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**Lion Foundation Young Enterprise Scheme**

**Student Workbook**

Internal Assessment Resource for AS 91384 v1 (3.6)

**Carry out, with consultation, an innovative and sustainable business activity.**

Level 3

9 Credits

**Student Name:** ………………………….…………………………………….…….…

**Teacher:** ………………………….………………………...…

**Overall Result:**

**N/A A M E**

**Assessor Signature:** ………………………….…………….… **Date:** …………………....……..

**Student Signature:** ……………………….….………….…… **Date:** ……………..…..………..

**Achievement Standard**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Reference** | | Business Studies 3.6 | | | | | |
| **Title** | | Carry out, with consultation, an innovative and sustainable business activity | | | | | |
| **Level** | 3 | **Credits** | 9 | | **Assessment** | | Internal |
| **Subfield** | Business Operations and Development | | | | | | |
| **Domain** | Business Studies | | | | | | |
| **Status** | | Registered | | **Status date** | | 17 November 2011 | |
| **Planned review date** | | 31 December 2014 | | **Date version published** | | 17 November 2011 | |

This achievement standard involves carrying out, with consultation, an innovative and sustainable business activity.

**Achievement Criteria**

| **Achievement** | **Achievement with Merit** | **Achievement with Excellence** |
| --- | --- | --- |
| * Carry out, with consultation, an innovative and sustainable business activity. | * Carry out, in depth and with consultation, an innovative and sustainable business activity. | * Comprehensively carry out, with consultation, an innovative and sustainable business activity. |

**Explanatory Notes**

1. This achievement standard is related to the *Teaching and Learning Guide for Business Studies*,Ministry of Education, at <http://seniorsecondary.tki.org.nz/>; *The New Zealand Curriculum,* Learning Media, Ministry of Education, 2007; and *Te Marautanga o Aotearoa,* Ministry of Education, 2008.

Assessment will involve a selection from the business content and concepts related to Business Studies Level 8 Learning Objective One and Learning Objective Two in the *Teaching and Learning Guide for Business Studies*.

1. *Carry out, with consultation, an innovative and sustainable business activity* typically involves planning for a business activity, consulting for a business activity, carrying out the business activity and evaluating the business activity through:

* stating business knowledge relevant to the business activity
* stating a Māori business concept(s) where relevant to the business activity.

*Carry out, in depth and with consultation, an innovative and sustainable business activity* typically involves sound planning and consultation for a business activity and sound evaluation of the business activity through:

* including business knowledge relevant to the business activity to support explanations
* including a Māori business concept(s) where relevant to the business activity to support explanations.

*Comprehensively carry out, with consultation, an innovative and sustainable business activity* typically involves thorough planning and consultation for a business activity, and thorough evaluation of the business activity through:

* integrating business knowledge relevant to the business activity to fully support explanations
* integrating a Māori business concept(s) where relevant to the business activity to fully support explanations.

1. *A business activity* refers to the production of a good or service.
2. *Innovative* refers to originality, invention, commercialisation, or improvement with reference to business formation, functions, people, management and environment.
3. *Sustainable* refers to an ongoing focus on economic, social, cultural (including ethical), and environmental outcomes.
4. *With consultation* refers to engaging in consultation with specialist advisors in relation to innovative, sustainable and ethical aspects of the business activity.
5. *Evaluate* involves measuring the performance of the business activity in relation to desired economic, social, cultural (including ethical), and environmental outcomes.

8 Conditions of Assessment related to this achievement standard can be found at [www.tki.org.nz/e/community/ncea/conditions-assessment.php](http://www.tki.org.nz/e/community/ncea/conditions-assessment.php).

**Replacement Information**

This achievement standard replaced unit standard 22862 and unit standard 22863.

**Quality Assurance**

1. Providers and Industry Training Organisations must have been granted consent to assess by NZQA before they can register credits from assessment against achievement standards.
2. Organisations with consent to assess and Industry Training Organisations assessing against achievement standards must engage with the moderation system that applies to those achievement standards.

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| --- | --- |
| Consent and Moderation Requirements (CMR) reference | 0233 |

**AS3.6 – Portfolio of evidence checklist**

These documents are part of the assessment evidence required for AS91384 (Version 1)

Keep all documents safely in your folder and tick off below to record your progress

|  |  |  |  |
| --- | --- | --- | --- |
| **Evidence Required** | **Completed** | **TEACHER**  **signature** | **GRADE** |
| **A) Business Planning** | | | |
| Company Business Plan has been submitted  Student has made a valuable contribution to the Business Plan |  |  |  |
| Company has presented their Business Plan to a panel of experts  Evidence of your contribution to the Business Presentation    (e.g. video / photos / cue cards / PowerPoint slides) |  |  |
|  | | | |
| **B) Carrying out the business activity with consultation from specialist advisors** | | | |
| Write-up of your contribution in Term 1 |  |  | *Note: max. grade is A* |
| Write-up of your contribution in Term 2 |  |  |
| Write-up of your contribution in Term 3 |  |  |
| Feedback from specialist advisors/mentor in Term 1  (e.g. minutes/action plan/meeting record template) |  |  |
| Feedback from specialist advisors/mentor in Term 2 |  |  |
| Feedback from specialist advisors/mentor in Term 3 |  |  |
|  | | | |
| **C) Evaluating the business activity** | | | |
| Annual Review has been submitted.  Student has made a valuable contribution to the Annual Review |  |  |  |
| Individual evaluation is completed |  |  |  |

**Assessor Signature:** ………………………….………………….… **Date:** …………………....……..

**Student Signature:** ………………………….……….……….…… **Date:** ……………..…..………..

**OVERALL GRADE**

Internal Assessment Resource

Business Studies AS3.6

AS91384 (v.1)

Carry out, with consultation, an innovative and sustainable business activity

Level 3

Credits: 9

|  |  |  |
| --- | --- | --- |
| Achievement | Achievement with Merit | Achievement with Excellence |
| Carry out, with consultation, an innovative and sustainable business activity | Carry out, in depth and with consultation, an innovative and sustainable business activity. | Comprehensively carry out, with consultation, an innovative and sustainable business activity. |

Student instructions

Overview

You will work in a Young Enterprise Scheme (YES) company for the year. In your group you will plan, consult, carry out and individually evaluate an innovative and sustainable business activity.

Your work will be assessed on your ability to:

* contribute to the Business Plan
* contribute to the Business Pitch
* consult with specialist advisors and reflect on feedback from specialist advisors
* play an active role in the carrying out of your group’s business activity
* contribute to the Annual Review
* evaluate the business activity in relation to desired economic, social, cultural (including ethical) and environmental outcomes
* submit an individual portfolio that shows evidence of your planning, consultation, carrying out and evaluation of the business activity
* integrate business knowledge relevant to the business activity to fully support explanations
* integrate a Māori business concept(s) ***where relevant*** to the business activity to fully support explanations.

Summary of Task Instructions

***Task One - Business Planning & Consultation***

**For Achieved:**

* Choose an innovative and sustainable business activity.
* Consult with one or more specialist advisors to get feedback on your business idea.
* Write a reflection on the feedback received from these consultations.
* As a group, write a Business Plan for your innovative and sustainable business activity that states relevant business knowledge. Refer to Business Plan checklist for what needs to be included.
* Hand in a group copy of your Business Plan.
* Annotate the Business Plan to show the contribution made by each YES director.

**For Merit:**

* As for Achieved AND
* As a group, write a **sound** Business Plan that includes relevant business knowledge to support your explanations.

**For Excellence:**

* As for Achieved AND
* As a group, write a **thorough** Business Plan that integrates relevant business knowledge to support your explanations. The individual sections of the Business Plan should link together to meet the business mission and objectives.

**You should be aware that the grade you receive for the Business Plan is the HIGHEST grade you can receive overall for this Achievement Standard.**

***Business Plan deadline –***

***Task Two - Business Presentation (Business Pitch)***

* As a group, present a business pitch to “sell” your business idea to a “Dragon’s Den” – a panel of business experts from the local business community. Your presentation should focus on the innovative aspects of the activity.
* This may be recorded by your teacher. Include evidence of your contribution to the business presentation. E.g. video/photos/cue cards/PowerPoint slides.

***Business Plan Oral Presentation will take place on –***

***Task Three – Carry out a business activity with consultation***

**For Achieved:**

* As a group, carry out your planned business activity throughout Terms 1, 2 and 3.
* Complete a summary of **YOUR** contribution to the business in Terms 1, 2 and 3.

*You are advised to update this document once a week so that you remember to include all of your contributions to the business activity*.

* Write up the feedback received from specialist advisors / your business mentor in Terms 1, 2 and 3. Evidence of this could be recorded in minutes/action plan/meeting record template.

*NOTE: your reflection of feedback received from E-Day coaches and Business Presentation judges will also count as evidence of consultation*

Carrying out the business activity with consultation will be done throughout Terms 1-3.

**Carrying out the business activity with consultation will be judged as Achieved or Not Achieved Only.**

**It is not possible to get Merit or Excellence for this part of the business activity**.

***Task Four – Evaluating the business activity***

***(a) Annual Review***

**For Achieved:**

* As a group, write an Annual Review evaluating your innovative and sustainable business activity that states relevant business knowledge. Refer to Annual Review requirements and guidelines for what needs to be included.
* Hand in a group copy of your Annual Review.
* **Annotate the Annual Review to show** the contribution made by each YES director.

**For Merit:**

* As for Achieved AND
* As a group, write a **sound** Annual Review that includes relevant business knowledge to support your explanations.

**For Excellence:**

* As for Achieved AND
* As a group, write a **thorough** Annual Review that integrates relevant business knowledge to support your explanations.

***Annual Review deadline – Fri 27 September 2013***

**AND**

***(b) Individual Evaluation***

**For Achieved:**

* Evaluate the business activity with regard toeconomic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line.
* State relevant business knowledge.

**For Merit:**

* **Soundly** evaluate the business activity with regard toeconomic, social, cultural (including ethical) and environmental outcomes using quadruple bottom line.
* Include relevant business knowledge to support explanations.

**For Excellence:**

* **Thoroughly** evaluate the business activity with regard toeconomic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line.
* Integrate relevant business knowledge to fully support explanations.

***Evaluation will be written individually under open-book exam conditions at the start of Term 4***

***Task One - Business Planning***

**Business Plan Checklist AS 3.6**

**Executive Summary -** ONE page maximum.

This is an overview of your proposed business idea. The key points from each section of your business plan will be outlined. The executive summary should cover the following points:

* Introduction and business goals
* Marketing strategy
* Human Resources overview
* Financial highlights
* Operations plan

The information summarised in the Executive Summary comes from the body of the business plan. It should be written after the business plan is completed.

**Introduction and Business Goals (including values and priorities)**

This section contains important information that will explain why your business activity will succeed, demonstrating innovation and sustainability.

* Explain the product/service and its features
* Company innovation
* Company sustainability
* Company vision (future focus) and mission
* SMART objectives and measurable innovative and sustainable outcomes (quadruple bottom line)

**Marketing**

This section analyses your market research results to prove that there is a need for your product/service. It describes how you will bring your product to the marketplace to ensure sales success. Cover the following areas:

* Describe how you have carried out market research (secondary and primary)
* Present and analyse market research results
* Identify and describe your target market, and how your product/service meets the needs of this market
* Competitor analysis (PMI)
* Marketing mix based on market research results (4 P’s)
* Sales forecast
* Prepare a SWOT analysis (should also include the quadruple bottom line requirements\*)

*\* Quadruple bottom line required for Level 3 (AS3.6) and YES national competition*

**Human Resources**

This section describes the roles of internal and external stakeholders and how they communicate – a crucial element of your business success. Cover the following areas:

* Organisational chart for company
* Skills, roles and responsibilities of company directors
* Communicating with internal stakeholders
* Communicating with external stakeholders

**Finance**

In this section a detailed description of all figures used will need to be provided. Some of the data you have collected in other sections of the business plan will help you with this section. Some financial data may not be easy to obtain and you may need to estimate some income and expenses. Cover the following points:

* Sources of finance
* Cash flow forecast
* Breakeven analysis
* Budgeted Income Statement
* Budgeted Gross Profit and Net Profit percentages
* Internal controls

**Operations**

Resource requirements, procedures and work flow plans are included in this section. Cover the following points:

* Business activity timeline (weekly planner)
* Production processes (e.g. workflow diagram, flowchart, supply chain)
* Resource requirements (suppliers, equipment and staffing)
* Training of staff (with particular reference to community relations – code of conduct, cultural intelligence)
* Quality Control
* Health and Safety

**Publishing Your Report**

Once all the sections have been completed by individual directors, put the plan together and edit to ensure there are no errors, headings and formats are consistent and that the document looks professional.

**Business Plan Guidelines – more info for students …**

**How to write the Business Plan**

A business plan can be thought of as a road map providing the business directors with a way forward and investors with an understanding of what your business hopes to achieve and how you intend to achieve it.

A Business Plan covers the following areas (see below). The level of detail will differ for each business as some areas may be more relevant than others depending on your business concept. Using concise sentences and bullet points is fine – the content is more important than the length of the plan. The business plan is a snapshot of your business at that point in time. You may not have all the information so sometimes you have to make projections. A projection is what you think will happen based on what you do know and what seems sensible.

* 1. Executive Summary
  2. Introduction and Business Goals
  3. Marketing
  4. Human Resources
  5. Finance
  6. Operations

**1. Executive Summary**

While appearing first, this section of the business plan is written last. It summarises the key elements of the entire business plan. It is a brief introduction to the company and the product or service and how it can be defined as an “on-going” business activity. You are trying to grab the attention of the reader and convince them to take time to read the rest of your plan. The information summarised in the Executive Summary comes from the body of the business plan. An Executive Summary should convey the passion you have for your business and is designed to capture the interest of external parties. It should portray your business in a positive way, emphasising the highlights of the business and give readers a clear understanding of your business.

The Executive Summary should contain the following elements:

* Introduction and business goals
* Marketing Strategy
* Human resources overview
* Financial highlights
* Operations plan

1. **Introduction and business goals**

In this section you introduce your company to the readers. Include your company name and logo.

**2.1 Name and description of product**

Clearly outline your business proposal, including a clear description of your product or service. You can describe in greater detail the technical specifications of your product/service. You can include drawings, photos etc. to present the product or service idea to the reader.

This section includes:

Description of the product or service briefly outlining what it is used for.

An explanation of how your product will be produced OR how your service will be delivered

Your product/service advantages - for example,

* + - Is it cheaper?
    - Is it better quality?
    - What unique features does it have?
    - Increased benefits to customers?
    - Does it have any disadvantages?
    - What is the current status of the product/service?
    - Is it still in the research and development stage or is it already established on the market?

It should be clear from reading this section what the Unique Selling Point (USP) of your product or company is.

Once you have written this section, get someone not involved in your business to read it to see if they can explain your business back to you. If they can’t, this section needs further work.

* 1. **Company innovation**

You need to identify and fully explain how your product/service is innovative. This means identifying if it is a completely new product/service, or if it is an existing product/service going into a completely new market.

You should focus on ensuring you are adding value in an innovative way at all stages of the production process.

The way you organise and manage the running of your business, and the practices you intend to use, can also demonstrate innovation.

* 1. **Company sustainability**

By now you should have learned about sustainability from your teacher.

In this section you should highlight how you intend to implement sustainability practices in both your product/service and business practices.

* 1. **Company vision** (future focus)

Your vision defines the way you would like your business to look in the future; i.e. what you would like to achieve or accomplish in the mid to long term.

e.g. *The Warehouse* “We make the desirable affordable”

*McDonalds* “To be the world’s best quick service restaurant experience. Being the best means providing outstanding quality, service, cleanliness, and value, so that we make every customer in every restaurant smile”.

* 1. **Company mission** (what you have to do to achieve vision)

A mission statement defines what a business is, why it exists and its reason for being.

*The Warehouse* “The Warehouse will make a difference to people’s lives by making the desirable affordable and supporting New Zealand’s communities and the environment. By putting the customer first, we will succeed. Everything we do flows from this principle. We enjoy success through working together as one team. People choose to work for us because we care about and recognise individuals”.

* 1. **SMART objectives** **with measureable innovative and sustainable outcomes (quadruple bottom line)**

You must include innovation and sustainability (economic, social, cultural, environmental) objectives (this means you will have a minimum of five objectives).

*(If business goals are not written in a SMART format, especially the measurable element, you will not be able to gain* ***excellence*** *in evaluation part of the assessment.)*

Specific: you know what you want to accomplish

Measurable: you can assess your progress and know when you have met your objective

Achievable: your goal must be within your reach in your current situation

Relevant: your goal must be related to the purpose of your company

Timely: your goal needs to have a deadline so it can be monitored

e.g. A YES company is set up to sell face paint to support an upcoming international sporting event. A SMART goal for the company could be:

*To sell 1000 units of our face paint in our local community within three months.*

* 1. **Company values**

This allows you to define the culture and ethical behaviour that you intend to operate within your business. These values could simply be key words that will underpin your business activity, and demonstrate what your company stands for e.g. honesty, reliability, customer service.

**3.Marketing**

* 1. **Describe how you will carry out market research (secondary and primary)**

Detail the secondary research you intend to complete, ensure you consider a range of sources.

Identify the primary research tools you intend to use that are best suited to the needs of your company (e.g. focus groups, face-to-face questionnaires, online surveys, observation, experiment)

You need to ensure that you have planned to collect sufficient, valid data that will enable you to identify your target market and their needs. The outcomes of your market research will enable you to write your SWOT, consider your market size, niche market characteristics, and all elements of the marketing mix.

* 1. **Conduct, present and analyse market research results**

Physically conduct the market research from the plan you detailed above. Collate and present in the most appropriate manner for your data to convey to the reader how your product will be successful in the market.

* 1. **Identify and describe your target market and how your product meets the needs of this market**

From your market research identify, describe and provide evidence of your target market. Draw conclusions from your research to provide evidence of how your product meets the needs of your identified target market.

* 1. **Competitor analysis (PMI)**

What are your ‘pluses’ in the market over your competitors?

What are your ‘minuses’ in the market over your competitors? (These are areas where your competitors are better than you).

What interesting ‘opportunities’ do you have in comparison to your competitors in the market?

* 1. **Marketing Mix based on market research results (4P’s)**

From the conclusions drawn from the results above, develop an innovative marketing mix to allow your product to enter the market successfully.

* 1. **Monthly sales forecast**

Estimate monthly sales forecast based on your all market research. This information will also be required for your cash flow forecast in the financial section of the business plan.

* 1. **Prepare a SWOT analysis** (should also include the quadruple bottom line requirements)

**4. Human resources**

This section describes the roles of internal and external stakeholders and how they communicate.

* 1. **Organisational chart for company**

Include an organisational chart, and comment on any innovative aspects of your structure.

**4.2 Skills, roles and responsibilities of company directors**

You must communicate the director’s capabilities and convince readers that they can achieve the objectives set. The following points could be covered in this section:

A summary of key managers:

* Their roles, to demonstrate that you have a balanced team.
* Their experience and achievements, and how they relate to the successful running of the business
* Photos to help to brighten this section up and add a creative touch
  1. **Communicating with internal stakeholders**

Identify any additional internal stakeholders other than the directors named above e.g. employees.

Describe your innovative methods of internal communication. This includes daily operations management: e.g. email checks, touching base with other directors, formal company meetings, how minutes will be circulated etc.

* 1. **Communicating with external stakeholders**

Describe the guidance and resources you hope to acquire from people external to your business, such as mentors, producers, consumers, suppliers, school.

Describe how you handle external communication with customers and suppliers, customer enquiries etc. You may or include a description of how you could consult with specialist advisors (particularly in relation to the innovative, sustainable or ethical aspects of your business).

**5. Finance**

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| **Our sponsor XERO offer YES students free access to their online software package to manage financial reporting – see the log on in your programme book.** |

Please note: This section gives you the opportunity to highlight your economic sustainability plans. E.g. you may plan to finish the year with a large working capital, an acceptable profit margin is forecast, you have positive cash flow predicted, and you have a low breakeven with a high margin of safety.

**5.1 Sources of finance outlined**

Describe how you plan to raise the finance you require to start-up and fund your business. It may include selling shares, fundraising or some other innovative method of raising funds.

**5.2 Cash flow forecast**

Explanations of future predicted inflows and outflows of cash. Include estimated costs for the year e.g. photocopying, packaging, business cards. This is where you will use your sales forecast from the marketing section.

There is a template available for you to use. Please ask your teacher.

**5.3 Breakeven analysis**

Use an online calculator such as <http://www.fast4cast.com/break-even-calculator.aspx> to help with calculations.

There are notes available for you to use. Please ask your teacher.

**5.4 Budgeted Income statement**

Prepare a statement of projected profit using your cash budget figures.

There is a template available for you to use. Please ask your teacher.

**5.5 Budgeted Gross Profit and Net Profit percentages**

From your completed budgeted income statement, calculate these percentages. An analysis of these will be required when you are writing your annual report.

**5.6 Internal controls**

Describe the financial procedures put in place by your company to ensure the safe receipting and payment of money from the company’s accounts, debtors and creditors controls, and inventory controls.

There is a Level 2 CETA resource available to support Internal Controls (BS11-2-3 AS 2.1 Part B)

**6. Operations**

**6.1 Business activity timeline and action plan**

A timeline is an on-going document which details the components required to plan and carry out the business activity. If a third party was given your business plan and timeline, they should be able to carry out your business activity as you have planned. This gives you an idea of the level of detail required in your timeline.

An action plan is an on-going document that details specific tasks and responsibilities to be carried out by individual directors, updated regularly.

You may like to use the templates provided for Task 3 (Carrying out the Business Activity).

**6.2 Production processes**

Include a workflow diagram and flow chart detailing your proposed production process. You should also include information about your supply chain.

**6.3 Resource requirements**

Identify all equipment, suppliers and staffing requirements your company predicts it will require throughout the YES year.

**6.4 Training of staff**

Include a code of conduct for directors, with reference to community relations, cultural and community safety.

**6.5 Quality Control**

Identify how your business intends to ensure quality assurance e.g. TQM, Kaizen etc

**6.6 Health and Safety**

As a business owner/manager the law says that you have to look after the safety and welfare of people in your workplace. Your business plan needs to show that health and safety is integrated into the way you manage your business. Include your health and safety policy – showing that you have identified possible hazards and what to do in emergencies, that you have an incident recording process and that you have training systems to make employees aware of their requirements. Also, does the nature of your business require you to meet any regulatory requirements? E.g.a food product must meet food labelling regulations

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| **Presentation** Edit and check your plan to make sure there are no mistakes and that it looks like a professional business document. You may decide here to get someone from outside the company to read your plan to see if there are any sections that are unclear or confusing. |

***Task Two - Business Presentation (Business Pitch)***

Collect evidence of your participation in the Business Plan Oral Presentation in Term 2. You could include as part of your evidence the following:

* Video of your groups’ presentation
* Annotated photographs
* Copy of your presentation / cue cards with your contribution identified
* Copy of your group’s PowerPoint
* Copy of judges feedback
* Visual record of your participation in product display and oral presentation

***Business Plan Oral Presentation***

**Dragons Den – Marking Criteria**

There are six categories in the marking criteria:

* **Business Practice & People** (maximum 15 marks)
* **Marketing** (maximum 15 marks)
* **Operations** (maximum 15 marks)
* **Finances** (maximum 15 marks)
* **The Pitch** (maximum 15 marks)
* **Innovation** (maximum 25 marks)

*The mark next to each level of the criteria is a guide only – any mark between 0 and 15 (or 0 and 25 for Innovation) can be awarded by judges.*

|  |  |
| --- | --- |
| **Business Practice and People: 15** | |
| **15** | * A clear description and advantages of the product/service is given. * A mission statement and company objectives are articulated. * The company have demonstrated an outstanding ability to deliver on their business objectives through their people and processes. |
| **10** | * A description of the product/service is given. * Some company objectives are articulated. * The company have demonstrated an ability to deliver on most business objectives through their people and processes. |
| **5** | * A basic description of the product/service is given. * Directors have the beginnings of a plan to achieve company objectives. |

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| **Marketing: 15** | |
| **15** | * The Company clearly understands the target market or niche and directors are able to describe the characteristics of this market via relevant research (including competition). * Company directors have demonstrated the product/service meets the needs of the target market. * The marketing mix is clearly explained and the pricing policy, promotional mix and position in the market place all clearly relate to the product/service. |
| **10** | * The YES Company explains its target market or niche and has undertaken some market research. * The product/service has shown that it relates to the needs of the market. * The marketing mix is explained and the pricing, promotion and position in the market place mostly relate to the product/service. |
| **5** | * A target market is identified in relation to the product/service. * Some elements of the marketing mix are discussed. |

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| **Operations: 15** | |
| **15** | * The YES Company has established suppliers and sources of supply. * The production process and supply chain is thoroughly explained for the product/service. * The company has effective quality control measures in place. |
| **10** | * The YES Company has established some suppliers and sources of supply. * The production process is explained. * The company has made reference to quality control measures. |
| **5** | * The YES Company has discussed some aspects of supply and production. |

|  |  |
| --- | --- |
| **Finances: 15** | |
| **15** | * The sources of capital formation to start the YES Company are explained and the rate of return on investment is explained using appropriate financial scenarios. * The Company has a clear cost breakdown and know the volumes required to achieve break even. * The directors have reported financial returns using a number range of financial tools e.g. income statement, cash flow forecast, profit margins. * There is reference to financial internal controls. |
| **10** | * The sources of capital formation to start the YES Company are explained and the rate of return on investment is given. * The Company knows the volume required to achieve break even. * The directors have reported financial return. |
| **5** | * The YES Company has discussed some aspects of finance. |

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| **The Pitch: 15** | |
| **15** | * Main presenters were confident and professional in their delivery. * Presenters outlined a clear and compelling business case. * Aides were used extremely well to enhance the pitch. |
| **10** | * Main presenters were mostly confident and professional in their delivery. * Presenters outlined a clear business case. * Aides were used well to enhance the pitch. |
| **5** | * Presenters were at times confident and professional in their delivery. * Presenters outlined their business case. * Aides were used in the pitch. |

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| **Innovation: 25** | |
| **25** | * The product/service or business model is a new idea in the market. * The company has identified that there is scope to scale up and diversify. |
| **20** | * The product/service or business model is a new idea in the market. * Alternatively, the company has added significant value in multiple ways to an existing product/service. |
| **15** | * The company has added significant value in one way to an existing product/service. |
| **10** | * The company has demonstrated some added value to an existing product/service. |
| **5** | * There is potential to add value to an existing product/service, but this has not been articulated. |

***Task Three – Carry out a business activity with consultation***

**Timeline Tools**

Your YES company needs to develop a timeline for their business activity.

The focus of this is to produce a document that along with the completed Business Plan would allow another group to be able to actually repeat the business activity successfully.

It should cover all the main actions required by the students in order to effect their business activity and the order that these tasks should be completed. It allows readers an understanding of the steps that will be involved in preparing for a successful business activity.

It should be completed as an on-going and active document that preferably all students have access to as the business planning and carrying out is occurring so students are able to accurately note down the stages they are going through to create their business.

The final version can then be collated in a number of ways and be as technical as the students wish, it should include as a minimum the details below:

**Timeline**

|  |  |  |
| --- | --- | --- |
| **Task Description** | **To be started in Week -** | **To be completed by Week -** |
|  |  |  |
|  |  |  |
|  |  |  |

This template can be used to document the aspects of the important timeline components that can then be transferred to a final version upon completion of the Business Plan and be inserted as required into the document in the Operations section.

Using technology:

Suggestions of possible applications to use to create the Timeline are:

* [www.preceden.com](http://www.preceden.com/)
* [www.smartdraw.com](http://www.smartdraw.com/)
* [www.smartsheet.com](http://www.smartsheet.com/)
* [www.gantto.com](http://www.gantto.com/)

**Action Plan**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Agreed Action**  (be specific about what is required and if necessary split the action into smaller tasks to ensure each part gets completed) | **By whom**  (name) | **By when**  (date) | **Completed**  (✓) | **Timeline updated**  (✓) |
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**Student guidance for consultation with specialist advisors**

In order to ensure that your company is able to meet all the requirements of AS 3.6, you need to consult and act on the advice of specialised people in the areas of innovation and the fours elements of sustainability.

Most of your consultation during the year will be with your business mentor. However, your company will benefit from consultation with specialist advisors OTHER THAN your business mentor.

This information is designed to help you with this process so you can make the most of the possible consultation opportunities that are available to you and ultimately act on the advice you obtain to be successful both for your YES company and your NCEA Level 3 qualification.

**As a place to start there are a number of issues that you need to consider:**

**What specific consultation is required for your company?**

You know you need to look at the main areas but precisely what should you be focusing on in each of these, for example

**Innovation –**

* If your company is creating an exciting new product and you need to ascertain materials for manufacture or create a working prototype, the company may need to approach the local University’s engineering department to obtain a specialist advisor in this field to consult with. This company would require very specific advice for their innovation area.
* If your company was innovative in the way that it was organised to maximise the skills of its members, but also to recognise the areas of expertise that were required during the year (that may not be present within the company) they could approach a member of a local Business Association to obtain contacts to assist with finding people who could provide specialist advice in these areas.

**Sustainability -**

Your company needs to take specialist advice for all the areas of the quadruple bottom line and could consider the following comments:

* **Economic –**
  + Your company may seek the advice of a local business person to find out some good ways to ensure the economic survival of the business; this could mean gaining pricing advice for your product or service to ensure profits are able to be secured.
  + You may wish to speak to a local Financial Advisor, Accountant or Bank Advisor to assist with cash flow or profitability issues.
* **Social –**
  + This may require the Directors to understand the social influences in their local area that could affect the marketing of their product or service, a local market research company may assist with the relevant trends.
  + The company may wish to explore their social responsibilities with regard to their stakeholders and may need to source specific areas of advice to complete this.
* **Cultural and Spiritual –**
  + This area could mean your company is supporting cultural initiatives, education and development or have a link to a spiritually significant site, people or events. In this case specialist advice from a source representing your interest would be applicable.
  + You may wish to increase your exposure to cultural issues and wish to explore ways to incorporate this in your company and this may then involve seeking advice from your Te Reo Maori teacher at school and your whanua and local iwi.
* **Ethics –**
  + This could involve your company seeking advice from the CSR Director of a large business to help you write your own code of ethics.
  + You may also wish to interview a business owner or senior member of staff in an organisation that you recognise to have a strong ethical framework and principles that you may wish to benchmark.
* **Environmental –**
  + Your company may have a particular environmental focus and could find an expert in this area to consult with.
  + An interview with your local Environmental Department may allow your company to highlight a local issue that could be addressed and advice sought for experts in this area.

**Meeting Record –** *duplicate as required*

This form should be used by to record details of meetings and interactions e.g. telephone calls, video conferencing you might have with external stakeholders and specialist advisors.

**Date of Meeting:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Time of Meeting**: \_\_\_\_\_\_\_\_\_\_\_­\_\_

**Format of meeting**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Persons present**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Items to be addressed**:

(this can be used to focus the meeting on the areas the you want to inquire about)

1.

2.

3.

**Record of discussions**:

(continue on a separate sheet if needed)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| --- | --- | --- | --- |
| **Agreed next steps to be taken:** | **By whom**  (name) | **By when**  (date) | **Action Plan &**  **Timeline updated.**  ( ✓ & initial) |
| 1. |  |  |  |
| 2. |  |  |  |
| 3. |  |  |  |
| 4. |  |  |  |

My contribution to my YES Company – TERM ONE

My main contributions to the group in Term One have been:



***Appraisal by YES Teacher:***

* This student has made a **substantial** contribution to their YES company in Term One
* This student has made a **satisfactory** contribution to their YES company in Term One
* This student **has not** made a satisfactory contribution to their YES company in Term One

***Signature: Date:***

***Appraisal by YES Mentor:***

* This student has made a **substantial** contribution to their YES company in Term One
* This student has made a **satisfactory** contribution to their YES company in Term One
* This student **has not** made a satisfactory contribution to their YES company in Term One

***Signature: Date:***

**Performance Review Term One**

|  |  |  |
| --- | --- | --- |
|  | **Areas of strength** | **Areas for development** |
| **Self** |  |  |
| **Peer 1**  **(other company director)** |  |  |
| **Peer 2**  **(other company director)** |  |  |
| **Peer 3**  **(other company director)** |  |  |
| **Teacher** |  |  |
| **Mentor** |  |  |

**My personal goals for next term (based on suggested areas for development):**

My contribution to my YES Company – TERM TWO

My main contributions to the group in Term Two have been:



***Appraisal by YES Teacher:***

* This student has made a **substantial** contribution to their YES company in Term One
* This student has made a **satisfactory** contribution to their YES company in Term One
* This student **has not** made a satisfactory contribution to their YES company in Term One

***Signature: Date:***

***Appraisal by YES Mentor:***

* This student has made a **substantial** contribution to their YES company in Term One
* This student has made a **satisfactory** contribution to their YES company in Term One
* This student **has not** made a satisfactory contribution to their YES company in Term One

***Signature: Date:***

**Performance Review Term Two**

|  |  |  |
| --- | --- | --- |
|  | **Areas of strength** | **Areas for development** |
| **Self** |  |  |
| **Peer 1**  **(other company director)** |  |  |
| **Peer 2**  **(other company director)** |  |  |
| **Peer 3**  **(other company director)** |  |  |
| **Teacher** |  |  |
| **Mentor** |  |  |

**My personal goals for next term (based on suggested areas for development):**

My contribution to my YES Company – TERM THREE

My main contributions to the group in Term Three have been:



***Appraisal by YES Teacher:***

* This student has made a **substantial** contribution to their YES company in Term One
* This student has made a **satisfactory** contribution to their YES company in Term One
* This student **has not** made a satisfactory contribution to their YES company in Term One

***Signature: Date:***

***Appraisal by YES Mentor:***

* This student has made a **substantial** contribution to their YES company in Term One
* This student has made a **satisfactory** contribution to their YES company in Term One
* This student **has not** made a satisfactory contribution to their YES company in Term One

***Signature: Date:***

**Performance Review Term Three**

|  |  |  |
| --- | --- | --- |
|  | **Areas of strength** | **Areas for development** |
| **Self** |  |  |
| **Peer 1**  **(other company director)** |  |  |
| **Peer 2**  **(other company director)** |  |  |
| **Peer 3**  **(other company director)** |  |  |
| **Teacher** |  |  |
| **Mentor** |  |  |

**My personal goals for next term (based on suggested areas for development):**

***Task Four – Evaluating the business activity***

**Annual Review requirements, guidelines and marking criteria**

The purpose of the Annual Review is to communicate the progress of your company to external parties. Whereas the Business Plan explained **what you intended** to happen to your company, the Annual Review explains **what has actually happened**.

Most of the Young Enterprise Trust Excellence Awards are selected from the information in the Annual Review. Sponsors will read your review to find out how you have performed in the areas they are awarding prizes. Check to see that you have included all information relevant to specific awards you are targeting so that sponsors can see your major achievements relevant to their awards.

The following guidelines are set out according to the marking criteria of the Annual Review.

While each section should be covered, the level of detail will be dictated by your company product, service and achievements. Eg; if your product was produced in-house, and you worked with one distribution channel, you may have less detail than a company that had three different suppliers for their product and multiple distribution channels.

Lastly, plan to have your annual review finished well before the posting date, so that someone outside your business can read it and check for errors and sense. You will need to send your review in **hard copy by mail** (a soft copy is also required) and allow enough time to ensure it arrives at the Young Enterprise Trust offices in Wellington **by 5 pm Friday 27 September 2013**. Allow 2 – 3 working days for it to arrive.

**Physical Address:** Level 2, iPayroll House, 93 Boulcott Street, Wellington 6011

**Postal Address:** PO Box 25 525, Featherston Street, Wellington 6146

**Annual Review Requirements:**

**Your YES Annual Review submission must include the following:**

1. Cover Sheet
2. Business Plan
3. Company Review
4. Financial Report
5. **Cover Sheet**

Available to download from the Young Enterprise Trust website. This provides your company details and indicates which National Excellence awards you wish to be considered for.

1. **Business Plan**

Hand in a copy of your original Business Plan from the start of the year. This will enable the judges to assess what you actually achieved against what you planned to achieve.

1. **Company Review**

This is your opportunity as a company to showcase your company achievements and to reflect upon your learning across all elements of your business. The Company Review will focus on:

* Innovation
* Sustainability (quadruple bottom line)
* Marketing and Sales
* Human Resources
* Operations

1. **Financial Report**

This is your opportunity as a company to showcase your financial achievements. The Financial Report must include:

* Income Statement (actual vs budgeted)
* Cashflow Statement (actual vs budgeted)
* Gross Profit and Net Profit percentages (actual vs budgeted)
* Return on Investment analysis

An explanation for each of the above is required.

**Your company may choose how you present your Company Review and Financial Report but it must not be more than 10 single sided pages, excluding cover**.

Professional presentation is important, but marking reflects the content and it is not necessary to have reports professionally printed. Presentation may be enhanced through design and layout, colour, branding, photos, media clips, screen shots, graphs etc. Write concisely and try not to repeat information.

**Company Review and Financial Report Guidelines**

The Company Review and Financial Report focuses on all areas of your business plan, and allows you to demonstrate **what has actually happened** since writing your business plan and carrying out your business activity.

**Company Review**

This is your opportunity as a company to showcase your company achievements and to reflect upon your learning across all elements of your business. The Company Review will focus on:

* Innovation
* Sustainability (quadruple bottom line)
* Marketing and Sales
* Human Resources
* Operations

There are two parts for **each** section of the Company Review:

* **Company achievements**

This is where you exhibit all the successes you’ve had this year. You can use photos, awards, media clips, screen shots, emails, graphs etc. to enhance this section.

* **Company reflection**

This is where you explain what worked well and benefitted the businesses, and what didn’t work well and how it impacted on the business.

Your reflection gives you the opportunity to comment on changes that have arisen since you wrote your business plan. Good business practice is taking action to ensure that your business is viable and sometimes this means you may not reach your initial business goals or targets. For example, if you had to make a different product because your production didn’t go according to plan, include this analysis in your reflection. A business plan is a ‘best guess’ and will often change – the actions you take as company directors are the important things to report on.

1. **Innovation**

In this section you should highlight and reflect upon the ways in which your product/service is innovative and/or the ways in which your processes and business practises are innovative.

Innovation could be demonstrated through your unique selling point, guerrilla marketing, social media, communication methods, motivation practices, sources of funding etc.

1. **Sustainability (quadruple bottom line)**

You should highlight and reflect upon the ways in which your product, processes and business practices have demonstrated the quadruple bottom line throughout the year. You need to refer to all four elements of the quadruple bottom line – economic, social, environmental and cultural (ethical).

1. **Marketing and Sales**

Highlight and reflect on your company achievements with respect to your marketing and sales. This may include commenting on your target market, marketing mix and sales. Refer to your business plan to ensure you have sufficient coverage of your marketing and sales planning. Examples may include methods of distribution, product launch, media coverage, social marketing, celebrity endorsement etc.

1. **Human Resources**

Highlight and reflect on the internal structure of your business. Did your organisational planning work? Did directors perform effectively? Was internal communication successful? How was the relationship with your external stakeholders managed?

1. **Operations**

Highlight and reflect how well your business operated during the planning and carry out stages of your business activity. You may choose to comment on managing timelines and action plans, securing and managing supplier relationships, production process, quality, health and safety, training and any specific code of conduct required for your activity.

**Financial Report**

This is your opportunity as a company to showcase your financial achievements. The Financial Report must include:

* Income Statement (actual vs budgeted)
* Cashflow Statement (actual vs budgeted)
* Gross Profit and Net Profit percentages (actual vs budgeted)
* Return on Investment analysis

For each of the above you will need to:

* include the necessary financial statement or percentage
* Write an explanation to analyse your results for each of the above

**Marking Criteria - Annual Review**

**Company Review**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Business Plan copy included** |  | | | | | | |
| 1. **Innovation** (this should include reference to innovative product, processes and business practices) | | | | | | | |
| Company achievements | 2 | 4 | 6 | 8 | 10 | **20** |  |
| Company reflection | 2 | 4 | 6 | 8 | 10 |
| 1. **Sustainability** (this should include reference to all four elements of the quadruple bottom line) | | | | | | | |
| Company achievements | 1 | 2 | 3 | 4 | 5 | **10** |  |
| Company reflection | 1 | 2 | 3 | 4 | 5 |
| 1. **Marketing and Sales** (this could include reference to the target market, marketing mix and sales) | | | | | | | |
| Company achievements | 2 | 4 | 6 | 8 | 10 | **20** |  |
| Company reflection | 2 | 4 | 6 | 8 | 10 |
| 1. **Human Resources** (this could include reference to team work, leadership, motivation, communication) | | | | | | | |
| Company achievements | 1 | 2 | 3 | 4 | 5 | **10** |  |
| Company reflection | 1 | 2 | 3 | 4 | 5 |
| 1. **Operations** (this could include reference to suppliers, production process, intellectual property, quality control) | | | | | | | |
| Company achievements | 1 | 2 | 3 | 4 | 5 | **10** |  |
| Company reflection | 1 | 2 | 3 | 4 | 5 |
| **TOTAL** |  | | | | | **70** |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1. **Income Statement (actual vs. budgeted)** | | | | | | | |
| Actual and budgeted results presented | 1 | 2 | 3 | 4 | 5 | **10** |  |
| Explanation of variance (difference) | 1 | 2 | 3 | 4 | 5 |
| 1. **Cash flow Statement (actual vs. budgeted)** | | | | | | | |
| Actual and budgeted results presented | 1 | 2 | 3 | 4 | 5 | **10** |  |
| Explanation of variance (difference) | 1 | 2 | 3 | 4 | 5 |
| 1. **Gross Profit and Net Profit percentages (actual vs. budgeted)** | | | | | | | |
| Calculation and analysis | 1 | 2 | 3 | 4 | 5 | **5** |  |
| 1. **Return on Investment** | | | | | | | |
| Calculation and analysis | 1 | 2 | 3 | 4 | 5 | **5** |  |
| **TOTAL** |  | | | | | **30** |  |

**Financial Report**

|  |  |  |
| --- | --- | --- |
| **OVERALL MARK** | **100** |  |
| **COMMENTS:** | | |

**Name:** *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

**YES Company: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Business Studies AS3.6 - AS91384 (version 1)

Carry out, with consultation, an innovative and sustainable business activity

Level 3

Credits: 9

*Evaluating the business activity*

***This task is to be completed individually under exam conditions (open-book)***

Evaluate the business activity in relation to desired:

* **Economic outcomes**
* **Environmental outcomes**
* **Social outcomes**
* **Cultural (including ethical) outcomes**

|  |  |
| --- | --- |
| **For Achieved** | * **Evaluate** the business activity with regard toeconomic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line * **State** relevant business knowledge. |
| **For Merit:** | * **Soundly** **evaluate** the business activity with regard toeconomic, social, cultural (including ethical) and environmental outcomes using quadruple bottom line. * **Include** relevant business knowledge **to support explanations.** |
| **For Excellence** | * **Thoroughly evaluate** the business activity with regard toeconomic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line. * **Integrate** relevant business knowledge **to fully support explanations**. |

**PART A:** Evaluate the business activity in relation to desired **economic outcomes**

1. Identify your **planned economic outcomes and economic goals** from your Business Plan

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1. Discuss to what extent you think that your YES company has met these economic outcomes.

* In what ways have you met these outcomes?
* In what ways have you not fully met these outcomes?
* For merit, **explain** why you have/have not met these outcomes and **include** business knowledge relevant to the business activity to support explanations.
* For excellence, **fully explain** why you have/have not met these outcomes and **integrate** business knowledge relevant to the business activity to support explanations.

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1. Are there any other economic outcomes that your business has achieved that you had **not planned for**?

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**PART B:** Evaluate the business activity in relation to desired **environmental outcomes**

1. Identify your **planned environmental outcomes and goals** from your Business Plan

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1. Discuss to what extent you think that your YES company has met these environmental outcomes.

* In what ways have you met these outcomes?
* In what ways have you not fully met these outcomes?
* For merit, explain why you have/have not met these outcomes and **include** business knowledge relevant to the business activity to support explanations.
* For excellence, **fully explain** why you have/have not met these outcomes and **integrate** business knowledge relevant to the business activity to support explanations.

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1. Are there any other environmental outcomes that your business has achieved that you had **not planned for**?

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**PART C:** Evaluate the business activity in relation to desired **social outcomes**

1. Identify your **planned social outcomes and goals** from your Business Plan

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1. Discuss to what extent you think that your YES company has met these social outcomes.

* In what ways have you met these outcomes?
* In what ways have you not fully met these outcomes?
* For merit, **explain** why you have/have not met these outcomes and **include** business knowledge relevant to the business activity to support explanations.
* For excellence, **fully explain** why you have/have not met these outcomes and **integrate** business knowledge relevant to the business activity to support explanations.

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1. Are there any other social outcomes that your business has achieved that you had **not planned for**?

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**PART D:** Evaluate the business activity in relation to desired **cultural and ethical outcomes**

1. Identify your **planned cultural and ethical outcomes and goals** from your Business Plan

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1. Discuss to what extent you think that your YES company has met these cultural and ethical outcomes.

* In what ways have you met these outcomes?
* In what ways have you not fully met these outcomes?
* For merit, **explain** why you have/have not met these outcomes and **include** business knowledge relevant to the business activity to support explanations.
* For excellence, **fully explain** why you have/have not met these outcomes and **integrate** business knowledge relevant to the business activity to support explanations.

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1. Are there any other cultural and ethical outcomes that your business has achieved that you had **not planned for**?

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|  | **Judgments for Achievement** | **Judgments for Merit** | **Judgments for Excellence** |
| **Business**  **Plan** | **A Business Plan is completed:**   * A Business Plan has been completed prior to the Business Activity. * The plan highlights the innovative and sustainable nature of the business * All 6 sections have been completed * Relevant business knowledge has been **stated**   Student has made a valuable contribution to the Business Plan | **A sound Business Plan is completed:**   * A Business Plan has been completed prior to the Business Activity. * The plan highlights the innovative and sustainable nature of the business * All 6 sections have been completed * **The Business Plan demonstrate sound business planning** * Relevant business knowledge has been **included**   Student has made a valuable contribution to the Business Plan | **A thorough Business Plan is completed:**   * A Business Plan has been completed prior to the Business Activity. * The plan highlights the innovative and sustainable nature of the business * All 6 sections have been completed * **The Business Plan demonstrate thorough business planning** * Relevant business knowledge has been **integrated -** the sections of the Business plan link together to meet the business mission and objectives. * *a competent third party would be able to take away the business plan and complete the business activity*   Student has made a valuable contribution to the Business Plan |
| **Business Presentation** | **The group has presented a professional business pitch to an external panel:**   * The business pitch describes the business plan * The pitch highlights the innovative nature of the business * Relevant business knowledge has been **stated**   Student has made a valuable contribution to the Business Presentation | **The group has presented a sound and professional business pitch to an external panel:**   * The business pitch explains the business plan * The pitch highlights the innovative nature of the business * Relevant business knowledge has been **included to support explanations**   Student has made a valuable contribution to the Business Presentation | **The group has presented a thorough and professional business pitch to an external panel:**   * The business pitch fully explains the business plan * The pitch highlights the innovative nature of the business * Relevant business knowledge has been **integrated to fully support explanations**   Student has made a valuable contribution to the Business Presentation |
| **Carrying out the**  **Business Activity with consultation** | Student has played an active role in carrying out the Business Activity  The business has engaged in consultation with specialist advisors in relation to the innovative, sustainable and ethical aspects of the business |  |  |
| **Evaluating the Business Activity** | Student has made a valuable contribution to the Annual Review.  Student has evaluated the business activity against economic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line tool.  Relevant business knowledge has been **stated** | Student has made a valuable contribution to the Annual Review.  Student has **soundly** evaluated the business activity against economic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line tool  Relevant business knowledge has been **included to support explanations** | Student has made a valuable contribution to the Annual Review.  Student has **thoroughly** evaluated the business activity against economic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line tool  Relevant business knowledge has been **integrated to fully support explanations** |

**Judgement Statement for AS91384**

*A grade will be awarded by considering all the evidence presented and making a holistic judgement using the following guide:*

**Evidence Statement for AS91384**

*A grade will be awarded by considering all the evidence presented and making a holistic judgement using the following guide:*

|  |  |  |  |
| --- | --- | --- | --- |
|  | Evidence for Achievement | Evidence for Achievement with Merit | Evidence for Achievement with Excellence |
| **Business**  **Plan** | **The student’s portfolio shows the group has planned for an innovative and sustainable business activity**.  For example: The portfolio shows the business activity is an urban solar power network. There is evidence of market research and a written business plan.  **The portfolio shows evidence of the student’s contribution to the business plan**.  For example: The portfolio shows the student was responsible for the financial forecasts in the business plan. | **The student’s portfolio shows the group has soundly planned for an innovative business activity.**  For example: The portfolio shows the business activity is an urban solar power network. There is evidence of relevant market research and a detailed Business Plan.  **The portfolio shows evidence of the student’s contribution to the business plan**.  For example: The portfolio shows the student was responsible for the financial forecasts in the business plan. | **The student’s portfolio shows the group has thoroughly planned for an innovative business activity.**  For example: The portfolio shows the business activity is an urban solar power network. There is evidence of thorough relevant market research including analysis of several demographic segments and a thorough integrated Business Plan.  **The portfolio shows evidence of the student’s contribution to the business plan**.  For example: The portfolio shows the student was responsible for the financial forecasts in the business plan. |
| **Business Presentation** | **The group has presented a business pitch which describes the business plan and the innovative nature of the business**.  For example: The business pitch has explained the product is innovative due to being produced using solar energy.  **The portfolio shows evidence of the student’s contribution to the business pitch.**  For example: The portfolio shows the student was responsible for the financial information presented in the pitch. | **The group has presented a business pitch which explains the business plan and the innovative nature of the business**.  For example: The business pitch has explained the product is innovative due to being produced using solar energy and co-operative structure of the business.  **The portfolio shows evidence of the student’s contribution to the business pitch**.  For example: The portfolio shows the student was responsible for the financial information presented in the pitch. | **The group has presented a business pitch which fully explains the business plan and the innovative nature of the business.**  For example: The business pitch has fully explained and evaluated how the product is innovative. This is due to being produced using solar energy and the co-operative structure of the business. This means the business model creates access to many rooftops for solar panels.  **The portfolio shows evidence of the student’s contribution to the business pitch**.  For example: The portfolio shows the student was responsible for the financial information presented in the pitch. |
| **Carrying out the Business Activity with consultation from specialist advisors** | **The student’s portfolio shows the group has carried out the business activity and the student has played an active role in carrying out the business activity**.  For example: “My contribution to the YES Company” forms are completed for terms 1 -3 and contributions are verified by the teacher and/or mentor  **The student’s portfolio shows the group has consulted for an innovative and sustainable business activity.**  For example: The portfolio shows minutes of meetings with a business mentor and reflections of feedback from specialist advisors. For example: The specialist advisor suggested they have an on-line presence through a web-site or Facebook page to increase customer numbers. |  |  |
| **Evaluating the Business Activity** | **The student has evaluated the business activity against economic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line tool.**  For example: The student has evaluated the activity and found that environmentally and socially it was successful but economically it was highly risky due to low margins. The product has no clear cultural impacts including ethical issues. | **The student has soundly evaluated the business activity against economic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line tool**.  For example: The student has soundly evaluated the activity and found that it was environmentally sound due to use of solar energy. It was also socially sustainable due to community support. Economically it was highly risky due to low gross margins compounded by fluctuations in the spot price of electricity. The product has no clear cultural impacts including ethical issues. | **The student has thoroughly evaluated the business activity against economic, social, cultural (including ethical) and environmental outcomes using the quadruple bottom line tool**.  For example: The student has thoroughly evaluated the activity and found that it was environmentally sound due to use of solar energy. It was also socially sustainable due to community support because citizens are more aware of the importance of renewable energy sources. Economically it was highly risky due to low gross margins compounded by fluctuations in the spot price electricity. The outlook due to the ETS is positive. The product has no clear cultural impacts including ethical issues |
| **Business Knowledge** | The student has **stated** business knowledge relevant to the business activity. | The student has **included** business knowledge relevant to the business activity **to support explanations** | The student has **integrated** business knowledge relevant to the business activity **to fully support explanations**. |