

Marking guide for Role Simulation Examination June 2021

The Role Simulation exam aims to examine knowledge, skills and behaviours in roughly equal proportions. This is reflected in the marking process where the available marks for each requirement are identified as Knowledge marks (K), Skills marks (S) and Behaviour marks (B).

A set of answers is issued to markers, giving an overview of the K, S and B points that can attract marks for each requirement. The model answers are extensive and contain all the points that could have been made; candidates are not expected to produce such full answers in the exam.

Broadly speaking, the K marks are for demonstration of appropriate and accurate knowledge and understanding from the Learning Materials for the five Certificate syllabuses assessed by the Role Simulation. This knowledge can be explicit or implied (eg where the answer is developed using recognised terminology, not just common sense).

Specifically, the K marks are for knowledge related to:

- Technical
- Business awareness
- Ethics and standards
- Regulation and compliance
- Systems and processes

The S marks are for the following skills:

- Analysis
- Communication
- Leadership
- Planning and prioritisation
- Producing quality and accurate information
- Team working and collaboration
- Using systems and processes

The B marks are for the following behaviours:

- Adaptability
- Adding value
- Ethics and integrity
- Proactivity
- Professional scepticism

For example, if the requirement was to 'analyse the industry using PESTEL analysis' then K marks would be available for knowing the meaning of the key headings and the terminology for items commonly seen under these headings, and both S and B marks would be available for applying this knowledge to the scenario and using the information in the scenario to explain how the force works.

For written requirements where the candidate may make many equally valid points using different aspects of knowledge, skills and behaviour, more marks were identified for explanations in the mark scheme than were available in the maximum mark awarded. In these requirements, once the maximum awarded mark was achieved by a candidate, no further marks were given.

The pass mark is 70% across the paper. There is no requirement to score at least 70% in each of the K/S/B pools of marks, nor to score at least 70% in each of the two tasks.

June 2021 marking grid

	Marks identified in marks scheme				Maximum full marks
	K	S	B	Total	
Task 1					
1.1a	0	5	0	5	5
1.1b	3	2	0	5	5
1.1c	4	5	0	9	4
1.2	2	14	0	16	15
1.3a	0	2	0	2	2
1.3b	3	5	5	13	5
1.3c	3	1	3	7	6
1.4a	3	6	0	9	9
1.4b	5	5	0	10	4
	23	45	8	76	55
Task 2					
2.1a	0	2	0	2	2
2.1b	2	10	2	14	6
2.1c	6	8	5	19	6
2.2a	0	2	0	2	2
2.2b	3	5	3	11	6
2.2c	0	7	0	7	7
2.2d	0	4	1	5	4
2.3a	3	2	6	11	6
2.3b	7	0	8	15	6
	21	40	25	86	45
Overall total	44	85	33	162	100

The marking information set out below is that used to mark the requirements in the June 2021 exam. Markers were encouraged to use discretion and generally to give the benefit of the doubt where it was evident what the candidate was trying to explain even though the explanation could have been expressed more clearly. No partial marks were awarded but the 'own figure' (OF) rule in calculations was applied.

Examiner comments

Task 1.1	
General comments	
The AI included the statement of profit or loss and statement of financial position for the year ended 31 March 2020. In the question, candidates were presented with the draft statement of profit or loss for the year ended 31 March 2021 plus information relating to a disposal of machinery, a cutoff sales error, financial problems at a major customer and a compensation claim from a customer.	
Overall, this sub-task was well-answered. One candidate obtained full marks.	

Task 1.1 (a)	Marks	Nature	
Cost of new asset	900000	1	S Analysis
Cash consideration	<u>(500000)</u>	1	S Analysis
Part exchange value	400000		
Cost of old asset:	1000000		
Depreciation charged: $1000000/5 \times 3.5 =$	<u>(700000)</u>	1	S Analysis
Carrying amount	<u>(300000)</u>	1 OF	S Analysis
Profit on disposal	<u>100000</u>	1	S Analysis
Examiner's comments			
The profit on disposal was calculated completely correctly by a large majority of candidates.			
Total available marks	5	5S	
Maximum full marks	5		

Task 1.1 (b)	Marks	Nature	
Calculate profit margin on sale £140000 x 75% = £105,000	1	S Analysis	
Dr Revenue/Sales returns	140000	1 dr/cr	K Technical
Cr Trade receivables	140000		
Dr Inventory SOFP	105000	1 dr/cr	K Technical
Cr Inventory SOPL/ COS	105000		
Dr Admin expenses/irrecoverable receivables	72000	1 calc	S Analysis
180000 x 40%		1 dr/cr	K Technical
Cr Trade receivables	72000		
Examiner's comments			
The double entry for irrecoverable debts was well-answered, but the reversal in the accounts of the sale to the customer, and its consequent effect on inventory at the year-end, were poorly understood.			
Total available marks	5		
Maximum full marks	5	3K, 2S	

Task 1.1 (c)	Marks	Nature
Communication to Lia	1	S Communication
The accounting equation is: assets = equity (capital) + liabilities.	Max 3 1	K Technical
Eg If liabilities are increased, without any corresponding decrease in other liabilities or increase in assets, then equity is decreased.	1	S Analysis
The accounting equation underlies the dual effect of recording transactions and hence double entry bookkeeping	1	K Technical
This reflects the basic rule that the assets of a business will equal its equity plus liabilities as shown in the statement of financial position at a given moment in time.	1	K Technical
The provision will increase liabilities in Elextra's SOFP by £100,000	1	S Analysis
...and will decrease profit by £100,000 in the statement of profit or loss for the year ending 31 March 2022	1	S Analysis
...which forms part of equity in the SOFP at that date.	1	K Technical
Assets will not change as a result of setting up the provision.	1	S Analysis
Examiner's comments		
Most candidates showed good communication skills and good understanding of the accounting equation in a practical context.		
Total available marks	9	4 K, 5 S
Maximum full marks	4	

Task 1.2	Marks	Nature			
Elextra Ltd – statement of profit or loss for the year ended 31 March 2021					
	£'000				
Revenue	26681 - 140	26,541	1	S Analysis	
Cost of sales		(19,644)	W		
Gross profit		6,897			
Administrative expenses		(1,485)	W		
Distribution costs		(4,459)	W		
Operating profit		953			
Finance costs	8180 x 5%	(409)	1	S Analysis	
Profit before tax		544			
Income tax	123-43	(80)	1	S Analysis	
Profit for the period		464			
<i>Workings</i>					
	Cost of sales	Admin expenses	Distribution costs		
Per draft	20,946	1,114	3,726	3	S Quality & accurate info
Writeback sale	140 x 0.75	(105)		1 OF	S Analysis
Writeback depreciation		(3,990)		1	S Analysis

Split 70/10/20	2,793	399	798	2 (1 if only one correct) 1 OF 1 OF 1 for calc 1 for direction	S Analysis
Profit on disposal		(100)			S Analysis
Irrecoverable debt		72			S Analysis
Prepayment	260 x 3/12		(65)		S Analysis K Technical
	19,644	1,485	4,459		
Title, headings and layout				1	K Regulation & compliance
Presentation of workings				1	S Quality & accurate info
Examiner's comments					
In this sub-task candidates were presented with information relating to adjustments that were needed, along with the adjustments in Task 1.1, to prepare the final statement of profit or loss.					
Performance on this task was good. Better candidates presented the statement in a form suitable for publication, including a correct title and accurate headings, and also presented detailed workings for cost of sales, administrative expenses and distribution costs. Many omitted the profit on disposal from Task 1.1 from their calculations, but nearly all specified the accrual and the split of depreciation across the headings accurately. Candidates who produced muddled workings tended to score relatively poorly.					
Total available marks				16	2K, 14S
Maximum full marks				15	

Task 1.3
Examiner's comments
The AI made clear that: the auditors (Grangemouth) were in the process of transferring paper documentation relating to Elextra to electronic format; Elextra takes its compliance with the Data Protection Act seriously. Information in the exam paper set out that a box of various documents had gone missing while being transported for shredding by Grangemouth.
Performance on the different requirements of this sub-task was varied.

Task 1.3 (a)	Marks	Nature
Grangemouth LLP	1	S Analysis
Elextra Ltd	1	S Analysis
Examiner's comments		
Most candidates correctly answered this OT requirement on ownership of documents.		
Total available marks	2	2S
Maximum full marks	2	

Task 1.3 (b)	Marks	Nature
The Data Protection Act regulates how personal data is processed by data controllers and data processors in the UK	1	K Regulation & compliance
Elextra is a data controller under the DPA and GDPR	1	S Analysis
Personal data is information which relates to an identifiable living individual	1	K Regulation & compliance
So Elextra must comply with the data protection principles	1	B Adding value
...as by their nature the payroll records will contain personal data about employees	1	S Analysis
Their loss means the appropriate measures have not been put in place by Elextra to protect the data	1	S Analysis
Kofi should notify the ICO within 72 hours...	1	B Adding value
...and should also comply with CC's Code of Conduct in respect of the breach	1	B Adding value
Elextra may be fined by the ICO	1	K Regulation & compliance
Elextra may be able to recover any losses from Grangemouth LLP	1	B Adding value
...under the terms of the contract between them	1	S Analysis
...or in tort	1	S Analysis
... or may be able to recover under insurance	1	B Adding value
Examiner's comments		
This requirement had a relatively low average mark. Several candidates struggled to produce sufficient explanation of Elextra's, as opposed to Grangemouth's, position under the DPA. Weaker candidates did not acknowledge that, as data controller, Elextra's responsibilities under the DPA were absolute even though it was Grangemouth that lost the box. Most candidates understood Elextra's reporting requirements to the ICO and to affected individuals.		
Total available marks	13	3K, 5S, 5B
Maximum full marks	5	

Task 1.3 (c)	Marks	Nature
Both Alana and Grangemouth LLP are subject to ICAEW's Code of Ethics	1	S Quality & accurate info
Confidentiality	Max 2 if well-explained	K Ethics & standards B Ethics & integrity
It has a fundamental principle of confidentiality/to keep client information confidential		

<p>...So it should not disclose client information to anyone outside the firm</p> <p>...but losing the information/allowing the information to be lost means that disclosure is likely</p> <p>Professional competence and due care</p> <p>Disclosure was accidental but it derives from a lack of adequate safeguards/security procedures</p> <p>...which means it could be argued that the firm has not shown professional competence and due care</p> <p>Professional behaviour</p> <p>The firm has not shown professional behaviour</p> <p>...because it has not complied with data protection law and regulation /because the loss is likely to bring the profession into disrepute</p>	<p>Max 2 if well-explained</p> <p>Max 2 if well-explained</p>	<p>K Ethics & standards B Ethics & integrity</p> <p>K Ethics & standards B Ethics & integrity</p>
<p>Examiner's comments</p> <p>Most candidates scored either full or nearly full marks on this ethics requirement, correctly identifying three relevant fundamental principles and explaining in detail how they had been breached. One candidate gave no substantive answer to the requirement while one failed to explain either confidentiality, professional behaviour or professional competence and due care, so scored very badly. These two candidates brought the average mark down significantly with such a small cohort.</p>		
<p>Total available marks Maximum full marks</p>	<p>7 6</p>	<p>3K, 1S, 3B</p>

<p>Task 1.4</p>
<p>Examiner's comments</p> <p>This sub-task on Assurance was the most poorly answered sub-task on the paper. Answers were polarised resulting in an average mark that is below the competency threshold of 70%. The AI contained information on how the implementation of new procurement software had disrupted ordering, goods inwards and receipt/processing of purchase invoices in relation to a number of suppliers, and highlighted that the auditors were concerned that management had not considered the effect of this on its controls. The usual process for making payments to suppliers was also described in the AI.</p>

Task 1.4 (a)			Marks	Nature
<p>Risk Ordering:</p> <p>Goods may be misappropriated for private use</p> <p>Orders may not be placed on the most advantageous terms re prices and credit period</p>	<p>Control objective</p> <p>Goods ordered must be for the company's purposes</p> <p>Goods should only be ordered in compliance with procurement processes</p>	<p>Control</p> <p>Prepare a written purchase requisition, obtain independent authorisation of this, evidenced by signature, retain a sequentially numbered written record of the order placed over the phone/by email, get this countersigned, pass copies to goods inwards and finance function.</p>	<p>Max 3</p>	<p>K Systems & processes S Using systems S Using systems</p>

<p>Orders may be placed with unsuitable suppliers (eg which produce poor quality goods)</p> <p>Goods inwards:</p> <p>Goods may be accepted that have not been ordered</p> <p>Short deliveries may be accepted because quantities are taken from the supplier's delivery note</p>	<p>Only accept goods for which there is evidence of a valid order</p>	<p>Match goods received with countersigned evidence of purchase order, prepare written GRN which is sequentially numbered, pass copy of GRN to person who ordered and to finance function</p>	<p>Max 3</p>	<p>K Systems & processes S Using systems S Using systems</p>
<p>Invoice receipt and recording:</p> <p>Invoices may not be received by finance to be recorded so may not be paid</p> <p>Duplication of posting of invoice to ledger</p> <p>Collusion between employees and suppliers</p>	<p>Liabilities must be recorded for goods that have been received</p> <p>Goods paid for must be for the company's benefit</p>	<p>Compare invoice with purchase order and GRN, check invoice for accuracy, record invoice promptly in the accounting records. Cross-reference GRN number to invoice number</p> <p>Suppliers to be notified that all invoices must be submitted direct to Elextra's finance function</p> <p>Maintain segregation of duties, so invoices should not be submitted to employees but to the finance function</p>	<p>Max 3</p>	<p>K Systems & processes S Using systems S Using systems</p>
<p>Examiner's comments</p> <p>While many candidates scored very well, weaker candidates struggled to be specific about the differences between risks, control objectives and controls in relation to each of ordering, goods inwards and receipt/processing of purchase invoices, so produced unclear answers.</p>				
<p>Total available marks Maximum full marks</p>			<p>9 9</p>	<p>3K, 6S</p>

Task 1.4 (b)	Marks	Nature
<p>Tests of control over a sample of payments</p> <p>Vouch each individual supplier payment to the BACS run that it was included in ...which will provide evidence that authorisation, arithmetic and bank controls operated</p> <p>Check that each total BACS payment was authorised and initiated by separate appropriate persons ...which will provide evidence that authorisation and segregation of duties controls were followed</p> <p>Check each payment to the individual invoices that were paid, for evidence of authorisation for payment ...which will provide evidence that authorisation controls were followed</p> <p>Check that each invoice has been marked/identified as 'paid' ...which will provide evidence that the controls against duplication of payment have operated</p> <p>Check each payment to the relevant supplier statement ...which will provide evidence that it was received and therefore that controls operated effectively</p>	<p>2 per well-explained test</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p> <p>2</p>	<p>K Systems & processes S Using systems</p>
<p>Examiner's comments</p> <p>Despite the clear flag in the AI about the process for making payments to suppliers, many candidates struggled to identify appropriate tests of control. Most wrongly sought to justify a walk-through test as a test of control, or specified tests of controls over purchase invoices rather than payments.</p>		
<p>Total available marks Maximum full marks</p>	<p>10 4</p>	<p>5K, 5S</p>

Task 2.1
<p>Examiner's comments</p> <p>In the AI there was a lot of information about Elextra's various activities within its separate functions, and how the activities linked together in order to create value. There was also detail about two options for expanding Elextra's central site (head office, factory and warehouse). In the exam paper the candidates were told that the new procurement software had had the effect of disrupting activities which had created problems for both logistics and manufacturing. They were also told that the directors were further considering their options in relation to developing the central site by either buying land and constructing a new building for all the central operations or leasing an additional building just for a new warehouse.</p> <p>Performance on this sub-task was very good.</p>

Task 2.1 (a)	Marks	Nature
<p>Procurement - support IT - support</p>	<p>1 1</p>	<p>S Analysis S Analysis</p>

Examiner's comments		
Only two candidates scored less than full marks on this OT requirement on value chain.		
Total available marks	2	2 S
Maximum full marks	2	

Task 2.1 (b)	Marks	Nature
Value drivers are activities that increase the amount of value that customers put on the company's products or services ie they differentiate them from the competition	Max 2 1	K Business awareness
Cost drivers are activities that affect the cost of a product or service	1	K Business awareness
Procurement as cost driver and value driver	Max 4 2 per well-explained explanation or example	
Procurement activities are cost drivers because purchasing and paying for goods adds cost to the company. Though they are aimed at minimising this cost to some extent (the right price).	2	S Analysis
Procurement activities are value drivers because they aim to provide customers with something they value (the right product, right place, right time, right quantity)	2	S Analysis
How well procurement performs in the value chain is connected to the linkages it has with the primary activities and the other support activities within Elextra eg inbound logistics	2	S Teamwork
The problems associated with the IT implementation of the new procurement software indicate poor linkages which have damaged Elextra's value	2	B Adding value
But EDI and automation will reduce processing time and therefore be cost drivers	2	S Analysis
They should also reduce lead times and therefore be value drivers	2	S Analysis
Examiner's comments		
Most candidates scored full marks on this value chain requirement. It was particularly pleasing to see some excellent explanations of how its linkages with Elextra's other activities allow procurement to add value.		
Total available marks	14	2K, 10S, 2B
Maximum full marks	6	

Task 2.1 (c)			Marks	Nature
Factor	<i>Option 1: Lease an additional building for a new warehouse:</i>	<i>Option 2: Buy land and replace the old building with a new one for the head office, factory and warehouse:</i>		
	<i>THREE factors from:</i>		Max 2 per factor	
Cashflow	A lease involves paying cash regularly to use an asset over its useful life	Cash must be paid upfront to buy the land and over a short period of time for construction of the building	1 1	K Business awareness S Analysis
	The total rent over the period of the lease may exceed the amount that would be paid to buy the same building now		1	B Proactivity
Ownership	Elextra will not own the property for the period of the lease though its terms may provide for transfer of ownership at some point	The purchase will mean Elextra owns a substantial new asset outright	1 1	K Regulation & compliance S Analysis
Finance	The full cost does not need to be found for payment upfront	The finance to buy, demolish and rebuild must be available upfront	1 1	K Business awareness S Analysis
	The finance should be available from retained earnings and operational cash flows	Sources of long-term finance may be: retained earnings, proceeds from the sale of the old premises, new capital from existing shareholders, new capital from new shareholders, increased debt	1 1	K Business awareness S Analysis
Useful life	It is unlikely that the lease can be cancelled before the end of its term, whatever that may be	The useful life of the building is likely to be 25 years again; the new land has an indefinite useful life	1 1	K Business awareness S Analysis
Costs eg ongoing maintenance	The terms of the lease will set out whether Elextra is liable for all repairs and maintenance on the building	Elextra will always be responsible for all maintenance and repairs on the new building	1 1	K Business awareness S Analysis
Timing	Can make change immediately	Will take an uncertain amount of time	1 1	S Analysis B adding value

The difference could be down to the price of the components	1	K Business awareness
Problems with the software mean employees have been ordering components without ensuring the best price is achieved	1	S Analysis
Brexit/ the uncertainty of the pandemic/ scarcity / regulatory changes may have pushed market prices up	1	S Analysis
Suppliers may have raised their prices after Elextra became a slow payer	1	B Adaptability
Max 4/6 if only discuss price 1 mark for stating price, max 3 for well-explained reasons for higher prices		
The standard has not been updated since 2019 so it is very out of date	1	K Business awareness
...as both usage and prices have changed in that time	1	S Analysis
The difference could be down to the usage of the components	1	K Business awareness
Changes to the production line / the facilities being outdated may have led to wastage of components	1	S Analysis
Poor procurement practices may have led to purchases of inappropriate items that needed reworking to a degree	1	B Adaptability
The specification for the product may have changed, possibly because of regulation, requiring different components than what was in the standard	1	B Adding value
Max 2 per well-explained reason for usage/out of date standard		
Examiner's comments		
Many candidates produced good explanations of three reasons for the variance in the cost of components, though by and large they focused only on reasons for higher unit prices without considering changes in usage and the fact the standard costs were so out of date.		
Total available marks	11	3K, 5S, 3B
Maximum full marks	6	

Task 2.2 (c)				Marks	Nature
Labour efficiency variance for Grade 1	(Standard hours for actual output – Actual labour hours) x Standard rate per hour	$[(1.5 \times 600) - (925)] \times \text{£}21$	£525 Adverse	1 for 25 hours 1 for £21 1 for Adverse	S Analysis S Analysis S Analysis
Labour rate variance for Grade 2	(Standard rate per hour – Actual rate per hour) x Actual labour hours	$[\text{£}16 - (\text{£}7,200/480)] \times 480$	£480 Favourable	1 for £16 - £15 1 for 480 hours 1 for Favourable	S Analysis S Analysis S Analysis
Variable production overhead	Standard cost for actual output – Actual cost	$(600 \times \text{£}67.50) - \text{£}44,350$	£3,850 Adverse	1	S Analysis
Examiner's comments					
While many candidates scored full or nearly full marks, there were some weaker candidates who demonstrated a fairly fundamental lack of understanding of how to calculate variances.					
Total available marks				7	7S
Maximum full marks				7	

Task 2.2 (d)		Marks	Nature
In March 2021, per Shana's email: Grade 2 labour took 30 minutes or 0.5 hours to make each unit, 300 hours for 600 units		1	S Quality/ accurate info
The standard time is 45 minutes per unit, 450 hours for 600 units		1	S Quality/ accurate info
In May 2021, per Kofi's data: Grade 2 labour took 480 hours/600 = 0.8 hours, or 48 minutes to make each unit		1	S Quality/ accurate info
This means that in May 2021 Grade 2 labour operated less efficiently than in both March 2021 and the standard		1	S Quality/ accurate info
So efficiency (time taken) by Grade 2 labour appears to be rather volatile and is declining		1	B Proactivity
Examiner's comments			
Many candidates scored full marks but several did not focus on the time taken in each run compared with standard, so did not explain efficiency sufficiently.			
Total available marks		5	4S, 1B
Maximum full marks		4	

Task 2.3
Examiner's comments
There was information in the AI about customers of Elextra entering into CVAs, and about how the company's website was not user-friendly and might be improved using different types of artificial intelligence.
Answers to this sub-task were generally good.

Task 2.3 (a)	Marks	Nature
A CVA is a method under which a customer in financial difficulties may be able to avoid liquidation/winding up – or take as an alternative to administration.	1	K Regulation & compliance
Q&M Ltd is asking its creditors to agree to a 'composition of debts', where they each receive only a proportion of their debt from the company, such as 60%	1	S Analysis
...so Elextra may have to accept a write-off of part of its debt but will at least receive some of it.	1	B Adding value
Q&M Ltd could ask its creditors to agree to a 'scheme of arrangement', under which Q&M takes a long time to repay the full amount it owes	1	S Analysis
...so Elextra may have to wait a long time but will receive the full amount of its debt eventually.	1	B Adding value
Q&M Ltd can continue to trade while in a CVA	1	K Regulation & compliance
...so Elextra will still be able to make sales to it	1	B Adding value
...though Elextra should seek different terms eg lower volumes, cash on delivery, personal guarantees from directors, retention of title clauses	1	B Professional scepticism
If the CVA is approved, it becomes binding on all unsecured creditors such as Elextra	1	K Regulation & compliance
...though Elextra may be able to challenge its approval in court.	1	B Proactivity
Elextra is a major supplier for Q&M Ltd so stopping supplies may mean the customer will cease to trade	1	B Professional scepticism
Examiner's comments		
Many candidates obtained full marks on this law requirement but there were some weaker attempts where the candidates generally failed to explain enough effects or to explain them fully enough.		
Total available marks	11	3K, 2S, 6B
Maximum full marks	6	

Task 2.3 (b)	Marks	Nature
<p>Describe two types of AI</p> <p>AI means that computers are used to perform tasks which are usually thought to require human intelligence such as learning, knowing, sensing, reasoning, creating things, solving problems, and generating/understanding language</p> <p>Machine learning is a form of AI which uses computer algorithms that: improve automatically through experience/build a mathematical model based on sample data to make predictions or decisions without being explicitly programmed to do so/ adaptively improve their performance as the number of samples available for learning increases</p> <p>Intelligent systems are computer-based systems that: represent, reason about and interpret data/learn about the structure of the data, analyse the data to extract patterns and meaning, derive new information, and identify strategies and behaviours to act on the results of its analysis.</p> <p>Chatbot/robotic process automation involves computers performing repetitive tasks that were previously decided on and performed by humans.</p> <p>Analytical type of AI uses cognitive intelligence (cognition to create a representation of the world) based on past experience that it uses to inform future decisions.</p> <p>Human-inspired type of AI has a degree of emotional intelligence (an understanding of human emotions) as well as cognitive elements, that is drawn on in decision making</p> <p>Humanised type has several types of human intelligence characteristics (such as cognition, emotional and social intelligence). This is the highest form of AI and allows the system to be self-conscious and self-aware when interacting with humans</p>	<p>Max 2</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	<p>K Systems & processes</p> <p>K Systems & processes</p> <p>K Systems & processes</p> <p>K Systems & processes</p> <p>K Business awareness</p> <p>K Business awareness</p> <p>K Business awareness</p>
<p>Ways to improve the website</p> <p>Machine learning could use past data on what customers who bought one thing then went on to buy in order to suggest items for the present customer to buy</p> <p>A chatbot could answer a customer's specific questions about what they need to buy on the basis of previous customers' questions</p> <p>A chatbot could use data on typical projects such as lighting systems to suggest further items for a customer so that they have a complete of equipment to instal for their own project</p> <p>AI could learn from what customers order together in relation to projects to suggest further relevant items</p>	<p>2 per well-explained improvement, max 4</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p>	<p>B Proactivity B Adaptability</p> <p>B Proactivity B Adaptability</p> <p>B Proactivity B Adaptability</p> <p>B Proactivity B Adaptability</p>
<p>Total available marks</p> <p>Maximum full marks</p>	<p>15</p> <p>6</p>	<p>7K, 8B</p>