

91380



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Level 3 Business Studies 2020

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

9.30 a.m. Monday 16 November 2020
Credits: Four

Achievement	Achievement with Merit	Achievement with Excellence
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 FOUR 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 2–12 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.

TOTAL

ASSESSOR'S USE ONLY

This task has FOUR parts, (a) to (d). Use the background information below, the supplementary information in the other boxes, and your business knowledge to complete this task. You may integrate any relevant Māori business concepts into your answer.

BACKGROUND INFORMATION

Purini is a New Zealand-owned ice cream chain that has set up in malls throughout New Zealand and Australia, and is considering expanding into markets in Asia. The ice cream flavours are distinctly Kiwi and are made from locally sourced ingredients. The owners of *Purini* are focused on growing their business in a way that benefits the environment and people, rather than just making a profit.

Recently, *Purini* has experienced growing competition in the market from an overseas-based competitor called *Juanita's Ice Cream*. *Juanita's* has been very popular since its entry into the New Zealand market, having won praise for its support of international charities through a series of large donations.



Image source: https://www.google.com/search?q=ice+cream&rlz=1C1GCEB_enNZ886NZ886&source=lnms&tbm=isch&sa=X&ved=2ahUKEwj32aWl-9TnAhWOA3IKHRDNA8cQ_AUoAnoECA8QBA&biw=1500&bih=858&dpr=2#imgrc=TIPFnPHAqJPTnM

TASK

DEFINITIONS

Tikanga

Manaakitanga

Source: <http://seniorsecondary.tki.org.nz/Social-sciences/Business-studies/Maori-business/Culture-and-values>

The owners of *Purini* feel strongly that their business is a New Zealand brand. This includes the understanding and application of Māori culture and values across business operations. For this reason, the owners believe that the value of manaakitanga should be considered by *Purini* in all aspects of its operations. Manaakitanga is a tikanga applied by Māori when considering how to treat people. This should be considered with regard to customers.

You may choose *Purini* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (a) Fully explain ONE likely impact on how the business is perceived in the market when it demonstrates the value of manaakitanga in its operations.
- In your answer, use examples and refer to:
- the effect on the customer experience
 - ONE consequence for future market share.



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The examination continues on the following page.**

It has been a year since *Juanita's Ice Cream* entered the New Zealand market. The owners of *Purini* are very concerned, as they are losing customers to *Juanita's Ice Cream*. The novelty aspect of the international ingredients and flavours of *Juanita's* ice creams has been very popular with New Zealand customers. As a result, *Purini* has decided to investigate a new strategy that would enable it to become more sustainable in response to the threat from the new competitor.

You may choose *Purini* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (b) Evaluate a strategic response (excluding manaakitanga) that a business could implement to ensure that it meets society's expectations with respect to sustainability.

In your answer:

- state the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)
- fully explain ONE positive impact and ONE negative impact of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.

<p><i>Purini</i> has decided that as a result of the increased competition in the New Zealand market, it would take its uniquely Kiwi ice cream products to Asia and look to establish itself in malls in major cities such as Hong Kong. <i>Purini</i> is currently researching agencies it could work with to break into these new markets.</p>

You may choose *Purini* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (c) Name ONE government or non-government agency (public or private sector organisation) that might support your chosen business and help it to develop new markets overseas, and fully explain ONE likely benefit to the business of working with that agency.

Name of government or non-government agency	
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In your answer, use examples and refer to:

- how that agency could support the business
- the impact on profit.

The managers at *Purini* are aware that they will need to develop different marketing strategies for the new markets in Asia. This is because each new market will have a different set of cultural protocols that need to be considered.

- (d) Select a New Zealand-registered business operating in a global context that you have studied in depth and that has entered, or could enter, new overseas markets.

Name of New Zealand-registered business	
Goods and/or services provided	

Evaluate a strategic response that a business could implement to ensure that cultural intelligence is demonstrated through its marketing strategy.

In your answer:

- state the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe)
- fully explain ONE positive impact and ONE negative impact of the strategic response
- provide a justified conclusion, including any new information, as to the likely success of the strategic response.
