



How to Prevent a Mis-hire: 5 Proven Strategies You Can Use Today...

Xenitho - For High-Impact Performers



*“Finding people is easy...
Finding **good people**
that perform...is hard.”*

Dave Lucas – CEO Xenitho



Why you can **TRUST** the advice in this preso



Our Credibility

Who is Xenitho



- We are NOT an Agency. **We are a Talent Search Consultancy.**
- Over 8 Years Experience
- Predominantly Engineering, Sales and Executive Talent Sourcing
- BEE Level 1 – Black Female Owned
- Customers like Coca Cola, First National Battery, Motherson Group and SAB
- Industry Innovations like DeepMatch™ and CreditCruit™
- Trained Outsurance on our DeepMatch™ process





Our track record

Trainee Engineer

Major FMCG Multi-National



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- Client asked us to find a **Trainee Engineer**
- BEE Candidate
- BSc Engineering (Scarce in Manufacturing roles)
- Found a Top 1% Candidate
- Met all the criteria
- Was promoted from Trainee to Packaging Engineering Manager in 6 Months
- About 3 Jobs Grades up

Maintenance Coordinator

Major Automotive OEM Manufacturer



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- Client needed a **Maintenance Coordinator**
- Had a Top 2% candidate on database
- Worked role and found a Top 1% candidate
- Top 1% Candidate was hired
- Within 8 months promoted to Maintenance Manager
- About 3 Job Grades Up

GCC Maintenance Manager

Multinational FMCG Manufacturer



- Client Needed 2 x **GCC Maintenance Managers** (Scarce Skill)
- Both roles had been outstanding for over 12 months
- Role very complex, as they could not define what they needed.
- Limited salary options (Lower End of Market Range)
- During time of major internal restructure
- We wrote the spec for them, validated it with them, sourced the candidates.
- Found Johannesburg Candidate for them who ended up being promoted with a year.
- Found Western Cape Candidate for them. Candidate matched additional BEE requirements.
- Filled two roles, that they were unable to fill any other way.

CEO

Major Automotive OEM Multinational



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- Needed a new CEO
- Previous incumbent had wrecked the business
- Sent them about 6 options. Most of them Top 2%
- Chose a Highly Experienced Candidate with Automotive OEM Manufacturing Experience
- Turned business around from loss to profit in 18 months
- Currently expanding the plant

A man in a dark suit jacket and white shirt is pulling open his jacket to reveal a bright blue chest, resembling a superhero's chest. The background is a blurred crowd of people in suits, with large question marks overlaid on the image. The text is centered over the man's chest.

**These Results are NOT
Exceptional...
they are the Norm**

A man in a dark suit jacket and white shirt is pulling open his jacket to reveal a bright blue superhero-style chest. The background is a blurred crowd of people in suits, with large question marks overlaid on the image. The text is centered over the man's chest.

Thanks to our **Proprietary**
DeepMatch™ process

A man in a grey suit jacket and white shirt is pulling open his jacket to reveal a bright blue chest, symbolizing hidden potential or a 'superhero' quality. The background is a blurred office setting with several people holding up question marks, suggesting uncertainty or a need for a solution.

How can **DeepMatch™**
help you prevent mis-hires?

A man in a dark suit jacket and white shirt is pulling open his jacket to reveal a bright blue chest. The background is a blurred crowd of people, with large question marks overlaid on the image. The overall tone is dark and mysterious.

Before we answer that...

Let's examine whether
**mis-hires are really that
serious...**

The Costs of a Mis-hire in South Africa



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- South Africa has highly restrictive labour laws.
- It is extremely difficult to dismiss an employee without incurring significant costs.
- CCMA Settlements can be between 3 and 12 months salary.
- Further, it can take 3 to 6 months to dismiss an employee if the LRA is followed correctly. That's, 3 to 6 months of salary payment costs.

The Costs of a Mis-hire in South Africa



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- Then there is the **significant cost of management time**, which should be focused on strategic matters.
- Further, unproductive employees **hurt your business**:
 - Losing customers
 - Making costly errors
 - Impeding team productivity
 - Distracting management.
- All these factors have a **real cost** to your organisation...

...The Actual Figure will SHOCK YOU!

The Shocking COST of a Mis-hire

Monthly Salary	R	20,000	R	40,000	R	60,000	R	80,000	R	100,000	R	200,000	1
CCMA Settlement	R	60,000	R	120,000	R	180,000	R	240,000	R	300,000	R	600,000	2
Dismissal Procedure Salary	R	60,000	R	120,000	R	180,000	R	240,000	R	300,000	R	600,000	3
Management Time	R	4,545	R	6,818	R	9,091	R	11,364	R	22,727	R	22,727	4
Legal Fees	R	10,000	R	10,001	R	10,002	R	10,003	R	10,004	R	10,004	5
Replacement Cost	R	36,000	R	72,000	R	108,000	R	144,000	R	180,000	R	360,000	6
Harm to Business	R	50,000	R	100,000	R	300,000	R	1,000,000	R	5,000,000	R	50,000,000	7
Mis-hire Cost	R	240,545	R	468,820	R	847,093	R	1,725,367	R	5,912,731	R	51,792,731	

Notes:

1. Total Cost to Company
2. Assuming a 3 month settlement.
3. Assumes a 3 disciplinary process.
4. Estimate 20 hours. Can be higher in unionised environments.
5. Estimate. Can be much higher if goes to Labour Court
6. 15% Recruitment Fee
7. Varies by job role. In some cases it could literally be billions. We have increased the estimate as the salary increases due to increased responsibility.

Mis-hire Case Study



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- One of South Africa's largest IT groups.
- Hired the **wrong MD** for one of their divisional companies.
- The company was the second largest in the group with a turnover of R500 Million p.a.
- Within 2 years he **bankrupted** the company.
- The loss of R500 million p.a. over the next 5 years was an **astonishing 2.5 Billion!**

A man in a dark suit and white shirt is pulling open his shirt to reveal a bright blue superhero chest. The background is a blurred office setting with several people in suits, each with a large question mark superimposed over their face. The overall tone is blue and professional.

With that Level of Risk...

**Can you Really Afford a Mis-hire
in your Organisation?**

A man in a grey suit jacket and white shirt is pulling open his jacket to reveal a bright blue superhero-style chest. The background is a blurred crowd of people in suits, with large question marks overlaid on their faces. The overall tone is dark blue.

How to Prevent a Mis-hire

A man in a grey suit jacket and white shirt is pulling open his jacket to reveal a bright blue chest. The background is a blurred crowd of people in suits, with large question marks overlaid on their faces. The overall tone is professional and mysterious.

Strategy 1: Do a Practical Interview

Do a Practical Interview



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5 minutes spent seeing how someone works...
is worth a thousand hours of interviewing

- You are not hiring someone to answer questions, you are hiring them to work. A talking interview does not tell you how well someone will perform.
- Once you have completed your initial conversations invite the candidate in for a Practical Interview:
 - Get them to come in for an hour or two.
 - Give them tasks to perform which are specific to the job.

Do a Practical Interview



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- Observe:
 - How do they work?
 - Are they efficient?
 - Do they have a great attitude?
 - Do they get on with the team?
 - Are they competent?
 - What types of questions do they ask?
 - Can they work independently?
 - Do they have drive?



Strategy 2:
Check Credible References

Check Credible References



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A credible reference removes doubt

- It is very **difficult to assess** if someone, whom you have only met for a few minutes, is a strong performer.
- In practice, it **takes at least 6 months** to get to know how someone performs.
- That's why you need to speak to someone who already has an **experience** of how a candidate performs.
- It amazes us how often companies skip the reference process, yet it is **one of the most effective ways** to assess candidate performance.
- **The KEY is: The reference must be credible**
- Many candidates give **buddy references**, or **fake references**. These references are obviously no good.

Check Credible References



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You need to do a reference check on the referee

- Check their **LinkedIn Profile** or call HR to make sure the referee actually worked at the company.
- If possible, get a **land line number** from the company and call the referee on the land line.
- Validate if they were **actually the person's boss**.

Check for Bias

- Is the reference overly good (Nobody is perfect)?
- Is the reference overly negative (Vendetta)?
- Get multiple references at least 2, preferably 3.

Check Credible References



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Reference Questions

- What was your overall view of candidate X?
- What are their Strengths?
- What are their Areas of Improvement?
- Would you rehire candidate X?



Strategy 3:
Align Brain Profiles

Align Brain Profiles



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Match the Right Brain to the Right Job

- Different jobs require **different thinking**:
 - Some jobs require drive and dominance.
 - Others require caring and kindness.
 - Some jobs are creative. Others are logical.
 - Some jobs require all of the above.
- A **mismatch in thinking** will lead to weak performance.
- This is intuitive, we **don't expect** Software Developers to make good Sales People.
- Yet how often do we make this mistake, when hiring?

Align Brain Profiles

Analytical <ul style="list-style-type: none">• Thinker• Facts & Data Driven• Strong with Analysis• Detail Orientated• Pedantic• Perfectionist	Driver <ul style="list-style-type: none">• Forceful• Intuition & Gut• Strategic• Big Picture• Competitive• Results Orientated
Procedural <ul style="list-style-type: none">• Follower• Obeys the Rules• Strong with Process• Detail Orientated• Agreeable• Loyal	Expressive <ul style="list-style-type: none">• Communicator• Loud• Strong with People• Follows feelings• Persuasive• Networker

- The **Brain Profile** has 4 quadrants.
- The left side is analogous to the **Left Hemisphere** of the brain.
- The right side is analogous to the **Right Hemisphere** of the brain.
- The top row is the **Rational Mind**.
- And the bottom row the **Emotional Mind**.

Align Brain Profiles

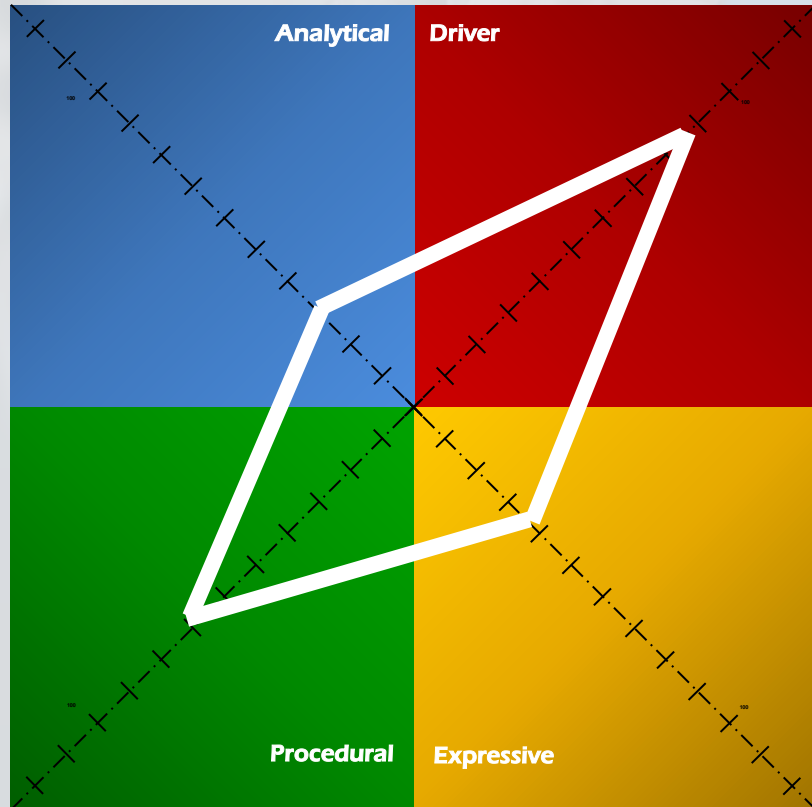
Analytical <ul style="list-style-type: none">• Thinker• Facts & Data Driven• Strong with Analysis• Detail Orientated• Pedantic• Perfectionist	Driver <ul style="list-style-type: none">• Forceful• Intuition & Gut• Strategic• Big Picture• Competitive• Results Orientated
Procedural <ul style="list-style-type: none">• Follower• Obeys the Rules• Strong with Process• Detail Orientated• Agreeable• Loyal	Expressive <ul style="list-style-type: none">• Communicator• Loud• Strong with People• Follows feelings• Persuasive• Networker

- **Drivers are the movers and shakers of society**
Most top performers are Drivers. They are forceful, results orientated, competitive and strategic big picture thinkers.
- **Analyticals are the thinkers of society**
They enjoy details, data, analysis and facts. They can be pedantic and perfectionistic. They are normally highly intelligent in an analytical sense.
- **Expressives are the communicators of society**
They are loud, outgoing, funny, highly charming and extremely charismatic.
- **Procedurals are the administrators of society**
They are good at detail, procedures, following rules.

Note:

People normally have a dominant orientation and a secondary orientation. Such as a Driver and Procedural. Some people have 3 or even 4 orientations (rare).

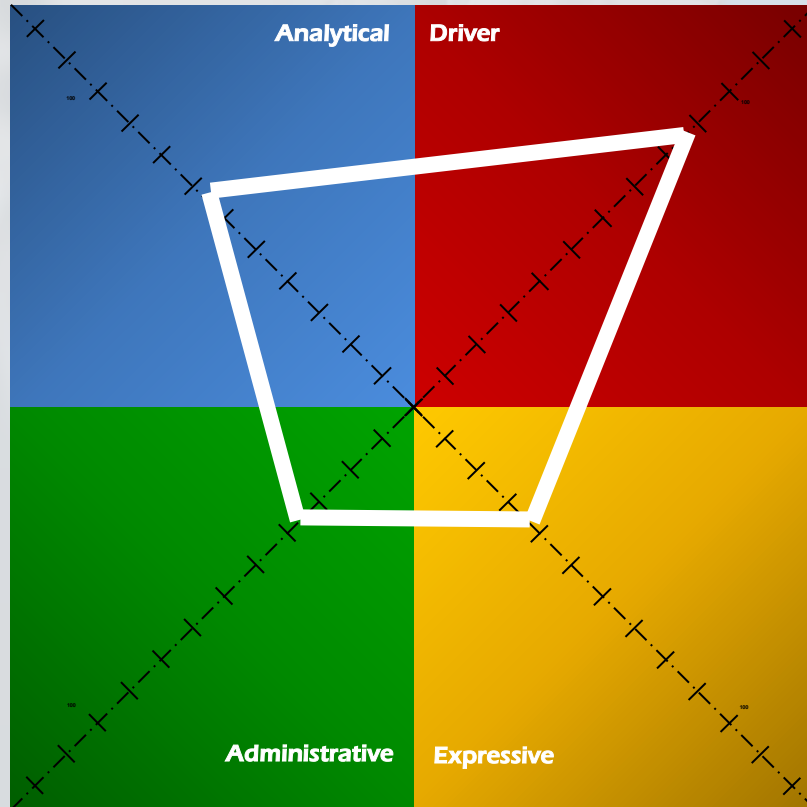
Case Study: Top Sales Performer



- Our **extensive research of over 800 top sales performers** indicates that top sales people are almost always, with a very few exceptions, **high Driver**. The top right quadrant.
- **The Driver Procedural** profile (pictured left) is one of the most effective sales profiles.
- Driver Procedurals are **highly results orientated** and also **extremely well organised and structured** in their execution.
- They **can set a goal**, work out a plan to achieve it, then be focused and disciplined enough to work towards its achievement every day.

PS: Most people think a good sales person is a Driver Expressive. Our research indicates otherwise.

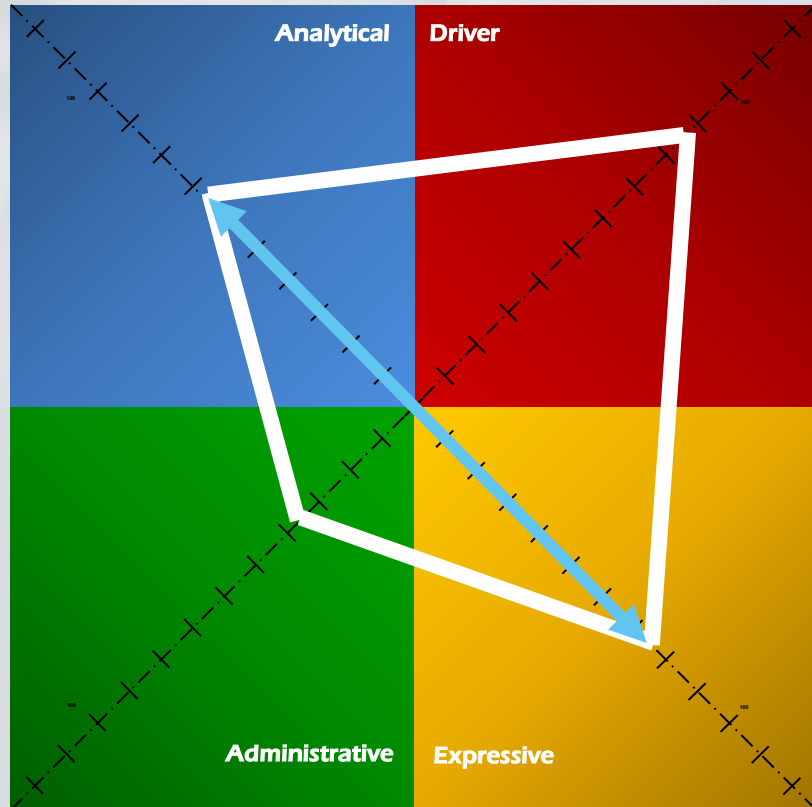
Case Study: Top Maintenance Manager



- Strong Maintenance Managers are typically Driver Analyticals.
- They are highly results orientated, yet they are also able to work our the technicalities of what needs to be done.
- They then execute on these technicalities with drive.

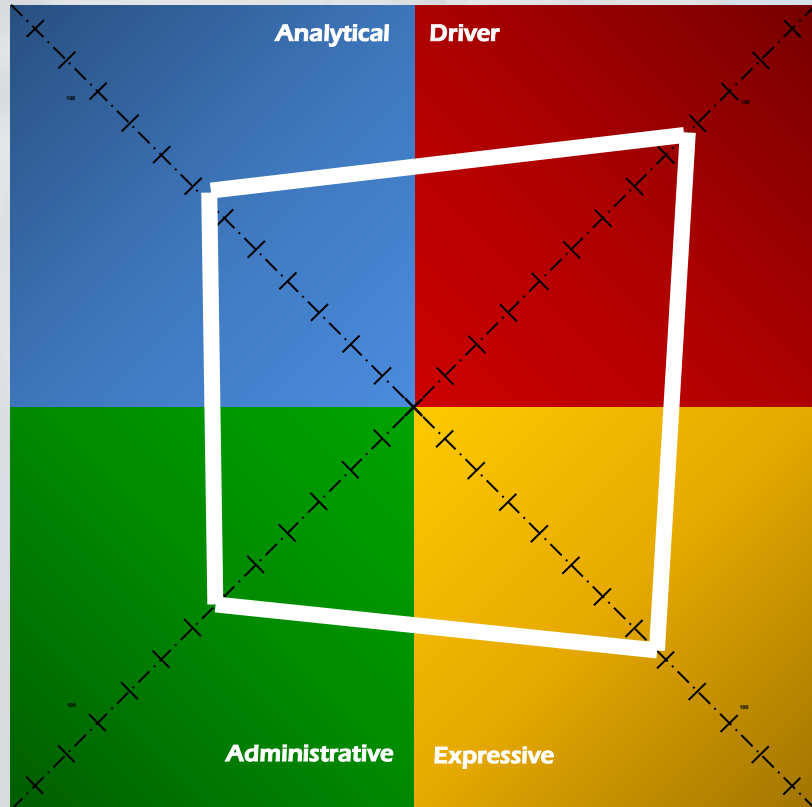
PS: If the person was High Analytical without the Driver, they would spend all their time analysing and none of it executing. Maintenance would then suffer.

Case Study: CEO Steve Jobs



- Steve Jobs was a Driver Expressive Analytical.
- He had **vision and drive** coupled with extreme charisma.
- He had an **analytical component** to his personality which allowed him to understand technology.
- He also had an **Analytical Expressive Axis** (blue arrows), which is found in innovators.

Case Study: CEO - Quad Dom

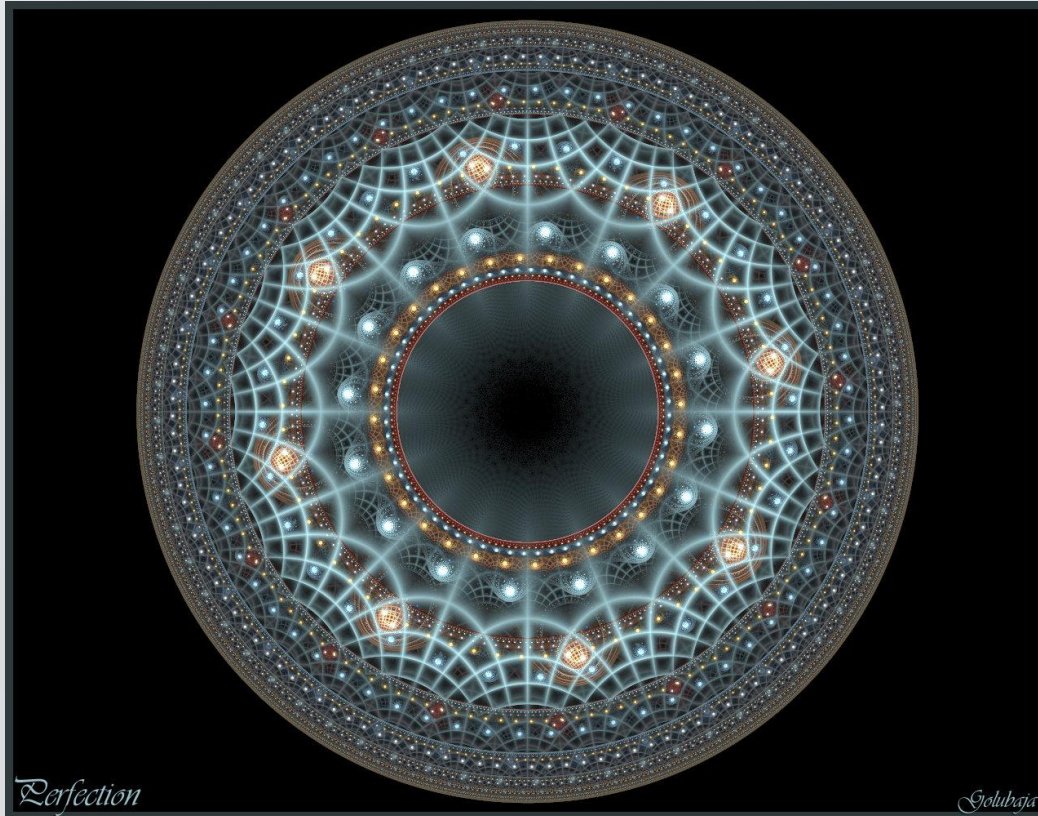


- Another profile that is common amongst top CEOs is the Quad Dom profile.
- This person is **more or less equally balanced** in their orientations.
- They are able to **operate in all the orientations equally**. They are strong at bringing diverse teams together and facilitating translation between different divisions.
- They are very good at **aligning disparate divisions** in a common direction.
- Quad Doms are also one of the **rarest profiles** at about 1% of the population.

A man in a dark suit jacket and white shirt is pulling open his jacket to reveal a bright blue chest. The background is a blurred crowd of people in suits, with large question marks overlaid on the image. The text "Strategy 4: Explore Inconsistencies" is centered over the man's chest.

Strategy 4:
Explore Inconsistencies

Explore Inconsistencies



Perfection

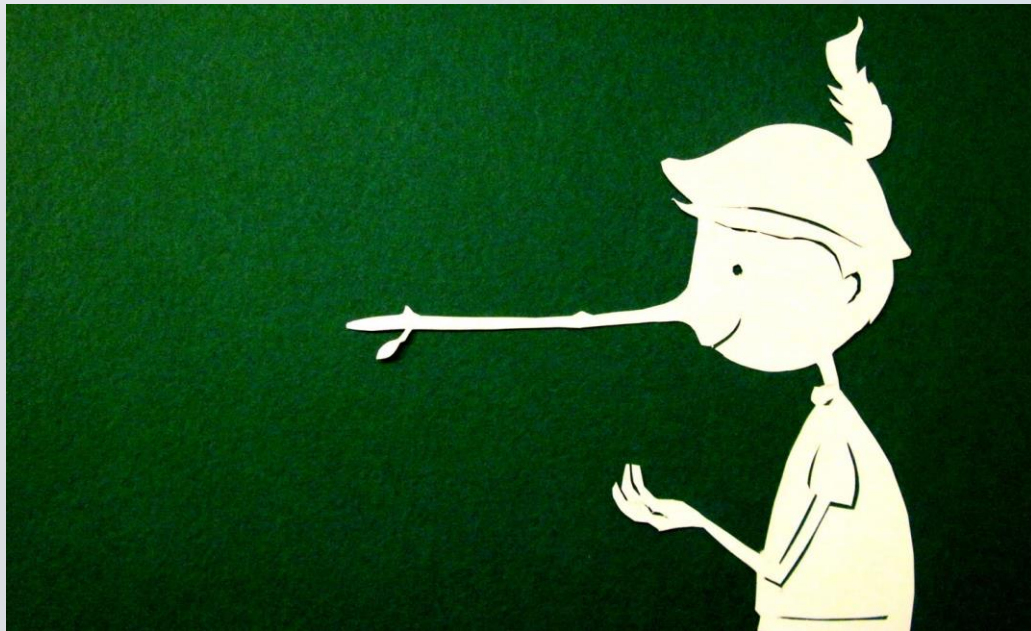
Galubija

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Truth is beautifully consistent

- Almost every candidate **lies** on their CV or massages the truth.
- Most of these lies are innocent “White Lies”.
- However some are **serious** or even **downright fraudulent omissions**.
- How do you catch these lies?
- You look for inconsistencies...

Explore Inconsistencies



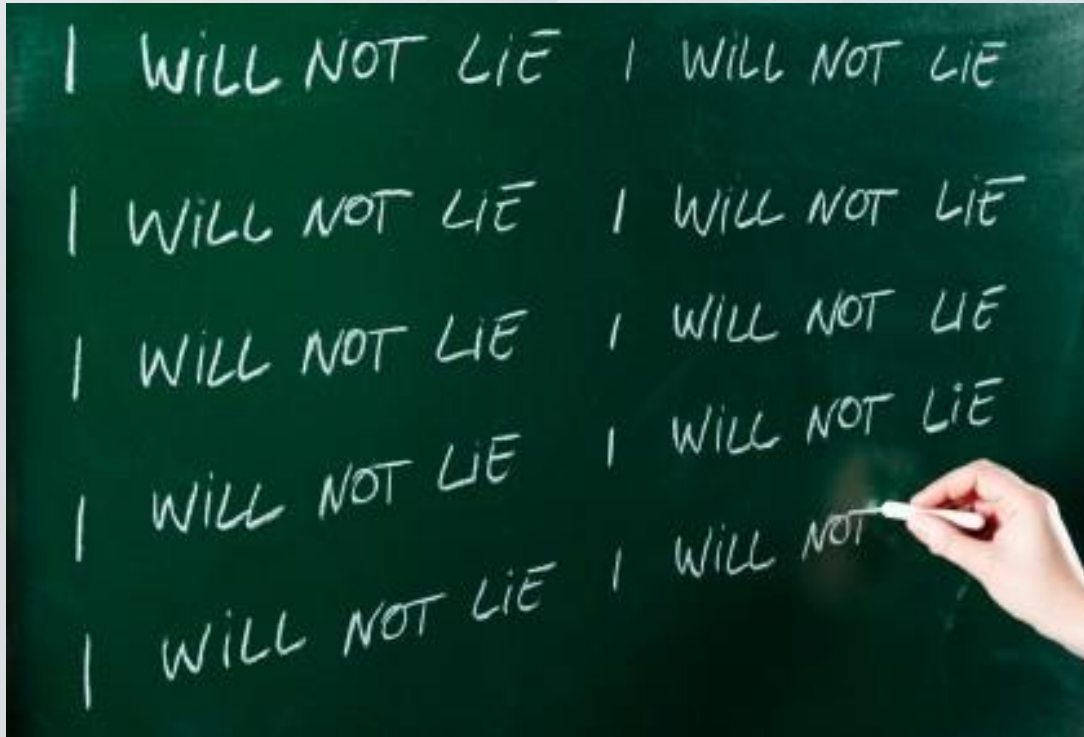
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Trust and check

“Tell your candidate that you are not going to grill them. Instead you are going to trust everything they say, and then check it.”

- This simple tactic is highly effective because:
 - Candidates relax and tend to speak too much. Giving you material to explore.
 - Candidates feel more inclined to be honest as they do not know what you are going to check.
- **Check the key points** when you do a reference check. This way you can actually verify the candidate’s story.

Explore Inconsistencies



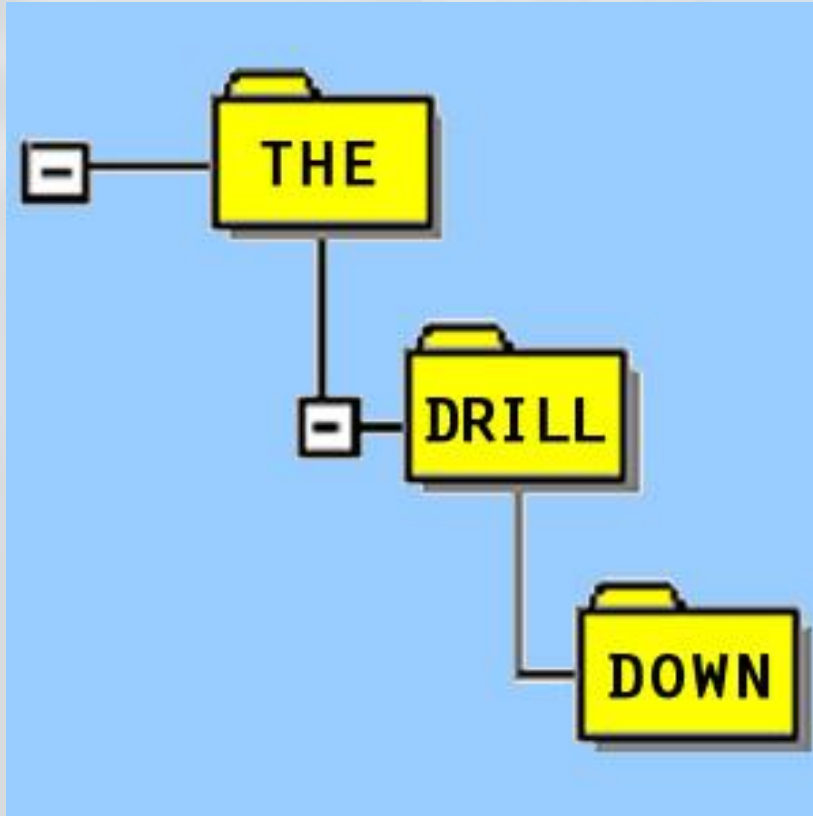
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Make them repeat themselves in different ways

- One way to discover inconsistencies is to **ask the same question** in 3 different ways e.g.
 - Why did you leave company X?
 - How well did you get on with your boss at company X?
 - What was the last straw at company X, that made you decide it is time to move?
- If you **spread these 3 questions out in your interview**, the candidate is unlikely to realise you are asking the same question 3 times. You can then check their answers to see if they align.

PS: The above 3 questions are very useful, as the reason for leaving question is highly revealing of candidate performance.

Explore Inconsistencies



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Nail down specific examples:

- It is easy to lie in a general way. Hard to lie in a specific way.
- If the candidate says they can do X.
Great, ask them for a specific example and then drill down deeper and deeper into that example. You'll very quickly discover if they are talking twaddle.

Explore Inconsistencies



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Challenge Inconsistencies

- When you find an inconsistency challenge it. Be relentless and don't let up until the candidate comes clean.
- For instance:
 - You told me that you left the job for career growth, but now you tell me you did not get on with your boss. Which one was it? Why isn't your story tying up?
- Sometimes the candidate **just forgot a detail** in their CV. For instance, candidates often mix up dates or get confused between duties performed in different jobs.
- Sometimes candidates **feel embarrassed or scared** because they were fired. Or bullied by the boss. Or worked for an unethical company.
- What you need to do is, **pick these issues up and assess** how serious they were. If they were fired, was it a valid reason or just an impossible boss.

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Strategy 5:
Beware the Ping Pong CV

Beware the Ping Pong CV



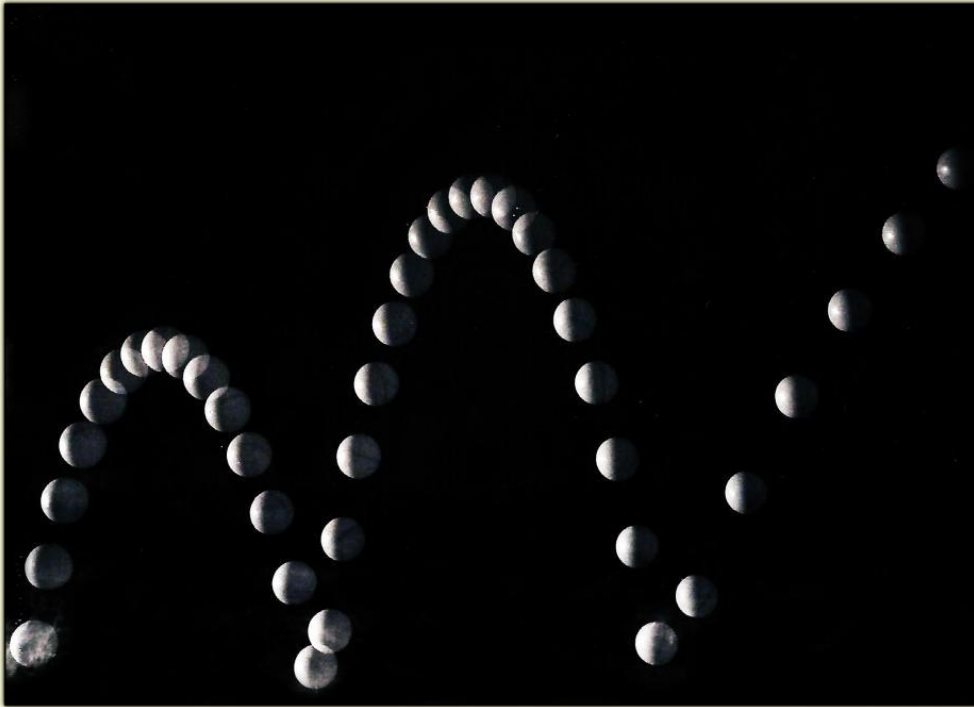
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Good people generally stay at companies...

and grow in companies...

- If a candidate bounces around too much, there is often a problem with:
 - Performance
 - Relationships
 - Focus
- In general 2 to 5 years is an ideal service length. At least the candidate will have had the chance to learn something and to accomplish something.

Beware the Ping Pong CV



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- If a candidate has 3 or more bounces in a row. Beware. Especially for sales jobs. It is best to investigate further.
- If you see a bounce ask the candidate:
 - What are your career goals?
 - How did you get on with the people at Company X?
 - If I call your boss at Company X, what will they tell me about your performance?
- It is ok to have the **occasional bounce**, especially after retrenchment or leaving a large company after long service.
- **The dangerous pattern is someone who bounces for most of their jobs. They are probably not very good.**

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Bonus Strategy:
Take Enough Time

Take Enough Time

QUALITY

over

SPEED

Quick to hire...

an eternity to fire...

- As we have already discussed. It is **extremely difficult and costly** to dismiss a poor performer in South Africa.
- It also takes a long time...
- We often have our **clients rushing** us to find people. We also see our competitors sending CVs in as little as 24 hrs. And some clients even expecting such.
- This is a **huge risk** to the organisation and a strategic blunder...

Take Enough Time



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Would you prepare your company financials in a rush?

Would you refurbish your manufacturing plant in a rush?

Or, rewrite critical policies in a rush?

Then why would you make an equally important, or in some cases more important hiring decision in a rush?

- **It is better to give the talent sourcing process sufficient time:**
At least 2 to 3 weeks, so that the best people for your role can be sourced and properly screened.
- **Beware of CV spamming agencies with miraculous turnaround times:**
They are taking shortcuts and leaving the shortlisting work to you. They do this, because they know most companies never check which agency refers which candidate.

So, they aren't caught out and get away with mis-hires at your expense.

- **The bottom line is successful talent sourcing takes time, effort and energy:**
There are no shortcuts and the job cannot be done correctly when rushed. And anyone that tells you otherwise, is not looking out for your financial interests or protecting you from mis-hires.



Make Sure your Next Hire
isn't **the Mis-hire that Sinks**
your Business Unit

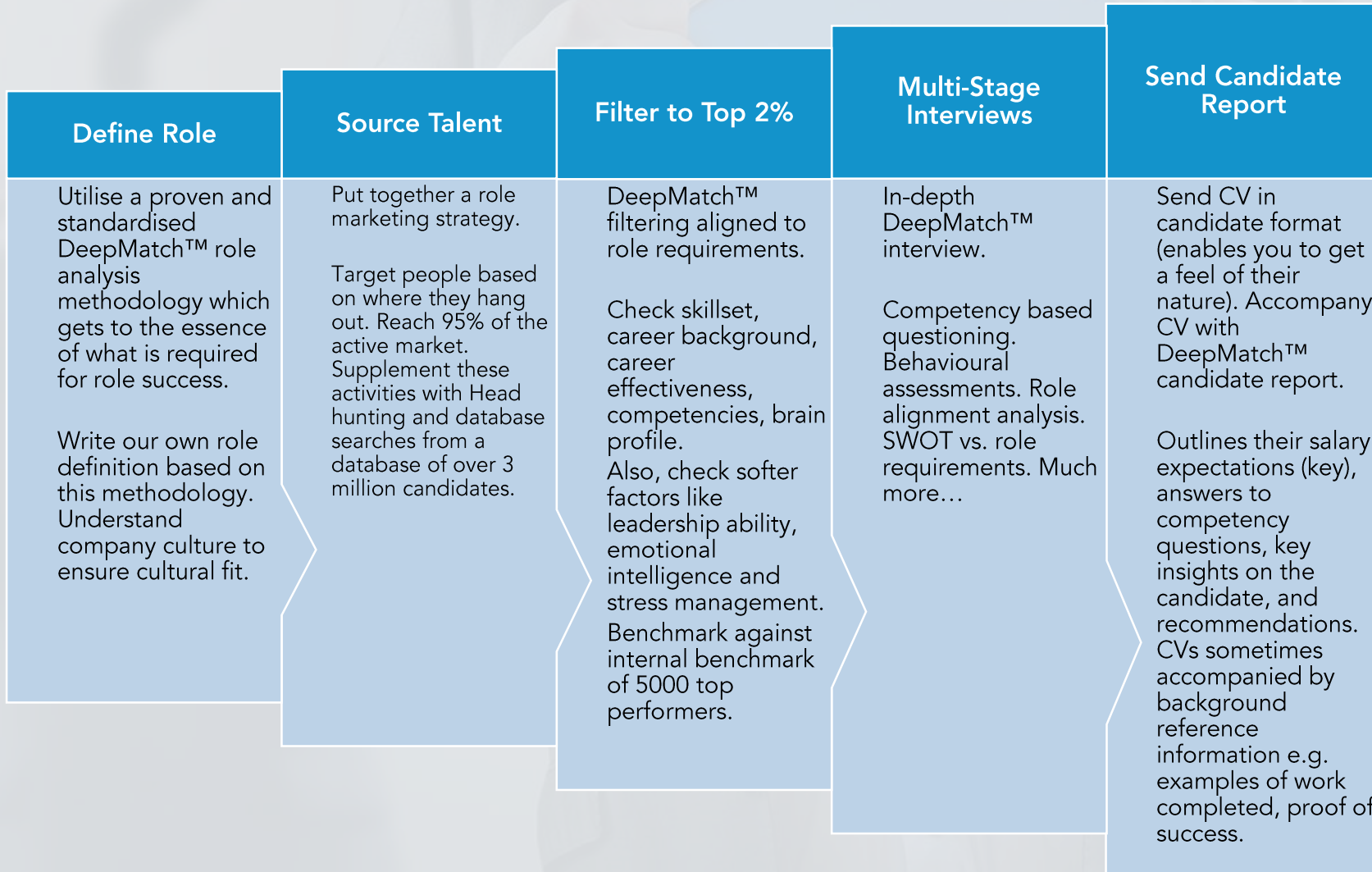


Let us Help you
Reduce the Risk




Sustainable Excellence through **DeepMatch™**

What is Xenitho DeepMatch™?



- At Xenitho, we have spent 7 years perfecting our craft. Seeking every possible way to find that elusive high-impact performer. The top 2% person that *makes things happen*. We have compiled all our hard-won lessons into a proprietary methodology called DeepMatch™.

Extract from Candidate Report

 xenitho
High Impact Performers

Xenitho **DocuMatch™** Whitepaper


Background Summary

1. Date of Birth: 11.08.1989
2. What is your Employment Equity Classification (e.g. White Male, African Female etc.)? African Female
3. Are you a South African born citizen? YES
4. Sales and Marketing related qualifications: BCom Degree in Management with numerous Marketing modules completed
5. Highest academic qualification: BCom Degree
6. Do you have a car and valid license? I don't own a car, but will have access to a car to utilize at any time. Yes I have a valid license
7. What is your current cost to company? Basic salary + all benefits (e.g. Medical Aid, Pension, Cell Phone, Petrol etc. R 21 570 + (benefits R 9049) + Use of company vehicle R 1120.45) + (Phone and Tablet + R1550) (incentive varies from + R 3000 to + R 24 000 (monthly) CTC Varies from + R 36 000 to R 48 000 (due to incentive variance)
8. What is your desired cost to company? R 40 000 - R45 000
9. Have you been to any second interviews in the past 3 weeks? No
10. Are you willing to work in the Pietermaritzburg, KwaZulu-Natal? Yes
11. Do you certify that all information provided to us and in your CV is accurate, truthful and complete (if not please send us a corrected CV)? Yes
12. May we perform a detailed career history verification? Yes

Experience Summary

1. How many years' experience do you have in FMCG Key Account Management? 4 - 7 years
2. How many years' experience do you have in FMCG Market and Brand Data Analysis? At ground level, Yes, very entry level. I can say about 1 - 3 years. More so while I was in the Mainstream Wine division. Where I was expected to run wine brands from the ground up, penetration as well as analysis. I pioneered a new portfolio that had never been taken on before at the company. Introduction of Wine to the Mainstream channel. Meaning I had to chart my own path literally, with the guidance of my manager at the time, who had never focused on wines before. With the background wine knowledge I had gained at Malro Liqueur, I was able to succeed in this new role.
3. How many years' experience do you have in FMCG In-store Promotion Strategies? 7 - 7 years (2 at [Massive FMCG Retailer] and 5 at [FMCG Company] again, entry level in store promotions without HO interventions. I generally own and ensure execution on those that have been implemented by HO. Those implemented by myself will be from inception till review. From Ad hoc promos like remote hamper giveaways, to in store tasting run by an agency as well as bigger and larger team promos that will run for a month or 2.

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 xenitho
High Impact Performers

Xenitho **DocuMatch™** Whitepaper

4. How many years' experience do you have in Sales Leadership and Getting Sales Force to Execute Strategy? 2 - 2 years at [Major FMCG Retailer] as an SBU manager overseeing the running of the sales floor.
5. Time to BRAG. Please tell me about your top 3 FMCG Key Account Management achievements. The ones you are most proud of (use facts, figures, and cents where possible). Impress us, no bland answers here.
What working in Vryheid as a Sales Consultant, covering the GWL as well as On Consumption and Mainstream markets, I was able to increase my sales volume by over 300%, making me the top rep for that month, as well as 3 more times during my service in the Northern area. Our ratings system runs on a per month ranking which is shared to all.
I am currently ranked as the top rep in the region for the first half of the year, (July 2017 to Dec 2017) in the Coastal region which is comprised of KZN, Eastern Cape as well as Port Elizabeth. Our system tracks ROI and GI as well as Ways of working in trade, which is measured by an external company called Esposata.
The team I am part of, the Grocer Wine team, is currently ranked second in the country, which is a huge achievement since we have only recently started operating in the GWL space in our region. This was a new channel for us, having only been rolled out in the last fiscal year. In all teams countrywide, we are ranked second in the top performing teams.
Lastly, my customer management skills have allowed me to work with, possibly, the most difficult customer in our region, who has one of the biggest turn overs, but the most unapproachable characters. I have turned his store to the best store on my card, increasing his sales constantly, but mostly, receiving praise from our Directors on Trade Visits after inheriting the area. Umhlati Spar.

6. Give 3 EXAMPLES of your work experience in each of the following:
(Please be concise. Put in the essence of what you did.)
* Market Analysis of Category and Consumer Trends.
I am faced with this aspect every new cycle as we are expected to select focus customers who will be included and successfully run in store campaigns and promotions. Although the category is generic since I deal with one channel, the Grocer Channel, the correct store type, market and consumer trends that drive sales and profit have to be taken into consideration. My first step is to analyse the given campaign, establishing the objective/goal expected. From there, I go to the store to drive what consumer types we are targeting and what the main hubs for those consumers.
When new products (NPDs) are released, I am expected to drive these in my full customer base. However, as a Consultant, I am required to select my focus customers to. I again need to know the target market intended, from there decide, which customers are frequented by this market mostly, to ensure that I am targeting the correct pool with the right brand and product.
On another aspect, seasonality is a major influence of sales in our portfolio. Over and above the correct market, I must always bear in mind the season and the current trends. Being in Durban, the

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Xenitho **DocuMatch™** Whitepaper

DBN July season is a perfect time to sell my premium offerings and ensure viability of such lines. He festive season and celebratory products such as JC Le Roux are a match every single year.

* Brand Competitive Analysis. In my role as an area Sales Consultant, I have 3 main categories in my portfolio, Wines, RTDs as well as spirits. I always need to stay ahead of the pack, but always remember what my competitors are doing to stay ahead.
On our more conventional wines, however such as 4th Street, our volume drivers, we aim to be leaders in the trade through visibility and affordability. Our analysis strategy here would mostly focus on our direct competitor, Robertson's, in outlaying their prices and outlaying their visibility on floor at all times. Reviewing their weakness, which recently has been quality and price and using this weakness to increase trust and drive our own strengths, which has allowed me to increase sales and profit at all times. I have gone to store promotions by having a travel bag as a giveaway and subsidizing price in store to drive the price lower over time. Coupled with increased forward share in stores I was able to accelerate sales to 174% when compared to history.
Moving to RTDs, being our biggest volume drivers in the company, this is always a fierce war with our competitors due to the many brands available and the competitiveness of the companies that hold these brands. Cider, our biggest volume driver, is a volatile field to work because its market is heavily unstable, brand switching is a huge factor. This is visible in the fact that our biggest direct competitor is a beer, making the competition an even harder battle. Analysis on beer shows that it's most affordable in the market because of its raw materials, making it more of an everyday drink to the whole of the market targeted, which is why I play cider in my mainstream trade as a Premium offering, a product that one should aspire to drink and be seen drinking. This is a huge factor in the mainstream market, and it works. Expensive ROI and beautiful promoters always work in this regard, but sadly are not always available, which is when I have to convince my customers to place my cider in strategic spots near the premium cabarets, highlight the Premium aspect of the brand and ensure I always have it top of mind by providing the basic merchandise such as t-shirts and caps to consumers as well as staff member at my stores and arranging that they be worn on weekends and special events held at the store at any time.
Spirits give us the biggest GI and margin and I can't afford to lose the advantage I have in the market. However, our shortcoming is that we don't have as much of a footprint in the field as we do in others, making it hard to play all brands and win everywhere. Analysis in my area of work has shown me that I need to focus on the big wins and maintain share in the other brands. Having a huge portfolio has given me the competitive advantage to play baskets instead of single brands, thus getting my brands to consumers as a uniform rather than a unit. Having gondola spaces in store allows me to place known brands with my rich/unfamiliar offerings and getting consumers to ask questions about them as well. Sadly, we have not been able to focus as much as I feel is necessary to in brands such as these, here we need to play like our competitors and be as visible as our competitors. However, in an ideal world, brand tastings would be conducted. These would show the consumer the exact personality of the brand, the quality and drinkability of this brand. From investigations done with my own consumers who have tasted and drunk it, I have discovered the potential in it and when honed it would possibly blossom into an unexpected success.

* Development of the Store Brand Strategy. In our universe as sales consultants, we rely heavily on HO to prove brand strategy guidelines to ensure we do not move away from the essence that has been intended for the brand. That does not however mean you are unable to align an in store brand strategy for the store you service. A clear indicator of this was when I rebranded my biggest customer in Umhlati as 4th Street Natural Sweet Wine Hub. Where we set out with the store manager

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to take on the gap of this brand and utilize the strengths to build an even stronger presence in his store, thus increasing his volume. We asked firstly, how we would differentiate the brand from its competitors since the natural sweet market is booming with competition. There are a lot of other questions to ask when working with a brand strategy, the biggest had already been answered and aligned to the store. The route to market was next and bulk drivers are always best when deployed and priced right. We negotiated weekly broadsheets that drove the price down minimally, but noticeably did not devalue the brand in the eyes of the consumer. I placed activations and promotions in store to consistently have a presence in store in line with broadsheet promotions. Visibility was increased and the product was sold cold (which was a norm, a differentiating factor). In line with the brand strategy of bulk activations, bulk visibility and affordability, we were able to reach our intended objective of growing the brand in 3 months.

* Optimise Pricing and Promotions. The main aim of any store is to generate profits, be it by increasing sales thus increasing their bottom line or decreasing on spend thus increasing their bottom line, or even both which is ideal. Optimisation of pricing is a big aspect in our line of work, a daily factor to keep in check. When running a promotion, loss on price must always be kept in check be it by managing margins or discounts since we can't have both.
In my universe these are generally rigid, my role is to ensure the negotiated prices at HO are maintained in stores and to rectify any discrepancies. However, times do arise when a store requires my input on pricing of products for promotional reasons and for a short period, e.g. a weekend.
I generally provide the business decision that the better the price the more sales generated and thus the more units sold. The custom might lose margin on each unit however, if it increases his previous volume, which is usually inevitable, he will still generate a much better combined profit eventually.

7. What mistakes do people typically make when your key account does not value your brand? How do you avoid these mistakes? People will generally shift focus onto another brand that sells better. Instead, my opinion is to focus even more to ensure that you have a brand for every occasion and every person available. You can build a brand given the correct tools and the right drive. Coming from a mainstream background, I have a flare for this task.
8. What mistakes do people typically make when your competitors have better promotions than you? How do you avoid these mistakes? They will rather focus on the brands that have the budget and have the 'in demand' merchandise to giveaway. Giveaways and promotions don't always depict a win for all brands. Sometimes tastings will assist better when a brand is not very popular and still requires the consumers to taste. My creativity always comes in handy here, because we are faced with this issue quite often with SAB always being a great promoter. I.e. the planning and execution of SAB and Meat deal above.
9. What is the best way to perform Accurate Market and Competitive Analysis (tell me the steps you typically follow)? A competitor analysis is usually done via a SWOT analysis. The Accurate Market is the objective of the analysis. The SWOT analysis would ask the strengths, weaknesses, objectives and threats. At the strengths and weaknesses aspect, I would go to the brand itself, find out where are the shortcomings, pricing, availability, quality aspects, in it what the drafted market is looking for? etc. Taking the findings from the above, I would then look at opportunities for the brand as well as threats. Where can I improve, where are there gaps for the brand in the market, where are

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It All Boils Down to "Passion"

**Imagine if everyone was
THIS PASSIONATE**



About things that actually matter

- There are people who recruit for money...
- And people who are passionately dedicated to helping you **find the people that take your business forward.**
- Who would you use?



Conclusion

Hiring Right Matters



Tom Boardman Former CEO of Nedbank

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- There are certain roles in your organisation where the **person you hire can change the destiny of your company.**
- Many people think of **Steve Jobs** and how he turned around Apple.
- Another example, closer to home, is **Tom Boardman** former CEO of **Nedbank**. He added something like R 2.1 Billion to the turnover of Nedbank in one year!
- Now that is the power of a brilliant hire!
- There is also the example of the **CEO of a Major Automotive OEM Manufacturer**, we placed, who turned the company around from a loss to a profit in just 12 months.
- Or, the **Engineering Managers** we routinely place who save their organisations hundreds of millions of Rands in maintenance costs.
- Or, the numerous **Top Performing Sales People** we have placed with our Clients, who continue to grow their businesses day-after-day.

Hiring Right Matters



A Good Hire will Change Your World...

- That's why you want to **work with** a partner... like **Xenitho**, who can help you consistently make good hires.
- You can contact us to get started.
- Call Dave Lucas now at: 082 407 3075 or email us at: talent@xenitho.com





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