

GCE

New Business

H431/01: Operating in a local business environment

A Level

Mark Scheme for June 2024

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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**PREPARATION FOR MARKING
RM ASSESSOR**

1. Make sure that you have accessed and completed the relevant training packages for on-screen marking: *RM Assessor Assessor Online Training*; *OCR Essential Guide to Marking*.
2. Make sure that you have read and understood the mark scheme and the question paper for this unit. These are posted on the RM Cambridge Assessment Support Portal <http://www.rm.com/support/ca>
3. Log-in to RM Assessor and mark the **required number** of practice responses (“scripts”) and the **number of required** standardisation responses.

YOU MUST MARK 6 PRACTICE AND 10 STANDARDISATION RESPONSES BEFORE YOU CAN BE APPROVED TO MARK LIVE SCRIPTS.

MARKING

1. Mark strictly to the mark scheme.
2. Marks awarded must relate directly to the marking criteria.
3. The schedule of dates is very important. It is essential that you meet the RM Assessor 50% and 100% (traditional 40% Batch 1 and 100% Batch 2) deadlines. If you experience problems, you must contact your Team Leader (Supervisor) without delay.
4. If you are in any doubt about applying the mark scheme, consult your Team Leader by telephone or the RM Assessor messaging system, or by email.

5. Crossed Out Responses

Where a candidate has crossed out a response and provided a clear alternative then the crossed out response is not marked. Where no alternative response has been provided, examiners may give candidates the benefit of the doubt and mark the crossed out response where legible.

Multiple Choice Question Responses

When a multiple choice question has only a single, correct response and a candidate provides two responses (even if one of these responses is correct), then no mark should be awarded (as it is not possible to determine which was the first response selected by the candidate).

Contradictory Responses

When a candidate provides contradictory responses, then no mark should be awarded, even if one of the answers is correct.

Short Answer Questions (requiring only a list by way of a response, usually worth only one mark per response)

Where candidates are required to provide a set number of short answer responses then only the set number of responses should be marked. The response space should be marked from left to right on each line and then line by line until the required number of responses have been considered. The remaining responses should not then be marked. Examiners will have to apply judgement as to whether a 'second response' on a line is a development of the 'first response', rather than a separate, discrete response. *(The underlying assumption is that the candidate is attempting to hedge their bets and therefore getting undue benefit rather than engaging with the question and giving the most relevant/correct responses.)*

Short Answer Questions (requiring a more developed response, worth two or more marks)

If the candidates are required to provide a description of, say, three items or factors and four items or factors are provided, then mark on a similar basis – that is downwards (as it is unlikely in this situation that a candidate will provide more than one response in each section of the response space.)

Longer Answer Questions (requiring a developed response)

Where candidates have provided two (or more) responses to a medium or high tariff question which only required a single (developed) response and not crossed out the first response, then only the first response should be marked. Examiners will need to apply professional judgement as to whether the second (or a subsequent) response is a 'new start' or simply a poorly expressed continuation of the first response.

6. Always check the pages (and additional objects if present) at the end of the response in case any answers have been continued there. If the candidate has continued an answer there, then add a tick to confirm that the work has been seen.
7. Award No Response (NR) if:
 - there is nothing written in the answer space

Award Zero '0' if:

- anything is written in the answer space and is not worthy of credit (this includes text and symbols).

Team Leaders must confirm the correct use of the NR button with their markers before live marking commences and should check this when reviewing scripts.

8. The RM Assessor **comments box** is used by your team leader to explain the marking of the practice responses. Please refer to these comments when checking your practice responses. **Do not use the comments box for any other reason.**

If you have any questions or comments for your team leader, use the phone, the RM Assessor messaging system, or e-mail.


















9. Assistant Examiners will send a brief report on the performance of candidates to their Team Leader (Supervisor) via email by the end of the marking period. The report should contain notes on particular strengths displayed as well as common errors or weaknesses. Constructive criticism of the question paper/mark scheme is also appreciated.

10. For answers marked by levels of response:

- a. **To determine the level** – start at the highest level and work down until you reach the level that matches the answer
- b. **To determine the mark within the level**, consider the following

Descriptor	Award mark
On the borderline of this level and the one below	At bottom of level
Just enough achievement on balance for this level	Above bottom and either below middle or at middle of level (depending on number of marks available)
Meets the criteria but with some slight inconsistency	Above middle and either below top of level or at middle of level (depending on number of marks available)
Consistently meets the criteria for this level	At top of level

11. Annotations

Annotation	Meaning	Annotation	Meaning
	Blank page (this MUST be used rather than SEEN)		Knowledge
	Tick		Application of knowledge and understanding
	Cross		Analysis
	Highlighting tool		Developed Analysis
	Not answered question (candidate writes irrelevant material)		Evaluation
	Own Figure Rule		Effective evaluation
	Benefit of Doubt (replaces tick in short answer questions)		Unclear
	Repeat (material already rewarded)		Too vague/No use of context
	Noted but no credit given (use where no other annotation is appropriate)		

EVERY PAGE, INCLUDING BLANK PAGES (use the BP annotation), MUST HAVE SOME ANNOTATION

Please ensure that, wherever possible, annotations are placed in the margins and not over the candidate's answer. This makes it very difficult to read if the paper is printed out in black & white.

[Questions 1-15 & 18 should be annotated with ticks, crosses, BOD, REP, TV, OFR, NAQ or ?. The number of ticks plus OFR MUST match the final mark awarded for that question. Ticks MUST NOT be used in Questions 16-17 & 19-21.]

IT IS VITAL THAT YOU SHOW AS MUCH ANNOTATION ON EACH PAGE AS POSSIBLE. IN PARTICULAR, WHERE AOs ARE REACHED, SO THAT YOUR TEAM LEADER CAN LOOK TO AGREE WITH YOUR FINAL MARK.

12. Subject Specific Marking Instructions

Candidates will be awarded marks for the demonstration of each skill (Knowledge and Understanding/Application/Analysis/ Evaluation) according to the level (Strong/Good/Reasonable/Limited) seen. Their overall mark for Levels of Response questions will comprise the total of these marks.

The descriptions in each level of response question in this mark scheme describe a typical response at the top of that level.

This Mark Scheme is a working document; it is not exhaustive; it does not provide 'correct' answers. The Mark Scheme can only provide 'best guesses' about how the question will work out.

The Examiners' Standardisation Meeting will ensure that the Mark Scheme covers the range of candidates' responses to the questions, and that all examiners understand and apply the Mark Scheme in the same way. The Mark Scheme will be discussed and amended at the meeting, and administrative procedures will be confirmed. Practice scripts will be issued at the meeting to exemplify aspects of candidates' responses and achievements; the practice scripts then become part of this Mark Scheme.

In your marking, you will encounter valid responses which are not covered by the Mark Scheme: these responses must be credited.

Please read carefully all the scripts in your allocation and make every effort to look positively for achievement throughout the ability range. Always be prepared to use the full range of marks.

SECTION A				
Question	Answer	Marks	AO	Rationale
1	D	1	1	A supermarket provides the service of retail for a profit. Answer (a) is a tertiary organisation but operates in the third section. Answers (b) and (c) operate in the private sector but are involved in primary and secondary activities, respectively.
2	A	1	2	Only the bank loan is a suitable source of long-term finance for a start-up business trading as a partnership. All four of the sources of finance are long-term. However, Answers (b) and (d) are not available to an unincorporated business. Answer (c) is unsuitable because a business start-up will not have any retained profit.
3	C	1	1	Monopolistic competition gives a firm some limited market power which it can use to influence price. The other three answers relate to market structures with higher levels of market power and market dominance i.e., monopoly and oligopoly.
4	C	1	2Q	Site C: $8/70 \times 100 = 11.4\%$ (Site A $7/45 = 15.6\%$; Site B $6/50 = 12\%$; Site D $11/85 = 12.9\%$). Answer (a) candidate erroneously chooses the site with the smallest workforce (or the one with the highest rate of labour turnover). Answer (b) candidate erroneously chooses the site with the lowest number of employees leaving. Answer (d) candidate erroneously chooses the site with the largest workforce.
5	C	1	2	Any change in customer eating habits is a social trend. Answer (a) is likely to decrease demand but is a competitive market factor. Answer (d) is a demographic factor and, therefore a social factor, but it is likely to lead to an increase in demand. Answer (b) might increase or decrease demand dependent on whether potential customers are trading down from eat out at a restaurant or saving money by eating at home. However, this is an economic factor rather than social factor.
6	A	1	1	Uncertainty can lead to unknown unknowns, but it does not increase the likelihood of a negative event happening. Answer (a) confuses uncertainty with risk.
7	B	1	1	A small business is likely to share a common sense of purpose and a sense of belonging within the organisation. The other answers are likely to be experienced by a large business.
8	D	1	2Q	Budgeted profit: $((£4.50 - £0.50) \times 2000) - £3480 = £4520$. Variance = $£6000 - £4520 = £1480$. Actual profit is higher than planned, therefore favourable. Answer (c) candidate performs the correct calculation but

SECTION A				
Question	Answer	Marks	AO	Rationale
				erroneously thinks the variance is adverse. Answers (a) and (b) candidate erroneously ignores the variable cost when calculating budgeted profit i.e. ($£4.50 \times 2000$) - $£3480 = £5520$.
9	B	1	2	One objective of HRM is timely recruitment. Answer (a) is a marketing function. Answers (c) and (d) are operations management functions.
10	B	1	1	British businesses must now complete customs declaration forms for all imports and exports to and from the EU. No license is needed by anyone to convert currency. Workers from overseas do not need to be dismissed so long as they have the right to work in this country. Imports and exports do not have to go through Ireland.
11	D	1	2	The franchisor is responsible for product development for franchisees. The other three answers are disadvantages to the franchisee with Answer (b) also being an advantage to the franchisor.
12	B	1	1	A works council is a formal meeting between management and employees to discuss issues such as pay and working conditions in a particular business. Answer (a) alludes to a trade union meeting. Answer (c) is an appraisal meeting. Answer (d) conflates Kaizen and focus groups.
13	B	1	2Q	$500,000/8.4 = £59,524$. Answer (c) candidate uses the correct formula but erroneously multiplies by 100, creating a power of ten error. Answers (a) and (d) the candidate erroneously inverts the formula and attempts to correct for a power of ten error.
14	D	1	1	A statement of financial position includes assets, liabilities, and capital. Inventories are current assets; property is a non-current asset. Together with non-current liabilities these all appear on statement of financial position. Answers (a), (b) and (c) include cost of sales, expenses, and gross profit, respectively. These three items would be found on an income statement rather than a statement of financial position.
15	C	1	1	The Delphi technique is a qualitative forecasting method that relies on the convergence of the opinions of experts, usually through the repeated completion of questionnaires after feedback. Brainstorming is another method of qualitative forecasting. A decision tree uses quantitative techniques, including probability to estimate risk and reward.

	Answer	Marks	Guidance
16*	<p>Evaluate how DDL benefits from Dev's entrepreneurship.</p> <p>Level 3 (11–15) Candidate shows strong knowledge and understanding (K), analysis (AN/DEV) and evaluation (EVAL/EE) of how DDL benefits from Dev's entrepreneurship (APP).</p> <p><i>There is a well-developed line of reasoning which is clear and logically structured. The information presented is relevant and substantiated.</i></p> <p>Level 2 (6–10) Candidate shows good knowledge and understanding (K), analysis (AN/DEV) and evaluation (EVAL/EE) of how DDL benefits from Dev's entrepreneurship (APP).</p> <p><i>There is a line of reasoning presented with some structure. The information presented is in the most-part relevant and supported by some evidence.</i></p> <p>Level 1 (1–5) Candidate shows limited knowledge and understanding (K) of entrepreneurship with limited or no analysis (AN/DEV) and evaluation (EVAL/EE) of how DDL benefits (APP).</p> <p><i>The information is basic and communicated in an unstructured way. The information is supported by limited evidence and the relationship to the evidence may not be clear.</i></p>	<p>15 (AO1 2) (AO2 2) (AO3 4) (AO4 7)</p>	<p>Benefits may include:</p> <p>Minimise recruitment costs - Dev likes to promote internally and pays above the average wage for the industry – this has led to low labour turnover, thus minimises potential recruitment costs for DDL.</p> <p>Leadership skills – Dev has the ability to motivate his workers as he ensures his workers feel valued. This leads to the quality of the gardens being of the high standard required and DDL receives the benefits of this.</p> <p>His risk taking has led to success – Dev took a risk in setting up DDL initially. His risk-taking attitude has led to Dev develop a successful business model that has sought out gaps in the market and DDL has received the rewards of this through revenues, profits word of mouth promotion, awards etc. Allow further development of profits being available to reinvest back into the company.</p> <p>Increased competitiveness – Dev may be able to provide entrepreneurial flair which allows DDL to have a USP and/or be more competitive. This can be seen in the website, Dev be one of only 200 members of The Society of Garden Designers and the awards he has won.</p> <p>A well-run business – we are told that projects are always well managed there are no cash flow or debt issues. Health & Safety is also important, and the evidence suggests is well followed by Dev so that employees and customers are safe, limiting the potential for any legal implications/costs for DDL should things go wrong.</p> <p>A quality product - Dev has introduced voluntary quality standards. This helps to bring in more business as many customers (especially corporate ones) expect this. BSI & ISO standards are followed.</p>

Answer		Marks	Guidance
			Evaluation could be achieved by a supported decision as to which benefit(s) is/are the most significant and why. ARA
17		6 (AO1 1) (AO2 2) (AO3 3)	<p>Use of a Gantt chart:</p> <ul style="list-style-type: none"> Means there is a clear visual representation of the activities and their time frames. Can help break down a complex task into smaller, more manageable ones. <p>“Dev likes to be organised” but acknowledges the limitations of his current ‘basic spreadsheet’ approach to project management. If larger projects are not organised effectively this could lead to delays (say) in planting at the right time and therefore wastage and negative publicity for DDL - which is likely to hinder the ability of DDL to gain future projects and increase turnover (one of the business’ objectives).</p> <p>Planning using a chart may allow a clearer picture of ‘who is able to do what’. This will help to ensure that enough staff are available to do the design/landscaping work, and that existing, and ‘first time’ customers are not disappointed. Word of mouth publicity is mentioned as important.</p> <p>ARA</p>
18	a	2 (AO1 1) (AO2 1)	<p>“DDL uses cost-plus pricing with a 30% mark-up on most products.” (Line 36) A customer orders 100 paving slabs which will cost DDL £3200 in total.</p> <p>Calculate the price paid by the customer for 100 paving slabs.</p> <p>2 marks for correct answer (with or without workings)</p> <p>£3200 x 1.3 (1) = <u>£4160</u> (1)</p>

Answer		Marks	Guidance
	<p>1 mark for evidence of correct formula/process (may be shown implicitly with numbers)</p> <p>1 mark for an answer of £960</p>		
18	<p>b If an order is for more than 100 paving slabs the supplier will offer DDL a discount of 20% on the total bill. If DDL requires 150 paving slabs, calculate the decrease in the cost per slab.</p> <p>3 marks for correct answer (with or without workings)</p>	<p>3 (AO2 3)</p>	<p>Cost per slab for an order of 100 slabs is £3200/100 = £32 (1)</p> <p>Cost per slab for an order of 150 slabs is £32 x £0.80 = £25.60 (1)</p> <p>Decrease in cost per slab = £6.40 (1)</p> <p><u>Alternative method</u></p> <p>£3200/100 = £32 (1)</p> <p>0.2 (1) x £32 = £6.40 (1)</p>
19*	<p>Evaluate the benefits DDL may gain from internal economies of scale if it continues to grow.</p> <p>Level 3 (11–15) Candidate shows strong knowledge and understanding (K), analysis (AN/DEV) and evaluation (EVAL/EE) of the internal economies of scale DDL might gain if it continues to grow (APP).</p> <p><i>There is a well-developed line of reasoning which is clear and logically structured. The information presented is relevant and substantiated.</i></p> <p>Level 2 (6–10) Candidate shows good knowledge and understanding (K), analysis (AN/DEV) and evaluation (EVAL/EE) of the internal economies of scale DDL might gain if it continues to grow (APP).</p>	<p>15 (AO1 2) (AO2 2) (AO3 4) (AO4 7)</p>	<p>Do NOT reward any reference to external economies of scale.</p> <p>Purchasing- this is, perhaps, the most obvious economy. There is reference to Dev trying to improve mark up by taking advantage of economies of scale. Consideration of the calculation in 18b. These could be for plants, rocks/stones, herbicides/chemicals etc.</p> <p>Technical – large businesses can afford to invest in expensive and specialist capital machinery which can increase output and so lower the unit cost. Being very labour intensive, DDL is unlikely to benefit from these. It owns certain kinds of capital equipment but hires specialist equipment as and when necessary.</p> <p>Managerial – If DDL grows this may well make it more attractive to <i>more specialist/skilled</i> managers (not just ‘another’ manager). This person may be able to find new ways to improve efficiency which could lead to falls in unit costs.</p>

Answer		Marks	Guidance
	<p><i>There is a line of reasoning presented with some structure. The information presented is in the most-part relevant and supported by some evidence.</i></p> <p>Level 1 (1–5) Candidate shows limited knowledge and understanding (K) of internal economies of scale with limited or no analysis (AN/DEV) and evaluation (EVAL/EE) of how DDL may benefit from them (APP).</p> <p><i>The information is basic and communicated in an unstructured way. The information is supported by limited evidence and the relationship to the evidence may not be clear.</i></p> <p>NB – award maximum of two marks for non-contextualised impacts.</p> <p>0 marks no response or no response worthy of credit.</p>		<p>Marketing – this means spreading the fixed cost of promotion over a larger level of output. The main method of promotion is via the website. This must be regularly updated. More landscaping contracts could mean lowering the unit cost.</p> <p>Risk-bearing - DDL supplies several services: design, construction, and maintenance. Growing one or more of these will help spread risk. Thus, any decline in one market, (say design) may be compensated by gains elsewhere, such as construction and/or garden maintenance.</p> <p>Financial – Such economies are not likely, as it is stated that DDL has no loans, but it could be useful in the future if this had to change – more preferential credit terms for loans or overdraft facility for ensuring cash flow (although that does not seem to be an issue either.)</p> <p>Specialisation (of DDL’s workforce) – allow references to Dev increasing employees’ landscaping specialisation so that, in theory, output could increase in the same period of time. However, there is reference to the workforce being ‘versatile’ so this may not be likely/possible – the nature of the day’s work may require them to be multi-skilled.</p> <p>Evaluation could be achieved by a consideration of which economies are the most likely for DDL and/or ‘how much growth?’ DDL’s objective is to increase turnover by £500k by 2025 and, if achieved, the economies could be considerable. However, growth in terms of (say) a few clients leading to an increase of £50k will make very little difference.</p> <p>Allow reference to diseconomies as part of evaluation as long as the answer is not trying to ‘turn’ the question. For example, it could be argued that the benefits to DDL may be reduced if the business</p>

Answer		Marks	Guidance
			<p>'grows too large'; Dev getting more overworked (especially as project planning as such is not done) unit costs may rise etc.</p> <p style="text-align: right;">ARA</p>
20	<p>Analyse two ways external quality standards may have an impact on DDL.</p> <p>Level 2 (4–9 marks) Candidate shows good knowledge and understanding (K) and shows good analysis (AN/DEV) of the way(s) external quality standards may have an impact on DDL (APP).</p> <p>Level 1 (1–3 marks) Candidate shows limited knowledge and understanding (K) with limited or no analysis (AN/DEV) of the way(s) external quality standards may have an impact on DDL (APP).</p> <p>(NB – award two marks for a non–contextualised answer)</p> <p>0 marks – no response or no response worthy of credit.</p>	<p>9 (AO1 2) (AO2 2) (AO3 5)</p>	<p>External quality standards originate from organisations outside the business itself. They provide details of requirements, specifications, guidelines etc so that quality matches consumer expectations.</p> <p>The specification mentions British Standards (BS), International standards (ISO) and European Standards (EN). The context refers to the first two. Do not penalise if only one of the three standards is considered in the answer.</p> <p>Candidates could answer from the point of view of the benefits OR/AND the compliance issues from adhering to the standard(s).</p> <p><u>Benefits</u> Being compliant with these means that it can be used as a marketing tool. A potential consumer can see that the required standard has been met. Reference has been made to increased local authority work and ISO 9001 which may be a part of raising DDL's turnover by £500k.</p> <p>The application of ISO 9001 would force DDL's whole workforce to explicitly consider issues such as customer service and integrate these into business planning. This means that any recurring problems could be dealt with 'first time round' and be eliminated. Employees will be very clear as to what they must do to ensure quality at DDL – although there is no suggestion this is currently an issue it may become so if the business does grow.</p> <p>DDL can show that services and processes comply with relevant legislation. This may not be an issue with DDL's domestic work but could be with corporate clients. This could help with increasing turnover.</p>

Answer		Marks	Guidance
			<p><u>Compliance issues</u> Dev tries to ensure that the company always tries to use products and adopt approved by British Standards (BS). These are an indicator of quality and so might well be more expensive than ‘ordinary’ products and so could increase the cost of the project and hence raise the price to the customer possibly putting some off – although this seems unlikely to be an issue at present.</p> <p>“New standards are introduced, and existing ones changed.” Dev must be aware of these and their possible impact. Reference is made to one regarding construction and trees. Dev must ensure that he knows what the BS means. There will be an opportunity cost to his time reading up about it (also a financial cost if the information is bought from BS). Then there is the opportunity cost of training employees in the standard(s). We are told that new ones come into force and others are altered and so this will be ongoing.</p> <p>If ISO 9001 procedures are adopted, there will be a large opportunity cost to the time involved in compliance since there is likely to be a lot of ‘paperwork’ (<i>Detailed knowledge NOT necessary</i>). Also, the financial cost of becoming certified (which is done by an external agency) and possibly calling in a consultant. Furthermore, certification is not a ‘one off’ it is designed as a continuous improvement process and continued certification requires ongoing compliance. Employees might not be very enthusiastic simply seeing it as a distraction. The principles must be integrated through the business and employees at DDL may not see the point of it, as the firm is successful already.</p> <p style="text-align: right;">ARA</p>
21*	One of DDL’s objectives is to ‘increase turnover to £2m by 2025’. (Line 18)	15 (AO1 2) (AO2 2) (AO3 4) (AO4 7)	DDL provides a service and so ‘process’, ‘people’ and ‘physical evidence’ are very important to the marketing mix of DDL. The fact that this is a premium quality service means DDL needs to be very image conscious.

	Answer	Marks	Guidance
	<p>Evaluate the importance of process, people, and physical evidence as part of DDL's marketing mix to help achieve this objective.</p> <p>Level 3 (11–15) Candidate shows strong knowledge and understanding (K), analysis (AN/DEV) and evaluation (EVAL/EE) of the importance of process, people, and physical evidence in DDL's marketing mix to help achieve this objective (APP).</p> <p><i>There is a well-developed line of reasoning which is clear and logically structured. The information presented is relevant and substantiated.</i></p> <p>Level 2 (6–10) Candidate shows good knowledge and understanding (K), analysis (AN/DEV) and evaluation (EVAL/EE) of the importance of process, people, and physical evidence in DDL's marketing mix to help achieve this objective (APP).</p> <p><i>There is a line of reasoning presented with some structure. The information presented is in the most-part relevant and supported by some evidence.</i></p> <p>Level 1 (1–5) Candidate shows limited knowledge and understanding (K) of the marketing mix with limited or no analysis (AN/DEV) and evaluation (EVAL/EE) of process, people and physical evidence to help achieve this objective (APP).</p> <p><i>The information is basic and communicated in an unstructured way. The information is supported by</i></p>		<p>Process could consider:</p> <ul style="list-style-type: none"> • The level of consumer involvement - already quite high as project designs go back and forth. • 'How the work gets done' – employees need to be trustworthy, dedicated, and aware of the culture of providing the quality service. • Ensuring that the customer is kept abreast of the progress of the project – which takes place via the monthly billing. <p>People could consider:</p> <ul style="list-style-type: none"> • The initial contact with DDL. Dev handles about half of the projects at present. Clearly important as 'first impressions count' and the contracts are for large sums of money. This bespoke service and 'seeing it through' is something that could be emphasised. • How employees are dressed, their appearance, and attitude will certainly influence the client's perceptions of the service DDL is offering. • Having knowledge of the issues for those designing and those doing the constructing will impress potential customers. There is also a need to be aware of changes in herbicides, materials, plants etc. and building regulations ('what the client can/cannot have'.) <p>People are the focal point of the firm. There is likely to be good word of mouth publicity from these as well as 'repeat purchases' i.e., garden maintenance.</p> <p>Physical evidence could consider:</p> <ul style="list-style-type: none"> • Effective use of CAD to show customers what is possible • Brochures etc. Emphasising awards won, the fact that Dev is also one of only about 200 fully qualified and registered

Answer		Marks	Guidance
	<p><i>limited evidence and the relationship to the evidence may not be clear.</i></p> <p>NB – award maximum of two marks for non-contextualised impacts.</p> <p>0 marks no response or no response worthy of credit.</p>		<p>members of The Society of Garden Designers. Allow reference to ‘ability to download’ these. Business cards, DDL’s letterheads.</p> <ul style="list-style-type: none"> • The project progressing on time – and providing reasons why not and ways of getting it back on track. Reference could be made to the ‘ongoing billing’. • ‘Clearing up afterwards’ to a high standard • (As well as ‘people’ above allow references to employees ‘knowing what they are doing’/attitude etc.) <p>The quality of the service is very important and, again, there is likely to be good word of mouth publicity from these and ‘repeat purchases’ – in terms of maintenance.</p> <p style="text-align: right;">ARA</p>

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Though we make every effort to check our resources, there may be contradictions between published support and the specification, so it is important that you always use information in the latest specification. We indicate any specification changes within the document itself, change the version number and provide a summary of the changes. If you do notice a discrepancy between the specification and a resource, please [contact us](#).

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Please [get in touch](#) if you want to discuss the accessibility of resources we offer to support you in delivering our qualifications.