

ENTRY PAPER AREA MANAGER 2019

General Notes

- Your entry paper should consist of no more than 15 pages (inc. attachments) and a font size of no less than 12pt should be used.
- The answers should be concise and may be in note form where appropriate.
- The weighting of marks is shown with each question – your responses should reflect the weighting in terms of content and length.
- Where options are indicated, select the one that you are most comfortable with depending on your trading style and sector. Check you answer the right number of questions in each section.
- All information contained in your answers will be treated with the strictest confidentiality.
- Please take note of the Suggested Word Count (SWC) given for each answer. Your response should not exceed this.

SECTION 1 – Operations

Total marks 20

(Answer both questions)

1a. Describe the area/region for which you are responsible including the number, type and general market positioning of the outlets. Please be clear about the variety and balance of outlets you manage in terms of food, beverage and accommodation etc. Provide an indication of your area's financial performance against target and against last year. **5 marks - SWC 500**

1b. Describe the top 3 operational challenges that you have faced over the last 12 months and detail the actions you have taken in response to those challenges that have been the most effective for your business. Please provide details of how you measure the impact and success of the changes you have led.

[Exclude 'recruitment' which must be answered in Q 2a below.]

15 marks - SWC 1100

SECTION 2 – People, Use of Capital and Driving Sales

Total marks 40

(Select your option from 2a and 2b and answer. All must answer 2c and 2d)

The following are real issues for multi site operations managers. Describe the challenges as they appear to you and the strategies you have devised to overcome them.

2a. (Option 1) Recruitment and retention of good managers and staff is vital to the success of any licensed premises. What challenges are you facing in finding and retaining good people and what actions do you take to improve their skills. What are you doing personally to outperform your competitors in this area? **15 marks - SWC 700**

or

(Option 2) In a branded business such as the casual dining environment, recruitment processes tend to be driven centrally by the HR team. Describe your role in ensuring that candidates identified are appropriate to the individual unit needs and what you add to their personal development. Give examples of specific successes in this area. **15 marks - SWC 700**

2b. (Option 1) Outline a successful re-development/capital investment that you have been responsible for in the last 18 months. Please explain the rationale for the development, the pre-development and post-development financials and detail your personal involvement in the various stages of the project. **10 marks - SWC 600**

or

(Option 2) In branded environments, the core elements of a development are likely to be driven by the functional teams such as property, brand manager etc. Please describe how you personally have influenced these activities to allow for local requirements, or where you have directly influenced an area of brand development. **10 marks - SWC 600**

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SECTION 2 – People, Use of Capital and Driving Sales - continued

2c. Thinking beyond the premises, how do you advise and guide your managers on how to use digital media and internet consumer feedback sites to manage and promote the business, attract new customers and monitor the customer experience?

What risks and pitfalls have you encountered in this area and what have you done to mitigate them?

Your answer should include how the effectiveness of e-marketing is measured and monitored. Please include an example of how you yourself have been involved in this.

5 marks - SWC 300

2d. Most modern licensed retail companies have documented brand standards or operating templates identifying the operational, marketing and presentation standards expected of their managed premises. Talented unit managers however, may expect discretion, responsibility and empowerment to deliver business success. Describe how you reconcile this distinction and work to deliver the objectives of the outlet, senior management and the functional head office teams.

10 marks - SWC 350

SECTION 3 – The Customer Offer, CSR (Corporate Social Responsibility) and Compliance

Total marks 20

(All answer 3a and choose your option and answer one from 3b)

3a. Today's consumers are more demanding in their expectations when visiting pubs, bars, restaurants or hotels. How do you help your managers/teams identify and understand the specific needs of their existing and potential core customers? How do you help them develop effective retailing standards and monitor progress against their plan? Please give an example of success in this area.

10 marks - SWC 450

3b. (Option 1) The sector is facing increasing legal requirements and compliance costs to support responsible retailing, eg: scores on the doors; immigration control procedures for staff; late night levies; pressure to breathalyse customers and the requirement to have allergen information available. How do you work with your unit managers to help them to comply with the law and the expectations of the enforcement authorities? Give some examples of where you have made a difference.

10 marks - SWC 450

or

(Option 2) In environments such as casual dining, compliance forms an even more significant proportion of the role of an operator as getting it wrong in one site can impact the whole brand reputation. Describe how you manage your teams to ensure a balance between focus on legal/brand compliance and sales generation. How do you keep it fun?

10 marks - SWC 450

or

(Option 3) The late-night environment has specific demands in terms of compliance and behaviours. Describe how you ensure the teams deliver safe, compliant, but still engaging and fun environments for both their teams and their customers.

10 marks - SWC 450

SECTION 4 – Personal

Total marks 20

(Answer both questions)

4a. As a leader, what personal qualities and skills do you use to get the best from your unit managers and their teams?

10 marks - SWC 350

4b. What have you done over the last 12 months to develop your own business skills and to apply them?

10 marks - SWC 300

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