

Suggested solution

Task 1

(a)

To: Chief finance officer
From: Senior business analyst
Date: 1 Sept 20X5

Report: Partnership proposal with Zoomu supermarket

Introduction

The following report will consider the opportunities and challenges of the proposal to sell MC's meal kit boxes in Zoomu supermarkets. It will also consider the potential interests and conflicts of interest in this proposal of our shareholders, customers and staff and the information we would need to present to each stakeholder group about this proposal.

Opportunities

Zoomu has eight million customers in its stores per week. This gives MC access to a range of potential new customers that may not have previously considered subscribing to an online order but would buy meal kit boxes as a one-off or occasional purchase in-store. This could then potentially result in those one-off customers who try an in-store purchase converting to our subscription services to access our wider range of recipes available on MC's website/ mobile app.

There is a potential additional revenue stream of $25,000 \times \$16.2 = \$405,000$ per week (over \$10.5 million in the six-month trial period). This is a significant additional revenue stream in a highly competitive market, especially if the contract is extended beyond the six-month trial period.

MC can leverage Zoomu's vast customer knowledge and customer database. Supermarkets are a huge source of data, and we could tap into this and learn more about customers buying habits and therefore promote our products more effectively and develop more appropriate recipes, which are more appealing to their tastes. We could work in partnership with Zoomu to analyse in-store meal kit box sales and for example, assess patterns of certain meal kits purchased with associated complimentary products. This may then help to formulate new recipe ideas online.

MC can also benefit from shared financial resources in marketing and distribution. Zoomu is intending to promote our meal kit boxes both in-store and online via its own website. It will also bear the cost of distribution of our meal kit boxes to each

supermarket, saving us the transportation costs associated with this potentially complex distribution process.

This partnership widens the customer base and so could present MC with an opportunity to reduce our dependency on online subscription-based sales.

If MC does not take up this opportunity, then Zoomu may develop its own meal kit options or partner with one of its rivals. This appears to be something that other supermarkets are moving into and therefore MC need to be part of this growth in the market.

Challenges

Firstly, this proposal presents MC with lower revenue per meal kit box sold. After the 10% customer discount and the selling price percentage payable to Zoomu, MC will receive \$16.2 per meal kit box compared to an online sales price of \$20. MC would need to consider the impact this would have on its profit margins and in particular the impact this would have in the long term should this contract be extended. Should a contract extension take place, MC would also incur additional operational costs (such as additional staffing costs and factory overheads) and therefore the long-term financial viability may be challenged. This will need to be weighed against any potential savings achieved through reduced marketing and distribution costs.

The proposal may result in some of MC's existing online subscription-based customers moving to instore purchases. The challenge will be to ensure that MC can maintain its online subscription-based sales by focusing on the benefits of subscription purchases (such as home delivery, increased menu variety, personalisation of orders and loyalty discounts and rewards).

MC needs to consider the costs associated with any potential additional production capacity needed to extend the proposal if necessary. Any addition to the initial trial contract period would mean investment in more staff and increased production capacity, which needs to be considered as part of the overall decision. MC must fully understand the likely long-term intentions of Zoomu. Therefore, MC needs to consider the possibility of a contract extension well in advance, in order to ensure that necessary funding is in place when needed. This may be difficult to do, as Zoomu is unlikely to commit to a contract extension without suitable evidence of success in the trial period.

MC may face challenges in the overall management of this proposal. As a large supermarket, Zoomu will have significant power to dictate terms. It could potentially change its requirements at any time or pull out after six months and there is little MC could do. Therefore, MC must not over commit in the first six months without some clearer reassurance from Zoomu.

MC is reliant on Zoomu's own delivery vehicles to deliver our meal kits to Zoomu's stores. MC's meal kits rely on being delivered in the shortest period and must be kept at the required temperature to ensure optimum quality and freshness. Should this not be followed by Zoomu's delivery systems then this could result in poor quality products being sold which will impact badly on MC's reputation. MC will also rely on the supermarket management to ensure that meal kit boxes are managed effectively in-store. For example, if they are kept on the shelves too long this will impact on the freshness of the ingredients and impact on the customer experience. As a result of this, MC may in fact need to review some of our recipes and the contents of meal kit boxes to reduce the risks associated with fresh produce included in our meal kits.

MC could potentially encounter a negative impact on its brand through association with a large supermarket chain. If the supermarket is promoting unethical products or complementary products which are not of the same quality as our meal kit boxes, then it could have a negative effect on MC's own brand. Also, if at any point Zoomu has any bad publicity in the six months MC operates with them, then by association it could be drawn into any bad publicity.

This is a significant shift in direction and will require significant management attention and resources which may detract from MC's core business. MC must not neglect its core operations as this partnership has no guarantee beyond the six months' trial period.

(b) Interest of stakeholder groups and the information each will need regarding this proposal (including an assessment of any potential stakeholder conflict).

Shareholders

MC's shareholders will be highly interested in this proposal, as it has the potential to significantly increase revenues and therefore potential shareholder returns. They will also be concerned about the potential additional costs of investment and associated funding needed, should the proposal be extended beyond the trial period, as suggested in the proposal document. They will require more detailed information about revenue generating potential of the proposal and the estimated costs of investment in increasing production capacity. Different funding options will have impacts on the shareholders (for example suspension of dividends or issuing of new shares). They may also be concerned about the rate of product discounting offered in-store, compared to the subscription selling price, as extended discounting will impact significantly on revenue earned and may result in lost subscription customers.

Customers

The proposed in-store selling price may bring shareholders into conflict with the expectations of potential in-store customers. These in-store customers will be interested primarily in the range and quality of meal kit boxes offered but will also be

concerned with price and value for money. This is particularly important when selling in-store, as customers could buy all the ingredients separately within the supermarket, and therefore it must be economically viable to buy the meal kit boxes, as opposed to buying the separate ingredient items. These customers will want to see prices as low as possible, whereas shareholders will want to ensure that prices are viable to cover costs and make a reasonable profit for MC. Therefore, MC must ensure that customers are given information about the benefits of our quality and locally sourced ingredients to justify the price we charge in-store.

There is also a potential for conflict of interests of online customers with the in-store customers. Online subscription customers will also be supermarket customers and will see MCs' meal kit boxes for sale in Zoomu's stores. They may be confused or angered by lower in-store prices and therefore MC must communicate with them on the benefits of retaining their online subscriptions, such as the much wider menu choice, personalisation of offerings and discounts provided to subscribers.

MC's staff

MC's staff will be interested in this new development and see it as an opportunity for the development and longevity of the business and their own job opportunities. However, the initial proposal suggests that overtime will be required and additional shifts, which may be welcomed by some staff, but others may not be willing to work additional hours to satisfy this proposal. This may bring them into conflict with management and shareholders, who will expect staff to comply to any additional working requirements. If the proposal is extended beyond the initial six-month trial, then expansion of production and investment in new staff may impact on the working environment and may result in staff demanding additional pay. Alternatively, more opportunities for promotion may be a positive for staff. Staff will need to be kept informed of the likely rates of overtime and working expectations and we should also communicate to them the potential for business growth and therefore additional job and promotion opportunities.

Summary

This is an interesting proposal and there are significant opportunities for successfully exploiting this arrangement to grow our business. However, we must also recognise the challenges and potential areas for stakeholder conflict, which must be considered and managed should we decide to pursue this proposal.

Task 2

(a)

Briefing notes for the CEO

Benefits of AI and data analytics

Improve customer service and interaction

MC's customers could use chatbots and virtual assistants to ask questions on technical support issues, provide details on discounts and share nutrition and recipe information, among other services. This should help MC to improve customer service and allow it to respond to customers 24/7 without employing staff to answer these queries.

Tailored marketing - help to increase customer loyalty and increase retention by promoting preferred recipes to customers

The data MC collects from its customers provides it with a huge data source to analyse and use AI to recommend menu choices based on past behaviour, not only of individual customers but of thousands with similar tastes and choices. When individual customers log onto the MC website, we can ensure that those recipes most likely to appeal to that customer are promoted as highest priority. Customer retention in the meal kit business is one of the industry's biggest challenges and this use of AI can help MC improve customer retention through customer tailored offerings.

Optimise supply of ingredients - reduce costs through predictive analysis of ingredients

Artificial intelligence and data analytics could also be used to help MC to understand when meal box recipes are likely to be most popular, based on the information from weather predictions for example. This could help MC to optimise procurement planning and ensure that suppliers are able to prepare in advance to satisfy demand for say, recipes based on more salad-based ingredients driven by predicted hotter weather. This will help MC to manage supplies for predicted popular recipes more effectively.

Streamline route planning and delivery - predictive weather and traffic flow analysis

Optimising deliveries of meal kit boxes to customers to ensure maximum freshness and quality of our delivered meal kits is a critical success factor and artificial intelligence could be applied to assist MC in this process. AI can be used to monitor real time weather activities and road conditions and can be used to optimise delivery route planning. Although MC does not provide its own transportation, it could work with GoFlow, its third-party logistics supplier, to implement this form of AI to ensure that road delays or adverse weather conditions do not impact on the on-time delivery of our boxes.

Risks

Investment in expertise and infrastructure

AI will require significant financial commitment, evidenced by the large teams of experts and the need for large database infrastructure to store and analyse the millions of data points collected each day by the supermarkets. Although MC may not require the scale of investment undertaken by supermarkets, investment in infrastructure and expertise would still likely be significant. Therefore, there is a financial risk associated with the investment in artificial intelligence and data analytics. MC does not currently have the technological expertise and therefore will require recruitment of external expertise. The meal kit industry is relatively new and therefore specific industry expertise will be limited and therefore expensive. Otherwise, this expertise will need to be internally generated and trained which will take time.

Data management risks – huge resource and cost

Artificial intelligence and data analytics require millions of data points which need to be analysed, sorted and stored. Such vast quantities of data bring additional data management risks to the business. Firstly, the data generated could lead to data overload that in fact distracts rather than enhances MC's business. The main focus of MC's business is on the quality of meal kit boxes and customer satisfaction. Therefore, MC must make sure that it does not lose focus on core business operations.

Impersonal customer service

MC should also consider the potential backlash from customers if it adopts chatbots and virtual assistants. Many customers may prefer personal contact with customer service staff and may consider chatbots and virtual assistants as impersonal and unable to answer their specific customer service needs. This could lead to loss of customers if queries are not suitably or sufficiently addressed by chatbots.

Ethical implications

By using this data to promote products and to change or persuade customer behaviour, it could be argued that this is unethical if MC is not considering its responsibility in using this information for the benefit of customers. Therefore, focus must be on promoting recipes and meal kits that are primarily of benefit to the customer and not purely to maximise our sales.

(b)

To: Chief people officer
From: Senior business analyst
Date: 2 Sept 2025

Subject The recommended change management approach to implement robotics technology.

You have asked for my advice on the change leadership approach MC should take to ensure the successful implementation of the robotics technology within our production factory, and which would also demonstrate to stakeholders that it is achieving responsible leadership.

As you correctly stated at the meeting, the board must demonstrate responsible leadership in all decisions and actions we take. Responsible leadership is one of our stated values. The board should consider how this decision will impact on the wider stakeholders and how MC can make sure it minimises any negative consequences of the decisions. This means MC needs to demonstrate responsibility to all stakeholders, not just shareholders. MC's staff are a key stakeholder group, and any change leadership process must consider their needs.

A useful change management approach to take is Lewin's three-stage model whereby we 'unfreeze' the current situation, make the necessary changes and then 'refreeze' new behaviours and activities.

Unfreeze

At this first stage, the board must focus on 'unfreezing' the current situation by preparing the organisation and its stakeholders for the implementation of the additional robotics technology. The chief finance officer (CFO) explained the need for change, stating that robotics technology in the production factory will increase efficiency and reduce costs, helping MC to be more competitive in this dynamic industry. Importantly it will also help MC to be more environmentally sustainable through less wastage. Therefore, as part of the unfreezing process, we must communicate this need for change to the stakeholder groups, explaining how additional investment in robotics will fit with the long-term vision for the organisation. We should also at this stage explain to stakeholders the aspects of responsible leadership demonstrated in achieving a positive impact on the environment through reduced wastage.

It will be key to communicate with MC's key shareholders to gain their support in this investment, explaining to them the long-term financial benefits for MC. It will also be necessary to explain to staff that the long-term survival of MC will depend on its ability to remain competitive and up to date with the key trends in the industry. We need to convey a compelling message that this technology will assist in maintaining our position in the industry and future employment. This is contrary to the opinions expressed by the COO that MC should not spend unnecessary time and money on managing the feelings of

staff. For change to be effective, we must effectively manage staff feelings and opinions in order to gain their understanding and support of change.

Change

The second phase of the change process will be to undertake the change itself, i.e., actual implementation of the robotics technology in the production factory. Technological organisational change is notoriously complex, so executing a well-planned change process is critical but does not guarantee positive results. Therefore, the board must prepare a range of detailed change options. However, we are not new to using this technology, so the change should be less complex than if it was our first implementation.

The chief operating officer (COO) indicated that the robotics technology could be installed within weeks, but we need to be cautious about timescales. I would caution against haste in this case, as a technological installation is likely to encounter technical glitches and problems and we must plan for this and have contingencies in place. Any errors in implementation will cause confusion and resistance from remaining staff and therefore hinder a successful change process. Full and proper planning must be a priority.

In preparation for the implementation of the technology, a robust redundancy process must be undertaken. Again, the board's responsible leadership credentials could be severely damaged if this part of the change process is not undertaken effectively. The COO suggests that redundancy payments will be MC's only concern, but this must be managed sensitively and not solely concentrate on financial packages. Redundancies are a particularly stressful time for all staff, and we must ensure that discussions are held with all affected individuals. Thorough communication with staff would be a responsible approach and appropriate redundancy packages must be negotiated and discussed with each affected individual. Legal advice will be necessary to ensure that all staff are fairly and legally processed.

As part of a responsible leadership approach, we should consider the possibility of re-deployment of impacted staff to other areas of the business. This may require re-training or re-skilling, but it would be seen as a positive approach if we attempted to retain some of these staff and would also be good for morale of the remaining staff. Importantly, throughout the change process, the board must maintain strong communication with all staff members, particularly production factory staff in other areas, to ensure that they are fully aware of the progress of the change process. We need to encourage employees to get involved and present their own ideas for the change process. We will also need to focus on effective training, to ensure staff know how to use and interact with the new robotics technology.

Re-freeze

The purpose of the final stage, that of 'refreezing', is to sustain the change made by implementing the robotics technology. The goal is for the staff to consider robotics

technology as the new status-quo, so they no longer resist forces that are trying to implement the change. At this stage we should be tying the new robotics into the culture of the organisation by ensuring that staff welcome and embrace the benefits of the new technology. We should continue to train staff on how to use and interact with the robotics and we should reward staff for embracing change. We should consider communicating the positive benefits such as the statistics on improved productivity and reduced wastage. We should also allow staff to tell us about any on-going concerns and act on this wherever possible.

We should also consider promoting this change to customers. Some may buy into our meal kit service because of our ethical stance and responsible approach to meal kit production and delivery. Therefore, we need to keep them informed of the impacts of less wastage and better-quality output through additional installation of robotics technologies.

Similarly, communication with our shareholders post implementation of the robotics technology to promote the actual result of the robotics technology will be needed. The comment made by the COO that *'our shareholders will expect us to not delay this decision by wasting time in lengthy discussions with staff who are going to be made redundant'* should be challenged, Shareholders will expect us to behave in their best interests but will also want us to maintain our strong reputation and therefore, all of the above actions discussed must be carried out, regardless of the time this takes us to achieve.

If you require any further clarification on any of the above, please contact me.

Task 3**(a) (i)****To:** Manager, Fresh food storage area**From:** Senior business analyst**Date:** 1 Sept 20X5**MEMO****The importance to MC of sound systems of internal control and compliance with external food hygiene regulations**

Systems of internal control in the fresh food storage area are necessary to ensure that the fresh food we place in our meal kit boxes is safe to eat. Sound internal controls should focus on controlling food safety hazards that have the potential to cause harm or cause serious illness to our customers. Meal kit businesses have been involved in several product recalls due to food safety concerns recently, and some have been linked to outbreaks of illness amongst customers.

Any occurrence of food safety hazards could have serious consequences for the health and well-being of our customers and consequently on the reputation of our business. Ultimately weaknesses or failures of internal controls in food safety and hygiene could result in the closure of our business.

We are subject to strict external guidance and regulations and our operating license is determined by achieving the standards set by the Ayeland food standards authority (AFSA). Not adhering to these external regulations could result in the withdrawal of our operating license, which would be disastrous for our business, if even only temporarily.

Any additional measures put in place by the Ayeland food standards authority will cost money and impact on our reputation. Customer retention is a significant issue for our industry, and this would inevitably be impacted if weaknesses in food hygiene controls became public knowledge.

Compliance with sound internal controls also ensures that the food storage facility operates efficiently and will lead to less wastage and better overall food management and organisation. If staff are fully aware and well trained in the food storage and hygiene internal controls, they will be more proficient in their roles, and it is likely that staff turnover rates will be lowered.

(ii) Improvements to the internal control activities of the fresh food storage facility.

- Stricter guidelines and supervision on cross contamination risks. There must be clearly defined and separated areas for the storage of meat and non-meat products. Meat products must have their own dedicated area within the food storage facility which can only be accessed by authorised staff responsible for the delivery and movement of meat products. There should be clear notifications and signage throughout the facility reminding staff of cross contamination risks.
- Staff should be trained and regularly updated on the importance of adhering to temperature controls for the storage of different food types. Temperature control checks in all areas of the facility must be carried out and recorded several times per day to ensure correct temperatures are being maintained. These must be signed off by a supervisor or the food storage area manager on a daily basis.
- A regular cleaning rota should be set up to ensure all areas are routinely cleaned and this rota must be signed and checked hourly by a supervisor.
- Notices should be placed in prominent areas reminding staff of the importance of personal hygiene.
- No staff member should be allowed within the fresh food storage area without proper authorisation from a supervisor who is responsible for checking that the correct aprons and gloves are being worn at all times.
- All new staff must be trained and tested in food hygiene procedures and the importance of strict adherence. Supervisors must also undertake regular refresher training and training manuals and full procedural guidance must be provided to all staff on joining the organisation. The HR department should carry out regular checks on training undertaken by all staff.

(NOTE: Only four recommendations are required)

(b)

To: Chair of audit and risk committee

From: Senior business analyst

Briefing paper

The role and responsibilities of a risk manager

A dedicated risk manager for the fresh food storage area would be part of the audit and risk committee and report regularly to the committee and the board on matters relating to the fresh food storage area. The role would primarily focus on implementation and management of MC's risk management policies and ensuring that MC follows a sound food safety plan.

Key responsibilities would include:

1. Provision of overall leadership in risk management in the fresh food storage area. Currently, it seems that the fresh food storage area manager is struggling to manage

all the risk responsibilities within the fresh food storage area, and therefore a dedicated risk manager would enable him to focus directly on the day to day running of the fresh food storage area whilst working directly with the risk manager to ensure risk management policies are followed.

2. Identify and evaluate the key risks within the fresh food storage area and then propose and manage relevant risk mitigation strategies and internal controls to manage the risks identified. For example, the risk manager would assess the training needs of staff members and would set up and deliver appropriate training for food storage area staff, suitable to specific job requirements and specific areas of the food storage area.
3. Continually improve the risk management activities of the fresh food storage area and ensure that there is full compliance with the external food standards regulations and keep up to date with all development in the food industry risk management practices.
4. Work with the internal audit department to assess the effectiveness of the current internal controls and to propose any additional measures to improve internal control procedures and reporting.
5. Implement a set of risk indicators and reports which would be reported regularly to the staff, managers and risk committee, including risk incidents and key risk exposures in the facility to enable all relevant parties to assess progress towards improvements in risk management within the food storage area.

Summary

Considering the recent risk related incidents and the weaknesses in the internal control management of the fresh food storage area, a dedicated risk manager could be an appropriate appointment for MC. The potential impact of a high-profile risk incident in the fresh food storage area could have severe consequences for MC and a dedicated risk manager could have a significantly positive impact on reducing this possibility.

Mark scheme

Task 1

(a)

Up to 2 marks for each well-developed point, including:

Opportunities (up to 11 marks)

- Access to a range of potential new customers instore
- In store customers may convert to subscription services
- Additional revenue generation \$405,000 per week (\$10.5 million over trial period).
- Significant revenue potential if contract extended
- Leverage Zoomu’s vast customer knowledge and customer database
- Work in partnership with Zoomu - analyse sales & patterns/ associations of purchases.
- Benefit from shared financial resources in marketing and distribution
- Reduce dependency on online subscription-based sales

Challenges (up to 11 marks)

- Significantly lower revenue per meal kit box - \$16.2 v \$20
- Impact on profit margins in long term.
- Online subscription-based customers moving to instore purchases.
- Challenge to maintain online sales (focus on benefits of subscription-based purchases)
- Costs associated with additional production capacity
- Investment in more staff and increased production capacity – funding needed
- Zoomu has significant power to dictate terms
- Negative impact on brand through association with a large supermarket chain.
- Rely on store managers to ensure appropriate stock management
- Impact of supermarket promoting unethical or low-quality complimentary products
- Reliant on efficiency of Zoomu’s distribution network to store/ manage boxes.
- Significant shift in direction - management attention and resources

Maximum 18 marks

(b)

Up to 2 marks for each well-developed point, including:

Shareholders

- Interest in increased revenues and potential shareholder returns.
- Interest in level of discounting - impact revenue earned.
- Require information about additional costs of investment and associated funding
- Potential conflict with expectations of customers.

Customers

- In-store customers interested in range/ quality/ price/ value for money.
- Price must be viable to buy the meal kit boxes and not separate food items.
- Want prices as low as possible
- Require information about benefits to justify price.
- Online customers interest conflict with in-store customers.

Staff

- Interested in opportunity for development/ longevity of the business
- Interested in potential job opportunities.
- Conflict with management and shareholders - expect staff to comply
- Require information on expansion of production - impact on working environment
- Require information on potential for job opportunities and promotion

Maximum 12 marks

Professional skills marks:

Communication

Comprehensive approach is taken with all key issues addressed in an effective way coupled with professional tone which recognises the needs of CFO and is clear and focused

Analysis and evaluation

Clearly utilises the information to consider the partnership with Zoomu supermarkets to sell MC's meal kit boxes in its stores in the assessment

Commercial acumen

Clearly raising valid commercial points about stakeholder's interests, information needs and conflicts

Maximum 7 marks

Total 37 marks

Task 2**(a)**

Award up to 2 marks each well-developed point, including:

Benefits (up to 7 marks)

- Chatbots and virtual assistants - improve customer service/ allow 24/7 response
- Recommend menu choices - based on past behaviour
- Assess recipes most likely to appeal to customers prioritised.
- Improved customer retention - customer tailored offerings.
- Understand when meal box recipes are likely to be most in demand,
- Optimise procurement planning - manage supplies more effectively.
- Optimise route planning - ensure maximum freshness
- Work with third party logistics supplier to implement

Risks and ethical implications (up to 7 marks)

- Significant financial commitment - large teams of experts/ database infrastructure
- Potential financial risk
- Need to recruit industry expertise - limited and expensive.
- Data management risks – millions of data items stored and analysed
- Data overload - distract rather than enhance our business.
- Ethical implications - responsibly use information for the benefit of customers.
- Data security expectations.
- Potential backlash from customers -dislike use of chatbots/ virtual assistants.
- Impact on customer service quality.

Maximum 11 marks**(b)**

Award up to 2 marks for each well-developed point, including:

- Change process - demonstrate responsibility to all stakeholders

Unfreeze current situation

- Preparing stakeholders for robotics technology.
- Explain aspects of responsible leadership - impact on environment - reduced wastage.
- Communicate with MC's shareholders - long-term financial benefits for MC.
- Communicate with all staff - compelling message to maintain position in industry.

- Contrary to comment made by COO about managing staff feelings

Change phase - COO indicated speed necessary - caution against haste

- Robust redundancy process - responsible leadership necessary
- COO suggests redundancy payments MC's only concern – challenge
- Redundancy packages negotiated and prepared for each affected individual.
- Redeployment possibilities assessed for staff to other areas of the business.
- Encourage staff involvement.

Refreezing - sustain change made by implementing robotics technology

- Goal - staff consider robotics technology as new status-quo
- Reward staff for embracing change.
- Communicate positive benefits (KPIs on improved productivity and reduced wastage).
- Encourage staff to communicate about any on-going concerns.
- Communicate with shareholders - promote results/ KPIs of robotics technology
- Challenge COO's comment - 'shareholders will expect us to not delay this decision
- Shareholders - expect maintenance of strong reputation

Maximum 14 marks

Professional skills marks:

Communication

All key issues addressed in an effective way coupled with professional tone which recognises the needs of the CPO and is clear and focused

Analysis and evaluation

Structured approach taken to evaluating the benefits of AI and data analytics for MC

Scepticism

Risks and ethical implications of using AI and data analytics technologies are probed and clarified for MC

Maximum 7 marks

Total 32 marks

Task 3**(a)**

(i) Up to 2 marks for each well-developed point, including:

Key points (up to 9 marks)

- Necessary to ensure meal kit boxes safe to eat
- Focus on controlling food safety hazards - potential to cause harm/ serious illness
- Impact on reputation of business if not followed
- Potential closure of business - withdrawal of operating license
- Additional measures cost money and impact on reputation
- Customer retention impacted negatively in highly competitive industry
- Lead to less wastage

(ii) Up to 2 marks for each recommendation, including:

Key points (up to 9 marks)

- Clear notifications and signage - reminding staff of cross contamination risks.
- Separated areas accessed by authorised staff only
- Clear signage
- Regular training/ updates on temperature controls for storage of different food types
- Temperature control checks carried out and recorded daily
- Regular cleaning rota - signed and checked hourly. Notices placed in prominent areas reminding staff of personal hygiene
- Authorisation of access – check on correct aprons and gloves worn at all times
- New staff trained and tested in food hygiene procedures – knowledge up to date
- Undertake regular refresher training and training manuals provided to all staff

Maximum 16 marks**(b)**

Up to 2 marks for each well-developed point, including:

Key points:

- Overall leadership in risk management in fresh food storage area.
- Report to risk committee
- Work directly with facility manager to ensure risk management policies followed.
- Identify/ evaluate key risks in fresh food storage – propose risk mitigation strategies
- Assess training needs of staff - set up/ deliver training for specific job requirements
- Continually improve risk management activities
- Ensure full compliance with external food standards regulations

- Keep up to date with development in the food industry risk management practices
- Work with internal audit department - assess effectiveness of current internal controls
- Propose additional measures to improve internal control procedures and reporting
- Implement risk indicators/ reports - report regularly to staff/managers/ risk committee

Professional skills marks:**Analysis and evaluation**

Clearly analyses the internal control issues in the fresh food storage area and recommends relevant improvements

Commercial acumen

Advice on the risk manager role shows commercial awareness of the role and key responsibilities of a dedicated risk manager

Maximum 6 marks**Total 31 marks**