



HIRING GUIDE

HIRING EXCELLENCE

The foundation for results are built during the hiring process.

This guide provides the roadmap and the components.

The strategy provided will deliver deep results,

and position the team at the center of the organization.

EXCELLENCE IN EVERY PHASE



The **red** thread throughout the process



RECRUITING AMBASSADOR

Many inventory teams have internal ambassadors who represent the identity of the department and are the point of contact for candidates. The connection with quality candidates often proves to be the difference in winning the trust of top talent.



1 POSITION THE DEPARTMENT

Your inventory is your investment and your team are investment managers. They manage a complex portfolio with a goal of delivering world class service for the customers and profit for the stakeholders.

WHO ARE WE LOOKING FOR?

Today's inventory planning professionals are business owners.

They are collaborative professionals who manage complex portfolios for

Industry-leading customer service and strong returns to the stakeholders,

while providing innovate analytics-based tools for growth.



TODAY'S INVENTORY PROFESSIONALS STAND & DELIVER

Buying is investing, and our community recognizes today's planners and buyers as Inventory Investors. You manage a complex inventory portfolio and your success is measured in the company's income statement.

Success requires that you know your numbers & manage your portfolio as a business. Yes, you are a business owner within your organization

Here are 5 key steps to achieving this new atmosphere with your inventory team:

1. Know your numbers
2. Stop playing defense by playing more offense
3. Raise your company's Inventory IQ
- ← 4. Stand and deliver
5. Innovate with analytics

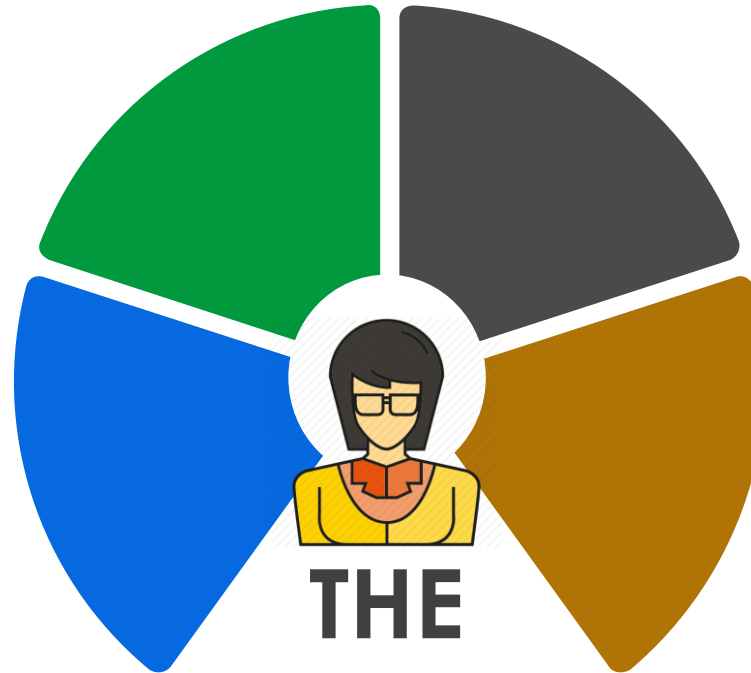
*"I manage an inventory portfolio of 8,900 items
My \$8,500,000 invested in inventory delivers \$47,000,000
in annual sales. I maintain my overall goal of 98.2%
through continuous refinement of my inventory
components..."*

ANALYTICS SAVVY

Today's chairside analytical tools are yesterday's Excel spreadsheets. Inventory analysts should be analytics hungry as mountains of data are trying to tell you stories about your business. These stories should turn into action and action into deeper results.

A MIND FOR MATH

The blueprint for success begins with a mind and passion for numbers. The best users of advanced inventory planning solutions understand the math and know how to interact with it. Many companies have had success recruiting from math programs at local universities.



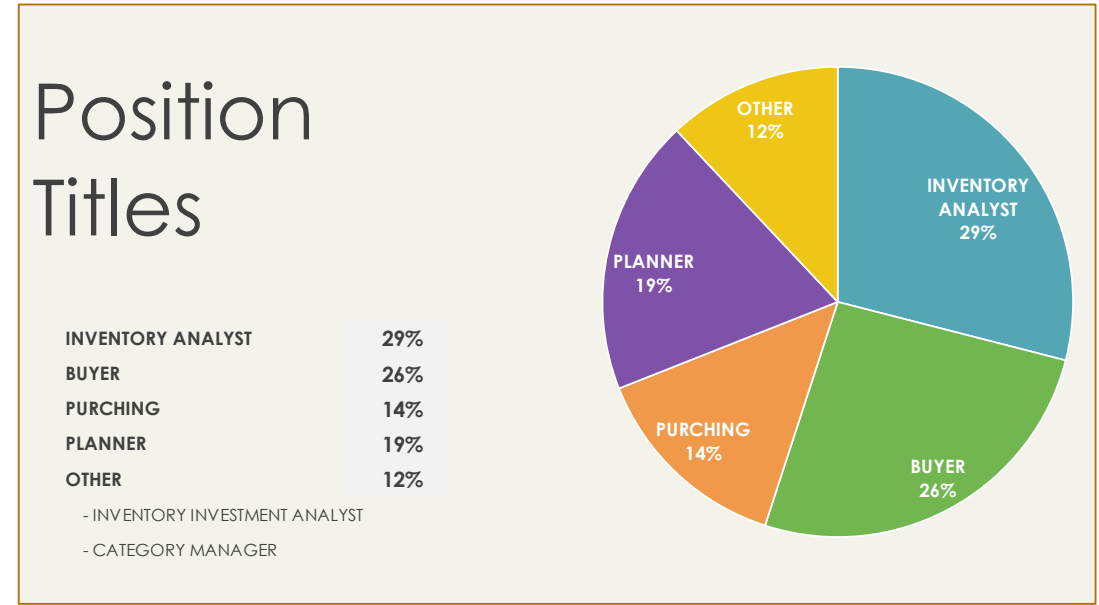
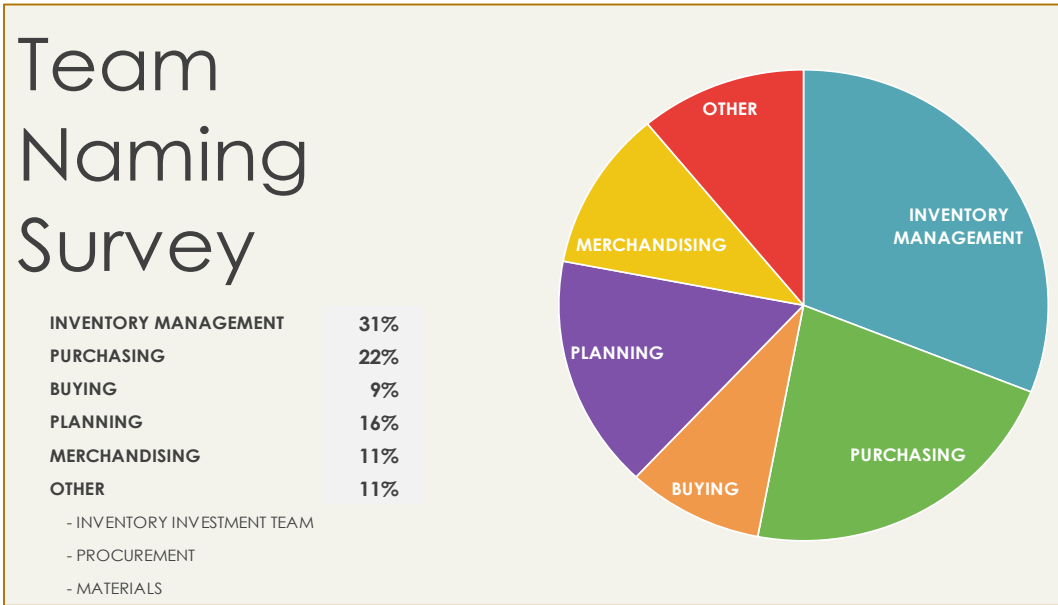
THE BALANCE of today's INVENTORY PROFESSIONALS

BUSINESS / FINANCE ACUMEN

Today's Inventory Planning Analysts are business owners within their companies. They manage a large, complex inventory portfolio and they invest daily for service and profit. An understanding of how their own company makes money is vital as the income statement is their true report card.

A GROWING PROFESSIONAL

Inventory teams today have an opportunity to stand and deliver their business profile and their numbers to the organization. As business owners, development and experiences in leadership, presentation skills, communication excellence and more will build world class inventory professionals.



PROPERLY BRAND YOUR TEAM

Today's Inventory Teams Move Front and Center

As you set out to build a world class team, make it clear that leadership views this group as a key to sales growth and financial success. Ensure that teams walk in the door daily with their department name reminding them of the critical mission of the group.

MAKE THE POSITION A DESTINATION

Inventory Planning is a Great Profession

Make it a career destination by providing a title that defines the image and identity of the group. A strong title states 'I am a professional, I am an investor, I am a business leader and I am in alignment with our sales team, marketing team and supply chain partners.



2 RECRUITING STRATEGY THAT ATTRACTS TALENT

Now that the team and roles are positioned properly, create a strategy that attracts top talent. Creating demand for the role will put you in a strong position to filter well and chose wisely.

CREATE A COMPELLING HIRING AD



1. SELL CANDIDATES ON THE COMPANY

Why is Gaiatex the right place for me for the next decade and beyond?



2. SELL THEM ON THE DEPARTMENT

Is your Inventory Planning team a place where my contribution is meaningful?



3. SELL THEM ON THE POSITION

Will I be working with quality professionals?
Is there a great opportunity to learn, grow, innovate and be recognized for achievements?

Gaiatex is searching for a

DEMAND PLANNING INVENTORY ANALYST

Gaiatex is the leader in quality aftermarket parts throughout North America. Our attention to customer service and strength in product offerings have led to rapid growth. We are looking to add talented team players in the critical area of Inventory and Demand Planning.

Gaiatex Inventory Planning Analysts are the true investors of our business. Our team manages a complex inventory portfolio and with goals of industry-leading customer service levels and a strong return on investment for the stakeholders.

Each day is a unique opportunity to blend your strong math and analytical mind, with business ideas and relationships to strengthen every area of our inventory planning and execution.

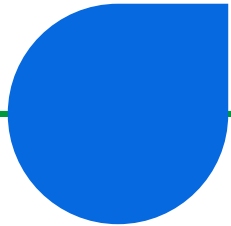
The Inventory Planning Analyst position utilizes the best, most advanced Planning system in the world with analytics that turn your ideas and knowledge into powerful, actionable dashboards.

Gaiatex offers a strong development program for the growth and success of each team member, and the opportunity for deeper results and exciting opportunities for our stars.



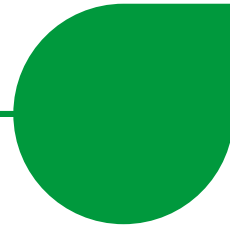
ADDITIONAL SOURCES OF TALENT

COLLEGE CONNECTIONS



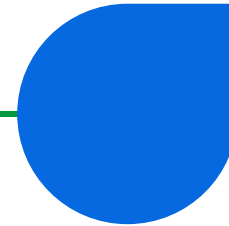
Establish real relationships with local colleges. Speak at career events. Attend career fairs. Connect with professors and offer to speak at events or classes. Sell them and educate them on our profession.

COLLEGE INTERNSHIPS



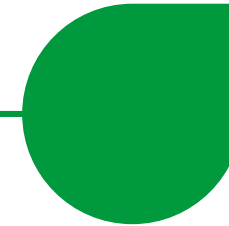
Many inventory teams have great success with college interns, as they often join the team upon graduation. Start by having your team outline a list of functions where an intern can add value.

INDUSTRY & PROFESSIONAL GROUPS



Every day invested outside of your company is an opportunity to highlight the appeal of your company and your team. Talented people are watching and often come knocking.

INTERNAL TALENT



You might have great talent that is currently sitting in the wrong seat. Most do not know the depth and value that our profession offers. Align any misplaced talent with the profile of your inventory winners.



COLLEGE INTERNSHIP COMMON INVENTORY FUNCTIONS

The following are common tasks and responsibilities from surveys with inventory teams

- Inventory Control
- Product Expediting & Supplier Follow Up
- Inventory Analytics
- New Item Management
- Inventory Maintenance
- Department Connections
- Team Presentation
- Inventory Sidekick

CONSIDERING COLLEGE INTERNSHIPS?

Ask your team to compile a list:

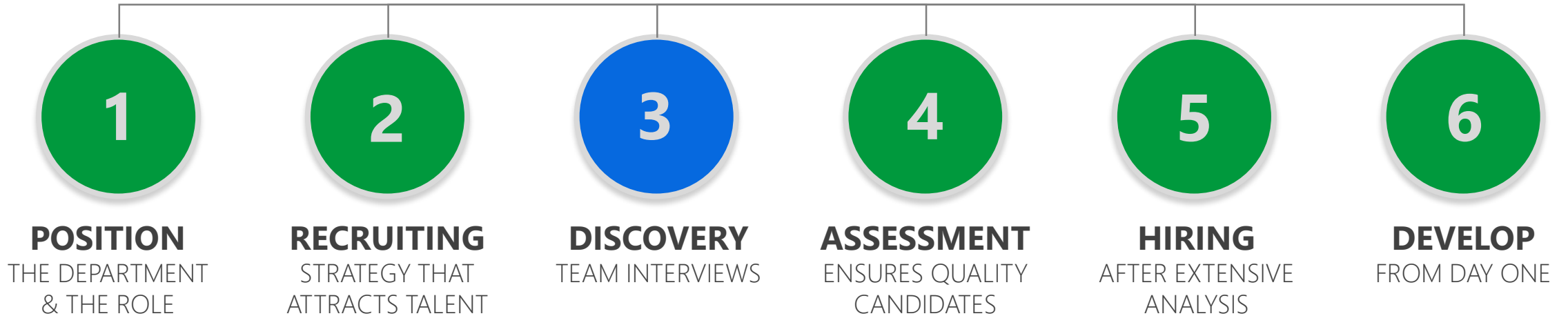
1. What functions could an intern perform?

- One
- Two
- Three
- Four
- Five
- Six

2. Next, ask your team how much more effective they could be with this help?

Please break your week into three strategy levels and list the functions for each level.

Then share how you could be use and benefit from a college intern.



3 DISCOVERY – TEAM INTERVIEWS

There are several methods and styles for the first round of interviews. Companies who have established great teams use those teams to ensure smart decisions and continued excellence in the interviewing process. Great teams are motivated to maintain their image.

ESTABLISH OUR STRONG IDENTITY ON THEIR FIRST VISIT

1. AMBASSADOR REACH OUT THE DAY PRIOR

The ambassador is the host and reaching out prior will set great expectations and establish the image of the company and team.

2. ENSURE THE ENTIRE TEAM IS AWARE

Even for those team members who will not be involved in interviews, send out a basic profile of your guest so that simple greetings in the hallway can make a difference.

3. DON'T UNDERESTIMATE THE GOODBYE

Coach the team to play a quick but critical role in the candidate's exit. A strong interview feeling can turn sour if they feel overlooked during the exit process.

We are looking forward to your visit



Dear Bob,

We are looking forward to your visit on Thursday, August 1. Our session is scheduled for 9:00 am and please ask for me when you arrive.

Typically, the discovery time lasts about 3 hours as we will introduce you to several members of the Inventory Planning Team. You will have a chance to connect and ask questions to people with various positions and tenure. We have designed the day to help you and the Gaiatex team take the next step in determining if we have a great fit.

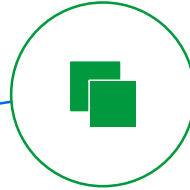
At the end of our day together, I will coordinate the next steps of communication as we give our team a chance to discuss whether it looks like the right fit at the right time and how best to use you. We feel comfortable that you will walk away knowing whether Gaiatex is the place for you to work and grow for many years.

Please know that we take great pride in hiring great people and we will be thorough out of respect to you and Gaiatex.

Bob, please let me know if you have any questions. I can be reached at 333-333-3333. We look forward to hosting you here.

Thank you,
Michelle

CORE TEAM MEMBERS



Interviews with key team members offer an additional perspective to both the team and the candidate. A mix of tenure levels can be of great value.

GROUP TEAM SESSION

Group team sessions can be in addition to or in place of the core team session. This format often offers a less formal atmosphere. It can prove valuable to the candidate and can sometimes expose a potential concern in during a less formal setting.



LEADERS' SESSIONS

The candidate spends time with the managers, leaders and their potential direct boss. The ambassador has pre-delivered a bio on each.



DISCOVERY INTERVIEWS

AMBASSADOR SUMMARY

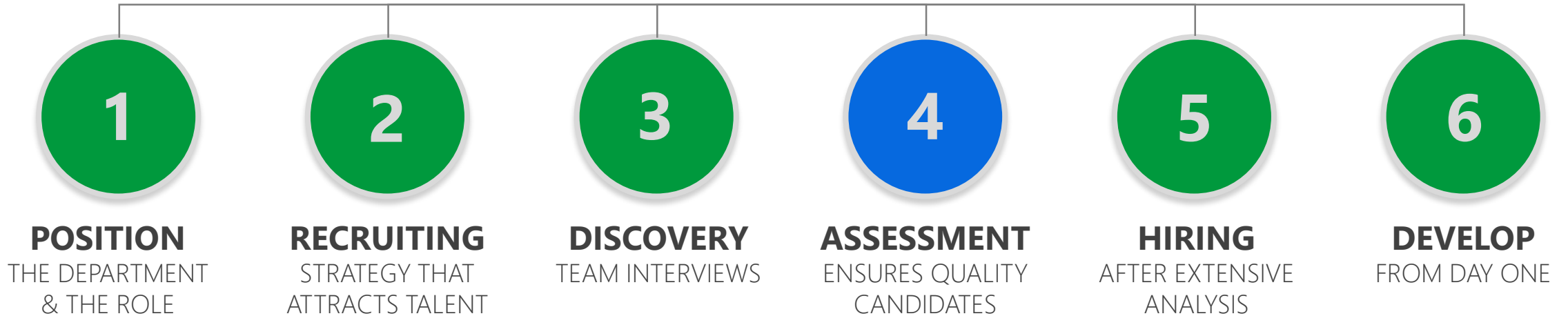
The ambassador will get a feel throughout the sessions and can follow up with final questions and also set expectations for next steps, including the assessment.



AMBASSADOR WELCOME

The ambassador welcomes the candidate, confirms the schedule and expectations and guides them through the visit.





4 HIRING ASSESSMENT

Typically provided between the first and second onsite interviews, a solid inventory planning assessment can be of great value as you narrow the field from four or five to one! It is not the main tool for making your decision, but it is a key tool.

HIRING ASSESSMENT

A Demand Planning / Inventory Management Assessment has been created for our profession.

The assessment is online and on the average takes one hour to complete. The candidates time invested in the test and scores will be delivered in percentile ranges in the areas of:

Math Skills

Analytical Ability

Personality Style

Leadership

Situational Savvy

Problem Solving

Energy Level

Please contact the Planning Posts team for information about delivering the assessment.

WHY an ASSESSMENT?

YEARS AGO, OUR PROFESSION WAS GUILTY OF THE FOLLOWING PITFALLS

- **Panic hiring:**
Simply filling the position to remove the stress from the current team.
- **Hiring for 'Experience' more than 'Talent':**
We often emphasize finding someone who has spent time in the same seat. Inexperience with greater talent can outperform them in a matter of months.
- **Limited ability to assess math and analytical abilities.**
An interview can feel great, but it is difficult to assess the critical abilities to think, perform and innovate with a math/analytics mind.
- **Not analyzing the best long term options for your new hire:**
The talent might be right, but a strong assessment can tell you if they will be a strong heads-down player or a potential coach or manager.
- **Situational savvy and more.**
Adding situations like taking a candidate to a restaurant can reveal character and integrity. Assessments are designed to help do the same.



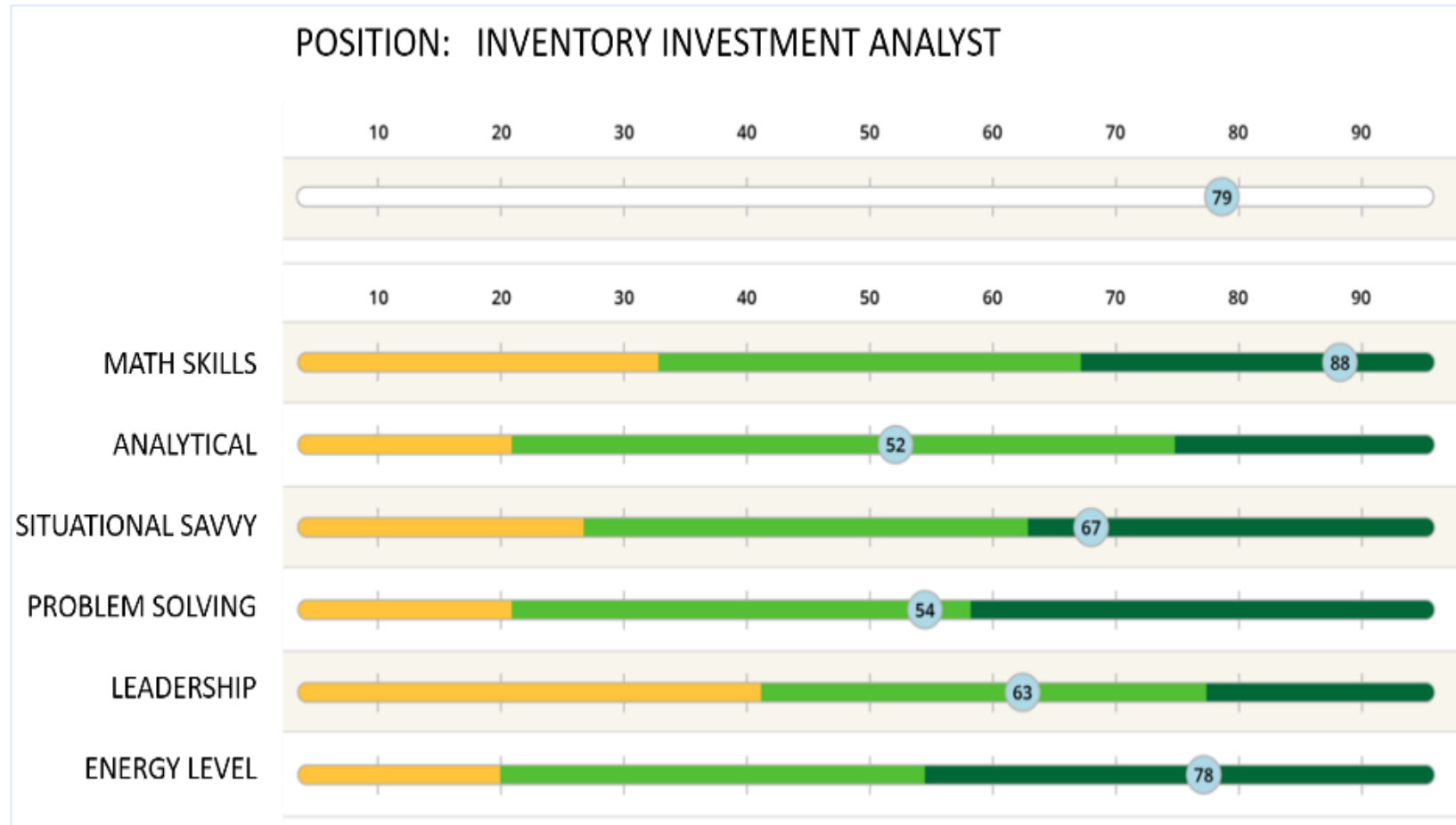
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- Problem Solving
- Energy Level

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5 FINAL HIRING INTERVIEWS

Positioning and smart recruiting have created a strong pool of talent. Use feedback from your initial interviews and the assessments to customize the final rounds of meetings with your top candidates to determine the best fit for long term success.

FINAL HIRING ANALYSIS

1

1. THE THREE QUESTIONS

1. Can we **Trust** them? 2. Do they **Care** about us and our company? 3. Are they committed to **Excellence**?

2

2. HAVE THEY PERFORMED THEIR RESEARCH?

Have they shown passion for our company by performing research and learning how we got here and where we are going?

3

3. ARE THEY A FUTURE COACH OR MANAGER?

If they are a great fit, do we see them as a long term player who will work best in their seat, or do they have the potential for leading and coaching?

4

4. WILL THEY BE AN ANALYTICS STRENGTH?

In our growing world of valuable data, do they have the experience, or at least the strong ability to work with analytics tools and deliver actionable dashboards?

5

5. WHAT IS THEIR PERSONALITY STYLE?

Every style will offer great value, but once we bring them in, where will they best fit and what role will they play in groups and projects?

6

6. ARE THEY A 'WE' OR A 'THEY' TEAM MEMBER?

During the interviews, does their approach come across as someone who will help create a culture of one or 'We', or are they prone to potential division with a style of 'They'?

THEY ACCEPTED! NOW SET THE TONE RIGHT



Planning for your first day as a Gaiatex team member

Dear Bob,

Welcome aboard! Thanks for making the decision to join the Gaiatex Inventory Planning Team.

We know that the first few days can often include some anxiety, so let me offer what to expect during your first day and first week:

- Welcome and overall introduction to the team and our area
- You will spend some time with H.R. going over the benefits and filling out administrative information.
- You will be given your Development Passport, which is our roadmap for your development over the initial years with Gaiatex.
- Jason Smith, our development coordinator, will lay out your schedule of training including special focus during the first two weeks

As always, please let me know if you need direction with anything, and again, welcome aboard.

Michelle

1. HAVE THE TEAM REACH OUT

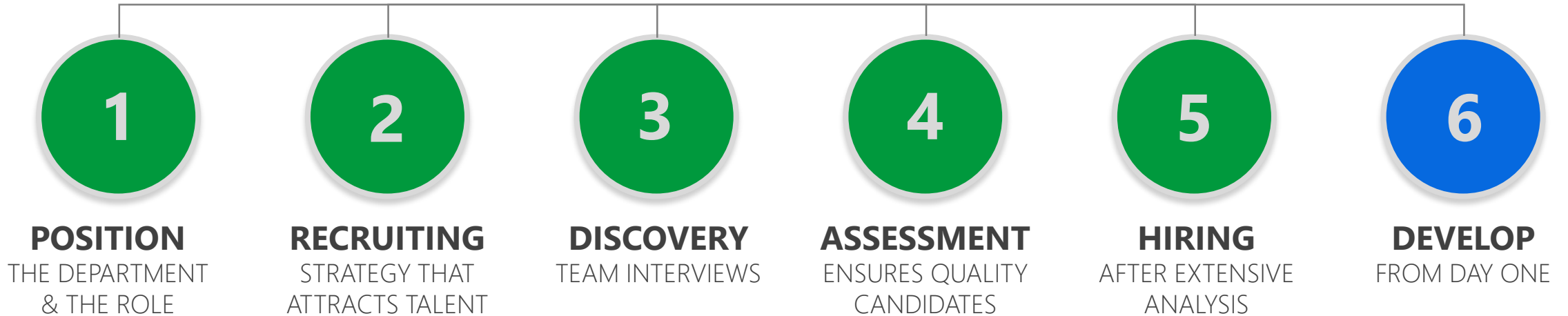
Confirm they made the right decision by having team members that they met reach out via email or even text with a welcome greeting.

2. KEEP CLOSE CONTACT UP TO DAY ONE

The team ambassador is in a great position to reach out all the way through the day before the start.

3. HAVE THE DESK READY

Make it clear that you have been waiting for them by having their desk ready and all I.T. items prepared.



6 COMPREHENSIVE DEVELOPMENT PROGRAM

The best companies hire great talent and develop them from day one. An atmosphere of ongoing development starts with a true development strategy. An 18 month comprehensive plan that includes professional development as well as solution training will pay dividends.

DELIVER A COMPREHENSIVE DEVELOPMENT PROGRAM

PEOPLE

NUMBERS

EXCELLENCE

LEADERS

STRATEGY



PURPOSE

Business is always about **People**, Relationships & the inner workings of them

If you don't know your **Numbers**... You don't know your business!

In any great organization, **Everyone** is in customer service & in sales

Hire great people, **Develop** from Day 1, hold them accountable, help them

Don't underestimate the value of a compelling **Mission & Vision**

COURSES

PEOPLE 101
DiSC Your Unique Style
DiSC Adapting to Others
TRUST & RESPECT
UNCOMMON LEADERS

BUS FINANCE 101
INC STATEMENTS
ROI CASE STUDIES
PERSONAL FINANCE

COMMUNICATION
ALL-IN SERVICE
SALES *for* NON-SALES
PRESENTATION SAVVY
THE POWER OF 'WE'

HIRING & DEVELOPING
BRAND YOUR TEAM
TEACHING & COACHING
GET OUT! (NETWORKING)

MISSION / VISION
SWOT ANALYSIS
STRENGTH-BASED TEAMS
BUSINESS PLANNING
IMPACT KPIs

"We can't expect our team to serve our customers at a level higher than we serve our team"

COMMUNITY DEVELOPMENT QUOTES



"We have been hiring from the **math department** of a local college with great success. We can teach them our business and the keys to demand planning, but we need to start with talent in math and analytics."

VP of Inventory/Merchandising



"Having grown from an entry analyst to the leader of our team, I can share that my most influential development course was **Presentation Skills**. It gave me a whole new level of confidence."

Director of Inventory Management



"Team, our company is going to grow 10% this year, which means you individually will have to **grow 10%** in your profession just to keep pace. What steps will you take to ensure you grow beyond?"

VP of Supply Chain



"The best and most surprising development program we are now offering is **Personal Finance**. The core values relate directly to business finance, and it expresses a true level of care for our team members."

President of a wholesale distribution firm



"There is a big difference between **training and development**. We are committed to developing all aspects of our team, which includes system training, but also invests in all aspects of each persons professional growth."

Corporate training officer



"**Business Finance** education has made a large impact on our team's perception of themselves. Seeing cases studies of **Income Statements** as well as live studies of several of our suppliers makes it all real."

Inventory Planning Director

HIRING EXCELLENCE

In looking for people to hire, look for three qualities

INTEGRITY, INTELLIGENCE & ENERGY

And if they don't have the first, the other two will kill you

Warren Buffett

6 KEYS TO SUCCESS

1

1. HUMAN RESOURCES MUST UNDERSTAND

Our partners in H.R. need your help in seeing the true importance of the position and it's financial impact? Our profession has evolved.

2

2. A WORLD CLASS INVENTORY SOLUTION

Top talent will only show interest if they know they will be working with a world class solution that will elevate their growth and status.

3

3. A DEVELOPMENT PROGRAM

There is too much at stake for the team not to be growing each month. There needs to be an investment in training and development.

4

4. A VISION TO MOVE TO THE CENTER

Old traditional inventory teams played defense and preferred to live in the back offices. Talent, tools and a new spirit have moved Inventory Planning teams to the center of the organization.

5

5. ALIGNED WITH THE INCOME STATEMENT

Traditional, basic KPIs of service and turns don't tell the story or inspire results. The inventory team has the most influence over the company's income statement and should be aligned as such.

6

6. CELEBRATE VICTORIES

It is widely understood and confirmed that the more you celebrate inventory victories, the better chance they will continue to occur!

