

ENTRY PAPER BDM 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, and 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

(Answer all four questions)

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. Recruitment and retention of good tenants/lessees is vital to the success of any pub. What challenges are you facing in attracting and retaining good people and what action do you take to improve their skills? What are you doing personally to be better than your competitors and to stand out in your organisation in this area?

15 marks - SWC 700

2b. 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 and post financials, and explain what role you played in identifying the project, the execution of the project, and the successful delivery of the project to customers.

10 marks - SWC 600

2c. Thinking beyond the premises, how do you advise and guide tenants/lessees on how to use digital media and internet consumer feedback sites to manage and promote the business to attract customers and ensure that they had a great 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

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

2d. General market conditions, and in particular consumer spending, have continued to be soft and difficult to forecast. How do you measure the ability of your tenants/lessees to adjust to these changed conditions, and how have YOU intervened to support your pubs affected in such ways?

Give an example, which does NOT involve capital investment, where, with your support, your tenant/lessee has been able to successfully reposition their pub as their tradition customer base has deteriorated. Please explain what happened. What impact did this have on your relationship with your tenant/lessee?

10 marks - SWC 350

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

Total marks 20

(answer question 3a and either option 1 or option 2 of 3b)

3a. Today's consumers are more demanding in their expectations when visiting pubs. How do you help your licensees identify and understand the priorities of their existing and potential 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) Pubs and bars are facing increasing legal requirements and compliance costs in connection with responsible retailing, eg: 'scores on the doors', immigration controls, late night levies, pressure to breathalyse customers and the requirement to have allergen information available. In addition, all retail businesses are facing cost pressures particularly in relation to cost of goods sold, people, utilities and Business Rates. Explain how you have responded to these challenges across your business.

How do you work with your licensees 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) Letting accommodation is growing in its importance to the licensed sector. Detail the number of letting rooms and beds in your estate, and the number of premises offering beds. How have you supported your tenants/lessees to exploit the market for accommodation in pubs? Include specifically details of any capital you have invested, and any use of social media and marketing you have deployed to support the success of this business, and any training you have developed which is focused on accommodation.

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