

**INNOVATION, PERFORMANCE EXCELLENCE AND CHANGE
MANAGEMENT (SECTION - H)**

1 M/ 2020	Transformation	Q3 A	10	Email
2 D/2018	Disruptive Technologies	Q3 A	18	Scepticism
3 Specimen 2	Suitibility of SL Candidates	Q3 A	10	Comm. Acc.
4 Specimen 2	Talent Management	Q3 B	8	Communication

TOPICS

1. Disruptive Technology
2. Talent Management
3. Performance Excellence
4. Project Management
5. Change Management
6. Organising

Strategic Professional – Essentials

Strategic Business Leader (SBL)

Tuesday 4 December 2018



SBL

Time allowed:

4 hours including reading, planning and reflective time.

This question paper is an integrated case study with one section containing a total of 100 marks and ALL tasks must be completed.

All tasks contain Professional Skills marks which are included in the marks shown above.

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Think Ahead

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'HiLite' hotels (HiLite) is a listed **hotel chain**, located in the country of Deeland. Deeland has a developed economy, which has experienced strong growth in the last 15 years. Deeland also has a highly-developed tourism industry.

HiLite's competitive advantage is built on its **highly competitive pricing strategy**, and this has been a significant factor in its current position as the leading hotel brand in Deeland. HiLite normally attracts those travellers seeking 'no frills' accommodation, at a reasonable price and as such, is referred to as a 'budget' hotel chain. Every HiLite hotel room provides an en-suite bathroom, TV and free Wi-Fi internet access and each hotel offers a complimentary breakfast service. However, HiLite hotels do not provide additional services such as bars, restaurants or leisure facilities. Every HiLite hotel has a similar layout and design, and are mostly located at airports, city centre locations and close to major transport routes, such as Deeland's main road networks and train stations.

HiLite was founded about 40 years ago beginning with two hotels in the capital city of Deeland. Since then it has grown significantly, operating 510 hotels (approximately 46,000 rooms) by the end of the 20X7/20X8 financial year (Note: HiLite's financial year end is 30 June). It is now the largest hotel chain (in terms of number of hotels) in Deeland. Since it was founded, all of HiLite's growth has been achieved organically within Deeland, with investment being gradually made in new 'HiLite' branded hotels each year throughout Deeland. Although it is currently the leading hotel brand in Deeland (in terms of market share), HiLite faces fierce competition from several home-based and international hotel chains.

In the last 10 years, HiLite has made significant investment in web-based technology, which has resulted in over 75% of room bookings in the 20X7/20X8 financial year being completed through the HiLite website. HiLite operates with low numbers of staff in each hotel but the staff in these hotels is highly trained to provide excellent customer service. HiLite values its staff highly, and is strongly committed to staff development and retention. HiLite pays above the Deeland national minimum wage in order to encourage staff commitment and loyalty.

You are a senior business analyst working within the business analysis department of HiLite. You report to the chief business analyst, who reports directly to the finance director on a wide range of business and strategic issues.

The following exhibits should be used to undertake the tasks asked of you by the chief business analyst and the finance director:

Exhibit 1: Chief Executive's Statement: Report on Performance for year ending 30 June 20X8

Exhibit 2: Deeland Hotel Industry Report 20X8

Exhibit 3: Factsheet relating to HiLite's proposed acquisition target

Exhibit 4: *Deeland Daily News* article

Exhibit 5: Extract of a senior management team briefing

Exhibit 6: Board meeting minutes November 20X8

- 3** At the most recent board meeting of HiLite, a discussion occurred on the potential threat of disruptive technologies in the hotel industry. Following this meeting, the chief executive has requested further information for the board on this issue.

Required:

- (a) The chief business analyst has asked you to write a report for the next board meeting which discusses the potential challenges to HiLite posed by the development of the disruptive technologies which are emerging in the hotel industry, and highlight the potential application of disruptive technologies which may be considered by HiLite. (14 marks)

Professional skills marks are available for demonstrating *scepticism* skills in probing and challenging the opinions of the board. (4 marks)

At the board meeting, the finance director presented information on three risks in HiLite's current information systems environment and the board has requested further analysis of these risks.

Required:

- (b) The finance director has asked you to prepare three presentation slides (one for each risk identified) and accompanying notes for the next board meeting assessing the potential outcomes of each of the information systems risks identified by the finance director and recommend actions for each risk which HiLite should take in order to control these risks. (12 marks)

Professional skills marks are available for demonstrating *commercial acumen* skills in demonstrating insight and understanding of the information system risks and controls. (3 marks)

(33 marks)

Exhibit 6: Board meeting minutes – November 20X8

Board members:

Present: Chairman, Chief Executive, Finance Director, Operations Director, Sales and Marketing Director

Proceedings:

Meeting called to order at 2:00 p.m by Mr L Crane, Chairman

Opening statement

The Chairman opened the meeting, stating that the meeting had been scheduled to discuss the challenges faced by HiLite in managing and developing its information systems. He noted that he personally found the rapid development in information technologies difficult to keep pace with, but was confident that HiLite would develop appropriate responses to these developments.

Agenda item 1: Disruptive technologies

The first agenda item was introduced by Jay Brown, the Sales and Marketing Director.

Miss Brown expressed her concern that the 'hotel' concept is under threat, as there have never been more alternatives for customers to staying in a traditional hotel. In particular, she explained the emergence of 'Rent-a-Room'. She had emailed the handout below to the board in advance to help their understanding of a new threat.

Explanation of Rent-a-Room

'Rent-a-Room' is a totally online marketplace which offers 'flexible hospitality', enabling guests to quickly and conveniently book short-term room lodgings with third party 'hosts'. These include apartment rentals, homestays, hostels and hotel rooms.

Rent-a-Room receives a percentage service fee from both the guests and the hosts for every booking made. It has over 2 million accommodation listings in 60,000 towns and cities across the world.

Notably, it doesn't own any of the lodgings it advertises.

Many of the hosts listed with Rent-a-Room offer high speed internet and Wi-Fi facilities plus extras such as web-movies and the prices charged are often far lower than our hotel room prices.

Mr Tomas Myer, HiLite's Operations Director stated his belief that the Rent-a-Room concept is a limited threat to HiLite's established business model. His opinion was that 'It's just people sleeping on the floor of a friend's house and raiding their fridge in the morning. It's hardly what we offer. Customers want far more than that.' He also expressed his belief that this would be a short-lived phenomenon: 'The threat from Rent-a-Room is clearly more of an 'if' rather than a 'when'. I think we should not over react and just let this blow over.'

Mrs Elizabeth Fox, HiLite's Finance Director, commented that technology was likely to be a key disruptive influence on the future of the hotel industry. She explained that modern travellers and primarily the 'millennials' (those people born approximately 20–40 years ago) are looking for value for money, flexibility and the ability to manage their whole stay, from booking through to flexible check-out, all via their smartphones. She also noted that smartphone apps are now being developed to enable smartphones to be used as an alternative to a key for door entry systems to hotel rooms.

Other technological developments in the hotel industry were discussed, including the emergence of online travel agencies (OTAs) and hotel comparison and booking sites, and the development of personalised technologies, such as smartphone apps which provide guests with personalised services such as customised local offers from business partners, including booking facilities at local restaurants and cheap tickets for local attractions. Elizabeth Fox concluded the discussion with the statement that 'Hotels can no longer simply rent rooms – we need to give the traveller more reasons to book with us directly.'

The Chief Executive, Bernie Vokes, summarised by stating that HiLite could not ignore disruptive technologies and that before any decision is made on how to react to these, HiLite must assess the extent of this strategic threat, before identifying relevant responses.

Agenda item 2: Information systems risks and controls

The Finance Director opened the discussion on information systems risks and controls with the statement that, although HiLite has invested significant amounts of money in its website in the last few years, it has not developed a clear information systems strategy. Also, she expressed her concern that control and management of the risks to its IT/IS environment have not been adequately addressed.

The Chairman commented that HiLite has not experienced any breaches of its information systems and that therefore, 'we must be doing something right'. The Finance Director presented to the Board what she considered to be the three key information systems risk considerations in the slide (Appendix 1) below. The Finance Director recommended that these risks should be prioritised and that HiLite must take appropriate action to control these risks.


The Finance Director presented Appendix 1 to the Board.

ACTIONS TO BE ADDRESSED BEFORE THE NEXT BOARD MEETING:

1. Identify the challenges posed by disruptive technologies and recommend applications for disruptive technologies by HiLite.
2. Identify appropriate actions to control HiLite's information systems environment.
3. Investigate the possibility of recruiting an IT Director.

Meeting was concluded at 3.30pm.

APPENDIX 1:

 INFORMATION SYSTEMS RISKS : KEY CONSIDERATIONS	
RISK	CAUSES OF RISK
1. Lack of focus on IT/ IS Strategy	Weak focus on IT/ IS strategy and weak strategic leadership of our IT/IS development. Limited support for IT/ IS strategy at Board level.
2. Cyber and data security breaches	Failure to update our information systems in line with latest cyber security threats. Lack of appropriate internal physical and access controls
3. Business continuity threat	Insufficient planning for business continuity. Lack of awareness at Board level of the importance of critical information systems.

End of Question Paper

Strategic Professional – Essentials Examination

Strategic Business Leader

Specimen 2 Examination

Valid from September 2018 Exam Session



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4 hours including reading, planning and reflective time

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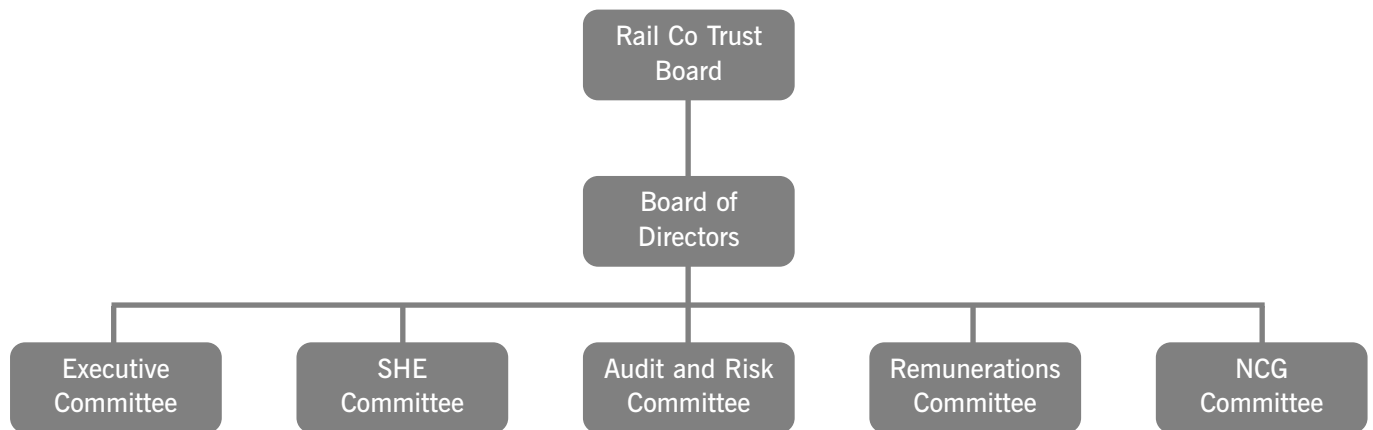
Strategic Business Leader

Introduction

Rail Co is a public sector rail company responsible for delivering passenger rail services within Beeland.

Rail Co is governed by a supreme governing committee known as the Rail Co Trust Board. This board is responsible to the Ministry of Transport for ensuring that the Rail Co board of directors make the best use of public money and maintain effective and efficient services to the public. Figure 1 below shows the governance structure of Rail Co.

Figure 1



The National Audit Authority (NAA) of Beeland is a national government audit authority with responsibility for evaluating and reporting to the government of Beeland on public spending, suggesting improvements to and benchmarking against the performance of a wide range of publicly funded organisations. The NAA also has a responsibility to advise on the value for money (VFM) obtained from publicly owned enterprises and on the performance of the boards of such organisations, including the senior executives of these boards.

Rail Co has in the recent past received negative publicity in the media and from a variety of other sources relating to its poor services and performance. This has prompted the Minister for Transport of Beeland, to commission the NAA to undertake an urgent investigation of the issues facing Rail Co.

The following exhibits (1–6) provide information relevant to Rail Co.

- Exhibit 1: Website page for Rail Co leadership and governance.
- Exhibit 2: Transport report published in the Beeland Herald newspaper.
- Exhibit 3: Passenger survey results and performance analysis spreadsheet for Rail Co and its competitors (three years data).
- Exhibit 4: Rail Co board meeting minutes.
- Exhibit 5: Outline person specification and summary CVs for two candidates for the new chief executive position
- Exhibit 6: Ticket sales, passenger usage data and fraud analysis at stations in towns within Region 1 – Beeland network – prepared by the financial controller of Rail Co.

It is now two months after the letter was sent by the NAA to the chairperson of the Trust Board (Task 2b).

3 *You are the non-executive chairperson of an ad hoc sub-committee constituted by the NCG of the Rail Co board.*

As a consequence of the NAA review and the recommendations of the Rail Co Trust Board, the Minister of Transport recommended that the chief executive of Rail Co should be removed from his position. Following the termination of the chief executive's contract, the position has now been advertised both nationally and internationally and a person specification has been uploaded to the Rail Co website. In the last two weeks, two candidates have been shortlisted for final interview and a summary of their CVs is being reviewed by the nominations and corporate governance (NCG) committee of Rail Co (Exhibit 5).

Required:

Following a review of the suitability of the shortlisted candidates against the outline person specification, you have been asked by the chair of the NCG to do the following:

- (a) **Write a report to the chair of the NCG which evaluates the suitability of the shortlisted candidates for the position of chief executive of Rail Co and recommend with justification, which candidate you consider to be the most suitable for the position.** (8 marks)

Professional skills marks are available for demonstrating *commercial acumen* skills in using your judgement to evaluate the relative merits of the two candidates. (2 marks)

- (b) **Prepare two presentation slides, with accompanying notes, to explain to the NCG, the contribution which the chief executive should be expected to make in terms of talent management, to support the necessary change programme required at Rail Co.** (6 marks)

Professional skills marks are available for demonstrating *communication* skills in conveying relevant information in an appropriate tone to the NCG committee. (2 marks)

(18 marks)

It is now three months later. A new chief executive has been appointed and is working closely with the board of directors and the Rail Co Trust Board to improve performance.

4 *You are an internal auditor working for the audit and risk committee of Rail Co.*

The new chief executive asked the financial controller of Rail Co to produce a spreadsheet which analyses the ticket sales and rail usage by station within the Beeland rail network and which also analyses the estimated levels of fraud occurring across the Rail Co network.

Required:

You have been asked by the chair of the audit and risk committee to review the findings of the financial controller and present a report which requires you to do the following:

- (a) **Analyse the information presented in the spreadsheet produced by the financial controller, questioning any assumptions he may have made, and explain the implications of the findings for Rail Co.** (8 marks)

Professional skills marks are available for demonstrating *scepticism* skills in considering the information presented in the spreadsheet and reflecting on the impact on Rail Co's revenues. (2 marks)

- (b) **Recommend to the audit and risk committee, with justifications, suitable measures or safeguards which could be implemented by Rail Co to reduce the levels of fraud occurring on the network.** (8 marks)

Professional skills marks are available for demonstrating *commercial acumen* skills in making sound recommendations for suitable measures and safeguards to reduce fraud. (2 marks)

(20 marks)

Exhibit 5

Chief Executive – Rail Co Outline person specification

Experience

1. Consistent achievement at chief executive level in an organisation of comparable size and complexity.
2. A proven track record of leading and delivery of corporate vision, strategies and objectives within a complex political environment.
3. A proven track record of successfully designing, leading and implementing cultural change.
4. Experience of building professional credibility with boards, employees, the public and the media.

Knowledge, skills and abilities

1. A comprehensive understanding of the rail industry and the political context within which it operates.
2. Well-developed leadership skills which promote a positive and motivated organisational culture.
3. An ability to develop relationships with all stakeholders which command respect, trust and confidence.
5. Financial and commercial awareness, with strong analytical and problem solving skills.

Personal qualities

1. An ability to deliver under pressure.
2. Values the contributions of others and committed to employee development.
3. A strong commitment to service excellence and continuous improvement.
4. Results focused and performance driven.
5. Leads from the front, an honest and straightforward style which gains the respect of others.

Summarised CV – Candidate A	Summarised CV – Candidate B
<p>PROFESSIONAL EXPERIENCE</p> <ul style="list-style-type: none"> – Chief executive of JPS Express, the largest passenger train service operating company in Jayland. 2009–present – Chief executive of Beeland Oil, a multinational oil and gas company 2000–2009. <p>EXPERIENCE and DUTIES:</p> <ul style="list-style-type: none"> – Developing strategy and mission and carrying it through with confidence and vigour. – Responsible for all aspects of human performance management and development and driving enterprise human talent development. – Working on development lifecycle projects including several complex systems infrastructure investments. – Close liaison with national government regulators and rail interest groups. – Producing informative, well-organised presentations for senior management. – Regular liaison with external suppliers, the media and the public. <p>KEY SKILLS and COMPETENCIES</p> <ul style="list-style-type: none"> – Ensuring that everything works to the highest possible professional standards with a focus on strong internal control. – A commitment to customer focus and driving improved performance. – A proven track record in change leadership – including the successful management and leadership of the privatisation of V Trains in 2013. – A charismatic leader with a successful track record in managing cultural change from a public sector to private sector environment. – A commitment to building and maintaining close relationships with external bodies, staff, the media, customers and the public. – An enterprising and creative thinker, with a commercial eye, exceptional financial acumen and highly effective leadership skills. 	<p>PROFESSIONAL EXPERIENCE</p> <ul style="list-style-type: none"> – Chief executive of BV Plc, the world’s third largest engine manufacturer for the aviation industry, based in Ceeland. 2007–present – Finance director of Ceeland Rail 2004–2007 <p>EXPERIENCE and DUTIES:</p> <ul style="list-style-type: none"> – Planning strategic business objectives and implementing systems to monitor on performance against key performance indicators. – Responsible for driving the growth of revenue and increased operational efficiency. – Interpreting financial data and drawing conclusions. – Identify skills gaps and providing advice on hiring strategies. – Liaising with key strategic suppliers and customers to define KPIs. – Reviewing, monitoring and authorisation of all budget expenditure. – Motivating and providing strong leadership to all departments. <p>KEY SKILLS and COMPETENCIES</p> <ul style="list-style-type: none"> – Decisive and forward thinking, with strong vision and strategic capability. – Ability to network and liaise with stakeholders at every level, particularly customers and strategic suppliers. – Experience of project management in a highly complex engineering environment. – A proven track record of successful leadership and growth, operating within highly competitive markets. – Motivational and credible with highly effective interpersonal skills. – Highly commercial and committed to quality and innovation. – Operationally strong, financially aware and commercially astute.

Answers

- 3 (a) To: Chair of the Nominations Committee
From: Chair of sub-committee
Date: xx/xx/x2016

Subject: A review of the candidates for chief executive of Rail Co

Introduction

The outline person specification sets out some very clear criteria for the role of CE in Rail Co, specifically the requirement for demonstration of experience at CE level in a similar organisation. Obviously an understanding of the rail industry is also an important factor to consider. Also, in a high profile public sector environment, an ability to operate successfully in a complex political environment and to manage the complex relationships with multiple stakeholders will be a key factor. Importantly, in this role of CE in Rail Co, it is clear that many changes need to be made in the near future to address its current failures and to achieve the targets and expectations of its key stakeholders and therefore the new CE should have the skills and abilities to manage and lead a dynamic change programme at Rail Co.

Candidate A

Candidate A clearly has a significant amount of experience as a CE, having worked at this level since 2000. As a CE of a multinational oil company, he will have significant experience of managing a highly complex business environment and multiple stakeholder influences, including government. Additionally, his recent CE experience is within the rail industry working for JPS Express in Jayland. Notably, he led the privatisation of JPS trains in 2013, therefore he has experience of working in the public sector environment prior to 2013. He has clear experience of working with the government and regulatory authorities, which will be a key skill in Rail Co in managing the relationship with the Trust Board and the Minister of Transport. His ability to build and maintain relationships with external bodies, staff and the media would appear to be a highly positive capability and one which is highly desirable in the current operating climate of Rail Co.

Notably, Candidate A demonstrates key skills in change leadership and human performance management. It is clear that a change programme will need to be carried out by the new CE in a number of key areas, including the improvement in the performance of human resources and key strategic project investments. Candidate A has a proven track record in change leadership and in managing complex projects and these will be key attributes. In addition, his focus upon strong internal control is a key competence required at this present time.

Candidate B

Candidate B also has a number of very positive attributes. Currently, he is not working within the rail industry, but does work for a very large aviation company which will clearly require many key leadership skills. Although he has not worked as a CE for quite as long as Candidate A, notably he has worked in the rail industry previously as a finance director for Ceeland Rail. Therefore he will have an excellent knowledge of the financial management requirements of Rail Co. His obvious skills and experience in financial management would be a hugely positive influence for Rail Co. His focus on KPIs and developing strategies for revenue growth and operational efficiency would be hugely positive for Rail Co. However, his experiences focus largely upon financial management which, although critically important to Rail Co, may be rather too narrow and not sufficiently focused upon the change leadership requirements of Rail Co. There is also limited evidence of managing stakeholder relationships in a complex environment such as Rail Co, particular the relationship with government and regulatory bodies. Also, there is little evidence of his abilities to lead change.

Recommendation

Both candidates have a wide range of skills and experience and both would bring very positive attributes to Rail Co. Overall, taking into consideration the current requirements of Rail Co and the likely changes which will need to be undertaken by the newly appointed CE in the near future, then my recommendation would be to appoint Candidate A. He has all of the relevant public sector experience, together with his experience of managing complex stakeholder relationships and his change leadership experience.

(b)

Slide 1

Talent

- Individuals who can make a difference to organisational performance through their immediate contribution or, in the longer term, by demonstrating high future potential.

Talent management

- The attraction, identification, development, engagement, retention and deployment of individuals who are of particular value to an organisation.
- It is critical for Rail Co to develop, manage and retain individuals as part of a planned talent management strategy.

Notes:

The definition of talent emphasises that these are individuals who can make an impact on the performance of Rail Co. This is of utmost importance in the near future as Rail Co attempts to turn around its business performance.

Importantly, talent management should be seen as a key strategic management activity which sits alongside and indeed underpins the whole corporate strategy.

Many organisations consider the 'talents' of all their staff and work on ways to develop their strengths. Talent management programmes may include a range of activities such as formal and informal leadership coaching, networking events and board-level and client exposure. It can also include ensuring that all staff are adequately and effectively trained and motivated at all levels of the business

Slide 2

The contribution of the chief executive in talent management

- Important that talent management strategy is led from the top
- Senior management team must assess the human talent needs of the change programme
- Driving force in attracting talent and building a high performance workplace

Notes:

Ensuring that the talent management strategy is closely aligned with the corporate strategy must be a priority. The CE must lead the senior management team in understanding the main priorities of the change programme in Rail Co which should then be used to develop a human talent forecast, which can help shape Rail Co's talent management strategy.

Visible senior-level support for talent management is critical, and this is best done by the CE.

The ability to attract external talent depends upon how potential applicants view Rail Co. The creation of an attractive employer brand is an important factor in recruiting external talent. Again, the CE will be a driving force in this, as the figure head and mouthpiece of the organisation he will be integral in creating the employer brand which will attract talent to Rail Co.

Strategic Professional – Essentials

Strategic Business Leader (SBL)

Tuesday 3 March 2020



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Overview

Techthere4U Co (TT4U) is a firm of information technology consultants founded 20 years ago. Initially offering advice on computer efficiency and security, the company has expanded to offer a range of services, including technology support and data hosting. It currently employs 75 staff members which have grown from six since its establishment.

TT4U has based its success in the past on its good knowledge of clients' businesses and its ability to match the solutions it provides with business requirements. TT4U has had a diverse client base, operating in a wide variety of industry sectors.

The four consultants who initially founded the company remain on the board in key executive roles. The board is constituted as follows:

Board role	Comments
Chairman and non-executive director	Appointed two years ago, partner in a large law firm
Chief executive officer (CEO)	Original founder
Services director (SD)	Original founder, leads TT4U's team for smaller businesses
Marketing director (MD)	Original founder, leads TT4U's team for larger businesses
Information technology director (ITD)	Original founder, leads TT4U's public sector team
Finance director (FD)	Appointed four years ago
Non-executive director	Appointed two years ago, former partner of a large accountancy firm

Below board level, operational staff are allocated to one of the three teams serving particular types of client. Teams are led by the relevant founder-director for that team.

Two years ago, the company achieved a listing on its national stock exchange for smaller companies. TT4U is compliant with the corporate governance code enforced by this stock exchange. The founder-directors continue to own a majority of shares, but the company now also has external shareholders. Some of these external shareholders have indicated that they would like to see the company achieve a full listing on the main national stock exchange within three years.

TT4U's CEO believes that TT4U needs to undergo an internal transformation in order to be able to retain current clients and deliver the expansion required to obtain a full listing. She believes that the company's current structures are now insufficient to respond quickly enough to changes in the external environment and meet clients' evolving demands.

TT4U's board has decided to engage an external consultancy firm, Stubfield, to help in evaluating various strategic options and advising on decisions. You are the leader of the team from Stubfield, responsible for producing sections of a report and various other documents.

The following exhibits provide information relevant to the case study.

- Exhibit 1: Transcript of directors' meeting about issues to be discussed with Stubfield consultants.
- Exhibit 2: Summary of Mieobed client approach devised by *Business Tomorrow* magazine.
- Exhibit 3: Blog on IT consultancy sector on *Business Tomorrow* magazine website.
- Exhibit 4: Extract of results of client survey.
- Exhibit 5: Discussion of threatening letter about TT4U's largest client, Rex Investments.
- Exhibit 6: Appraisal of cloud services investment prepared by the recently appointed assistant to the finance director.

- 2 The assistant to the finance director has prepared a summary of the investment appraisal of the planned development of TT4U's cloud-based services. The chief executive officer has given you a summary of the analysis which has been prepared, as she is unsure whether it is satisfactory. She also wants you to brief the board on how the new services should be e-marketed.

Required:

- (a) **Prepare a section of your report which critically evaluates the investment appraisal produced by the finance director's assistant.** (8 marks)

Professional skills marks are available for demonstrating *scepticism* skills in questioning the investment appraisal prepared by the finance director's assistant. (2 marks)

- (b) **Prepare briefing notes for the next board meeting which recommend how e-marketing can be used to attract and retain clients for TT4U's new cloud-based services.** (10 marks)

Professional skills marks are available for demonstrating *commercial acumen* skills by showing awareness of effective methods for e-marketing the new cloud-based services. (3 marks)

(23 marks)

- 3 The chief executive officer believes that TT4U's current structure will have to change if TT4U is to introduce the new Mieobed approach to client relationships successfully. The chief executive officer knows that she must take ownership of the transformation. She feels, however, that she needs guidance on the transformation process and how she should lead this process, including communicating the need for change to employees.

Required:

- (a) **Prepare an email for the chief executive officer which advises her on the responsibilities and activities involved in preparing for and implementing the transformation of TT4U effectively.** (10 marks)

- (b) **Prepare a letter to all employees, which will be signed by the chief executive officer, explaining:**

- the benefits of implementing the new Mieobed approach for TT4U and its employees; and
- the main changes to team structures and behaviours below board level which the new Mieobed approach will require. (10 marks)

Professional skills marks are available for demonstrating *communication* skills in persuading employees of the benefits of TT4U adopting the new approach in its working practices. (3 marks)

The chairman wants the board to be briefed on aspects of corporate governance which need to change if the new Mieobed approach to client relationships is to be introduced successfully.

Required:

- (c) **Prepare briefing notes which advise the board on the changes required to:**

- the membership of the board; and
- the information supplied to the board

to reflect TT4U's developing business needs and to make TT4U more responsive to its clients' needs.

(10 marks)

Professional skills marks are available for demonstrating *commercial acumen* skills in identifying changes to the membership of the board and information supplied which are realistic for TT4U and will generate better relationships with clients. (3 marks)

(36 marks)

Exhibit 2: Summary of Mieobed client approach devised by *Business Tomorrow* magazine

M	ission-driven	Driving strategy and attracting client stakeholders by a strong mission
I	nteractive	Participation of client stakeholders enhancing our organisation and theirs
E	mpowering	Enabling client stakeholders to realise personal and organisational potential
O	pen	Building on the knowledge and experience of client stakeholders by sharing and collaborating
B	oundaryless	Taking client stakeholders on a journey beyond existing boundaries, to transform their operations and unlock value in new areas
E	thical	Founding client stakeholder relationships on responsiveness, fairness, honesty, responsibility and transparency
D	ata-focused	Maintaining tight security of client stakeholder data whilst enhancing its accessibility

