

Assessment Schedule – 2018

Business Studies: Apply business knowledge to a critical problem(s) in a given large business context (90845)

Assessment Criteria

Notes to Markers: guidance for awarding Achievement, Merit, or Excellence

Explaining states **what** the answer is to the question asked, then expands by giving the reason(s) **why** the “what” occurs or links ideas to provide a coherent rationale.

Fully explaining develops the explanation with further expansion of **how** the situation / action could impact on potential business or stakeholder goals, or a particular outcome. This will generally relate to effects, advantages, disadvantages, and / or consequences.

Justifying: Uses relevant evidence to justify the significance of the decision or the likelihood of success. This should include reference to alternative courses of action, or new information to further support the decision that has not already been established in earlier parts of the question.

Each question should be read as a whole before awarding a grade.

Part	Sample answers/Evidence
(a)	<p><u>Fully explain:</u></p> <ul style="list-style-type: none"> • <u>ONE reason that the growth strategy to open on Saturdays was ineffective.</u> • <u>ONE likely impact that closing the store on Saturdays will have on <i>Sushi Mecca</i>.</u> <p>The growth strategy to open on Saturdays was ineffective because <i>Sushi Mecca</i>'s market on weekends is, for the most part, not office workers (who generally only work weekdays), but weekend visitors to the city (Explained). Because the target market was new (such as tourists), customer loyalty will not have been established, leading to lower sales revenue than expected (Fully explained).</p> <p>After <i>Sushi Mecca</i> closes stores on Saturdays again, profitability should increase (Described) since losses would have been incurred on Saturdays because of costs that had to be covered, such as staff wages, electricity, etc (Explained). Also, inventory would have been wasted. The weekdays will not have to make as much money to cover the shortfall from Saturdays, and this instead will become profit (Fully explained).</p>
(b)	<p><u>Discuss potential future growth strategies for <i>Sushi Mecca</i> as an alternative to opening on Saturdays and opening more stores.</u></p> <p>Possible solutions:</p> <ul style="list-style-type: none"> • Change the number of hours the stores are open – do an afternoon snack menu as well, for instance. • Create deals for the days with lower sales volume or have discount 'happy hours' (i.e. Monday) • Develop a website that customers can use to place orders from their desks. • Introduce a delivery service, so customers do not have to come in to get their food. Using <i>Uber Eats</i>, for instance, could be a cost-effective way of implementing this. • Increase their promotional activity, particularly using social media, to target companies in the area. • Develop a catering service for business offices. <p><i>Sample answer:</i></p> <p><i>Sushi Mecca</i> could deliver sushi direct to office workers while they are at work (Described). This would grow the target market, because workers who would not have time for lunch normally, or are unwilling to try sushi because of the queues, would have that barrier removed (Explained). This extends their target market to include workers who would not normally try <i>Sushi Mecca</i> due to time constraints (Fully explained).</p> <p><i>Sushi Mecca</i> could develop daily deals for the days (such as Mondays) that are slower (Described). This would encourage workers to buy sushi on these days, which are not as busy, either attracting new customers who are price sensitive, or encouraging repeat business from their loyal customers (Explained). Either way, sales to the target market would increase, due to a penetration pricing or promotional strategy (Fully explained).</p> <p>The best solution is to deliver (Stated). This would likely reduce congestion in-store and add value to the busy workers, so <i>Sushi Mecca</i> could charge a premium delivery price, covering that cost and improving profit margins (Fully explained).</p> <p>Daily deals would also work, but the poor reliability of the mobile app could create further congestion issues in-store and unhappy first-time customers who would not provide repeat business (Fully explained).</p>

<p>(c)</p>	<p><u>Fully explain:</u></p> <ul style="list-style-type: none"> • <u>ONE cause of the increase in customer complaints from using the mobile app.</u> • <u>ONE effect the problems with the mobile app have had on Sushi Mecca's in-store customer experience.</u> <p><i>Possible causes of the increase in customer complaints:</i></p> <ul style="list-style-type: none"> • Orders not ready on pick-up because app has not been updated as required due to budget constraints, and so has not properly processed the order. • Inability to signal out-of-stock food, because it is not an app feature; customers are not aware of the shortages and have to change their orders once they are in store. • Have to pay on-site, not with the app, because the app has no payment facilities, meaning delays at the store while they wait in line to pay – which they were trying to avoid in the first place. • Orders not going through, due to errors in the app, so customers go to the store to collect their order, but staff do not know that they have placed an order. <p>(all Explained). Therefore, customers, who are busy and have short lunchtimes, are unhappy with the service and are beginning to voice their dissatisfaction with the poor in-store customer service and/or lack of fundamental value in the app (Fully explained).</p> <p><i>Possible effects:</i></p> <ul style="list-style-type: none"> • Causes congestion in the store, with other walk-in customers being delayed and everyone being frustrated and upset. • More people coming in or telephoning instead of using the app, which means the store is even busier and there is a further delay in customers getting their food. • Sushi items will be exhausted from in-store customers, further reducing the options available to those who use the app. <p>(all Explained). This all leads to a poor customer experience and staff having to deal with complaints and /or having to work faster to make up for orders not received via the app, or serving 'extra' customers. The poor customer experience may result in customers going to competitors who can offer a better experience, leading to a decline in sales (Fully explained).</p>
<p>(d)</p>	<p><u>Discuss solutions to resolve the problems arising from the use of the mobile app.</u></p> <p><i>Possible solutions:</i></p> <ul style="list-style-type: none"> • A payment option added to the app which would reduce time customers spend in store. • Take out a short-term loan so that more regular updates for the app, to ensure bugs are corrected, would improve customer experience and likelihood of repeat business (variations on this answer could be: hire a software developer / team; outsource to a specialist; restart the app with all the bugs fixed – all of which will require a higher level of funding than <i>Sushi Mecca</i> is currently able to provide. • Send a confirmation text to confirm that an order has been received, and/or when an order is ready to be picked up, thus ensuring that the correct order is made and has been received. • Allow for 'set menus' of the most popular orders to be made on the app – this would save time for customers, and the staff will already have these ready. <p><i>Sample answer:</i></p> <p>It is important to find the funding through a short-term loan to hire someone to ensure there are regular updates of the app, so that it works for all users when they first download it (Described). Then the app will always be compatible with the user's phone, improving their experience (Explained). With only 25%–40% of first-time users relaunching after a week, the app must work well to have a chance of them reusing it (Fully explained).</p> <p>Another key solution would be to add a feature to the app that sends a confirmation text when an order is received by the store (Described). This will assure the customer that their order has been received, and they can check that it can be fulfilled and what time it can be picked up (Explained). This will reduce waiting time in store and ensure they get what they ordered (Fully explained).</p> <p>Although many improvements are urgently needed, ensuring regular updates to the app is the most important, because first-time experience is the most crucial, according to Resource C. The main reason users do not make repeat orders is that their first-time experience is not great. They will never even go to the store, because of long wait times and wrong orders. With the app working well, the profit generated will allow for the loan to be paid back quickly. Secondly, a confirmation text or the ability to pay with the app will resolve some issues (waiting time, wrong orders). While this might not be essential if there were no software bugs in the first place, it should still be added next, because it could help to improve the in-store experience and be a point of difference over other similar fast food lunchtime businesses in the area.</p>

Achievement	Achievement with Merit	Achievement with Excellence
<p>Explains:</p> <ul style="list-style-type: none"> • ONE reason why the growth strategy to open on Saturdays was ineffective • ONE likely impact that closing the store on Saturdays will have on <i>Sushi Mecca</i> • how EACH of TWO solutions will allow <i>Sushi Mecca</i> to grow its target market of lunchtime office workers • ONE cause of the increase in customer complaints from using the mobile app • ONE effect the mobile app problems have had on <i>Sushi Mecca</i>'s in-store customer experience • how TWO solutions will help improve the use of the mobile app, and therefore the customer experience in store. 	<p>Fully explains:</p> <ul style="list-style-type: none"> • ONE reason why the growth strategy to open on Saturdays was ineffective • ONE likely impact closing the store on Saturdays will have on <i>Sushi Mecca</i> • how EACH of TWO solutions will allow <i>Sushi Mecca</i> to grow its target market of lunchtime office workers • ONE cause of the increase in customer complaints from using the mobile app • ONE effect the mobile app problems have had on <i>Sushi Mecca</i>'s in-store customer experiences • how EACH solution will help improve the use of the mobile app, and therefore the customer experience in store. 	<p>Fully explains how EACH solution will allow sushi sales to lunchtime office workers to continue to grow. <i>AND</i> Justifies, with two reasons, why one solution is better than the other. <i>AND</i> Fully explains how EACH solution will help improve the use of the mobile app, and therefore the customer experience in store. <i>AND</i> Justifies, with TWO reasons, which solution should be implemented first.</p>

N1	N2	A3	A4	M5	M6	E7	E8
Very little Achievement evidence.	Some Achievement evidence, partial explanations.	Most Achievement evidence.	Nearly all Achievement evidence.	Some Merit evidence.	Most Merit evidence.	Excellence evidence. One part may be weaker.	All points covered.

N0 = No response; no relevant evidence.

Cut Scores

Not Achieved	Achievement	Achievement with Merit	Achievement with Excellence
0 – 2	3 – 4	5 – 6	7 – 8