

summative

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BPP Coursework Cover Sheet

Please use the table below as your cover sheet for the 1st page of the submission. The sheet should be before the cover/title page of your submission.

Programme	MSc Management
Module name	Consultancy Project Proposal
Student Reference Number (SRN)	BP0319248
Report/Assignment Title	Summative
Date of Submission <i>(Please attach the confirmation of any extension received)</i>	27 October 2025
Declaration of Original Work:	
<p>I hereby declare that I have read and understood BPP's regulations on plagiarism and that this is my original work, and that I have researched, undertaken, completed and submitted in accordance with the requirements of BPP School of Business.</p> <p>I declare that where I have used any AI tools, it was for the following reasons (highlight as appropriate):</p> <ul style="list-style-type: none">o To review a drafto To correct language errorso Other (please describe) <p>I have copied & retained for BPP University's reference, all AI prompts used in the creation of AI content and all AI-generated responses in support of my assignment and attached relevant evidence in the appendices.</p> <p>I understand that I may be required to participate in a <i>viva voce</i>, where I will be questioned on any aspect of my assignment, including key concepts, theories, examples used, & any sources included.</p> <p>The word count, excluding contents table, bibliography and appendices, is 1494 words.</p> <p>Student Reference Number: BP0319248 Date: 27 October 2025</p>	

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Please note, submission is your declaration you are fit to sit.

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BPP School of Business

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List of Abbreviations

Abbreviation	Full Form / Meaning
FDI	Foreign Direct Investment
ESG	Environmental, Social, and Governance
SDG	Sustainable Development Goals
SADC	Southern African Development Community

1 Introduction

Unilever, a global FMCG leader with brands spanning beauty, home care, and food, serves over 3.4 billion consumers across 190+ countries. Despite a 2024 turnover of €60.8 billion and €9.4 billion in operating profit, the company faces challenges from fluctuating volumes, shrinking margins, and rising sustainability demands. External pressures like geopolitical instability, inflation, and shifts toward digital and eco-conscious consumption further strain performance (Hu, and Zeng, 2024). This consultancy project critically examines Unilever's strategic and operational issues declining profitability, sustainability transition, and digital engagement. Using quantitative methods such as surveys and data modeling, the proposal aims to identify actionable strategies for restoring long-term growth.

2 Task 2: Identify the research aim and objectives and provide application of research methodology

2.1 Research Aim and Objectives

A. Research Aim

The objectives of the proposed consultancy project are to critically assess the decreasing profitability and operational efficiency of Unilever by quantitatively analyzing the financial and performance indices of the company, with a special focus on sustainability investment and the effectiveness of digital marketing.

B. Research Objectives

1. To quantitatively assess the relationship between Unilever's marketing expenditure and sales growth from 2015–2024.
2. To evaluate the financial implications of Unilever's sustainability initiatives on profitability and operational costs.
3. To analyse how digital transformation affects Unilever's market competitiveness and long-term financial resilience.

2.2 Research Questions

1. How does increased marketing and brand investment correlate with sales volume and profitability in Unilever?
2. To what extent has sustainability investment influenced Unilever's cost efficiency and margins?

3. What is the measurable impact of Unilever's digital engagement strategies on financial performance?

These questions provide a framework for statistical testing and quantitative modelling using financial and market data derived from Unilever's reports and primary survey data.

2.3 Research Methodology:

The ⁴ research design followed in this study is a quantitative research design to investigate the correlation of sustainability, digital transformation, and profitability at Unilever. Both primary and secondary sources will be used to gather data to have an all-inclusive understanding. The primary data will be collected via an organized online questionnaire that shall be administered to 200 Unilever employees and managers working in the marketing, finance, and sustainability departments. The survey will be carried out with the help of a five-point Likert scale to describe opinions on the influence of sustainability practices and digital transformation on profitability. The stratified random sampling method will mean that there is equal representation in the various departments and that there is reduced bias and maximizes accuracy of the results.

The secondary data will be obtained based on the financial reports, sustainability reports, and annual publications of Unilever in the year 2015 to 2024. ⁵ The analysis of the data will be performed with the help of SPSS and Microsoft Excel with the use of descriptive statistics, correlation, and regression analysis to test hypotheses.

3 Task 3: Develop a research plan and explain ethical considerations

3.1 Data Collection

The ⁶ research proposal will use quantitative research methodology to research the impacts of sustainability and digital transformation on profitability at Unilever. Quantitative research will be suitable since it will enable the conversion of attitudes and performance measures into numerical statistics that can be statistically tested (Mohajan, 2020). The research will utilize secondary and primary data to give a full and valid image.

The primary data will be collected using structured online survey to the Unilever employees and managers in the marketing, sustainability and finance departments. The questions in the survey will be closed-ended with a five-point Likert scale that will enable straightforward measurement of the opinions concerning the connection between sustainability initiatives and profitability. The stratified random sampling technique will be used since 100 respondents are going to be chosen to

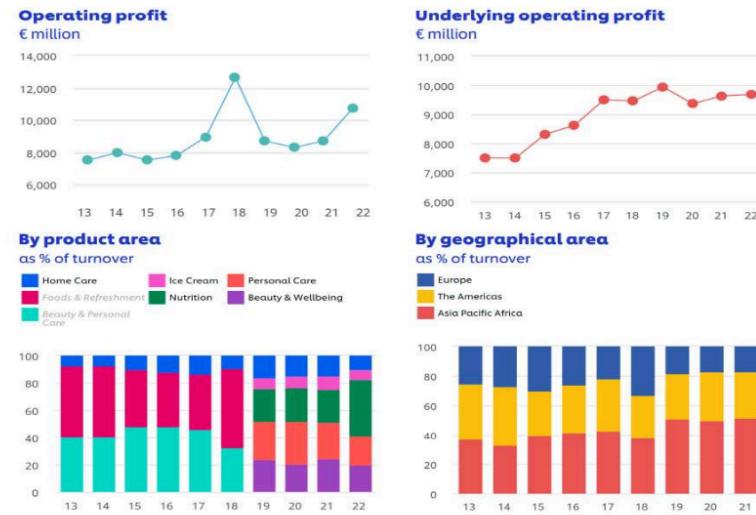
be representative of all departments and management levels. This increases precision and minimizes bias and thus the results are statistically valid.

The secondary data will be based on the official financial statements, sustainability reports, and annual disclosures of Unilever. These will encompass important points like the level of profitability, investment in marketing as well as sustainability. Triangulation of the two types of data will enhance the validity and suitability of the research, as Ramos, Luiz and Márcia (2020) noted that such a combination of quantitative data and business analytics enhances the quality of performance measurements.

3.2 Data Analysis

The SPSS and Microsoft Excel will be used to analyse the data as they are appropriate in quantitative business research. To begin with, analysis will commence with descriptive statistics as mean, median, and standard deviation to describe the important trends in the data.

Second, the data will be tested with the help of inferential statistics to test the hypothesis about the relationships between profitability, sustainability, and digital transformation. The results of the correlation analysis will be used to ³ determine the degree and direction of the relationship among such variables as sustainability spending, marketing costs, and profit margins. The effect of changes in these factors on the outcomes of profitability will then be predicted using regression models. According to Ramos et al. (2020), these analytical tools are needed, to correlate organizational strategies and quantifiable outcomes, to minimize the subjectivity inherent in most business decisions.



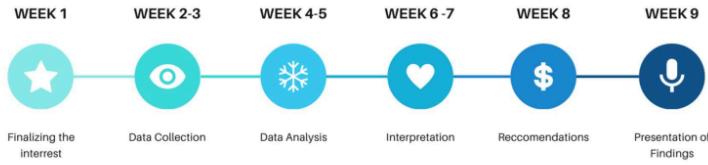
Source: <https://www.unilever.com/files/7b16737e-82ce-45dc-91b3-98a56ffdb5fa/unilever-charts-2013-to-2022.pdf>

T-tests and ANOVA will be used to further delve into the differences between the departments. As illustrated by Yousef (2013), these techniques enable researchers to establish considerable differences and correlations in groups. Lastly, the results will be presented visually in formats of graphs, charts, and tables, in the manner of results presentation at Unilever. This assists in achieving clarity and consistency with the way the company presents performance trends.

3.3 Time Frame

The study will be conducted over eight weeks: two weeks for data collection, three for analysis, two for interpretation, and one for final recommendations.

UNILIVER PROJECT TIMELINE



3.4 Ethical Considerations

The ethical integrity of any research to be conducted in a corporate environment is strict. In this paper, the data confidentiality, voluntary respondents, and informed consent will be secured, and the purpose of the research will be properly described, and the respondents will remain anonymous (Powell, 2019). None of the personal financial information belonging to Unilever will be disclosed without permission. The paper shall adhere to the standards of GDPR whereby all personal data shall be stored and anonymized. There should be transparency in data interpretation- it is unethical to manipulate the results to have good results. Objective reporting will be done to give all the statistical outcomes, both in support and contradiction. Ethical norms are applicable to secondary data, which will be referenced accordingly and presented equally.

3.5 2 Research Plan

Consultancy Project PROPOSAL: STRATEGIC AND DIGITAL TRANSFORMATION CHALLENGES AT UNILEVER

Introduction

Unilever is one of the largest global FMCG companies, serving over 3.4 billion consumers across more than 190 countries. Despite its strong market presence and €60.8 billion turnover in 2024, Unilever's profitability has declined due to inflation, rising production costs, and a slow digital transformation. The company faces the dual challenge of maintaining profitability while advancing sustainability and adapting to digital shifts in consumer behavior. This research plan aims to provide a structured, quantitative framework for assessing how sustainability investments and digital transformation strategies affect Unilever's financial performance.

Research Aim and Objectives

To analyse the quantitative relationship between Unilever's sustainability, marketing, and digital investments and profitability.

Objectives

1. To quantitatively assess the relationship between Unilever's marketing expenditure and sales growth from 2015–2024.
2. To evaluate the financial implications of Unilever's sustainability initiatives on profitability and operational costs.
3. To analyse how digital transformation affects Unilever's market competitiveness and long-term financial resilience.

Key Organizational Challenges

Declining Profitability	Sustainability Pressure	Digital Underperformance
<p></p> <p>Operating margin dropped from 17.9% (2022) to 15.5% (2024); marketing cost rise not matched by volume growth. Overreliance on pricing threatens market share.</p>	<p></p> <p>Green initiatives align with SDGs but strain finances; R&D stagnant at 1.6% turnover; debt of €24.5bn limits flexibility.</p>	<p></p> <p>Direct-to-consumer <10% of revenue despite 33% marketing spend rise; lacks data-driven marketing and AI use. In 2024 Net profit margins went down to 9.5% (as compared to 12.7% in 2022)</p>

Methodology

Primary Data: Online survey of 200 Unilever managers and employees across marketing, finance, and sustainability using a five-point Likert scale on sustainability, digital adoption, and profitability. Stratified random sampling ensures balanced representation.

Secondary Data: Unilever's financial and sustainability reports (2015–2024) covering marketing spend, profit margins, sustainability costs, and sales growth to enhance reliability and validity.

Project Timeline

WEEK 1: Finding the interest

WEEK 2-3: Data Collection

WEEK 4-5: Data Analysis

WEEK 6-7: Interpretation

WEEK 8: Recommendations

WEEK 9: Presentation of Findings

References

- Chang Y (2025) Advances in Economics Management and Political Science, 14(1), pp. 103–110.
- Kumar U et al. (2022) International Journal of Scientific Research in Engineering and Management, 9(4), pp. 1–9.
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- Ramos A, Luiz F and Márcia C (2020) Springer Proceedings in Mathematics & Statistics, pp. 357–365.
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Reflection

While synthesising the proposal, a key challenge was aligning Unilever's sustainability data with financial KPIs, as figures were reported in different formats. Balancing academic evidence with real-world company data required critical judgement to maintain accuracy and objectivity.

Ethical Considerations

- Ethical Considerations:** Participants will be informed of the research purpose and consent will be obtained before survey participation. All data will be anonymised in line with GDPR standards. Results will be reported objectively without manipulation, and all secondary sources will be properly cited to ensure integrity. These measures uphold the principles of honesty, confidentiality, and objectivity (Powell, 2019).

4 Task 4: Provide a well-structured proposal addressing the selected challenges

This consultancy proposal incorporates the challenges named above, including diminishing profitability, sustainability inefficiencies, and digital underperformance, by means of a logical quantitative research design. This matching the research aim, objectives and methodology makes sure that every issue is solved by use of measurable evidence. Through statistical analysis of the marketing and sustainability investments of Unilever, the project helps close the divide between operational and strategic decision-making. This well-organized method shows how evidence-based research can help Unilever in achieving profitability and long-term sustainable change.

4.1 Consumer Engagement and Digital Transition

Unilever is failing to cope with the digitization and customer connectivity as consumers are moving online. Although there is a 33% increase in marketing expenditure between 2020 and 2024, direct-to-consumer sales amount to less than 10% of total revenue with poor digital performance. It is a complex organization with a large structure that retards innovation in information-driven marketing and AI personalization and is not as nimble as its rivals such as Procter and Gamble. Kumar et al. (2025) found that predictive analytics, social media marketing, and e-commerce are the technologies used by successful companies in the FMCG to reinstate the engagement and enhance the sales. Competitors, such as Procter & Gamble, have centralized decision-making to incorporate AI-based analytics, but hierarchical Unilever model slows down the shift to data-driven marketing. This organizational sluggishness makes it less responsive to consumer insights, which have a direct effect on customer interaction and profitability. The gap can be resolved by strategically embedding sustainability measures in digital and financial dashboards, which allows making evidence-based decisions to assure the balanced ethical impact and profitability (Chang, 2025).

5 Conclusion

The present consulting proposal is an evaluation by quantitative analysis of the financial and strategic challenges facing Unilever. The major challenges are reduced margins, insufficient long-term sustainability investments, and poor digital integration, which pose a threat to competitiveness in the long run. The proposed research will be based on empirical evaluation of the effect of investment allocation on profitability and growth by the financial trend analysis and poll of stakeholders. The results of the findings will point Unilever to information-based strategies that maximize expenditure in sustainability, marketing, and innovation. Through effective

statistical procedures, the research will quantify the efficiency and returns on shareholders through targeted investments. Finally, Unilever should use its size and information to create a performance model that would balance profit and sustainability.

6 Reference list

- Chang, Y. (2025) ‘Comparative Analysis of Investment Opportunities in the Consumer Goods Industry: Procter & Gamble, Unilever, Colgate-Palmolive, and Kimberly-Clark’, *Advances in Economics Management and Political Sciences*, 145(1), pp. 103–110. Available at: <https://doi.org/10.54254/2754-1169/2024.LD19032>.
- Hu, Y. and Zeng, Y., 2024. Achieving sustainable operations: challenges, countermeasures, and the case of Unilever. In SHS Web of Conferences (Vol. 181, p. 01036). EDP Sciences. https://www.shs-conferences.org/articles/shsconf/pdf/2024/01/shsconf_icdeba2023_01036.pdf
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summative

ORIGINALITY REPORT

22%

SIMILARITY INDEX

21%

INTERNET SOURCES

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PUBLICATIONS

20%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Higher Education Commission Pakistan	14%
2	Submitted to BPP College of Professional Studies Limited	6%
3	extranet ogs edu	1%
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FINAL GRADE

GENERAL COMMENTS

45 /100

General feedback information:

Please note that all marks and grades, including those that are subject to PAM enquiries, are "provisional" until they have approved by the board.

Have a positive mindset and review all feedback constructively.

Analyse the feedback from the marker as well as "areas for improvement".

If the marks are not recorded on TII, there may be an issue with your submission, and you will soon receive an email notification from Academic Integrity with further information.

What you did well:

*) Satisfactory research aim, objectives, and research questions although they are not connected to the introduction because you haven't explained what challenges exactly the company is dealing with

*) Satisfactory ethics discussion

*) Satisfactory poster

Areas for improvement:

*) Limited description of chosen organisation

*) No discussion of relevant current challenges (if we don't properly describe the challenges we cannot establish the research questions/problems to solve)

*) You have mentioned using primary data for this proposal - this is wrong, we are only using secondary

data

You could have provided an introduction to qualitative vs quantitative research to start the methods section before looking at the specifics for this proposal

*) Very limited range of references - it is always better to have more, rather than fewer, references

Please ensure to carefully read the instructions next time, and do exactly what is required by the brief

Recommended next steps to help you successfully complete the module:

Revisit the Assessment Brief and ensure you clearly understand the requirements for all the elements of each task.

Review all sections/topics that require improvement and carefully study the respective Topic Workbooks, associated course notes and review the end of module revision session video.

Make use of the weekly "Module Leader Drop-In" sessions, to engage with your module leader to seek advice and clarity on the assessment. The details of these "drop-in" sessions, is posted in the Forum section of your module accessed via the Hub. If in doubt, email your tutor or module leader.

To book a meeting with the Academic Support Tutors please use the Student Query Form on The Hub: Student Query; Query Type: My Assessment Results and Feedback", Sub Query type: "I have question about my assessments feedback." In the description, explain that you would like to speak to an Academic Support Tutor.

To book a meeting with the English Support Tutors please use the Student Query Form on The Hub: Student Query; Query Type: Attendance, Engagement and Learning Support", Sub Query type: "I need further support with my studies." In the description, explain that you would like to speak to an English Support Tutor.

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RUBRIC: CPP STEP MARKING RUBRIC

LO1	Fail (0-39%)
.	LO1: Critically discuss a current organisational issue or business challenge
FAIL (0-39%)	Weak and incorrect discussions on the chosen organisation. The selected organisation is not appropriate. Lacks exploration of any current challenge(s) or the challenge(s) are not relevant. Outdated sources are used as evidence.
LOW FAIL (40-49%)	Limited identification and discussion of current challenges. Challenges are not supported by recent sources i.e. current or previous year. Limited knowledge and appreciation of the background of the selected organisation. Limited critical discussion is present when discussing the challenges.
PASS (50-59%)	Some current challenge(s) are identified however the discussion lacks elements of criticality. Satisfactory academic/intellectual skills. Satisfactory evidence is used for the discussions. Satisfactory approach which demonstrates some awareness of the organisational background.
MERIT (60-69%)	Good knowledge base, exploring the context of the selected organisation. Good critical discussion of current challenges which clearly link to current affairs/ news events/ Sustainability Development Goals. Good critical discussion is provided, supported with citations. Good evidence is provided to support your discussions.
DISTINCTION (70-79%)	Excellent knowledge of the selected organisation's background with evidence of extensive research. Detailed presentation and critical exploration of challenges which clearly link to current affairs/ news events/ Sustainability Development Goals and these are connected to the research aim/ objectives/ questions. Excellent evidence is provided to support your discussions and demonstrates thorough evidence of external reading.
HIGH DISTINCTION (80-100%)	Outstanding knowledge of the selected organisation's background with evidence of extensive research. Outstanding knowledge base, exploring and critically analysing challenges. Multiple links provided to current affairs/ news events/ Sustainability Development Goals as well as outstanding links to the research aim/ objectives/ questions. Extensive use of a wide range of sources demonstrating strong evidence of research and external reading. The submission can be used as an outstanding exemplar.
LO2	Low Fail (40-49%)
.	LO2: Identify and articulate research aims and objectives and apply relevant research methodology to a selected organisational issue or business challenge.
FAIL (0-39%)	Weak research aim and objectives identified. Weak knowledge and application of research methodology with no links to the selected challenges.
LOW FAIL (40-49%)	Limited presentation of the research aim and objectives and these lack clarity and focus. Demonstrates limited awareness and application of research methodologies and no links to the challenges (minimum of one and the maximum of three challenges). Demonstrates limited evidence of external reading and research.
PASS (50-59%)	Satisfactory work with identification of one research aim, and three objectives. Demonstrates satisfactory awareness and application of research methodologies relevant to the selected challenges (minimum of one and the maximum of three challenges). Satisfactory evidence is used in the discussions.
MERIT (60-69%)	Well-written research aim, three objectives and research question(s) provided which logically link to one another. Demonstrates solid awareness and application of research methodologies, clearly linked to the selected challenges (minimum of one and the maximum of three challenges). Good evidence and examples are used to support the application.
DISTINCTION (70-79%)	Excellent approach demonstrated when outlining the research aim, three objectives and questions which are coherent and logical. Demonstrates excellent awareness

	and application of research methodologies, clearly linked to the selected challenges (minimum of one and the maximum of three challenges). Shows evidence of strong critical thinking skills. An excellent range of evidence/ examples are used.
HIGH DISTINCTION (80-100%)	Detailed and precise approach demonstrated when outlining the research aim, three objectives and questions. Demonstrates outstanding awareness and application of research methodologies with outstanding links to the selected challenges (minimum of one and the maximum of three challenges). Outstanding critical thinking skills presented. Demonstrates outstanding evidence of research and external reading and provides outstanding evidence/ examples. The submission can be used as an outstanding exemplar.

LO3	Pass (50-59%)
LO3: Develop a coherent and feasible research plan using appropriate research methods including ethical considerations	

FAIL (0-39%)	Provides no ethical considerations in the proposal, supported with no literature. The discussion shows no links to secondary data collection. There is lack of methods used including descriptive statistics. The poster demonstrates weak data presentation and analysis skills. All visuals (images, graphs, charts, tables) are incorrect, irrelevant, lacking clear, concise use of language.
LOW FAIL (40-49%)	Ethical considerations are partly acknowledged in the proposal, supported with no literature. The discussion shows limited links to secondary data collection. There is some use of methods including descriptive statistics but it is inappropriate and insufficiently explained. The poster demonstrates limited data presentation and analysis skills. Most visuals (images, graphs, charts, tables) are incorrect, irrelevant, lacking clear, concise use of language.
PASS (50-59%)	Acknowledges some ethical considerations in the proposal, supported with some literature. The discussion is linked to secondary data collection. Some use of methods including descriptive statistics that is appropriate and sufficiently explained. The poster demonstrates satisfactory data presentation and analysis skills. Most visuals (images, graphs, charts, tables) are correct, relevant with clear, concise use of language.
MERIT (60-69%)	Acknowledges a range of ethical considerations in the proposal, supported with a range of literature. Good use of methods including descriptive statistics that is appropriate and sufficiently explained. The poster includes a well-presented research plan, and good data analysis and data presentation skills demonstrated. All visuals (images, graphs, charts, tables) are correct, relevant, with clear, concise use of language.
DISTINCTION (70-79%)	Presents a thorough approach to ethical considerations in the proposal, supported with a wide range of literature. Excellent use of methods beyond descriptive statistics that is appropriate and well-explained. The poster includes an excellent research plan, strong data analysis and data presentation skills demonstrated. All visuals (images, graphs, charts, tables) are correct, relevant, with clear, concise use of language and effectively used to support the proposal.
HIGH DISTINCTION (80-100%)	Presents a thorough approach to ethical considerations and how they can be addressed in the proposal, supported with a wide range of literature. Outstanding use of methods beyond descriptive statistics that is appropriate and well-explained. The poster includes an outstanding research plan presented, exemplary data analysis and data presentation skills demonstrated. All visuals (images, graphs, charts, tables) are correct, relevant, with clear, concise use of language and outstandingly used to support the proposal. The submission can be used as an outstanding exemplar.

LO4	Pass (50-59%)
LO4: Create a professional and well-structured project proposal addressing a current organisational issue or business challenge.	

FAIL (0-39%)	Demonstrates no or weak evidence of critically organising and synthesising information in the proposal. No or weak links are provided to the selected challenges. The poster demonstrates weak or no reflection on the student's challenges of synthesising information. Poster lacks research purpose/focus addressing current organisation issues and business challenges.
LOW FAIL (40-49%)	Demonstrates limited evidence of critically organising and synthesising information in the proposal. Limited links are provided to the selected challenges throughout the proposal. The poster demonstrates limited reflection on the student's challenges of synthesising information. Research purpose/focus addressing current organisation issues and business challenges is not clearly stated.
PASS (50-59%)	Demonstrates satisfactory evidence of critically organising and synthesising information in the proposal. Discussions are based on relevant and recent sources, and some links to the selected challenges are shown throughout the proposal. The poster demonstrates satisfactory reflection on the student's challenges of synthesising information. Research purpose/focus addressing current organisation issues and business challenges is clearly stated.
MERIT (60-69%)	Demonstrates good evidence of critically organising and synthesising information in the proposal. Multiple clear links are presented to the selected challenges throughout the proposal. The poster demonstrates good reflective practice on the student's challenges of synthesising information. Research purpose/focus addressing current organisation issues and business challenges is clearly stated and understandable.
DISTINCTION (70-79%)	Demonstrates excellent evidence of critically organising and synthesising information in the proposal. Excellent connections are provided to the selected challenges. The poster demonstrates excellent skills of reflection on the student's challenges of synthesising information. Research purpose/focus addressing current organisation issues and business challenges is clearly stated, understandable and well-defined.
HIGH DISTINCTION (80-100%)	Demonstrates outstanding evidence of critically organising and synthesising information in the proposal. Outstanding connections are provided to the selected challenges. The poster demonstrates outstanding reflective practice on the student's challenges of synthesising information. Research purpose/focus addressing current organisation issues and business challenges is clearly stated, understandable, well-defined and original. The submission can be used as an outstanding exemplar.

ACADEMIC SKIL	Pass (50-59%)
.	Academic Skills
FAIL (0-39%)	Inadequate or weak academic/intellectual skills with many difficulties. Demonstrates weak evidence of research skills and uses outdated sources.
LOW FAIL (40-49%)	Limited academic/intellectual skills. Demonstrates limited personal reflection and evidence-based critique. Limited evidence of research and external reading and/or uses outdated sources as evidence.
PASS (50-59%)	Satisfactory academic/intellectual skills. Satisfactory reflection and judgements forming from evidence-based critique. Satisfactory research skills using relevant and recent sources to support the discussions.
MERIT (60-69%)	Good academic/intellectual skills. Demonstrates good intellectual originality and imagination. Good research skills using a range of credible, recent and relevant sources.
DISTINCTION (70-79%)	Excellent academic/intellectual skills. Excellent research skills drawing on a wide range of external sources and excellent evidence of external reading.
HIGH DISTINCTION (80-100%)	Outstanding academic/intellectual skills. Outstanding research skills and exemplary evidence of external reading and research.

STRUCTURE AND	Pass (50-59%)
.	Structure and References

FAIL (0-39%)	No references or weak use of Harvard referencing method with errors or inconsistencies. Inadequate structure, expression and significant faults in the presentation. Inadequate conclusion is provided with no links to insights in the proposal and the poster.
LOW FAIL (40-49%)	Limited use of Harvard referencing method with minor errors. Limited structure and expression, with some faults in the presentation. Limited conclusion is provided with unclear links to key insights in the proposal and the poster.
PASS (50-59%)	Satisfactory use of the Harvard referencing method with appropriate references. Satisfactory structure, expression and presentation. Appropriate conclusion is provided with some links to key insights in the proposal and the poster.
MERIT (60-69%)	Good use of Harvard referencing. Well-structured layout and accurate expression. Good writing skills adapted to suit all situations and audiences. Demonstrates good presentation skills. Good conclusion is provided which summarises key insights from the proposal and the poster.
DISTINCTION (70-79%)	Excellent use of the Harvard referencing method. Excellent structure and layout, as well as accurate expression. Excellent writing skills adapted to suit all situations and audiences. Evidence of excellent presentation skills with no or very minor faults. Excellent conclusion is provided which summarises key insights from the proposal and the poster.
HIGH DISTINCTION (80-100%)	Outstanding use of the Harvard referencing method. Wide use of journals articles, company reports and the latest research. Outstanding structure and layout with exemplary expression. Outstanding writing skills adapted to suit all situations and audiences. Exemplary presentation skills with no faults. Exemplary conclusion is provided which summarises key insights from the proposal and the poster.

OVERALL GRADE	Low Fail (40-49%)
Overall Grade	
FAIL (0-39%)	Your submission demonstrates a weak understanding of key components of a consultancy project proposal. Your proposal contains significant errors and is disorganised. It also lacks critical thinking or evidence-based support. Your submission fails to include a poster or poster contains significant errors.
LOW FAIL (40-49%)	Your submission demonstrates a limited understanding of key components of a consultancy project proposal. Your proposal contains some errors and is unclear in many places. It also lacks critical thinking or evidence-based support. Your submission fails to include a poster or poster is unclear and disorganised.
PASS (50-59%)	Your submission demonstrates a satisfactory understanding of key components of a consultancy project proposal. It is clear and includes some evidence-based support. Your submission includes a poster that is clear and organised. In places, your submission lacks critical thinking.
MERIT (60-69%)	Your submission demonstrates a good understanding of key components of a consultancy project proposal. It is clear and includes evidence-based support as well as critical thinking. Your submission includes a poster that is well-organised and visually appealing.
DISTINCTION (70-79%)	Your submission demonstrates an excellent understanding of key components of a consultancy project proposal. It includes evidence-based support, critical thinking and an in-depth understanding. Your submission includes a poster that is well-organised, visually appealing and effectively communicates the purpose of your research.
HIGH DISTINCTION (80-100%)	Your submission demonstrates an exceptional understanding of key components of a consultancy project proposal. It shows critical thinking and originality. Your submission includes a poster that communicates the purpose of your research with extensive clarity, conciseness and originality.