

SUPERVISOR'S USE ONLY

**3**Draw a cross through the box (☒)  
if you have NOT written in this booklet

+

**91381**

913810

**Mana Tohu Mātauranga o Aotearoa**  
New Zealand Qualifications Authority

## Level 3 Business Studies 2025

### 91381 Apply business knowledge to address a complex problem(s) in a given global business context

Credits: Four

Achievement	Achievement with Merit	Achievement with Excellence
Apply business knowledge to address a complex problem(s) in a given global business context.	Apply in-depth business knowledge to address a complex problem(s) in a given global business context.	Apply comprehensive business knowledge to address a complex problem(s) in a given global business 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.**

Pull out Resource Booklet 91381R from the centre of this booklet.

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.

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 information from the resource booklet, the boxes in this booklet, and your business knowledge to complete this task. You may integrate any relevant Māori business concepts into your answers.

## BACKGROUND INFORMATION

*Hardibox* is a New Zealand-registered business that has been creating everyday plastic storage solutions for over thirty years.

Functionality, durability, and innovation are key aspects of *Hardibox*'s products, and they have built such a positive reputation that they are now a world leader in this market.

*Hardibox* exports its products to 86 countries. North America and Australia are key export markets, but the strongest sales growth for *Hardibox* has been in Europe. They are well established in the United Kingdom and Western European nations such as France, Germany, and the Netherlands. In the future, they hope to expand by entering Eastern European markets, such as Poland and Hungary.

With its products proudly designed and produced in New Zealand, *Hardibox* is well aware of the desire of consumers to reduce the impact of businesses on the natural environment. As a result, *Hardibox* have recently begun creating food storage options from recycled plastics. In particular, they have focused on using plastic destined for landfill and repurposing plastic from any of their own products that fail to meet quality standards. This can be referred to as circular material use. *Hardibox* are also trying to improve their manufacturing processes by reducing their energy use to lessen their impact on the environment.



Image source: <https://www.spacegeneral.co.nz/products/food-storage-containers-set-of-24>









Market research undertaken by *Hardibox* has indicated that consumer preferences in Europe have changed with regard to the type of lunch box they wish to use. This change has occurred with the shift towards eating more healthy lunches. Sales of the lunch boxes *Hardibox* currently supplies the European market have fallen with this change in preference.

To further grow both sales and market share, *Hardibox* has designed a new lunch box for the European market. This lunch box cannot be made using their current technology, and *Hardibox* needs to purchase a new injection moulding machine to shape the plastic into the new design.

*Hardibox* have found two different machines that will meet their needs.

Refer to Resources F and G on page 4 of the resource booklet to answer part (d).

- (d) (i) Explain one benefit to *Hardibox* of purchasing Machine A.

---

---

---

---

---

---

---

---

---

---

- (ii) Explain one benefit to *Hardibox* of purchasing Machine B.

---

---

---

---

---

---

---

---

---

---









