

2023 EY
Online Assessment

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Consumer Perspective (Question 1~4)

Video Material

A: "The story of our growth, really, over the last few years centres around our changing relationship with our customers. We started with one van, and then two, and then five. And now we coming up and plugged into all the major delivery technologies."

B: "Most suppliers surprised the most was how easy it was to move from purely vending to being able to accommodate online orders, in a six-month, from going from purely street vending into being able to accommodate online orders, we found a vast majority of customer interactions suddenly very quickly became digital ones."

C: "And the preference for traditional face to face interaction fell to small, small minority of our customers."

B: "Highlights the importance of a comprehensive digital presence for start our company in our industry and another sectors I'm sure, but I am really in two minds about it, how it feel about it."

A: "He doesn't like change."

B: "That's unfair. I come from this world, okay, people meeting in person, enjoying the great food, the atmospheres, the hospitality. I think we serve customers better with a human face. For me that makes a better, more enjoyable experience."

D: "Do you customers agreed with?"

A: "I supposed in a way they do, and but with digital interactions for something that so new to us, and also has incredible customer satisfaction results. And I think that online and face-to-face interactions will have equal customer satisfaction figures very very strong."

C: "I think that stability is what is important right now, and your business, in a noising market place, needs being able to reach potential customers on every platform available."

B: "That's true. Of course. The challenge is always going to be how many of those interactions are real sales ok. Face-to-face interaction, having a customer in front of you, still accounts for us, the large number of final sales. And as long as I can continue to be the case, I'm gonna stick to my opinion – that promoting a human interaction is better for Get Food Now than encouraging our customers to order online."

D: "Yes thank you welcome coming."

1. After finishing her calculations, Mira realised that the data she was using was not the most up-to-date data. She needs to correct this mistake by the end of the day.

How would you feel in this situation?

Please rank the options below, with 1 being how you are MOST likely to feel and 5 being how you are LEAST likely to feel.

1	You would not feel worried as you enjoy being flexible, and you are confident that you can get the corrections done in time.	A
2	You would feel committed as you need to identify what the changes mean for the report, so you know where to dedicate your time.	E
3	You would feel calm because you know changing circumstances are inevitable, and this will not stop you from delivering what is needed.	C
4	You would feel focused as you know the change was unanticipated, and you will make the necessary amendments.	B
5	You would feel concerned as you do not want to have to make a late change that might have an impact on the quality of your work.	D

2. Mira has been negotiating a deal with a new supplier that would secure the ingredients Get Food Now needs to launch in a new region.

The supplier has provided a report into the region to support Mira in making a decision, as the deal is at risk if it cannot be agreed by the end of the week.

How would you proceed if you were in Mira's position?

Please rank the options below, with 1 being what you are Most Likely to do and 5 being what you are LEAST likely to do.

1	You would identify key areas and conduct your own research. You want to prioritise the areas that have the clearest relevance.	E
2	You would personally gather as much information as possible. You naturally want all of the facts to base your decision on.	D
3	You would identify a few topics at random to look at yourself. You want to confirm that the information you have been given is accurate.	C
4	You would ask a colleague to conduct independent research of their own. You would value extra information to support your decision.	A
5	You would take advantage of the information provided by the supplier. You want to ensure that the deal is not put at risk.	B

3. Shortly before a strategy meeting, Mira reads an article about an online supplier of self-care products. Though the article discusses customer interaction trends, it may not be immediately relevant to Get Food Now.

If you were in Mira's position, what would you do with this information.

Please rank the options below, with 1 being what you are Most Likely to do and 5 being what you are LEAST likely to do.

1	You share the key points of the article and invite discussion. Though you may not be an expert on the topic, you enjoy applying new information.	B
2	You summarise the article for the team's awareness. Though it might not be completely relevant, you believe it will still have value.	A
3	You make a note of the key points to share and direct the team to the article if they would like more information.	D
4	You mention it briefly during the meeting. You would prefer to have more time to decide if it relevant to your situation.	E
5	You prefer to save what you have read for a later meeting, where it might be more relevant. You would prefer to focus on more valuable topics.	C

4. Mira is working with Harry and Ineta to create new marketing content for Get Food Now, which will be used next month. Ineta was finalizing all social media posts for the end of the week but has been taken ill and will not returning to work unit next week.

Please rank the options below, with 1 being what approach you are Most Likely to take and 5 being what approach you are LEAST likely to take.

1	You would try to be involved as much as possible while working on your own tasks for the launch. You are keen for the posts to be finalised quickly.	C
2	Though they are not needed immediately, you would take an active role in finalising all social media posts. You want to ensure that the work is delivered when required.	D
3	You would share your general thoughts on the posts and content but feel that Ineta knows best. You are happy to let Harry decide in Ineta's absence.	A
4	You would ask Harry if he has any ideas about the posts. You would prefer to split the additional tasks as it was not your responsibility to begin with.	E
5	You would trust that Ineta will be able to complete it quickly once she returns. You do not want to interfere with the work someone else was leading on.	B

Business Perspective (Question 5~9)

Video Material

A: "The first thing first, what do we mean by virtual working?"

B: "Quite simply, it means working in a way that's not based in one physical location. Likely just be a self-employed person working from home. But nowadays we see real growing companies using teams of people who geographically spread out, sometimes even across the world.

A: "Our first question is from Angela Red. 'I can see what's in it for me, but how do I convince my boss that the company benefit too'."

B: "Well. I think for companies, it's about getting people to work smarter, given people the flexibility to work in a way that really help productivity. But there's lots evidences, in a most recent research, suggests that two thirds of people who work remotely certainly make the more productive. And it can really help them out as people feel trusted to get things done. And it can even be a cost incentive for businesses, they can save in terms of office space, the farmer company, Fontana for instance, saved over 78 million dollars in office space, because nearly a half of its people work remotely now."

A: "Sounds great, but there must be challenges for companies to do this."

B: "I'm sure. I mean firstly there is a communications issue, if you got a team that only together certain times, and they need to be talking a lot, make sure they aware of what's going on, who is doing what, where they are in terms of meeting objectives, and you need good managers too, who can stand top of everything."

A: "Is remote working right for everyone though?"

B: "Well not. I mean some people might be suited to it while others really do need the structure, being in office space, and for some role it's not possible. I mean for others they can really improve the quality of life."

A: "Useful. Interesting stuff. Thank you for joining us today."

5. What approach would you take to identify possible skill gaps in an organisation?

Please rank the options below, with 1 being what approach you are MOST likely to take and 5 being what approach you are LEAST likely to take.

1	Ask multiple people across the organisation where they think there are issues. You naturally like to ask lots of questions.	C
2	Make a list of key questions to ask. You believe this is the best way for you to learn more about the organisation.	A
3	Take some time to familiarise yourself with the organisation. This will be a good basis to help you understand where to focus your efforts.	B
4	Provide research on skill gaps to key stakeholders and ask them to comment on this. This will help you to check your own understanding.	E
5	Present what you already know about the organisation to a variety of stakeholders. You want to validate that what you know is correct.	D

6. Ineta implemented a virtual workshop initiative at Get Food Now, helping her colleagues to develop valuable skills. Shortly after its launch, Ineta handed control over to a colleague in order to focus on more urgent tasks.

A few weeks later, a new member of the team asks Ineta if they could meet to learn more about the format of the workshops, and if they could be improved.

How would you respond if you were in Ineta's position?

Please rank the options below, with 1 being what you are Most Likely to do and 5 being what you are LEAST likely to do.

1	You take the time to discuss some ways it could be improved. Though it is no longer your responsibility, you naturally want to ensure it is successful.	D
2	You introduce them to your colleague who now oversees the initiative. You think this is the best way of ensuring everything they learn is correct.	E
3	You meet to explain how the workshops work and listen to any ideas on how the initiative could be improved. Given your previous involvement, you feel obligated to help.	A
4	You redirect them to your colleague who is now in control of the initiative. You do not want to interfere with something that is not your responsibility.	B
5	You explain that you are no longer responsible for the workshops. You have other priorities that you would prefer to focus on.	C

7. Based only on the evidence presented in the European Brain Drain article and the rest of the sources in the Business Perspective title, please rank the below statements in terms of how confident we can be that they are true.

Please rank the options below, with 1 being the statement that you are Most confident is true and 5 being the statement that you are LEAST confident is true.

1	The rise of virtual working may help to slow the brain drain in European as citizens can find work abroad without having to emigrate.	A
2	The flow of talent across Europe is partly driven by sluggish economic conditions and other countries addressing their skill shortages.	C
3	Content-less companies may rapidly accelerate the European brain as they search for the best talent to support their growth.	B
4	Any decline in the proportion of European workers in the UK workforce is a direct result of workers returning home to their native countries across Europe.	D

8. One of Mira's colleagues, Harry, is part of a team that has launched a Get Food Now franchise in Bulgaria. However, growth in this area has been slow, so Harry has been asked to move to another project next month.

As he is preparing for the new project, a colleague challenges him, suggesting Harry could have done more to make the Bulgaria project a success.

If you were Harry's position, how would you react?

Please rank the options below, with 1 being what you are Most Likely to respond and 5 being what you are LEAST likely to respond.

1	You focus on your new project. You are confident that your next project will be more successful.	A
2	You choose not to dwell on the criticism. You are determined to do a better job on the upcoming project.	C
3	You do your best to not let the criticism bother you. You want to do a good job on your next project.	B
4	You prefer not to worry about the criticism. You do not think you could have done much more in such difficult circumstances.	E
5	You naturally take issue with the criticism being personal. You do not want the Bulgaria project to reflect badly on you.	D

9. A national institute for small businesses has contacted Youssouf, asking if he could provide a short summary of the key points from his article on the skill gap to share with their members. Youssouf has been asked to ensure his summary is as easy to understand as possible as its members come from a variety of technical backgrounds.

Please Pick the option below that best summarises Youssouf's article.

	Many occupations are going to be wiped out because of automation, with unemployment rising as a result. Businesses that offer services to other business will be most affected, such as facilities management, It and digital services, and recruitment. The economy may not survive if skill shortages are not addressed, with a root cause of this being inexperienced or inadequately trained staff. Most businesses believe that workers should be responsible for maintaining their skills.
	1,000,000 workers are at risk of unemployment because of automation and must change occupation. Services like facilities, IT and recruitment are most affected by skill shortages. Most businesses try to recruit people with the skills needed, but lots of applicants don' t have the skills needed. 10% of businesses think workers should be responsible training and recruitment.
	If the world economy is to succeed, large numbers of workers may need to change careers to meet skill shortages in a variety of sectors. Most businesses plan to address skill shortages through a combination of better training recruitment.
✓	Automation is likely to force millions of workers into unemployment unless they develop new skillsets. Businesses services like IT and recruitment are most affected by skill shortages, which must be addressed if the global economy is to thrive. The majority of businesses believe that they are responsible for solving skill gaps by training existing staff and recruiting those with the right skillsets.

Societal Perspective (Question 10~12)

Article Material


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Content-less Companies
Business & Finance

Disrupting the market: the rise of content-less companies

The changing economic landscape has promoted conditions where lean, ultra-efficient companies – dubbed 'content-less' – can thrive.

There are taxi ranks with no vehicles, accommodation providers with no properties and photo services with no cameras. User adoption of these services has risen exponentially and the technological forethought has provided the opportunity for rapid growth.

Free from massive overheads, and with no stock to manage or equipment to maintain, these companies have been able to invest in their growth without the same financial burdens as their more traditional competitors.

The result: billion-dollar valuations and worldwide coverage. At the same time, traditional retailers have seen their market share erode. As competition has risen, most high street chains have been forced into reducing plans for growth. For governments and policy makers, the economic benefits are undeniable. However, the financial power of high-profile content-less companies also gives them significant influence, which must not lead to misuse.

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Trending

The European Brain Drain

Bulgaria has one of the world's fastest-shrinking populations.

Many young Bulgarians have migrated to cities in search of work. In twenty years, its population has declined dramatically. Across the border in Serbia, experts estimate that the Serbian economy will lose billions of dollars as a result of the so-called 'brain drain'. The relative ease of online job postings means that it is easier than ever to find work in countries hundreds of miles away. There are few barriers preventing movement of labour across much of Europe.



The result of this is a fascinating interaction between social and economic factors. Stagnating economies have forced young citizens to move abroad in pursuit of a career. As more and more moved abroad, countries were left with dwindling numbers of people in their twenties and thirties. As a result, birth rates declined which accelerated a shrinking population – ultimately impacting the economy too.

Governments had hoped that expatriates would support their economy through remittances: sending money home to family members. However, this does nothing to address the skill shortages in these countries. The only hope is that expatriates will return home one day and solve this issue.

The Skilled Economy

 Youssouf Gurmani



A number of occupations are expected to become extinct due to advances in automation. As a result, an alarming proportion of the workforce are at risk of unemployment unless they are able to adapt to new occupations that require different skillsets. Millions of workers are estimated to be affected by a total switch in occupation.

Businesses suffer a skill gap when they do not have enough employees that are sufficiently skilled to meet their business needs. Of any industry, business services – those that support other businesses, such as facilities management, IT and digital services, and recruitment – shows the greatest skill shortage. If the global economy is to thrive, it is important that these skill shortages are addressed.

In a recent survey, the majority of businesses attributed staff being new and inadequately trained as a major cause of their skill gaps. However, one in five believed that applicants simply lack the skills needed. The majority of respondents thought that businesses should be taking responsibility for addressing skill gaps.

Most companies expected to solve this through training existing staff and recruiting those with the right skillsets – be it domestically or from abroad. In Europe, 10% of companies believed that it was the responsibility of workers to ensure they maintain and develop their skills in the workplace.

Taking a break: Investigating the effects of a social media holiday

By Elena Asanto

A growing body of research has investigated what social media means for people's quality of life, mental wellbeing, and for society as a whole. Backed by media coverage, we have observed a genuine shift in awareness around the impact of passive social media uses, including links with depression and mental health issues in teens.

Technology providers have recognised this trend by implementing 'digital wellbeing' features, helping users to understand their browsing habits and overall usage, as well as allowing users to set limits or reminders once they have spent too long on an app. Some social media apps have also changed how content is presented to users, with some letting us know we have read everything with messages like 'you're all caught up'.

We have spent the last nine months investigating how we might take back control from social media to improve our mental health. We invited over 300 regular users of social media to take part in our research. The 'holiday' group had no access to social media for a two-week period. The rest of the participants (the control group) continued using social media as they normally would. Before the study, we took samples of cortisol (a stress hormone) and monitored activity in parts of the brain that are more active when stressed. We measured cortisol levels again after the two-week period and compared the before and after levels to see if they differed.

The 'holiday' group reported feeling more relaxed and filled their extra time exercising and with



friends and family. When we examined stress, there were no noticeable changes in the control group, but we observed marked differences in the 'holiday' group, with significantly lower levels of cortisol, and less activity in stress areas in the brain. This implies that a break from social media led to a real change in how stressed participants were – which we know is related to poor mental and physical health.

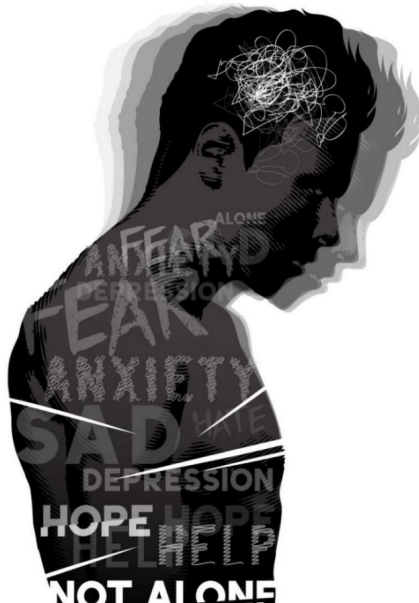
Our findings demonstrate the physiologically quantifiable benefits a short, low-effort change can bring. We are keen to explore the longer-term benefits of social media holidays in the coming years to more fully understand the relationship between social media and health – both mental and physical.

no more silence

A Social Media Campaign about Real Change

By Elena Asanto

A new social media campaign has gone viral. *No More Silence* is a campaign encouraging young adults to talk about their mental health.



Originating in the UK, the campaign has grown quickly and attracted support because it resonates with people.

Millions have read the stories shared by social media users, who have received support from people from all around the world.

One of the objectives of the campaign has been to educate parents about the likely causes of mental health issues, and how their children may behave if they are struggling with them.

Hundreds of people have shared how the campaign has prompted them to talk to family and friends. Motivated by the widespread support, the campaign's director has announced a series of free workshops *No More Silence* plans to implement across all schools in England for students aged 14-18.

In addition to teaching students how to cope during stressful periods (such as exams and coursework deadlines), they are also taught about the indicators to look out for in their friends, as well as how to talk about mental health issues like depression and anxiety.

If the workshops are successful, many suggest that the rest of the UK and the USA will be next to follow.

Video Material

A: "Now, the internet and social media have given us unprecedented opportunities to share information, but with the undoubted benefits have also come the disadvantages of phenomena like fake news and meddling in political issues by so-called bots from afar. Governments across Europe are now looking to reduce the impact of such malicious interfering with new rules curbing the sharing of information online. Our social media editor, Elena Asanta, joins us in the studio. Elena, what's going to change??"

B: "Basically, European governments are looking at new regulations that will restrict the sharing of content on social media platforms. If the rules come into force, what you post on social media will be geotagged. So you'll only be able to initially share content with people in your area. It'll only go wider if similar content is being shared elsewhere. Your connections in other parts of the world will be able to see your posts but others won't, so it's going to take much longer for information to get shared globally."

A: "And, why is that a problem?"

B: "Well, many are worried that it's going to fundamentally change what the web is supposed to be about: the free sharing of information by anyone with anyone."

10. On air, Elena discussed how the new internet regulations in Europe might affect social media. How would you respond to ensure the No More Silence campaign continues to be successful?

Please rank the options below, with 1 being what you are MOST likely to do and 5 being what you are LEAST likely to do.

1	You act quickly to understand the implications of the regulations before deciding on what action to take. You tend to react well to complex changes.	A
2	You identify how the campaign is likely to be affected by the regulation changes and how to respond. You think it is best to adapt the campaign if possible.	D
3	You focus on planning a new approach once the regulations are implemented. Careful consideration will be needed to be successful.	C
4	You reflect on the key components of the campaign and how they might be retained. You plan to use these once you understand more about the regulations.	B
5	You prefer to wait until you understand the practical effects of the regulations. It is possible that the impact on the campaign will be minimal.	E

11. Based only on the evidence presented in the social media holiday article and the rest of the sources in the Societal Perspective title, please rank the below statements in terms of how confident we can be that they are true.

Please rank the options below, with 1 being the statement that you are Most confident is true and 5 being the statement that you are LEAST confident is true.

1	More Young social media holiday article users will benefit from a social media holiday than any other age group.	D
2	The social media holiday article directly challenges the results of the No More Silence campaign. Despite the success of the campaign, social media on the whole may do more harm than good.	C
3	The social media holiday article complements the regulation changes in Europe because thousands of people will stop using social media as a result.	B
4	The social media holiday article supports the No More Silence campaign, which was successful because of active engagement compared to the passive use implied in the social media holiday research.	A

12. Due to the benefits of taking a social media holiday, several national bodies have started to promote initiatives like 'phone-free Friday.' This has led to a significant decline in engagement with Get Food Now, which relies on social media to grow its profile.

Mira is keen that Get Food Now considers its options following the change in consumer behavior.

What would you consider as the best course of action?

Please rank the options below, with 1 being the action you are MOST likely to take and 5 being the action you are LEAST likely to take.

1	Invite the opinions of team members from across Get Food Now before deciding on the best way forward.	A
2	Increase social media activity during the rest of the week – you don't want this challenge to stop you being successful.	D
3	Create a weekly promotion each Friday – you want to directly address the problem and relish the challenge.	B
4	Examine what similar businesses are doing – you would prefer to follow successful examples set by others.	E
5	Wait and see if the popularity of the initiative decline quickly – there is not much Get Food Now can do in these circumstances.	C

Additional Questions

To support Get Food Now's growth, Mira has been looking to secure extra funding for the business. After applying for a business loan, she receives the following email from Chris, the Account Manager who has been overseeing Get Food Now's loan application:

Hi Mira,

I have been reviewing your recent loan application. Looking at these records you've given us, I can see the Get Food Now is in a really health financial position and has a bright future ahead of it. Because of this, I'd have no concerns with offering you a loan for the full amount you requested. Please expect to find our full terms in the next few days.

Thanks, Chris

1. How would you describe the email.



Mira replies with the below email:

Dear Chris,

Thank you for your email accepting our loan application – this is great news and will make a significant difference to our plans for Get Food Now. I look forward to hearing from you again with the full terms of the agreement. Do you have any estimate on when we might receive this?

Kind regards, Mira

2. How would you describe her responses?



3. When faced with an unexpected change, I naturally think about...



4. When presented with a new piece of information, I typically...



5. If I am unable to deliver something I have promised, I feel...



6. When faced an obstacle, I focus on...

