

Appendix III

TSG Programme (Level III)

The fundamental objective of this programme is to attune high potential managers to the key global co-ordination issues that form the agenda of the TSG.

The programme is aimed at managers who are in positions where their decisions have the potential to impact on other group companies.

Therefore, it is important that they understand the overall business context within which they operate including the global ambitions of the Tobacco Group which drive the individual objectives of each Operating Group and thus the strategic issues for each major function.

It is also important that managers at this level have a thorough appreciation of the consequences of their decisions on key operational areas outside of their own specialism together with an ability to develop business plans which take account of all relevant factors in the external business, social and competitive environment.

It is intended that delegates should be nominated by the members of the TSG and during the programme should work with issues sponsored by the TSG, reporting their conclusions to the TSG at the end of the programme.

Due to the structure of the programme it will be necessary to carefully select the delegates so that each Operating Group, lead function (i.e. Marketing, Production, Finance and Leaf) and geographical region is adequately represented.

The delegates will have significant preparation to undertake prior to the programme to ensure that they are up to speed in each of the functional areas and also in preparing presentations to be made during the programme.

At least six months before the programme they will be given check lists detailing the assumptions that will be made about the extent of their knowledge of each of the major activities/functions in a tobacco company. They will then have this period of time to ensure that they fill in any gaps in that knowledge.

At the same time they will be allocated research projects itemising data they must obtain and be prepared to present during the programme. Where possible these will be allocated on a team basis so that co-operation and contact will be needed in the period before the programme. These projects will be structured around the three categories of:

- 1) The Region
- 2) The Function
- 3) The Operating Group

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Thus the overall content of the programme can be illustrated as follows:-

<b>Learning about:</b>	
<b><u>The Regions:</u></b> Europe, Far East. Central/South America. North America	<b><u>The Functions:</u></b> Marketing, Production Finance, Leaf
<b><u>The Operating Groups:</u></b> B&W, BATCo, BATCF, Souza Cruz. Imperial	<b><u>The Tobacco Group</u></b> TSG Objectives and Global Issues
<b><u>Consolidating the learning by working on:</u></b>	
TSG Issues	

In essence we will be seeking to motivate the delegates to take personal responsibility for extending their knowledge of our business whilst using their existing specialist expertise to educate each other. In addition, they will be challenged to develop a comprehensive understanding of their regional social and competitive environment sufficient to enable them to present the information during the programme and respond to questioning and debate from their peers as well as internal and external experts.

Finally, functional strategic issues will be presented and debated through TSG nominated contributors e.g. Production, Leaf, Marketing, Finance etc and key external contributors will also cover these and other areas in sessions designed to broaden, stretch and question our current thinking leaning heavily on practical examples from other multi-national FMCG companies.

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