

Tuesday 14 January 2025 – Morning

Level 3 Cambridge Technical in Business

05837/05878 Unit 15: Change management

Resource Booklet

Time allowed: 1 hour 30 minutes

C428/2501



INSTRUCTIONS

- Use this Resource Booklet to answer **all** the questions.
- Do **not** send this Resource Booklet for marking. Keep it in the centre or recycle it.

INFORMATION

- The business described in this Resource Booklet is fictitious.
- This document has **5** pages.

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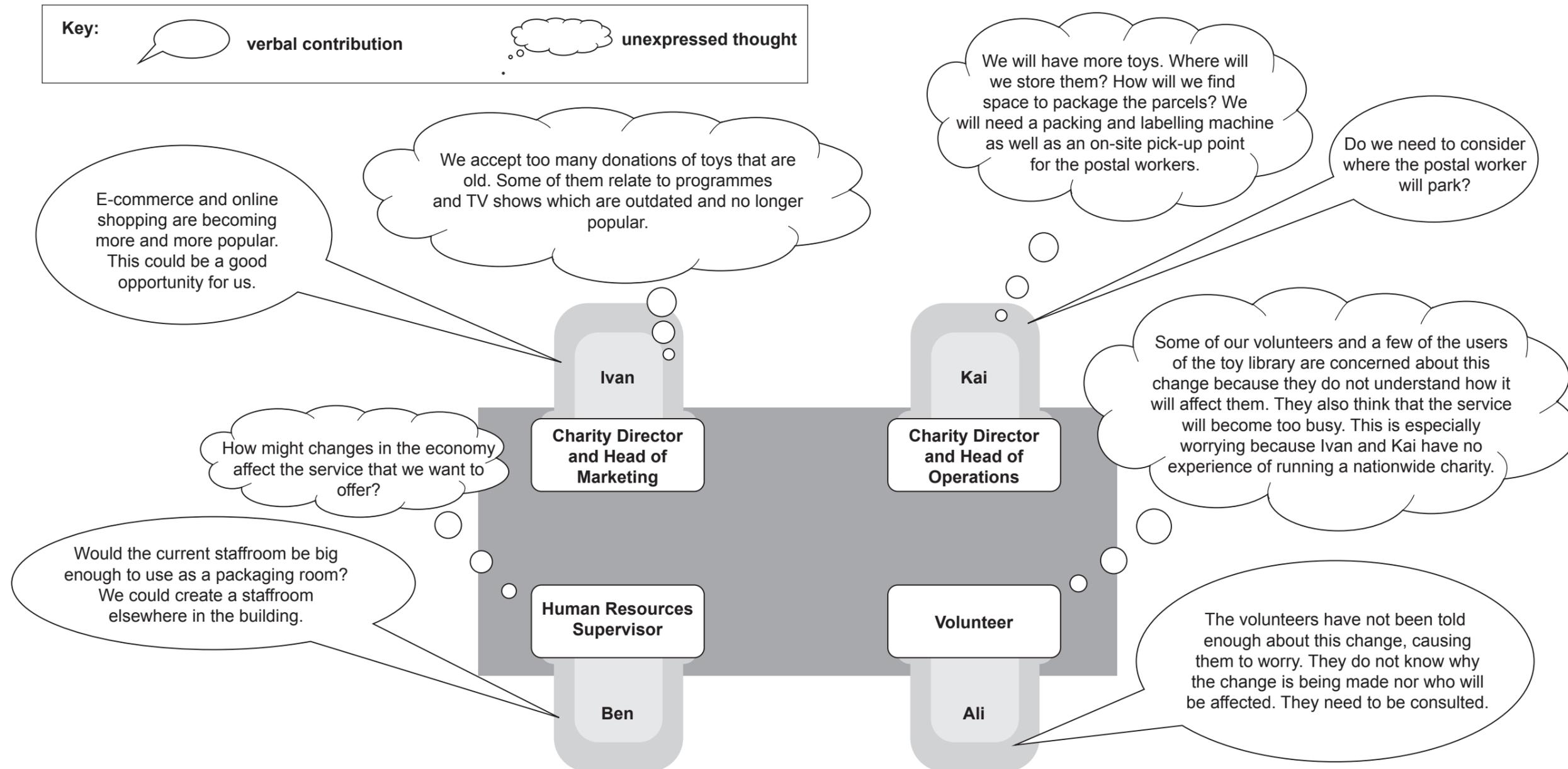
Resource 1

Carma Play is a charity based in Wales. The charity was founded three years ago by the current directors, Ivan and Kai. Carma Play runs a toy library located in the town centre of Carmarthen. The charity’s toy library allows local residents to borrow up to five toys a month. The toy library stocks toys suitable for children aged from 3 months to 11 years. Ivan and Kai originally founded Carma Play because they were concerned that some children in the local area did not have access to an adequate range of toys. The toy library improves the emotional, social and educational development of children in the local community.

Ivan and Kai rely on the generosity of others who donate unwanted toys to the charity. All donated toys are safety checked and, if suitable, added to the toy library’s stock. The charity has a social media page which is used to raise awareness, improve communication, and share pictures of some of the toys that are available to borrow. Local residents who want to borrow toys are responsible for collecting and returning them as the charity does not currently offer any form of delivery service. In recent weeks, local toy library users have mentioned that changing preferences and trends mean that some toys are old and, therefore, out of date. One user also voiced concerns about the environmental impact of the toys being collected and returned by each toy library user, many of whom appeared to arrive in petrol or diesel vehicles. In addition, economists predict that local and national unemployment will rise in the next 12 months.

Ivan and Kai have now decided to expand the charity to offer nationwide coverage so as not to exclude some of the children who most need the service. A website will be introduced to allow users of the toy library to book toys online. The toys will then be delivered and returned using the post. The directors plan to fundraise additional income to help to pay for the postage which will be offered free of charge, or at discounted rates, to low-income families. As part of this change, the directors will also try to persuade the local community to donate a greater number of unwanted toys to help meet nationwide demand. The directors believe that this change will help to improve the charity’s reputation.

The charity directors have organised a change management meeting. Below is a summary of the main contributions and thoughts of those who attended this meeting.



Resource 2

It is now 13 months since Carma Play introduced its nationwide coverage. The charity continues to operate the physical toy library, although opening hours have been reduced to give staff time to package toys for posting nationwide.

Ivan has collected some feedback from users of the toy library who continue to travel in person to the library. A report showing Key Performance Indicators (KPIs) before and after the change has also been prepared.

Feedback from users of the toy library who continue to travel in person to the library

- “I only use the service once or twice a year – normally in March and December. I have not really noticed much of a change.” **Zac**
- “I find it hard to access the toy library now because it is no longer open in the evening.” **Charlie**
- “The volunteers are now too busy packaging parcels to talk to the toy library users. I miss the social aspect of visiting the toy library and having a chat. I will stop going.” **Yoshi**
- “My children are four and five years old. I twice tried to collect some toys last month but the library only had toys available for children aged between three and six months! The library does not let you reserve toys, which is unhelpful. I think it is now too busy and unable to meet demand. It is such a shame.” **Taylor**
- “In recent weeks, some of the toys have been dirty and smelly. One of them was even broken and posed a choking hazard to my child. I am unlikely to use the service again. It is not safe.” **Sara**

Feedback from toy library volunteers

- “I find my job quite boring now. I used to enjoy talking to users of the toy library but now I spend most of my time in the old staffroom packing toys on my own.” **Volunteer 1**
- “I am now too busy. It is stressful. We do not have enough volunteers to cope with the increase in demand!” **Volunteer 2**
- “Most families need to pay towards the postage charge but many of them cannot afford it. This means the toys are not getting to the families that really need them.” **Volunteer 3**

Key Performance Indicators (KPIs)

	<u>Before the change</u>	<u>After the change</u>
Average number of toys available to borrow at any one time	650	230
Average number of toy library users per day	14	48
Average number of complaints relating to customer service received per month	2	24

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