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OXFORD CAMBRIDGE AND RSA EXAMINATIONS

Friday 13 January 2023 – Morning

Level 3 Cambridge Technical in Business

05837/05878

Unit 15: Change management

RESOURCE BOOKLET

Time allowed: 1 hour 30 minutes plus your additional time allowance

INSTRUCTIONS

You should refer to this resource booklet when answering the exam questions which are contained in a separate booklet.

Do NOT send this resource booklet for marking. Keep it in the centre or recycle it.

INFORMATION

The business described in this resource booklet is fictitious.

RESOURCE 1

Beetz Sweetz plc is one of the UK's largest manufacturers of sweets.

Beetz Sweetz plc produces two types of confectionery – packet sweets and children's lollipops. Its range of packet sweets includes traditional boiled sweets, soured sweets, toffees and mints. Its range of children's lollipops are fruit flavoured. Many of the lollipops are made using real fruit juice. Beetz Sweetz plc's products are sold at petrol stations, motorway service stations, convenience stores and supermarkets. Beetz Sweetz plc does not sell its confectionery directly to the general public. As a large company, Beetz Sweetz plc employs nearly 3000 staff. Its Production Department operates 24 hours a day, 365 days a year. The Production Department uses a 3-shift pattern, with production operatives beginning work at 6am, 2pm or 10pm. Beetz Sweetz plc's Customer Support Centre is responsible for collecting customer feedback.

In the last year, several of Beetz Sweetz plc's competitors have started to produce sweets that are suitable for vegetarians. In addition, the company's Customer Support Centre staff have recently received a number of complaints from customers who want sweets that are suitable for vegetarians. Some of these customers advised that they are against the use of animal-based ingredients. The packet sweets and children's lollipops made by Beetz Sweetz plc are not suitable for vegetarians because they contain gelatine and other animal-based ingredients. Some of Beetz Sweetz plc's customers have begun purchasing confectionery suitable for vegetarians from other businesses. Beetz Sweetz plc's directors have decided that all of the company's packet sweets should be modified so that they are suitable for vegetarians. However, for the time being, its children's lollipops will continue to include animal-based ingredients. Dev, Director of Production, is concerned about cross-contamination because the animal-based ingredients which are used for the children's lollipops could end up contaminating the packet sweets.

Amaya, the Chief Executive Officer of Beetz Sweetz plc, has organised a change management meeting. Opposite is a summary of the main contributions and thoughts of those who attended this meeting.

Name	Role	Verbal contribution	Unexpressed thought
Alex	Director of Technology	Vegetarian sweets take longer to make because the process is more complicated.	We will need to upgrade or replace a lot of our production line equipment.
Eve	Director of Human Resources	Some production operatives are anxious about the additional training that will be required because they do not know what to expect.	We must consult with our staff to find out why some of them do not agree that we need to produce sweets suitable for vegetarians.
Amaya	Chief Executive Officer	Our customers will no longer need to order packet sweets that are suitable for vegetarians from other businesses.	I am nervous about this change because the previous initiative to redesign the company's website was not a success. I should have led it better, I really need to improve my communication skills.
Ryan	Customer Support Centre Manager	I offered to be the project champion. However, I was told by Eve that we did not need one.	This change might not convince the customers who have already started to order from elsewhere to return to us.
Ling	Director of Marketing	Our market research has confirmed that customers now expect us to make products that are suitable for vegetarians.	We will need to change the product packaging and comply with food labelling laws. This change is far more complicated than it first appears.
Dev	Director of Production	We need to provide training for the production operatives so that they understand how to avoid cross-contamination.	Vegetarian ingredients cost more than animal-based ingredients. Our customers will end up paying more for their packet sweets.

RESOURCE 2

It is now eight months since Beetz Sweetz plc modified its packet sweets to be suitable for vegetarians. Staff in the Customer Support Centre have been collecting feedback from customers. Some members of the Production Department have also been asked for their feedback. A report showing Key Performance Indicators (KPIs) before and after the change has also been made available.

Feedback from customers who have contacted the Customer Support Centre in recent months

“Last year we ordered lots of sweets from yourselves but had to buy sweets suitable for vegetarians from another manufacturer. Now that your sweets are suitable for vegetarians the supermarket can benefit from buying in bulk.” Mr M (Buyer for a major supermarket)

“The price of your soured sweets has increased by 25p per kilogram. This means that I need to charge my customers a higher price.” Miss D (Convenience store owner)

“Some motorists said that the quality of your toffees and mints has improved significantly.” Ms L (Sales assistant in a petrol station)

“We have a large stand located near the entrance to the store to help us promote the lollipops. However, it is a shame that your children’s lollipops still contain animal-based ingredients as that puts some people off.” Mr T (Motorway service station employee)

Feedback from staff in the Production Department

“I am proud to work for an employer that produces a range of sweets which are suitable for vegetarians.” Hiro

“I have had enough of this company. I am looking for another job.” Rishi

“The training course was helpful. I learned new skills and now I understand product labelling laws.” Sasha

“I accidentally mixed up the animal-based ingredients and vegetarian ingredients.” Henry

Key Performance Indicators (KPIs)		
	BEFORE the change	AFTER the change
Absenteeism rate for production operatives	6.8%	9.2%
Revenue (average per week)	£23 million	£24 million
Number of complaints about product quality (average per week)	6	3
Number of complaints about the knowledge of staff in the Customer Support Centre (average per week)	9	17



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