Business Analysis Practice Exercises and Solutions
Contents

Note that the answers given are samples and meant to provide an indication of the types of answers expected.
Please therefore use these as a guideline.

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Strategic Analysis Scenario – H W Smiffs

Coffee shops, a wider range of books and £30 million of cost-saving initiatives over the next two years are part of the recipe for reinvigorating the ailing national High Street bookseller and stationers, H W Smiffs, according to Jan Greening, the recently appointed chief executive. The former Ardex catalogue store boss, who was brought in to rescue the store last November, has dismissed the claims of some analysts that the “books to paperclips” retailer was being gradually pushed out by the internet and e-readers, increasing music and movie downloading, and specialists and supermarkets which are able to offer lower prices.

She said: "We absolutely have a role to play. Seventy percent of the population shops with us over a year and they clearly think so".

The store needed only to persuade those shoppers to buy more on every visit, she said, increasing the average spend by 50% over 3 years. This could be achieved by introducing new fixtures and fittings in stores so that a wider assortment of their key stock – books, stationery, newspapers and magazines – could be on display, and by utilising the information held in their customer loyalty scheme to send targeted mailings, subject to Data Protection Act compliance.

Ms Greening acknowledged that their market penetration had dipped from the highs of the 1980s where over 80 percent of the population visited their stores on a regular basis, adding: “We aim to build this figure back up to its 1990 level of 75 percent by the end of next year. We want to be the bookseller and stationers of choice for the British public”.

Display space in their largest 90 stores is expected to be increased by 15 per cent as a result of the strategy. Space selling less profitable stock, such as chart CDs and DVDs, will be reduced, and more area devoted to computer games and accessories, which appeal to the growing youth market. Statistics show that the 13-18 age group has more money than any time since records were kept. In response to customer feedback, coffee shops will be opened in the 20 largest stores.

The number of greeting cards will be more than doubled to 3,500 in the average store, while best-selling books and new-release video games will be given special displays at the front of their 385 stores to highlight these ranges to shoppers.

Costs will be cut by the loss of 272 head office staff, half of whom have already left. The legal team are currently checking the implications of introducing more flexible working arrangements for store staff, which will provide £7 million of cost savings a year; a further £13 million will be saved on logistics, marketing and administration.

The new chief executive is known to be an active member of her local environmental protection group, and has issued a company-wide instruction that all in-store lighting use energy-efficient fittings to comply with government guidelines issued following the Kyoto agreement.

Ms Greening cited recent market research (which shows steadily increasing demand) to back up her recent announcement that all of the company’s own brand stationery would be produced on non-chlorine bleached paper from trees grown in sustainable forests.
She also announced that they would be introducing a new range of stationery products made entirely from recycled materials early next year. There is, however, a concern that prices for these eco-friendly paper sources will increase in line with demand.
Activity 1 – Resource Audit

Read the Strategic Analysis Scenario (HW Smiffs).

Identify **one** item per Resource Audit heading (except Know-How)

4 marks

You'll find a sample solution on the next page.
### Activity 1 Strategic Analysis – Resource Audit

| Physical       | 385 shops  
<table>
<thead>
<tr>
<th></th>
<th>Stock</th>
</tr>
</thead>
</table>
| Financial      | High administrative costs  
|                | Low spend per customer visit |
| Human          | Experienced chief exec  
|                | Losing experienced staff |
| Reputation     | Seen to be ailing  
|                | Declining market penetration |
Activity 2 – PESTLE

Re-read the Strategic Analysis Scenario on page 3.

Identify two factors for each PESTLE heading.

12 marks

You'll find a sample solution on the next page.
<table>
<thead>
<tr>
<th></th>
<th>Activity 2 Strategic Analysis – PESTLE</th>
</tr>
</thead>
</table>
| **P** | • Government guidelines on energy efficiency  
|       | • Government signed up to Kyoto treaty |
| **E** | • Affluent youth market is growing  
|       | • Competitors offering lower prices |
| **S** | • Increasing demand for eco-friendly products  
|       | • Trend for in-store coffee shops |
| **T** | • Downloading of music is increasing  
|       | • Availability of energy-efficient light fittings |
| **L** | • Data Protection act covering customer loyalty scheme data  
|       | • Employment legislation covering redundancies and changes in staff terms and conditions |
| **E** | • Recycled materials available for manufacture of stationery products  
|       | • Sustainable forestry has less environmental impact |
Activity 3 – SWOT Analysis

Re-read the Strategic Analysis Scenario on page 3.

Conduct a SWOT Analysis, identifying two factors under each heading.

8 marks

There is a sample solution on the next page.
## Activity 3 Strategic Analysis – SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
</table>
| • 70 percent of population shop there  
• Chief exec with proven track record | • High administrative costs  
• Low spend per customer visit  
• Not competitive in face of new competition  
• Declining market penetration |

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| • Eco-aware customers  
• Affluent youth  
• Coffee shop society | • Internet, specialist and supermarket booksellers  
• E-books  
• Market perception (seen to be “ailing”) |
Activity 4 – MOST Analysis

Re-read the Strategic Analysis Scenario on page 3.

Identify one mission, two objectives, three strategies and three tactics

9 marks

You will find a sample solution on the next page.
### Activity 4 Strategic Analysis – MOST

<table>
<thead>
<tr>
<th>M</th>
<th>To be the bookseller and stationers of choice for the British public</th>
</tr>
</thead>
</table>
| O | Gain market penetration of 75 percent by the end of next year  
Reduce costs by £30 million over next two years  
Increase average customer spend per visit by 50% within three years |
| S | Persuade shoppers to buy more on every visit  
Shift stock bias to more profitable goods  
Develop cost-saving initiatives in all areas  
Target growing youth market  
Reduce carbon footprint |
| T | Introduce new fixtures and fittings to display a wider range of key stock  
Utilise customer loyalty scheme information to send targeted mailings  
Increase display space in largest 90 stores by 15 per cent  
Reduce space selling less profitable stock to allow for more youth-oriented products  
Set up coffee shops in the 20 largest stores  
Double the number of greeting cards on sale  
Special displays for best-selling books and new-release video games at the front of 385 stores  
Complete the planned reduction in head office staff by 272 in total  
Introduce flexible staff working arrangements  
Change to energy-efficient light fittings  
Produce own-brand stationery on non-chlorine bleached paper from sustainable sources  
Introduce stationery made from recycled materials |
Activity 5 – CSFs, KPIs, Performance Targets

Re-read the Strategic Analysis Scenario on page 3.

Identify two CSFs, and for each CSF one KPI and one Performance target

6 marks

Turn to the next page for a sample solution.
<table>
<thead>
<tr>
<th>CSF</th>
<th><strong>KPI</strong></th>
<th><strong>Performance Target</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of customer purchases at checkout</td>
<td>Average spend per sale</td>
<td>Average spend increased by 50%</td>
</tr>
<tr>
<td><strong>CSF</strong></td>
<td><strong>KPI</strong></td>
<td><strong>Performance Target</strong></td>
</tr>
<tr>
<td>Market penetration</td>
<td>Percentage of population buying from us</td>
<td>75% of population make purchase in store</td>
</tr>
</tbody>
</table>
Case Study Scenario (Taps ‘n’ Traps)

Background

Taps ‘n’ Traps is a family owned business headed up by Managing Director, Will Sage. The company was founded in 1927 by Will’s great uncle and has an enviable reputation for supplying quality products at reasonable prices, and the family has always enjoyed a good return on its investment. Will is the managing director and owns a 20% share of the company, with the other 10 family members accounting for the remaining 80%.

Taps ‘n’ Traps (TnT) produces a wide variety of quality bathroom and kitchen products. It buys-in luxury items such as gold taps as well as other metal fittings and ceramic items so that it can sell a complete ‘bathroom in a box’.

TnT currently sells its products to builders’ merchants and DIY stores. Will has been successful in securing ‘preferred supplier’ status with the Q&B DIY chain, and offers some products that are exclusive to Q&B. These special products are made to order only. The rest of the range is manufactured and held in stock to ensure speedy delivery. Will is concerned about the competition from the cheap Far Eastern imported products that are becoming available.

The management team reviews the product range every six months, based on buying patterns as well as the latest trends in the trade press. This ensures their products are always in demand, and at present the demand for DIY home improvement products is strong.

Plans

The business has £0.5 million in cash reserves, and Will is keen to grow the business substantially (by 10% revenue p.a. for the next three years). In 5 years’ time he would like TnT to be recognised as the leading supplier of kitchen and bathroom fittings to the trade and DIY markets within the UK. He sees this as being accomplished by growing sales aggressively, making better use of advertising and publicity, and utilising the opportunities on the internet. Just last week he was asking the IT Manager, Terry Hart, why he can’t find Taps ‘n’ Traps on Google. Terry has prioritised the website build and is looking into raising the profile of TnT through search engines.

Will wants better utilisation of the company’s facilities, starting with setting up a factory outlet shop in the spare warehouse space to sell ‘bathroom in a box’ packages directly to the public (although this will require planning permission). He also wants to reduce the costs of buying ‘finished’ items such as taps, valves, joints etc. by bringing more manufacturing capabilities in-house and hence save £500,000 in purchasing over the next 3 years. As a first step they are looking to acquire a small foundry business within the short term, so that they can make some of their own taps and other brassware. Will would like to keep expanding in the UK market and cannot see why they should not also expand into Europe, given the continued drive for further European integration.
Five of the other family shareholders are totally behind Will and his aims; the other five are somewhat risk-averse and sceptical.

One of the sceptical shareholders is Aunt Millicent, who is a member of Pals of the Planet. She is particularly concerned that increases in production will lead to increased pollution. Plastic extrusion processes require a lot of electricity, and brass foundries have been known to cause nasty effluents to seep into the water table.

The Stores Project

Will sees the need for efficient, easy to use, up to date business processes and systems that will help with his objectives for the growth of the business. It has been apparent for some time that the administration and record keeping of the company is somewhat inefficient and error-prone.

Will and the other members of the management team have authorised a project to make improvements to the business processes and systems for the running of the Stores area. This is known as “the Stores Project” and is the first stage in the company’s plans for the replacement of its aging legacy systems.

By the time the project is finished they want to be able to maintain raw material stock records at a level of accuracy of $\pm 1\%$, to identify low stock situations in sufficient time to arrange deliveries from suppliers ‘just in time’, and accordingly facilitate a cost reduction in overall stock holding by 10% in value over the next year.

They want the system fully tested and delivered within 6 months to keep their auditors happy and have allowed 2 weeks for the initial investigation. It must be able to interface with the Job Planning and Financial Control systems.

The project will be run by Terry Hart, and the work will be done by the 3 analysts and developers who work for him.

Terry is planning to include a thorough review of processes and systems before moving into requirements engineering, development and implementation. Will wants to make sure that regulatory aspects are considered, such as health and safety, as part of the process review and has requested that additional training be included as part of the implementation and handover to business as usual (BaU).

The Stores area, managed by George, is responsible for managing raw material stock, receiving deliveries, issuing goods to Manufacturing and stock checking. Some of the issues they have been experiencing are listed below:

- **Accuracy of Computer Stock Records** – Auditors have reported that the level of discrepancies between the physical raw material stock and system records is unacceptable
- **Cost Reduction** – As MD Will wants to reduce the company’s raw material stock levels overall by 10% in value (£250,000) within 12 months
- **Stock-Outs** – Geraldine Caley, the Financial Director estimates that between £180,000 and £360,000 lost revenue occurs each year from orders cancelled by customers. Cancellations happen when stock-outs render us unable to meet the target date for delivery because of a shortage of one or more key raw materials. In the last financial year there were on average 12 stock-outs per week
Management Reporting and Controls – David Foster, the Production Director is not satisfied with the controls exercised, particularly over stock movements, and is unhappy with the quality, quantity and timeliness of Management Information available.

The stores area does not get involved with Manufacturing or Purchasing activities. All they require to manage the stock is a Purchase Order for matching deliveries from suppliers and a Production Order for issuing raw materials out to the factory. They also check stock.

CS Activity 1 – MOST, PESTLE, SWOT

Using the whole of the case study, answer the following questions on flipchart paper so that you can informally present your results to the group.

In the event that the case study documentation lacks any particular detail the teams can put questions to the trainer.

Depending on time, and course numbers, the trainer may scope the exercise so that each group concentrates on only some of the following:

a. Conduct a MOST Analysis for the business – Mission, 2 Objectives, 3 Strategies, 3 Tactics (9 marks)

b. Write up a PESTLE Analysis for the business – 1 factor under each heading (6 marks)

c. Brainstorm a SWOT analysis for the business – 2 items under each heading (8 marks)

A sample solution can be found on the next page.
### CS Activity 1

#### MOST

<table>
<thead>
<tr>
<th>M</th>
<th>• Be the leading supplier of kitchen and bathroom fittings to the trade and DIY markets within the UK</th>
</tr>
</thead>
</table>
| O | • To grow revenue by 10% p.a. for next 3 years  
• To reduce costs: stock holding by 10% (£250,000) within 12 months, and buying ‘finished’ goods by £500,000 over the next 3 years  |
| S | • Increase sales through better advertising and publicity  
• Ensure products are always in demand  
• Increase utilisation of existing facilities  
• Keep expanding in the UK and explore expansion into European market in the medium term  
• Move towards ‘just in time’ purchasing to avoid holding excess costly raw materials  
• Bring more manufacturing of ‘finished’ goods in house where cheaper  
• Replace aging legacy systems  
• Ensure compliance to regulations |
| T | • Build the new website  
• Carry out 6-monthly reviews of the product range  
• Investigate (planning etc.) the opening of a factory outlet shop  
• Purchase a small foundry company in the short term  
• Improve the stock control processes and systems – the Stores Project  
• Conduct a review of Health and Safety regulations  
• (No tactics in supplied information for other strategies) |

#### PESTLE

<table>
<thead>
<tr>
<th>P</th>
<th>• Expansion of EU – brings access to a larger market</th>
</tr>
</thead>
</table>
| E | • Competition from cheap far eastern imported products  
• Dependency on Q&B chain  
• Increasing electricity costs for extrusion processes |
| S | • Strong demand at present for DIY home improvement products  
• Increasing use of internet shopping |
| T | • Internet advertising could be exploited |
| L | • Availability of more efficient, integrated IT systems (replacing the legacy systems)  

• Health and Safety regulations for factory / warehouse workers  

• Planning consent for outlet shop |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>• Controls over emissions, e.g. to waterways</td>
</tr>
</tbody>
</table>

### SWOT Analysis of Taps ‘n’ Traps

#### Strengths

- Preferred supplier status with Q&B  
- Ambitious MD  
- Profitable business  
- £500k cash reserves  
- 5 shareholders back the MD

#### Weaknesses

- Reliance on Q&B  
- Inefficient / inaccurate / slow record keeping  
- Outdated systems  
- High levels (and hence costs) of stock holding  
- Poor controls over stock  
- Poor MI  
- 5 risk-averse shareholders

#### Opportunities

- Internet available for advertising and sales  
- Better stock control systems available  
- Build on reputation for quality and value  
- EU expansion

#### Threats

- Price competition from Far Eastern manufacturers  
- Energy prices  
- Environmental pressure groups
Diary Project Scenario

Fric Ecraser is the chief clerk in the office of Le Grand Pied, a staff agency that specialises in hiring out professional wine treaders to the owners of small vineyards in the Bordeaux region of France.

The office procedures that he operates are concerned with allocating resources to wine production jobs, recording the resource consumption, and passing on details to the billing department for invoicing customers.

When a client requests treading resources, Fric consults a diary in which he has recorded the availability of the staff of wine treaders. He allocates one or more treaders to the job using a code that is entered onto the job ticket. The codes identify individual treaders, and are taken from the diary. The ticket contains details of the client and expected duration of the job. If no treaders are available for requested dates, then Fric will offer an alternative. Fric posts the assignments to the treaders on a weekly basis.

The treaders send the tickets into Fric as they complete a job, at which time he makes any necessary changes to the diary to reflect actual versus planned time. The tickets are then sent to the Billing Department.

At the end of each month, Monsieur Facturier in the Billing Department calculates the total charge for each client and raises an invoice. The job is not finally closed until the payment has been received and recorded.

Fric wants to increase the number of vineyards on his books by 50% over the next year, but finds that using a paper-based diary and ticket system has led to mistakes, such as double booking of treaders or invoicing errors. The cause of these mistakes will have to be rectified before the expansion can happen.

He has given you one week to investigate his current process, identify where things may be going wrong, and make recommendations for improvement of the process.

Activity 6 – Diary Project TOR

Read the Diary Project Scenario above.

Create a TOR for the Project, using BOSCARD

9 marks

You will find a sample solution on the next page.
Activity 6 - ToR – Diary Project

| B | Fric Ecraser is the chief clerk in the office of Le Grand Pied. The office procedures that he operates are concerned with allocating resources to wine production jobs, recording the resource consumption, and passing on details to the billing department for invoicing customers. He finds that using a paper-based diary and ticket system has led to mistakes, such as double booking of treaders or invoicing errors. |
| O | Business – Increase the number of vineyards on Le Grand Pied’s books by 50% over the next year.  
Project – Investigate the current diary and ticket process, Identify problems, and make recommendations for improvement of the process. |
| S | In: Diary recording and Job Ticket production  
Out: Invoicing |
| C | One week to complete investigation |
| A | Fric Ecraser, chief clerk |
| R | You – business analyst |
| D | Current process model and metrics  
Problem list  
Recommendations for improvement |
CS Activity 2 – Terms of Reference

Draft the Terms of Reference for the TnT Stores Project.

Identify areas where further information is required to complete the TOR.

You will need to use the whole case study.

9 marks

A sample solution can be found on the next page.
## CS Activity 2

| B   | TnT is an established, family-owned business. They are looking to increase revenue and reduce certain costs, while maintaining their reputation for quality and value. Their current systems are outdated, error prone and inefficient. |
| O   | Business – Reduce overall stock holding by 10% in value within one year.  
Project – Specify and develop a system to enable Stores Control to maintain raw material stock records at a level of accuracy of +1%, to identify low stock situations in sufficient time to arrange deliveries from suppliers ‘just in time’. |
| S   | In – Stores Control (Goods Inwards, Goods Outwards, Stock Checking), and its interfaces  
Out – Purchasing and Manufacturing processes |
| C   | Must interface with the Job Planning and Financial Control systems  
2 weeks for initial investigation, 6 months for whole project  
(Budget? Staff? Standards?) |
| A   | Will Sage, MD of Taps ‘n’ Traps |
| R   | Terry Hart – project manager  
3 analysts/programmers |
| D   | Findings from review of processes / systems  
Requirements / proposal for new system  
Tested Stores Control system  
Trained user staff |
CS OPTIONAL Activity 3 – Rich Picture or a Mind Map

Draw a rich picture or mind map of the stores situation.

Groups will need to use the whole case study.

A sample solution can be found on the next page.
Skate Park Scenario

About five years ago, the local council planning authority allocated part of a surface-level car park for use as a skate park. The skate park is a few hundred yards from the nearest houses. The car park is used mainly by local fishermen and pleasure boat owners, as it has a slipway into the bay. The aim of the project was to give local young people somewhere to ride their skateboards, roller blades and BMX bikes where they would not cause a hazard.

Funding was provided by the council spending committee and the National Lottery for the necessary ramps, rails and half-pipes. The venue has proved very popular and large groups of young people congregate there during the evenings, weekends and school holidays. Local skate and BMX shops have seen an increase in trade.

Recently there have been a number of complaints sent to the council. These cover such factors as noise, graffiti, litter, and the possibility of drug or alcohol abuse at the site. These complaints have come from local residents, local shopkeepers in general, and car park users.

The council has agreed to review the situation, working with the police, with the possibility of closing the facility down. If it is to be kept open then it seems very probable that more money will need to be spent on security and CCTV.

Activity 7 – Skate Park Power/Interest Grid

Read the Skate Park scenario above.

1. Identify 4 stakeholders for the proposal to keep the skate park.
2. Plot the stakeholders on the Power/Interest Grid.
3. Make a brief note of your justification of your placement of each stakeholder.

8 marks

You’ll find a sample solution on the next page.
### Activity 7 Power/Interest Grid – Skate Park

<table>
<thead>
<tr>
<th>High</th>
<th>Power</th>
<th>SOME</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Spending Committee</td>
<td>MANAGE CLOSELY</td>
<td>Local Residents</td>
<td>Local Shopkeepers</td>
</tr>
<tr>
<td>Police</td>
<td>KEEP SATISFIED</td>
<td>Council Planning Authority</td>
<td>National Lottery</td>
</tr>
<tr>
<td>KEEP ON-SIDE</td>
<td>Local Skate + Bike Shops</td>
<td>CCTV / Security Firms</td>
<td>Local Skaters + BMXers</td>
</tr>
<tr>
<td>WATCH</td>
<td>KEEP INFORMED</td>
<td>IGNORE</td>
<td></td>
</tr>
</tbody>
</table>

---

28
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Justification – Interest</th>
<th>Justification – Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>Complaints go to them</td>
<td>Probably have influence with council</td>
</tr>
<tr>
<td>Spending Committee</td>
<td>Have already spent</td>
<td>Control council spending</td>
</tr>
<tr>
<td>Planning Authority</td>
<td>Minor change to existing situation</td>
<td>Control all development</td>
</tr>
<tr>
<td>National Lottery</td>
<td>Have given funding – don’t want it wasted</td>
<td>May be approached for more funding</td>
</tr>
<tr>
<td>Skate &amp; Bike Shops</td>
<td>The skate park users are their customers</td>
<td>Small number amongst other shops</td>
</tr>
<tr>
<td>Residents</td>
<td>They have complained</td>
<td>Pay for council services</td>
</tr>
<tr>
<td>Shopkeepers</td>
<td>They have complained</td>
<td>Pay for council services</td>
</tr>
<tr>
<td>Car Park Users</td>
<td>They have complained</td>
<td>No direct influence with council</td>
</tr>
<tr>
<td>CCTV / Security Firms</td>
<td>More business for them</td>
<td>No direct influence with council</td>
</tr>
<tr>
<td>Skaters / BMXers</td>
<td>Users of facility</td>
<td>Youth, so little influence with council</td>
</tr>
</tbody>
</table>
 Identify and categorise 8 stakeholders for the Stores project.

 Draw the Power/Interest Grid to show where you would map the stakeholders. Be prepared to justify your placement.

 You will need to use the whole case study.

 8 marks

 A sample solution can be found on the next page.
Bodgitt and Scarper Scenario

Mr Bodgitt and Mr Scarper (B&S) have had their own property development company for nearly twenty years. They are always on the lookout for run-down houses or flats that they could fix up and sell on at the best possible price. To facilitate this they scan the property pages of the local papers regularly for likely properties and read trade publications so that they are aware of any changes in planning rules and building regulations. Some alterations need approval from the local planning department.

As they are getting older and don’t enjoy the physical work as much, they have decided from now on they will subcontract out all work – most people want a new home that is ready to live in, and there are lots of contractors out there to do the heavy work for them. They have a selection of local trades people that they will offer the work to, on a competitive tender basis. If any tradesperson fails to deliver on time or to standard then they will be removed from the B&S list. For this reason B&S will make regular mid-week and weekend checks on the works in progress, and take swift action to fix any problems.

Once the development is complete it is important to get it sold as quickly as possible, for the best possible price, and to move on to the next project. B&S take great care to check income against expenditure on a regular basis.

In order to know where to put their money next, B&S keep a careful watch on the national property market trends.

Activity 8 - CATWOE: Business Perspectives

Read the Bodgitt & Scarper scenario above.

Document the components of a business perspective for the future B&S business from the perspective of Mr Bodgitt and Mr Scarper, using CATWOE.

6 marks

You’ll find a sample solution on the next page.
Activity 8 CATWOE – Bodgitt and Scarper

Bodgitt & Scarper from the perspective of Mr Bodgitt and Mr Scarper.

<table>
<thead>
<tr>
<th>C</th>
<th>Home buyers</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Mr Bodgitt, Mr Scarper, sub-contractors</td>
</tr>
<tr>
<td>T</td>
<td>Buying property, using sub-contractors to improve it and selling it after it has been improved</td>
</tr>
<tr>
<td>W</td>
<td>There is always a demand for ready-to-live-in homes and plenty of qualified contractors to do the necessary building work</td>
</tr>
<tr>
<td>O</td>
<td>Mr Bodgitt and Mr Scarper</td>
</tr>
<tr>
<td>E</td>
<td>Planning rules, building regulations, national property market trends, sub-contractor availability and pricing</td>
</tr>
</tbody>
</table>
Activity 9 – CATWOE: Conflicts

Using the Bodgitt & Scarper scenario on page 32:

1. Consider the CATWOE elements from the perspective of a Town Planning department to form a business perspective of the B&S business.
2. Compare the two different perspectives (i.e. the perspective of B&S and the Town Planning Department perspective).
3. Highlight the key differences between the two perspectives and which CATWOE element they would impact.

8 marks

You’ll find a sample solution on the next page.
Activity 9 Conflicts – Perspectives
Bodgitt & Scarper from the perspective of the Town Planning Department.

<table>
<thead>
<tr>
<th>C</th>
<th>Home buyers</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Mr Bodgitt, Mr Scarper, Planning department staff</td>
</tr>
<tr>
<td>T</td>
<td>Modifying homes and selling the homes</td>
</tr>
<tr>
<td>W</td>
<td>There is always a demand for affordable, ready-to-live-in homes</td>
</tr>
<tr>
<td>O</td>
<td>Mr Bodgitt and Mr Scarper</td>
</tr>
<tr>
<td>E</td>
<td>Town plan, planning rules, building regulations, demand for new homes</td>
</tr>
</tbody>
</table>
Optional CATWOE Activities 10 and 11

Activity 10 – Optional CATWOE

Produce a CATWOE for a Town Planning Department from the viewpoint of the Chief Planning Officer in that department.

The sample solution is on the next page.
Activity 10 Optional CATWOE – Town Planning Officer

The Town Planning Department from the viewpoint of the Chief Planning Officer:

<table>
<thead>
<tr>
<th>C</th>
<th>Local builders, architects, DIY enthusiasts, residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Planning officers and clerks</td>
</tr>
<tr>
<td>T</td>
<td>The management, and eventual approval or refusal, of requests for planning permission</td>
</tr>
<tr>
<td>W</td>
<td>In order to maintain the character of the town, while allowing for sufficient business and residential accommodation, it is essential that building and development work is controlled by a central body that will take a long-term view.</td>
</tr>
<tr>
<td>O</td>
<td>Town Council, Planning Inspectorate</td>
</tr>
<tr>
<td>E</td>
<td>Planning regulations, local area character</td>
</tr>
</tbody>
</table>
Activity 11 – Optional CATWOE

Look back to the Strategic Analysis scenario on page 3. Produce a CATWOE of H W Smiffs from the perspective of the Chief Executive.

You'll find a sample solution on the next page.
## Activity 11 Optional CATWOE – Bookshop/Stationers

H W Smiffs from the perspective of Jan Greening, Chief Executive:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Local people and passers-by who want to buy books, stationery and electronic media</td>
</tr>
<tr>
<td>A</td>
<td>Head office staff, Store staff</td>
</tr>
<tr>
<td>T</td>
<td>Source, stock and sell a wide range of books, stationery and other associated media</td>
</tr>
<tr>
<td>W</td>
<td>Despite the growth of online shopping there is a healthy demand for in-store browsing and purchase of books, stationery and other media at competitive prices in an appealing environment, with consumer friendly facilities that will encourage impulse buying</td>
</tr>
<tr>
<td>O</td>
<td>Jan Greening</td>
</tr>
<tr>
<td>E</td>
<td>Pressure on prices (and hence costs), ecological awareness, affluent younger population, demand for in-store recreation, rise in internet shopping</td>
</tr>
</tbody>
</table>
CS Activity 5 – CATWOE

From the beliefs and priorities of the TnT MD create a business perspective using the CATWOE elements.

You will need to use the whole case study.

6 marks

A sample solution can be found on the next page.
CS Activity 5

CATWOE criteria for Taps ‘n’ Traps from W C Sage’s perspective.

<table>
<thead>
<tr>
<th>C</th>
<th>UK and EU Builder’s Merchants and DIY Stores, UK building companies, public and DIY-ers</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>TnT management team and staff (Office, Sales &amp; Marketing, and Factory workers)</td>
</tr>
<tr>
<td>T</td>
<td>Take in raw materials and bought in components, use the raw materials to make bathroom and kitchen plumbing components products for sale to our customers</td>
</tr>
<tr>
<td>W</td>
<td>There is plenty of growth left in the UK and EU bathroom and kitchen plumbing supplies business; being known for good quality and value is the best approach to growth in volume sales</td>
</tr>
<tr>
<td>O</td>
<td>Sage family</td>
</tr>
<tr>
<td>E</td>
<td>UK and EU economic conditions need to support demand for TnT products, Health and Safety laws for workers</td>
</tr>
</tbody>
</table>
Activity 12 – B&S: BAM

Read the Bodgitt & Scarper scenario which has been replicated below;

Draw the Business Activity Model (BAM) of the future business system from their perspective.

15 marks

Bodgitt and Scarper

Mr Bodgitt and Mr Scarper (B&S) have had their own property development company for nearly twenty years. They are always on the lookout for run-down houses or flats that they could fix up and sell on at the best possible price. To facilitate this they scan the property pages of the local papers regularly for likely properties and read trade publications so that they are aware of any changes in planning rules and building regulations. Some alterations need approval from the local planning department.

As they are getting older and don’t enjoy the physical work as much, they have decided from now on they will subcontract out all work – most people want a new home that is ready to live in, and there are lots of contractors out there to do the heavy work for them. They have a selection of local trades people that they will offer the work to, on a competitive tender basis. If any tradesperson fails to deliver on time or to standard then they will be removed from the B&S list. For this reason B&S will make regular mid-week and weekend checks on the works in progress, and take swift action to fix any problems.

Once the development is complete it is important to get it sold as quickly as possible, for the best possible price, and to move on to the next project. B&S take great care to check income against expenditure on a regular basis.

In order to know where to put their money next, B&S keep a careful watch on the national property market trends.

Mr Scarper’s daughter, who is a business analyst, has defined the operation as follows: “Bodgitt and Scarper will run their business for home-buyers by buying property, improving it and selling it after it has been improved, using sub-contractors, while subject to planning rules, building regulations, national property market trends, sub-contractor availability and pricing and demand for ready-to-live-in homes”.

The sample solution is on the next page.
Activity 13 – B&S: ID Event Triggers

Review the Bodgitt & Scarper scenario on page 32 and BAM (sample solution on page Error! Bookmark not defined.);

Identify three events, the type of event and one activity each event may trigger.

6 marks

Check your results with the sample solution on the next page.
<table>
<thead>
<tr>
<th>Event</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication of local newspaper</td>
<td>Watch the property market</td>
</tr>
<tr>
<td>Mid-week or End of week</td>
<td>Monitor work in progress</td>
</tr>
<tr>
<td>Work found to be sub-standard</td>
<td>Maintain tradesmen list</td>
</tr>
<tr>
<td>Development complete</td>
<td>Sell property</td>
</tr>
</tbody>
</table>
Optional BAM Activity 14 (YouPay)

Activity 14 - YouPay Business Activity Model

Review the YouPay case study and CATWOE below and create the Business Activity Model from the perspective of the CEO, Emily Pound.

YouPay Case Study

YouPay provides consumers with a secure way of processing payments online without having to enter credit or debit card details during the payment process. When it’s time for the consumer to enter their card details they can select the YouPay payment method which directs them to a YouPay login screen. The consumer logs into their YouPay account and identifies the card they wish to use for the transaction. Once the consumer has selected their card and confirmed their purchase YouPay processes the payments. Once the payment goes through the user will continue with the checkout process on the merchant site (the merchant is the online seller).

In order to facilitate the secure transactions and allow customers to use the tool, each merchant participating in the scheme must also set up an account with YouPay. This account enables payments to be transferred to the merchant’s bank. The merchants will also need to add an additional payment method to their checkout page which links through to the YouPay login screen.

Emily Pound, The CEO of YouPay is immensely proud of the company's reputation as the UK's leading ecommerce payment facility. She is always seeking ways to expand the portfolio of products and has recently been talking to consumers, via focus groups, to understand their thoughts on making donations to charities. The idea is that during the payment process the consumers can choose to round their payment up allowing them to donate the difference to a charity. Or they can simply donate as part of their transaction if they wish to. Ms Pound recognises that charity donations are very personal and so wants to ensure that the messaging is very friendly and unobtrusive. Mainly so consumers don't feel they are being forced to make a donation. Consumers seem to really like this method of making small donations and through research it seems that they are generally inclined to add around 10-15% to their payment.

Ms Pound has already been talking to charities and has secured partnerships with 2 popular charities. These will be used to trial the scheme and double check the feasibility of the additional processing. Charity donations would be managed through the YouPay application which means that merchants will not have to amend their existing checkout process, except to add the YouPay payment method.

Each transaction provides a small handling fee to YouPay which is deducted from the payment total and calculated based on the merchant account and terms and conditions. This fee is taken from the merchant payment directly and would not affect the donation or customer payment. Donations would be distributed on a weekly basis so as to reduce any administration charges incurred through the bank clearing system.
CATWOE

C  Consumers concerned about online payment security and consumers wishing to make donations during a payment process

A  YouPay customers, charities, YouPay website team, banks, payment processing companies, merchants

T  Providing a secure online facility to process payments and distribute them to merchants, accept donations and distribute donations to charities

W  The CEO of YouPay believes that there is a continued, strong demand for secure processing of payments online avoiding the need to enter credit card details in situ and that consumers are willing to make donations to selected charities as part of the experience.

O  Emily Pound, CEO

E  Data Protection rules, Payment processing guidelines, availability of secure payment software, continued demand for online payment processing from merchants and customers, demand for online donations from charities and consumers.

Note that the web team is a valid actor in this particular scenario because their activities are part of business as usual – the online facility needs to be maintained. In some cases you will encounter mention of a website build that is part of a project activity and is therefore invalid in the ‘should be’.

One-off and project activities are not part of the CATWOE and BAM.

A sample solution can be found on the next page.
CS Activity 6 – Business Activity Model

Create a Business Activity Model for the TnT business system from the perspective of the MD.

- You may first identify the Business Activities using the headings doing, enabling, planning, monitoring and controlling if that helps.
- Don’t forget to check your notation is correct!
- You should be prepared to discuss their BAM with the rest of the group.
- You will need to use the whole case study.

16 marks

A sample solution can be found on the next page.
CS Activity 7 – Costs, Benefits and Risk

Carry out the tasks shown below:

1. For the TnT Stores Project, identify: One tangible cost, one intangible cost, one tangible benefit and one intangible benefit.
2. Identify three risks and state for each:
   a. What the risk is
   b. What the impact of that risk would be
   c. What steps you could take to mitigate

13 marks

You’ll find a sample solution on the next page.
CS Activity 7 TnT Business Case

Tangible costs
- New hardware for integrated systems
- Development costs of Stores system and interfaces
- Staff training on new Stores system

Intangible costs
- Loss of productivity during training / implementation

Tangible benefits
- Reduced stock holding
- Reduction in lost business due to “stock outs”

Intangible benefits
- Improved customer satisfaction

Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Impact</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives conflict (reduce stock v. avoid stock-outs)</td>
<td>Could waste a lot of time / money on spurious work.</td>
<td>We need to ensure that we have fully defined and validated the ToR before work starts</td>
</tr>
<tr>
<td>No evidence of in-house expertise in development/ use of integrated IT systems</td>
<td>Could end up with a system that doesn’t meet the business need and therefore doesn’t solve the problem</td>
<td>Employ SMEs/a consultancy that have experience in stock control systems for manufacturing</td>
</tr>
<tr>
<td>Project may not actually facilitate required reduction in stock holding</td>
<td>The money that we expect to be freed up for other initiatives is not available</td>
<td>Undertake a full stock check before we start to ensure that we are starting from accurate stock figures / valuation OR Apply measures to existing stock recording processes to ensure that we have a before and after comparison and valid data</td>
</tr>
</tbody>
</table>
Practice Paper

INFORMATION SYSTEMS EXAMINATION BOARD
BUSINESS SYSTEMS DEVELOPMENT

CERTIFICATE IN
BUSINESS ANALYSIS PRACTICE

QA Sample BAP Examination Paper

DO NOT OPEN THIS EXAMINATION PAPER UNTIL YOU ARE TOLD TO

Time allowed: 1 hour

• You will have fifteen (15) minutes reading time before the examination starts. Do not write, mark, highlight or underline anything during this time

• This is an open-book examination. This means you can refer to written material in addition to the examination paper itself

• Attempt ALL questions

• Start each question on a new page

• You must answer the questions in English using only blue or black ink; pencil or highlighter must not be used

• Answers which are simply copied or quoted from reference material, will receive no credit

• If you think a question is unclear or incorrect, write the reason why you believe the question to be faulty and your interpretation

• If the paper appear incomplete or a question is illegible, please bring this to the attention of the invigilator immediately

• At the end of the examination, you must hand in all written work, PLUS the Examination paper. (Cross through any written work you do not wish to have marked)

The total number of marks achievable is 50 – The pass mark is 50%

CANDIDATE NAME __________________________
Scenario

Cordon Bleu Ltd is a small supermarket chain, specialising mainly in food and household supplies, comprising a number of out of town stores. All the stores have extensive car parking facilities providing free parking for their customers. In this, the company very much reflects the consumer trend away from the high street with its poor accessibility and expensive parking. In recent years the company has also noticed significant and growing demand for in-store restaurant facilities.

The company spends a lot of time and effort researching sites for new stores, for planning permission purposes as they want to double the number of stores they have over the next 5 years. The Board feels that the current low interest rates make it cost effective to borrow the money to build new stores. It is felt within the company that there may be a need to start applying for “brown sites” (i.e. reclaimed industrial land) in future, due to government pressure. They also feel that they are more likely to get permission for the new stores if they reduce the environmental impact by using solar energy for lighting and heating, and rainwater for non-drinking water needs.

Cordon Bleu’s strategy, set by its Board of Directors, is to sell a wide range of high to luxury quality produce, but not to try to compete on price with the cheapest supermarket chains. They aim to be somewhere in the middle to high price bracket, and believe that customers will pay for quality. They note the increase in demand for organic food, and have decided not to stock food containing genetically modified products because of concerns over safety and environmental impact.

The Board has set the Store Managers a target of 80% customer retention for next year. In order to facilitate measuring this and help with product and pricing decisions the Board has started a project to set up a customer bonus scheme, with loyalty cards to allow members to earn points towards discount vouchers based on their purchases.

This data will need to be collected through the existing point-of-sale system, as there is no budget available for new hardware. They want the project to be completed within six months. The Buying Manager will be representing the Board with the IT consultancy, and reporting back. He has already spoken with the Store Managers to let them know what is happening and ask for their input. He knows that he will have to be careful about using customers' personal data if he is not to fall foul of data protection legislation.

The next project will be a data mining system to allow the company to make best use of the customer buying pattern data gathered from the customer bonus scheme. The company is also considering setting up its own internet shopping facility.

Cordon Bleu has a number of preferred suppliers of produce, based on their reliability and quality of produce. All goods and produce are delivered to the warehouse situated at head office. The Store Managers work with the central head office buying team to arrange distribution of the products to their stores. In this way local variations in customer preferences are taken into account.

It is also the responsibility of each Store Manager to ensure strict compliance with the regulations concerning the proper storage and hygienic handling of foods. They must also ensure that all bulk packaging is properly recycled to comply with waste regulations.
Question 1

Document a PESTLE external analysis for Cordon Bleu. Quote at least one example of each type of influence working from the scenario and a total of 9.

(9 marks)

Question 2

Write the contents of each CATWOE component of a Business Perspective, using the information contained within the scenario. Document the perspective of the Cordon Bleu Board of Directors on the Cordon Bleu operation.

(8 marks)

Question 3

Draw a Business Activity Model diagram based on the above Business Perspective.

(16 marks)

Question 4

Document the Terms of Reference for the customer bonus scheme project as described in the scenario, using BOSCARD.

(8 marks)

Question 5

For the customer bonus scheme project in the scenario, identify three (3) stakeholders and what their level of power and interest would be. Briefly justify each answer for power and interest. You are not required to draw a power and interest grid.

(9 marks)

END OF PAPER

The marking scheme is on the next page.
Sample Paper Marking Scheme

Question 1 – 9 marks

Allow 1 mark for each different factor, as shown below. If the candidate has shown the factor under a different valid heading then still allow 1 mark. If the candidate has listed the same factor under two headings then only one mark must be allowed. If the candidate has identified any other valid factors from the scenario then allow 1 mark. Note that the question requires at least 1 factor under each heading for full marks to be gained.

<table>
<thead>
<tr>
<th>P</th>
<th>• Government pressure to use brown-field sites for building</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>• Low interest rates</td>
</tr>
<tr>
<td></td>
<td>• Expensive high street / in-town parking</td>
</tr>
<tr>
<td>S</td>
<td>• Consumer trend away from high street shopping</td>
</tr>
<tr>
<td></td>
<td>• Demand for organic food</td>
</tr>
<tr>
<td></td>
<td>• Demand for in-store dining</td>
</tr>
<tr>
<td></td>
<td>• Customer demand for high quality goods</td>
</tr>
<tr>
<td>T</td>
<td>• Proven technology is available for internet shopping</td>
</tr>
<tr>
<td></td>
<td>• Technology for Customer loyalty cards and Data mining is available</td>
</tr>
<tr>
<td>L</td>
<td>• Food hygiene regulations for storage and handling</td>
</tr>
<tr>
<td></td>
<td>• Planning regulations for building of new stores</td>
</tr>
<tr>
<td></td>
<td>• Waste processing regulations for recycling of packaging</td>
</tr>
<tr>
<td></td>
<td>• Data protection rules for customers’ personal data</td>
</tr>
<tr>
<td>E</td>
<td>• Solar energy</td>
</tr>
<tr>
<td></td>
<td>• GM-free produce</td>
</tr>
<tr>
<td></td>
<td>• Organic produce</td>
</tr>
</tbody>
</table>
Question 2 – 8 marks

Partial marks may be awarded for partially correct answers.

Award 2 marks for a ‘W’ that represents a legitimate perspective within the context of the question and the scenario. The W and the rest of the CATWOE should align but if the W is absent or not legitimate then mark the rest of the question against the example answer below.

Award 2 marks for a ‘T’ that represents a legitimate single transformation for the given ‘W’; a ‘T’ that does not represent a legitimate single transformation for the given ‘W’ (even if it matches the ‘T’ given in the example below) or represents multiple transformations should not be awarded any marks.

Award 1 mark for a ‘C’ that represents legitimate customers for the given ‘T’; a ‘C’ that does not represent legitimate customers for the given ‘T’ should not be awarded marks even if the listed customers match those given in the example below.

Award 1 mark for an ‘A’ that represents legitimate actors for the given ‘T’; an ‘A’ that does not represent legitimate actors for the given ‘T’ should not be awarded marks even if the listed actors match those given in the example below.

Award 1 mark for an ‘O’ that represents a legitimate owner or owners for the given ‘T’; an ‘O’ that does not represent a legitimate owner or owners for the given ‘T’ should not be awarded marks even if the owner or owners match those given in the example below.

Award 1 mark for an ‘E’ that represents a legitimate environment for the given ‘T’; an ‘E’ that does not represent a legitimate environment for the given ‘T’ should not be awarded marks even if the environment matches that given in the example below.

An example answer that would earn full marks is given below:

<table>
<thead>
<tr>
<th>C</th>
<th>• High-end grocery consumers who prefer out of town shopping</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>• Store managers, Buying manager, Head Office buying team, Warehouse, Distribution and Store staff</td>
</tr>
<tr>
<td>T</td>
<td>• Centrally purchase bulk quantities of non-GM food and household products, distribute the goods to the stores, and sell the products</td>
</tr>
<tr>
<td>W</td>
<td>• A growing number of shoppers are prepared to pay more for high quality (non-GM, organic) products in a pleasant shopping environment away from the high street</td>
</tr>
<tr>
<td>O</td>
<td>• Cordon Bleu board of directors</td>
</tr>
<tr>
<td>E</td>
<td>• Competition from other supermarkets, Planning restrictions on building out-of-town stores, Trend away from high street shopping, Online retail growth, Organic produce, Food handling and storage regulations, Waste regulations</td>
</tr>
</tbody>
</table>
Question 3 – 16 marks

A systemically complete model that represents the system defined in the answer to question 2 should be awarded full marks even if it does not match the sample answer given below; a model that is not systemically complete or does not represent the system defined in the answer to the root definition question should never be awarded full marks.

In all other cases, activities that contribute to the ‘T’ in the candidate’s CATWOE should be awarded 1 mark each, whereas activities that do not contribute to the ‘T’ in the candidate’s CATWOE should not be awarded marks, even if these activities appear in the sample answer below. Award only ½ mark for activities that do not start with an active verb, or where the dependency is incorrect. No marks should be awarded for Controls and a Monitor that has no dependent Control should only be awarded ½ mark.

If the candidate has produced an invalid CATWOE - i.e. the W isn’t a W or the T isn’t a T – or not answered question 2 then mark the candidate’s BAM against the sample answer on the next page.
Question 4 – 8 marks

Award marks for valid entries under each heading, as below. Marks should be awarded for alternative valid answers supported by the scenario. ½ mark may be awarded for answers that have merit but are not complete:

<table>
<thead>
<tr>
<th>B</th>
<th>The Cordon Bleu board of directors want to be able to monitor customer buying patterns to aid stock buying and pricing decisions (1 mark)</th>
</tr>
</thead>
</table>
| O | *Business Objective* – Retain 80% of customers next year (1 mark)  
*Project Objective* – Set up a customer loyalty scheme to record members’ purchase details and issue discount vouchers based on spending (1 mark) |
| S | Include loyalty scheme cards, issuing vouchers and data collection.  
Exclude data mining system (½ mark for in scope, ½ mark for out of scope) |
| C | System to be delivered within 6 months; no new hardware; card-based solution (½ mark each for up to two answers) |
| A | Buying manager (1 mark) |
| R | IT consultancy, Store managers (½ mark each) |
| D | System to allow collection of customer purchase data and issue discount vouchers (1 mark) |
Question 5 – 9 marks

1 mark for each correct answer as shown below, up to a maximum of 3. Reasonable variations should be allowed:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Justification – Power</th>
<th>Justification – Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>High power</td>
<td>High Interest</td>
</tr>
<tr>
<td></td>
<td>Commissioned the project and have high</td>
<td>Set objectives for customer retention so will</td>
</tr>
<tr>
<td></td>
<td>expectations for growth</td>
<td>want to see that happen</td>
</tr>
<tr>
<td>Buying Manager</td>
<td>High Power</td>
<td>High Interest</td>
</tr>
<tr>
<td></td>
<td>Represents the board and so has the</td>
<td>This will be the Buying Manager’s</td>
</tr>
<tr>
<td></td>
<td>ability to be able to make decisions and</td>
<td>responsibility and will report back to the</td>
</tr>
<tr>
<td></td>
<td>report back</td>
<td>Board</td>
</tr>
<tr>
<td>Store Manager</td>
<td>Some Power</td>
<td>High Interest</td>
</tr>
<tr>
<td></td>
<td>They have been consulted already and so will have</td>
<td>They have targets to meet and so will be</td>
</tr>
<tr>
<td></td>
<td>input into the project</td>
<td>impacted by the project and will want to ensure it enables them to meet their targets</td>
</tr>
<tr>
<td>Customer</td>
<td>Some Power</td>
<td>Some Interest</td>
</tr>
<tr>
<td></td>
<td>They can decide whether they wish to join the scheme and</td>
<td>They may benefit from incentives offered and so could be interested to know what</td>
</tr>
<tr>
<td></td>
<td>will also be able to control how their data is being used</td>
<td>these will be</td>
</tr>
<tr>
<td>Suppliers</td>
<td>Low Power</td>
<td>Some Interest</td>
</tr>
<tr>
<td></td>
<td>They wouldn't have any power in</td>
<td>This could affect what is bought from them and they also may be interested where the</td>
</tr>
<tr>
<td></td>
<td>determining the direction of the company</td>
<td>stores will open so that they can sell local produce as well</td>
</tr>
<tr>
<td>IT consultancy</td>
<td>Some Power</td>
<td>Some Interest</td>
</tr>
<tr>
<td></td>
<td>They are being paid to build the system and so will</td>
<td>They would be interested in the system as they are being paid for it and so their</td>
</tr>
<tr>
<td></td>
<td>have a little influence but they are not driving the</td>
<td>reputation and future work could be affected</td>
</tr>
<tr>
<td></td>
<td>project</td>
<td></td>
</tr>
</tbody>
</table>