

Bar Analysis Reporting

- *Why we are doing data analysis?*

We are doing data analysis for 3 main reasons.

1. **Monitor Event Effectiveness**

On a regular basis, we want to be able to identify how effective the Ranch, Racing and Music programs are at generating new names for the Marlboro database. Event by event analysis will allow us to identify areas where we performing above or below national averages and allow us to translate best practices into under performing areas. Reviews on performance will be conducted weekly and feedback generated for EMI to distribute back to the field.

2. **Provide Strategic Planning Data for Upcoming Years**

Strategically, the bar program will become more and more important in providing names for the Marlboro database. Due to this factor, it is important that we look back at the performance of participating venues and markets and look at where we are getting the most value. We should use this data to look forward to help us identify markets and bars where we are most likely to generate names, and either markets or bars that should be in the program but currently not. There will be increasing pressure on the bar programs to generate names in light of increasing legislation, and it is imperative that we have an established base in top performing venues that allow us exclusivity.

3. **Set Performance Goals and Track EMI Performance**

The Marlboro bar program relies heavily on the effective management of the field program by EMI, and it is important that we have in place performance goals that EMI is aware of. They will be made aware that we will be constantly monitoring their performance in respect of these established criteria and that any reviews done will include these figures.

- *How we are going to present data?*

Weekly:

Following the receipt of data from EMI at the beginning of each week, we will evaluate 5 sets of performance data:

- 1) YTD performance vs. 1999 base data (name generation and attendance): We will compare each region in terms of name generation. This will give us a snapshot of how well we are doing in each region compared to 1999. We will highlight the region with the best performance.

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- 2) All Region Performance by Week: We are going to look at all regions performance on a weekly basis in terms of name generation and attendance. Then we will look at each program individually. We will see how many names we are generating in each program and what is the attendance for these programs. This will enable us to assess each program's effectiveness. For instance, looking at ranch program from name generated and attendance point of view, we will have a clue about program's effectiveness.
- 3) Individual Regional Performance by Market YTD: Looking at each market for that specific region will allow us to identify the best performance and the worst performance market in terms of name generation and attendance. Then, we will have chance to take lessons from best practices and translate them to under performing markets.
- 4) Individual Regional Performance by Week YTD: This will allow us to see each region's trend in terms of name generation. We would hope to see an increasing trend due to the learning curve effect. For instance, if we are running events on Tuesday's and we only gather 30 names, we should realize that Tuesday is not right day to execute an event and not try not to run events on Tuesday. However, there may be some exceptions for some markets. Tracking the data will enable us to identify these markets.
- 5) Performance by Market City for Specific Week: On every Tuesday before our weekly meetings with EMI, we would like to identify markets that have generated less than 75 names in the last week and request EMI to come up with a plausible explanation. This will put pressure on EMI to run events in the right market, in the right place, at the right time with the right number of merchandisers.

Monthly:

On a monthly basis, we will review performance in the above categories and identify specific markets that are under performing and will need to be monitored. Additionally, we will draw pivot tables for bars in that market and rank them from best to worst in terms of name generation. Besides that we will look at the average number of attendants, number of events held in those bars and PPP payments.

Half Yearly:

On a half yearly basis, we will review monthly performance and make recommendations regarding under performing bars in the program. As one scholar pointed out, people who do not take lessons from the past are condemned to repeat it. Therefore, we will want from EMI not to run events in those bars. We would like to run events on those bars that we are getting the most value.

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