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Mana Tohu Mātauranga o Aotearoa
 New Zealand Qualifications Authority

Level 3 Business Studies 2025

**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 the margins (//////). This area will 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 answers.

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

BACKGROUND INFORMATION

GlobalDairy Solutions is a New Zealand-based dairy company located in the Bay of Plenty. They manufacture products such as pasteurised milk, cream, butter, cheese, and milk powder from raw milk supplied from farms across the Bay of Plenty and Waikato. Established in 2013, the company prides itself on using advanced geothermal energy for its operations, significantly reducing its environmental impact. Its innovative facility emits 90% less carbon compared to traditional coal-fired dairy plants, contributing to one of the lowest carbon footprints in the global dairy industry.

GlobalDairy Solutions incorporates its values of sustainability, community empowerment, and ethical practices into every aspect of its business. Because their workers come from many different backgrounds, the company has developed a cultural intelligence training program to help everyone understand different cultural norms. This initiative has helped them build strong relationships with their supply chain partners, both locally and internationally. *GlobalDairy Solutions* operates as a multinational business.

The company has a vision of “nurturing prosperity while preserving the planet”. Profits are reinvested into the local community through scholarships, farming excellence programmes, and support for local environmental restoration projects.

You may choose to discuss either *GlobalDairy Solutions* or a New Zealand-registered business operating in a global context that you have studied in depth.

- (a) Evaluate a strategic response that the business has implemented, or could implement, to ensure that cultural intelligence is demonstrated through its human resource strategy.
 - (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 impact of the strategic response.

(iii) Explain one negative impact of the strategic response.

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The assessment continues on the following page.**

Source: <https://www.dksh.com/global-en/insights/three-trends-that-will-shape-asia-s-dairy-industry-in-2023>

In the box below, enter the details of a New Zealand-registered business operating in a global context that you have studied in depth. **Do not use *GlobalDairy Solutions*.**

- (ii) Explain how this opportunity could negatively impact the economic sustainability of the business.

The company has also started using AI to monitor how farms operate, and to make sure they follow environmental and animal welfare standards. Farmers supplying *GlobalDairy Solutions* are encouraged to adopt these sustainable practices through premium pricing for their milk.

(c) (i) Explain how changes in technology can improve the supply chain of the business.

(ii) Explain how the use of new technology could affect the market share of the business.

Local community members have praised the company for its efforts to fight climate change and help the local economy. However, the company faces challenges, including increasing operational costs, due to strict environmental regulations and the need to continuously innovate to stay ahead of competitors.

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

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