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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****C428/2301****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.
- This document has **5** pages.

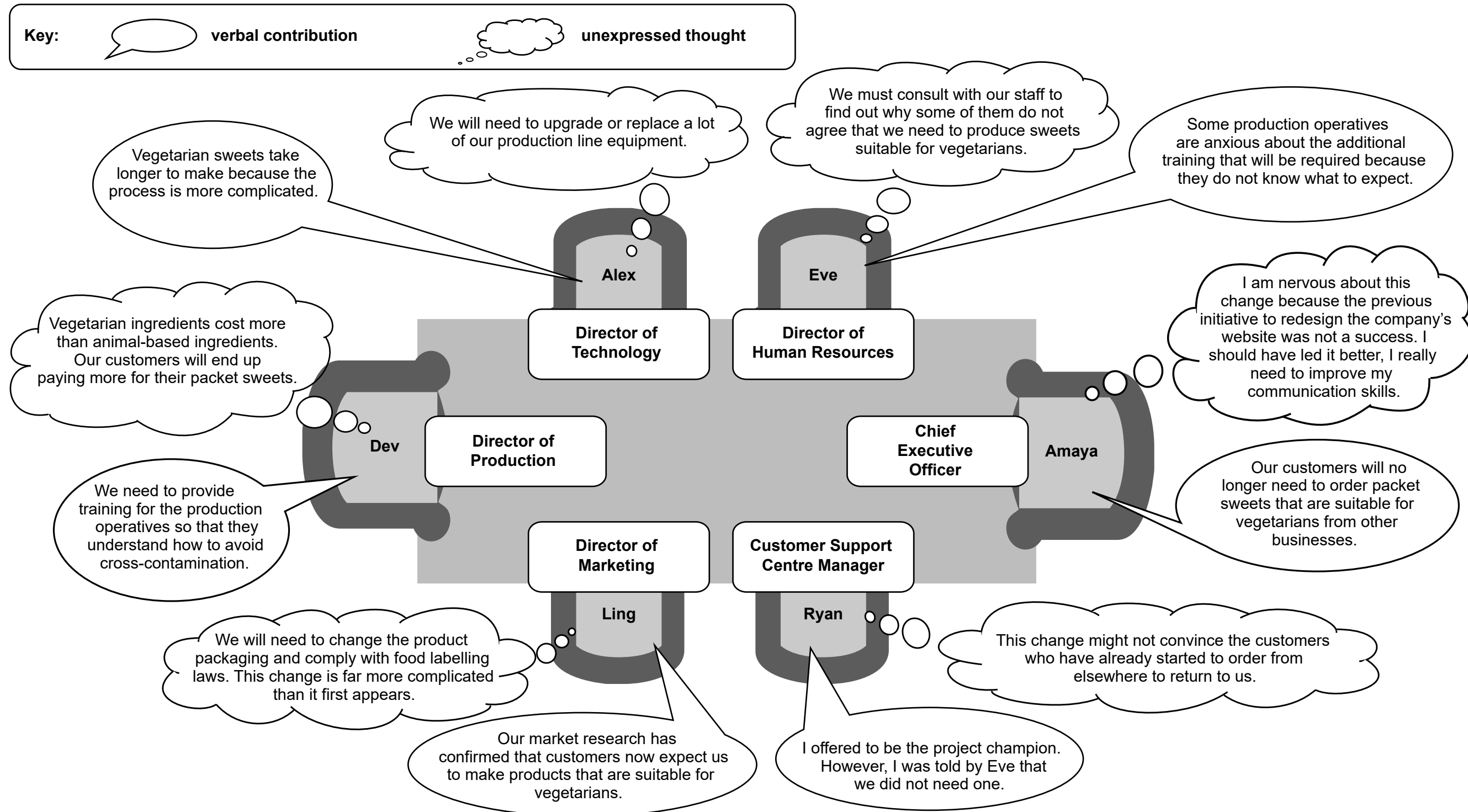
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Resource 1

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. Below is a summary of the main contributions and thoughts of those who attended this meeting.



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)		
	<u>Before the change</u>	<u>After the change</u>
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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