning, brand strategy and messaging so they can deliver on those strategies every day.



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Vendor Selection

A tool to support any of these chapters:

Brand Strategy

Marketing Campaigns

Naming

Corporate Identity

Messaging

Sales Literature & Tools

Websites

Customer Relationship Management

Telemarketing

Trade Shows & Events

Email Marketing

Search Marketing

Online Advertising

Publicity

Direct Mail

Traditional Media

Copywriting & Graphic Design

Vendor Selection

Have you ever had a difficult time hiring a vendor? Even with years of experience in a particular area, it can be a time-consuming process. It's even more difficult if you're hiring a vendor for a function you don't know very well.

Vendor selection is an important part of the marketing process because few companies have the resources to complete every project in-house. For example, you may need a vendor's expertise and resources to

- ▶ Write, design or produce sales literature, ads or other creative materials
- ▶ Design, write or develop your website or online campaigns
- ▶ Run a telemarketing campaign
- ▶ Develop your media plans and buy media
- ▶ Provide email or search marketing services
- ▶ Manage the print and fulfillment process for a mail campaign
- ▶ Handle publicity
- ▶ Write messages and slogans

There are many benefits to outsourcing; you can gain deep industry experience, access new technologies, or save money thanks to efficiencies a vendor can provide. But it's important to carefully evaluate and manage your vendors to reap those rewards.

Do you see your company in any of these scenarios?

BEST CASE

Your vendor delivers great results on time and on a fair budget. The vendor is easy to work with and enables you to focus on other things, making you more productive. A great vendor relationship can truly enhance your business.

NEUTRAL CASE

Your vendor delivers acceptable results at the price you expect. You probably need to keep on top of the vendors to make sure deadlines are met, and you devote time to properly manage the relationship.

WORST CASE

Your vendor provides poor work, is overpriced, doesn't meet important deadlines, and/or is difficult to work with. In the worst case, you lose time and money trying to manage the vendor; you may have to fire the vendor and start from scratch.

Key concepts & steps

Before you begin

Next time you need a vendor for one of your projects, use this process to find, evaluate and select the best person or company for the job.

Define your needs and timeline

If possible, determine what you're looking for before you start your search. You may want to set an initial budget, then develop a timeline for your search, especially if you have important dates to hit.

Identify and analyze vendors

Use the web and ask for referrals to find a list of qualified vendors. Develop a list of qualifying questions and narrow the field to a handful of companies.

Create your RFP

If you're looking for very simple, straightforward services, you can ask bidders to provide a proposal and quote. For more complex or intangible projects, it's better to create a Request for Proposal (RFP) that asks bidders to respond to very specific questions in a consistent fashion. A standard RFP is especially helpful when

- ▶ The vendor is providing a comprehensive service
- ▶ The project is intangible or has many elements, such as a website
- ▶ You have very specific evaluation criteria and need to compare "apples to apples"
- ▶ You're evaluating a large number of bidders (more than four)

Evaluate, negotiate and award project

- ▶ Rate your bidders on the important criteria and narrow the field.
- ▶ Negotiate pricing and terms with your finalists, but remember the adage "You get what you pay for." Don't just choose the lowest bid – choose the vendor that best meets your criteria for success.

What's next?

Continue to improve your vendor research, RFPs, and vendor management. Most companies use a variety of vendors over time, and good vendor selection and management will help you improve results.



Vendor Selection

A tool to support any of these chapters:

- Brand Strategy
- Marketing Campaigns
- Naming
- Corporate Identity
- Messaging
- Sales Literature & Tools
- Websites
- Customer Relationship Management
- Telemarketing
- Trade Shows & Events
- Email Marketing
- Search Marketing
- Online Advertising
- Publicity
- Direct Mail
- Traditional Media
- Copywriting & Graphic Design



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