
BUSINESS

9609/32

Paper 3 Case Study

May/June 2017

MARK SCHEME

Maximum Mark: 100

Published

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Question	Answer	Marks												
1	<p>Analyse the likely impact of globalisation on HH.</p> <table border="1" data-bbox="300 315 1332 734"> <thead> <tr> <th data-bbox="300 315 422 398">Level</th> <th data-bbox="422 315 703 398">Knowledge 3 marks</th> <th data-bbox="703 315 949 398">Application 2 marks</th> <th data-bbox="949 315 1332 398">Analysis 5 marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 398 422 551">2</td> <td data-bbox="422 398 703 551">3 marks Good knowledge of globalisation and its impact(s)</td> <td data-bbox="703 398 949 551">2 marks Points applied to HH</td> <td data-bbox="949 398 1332 551">4–5 marks Good use of theory and / or reasoned argument to explain impacts</td> </tr> <tr> <td data-bbox="300 551 422 734">1</td> <td data-bbox="422 551 703 734">1–2 marks Knowledge of globalisation and / or impact(s)</td> <td data-bbox="703 551 949 734">1 mark Point applied to HH</td> <td data-bbox="949 551 1332 734">1–3 marks Some use of theory and / or reasoned argument to explain impacts</td> </tr> </tbody> </table> <p>Knowledge</p> <ul data-bbox="300 801 1313 1014" style="list-style-type: none"> • Globalisation is the trend towards freer international trade and movement of labour and capital • Greater competition • Easier recruitment from abroad • Opportunities for expansion • Economies of scale <p>Application</p> <ul data-bbox="300 1081 1305 1223" style="list-style-type: none"> • More competition – referred to in para 1 • Greater opportunities for recruiting hotel / catering employees from other countries • More opportunities for expansion abroad – this is what HH is considering <p>Analysis</p> <ul data-bbox="300 1290 1283 1525" style="list-style-type: none"> • This will impose competitive pressures on HH and force business to be cost competitive or to create a differentiated service – might be difficult with only 4 star hotels. • Recruitment from abroad might help to keep HH labour costs low / competitive • Expansion abroad especially important if country Z hotel market is static / mature 	Level	Knowledge 3 marks	Application 2 marks	Analysis 5 marks	2	3 marks Good knowledge of globalisation and its impact(s)	2 marks Points applied to HH	4–5 marks Good use of theory and / or reasoned argument to explain impacts	1	1–2 marks Knowledge of globalisation and / or impact(s)	1 mark Point applied to HH	1–3 marks Some use of theory and / or reasoned argument to explain impacts	10
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2(a)(i)	<p>Refer to the Appendix. Calculate for location Y:</p> <p>break-even number of customers per month</p> <p>TR = TC (1mark) Fixed costs / contribution per unit (1 mark) \$69 000 / \$70–\$40 (2 marks) 2300 customers (3 marks)</p> <p>OFR max 2 marks</p> <p>If use 50–30 or fixed costs of \$30 000 and calculate correctly then 2 marks</p>	3												

Question	Answer	Marks
2(a)(ii)	<p>monthly profit at maximum capacity</p> <p>Many formulae / approaches acceptable e.g.</p> <ul style="list-style-type: none"> • $(\text{max customers} \times \text{price}) - (\text{max customers} \times \text{variable costs} + \text{fixed costs})$ (1 mark) • $(\text{max capacity} - B / \text{EVAL}) \times \text{unit contribution}$ (1 mark) • $\text{TR} - \text{TC}$ (1 mark) • Total contribution less fixed costs (1 mark) <p>Profit at expected demand is \$66 000 (evidence of method not needed) (2 marks)</p> <p>$(5000 \times \\$70) - (5000 \times \\$40 + \\$69\,000)$ (2 marks)</p> <p>\$81 000 (3 marks)</p> <p>OFR max 2 marks</p>	3
2(a)(iii)	<p>margin of safety.</p> <p>Expected output – break-even output (1 mark <i>if no calculation</i>)</p> <p>4500 – 2300 (1 mark)</p> <p>2200 (2 marks)</p> <p>48.9% (2 marks)</p> <p>OFR based on answer from 2(a)(i) (2 marks)</p> <p>Max output – break-even output (0 marks)</p>	2

Question	Answer				Marks															
2(b)	<p>Refer to your results from 2(a), the Appendix and other information. Recommend to HH’s directors whether to choose location X or Y for the new hotel.</p> <table border="1" data-bbox="300 383 1332 907"> <thead> <tr> <th data-bbox="300 383 416 465">Level</th> <th data-bbox="416 383 608 465">Knowledge 2 marks</th> <th data-bbox="608 383 799 465">Application 2 marks</th> <th data-bbox="799 383 1082 465">Analysis 4 marks</th> <th data-bbox="1082 383 1332 465">Evaluation 4 marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 465 416 689">2</td> <td data-bbox="416 465 608 689">2 marks Two relevant points</td> <td data-bbox="608 465 799 689">2 marks Factors well applied to HH</td> <td data-bbox="799 465 1082 689">3–4 marks Good use of theory and / or reasoned argument to explain location factors</td> <td data-bbox="1082 465 1332 689">3–4 marks Good judgement shown e.g. well supported conclusion</td> </tr> <tr> <td data-bbox="300 689 416 907">1</td> <td data-bbox="416 689 608 907">1 mark Relevant point</td> <td data-bbox="608 689 799 907">1 mark Some application of factors to HH</td> <td data-bbox="799 689 1082 907">1–2 marks Some use of theory and / or reasoned argument to explain location factors</td> <td data-bbox="1082 689 1332 907">1–2 marks Some judgement shown e.g. one factor very important</td> </tr> </tbody> </table>				Level	Knowledge 2 marks	Application 2 marks	Analysis 4 marks	Evaluation 4 marks	2	2 marks Two relevant points	2 marks Factors well applied to HH	3–4 marks Good use of theory and / or reasoned argument to explain location factors	3–4 marks Good judgement shown e.g. well supported conclusion	1	1 mark Relevant point	1 mark Some application of factors to HH	1–2 marks Some use of theory and / or reasoned argument to explain location factors	1–2 marks Some judgement shown e.g. one factor very important	12
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<p><i>Note to examiners:</i> Limit to L1 A & EVAL if only Appendix, results or other information considered. OFR from 2(a) applies</p>																				
<p>Knowledge Factors influencing location:</p> <ul style="list-style-type: none"> • Costs • Nearness to market • Preferences of owner • Transport links • Competition • Risk • B / EVAL 																				
<p>Application</p> <ul style="list-style-type: none"> • Comparison of results: OFR applies • Location X has lower BE; • Location Y has greater profit at max capacity • Location Y has higher margin of safety • Other issues: • Y is city centre location • Y requires higher capital outlay • X has margin of safety of 1700 • Location Y requires higher capital outlay – are funds available internally or will this have to be added to the \$60 m to be raised? • Location Y takes longer to become operational • Location Y has higher fixed costs 																				

Question	Answer	Marks
	<p>Note: Where candidate only gives several higher / lower comparisons then limit to L1 APP.</p> <p>Analysis</p> <ul style="list-style-type: none"> • Location X is less risky – lower BE point which might be best for a new hotel in an untried region. This can be linked to fixed costs. • Location Y is potentially more profitable – because of city centre location attracting business guests? • Location Y has greater margin of safety, this reduces risk as allows for greater deviation from expected demand • Time taken to become operational will have an impact on cash flow for HH <p>Evaluation</p> <ul style="list-style-type: none"> • Market research data essential too: likelihood of reaching beyond BE points in both locations; management attitude to risk; types of guests aimed for in both locations • Decision can go either way – but must be supported e.g. X is better as it gives earlier feedback on market demand and is less risky at a time of other strategic changes. • Y is better as it is potentially more profitable and plcs will aim for profitable growth and tourism / travel seems to be increasing making the higher BE less of a risk • How significant is difference in capital cost to HH • Location Y takes longer – how important is it to enter this geographical market quickly? 	

Question	Answer				Marks
3	Discuss the changes HH should make to its organisational structure to allow for future business growth.				16
Level	Knowledge 2 marks	Application 2 marks	Analysis 6 marks	Evaluation 6 marks	
2	2 marks Good knowledge shown of organisational structure	2 marks Good application to HH	4–6 marks Good use of theory and / or reasoned argument to explain ads / disads of possible new structure	4–6 marks Good judgement shown on possible new organisational structure	
1	1 mark Some knowledge shown of organisational structure	1 mark Some application to HH	1–3 marks Some use of theory and / or reasoned argument to explain ads / disads of possible new structure	1–3 marks Good judgement shown on possible new organisational structure	
<p><i>Note to examiners:</i> If changes suggested but not specifically linked to future growth then no bar on marks. If just discuss the problems with current structure then limit to L1 AN & EVAL</p>					
<p>Knowledge</p> <ul style="list-style-type: none"> • Organisational structure shows the lines of authority / chain of command in an organisation – also spans of control / levels of hierarchy / formal communication channels • Knowledge of different organisational structures <p>Application</p> <ul style="list-style-type: none"> • Current structure appears to be traditional hierarchy based on functional departments – rigid, poor communication and coordination between departments. • Does not seem well suited to either operations in another country (Option 1) or another business unit – activity centres (Option 2) • Might not even be well suited to growth of the existing business • Impact of globalisation on organisational needs <p>Other options include:</p> <ul style="list-style-type: none"> • Geographical structure e.g. northern hotels and Option 1 • Business unit structure e.g. hotels and activity centres (Option 2) • Matrix structure for new projects such as option 1 or 2 					

Question	Answer	Marks
	<p>Analysis</p> <ul style="list-style-type: none"> • Analysis of why the current structure is not suited to HH • Analysis of why the structure is not suited to growth of the business or increasing competition which might need more flexible / adaptable structure • Geographical structure allows for regional / country differences and quicker local decision making – less control from HH head office though? • Business unit structure allows specialist managers to focus on different needs of different divisions – might lead to rivalry though? • Matrix structure improves communication between departments allowing better decisions to be made. But how to bring this into line with existing structure? • Benefits of a centralised or decentralised new structure <p>Evaluation</p> <ul style="list-style-type: none"> • Existing structure probably will not do – might depend on whether it can be effectively de-layered • Supporting arguments for structure(s) proposed to allow good judgement / conclusion • Globalisation will mean more and quicker changes – HH need a flexible structure which will allow for these 	

Question	Answer	Marks
4(a)(i)	<p>Refer to lines 49–57 and Table 1. Calculate:</p> <p>gearing ratio assuming all \$60 m is obtained from long term loans</p> <p>Gearing ratio = non-current liabilities / capital employed × 100 (1 mark) $= \frac{\\$145\text{m}}{\\$260\text{m}} \times 100$ (2 marks) $= 55.8\%$ (3 marks)</p> <p>Gearing ratio = non-current liabilities / shareholder equity × 100 (1 marks) $= 145 / 115 \times 100$ (2 marks) $= 126\%$ (3 marks)</p> <p>Other likely answers:</p> <p>$85 / 260 = 32.69\%$ (2 marks) $145 / 200 = 72.5\%$ (2 marks) $85 / 200 = 42.5\%$ (1 mark)</p> <p>Answers expressed as a decimal rather than a percentage should be rewarded equally.</p>	3
4(a)(ii)	<p>dividend per share in 2018 assuming all \$60 m is obtained by the sale of an additional 20 m shares.</p> <p>Dividend per share = total dividends / total shares issued (1 mark) $= \frac{\\$8\text{m}}{60\text{m}}$ (2 marks) $= 13.33 \text{ cents or } \\0.1333 (3 marks) 13 and 0.13 (3 marks) $8 / 40 = 0.20 \text{ cents}$ (2 marks)</p>	3

Question	Answer				Marks																			
4(b)	<p>Refer to your results from 4(a), Table 1 and other information. Recommend to the Board of Directors which source of finance should be used by HH to obtain \$60 m. Justify your answer.</p> <table border="1" data-bbox="300 383 1331 972"> <thead> <tr> <th data-bbox="300 383 416 465">Level</th> <th data-bbox="416 383 643 465">Knowledge 2 marks</th> <th data-bbox="643 383 869 465">Application 2 marks</th> <th data-bbox="869 383 1106 465">Analysis 4 marks</th> <th data-bbox="1106 383 1331 465">Evaluation 4 marks</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 465 416 719">2</td> <td data-bbox="416 465 643 719">2 marks Knowledge shown of finance source(s) and factor(s)</td> <td data-bbox="643 465 869 719">2 marks Points well applied to HH</td> <td data-bbox="869 465 1106 719">3–4 marks Good use of theory and / or reasoned argument to explain finance sources / factors</td> <td data-bbox="1106 465 1331 719">3–4 marks Good judgement shown e.g. well supported conclusion</td> </tr> <tr> <td data-bbox="300 719 416 972">1</td> <td data-bbox="416 719 643 972">1 mark Knowledge shown of finance source(s) or factor(s)</td> <td data-bbox="643 719 869 972">1 mark Some application to HH</td> <td data-bbox="869 719 1106 972">1–2 marks Some use of theory and/ or reasoned argument to explain finance sources / factors</td> <td data-bbox="1106 719 1331 972">1–2 marks Some judgement shown e.g. one factor very important in decision</td> </tr> </tbody> </table> <p data-bbox="300 1003 1331 1106"><i>Note to examiners:</i> Limit to L1 A & EVAL if only Table 1, results or other information considered. OFR for answer to 4(a)</p> <p data-bbox="300 1137 459 1173">Knowledge</p> <table data-bbox="300 1205 1331 1554"> <thead> <tr> <th data-bbox="300 1205 794 1240">Sources of finance</th> <th data-bbox="794 1205 1331 1240">Factors in decision:</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 1240 794 1554"> <ul style="list-style-type: none"> • Loans • Shares • Selling assets • Retained profits • Overdraft • Debt factoring <p>A list of sources of finance should not be given more than 1 mark.</p> </td> <td data-bbox="794 1240 1331 1554"> <ul style="list-style-type: none"> • Risk related to gearing • Cost of borrowing • Impact on ownership and control – shares potentially dilute ownership control • Impact on taxable profit; Interest on borrowing reduces taxable profit dividends on shares does not reduce tax liability </td> </tr> </tbody> </table> <p data-bbox="300 1585 464 1621">Application</p> <p data-bbox="300 1621 363 1653">OFR</p> <ul style="list-style-type: none"> • Gearing ratio raised above 50% – was 42.5% • Interest rates forecast to fall • Hari prefers bank loan • Hari owns shares • Reduction in dividend per share from 20 to 13 cents • Servicing debt at interest charge of 5% is \$3 m • Hari's ownership would change from 62.5% of all share to 41.6% of shares if 20 m shares issued 				Level	Knowledge 2 marks	Application 2 marks	Analysis 4 marks	Evaluation 4 marks	2	2 marks Knowledge shown of finance source(s) and factor(s)	2 marks Points well applied to HH	3–4 marks Good use of theory and / or reasoned argument to explain finance sources / factors	3–4 marks Good judgement shown e.g. well supported conclusion	1	1 mark Knowledge shown of finance source(s) or factor(s)	1 mark Some application to HH	1–2 marks Some use of theory and/ or reasoned argument to explain finance sources / factors	1–2 marks Some judgement shown e.g. one factor very important in decision	Sources of finance	Factors in decision:	<ul style="list-style-type: none"> • Loans • Shares • Selling assets • Retained profits • Overdraft • Debt factoring <p>A list of sources of finance should not be given more than 1 mark.</p>	<ul style="list-style-type: none"> • Risk related to gearing • Cost of borrowing • Impact on ownership and control – shares potentially dilute ownership control • Impact on taxable profit; Interest on borrowing reduces taxable profit dividends on shares does not reduce tax liability 	12
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Question	Answer	Marks
	<p>Analysis</p> <ul style="list-style-type: none"> • Fall in interest rates will reduce the fixed cost of borrowing reducing risk of taking loan capital • Higher gearing represents an increase in risk due to fixed cost of servicing high levels of borrowing • Shareholders may consider further share issue as undesirable as it dilutes ownership and control • Higher gearing might not be a problem if expansion is profitable – once the interest has been paid, returns to shareholders should increase • Either option will increase costs of business – so would any increase in interest payments be advisable? • If shareholder react to the proposal to sell shares by selling their shares the share price will fall and that would threaten ability to raise \$60 m. Rights issue might have to be sold at a discount. • Will the lower dividend per share encourage sale of shares? <p>Evaluation</p> <ul style="list-style-type: none"> • Much depends on Hari's reaction / preference and that of shareholders • 50:50 split might be suggested – will the cost of the new issue of shares be worth the finance raised? • More information would have been useful e.g. how HHs competitors' share prices have changed over last year and impact of new share issue on PE ratio • Is the finance required sufficient to justify the cost of a share issue • More shares – Hari and family will lose overall control – unless they buy most of the new shares (unlikely?) • What is happening to dividend yield in similar plcs? 	

Question	Answer				Marks
5	Discuss a suitable marketing strategy for HH if it decides to open hotels in country P.				16
Level	Knowledge 2 marks	Application 2 marks	Analysis 6 marks	Evaluation 6 marks	
2	2 marks Good knowledge shown of marketing strategy	2 marks Good application to HH	4–6 marks Good use of theory and / or reasoned argument to explain new marketing strategy	4–6 marks Good judgement shown on possible new marketing strategy	
1	1 mark Some knowledge shown of marketing strategy	1 mark Some application to HH	1–3 marks Some use of theory and / or reasoned argument to explain new marketing strategy	1–3 marks Some judgement shown on possible new marketing strategy	
<i>Note to examiners:</i> Limit to L1 AN & EVAL if only considers one element of marketing strategy e.g. just pricing or budget					
<p>Knowledge Marketing strategy is a detailed plan of the company’s marketing objective, budget and marketing mix</p> <ul style="list-style-type: none"> The objective set will be the benchmark of success / failure as well as a major determinant of the marketing mix and the budget level Reference to situational analysis / market research as part of marketing 					
<p>Application</p> <ul style="list-style-type: none"> Clear objective needs to be set – this has not yet been done – the general statement in para 1 about the “need to take advantage of growth in international tourism” is not an objective. EVAL.G.: 15% market share in country P by 20xx? Marketing budget? Is this included in the \$60 m? No details of how much will be needed. Same as competitors? 					

Question	Answer	Marks
	<p>Analysis</p> <ul style="list-style-type: none"> • Pricing - penetration pricing to get established is a possibility – Hari not very keen on this but might be necessary. How will this impact on image of the new hotels? • Promotion – newspaper advertising expensive might not reach target market – again market research essential. Need to focus on promotion methods most likely to reach target market • Place – online? Own website or booking agencies? Travel agencies? • Product – 4 star hotels (HH experienced in this sector) – market research needed to establish likely demand and whether tourists or business customers. Country P a definitely not a developing lower income economy but high income country with high competition in this market • Clear objectives will provide focus for taking appropriate decisions leading to better outcomes • Budget will allow HH to have more control over expenditure ensuring that strategy generates profit <p>Evaluation</p> <ul style="list-style-type: none"> • Strategy needs market research to underpin it – is Hari prepared to undertake this? • Most important factors: mix must be fully integrated to present a ‘united’ image of the business; strategy must be changed from existing country X strategy if the culture/income levels / market conditions are different in country P • Essential to differentiate HH from other hotels in this ‘competitive market’ 	

Question	Answer				Marks
Questions 6 and 7 use this marking grid:					
Level	Knowledge 3 marks	Application 3 marks	Analysis 4 marks	Evaluation 10 marks	
3				7–10 marks Good judgement shown throughout with well supported conclusion / recommendation, focused on the business in the case	
2	3 marks Good understanding shown	3 marks Good application to the case	3–4 marks Good use of reasoned argument or use of theory to explain points made	4–6 marks Some judgement shown in the main body of the answer and an attempt to support conclusion / recommendation, focused on the business in the case OR effective and well supported conclusion / recommendation, focused on the business in the case	
1	1–2 marks Some understanding shown	1–2 marks Some application to the case	1–2 marks Limited use of reasoned argument or use of theory to support points made	1–3 marks Limited attempt to show judgement either within the answer OR a weakly supported conclusion / recommendation with some focus on the business in the case	
0	No creditable content				

Question	Answer	Marks
6	<p>Refer to Table 2 and other information. Evaluate the most important factors HH’s directors should consider when making the strategic choice between option 1 and option 2.</p> <p><i>Note to examiners:</i> Limit to L1 EVAL if only Table 2 or other information considered. If only discuss factors in relation to location X and Y then only K and APP (i.e. max 6 marks)</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Strategic choice is important as decisions are costly, often effect all functional departments and are difficult to reverse <p>Reference to strategic choice techniques</p> <ul style="list-style-type: none"> • Ansoff Matrix • Force Field Analysis • Investment Appraisal <p>Factors affecting the strategic choice</p> <ul style="list-style-type: none"> • Strengths / weaknesses of the business • Cost • Return on investment • Risk <p>Note: List of techniques and list of factors without explanation is 1 mark each</p> <p>Application</p> <ul style="list-style-type: none"> • Limited experience of current employees of working in activity holiday resorts for option 2 • Lower NPV for option 2 • Greater cost of option 1 • Competition in hotel market in country P • Lower capital cost of option 1; link to current gearing level of 42.5% • Option 1 is market development • Option 1 – hotels and hotel management have been key to HHs success so far • Country P something of an unknown quantity • Country P is a high-income country; link to 4 star hotels of HH 	20

Question	Answer	Marks
	<p>Analysis</p> <ul style="list-style-type: none"> • Competition in country P will increase difficulty of breaking into the market • Training costs may be greater for option 2 due to inexperience of employees • Little info in the case about country P; how much market research has HH done? • As a high-income country will HH need to modify product by offering better facilities than currently offered in country Z to appeal to the market? • Country P is a competitive market – profit margins may be low • As 35% of employees have experience abroad this could reduce the risk of option 1 • Option 2 – country Z market well known but this is a different segment. Product may need to be branded differently – how much synergy will there be between the two parts of the business? Lower cost and higher NPV, less risk – seems like a better investment BUT will HH be too dependent on state of country Z market and tourism levels? Is this real diversification? <p>Evaluation</p> <ul style="list-style-type: none"> • Most important factors? Supporting argument required • More information would have allowed a wider consideration of factors e.g. income levels in P and profit margins of hotel competitors in this country • Judgement might be shown in giving a final decision – but this is not required given the question • HH has some employees who have experience abroad – will HH make good use of them? • Lower NPV – but how reliable were the cash flow forecasts? 	

Question	Answer	Marks
7	<p>Evaluate the importance of developing a culture of change within HH when introducing new growth strategies.</p> <p><i>Note to examiners:</i> Limit to L1 EVAL if only discusses changing culture with no link made to growth.</p> <p>Knowledge</p> <ul style="list-style-type: none"> • Culture means the values and beliefs of an organisation – especially senior management. Culture of change means encouraging and facilitating strategic change in an organisation. • Implementation means putting into effect strategic change • These changes will affect employees – opportunities but also potential threats. <p>Change can be promoted through:</p> <ul style="list-style-type: none"> • Clear mission statement and sense of direction • Employee involvement • Team working / project champions <p>Application</p> <ul style="list-style-type: none"> • Both strategic options will involve considerable change – market / country / language in Option 1; product / image / market segment in Option 2 • Culture of change does not appear to be that strong in HH – e.g. the case of the Ajax takeover was not well handled. • Current suggested secrecy over the options will hinder culture of change developing • Threats to employees include redundancy in option 2. May need to offer jobs in the activity centres to those facing redundancy. <p>Analysis</p> <ul style="list-style-type: none"> • Employees could actually add something to the decision and its implementation – given their experience in these two types of business – foreign hotels and activity centres. • Less resistance to change makes responding to a dynamic environment more effective • Decisions can be made more quickly resulting in first mover advantage in a competitive market • Important in a globalised market to be able to respond <p>Evaluation</p> <ul style="list-style-type: none"> • Without a culture of change, strategic implementation can become very difficult and less successful – putting at risk a large investment • It is vital to the success of the implementation of either of these options that employees are involved, consulted and communicated with • Employee fear of change and resistance to change will be much greater without an effective culture of change – but can Hari introduce this? 	20