

To: Company Management Board, Philip Morris International Inc.
From: [REDACTED], Executive search consultant
Subject: Selecting a Chief Operating Officer
Date: 12th October 2014

Introduction

This report was written by [REDACTED], executive search consultant, at the request of the Company Management Board, to identify the most promising and suitable candidate for the position of Chief Operating Officer of the Philip Morris International Inc. I have analyzed the letters of application written by the candidates and conducted job interviews with each candidate. I have also spoken to the members of Management Board and enquired about their expectations and requirements. The acquired information and conclusions were included in the report.

Findings

1. The position of Chief Operating Officer requires constant focus on executing the company's strategy and meeting the targets set by the Board of Directors in order to increase the profit.
2. The Chief Operating Officer is expected to possess managerial skills which allow him to organize a day-to-day operations.
3. The Chief Operating Officer needs to be prepared to invent new methods and systems that increase the effectiveness of work, as well as implementing them.
4. The Chief Operating Officer of the company on this market is required to be able to communicate with the media to create a positive image of the company.

Conclusions

The findings listed above introduce various requirements that need to be met by the candidate. This paragraph consists of the analysis which candidate satisfies those criteria.

1. The extracts from letters of application suggest that candidates I and IV are highly skilled at executing strategies and implementing new solutions to encountered problems.
2. Candidates II and III are focused on supervising their subordinates, measuring their performance and motivating them. Although it is an important part of manager's job, it is not vital in this case.
3. Candidate's IV communication skills should allow him to positively influence the image of the company by talking to the journalists about company's targets, methods and approach towards customers and employees.

Recommendations

The information and conclusions included in the report suggest that the best candidate for the position of Chief Operating Officer in the company is candidate IV. He will be able to complete all the tasks assigned to him, including: implementing and developing new production systems, analyzing problems and finding proper solutions and creating positive image of the company by talking to journalists and investors. However, candidate I is also an efficient manager, who is able to execute strategies and meet targets set by the Board of Directors. Nevertheless, the candidate I does not seem to possess as strong communication skills as the candidate IV. Therefore, I highly recommend employing the candidate IV, as he is objectively the most suitable person for that position.