

Applied Business

Advanced Subsidiary GCE

Unit **F243**: The Impact of Customer Service

Mark Scheme for January 2012

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


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Annotations

Annotation	Meaning
	Unclear
	Benefit of doubt
	Cross
	Level 1
	Level 2
	Level 3
	Level 4
	Not answered question
	Own figure rule
	Repeat
	Noted but no credit given
	Tick

Question		Answer	Marks	Guidance
1	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • repeat business • customer loyalty • increase reputation • give a business an edge over its competitors • increase sales turnover/profit/market share • to minimise complaints • motivates staff • attracting new customers • meeting customer needs 	4	<p><i>One mark for each correct identification up to a maximum of four marks.</i></p> <p>Answers do not have to be case study specific but accept those that are. AO 1</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • safety/security • clear and accurate information • impartial/objective advice and guidance • meeting any special needs • meeting customer's rights under law • good product knowledge • good quality products • suitable/appropriate products/service • customers have complaints acted upon <p>Exemplar response: Customers expect to be given good advice (1) to help them with their decision making (1).</p> <p>They must meet customer's special needs (1) such as providing wheelchair access (1).</p>	8	<p><i>One mark for each correct identification up to a maximum of four marks plus a further one mark for each correct description/development.</i></p> <p>Answers do not have to be case study specific but accept those that are.</p> <p>Do not accept appropriate products and appropriate service separately.</p> <p>Do not accept the ability to complain.</p> <p>Do not award impartiality/objectivity unless qualified.</p> <p>Accept explanation or example as description. AO 1</p>

Question	Answer	Marks	Guidance
(c)	Indicative content: <ul style="list-style-type: none"> • couples/families • retired people • tradesmen/women or businesses • mystery shoppers 	3	<p><i>One mark for each correct identification up to a maximum of three identifications.</i></p> <p>Answers must come from the case study.</p> <p>Do not accept names.</p> <p>Accept elderly instead of retired.</p> <p>Accept general public.</p> <p>Accept: Individuals/genders/groups/age, as long as each relates to the specifics in the case study.</p> <p>AO2</p>
(d)	Indicative content: <ul style="list-style-type: none"> • training • safe environment • rewards • good team work • improve morale • equality • recognition • communication – set objectives and give feedback • flexible working practices • praise • customer service manager • staff appraisal <p>Exemplar response: A motivated workforce will be more effective and will enjoy their work (L1). They could make sure that all the staff have the same opportunity to make sales (L1) by making sure that Rita and Bob do not make all (CONT) the sales (L2). This will mean that all the staff will receive some commission (L3) and will work harder to sell flooring</p>	12	<p><i>Use level of response criteria</i></p> <p>AO4 Level 4: Candidate recommends, with justification, how F&MF could encourage a more motivated workforce in context [10-12 marks].</p> <p>AO3 Level 3: Candidate analyses how F&MF could encourage a more motivated workforce in context [7-9 marks]. The candidate must explain how the method provided in Level 2 encourages a more motivated/efficient workforce.</p> <p>AO2 Level 2: Candidate identifies how F&MF could encourage a more motivated workforce. One or more suggestions in context [4-6 marks].</p> <p>AO1 Level 1: Candidate identifies how any business could encourage a more motivated workforce. One or more suggestions but not in context [1-3 marks].</p> <p>Recommendations must be from the business perspective.</p>

Question		Answer	Marks	Guidance
		(CONT)(L3) . Customers will be satisfied as they are getting what they want (L3) which could mean an improvement in reputation (L4) .		<p>Level 1 – one or more recommendations with no context.</p> <p>Level 2 – one or more recommendations in context.</p> <p>Level 3 – analysis of one or more recommendations in context.</p> <p>If the candidate has not justified the recommendation then Level 4 cannot be awarded.</p> <p>Level 4 – one or more recommendations justified in context.</p> <p>11/12 marks based on the quality of the recommendation(s) specific to F&MF.</p>
2	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • orders could be lost • slow to deal with customer enquiries • staff could be overworked • constant training • low morale • difficult to recruit staff • bad reputation • increased costs <p>Exemplar response: If staff turnover is high staff may not have enough training (1) which means that they could make more mistakes (1).</p>	4	<p><i>One mark for each correct identification up to a maximum of two identifications plus a further one mark for each correct explanation.</i></p> <p>AO 1 AO 2</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • customers will deal with different staff members • shop may not be able to open due to a lack of staff • poor quality of service • inconsistent service • loss of confidence 	4	<p><i>One mark for each correct identification up to a maximum of two identifications plus a further one mark for each correct explanation.</i></p> <p>AO 1 AO 2</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • limited advice available <p>Exemplar response: If staff turnover is high, there will be inconsistent service (1). Customers will not know whether or not they will have their needs met (1).</p>		
(c)*	<p>This is the QWC question. Indicative content:</p> <ul style="list-style-type: none"> • improves efficiency • improves effectiveness • carry out tasks better • staff feel good • improves morale • quality of product knowledge • attitude • uniform standards • quality of training • staff reaction to the training • staff turnover • budget • gain competitive advantage <p>Exemplar response: Staff training has a big effect on sales as it teaches the staff how to look after and provide for customers more effectively (L1). The training could be focused on improving product knowledge of flooring (CONT) (L2) which provides customers with more information (L3) which should increase sales. However, training is only one of the issues which Andy and Susan have. The quality of the flooring products (CONT) it sells would also have to improve (L2) so that there are fewer returns (L3). As F&MF has a number of problems such as selling damaged stock and breaking the law (CONT) which need</p>	12	<p><i>Use level of response criteria</i> AO4 Level 4: Candidate evaluates whether or not staff training will increase sales at F&MF [10-12 marks]. AO3 Level 3: Candidate analyses whether or not staff training will increase sales at F&MF [7-9 marks]. AO2 Level 2: Candidate identifies issues related to staff training/ increasing sales at F&MF [4-6 marks]. AO1 Level 1: Candidate identifies issues related to staff training/ increasing sales, not in context [1-3 marks].</p> <p>Benefits must be from the business perspective. Candidates may identify one or more effects and develop these through Levels 2 and 3.</p> <p>However; Level 2 – the effect must be relevant to F&MF.</p> <p>Level 3 – analysis of one or more effects.</p> <p>Level 4 – must be a qualified evaluation.</p>

Question		Answer	Marks	Guidance
		to be sorted out, it is unlikely that training alone will be enough to improve customer service standards (L4) .		
	(d)	<p>Indicative content:</p> <ul style="list-style-type: none"> • keep up to date with legislation • monitor staff • set KPIs/standards • solve problems • take pressure off Andy and Susan • improve feedback <p>Exemplar response: A customer service manager would have knowledge of relevant legislation (L1). F&MF needs a customer service manager with knowledge of the Health and Safety at Work Act because staff are leaving flooring piled up in the aisles (CONT) (L2). This should lead to a reduction in complaints from customers (L3).</p>	9	<p><i>Use level of response criteria</i></p> <p>AO3 Level 3: Candidate analyses the effects of having a customer service manager on F&MF. [7-9 marks].</p> <p>AO2 Level 2: Candidate suggests the effects of having a customer service manager on F&MF. [4-6 marks].</p> <p>AO1 Level 1: Candidate suggests the effects of having a customer service manager but not in context [1-3 marks]. The effect must be on the business.</p> <p>Candidates may identify one or more benefits and develop these through Levels 2 and 3.</p> <p>However; Level 2 – the effect must be relevant to F&MF</p> <p>Level 3 – analysis of one or more effects.</p>
3	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • The customer knows it exists. • It shows the customer that the business is serious about customer service. • It gives staff some guidelines. • It gives customers something to compare against. • Customer can refer to it if there is a problem. • It can give customers peace of mind. • It shows that the business has set its own guidelines. • It contributes to competitive advantage. 	3	<p><i>One mark for each correct reason up to a maximum of three marks.</i></p> <p>AO 1</p>

Question		Answer	Marks	Guidance
	(b) (i)	<p>Indicative content:</p> <ul style="list-style-type: none"> • unbiased/independent feedback • anonymous testing • unique feedback • unannounced visits • provide a customer perspective <p>Exemplar Responses:</p> <p>The feedback would be unbiased (1) which means that F&MF would be told exactly what the problems are (1) so that it can focus on the important issues (1).</p> <p>The staff would not know that they were being tested (1). They would be acting normally (1) which would give the mystery shopper a more accurate view of the standard of customer service (1).</p> <p>The feedback is unique (1) which could be used to compare with competitors (1). This would show F&MF just how good or bad it was (1).</p>	6	<p><i>One mark for each correct advantage plus, up to a maximum of two identifications, a further two marks for each of the explanations.</i></p> <p>The advantage must be to the business and be specific to mystery shopper research.</p> <p>AO1 AO2</p>

Question	Answer	Marks	Guidance
(ii)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Feedback/information could be unreliable • Staff could feel spied on • De-motivate staff • Difficult to assess all staff in one visit • Could be costly • Delay in feedback from mystery shopper • Only one person's view <p>Exemplar responses:</p> <p>The feedback could be unreliable (1) because the mystery shopper could visit on a day which is very good/bad (1). This would not show the standard of customer service as it normally is (1).</p> <p>Some mystery shoppers may only be doing the job part time and may not take it seriously (1). This would lead to poor feedback (1) and be a waste of money for F&MF (1).</p> <p>Mystery shoppers may not apply the criteria in the same way (1) which means that the feedback may not be accurate (1). F&MF would not therefore have reliable information (1).</p>	6	<p><i>One mark for each correct disadvantage plus up to two further marks for each correct explanation of the disadvantage.</i></p> <p>The disadvantage must be to the business. AO1 AO2</p>
(c)	<p>Indicative content:</p> <ul style="list-style-type: none"> • telephone questionnaire • email questionnaire • postal questionnaire • suggestion box or comment card • free phone number • focus groups • face to face interview • informal feedback/comments 	8	<p><i>One mark for each correct identification plus one further mark for each correct explanation up to a maximum of four.</i></p> <p>Answers do not have to be case study specific but accept those that are.</p> <p>Do not accept survey or observation.</p> <p>Accept one response relating to a specific type of questionnaire.</p>

Question	Answer	Marks	Guidance
	<p>Exemplar Responses:</p> <ul style="list-style-type: none"> • A telephone questionnaire (1) where Andy phones up the customer after a purchase has been made to ask questions (1) • Email questionnaire (1) could be sent to customers who have given their email address (1) • Postal questionnaire (1) could be sent for customers to fill in and return in a reply paid envelope (1) • Suggestion box or comment card (1) could be left on the counter for customers to fill in after they bought something (1) • Free phone number (1) could be given to customers to call so that they can leave their comments (1) • Focus groups (1) could be organised from existing customers who will meet to discuss things such as customer service standards (1) • Face to face questionnaire (1) which could be conducted when customers leave the shop (1) • Informal feedback (1) as customers leave the store (1) 		<p>Accept internet reviews.</p> <p>AO1 AO2</p>

Question		Answer	Marks	Guidance
	(d)	<p>Indicative content:</p> <ul style="list-style-type: none"> identifies strengths and weaknesses improve the business maintain their competitive edge understand/assess performance improve reputation measure customer views <p>Exemplar response:</p> <ul style="list-style-type: none"> feedback is important to ensure that businesses are meeting the needs of their customers know what the customer wants/needs what new markets could be open to the business understand how their product/service is performing shows they have customer focused service aspirations 	3	<p>One mark for each correct identification up to a maximum of three identifications.</p> <p>AO 1</p>
4	(a)	(i)	1	<p>For one mark.</p> <p>If the act is not correctly identified (eg the health act), then no marks can be awarded.</p> <p>Candidates do not have to include a year.</p> <p>AO 1</p>
		(ii)	1	<p>For one mark.</p> <p>To award AO 2 health and safety must be stated in 4(a)(i).</p>
		<p>Indicative content:</p> <ul style="list-style-type: none"> duty of care risk of harm/injury danger <p>Exemplar response; Leroy broke this act because he left a stack of flooring in the middle of an aisle which injured a customer.</p>		

Question		Answer	Marks	Guidance
	(b) (i)	Three possible acts: <ul style="list-style-type: none"> • Trade Descriptions Act • Sale and Supply of Goods Act • Sale of Goods Act 	1	<i>For one mark.</i> If the act is not correctly identified then no marks can be awarded. Accept Trades Description Act. Candidates do not have to include a year. AO 1
	(ii)	Indicative content: <p>TDA</p> <ul style="list-style-type: none"> • as described. <p>SoGA/S&SoGA</p> <ul style="list-style-type: none"> • relates to satisfactory quality • as described • fit for purpose 	1	<i>For one mark.</i> The explanation must match the Act identified in 4 b (i) AO 2
5	(a)	Indicative content: <ul style="list-style-type: none"> • price • quality • price v quality <p>Exemplar response: Value for money relates to the price of a product or service (1) and whether a product or service is perceived to have good quality for that price (1).</p>	2	<i>Up to two marks.</i> Accept example for second mark. AO 1
	(b)	Indicative content: <ul style="list-style-type: none"> • customer retention • staffing levels • reliability of product/service 	12	<i>Use level of response criteria</i> AO4 Level 4: Candidate evaluates criteria for assessing quality and effectiveness of its customer service that are

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • cleanliness/hygiene • provision for special and individual needs • staff training • sales turnover • staff turnover • complaint analysis • level of returns • quality of product/service • competitor analysis <p>Exemplar response: A business could assess the level of customer service through the level of training it provides for its staff (L1). It is clear that the younger members of staff at F&MF have not had any training (CONT) (L2). Knowing how good staff are at their job will indicate how well they could, for example, provide advice to customers (L3). Another criterion which F&MF could use is levels of complaints (L1) because the business has had problems with customers threatening to complain to Trading Standards (CONT) (L2). Analysing the causes and levels of customer complaints could provide F&MF with an indication of why levels of customer service have declined (L3). Given the number of complaints being made at the moment (CONT) the most important criterion to use would be measuring the number and causes of complaints as this could lead to legal action against the owners (L4).</p>		<p>appropriate to F&MF [10-12 marks].</p> <p>AO3 Level 3: Candidate analyses criteria for assessing quality and effectiveness of its customer service which are appropriate to F&MF [7-9 marks].</p> <p>AO2 Level 2: Candidate identifies criteria for assessing quality and effectiveness of its customer service which are appropriate to F&MF in context [4-6 marks].</p> <p>AO1 Level 1: Candidate identifies criteria for assessing quality and effectiveness of its customer service, not in context [1-3 marks].</p> <p>Candidates can take one or more criteria and develop the response.</p> <p>However: Level 2 – the criteria must be relevant to F&MF.</p> <p>Level 3 – analysis of one or more effects.</p> <p>Level 4 – must be a qualified evaluation.</p>

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