

In-Tray Exercise

Including:

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Version 10.15

Part One

In-Tray Exercise

In-Tray Exercise

Instructions

Your name is P Smith and you are the Marketing Manager of a company called Reeders. Reeders is a retailing company specialising in sales of foods and pharmaceutical products which has branches throughout the country. Its Head Office, where you work, is based in Birmingham, and there is an organisation chart showing the management structure attached.

The date is Tuesday 6th October 2015. You have been on holiday for a few days and you arrive at work to find a number of items requiring your attention in your in-tray.

You are required to work through the in-tray and decide on the most appropriate treatment for each item. Write briefly what you consider to be the appropriate action to take for each item on the answer sheet provided. In the case of item 5 a longer answer will be needed and you should do this on a separate piece of paper. You also have a blank diary attached which you may wish to use for workings etc, but which is not required as part of your answer.

- (a) If you wish to complete the whole exercise (including item 5) you have 75 minutes to finish the task.
- (b) If you wish to omit item 5, you have 45 minutes.

Suggested answers and the scoring key are included at the back of this pack.

Read this before doing the in-tray

Here are some common faults and tips to help you to complete the in-tray successfully.

Common Faults

- Not managing your time effectively or efficiently.
- Not completing all items.
- Not bringing in everyday knowledge/common sense.
- Not thinking of broad enough alternative solutions.
- Not linking some of the items.

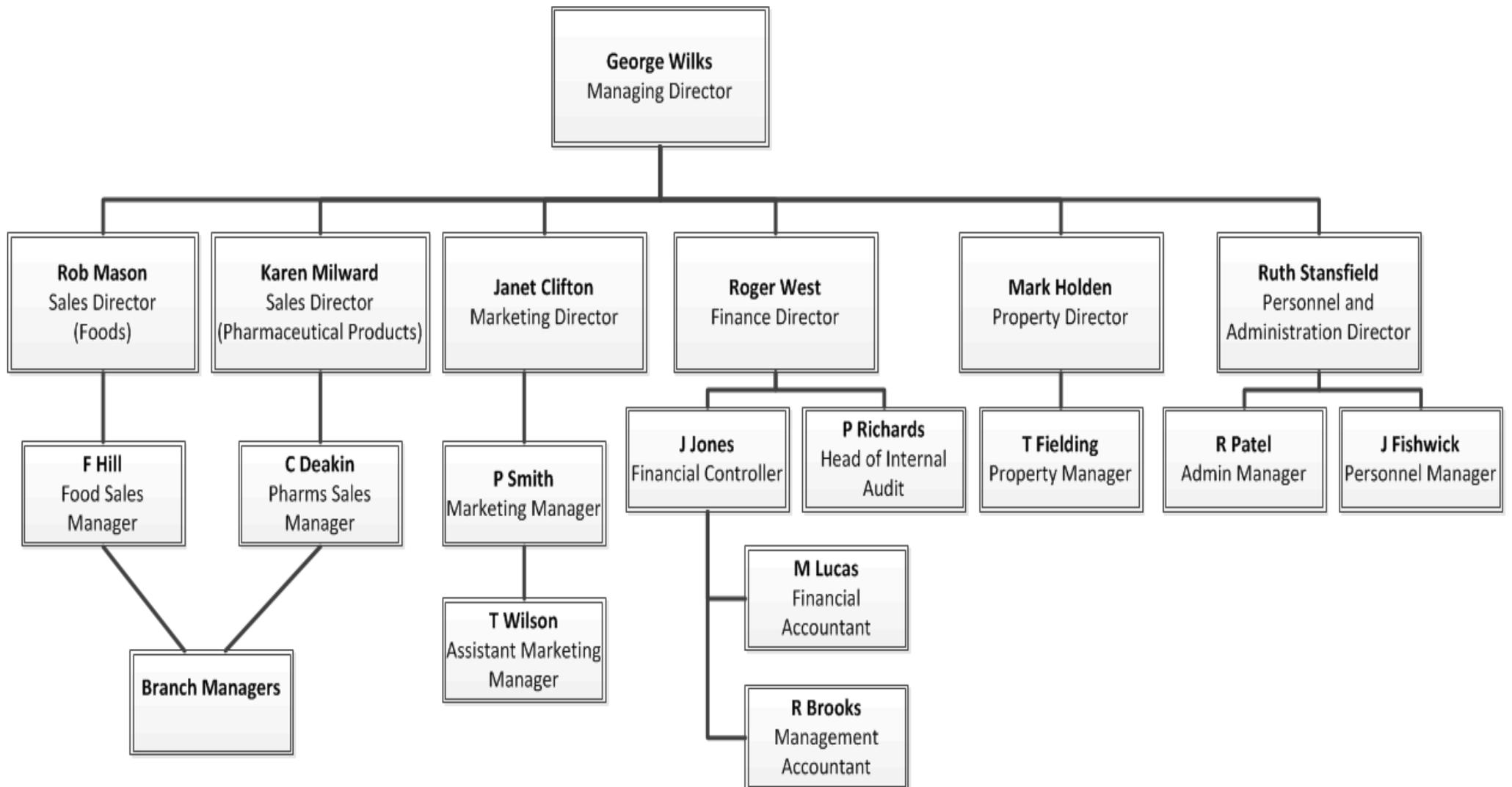
Tips

- Plan time well from the outset.
- Use the clues in the instructions to determine mark allocation and therefore time allocations.
- Don't just use the information given in the question; bring in current events, general knowledge, recent articles etc., when compiling answers.
- Think 'outside the box' i.e. be less rigid in considering alternative options or solutions.
- Consider any linking items and the result and impact.

In Conclusion

Results

An overall mark of 50% would be acceptable. However, most employers are likely to expect a mark in the region of 60% - 70% and would probably look for a minimum mark of 12 on the report.



Answer Sheet

Item Number	Response
1	
2	
3	
4	
5	Please answer on a separate piece of paper
6	
7	
8	
9	
10	
11	

Diary

Monday	Tuesday	Wednesday	Thursday	Friday
5 Oct	6 Oct	7 Oct	8 Oct	9 Oct
12 Oct	13 Oct	14 Oct	15 Oct	16 Oct
19 Oct	20 Oct	21 Oct	22 Oct	23 Oct
26 Oct	27 Oct	28 Oct	29 Oct	30 Oct
2 Nov	3 Nov	4 Nov	5 Nov	6 Nov

1

mp mp mp mp Reeders

To P Smith
Marketing Manager

Date 2 October 2015

From G Wilks
Managing Director

Ref GW/KCS

'Innovations in Drugs' Conference Thursday 15 October 2015

I have just had a 'phone conversation with Frank Fielding of Kemiko who are the major drug manufacturing company organising the above conference. He tells me that there is going to be a presentation by the manufacturers of Supranine, a revolutionary new drug for hayfever sufferers which had just been approved for sale over the counter by retailers in this country. I have read several reviews of this new drug, and from what I have seen it looks set to take a very large share of the market as it apparently controls quite severe symptoms without drowsiness.

I feel that the market in hayfever remedies is one that we have never properly got to grips with in this company, and since the size of this sector of the market expands every year we must do something about this. We also regularly see drug sales plummet in the spring and summer months when cold remedies are not selling and if we increased sales of hayfever products this would help to reduce this.

I have arranged a meeting with Karen for the week after the conference to discuss this, but she is on holiday the week before and therefore cannot attend the conference itself. I want you to make sure that you bring back a copy of all handouts relating to this product and any other information that you think we will need when coming to our decision as to whether or not to market this product.

2

FAX

From F Dixon
Masters Rich and Co
Solicitors
127-129 Half Moon Lane
South Kensington
London
SW5 9TD

Telephone 0207 489 9560
Fax 0207 489 9562

Date 6 October 2015
Ref FD/263

To P Smith
Organisation Reeders

Subject Impending legal action by Kwono of Japan

Page 1 of 1

I have been notified by our office in the Far East that Kwono are seriously considering taking legal action as a result of your high profile launch last month of Fango toothpaste. It appears that the name 'Fango' was registered by Kwono three years ago and has been used by them for a highly successful cream to treat athletes foot in Japan and throughout the Far East. Last year 'Fango' was apparently the most popular over the counter footcare product in Japan and they have plans to market the product in Europe. Kwono are very unhappy that another product has been launched under the same name.

3

mp mp mp mp Readers

To P Smith
Marketing Manager

Date 5 October 2015

From F Hills
Sales Manager - Food Products

Ref

Drinks Do: Bell and Anchor Hotel, Queens Road, Friday 9 October

As you may have heard, Marianne and I got engaged on Saturday, and we will be celebrating this at the Bell and Anchor on Friday. We hope that you will be able to join us at about 5.30 after work for a few drinks, and then to go on for a Chinese banquet at about 7.30. We need to book numbers at the restaurant, so please let me know whether you will be able to come. Boyfriends/girlfriends/husbands/wives are very welcome of course!

National Society for Children with Disabilities
PO Box 158
London
NW2 5TD

1st October 2015

Head of Marketing
Reeders Ltd
44 Moat House Lane
BIRMINGHAM

Dear Sir

As you know, we are one of the leading charities presently helping children and young people with a wide range of disabilities. So far this year we have been able to give help to more children who suffer from physical disabilities than any other charity through programmes in the community, through liaison with special schools and through hospitals. There is a vast amount of work for us to do to bring some hope into the lives of many thousands of children, but unfortunately we find that our funds are not enough to enable us to do what we feel needs to be done.

We rely very heavily on support from the public, and in particular from corporate sponsorship and donations to enable us to carry on with our work. To this end we have arranged a major fund-raising concert on 3 December 2015 to be held at Symphony Hall in Birmingham, featuring the City of Birmingham Symphony Orchestra and Choir under Principal Guest Conductor Edward Gardner in a performance of Tippett's 'A Child of Our Time'. In order for this to be the success that we hope for, we are asking local businesses to support the event with sponsorship or a donation. We would be grateful for donations of whatever size, but if you feel able to contribute £1,000 or more we would be able to arrange some corporate entertaining for a party of yourselves and your guests at the concert. Businesses have told us in the past that they find this type of entertaining a very pleasant way of thanking customers or staff for their support.

I do hope that you will feel able to help us in this way. If you would like any further information about our organisation or the work which we do, please do not hesitate to contact me.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R. Smethhurst', with a long horizontal flourish underneath.

Richard Smethhurst (Head of Fund Raising)

Reeders

To P Smith
Marketing Manager

Date 1 October 2015

From G Wilks
Managing Director

Ref GW/HK/5746

Proposed launch of Bronzit range of sun tan products

As you will recall from the last senior management meeting, we have been offered the opportunity to market the newly developed 'Bronzit' range of sun tan products. This range of products is relatively expensive, and is only intended for use by people who are travelling to tropical climates, especially Africa, the Caribbean, the Middle East and Australasia. It is not intended for use in Europe or North America.

I am concerned that we should only market this product if it is expected to sell, and that we can reasonably expect sales to increase in the future. Therefore I have asked for some market research to be sent to you which will help us decide whether to market this product.

The market research should have reached you by now*, and therefore I would be grateful if you could summarise the salient points for me in a short report. In particular, I am interested in the following:

- (i) What factors indicate that this is likely to be an expanding market in the future?
- (ii) What factors indicate that this is not likely to be an expanding market?
- (iii) Which socio-economic groups should we target with any future advertising campaign, with reasons?
- (iv) Your overall conclusions as to whether to proceed with marketing these products, with reasons.

I look forward to receiving your report as a matter of urgency.

* [NOTE: See Part 2 - Market Research Report].

These Boots are made for Sainsbury

Roger Cowe

RETAILING giants Boots and Sainsbury yesterday announced a deal which will see the chemist chain's Health and Beauty shops opening on supermarket sites.

Initially the openings will be on an experimental basis in seven stores, but if the experiment works observers believe that the format could be introduced widely throughout the Sainsbury superstore chain.

Both companies were being cagey about the project's potential yesterday. Spokeswomen would only say that if successful it is hoped to extend the trial into other stores. But one ana-

lyst said: "This has potentially enormous importance in the longer term".

Initially the experiment will be restricted to stores in St Albans, Ipswich, Dulwich, Camberley, Poole, Sevenoaks, and Hemel Hempstead. Sainsbury will provide space and charge rent. The concession will be operated entirely by Boots and run by its own staff. The outlets will be modelled on the group's existing high street Health and Beauty stores which have been converted from Boots' smaller premises to concentrate on a limited range.

The Sainsbury concessions will be between 100 and 200 square metres and will stock cosmetics, toiletries, medicines,

baby products, and specialist foods. They will also offer a photo-processing service; three will have mini-labs on site to provide one-hour processing.

The two companies have agreed not to compete on chilled foods and household products but otherwise there will be product overlap and the two companies will compete openly.

Boots' high street shops have been under pressure from Superdrug and other competitors who have undercut Boots on perfumes, sun creams and condoms. But Boots' spokeswoman could not comment on the company's pricing strategy in the experimental concessions, and it is not known whether prices

would match those in high street Health and Beauty shops.

Sainsbury already has five concessions with Lloyds Chemists, and 12 Sketchley dry cleaners.

One of the new Boots shops will replace a coffee shop but others will replace other discrete units or take up unused space. It is not planned to replace coffee shops with chemists throughout the superstore chain.

The deal allows Sainsbury to sell medicines without itself having to obtain pharmacy licences and gives Boots a chance to counter the threat to its traditional sales from the growth of superstore health, beauty and medicine ranges.

How do you think
this could affect us?

Ja

mp mp mp mp Reeders

Business Development Committee

Minutes of Meeting held 25/9/15 at 3pm in 3rd Floor Boardroom

Present: G Wilks
K Milward
R West
J Clifton
C Deakin
P Smith
F Hill

Apologies received from R Mason

1. Proposed extension of range of ready meals

F Hill reported back to the committee on this matter. There appears to be considerable evidence that ready meals are becoming increasingly popular, particularly in the larger towns and cities where the main buyers appear to be office workers who buy meals during the day to save cooking for themselves in the evening. These products have a high margin. The potential problem with them is that they have a very short shelf life. Foreign foods and "healthy" foods appear to be more popular than other types.

K Milward enquired whether some recently publicised cases of salmonella attributed to this type of product has affected sales. F Hill reported that according to the research which he had read this was not the case, although high standards of refrigeration at branches and high standards of cleanliness in the food preparation process would have to be demanded of suppliers.

It was proposed by G Wilks that a details costing exercise should be carried out. F Hill suggested that customer opinion could be sought in branches. J Clifton agreed to arrange this. Further discussion was deferred to the next meeting.

2. Introduction of lockable display cabinets.

K Milward reported that she was very unhappy about the introduction of lockable glass covers over many products in branches. Although this has been approved by the committee three months ago, she felt that it was acting as a considerable deterrent to customers to buy products, and sales had suffered accordingly. Sales assistants were not always available to unlock the cabinets, and customers were going elsewhere to buy. R West stated that this had been agreed because of the increasingly high levels of pilferage being experienced at branches. K Milward stated that if this effect had been foreseen she would never have agreed to it. G Wilks stated that he was aware that sales of certain lines of pharmaceutical products had fallen, at a time of

year when they would be expected to increase. K Milward agreed to provide further detailed analysis of the fall in sales by line, and the effect on profit. R West agreed to quantify the fall in pilferage levels since these cabinets have been introduced. The matter would be further reviewed in the light of this information at the next meeting.

3. New Branch Opening

J Clifton stated that arrangements for the opening of the new branch in Southport on 12 November were all in hand. All the normal publicity had been arranged for the event with exception of the 2 page spread in the Southport Advertiser, which has not yet been arranged because they do not accept advertisements until one month in advance of publication but do need as much notice as possible. The design work for the spread has been prepared. It was planned to appear in the 6 November edition. It was agreed that P Smith would arrange this.

4. Seasonal fluctuations in pharmaceutical product sales

G Wilks stated that he was concerned about the low sales in pharmaceutical products over the summer months which are experienced every year. Although this is due to very low sales in cough and cold remedies which yield high profits in the winter months, he felt that there were areas that we could expand which would compensate for this to some extent, such as insect repellent, hay fever treatments and skincare products. He is currently reviewing a number of possible products and hopes to have further information available for the next meeting.

5. Results for September

GW congratulated everyone, particularly the food sales staff, on very good results for September.

6. Any other business

None.

Date of next meeting: 3 November 2015

mp mp mp mp Readers

To P Smith
Marketing Manager

Date 5 October 2015

From J Fishwick
Personnel Manager

Ref JF/7536

Appointment of new member of staff to assist in the Marketing Department

As Joyce is leaving at the end of next month to join her husband abroad, we need to consider urgently the matter of her replacement. I have discussed it with Janet and she told me that you would review the details of the applicants and decide who to interview. She did mention however that she wanted someone with computer experience, who has worked in marketing before and who had gained the Certificate of Studies in Marketing.

The new appointment would also have to hold a driving licence in order to drive to conferences etc as required, but car ownership is not necessary as there are usually pool cars available

I attach details of the six people shortlisted. Please let me know who you think we should be interviewing for the post.

Name Marie Forrest
Age 30
Education 2 year course at Hailborough College of Technology
Previous Employment Worked in the marketing department for Mason Green since leaving college. Substantial amount of computer experience.
Nationality British
Other information Married with no children. Holds a full UK driving licence. Interests include playing squash and horse riding.

Name Clive Westley
Age 30
Education Certificate of Studies in Marketing (Marsland Polytechnic) gained in 2005
Previous Employment Worked in IT department at Forland Ltd 2005 - 2010. Joined Gregson Ltd in 2010 until present time.
Nationality British
Other information Holds a clean driving licence. Hobbies include rally driving and stock car racing.

Name Kaluse Weisman
Age 26
Education Studied for 1 year at Hailborough College of Technology, but transferred after first year to Rowbridge Polytechnic where he gained a Certificate in Studies in Marketing, and the Advanced Certificate in Marketing because Hailborough does not offer marketing courses. Gained Open University certificate in computing in 2013.
Previous Employment Had worked for 4 years with Jefferson Norris who specialise in marketing children's toys.
Nationality German
Other information Fluent German speaker. Holds EC driving licence and owns a Ford Fiesta.

Name Rebecca Jackson
Age 45
Education Gained Certificate of Studies in Marketing with Open University in 2007.
Previous Employment Worked for Shoplands in marketing department for 20 years.
Nationality British
Other information Divorced with two children. Interests include dress making and cordon bleu cookery. Does not drive or own a car.

Name Thomas Pate
Age 37
Education Qualified as a nurse in 1999. Joined Rowbridge Polytechnic as a mature student in 2005 and gained Certificate of Studies in Marketing in 2008.
Previous Employment Worked as a male nurse in the NHS 1999-2005. Worked for Rickmans since 2008. In 2010 was seconded for one year into IT department at Rickmans.
Nationality British
Other information Divorced with one child. Holds full driving licence but does not at the present time own a car. Hobbies include cycling and hill walking. Is a member of the St John Ambulance Service.

Name Julia Rimmer
Age 42
Education Gained Certificate of Studies in Marketing and The Certificate of Advanced Studies in Marketing in 2004 and 2006 respectively. No I. T. experience.
Previous Employment Worked for 10 years at Gregsons Ltd, but left because she was interested in going into marketing and Gregsons never have done any marketing. Joined Rickmans, the marketing agency in 2003 and has worked there ever since.
Nationality British
Other information Married with two children. Drives a Ford Focus.

mp mp mp mp Readers

To P Smith
Marketing Manager

Date 6 October 2015

From Janie
(Switchboard)

Ref

Phone Message: Your girlfriend/boyfriend phoned while you were away from your desk and asked me to give you the message that (s)he has managed to book theatre tickets for The Regent Theatre on Queens Road for Friday night. The performance starts at 7.45pm. (S)he asked me to tell you to ring back to confirm whether or not you can make it.

The Synchronised Swimming Society
University of Chester
Western Road
CHESTER

2nd October 2015

Head of Marketing
Reeders Ltd
44 Moat House Lane
BIRMINGHAM

Dear Sir or Madam,

I am writing on behalf of our society which was formed last year, in the hope that you will feel able to sponsor us on a tour of the Greek islands. We hope to tour the islands next May for two weeks with a team of about 10 people. We plan to give demonstrations of synchronised swimming in the sea and swimming pools and to raise the profile of the sport in general by our presence.

We will be able to display the Reeders name and logo prominently on our swimwear, thus giving a high degree of exposure to your company. We will also be able to publicise the use of some of the food and beauty products that you sell, for example waterproof cosmetics and slimming products (as several of our team have recently been on diets and will happily attribute their success to one or more of the diet programme that you sell).

We would hope that you would consider a figure in the region of £8,000 reasonable for such sponsorship. We look forward to hearing from you, and feel sure that this arrangement will be very beneficial to us both in the future.

Yours sincerely

Alison Worth (Secretary)

mp mp mp mp Reeders

To P Smith
Marketing Manager

Date 5 October 2015

From R Patel
Administration Manager

Ref RP/574

Delivery of new company car

I have completed final negotiations with the garage supplying your new company car, and they will have it ready for collection between 3 and 5pm on Thursday 15 October, so therefore I would be grateful if you could arrange for it to be collected at that time. They have agreed to include the sunroof, remote alarm and the CD player at the price we originally agreed. I have also arranged for your old car to be collected from the car park at Head Office on the afternoon of the same day.

Please let me know immediately of any faults that you notice. When we are paying this amount of money for a car it should be perfect!

Part Two

Market Research Report

Trends in Consumer Demand for Holidays and Related Products

T Fallows and Co - Market Researchers

The slight recession has undoubtedly affected the demand for holidays over the past two or three years. The level of disposable income enjoyed by families has fallen in relative terms in many cases, and therefore spending on luxury goods such as holidays has been less than might otherwise have been expected. This is seen most clearly in the increase in the number of holidays taken in the UK in the last 5 years (see appendix).

However, the recession did prompt a marked increase in the number of weddings overseas in exotic locations. Getting married on a tropical island appears to be becoming increasingly popular, and many travel companies now offer packages to cater for this increased demand. Islands in the Caribbean are the main part of this market, with St Lucia being most popular. The increase in popularity appears to be due to the potential cost savings which can be achieved by marrying in this way. The typical cost of a wedding in the UK has been estimated at £12,500 compared to a package incorporating a wedding on a tropical island which typically is available from about £3500 upwards. Recessionary pressures combined with the obvious attractions of this type of holiday leads market analysts to expect the increases experienced in this type of holiday leads market analysts to expect the increases experienced in this sector of the market to continue beyond the end of the recession.

The effect of an ageing population on the holiday market must not be underestimated. People have an increasingly long life expectancy, and the increasing incidence of private pensions means that a fast growing part of the population has the time and the income to spend on holidays. Analysts within the market expect this to increase the demand for holidays to all destinations over the next few years. A similar effect is expected to be seen as a result of the trend towards shorter working hours and more generous holiday provisions being experienced amongst the employed.

Green issues are also affecting the holiday market. There has been much publicity over the recent past regarding the hole in the ozone layer, discovered initially in the southern hemisphere, but also found to be affecting the northern hemisphere. The initial fear in the holiday trade was that holiday makers would be discouraged from taking holidays in locations affected, particularly Australia and the tropics, but recent evidence suggests that this has had only a limited effect. It is clear, however, that people travelling to destinations affected are being more responsible and taking precautions i.e. people are more likely to use products to protect the skin from damage, and on average they are prepared to pay more for such products as a result of the publicity which this issue has received in the press. The feeling in the industry is that in future, if more publicity is given to this matter, consumers could well be deterred from holidaying in the destinations affected.

Sales of the products associated with holidays have increased over recent years. There has been a lot of publicity given in the press to the consequences of prolonged exposure to the sun, and cases of skin cancers in particular melanoma appear to have deterred people from unprotected sunbathing to some extent. Sales of sun tan products are increasing as a result, but there is also some evidence to suggest that consumers may be taking a more cautious view still, and risking less exposure to the sun in the first place. Therefore it is not clear whether the trend of increasing sales of suntan products will continue or decline as holidaymakers cut down on the amount of time they spend in the sun while on holiday.

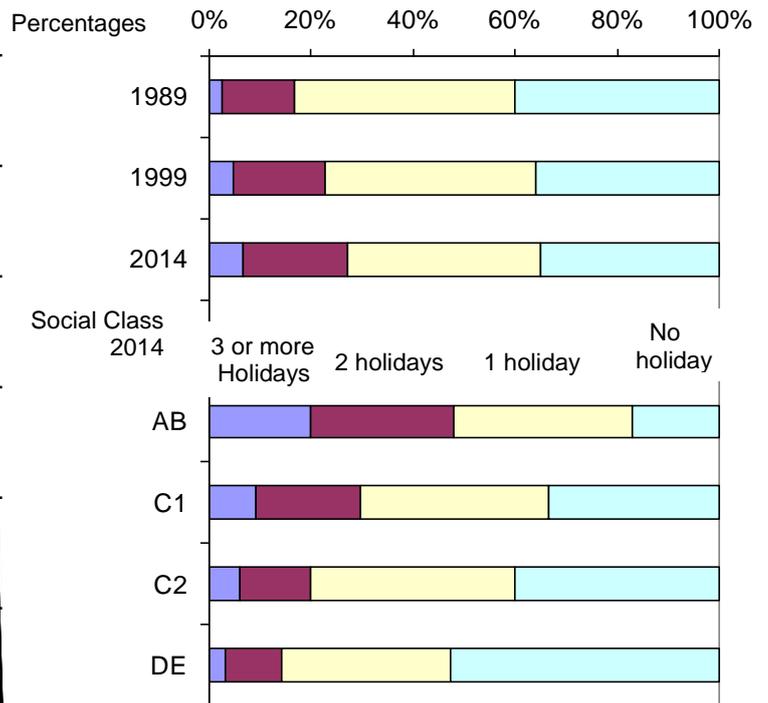
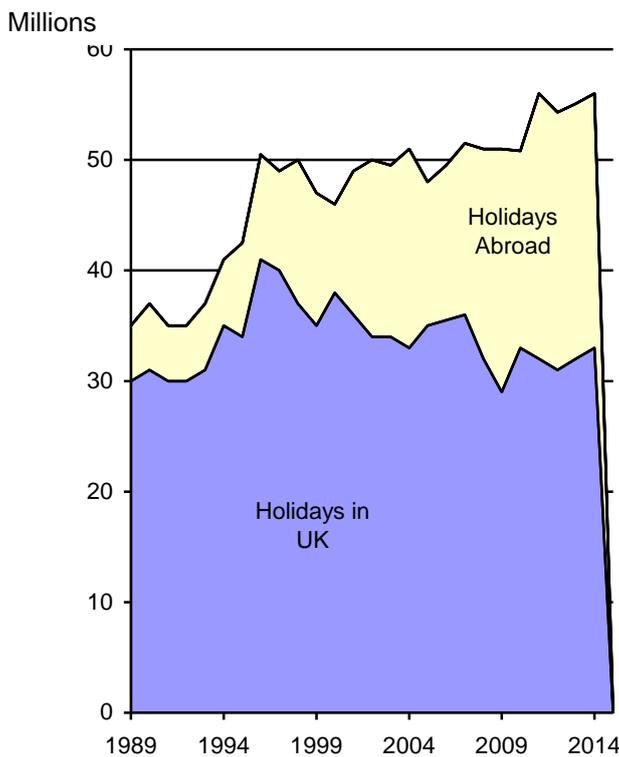
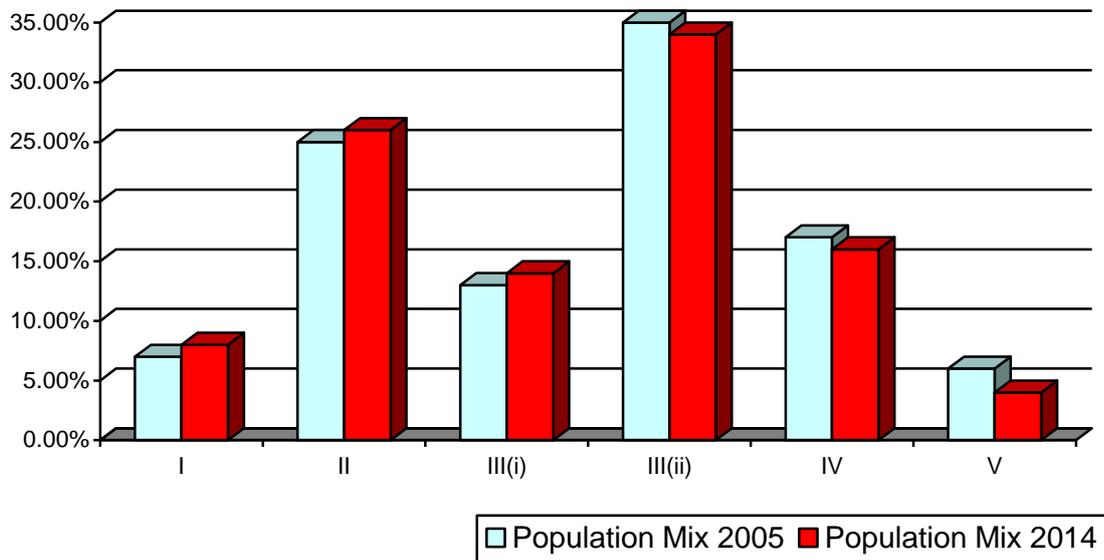
There has also been a significant increase in winter sports holidays in the last 10 years. These holidays appear to be particularly popular with younger people and people from the higher socio-economic groups, and this area of the market is expected to increase still further in the future. Many school pupils are now learning to ski on trips organised through the schools, and it is expected that many will want to continue this activity into adult life, with the result that the numbers of holidays being taken is confidently expected to increase. The associated sales of holiday medical insurance is therefore also expected to be a growth area.

Amongst holidays to more exotic locations, the effect of problems in the Gulf appears to have resulted in a marked fall in the demand for holidays in this area of the Middle East. Holidaymakers appear to harbour fears for the stability of the region and therefore their own safety. This effect is expected to continue for some time, with no imminent return to popularity expected. The image of the Middle East also continues to suffer from the Israeli/Arab problem. Israel however remains very popular as a holiday destination amongst people of Jewish extraction who do not appear to have been deterred by recent events.

(See attached **Appendix** for further statistical analysis of market trends).

Appendix

UK Population by Socio-Economic Change in Population Mix



1 Holiday of four nights or more

*Source: British national Travel Survey.
British Tourist Authority*

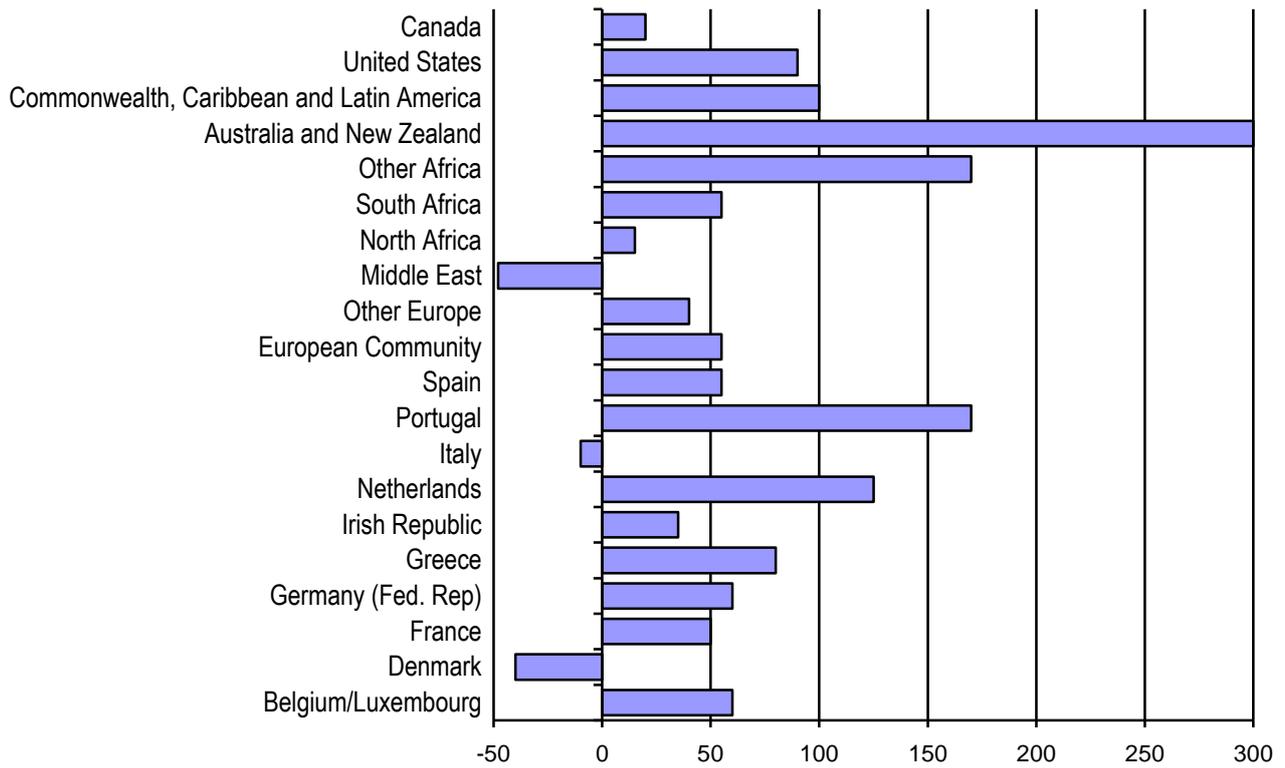
1 Holiday of four nights or more taken by adult residents of Great Britain in Great Britain and abroad

*Source: British national Travel Survey.
British Tourist Authority*

Holiday Destinations by Social Groupings

	I & II	III	IV & V
Belgium	46%	38%	16%
Denmark	49%	38%	13%
France	42%	46%	12%
Germany	38%	45%	17%
Greece	27%	46%	27%
Irish Republic	31%	48%	21%
Netherlands	42%	42%	16%
Italy	40%	43%	17%
Portugal	46%	43%	11%
Spain	22%	29%	49%
Other EEC	37%	47%	16%
Other Europe (non EEC)	47%	39%	14%
Middle East	46%	44%	10%
North Africa	36%	48%	16%
Other Africa	54%	35%	11%
Australia and New Zealand	58%	32%	10%
Caribbean and Latin America	54%	33%	13%
United States	36%	51%	13%
Canada	45%	41%	14%
Total	39%	44%	17%

Percentage change in holiday destinations 2004 - 2014



Percentage Change
1998 - 2008

Part Three

Answers and Scoring Key

Suggested Answer

Item

1 and 11 The MD requires handouts to be brought back from a conference that P Smith is due to attend (item 1), but the date of the course clashes with collection of his new car (item 11). There are two possible solution to this problem:

- (i) Contact the Administration Manager and arrange for the car to be collected on the following day or by someone else, so that you are free to attend the conference. This is the better solution, as the MD seems very keen on the subject matter being discussed at the conference and may question P Smith about it afterwards.
- (ii) Arrange for Assistant Marketing Manager to attend the conference instead, therefore leaving the day free to collect the car. Although this solution avoids the clash, if the MD asks P Smith any further questions about the material presented at the conference, he will not be able to answer them.

Marks to be awarded: Solution (i) 6 marks
Solution (ii) 2 marks

2 This is a fax from Japan giving notification of impending legal action. Participants would be expected to realise that they need further advice on how to proceed. They would need to:

- Contact a firm of solicitors or other legal advisors in order to obtain legal advice.
- Notify other senior people within the firm of the problem, eg Marketing Director, MD

Marks to be awarded: Both points 5 marks
Legal advice only 3 marks
Notification of other people only 3 marks

3 and 9 This is a invitation to a 'drinks do' and meal (item 3) on the same night as a booking for theatre tickets (item 9). However, as they are both in the same road, it is possible to attend both if the meal is missed out. Alternatively, P Smith may wish to discuss with girlfriend.

Marks to be awarded: Attends both, but notes miss meal 3 marks
Attends only one event 1 mark
Discusses with girlfriend 1 mark
Attends both, (does not spot the clash) 0 marks

4 This is a letter from a charity sponsorship/donations. The amount of money requested is reasonable, and a donation could be used as a way of marketing the company.

Marks to be awarded: Give donation 4 marks
Refer the matter to the Marketing Director 3 marks
Refuse donation 2 marks

5 Report - see separate solution.

Marks to be awarded: up to 25

6 This is an article sent to P Smith about possible expansion by a competitor. Participants have not been given enough information to respond to this in any detail, but may suggested further market research, sales drive etc.

Marks to be awarded:

Draft memo to Marketing Director with any sensible suggestions, eg commission some detailed market research, sales drive or anything else which appears reasonable.	5 marks
Put it on one side to deal with it later	2 marks
File it	0 marks

7 This is a lengthy set of minutes most of which does not relate to P Smith at all. However, item 3 requires P Smith to arrange advertising in a paper ahead of 6th November. As the date is 6 October, this now requires immediate attention.

Participants may also notice that item 1 of the agenda will result in some customer opinion being sought in branches. A marketing manager would be expected to be aware of this by the next meeting, therefore 2 marks are available for spotting this and obtaining research. Alternatively P Smith may delegate both jobs.

Marks to be awarded:

Arrange publicity immediately	6 marks
Obtain copy of customer research	2 marks
Both points	8 marks
Delegate both above jobs	2 marks

8 Appointment of new member of staff. Participants are required to select the most appropriate candidates from a list of six, given certain selection criteria, and referral to the Marketing Director has been ruled out. Only two candidates (Thomas Pate and Kalus Weismann) fulfil all criteria. Other candidates are not possible because:

Marie Forrest	-	does not hold Cert. of Studies in Marketing, as Hailborough College does not offer this Qualification.
Clive Wesley	-	no marketing experience (Gregsons do not do any marketing).
Rebecca Jackson	-	does not drive
Julia Rimmer	-	No I.T. experience

Marks to be awarded: Interview Thomas Pate and Kalus Weismann 6 marks

10 This is an unreasonable request for sponsorship from a University society.

Marks to be awarded: Reject application for sponsorship 3 marks

Total Marks available 65

Report - Item 5

Suggested Solution

(i) *Factors indicating that it is likely to be an expanding market*

- Holidays abroad are increasing as a proportion of all holidays taken.
- There is an increase in the average number of holidays per year being taken.
- Socio-economic groups A and B, who take more holidays per year on average than other groups, are increasing as a proportion of the population.
- Tropical destinations are more popular among socio-economic groups A and B, who are increasing as a proportion of the population.
- People in general appear to be adopting a more responsible attitude to sunbathing, and taking precautions to protect skin from damage by using sun creams etc., and are prepared to pay more for such products.
- Recent evidence suggests that publicity given to the hole in the ozone layer is not discouraging holiday makers from travelling to tropical locations.
- There has been a marked increase in the popularity of Africa, Australia and the Caribbean in the last 10 years.
- Weddings in exotic tropical locations are becoming popular and this is expected to increase.
- The population is ageing in general, and the increased incidence of affluent pensioners means that more people will have the time and the money to spend on holidays in future.
- More generous holiday provisions by employers and the tendency towards shorter working hours means that more people have more time for holidays.

Marks available - 10, 1 for each point

(ii) *Factors which indicate that this is not likely to be an expanding market*

- The recession has caused the popularity of UK holidays to increase.
- There has been a lot of publicity given to the hole in the ozone layer, particularly with regard to Australasia and the tropics, which could deter people from taking holidays in these locations in future.
- There has been a lot of publicity about skin cancers, particularly melanoma, being caused by exposure to the sun.
- Winter sports holidays are becoming popular among socio-economic groups A and B in particular, and any significant shift from summer holidays in the tropics to winter holidays by this particular group could have a marked effect on the number of holidays being taken in total in tropical locations.
- The terrorist situation has resulted in a fall in popularity of the Middle East as a holiday destination.
- Bronzit is an expensive product.

Marks available - 6, 1 for each point

(iii) *Socio-economics groups to be targets by any future advertising campaign*

Socio-economic groups A and B appear to be the best to target because:

- They take more holidays per year on average than other groups.
- They take more holidays to tropical destinations than other groups.
- They are increasing as a proportion of the population.
- They have a higher level of disposable income on average than other groups, and Bronzit is an expensive product.

Marks available - 5, 1 for groups A/B and 1 for each reason.

(iv) *Conclusion*

4 marks available for a sensible conclusion and overall presentation and structure of the report.

The conclusion that the participants arrive at will probably be to recommend going into this market, as the number of points for this seem to outweigh those against. However, many of these issues are judgemental, and providing the candidate appears to have weighed the issues and justified his/her conclusion adequately marks should be given. Marking guidance could be as follows:

Conclusion drawn, but without reasons	1 mark
Conclusion drawn and supported by reasons	2 marks
Overall structure and presentation of report	2 marks

Total Marks for Report - 25

Mark Schedule for In-Tray Exercise

		Marks available	Marks Awarded
1	Attend conference yourself	see below	--
	Arrange for someone else to attend conference	see below	--
	Other	see below	--
2	Take legal advice and notify others within the company	5	
	Take legal advice	3	
	Notify Marketing Director and/or MD	3	
3	Attend both drinks do and meal	see below	--
	Attend drinks only	see below	--
	Do not attend	see below	--
	Leaves it to discuss with girlfriend later	see below	--
4	Give donation or sponsorship	4	
	Refer to Marketing Director	3	
	Refuse donation	2	
5	See separate mark scheme : Marks awarded	25	
6	Draft memo to Marketing Director	5	
	Put it one side to deal with later (non urgent)	2	
	File it/Do nothing at all	0	
7	Arrange publicity immediately	6	
	Follow up customer research	2	
	Arrange publicity immediately and follow up customer research	8	
	Delegate both jobs to someone else	2	
	Any other answer	0	
8	Interview Thomas Pate and Kalus Weismann	6	
	Any other answer	0	
9	Attends Theatre	see below	--
	Does not attend Theatre	see below	--
	Does not reply to message	see below	--
	Leaves it to discuss with girlfriend later	see below	--

		Marks available	Marks Awarded
10	Accept sponsorship	0	
	Reject sponsorship	3	
	Does not reply to letter	0	
11	Collect car yourself	see below	--
	Arrange to collect on another day	see below	--
	Arrange for someone else to collect car	see below	--
1 & 11	Marks awarded for interrelated items		
	Attends conference and collects car on another day	6	
	Attends conference and arranges for someone else to collect car	6	
	Arranges for someone else to attend conference and collects car	2	
3 & 9	Attends both events, but not meal after drinks do	3	
	Attends both events including meal after the drinks do	0	
	Attends drinks do and meal only	1	
	Attends drinks do without meal only	1	
	Attends only Theatre	1	
	Leaves it to discuss with girlfriend later	1	
	Total Marks	65	
	Percentage	100	%

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