



How to recruit your VP Sales

This toolkit includes:

- Estimated costs for salary expectations
- A recommended talent selection method

01 Finding the best candidate

Whilst no recruitment exercise can be entirely risk-free, you can substantially increase your

chances of a successful hire by following some simple steps outlined below.

Salary expectations — Estimated costs

Basic salary*	€147,000 per annum
Social taxes (e.g. 12% in the UK)	€17,640
Pension and medical benefits (e.g. 10% in the UK)	€14,700
Car allowance	€10,000
Annual expenses for a UK national role	€25,000
Bonus / Commission of 15%**	€22,050
Recruitment fee of 20%	€29,400
Total estimated cost	€265,790 per annum

**Average basic salary for a European VP Sales or Chief Revenue Officer (CRO) in 2017, according to mysalary.co.uk*

***This varies from sector to sector and is, of course, usually performance linked.*

Talent selection method

Step #1 *The approach*

Recruitment brief

Brief the recruiter or head-hunter yourself. This will stop you wasting time on undesirable candidates as you will be able to paint a clearer picture than your HR Manager.

Job description

Write a competency-based job description using the guidance in our VP Sales Job Description toolkit.

Step #2 *The decision process*

Interview task

Give all shortlisted candidates a task to prepare which must be presented on the day. This then gives you some comparable context when evaluating candidates. Ask the candidates to outline their approach to specific, real-world challenges. Ideally, they should present verifiable narratives to support their experiences.

Example challenges:

- How they manage performance and set sales KPIs
- How they lead and motivate international teams (aside from financial incentives)
- How they optimise CRM adoption and usage
- How they conduct key account planning and global territory management
- How they join up sales and marketing activities

Interviews

Arrange for all shortlisted candidates to be seen in the same place (preferably offsite) on the same day.

Invite one of the sales team and another VP to the interview. This will ensure you get balanced feedback from across the business directly from those who would be managed by or working alongside the VP Sales. Ask for their opinions to be made by email initially to avoid collusion and giving too much weight to the loudest voice in the room.

Step #3

Final assessment of your preferred candidate

Client visit

Once you have a preferred candidate, take them to visit one of your key, trusted clients along with the most able salesperson you have.

- Test the quality of their thinking by asking for their assessment of the client relationship and opportunity.
- Also ask for their view on your existing salesperson's performance during the visit and compare with your own.
- Speak to the client too to get their impression of the candidate.

Final meeting

At the final meeting, your preferred candidate should provide auditable materials setting out how they have previously managed these processes in the past:

- Qualification
- Forecasting
- Negotiation and closing
- Reporting

Step #4

Post-Onboarding Review

Measuring performance

Ensure you have clear measures in place in the first nine months: For example, months 1-3 could be activity based, 3-6 could be pipeline based and 6-9 could be revenue based. There should be formal, sit-down reviews at the end of each month with a clear understanding of the consequences of non-achievement. The probationary period should extend for a minimum of 3 months with benefits not kicking in until after that point.

References

Take references from the candidate.

Also ask a direct reference to recommend another person to call (e.g. a former customer or colleague).

For senior hires, three direct references and between two and five indirect references will be enough.

These calls should be made by you and on the proviso that direct questions will be asked and honest answers expected. Be sceptical about career history that is not backed up by a very supportive reference.

Good people get excellent references. Good references are not good enough.

Claw-back clause

Include a claw-back clause written in to your agreement with the recruiter.

If the candidate doesn't make it through the first 3 months, a full rebate or 100% discount on the next appointment should be triggered. You should feel a majorly positive impact within weeks. If not, you're better off making a tough decision quickly.

See more at www.frogcapital.com/scale-up-methodology

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