Solutions

Marking: **K** knowledge, **App** use of the case or data, **An** analysis (a chain of reasons: cause, then effect), **Ev** evaluation (a judgement with a reason). In calculations, **M1** is for the method and **A1** for the answer; **B1** is an independent mark.

Each answer shows the steps, then the **result**.

2.1

$80(0.3) + 70(0.3) + 65(0.25) + 55(0.15)$

$= \mathbf{69.5}$

2.2

learning → process → customer → financial

e.g. trained staff run the process better, so customers get better buns and come back

2.3

gap **6** hours

$6 \times 15 = £\mathbf{90}$ a week

$90 \times 52 = £\mathbf{4{,}680}$ a year

2.4

repeat purchase %

it is a clear number the owner can track each week and move this month; "brand strength" is vague

3.1

(a) **11** points; $\frac{11}{34} = \mathbf{32}\%$

(b) $0.11 \times 14{,}000 = \mathbf{1{,}540}$; $1{,}540 \times 6 = £\mathbf{9{,}240}$ a year

(c) e.g. objective: customers come back for the best bun; measure: repeat purchase %; target: 45% by the festival; initiative: the 5 am fermentation log; owner: the head baker

3.2

(a) $82(0.7) + 76(0.1) + 68(0.1) + 61(0.1) = \mathbf{77.9}$

(b) it puts most weight on the strongest, past score; learning (61), the weakest, gets little weight; but learning predicts future process and customer results, so the problem is hidden until profits fall

3.3

7–8: 73.6 is an average that hides the weakest link (An); the 4-hour supervisory gap means the premium process (5 am checks, festival logistics) will not always happen (App); learning at 61 leads process and customer scores, so a fall is likely later (K); closing the gap costs little: e.g. 4 hours at £15 is £60 a week (App); but promoting and training takes time and may pull a good baker off the line (Ev); recommendation with a condition, e.g. state the gap as the headline, train and promote one supervisor (+3 hours), drop one low-value task (−1), and review monthly (Ev). **4–6**: sound analysis with limited use of the data or a weak judgement. **1–3**: relevant points, mostly descriptive.

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