



MARKETINGMENTORS^{©™}

PROGRAM OVERVIEW

The most important asset in marketing is its people. Nothing is more important to the development of marketing personnel than good mentoring, role modeling and coaching on the job. However, in the careers of most marketing managers, training on how to be a good marketing mentor and coach is rarely provided. **MARKETINGMENTORS** is an intensive 3-day program designed to help managers of pharmaceutical marketing personnel be better at mentoring and coaching in a range of marketing competencies. Whether a direct superior or a mentor assigned to work with marketers in other areas of the company, **MARKETINGMENTORS** helps every marketing executive and manager become clear in their own strengths and areas of development need as mentors and enables them to gain complete clarity in how to coach and develop specific skills in marketing.

WHO SHOULD ATTEND

MARKETINGMENTORS is designed for every marketing executive and manager responsible for the development of marketing personnel at any level, from new product managers and marketing associates to “fast track” marketing personnel.

PROGRAM SECTIONS/OBJECTIVES



ASSESSING AND LEVERAGING YOUR STRENGTHS AS MARKETING MENTOR

Prior to attending **MARKETINGMENTORS**, participants will complete two assessments – one of their personal marketing competencies and the second of their skills as a mentor. Results of both assessments are presented to each participant at the beginning of the session and thoroughly discussed. From this, a personal “Marketing Mentor Development Game Plan” is created by each attendee in order to leverage their strengths as a marketing coach and mentor, and also to identify areas of weakness and personal development.



MARKETING MENTORING TO REINFORCE YOUR COMPANY'S COMPETENCY MODEL

In this session, understanding of the functional marketing competencies identified by Innovara and your company, and of the associated behaviors expected at each level of competency (e.g. basic or fundamental through most advanced) are fully explored. Importantly, participants then discuss how to interpret the behaviors to a subordinate and how to describe examples of “best practice” behaviors, as may be required as part of a performance review and development planning for the subordinate.



RECRUITING AND BRINGING NEW PEOPLE INTO MARKETING

Whether or not there is a formalized orientation process for new marketers at your company, this session explores what needs to be asked in the recruitment and screening process. It also then addresses what needs to be learned by those new to marketing within the first 6 months on the job in order to be as productive and motivated as possible. Both elements (recruitment and orientation experiences) ensure consistency with your company's mission, values, competency model and other requirements. For the new recruit, and for each of those elements identified as critical to learn to “jump start” the new marketer, the Mentors then prepare an outline with timelines for key activities and expected learning results that they realistically can manage in their own operations.



HOW TO'S OF MENTORING SPECIFIC TOOLS AND TECHNIQUES OF MARKETING

One of the key areas of need in marketing mentoring and coaching that is asked time and again by subordinates is how to explain what is expected in the marketing plan, and especially to craft marketing strategies and to clearly differentiate between what are marketing strategies and tactics. This session clarifies how to teach these elements and how to check for understanding among each other and with one's subordinates.

In addition, in this session, participants get a chance to ask the expert(s) for a variety of ways in which to explain or coach mentees or subordinates in specific tools and techniques of marketing and useful resources to help them better understand the “how to's” of best practice marketing.



KEEPING ONESELF UP TO DATE

In this final session, we explore what each Marketing Mentor needs to do to keep him/herself up to date on the latest in marketing. Internal resources within the company are explored, and then supplemental resources are discussed. In addition, participants are given recommendations for up-to-date references that will help them build their own Marketing Library, including publications (hard copy and on-line) that are most useful to their marketers and themselves.

The final exercise within, “Developing Yourself as a Best Practices Marketing Mentor,” results in their finalizing their own development plan, objectives as a “best practices” marketing mentor and professional and key mentoring activities for their subordinates or mentees.



COURSE AGENDA

DAY 1 SESSION: MARKETING MENTORING: THE PATHWAY TO BEST PRACTICES

8:30am - 12:30pm

Introduction of Seminar Leaders and Participants

Analyzing and Leveraging Your Strengths as Marketing Mentor

- ✍ Results of marketing and mentoring assessments administered in advance of the program
- ✍ Analyzing and leveraging your strengths and competencies in marketing
- ✍ What to do where you are weak (compensatory strategies, development activities)
- ✍ 3-point personal marketing skills mentoring and development plan

The Marketing Mentor Development Game Plan (Workshop)

- Participants complete their 3-point own development plans

Pre-Work Required:

- ✍ Completion of a marketing competencies assessment (2 parts, Q&A and case study)
- ✍ Completion of a mentoring assessment (1 part, multiple choice)
- ✍ Reading on mentoring: provided to participants after they have completed their assessments and sent them to Innovara
- ✍ Note: If participants have been unable to complete the assessments at least 3 weeks prior to the course, they will be required to come one day early to complete these and be scored in time for the results to be distributed on day one.

1:30pm - 5:30pm

Marketing Mentoring to Reinforce Competencies and Skill Levels Required by the Company

Case Study Application:

- ✍ Participants are given profiles of a range of “theoretical” subordinates, from those performing well to those under-performing. They role play a performance evaluation process, utilizing the company’s competency skills focusing on the marketing-related competencies and corresponding skills and observable behaviors
- ✍ From this analysis, they have to develop a formal development plan that encompasses formal training, on the job development and self-development recommendations

Evening assignment: Preparing to interview to recruit new people into marketing (Modeling the Innovara or company interview guide for an actual entry-level marketing position); identifying resources within the company for development of new marketing personnel



DAY 2 SESSION: RECRUITING AND BRINGING NEW PEOPLE INTO MARKETING

8:30am - 12:30pm

Recruiting and Bringing New People Into Marketing

- ✍ Recruiting utilizing an interview guide process
 - Preparing technical questions for basic levels of competencies/skills and observable behaviors
 - Note taking and processing answers (including legal best practices)
 - Evaluating results of the interview, rating
- ✍ Case study applications: Role playing the interview
 - Participants role play interviewee and interviewer for entry level marketing positions. Interviewees are given descriptions of their hypothetical backgrounds, personalities, etc. Interviewers are to conduct an interview and rate the candidate based upon one functional competency. Ratings and results are discussed.

1:30 pm – 5:30 pm

Recruiting and Bringing New People Into Marketing (cont.)

- ✍ Once hired, then what?
 - On-the-job orientation processes that produce productivity and motivated marketers, right from the start
 - ? What happens now, what should happen, what changes are needed
 - ? Creating a new marketer orientation process in your department
 - ? Leveraging development resources within and external to the company
 - ? Keeping fast track marketing talent on a fast track
 - ? What to do when performance does not meet expectation
- ✍ Workshop: developing your own orientation processes and programs for new marketers
 - Working with existing resources
 - Mapping out activities and timelines
 - Providing guidance, resources and filling critical gaps

Evening assignment: Complete afternoon assignment, if needed; summarize implications of the past two days in terms of one's own development and action plan as a marketing mentor



DAY 3 SESSION: KEEPING IN SHAPE AS MARKETING MENTOR

8:30am - 12:30pm

How To's of Mentoring Specific Tools and Techniques of Marketing

- ✍ How to teach marketers to develop the best marketing plans, to craft strategies, and to align tactics
- ✍ Other “how to’s” sessions based upon questions/needs of the group
- ✍ Note: These questions will be submitted in advance of the program, when participants apply to attend the course, to ensure that their “how to” needs are addressed

Case study application: Critiquing the plan

- ✍ Participants are given copies of a typical plan and asked to critique it individually, then in groups, then as a total group with expert feedback

1:30pm - 3:30pm

Staying In Shape: Keeping Oneself Up To Date as Marketing Mentor

- ✍ How to keep up to date with the latest in marketing
- ✍ Knowing what to follow, what to ignore
- ✍ Benchmarking best practices in marketing skills, the practical way
- ✍ Sharing the latest and the best in marketing with your team and across the company
- ✍ Finding your marketing mentor, being a mentee
- ✍ Developing your own marketing library and other ready resources
- ✍ Finalizing your own marketing mentor development and action plans

Final Group Discussion of Key Learnings

- ✍ Group reviews and discusses key learnings
- ✍ Final program evaluation, certificates

PROGRAM PROFILE

Recommended for:

- ✍ All marketing managers and executives
- ✍ General Managers or Business Unit Managers with marketing personnel/subordinates
- ✍ Those with direct marketing subordinates
- ✍ Those in formal mentoring roles of marketing personnel
- ✍ HR managers



LEARNING OBJECTIVES

Learn to be a “best practices” marketing mentor by:

1. Assessing your own strengths and development needs as a marketer and mentor
2. Systematically leveraging your strengths, and developing ways to compensate for areas that are weak
3. Utilizing corporate or Innovara competencies/ skills and observable behaviors in performance reviews and assessments of marketing personnel
4. Recruiting talent into marketing
5. Developing orientation processes to jump-start marketing productivity and motivate new marketers
6. Coaching in a range of marketing “how to’s” (and being clear on these, yourself)
7. Keeping yourself up to date in marketing best practices and skills development
8. Finalizing your own development and action plan as a marketing mentor

TIME TO COMPLETE

3 Days

LANGUAGE

English (also available in Spanish and Mandarin; additional translation charges may apply)

FORMAT

Wide variety of tools used, from assessments, to group workshops, case studies, and role-plays, utilizing Innovara or the company’s own marketing Competency Model and many more resources within and external to the company.

FOR FURTHER INFORMATION, CONTACT:



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