

**T Level Technical Qualification in  
Management and Administration  
(8715-31)**

**Business Improvement (311)**

**Practical Assignment  
Sample Candidate Pack**

**First teaching from September 2022  
Version 1.0**

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# 1. Assessment

This assessment is for the Business Improvement occupational specialism component of the Technical Qualification. This pack consists of a practical assignment that includes a project brief including relevant resources as necessary along with several tasks for you to complete.

## Candidate guidance

### General guidance

This is a formal assessment that you will be marked and graded on. You will be marked on the quality and accuracy of the work you produce. It is therefore important that you carry your work out to the highest standard you can.

There are some rules around how much guidance and feedback your tutor can provide as part of completing the assignment.

Your tutor is allowed to give you some help understanding the instructions if necessary. They are only allowed to reinforce the requirements of the task in order to support you in undertaking it. If any further significant clarification and guidance on any of the tasks within the assignment is provided afterwards, this will be recorded and considered as part of the marking process.

### Plagiarism

This is an assessment of your abilities, so the work must be all your own work and carried out under the conditions stated. You will be asked to sign a declaration that you have not had any help with the assignment.

Your tutor is allowed to give you some help understanding the instructions, if necessary, but they will record any other guidance you need, and this will be taken into account during marking.

Plagiarism is the failure to acknowledge sources properly and/or the submission of another person's work as if it were your own. Plagiarism is not allowed in this practical assignment.

Where research is allowed, your tutor must be able to identify which work you have done yourself, and what you have found from other sources. It is therefore important to make sure you acknowledge sources used and clearly reference any information taken from them.

### Timings and planning

You are advised to study the details of the assessment before starting.

You should check with your tutor that you have all the relevant materials, equipment and information/data sources that you need before starting the assessment.

Timings for tasks are provided within this pack to show the **maximum** amount of time you will be allowed to complete the task. You **must not** exceed the time shown in each task. You should take care when planning to make sure you have divided the time available between parts of the assignment tasks appropriately.

You will have **30 minutes** to read through the brief and supporting documentation prior to starting Task 1.

## Presentation of work

Presentation of work must be appropriate to the task.

You should make sure that each piece of evidence including any forms are clearly labelled with your name and the project reference.

All electronic files must be given a clear file name that allows your tutor to identify it as your work.

Written work may be word-processed or hand written unless stated otherwise.

Calculations should be set out clearly, with all working shown, as well as any assumptions made. You should use appropriate units at all times, consistent with the requirements of the assignment.

## Instructions for this assignment

Ensure you read all the provided assessment information contained in this candidate pack.

You must work independently and not share your work with any other candidates in these supervised assessment sessions.

You will be allowed to use the internet for your research as part of Task 1.

Your work will be kept secure during any supervised breaks that are taken, and at no time will any assessment materials be permitted to leave the room at any point during the assessment.

Your work will be submitted as final at the end of each assessment session. Your tutor will be able to provide you with a copy of your evidence submitted for previous tasks to support you through other tasks in the assessment, but you will not have opportunity to rework this evidence in subsequent sessions.

You must complete all the tasks and present all evidence that is detailed in each task.

This assessment pack contains:

- An assignment brief and associated resources
- Task 1
- Task 2
- Task 3
- Task 4
- Task 5
- Task 6

### Within each task you will find the following:

**Conditions of assessment:** This will tell you the duration and rules you must follow when completing a task.

**What must be produced for marking:** This describes the evidence you must submit when the task is completed. Be aware that failure to submit any evidence requested can adversely affect your overall mark for the assessment.

**Additional evidence for this task:** This describes other forms of evidence that will be collected by the assessor to support the marking of your performance. This will often include but not limited to photographic and video evidence.

## How this assignment will be assessed

The individual tasks within this assignment will assess across the qualification content. This means that you should consider all your learning when considering how to respond to each task and use the appropriate skills in order to respond in the best way that you are able.

The table below shows how many marks are available for each of the performance outcomes within this assessment.

<b>Performance outcome</b>	<b>Number of marks available</b>
Acquire and protect data to support the improvement process	9
Analyse data to identify opportunities for improvement	15
Engage stakeholders in discussions on business processes and improvement	12
Identify, propose and plan solutions for improvement	12
Monitor and report the implementation of business improvement activities	12

## 2. Assignment brief

Vegasonix Ltd produce vegan smoothies using sustainably sourced organic seasonal fruit and vegetables.

Joint CEOs are Dan and Andrea Abel, who started the business from their own kitchen four years ago. Initially, they sold their products at farmer's markets every weekend and through their website.

They now have a small production factory on an industrial estate in rural Northumberland. They employ eight full time staff, and four other Directors. They operate a flat, matrix style organisation with everyone encouraged to share ideas and be able to do each other's job roles when necessary.

Director of Operations is Pramod Shah. Vegasonix operates with one smoothie production line. The line is run by a Team Leader and five Core Production Operatives. The mix of automation and human intervention means the capacity of this production line is a maximum of 50,000 units per day.

The other directors are Leo James, Sales and Marketing and Neil Ross, Human Resources and Márcia Alves in charge of Finance. There is one Admin Assistant and one Bookkeeper to support the management team. Dan and Andrea look after the strategic direction of the company.

Current sales are growing, with Vegasonix sold nationally through their website, and locally through wholesale distributors, organic cafés, specialist delis and at weekend farmer's markets in the north of England and Scotland.

This is a young company that is starting to get noticed. Recently, Vegasonix's CEOs have been nominated for an entrepreneur award and they have also won two gold stars for their Eaton Messy and Raspberry Ripple products at the Great Taste Awards. A feature article about Vegasonix appeared in the latest edition of the Health Food Guide.

As a result, they have been approached by one of the UK's 'Big Four' supermarkets to stock an order of 180,000 Vegasonix's products per day.

Dan and Andrea are aware that this is a massive opportunity for their business to grow but they are unsure if they have the capacity to supply such a potentially huge contract.

As a Business Improvement Assistant employed on a consultancy basis, you have been asked to advise Dan, Andrea and the other Directors to decide:

1. If the organisation is able to service one of the UK's biggest supermarkets
2. What they need to do to take advantage of this opportunity

This assignment has a time allocation of **32 hours** and is made up of the following tasks:

- Task 1 – Information Review and Data Analysis (4 hours)
- Task 2 – Stakeholder Mapping, Engagement and Communication (4 hours)
- Task 3 – Feasibility Review (6 hours)
- Task 4 – Resistance Management (4 hours)
- Task 5 – Business Improvement Proposal and Project Plan (10 hours)
- Task 6 – Risk Register (4 hours)

## Figure 1 - European Juice and Smoothie Market Reports (Trends, And Forecasts 2020-2025)

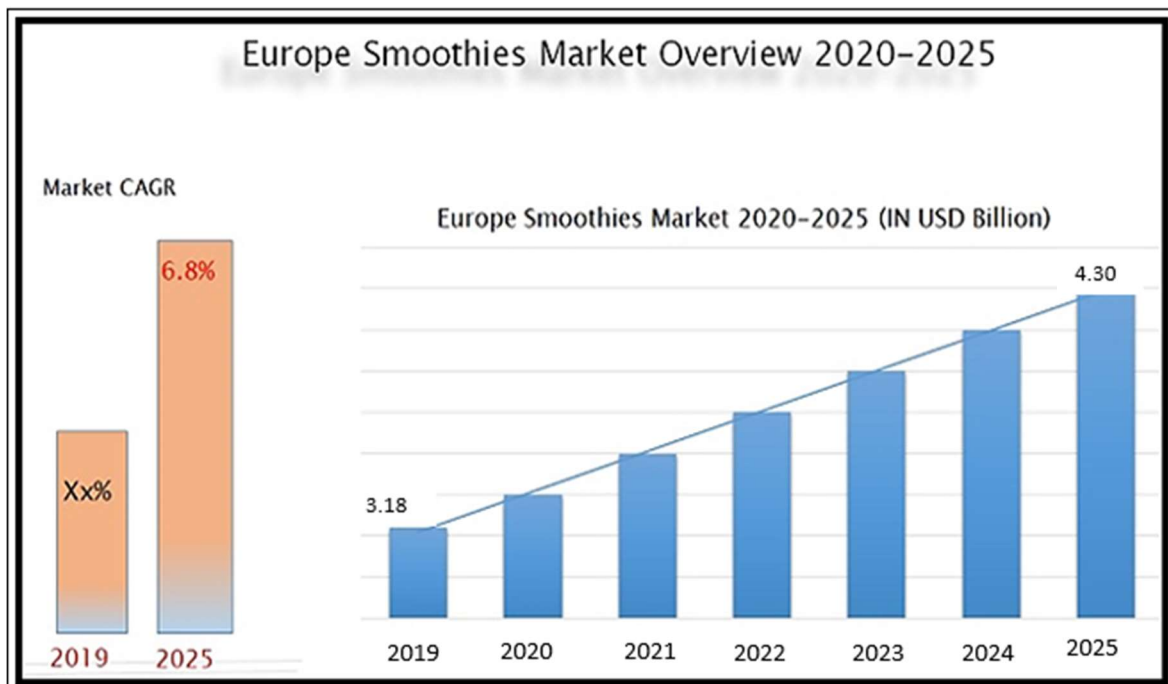
### Europe Smoothie's Market Size, Share Growth Analysis:

The European Smoothie's Market was worth US\$3.18 billion in 2019 and is projected to grow at a Compound Annual Growth Rate (CAGR) of 6.8%, to reach US\$4.30 billion by 2025.

### Europe Region Growth Insights:

The European Smoothie's Market is classified by regions. These include Germany, Russia, France, United Kingdom, Italy, Spain, and Poland.

The United Kingdom leads the smoothie market in Europe due to increasing fruit and vegetable imports and increasing popularity for smoothies.



### European Smoothie's Industry Growth Insights:

Smoothies which include a large serving of fruits and vegetables are recommended for a healthy diet. However, the use of too many sweeteners, protein powders, and ice creams is not healthy. Smoothies consist of high dietary fibre content making them healthier than fruit juices. Green smoothies made from healthy vegetables are gaining prominence, especially in health-conscious people. Smoothies with increased carbohydrate content by using sugar additives can itself replace a meal.

An increasing number of health-conscious people, changing lifestyles and food habits and health benefits associated with smoothies are some of the major factors driving the smoothies' market. Increasing popularity for meal replacement food and beverages, growing prominence for juice and smoothie bars and increasing demand for non-carbonated soft drinks are also expected to propel the smoothie's market. High prices of smoothies and packaging problems as they are made from raw ingredients are the major factors restraining the growth of the smoothies' market.

**Detailed Segmentation of the Europe Smoothie's Market:**

The smoothie's market is segmented by product, distribution channel, and region. Based on the product, the market is segmented into fruit-based smoothies and dairy-based smoothies. Fruit-based smoothies hold the largest market share and is also expected to be the fastest-growing segment. This is attributed to the growing demand for healthy beverages. Fruit-based smoothies are further segmented into organic and inorganic smoothies.

Inorganic smoothies are expected to be the largest segment as most of the fruits and vegetables produced from farms are inorganic. Organic smoothies are expected to be the fastest-growing segment as the demand for organic fruits and vegetables is increasing.

On the basis of the distribution channel, the market is segmented into Restaurants, Smoothie Bars, Supermarkets, farmer's markets and Convenience Stores. Smoothie Bars and Convenience Stores are the major revenue generators for the smoothie market.

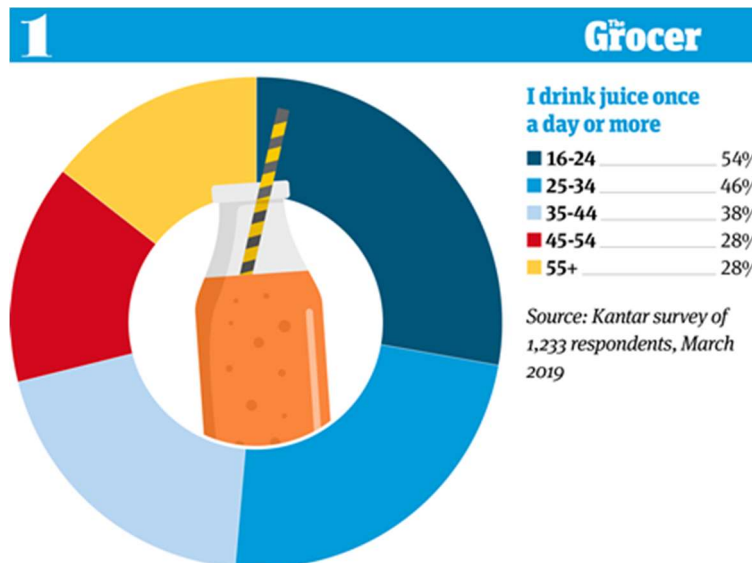
Source: <https://www.marketdataforecast.com/market-reports/europe-smoothies-market>



## Figure 2 - The Grocer: UK Trends Juice and Smoothie Market (March 2019)

Juice sales have been distinctly underwhelming of late. But there is some good news on the horizon. Younger consumers are buying into juices, while vegetable blends could represent fresh opportunities for growth among certain demographics, our poll of over 1,000 consumers with Kantar's Research Express service reveals.

### 1. Over half of young people drink juice at least once a day.



Younger consumers are buying into the juices market.

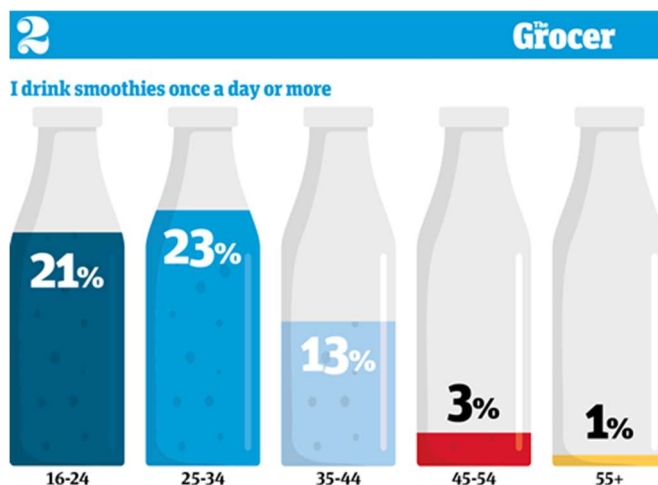
Overall, 36% of respondents to our research said they drank juices at least daily. Among 16 to 24-year-olds, that figure rose to a significant 54%. That includes 18% who will drink it more than once a day.

A whopping 23% of over-55s said they never drank juice, that figure was as low

as 4% among 16 to 24-year-olds.

If juice continues to attract more younger consumers, it could be in for some healthy growth ahead.

### 2. Young people are also the most frequent consumers of smoothies.



Source: Kantar survey of 1,233 respondents, March 2019

This bias towards younger generations was equally present in smoothies.

Over a fifth of 16 to 24-year-olds drink smoothies at least once a day – a habit only replicated by 1% of over-65s.

There is a reason behind this disparity. “We would expect to see higher percentages of young people drinking juices and smoothies because they’re the most adventurous in their drink choices. They consume a wider variety of drinks throughout the day, from sparkling waters to soft drinks. Older generations tend to be less adventurous and are “more likely to

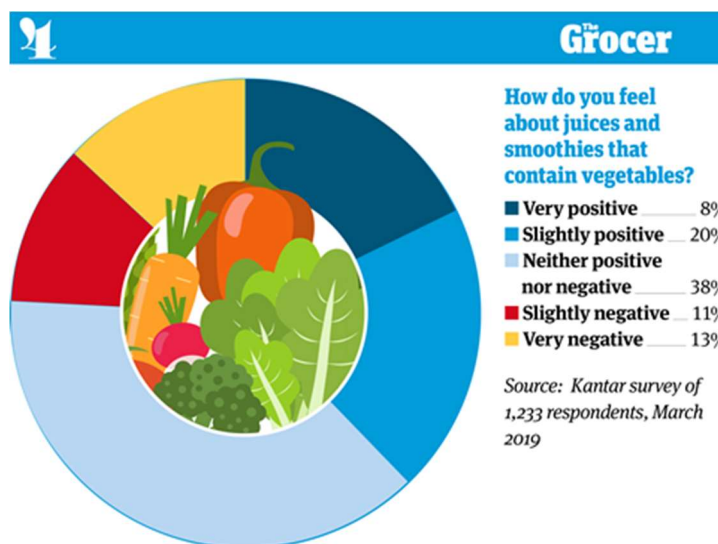
stick to what they know”.

### 3. But brands are struggling against own label sales.

Branded juices and smoothies are struggling. Their sales fell 2.2% in value last year, as more and more shoppers switch to own label. That's partly down to the rising price difference between branded and own label juices and smoothies, which hit 72p per litre last year [Kantar 52 w/e 4 November 2018]. There is also increasing competition from the retailers, which are bringing out their own premium blends.

Savsé CEO Paul Gurnell warned of the tough branded environment in February. "We're seeing shoppers switch from premium brands like Tropicana into own label products, namely due to price premiums and the rising quality of own label juices and smoothies," he said. "That means brands really need to add value to the market if they're going to get shelf space."

### 4. Branded experimentation with vegetable juices could pay off.



For that added value, brands could do worse than turn to vegetable-based blends.

Amid all the concerns about the sugar content of fruit juice, these less sugary options hold an appeal.

Almost 8% of respondents to our poll said they felt very positive about juices and smoothies containing vegetables, with a further 20% feeling slightly positive.

Those who have taken the plunge into vegetables are reporting positive results.

Cawston Press says its beetroot juice has remained popular since it launched five years ago, and organic drinks brand Plenish states its bestseller is Fuel, an entirely vegetable-based juice. Plenish founder Kara Rosen tells The Grocer. "People want less sugar, which is leading them towards more savoury flavours."

Social media is proving crucial in supporting these trends. Having seen the likes of Kylie Jenner and Gwyneth Paltrow enthusiastic about celery juice, nearly four in 10 Londoners say they would be very willing to give it a try.

Other parts of the country are less convinced. The north west is the most sceptical with only 15% of consumers very willing to try celery juice, closely followed by Scotland with just 16%.

The drink also appeals more to the younger generation, which is more likely to have seen social media buzz about celery juice (there are more than 120k Instagram posts using #celeryjuice). A whopping 34% of 25 to 34-year-olds said they would be very willing to try the blend.

Source: <https://www.thegrocer.co.uk/trend-reports/veggie-blends-cleanses-and-the-generation-gap-10-charts-explaining-uk-attitudes-to-juices/592429.article>

**Figure 3 - Extraordinary Directors Meeting: Agenda and Minutes**

<b>Extraordinary Directors Meeting</b>			
<b>Agenda</b>			
1. Overview of the opportunity to supply one of the 'Big Four' supermarkets. 2. Raise any concerns or positive aspects of the potential order. 3. Decision – should we go for it?			
<b>Minutes</b>			
Chair: Andrea Abel (AA) Present: Dan Abel (DA), Leo James (LJ), Pramod Shah (PS), Neil Ross (NR), Márcia Alves (MA)			
<b>Agenda Item</b>	<b>Discussion/Action Points</b>	<b>By Whom</b>	<b>By When</b>
	Approaches from a major national supermarket to supply it with the following smoothie flavours daily, in one litre bottles: 100,000 Eaton Messy 40,000 Raspberry Ripple 40,000 Carrot Cake	All	TBC
1	An overview of a new opportunity (highlighted above) to supply a major national supermarket was provided by AA.		
2	<p><b>AA</b> is very keen to take this order on because it is potentially transformative for the business and has invited directors to express their views:</p> <ul style="list-style-type: none"> <li>- <b>NR</b>: doesn't think enough staff can be trained in time. Worries this contract could bankrupt the company.</li> <li>- <b>MA</b>: worried they might be over committing themselves financially and is not convinced they have the capacity or capability to deliver.</li> <li>- <b>LJ</b>: concerned existing customers who have supported them from the beginning may be left out because supermarkets take all the stock. But would love the business to be able to take on the big order.</li> <li>- <b>DA</b>: concerned it may mean the whole production would go to just one customer which is risky. But thinks an order like this is vital to future survival and growth of the business. May need to consider future capacity issues, not just now.</li> <li>- <b>PS</b>: doesn't think the current production line could cope with the volume as it is not fully automated. Also raises the following issues:               <ul style="list-style-type: none"> <li>• Operatives cannot produce drinks 100% of the time. Every time a product run flavour is changed over, it takes three operatives 1.5 hours downtime to clean and sterilise the full production line.</li> </ul> </li> </ul>		

	<ul style="list-style-type: none"> <li>• Downtime happens daily because of the organic nature of their supplies. Each crop is delivered as it reaches peak condition and processed immediately.</li> <li>• After a crop is processed, the line needs cleaning again before the next product can be made with a different crop. Full cleaning and sterilising are also done at the end of each day.</li> <li>• Not every process is automated. Several processes are done by hand because the machines were too expensive to buy when starting up.</li> </ul>		
3	<p>Decision – should we go for it?</p> <p><b>MA:</b> states the senior management team cannot possibly make a decision until a full costing and capacity activity is carried out.</p> <p><b>DA:</b> wants to approach with caution. Suggests an external business improvement review to support the data and information gathering to identify options and risks before making a decision. All agreed with this.</p>		

**Figure 4 – Organisation Chart**



**Figure 5 – Supplier Appraisal Checklist**

<b>Criteria</b>	<b>% Ranking</b>
Capacity	25%
Costs	20%
Quality (taste tests)	18%
Environmental/Sustainability	18%
Delivery Schedule	11%
Risk Management	4%
Competence (industry accreditations)	4%
	100%

**Figure 6 – Sales Performance and Forecast**

**Sales History**

Sales Outlets	Sector Type	Unit Purchase Price	Year 1 Units Sold	Year 1 Sales £	Year 2 Units Sold	Year 2 Sales £
Farmers markets	Retail	£4.00	16,448	£65,792	20,560	£82,240
E-commerce shop	Retail	£3.55	14,560	£51,688	29,616	£105,137
Organic cafes	Wholesale	£3.00	0	£0	9,824	£29,472
Specialist Delis	Wholesale	£3.00	0	£0	10,448	£31,344
Wholesale Distributors	Wholesale	£2.70	0	£0	0	£0
<b>Total Units Sold/Sales £</b>			31,008	£117,480	70,448	£248,193

**Business to consumer sales are at retail price (Farmer’s Market and E-commerce Shop)  
Business to business sales are at wholesale price (Organic Cafes and Specialist Delis)**

Sales Outlets	Sector Type	Unit Purchase Price	Year 3 Units Sold	Year 3 Sales £	Current Year 4 Units Sold	Current Year 4 Sales £
Farmers markets	Retail	£4.00	25,696	£102,784	27,600	£110,400
E-commerce shop	Retail	£3.55	61,680	£218,964	124,992	£443,722
Organic cafes	Wholesale	£3.00	17,360	£52,080	23,040	£69,120
Specialist Delis	Wholesale	£3.00	13,056	£39,168	15,360	£46,080
Wholesale Distributors	Wholesale	£2.70	5,774,848	£15,592,090	6,416,432	£17,324,366
<b>Total Units Sold/Sales £</b>			5,892,640	£16,005,086	6,607,424	£17,993,688

**Sales Forecast Year 5 (Without Supermarket Order)**

<b>Sales Outlets</b>	<b>Sector Type</b>	<b>Unit Purchase Price</b>	<b>Year 5 Forecast Unit Sales</b>	<b>Year 5 Forecast Unit Sales £</b>
Farmers markets	Retail	£4.00	29,984	£119,936
E-commerce shop	Retail	£3.55	250,008	£887,528
Organic cafes	Wholesale	£3.00	39,456	£118,368
Specialist Delis	Wholesale	£3.00	16,128	£48,384
Wholesale Distributors	Wholesale	£2.70	7,378,896	£19,923,019
<b>Total Units Sold/Sales £</b>			7,714,472	£21,097,236



## **Figure 7 – Capacity**

### **Staffing**

The factory is open 48 weeks of the year.

Factory operating hours are 8am - 4pm Monday - Friday.

After breaks, a full working day is 7 hours.

Five Operatives are employed and paid the (outside London) Real Living Wage level hourly rate.

The Team Leader is paid £1 per hour more than Operatives.

### **Variable Unit Costs (per 1 litre bottle)**

Raw materials: organic fruit/veg average 42p.

Labour costs: 25p

Plastic bottles: 37p each

Delivery - Cardboard cartons (holds 16 bottles): £1.47 each.

Delivery - Supermarket option: Pallet and clear plastic wrapping, 5000 units at 20p per unit.

### **Crop Yields**

Each crop used in smoothie production yields approximately 6804 Kilograms of fruit or vegetable per acre of land.

Supplies are ordered by the kilogram and based on expected and target sales levels.

Each smoothie requires 0.141748 Kilograms of fruit per unit.

Wholesale UK price for fruit averages at £2.92 per Kilogram

## Figure 8 – Product Range

### Smoothies:

- **Eaton Messy:** strawberries, banana, apple, unsweetened almond milk, aquafaba. (Award winning)
- **Carrot Cake:** carrot, apple, unsweetened almond milk, walnuts, chia seeds, cinnamon, nutmeg.
- **Raspberry Ripple:** raspberry, rhubarb, apples, bananas, vanilla. (Award winning)
- **Black Forest Cake Shake:** cherries, spinach, unsweetened almond milk, cocoa nibs, almond extract.
- **Coconut Shy Chai:** carrot, unsweetened coconut milk, shredded coconut, chia seeds, vanilla extract, cinnamon.

## Figure 9 – Production Line Automation Considerations

### (a) Current processes - current capacity 50,000 units per day

#### Smoothie Production Line Process

Action	Process	Action	Process	Action	Process	Action	Process	Action	Process
Fruit sorting	By Hand	Fruit Washing	Automatic	Fruit-blender filling	By hand	Smoothie liquids feed	Automatic	Smoothie blending	Automatic
2 operatives		0 operatives		1 operative		0 operatives		0 operatives	

#### Smoothie Production: Packing Line

Action	Process	Action	Process	Action	Process
Bottle Filling	By hand	Bottle Capping	By hand	Case packing	By hand
1 operative		1 operative			

### (b) Costs - Upgrading and automating the existing production line to increase capacity to 100,000 units per day

#### Smoothie Production Line – Automation

Action	Cost to Buy	Action	Purchase price	Action	Cost to Buy	Action	Purchase price	Action	Purchase price
Fruit sorting	£2,400	Fruit Washing	Already in situ	Fruit-blender filling	£33,000	Smoothie liquids feed	Already in situ	Smoothie blending	Already in situ
1 operative loading/checking				1 operative loading/checking					

#### Smoothie Production: Packing Line - machine automation updating costs

Action	Cost to Buy	Action	Cost to Buy
Bottling & Capping Machine	£13,000	Case Packing System	£18,500
1 operative loading bottles, caps and labels		1 operative loading cases and labels	

### (c) Costs - Installing a new production line - Fully Automated

Details -

- Start to finish, fully automated smoothie production and packing.
- Maximum number of operatives x3.
- Maximum output 200,000 units daily.

Total Cost (fully installed): £64,500

## 3. Tasks

### Task 1 – Information Review and Data Analysis

You have been asked to support the CEOs of Vegasonix in the role of a Business Improvement Assistant to determine how they can take advantage of the opportunity of servicing the supermarket contract.

You are required to review all the available background information in order to identify what other data may be needed to enable you to draw conclusions and offer options to joint CEOs Dan and Andrea Abel. This information will then be used to support the development of a data analysis plan in order to show the next steps needed to respond to the brief.

- Use a range of research, analytical and statistical tools and techniques to review and analyse:
  - The opportunities for the business to grow.
  - Organisational information and the areas where additional research may be needed.You should produce a short-written summary that outlines the key outcomes of your review and analysis.
- Using the outcomes of your review and analysis, create a data analysis plan that outlines what you will need to do to respond to the brief and how you will undertake this.

You may use the Internet, as well as the information provided in the assignment brief, for this task.

#### Resources:

- Assignment Brief
- Internal information sources (Figure 1 – Figure 9)
- Internet

#### Conditions of assessment:

- The maximum time allocated for this task is 4 hours
- You must carry out the task on your own, under controlled conditions

#### What must be produced for marking:

- Written summary of review and analysis
- Data Analysis Plan

#### Additional evidence for this task:

- Any notes produced of research undertaken including citation of sources

## Task 2 – Stakeholder Mapping, Engagement and Communication

You have been asked to analyse the potential impact on stakeholders if the organisation services the new supermarket contract.

In order to do this, you must:

- Create a stakeholder map to include internal and external stakeholders.
- Write a summary of the potential impacts that may be experienced by different stakeholders if Vegasonix proceed with servicing the new supermarket contract.
- Create a stakeholder communication plan showing how you will consult stakeholders in response to any impacts, along with any potential improvements and changes that may arise from Vegasonix servicing the new supermarket contract.

### Resources:

- Assignment Brief
- Organisation Chart (Figure 4)
- Supplier Appraisal Checklist (Figure 5)
- Capacity (Figure 7)
- Product Range (Figure 8)

### Conditions of assessment:

- The maximum time allocated for this task is 4 hours
- You must carry out the task on your own, under controlled conditions

### What must be produced for marking:

- Stakeholder map
- Written summary of potential impacts to stakeholders
- Stakeholder communication plan

## Task 3 – Feasibility Review

You must now analyse the production capacity of the organisation in order to consider whether the supermarket order is feasible for the business.

You must:

- Using the unit sales levels for the current year, calculate the current daily average production levels and review the current staff capacity
- Calculate the cost of upgrading and automating the existing production line
- Compare the costs of installing a new production line with upgrading the existing production line to inform decision making.
- Write a factual statement to the CEOs summarising the results of your statistical analyses. You are not being asked for options or recommendations at this stage.

### Resources

- Assignment Brief
- Sales Performance and Forecast (Figure 6)
- Capacity (Figure 7)
- Production Line Automation Considerations (Figure 9)

### Conditions of assessment:

- The maximum time allocated for this task is 6 hours
- You must carry out the task on your own, under controlled conditions

### What must be produced for marking:

- Demonstration of calculations, costings and statistical analyses using appropriate tools.
- Statement summarising statistical analyses to CEOs Dan and Andrea Abel.

## Task 4 – Resistance Management

You have been asked to speak to each of the directors of the different functional areas to confirm their views on supplying the new supermarket order. The views of the directors generally confirm the comments recorded in the Extraordinary Directors meeting minutes.

However, HR Director Neil becomes distressed and discloses that he really does not want the supermarket order to go ahead. He believes it creates too many changes, too quickly especially for his department. He tries to influence you during the conversation and specifically asks you to tailor your final report to agree with him.

You must:

- Produce a written report to escalate Neil's disclosure of resistance to the CEOs.

This should include:

- An analysis of Neil's resistance to the supermarket order
- The potential impacts of Neil's resistance
- The proposed solutions to overcome Neil's objection.

### Resources

- Assignment Brief
- Extraordinary Directors Meeting Minutes – Figure 3

### Conditions of assessment:

- The maximum time allocated for this task is 4 hours
- You must carry out the task on your own, under controlled conditions

### What must be produced for marking:

- Written report

## Task 5 – Business Improvement Proposal

You are now required to prepare a comprehensive Business Improvement Proposal to enable CEOs Dan and Andrea to create a full implementation plan.

You must:

- Produce a Business Improvement Proposal showing your research findings and recommend potential options for servicing the supermarket contract including:
  - Any suggested changes to the organisation structure and functional departments.
  - Capacity of the organisation and a quantified analysis of what it may need to do.
  - Justified recommendations on which of the potential options they should select.
  - How stakeholders will be supported.
  - How key performance indicators will be used to support the implementation of the proposal.
- Create a project delivery plan that demonstrates how your recommended option could be delivered within the business. You should consider how the plan will be managed and monitored.
- Using appropriate presentation software, develop a presentation that compares the pros and cons of **two** different change management models that could be used to implement your proposal. You should recommend which you think would be most appropriate for this project.
- Present your findings on the different change management models to the CEOs. Your tutor will take on the role of one of the CEOs, and you will present your findings to them. You will have 15 minutes to deliver your presentation. This will be video recorded so that it can be submitted for marking.

### Resources

- Assignment Brief
- Evidence of research and analyses from previous tasks
- Any evidence from Figures 1 - 9

### Conditions of assessment:

- The maximum time allocated for this task is 10 hours, including a maximum 15-minute presentation
- You must carry out the task on your own, under controlled conditions
- The presentation will be delivered to the CEO of the organisation, with the role of the CEO taken by your tutor

### What must be produced for marking:

- Business Improvement Proposal
- Project Delivery Plan
- Presentation deck with comparison of two different change management models
- Video recording of presentation



## Task 6 – Risk Register

You are now required to set out the potential risks and mitigations the CEOs will need to consider in order to implement, maintain and monitor the recommendations proposed in the Business Improvement Proposal.

You must:

- Carry out a risk assessment exercise for the recommendations proposed in the Business Improvement Proposal
- Create a risk register that
  - identifies and quantifies potential risks to all the recommendations in the Business Improvement Proposal
  - Sets out a range of solutions to mitigate against each risk identified in the risk register

### Resources

- Assignment Brief
- Access to Business Improvement Proposal and Project Delivery Plan (Task 5)

### Conditions of assessment:

- The maximum time allocated for this task is 4 hours
- You must carry out the task on your own, under controlled conditions

### What must be produced for marking:

- Risk assessment documents
- Risk register that identifies and quantifies potential risks, and provides mitigations to each risk

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