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Recruiting the Next Generation of Graduate Talent: A Case Study of the Jameson International Graduate Programme at Irish Distillers



This case was written by **Dr. Linda Dowling-Hetherington** and **Dr. Majella Fahy**, College of Business, University College Dublin, Ireland. The case is intended to be used as the basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation. The case was compiled from published sources and company data.

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North America
t +1 781 239 5884
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t +44 (0)1234 750903
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Dr. Linda Dowling-Hetherington and Dr. Majella Fahy
College of Business, University College Dublin, Ireland

Introduction

Irish Distillers is Ireland's leading supplier of spirits and wines, and produces some of the best-known and most successful Irish whiskeys, including the Jameson brand. In 1988, Irish Distillers (ID) became part of Pernod Ricard (a French drinks company) and this connected their portfolio of brands to a global distribution network. This paved the way for Jameson to grow from being a domestic brand to an international brand. To support this growth, the Jameson International Graduate Programme was introduced in 1991.

In 2012, ID made the strategic decision to expand the global footprint of its graduate programme. To do this, a dedicated Jameson Graduate Programme Manager was recruited to drive the programme's growth. This role encompassed four key areas of responsibility: (1) talent attraction, recruitment and selection; (2) talent development; (3) programme management and measurement framework; and (4) development of the programme's long-term strategy as a key contributor to the global growth ambitions of the Jameson brand.

From the perspective of talent attraction, recruitment and selection, the initial challenges facing the programme in 2012 were: (1) the need to build programme awareness among 18-25 year old students and graduates; (2) how to attract candidates with the required international language skills to support the programme's

international growth; (3) how to realise the organisation's internal ambition of being a 'best in class' talent provider to ID; and (4) externally, how to become the No. 1 graduate employer of choice in their sector (Fast Moving Consumer Goods - FMCG) in Ireland. Five years later, in 2017, having made considerable progress in addressing these initial challenges, ID are now looking to the next phase in the programme's development to ensure that it is ready to welcome a new generation of graduates (referred to as 'Gen Z' or Centennials) and is 'future fit' to support the international growth ambitions of the Jameson brand.

The Irish Whiskey Industry

Irish whiskey is one of the oldest spirit drinks in Europe and has been distilled in Ireland since the 6th century¹. Until the 16th century, the art of distilling remained the preserve of religious communities but slowly the techniques filtered out and, by the 18th century, there were whiskey-making stills to be found in almost every townland in Ireland. These were unregulated and produced spirit of widely varying quality. In the late 18th century, the Government, spotting a source of untapped revenue, instituted licensing for distilling and imposed duty on output. Between 1823 and 1886, the number of licensed distillers grew from 40 to 86 and production expanded rapidly. By 1900, Irish whiskey claimed more than half the global whiskey market, producing more than 144 million bottles per annum². At the time, six Dublin-based distilleries dominated the Irish and world whiskey market. Distilleries such as John Jameson & Son, George Roe and John Power & Son employed hundreds of workers with their own cooperages, stables, blacksmiths and carpenter shops, and exported around the world. In the early 20th century, however, Irish whiskey faced a dramatic downturn. A series of political events and socio-economic factors, all well outside of the distillers' control, led to a collapse of the industry. Restrictions on exports caused by World War 1 were followed closely by the declaration of Prohibition in the US in 1919. The Anglo-Irish Trade War with Britain in the 1930s cut off exports not just to the UK but to markets such as India, New Zealand and Australia. By the time the economic blockade ended, just before the outbreak of the Second World War, the

¹ Source: Irish Whiskey Association (2015) *Vision for Irish Whiskey: A strategy to underpin growth in the sector*,

[http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Publications~vision-for-irish-whiskey/\\$File/Vision+for+Irish+Whiskey+May+2015.pdf](http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Publications~vision-for-irish-whiskey/$File/Vision+for+Irish+Whiskey+May+2015.pdf), accessed 3 May 2017

² Note: 12 million cases (12 bottles per 9 litre case)

industry had effectively been crippled and former markets had turned to importing Scotch whisky, and Irish whiskey was overtaken by Scotch. By 1966, the four remaining distilleries became two when John Jameson & Son, John Power & Son and Cork Distilleries merged to become Irish Distillers, and production was primarily focused on serving the domestic market. By the mid-1980s, production of Scotch, Bourbon and Canadian whiskeys had left Irish whiskey far behind at about 1% of global sales³.

The late 1980s marked the beginning of Irish whiskey's revival. In 1988, ID became a member of the Group Pernod Ricard, which had a well-established global network that offered extensive distribution opportunities for Jameson and the other ID Irish whiskey brands. Cooley Distillery was established in 1987 and it was the first independent distillery to begin distilling Irish whiskey in over 100 years. The growth of the whiskey industry is underpinned by a mix of multinational and independent operations. Four of the top ten spirits multinationals in the world have a stake in Irish whiskey – Pernod Ricard (Jameson, Powers, Redbreast), Beam Suntory (Cooley, Kilbeggan and Bushmills), Gruppo Campari (Irish Mist Whiskey) and William Grant and Sons (Tullamore DEW). There are currently sixteen distilleries in production on the island of Ireland and a further fifteen planned [See **Exhibit 1** for a list of existing, new and planned distilleries].

While, initially, recovery was moderate, Irish whiskey is now the fastest growing spirits category in the world. From a low of 400,000 cases in the 1970s, production rose to 4.4 million cases in 2008 and to 8.7 million cases in 2016⁴. Production is expected to exceed 12 million cases by 2020 and 24 million cases by 2030. By 2016, there had been a huge increase in exports to the US where sales of Irish whiskey grew by 17.6%. There was also a high level of sales growth in Slovakia (22.9%), Poland (22.5%) and Kenya (19.4%).

³ Source: Irish Whiskey Association (2015) *Vision for Irish Whiskey: A strategy to underpin growth in the sector*, [http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Publications~vision-for-irish-whiskey/\\$File/Vision+for+Irish+Whiskey+May+2015.pdf](http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Publications~vision-for-irish-whiskey/$File/Vision+for+Irish+Whiskey+May+2015.pdf), accessed on 3 May 2017

⁴ Source: Irish Whiskey Association, Press Release, 29 June 2017 <http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Media~Newsroom~almost-200-bottles-of-irish-whiskey-sold-every-minute-as-sales-around-the-world-skyrocket!OpenDocument> accessed on 24 July 2017

The top 5 markets for whiskey sales in 2016 were⁵:

- US: 3.7 million cases
- Ireland: 520,000 cases
- France: 380,000 cases
- South Africa: 350,000 cases
- UK: 340,000 cases

The Irish whiskey industry is one of Ireland's fastest growing industrial sectors. It is among Ireland's most successful branded high-value exports and accounts for a significant proportion of Irish beverage exports (36% - €505 million in 2016). By contrast, it made up just over 9% of beverage exports in 2003⁶). Furthermore, there is a strong synergistic relationship between the whiskey and tourist industries. Irish whiskey is intrinsically linked with tourist expectations of Ireland. Irish whiskey companies depend on a strong supportive home market to build and reinforce their brands, and whiskey producers serve as a strong anchor and as global ambassadors for Irish tourism. Approximately 814,000 tourists visited the Irish whiskey distilleries in 2017⁷ and the Irish whiskey tourism strategy aims to more than double this to 1.9 million visitors by 2025⁸. The recent growth of Irish whiskey has been driven by building brands that rely on their Irish roots - the authentic heritage of Irish distilling coupled with Ireland's reputation for pure water and wholesome cereals grown in a clean, green countryside. The traditional craft of Irish distilling, underpinned by high-quality whiskey with a distinctive taste, has allowed Irish whiskey to carve out a niche in the global spirits market. Irish whiskey is sold at a premium to other standard global whiskeys, and super- and ultra-premium Irish

⁵ Source: Irish Whiskey Association, Press Release, 29 June, 2017

<http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Media~Newsroom~almost-200-bottles-of-irish-whiskey-sold-every-minute-as-sales-around-the-world-skyrocket!OpenDocument> accessed on 24 July 2017

⁶ Source: Bord Bia, Export Performance and Prospects, 2016-17,

<http://www.bordbia.ie/industry/manufacturers/insight/publications/MarketReviews/Documents/Export-Performance-and-Prospects-2017.pdf>, accessed on 22 June 2017

⁷ Source: ShelfLife, 11th January, 2017, <http://www.shelflife.ie/another-boost-irish-whiskey-tourism-2017/> accessed on 25th January 2018

⁸ Source: Irish Whiskey Association (2016) *Irish Whiskey Tourism Strategy*,

[http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Media~Newsroom~irish-whiskey-tourism-strategy/\\$File/Irish%20Whiskey%20Tourism%20Strategy.pdf](http://www.abfi.ie/Sectors/ABFI/ABFI.nsf/vPagesWhiskey/Media~Newsroom~irish-whiskey-tourism-strategy/$File/Irish%20Whiskey%20Tourism%20Strategy.pdf)

whiskeys are among the most highly rated in the world. ID have won ‘World Distillery of the Year’ awards three times in the last fourteen years.

Irish Distillers – Company Background

With over 600 staff employed across the company’s Irish operations in both Cork and Dublin, Irish Distillers is Ireland’s leading supplier of wines and spirits and also produces some of the best-known and most successful Irish whiskeys. One of these whiskey brands, Jameson, is the fastest growing Irish whiskey in the world and is sold in over 130 markets. ID was established in 1966 following a merger of three companies: John Jameson & Son (established 1780), John Power & Son (established 1791) and Cork Distilleries (established 1825). When ID was acquired by Pernod Ricard in 1988 it gained access to a global distribution network and levels of investment not previously available to the company. ID is responsible for the production, marketing and distribution of a range of Pernod Ricard brands, including Jameson Irish whiskey, the company’s flagship brand.

In 2015, bottling capacity and production doubled following a €220 million investment. The financial year ending on 30th June 2017 proved to be a very successful one for the Jameson brand with sales of 6.5 million cases⁹. Double- and triple-digit growth in sales was recorded in 62 markets worldwide, with a strong performance in the United States, the United Kingdom, South Africa, Australia and Canada. In the United States, for example, Jameson accounts for almost one quarter of Pernod Ricard’s total sales. Volume growth increased by 12% for the year and value growth increased by 16%.

“Jameson is a real Irish success story, having achieved 24 years of consecutive volume growth. As one of Ireland’s most successful exports, Jameson and Irish Distillers are playing their roles in the export led recovery of the economy” (Anna Malmhake, former CEO and Chairperson of Irish Distillers)¹⁰.

⁹ Source: <http://www.irishdistillers.ie/2017/08/31/irish-distillers-pernod-ricard-results-year-ending-30-june-2017/> accessed on 25 January 2018

¹⁰ Source: <http://www.irishdistillers.ie/2013/09/04/taoiseach-officially-opens-irish-distillers-e100m-expansion-project-middleton-distillery/> accessed on 24 November 2017

The Jameson International Graduate Programme

Since its inception in 1991, the Jameson International Graduate programme has given over 350 graduates the opportunity to work across five continents as Brand Ambassadors, initiating their careers in sales and marketing on a global stage. In 2017, 90 Brand Ambassadors were placed in 46 international markets from France, Spain and Italy to Russia, Korea and Japan [see **Exhibit 2** for intake numbers since the programme launched]. Brand Ambassadors are key to bringing the Jameson brand to life and to supporting the continued growth of the Jameson brand around the world. They have a dual reporting line; reporting to the local Brand/Marketing Manager in the Pernod Ricard market in which they are placed and to the Market Lead for that market who is located in the Irish Distillers office in Dublin. The core responsibility of the Brand Ambassador is to represent and champion the Jameson brand and to provide support to the local marketing/sales team in all brand development activities. This core responsibility translates into four key areas of activity:

- brand education and mentoring;
- brand development and direct support to the local Jameson Brand Manager;
- public relations support in conjunction with the local marketing/public relations team; and
- relationship-building with the trade and consumer.

[see **Exhibit 3** for a weblink to video documentaries on the Brand Ambassador role and see **Exhibit 4** for a more detailed outline of the core responsibilities associated with each activity].

The graduate programme provides a valuable pipeline of talent for ID. Since 1991, one-third of the programme's alumni have gone on to build successful long-term careers within both ID and Pernod Ricard globally.

Challenges: The graduate programme has not, however, been without its challenges. The recruitment of graduates as Jameson Brand Ambassadors was originally outsourced as part of the IBEC (Irish Business and Employers Confederation) Global

Graduates Programme (formerly known as the Export Orientation Programme). The companies participating in the IBEC graduate programme gain access to a pool of graduates who in turn undertake paid work placements around the world for a period of 12-24 months. For ID, this programme typically yielded a limited number of applications each year. As the Jameson brand began to grow and expand globally, ID were faced with the challenge of attracting graduates who matched the changing needs of the Jameson brand and possessed the appropriate language skills to enable the company's expansion into more international markets. Having reflected on these issues, ID decided to in-source its international graduate programme and, in 2008, it moved away from IBEC and began promoting graduate opportunities directly through its own corporate website. In addition to language proficiency, the company looked to recruit graduates who were creative and innovative self-starters with an entrepreneurial mindset. Taking the programme in-house, however, led to a number of additional challenges:

- Awareness of the programme among business, marketing and language graduates was low and the company, therefore, needed to work on enhancing its employer brand awareness among graduates. At this time, Jameson ranked outside Ireland's top 100 leading graduate employers¹¹ (In 2011 it was ranked 151).
- Graduates were more attracted to established graduate programmes offered by some of the largest employers of graduates in Ireland, including Deloitte, PwC and EY or to graduate opportunities with large IT multinationals such as Facebook, Apple and Google.
- Other companies in the FMCG sector, for example, Diageo, Coca Cola and Kerry Group, had well-established graduate programmes and these tended to attract the types of graduates sought by the Jameson graduate programme.

¹¹ Source: Ireland's 100 Leading Graduate Employers, <https://gradireland.com/irelands100>, accessed on 25 January, 2018

- ID did not have established relationships with key stakeholders in colleges and universities around Ireland, such as career development offices or academic staff.

Graduate Programme Re-Design: To address these challenges, ID set out to re-design and re-launch its graduate programme. It aimed to achieve a number of key objectives:

- a) **Graduate Employer of Choice:** The company sought to become the No. 1 graduate employer of choice in their sector for high calibre business, marketing and language graduates.
- b) **Graduate-Brand Fit:** Jameson defined what a ‘best fit’ candidate looked like for them. This gave clarity on who would be the right fit for the company, the brand and the role of Jameson Brand Ambassador. ‘Best fit’ candidates had to have a passion and drive for brand marketing and sales and would personify the characteristics of the Jameson brand – wit, charm and charisma. They sought graduates who were outgoing, adaptable, creative, self-motivated, capable of working on their own initiative and who were strong communicators and relationship builders. The company also felt that the right graduate would be someone who, in addition to having a university qualification, would also have life experience through work experience (internships or placements), volunteering, fundraising, travelling, participation in college clubs and societies etc.
- c) **Graduate Language Proficiency:** The company required a high percentage of candidates to have a strong proficiency in languages including, for example, French, Italian, Spanish, Portuguese, Japanese, Mandarin etc.

To realise these objectives, the company set out on a journey to re-design each element of its graduate programme. As a starting point, the duration of the Jameson International Graduate Programme was extended to a three-year model. Initially, graduates were given a 13-month contract in an international market. This was followed by another 12-month international placement and, subject to satisfactory

performance, a third placement for a final 12-month period. Graduates typically rotated to a different international market every 12 months. On completion of the three-year programme, graduates were not guaranteed a permanent role within ID or Pernod Ricard. Candidates were expected to apply for open roles within the company that were of interest to them.

The re-design of the graduate programme also involved the following steps:

- a) **2009:** The attraction and recruitment processes were overhauled. A bespoke recruitment campaign, called the ‘The Vital Ingredient’, was launched. This campaign encouraged candidates to consider if they were ‘The Vital Ingredient for Jameson’. A graduate programme page was launched on the company website and a video application was also introduced as part of the recruitment process. [See **Exhibit 5** for a sample of the graduate programme’s promotional materials].
- b) **2011:** The company began tracking its position in the top 100 leading graduate employers’ list [see **Exhibit 6**] and launched the graduate programme’s social media presence through Facebook. The programme had traditionally sourced candidates from Irish universities. However, with the growth of the programme, and the continued internationalisation of the Jameson brand, new recruitment routes were opened with local Pernod Ricard affiliates to ensure recruitment of ‘best fit’ talent on a global scale.
- c) **2012:** A Jameson Graduate Programme Manager was appointed. Qualitative research was conducted among students and recent graduates of the Jameson International Graduate programme to gain a better understanding of what 18-25 year olds were looking for in an employer and a graduate programme. This research highlighted a number of key considerations for the company:
 - students and graduates are always online (mostly via mobile phone) and are always connected (through social networks);
 - they expect brands to actively engage with them;
 - they want to work for big brands;

- they seek out roles that allow them to be innovative and creative;
 - they look for meaningful and progressive learning and development opportunities that will help them progress their careers;
 - rather than connecting with a corporate identity, they prefer to connect with the people behind the brand, and;
 - they also want to travel and work in an international context.
- d) **2013:** The company moved away from a 3-month annual recruitment campaign to a year-round attraction strategy and implemented an early awareness campaign that targeted first to final year university students.
- e) **2014:** Further research was conducted (both qualitative and quantitative) to review the programme and revisit perceptions among students and graduates aged 18-25 years. The research indicated that, although ‘The Vital Ingredient’ resonated with students, there was confusion over what ‘The Vital Ingredient’ really was. As a result, the company decided to be more direct with the programme offering and to change the recruitment campaign name to the Jameson Graduate Programme. A dedicated graduate recruitment platform was launched (www.jamesongraduateprogramme.com). A new programme tagline was introduced – ‘A career born in Ireland, matured around the world’. The programme’s social media footprint was expanded with the launch of further dedicated graduate programme social media pages on Twitter, YouTube and Instagram.

The Re-Launch of Jameson International Graduate Recruitment Campaign – Building the Brand

Since its inception, the marketing campaign for the Jameson Graduate Programme has been about innovation and differentiating the programme from other graduate offerings. Following its relaunch the programme aimed to:

- build awareness of the Jameson graduate programme from first to final year students, postgraduates and recent graduates;

- educate and excite students about the programme, the role of Brand Ambassador, and the benefits of the role in building their long-term careers;
- develop an application process that empowered candidates to showcase their personality and international language skills.

Building on the company's research which indicated that students have grown up in a culture powered by mobile and social networks and expect brands to engage with them rather than sell to them, ID set about identifying how they could actively engage with candidates online. The company wished to capture their attention; educate them about the opportunities offered by the Jameson graduate programme; and motivate them to submit an application to the programme. Their research indicated that target candidates were always online and always connected, and ID therefore adopted a mobile-first approach to website design. Taking a mobile-first approach allowed a seamless transition between devices to facilitate consistent content delivery across all platforms and applicants were offered the option to complete and submit their application through a mobile device.

The new website acted as a hub for the entire attraction and recruitment process. It looked and behaved more like a highly creative and innovative brand site compared to traditional graduate recruitment webpages. It allowed candidates to explore the Jameson way of life and the opportunities offered by the programme and the role of Brand Ambassador. Recognising that students want to connect with the people behind the brand, Brand Ambassadors themselves were encouraged to become content creators through social media takeovers which gave candidates an unique insight into the role of Brand Ambassadors in different markets. Interactive maps enabled visitors to the site to connect directly with current graduates on the programme. The website and social media campaigns encouraged graduates to connect with Brand Ambassadors and get a feel for the day-to-day responsibilities of the role. The recruitment platform also offered students the opportunity to engage directly with the recruitment team through a live chat facility.

The site optimised the use of video content to convey a clear sense of the Jameson brand, the role itself, and a realistic preview of the career progression opportunities

the programme might offer. Video content played a significant role in engaging with, and informing graduates, about the programme and its opportunities. Video content included messages from the ID International Marketing team, many of whom started their own careers as a Brand Ambassador. Short web documentaries were produced of Brand Ambassadors and their roles in cities such as New York and Helsinki. These gave students a job preview by showcasing a day in the working life of a Brand Ambassador, and also allowed the traits of the Brand Ambassadors to shine through, thus helping to attract like-minded graduates.

ID aimed to be innovative in their approach to recruiting and selecting ‘best fit’ candidates. With this in mind, they introduced an application process that included the completion of a bespoke online application form and a supporting video application. Graduates were invited to submit a two-minute video which highlighted why they believed they were a good fit for the programme and giving them the opportunity to showcase their creativity, confidence, charisma and international language skills on camera. The introduction of the video application aimed to encourage only genuine and fully committed candidates to submit an application. Hints and tips on how to create a video application were provided to applicants and examples of video applications from previously successful candidates were made available on the company’s website.

“Working as a Jameson Brand Ambassador or Graduate Distiller requires motivation, passion and confidence. By requiring applicants to submit videos as part of the application process, we gain a real insight into their personalities and what motivates them; aspects that are often lost in conventional application processes” (Sinéad D’Arcy, Head of Jameson International Graduate Programme)¹².

By connecting with students and graduates through social media channels, ID grew awareness of, and preference for, ID as a graduate employer of choice. Furthermore, providing a real insight into the responsibilities of current Jameson Brand Ambassadors through web documentaries and social network connections, ensured

¹² Source: gradireland (2017): Ireland’s 100 leading graduate employers, 2017/18, 11th edition. www.gradireland.com

that potential applicants gained a better understanding of the role and, crucially, began to view it as an exciting and progressive international career opportunity. The graduate programme team also developed an off-line, on-campus campaign. This was structured around a focused 8-week campus roadshow to key university hubs. Using geo-targeting, they reached out to students via their mobile phones, letting them know where to find the Jameson stand at campus roadshows and inviting them to come and meet the Jameson team of Programme Managers, and past and present Brand Ambassadors.

The re-launched graduate recruitment campaign also focused on strengthening relationships with university Careers Services; building and expanding on connections with the academic community, and actively engaging with college societies to create long-term partnerships. The graduate programme team also nurtured early awareness of the Jameson programme through on- and off-campus partnerships. They partnered with lecturers in key strategic university hubs and delivered guest lectures on the Jameson vision and global success story. They partnered with Career Development Offices to conduct on campus workshops that supported student employability and skills development, e.g. how to approach assessment centres, how to submit an effective online application, how to build their personal brand through social media, how to succeed at teamwork etc. All the initiatives were focused on supporting the strategic shift from a strategy which had prioritised final year students and recent graduates, to an early awareness strategy, aimed at engaging with first to final year students, postgraduates and recent graduates. To ensure that the programme remains relevant and continues to attract 'best fit' candidates, feedback on the applicants' perceptions and awareness of the programme is now gathered annually. This feedback helps inform the structure and design of future graduate recruitment campaigns.

As part of the ongoing development of the graduate recruitment programme, a Jameson Insights Day was added to the recruitment strategy in 2015. Thirty high potential candidates, identified during the campus roadshow, are invited to spend a day with Jameson at ID Head Office where they are given a feel for what it would be like to work with ID. Through this Insights Day, students have the opportunity to meet the Graduate Programme team and to speak with some of the current graduates

working within the International Marketing team. They also visit the home of Jameson in Bow Street, Dublin and are encouraged to ask questions that might help them with their application.

The entire application process is now managed online. It was, therefore, crucial that all activity, both on- and off-line, drives traffic to the graduate recruitment website – www.jamesongraduateprogramme.com. The dedicated graduate programme website now aims to engage and inform potential applicants by showcasing the Jameson story and providing information at the right time, so that potential candidates can gain a thorough insight into the programme and the Brand Ambassador role; register to stay in touch, or initiate their application. Once candidates have completed an online application (i.e. recorded and uploaded a two-minute video application and completed the online form), the applications are reviewed and a short-list of applicants are invited to a first-round assessment centre. Candidates are asked to prepare a short presentation and undergo a group competency assessment, a one-to-one interview and a language assessment (where applicable). This first-round assessment centre aims to assess candidates' fit with the company, the brand and the role of Brand Ambassador.

Candidates who make it through this round are invited to another assessment centre. Presentation skills and competencies are further assessed and applicants undergo a series of interviews with the respective Market Leads (managers with responsibility for each market). Markets differ – some are emerging, some well-established and all have specific requirements for their Brand Ambassadors. The purpose of this second-round assessment centre is to match 'best fit' candidates to available market placements. Involving the Market Leads in the selection process ensures that candidates fit the role and the market in which they are placed. According to Sinéad D'Arcy, Head of Jameson International Graduate Programme:

“with graduates in over 45 markets, the sun never sets on the Jameson International Graduate Programme. What starts in Dublin can take you anywhere from Kazakhstan to Korea or Dubai to the Democratic Republic of Congo. Whether you want experience with an emerging market, or in a developed market, our programme is for you”.

Conclusion

Since the re-launch of the graduate programme, the company has received a number of awards in recognition of its success [see **Exhibit 7**]. The Jameson Graduate Programme is now an established top 10 graduate employer of choice in Ireland and has realised its ambition to be No. 1 graduate employer in its sector. ID has successfully raised awareness of its graduate programme and has successfully leveraged Jameson brand equity to build ID employer brand reputation as a graduate employer of choice in Ireland.

“Great talent is coming through the organisation from the graduate programme and the programme has been a bedrock of the success and the global momentum we’ve achieved as a brand and as a company”

(Simon Fay, International Marketing Director).

As 2016 marked 25 years since the launch of the Jameson International Graduate Programme and 2017 marked the entry of a new generation (Gen Z or centennials) into the workplace, the company feels that now is the right time for ID to look to the next phase of the programme to ensure that it continues to meet the changing needs of the business and of the candidates it needs to attract.

“2016 was the 25-year celebration of the Jameson Graduate Programme. The programme has constantly evolved over this time to meet the changing needs of the business and of the graduates themselves. We now look to the next 25 years of success as we ensure our programme is fit for the future”

(Sinéad D'Arcy, Head of Jameson International Graduate Programme).

Your task is to evaluate the contribution which the programme has made to the growth of the Jameson brand globally, to ID's employer brand and to its talent pipeline, and to identify the steps needed to secure the future success of the programme.

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Exhibit 1**List of Existing, New and Planned Distilleries in Ireland**

Bushmills Distillery	Antrim	Existing
Cooley Distillery	Louth	Existing
Dingle Distillery	Kerry	Existing
Irish Distillers – Middleton Distillery	Cork	Existing
Kilbeggan Distillery	West Meath	Existing
West Cork Distillers	Cork	Existing
Blackwater Distillery	Waterford	New
Connacht Whiskey Company	Mayo	New
Great Northern Distillery	Louth	New
Rademon Estate Distillery	Down	New
Renegade Spirits	Waterford	New
Teeling Whiskey Distillery	Dublin	New
The Shed	Leitrim	New
Echlinville Distillery	Down	New
Walsh Whiskey Distillery	Carlow	New
Tullamore Distillery	Offaly	New
Alltechs Distillery	Meath	Planned
Ballykeefe Distillery	Kilkenny	Planned
Boann Distillery	Meath	Planned
Dublin Whiskey Company	Dublin	Planned
Burren Distillers Ltd	Clare	Planned

Cape Clear Distillery	Cork	Planned
Clonakilty Distillery	Cork	Planned
Glendalough Irish Whiskey Limited	Wicklow	Planned
Lough Gill Distillery	Sligo	Planned
Nephrin Whiskey Company	Mayo	Planned
Niche Drinks Company Ltd	Derry	Planned
Tipperary Boutique Distillery	Tipperary	Planned
Powerscourt Distillery	Wicklow	Planned
Slane Castle Distillery	Meath	Planned
Sliabh Liag Distillery	Donegal	Planned

Source: Irish Whiskey Association website

http://www.abfi.ie/Sectors/ABFI/Map.nsf/vPages/Industry_in_Ireland~Whiskey_industry_in_Ireland~map-irish-whiskey-distilleries!OpenDocument, accessed on 25 January 2018

Exhibit 2
Jameson International Graduate Programme –
Number of Graduates on New Intakes

Year	International Placements
2011	17
2012	33
2013	38
2014	26
2015	29
2016	36
2017	39

Overall Graduate Numbers (over the 3-year programme)

Year	International Placements
2011	32
2012	50
2013	77
2014	74
2015	70
2016	75
2017	90

Source: Irish Distillers gradireland Awards Submission 2016 and updated information provided to the case authors by the organisation.

Exhibit 3

A Day in the Life of a Jameson International Brand Ambassador



Source: <https://www.jamesongraduateprogramme.com/our-programmes/international-brand-ambassador/>

Exhibit 4
Jameson Brand Ambassador – Core Responsibilities

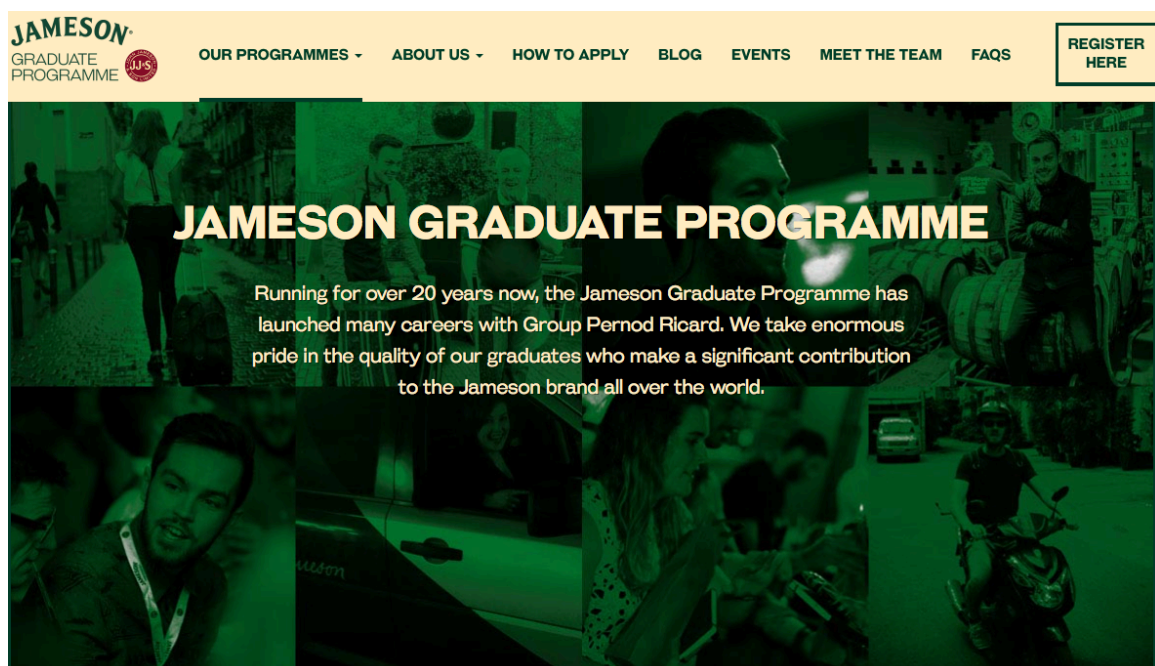
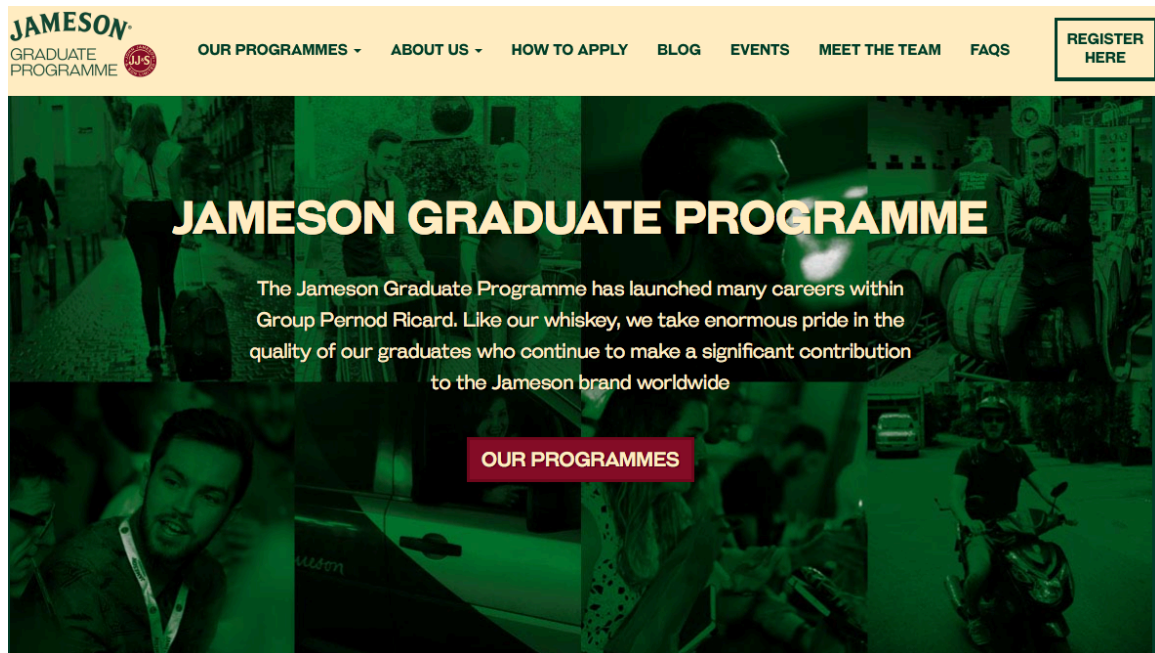
Core Responsibility	Overview of Duties
Brand Education and Mentoring	<ul style="list-style-type: none"> • Identify and conduct tastings/education for groups of target consumers/opinion leaders. • In co-operation with local market sales teams, educate/mentor staff in key trade customers. • Build optimum awareness for the Jameson brand amongst Pernod Ricard employees.
Brand Development	<ul style="list-style-type: none"> • In cooperation with local market brand team and sales team, identify and target Jameson accounts for brand image/development. • Optimise visibility and identify opportunities (e.g. in-store communication) for Jameson in the off-trade (e.g. bars and restaurants). • Recruit and convert key influencers and target consumers to the brand through trial. • Seek relevant opportunities for brand development – whiskey fairs etc.
Direct support to the local Jameson Brand Manager	<ul style="list-style-type: none"> • Support of the implementation, tracking and evaluation of planned promotional activity in the on/off trade in the assigned market. • Provision and presentation of Jameson best practice in the design and implementation of key on/off trade activities. • Provision of market intelligence, investigating, analysing and reporting on key competitor activity.
Public relations support in conjunction with the	<ul style="list-style-type: none"> • Highlight and promote Jameson PR activities to relevant media/press contacts.

local marketing/public relations team	<ul style="list-style-type: none"> • Represent the Jameson brand to trade and lifestyle press when/where opportunities arise.
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Source: Jameson International Graduate Programme Promotional Materials

Exhibit 5

Jameson International Graduate Programme – Promotional Materials



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INTERNATIONAL BRAND AMBASSADOR

Online applications for 2017 will open on Monday 5th September. Register below to stay in touch with programme news and events

INTRODUCING THE JAMESON WAY OF LIFE

Kick-start your career and hone your commercial instincts on a global stage, working for the world's most iconic Irish Whiskey brand.

Becoming a Jameson Brand Ambassador is a once in a lifetime opportunity to work closely with local brand teams in international markets, and introduce the world to the Jameson way of life.

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HOW TO APPLY

We're not looking for the finished product, we're passionate about finding the right raw ingredients. We don't expect that you know it all, so for now, take a look at some the tips below. These aren't corporate hand-me-downs, these are tips from previous graduates, who were once in the position that you are now.

Source: <http://www.jamesongraduateprogramme.com>

Poster used on campus – bespoke poster campaign created per college featuring alumni from that college



JAMESON
INTERNATIONAL
GRADUATE
PROGRAMME

**A career born
in Ireland,
matured
around the
world.**

Alice Carroll
Jameson Brand Ambassador
Toronto, Canada
UL Graduate

Be part of the Jameson success story.
jamesongraduateprogramme.com
Applications close
1pm Wednesday 13th January 2016

IRISH 100
Jameson Brand Ambassador

gradireland
Graduate Programme
Award 2015

Connect with Alice and other
Brand Ambassadors to find out more

f t y i



JAMESON
INTERNATIONAL
GRADUATE
PROGRAMME

**A career born
in Ireland,
matured
around the
world.**

Cathal Daly
Jameson Brand Ambassador
Lille, France
UOD Graduate

Be part of the Jameson success story.
jamesongraduateprogramme.com
Applications close
1pm Wednesday 13th January 2016

Connect with Cathal and other
Brand Ambassadors to find out more

Exhibit 6
Jameson's Ranking in the Top 100 Leading Graduate Employers

Year	Ranking
2011	151
2012	18
2013	13
2014	9
2015	6
2016	8
2017	8

Source: <http://www.gradireland.com> & updated information provided to the case authors by the organisation

Exhibit 7**Awards for Jameson's International Graduate Programme**

Year	Award
2010	<ul style="list-style-type: none"> • Best Student Marketing Campaign, gradireland Awards
2012	<ul style="list-style-type: none"> • Best Student Marketing Campaign, gradireland Awards
2013	<ul style="list-style-type: none"> • Best Graduate Recruitment Website, gradireland Awards • Best Student Marketing Campaign, gradireland Awards
2014	<ul style="list-style-type: none"> • Graduate Employer of the Year, gradireland Awards • Awarded Most Popular FMCG Graduate Employer (FMCG), gradireland Awards • Best Student Marketing Campaign, gradireland Awards • Best Graduate Recruitment Website, gradireland Awards • Best Graduate Training and Development Programme – Business General Programmes, gradireland Awards • Best Integrated Digital Campaign Silver Finalists, Digital Media Awards • Brand Company Winner of Building on Best Practice category, Premier Awards Marketing (Internal Pernod Ricard Group Awards)
2015	<ul style="list-style-type: none"> • Awarded Most Popular FMCG Graduate Employer (FMCG), gradireland Awards • Silver award for Best Graduate Training and Development Programme – Business General Programmes, gradireland Awards • Silver award for Best Graduate Recruitment Website, gradireland Awards • Bronze award for Best Innovation on Campus, gradireland Awards

	<ul style="list-style-type: none"> • Pearse Walsh Award for Innovation in the Transfer of learning to Employees, Harvest in partnership with Irish Institute of Training and Development
2016	<ul style="list-style-type: none"> • Best Student Marketing Campaign, gradireland Awards • Graduate Employer of the Year (FMCG Overall Winner), gradireland Awards • Silver award for Best Graduate Training and Development Programme – Business/Management Programmes, gradireland Awards • Bronze award for Best Graduate Recruitment Website, gradireland Awards • Best Graduate/Internship Programme, Irish Institute of Training and Development National Training Awards
2017	<ul style="list-style-type: none"> • Most Popular FMCG Graduate Employer (FMCG), gradireland Awards • Best Graduate/Internship Programme, Irish Institute of Training and Development National Training Awards • Best Learning & Development Organisation, Irish Early Career Awards (runner up)

Source: Jameson Graduate Programme Materials, www.gradireland.com & updated information provided to the case authors by the organisation