

91381



Draw a cross through the box (X) if you have NOT written in this booklet

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**Mana Tohu Mātauranga o Aotearoa**  
New Zealand Qualifications Authority

## Level 3 Business Studies 2023

### 91381 Apply business knowledge to address a complex problem(s) in a given global business context

Credits: Four

Achievement	Achievement with Merit	Achievement with Excellence
Apply business knowledge to address a complex problem(s) in a given global business context.	Apply in-depth business knowledge to address a complex problem(s) in a given global business context.	Apply comprehensive business knowledge to address a complex problem(s) in a given global business context.

Check that the National Student Number (NSN) on your admission slip is the same as the number at the top of this page.

**There is ONE task in this booklet. You should attempt ALL FOUR parts of the task.**

Pull out Resource Booklet 91381R from the centre of this booklet.

Refer to relevant business knowledge and/or Māori business concepts in your answers.

If you need more room for any answer, use the extra space provided at the back of this booklet.

Check that this booklet has pages 2–12 in the correct order and that none of these pages is blank.

Do not write in any cross-hatched area (Kōwhiri). This area will be cut off when the booklet is marked.

**YOU MUST HAND THIS BOOKLET TO THE SUPERVISOR AT THE END OF THE EXAMINATION.**

## TASK

This task has FOUR parts, (a) to (d). Use the information from the resource booklet, the boxes in this booklet, and your business knowledge to complete this task. You may integrate any relevant Māori business concepts into your answers.

## BACKGROUND INFORMATION

*Village Chocolates* was established in 2007 as a small-batch producer of quality craft chocolate. It produces blocks of chocolate from cacao beans sourced overseas.

*Village Chocolates* takes care to ensure that its production methods use only ethically sourced ingredients, with the cacao beans currently being used originating from Ghana. The raw sugar used is all Fairtrade-certified and organic. Other ingredients for the chocolate bars produced, such as raspberries, pears and honey, are locally sourced from the Wairarapa region.

Since entering the New Zealand chocolate awards in 2009, *Village Chocolates* has consistently been highly recognised in the 'Bean to bar' category. From initially selling at local Wairarapa markets, *Village Chocolates* has increased its sales channels by selling in retail stores around New Zealand, and also online. Consequently, orders are also now steadily coming from Australia and Qatar. Consumption of chocolate has been increasing in Qatar in recent years, and the New Zealand Government has recognised this market as one that has high growth potential. As a result of these increased sales channels and orders, *Village Chocolates'* Martinborough factory is now operating at full capacity.

*Village Chocolates* has business goals in all areas of sustainability. In terms of economic sustainability, *Village Chocolates* aims to increase profits annually by 10%. Social sustainability has been a weakness for the business, and improvement in this area is a key focus. Specifically, *Village Chocolates* would like to improve the relationships it has with its suppliers, particularly its suppliers of cacao beans.



Source: <https://www.libertyprim.com/en/lexique-familles/514/cocoa-bean-lexique-des-exotic-fruits.htm>

While *Village Chocolates* has achieved significant commercial success in its short history thus far, it has received some complaints from customers about inconsistencies in quality. As a result, *Village Chocolates* will be introducing a quality management system, with particular focus on the raw materials it uses in the production process.

- (a) (i) Using Resources A, B and C, explain one possible cause of the complaints received by *Village Chocolates* relating to inconsistency of quality.

- (ii) Explain the effect the introduction of a quality management system will likely have on employees at *Village Chocolates*.

*Village Chocolates* estimates that it currently uses 4.5 tonnes (4,500 kilograms) of cacao beans each year.

- (ii) Using Resources C and D, explain one benefit to *Village Chocolates* of using the supplier in Peru.



(c) (i) Using Resource E, explain one positive effect choosing the Martinborough site would have on the business.

- Using Resource E, explain one positive effect choosing the Greytown site would have on the business.



Growing export orders from Australia has been reasonably straightforward for *Village Chocolates*. However, achieving the same level of success in Qatar has been more challenging, and orders from there have been increasing at a slower rate than from Australia.

- (d) (i) Using Resources F and G, explain one possible cause of the challenges faced by *Village Chocolates* in increasing export orders from Qatar.

- (ii) Explain the effect the challenges of expansion into Qatar could have on the profitability of the business.



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