



Sales and Marketing Competencies

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Business Sales Development Manager

Responsible for leading the business' pull strategy sales activities, they will lead teams that are typically focused on customer's who can drive the buying decision into the marketplace. Their role is to drive penetration and demand for solutions by building teams that work directly with these customer groups.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Develops significant relationships with key customer contacts. • Ensures all stakeholders understand what creates value for the customer/market. • Uses market/competitive intelligence to capitalise on competitors' position and gain advantage in the marketplace. • Works with customers in a partnering, consultative approach to determine needs and appropriate solutions.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Builds trust with key people within and outside of the company. • Engages people in a shared vision through continuous participation, dialogue and compelling communication.
Results Orientation	<ul style="list-style-type: none"> • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Constantly challenges self and others to deliver results on time and to the right quality. • Develops and manages sound business plans, with full understanding of market conditions and profit focus. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Makes best use of technical resources and ensures that key technical requirements are discussed with the right people. • Recognised as an industry expert, communicating market dynamics and customer needs to industry/product managers to assist in product planning and program strategies. • Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Actively promotes learning and development as a key enabler for sustainable business growth. • Embraces change: constantly looks for, is open to and champions new and better ways to do things. • Investigates and analyses new opportunities and assesses their potential for success.
Team Leadership	<ul style="list-style-type: none"> • Ensures good performance management principles (goal setting, coaching, feedback, appraisal) are consistently applied throughout his or her area. • Matches leadership style to the needs of individuals and teams (i.e. directs, coaches, collaborates, delegates appropriately). • Provides ongoing feedback and development opportunities for each individual to realise their full potential.



Specification Sales

Responsible for creating demand for solutions by developing specifications. developers, specifiers. The opportunities they create will be fed to the general sales team as a source of hot sales leads.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Develops significant relationships with key customer contacts. • Ensures all stakeholders understand what creates value for the customer/market. • Uses market/competitive intelligence to capitalise on competitors' position and gain advantage in the marketplace. • Works with customers in a partnering, consultative approach to determine needs and appropriate solutions.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Builds trust with key people within and outside of the company.
Results Orientation	<ul style="list-style-type: none"> • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Constantly challenges self and others to deliver results on time and to the right quality. • Develops and manages sound business plans, with full understanding of market conditions and profit focus. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Makes best use of technical resources and ensures that key technical requirements are discussed with the right people. • Recognised as an industry expert, communicating market dynamics and customer needs to industry/product managers to assist in product planning and program strategies. • Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Embraces change: constantly looks for, is open to and champions new and better ways to do things. • Investigates and analyses new opportunities and assesses their potential for success.



Demonstrator

Demonstrators support sales and marketing processes by educating installers and contractors about the benefits of using your solutions and to train users in how to install/apply your systems. They also provide after sales support in terms of claims and problem solving.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Commits self and others to excellence in customer service and to providing customer value. • Follows up after sale to ensure customer satisfaction and maintain market intelligence and contacts.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Acts with unyielding integrity in all business processes. • Builds strong collaborative relationships with others to deliver on promises. • Demonstrates the self-belief to present the unvarnished truth in an appropriate manner. • Influences others - even without direct reporting authority - based on personal credibility. • Treats people with respect and takes an interest in their views/opinions/concerns.
Results Orientation	<ul style="list-style-type: none"> • Answers questions and handles objections with authority and credibility. • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Constantly challenges self and others to deliver results on time and to the right quality. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Ensures product demonstrations address identified customer needs. • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Perfectionist: takes genuine pride in what they do. • Recognises customer requirements (e.g. technical, schedule, cost/benefit) and brings effective solutions to customer's problems. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Clarifies and shares best methods for performing work. • Comes up with new and unique ideas.



Technical Support Manager

Responsible for building and organising the business' technical capabilities and assets, they will lead teams that are typically focused on installers at their sites. Their role is to provide services that support Business Development/Specification Selling by providing services that make it easier for the industry to use your systems/solutions.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Commits self and others to excellence in customer service and to providing customer value. • Ensures all stakeholders understand what creates value for the customer/market.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Builds trust with key people within and outside of the company. • Clearly communicates our vision, direction, and strategy up and down the organisation. • Treats people with respect and takes an interest in their views/opinions/concerns.
Results Orientation	<ul style="list-style-type: none"> • Answers questions and handles objections with authority and credibility. • Constantly challenges self and others to deliver results on time and to the right quality. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Makes best use of technical resources and ensures that key technical requirements are discussed with the right people. • Recognised as an industry expert, communicating market dynamics and customer needs to industry/product managers to assist in product planning and program strategies. • Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Actively promotes learning and development as a key enabler for sustainable business growth. • Clarifies and shares best methods for performing work.
Team Leadership	<ul style="list-style-type: none"> • Ensures good performance management principles (goal setting, coaching, feedback, appraisal) are consistently applied throughout his or her area. • Matches leadership style to the needs of individuals and teams (i.e. directs, coaches, collaborates, delegates appropriately). • Provides ongoing feedback and development opportunities for each individual to realise their full potential.



Technical Support

Technical Support are responsible for the delivery of technical advice and support to all customer groups. They are the business' experts in how to use and apply your systems/solutions and the advice they provide will be delivered in a variety of forms from over the phone/written responses to detailed project packages incorporating eg CAD drawings, specification clauses and performance calculations.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Commits self and others to excellence in customer service and to providing customer value.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Acts with unyielding integrity in all business processes. • Builds strong collaborative relationships with others to deliver on promises. • Treats people with respect and takes an interest in their views/opinions/concerns.
Results Orientation	<ul style="list-style-type: none"> • Answers questions and handles objections with authority and credibility. • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Is quick at learning new industry, company, product, or technical knowledge. • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Makes best use of technical resources and ensures that key technical requirements are discussed with the right people. • Perfectionist: takes genuine pride in what they do. • Recognises customer requirements (e.g. technical, schedule, cost/benefit) and brings effective solutions to customer's problems. • Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. • Understands current market environment, competitive dynamics and key business drivers.



Training Manager

Responsible for building and organising the business' training and people development capabilities, they will lead teams that are typically focused on your employees and all customer groups. Their role is to provide training facilities and programmes that support the pull strategy by educating your people and the industry.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Commits self and others to excellence in customer service and to providing customer value.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Acts with unyielding integrity in all business processes. • Builds strong collaborative relationships with others to deliver on promises. • Presents new or challenging ideas in a way that emphasises the benefits to the audience. • Treats people with respect and takes an interest in their views/opinions/concerns.
Results Orientation	<ul style="list-style-type: none"> • Answers questions and handles objections with authority and credibility. • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Constantly challenges self and others to deliver results on time and to the right quality. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Ensures product demonstrations address identified customer needs. • Is quick at learning new industry, company, product, or technical knowledge. • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Recognised as an industry expert, communicating market dynamics and customer needs to industry/product managers to assist in product planning and program strategies. • Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Actively promotes learning and development as a key enabler for sustainable business growth. • Clarifies and shares best methods for performing work. • Comes up with new and unique ideas.
Team Leadership	<ul style="list-style-type: none"> • Ensures good performance management principles (goal setting, coaching, feedback, appraisal) are consistently applied throughout his or her area. • Matches leadership style to the needs of individuals and teams (i.e. directs, coaches, collaborates, delegates appropriately). • Provides ongoing feedback and development opportunities for each individual to realise their full potential.



Trainer

Trainers are responsible for the delivery of training programmes and courses to your employees and all customer groups. They are able to communicate both theory and practice relating to systems and solutions application in general.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Commits self and others to excellence in customer service and to providing customer value.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Acts with unyielding integrity in all business processes. • Builds strong collaborative relationships with others to deliver on promises. • Presents new or challenging ideas in a way that emphasises the benefits to the audience. • Treats people with respect and takes an interest in their views/opinions/concerns.
Results Orientation	<ul style="list-style-type: none"> • Answers questions and handles objections with authority and credibility. • Constantly challenges self and others to deliver results on time and to the right quality. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Ensures product demonstrations address identified customer needs. • Is quick at learning new industry, company, product, or technical knowledge. • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Perfectionist: takes genuine pride in what they do. • Recognises customer requirements (e.g. technical, schedule, cost/benefit) and brings effective solutions to customer's problems. • Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Clarifies and shares best methods for performing work. • Comes up with new and unique ideas.



Commercial Analysis Manager

The key focus of the role is on profit and revenue optimisation. Responsible for collecting, compiling and presenting information and statistics on sales activities. Analyses sales results, keeps track of competitors' pricing, informs managers about company performance. Assists in preparation of forecasts. Liaises with external market research, maximises staff knowledge of relevant market.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> Analyses/understands financial impact to prioritise product/service offerings that meet the profit/revenue expectations of the business. Clarifies financial models of the business value of sales opportunities (e.g. margins, business impact); focuses on growth and profitability. Forecasts trends and communicates the long term financial implications of performance to the business.
Interpersonal Skills	<ul style="list-style-type: none"> Actively supports the achievement of common goals across teams/functions. Builds strong collaborative relationships with others to deliver on promises. Demonstrates the self-belief to present the unvarnished truth in an appropriate manner. Proactively provides needed information to stakeholders at all levels.
Results Orientation	<ul style="list-style-type: none"> Analyses risks and benefits of various alternatives and recommends or selects best alternative. Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. Develops and understands "what if" scenarios (e.g. price, economic factors, technologies and competition) that affect future competitiveness. Marshals resources (people, funding, material, and support) to get things done. Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> Clarifies and shares best methods for performing work. Embraces change: constantly looks for, is open to and champions new and better ways to do things.



Marketing Improvement Champion

Leads the implementation of improvement into a Country. Essential skills are as a change agent within the business. A coordinating and facilitating role to the Company Sales and Marketing Heads. Normally acts at the strategic level and reports either directly to the MD or one of the Management team. Connects good practice from around the industry to the strategic needs of the business. An exemplar of being customer focused.

COMPETENCIES

Competency	Behaviour
Interpersonal Skills	<ul style="list-style-type: none"> • Actively negotiates with key stakeholders and functional counterparts to obtain required resources. • Actively supports the achievement of common goals across teams/functions. • Acts with unyielding integrity in all business processes. • Builds strong collaborative relationships with others to deliver on promises. • Clearly communicates our vision, direction, and strategy up and down the organisation. • Engages people in a shared vision through continuous participation, dialogue and compelling communication. • Influences others - even without direct reporting authority - based on personal credibility. • Proactively provides needed information to stakeholders at all levels.
Results Orientation	<ul style="list-style-type: none"> • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Constantly challenges self and others to deliver results on time and to the right quality. • Leads the establishment of priorities that deliver superior value to customers over that of the competition and in step with market circumstances. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of product/service offerings, key technologies, competitor offerings and product capabilities. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Actively promotes learning and development as a key enabler for sustainable business growth. • Clarifies and shares best methods for performing work. • Sells change positively and generates a sense of urgency to make continuous improvement.



Marketing Manager

Manages the marketing activity of the company to achieve profitable growth. Manages through a team including typically product/brand/communications/innovation/business development people. Responsible for research, analysis, planning, setting objectives, strategy, action plans and managing implementation and measurement and the deployment of resources. Owns the Marketing Planning Process - should lead strategic thinking in the organisation

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> Analyses/understands financial impact to prioritise product/service offerings that meet the profit/revenue expectations of the business. Anticipates future customer/market requirements and takes steps to fulfil them. Demonstrates best practice budget management and measurement of performance against KPIs. Ensures all stakeholders understand what creates value for the customer/market. Facilitates and drives the innovation process. Uses market/competitive intelligence to capitalise on competitors' position and gain advantage in the marketplace.
Interpersonal Skills	<ul style="list-style-type: none"> Actively negotiates with key stakeholders and functional counterparts to obtain required resources. Actively supports the achievement of common goals across teams/functions. Builds strong collaborative relationships with others to deliver on promises. Clearly communicates our vision, direction, and strategy up and down the organisation. Engages people in a shared vision through continuous participation, dialogue and compelling communication. Supports cross-functional working by sharing and building on learning, ideas and best practice.
Results Orientation	<ul style="list-style-type: none"> Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. Constantly challenges self and others to deliver results on time and to the right quality. Develops and manages sound business plans, with full understanding of market conditions and profit focus. Leads the establishment of priorities that deliver superior value to customers over that of the competition and in step with market circumstances. Marshals resources (people, funding, material, and support) to get things done. Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> Keeps abreast of BPB product/service offerings, key technologies, competitor offerings and product capabilities. Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> Actively promotes learning and development as a key enabler for sustainable business growth. Embraces change: constantly looks for, is open to and champions new and better ways to do things. Investigates and analyses new opportunities and assesses their potential for success.



Team Leadership	<ul style="list-style-type: none">• Ensures good performance management principles (goal setting, coaching, feedback, appraisal) are consistently applied throughout his or her area.• Matches leadership style to the needs of individuals and teams (i.e. directs, coaches, collaborates, delegates appropriately).• Provides ongoing feedback and development opportunities for each individual to realise their full potential.
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Product Manager

Responsible for managing the product mix for a product or a product range. Responsible for achieving profitable growth of the product range. Responsible for developing the product strategy and implementation plans. Usually has no direct reports, but manages many things and influences many people - particularly sales and people involved in the product through manufacture or as part of the innovation process.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Anticipates future customer/market requirements and takes steps to fulfil them. • Champions product development process to ensure quick responses to changes in customer needs. • Conducts/manages research projects to inform/reinforce decision making in marketing planning and associated management processes. • Ensures all stakeholders understand what creates value for the customer/market. • Provides the tools and knowledge for the sales teams to be effective and communicates the value proposition through the sales organisation. • Uses market/competitive intelligence to capitalise on competitors' position and gain advantage in the marketplace.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Creates and implements integrated communication strategies. • Creates buy-in from senior management to actively commit to the proposed plan. • Engages people in a shared vision through continuous participation, dialogue and compelling communication. • Presents new or challenging ideas in a way that emphasises the benefits to the audience. • Supports cross-functional working by sharing and building on learning, ideas and best practice.
Results Orientation	<ul style="list-style-type: none"> • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Constantly challenges self and others to deliver results on time and to the right quality. • Develops and manages sound business plans, with full understanding of market conditions and profit focus. • Develops and understands "what if" scenarios (e.g. price, economic factors, technologies and competition) that affect BPB's future competitiveness. • Leads the establishment of priorities that deliver superior value to customers over that of the competition and in step with market circumstances. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of BPB product/service offerings, key technologies, competitor offerings and product capabilities. • Recognises customer requirements (e.g. technical, schedule, cost/benefit) and brings effective solutions to customer's problems. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Embraces change: constantly looks for, is open to and champions new and better ways to do things.



Market Manager

Responsible for understanding the market needs and developing the business development strategy and implementation plan. Coordinates the total approach by the company towards a target market and therefore coordinates how the sales and product management work together in support of the market development plan.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Anticipates future customer/market requirements and takes steps to fulfil them. • Conducts/manages research projects to inform/reinforce decision making in marketing planning and associated management processes. • Ensures all stakeholders understand what creates value for the customer/market. • Provides the tools and knowledge for the sales teams to be effective and communicates the value proposition through the sales organisation.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively negotiates with key stakeholders and functional counterparts to obtain required resources. • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Creates buy-in from senior management to actively commit to the proposed plan. • Engages people in a shared vision through continuous participation, dialogue and compelling communication. • Proactively provides needed information to stakeholders at all levels. • Supports cross-functional working by sharing and building on learning, ideas and best practice.
Results Orientation	<ul style="list-style-type: none"> • Asks insightful questions and uses persistence and rigorous logic to identify root causes and develop effective solutions. • Clearly anticipates market, competition and customer trends across the board and prepares to address under-performing situations. • Constantly challenges self and others to deliver results on time and to the right quality. • Develops and manages sound business plans, with full understanding of market conditions and profit focus. • Leads the establishment of priorities that deliver superior value to customers over that of the competition and in step with market circumstances. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Is quick at learning new industry, company, product, or technical knowledge. • Keeps abreast of BPB product/service offerings, key technologies, competitor offerings and product capabilities. • Recognises customer requirements (e.g. technical, schedule, cost/benefit) and brings effective solutions to customer's problems. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Embraces change: constantly looks for, is open to and champions new and better ways to do things. • Investigates and analyses new opportunities and assesses their potential for success.



Communications Manager

Responsible for developing and managing the communications strategy for the corporate and in support of the collective needs of the marketing plan and the individual product/brand/technical support/sales plans. Typically manages PR, all use of media, promotions, literature production and all pop and pos and direct mail.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> Leads development and execution of best practice promotions by continuously scanning and being 'in the know' of emerging customer, industry, and competitive trends. Plans promotions that consistently deliver the brand strategy and build the brand's key message. Understands the commercial impact of promotion initiatives.
Interpersonal Skills	<ul style="list-style-type: none"> Actively negotiates with key stakeholders and functional counterparts to obtain required resources. Actively supports the achievement of common goals across teams/functions. Acts with unyielding integrity in all business processes. Builds strong collaborative relationships with others to deliver on promises. Clearly communicates our vision, direction, and strategy up and down the organisation. Creates and implements integrated communication strategies. Engages people in a shared vision through continuous participation, dialogue and compelling communication. Presents new or challenging ideas in a way that emphasises the benefits to the audience. Supports cross-functional working by sharing and building on learning, ideas and best practice.
Results Orientation	<ul style="list-style-type: none"> Constantly challenges self and others to deliver results on time and to the right quality. Marshals resources (people, funding, material, and support) to get things done. Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> Keeps abreast of BPB product/service offerings, key technologies, competitor offerings and product capabilities. Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> Sells change positively and generates a sense of urgency to make continuous improvement.



Sales Manager

Directs and controls all sales activities including the setting of sales plans and sales objectives according to the strategy. Manages the sales force. Analyses competitors, prices and selling techniques. Lead sales strategy and sales organisation. Responsible for achieving sales targets within an allocated budget.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Commits self and others to excellence in customer service and to providing customer value. • Defines and maintains focus on value-added products/services to customers/stakeholders. • Demonstrates best practice budget management and measurement of performance against KPIs. • Develops significant relationships with key customer contacts. • Regularly seeks out and acts upon feedback from customers.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively negotiates with key stakeholders and functional counterparts to obtain required resources. • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Engages people in a shared vision through continuous participation, dialogue and compelling communication. • Prepares and executes well structured negotiations based on thorough understanding of the marketplace, contrasting perspectives and BPB commercial interests. • Supports cross-functional working by sharing and building on learning, ideas and best practice.
Results Orientation	<ul style="list-style-type: none"> • Configures sales team to focus on key sales opportunities (e.g. key accounts, partners and targeted new customers). • Constantly challenges self and others to deliver results on time and to the right quality. • Leads the establishment of priorities that deliver superior value to customers over that of the competition and in step with market circumstances. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of BPB product/service offerings, key technologies, competitor offerings and product capabilities. • Recognised as an industry expert, communicating market dynamics and customer needs to industry/product managers to assist in product planning and program strategies. • Recognises customer requirements (e.g. technical, schedule, cost/benefit) and brings effective solutions to customer's problems. • Understands current market environment, competitive dynamics and key business drivers.
Managing and Driving Change	<ul style="list-style-type: none"> • Actively promotes learning and development as a key enabler for sustainable business growth. • Sells change positively and generates a sense of urgency to make continuous improvement.
Team Leadership	<ul style="list-style-type: none"> • Ensures good performance management principles (goal setting, coaching, feedback, appraisal) are consistently applied throughout his or her area. • Matches leadership style to the needs of individuals and teams (i.e. directs, coaches, collaborates, delegates appropriately). • Provides ongoing feedback and development opportunities for each individual to realise their full potential.



Sales Representative

Responsible for generating sales in an area. Manages the customer price, relationship and action plan. Responsible for achieving sales targets. Visits distributors, contractors.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Anticipates future customer/market requirements and takes steps to fulfil them. • Develops significant relationships with key customer contacts. • Follows up after sale to ensure customer satisfaction and maintain market intelligence and contacts. • Regularly seeks out and acts upon feedback from customers. • Uses market/competitive intelligence to capitalise on competitors' position and gain advantage in the marketplace.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Prepares and executes well structured negotiations based on thorough understanding of the marketplace, contrasting perspectives and BPB commercial interests. • Presents new or challenging ideas in a way that emphasises the benefits to the audience.
Results Orientation	<ul style="list-style-type: none"> • Constantly challenges self and others to deliver results on time and to the right quality. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of BPB product/service offerings, key technologies, competitor offerings and product capabilities. • Recognises customer requirements (e.g. technical, schedule, cost/benefit) and brings effective solutions to customer's problems. • Understands current market environment, competitive dynamics and key business drivers.



Key Account Manager

Responsible for developing sales to designated strategic or key customers (account). Will develop long and short term business plans such as pricing strategy, objectives, promotions, customer satisfaction.

COMPETENCIES

Competency	Behaviour
Customer and Market Focus	<ul style="list-style-type: none"> • Clarifies financial models of the business value of sales opportunities (e.g. margins, business impact); focuses on growth and profitability. • Defines and maintains focus on value-added products/services to customers/stakeholders. • Develops significant relationships with key customer contacts. • Ensures all stakeholders understand what creates value for the customer/market. • Regularly seeks out and acts upon feedback from customers.
Interpersonal Skills	<ul style="list-style-type: none"> • Actively negotiates with key stakeholders and functional counterparts to obtain required resources. • Actively supports the achievement of common goals across teams/functions. • Builds strong collaborative relationships with others to deliver on promises. • Engages people in a shared vision through continuous participation, dialogue and compelling communication. • Prepares and executes well structured negotiations based on thorough understanding of the marketplace, contrasting perspectives and BPB commercial interests. • Proactively provides needed information to stakeholders at all levels.
Results Orientation	<ul style="list-style-type: none"> • Constantly challenges self and others to deliver results on time and to the right quality. • Marshals resources (people, funding, material, and support) to get things done. • Monitors and tracks implementation to ensure desired outcomes are achieved.
Product and Industry Mastery	<ul style="list-style-type: none"> • Keeps abreast of BPB product/service offerings, key technologies, competitor offerings and product capabilities. • Makes best use of technical resources and ensures that key technical requirements are discussed with the right people. • Recognised as an industry expert, communicating market dynamics and customer needs to industry/product managers to assist in product planning and program strategies. • Translates complicated (e.g. technical, financial) ideas and information into meaningful concepts that are easily understood. • Understands current market environment, competitive dynamics and key business drivers.