



BSBESB406

ASSESSOR GUIDE

Establish operational strategies and procedures for new business ventures

Assessment 3 of 3

Project – Part 2

Assessment Instructions

Task overview

This assessment is Part 2 of the Project, and it is divided into **two [2]** sections, Part A and Part B, and related tasks. This includes:

- Part A: Evaluate business performance
- Part B: Review business operations

Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need to access the following:

- KPI Business Dashboard template (Excel spreadsheet)
- Eco Aussie Office Desks Operational Plan completed for Assessment 2
- Eco Aussie Office Desks Customer Feedback
- Eco Aussie Office Desks Return and Refunds Policy and Procedures
- Eco Aussie Office Desks' Customer Service Policy and Procedure
- Completed Assessment 2 (Project Part 1)

Assessment Information

Submission

You are entitled to three [3] attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g. allowing additional time)
- the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

SCENARIO



The following tasks, just like Project Part 1 in Assessment 2, use a simulated business called Eco Aussie Office Desks.

The business has been running for a year and it focuses on selling ready-to-assemble affordable home office furniture made in Australia by retired craftsmen who use wood, melamine and metal.

Each unit comes with the tools for easy assembly. The desks are made in Australia and bought at a wholesale price from Nature Furniture. Eco Aussie Office Desks is the sole seller of the desks from Nature Furniture. The founder and owner of Eco Aussie Desks, Vanessa Zoltan came up with the idea of the company when she was talking to her grandfather, who is

one of the men at Nature Furniture.

The owner's, Vanessa's vision is to be the No. 1 seller in Australia of sustainable home office desks that people will use and keep for a lifetime. The unique selling proposition is that the desks are hand-made in Australia by retired craftsmen and the desks are made to fit into small spaces for people working from home. Some parts of the desks are made from recycled materials.

Initially, Vanessa launched her business as a sole trader with limited outlay. The business operates as an online store from a website, including an online payment system that Vanessa monitors from a home office. Orders would only be placed with the manufacturer when an order has been received online and paid in full by customers. Vanessa organised delivery to the customer by a courier at \$70 per delivery. Due to customer demand for *Click and Collect Service* and delays with manufacturer due to the increased number of orders, Vanessa had to hire a warehouse to store products.

Vanessa is determined to build her business on transparency and to provide first class customer experience. She is committed to seek customers' feedback to continually improve their experience. She believes in building and maintaining strong and positive relationships based on mutual respect with all stakeholders, including suppliers, manufacturer and delivery personal. She is committed to establish and maintain a physically and mentally safe working environment for all stakeholders.

At the moment, Vanessa is using Excel spreadsheet to manage budget and inventory list. She talks to warehouse manager and other stakeholders via telephone.

Due to the increased market demand for home office furniture, Vanessa rented two warehouses, one in Richmond (NSW) and one in Robina (QLD). She employed a warehouse manager for each location to manage the stock and 'Click and Collect'. She also employed a part-time administrative officer to help out with administrative duties. She is not sure whether she needs more staff to be hired.

To ensure that Vanessa prioritizes the safety and health of her warehouse staff she had identified some work health and safety and environmental issues.

1. **Traffic management** – vehicles moving stock in and out of the warehouse, reversing, loading and unloading is often results in injuries to workers. She is considering how to eliminate this risk by separating vehicles and pedestrians within the warehouse site and ensuring everyone who enters the warehouse must wear high visibility gear.
2. **First aid** – there is always the need for first aid equipment, and she needs to ensure the warehouse staff has access to and facilities for administering first aid

3. **Forklift injuries** – all warehouse managers must hold a high-risk work forklift license and pre-start checks should always be performed before it is operated
4. **Warehouse racks** – all racks used in the warehouse to store the office desks must be designed specifically to the size, shape and weight of the products being stored. The racks must also be maintained according to the manufacturers' instructions.
5. **Air quality** – To ensure good air quality in the warehouse and prevent the warehouse managers being impacted by environmental hazards they need to ensure that there is effective air flow in the warehouse, and they have the heating and cooling facilities in the winter and summer months.
6. **Health and safety: work environment** – To ensure warehouse managers' health and safety, effort must be made to ensure the work environment has appropriate level of noise or there are strategies in place to reduce its' impact on human health as a noisy work environment can cause headaches in the short term.
7. **Health and safety: workplace ergonomics** – To ensure employees' health and safety, good workplace ergonomics must be established and maintained, including sufficient lighting and comfortable desk chairs/work spaces as their lack can lead to health problems, fatigue and reduced productivity and work quality.

Eco Aussie Office Desks' business goals:

- To be the number one provider of ready to assemble, Australian, handmade and sustainable office desks in Australia
- To increase customer satisfaction by offering a 'Click and Collect' service, reduce delivery time and seek customer feedback to continually improve the customer's experience
- To care for our employees, customers and suppliers by acting with uncompromising honesty and integrity in everything we do

Eco Aussie Office Desks' business objectives:

- To sell five (5) desks per day
- To ensure all products meet quality specifications
- To ensure customers using 'Click and Collect' service can pick-up their order within 48 hours from date of purchase
- To ensure all customer deliveries are received within five (5) days from date of purchase
- To value all employees by meeting weekly to review their performance and support their physical and mental wellbeing

According to Eco Aussie Office Desks' business plan, the business aims to realise a profit of \$40,000, before tax, in the first year; \$50,000 in the second year, and \$60,000 in the third year.

Now that Vanessa's business is expanding, she needs to develop an operational plan with relevant set of policy and procedure documents to effectively manage her business. She will need to create a system to evaluate business performance and review and update business operations based on requirements.

In order to complete the assessment tasks, you will need to access information and documents associated with Eco Aussie Office Desks, as indicated in the following assessment tasks.

Part A: Evaluate Business Performance

Task 1

Using the [KPI Business Dashboard template](#) provided, complete the Excel spreadsheet that Vanessa uses to regularly evaluate and review achievement of operational targets to ensure optimum business performance, according to business goals and objectives.

You will need to use the information from the different tabs of the spreadsheet to complete the KPI dashboard:

- KPI Dashboard
- Q3 Delivery rates
- Q3 Quality Data
- Q3 Employee Survey Results

You will need the information from the above spreadsheet tabs to calculate the third quarter's (Q3) actual outcomes for:

1. On-time delivery rate
2. Product Quality Standard rate
3. Employee engagement rating

Then indicate whether the KPI target has been met (Y/N) and provide a recommended action if the KPI was not met.

Once the spreadsheet is completed, save it with the following naming convention: **BSBESB406_Project 2_Eco Aussie Office Desks KPI Business Dashboard_yourname_yymmdd**.

Instructions to the assessor: Using the template provided, students must create a spreadsheet for the company with the provided information to be used to regularly evaluate and review achievement of operational targets. Using the information provided in the spreadsheet, students must calculate the actual outcomes for the third quarter (QA) for on-time delivery rate, Product Quality Standard rate and Employee engagement rating.

Sample answers are provided in the completed **KPI Business Template Assessor Guide**.

Task 2

Review all information provided in the scenario, operational plan and completed tasks within Assessment 2 (Project Part 1) regarding Eco Aussie Office Desks, then explain how the systems and structures listed in the table below are implemented to support business performance. Suggest corrective actions for improvement where applicable.

Complete the table below with your responses.

Instructions to the assessor: Student must identify systems and structures developed as part of Assessment 2 (Project Part 1) and explain how they are implemented for the company. They may identify the relevant assessment task, but this is not compulsory. This information is included for assessor's reference only. Where applicable, students must suggest corrective actions for improvement. Students' responses must align with sample answers.

Sample answers are provided below:

EVALUATION REPORT		
SYSTEMS / STRUCTURES	IMPLEMENTATION [20-40 words]	SUGGESTIONS FOR IMPROVEMENTS / CORRECTIVE ACTIONS [5-35 words]

KPIs	KPIs aligned to business strategies are listed in the operational plan – completed as part of Assessment 2 Part A Task 5.	No corrective actions identified
Risk Management Procedures	Provides clear steps in accordance with the hierarchy of risk control, with clear accountabilities. Created as part of Assessment 2 Part A Task 4.	No corrective actions identified
Quality Assurance Process	<ul style="list-style-type: none"> Return and Refund Policy and Procedure outlines how the company handles refunds and returns. – reviewed as part of Assessment 2 Part A Task 6 Customer Satisfaction Management System is set up to provide step-by-step guidance to staff to collect and evaluate customers' feedback (completed as part of Assessment 2 Part B Task 3) 	Return and Refund Policy and Procedure does not align with relevant legislation, company's vision regarding workplace culture and industry standards. It is recommended to update Return and Refund Policy and Procedure document.
Management of staff requirements	<ul style="list-style-type: none"> Operational plan contains human resource requirements A staff plan was created based on the operational plan's human resource requirements, outlining key requirements and hour and pay information (Completed as part of Assessment 2 Part B Task 9). 	No corrective actions identified
Operation Plan	Outlines business goals and objectives, risk assessment plan, key performance indicators, human resource requirements. Completed as part of Assessment 2 Part A Task 1, 2 and 4.	No corrective actions identified

Task 3

Access [Eco Aussie Office Desks Customer Feedback](#) and evaluate the three customers' feedback provided on the customer satisfaction survey.

Complete the table below with your analysis and identify potential action points for each feedback, then use the template that follows to write an email to warehouse managers to implement changes as required based on the feedback provided.

Instructions to the assessor: Student must analyse the three customers' feedback and identify action points to enhance business performance, then they must write an email to warehouse managers to implement changes as required based on the feedback provided. Students' responses must align with sample answers.

Sample answers are provided below:

FEEDBACK	ANALYSIS (10-20 words)	ACTION POINTS (10-40 words)
Customer 1's feedback	Satisfied customer who suggests the introduction of discounts and promotions for returning customers.	Consider introducing discounts and promotions for returning customers.
Customer 2's feedback	Satisfied customer with a positive experience about good communication regarding a small damage.	Continue honest and transparent communication with customers regarding the quality of product.
Customer 3's feedback	Unsatisfied customer due to unsuccessful change of mind after order was placed.	Improve communication with customers who changed their minds regarding an order and try to accommodate the request within 24 hours if practical. This needs to be incorporated in the Returns and Refunds Policy and Procedure.

Email (150-160 words)	
From:	vanessa@ecoaussie.com.au
To:	WarehouseNSW@ecoaussie.com.au WarehouseQLD@ecoaussie.com.au
Subject:	Customer feedback – Action points
[Write your email here]	
<p>In the email, student must identify action points for improving customer service, based on the survey feedback,</p> <p>This an example of the email:</p> <p>Good morning,</p> <p>I have reviewed the recent customer feedback and it seems that customers are generally satisfied with our products and customer service. Well done for all your hard work achieving this!</p> <p>However, I am going to organise the review and revision of the Returns and Refunds Policy and Procedure to allow change of mind within 24 hours from placing the order to provide some flexibility to our customers. We also need to make sure that we continually communicate with our customers in an honest and transparent way in order to build a positive relationship. Feedback confirmed that our communication is generally polite, honest and transparent, however, we need to ensure to apply the same communication style for issues around orders or change of minds. The policy update will also support this. Most of the problems can be solved with honest and transparent communication.</p> <p>Let me know if you have questions,</p> <p>Kindest regards, Vanessa</p>	

Task 4

Based on the corrective actions and action points identified in Part A Task 2 and Task 3 above, update the Return and Refund Policy and Procedure. An editable copy of the policy document can be accessed [here](#).

Once updated, save the document with the following naming convention: **BSBESB406_Project 2_Updated Return and Refund Policy and Procedure_yourname_yymmdd** and convert it into pdf, ready for submission.

Instructions to the assessor: Student must update the Return and Refund Policy and Procedure based on the action points identified in previous tasks. This refers to:

- Returns section:
“To allow change of mind in good faith for our customers, customers are allowed to change/make changes to their order within 24 hours from placing the order.”
“You do not have to return products in the original packaging in order to get a refund. When a product is too large, too heavy or too difficult to remove, our company will pay the shipping cost. Customers must contact customer service team to discuss details.”
- Pricing: “If you see a product with two different prices on our online store and in marketing material, it is understood that the correct price is the lowest price listed.”
- Version history information added.

See updated policy assessor guide as reference.

Task 5

a.) You just received a complaint from a customer who claims that he received the wrong order about a week ago: he ordered an Alpine Ash Desk (unit price \$800 + \$70 delivery fee), the correct amount was paid, but a cheaper Acacia Wood desk was delivered. He claims that he called the warehouse about the issue, and he was advised that the company will “look into this”. He has not received any response since.

Using the template below, write an email to the warehouse managers, manufacturer and administrative officer to investigate the incident in line with the company’s [Customer Service Policy and Procedure](#).

[Approximate word count: 100-110 words]

Instructions to the assessor: Student must write an email to warehouse managers, manufacturer and administrative officer to investigate the incident in line with the company’s Customer Service Policy and Procedure. The email must be clear, concise and along the lines of the sample answer.

Sample answer is provided below:

From:	vanessa@ecoaussie.com.au
To:	admin@naturefurniture.com.au WarehouseNSW@ecoaussie.com.au WarehouseQLD@ecoaussie.com.au admin@ecoaussie.com.au
Subject:	Customer complaint
[Write your email here]	
This an example of the email:	
Good morning,	

I have received a complaint from a customer who claims that he received the wrong order about a week ago: he ordered an Alpine Ash Desk (unit price \$800 + \$70 delivery fee), the correct amount was paid, but a cheaper Acacia Wood desk was delivered. He claims that he called the warehouse about the issue, and he was advised that the company will look into this. He has not received any response since.

I am trying to understand what has happened and how can we avoid similar situations in the future.

Looking forward to receiving your responses ASAP.

Kindest regards,
Vanessa

b.) From the responses, it reveals that the involved warehouse manager was not quite sure how to handle the situation and told the customer that the company will look into this but forgot about the incident. The warehouse manager remembered that the order came through in a busy day and the customer did not request a refund or return specifically.

In your own words, explain whether the warehouse manager followed the company's Customer Service Policy and Procedure. In your response explain what the company owner's responsibility is in this situation.

[Approximate word count: 40-50 words]

Instructions to the assessor: Student must explain whether the warehouse manager followed the company's Customer Service Policy and Procedure and what is the company owner's responsibility is in this situation. Students' response must align with sample answer.

Sample answer is provided below:

[Type your response here]

The warehouse manager followed the company's Customer Service Policy and Procedure, but the policy is does not provide clear guidance on what needs to be done if a customer complains. The owner should update the Customer Policy's and Procedure's 'Dispute Resolution' section.

c.) Access and review Eco Aussie Office Desks' [Customer Service Policy and Procedure](#) document and update it with a clear dispute resolution process. Once updated, save the document with the following naming convention: **BSBESB406_Project 2_Updated Customer Service_yourname_yymmdd** and convert it into pdf, ready for submission.

Instructions to the assessor: Student must update the Customer Service Policy and Procedure to add a clear dispute resolution process, such as:

- Contact the complainant and verbally acknowledge the complaint. Make sure you understand the reason of the complaint.
- Offer / negotiate solutions where possible in accordance with the Return and Refund Policy and Procedure.
- Once a mutually acceptable agreement is made, write a follow-up email to the complainant, summarising the situation and the negotiated solution.
- Always use a professional and calm manner both verbally and in writing.
- Report to management the situation and solution (or: Record the complaint in the complaint register.)

See updated policy assessor guide as reference.

Part B: Review Business Operations

Task 1

Review the current business operations and identify a minimum of **two (2)** strategies of how the operations can be adjusted to increase business success by changing their operational procedures to reduce cost and increase customer satisfaction.

Using the template below, write an email to warehouse managers and administrative officers to inform them about the changes.

[Approximate word count: 150-170 words]

Instructions to the assessor: Student must write an email to warehouse managers and administrative officers to inform them about the changes. The email must include two strategies of how the operations can be adjusted to increase business success by changing their operational procedures to reduce cost and to increase customer satisfaction.

Sample answer is provided below:

From:	vanessa@ecoaussie.com.au
To:	WarehouseNSW@ecoaussie.com.au WarehouseQLD@ecoaussie.com.au admin@ecoaussie.com.au
Subject:	Adjusted operations strategies

[Write your email here]

This an example of the email:

Good morning,

I have reviewed the current business operations and I came to the conclusion that we need to adjust operations to increase business success. We need to reduce cost and increase customer satisfaction.

This is how this can be achieved in my view:

1. By enforcing product quality standards with our supplier. We can update our supplier agreement to include that a policy that if the standards are not met when the product is received a penalty will apply.
2. Create a display of desks at the warehouse so customers can see what the desks look like and be more satisfied with their purchase and reduce the number of returned items
3. Order larger batches of desks less frequently to reduce the delivery costs and likelihood of being out of stock when a customer order is received
4. Partner with a private delivery company to reduce the delivery time and achieve the on-time delivery performance target

Looking forward to receiving your responses ASAP.

Kindest regards,
Vanessa

Task 2

a.) Research the digital technologies listed in the table below that are typically used to improve the employee performance system and quality assurance system, then complete the table with your responses regarding key features, pros and cons.

Instructions to the assessor: Student must research the digital technologies listed and identify key features, pros and cons. Students' response must align with sample answers.

Sample answers are provided below:

DIGITAL TECHNOLOGY	KEY FEATURES [10-25 words]	PROS [20-30 words]	CONS [20-30 words]
ZOOM	Secure online meeting platform. Cloud-based and allows up to 100 participants at a time.	Free to download and join secure video call. More personal than audio only. Assists in building rapport and better relationship with employees. You can record meeting and use chat functions.	Up to 40-minute calls are free – otherwise there is a charge. Business will need to switch to a paid account. The screenshare function is only effective for high-end computers.
Google Review	Google Reviews is a free service that enables Google to collect feedback from customers who have made a purchase on your website.	Free advertising, can improve customer trust and confidence in your business, improve search engine rankings, reduce customer complaints and assists in highlighting areas where your business needs to improve.	Negative reviews can skew potential customer's view of the business, disgruntled customer have the freedom to say what they like and need to keep the review current and up to date.

b.) Create a step-by-step guide to implement these new technologies into the workplace procedures. This guide must include transition period, training to staff and responsible person(s).

Instructions to the assessor: Student must create a step-by-step guide to implement these new technologies into the workplace procedures. Students' response must align with sample answers.

Sample answer is provided below.

IMPLEMENT NEW TECHNOLOGIES		
	ZOOM [5-30 words]	Google Reviews [5-30 words]
Area(s) of the business that the technology will be used	All areas of the business will use Zoom for internal meetings. Warehouse managers, admin officer and CEO will all have Zoom installed on their computers and work phones where applicable.	Google reviews will be added to the business website and the admin manager will respond to any reviews or questions received.
Transition period	1 week	2 weeks
Training to staff	Each staff member will be given an allowance of 2 hours to setup and complete free online training program delivered by Zoom via their Learning Centre	Admin manager will be given training on how to setup Google Reviews and integrate it into the business website.
Responsible person	Admin manager is responsible for sending out email to all staff including the link to download Zoom.	Admin manager is responsible to getting Google Reviews installed and

Task 3

a.) The company received a number of requests from new and existing customers wanting to know whether they sell stand-up desks and ring lights. Use the following websites to research the estimated market size of the industries:

- <https://www.ibisworld.com/au/industry/electrical-lighting-stores/4012/>
- <https://www.ibisworld.com/au/industry/furniture-retailing/411/>

Use the internet to research **three (3)** competitor prices to calculate the average selling price of each product.

Complete the table below to summarise the business opportunities, including estimate market size, average selling price.

Instructions to the assessor: Student must research stand-up desks and ring light business opportunity, the complete the table below to summarise the opportunity, including estimate market size, average selling price. Students' response must align with sample answers.

Sample answer is provided below.

BUSINESS OPPORTUNITY 1: STAND-UP DESKS	
Estimated market size	\$11 Billion
Average selling price:	
Competitor 1 Price (\$)	\$939
Competitor 2 Price (\$)	\$499
Competitor 3 Price (\$)	\$284
Average Selling Price:	\$574

BUSINESS OPPORTUNITY 2: RING LIGHT	
Estimated market size	\$3 Billion
Average selling price:	
Competitor 1 Price (\$)	\$100
Competitor 2 Price (\$)	\$249
Competitor 3 Price (\$)	\$41
Average Selling Price:	\$130

b.) After completing the above research, the business decides to stock and sell stand-up desks as they align with the owner's, Vanessa Zoltan's vision is to be the No. 1 seller in Australia of sustainable home office desks. Whilst there is a significant market for ring lights in Australia, the business decides not to stock this product as it does not align with the businesses vision.

Adjust the business goals and objectives (where necessary) that you identified in the operational plan for Assessment 2 Part A Task 1 to include specific goals for selling stand-up desks.

Instructions to the assessor: Student must update the business goals and objectives identified for the Operational Plan for Assessment 2 Part A Task 1 to include specific goals for selling stand-up desks. Students' response must align with sample answers.

Sample answer is provided below.

Original business goals (15-25 words each)	Goal 1	To be the number one provider of ready to assemble, Australian, handmade and sustainable office desks in Australia
	Goal 2	To increase customer satisfaction by offering a 'Click and Collect' service, reduce delivery time and seek customer feedback to continually improve the customers' experience
Updated business goals (5-20 words each)	Updated Goal 1	To be the number one provider of ready to assemble, Australian, handmade, sustainable and stand-up office desks in Australia
	Updated Goal 2	No change required
Original business objectives (5-20 words each)	Objective 1	To ensure customers using 'Click and Collect' service can pick-up their order within 48 hours from date of purchase
	Objective 2	To ensure all products meet quality specifications
Updated business goals (5-20 words each)	Updated Objective 1	No change required
	Updated Objective 2	No change required

Assessment checklist:

Students must have completed all tasks within this assessment before submitting. This includes:

Part A: Evaluate Business Performance		
Task 1	Create Eco Aussie Office Desks KPI Business Dashboard Excel spreadsheet	<input type="checkbox"/>
Task 2	Complete the Evaluation Report table	<input type="checkbox"/>
Task 3	Complete table with findings of the customer feedback review and write an email	<input type="checkbox"/>
Task 4	Update Return and Refund Policy and Procedure and save it in pdf	<input type="checkbox"/>
Task 5	a.) Write an email to investigate complaint	<input type="checkbox"/>
	b.) Answer question regarding the complaint	<input type="checkbox"/>
	c.) Update Customer Service Policy and Procedure and save it in pdf	<input type="checkbox"/>
Part B: Review Business Operations		
Task 1	Write an email to implement changes in operation	<input type="checkbox"/>
Task 2	a.) Research digital technologies and complete table with findings	<input type="checkbox"/>
	b.) Complete table to create step-by-step guide to implement new technologies	<input type="checkbox"/>
Task 3	a.) Research business opportunity and complete table with findings	<input type="checkbox"/>
	b.) Complete table with current and updated business goals and objectives	<input type="checkbox"/>

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