

**Tuesday 15 January 2019 – Morning**

**LEVEL 3 CAMBRIDGE TECHNICAL IN BUSINESS**

**05837/05878** Unit 15: Change management

**RESOURCE BOOKLET**

**Duration: 1 hour 30 minutes**

**C428/1901**

**INSTRUCTIONS FOR LEARNERS**

- This is a resource booklet.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- The business described in this booklet is fictitious.

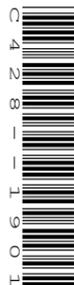
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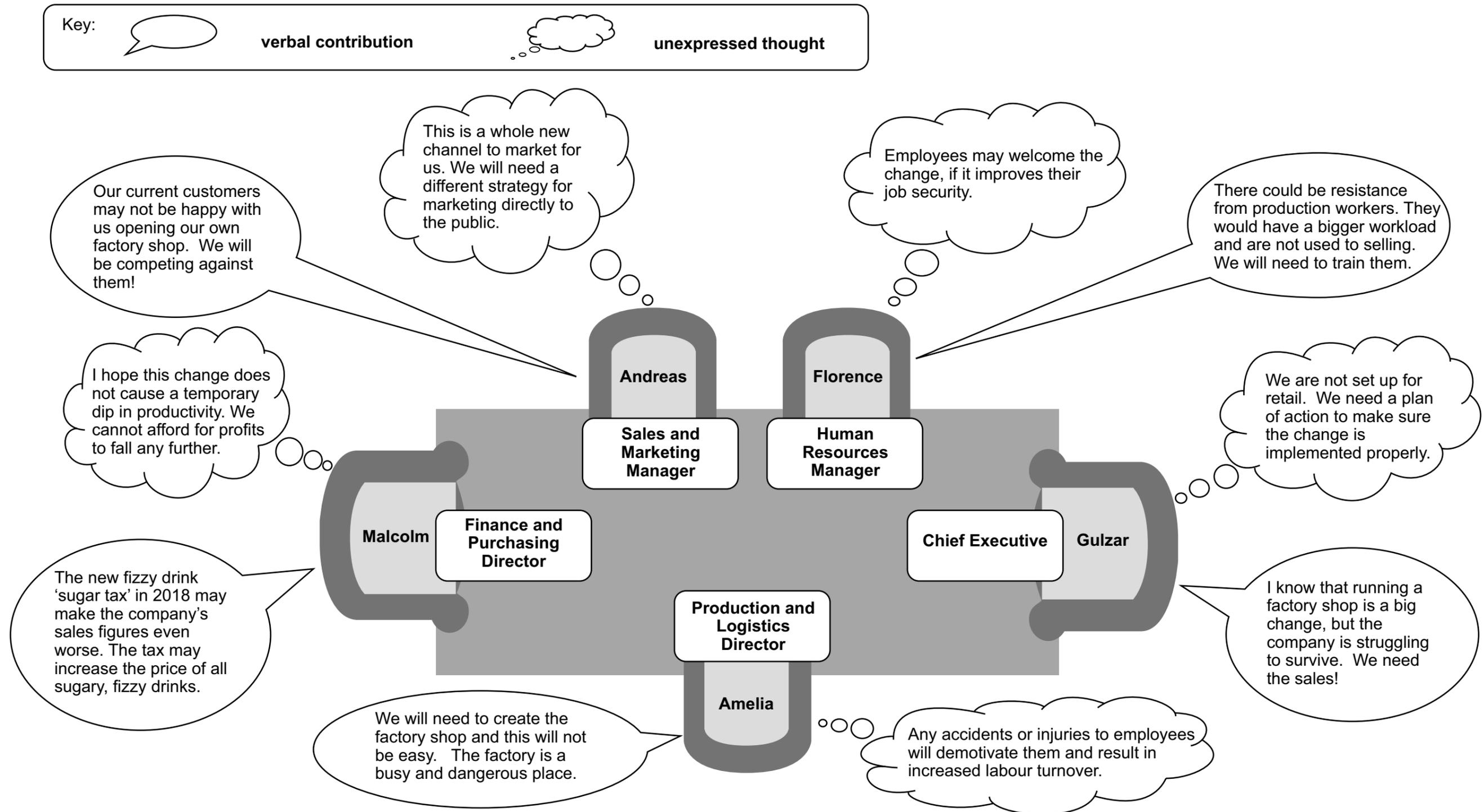


**Resource 1**

*Citru Ltd* is an established manufacturer of traditional fizzy drinks. The company is based in Derbyshire and employs 45 people. All of *Citru Ltd's* customers are businesses in the local area. Its main customers are newsagents, independent grocery stores, museums and theme parks.

*Citru Ltd* is currently facing intense competition from other fizzy drinks manufacturers. In addition, consumer trend data indicates that increasingly consumers are switching from sugary, fizzy drinks to mineral water. *Citru Ltd's* sales and profits are falling. As a result, in addition to supplying trade customers, *Citru Ltd* has decided to open its own, on-site, factory shop. The factory shop will sell *Citru Ltd* drinks directly to the public. The factory floor will be reorganised to create enough space for the factory shop. All 20 of *Citru Ltd's* production workers will be expected to take their turn, on rota, working in the factory shop.

An initial change management meeting has taken place. Below is a summary of the main contributions and thoughts of those who attended this meeting.



## Resource 2

*Citru Ltd's* new factory shop has now been trading for 3 months. The following document has been put together for discussion at the forthcoming change management review meeting.

Key Performance Indicators (KPI's):			Human Resource Indicators:		
Indicator	3 month Actual	3 month Target	Indicator	Before opening factory shop	After opening factory shop
All sales	£1 800 000	£2 000 000	Labour turnover	3%	6%
Factory shop sales	£60 000	£100 000	Reported accidents	1 per month	3 per month
Production errors (as a % of output)	5%	1%	Absenteeism	2%	4%

### Informal feedback from production workers after working in the factory shop:

- "I feel demotivated, forced to work in the new factory shop. I am not as focused; 'I never know what job I am supposed to be doing." **Ian**
- "We are not trained in customer service. I find the work difficult to get right, especially how to use the till." **Aisher**
- "The factory shop is next to a busy loading bay. Several employees have collided with moving trolleys and forklift trucks when walking to and from the factory shop. Thankfully no one has been seriously injured." **Jill**

### Reported feedback from trade customers that stock *Citru Ltd* drinks:

- The owner of a local newsagents was shocked to hear that *Citru Ltd* is now selling its drinks directly to the public, in direct competition to him. As a consequence, he is buying cheaper fizzy drinks from another supplier, in protest.
- A small chain of convenience stores reported that sales have recently fallen for all sugary, fizzy drinks. This may be due to consumers choosing sugar-free drinks.

### Informal feedback from the visiting public as they leave the factory shop:

- "I found the new shop by chance, I never knew you sold directly to the public." **Mr Oaks**
- "As a regular drinker of *Citru Ltd's* fizzy drinks I would visit your factory shop more often if the shop was less cluttered and the drinks more safely stacked." **Mrs Leimbach**

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