

91380



NEW ZEALAND QUALIFICATIONS AUTHORITY
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Level 3 Business Studies 2022

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

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 2–16 in the correct order and that none of these pages is blank.

Do not write in any cross-hatched area (XXXX). This area may be cut off when the booklet is marked.

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

TASK

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.

You should read the resource information in ALL of the boxes before beginning the task.

BACKGROUND INFORMATION

Seaking Bounty is a large New Zealand fishing business that has a proud history, having been in operation for 80 years. It has grown from being a small family business to a global enterprise which now employs more than 1,200 workers.

Seaking Bounty harvests, farms, processes, and markets seafood products. It currently has operations in both New Zealand and Australia, and exports to over 20 countries, predominantly in the Asian region.

Some of the fish species caught by *Seaking Bounty* include hoki, kahawai, orange roughy, and snapper. In addition, *Seaking Bounty* has large-scale mussel farms in the Marlborough region and a salmon farm in the Otago region.

As well as aiming to consistently return strong profits to its shareholders, *Seaking Bounty* also has clear environmental, social, and cultural sustainability goals. In particular, it sees itself as a strong kaitiaki (guardian) of the sea for future generations, and endeavours to provide an enjoyable and safe workplace for its employees.



Source: <https://marlboroughnz.com/guides/wine-food-craft-beer/greenshellmussels#guide>

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The examination continues on the following page.**

In recent times, the global pandemic has resulted in many countries implementing restrictions on their populations to reduce the spread of the virus.

Seaking Bounty has been hit particularly hard by the restrictions imposed by the Chinese government, as it currently exports 40% of its seafood products to China. These restrictions have included a ban on seated dining in restaurants and bars, resulting in reduced demand for seafood.

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

- (a) Evaluate a strategic response that the business has implemented, or could implement, in response to a decrease in demand from an export market.
 - (i) State the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe).

- (ii) Explain one positive effect the strategic response would have on the business.

(iii) Explain one negative effect the strategic response would have on the business.

(iv) Provide a justified conclusion, including any new information, as to the likely success of the strategic response.

Seaking Bounty is developing a new line of squid products for export to Spain, the world's
 [REDACTED]
 nutritional content. It is a rich source of protein, vitamins, minerals, and healthy fats.

Source (adapted): <https://www.businesswire.com/news/home/20200317005534/en/2020-Report-on-the-Global-Squid-Market---Major-Importer-and-Exporter-Countries---ResearchAndMarkets.com>

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

- (b) Identify one government or non-government agency that could support the business to develop a new product for a particular market:

Government or non-government agency: _____

- (i) Explain one likely benefit to the business of working with this agency.

Seaking Bounty is committed to ensuring the marine environment is sustained for future generations. Two of the actions it has taken to help meet society's expectations of the fishing industry in regard to environmental sustainability are:

- using 100% of the fish caught, ensuring there is no waste product
- placing cameras onboard all fishing vessels to reduce the bycatch of seabirds.

Society also has an increasing expectation that businesses will ensure a safe and healthy working environment for employees, and that they will contribute positively to the wider community. Actions taken by *Seaking Bounty* to ensure that it meets its social sustainability goals include:

- continuous safety upgrades to specialised machinery
- regular donations of seafood products to the foodbanks operating in its communities.

In the box below, enter the details of a New Zealand-registered business you have studied that is operating in a global context and that has taken, or could take, action to address societal expectations of environmental or social sustainability. **Do not use *Seaking Bounty*.**

Name of New Zealand-registered business: _____

Good(s) sold or service(s) provided: _____

(d) Evaluate a strategic response that the business has implemented, or could implement, to address societal expectations of EITHER environmental OR social sustainability.

(i) State the strategic response, and explain why this is a business-wide reaction at multiple levels (at least TWO of size, scope, and timeframe).

(ii) Explain one positive effect the strategic response would have on the business.

(iii) Explain one negative effect the strategic response would have on the business.

Please turn over ►

