

PATHWAY

PARTICIPANT GUIDE



Coca-Cola

PARTICIPANT GUIDE

TABLE OF CONTENTS

Getting Started	1-11
Orientation	13-25
Backroom Management	27-54
Business Knowledge	56-83
Communication Skills.	85-109
Equipment	111-146
Interpersonal Skills	148-171
Marketing Sales & Merchandising	173-216
Organizational Skills.	218-252
Policy & Procedures.	254-261
Safety.	263-291

GETTING STARTED

Coca-Cola

PURPOSE

As we continue to advance our momentum in pursuit of our destination of becoming the best brand, sales and customer service system in North America, we must execute our Strategic Priorities. Among these is the People priority which aims to be a great place to work where people are inspired to be their best. On-boarding is not only a talent initiative, it is a business initiative. A negative first impression and the poor planning that follows can destroy an organization's recruitment, retention, and employer branding strategies. Furthermore, on-boarding can impact the success of an organization's overall productivity, retention and engagement. As a result, we have developed a robust on-boarding process by adopting new practices and investing in both traditional and innovative technology solutions to achieve results. A recent study, conducted by Aberdeen, looked at organizations with a specific on-boarding process versus organizations without an on-boarding process.

86% of employees were retained, as compared to **56%** of employees at organizations without an on-boarding process

77% of employees hired in the last 12 months met first performance milestones on time, as compared to **49%** at organizations without an on-boarding process

20% year-over-year improvement in immediate manager satisfaction, as compared to a **-3%** decrease among organizations without an on-boarding process

Through the Coca-Cola Pathway structured on-boarding process our objective is to ensure that new Associates feel welcome and are prepared and ready to make a positive impact as soon as possible. Achieving this goal will result in new associates who are engaged early, retained longer and more productive.

When bringing on a new hire, we have one chance to make a favorable impression. The Pathways program intends to accomplish exactly this by providing a structured, well-executed on-boarding program that creates a favorable impression and demonstrates that Associates are valued.

One of the best ways to cultivate employee engagement is to encourage a connection among co-workers, such as through a peer mentoring system. An “on-boarding Peer” helps Associates feel comfortable in their new work environment by showing them how to be successful, and answering their questions and concerns. This helps to take the pressure off managers and can be especially useful in an organization like ours where operational execution is important.

Many Associates decide within their first six months whether to stay or go. Sometimes it's the small things that can make a big difference in a new Associate's perceptions. The Pathways program intends to build employee engagement by giving them the knowledge, skills and capabilities to be successful and by making associates feel appreciated from day one.

PATHWAY OVERVIEW

Pathways is a role-based curriculum—meaning that it is customized to meet the specific needs of associates based upon their role within the organization. The on-boarding process employed by Pathways allows the associate to spend 70% of their time completing structured experiences/ on the job tasks, 20% for coaching and feedback, and 10% for formal instruction. It is in essence, a structured on-the-job training program and the way it works is simple.

On-boarding a new associate begins with the CCR on-boarding session. Afterward, the new associate meets with their manager who introduces them to their on-boarding Peer. The manager schedules time for the new associate to complete their role specific on-boarding activities and meets with them periodically to ensure they are on task.

The Pathways program is comprised of several topic areas. Topics are designed to build the capabilities necessary to perform the Associate's role. Each topic contains learning activities falling into two categories:

1. SELF-STUDY **2. IN-MARKET ACTIVITIES**

Additionally, Pathways provides two assessment methods to ensure accountability and transfer of knowledge and skills. These methods are:

1. ONLINE ASSESSMENT **2. SKILLS OBSERVATION**

The manager plays a key role in scheduling these activities and the lessons can be scheduled around the developmental needs of the Associate.

GETTING STARTED



SELF-STUDY lessons are targeted to build foundational knowledge needed to perform role-specific skills. Each self-study lesson can be completed independent of others and scheduled to be completed according to the needs of the individual. Upon completion of each self-study lesson, there are Self-Study Questions for the new Associate and on-boarding Peer to discuss which will help the new Associate to apply what they have learned to their role.

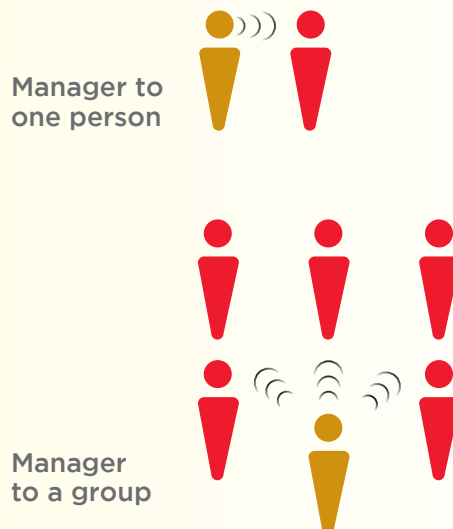
IN-MARKET ACTIVITIES are activities that the on-boarding Peer should demonstrate for the new Associate while they are working together in the trade. Once the new Associate has seen how the on-boarding Peer does it, they should practice with the supervision of the on-boarding Peer.

MANAGER DEBRIEF Upon completion of the In-Market Activities for a given topic, the manager should conduct a debrief with the new associate to check-in with them about their progress, review key learnings, and schedule the upcoming on-boarding activities.

ONLINE ASSESSMENT Upon completion of all of the topic lessons for a given role, the manager will schedule time for the new Associate to complete an Online Assessment. This assessment method is a knowledge check based on all of the self-study content throughout the entire on-boarding program. It is vital to the on-boarding process that all self-study lessons are completed before the Associate begins the assessment.

THE SKILLS OBSERVATION is a checklist of capabilities that the manager should observe the new Associate perform on the job. This tool provides criteria for success and coaching recommendations to help the manager grow and develop the new Associate.

Many times we hire as few as one person at a time. In some cases we hire many. The Pathways program is flexible to accommodate both individuals and groups. The critical action for managers is scheduling time for the associates and conducting the end of topic Manager Debrief sessions. In situations in which a group of people are hired at once, the manager can conduct the end of topic debrief sessions as a group or by phone.



ROLES OF PATHWAYS

Who is the Manager?

The Manager is the day to day supervisor for the Associate

Key Responsibilities of the Manager:

- Conducts initial goal setting and on-going tracking of progress to ensure that the on-boarding experience is completed
- Schedules and ensures the Associate completes in his/her Self-Study and In-Market Activities
- Provides daily guidance and coaching to the new Associate
- Provides regular performance feedback to the new Associate
- Supports all development related objectives through periodic Manager Self-Study sessions and individual coaching
- Schedules the Online Assessment and conducts the Skills Observation



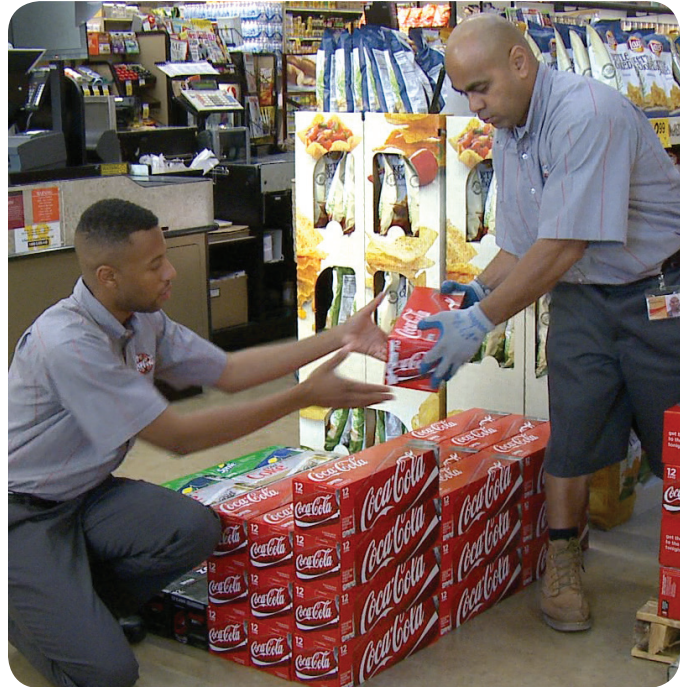
GETTING STARTED

Who is the On-boarding Peer?

The On-boarding Peer is a role peer to the Associate who can provide support in performing duties within the role.

Key Responsibilities of the On-boarding Peer:

- Actively shares with the Associate how to perform their job tasks
- Provides feedback related to the In-Market Activities and discusses the answers to Self-study Self-Study questions while working together in the trade
- Provides guidance and coaching to the Associate on responsibilities within the role
- Shares information and best practices with the Associate to promote success within the role
- Fosters the development of networks for new Associate within the team



Who is the Associate?

The Associate has the most important role of the program. They are expected to achieve their agreed upon assignments, training, and development. The Associate is accountable to meet with their Manager and on-boarding Peer.

- Meets with the Manager to schedule time to complete both the Self-study and In-Market Activities
- Completes the Self-study activities as scheduled
- Accountable for practicing the In-Market Activities and asking for feedback on the days they are scheduled with their on-boarding Peer
- Completes the Online Assessment and Skills Observation



EXECUTION OF PATHWAYS

Implement the Pathway On-boarding Process

- Order Pathway materials for yourself, the Associate Peer, and the Associate.
- Review the Pathways materials to familiarize yourself with the process.
- Assess, select, and train on-boarding Peer(s) who will work with the Associate during the on-boarding process.
- Meet with the new Associate on their first day to introduce them to their on-boarding Peer and schedule

Sustain the Pathway On-boarding Process

- Conduct the Manager Debrief sessions with your new Associates
- Check to ensure that new Associates are progressing with their Self-study and In-Market Activities
- Meet with the Associate as they complete each topic.

The key objectives of these meetings are to:

- Debrief their key learnings and to discuss the on-boarding schedule.
- Verify that the Associate has completed all of the topic activities.

- Ensure the on-boarding Peer is coaching the Associate properly in terms of:
 - The amount of time spent with the Associate
 - The quality of information provided to the Associate
 - The progress the Associate was able to make

Create a schedule for the upcoming topic.

- Ensure the Associate completes the Online Assessment when they have completed the on-boarding program. The Online Assessment is accessed through the Learning Center.
- Evaluate the Associate's knowledge and skills in the topic areas by using the Skills Observation checklist.
- Make a decision on which of the topic areas can be considered accomplished and which need to be revisited.
- Evaluate the Associate's growth and development in their role and provide coaching where needed.

GETTING STARTED

OVERVIEW: Merchandiser Pathways is a modularized curriculum. Each module contains lessons that can be completed on a flexible schedule. The Merchandising Supervisor is responsible for scheduling time for newly hired Merchandisers

WEEK 1 - SELF-STUDY			
MODULE	DAY 1 LESSONS	DAY 2 LESSONS	
ORIENTATION	Introduction to Region Sales, Access the CCR Learning Portal, Getting Started at Coca-Cola, North American Operating Model	[Module complete]	
BACKROOM		Backroom Management Procedures, In Store Repacks, Product Returns	
BUSINESS KNOWLEDGE			
COMMUNICATION			
EQUIPMENT	Equipment Overview, BlackBerry Basics, Pallet Jacks (Manual), Pallet Jacks (Electric)	Handtrucks, Shopping Carts, U-Boats, Cutting Tools	
INTERPERSONAL SKILLS			
MARKETING SALES & MERCHANDISING	8 Steps to a Successful Merchandising Call, Brands & Packages	Product Quality & Rotation Standards	
ORGANIZATIONAL			
POLICY & PROCEDURES	Company Dress Code, Merchandising Policy & Procedures, GPS Mileage Pay, Reporting Time	Backroom Policy & Procedures, Hazardous Materials, Repackaging Policy & Procedures, Sanitation and Cleaning	
SAFETY	Employee Safety, CCR Core Safety Principles & Rules, Back Injury Prevention, Manual Pallet Jack, Electric Pallet Jack	Powered Industrial Trucks, Hand & Portable Powered Tools	
IN MARKET ACTIVITIES	ORIENTATION	SAFETY	

to complete all of the lessons within the curriculum. The schedule below illustrates the critical path through the curriculum to ensure that the new Merchandiser has the skills they need to quickly perform in their role.

	DAY 3 LESSONS	DAY 4 LESSONS	DAY 5 LESSONS
	Selling Merchandising Optimization	[Module complete]	
	Store Equipment	Cold Drink Equipment	
	Managing Conflict		
	Displays and Shopper Messaging are related.		
		Time Management	
	[Module complete]		
	MARKETING, SALES & MERCHANDISING	BACKROOM	MARKETING, SALES & MERCHANDISING

GETTING STARTED

WEEK 2 - SELF-STUDY

MODULE	DAY 1 LESSONS	DAY 2 LESSONS	
BUSINESS KNOWLEDGE	Channels, Right Execution Daily (RED) & Look of Success		
COMMUNICATION	Communication and the 8-Steps, Consumer and Store Relations, Effective Listening Skills, Customer Service - SERVE Model		
EQUIPMENT	Defensive Driving		
INTERPERSONAL SKILLS	Employee Ambassador Program		
MARKETING SALES & MERCHANDISING	Look of Success, Store Traffic	[Module complete]	
ORGANIZATIONAL SKILLS	Detail Orientation, Planning Merchandising	[Module complete]	
POLICY & PROCEDURES	Auto Allowance, Company Roles, Competitive Intelligence	[Module complete]	
IN MARKET ACTIVITIES	EQUIPMENT	COMMUNICATION	

WEEK 3 - SELF-STUDY

MODULE	DAY 1 LESSONS	DAY 2 LESSONS	
BUSINESS KNOWLEDGE	Creation to Consumption Model, Decision-Making & Problem Solving	[Module complete]	
COMMUNICATION	Email Effectiveness	[Module complete]	
EQUIPMENT	Fountain Equipment	[Module complete]	
INTERPERSONAL SKILLS	Interpersonal Skills Assessment, Diversity Awareness, Professional Relationships	[Module complete]	
IN MARKET ACTIVITIES	BUSINESS KNOWLEDGE	INTERPERSONAL SKILLS	

	DAY 3 LESSONS	DAY 4 LESSONS	DAY 5 LESSONS
	ORGANIZATIONAL SKILLS	BACKROOM	MARKETING, SALES & MERCHANDISING

	DAY 3 LESSONS	DAY 4 LESSONS	DAY 5 LESSONS
	MARKETING, SALES, MERCHANDISING	KNOWLEDGE CHECK	SKILLS OBSERVATION CHECKLIST

ORIENTATION



TOPIC OVERVIEW

We are excited to welcome you to Coca-Cola Refreshments! Your first day will be a full day of activity that begins with your on-boarding sessions. As part of your orientation, it is our goal that you will experience satisfaction with your decision to join us and have “zero” regrets.

HOW TO PREPARE FOR THIS TOPIC

STEP 1: Review and complete the self-study activity section of this guide. (Note: You will need to schedule time to complete this during your working hours.)

STEP 2: Collaborate with your Supervisor to schedule a job shadow experience to complete this topic with an on-boarding Peer.

STEP 3: Complete the In Market Activities with your on-boarding Peer.

STEP 4: Complete the online Knowledge Check after completing all of the topics for this curriculum. (Note: You will need to schedule time to complete this during your working hours.)

STEP 5: Collaborate with your manager to schedule the Skills Observation Checklist.



TOPIC OBJECTIVES

By the end of this of this topic, you will be able to:

- Describe the Region Sales organization
- Recognize the role of the Account Manager
- Describe the role of the Merchandising Supervisor in on-boarding the Merchandiser
- Describe the role of the on-boarding Peer in the on-boarding of the Merchandiser
- Access the CCR Learning Portal
- Recognize the importance of the Coca-Cola brand
- Identify key elements of our 2020 Vision
- Recognize how The Coca-Cola Company operates
- Identify how the Merchandiser role supports our organization

ORIENTATION

TOPIC INSTRUCTIONS

To complete this topic, schedule time to complete the Self-study and In-Market Activities with your on-boarding Peer. Write your answers to the Self-Study Questions for each Self-Study lesson and discuss them with your on-boarding Peer at the end of each day while in the trade.



SELF-STUDY ACTIVITIES CHECKLIST

Ensure the associate completes all the activities in the self-study activity checklist to complete this topic.

- ☐ Introduction to Region Sales
- ☐ Access the CCR Learning Portal
- ☐ Getting Started at Coca-Cola (video)
- ☐ North America Operating Model (eLearning)

A SELF-STUDY:

INTRODUCTION TO REGION SALES

Instructions: Read the following self-study and answer the Self-Study Questions with your on-boarding Peer.

By the end of this activity, you should be able to:

- Describe the Region Sales organization
- Recognize the role of the Account Manager
- Describe the role of the Merchandising Supervisor in on-boarding the Merchandiser
- Describe the role of the on-boarding Peer in the on-boarding of the Merchandiser

Self-Study Time Recommended: **15 MINUTES**

The Region Sales organization calls on customers at the outlet level (grocery stores, convenience retail, etc.) to place orders and to sell additional products, programs and displays. They sell our products to local outlets, and to regional key accounts (chains). In some channels and geographies, we partner with distributors to deliver our products with other foodservice products.

Region Sales executes the Look of Success in outlets, which ensures that Coca-Cola products and packages are optimally merchandised and displayed. Region Sales works with other business organizations like National Retail Sales and National Foodservice and On-Premise teams to ensure local execution of customer programs. They also work with our independent bottling partners to build capabilities and drive excellence.

In the trade, the Account Manager and Merchandiser work closely to ensure that Coca-Cola products are properly merchandised and displayed. Although the role of the Account Manager is unique from the Merchandiser, they share goals as they pertain to maintaining and sustaining our business priorities for each customer.

The principle role of the Account Manager (AM) is to make short term forecasting of the store needs, place orders to maintain inventory, and sell in new opportunities. The AM key responsibilities include:

- Selling-in new opportunities to grow the volume and operating income of face-to-face customers, including:
 - > Look of Success (LOS) execution in all outlets
 - > Additional space for high-profit package
 - > New displays, shelf space, and equipment placements
 - > New brands
 - > Programs, ads, and promotions
 - > Opportunities to reduce outlet cost such as delivery, merchandising, returns, and management of Broken, Damage and Loss (BD&L)
 - > Point of Sale (POS) implementation and execution of Look of Success standards
- Execute sales opportunities according to the outlet Game Plan.
 - > Ordering sufficiently and managing outlets in a satisfactory manner while meeting the following goals:
 - > Maintain appropriate product levels at all points of availability and in the backroom/cold vault
 - > SMART ordering principles (layer and pallet ordering where possible)
 - > Order for the correct delivery day
 - > Ensure minimal returned items
 - > Prepare and communicate credits
- Tracking outlet activity
- Utilizing Playbook to ensure standard execution within compliance of applicable accounts
- Being aware of ads or promotions, pricing programs, campaigns, and initiatives coming from national Accounts /Regional Accounts when communicating with customers and entering their orders
- Developing strong customer relationships and resolving customer issues using Collaborating for Value principles
- Using selling tools to identify, plan, and execute new selling opportunities
- Communicate with the Merchandiser to ensure proper customer service, merchandising, and product rotation

ORIENTATION

Your **Merchandiser Supervisor** is your primary contact and will play a key role in providing guidance, coaching, and feedback over the course of your on-boarding and work experience. Your Supervisor will schedule capability building activities, discuss expectations for your on-boarding and assess your skill development. Additionally, your Supervisor will schedule time for you to partner with an on-boarding Peer to complete the In-Market Activities for each topic. The on-boarding Peer will be an experienced Merchandiser. You will job shadow and work alongside of on-boarding Peers throughout your on-boarding experience.

As a Merchandiser, you will be greeting customers and consumers of our product all the time. You will learn a lot about your role and expectations in the coming weeks. You must see yourself as the first line of the Coca-Cola brand. As a Coca-Cola ambassador, you will interact with our customers and consumers in the market. Thank you for joining us as a Merchandiser for Coca-Cola Refreshments.

B SELF-STUDY:

ACCESS THE CCR LEARNING PORTAL

Instructions: Use the steps described [here](#) to access the CCR Learning Portal.

By the end of this activity, you should be able to:

- Access the CCR Learning Portal

Self-Study Time Recommended: **10 MINUTES**

The **CCR Learning Portal** is part of a CCR intranet site that provides access to employee performance and benefits, company knowledge, current events, and capability building tools. You will use the CCR intranet site to learn more about Coca-Cola Refreshments along with other important resources. The CCR Learning Portal is

designed with you in mind. It provides access to all of the self-study and activities that you will need to complete this on-boarding experience. Below are the steps to access the CCR Learning Portal.

Steps to log into CCR Learning Portal

Instructions: Follow the steps below to access the CCR Learning Portal.

- 1 Open an internet browser and navigate to the Coca-Cola Refreshment intranet: <http://home.coca-cola.com>.



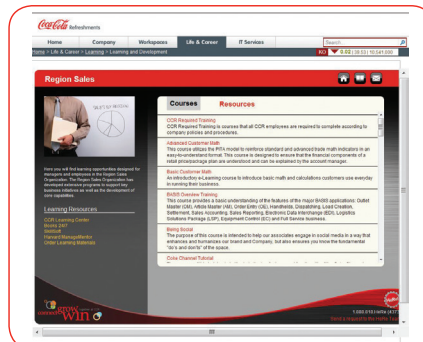
- 2 Select the Life & Career tab and click the Learning Menu item.



- 3 Select the Sales and Commercial Leadership bubble.



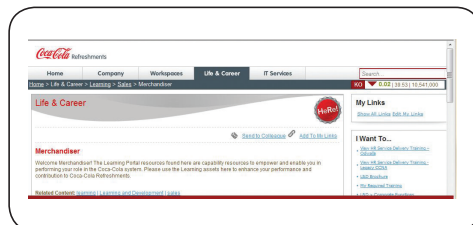
- 4 On the right you will select the link Region Sales.



- 5 Click the Resources link.



- 6 Click the Merchandiser link from the list.



- 7 You have now landed on the CCR Learning Portal page for the Merchandiser.

C SELF-STUDY:

GETTING STARTED AT COCA-COLA

Instructions: Log into CCR Learning Portal to view the videos listed below. Answer the Self-Study Questions below as you watch the videos:

- ☐ We are Coca-Cola
- ☐ Coca-Cola Values
- ☐ 2020 Vision

By the end of this activity, you should be able to:

- Recognize the importance of the Coca-Cola brand
- Identify key elements of our 2020 Vision

Self-Study Time Recommended: **30 MINUTES**

SELF-STUDY QUESTIONS:



After watching the videos, be prepared to discuss the answers to the following questions with your Supervisor and on-boarding Peer.

● What is The Coca-Cola brand a symbol of?

● What about the phrase “multi-local, global business”?

● What are the 7 values of The Coca-Cola Company?

SELF-STUDY QUESTIONS



● What value, specifically, are you excited about that is included in our core values?

● What are the 7 P's in the 2020 Vision?

● Why do you think planet sustainability is included in the 2020 Vision?

● Why is that important to be able to speak to the 2020 Vision?

ORIENTATION

D SELF-STUDY:

THE NORTH AMERICA OPERATING MODEL

Instructions: Log into CCR Learning Portal to complete the eLearning course titled, "NA Operation Model." Answer the Self-Study Questions below as you complete the course.

By the end of this activity, you should be able to:

- Recognize how The Coca-Cola Company operates
- Identify how the Merchandiser role supports our organization

Self-Study Time Recommended: **20 MINUTES**

The Coca-Cola Company is organized for global operations. The North America Operating Model provides the details of how the company operates. You will find where your role reports in the vertical supply stream.



SELF-STUDY QUESTIONS



Write brief answers to the questions below. Be prepared to discuss with Supervisor/ on-boarding Peer.

● What is the dependency between Sell and Make & Deliver in this model?



● Who are our customers and who are our consumers of our products?

Build Brands & Consumer Marketing

As a key part of North America's aligned business system, CCNA builds brands, consumer marketing, new products, innovative packages and improved equipment.

CCNA creates strong brand plans and cross-category plans across three segments:

- Sparkling which builds brands such as Coca-Cola, Sprite and Fanta
- Still which builds brands such as Minute Maid, Dasani, VitaminWater, Gold Peak and PowerAde

● What are the broad product categories into which Coca-Cola products are then organized?

National Retail Sales

National Retail Sales has responsibility for large retail customers such as Walmart, Target, 7-11 and Dollar General. They partner at a national level to develop mutually beneficial plans. These plans build brand equity and shopper demand for Coca-Cola and the customer.

SELF-STUDY QUESTIONS



- What are the three selling organizations within this model? Why is organizing selling this way beneficial to the customer?

- How does the Merchandiser support National Retail sales?

National Foodservice & On-Premise Sales



National Foodservice and On-Premise has responsibility for chain customers such as Burger King and Chick-fil-a as well as Strategic Partnership Marketing customers such as large amusement parks and theaters.

Many national customers are served by third party distributors that specialize in serving foodservice customers. National Foodservice and On-Premise is responsible for relationships with distributors such as Sysco, US Foods, and Gordon Food who deliver our products as well as other food items to restaurant locations. This team also manages our vending business.

SELF-STUDY QUESTIONS



- Provide another example of a Foodservice customer.

Region Sales



Region Sales calls on customers at the outlet level to capture orders and sell against opportunities. They sell our products to local outlets, and to regional key accounts. In some channels and geographies, we partner with distributors for Foodservice products and other products including Odwalla, Honest Tea and Cascall.

They execute the Lock of Success in outlets, regardless of who delivers the products. Region Sales works with National Retail Sales and National Foodservice & On-Premise teams to ensure local execution of customer programs. They also work with our independent bottling partners to build

Sell to Customers



customers as well as Strategic Partnership Marketing customers. Examples include Burger King, Chick-fil-a, Papa John's, Five Guys Burgers and Fries, Disney and Delta Air Lines.

3.Region Sales calls on customers at the outlet level to capture orders and sell against opportunities. They sell our products to local outlets, and to regional key accounts.

click "more" to learn more about this work >>

more

- In your own words, describe how you feel that the role of the Merchandiser supports Region Sales.

ORIENTATION



IN MARKET ACTIVITIES

How to Complete this Topic with your on-boarding Peer

- STEP 1:** Review the In Market Activities and Self-Study Questions for this topic.
- STEP 2:** Meet your on-boarding Peer for this topic at an outlet.
- STEP 3:** Discuss the key skills and concepts that are necessary for mastery of this topic with your on-boarding Peer.
- STEP 4:** Complete the In Market Activities and record answers to the Self-Study Questions with your on-boarding Peer. (Note: Ensure that you ask for help and direction while working with your on-boarding Peer.)

You will be scheduled for route rides with your on-boarding Peer(s).
Be prepared to introduce yourself. The following is a suggested script.

PARTICIPANT INTRODUCTION SCRIPT

"Hello, my name is _____ and I am a new Merchandiser.

You can count on me to service your store and provide extraordinary customer service. I feel my strengths are: _____.

My favorite Coca-Cola product is _____ and I look forward to getting to know you better. Thanks for being our Coca-Cola partner!"

Discuss with your on-boarding Peer what you discussed with your Supervisor about your expectations while you are job shadowing the on-boarding Peer.

Complete the following tasks with your on-boarding Peer. Note, you will be required to demonstrate these same skills with you Supervisor to complete the Skills Observations Checklist.

- Ask the associate to describe how Coca-Cola Refreshments and The Coca-Cola Company are related.
- Ask the associate to identify the goals of Region Sales in the Coca-Cola Refreshment Sales organization
- Ask the associate to introduce themselves as a Merchandiser representing the Coca-Cola brand. At each outlet introduce yourself to store management including the store manager and receiving manager.

TOPIC DEBRIEF QUESTIONS



Instructions: When you have completed all of the activities for this topic, discuss the following questions with your Supervisor.

● What is the difference between The Coca-Cola Company and Coca-Cola Refreshments?

● To what division and department do I report?

● What is the difference between the Account Manager role and the Merchandiser Supervisor role?

● Why is it important in my role to recognize the Coca-Cola brand?
