

6. Assessment Tasks

Assessment Task 1:

Assessment Task	Case Study: Kellogg's - Using Aims and Objectives to Create a Business Strategy
Schedule	Week 2
Outcomes Assessed	Performance Criteria: 1.2, 1.3, 2.1 Addresses some elements of required skills and knowledge as shown in the Assessment Matrix

Description:

Kellogg, founded in 1906, is one of the leading companies in the world with familiar household brand names including Kellogg's Corn Flakes, Frosted Flakes, Corn Pops, and Rice Krispies. While the company competes in the cereal market globally, it is also well placed in snacks and cookies (Keebler, Cheez-It, and Famous Amos) sector, along with convenience foods such as Eggo waffles and Nutri-Grain and Bear Naked cereal bars. Its products are sold in more than 180 countries worldwide.

Kellogg has a 42% market share of the value of the UK's breakfast cereal market. The company has developed a range of products for the segments within this market, targeted at all age groups over three years old. This includes 39 brands of cereals as well as different types of cereal bars.

This case study looks at how aims and objectives have been used to create a strategy which gives Kellogg a unique position in the minds of its consumers.

Read the attached case (Case Study: "Kellogg's - Using Aims and Objectives to Create a Business Strategy") and answer the following questions;

1. Explain what is meant by a premium brand
2. Describe the difference between an aim and an objective
3. Outline the purpose of Kellogg's work with the ASA
4. Using examples to support your answer, evaluate how Kellogg communicates and discuss how this enables it to position its brand

Allowed time: 45 minutes

Instructions:

- Read the attached case study
- Complete the analysis during an in-class designated assessment session in presence of an assessor
- Ask for help if need any clarification
- Review assessor feedback
- Improve the answers if needed
- Submit for final assessment

1. The first step in the process of creating a business plan is to conduct a market analysis. This involves researching the industry, identifying potential customers, and understanding the competitive landscape. A thorough market analysis helps you to identify opportunities and threats, and to develop a realistic business plan.

2. The second step is to develop a business model. This involves determining how your business will generate revenue and how it will manage its costs. A clear business model is essential for attracting investors and for managing the business effectively.

3. The third step is to create a marketing plan. This involves developing strategies for promoting your business and reaching your target market. A well-defined marketing plan is crucial for the success of your business.

4. The fourth step is to develop a financial plan. This involves estimating the costs of your business and determining how you will finance it. A detailed financial plan is necessary for understanding the financial viability of your business.

5. The fifth and final step is to write the business plan. This involves putting all the information you have gathered into a coherent and professional document. A well-written business plan is essential for securing funding and for guiding the growth of your business.

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Q3. Outline the purpose of Kellogg's work with the ASA. What is Kellogg's strategic focus?

Q4. Evaluate how Kellogg communicates and discuss how this enables it to position its brand. Use examples to support your answer.

Assessment Task 2:

Assessment Task	Case Study: QLD Tourism: Marketing Performance and Strategic Direction
Schedule	Week 4
Outcomes Assessed	Performance Criteria: 1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 2.4 Addresses some elements of required skills and knowledge as shown in the Assessment Matrix

Description:

Tourism Queensland is a statutory body under the Statutory Bodies Financial Arrangements Act 1982 and the Financial Accountability Act 2009. Tourism Queensland's goal is to be one of Australia's lead creative organisations, providing support to all operators and protecting and growing jobs for our industry (tq.com.au).

Tourism Queensland's primary goals are to:

- Increase leisure visitor expenditure
- Maximise market share
- Increase dispersal to benefit all Queensland regions, and
- Maximise sustainable tourism growth for the social and environmental benefit of all Queenslanders.

In this assessment task, you will be required to read and evaluate Tourism Queensland's Performance Report 2010-11; in particular its global marketing strategy and initiatives. Due to unprecedented adverse weather conditions throughout December and January, Tourism Queensland was forced to quickly re-assess its marketing activity for the second half of the year. A disaster recovery program was designed to address the widespread devastation experienced by destinations the length and breadth of the State and to achieve its critical aims.

Based on the Performance Report provided, complete the following tasks;

Visit TQ website and download its Strategic Plan, and;

- a) Describe its corporate structure
- b) Describe its purpose, mission, and values; explain how the values influence its market approach
- c) Describe TQ's vision
- d) Summarise TQ's target markets and its approach to marketing
- e) Describe the key drivers of its key strategic tourism goal for marketing and promotion
- f) Analyse performance measures and explain their effectiveness in evaluating TQ's marketing performance in your own understanding
- g) Summarise key strategies and provide your own view on their effectiveness
- h) Identify key factors impacting on the direction and performance of TQ's strategic plan
- i) Describe critical success factors for TQ and note any areas of improvement in your opinion
- j) Using the 2011 Annual report (available on TQ website), calculate Return on Assets (ROA), and percentage of marketing expenses over overall expenditures; Explain what the ratio result means
- k) Research and provide a brief (maximum 2 pages) environmental analysis of the tourism sector in Australia and potential challenges faced by TQ

Your analysis will ideally be written in a report format with appropriate headings and subheadings where needed to develop a structure. The analysis should be succinct, focussed and devoid of excessive cut-and-paste. All external sources must be cited using the Harvard Referencing System.

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Assessment Criteria

The following assessment criteria will be used for marking this assessment task. Ensure that you have addressed all of the criteria in your work;

- Used appropriate context and references for the task
- All relevant ideas, concepts, and theories covered with clear explanation, and with clear perspective and context
- Evidence of consistency, synthesis and logical presentation of concepts throughout the work
- Use of financial analysis reflect understanding and application of basic financial analysis techniques
- Used TQ's website and online resources to gather the required information
- Described TQ's purpose and mission and explained how they reflect TQ's underlying philosophy and approach to its mission
- Summarised TQ's corporate structure and outlined key departments and positions
- Explained how the organisational values underpins its approach to business
- Analysed TQ's strategic plan and summarised its vision in own words; explain how the vision aligns with its overall purpose and focus
- Provided an overview of TQ's target market and explained its market share and revenues from the given charts
- Analysed the commercial partnership as a driver of its marketing and promotion objective; the analysis presents core ideas/concepts in own words
- Analysed the aviation partnership as a driver of its marketing and promotion objective; the analysis presents core ideas/concepts in own words
- Analysed the destination marketing partnerships as a driver of its marketing and promotion objective; the analysis presents core ideas/concepts in own words
- Analysed experience development as a driver of its marketing and promotion objective; the analysis presents core ideas/concepts in own words
- Analysed the events marketing and development as a driver of its marketing and promotion objective; the analysis presents core ideas/concepts in own words
- Analysed KPIs and outcomes for the marketing and promotion objectives and explained their effectiveness in own words and understanding
- Described TQ's strategic approach and identified factors that influence its strategic direction
- Calculated and explained the ROA ratio
- Calculated the total marketing expenses in comparison to other expenditure reflecting the percentage share the company invests in its marketing efforts
- Provided an environmental scan of the tourism sector in Australia and explained how it impact's TQ's strategic position
- Cited all external references using an appropriate referencing system
- The paper is presented as a formal business document with a cover page, table of contents and a coherent structure

Submission Guidelines

Submit:

- Written paper in hard and electronic copies with an assignment cover sheet

Electronic versions of the assessment task and email/electronic submission arrangements are at further discretion of the trainer/assessor.

As this assessment task is given as a formative assessment, the trainer/assessor may provide an opportunity for corrections/improvements as a feedback. Where corrections/improvements are required, the students will be allowed to resubmit their works for marking without any academic penalty. Only two such attempts will be allowed before a final grade is decided.

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Assessment Task 3:

Assessment Task	Project: Identify Marketing Opportunities and Develop Objectives
Schedule	Due Week 9
Outcomes Assessed	Performance Criteria: 1.2, 1.3, 1.4, 1.5, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7 Addresses some elements of required skills and knowledge as shown in the Assessment Matrix

Description:

This summative task is given as a continuation of Assessment Task 3. You will be using the information gathered and analysed in Assessment Task 3 and develop marketing objectives for Tourism Queensland.

For this assessment task, you will assume the role of a Marketing Manager working for Tourism Queensland. You have been given the task to identify new marketing opportunities in the current tourism environment and develop organisational marketing objectives for a new campaign. Your trainer/assessor will play the role of your supervisor and can be consulted for advice and suggestions. Your paper should ideally cover;

- Executive Summary
- Background/Context
- Summary of the previous campaign (Performance Report 2010-2011)
- Situation Analysis (from Assessment Task3)
- New Marketing opportunities
 - External factors
 - Internal Impact
 - Costs
 - Likely Benefits
 - Risks and Contingencies
 - Feasibility for Implementation
- Marketing Goals and Objectives
- Marketing SWOT Analysis
- Key Stakeholders
- Key Performance Indicators
- Legal and Ethical Considerations

The above is a suggested structure and may be modified according to individual preferences. However, ensure that all of the points mentioned are covered in your paper.

The paper should be written as a formal business document, ideally as a proposal for management approval, with appropriate structure including a table of contents. A marketing opportunity is a newly identified process through which a firm can uniquely address need, want, or demand trend of the market. The marketing objectives are a set of achievable and measurable goals with a set timeline. As you will not have full access to the organisation's internal documents, the SWOT can be prepared based on reasonable assumptions supported by the available information on TQ's website, performance reports, and annual reports.

Students who have access to their workplace documents with due permissions from the management may complete this task based on their own organisation. Prior approval must be sought with the trainer/assessor if they wish to do so.



Assessment Criteria

The following assessment criteria will be used for marking this assessment task. Ensure that you have addressed all of the criteria in your work;

- Used appropriate context and references for the task
- All relevant ideas, concepts, and theories covered with clear explanation, and with clear perspective and context
- Evidence of consistency, synthesis and logical presentation of concepts throughout the work
- Succinctly summarised TQ's marketing performance drawn from its 2010-2011 performance report
- Provided an environmental scan of the tourism sector in Australia and explained how it impacts TQ's strategic position
- Identified factors impacting on the direction and performance of the business
- Developed a conceptual role play context and consulted with the trainer/assessor for advice and approvals emulating a real-world practice
- Executive summary provides a concise overview of the paper/proposal and its key features
- New marketing opportunities as identified are consistent with TQ's overall strategic direction and vision
- New marketing opportunities are realistic and provide a viable means of implementing them in a real-life environment
- Demonstrated a reasonable degree of research and analysis in scanning the environment and identifying new opportunities
- Each opportunity is supported by a cost-benefit analysis
- External and internal factors impacting the new opportunities are articulated with the support of examples and references
- The SWOT analysis provides an internal analysis of strengths and weaknesses and an external analysis of opportunities and threats
- Likely benefits to organisation by implementation of new opportunities is supported by valid rationale and examples/scenarios where possible
- Possible risks are identified and contingency developed to manage the risks
- Used an appropriate risk management template/technique reflecting a common business practice/approach to risk management
- Key stakeholder and internal consultation and approval process are established based on organisational structure
- Developed organisational marketing objectives based on the new opportunities
- Objectives are specific, measurable, achievable, realistic, and time bound
- KPIs are developed as measures of performance for each objective
- KPIs are realistic and within the scope of the new marketing opportunities identified
- Used both qualitative and quantitative KPIs as appropriate
- Made references to relevant legislative requirements and highlighted ethical considerations for implementation of marketing objectives
- Articulated how the marketing objectives fit within TQ's strategic approach and vision
- Cited all external references using an appropriate referencing system
- The paper is presented as a formal business document with a cover page, table of contents and a coherent structure

Submission Guidelines

Submit:

- Written paper in hard and electronic copies with an assignment cover sheet

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6. Assessment Tasks

Assessment Task 1:

Assessment Task	Review Strategic Networks: Private and Public Sectors
Schedule	Week 4
Outcomes Assessed	Performance Criteria: 1.1, 1.2, 1.3 Addresses some elements of required skills and knowledge as shown in the Assessment Matrix

Description:

Strategic networks could be a valuable source of information, expertise and competitive advantage for organisations, offering access to resources that might not be otherwise available within the organisation. Networks enable and enhance flow of information between stakeholders and may lead to important strategic partnerships and collaboration.

Growth and popularity of social media in recent times has created a new medium in strategic networking with people forming interest groups, alumni groups, professional groups and collaborative learning spaces through a number of web-based platforms.

In this assessment task, you will be required to research and compile information on at least three specific strategic networks used by private and public sectors respectively. Networks may include formal or informal networks, circulation lists, e-networks, bulletin boards, virtual communities and mailing lists. Public sector networks may differ from private sector networks as they tend to focus on a close group of internal and external stakeholders. An example of a public sector network can be found at;

<http://www.publicsector.wa.gov.au/news-events/information-sharing/discussion-networks>

Similarly, research and identify three distinctive networks for private and public sectors each and compile the following information on them;

- Type of network and its key features
- Likely stakeholders and their profile (internal and/or external)
- Strategic values and likely benefits for individual stakeholders
- Strategic values and likely benefits for organisations
- Communication methods used (e.g. forum, functions etc)
- Code of conduct or any other legal requirements (including OHS)

Please note; you do not have to restrict yourself to online networks. A large number of professional and strategic networks rely on face-to-face contacts and networking events to create added values for their members. Your research should include both online and face-to-face networks.

Prepare a word-processed report summarising each networking as per the above information/instructions. Attach any supporting documents (e.g. copies of codes of conduct, or print out of a webpage) to your report. All external sources must be cited using the Harvard Referencing system. Your trainer/assessor will provide you with referencing guidelines.

As this assessment task is given as a formative assessment, the trainer/assessor may provide an opportunity for corrections/improvements as a feedback. Where corrections/improvements are required, the students will

be allowed to resubmit their works for marking without any academic penalty. Only two such attempts will be allowed before a further assessment is made on specific learning needs of the learner. If you have any learning difficulties or constraints, discuss with your trainer/assessor at the earliest.

Assessment Criteria

The following assessment criteria will be used for marking this assessment task. Ensure that you have addressed all of the criteria in your work.

- Undertook extensive research (range of citations and references) to find and collate information on strategic networks
- Distinguished between private and public sector networks
- Identified three distinctive private sector networks and described their key features
- Identified three distinctive public sector networks and described their key features
- Identified and listed key stakeholders for each network type
- Distinction is made between internal and external stakeholders based on their specific roles and needs
- Benefits of the networks to individual as elaborated based on network type
- Benefits of the networks to organisations as elaborated based on network type
- Key strategic values are identified and discussed with the context of each network
- Networks include both online and face-to-face network with varied purposes and expectations
- Respective communication methods are identified and analysed for their effectiveness
- Identified and described relevant legal or policies requirements relating to public sector environment (including OHS)
- Identified and described relevant legal or policies requirements relating to private sector environment (including OHS)
- Complied the information in a report format with an appropriate structure and layout
- Provided additional information and references as attachments where needed
- Cited all the external sources using an appropriate referencing system

Submission Guidelines

Submit:

- A hard copy of the report with appropriate assessment cover sheet and attachments

Electronic versions of the assessment task and email/electronic submission arrangements are at further discretion of the trainer/assessor.

Assessment Task 2:

Assessment Task	Project: Establish and Maintain Strategic Networks
Schedule	Due Week 10
Outcomes Assessed	Performance Criteria: 1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, 3.4 Addresses some elements of required skills and knowledge as shown in the Assessment Matrix

Description:

Note to Trainers/Assessors: This assessment task should be handed out at the beginning of term to allow for planning and in-class project work in conjunction with respective learning sessions. Due date for the assessment can either be three separate dates for each part of the task or a final data at the end of the term. Supervised project time during learning session is highly recommended to ensure participation, consultation and originality of work.

For the purpose of this task, you may also establish an online network for the group that they can then use for completing this task. The network should have a purpose and a primary method of communication such as consultation, negotiation, information exchange, knowledge share etc. If implemented, users should be asked to comply with legal (e.g. privacy) and policy requirements (e.g. OHS, code of conduct, diversity, gender, disability etc.). All practical tasks **MUST BE COMPLETED** during designated assessment sessions.

This is an individual project task for this unit that commences at the start of the unit and progresses over the term. There are three parts of this project and each part should be completed as per the schedule discussed and agreed with the trainer/assessor.

Primarily, you will be required to establish and maintain three different types of networks for three specific purposes during the course of the unit (10 weeks). Information collected and compiled in Assessment Task1 can be useful in identifying and selecting appropriate networks. As you may have some constraints joining some of the networks (e.g. government networks and especially internal networks), consult with your trainer/assessor before you select a network.

Assume that you are working for a government agency in Victoria. Your role requires you to interact and connect with a large number of stakeholders. You have realised the importance and need for strategic networking and have accordingly selected internal and external networks to join and maintain.

Your trainer will establish one of the required networks for your group as a simulation using an online platform. You will be provided with more information on the purpose and structure of the network in the classroom. Different learners will be assigned different roles, keeping in mind a composition of a culturally diverse workforce including people with disability.

Part A: Develop a Reference Document

In this part, you will need to develop a comprehensive theory both as a justification and a guide for joining and using strategic networks.

Plan and prepare a reference document that provides a justification or rationale for selecting and joining the networks that you have identified for the purpose of this assessment task. You will also be required to research and compile information on communication and conflict resolution principles as knowledge reference for your colleagues or co-workers.

A suggested structure for your document could be;

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- Aims and Objectives
- An Overview of the Proposed Strategic Networks
- Expected Benefits and Outcomes
 - For Self
 - For the Organisation
- Perceived Strategic Values
- Key Stakeholders
- Communication Methods and Strategies
- Working in Public Sector in Victoria (legislation and protocols)
- Key legal and policy requirements (including OHS requirements)
- Key Principles
 - Interpersonal, group and inter-agency communication
 - Conflict resolution in a strategic context
 - Equal employment opportunity, equity and diversity principles
- Further Resources

This document should ideally be prepared within the first 3-4 weeks of the term to develop and reinforce the required context and knowledge for this project. All the three networks can be covered and described within each of the above headings.

Part B: Establish and Maintain Networks

In this part, you will be required to actually establish and maintain your strategic networks. From privacy point of view, you must not provide any information on unknown or new public networks that could compromise your identity or privacy. You may also use any existing known or trusted networks that you already use (e.g. membership with professional bodies, workplace intranet etc.).

YOU WILL BE ESTABLISHING/JOINING AND MAINTAIN THREE SEPARATE NETWORKS over the duration of the term, including an internal network set up by the trainer. Join the required/selected networks and in each network;

1. Download and save terms and conditions or code of conduct completed at sign-up
2. Add friends, contacts or join groups
3. Start new group or conversation or forum, as the network permits
4. Start conversations and build rapport with other members, participants
5. Contribute in existing discussions
6. Maintain and lead a healthy communication as per the communication strategy
7. Expand your network and invite others to join in
8. In the local network (created by your trainer) develop relationships and devise tangible outcomes in terms of consultation, negotiation, knowledge sharing or work procedures
9. Identify any conflict or misunderstanding occurred during the conversations
10. Take a pro-active approach to resolve conflicts and misunderstandings
11. Create or identify new and mutual opportunities through the networks

This task **MUST BE COMPLETED** during designated assessment sessions. The process of establishing, joining and maintaining the strategic networks must be observed by your assessor for marking. You will also have to provide your login details to your assessor for assessment of your work and activities with the networks.

Part C: Reflection

- At the end of term write a reflection paper based on your experience with strategic networks including;
- Your previous thoughts and perceptions on relevance and efficacy of strategic networks
- Any change(s) in your perception after maintaining the actual networks
- Key learning and development (skill, knowledge, perception or ideas) gained in the process
- Difficulties/conflicts/problems faced and resolved

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The reflection paper is focused on own experiences and learning. The reflection paper should be word processed and contained within two single-sided A4 sheets.

Assessment Criteria

The following assessment criteria will be used for marking this assessment task. Ensure that you have addressed all of the criteria in your work.

- Developed a reference document for establishing and using strategic networks
- Aims and objectives of using strategic networks are established within professional and organisational contexts
- Selection of strategic networks is relevant and consistent with the stated objectives
- Key features of each of the networks are outlined
- Expected benefits for self and organisation are articulated
- Strategic aspect of networking is established with identification of strategic values behind each of the selected networks
- Perceived benefits and strategic values are realistic and align with the stated objectives
- Identified and listed key stakeholders for each network type
- Distinction is made between internal and external stakeholders based on their specific roles and needs
- Respective communication methods are identified and analyse for their effectiveness
- Identified and described relevant legal or policies requirements relating to public sector environment (including OHS)
- Public sector legislations and protocols are researched and articulated with appropriate references
- Further resources of information are identified and listed
- Established three different types of networks for specific purposes
- Followed and completed participation and registration requirements and conditions
- Created own group, discussion or interaction and developed contacts within the networks
- Communicated mutual benefits and expanded the networks
- Approached and maintain networks according to the communication strategy and group communication principles
- Led and developed consultation, negotiation, knowledge exchange or collaboration in line with strategic objectives
- Maintained trust, courtesy and respect with network members
- Identified and created new opportunities for mutual benefit or improvements
- Adopted a rational and logical approach towards conflict resolution
- Demonstrated key conflict resolution principles in handling conflict and misunderstandings
- Exercised restraint and demonstrated understanding of diversity, gender and equal opportunity issues in communication and interaction
- Wrote a reflection paper that summarised previous and current experience in establishing and maintaining strategic networks
- The reflection paper encompasses the breadth of experience in this project and includes key learning and development

Submission Guidelines

Submit:

- A hard copy of the reference document with appropriate assessment cover sheet and attachments
- Login details of your strategic networks
- Print out of any communications or important references, opportunities or incidents
- A hard copy of the reflection paper with appropriate assessment cover sheet and attachments

Electronic versions of the assessment task and email/electronic submission arrangements are at further discretion of the trainer/assessor.