

# ON-THE-JOB EXERCISES

British-American Tobacco 1996



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# On-The-Job Exercises

BRITISH AMERICAN  
TOBACCO



RESPONSES

## Objectives

This has been prepared to help the Participant and their Managers get the maximum benefit of the On-the-Job Exercises in the Brand Excellence Series.

## Quick Reference Pages

Each of the On-the-Job Exercises in the Brand Excellence Series has been repeated on a separate page in this booklet. For quick cross-reference, each exercise clearly shows programme, module name and module number and page number of that exercise in the top right hand corner. Each page is a record sheet of the key on-the-job *outcomes* at each stage during the exercise. If there is not enough space you may wish to write on the back of the sheet.

## The First Meeting

For each exercise there is an outline of a Participant's Action Plan. Managers should encourage the Participant to take the initiative and use this as the basis of discussions with the Manager at three stages:

- Initial briefing.
- During the exercise.
- Review and debrief.

The Participant should prepare for the first meeting with the Manager by thinking about and making notes on:

- carefully reading the task;
- what does the task mean and ask;
- what are the key issues that are raised in the task;
- where should the Participant go for help or advice;
- what data needs to be compiled;
- what authorisations or safeguards need be observed;
- what are key dates and deadlines to be managed; and
- what aspects of the task are unclear and need clarification.

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## RESPONSES

The main point the Manager should emphasise is that the Participant needs to come to each meeting *well prepared!* At the first meeting, these points should be discussed and a plan of action and timetable agreed upon to successfully complete the task.

### Subsequent Meeting(s)

At *regular* intervals during the task the Manager should closely supervise the components of the agreed plan to ensure that the Participant is following the mutually agreed plan and counsel as appropriate. During this period regular meetings could be held to discuss options, share experiences, provide encouragement and reinforce the objectives of the task.

### Task Completion

When the task has been completed, the Manager may wish to consider the merit of having the Participant make an informal "presentation" of the outcomes, results or findings. This may be done for the Manager alone, or, better still, think about the value of doing it in the presence of other colleagues as the basis of further professional development of all staff.

It is important to "set the scene" for this presentation by first reviewing the objectives of the task.

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## RESPONSES

### Debrief

At the end of the presentation the Participant should be invited to reflect on the question. "Did I fully address this task and how well did I achieve it?"

Managers should ask probing questions to guide and support the Participants, critical reflective thoughts on:

- What key learning (content and process) did the Participant get out of this task?
- What could have been done better?
- What are the implications of these findings and outcomes?
- How can these help us improve the way we do business?

Summarise these points and ensure they are recorded for review in later off-the-job programmes.

### Further Action

At this stage the Manager should summarise the key implications and ask questions to steer the Participant towards further action. Maybe asking the following questions will assist.

- What do we need to do *less* of?
- What do we need to do *differently*?
- What further training, education or development support do we need to plan?

Summarise these specific further actions and ensure they are recorded for later performance reviews.

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### Evaluation Feedback

There is provision on each page for Manager's feedback comments. Managers may wish to use it to record *any* aspects of the Participant's on-task competency or performance, such as:

- what parts of the task were done effectively (and what actions indicated this competency)?
- what actions could have been done more effectively or efficiently to improve performance and how to improve performance
- actions (or inaction) which need further support or professional development - and how to get this support
- significant achievements or plan to positively reinforce desired actions

### Manager's Sign-off for each exercise

At the conclusion of each exercise, the Manager must complete the one page *outcomes* sheet in this booklet for that exercise and the relevant line in the Summary Sheet (last page of this booklet).

The original of the booklet will be used in later off-the-job programmes as a linkage and bridge to further professional development and must be carefully retained.

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**Visit your Primary and Secondary Departments to understand the processes used in the manufacture of your products.**

**Make notes on your observations and discuss with your Manager the implications for your brands.**

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Take your findings and discuss with your Manager.

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## On-The-Job Exercise

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### Task:

Ask your Product Developer for the full specifications of your product. Try to rank the importance of each parameter to product performance and, hence, to a consumer.

Discuss your findings with your Manager.

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Using the above key steps, list elements in the product that could possibly be altered while maintaining the yield of the product. Discuss with your Product Development Manager how you would develop the optimum design for your brand.

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Examine the data from a recent development activity and determine whether the products have been made to specification. Identify whether the products were satisfactory or not, and what actions were taken and by whom to ensure a quality product. In particular, assess whether, in your view, the products met the physical and smoke yield targets (consult the relevant Product Brief for this project to help you decide).

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Look at your Brand Plan and examine your Product Development Strategy.

Identify the objectives for each development project and review the progress of each against the project time-scale.

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## On-The-Job Exercise

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### Task:

Identify the major external forces affecting the tobacco industry in your market.

**Analyse the opportunities, threats and trends.**

**Discuss your findings with your Manager.**

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Contact Consumer and Regulatory Affairs and talk to them about how their Department and Brand Marketing work together, and on what issues. Check your company's guidelines on responding to requests for information from various sources.

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Establish how relations with government are conducted in your country and who is involved from the industry and your company.

Identify the government's latest actions which have impacted on your brand.

**Take your findings and discuss with your Manager.**

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Identify who our major trade partners are and how we co-operate with them to get the maximum benefit of the opportunities presented by the external environment.

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Identify those suppliers who have a major impact on your brand related activities.

**Analyse your suppliers' strengths and weaknesses.**

**Formulate your ideas to address these weaknesses and to capitalize on the strengths and discuss the findings with your Manager.**

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# On-The-Job Exercise

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## Task:

This module is designed to give you a better understanding of general issues relating to the external environment. It is crucial that you also familiarize yourself with specific issues in your market. Arrange with your manager an appointment with your local CORA manager. If your company does not have a full-time manager, with your GM or whoever has responsibility for managing those issues in your country. You should get a briefing on your local environment and legislation. This meeting should cover:

- CORA's role within your business
- Company Policies and strategies, including the CORA plan for your market.
- Relationships with the government.

- Relationships and contact with the media.
- Allies/Opponents/pressure groups.
- Local legislation and regulations affecting your business advertising, promotions, sponsorship, health warnings, constituent labelling, public smoking restrictions, tax and excise structures etc.
- The legal environment and any lawsuits involving the company or industry.

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**Obtain the most recent financial report of one of your competitors. Calculate and analyse the main ratios (using the Financial Analysis table in Appendix I section 2 as a guide).**

Make a list of the key learning points and discuss with your Manager. Look for opportunities to present your analysis to other personnel/forums.

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**Analyse the marketing mix of your main competitor brand. Compare it with your brand.**

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## ON-THE-JOB EXERCISES

# On-The-Job Exercise

## Task:

Identify the name and position of a key marketing executive in one of your competitors.

Establish the influence this person exerts in that company. What effects, if any, do they have on your company's business?

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Undertake a strengths and weaknesses analysis of your main competitor and main competitive brands.

**Make notes on the ways in which the competitor's perceived strengths might also give us opportunities.**

**Identify ways to turn these opportunities into action.**

**Prepare a short report of your findings and ideas and discuss them with your Manager.**

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<b>Participant's Action Plan</b>	<p>Initial Briefing: (Dates; clarifications; key issues; people to contact; source of data; authorisation's checkpoints)</p> <p>.....</p> <p>Agreed Action Plan &amp; Timetable:</p> <p>.....</p> <p>Review and De-Brief Upon Completion: (Key learnings; outcomes achieved; implications)</p> <p>.....</p> <p>Further Action: (Ideas to follow up; changes or modifications; dates; who)</p> <p>.....</p>
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Take your report and plan for oral presentation to your Manager and discuss its methodology, accuracy and the reliability of your data. The comprehensiveness, persuasiveness, creativity, innovation and actionability of your analysis and action points should also be discussed.

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# On-The-Job Exercise

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## Task:

Review the past advertising of your brand and identify its success, measured in terms of its brand objectives. Make notes on your ideas to build further on this success or to overcome difficulties.

Discuss with your manager.

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Identify and decide with your Manager a creative requirement for a forthcoming cycle activity and write a brief.

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## ON-THE-JOB EXERCISES

## On-The-Job Exercise

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**Task:**

Identify the sources of research data available in your market for each medium.

Form a view on their validity as a basis for executing your company's media objectives and on any specific opportunities they allow.

Recommend objectives for your company and its agencies to pursue to improve available research in our medium-term interests - set priorities, with support.

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**Discuss your recommendations with your Manager.**

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**Discuss your findings with your Manager.**

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**Assess each medium in the context of your market and identify:**

- the key medium used for brand image communication for the tobacco industry
- the most suitable support medium and indicate what it adds
- which medium offers the ability to reach a specific- target group
  - region
  - season.
- which medium offers particular creative opportunities for tobacco.

Your advertising agency/media buying company can be a useful source of data and comment on the media most suited to your needs.

Take your assessment and discuss with your Manager opportunities you see for BAT brands in your market.

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**Acquire copies of your company's cycle plan and annual media plan.**

Write a brief document (no more than two pages) identifying the degree of fit and recommending areas where integration needs to be improved.

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Draft an annual Media Brief and budget for a brand which your company plans to advertise during the forthcoming year. Discuss your draft with your manager, who should use your draft as a basis for the final document.

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## Task:

Use BATPROBE to produce a consumer segmentation based on GCS data available from your market.

Discuss your analysis with your Manager and the Marketing Research Manager.

Think about the possible consumer segments of your market according to consumer behaviour and attitude.

Make a list of your ideas. Check your ideas with the results of a life-style study done in your market.

Write a summary indicating the main marketing implications for your brand.

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## On-The-Job Exercise

**BRITISH AMERICAN  
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**Task:**

**Locate and analyse any CPT's done with your brand in your market.**

Review the processes used and results obtained. Make notes on how you can better use is existing information.

**Discuss your ideas with your Manager and your Marketing Research Manager.**

**Look for opportunities to improve the value of CPT information in managing your brand in the future.**

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## On-The-Job Exercise

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### Task:

Locate and analyse the latest MASQ study conducted in your market for your brand. Define if the superiority objectives have been achieved and discuss with your Manager and the Product Development Manager what needs to be done in order to obtain/maintain such superiority.

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Locate and analyse the latest PSM study conducted in your market. Define the current product positioning of your brand and its competition, among all and target smokers.

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	Further Action: (Ideas to follow up; changes or modifications; dates; who)
Manager's Feedback	Feedback Comments:
Task Sign-Off	<p>The outcomes and objectives of this task have been achieved.</p> <p>Participant _____ Date _____ Manager _____</p>

BRITISH AMERICAN  
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**Locate and analyse the extent, techniques and use of Brand Communication Research done with your brand in your market.**

**Discuss your ideas with your Manager and your Marketing Research Manager. Look for opportunities to improve the value of brand communication research information in managing your brand.**

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Participant's Action Plan	Initial Briefing: (Dates; clarifications; key issues; people to contact; source of data; authorisation's checkpoints)
	Agreed Action Plan & Timetable:
	Review and De-Brief Upon Completion: (Key learnings; outcomes achieved; implications)
	Further Action: (Ideas to follow up; changes or modifications; dates; who)
Manager's Feedback	Feedback Comments:
Task Sign-Off	<p>The outcomes and objectives of this task have been achieved.</p> <p>Participant _____ Date _____ Manager _____</p>

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Review the extent and manner to which marketing research is used to make better decisions in your company. Make a list of specific instances or examples where it was effectively used and where it could have been better used.

**Look for opportunities to better use marketing research to support judgement, decision and action in Brand Marketing. Develop an Action Plan to actually do this.**

**Discuss with your Manager whether your findings and Action Plan can be presented to other personnel/forums in your company.**

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Participant's Action Plan	Initial Briefing: (Dates; clarifications; key issues; people to contact; source of data; authorisation's checkpoints)
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	Review and De-Brief Upon Completion: (Key learnings; outcomes achieved; implications)
	Further Action: (Ideas to follow up; changes or modifications; dates; who)
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Locate a copy of the Marketing Research plan and brief for your brand, then identify the specific research methodologies. Assess whether these methodologies achieve the research needs of the brand.

**Discuss your recommendations with your Manager Marketing and Research Manager.**

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Participant's Action Plan	Initial Briefing: (Dates; clarifications; key issues; people to contact; source of data; authorisation's checkpoints)
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Manager's Feedback	Feedback Comments:
Task Sign-Off	The outcomes and objectives of this task have been achieved.  Participant _____ Date _____ Manager _____

**BRITISH AMERICAN  
TOBACCO**

**Talk with your Finance Manager to understand the importance of your brand within your company's profitability and financial growth.**

Discuss also their view on:

- how much of the Fixed Assets your brand uses
- how much of the elements of working capital are
  - shared by your brand with others;
  - specific to your brand.

- Gross Turnover.
- Net Turnover.
- Gross Margin.
- Brand Margin.

Check why the proportions might be different at various levels of the Profit and Loss Account.

**Make notes and discuss with your Manager.**

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Participant's Action Plan	Initial Briefing: (Dates; clarifications; key issues; people to contact; source of data; authorisation's checkpoints)
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	Review and De-Brief Upon Completion: (Key learnings; outcomes achieved; implications)
	Further Action: (Ideas to follow up; changes or modifications; dates; who)
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# Summary Sheet

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Programme:

Brand Excellence Series

PARTICIPANT'S NAME:

LOCATION:

The following exercises have been successfully completed by the above Participants.

Module Number	Competence Rating ( Tick one )				Manager's Signature
	Marginal	Satisfactory	Very good	Excellent	
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					
Manager's Additional Comments:					