



Seafood Sales Interview Guide

Candidate Preparation Guide
for Recruiter & Hiring Manager Interviews



PRODUCT EXPERTISE

Showcase deep knowledge and insight that drives confidence.



COMMERCIAL IMPACT

Demonstrate how you create value, grow accounts, and win business.



MARKET CREDIBILITY

Build trust through relationships, reputation, and trusted guidance.



Expanded Interview Themes I

Core preparation areas for seafood sales professionals.

01



Career Story & Seafood Background

- When did sales become your path?
- How did you enter the seafood industry?
- What do you enjoy most about it?

02



Hunter vs. Farmer Profile

- Would you describe yourself as a hunter, farmer, or both?
- How much of your role is new business vs. account management?

03



Product Expertise

- Fresh, frozen, or value-added?
- Which species and formats do you know best?
- Farmed, wild-caught, or both?

04



Customer & Channel Experience

- Which channels have you sold into?
- What account types do you manage?
- Which markets and territories do you know best?

05



Book of Business & Commercial Results

- How many active accounts do you manage?
- What annual revenue range is your portfolio?
- What quota and growth results have you delivered?

06



New-Business Development

- How do you identify and open new prospects?
- How do you win the first order?
- How do you handle price objections?

07



Seafood Commercial Intelligence

- What market information do customers expect from you?
- How do you stay informed about seafood pricing?
- How has your market insight helped a customer?





Detailed Question Bank I

Career foundation and business-development profile.



01 Career Story & Seafood Background

- When did you realize sales was your thing, and what were you selling at the time?
- How did you enter the seafood industry?
- What do you enjoy most about working in seafood?
- How many years have you worked specifically in seafood or perishable foods?
- Walk us briefly through your seafood sales career and the types of companies you have worked for.



02 Hunter vs. Farmer Profile

- Would you describe yourself primarily as a hunter, a farmer, or a combination of both? Give us an example that demonstrates your answer.
- What percentage of your current role is new-business development versus managing existing accounts?



Detailed Question Bank II

Product knowledge and
customer-market coverage.

03



Product Expertise

- Do you primarily sell fresh, frozen, value-added, or a combination?
- Which seafood species or product categories have you sold?
- Which species would you consider yourself most knowledgeable about?
- Have you worked with farmed, wild-caught, or both?
- What countries or origins have you sourced product from?
- What product formats have you handled: whole fish, H&G, fillets, portions, loins, IQF, blocks, retail packs, value-added products, etc.?
- Which products have historically represented the largest portion of your sales?

04



Customer & Channel Experience

- Which customer channels have you sold into: distributors, wholesalers, foodservice, retail, processors, importers, brokers, e-commerce, or others?
- What percentage of your experience is foodservice, retail, wholesale/distribution, or value-added?
- What types of accounts do you typically manage?
- Have you sold directly to national or regional accounts?
- Have you worked with restaurant groups, broadliners, supermarket chains, club stores, processors, or specialty seafood distributors?
- What geographic territories have you managed?
- Which markets do you know particularly well?
- Without disclosing confidential information, describe the size and type of your most important customers.



Detailed Question Bank III

Business impact and
new-business generation.



05

Book of Business & Commercial Results

- Approximately how many active accounts do you currently manage?
- What is the approximate annual revenue of your portfolio?
- What was your sales quota or target last year?
- What percentage of your quota did you achieve?
- What has been your average year-over-year sales growth?
- Approximately how much new business have you personally generated during the past 12-24 months?
- What was the largest account you personally developed?
- How long did it take you to develop that account?
- Besides revenue, how involved are you in managing gross margin?
- When you evaluate a sale, how do you balance volume, margin, inventory risk, and customer relationships?



06

New-Business Development

- How do you identify new prospects?
- Walk us through your process from identifying a prospect to closing the first order.
- How do you typically get your first meeting with a difficult-to-reach buyer?
- What is your typical sales cycle?
- Give us an example of a customer you developed from zero.
- How do you react when a buyer says they are happy with their existing supplier?
- What do you do when price is the primary objection?
- Imagine we give you a new territory tomorrow with no existing customers. What would you do during your first 90 days?



Detailed Question Bank IV

Market intelligence and
technical expertise.

07



Seafood Commercial Intelligence

- What market information do your customers expect you to provide?
- How do you stay informed about seafood pricing and market conditions?
- What factors can cause pricing to change quickly in the products you sell?
- How do seasonality, harvests, quotas, weather, freight, currency, supply availability, and demand affect your sales conversations?
- How do you advise a customer when you expect the market to move up or down?
- Tell us about a time when your knowledge of the market helped a customer make a better purchasing decision.

08



Technical Seafood Knowledge

- What technical information do you need to understand before confidently selling a seafood product?
- How comfortable are you reading and explaining product specifications to customers?



Detailed Question Bank V

Supply chain, pricing, and negotiation.

09



Supply Chain Understanding

- What is your role within the supply chain process?
- How involved are you with purchasing or procurement?
- How closely do you work with operations and logistics?
- Do you participate in inventory planning?
- How do you handle situations where inventory is long or product needs to move quickly?
- What do you do when an order is delayed, shorted, rejected, or arrives with a quality issue?
- How involved are you with claims and customer complaints?
- Tell us about a time when you had inventory you needed to move quickly. What did you do?

10



Pricing & Negotiation

- How much authority do you currently have over pricing?
- How do you determine the right price for a customer?
- Describe your negotiation style.
- Tell us about a difficult price negotiation you successfully handled.
- How do you protect margin when a customer is aggressively negotiating price?
- When would you walk away from a sale?



Detailed Question Bank VI

Forecasting, business management,
and reputation.

11

Forecasting & Business Management

- How do you forecast sales?
- How accurately are you expected to forecast?
- How do you communicate customer demand internally?
- What KPIs are you personally responsible for?
- How do you prioritize your accounts?
- What CRM or sales systems have you used?

12

Relationships & Reputation

- What do you believe your customers would say is the reason they continue buying from you?
- How would you describe the strength of the relationships you have developed within your market?
- If you changed companies tomorrow, what part of your professional reputation would remain valuable regardless of the products you were selling?



Detailed Question Bank VII

Motivation, logistics, and final preparation.



13 Motivation for Changing Jobs

- Why are you considering your next opportunity?
- What would make you leave your current company?
- What are you looking for in your next seafood organization?
- What type of company or environment allows you to perform at your best?
- What would make an opportunity attractive enough for you to make a change?
- What is missing from your current role that you hope to find in your next one?



14 Practical Information

- What is your current location?
- Which territories are you willing to cover?
- What is your willingness to travel?
- What is your remote, hybrid, or on-site work preference?
- Are you open to relocation? If yes, where?
- Which languages do you speak professionally?
- What is your availability or ideal start date?
- What are your compensation expectations?
- Do you have the work authorization required for the markets you are targeting, where legally appropriate?
- Are there any non-compete or non-solicitation restrictions you are aware of?



Preparation Tips



Use concise answers.



Use ranges when information is confidential.



Bring measurable results and examples.



Use a Situation - Action - Result structure for key stories.