

**MARK PLAN AND EXAMINER'S COMMENTARY – Strategic Business Management July 2016**

This report includes:

- a summary of the scenario and requirements for each question
- the technical and skills marks available for each part of the requirement
- a description of how skills should be demonstrated
- detailed points for a full answer
- examiner's commentary on candidates' performance

The information set out below was that used to mark the questions. Markers were encouraged to use discretion and to award partial marks where a point was either not explained fully or made by implication.

**Question 1 - Kiera Healy Company plc****Scenario**

The scenario is a manufacturer of upmarket toiletries with a good-quality brand name. Kiera Healy, the company's founder, owns all the share capital and there is no borrowing.

The company has expanded rapidly in the UK, but it has reached the point where further expansion is difficult. It now wishes to expand into the US and has carried out some test marketing at different prices.

A key concern is foreign currency risk, particularly with respect to the operating cash flows in the first six months of trading in the US. KHC is considering using either: the London forward foreign exchange market; or the money market, to mitigate foreign currency risk.

Beyond the first six months of US trading, there are the following alternatives for US expansion: (i) supplying individual US retailers directly from the existing UK factory; and (ii) setting up a warehouse distribution centre in the US. The pricing strategy is a key concern as, in test marketing, the higher price market testing actually sold more than the lower price testing in different cities.

Also, relating to the decision of whether to set up a warehouse distribution centre in the US, the finance director is concerned about: operating returns and risks; raising finance; and financial reporting implications.

KHC is concerned that it is not fully leveraging the value of its brand in the UK. In particular, it is considering either: selling the brand, but retaining global rights to use the brand in the toiletries sector; or licensing the brand to companies in other industries. If the brand is licensed, there is a further concern about gaining evidence over the contract terms in the licensing contract and, in this respect, an agreed-upon procedures engagement has been suggested.

One final ethical issue is that some members of the board have become unhappy with the performance of a supplier. Kiera however refuses to discuss this matter and has recently agreed a 10% increase in the prices paid to this supplier. It was subsequently discovered that Kiera's nephew is the sales manager for this supplier.

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**JL Elias**



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## **Table of Contents Maplins Plc Mark Scheme**

1. Understanding the eBook Maplins Plc Mark Scheme
  - The Rise of Digital Reading Maplins Plc Mark Scheme
  - Advantages of eBooks Over Traditional Books
2. Identifying Maplins Plc Mark Scheme
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Maplins Plc Mark Scheme
  - User-Friendly Interface
4. Exploring eBook Recommendations from Maplins Plc Mark Scheme
  - Personalized Recommendations
  - Maplins Plc Mark Scheme User Reviews and Ratings
  - Maplins Plc Mark Scheme and Bestseller Lists

5. Accessing Maplins Plc Mark Scheme Free and Paid eBooks
  - Maplins Plc Mark Scheme Public Domain eBooks
  - Maplins Plc Mark Scheme eBook Subscription Services
  - Maplins Plc Mark Scheme Budget-Friendly Options
6. Navigating Maplins Plc Mark Scheme eBook Formats
  - ePub, PDF, MOBI, and More
  - Maplins Plc Mark Scheme Compatibility with Devices
  - Maplins Plc Mark Scheme Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Maplins Plc Mark Scheme
  - Highlighting and Note-Taking Maplins Plc Mark Scheme
  - Interactive Elements Maplins Plc Mark Scheme
8. Staying Engaged with Maplins Plc Mark Scheme
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Maplins Plc Mark Scheme
9. Balancing eBooks and Physical Books Maplins Plc Mark Scheme
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Maplins Plc Mark Scheme
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Maplins Plc Mark Scheme
  - Setting Reading Goals Maplins Plc Mark Scheme
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Maplins Plc Mark Scheme
  - Fact-Checking eBook Content of Maplins Plc Mark Scheme
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

#### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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