

Marketing Manager interview checklist

Marketing manager hiring usually includes a recruiter screen, a round with the marketing head, a case or presentation on a brand problem, a discussion with sales or the business head, and a final HR round.

10 QUESTIONS TO PRACTISE OUT LOUD

1. How would you build an annual marketing plan for a consumer brand, starting from the business target?

What it checks: Whether you plan top-down from business goals to marketing objectives, audiences, channels and budget, rather than starting from a list of activities.

2. Which of your brand campaigns missed its sales goal, and what changed in your next plan because of it?

What it checks: Honesty, learning from failure and whether you can explain what went wrong with evidence rather than blaming the agency or market.

3. Given the brand size, budget and team you would own here, what pay package are you aiming for?

What it checks: Whether you can state an expectation tied to the scope of the role, such as budget size, team and market coverage, and negotiate maturely.

4. How do you decide how much of the marketing budget goes to brand building versus performance campaigns?

What it checks: Strategic judgement on short-term sales versus long-term brand equity, and whether you use evidence rather than habit to split money.

5. Describe a time you had to cut the marketing budget mid-year. How did you decide what to stop?

What it checks: Prioritisation using data and long-term thinking, and how you communicate cuts to your team and agencies.

6. This role needs regular travel to markets and distributor meetings. Is that fine with you?

What it checks: Whether you are ready for field work, which good marketing managers value, and can commit to the travel pattern honestly.

7. Write a positioning statement for one of the products you have marketed, and explain each part.

What it checks: Clarity on target audience, frame of reference, point of difference and reason to believe, which is the foundation of all campaign work.

8. Tell me about a time you disagreed with the sales head on a marketing decision.

What it checks: How you handle conflict between marketing and sales, and whether you use data and shared goals to reach a decision.

9. Why are you interested in leading marketing for our brand at this stage of the company?

What it checks: Your research on the company's position and challenges and whether your experience genuinely fits what they need now.

10. How do you brief and manage a creative or media agency so the work comes back on time and on strategy?

What it checks: Agency management skills: a sharp brief, clear feedback, commercial control and holding agencies to timelines without damaging the relationship.

TIPS FOR THIS INTERVIEW

- Prepare two campaign stories with the objective, the budget range, the channels, the result versus a control, and one thing you would do differently.
- Study the brand's recent ads, pack, website and retail presence, and prepare two or three specific observations you can discuss respectfully.
- Practise a short case presentation: problem, insight, strategy, plan, budget split and how you will measure success, all in under fifteen minutes.
- Be clear on the difference between your role and a digital marketer's, and show you can manage offline, retail and agencies as well as online channels.

THE DAY BEFORE

- ☐ Confirm the time, venue or video link and the interviewer's name
- ☐ Plan your route and leave time for traffic, or test your camera, microphone and internet
- ☐ Keep copies of your resume, ID proof, certificates and photographs in a folder
- ☐ Iron your clothes and charge your phone and laptop
- ☐ Do one final run-through of your introduction, then stop and rest

ON THE DAY

- ☐ Arrive 15 minutes early, or log in 5–10 minutes early for a video call
- ☐ Greet everyone politely, including the receptionist or coordinator
- ☐ Listen to the full question, pause, then answer in a clear structure
- ☐ Take brief notes of names and key points
- ☐ Ask your prepared questions and confirm the next steps before you leave