**Oral Presentation – Global Expansion Project**

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| **Candidate** | Anne Example | **Exercise** | AEOP |
| **Assessor** | Stephen Muriira | **Date** | 7th Sept 2018 |

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| **1** | **Planning & Organising** | + You broke down all activities clearly and sufficient time allocated to carry out the project.  + You prioritised activities appropriately without getting lost in detail. You structured your presentation clearly with titles on the flip chart denoting the content of each section:  *‘Key Drivers’*  *‘Mumbai’*  *‘How to:’*  + You developed alternative plans as a contingency. When questioned on how you have taken into account the lessons learnt from previous expansion projects you outline your risk aversion plans as follows:  *“In both locations not enough time was put in… we could improve the strategy around*  + You identified other issues that need to be built into the plan, e.g. how you would go about making the recommendations happen and what the timings and sequence of events should be. In your presentation you wrote on the flip chart:  ‘*How:*   * *Engage to complete the acquisition of Zeta* * *Review challenges in distribution to develop strategy.* * *Alpha team to review customer base ensure limited liability (debtors)* * *For additional space required engage (Zeta) to get the full 1,200m2* * *Develop a sound CSR strategy* * *Develop strategy to tie in department of trade to support in the investment of Alpha’*   + You outlined any risks or difficulties associated with this project, e.g. finding a way into the market ahead of the competition:  “*The aim is to be up and running in 8 months. To prepare we have 6 months. My understanding of this industry is that changes in the market take place very fast. Therefore has been some pre-work done which gives me the indication of how long it will take. The timelines are tight but with a clear indication from the project lead the work will be done within the stated timeframe.”*  *“The team that had been selected had an interesting background. What is important for this project is that we evaluate the team on key areas to ensure effectiveness.”*  *“As we develop this market we need to aid in recruitment and training to ensure profitability…”*  *“There have been complaints from environmentalists… therefore we will bring people on board to help develop sound strategies around environment conservation.”*  + You introduced the presentation with an agenda of what will be covered and keeps to this during the presentation:  *“Welcome to this meeting… the aim is to give you a deep dive into Alpha Plastics. What has been important in my analysis is:*   * *To look at the market* * *What are our values?* * *What do we want to achieve?”*   + You made it clear what will be needed to make the expansion project happen:  *“Key to any organisation is to engage the teams from the very beginning ensuring that objective are clear… Communication is important…. Timely communication, clear communication. To me what is most important is communication and engagement at all levels.”*  - Although you alluded to what you thought is important you did not expressly highlight immediate priorities to get the project off the ground. When asked who the key stakeholders to engage would be you stated:  *“I would have finance, business development, sales because of market research… because what is key is how fast we are up and running to recover the investment. HR will be necessary to ensure that we have the right people.”* | **4** |
| **2** | **Leadership** | + You acted as a role model, e.g. encouraged a climate of honesty and openness with others, you recognised the damage that could be caused if the organisation is seen to go back on its new values and policies:  *“Key to any organisation is engage the teams from the very beginning ensuring the objectives are clear…”*  *“It is important to read and understand the framework understand who Alpha Plastics is and what the objectives…are”*  + You were prepared to confront issues e.g. project delays by ensuring proper communication:  *“Project lead to share challenges early…”*  + You advocated consulting staff for their ideas to help resolve the issues described in the brief, e.g. the staff survey results:  *“Staff engagement is critical to success…. When selected you communicate with them why they were selected.”*  *“When you have a team that is as diverse, brainstorm to ensure that you know and understand their needs and deliverables…”*  +/- Although you did explicitly not refer to the Company vision and values when making decisions about which site to choose, you recognised the plan to expand the business:  *“Alpha is in quite a few countries with an aggressive growth plan. The focus right now is on Asia. Alpha has already done research and has identified two site….”*  +/- You did not recognise the investment the organisation had made in marketing its new vision, values and CSR policies however you made recommendations that did not counteract the CSR element of the business’ vision.  - You did not take a proactive approach to monitoring performance during the project, e.g. advocates the need for continuous review.  - You provided a clear vision and direction for Alpha Plastics overall and for the Asia expansion project in particular. | **3** |
| **3** | **Strategic Perspective** | + You produced coherent plans, not ones that pull in different directions.  + You set an overall strategy, rather than dealing with the Asia expansion project in isolation, e.g. you recognised that improvements in CSR may benefit the Company as a whole:  In regards to the CSR element and relation with the local community you said, “*The local community is important and how we related with them will be key to our success. The local community has a say, environmentalists have say. Open communication with the public will help…”*  + You sought ways to meet future needs, not just the present issues. When asked how you had taken the lessons learnt from previous expansion projects you outlined the issue of inadequate resources and how you would ensure that it is not only prevented at the onset of the project but constantly. You said:  “*Selection of my team is key. Employee relations and policies are for sure key…”*  *“There is a different culture, the work ethic is different. When going into different countries, I want to endear this to my team so that they maintain performance from the onset…”*  + You demonstrated that you have taken into account the vision and values of Alpha Plastics when putting plans for action in place:  *“Living up to the strategy, there is new objectives. The company did not put up new strategies without consideration of the market needs….”*  + You considered quick wins but also puts in place longer-term plans. For instance in terms of the availability of a team you stated:  *“In terms of team support we have Bruce who had done project management already….”*  *“In India we require a very aggressive strategy to develop the market. In terms of the project, we will tap into Zeta’s expertise. This will allow for quick penetration into the market.”*  On the flip chart you wrote: ‘*CSR exists can be developed further…’*  + You demonstrated that you had thought about contingencies should it not be possible to put initial plans into action. When asked what factors are likely to affect the progress you said:  *“With the change in environment, what is the logistics support that we have? We can build a factory but how do you get the product out there….”*  *“Timelines are tight but with a clear indication from the project lead the work will be done… Project lead to share challenges early…”*  + You demonstrated an awareness of a wide range of factors that affect the long-term success of the Organisation, e.g. reputation, image, perceptions/satisfaction, resourcing:  *“The market is more discerning looking at quality, CSR and effect on environment…”*  - You did not identify future opportunities for the Company which align with its aims and objectives. | **4** |
| **4** | **Interpersonal Sensitivity** | + You remained polite and courteous on all occasions as you presented your recommendations and during the questions and answer session.  + You demonstrated respect for the needs of others, e.g. you took account the development needs and preferences of staff and the data collected in the staff survey:  *“A lot of staff felt that overall the planning aspect of the Florida project could have been done better…”*  *“When you have a team that is as diverse, brainstorm to ensure that you know and understand their needs and deliverables…”*  *“Make it fun, ensure there is a two-way communication in order to get the best from them.”*  + You showed a clear understanding of the ‘people’ issues and handles problems such as lack of skills or experience sensitively:  *“Staff engagement is critical to success. When selected, you communicate with them why they were selected. Bring them on board early, share the plan and ensure that they know their deliverables for the project.”*  + You responded in an appropriate manner when recommendations are challenged by the assessor. For all the questions raised following your recommendation, you clearly outlined your opinion around the issue and politely guided the assessor through your train of thought. | **5** |
| **5** | **Commercial Awareness** | + You assessed commercial risk when making key business decisions:  *“What are we taking on as an organisation? We have to ensure our finance team looks at it and ensure that we do not take on unnecessary liabilities.”*  *“In India, we require a very aggressive strategy to develop the market. In terms of the product, we will tap into Zeta’s expertise. This will allow for quick penetration into the market.”*  *“The market is more discerning looking at quality, CSR and effect on environment. There is very aggressive growth in China. The contracting framework is tough….”*  + You promoted opportunities for growing and diversifying the business:  *“My recommendation is we go to Mumbai. In Mumbai the market is established and there is a significant growth potential.”*  *“The purchase and renovation is within budget.”*  *“As we develop this market we need to aid in recruitment and training....”*  + You considered the impact of competition and how the organisation has done in particular geographical areas:  *“Some of our competitors have looked at it but not explored deeply as with Shanghai…”*  *“Who are we? What do we want to achieve? What is happening in the industry? What is happening with our competition?”*  *“Competition has not made a decision to move yet. We see in China that the competition is already on the ground…”*  + The commercial viability of each decision you made was considered in the presentation. | **5** |