

MARK PLAN AND EXAMINER'S COMMENTARY – Strategic Business Management July 2016

This report includes:

- a summary of the scenario and requirements for each question
- the technical and skills marks available for each part of the requirement
- a description of how skills should be demonstrated
- detailed points for a full answer
- examiner's commentary on candidates' performance

The information set out below was that used to mark the questions. Markers were encouraged to use discretion and to award partial marks where a point was either not explained fully or made by implication.

Question 1 - Kiera Healy Company plc**Scenario**

The scenario is a manufacturer of upmarket toiletries with a good-quality brand name. Kiera Healy, the company's founder, owns all the share capital and there is no borrowing.

The company has expanded rapidly in the UK, but it has reached the point where further expansion is difficult. It now wishes to expand into the US and has carried out some test marketing at different prices.

A key concern is foreign currency risk, particularly with respect to the operating cash flows in the first six months of trading in the US. KHC is considering using either: the London forward foreign exchange market; or the money market, to mitigate foreign currency risk.

Beyond the first six months of US trading, there are the following alternatives for US expansion: (i) supplying individual US retailers directly from the existing UK factory; and (ii) setting up a warehouse distribution centre in the US. The pricing strategy is a key concern as, in test marketing, the higher price market testing actually sold more than the lower price testing in different cities.

Also, relating to the decision of whether to set up a warehouse distribution centre in the US, the finance director is concerned about: operating returns and risks; raising finance; and financial reporting implications.

KHC is concerned that it is not fully leveraging the value of its brand in the UK. In particular, it is considering either: selling the brand, but retaining global rights to use the brand in the toiletries sector; or licensing the brand to companies in other industries. If the brand is licensed, there is a further concern about gaining evidence over the contract terms in the licensing contract and, in this respect, an agreed-upon procedures engagement has been suggested.

One final ethical issue is that some members of the board have become unhappy with the performance of a supplier. Kiera however refuses to discuss this matter and has recently agreed a 10% increase in the prices paid to this supplier. It was subsequently discovered that Kiera's nephew is the sales manager for this supplier.

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Richard Bailey



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