GCSE
BUSINESS
8132/1

Paper 1 Influences of operations and HRM on business activity

Mark scheme

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Mark schemes are prepared by the Lead Assessment Writer and considered, together with the relevant questions, by a panel of subject teachers. This mark scheme includes any amendments made at the standardisation events which all associates participate in and is the scheme which was used by them in this examination. The standardisation process ensures that the mark scheme covers the students' responses to questions and that every associate understands and applies it in the same correct way. As preparation for standardisation each associate analyses a number of students' scripts. Alternative answers not already covered by the mark scheme are discussed and legislated for. If, after the standardisation process, associates encounter unusual answers which have not been raised they are required to refer these to the Lead Assessment Writer.

It must be stressed that a mark scheme is a working document, in many cases further developed and expanded on the basis of students' reactions to a particular paper. Assumptions about future mark schemes on the basis of one year's document should be avoided; whilst the guiding principles of assessment remain constant, details will change, depending on the content of a particular examination paper.

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Level of response marking instructions

Level of response mark schemes are broken down into levels, each of which has a descriptor. The descriptor for the level shows the average performance for the level. There are marks in each level.

Before you apply the mark scheme to a student's answer read through the answer and annotate it (as instructed) to show the qualities that are being looked for. You can then apply the mark scheme.

Step 1 Determine a level

Start at the lowest level of the mark scheme and use it as a ladder to see whether the answer meets the descriptor for that level. The descriptor for the level indicates the different qualities that might be seen in the student's answer for that level. If it meets the lowest level then go to the next one and decide if it meets this level, and so on, until you have a match between the level descriptor and the answer. With practice and familiarity you will find that for better answers you will be able to quickly skip through the lower levels of the mark scheme.

When assigning a level you should look at the overall quality of the answer and not look to pick holes in small and specific parts of the answer where the student has not performed quite as well as the rest. If the answer covers different aspects of different levels of the mark scheme you should use a best fit approach for defining the level and then use the variability of the response to help decide the mark within the level, i.e. if the response is predominantly level 3 with a small amount of level 4 material it would be placed in level 3 but be awarded a mark near the top of the level because of the level 4 content.

Step 2 Determine a mark

Once you have assigned a level you need to decide on the mark. The descriptors on how to allocate marks can help with this. The exemplar materials used during standardisation will help. There will be an answer in the standardising materials which will correspond with each level of the mark scheme. This answer will have been awarded a mark by the Lead Examiner. You can compare the student's answer with the example to determine if it is the same standard, better or worse than the example. You can then use this to allocate a mark for the answer based on the Lead Examiner's mark on the example.

You may well need to read back through the answer as you apply the mark scheme to clarify points and assure yourself that the level and the mark are appropriate.

Indicative content in the mark scheme is provided as a guide for examiners. It is not intended to be exhaustive and you must credit other valid points. Students do not have to cover all of the points mentioned in the Indicative content to reach the highest level of the mark scheme.

An answer which contains nothing of relevance to the question must be awarded no marks.

Section A

Total for this section: 20 marks

Multiple Choice Questions

Question Number	Answer
1.1	C
1.2	C
1.3	C
1.4	A
1.5	B
1.6	D

Q1.1 to Q1.6 = AO1 × 6 **[1 mark for each correct answer]**

1.7	Identify **two** reasons why employees choose to leave a business. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for each correct reason identified up to a maximum of 2 marks.

Answers may include:

- Retire
- Leaving to have children
- Move out the area
- Want better/unhappy with ethics/aims/strategy/management
- Starting a business
- Want better/unhappy with terms and conditions, e.g. pay, hours, benefits, holidays
- Want better/unhappy with existing job, e.g. responsibility, lack of promotion

Markers note
Demotivated/unhappy with job alone is not enough; responses must identify the reason for being demotivated/unhappy.

1.8	Explain the term delayering. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for giving limited description and 1 mark for some development (this could be an example or consequence).

Answers may include:

- Delayering is the removal of one or more levels of the hierarchy
- Reduces the chain of command
- Can increase the span of control

- Can be used to reduce the number of managers
- Changing from a tall to a flat structure

Examples of developed answers
Delayering is the removal of one or more levels of the hierarchy (1) reducing costs (1).
Changing from a tall hierarchy to a flatter structure (1) by removing assistant managers (1).

1.9	Explain the term delegation. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for giving limited description and 1 mark for some development (this could be an example or consequence).

Answers may include:

- Passing of authority/responsibility/tasks are passed on
- Gives authority to subordinates

Example of developed answer
Delegation is the passing of authority (1) to an employee under your control. (1)

1.10	Explain the purpose of a job description. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for knowledge of a job description and 1 mark for how it is used to recruit.

Answers may include:

- Outlines the tasks/duties of the job
- Allows potential employees to see if they would want to apply for the job.
- Helps the business identify the skills a potential employees would need.
- Helps design a job advert

Example of developed answer
Outlines the tasks/duties of the job (1) which helps the business identify the skills a potential employee would need (1)

1.11	Businesses produce goods or supply a service. Explain, using an example, what a service is. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for knowledge of a service and 1 mark for an example.

Answers may include:

- Services are intangible/non-physical
- Services can't be touched/not an object
- A service is something which is done for you

Example of developed answer
Services are intangible products (1) e.g. cutting someone's hair (1).

1.12	State and explain **two** types of contract of employment. **[4 marks]**

Marks for this question: AO1 - 4 marks

1 mark for identifying the type of contract and 1 mark for explaining the contract.

Answers may include:

- Part time – e.g. any hours 34 or less
- Full time – e.g. any hours 35 or more
- Job share
- Zero hour
- Agency staff
- Permanent
- Temporary/fixed term/seasonal
- Commission

Example of developed answers

Full time contract (1) where employees work the standard number of hours/days in the week (1).

Part time contract (1) where employees work less than the standard number of hours/days in the week (1).

Job share contract (1) where two employees agree to share a standard number of hours in the week between them (1).

Zero hour contract (1) where employees are not guaranteed a set number of hours (1).

Section B

Total for this section: 35 marks

2.1	State **two** factors of production. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for knowledge of a factor of production × 2.

Answers may include:

- Land
- Labour
- Capital
- Enterprise

2.2	Explain how total quality management (TQM) can help a business achieve better quality. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for giving limited description and 1 mark for some development.

Answers may include:

- Requires everyone to be working toward quality targets
- Focus on individuals preventing mistakes
- Recognises that all employees can help the business improve
- Employees monitor their own work

Example of developed answer
TQM requires everyone to be working toward quality targets (1). When an employee produces something it must be to the quality expected before being passed to someone else (1).

Markers note
Responses must be linking clearly to TQM and not awarded for explaining general benefits of better quality or quality control.

2.3	Fleet Bikes expects to produce and sell 600 children's bikes a year. The revenue from these sales is predicted to be £240 000 annually. For each of the children's bikes: • steel and aluminium will cost £50 • parts will costs £45. Advertising, wages and other costs will cost £12 000 per month. Using the above figures calculate the expected profit per children's bike. State the formula used and show your workings. **[5 marks]**

Marks for this question: AO1 - 1 mark AO2 - 4 marks

1 mark for correct identification of profit formula
4 marks for calculation

Selling price - cost per unit **or** Revenue – total costs **or** Total profit / number of bikes (1) AO1

Profit per bike £65 (4) AO2

Method

Selling price £240 000/600 = £400 (1)

Variable costs per bike = 45 + 50 = £95 (1)

Fixed costs per bike = (12 000 × 12 / 600 = £240 (1)

Profit per bike = £400 – £95 – £240 = **£65 (1) OFR**

Alternative method

Total variable costs = 45 + 50 = £95 × 600 = £57 000 (1)

Fixed costs = 12 000 × 12 = £144 000 (1)

Total profit = £240 000 – £57 000 – £144 000 = £39 000 (1) OFR

Profit per bike = Total profit/600 = **£65 (1) OFR**

2.4	When ordering raw materials of steel and aluminium the business is considering changing to Just In Time stock control (JIT). Advise Fleet Bikes Ltd whether or not this is a good idea. Give reasons for your choice. **[9 marks]**

Marks for this question: AO2 - 3 marks AO3 - 6 marks

Level	Marks	Description
3	**7 - 9**	**Detailed analysis and evaluation of topics based on the context** • Sustained line of reasoning, which is coherent, relevant, substantiated with a focused conclusion that is fully justified. • Business areas are fully analysed. • Applies knowledge and understanding to the context sufficiently.
2	**4 - 6**	**Sound analysis and evaluation of topics based on the context** • A line of reasoning, with a conclusion that has some justification. • Business areas are partially analysed. • Applies some knowledge and understanding to the context.
1	**1 - 3**	**Basic analysis and evaluation of topics based on the context** • Basic line of reasoning with a conclusion. • Basic analysis of business areas. • Basic knowledge and understanding is applied to the context.
0	**0**	Nothing written worthy of credit.

Indicative content:

Application	Analysis/evaluation
Suppliers can deliver within 3 hours. Discount of 10% for bulk purchase.	For JIT to work suppliers must be able to respond quickly to orders and the 3 hour delivery will mean that orders can be placed for immediate production needs. This will mean that the business will not need to store as many raw materials. This may even mean that it does not need such a large extension of the factory which will save costs of the expansion. However this is a one-off cost and may not cover the loss of the purchasing economies of scale which it receives when placing large orders and so the production cost of the bikes may increase.
The price of steel and aluminium fluctuates. Discount of 10% for bulk purchase. Loan for expansion. £65 profit on children's bike (OFR).	If the business decides to not go ahead with JIT and orders large amounts of steel and aluminium it not only benefits from a 10% reduction for larger orders, it may also take advantage of times when the price of steel and aluminium are low. When businesses reduce their variable costs this can lead to a lower unit cost and therefore an increase in the profit margin for a bike. This would help cover the repayments on the loan which they are taking out for the extension. To be profitable in the long term they must keep their costs to a minimum. A 10% increase in

	the variable costs will reduce the profit to £55.50 on the children's bike.
Producing of bikes for retail customers is within two weeks. Aiming to reduce production costs.	The raw material requirements for these customers are more predictable and therefore the JIT would be more suitable for these orders. Production can be planned in advance to meet the order for retailers and have it ready within 2 weeks. Therefore the orders of raw materials can be ordered as and when needed to reduce storage space requirements.
Online sales for children's bikes may require quick delivery. Suppliers 3 hour delivery time.	The business will not be able to order raw materials in advance for these bikes and JIC allows the business to meet sudden demand for these products to maintain customer satisfaction. With a 3 hour delivery time it could still meet production of these bikes. This will mean that the business will not need to store as many raw materials. This may even mean that it does not need such a large extension of the factory which will save costs of the expansion.

Evaluation/conclusion

- Increased production with the children's bikes will mean that storage facilities for raw materials may not be able to cope any longer and JIT essential.
- The ability for suppliers to meet demand at short notice consistently needs to be considered. A slow delivery may mean retailers don't get their bikes and they lose the whole order.
- Given the type of product being ordered it is not likely to be obsolete and be wasted.
- JIT may be more suitable as the small warehouse may be a limit on ordering large amounts.
- JIC may be more suitable as the business is aiming to reduce running costs.

2.5	State **two** benefits of induction training. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for knowledge of a benefit of induction training × 2.

Answers may include:

- Helps the new employee feel supported
- Helps the new employees
- integrate with other employees
- Learn key information about the business, e.g. Health and safety or welfare facilities (award only once)

Markers Note

No marks can be awarded for responses that focus on training in general, rather than induction training

2.6	Analyse **one** method Fleet Academy will use to provide good customer service for the rental of children's bikes. **[6 marks]**

Marks for this question: AO2 - 3 marks AO3 - 3 marks

Level	Marks	Description
3	**5 - 6**	**Detailed analysis of topics based on the context** • Business areas are fully analysed. • Applies knowledge and understanding to the context sufficiently.
2	**3 - 4**	**Sound analysis of topics based on the context** • Business areas are partially analysed. • Applies some knowledge and understanding to the context.
1	**1 - 2**	**Basic analysis of topics based on the context** • Basic analysis of business areas. • Basic knowledge and understanding is applied to the context.
0	**0**	Nothing written worthy of credit.

Answers may include:

Application:
- Product knowledge – e.g. FAQ on website, provide advice on correct sizing and style for the child
- Customer engagement – e.g. bikes that always fit, exchanged within 48 hours if not suitable

Example of a Level 3 developed answer
Providing advice on the correct sizing and style for the child will mean that this good product knowledge is communicated to parents and this will lead to an increase in customer satisfaction as they receive a bike that is right for their child. This will give the parents the confidence that they will receive the best fit bike for their child and they are more likely to recommend the business to others leading to further sales.

2.7	The managing director is considering using a recruitment agency to find a suitable applicant for the manager's role from outside the business. Recommend whether or not external recruitment is a good idea for this role. Give reasons for your answer. **[9 marks]**

Marks for this question: AO2 - 3 marks AO3 - 6 marks

Level	Marks	Description
3	**7 - 9**	**Detailed analysis and evaluation of topics based on the context** • Sustained line of reasoning, which is coherent, relevant, substantiated with a focused conclusion that is fully justified. • Business areas are fully analysed. • Applies knowledge and understanding to the context sufficiently.
2	**4 - 6**	**Sound analysis and evaluation of topics based on the context** • A line of reasoning, with a conclusion that has some justification. • Business areas are partially analysed. • Applies some knowledge and understanding to the context.
1	**1 - 3**	**Basic analysis and evaluation of topics based on the context** • Basic line of reasoning with a conclusion. • Basic analysis of business areas. • Basic knowledge and understanding is applied to the context.
0	**0**	Nothing written worthy of credit.

Indicative content:

Application	Analysis/evaluation
Advice on correct sizing and style are crucial and needs experience of children's bikes sales. Knowledge of rental agreements.	External recruitment leads to a wider choice of applicants. This may mean that higher quality applicants will be found who will be right for the role. A wider range is likely to provide applicants with the experience of children's bikes so they can give advice on the correct sizing and style. Any wrong advice given may result in bikes produced that are not required and exchanges needed which will impact on customer service and quality of the service. This is something that is difficult to train someone without support in the business from another employee, and this business has never sold children's bikes so there will be no one with this experience. It may take too long to train internally and may lead to lowers sales and dissatisfied customers.
Large fee at 20% which could pay for training of existing employee. Fee £6 000 based on salary.	The fee is a one-off payment and although it may be more expensive than training existing staff the person will be able to start straight away. This would then mean that sales and

	advice given is effective immediately and fewer mistakes are being made. However it depends on how many people would have experience of the children's bike market and the search could take too long and delay the start of the renting bikes.
Induction may not needed if internal recruitment is used. Brian is successful when selling adult bikes	Employing an existing employee such as Brian would mean that they are familiar with the business and this could prove vital in a new project. If he has been successful in sales of adult bikes then it would be a minor adjustment to adapt to children's bikes. Other employees dealing with the administration of rental could be recruited from outside to help and promotion from within could boost morale and motivation on the workforce. This would save the recruitment agency fee and instead this could be used for training and induction of employees.

Evaluation/conclusion

- 4 weeks for external recruitment may take longer if they need to their work notice at their current job and delay the start of renting bikes. Brian could spend this time training for the new role and learning about how children's bike rentals take place.
- The manager is needed sooner to allow the recruitment of other employees within 6 weeks and so internal recruitment likely to be the most suitable in this case.

Section C

Total for this section: 35 marks

3.1	Explain **one** benefit of maintaining quality for Thorntons when producing chocolate. **[2 marks]**

Marks for this question: AO2 - 2 marks

1 mark for applying knowledge of a benefit of quality.
1 mark for applying understanding of a benefit of quality to Thorntons/chocolate.

Answers may include:

- Meeting customers' expectations
- Higher price
- Improved brand image
- Repeat customers

Example of a developed answer
Quality of luxury chocolate will need to meet customers' expectations (1). This will mean that the chocolate will need to be produced to the right taste and with the ingredients that customer expect in the chocolate (1).

3.2	Use the information in the graph to calculate how much more the Fairtrade cocoa price was above the 'normal' cocoa price in April 2019. Show your workings. **[2 marks]**

Marks for this question: AO2 - 2 marks

$500 (2)

3000 – 2500 (1) = $500 (1) OFR

3.3	Assume Thorntons purchased 20 tonnes of normal cocoa per day in April 2019. If there were 30 working days in April calculate the monthly increase in costs if Fairtrade cocoa had been purchased. Show your workings. **[3 marks]**

Marks for this question: AO2 - 3 marks

AO2 = 3

$300 000 (3)

30 × 20 = 600 tonnes purchased in April (1)

600 × 2 500 = $1 500 000 **and** 600 × 3000 = $1 800 000 (1)

1 800 000 - 1 500 000 = $300 000 (1) OFR

Alternative method 1

30 × 20 = 600 tonnes purchased in April (1)

3000 – 2500 = $500 (1) (Figure may have been extracted from Q3.2 - OFR)

$500 x 600 = $300 000 (1) OFR

Alternative method 2

20 x 2500 = $50 000 **and** 20 x 3000 = $60 000 (1)

$60 000 - $50 000 = $10 000 (1) OFR

$10 000 x 30 = $300 000 (1) OFR

Alternative method 3

2500 X 30 = $75 000 and 3000 X 30 = $90 000 (1)

$90 000 - $75 000 = $15 000 (1) OFR

$15 000 X 20 = $300 000 (1) OFR

3.4	Analyse **one** factor that will influence the choice of suppliers for Thorntons. **[6 marks]**

Marks for this question: AO2 - 3 marks AO3 - 3 marks

Level	Marks	Description
3	**5 - 6**	**Detailed analysis of topics based on the context** • Business areas are fully analysed. • Applies knowledge and understanding to the context sufficiently.
2	**3 - 4**	**Sound analysis of topics based on the context** • Business areas are partially analysed. • Applies some knowledge and understanding to the context.
1	**1 - 2**	**Basic analysis of topics based on the context** • Basic analysis of business areas. • Basic knowledge and understanding is applied to the context.
0	**0**	Nothing written worthy of credit.

Answers may include:

Application:
- Palm Oil coming from South East Asia - Speed of delivery
- Reputation of the supplier in relation to impact on the environment
- Suppliers of cocoa may need to be Fairtrade – reputation/Price
- Fairtrade guarantees farmers a better deal and involves a higher price above normal cocoa which will increase costs

Example of a Level 3 developed answer
The reputation of a supplier will mean that to choose them then they must also have the same standards as Thorntons. For example it pays workers a living wage. If Thorntons choose these suppliers over others then it will have to pay higher prices, however this is important because it will help Thorntons achieve its aims and objectives of being ethical.

Markers Note
The answer must be about how the supplier affects Thorntons ethical stance, not about the benefits of being ethical.

3.5	State **two** benefits for a business of having motivated employees. **[2 marks]**

Marks for this question: AO1 - 2 marks

1 mark for knowledge of a benefit of a motivated workforce X 2.

Answers may include:

- Increased productivity/produce more/efficiency
- Lower costs
- Improved employee retention/loyalty
- Higher level of sales/profit
- Improves recruitment and selection
- Better reputation
- Lower absenteeism
- Better customer service/quality goods/services
- Higher customer satisfaction
- Less mistakes

3.6	Explain how the recruitment process of the sale assistant has been affected by employment law, such as the Equality Act. **[2 marks]**

Marks for this question: AO2 - 2 marks

1 mark for applying understanding of employment law to the recruitment process.
1 mark for applying knowledge of employment law to the sales assistants job.

Answers may include:

- Job advertisements
- questioning / interviews / tests
- Job descriptions / person specifications.
- short listing

Examples of answers
When writing adverts for jobs (1) information included must not specify if employees must be male or female (1).

The Equality Act stipulates that workers must receive equal pay for equal work (1)

The Equality Act stipulates that workers of all ages must be given equal treatment when recruiting (1)

Markers note
If the candidate applies knowledge of employment law however does not link to a stage of the recruitment process then only age and pay discrimination can be allowed in isolation for one mark.

3.7	In addition to an hourly rate of pay many other businesses offer commission to their sales assistants. Analyse **one** benefit for Thorntons if it was to offer commission to its new sales assistant. **[6 marks]**

Marks for this question: AO2 - 3 marks AO3 - 3 marks

Level	Marks	Description
3	**5 - 6**	**Detailed analysis of topics based on the context** • Business areas are fully analysed. • Applies knowledge and understanding to the context sufficiently.
2	**3 - 4**	**Sound analysis of topics based on the context** • Business areas are partially analysed. • Applies some knowledge and understanding to the context.
1	**1 - 2**	**Basic analysis of topics based on the context** • Basic analysis of business areas. • Basic knowledge and understanding is applied to the context.
0	**0**	Nothing written worthy of credit.

Answers may include:

Application:
- Financial method of motivation
- Will help ensure employee meets daily sales targets
- The £8 per hour is relatively low and near minimum wage
- Thornton's want to increase sales and market share

Example of a Level 3 developed answer
As commission will be paid on every chocolate product the sales assistant sells they should be motivated to sell more. This is because their pay will be higher as they would receive the commission on top of their hourly rate of pay which is advertised. This increased motivation would benefit Thorntons as employees are more likely to meet their daily targets and the business would gain a higher number of sales and possible market share.

3.8	Thorntons want to increase sales and are considering **two** options in the UK to achieve this. Recommend if Thorntons should expand by: • introducing job production in most of its existing stores within the next 5 years. **or** • offering more 'Thorntons In Your Store' franchising. Analyse the effect of each of these two options on Thorntons' sales. Evaluate which of these two options will have the biggest impact on Thorntons' sales. **[12 marks]**

Marks for this question: AO1 - 3 marks AO2 - 3 marks AO3 - 6 marks

Level	Marks	Description
4	**10 - 12**	**Developed integrated analysis and evaluation of topics with sustained judgement based on context.** • An integrated line of reasoning, which is coherent, relevant, with a conclusion with the area which has been impacted on the most has been fully justified. • Interdependent nature of business areas are fully analysed. • Applies knowledge and understanding to the context and successfully draws together several functional areas of business.
3	**7 - 9**	**Detailed analysis and evaluation of topics based on the context .** • A line of reasoning, which is coherent, relevant, with a conclusion that is justified. • Different business areas are analysed independently or the interdependent nature of business areas is partially analysed. • Applies knowledge and understanding to the context and starts to draw together several functional areas of business.
2	**4 - 6**	**Sound analysis and evaluation of topics in isolation of their interdependence based on the context.** • A line of reasoning, with a conclusion that has some justification. • One business area is analysed independently. • Applies some knowledge and understanding to the context.
1	**1 - 3**	**Basic generic discussion of topics.** • A basic understanding of business concepts in isolation. • A basic understanding of one or more business concepts. • Partial relevance to the question.
0	**0**	Nothing written worthy of credit.

Indicative content:

Understanding	Application	Analysis/evaluation
Franchising is a method of organic growth which can help increase sales.	Franchise fee is low at £1000 which should encourage a number of shop owners to consider offering the franchise. The buyer pays for fixtures and fittings. People in the UK like chocolate, but they're eating less. Suitable businesses such as card shops and need space.	This would be the cheaper option for Thorntons as its costs would be significantly lower as they do not employ the shop workers and have no overheads to pay. Although training would be needed this option could be quicker than job production as business owners are already operating. However sales will be lower than if it operated the shop itself. Overall it depends on how popular its products are and with 200 stores what other possible locations would be suitable. However how many business owners would have the space to sell the products and the footfall to generate £250 000 of sales. Possibly only larger shops and those on popular high streets would see a significant rise in sales for Thorntons.
Job production will meet the exact needs of the customers.	Unique products can be made to order exactly as the customer requests. A third of British chocolate buyers splash out on premium products. Store need space for the equipment. Needs a trained chocolate maker to operate.	This would allow it to create unique gifts and aim to sell to the third of the UK buyers who want premium products. It would allow Thornton's to charge a premium price. This should cover any initial costs that it would have for equipment and employing a chocolate maker. However it will depend on if it can train chocolate makers. Only stores near their factory will be able to use their highly skilled chocolate makers and others will need to be recruited or store staff trained. Therefore there will be a high initial cost. Some stores may not have the space for the equipment and with less skilled chocolate makers the products may not be to the quality that customers request or produced in the time expected. In the long run this would increase sales but as it is likely to take at least 5 years may be too slow for them to achieve their objective.

Integrated approach – links with other areas

- Will the chocolate market be affected by changing consumer spending?
- Depends if the objective is more products or the value of sales as the amount of sales in the market is falling.
- This will depend on market research and what customers' needs are.
- Given the changes in the UK market then the job production is likely to meet these needs more.
- Depends if it is prepared to reduce profit in the short term to introduce the job production and have the cash.