



CANDIDATE BRIEF

Please hand this page to the candidate for them to begin the exercise.

Real-life Scenario

The role of Funeral Service Manager is to deliver world-class client service by leading and coaching a team of funeral colleagues to provide consistently high standards of care. You are responsible for setting the standard for service excellence, driving business performance and compliance, and building strong relationships with clients, colleagues, and the wider community, supporting our vision of being the No.1 funeral provider in the UK.

Below is a data table that shows some example data representing two different branches' position performance in relation to funeral sales.

Rolling 12 Month Marketshare	Deaths (Data provided by Office of National Statistics)						Market (% of total sales in the funeralcare industry/market that we hold)						Variance 2025 vs 2024				
	2024	2025	2025	2025	2025	2025	2024	2025	2025	2025	2025	2025	2025	2025	2025	2025	2025
Cost Centre Branch	December	January	February	March	April	May	December	January	February	March	April	May	January	February	March	April	May
Branch A	1424	1417	1414	1398	1384	1375	12.33%	12.16%	11.40%	11.85%	11.16%	11.07%	-0.17%	-0.93%	-0.48%	-1.17%	-1.26%
Branch B	1079	1078	1061	1054	1060	1050	7.97%	8.43%	9.43%	8.20%	8.19%	8.50%	0.45%	1.45%	0.22%	0.22%	0.53%

Your task

Using the performance data provided, your task is to demonstrate your understanding of what the data is telling us by preparing a 90-day action plan for your first three months in post as Funeral Service Manager. Your plan should be based on the insights you draw from the data and outline what you would do in your first 90 days in the role.

- What are your key priorities and how do these align with the wider business priorities?
- What is your interpretation of the data for Branch A vs Branch B and how does that shape your specific actions?
- Who would you engage with (colleagues, community, partners) to deliver this plan, and how would you engage them?
- How would you measure progress and impact against your plan?
- What support or resources would you need to implement your plan?

You will have **15 minutes** on the day to share your ideas with the interviewer.

We will leave it up to you to decide which tools you want to use to prepare your presentation. If you wish to use your own device(s) to present, please be aware that an internet connection may not be available, so please ensure that your resources are available offline.