



# **BUSINESS MANAGEMENT AND ENTERPRISE**

## **ATAR course examination 2019**

### **Marking key**

Marking keys are an explicit statement about what the examining panel expect of candidates when they respond to particular examination items. They help ensure a consistent interpretation of the criteria that guide the awarding of marks.

**Section One: Short answer**

**60% (60 Marks)**

**Question 1**

**(10 marks)**

(a) Describe **two** benefits of innovation for a business.

(4 marks)

Description	Marks
For each of <b>two</b> benefits:	
Describes a benefit of innovation	2
States a fact about a benefit of innovation	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Innovation can lead to improved economic outcomes, survival and growth, increased exports, new ways of working, such as virtual working groups, and better management of environmental impacts. Benefits of innovation to a business include the following.</p> <p>Financial gain:</p> <ul style="list-style-type: none"> <li>• may lead to increased income or new income through the creation of a new market or the capture of more market share</li> <li>• may prolong the product life cycle by delaying the decline stage</li> <li>• by adding features or improving quality, customer demand can be maintained or increased.</li> </ul> <p>Expansion of a global market presence:</p> <ul style="list-style-type: none"> <li>• the competitive advantage created by innovation can be translated into global competitiveness</li> <li>• innovation could lead to expansion; the use of social media could provide global exposure</li> <li>• technology such as e-commerce, groupware, cloud computing, distribution and payment systems make the business more likely to be successful in global markets (such as the use of applications [apps], Twitter, websites, social media – Facebook, Instagram).</li> </ul> <p>Increased market share:</p> <ul style="list-style-type: none"> <li>• innovation may result in a new product</li> <li>• a business can enhance its public image and, potentially, consumer demand and loyalty, through environmental management innovation, improved technology to reduce the carbon footprint, reduction of waste and better management of pollution, promoting its commitment to sustainability.</li> </ul> <p>Accept any other correct, logical answer.</p>	

(b) Outline the rationale for and identify **two** benefits of each of the following global strategic alliances.

(i) Acquisition (3 marks)

Description	Marks
Rationale for acquisition:	
Outlines the rationale for acquisition	1
<b>Subtotal</b>	<b>1</b>
<b>Two</b> benefits of acquisition:	
Outlines <b>two</b> benefits of acquisition	2
Outlines <b>one</b> benefit of acquisition	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>3</b>
Answer(s) could include:	
Rationale: When one business buys another to expand into new or greater markets.	
Benefits:	
<ul style="list-style-type: none"> <li>• gaining access to a potential larger market</li> <li>• increased customer base that could result in greater market share for the business</li> <li>• increased financial benefits due to combining resources and access to a larger customer base</li> <li>• reduced research and development costs as businesses can combine knowledge, skills and equipment</li> <li>• reduced competition, economies of scale, greater efficiencies and the potential for increased profits.</li> </ul>	
Accept any other correct, logical answer.	

(ii) Franchising (3 marks)

Description	Marks
Rationale for franchising:	
Outlines the rationale for franchising	1
<b>Subtotal</b>	<b>1</b>
<b>Two</b> benefits of franchising:	
Outlines <b>two</b> benefits of franchising	2
Outlines <b>one</b> benefit of franchising	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>3</b>
Answer(s) could include:	
Rationale: This is when a business allows other businesses to trade under its name in return for a fee and a share of the revenue generated.	
Benefits:	
<ul style="list-style-type: none"> <li>• a business with an established brand name may already have a loyal customer base, reputation and presence within the market</li> <li>• training, equipment and expertise provided</li> <li>• significant economies of scale and potential global advantage in large-scale advertising.</li> </ul>	
Accept any other correct, logical answer.	

**Question 2**

**(10 marks)**

- (a) Identify and explain an economic factor that can impact business operations in the global market. (4 marks)

Description	Marks
Identifies and explains how the economic factor can impact business operations in a global market	4
Identifies and describes how the economic factor can impact business operations in a global market	3
States a relevant fact about how an economic factor can impact business operations in a global environment	2
Identifies an economic factor that can impact business operations	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Economic activity:</p> <ul style="list-style-type: none"> <li>• competitive environment will influence marketing decisions</li> <li>• businesses should be aware of how many competitors are in the market, their positioning and the basis of their competition</li> <li>• consumption patterns and income levels influence pricing and distribution strategies</li> <li>• inflation – if a country is experiencing high inflation, interest rates are likely to increase, which may affect the consumers’ disposable income to purchase a product or service.</li> </ul> <p>Discretionary spending:</p> <ul style="list-style-type: none"> <li>• identify a country that has a target market with disposable income to afford a product or service</li> <li>• consumers must have the purchasing power to make a product or service viable, such as China having an increasing middle class which means more discretionary spending and diverse tastes. Thus the population spends more on new products entering the market.</li> </ul> <p>Interest rates:</p> <ul style="list-style-type: none"> <li>• the level of spending by consumers increases when interest rates in their country are low</li> <li>• the ability to borrow money internationally where interest rates are low enables businesses to finance operations/global expansion</li> <li>• when businesses have access to finance with lower interest rates in other countries they are able to more easily manage their repayments/reduce their costs.</li> </ul> <p>Currency fluctuations:</p> <ul style="list-style-type: none"> <li>• the change that occurs in the dollar value of one country’s currency relative to another country’s currency – a country’s currency is an indicator of the strength of the country’s economy</li> <li>• currency fluctuations can result in an exporter losing money on the exchange rate</li> <li>• transactions in foreign currencies are affected by variations</li> <li>• the probability of currency fluctuations in the short-term should be researched, as it could result in a loss for the business.</li> </ul> <p>Accept any other correct, logical answer.</p>	

- (b) Explain the impact that technology, specifically e-commerce, has on a business operating in a global environment. (3 marks)

Description	Marks
Explains the impact e-commerce has on a business operating in a global environment.	3
Describes the impact e-commerce has on a business operating in a global environment.	2
States a fact about the impact e-commerce has on a business operating in a global environment.	1
<b>Total</b>	<b>3</b>
<p>Answer(s) could include:</p> <ul style="list-style-type: none"> <li>• E-commerce allows businesses to access consumers globally.</li> <li>• Consumers have 24/7 access to online shopping; therefore, businesses can potentially be making sales 24 hours a day, leading to increased profits.</li> <li>• Businesses and consumers can locate and purchase goods and services globally.</li> <li>• E-commerce allows for quicker communication and integration of purchasing, distribution and payment systems.</li> <li>• Businesses can provide secure payment systems such as PayPal, where consumers feel safer when they purchase.</li> <li>• Currency conversions can be automated on websites, increasing accessibility to all consumers; therefore, the business is reaching a wider target market.</li> <li>• Languages can be translated, which provides more accessibility for buyers worldwide.</li> <li>• Communications can be protected by encryption.</li> <li>• Businesses need to stay up to date with technological advances. When using e-commerce businesses need to be aware of security risks and protect consumers' details and ensure privacy. Investment needs to be made to ensure technology is current.</li> <li>• Security and privacy issues may impact the business' success if it does not have the correct protection software in place.</li> </ul> <p>Accept any other correct, logical answer.</p>	

**Question 2** (continued)

- (c) Explain what a business might need to consider in relation to patent registrations when expanding into a global market. (3 marks)

<b>Description</b>	<b>Marks</b>
Explains what a business might need to consider in relation to patent registrations when operating in a global market	3
Describes what a business might need to consider in relation to patent registrations when operating in a global market	2
States a fact about what a business might consider in relation to patent registrations	1
<b>Total</b>	<b>3</b>
<p>Answer(s) could include:</p> <p>A patent can give the owner exclusive rights to manufacture and sell any device, substance, method or process that is new, inventive and useful. When a business expands globally it can apply for a patent in countries individually. This might be a good option if it only sells in a few countries.</p> <p>Alternatively, it can register a patent in multiple countries under the Patent Cooperation Treaty (PCT).</p> <p>The PCT is administered by the World Intellectual Property Organisation (WIPO), of which there are 148 participating countries. If the WIPO approves the patent, the intellectual property (IP) is protected in the countries that are members of the treaty. A patent is maintained if annual fees are paid. Patents must also be updated if there are any changes to the device, substance, method or process. The business would have to file individual patent applications in the countries that are not members of the PCT.</p> <p>If the business does not register for a patent, it is at risk of others stealing or using its idea, creating a loss of income and competitive advantage.</p> <p>Accept any other correct, logical answer.</p>	

## Question 3

(5 marks)

(a) Explain the purpose of production management systems.

(3 marks)

Description	Marks
Explains the purpose of production management systems	3
Outlines the purpose of production management systems	2
States a fact about production management systems	1
<b>Total</b>	<b>3</b>
<p>Answer(s) could include:</p> <p>Product management systems (PMS):</p> <ul style="list-style-type: none"> <li>• are the sequences and processes of activities transforming raw material (factors of production) into an end, useable product or service</li> <li>• work to monitor and control the production process to ensure the inputs are organised, production processes are operating effectively and efficiently, and outputs meets quality standards</li> <li>• have a goal to produce goods and services at the right quality, right quantity, at the right times at minimum cost</li> <li>• help a business to achieve business goals, build a positive public image, support other business functions and be competitive.</li> </ul> <p>Accept any other correct, logical answer.</p>	

(b) Outline the features of product development.

(2 marks)

Description	Marks
Outlines the features of product development	2
States a fact about the features of product development	1
<b>Total</b>	<b>2</b>
<p>Answer(s) could include:</p> <ul style="list-style-type: none"> <li>• Product development features a sequence of, or phases of, events that bring a product/service from an idea in the creator's mind to the point where the product is ready for sale.</li> <li>• It can involve incremental innovation (product improvements) or disruptive innovation (a totally new product).</li> <li>• It involves investing time, money, skills and a high level of risk.</li> <li>• Examples/stages include: <ul style="list-style-type: none"> <li>○ product ideas</li> <li>○ evaluation of ideas</li> <li>○ concept evaluation</li> <li>○ prototype testing</li> <li>○ market testing</li> <li>○ product launch.</li> </ul> </li> </ul> <p>Accept any other correct, logical answer.</p>	

**Question 4**

**(10 marks)**

- (a) Consider how consumer purchasing and spending patterns drive global business development. (4 marks)

<b>Description</b>	<b>Marks</b>
Considers how consumer purchasing and spending patterns drive global business development	4
Describes consumer purchasing and spending patterns and their effect on global business development.	3
Describes some consumer purchasing and spending patterns	2
States a fact about consumer purchasing and spending patterns	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Consumer purchasing and spending patterns (or consumption) refers to how goods and services are used for the satisfaction of the end consumer. It involves elements of human behaviour as it looks at how people make decisions in acquiring products and services. This determines the demand for products/services in different countries.</p> <p>This demand influences business decisions in regard to marketing, product development, pricing, etc. Identifying trends and spending patterns allows businesses to identify gaps in the global market place and create opportunities to innovate and increase sales.</p> <p>Understanding consumer behaviours related to individual countries (social, psychological, ethical, cultural, and personal, etc.) help global businesses understand their international customers more and helps the business to determine the way they interact with them. The more understanding businesses have over their customers' purchasing and spending patterns, the better they are able to meet these demands and hence improve their global sales.</p> <p>Accept any other correct, logical answer.</p>	



- (b) (i) Explain the features of quality assurance. (3 marks)

Description	Marks
Explains the features of quality assurance	3
Outlines the features of quality assurance	2
States a fact about quality assurance	1
<b>Total</b>	<b>3</b>
<p>Answer(s) could include:</p> <p>Quality assurance (QA):</p> <ul style="list-style-type: none"> <li>• is a set of activities designed to ensure that the development and maintenance process is adequate to ensure a system will meet its objectives</li> <li>• involves a process of verifying or determining whether products or services meet or exceed customer expectations</li> <li>• is a process-driven approach, with specific steps to help define and attain goals</li> <li>• ensures that the products/services meet the customer's requirements at the highest standard</li> <li>• covers all activities from design, development, production, installation, servicing and documentation</li> <li>• includes the regulation of the quality of raw materials, assemblies, products and components; services related to production; and management, production and inspection processes.</li> </ul> <p>Accept any other correct, logical answer.</p>	

- (ii) Explain the features of quality improvement. (3 marks)

Description	Marks
Explains the features of quality improvement	3
Outlines the features of quality improvement	2
States a fact about quality improvement	1
<b>Total</b>	<b>3</b>
<p>Answer(s) could include:</p> <p>Quality improvement (QI):</p> <ul style="list-style-type: none"> <li>• is the effort taken to increase efficiency, actions and procedures, with the purpose of achieving additional benefits for the business and its users</li> <li>• it is the continuous study and improvement of a process, system, or organisation</li> <li>• improves how things work or how things are done</li> <li>• provides an opportunity to 'think outside the box'</li> <li>• makes changes for the better on a continual basis.</li> </ul> <p>Accept any other correct, logical answer.</p>	

**Question 5**

**(15 marks)**

(a) Outline **two** reasons for resistance to change.

(4 marks)

Description	Marks
For each of <b>two</b> reasons:	
Outlines a reason for resistance to change	2
Identifies a reason for resistance to change	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Financial costs:</p> <ul style="list-style-type: none"> <li>• resistance might be based on the real or perceived costs of expansion</li> <li>• the benefits of the change may be unclear or uncertain for employees</li> <li>• new technologies, processes or equipment might be costly and employees may be concerned they will be made redundant or may have to undergo significant training.</li> </ul> <p>Managerial inertia:</p> <ul style="list-style-type: none"> <li>• employees may not feel managers are updating them as to the change or communicating revisions as they occur</li> <li>• employees may feel managers don't deal with problems, or don't have the skills to solve problems, especially with a recent restructure in leadership.</li> </ul> <p>Cultural incompatibility in mergers/takeovers:</p> <ul style="list-style-type: none"> <li>• employees may have a certain approach to work and with a leadership restructure, or in case of organisational change, new work groups or friendships may be broken. This may impact motivation of employees</li> <li>• if new leaders have cultural differences, there may be barriers to effective communication or growth of working relationships.</li> </ul> <p>Staff attitude:</p> <ul style="list-style-type: none"> <li>• fear of change or the unknown – feelings of being overwhelmed or powerless with organisational change</li> <li>• employees may feel they don't have the skills to learn new systems or processes – fear of failure</li> <li>• self-interest and misunderstanding</li> <li>• attitude of mistrust – if employees don't believe management can succeed, change is likely to fail.</li> </ul> <p>Accept any other correct, logical answer.</p>	

- (b) Explain how Kotter's 8 Steps change management model could be used to prepare the employees for change at Sersee Designs. (3 marks)

Description	Marks
Explains how Kotter's 8 Step change management model could be used by Sersee Designs	3
Explains Kotter's 8 Step change management model	2
Outlines a fact about Kotter's 8 Step change management model	1
<b>Total</b>	<b>3</b>
<p>Answer(s) could include:</p> <p>Kotter's 8 Step change management model provides guidelines for the successful implementation of change. The model allows managers to have a clear idea about how to manage change and to effectively communicate the change to their employees. Kotter argues that involvement of staff breeds commitment to the change.</p> <p>The model can be used to mitigate resistance to change that Sersee Designs is already experiencing due to the recent leadership restructure.</p> <p>(The steps include: 1. Create urgency, 2. Form a powerful coalition, 3. Create a vision for change, 4. Communicate the vision, 5. Remove obstacles, 6. Create short-term wins, 7. Build on the change, 8. Anchor the changes in corporate culture).</p> <p>Accept any other correct, logical answer.</p>	

- (c) Describe Steps 2 and 3 of Kotter's 8 Steps change management model to the Sersee Designs' leadership team. (4 marks)

Description	Marks
For each of the <b>two</b> steps:	
Describes the step	2
States a fact about the step	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Step 2 – Build/form a guiding/powerful coalition:</p> <ul style="list-style-type: none"> <li>• convince people that change is necessary</li> <li>• identify the leaders in the organisation and its key stakeholders</li> <li>• ensure a good mix of people from different departments and different levels within the organisation.</li> </ul> <p>Step 3 – Create a vision for change/create a strategic vision and initiatives:</p> <ul style="list-style-type: none"> <li>• have a clear vision to help everyone understand what the organisation is trying to achieve within the agreed time frame</li> <li>• ideas of employees can be incorporated in the vision</li> <li>• create a series of actions to give the organisation a picture of what the future looks like after the change is implemented</li> <li>• collaborate with the guiding coalition.</li> </ul> <p>Accept any other correct, logical answer.</p>	

**Question 5** (continued)

- (d) Select **one** leadership trait and justify its need in a cross-cultural setting. (4 marks)

Description	Marks
Describes a leadership trait and justifies why it would be required in a cross-cultural setting	4
Describes a leadership trait and provides a brief justification about why it would be required in a cross-cultural setting	3
Describes a leadership trait	2
States a fact about a leadership trait	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p><b>Skilled communicator:</b></p> <ul style="list-style-type: none"> <li>• process or ability to exchange information accurately and timely, active listening</li> <li>• more difficult in a cross-cultural setting due to language barriers; the ability to speak multiple languages to convey messages would be beneficial</li> <li>• the use of eye-contact needs a very nuanced approach in the international sphere to suit the cultural setting.</li> </ul> <p><b>Socially aware:</b></p> <ul style="list-style-type: none"> <li>• an awareness of relationships, thus leading to the ability to understand the needs of team members</li> <li>• social awareness gives someone the ability to understand and respond to the needs of others. These needs can be other people's feelings and responding appropriately to their emotions</li> <li>• cultural social awareness becomes central when interacting with people from other cultures. Examples include handshakes, addressing clients, dress codes, providing and receiving business cards, business meetings (agendas, allowing interruptions, pre-business chit chat), dining etiquette.</li> </ul> <p><b>Skilled decision maker:</b></p> <ul style="list-style-type: none"> <li>• the key elements in a decision-making process are identifying and describing a problem, exploring possible solutions and their impacts, taking action and then reviewing the outcomes</li> <li>• knows when to make decisions quickly if required, but is also able to balance the risk in decision-making to avoid damage to the business</li> <li>• the decision-making process looks different depending on a culture, such as Scandinavian cultures are more likely to base decision-making on social factors and what will benefit the group, as opposed to the individual; and in Sweden, decisions are made by consensus so might take a long time.</li> </ul> <p><b>Future thinker:</b></p> <ul style="list-style-type: none"> <li>• has a long-term vision of where the business is headed, so incremental planning can take place and the business is pro-active, rather than reactive in its responses</li> <li>• can see the larger picture, implement the vision; usually not confined to conventional thinking and open to possibilities, which would provide an inclusive work environment; required in a new cross-cultural setting.</li> </ul> <p><b>Self-disciplined:</b></p> <ul style="list-style-type: none"> <li>• able to control own emotions and have intelligence in dealing with a crisis or adverse situations</li> <li>• needed in a new cross-cultural setting as it helps to provide greater certainty for staff.</li> </ul>	

## Responsible:

- ability to be independent, accountable, accept authority and be aware that actions have consequences
- demonstrate ability to think for themselves, often seeing new perspectives, real purpose and outcomes
- take control and be answerable in a new cross-cultural setting.

## Motivational:

- ability to use psychological forces/motivate people to strive for certain goals rather than simply act on orders
- have a level of effort and persistence in the face of obstacles
- provide motive, direction and support for staff, while recognising differences in intrinsic and extrinsic motivations, rewards and punishments in different cultural settings.

Accept any other correct, logical answer.

**Question 6**

**(10 marks)**

(a) Comment on the return on equity ratio from 2018 to 2019.

(2 marks)

Description	Marks
Comments on the decline of the ratio	2
States that the ratio has declined	1
<b>Total</b>	<b>2</b>
<p>Answers could include:</p> <p>Throwngames Ltd's return on equity ratio has declined by 1% (from 4.5% to 3.5%) from 2018 to 2019, indicating that investors/owners are earning a lower return on their investment.</p> <p>Accept any other correct, logical answer.</p>	

(b) Outline the purpose of the expense ratio and describe **one** possible reason for the change in this ratio from 2018 to 2019.

(4 marks)

Description	Marks
Outlines the purpose of the expense ratio	2
States a fact about the expense ratio	1
<b>Subtotal</b>	<b>2</b>
Describes <b>one</b> reason for the change in the expense ratio	2
States a fact about the change in the expense ratio	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Purpose:</p> <ul style="list-style-type: none"> <li>The expense ratio measures the amount of expenses as a percentage of net sales.</li> <li>This ratio shows the capacity of a business to control all expenses compared to its net sales.</li> <li>The lower the percentage the better.</li> </ul> <p>Reason for change:</p> <p>The expenses of Throwngames Ltd have increased by 2% (from 3% to 5%). This demonstrates that the company is likely to have increased costs/expenses compared to the sales generated.</p> <p>Accept any other correct, logical answer.</p>	

- (c) Distinguish between the gross profit ratio and the profit ratio and explain how one can increase while the other decreases. (4 marks)

Description	Marks
Distinguishes between the gross profit ratio and the profit ratio	2
Outlines a fact about the gross profit ratio <b>or</b> the profit ratio	1
<b>Subtotal</b>	<b>2</b>
Explains how one ratio can increase while the other decreases.	2
Provides a partial explanation of how one ratio can increase while the other decreases.	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Distinguishing between the ratios: The gross profit ratio measures the amount of gross profit (sales – cost of sales) as a percentage of net sales before other costs are considered. The profit ratio takes these other costs into consideration in calculating operating expenses (gross profit – other expenses).</p> <p>Reasons why one ratio can increase while the other decreases:</p> <ul style="list-style-type: none"> <li>• The gross profit ratio can increase while the profit ratio decreases when the cost of sales decreases but other costs increase.</li> </ul> <p style="text-align: center;"><b>or</b></p> <ul style="list-style-type: none"> <li>• The profit ratio can increase while the gross profit ratio decreases when the cost of sales increases but other costs decrease.</li> </ul> <p>Accept any other correct, logical answer.</p>	

**Section Two: Extended answer**

**40% (50 Marks)**

**Question 7**

**(25 marks)**

- Explain the role and benefits of innovation in improving products in relation to Jettaya's business. (4 marks)

Description	Marks
Explains the role and benefits of product innovation in improving products in relation to Jettaya's business	4
Describes the role and some benefits of innovation relating to Jettaya's business.	3
Makes a statement about the role and a benefit of innovation in improving products, relating to Jettaya's business	2
Identifies the role of innovation <b>or</b> identifies a benefit of innovation	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>The role:</p> <ul style="list-style-type: none"> <li>• Product innovation refers to changing and improving the features, materials or functions of a product or service.</li> <li>• The role of innovation applied to products can create and maintain a competitive advantage.</li> <li>• Jettaya needs to be innovative when creating her products to differentiate her products from those of competitors.</li> </ul> <p>Benefits – if Jettaya is innovative in improving her products she may:</p> <ul style="list-style-type: none"> <li>• capture the attention of new and existing customers – through creating an e-book with diet and exercise programs</li> <li>• attract loyal customers – through improved communications systems with clients, such as using Skype and FaceTime to communicate with clients, using email to deliver diet plans and using video technology to record workouts and upload to Instagram</li> <li>• enhance the public image of her products</li> <li>• receive customer referrals</li> <li>• increase sales</li> <li>• extend the product lifecycle</li> <li>• increase her profits.</li> </ul> <p>Accept any other correct, logical answer.</p>	



- For innovation to be a success there are a number of factors to consider. Examine **two** of these factors in relation to Jettaya's chosen industry. (6 marks)

Description	Marks
For each of <b>two</b> factors:	
Examines the factor in relation to Jettaya's chosen industry	3
Describes the factor in relation to Jettaya's chosen industry	2
Identifies a factor relevant to Jettaya's chosen industry	1
<b>Total</b>	<b>6</b>
<p>Answer(s) could include:</p> <p>Timing:</p> <ul style="list-style-type: none"> <li>Innovation is more likely to succeed during times of prosperity.</li> <li>Consumers are more likely to try a new product or service if they have more discretionary income and consumer confidence is high.</li> <li>If there is potential demand for a new product or service, retailers and wholesalers are more likely to take it on because of the lower risk.</li> <li>In stronger economic times, a business is more likely to take on the risk of dedicating time, money and focus to creating something new.</li> <li>It also could be seasonal for Jettaya's business – 12 weeks before summer launching a 'Get fit before summer' program.</li> </ul> <p>Cost:</p> <ul style="list-style-type: none"> <li>Innovation requires investment of time and money either from internal and/or external funding.</li> <li>Financing innovation allocates people and money to a project and takes resources away from existing operations. This can put pressure on the core business.</li> <li>Investment in innovation research and development can be significant; therefore, it requires appropriate financial resources. It also requires appropriate human resources in terms of skill and volume.</li> <li>Jettaya can use multiple social media platforms for free to start attracting attention from potential clients. She may want to develop a client base first before investing in a clothing line.</li> </ul> <p>Marketing strategy:</p> <ul style="list-style-type: none"> <li>A business must align its production and marketing strategies. Jettaya would be aware that many people use Instagram for inspiration for training. This is a cost-free tool to market her product.</li> <li>Marketing strategies may include public relations, advertising and changes to packaging and promotion within distribution networks. Jettaya may use Instagram advertisements and target people who are interested in health and fitness.</li> <li>These marketing strategies build awareness, interest and desire for the innovation.</li> <li>Wholesalers and retailers need to be educated so they can sell features and benefits to the consumer to generate demand.</li> <li>Positioning may also have an impact on the success of innovations. Jettaya may want to use key Instagram influencers to help position her business and product.</li> </ul> <p>Technology:</p> <ul style="list-style-type: none"> <li>Technological invention can provide stimulus for innovation.</li> <li>New technology enables a business to do something they previously could not do and gives them a platform to change the way they do business.</li> <li>How Jettaya manages technology will have an impact on the success of innovation such as the use of social media, web technology, Skype, FaceTime, coaching sessions, video workouts, etc.</li> </ul> <p>Accept any other correct, logical answer.</p>	

**Question 7** (continued)

- Prepare a brief proposal for a social media campaign that uses technology and could help Jettaya grow her business in a global market. (3 marks)

Description	Marks
Prepares a relevant proposal for a social media campaign that uses technology to help Jettaya in a global market	3
Describes a social media campaign using technology that could be used to help Jettaya in a global market	2
Identifies a social media strategy that could help Jettaya in a global market	1
<b>Total</b>	<b>3</b>
<p>Answer(s) could include:</p> <p>Social media campaigns can be an effective tool to help promote Jettaya’s products and services by:</p> <ul style="list-style-type: none"> <li>• building a presence through social media (Instagram, Facebook, Snapchat) and creating a web presence to be a magnet for potential international customers</li> <li>• using daily Instagram for stories, working on gaining more international followers, giving free products to influencers across the globe</li> <li>• creating a fitness website where international clients can access workouts, meal plans and online global communities</li> <li>• running global competitions on Instagram by asking followers to tag friends to win free online coaching. This will increase her follower base and potential global market</li> <li>• posting photos of workouts, ‘before and after’ success stories, a food blog, etc.</li> </ul> <p>Accept any other correct, logical answer.</p>	

- Analyse **two** ethical practices in global business that Jettaya should be aware of and present ways in which she could adopt these practices for long-term business success. (8 marks)

Description	Marks
For each of <b>two</b> ethical practices:	
Analyses the ethical practice and presents ways in which Jettaya could adopt it for long-term business success	4
Describes the ethical practice and a presents a way in which Jettaya could adopt it	3
Describes the ethical practice	2
Outlines the ethical practice	1
<b>Total</b>	<b>8</b>
<p>Answer(s) could include:</p> <p>Minimum standards of labour including the use of child labour:</p> <ul style="list-style-type: none"> <li>The International Labour Organisation is a United Nations agency dealing with labour issues, particularly international labour standards and decent work for all.</li> <li>A globalised economy results in expensive items bought in Australia being made in overseas sweatshops. Jettaya must be aware of the conditions of her manufacturing centre for her clothing line in China to adhere to ethical practices.</li> <li>In sweatshops workers are paid little for their work, are forced to work unpaid overtime, with no breaks, and are punished for slow work and mistakes. Jettaya must ensure she pays overseas workers fair pay.</li> <li>An ethical approach for global businesses relying on cheap labour working in poor conditions is to collaborate with local unions – if a global business continues to exploit workers to keep its profit margin, it will not maintain long-term success due to a poor public image.</li> <li>Jettaya should adhere to fair wages, occupational and health regulations for long-term business success.</li> </ul> <p>The role of corporate social responsibility:</p> <ul style="list-style-type: none"> <li>A business that considers ethical and environmental issues relating to its business activity acts morally towards its stakeholders.</li> <li>A business could create and publish an ethical code of practice.</li> <li>Businesses should conduct business ethically and legally, such as without bribery or corruption.</li> <li>Jettaya could consider sponsorship and providing donations to causes that target her market.</li> </ul> <p>Environmental sustainability:</p> <ul style="list-style-type: none"> <li>Sustainability aims to meet the needs of the business while seeking to protect and preserve resources and the environment for the future.</li> <li>This includes reducing use, waste and recycling of resources such as water, energy and paper. Jettaya can manage this by having an e-business.</li> <li>Businesses are also measuring their carbon footprint and investigating carbon offsets. Sustainable practices can differentiate businesses in the market and be used to promote the business in a positive light.</li> <li>Employees will feel they are contributing to society by working in a sustainable business. Sustainable businesses have been shown to improve staff morale and increase staff productivity and reduce absenteeism.</li> <li>Jettaya needs to be efficient with resources, recycling supplies and reducing waste. Most of her business should be via the internet so she might provide recommendations for clients not to print resources and promote environmental sustainability through her website.</li> </ul> <p>Accept any other correct, logical answer.</p>	

**Question 7** (continued)

- Recommend whether Jettaya should focus on the Australian domestic health and fitness market or penetrate the overseas market as well. Justify your recommendation. (4 marks)

Description	Marks
Justifies a recommendation using supporting evidence from the case study	4
Makes a recommendation, using evidence from the case study	3
Makes a recommendation, outlining a reason for or against expansion	2
Recommends which market to focus on	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Reasons for overseas expansion:</p> <ul style="list-style-type: none"> <li>• Due to the fact Jettaya would probably use technology to create a predominantly online business, it would be easy for her to penetrate the overseas market for her online coaching, diet plans and online fitness program.</li> <li>• When she promotes through social media, that automatically means that she can connect with people globally.</li> <li>• If she mainly uses a website, online coaching through Skype, FaceTime and Instagram, there is no reason she couldn't coach people in other countries as this would be low cost.</li> <li>• It is recommended Jettaya should penetrate the overseas market with her online fitness program and healthy eating diet plan as she can use technology to her advantage, with minimal costs, and she may be missing out on potential customers if she only markets her product in Australia.</li> </ul> <p>Reasons to focus on the Australian market:</p> <ul style="list-style-type: none"> <li>• Jettaya may have an issue if she has clients from countries that don't speak English; however, in a globalised society, more and more people can speak English and she could pay to get her diet plans translated into languages where there is a demand.</li> <li>• She may want to start only selling her clothing line in Australia, but in the future transport clothing internationally.</li> <li>• It would be less risky to start in Australia, then see if she is able to build a strong domestic market before expanding internationally.</li> </ul> <p>Accept any other correct, logical answer.</p>	

## Question 8

(25 marks)

- State **three** features of the Australia New Zealand Closer Economic Relations Trade Agreement (ANZCERTA). (3 marks)

Description	Marks
States <b>three</b> features of the ANZCERTA	3
States <b>two</b> features of the ANZCERTA	2
States <b>one</b> features of the ANZCERTA	1
<b>Total</b>	<b>3</b>
Answer(s) could include:	
The ANZCERTA:	
<ul style="list-style-type: none"> <li>strengthens the broader relationship between Australia and New Zealand</li> <li>develops closer economic relations between the member states through a mutually beneficial expansion of free trade between New Zealand and Australia</li> <li>eliminates barriers to trade between Australia and New Zealand in a gradual and progressive manner, under an agreed timetable and with a minimum of disruption</li> <li>develops trade between New Zealand and Australia under conditions of fair competition.</li> </ul>	
Accept any other correct, logical answer.	

- Globalisation has impacted international cooperation and domestic markets. Analyse how these might impact Utterly Uggalicious' decision to move its operations to Asia. (6 marks)

Description	Marks
For <b>each</b> impact of globalisation regarding international cooperation and domestic markets:	
Analyses how it might impact Utterly Uggalicious moving its operations to Asia	3
Describes how it might impact business operations moving to Asia	2
States a fact about international cooperation/domestic markets	1
<b>Subtotal</b>	<b>3</b>
<b>Total</b>	<b>6</b>
<p>Answer(s) could include:</p> <p>International cooperation:</p> <ul style="list-style-type: none"> <li>international cooperation such as Free Trade Agreements (FTAs), co-productions and strategic alliances allow for the growth of globalisation</li> <li>greater access to international labour/skills, technology, capital and distribution channels in other countries</li> <li>governments working together – FTAs, negotiations, deregulation and agreed standards</li> <li>establishment of positive global working relationships</li> <li>lack of international cooperation can hinder the ability for further globalisation</li> <li>creates opportunities for Utterly Uggalicious to move its production to Asia to meet increasing production demands, access to skilled labour, possible reduction in labour costs, possible improved manufacturing technologies, etc.</li> </ul> <p>Domestic market:</p> <ul style="list-style-type: none"> <li>if the Australian domestic market is flooded with similar products from other businesses, this may push Utterly Uggalicious to seek alternative markets</li> <li>creates opportunities for Utterly Uggalicious, access to more suppliers and products in order to manage costs, expand its product line and offer customers more choice</li> <li>if Utterly Uggalicious can decrease the cost of production by relocating production overseas, potentially increasing profit in the domestic market due to being able decrease the selling price of their product and expand their market share.</li> </ul>	
Accept any other correct, logical answer.	

## Question 8 (continued)

- Advise Utterly Uggalicious on the role of ethics in global business decision making in relation to the outsourcing of labour versus offshore labour. (6 marks)

Description	Marks
Outlines the role of ethics in global decision making	2
States a fact about the role of ethics in global decision making	1
<b>Subtotal</b>	<b>2</b>
Provides advice to Utterly Uggalicious regarding outsourcing and using offshore labour	4
Provides limited advice to Utterly Uggalicious regarding outsourcing and using offshore labour	3
States a fact about outsourcing <b>and</b> using offshore labour that could be applied to Utterly Uggalicious	2
States a fact about outsourcing <b>or</b> using offshore labour	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>6</b>
<p>Answer(s) could include:</p> <p>The role of ethics in global business decisions: It is not enough for a business to make a profit. Businesses are expected to be good global citizens and use their economic and social influence to raise living standards domestically and globally.</p> <p>If Utterly Uggalicious uses offshore labour, it should consider:</p> <ul style="list-style-type: none"> <li>not using sweatshops where workers are paid little for their work</li> <li>not forcing employees to work unpaid overtime with no breaks or punishment for slow work/mistakes</li> <li>maintaining the quality of products relative to the price sold</li> <li>managers visiting the offshore partner to see the working conditions for themselves</li> <li>working with local unions to ensure good working conditions are met.</li> </ul> <p>If Utterly Uggalicious outsources labour, it should consider:</p> <ul style="list-style-type: none"> <li>the loss of its own workforce</li> <li>the lack of control over workers and standards of the organisation to which the outsourcing has been given</li> <li>the ability to deal directly with the vendor instead of having to manage all the staff</li> <li>the potential to manage costs more easily when costs of production are lower and it would be possible to budget for the payment to the outsourced organisation from year to year.</li> </ul> <p>Accept any other correct, logical answer.</p>	

- Consider how **two** political factors could impact on the business' operations in Asia. (6 marks)

Description	Marks
For each of <b>two</b> political factors:	
Considers how the political factor could impact on business operations in Asia and applies it to Utterly Uggalicious	3
Considers how the political factor could impact on business operations in Asia	2
Outlines a political factor	1
<b>Total</b>	<b>6</b>
<p>Answer(s) could include:</p> <p>Stability of foreign governments:</p> <ul style="list-style-type: none"> <li>Asia is Australia's largest two-way trading partner in goods and services.</li> <li>Since most Asian countries have a stable government and Australia has the largest two-way trading partnership, the stability of the government should not be a barrier for Utterly Uggalicious to set up business operations in Asia</li> <li>Unstable foreign governments may impact or jeopardise business operations for Utterly Uggalicious as it may hinder production, reduce access to skilled labour, halt exports, etc.</li> </ul> <p>Relationship of foreign governments with the Australian Government:</p> <ul style="list-style-type: none"> <li>The Australia-Asia relationship is based on strong economic and reciprocal trade arrangements, a comprehensive program of high-level visits and wide-ranging cooperation.</li> <li>Trade between the two regions has grown over the years.</li> <li>Since the relationship is strong, Utterly Uggalicious should benefit from the political relationship resulting in favourable entry into the region</li> <li>If the relationships between the two governments deteriorates, it may hinder production, reduce access to skilled labour, halt exports, etc.</li> </ul>	
Accept any other correct, logical answer.	



- Justify to Utterly Uggalicious why it would be advisable to move its production to Asia. (4 marks)

Description	Marks
Makes a logical justification, using supporting evidence from the case study	4
Makes a justification, using evidence from the case study	3
Makes a justification, outlining a reason for moving production to Asia	2
Makes a relevant statement about moving production to Asia	1
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>It is advisable for Utterly Uggalicious to move its production to Asia, based on the following:</p> <ul style="list-style-type: none"> <li>existence of FTAs – the business could reap the benefits of the FTA's</li> <li>stability of foreign government – Australia's largest two-way trading partner in goods and services is with Asia</li> <li>strong relationship between Australia and many Asian countries – strong economic and trade complementarities</li> <li>an accessible area for site visits – cheap flights, possibly no visa requirements, distance and limited time difference</li> <li>access to more suppliers and products in order to manage costs, expand its product line and offer customers more choice</li> <li>potential to build a global brand</li> <li>better management of costs</li> <li>potential to increase profit margins due to lower production costs and cheaper labour.</li> </ul>	
Accept any other correct, logical answer.	

**Question 9**

- Outline **two** cultural considerations that Aussie-Homestead Foods would need to consider while undertaking discussions with potential buyers, if it plans to enter the native foods export industry. (4 marks)

Description	Marks
For each of <b>two</b> cultural considerations:	
Outlines the cultural consideration in relation to Aussie-Homestead Foods	2
States a fact about the cultural consideration	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>Business etiquette:</p> <ul style="list-style-type: none"> <li>the formality of address is a big consideration when dealing with colleagues and business partners from different countries</li> <li>consider if they prefer titles and surnames or being on a first-name basis</li> <li>while it can vary across organisations, Asian countries such as South Korea, China, and Singapore tend to use formal 'Mr/Ms Surname,' while Americans and Canadians tend to use first names</li> <li>the native foods division will need to be aware of business etiquette in the countries they choose to export to.</li> </ul> <p>Communication protocols:</p> <ul style="list-style-type: none"> <li>understanding the importance of subtle non-verbal communication between cultures can be equally crucial in international business</li> <li>what might be commonplace in your culture — be it a firm handshake, making direct eye contact, or kiss on the cheek — could be unusual or even offensive to a foreign colleague or client</li> <li>where possible, the native foods division will need to research in advance the professional protocols required with individuals from different cultures. Staff will need to be perceptive to body language, and when in doubt, to ask. While navigating cross-cultural communication can be a challenge, approaching cultural differences with sensitivity, openness, and curiosity can help to put everyone at ease.</li> </ul> <p>Customs:</p> <div style="border: 1px dashed gray; padding: 10px; text-align: center; margin-top: 20px;"> <p>For copyright reasons this text cannot be reproduced in the online version of this document.</p> </div>	

**Holidays and celebrations:**

- global businesses can use this to provide content to put on their social media pages for marketing purposes, such as chocolate sellers using Valentine's day to create marketing content, post-Christmas holiday sales or using a celebration as a background to sell products or services for Chinese New Year or Halloween
- the native foods division will need to be aware of the holidays and celebrations in the countries in which it is hoping to do business to ensure its success.

**Religious beliefs:**

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**Levels of education:**

- this can affect each country's economic environment. Levels of education differ depending on whether the country is more developed or industrialised, less developed, or a newly industrialising or emerging economy
- understanding levels of education will impact business plans to expand globally
- if there is a skills shortage in a country, a business will need to base employees overseas and use financial packages to attract staff. There may be issues in using technology, inability to fill positions or an understanding of how to store or sell these native foods
- the native foods division will need to consider the level of education in the countries to which it intends to export.

Accept any other correct, logical answer.

**Question 9** (continued)

- Propose a mission statement and **one** key objective for Aussie-Homestead Foods' native foods division as part of its strategic plan to enter this export industry. (4 marks)

Description	Marks
Proposes a mission statement suitable for the export industry	2
Proposes a mission statement	1
<b>Subtotal</b>	<b>2</b>
Proposes <b>one</b> key objective suitable for the export industry	2
Proposes <b>one</b> key objective	1
<b>Subtotal</b>	<b>2</b>
<b>Total</b>	<b>4</b>
<p>Answer(s) could include:</p> <p>A business mission statement defines its culture, values, ethics, fundamental goals and agenda. It defines how each of these applies to the business's stakeholders, employees, distributors, suppliers, shareholders and the community at large.</p> <p>Mission statement: Aussie-Homestead Foods native foods division aims to be an internationally recognised, premium Australian exporter of quality Australian native foods, providing quality service, being environmentally conscious and ethically responsible.</p> <p>Possible objectives:</p> <ul style="list-style-type: none"> <li>Quality and customer satisfaction: Aussie-Homestead Foods will export the finest, freshest Australian native products in the best condition, without exception.</li> <li>Environmental: Aussie-Homestead Foods has a commitment to continually improving environmental performance, complying with environmental legislation and has a commitment to promote Australian ethical practices on a global scale.</li> <li>Stakeholders: Aussie-Homestead Foods works together as one team, developing excellent working relationships with global clients, customers, distributors and suppliers. We ensure that we maintain integrity and honesty in all our dealings.</li> </ul> <p>Accept any other correct, logical answer.</p>	

- Analyse the features of the bargaining power of suppliers and the threat of new entrants listed in Porter's Five Forces Model in relation to Aussie-Homestead Foods exporting products to Asia. (8 marks)

Description	Marks
For each of <b>two</b> forces:	
Analyses the features of the force and makes relevant links to Aussie-Homestead Foods using supporting evidence from the case study	4
Describes the features of the force and links to Aussie-Homestead Foods	3
Describes the features of the force and makes a limited link to Aussie-Homestead Foods	2
States a feature of the force	1
<b>Subtotal</b>	<b>4</b>
<b>Total</b>	<b>8</b>
Answer(s) could include:	
<p>Bargaining power of suppliers:</p> <ul style="list-style-type: none"> <li>This force addresses how easily suppliers can drive up the price of goods and services.</li> <li>It is affected by the number of suppliers of a good or service, how unique the product or service is, and how much it would cost a business to switch from one supplier to another.</li> <li>The fewer the number of suppliers, and the more a company depends upon a supplier, the more power a supplier holds. The article states "<i>We're a supply-poor industry</i>", thus the native food industry would have supplier power.</li> <li>The native food industry will have strong bargaining power as there are few substitutes for the raw materials for the products and the suppliers hold scarce resources. The article states "<i>ANFAB is encouraging new producers to enter the industry and existing growers to plant more crops</i>".</li> <li>Powerful suppliers can charge higher prices or insist on more favourable terms. This would be an advantage for the native foods division and be important in its decision making in the strategic planning process.</li> </ul> <p>Threat of new entrants:</p> <ul style="list-style-type: none"> <li>If an industry is profitable and there are few barriers to enter, rivalry soon intensifies. In this case, rivalry should not be an issue as the article states "<i>there is plenty of room for growth in the industry</i>" and "<i>potential for growth in the industry was limitless</i>".</li> <li>It would seem that in the native foods division there is demand and not too many possibilities of rivalry. The article states "<i>The buyers are there; Asia is our next neighbour and their interest in our native food products for culinary use is huge</i>". If the native foods division patents its products, the threat of new entrants should not impact its profits.</li> <li>When more organisations compete for the same market share, profits start to fall. The Australian native food industry could create high barriers to enter to deter new entrants. However, being a unique product, it should not be a problem.</li> <li>Entry barriers protect an industry from newcomers who would add new capacity and seek to gain market share.</li> <li>Once the native foods division overcomes the access to the market in Asia, it can produce larger volumes which may translate into lower unit costs. Economies of scale could then increase profits.</li> </ul>	
Accept any other correct, logical answer.	

**Question 9** (continued)

- Justify whether you would standardise or adapt elements of the marketing mix of Aussie-Homestead Foods, if it decides to enter an international market. (5 marks)

Description	Marks
Justifies relevant elements in support of standardisation or adaption of the marketing mix with reference to the case studies	5
Justifies relevant elements in support of standardisation or adaption of the marketing mix	4
Describes relevant elements in support of standardisation or adaption of the marketing mix	3
Outlines a relevant element of standardisation or adaption of the marketing mix	2
States whether to standardise or adapt the marketing mix	1
<b>Total</b>	<b>5</b>
<p>Answer(s) could include:</p> <p>Standardisation strategy refers to a uniform representation of all aspects of the product such as corporate slogan, product name, product features and positioning strategies. Adaption refers to the changes/modifications made (in these same areas) to adjust to each market.</p> <p>Corporate slogan: Should be in line (standardised) with the message of the brand while, at the same time, adapted to local culture and contexts. This must withstand the difference in language and different cultures (including religion). The slogan can run the risk of getting lost in translation. Aussie-Homestead Foods may need a slogan to identify it with native Australian foods.</p> <p>Product name: Product naming is the discipline of deciding what a product will be called, and is very similar in concept and approach to the process of deciding on a name for a business. Product naming is considered a critical part of the branding process, which includes all the marketing activities that affect the brand image. Aussie-Homestead Foods may not be the best option to describe the product overseas. The business might need to change the name to attract interest in the product.</p> <p>Product features: Areas such as packaging can play a role. The product is a native food so it is naturally standardised; however, the packaging could be adapted to suit the export country. However, counter arguments could be made for a standardised packaging that adheres to a universal branding strategy. The business may need to include iconic Australian images of the food on the label to connect it with Australia.</p> <p>Positioning: Questions need to be asked and research data analysed to decide whether the business will position itself as a premium brand or an economy brand. Since Aussie-Homestead Foods is a unique product, it could align closer towards a premium market, which could lead towards a more niche (single segment) strategy, as opposed to a cost leadership or differentiation strategy.</p> <p>Accept any other correct, logical answer.</p>	

- Recommend an Australian Government incentive to help businesses trade in the global marketplace. Justify your recommendation. (4 marks)

Description	Marks
Recommends and justifies an appropriate Government incentive	4
Recommends an appropriate Australian Government incentive	3
Describes Australian Government incentives	2
States a fact about Australian Government incentives	1
<b>Total</b>	<b>4</b>

Answer(s) could include:

#### Grants

Government departments such as Austrade provide financial assistance to help encourage export development to other countries. They are used to reduce upfront costs for businesses that want to expand internationally. This makes expansion more financially viable.

#### Export Market Development Grant (EMDG):

- The EMDG scheme is a key Australian Government financial assistance program for aspiring and current exporters.
- The EMDG scheme encourages small and medium-sized Australian businesses to develop export markets, reimburses up to 50 per cent of eligible export promotion expenses above \$5,000, provided that the total expenses are at least \$15,000 and provides up to eight grants to each eligible applicant.

#### Taxation

Concessions, such as exports being exempt from the goods and services tax (GST) and the Duty Drawback Scheme allows exporters to claim refunds on customs duty they have paid. There are tax incentives for research and development expenditure through the Australian Taxation Office.

#### Duty Drawback Scheme:

- The Department has several assistance schemes available for Australian industry operating in overseas markets.
- The Duty Drawback Scheme enables exporters to obtain a refund of customs duty paid on imported goods where those goods will be treated, processed, or incorporated in other goods for export.

#### Tradex Scheme:

- An alternative to Duty Drawbacks, this is a cash flow benefit for importers who intend to export goods. They do not have to pay the relevant customs duty or GST at the time of import.
- Provides exporters with an up-front exemption from customs duty and GST for goods imported into Australia and then exported within one year.

#### Other

Export Finance Australia, formerly known as Export Finance and Insurance Corporation (EFIC):

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Accept any other correct, logical answer.

## ACKNOWLEDGEMENTS

- Question 4(b)** Adapted from: Azzizan, A., Akiah, M. et al. (n.d). *Quality control & quality assurance & quality improvement*. Retrieved August, 2019, from <https://www.scribd.com/doc/17113903/Quality-Control-Quality-Assurance-Quality-Improvement>
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