



KAW Consulting

Consultants in Human Resources

Global Publishers, Inc.

Executive Vice President – Sales and Marketing

Sample Executive Position Profile

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Company Description

Global Publishers, headquartered in New York City, is a \$2 billion leading news and information company with businesses in newspaper and book publishing, broadcast television, and internet information services.

Currently, Global's U.S. operations consist of:

- 3 National papers, 40 U.S regional papers, several hundred local dailies
- *You Can Do It Press*, a mid-sized publishing company, of "Do it Yourself" books on a wide variety of topics
- 20 broadcast television stations in 3 regional U.S. markets reaching 20 percent of the population.
- 100 internet sites supporting various newspapers and television stations
- *Good Living Productions*, a creator of "Do it Yourself" and "Home Improvement" programming for cable and satellite television markets.

Global's European and Far Eastern markets consist of 5 major daily papers in Great Britain, 2 in Germany and 1 in Hong Kong. In addition, Global owns a 30 site web network in Great Britain.

Position Title

Executive Vice President – Sales and Marketing (EVPSM)

Position Overview

The Executive Vice President – Sales and Marketing will act as the primary architect and executor of Global's Sales and Marketing strategy to become the dominant player in the U.S. newspaper market, significantly grow Global's presence in U.S. broadcast, program and web based services, and become a leading player in international print, program and web markets. The Executive Vice President-Sales and Marketing will also oversee development of the company's strategy to develop and maintain the needed Sales and Marketing infrastructure to support both its current and future operations.

In respect to day-to-day operations, the EVPSM will provide the oversight needed to ensure that the Sales and Marketing strategies are implemented in a way that meets Global's short and long term sales and profit goals. The EVPSM will also act as the Company's chief Salesperson in deals requiring top-to-top negotiation and/or selling.

Reporting Relationship

This Senior Executive level position reports directly to the President. Contact is frequent to discuss strategic issues affecting the organization's sales and marketing activities, status on development of new markets, and issues requiring senior executive level attention.

The Executive Vice President – Sales and Marketing will oversee all Sales and Marketing functions of the Company. These areas include the U.S. and International Sales Forces; Print, Broadcast and Internet Marketing; and New Business Development. The EVPSM will provide direct supervision for Vice Presidents from each of these areas.

The EVPSM serves as a member of the organization's Executive Leadership Group (composed of the President, Chief Operating Officer, Chief Financial Officer, Chief Technology Officer and EVPSM) that is charged with developing and evaluating changes in the organization's strategic direction, evaluating key strategic decisions, and ensuring that the needed collaboration occurs between the company's functions. As part of this role, the EVPSM attends and is a key participant at the organization's Board of Directors' meetings.

The EVPSM will also act as a key spokesperson for the organization and have frequent contact with executive level representatives from customers, strategic business partners, industry associations, the financial community, both domestic and foreign governments, and the press.

Accountabilities

As described above, the EVPSM will have overall responsibility for the organization's sales and marketing activities. This includes development of the strategic blueprint to ensure the organization has the needed strategies, tactical plans, support infrastructure and personnel to achieve its strategic revenue and market growth goals.

Included are the following responsibilities:

- Develop a full grasp of the company's strategic initiatives, products and services to facilitate understanding of the role of Sales and Marketing in meeting Global's strategic goals.

- Develop the overall Marketing and Sales strategy for:
 - Achieving targeted sales and profitability levels in existing domestic and international markets
 - Successfully penetrating and meeting sales growth and profit goals in targeted new domestic and international markets.

- Provide the necessary oversight to ensure that this overall strategic blueprint gets translated into concrete tactical action plans by all reporting departments.

- Ensure that the Sales and Marketing Functions have the necessary support infrastructure (technology, systems, etc.) to support both current and planned sales and marketing activities.

- Ensure that the Company engages in needed market research and market intelligence activities to identify and understand:
 - Customer needs and preferences in existing and new markets.
 - Activities of competitors and needed responses
 - Distribution channel activity, changes, and potential opportunities to increase efficiency, or add value to customers by utilizing new distribution methods

- Ensure that Global's marketing strategies and plans:
 - Create/enhance Global's brand awareness
 - Price products and services at levels that provide sufficient revenues to meet profit goals.
 - Provide the needed promotions/incentives
 - Optimize use of available multi-channel marketing methods
 - Optimize opportunities to engage in cross selling with both internal and external partners.
 - Provide the Sales Force with the needed selling tools.

- Create the needed Sales and Marketing culture. Ensure that:
 - The company is using the appropriate mix of sales processes that match the needs and receptiveness of customers in varying market segments—large account, consumer, domestic, international, print vs. broadcast, etc.
 - Needed cross functional collaboration exists between the Sales and Marketing Functions, and with other applicable corporate functions—Finance, Human Resources, etc.
 - The Sales and Marketing force has and uses the needed competencies, knowledge and skills to achieve both current sales targets and intended market growth. Develops and implements strategies to provide needed learning and development activities to fill any gaps in existing capabilities.

- Compensation, incentive and performance management systems support use of desired behaviors.
- The Sales and Marketing Functions are properly staffed. Develops overall plan for staffing needs to meet sales and marketing activities envisioned in the company's strategic and operational plans. Ensures needed succession and recruiting planning occurs.
- Monitor progress against targeted strategic and operational goals, and oversee development and implementation of needed corrective actions.
- Identify strategic business partners and negotiate needed contracts with potential partners' top level executives.
- Sell directly to domestic and international accounts that require interaction at top-to-top level
- Manage Functions' operating and capital expenditure budgets.
- Act as Company's spokesperson and effectively represent Global at a top level executive capacity in dealings with a wide variety of external contacts.

Ideal Candidate Background

The ideal candidate for the Executive Vice President – Sales and Marketing will have 10– 12 or more years of relevant experience with substantial experience at the senior executive leadership level, preferably in the newspaper, magazine or broadcasting industries. He/she needs to have a proven track record of running a national and international sales and marketing operation in a growing/dynamic market(s). He/she must also have proven experience in operating as part of an executive leadership team that places high emphasis on collaborative decision making, and fostering a high degree of coordination between functions.

In addition, the EVPSM needs to have a track record that demonstrates ability in the following competencies at the senior executive level:

- Leadership
- Strategic Thinking
- Vision Formulation
- Business Acumen
- Customer/Market Focus
- Results Driven
- Decisiveness
- Problem Solving
- Negotiation
- Organization Building

- Managing Change
- Coaching and Counseling
- Communication
- Listening
- Interpersonal
- Relationship Building
- People Development

The Ideal Candidate will be able to demonstrate he/she can use these competencies to:

- Develop and communicate a clear Vision of Global's growth and profitability strategy that be can translated into concrete action plans by leaders in the Sales and Marketing Functions. (Strategic Thinking, Vision Formulation, Communication)
- Create and sustain the needed organizational actions and momentum to successfully execute these plans. (Leadership, Communication, Results Driven)
- Focus the organization on constantly identifying market opportunities based on consumer preferences and available opportunities to increase value by capitalizing on how content is delivered via print, television, web, mixture thereof, etc. (Strategic Thinking, Customer/Market Focus, Decisiveness)
- Identify and negotiate needed partnership arrangements with other leading players in the market. (Business Acumen, Interpersonal, Relationship Building, Negotiation)
- Build and expand the present capabilities of the Sales and Marketing Functions to the levels needed to achieve Global's intended growth and profitability targets. (Organization Building, People Development, Managing Change)
- Effectively oversee day-to-day operations and ensure that performance is on track to achieve profit and growth objectives. Identify gaps in performance and implement needed corrective actions to get back on track. Coach applicable senior leadership on needed performance improvements. (Leadership, Results Driven, Problem Solving, Decisiveness, Coaching and Counseling)
- Act as the organization's executive presence in dealings with customers, strategic business partners, industry organizations, the press, financial community, and governmental bodies. (Communication, Listening, Relationship Building)

In terms of Education, the ideal candidate will have a Master of Business Administration degree or Bachelors degree with commensurate experience.

Working Conditions

The EVPSM will be based at Global's Headquarters in New York City. Substantial travel – up to 50% can be expected, as well as executive level work hours.

Summary

This is a unique opportunity to contribute to the success of a growing leader in the news and information services industry. The EVPSM will be fully empowered to manage the needed development of Global's Sales and Marketing operations and support infrastructure so they can play their needed key role in the Company's strategic initiatives.