

APPLYING JUDGEMENT

R1.AJ.1 Evaluation of revenue analysis

- (5%) price rise passed on for BB/A&S
- BV volume: increase in BB / decrease in WB
- BV: WB increased costs not passed on to customers
- MG: volume maintained only by reducing prices
- MG: mktg of reduced sugar not working/slowed decline
- A&S: volume up / new customers / diversifying products

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R1.AJ.2 Evaluation of COS/GP/OP analysis

- Ingredients: cost incs due to supply/demand/weather
- Labour/prod'n: reason for inc eg A&S labour intensive
- Mix: inc in high GP% A&S offset by fall in MG GP%
- MG GP%: falling prices and increasing costs
- DL OP/OP%: unsustainable / critical level / close to B/E
- Overheads: reason for change eg MG mktg campaign

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R1.AJ.3 Evaluation/recs on inventory issues

- Quantify error ASAP / update Y/E accounts for bank
- OP near B/E more worrying than missed 50% D:E ratio
- Prepare Oct (improved?) accounts / eg order book, CF
- Discuss honestly with bank / cannot rely on friendship
- Breach: bank withdraw finance / change terms / monitor
- Make plans for refinancing in case bank recalls loan

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CONCLUSIONS AND RECOMMENDATIONS

R1.CR.1 Draws conclusions (under a heading)

- Revenue: qualitative comment on DL/BV/MG/A&S with fig
- COS/GP/GP%: qualitative comment DL/BV/MG/A&S with fig
- OP/OP%: unsustainable / critical level / close to B/E
- Concludes that inventory issue breaches covenants

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R1.CR.2 Makes recommendations

- Further analysis by revenue stream / further cost analysis
- Concentrate on high GP% A&S stream/BB
- Consider future of MG stream
- Must negotiate with customers to pass on cost increases
- Investigate reason for IT error / confirm error has been fixed
- Other commercial recommendations

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CC	
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NA	
Total	11

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