

See back cover for an English translation of this cover

# 3

91380M



NEW ZEALAND QUALIFICATIONS AUTHORITY  
MANA TOHU MĀTAURANGA O AOTEAROA

QUALIFY FOR THE FUTURE WORLD  
KIA NOHO TAKATŪ KI TŌ ĀMUA AO!

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## Mātauranga Pakihi, Kaupae 3, 2015

**91380M Te whakaatu māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihī e whakahaerehia ana i te ao whānui**

2.00 i te ahiahi o te Rātū, te 24 o Whiringa-ā-rangi, 2015  
Whiwhinga: E whā

Paetae	Kaiaka	Kairangi
Te whakaatu māramatanga ki te urupare rautaki ki ngā take ā-waho a tētahi pakihī e whakahaerehia ana i te ao whānui.	Te whakaatu i te māramatanga hōhonu ki te urupare rautaki ki ngā take ā-waho a tētahi pakihī e whakahaerehia ana i te ao whānui.	Te whakaatu i te matatau ki te urupare rautaki ki ngā take ā-waho a tētahi pakihī e whakahaerehia ana i te ao whānui.

Tirohia mēnā e rite ana te Tau Ākonga ā-Motu (NSN) kei runga i tō puka whakauru ki te tau kei runga i tēnei whārangi.

**KOTAHI te tūmahi kei roto i tēnei pukapuka. Me whakamātau koe i ngā wāhanga KATOĀ o te tūmahi.**

Kōrerohia ngā mātauranga pakihī e hāngai ana me ngā ariā pakihī Māori, tētahi rānei o ēnei, i roto i ō tuhinga.

Mēnā ka hiahia wāhi atu anō mō ō tuhinga, whakamahia ngā whārangi wātea kei muri o tēnei pukapuka.

Tirohia mēnā e tika ana te raupapatanga o ngā whārangi 2–19 kei roto i tēnei pukapuka, ka mutu, kāore tētahi o aua whārangi i te takoto kau.

**ME HOATU RAWA KOE I TĒNEI PUKAPUKA KI TE KAIWHAKAHAERE Ā TE MUTUNGA O TE WHAKAMĀTAUTAU.**

TE TAPEKE

MĀ TE KAIMĀKA ANAKE

Whakamahia ngā pārongo whakamahuki kei raro nei, ngā pārongo āpiti kei ētahi atu pouaka me tōu mātauranga pakihi hei whakaoti i tēnei tūmahi.

Kua angitu te hoko a te kamupene kākahu o *Urban Village* nā ētahi kaipakihi nō Aotearoa, kei Hakatere, i ngā kākahu noa nei o mohoa ki ngā kaihoko rangatahi (arā ngā tāngata e 20 ki te 30 tau te pakeke) i Aotearoa, mai i te tau 2008. Nā te toa ipurangi a *Urban Village* i tupu haere ai te aro mai a ngā kaihoko i Āhia. E whaihua ai rātou i tērā, i whakarewanga e *Urban Village* tētahi huinga kākahu hou e kīia nei, ko “Street Savvy”.

I ū te whakaaro o ngā kaiwhakahaere matua ka tino whai tikanga te angitu o te whakarewanga o tētahi huinga hou ki te oranga tautini o *Urban Village*. I māharahara rātou ki te utu nui o te whakanao i Hakatere ka pā ki te taumata o te utu o te rawa i tawāhi ina whakatauritehia ki ā ngā pakihi whakataetae. I ū te whakaaro o ngā kaiwhakahaere matua e angitu ai te huinga kākahu hou, me hūnuku e *Urban Village* ngā mahi whakanao i Hakatere ki Piripīni, e whaihua ai te pakihi i te hunga kaimahi he nui ake ō rātou pūkenga, he iti iho anō hoki te utu. I tautokona te hūnukutanga e ngā kaihautū o te poari, engari i whakaūngia e rātou me noho te wāhanga whakahaere o te pakihi ki tana tumu, i Hakatere. I hūnuku i te Paenga-whāwhā o te tau 2014.

Hei āpiti ki te painga o te utu whakanao ki Piripīni, i manako ngā kaiwhakahaere matua ka whai hononga ngā kaihoko rangatahi o reira ki te huinga kākahu hou. Ko tētahi anō painga o te whakanao ki Piripīni, ko te tata o tērā wāhi ki ētahi atu au tauhokohoko i Āhia. Nā tērā, e whakarite ana ngā kaiwhakahaere matua ki te whakanui i te tokomaha o ngā kaimahi hokohoko kia haere ai ki Te Tonga o Korea ā te tau 2016, ki Tairana me Marāhia ā muri atu, hei te tau 2017. Inā kē te nui o aua au tauhokohoko, engari e tino kaha ana hoki ngā pakihi whakataetae o reira. E ū ana te whakaaro o ngā kaiwhakahaere matua ka nui te tōminatia o te huinga kākahu o “Street Savvy” i aua au tauhokohoko i te ahurei o tana āhua Aotearoa nei, engari me tika te taumata o ngā utu whakataetae a *Urban Village*.

Use the background information below, the supplementary information in the other boxes, and your business knowledge to complete this task.

New Zealand-owned and Ashburton-based clothing company *Urban Village* has been successfully selling trendy casualwear to the young adult market (people aged 20–30) in New Zealand since 2008. As a result of *Urban Village* having an online store, increasing interest was shown by people from Asian markets. To take advantage of this, *Urban Village* launched a new range called “Street Savvy”.

The senior managers believed that a successful release of the new range would be crucial to the long-term sustainability of *Urban Village*. There were concerns over the high cost of manufacturing in Ashburton, which would impact on the competitiveness of the product overseas. The senior managers believed that for the new range to be a success, *Urban Village* needed to move production from Ashburton to the Philippines, to take advantage of a cheaper and more skilful workforce. The board of directors supported the move, but insisted that the administration section of the business remained at its base in Ashburton. The move was made in April 2014.

As well as the cost advantage of manufacturing in the Philippines, the senior managers were hopeful that the Filipino young adult market would identify with the new range. Another advantage of manufacturing in the Philippines is its proximity to other Asian markets. As a result, the senior managers plan to expand sales staff into South Korea in 2016, followed by Thailand and Malaysia in 2017. The size of these markets is huge, but the competition is very strong. The senior managers believe that the uniquely Kiwi nature of the “Street Savvy” range will make the clothing very appealing in these markets, but *Urban Village* must be competitive on price.

































*English translation of the wording on the front cover*

## **Level 3 Business Studies, 2015**

### **91380M Demonstrate understanding of strategic response to external factors by a business that operates in a global context**

2.00 p.m. Tuesday 24 November 2015  
Credits: Four

91380M

<b>Achievement</b>	<b>Achievement with Merit</b>	<b>Achievement with Excellence</b>
Demonstrate understanding of strategic response to external factors by a business that operates in a global context.	Demonstrate in-depth understanding of strategic response to external factors by a business that operates in a global context.	Demonstrate comprehensive understanding of strategic response to external factors by a business that operates in a global context.

Check that the National Student Number (NSN) on your admission slip is the same as the number at the top of this page.

**There is ONE task in this booklet. You should attempt ALL parts of the task.**

Refer to relevant business knowledge and/or Māori business concepts in your answers.

If you need more room for any answer, use the extra space provided at the back of this booklet.

Check that this booklet has pages 2–19 in the correct order and that none of these pages is blank.

**YOU MUST HAND THIS BOOKLET TO THE SUPERVISOR AT THE END OF THE EXAMINATION.**