

LETTER 1

Please comment briefly on the context of your interaction with the applicant and his/her role in your organization. (250 characters)

V1：我是申請人 Sheng Jui 的直屬經理，平常業務上有密切關聯，他是我負責客戶的主要窗口，並定時的回報狀況給我，我們也會一起合作單一客戶專案

Sheng Jui – the applicant, is my direct subordinate and I am the manager. We have a close relation to the daily operation. He is the main contact with the customers I am responsible for and timely report and feedback me with update, and we also work together to some individual project for one single customer.

What has been the candidate's most significant contribution to your organization? Provide measurable impact if applicable. (250 character)

V1：憑藉平時與客戶良好的溝通，跨部門的整合出了一套符合客戶需求的新服務的 sales deck，成功讓客戶簽下新的合約

Bearing the good communication with the customers generally, Sheng Jui integrated a new cross-department and the customer's demand fulfilling of the sales deck; it successfully enable the customer to sign up the new contract. (2M/1yr)

Kellogg has a diverse student body and values students who are inclusive and encouraging of others with differing perspectives and backgrounds. Please tell us about a time when you witnessed the candidate living these values. (300 words)

V1：Sheng Jui 是我面試進來的，當初面試時是以現場簡報做測試，中間時我有給他一些意見，在下半場的時候他很快調整並且有進步，當時我就覺得他是一個很能尊重且接納別人意見的人。到現在我仍覺得在團隊合作中，他最大的優點就是能聆聽並尊重每個人的意見，讓整個團隊能順利的運作。舉一個我最深刻的例子，有一次我負責一個跨部門的專案，Sheng Jui 也是其中一員，我讓他當主要統籌的腳色。這是一個整合 2017 年零售市場資訊的專案，所以來自不同的部門的人都會有自己觀察市場的角度，也有各種不同的意見，Sheng Jui 身為直接面對客戶的分析師，認為自己最懂市場也不奇怪。但他並沒有因為這樣就忽略其他人的意見，反而他鼓勵來自不同部門的人盡量發表自己的看法，並帶領大家討論出整份專案可行的方向。在這個專案中幾乎沒有爭吵，取而代之的是每個人都能有效的貢獻自己的意見，也因為這樣，這份 2017 市場資訊專案的觀點是非常全面的，客戶也給予高度的肯定。最重要的是 – 跨部門因為這次的專案更加的緊密，平時的意見交流也變得更頻繁。在這次的專案中，我看到 Sheng Jui 展現出很高的包容性，他了解不管甚麼背景的人給的意見都是值得尊重且有用處的，而且他也有能力將這些意見整合，而我認為這是他最可貴的特質之一，也是推動團隊順利運作的重要因素。

I was the person to interview Sheng Jui, at that time the way we test in the interview meeting is to ask people for doing a presentation at site. I provided some opinion to him in the middle of

presentation; he made some adjustments real quick and also get some progress at the second half of the meeting. Then I realized that he is the person respect and adopt some other people's opinion.

Until now when we work together in a team, his best advantage is to listen to some other people's idea and respect everybody's opinions and it enable the operation of the team run smoothly and fluently.

Let me give you an impressive example. One time I am responsible for a cross-department project and Sheng Jui is one of the crew, and I assign him as a head coordinator, and it is the project to integrate the information of the retailing market in 2017, and people from various departments does have their own angle to observe the market in various opinions.

Being an analyst who directly face the customer, he is supposed to be the person who knows best about the market, on the contrary, he did not overlook the opinions from other people but encourage people from some other departments to submit their comments as much as they can instead and lead the team to form the feasible direction for the project through the discussion. During the process of developing the project, it is nearly no fightings at all. One of each person can contribute their own opinion effectively. Due to his leadership, This market information project in 2017 shows a full range of point of view, and the customer highly recognizes his performance.

The most important is that the cross-department is getting closer because of the cooperation in the project and the interchange of opinions become even more frequently in general. I observe in this project; Sheng Jui present a highly toleration. He understand all the opinion from the people in various background are respectable and useful, and he does have the ability to integrate all the comments, and this is one of the most precious characteristic he present and it is also the important element to smoothly push the whole team move ahead.

How does the candidate's performance compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words)

V1: 一般來說，分析師在台灣索尼爾與客戶日常溝通及數據分析的角色，對客戶的簡報基本上也是由分析師來進行。能夠在索尼爾擔任資深分析師的人，通常具備與客戶良好的溝通能力，數據分析及簡報呈現也有一定水準。Sheng Jui 與其他資深分析師一樣都很優秀，但身為他的主管，我有觀察到他跟別人比較不一樣的一些地方 – 他並不安於現狀(是好的方向)，會主動做出改變。舉例來說，Sheng Jui 的客戶幾乎都給他高評價，並稱讚他很了解他們的需求。這其實是因為相對其他分析師通常是被動地回應客戶需求，他會主動地打電話關注客戶的產品狀況，或是與客戶討論數據上的需求，這些都增加了他與客戶的黏著度，也是客戶提升滿意度的關鍵。此外在簡報上的呈現，一般分析師會以更新前人留下來的簡報為主，但 Sheng Jui 則是會去嘗試把簡報的內容更改成更符合客戶分析需求的樣式。

有一次他在處理某個大客戶的年度簡報時，把已經使用五年以上的年度簡報格式改成更貼近目前市場樣貌的分析模式，並說服客戶接受新的格式，而對方的亞太區總經理也給予高度評價，認為有真正的符合他們的需求。從我的角度來看，Sheng Jui 主動做的這些改變都是為了更高效的服務客戶，且品質上面也有所提升，這是我認為他優於同儕的地方。

In general, the analyst in Nielson Taiwan play a role of doing the daily communication with the customer and data analysis including the execution of doing the presentation to the customer. Being a senior of analysis in Nealsen generally, possess the ability to well communicate to the customer, good at the information / numbers analysis and to do the presentation with certain quality and reach satisfactory level. Sheng Jui is as good as other senior analysts, but being a supervisor, he is different from some other people – he is not happy with where he has been staying (toward to the positive direction) but aggressively make some changes. For example, Sheng Jui well understands customers needs that the customers always give him high appraise. Mainly because he aggressively makes the phone calls to customer to concern about the products's status or have a discussion to the demand of the data comparing to other analysts who will not be active until the customers ask questions. The customers have closer relationship with him because the actions he takes, which is the key point to address the higher customers satisfaction as a result.

Besides, the way he does the presentation, an ordinary analyst will just update the prior version of the presentation, Sheng Jui will try to make the changes to the presentation to get closer to customer's demand. Once he was managing the annual presentation of a big customer, he decided not to follow the old version which had been using for more than 5 years but amended it to be closer to current market of analyze mode and persuaded customer accepting the new forms, and the general manager of Aisa Pacific area of this customer had highly positive comments about this change which really fulfill their needs. In my point of view, Sheng Jui is being proactive to do changes in order to provide a higher efficiency services to customers as well as quality increase which make him surpass among colleagues.

Describe the most important piece of constructive feedback you have given the candidate. Please detail the circumstances and the applicant's response. (250 words)

V1：身為 Sheng Jui 進公司以來的主管，我給過他很多意見，其中我認為最有用的一次是在他剛進公司不久報完年度簡報之後，客戶對他的表現不滿意並於會後向我抱怨。看到 Sheng Jui 對自己的表現也失望自責，我在回公司的短短 15 分鐘計程車上，很直接簡要的跟他講如何針對簡報中的內容做進一步的調整以符合客戶的需求，還有報告時應該有的說話技巧。但並沒有時間告訴他實際上需要修改的地方。回到公司後，Sheng Jui 很快的整復心情並列出了他認為一些可以調整的點跟我做討論，我當時很佩服他年紀輕輕卻能面對自己的錯誤並加以改進。在這之後，不管是年度簡報或是日常溝通，Sheng Jui 都會主動跟我討論可能可以加強

的地方或是客戶在意的議題，也確實的有在主動增進他分析數據跟服務客戶的品質。Sheng Jui 充分利用反饋機制也是他能從其他分析師中脫穎而出的重要原因之一。

Being the superior officer to Sheng Jui ever since he joined the company, I had provided a lot of opinions to him, and especially a most useful one was at that time he started the work at the company and finished the annual presentation, the customer was not happy with what he presented and complained to my face. Sheng Jui also disappointed for his presentation, during the 15 minutes in taxi on way to company, I briefly told him how to make certain adjustments to the presentation in order to meet the customers requirements and also the technique of speaking during presentation but really had no time to tell him the precise modifications. As soon as I arrived the company, Sheng Jui had a discussion with me about the modifications he intended to do; it did not take too long for him to recover. I admired him that he face his mistakes and improve quickly at such a young age.

Afterward, regardless the annual presentation or daily communication, Sheng Jui always aggressively talk to me about the place can possibly be strengthen or the subjects that customers may care about most. It surely improves his data analysis ability and the quality of customer service.. Sheng Jui fully takes the advantages of tackling with customers feedback and this is why he stands out from the other analysts.

LETTER 2

Please comment briefly on the context of your interaction with the applicant and his/her role in your organization. (250 characters)

V2：身為部門的頭，平常主要是 Sheng Jui 的主管會回報他的狀況給我，另外主要會跟他合作跨部門比較大的專案，也會請他協助部門的年度簡報

As being the head of the department, Sheng Jui's manager will report his performance to me from time to time. In addition, I also worked with him for the large cross-department projects as well as request his assistance for department's annual presentation.

What has been the candidate's most significant contribution to your organization? Provide measurable impact if applicable. (250 character)

V2：除了份內的工作，Sheng Jui 額外的為公司訓練新進同事，並設計出一套能讓訓練更加有效的模式，增進了公司整體的效率

Besides the works he is supposed to do, Shen Jui also does some training exercise to the new colleagues for the company; he designed a new training model which enhancing not only the training effectiveness but also the overall efficiency of the company.

1. *Kellogg has a diverse student body and values students who are inclusive and encouraging of others with differing perspectives and backgrounds. Please tell us about a time when you witnessed the candidate living these values. (300 words)*

V2：尼爾森是一個跨國的公司，我們幾乎在世界各地都有分公司，也經常會有跨國合作的專案。身為台灣 FMCG 部門的代表，我經常需要負責帶領這些跨國合作的專案，也會請 Sheng Jui 幫忙。在有一次的專案中，各國需要一起完成一個跨國大客戶的消費者及零售市場研究，包含了日本、韓國、中國、印度及美洲國家皆有參與，是一個規模較大的專案。Sheng Jui 是台灣負責聯繫的窗口，經常會需要與各個不同國家的人溝通及討論如何執行專案。由於每個國家都有自己的零售資訊分析方法，使用的模組也不盡相同，所以溝通上常會出現分歧的意見，而且每個國家的人處理事情的方式也不一樣，因此在專案的初期經常有無法達成共識的情形。Sheng Jui 身為台灣的窗口，並沒有過度堅持自己的立場，而是會去探詢其他國家意見背後的原因，不管是透過信件或甚至是電話直接聯繫，並與其他國家討論可行的方案。無形中專案藉著各國頻繁的交流，逐漸有一個明確的方向，Sheng Jui 在其中也一直扮演著一個橋樑的腳色，我覺得在現在這個國際化的時代，能夠有包容性且理性處理別人意見是很重要的特質，而 Sheng Jui 在這次的專案中讓我看到他未來作為一個高包容性領導人的可能性。

The Nielson Cooperation is a multinational enterprise that has branches worldwide so that we often have cross-border cooperation. As being the head of

the department of FMCG in Taiwan, I often need to lead those projects and ask assistance from Shen Jui. I recalled once there was a project that needed every branch from Japan, Korea, China, India, and Latin America countries to complete a consumer and retail market research of a considerable multinational enterprise. Sheng Jui was on behalf of the contact window for Taiwan; he needed to frequently communicate and discuss how to execute the project with people from different countries. Each team member from different country have their own ways of retail information analysis, and the using modes are different from one another, so often resulted in opinion discrepancies for communication. More to the point, people from different countries also have their preferred ways for doing things that could not reach a consensus among all the countries at the initial stage of the project. As being the contact window of Taiwan, Sheng Jui did not insist for his position, whereas to find out the reasons behind the opinions from each country regardless contacting via emails or direct phone calls and tried to discuss all the possibilities with other team members. The project gradually went into a clear direction through frequent communications and discussions between each country; Sheng Jui was playing one of the important bridges in between for project execution. In my opinion, nowadays living in the global village of this century, tolerating all opinions rationally is an important attitude or person character for being a leader. I saw Sheng Jui has the ability and is capable to be a such leader in the future from this project.

2. How does the candidate's performance compare to those of other well-qualified individuals in similar roles? Please provide specific examples. (300 words)

V2：分析師及資深分析師是台灣尼爾森主要面對客戶及負責分析的角色，也是整個公司的主幹。Sheng Jui 有許多優秀的同儕，他們分析數據或是應對客戶的能力皆有達到資深的水準，Sheng Jui 也不例外。我認為 Sheng Jui 在這些公司基本要求的能力上跟其他資深分析師是差不多的，但他在額外的工作上是超越同儕的水準的，且對公司是有實質的幫助的。例如，Sheng Jui 主動負責新分析師的訓練事宜。在傳統的訓練中，分析師會帶他們上初階的軟體課程，但 Sheng Jui 為了讓他們能更快的銜接上業務，設計了從初階到進階的軟體訓練以及基本的客戶應對課程，甚至建置了課後的常見問題資料庫，讓往後的訓練能更輕易的進行。我認為在這件事上 Sheng Jui 達到與其他人不一樣的兩點，1. 這是本職以外，但對公司助益很大的事，他主動去做 2. 在做這件事的時候，他有認真的思考怎麼樣能創造永續的價值，而不是單純依循前人的做法。確實在這之後的新人訓練，Sheng Jui 建立的方法持續的被使用，也節省了許多時間成本，新人也能更快的上手公司日常的業務及分析的技巧。對於整個部門來說，Sheng Jui 的舉動創造了與其他分析師不同的價值，這也是我覺得他不一樣的地方。

The analyst and the senior analyst are not only the role to communicate with customers and to do analysis but also are the pillars in Taiwan Nielson. There are quite a few excellent colleagues whose ability of data analysis and dealing with customers bearing high level, and of course, Sheng Jui is also one of them. Sheng Jui's ability to deal with daily job is as good as some other senior analysts, but his ability for extra works is way ahead of his colleagues and which really does great help for the company. For example, Sheng Jui has been very proactive to do the recruit training. In a traditional way of training, the analyst will teach new guys the initial course of the software. For the purpose of letting the new analyst to be independent to do the business quickly, Sheng Jui not only designed the training course from beginning to advanced level as well as the basic rules of how to deal with customers, but also established a Q&A data as reference to everyone which made the future training better and easier. I saw two different characters from Sheng Jui among other analysts: 1. He's being proactive to do extra works which does bring a benefit or a contribution to the company. 2. He does have a great consideration of how to create a long lasting value of the company, not just only followed the old rules. Sheng Jui's recruit training method has been consecutively applied since then and does save the precious time spending on training; the new analysts get the hang of the routine jobs and analyzing techniques faster and quicker. These actions Sheng Jui takes does creates total different value to the department and this is how I feel how he is different from some other analysts.

3. *Describe the most important piece of constructive feedback you have given the candidate. Please detail the circumstances and the applicant's response. (250 words)*

V2: 有一次 Sheng Jui 負責帶領團隊準備一個季度跨品類趨勢的簡報，那是他第一次擔任團隊中領導的角色。一開始的時候這個團隊的進度似乎有點緩慢，於是我找了 Sheng-Jui 來了解情況，他跟我坦承在統整大家的意見時經常遇到阻礙，無法有效的得出結論。我建議他在開會之前可以去跟每個團隊成員個別聊聊，更深度的去了解他們的立場&意見。他一開始並沒有完全接受我的建議，並提出兩個點想要跟我討論 1. 身為領導者溝通是否應該統一對大家溝通 2. 領導者是否該自己決定方向來帶領大家。但在我進一步跟 Sheng Jui 的分享我的領導經驗後，他理解到領導者重要的不是在於發揮自己最大的能力，而是讓其他人發揮出最大的價值。很快的他實踐了我的建議，在開會前先跟個別的團隊成員溝通，並在開會時扮演引導者的角色，讓每個人都能夠更好的表達自己的意見。這個專案在這之後很快的超過預期的進度，最後的結果也令人滿意。Sheng Jui 習慣先自己思考，而不是盲目地接受他人建議，但一旦整理出一套脈絡後，能夠很快有效的運用他人建議是我覺得他與眾不同的地方。

Once Sheng Jui lead the team to prepare a quarterly cross-category trend presentation, and it was his first time becoming the team leader. The progress was slower than expected, so I talked with Sheng Jui to see what went wrong. He told me that he got an obstacle of concluding idea from everyone and hardly come out with a conclusion effectively. I suggested him talking with each team member before have a meeting, try to understand their positions and ideas. He did not take my suggestion at first and asked me 2 questions: 1. As being a leader, should he have a consolidated communication with team members? 2. As being a leader, should he himself decide the direction to the team? I had further talk with Sheng Jui, sharing my own experiences as being a leader, he understood that being a leader is not to do all the best he himself but to let every team member exert themselves at most. Soon he adopted my suggestion, talked with each team member respectively before having meeting, and provided directions to everyone during the meeting, let everyone can fully express their own ideas. The project went smoothly faster than he expected and achieved overall satisfactory results. Sheng Jui always thinks first rather than blindly accepts other opinions. Once he comprehends and got the context, he will adapt and well exert the opinions to achieve the goals.