

## At a Selection Meeting. Role Play

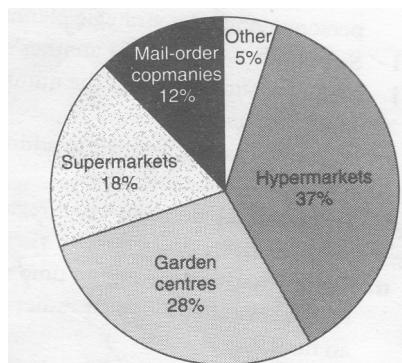
Look at these pages from Jardina's company report and its catalogue. They give details of the company's retail outlets and product lines.



### Jardina

Jardina is a Paris-based manufacturer of garden equipment. Founded in the early 1980s by a young engineer, Jacques Bernard, the company has flourished, doubling its turnover every five years. Jacques Bernard is now Managing Director. Sales last year reached 10 million French francs, the equivalent of £1 million. The company averages two new product launches per year.

The main retail outlets for Jardina's products are:

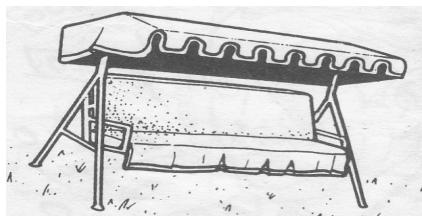


The remaining 5% of the firm's production is bought by a Kuwaiti importer for distribution in the Middle East.

### SPRING CATALOGUE 1992

#### CONTENTS

<i>Garden furniture</i>	3
<i>Mini greenhouses</i>	6
<i>Compost containers</i>	8
<i>Hanging baskets</i>	9
<i>Window boxes</i>	11
<i>Fencing</i>	13
<i>Trellises</i>	16



On a recent trip to Britain, Jacques Bernard discovered that while small garden items such as window boxes and hanging baskets were similar to those found on the French market, garden furniture in Britain tended to be old-fashioned, overpriced and of inferior quality compared to Jardina's products. On his return to Paris he asked his Marketing Director, Pierre Andre, to carry out an extensive market study to see whether it would be feasible for Jardina to enter the British market, and if so, what would be the best approach to take.

By early December the study was finished and placed on Jacques Bernard's desk. The British market looked promising. Over the next two weeks the marketing strategy was developed, checked and fine-tuned and on Christmas Eve the two men drank a toast to Queen Elizabeth.

In the New Year Jardina's Personnel Officer contacted Austin Livingstone Selection in London. Two weeks later the following advertisement appeared in a well-known national newspaper.

**Figure 5:**  
Advertisement for Jardina



## Sales Manager

Already one of the fastest-growing garden products companies in France, Jardina will soon be selling its latest range of high-quality garden furniture in Britain.

We are looking for an experienced Sales Manager to set up a distributorship in Great Britain. This will involve developing a national sales force (8 representatives initially) and planning marketing concepts in conjunction with the Marketing Director.

To be successful you must have got sales and communication skills, be able to manage people effectively and have an excellent track record. A working knowledge of French would be an advantage.

Salary will be within the range £16K-£18K plus an excellent incentive scheme and fringe benefits in keeping with the image of a young, dynamic company.

Interested? For an informal discussion contact our advising consultant Mark Livingstone on 071 342 2832.

Alternatively, write to:  
*Austin Livingstone Selection,  
15<sup>th</sup> Floor  
Manor Heights,  
Manor Road,  
London,  
N3ED 4AX.*

By the end of February Austin Livingstone had received 150 applications, interviewed 23 people and shortlisted four of them. They then sent the following details of each of the shortlisted applicants to Jardina in Paris. In spite of his mediocre English Jacques Bernard intends to interview each of the four applicants.

**Figure :**  
Applicants for job at Jardina

<b>AUSTIN LIVINGSTONE SELECTION</b>			
<b>CLIENT: JARDINA</b>	<b>POSITION: SALES MANAGER</b>		
NAME:	Derek HAMPER	NATIONALITY:	British
DOMICILE:	Swansea, South Wales	AGE:	30
MARITAL STATUS:	Married; 3 children		
QUALIFICATIONS:	A levels in maths, physics and chemistry; B.Sc. in Chemical Engineering; M.Sc. in Marketing		
PROFESSIONAL EXPERIENCE:	3 m traineeship as a sales assistant in a Bournemouth department store 4 y Research assistant for a large chemical group 3 y Product development officer for the same company 2 m traineeship in a Market Research agency		
LANGUAGES:	English; some notions of French		
INTERESTS:	Rugby (plays regularly with local teams); member of the church board of directors with special responsibilities for fund-raising.		
FURTHER INFORMATION:	Imaginative, energetic and ambitious. Very outward-going. Works especially well in a team. A tall (1m95), well-built man whose very presence commands respect. Seems set on a marketing career.		

<b>AUSTIN LIVINGSTONE SELECTION</b>			
<b>CLIENT: JARDINA</b>	<b>POSITION: SALES MANAGER</b>		
NAME:	Anne GUENO	NATIONALITY:	French
DOMICILE:	London	AGE:	26
MARITAL STATUS:	Single		
QUALIFICATIONS:	Baccalauréat C (High school final exam specialising in maths and science) Ecole Supérieure de Commerce (Graduate Business School) diploma		
PROFESSIONAL EXPERIENCE:	2 m traineeship in a supermarket as a cashier 2 m traineeship as a sales assistant in a garden centre in London 1 y member of a regional sales team for a cosmetic company 3 y P.A. to the Marketing Director of a London-based manufacturer of fitted kitchens and bathrooms.		
LANGUAGES:	French, English, German		
INTERESTS:	Cinema, music (plays the clarinet), skiing (has won several amateur competitions), hang-gliding.		
FURTHER INFORMATION:	Extremely dynamic and confident. Lives in a penthouse in a very fashionable district of London. Drives a Ferrari. Dresses flamboyantly. Brother is a senior executive for a furniture chain in Britain, sister is chief purchasing officer for a leisure goods retail group.		

<b>AUSTIN LIVINGSTONE SELECTION</b>			
<b>CLIENT: JARDINA</b>	<b>POSITION: SALES MANAGER</b>		
NAME:	John HOLMES	NATIONALITY:	British
DOMICILE:	Reading	AGE:	52
MARITAL STATUS:	Divorced. Children grown up		
QUALIFICATIONS:	None		
PROFESSIONAL EXPERIENCE:	14 y sales representative for a German toy manufacturer 6 y chief buyer for the toy department of a famous London store 6 y regional Sales Manager for a double-glazing firm 9 y Sales Director for the U.K. division of an American food giant.		
LANGUAGES:	English, some German.		
INTERESTS:	Archaeology, trekking in the mountains, reading, classical music, cooking.		
FURTHER INFORMATION:	Left school at 15 following death of parents. A self-taught intellectual with an extensive cultural repertoire. Rather reserved; speaks quietly and dresses soberly. Lives alone in a small flat in the centre of Reading. Loves France and the French. Would like to retire in the Pyrenees.		

<b>AUSTIN LIVINGSTONE SELECTION</b>			
<b>CLIENT: JARDINA</b>	<b>POSITION: SALES MANAGER</b>		
NAME:	Ruth Bennet	NATIONALITY:	British
DOMICILE:	San Francisco	AGE:	36
MARITAL STATUS:	Married, 2 children		
QUALIFICATIONS:	A levels (Art, French, English literature) B.A. in interior design		
PROFESSIONAL EXPERIENCE:	Currently completing an MBA (majoring in marketing) 2 y Interior Designer for a small design centre in a London suburb.		
LANGUAGES:	English, French (rather rusty)		
INTERESTS:	Horseriding, tennis, being with her children.		
FURTHER INFORMATION:	A very strong entrepreneurial spirit. Set up her own SF-based business which was rather successful until her partner began using the premises for dealing cocaine. Wants to return to Britain after 10 years in the States.		

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When you have read all the information about Jardina, carry out the following role play and discussion.

- 1** In groups of five, perform a role play in which one of you is Jacques Bernard and the other four are the applicants detailed in the CVs shown on page xx and xx.
- 2** If you are Jacques Bernard, study the information on the shortlisted applicants and prepare your interviews. What further information do you need about each applicant? Are there any uncertainties you wish to clear up before making an appointment? Prepare your interview questions accordingly.
- 3** Interview each of the applicants. (You have a maximum of eight minutes per applicant, so manage your time effectively.)
- 4** After the four applicants have been interviewed, discuss the following questions in your groups:
  - What are the pros and cons of each applicant?
  - Which of the four do you think would be most suitable for this key position? Why?
- 5** Compare your findings with the other groups.

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