

## **A LEVEL**

*Exemplar Candidate Work*

# **BUSINESS**

**H431**

For first teaching in 2015

## **H431/02 Summer 2019 examination series**

Version 1

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# Introduction

These exemplar answers have been chosen from the summer 2019 examination series.

OCR is open to a wide variety of approaches and all answers are considered on their merits. These exemplars, therefore, should not be seen as the only way to answer questions but they do illustrate how the mark scheme has been applied.

Please always refer to the specification <https://www.ocr.org.uk/Images/170837-specification-accredited-a-level-gce-business-h431.pdf> for full details of the assessment for this qualification. These exemplar answers should also be read in conjunction with the sample assessment materials and the June 2019 Examiners' report or Report to Centres available from Interchange <https://interchange.ocr.org.uk>.

The question paper, mark scheme and any resource booklet(s) will be available on the OCR website from summer 2020. Until then, they are available on OCR Interchange (school exams officers will have a login for this and are able to set up teachers with specific logins – see the following link for further information <https://www.ocr.org.uk/administration/support-and-tools/interchange/managing-user-accounts/>).

It is important to note that approaches to question setting and marking will remain consistent. At the same time OCR reviews all its qualifications annually and may make small adjustments to improve the performance of its assessments. We will let you know of any substantive changes.

# Question 1

- 1 State **two** factors which may affect the choice of finance for a business.

## Exemplar 1

2 marks

1 Legal Structure of a business.....  
 2 Time..... [2]

## Examiner commentary

The key with these short answer questions is to answer as briefly as possible – this is a good example, although the first answer could be shortened further to just say “legal structure”.

# Question 2

- 2 What is meant by ‘opportunity cost’.

## Exemplar 1

2 marks

Opportunity cost is the next best alternative.....  
 For example if you have £1 to spend and an  
 apple is 60p and a pear is 50p. The opportunity cost  
 is that you can have the apple but not the pear  
 as well. [2]

## Examiner commentary

Another answer which could have been shorter. Both marks have been gained by the end of the first line.

# Question 3

- 3 A business manufactures teddy bears. Its turnover for the last financial year was £280 000 with cost of sales of £115 000 and other expenses of £55 000.

Calculate the gross profit for the business.

## Exemplar 1

2 marks

A business manufactures teddy bears. Its turnover for the last financial year was £280,000 with cost of sales of £115,000 and other expenses of £55 000.

Calculate the gross profit for the business.

$$\text{Gross profit} = \text{turnover} - \text{cost of sales}$$

$$£280,000 - £115,000 = £165,000$$

$$\text{operating profit} = \text{Gross profit} - \text{expenses}$$

$$£165,000 - £55,000 = £110,000$$

Answer ... £165,000 ..... [2]

## Examiner commentary

There were lots of wrong answers to this question, mostly giving the answer for net profit. This candidate has (very clearly) set out both calculations, but then chosen the correct answer to put in the answer space. Although this appears to be a well set out answer, there is actually a lot of wasted time and effort involved.

# Question 5(c)

- 5 The table below sets out a selection of workforce performance data for a business, using index numbers.

	2016	2017	2018
<b>Lateness</b>	112	100	101
<b>Absenteeism</b>	115	100	97
<b>Productivity</b>	79	100	121

- (c) Calculate the percentage change in absenteeism between 2016 and 2018.

## Exemplar 1

1 mark

$$\text{diff} \div \text{orig} = 18 \div 115 \times 100$$

Answer ... 15.7 ..... [2]

## Examiner commentary

The problems surrounding percentage calculation questions were apparent once again in this question. Many candidates scored no marks at all. It was also clear that some candidates are not aware that a percentage change can be either positive or negative. In this case, the absenteeism has fallen and so a minus sign (or the word 'decrease') needs to be in the answer for full marks.

## Question 6

6 Explain **two** disadvantages for a business of using job production.

### Exemplar 1

4 marks

1 Since staff are usually highly skilled, this means that job production involves high labour costs

2 As products are made one at a time, there is a small chance of gaining economies of scale, so unit costs will not decrease.

### Examiner commentary

This is an example of the most popular answers to this question. Although both disadvantages ultimately come down to costs, they are very different examples of costs and so the examining team could accept both of them.

### Exemplar 2

2 marks

Explain **two** disadvantages for a business of using job production.

1 can be costly due to needing to employ workforce to complete the production process, to ensure there is no problems that arise

2 time consuming, compared to flow or batch production, job production is a more time consuming process.

### Examiner commentary

The usual reason for lower marks on this question was the lack of a suitable explanation of the disadvantage. This is a good example of this issue as in each case there is a correct disadvantage, but it is not explained. It is costly due to the labour being highly skilled or needing training and it is time consuming due to the 'one-off' nature of job production.

# Question 7

7 Explain **two** functions of management.

## Exemplar 1

4 marks

- 1 Decision making - a manager is heavily involved in the decision making process of the business and needs to ~~make~~ sell his ideas to the staff so they are motivated and feel involved.
- 2 Leadership - a manager needs to be a good leader with a good balance between people needs and task needs. Therefore making sure staff are happy, motivated and are getting the job done.

[4]

### Examiner commentary

There were few answers gaining full marks to this question on the functions of management. This is an example which clearly identifies two functions and explains them both very well.

## Exemplar 2

0 marks

- 1 Human resource management is all about the employees
- 2 finance department which is all about cashflow of a business

### Examiner commentary

Although this sort of question has been asked before (and on the legacy papers) this was the first time the examiners saw a sizeable number of answers which only talked about the functions of a business (rather than management). This suggests that candidates (and Centres) need to be clearer about the standard functions of management.

This example did not contain enough to gain any reward, although some similar answers did manage to gain a mark or two, as they often implied rewardable points, such as control and planning, when writing about the functional areas.



## Question 8

8 Analyse **one** way the directors of Hotel Chocolat would benefit from using budgets.

### Exemplar 1

1 mark

Hotel Chocolat could use a budget as a comparison for the business. They could compare the figures from the budget to the actual costs they spent. The directors would be able to see the efficiency of the business. They will be able to see where they have overspent so where they need to cut costs or where they have come in underbudget. Therefore they could use this money elsewhere to improve another part of the business.

### Examiner commentary

There has been a small improvement since the previous sittings of this paper with regards to the two 4-mark questions in Section B. The most common mark awarded was 1, as some candidates produced answers which contained no context. This answer is actually a sound 'textbook' answer about a benefit of using budgets. However, as it contains no context at all, it cannot be awarded more than 1 mark. If the answer had used any context about Hotel Chocolat (for example, the expansion of the cafés, the recent flotation, the cocoa plantation in Saint Lucia or the new shop in Peterborough) the answer would have gained up to 4 marks.

### Exemplar 2

4 marks

Budgets may help the directors to set an agreed amount of cash to spend on an investment, such as the new Peterborough store, and not over-spend. This means their costs will be relatively low, leading to them breaking even faster. This means the new shop will be profitable earlier.

### Examiner commentary

In comparison with the previous example, this one clearly makes reference to the 'Peterborough store' so that the answer is now contextual. This allows the AO2 mark to be awarded which then 'opens up' the AO3 marks to also be given.

## Question 9

- 9 Evaluate the impact on the directors of Hotel Chocolat of the decision to float the business on the London stock market and so become a public limited company. [9]

### Exemplar 1

9 marks

~~The~~ advantages of this decision is that the business is able to raise capital of £50m. This money is used in the business to help the business expand. The business can expand by opening new shops around the country, e.g. in Peterborough. More money going into the business should increase sales, which will then lead to increased profits which will please the directors of Hotel Chocolat.

To conclude I think that it is a good decision for Hotel Chocolat to float the business on the London stock market and become a plc. This is because it gives capital for the business to grow which is shown in the turnover of £105.2m for the year ending July 2017, which was an increase of 12% on the year.

### Examiner commentary

There were many excellent answers to this question, with plenty gaining full marks. This example makes good use of the context to consider how the extra funds raised could help to pay for the expansion of shops. It also (not shown) considered the slower decision-making that being a plc may mean.

The impressive part of the answer is the conclusion. It succinctly concludes that the overall impact must have been beneficial given the impressive performance shown by the business since its flotation (all in context).

### Exemplar 2

3 marks

Floating on the London Stock Exchange means that there are shares in the company that are available to buy, creating more stakeholders in the business.

By making the decision to float the

Hotel Chocolat directors feel it 'gives them more access to capital' this is true because becoming a public limited company it creates more investment opportunities which can help with product development and innovation for the company.

However, by deciding to float it means that the directors are not the sole owners there is one third that isn't theirs anymore.

Floatation has proved to be a success for the directors with sales and annual turnover rising, meaning that people are happy with the decisions made by the directors, who have impacted positively.

Another impact on the directors is due to becoming a public limited company there has to be access to more information published about the company, this can be a mixed impact on the directors depending on who chooses to access the information and how they use it, however, the type of published documents don't tend to be confidential if the company was private.

Overall, there has been a positive impact on the directors of Hotel Chocolat, who have seen rises in capital, spending and annual turnover since making the decision to float.

## Examiner commentary

There were few lower scoring answers to this question. The main reason being a lack of interaction with the context available. This answer shows knowledge of flotation ("more capital" and "more information published"). However, apart from the very brief mention about only selling one third of the shares, there is no actual use of the context. The candidate could have referred to the actual amount of capital raised or the reason for the extra information being the 'regulatory requirements' mentioned in Extract A. There is also no consideration of the impact of the flotation on the directors.

# Question 10

10\* Extract B suggests that Hotel Chocolat sees itself as an innovative company.

Evaluate whether the advantages of product innovation for Hotel Chocolat outweigh the disadvantages. [15]

## Exemplar 1

13 marks

major stores which focus on saving money. This allows them to charge less for their products as they contain more sugar which is only a tenth of the price. However, this product innovation means that Hotel Chocolat must spend more on its ingredients as cocoa costs 10x ~~the~~ more than sugar for the same amounts. Their products contain 40% and 50% cocoa which is much higher than the industry average for milk chocolate. In this case, the advantages of using higher cocoa contents means that they stand out in a competitive market and are able to justify charging a higher price. encourage to use their cafe. It is clear that this product innovation is drawing people to use their services over competitors such as Thorntons which have experienced a fall in sales, unlike Hotel Chocolat. However, with the increase in online sales, less people may be willing to use this particular service. They will cost a lot of money to set up and maintain and may not be effective to use if not enough people use it. They say that they are 'reviving' the tradition, however it may not be successful as times have changed and less people are prepared to take time out of their day to use the cafe.

To evaluate, the product innovations that Hotel Chocolat offer, provide a unique selling point that makes it stand out in a highly competitive market. This outweighs the disadvantages as if Hotel Chocolat did not provide this level of quality and product range it is likely that they, like Thorntons, would lose sales and fall into a decline. However, this high level of cocoa found in their products mean that costs are much higher. The price of cocoa, whilst falling, is still far more expensive than sugar, this could lead to smaller profit margins and allow competitors to increase their sales as Hotel Chocolat's prices are much higher.

## Examiner commentary

Better answers to this question (such as this one) about product innovation considered an advantage, a disadvantage and then attempted to compare which was more significant for Hotel Chocolat.

The initial discussion is very strong, as it makes excellent use of the context about how the high cocoa content of Hotel Chocolat's products allows it to justify charging a higher price than competitors. The flip side is then considered by considering whether the innovation of cafés is relevant in today's market for this product. Notice how both of these points use the 'double link' to achieve developed analysis. Rather than simply stating that A leads to B, the discussion is taken further by saying that it will then lead to C or it may create a problem.

The final paragraph shows some good evaluation by recognising that ultimately Hotel Chocolate would not be able to compete with its competitors without product innovation but, given the higher costs it entails, the business needs to accept that it may mean smaller profit margins.

The only thing missing from the answer is a greater realisation in the evaluation that given its image and its recent growth/success, Hotel Chocolat needs (and can afford) to charge higher prices and so profit margins may actually be larger than mass producing competitors.

## Exemplar 2

6 marks

The slogan 'More Cocoa, Less Sugar' will also appeal to an audience who focus on health, especially those with children. The small amount of sugar means less damage to health and teeth meaning it is a more attractive product. As well as this, because of the high amount of cocoa smaller portions are able to satisfy meaning Hotel Chocolat could be seen as a healthier choice -

this is important as health awareness is currently more recognised and acknowledged

On the other hand, as there is so much competition with a huge range of substitutes this innovation may not be enough to outweigh the disadvantages. As Hotel Chocolat is a premium chocolate brand, they will be sold at premium prices. This may not have a wide target audience as a lot of chocolate is sold for cheap prices. Also the high cocoa content may not be a nice flavour for younger generations as they prefer sweetness, they certainly won't be able to afford it either.

Chocolate has been produced for centuries and not many customers purchase chocolate due to the shape, the decisions are more based on price, flavour and size. Even the cafes aren't a new innovated idea, there is ~~is~~ plenty of competition that sell chocolate-made drinks and food such as Costa.

## Examiner commentary

This is a fairly typical style of answer to this question which wanders off the point. The first part of the answer (not shown) had a reasonable discussion about how innovation allowed Hotel Chocolat to charge higher prices compared to the competition.

However, the answer then goes off topic. The paragraph about the slogan is purely descriptive with no link to innovation. The disadvantage is then based on an assumption that the chocolate may not taste nice and customers cannot afford it – neither point backed up by the evidence available. The final paragraph may be interesting but is not linked to the issue of product innovation.

Ultimately, this sort of answer tended to gain between 5 and 8 marks as it was mainly descriptive, contained preconceived views about chocolate which could not be backed up by the evidence and made no attempt to evaluate the advantages against the disadvantages.

# Question 11

11 Evaluate the extent to which Hotel Chocolat may be affected by the changing world price of cocoa. [9]

## Exemplar 1

4 marks

An advantage of the changing price of cocoa is that the price has fallen in recent years. In just a year the price has fallen ~~to~~ from \$3000 per tonne in July 2016 to \$2000 per tonne in July 2017. This is good because they will be able to buy the same amount of products at a cheaper. Therefore the business will be able to make a higher profit and they can use this money to expand further. ~~etc~~ Also the business will be able to break-even quicker ~~as~~ because costs are lower which will give the business more certainty.

However there are disadvantages to a decreasing price of cocoa for Hotel Chocolat. It makes it more attractive for new companies to start up in the chocolate market. This is because there will ~~more~~ <sup>less</sup> of a chance of failure and the market looks more profitable. An increase in competitors can be bad for Hotel Chocolat as they will have decreased market share and may be forced to lower prices, decreasing profit.

Overall, I believe the advantages of a falling price of cocoa outweigh the disadvantages massively. This is because it ~~also~~ provides the business to make more profit and expand.

## Examiner commentary

This was the less well attempted of the two 9-mark questions. In many cases, candidates made answers too complicated by considering all of the data in Fig.1, rather than the most recent data which is what will affect Hotel Chocolat in the near future.

On the other hand, this answer only uses the context to support one side of the argument. Good use is made of the data to show the impact on higher profits of a lower cost of cocoa. However, the disadvantage is only generic (for example, would new companies really threaten Hotel Chocolat given its premium image and current position in the market). The conclusion is also then completely generic (ignoring the fact the candidate has written advantages when they meant disadvantages).

## Exemplar 2

8 marks

The price of Cocoa had fell majorly from July 2016 of \$3000 per tonne to ~~at~~ January, 2017 to ~~£~~ \$2000 however it has remained at \$2000.

Hotel chocolat are unlikely to be affected negatively from a possible increase or decrease in the cost of Cocoa as they own their supplies and control the prices themselves therefore no matter the change in world pricing Hotel chocolat can remain at a ~~set~~ steady cost with a set wage for farmers therefore budgets and financing will likely to be greatly impacted internally.

However, the fall in world cocoa prices from \$3000 to \$2000 would have benefitted Hotel chocolat's competition meaning imports would be cheaper for the likes of Cadbury's therefore production may be increased as they have access to buy more Cocoa for the same prices or use the extra capital they have saved on product development therefore being a possible risk to Hotel chocolat's sales as competition would be able to lower their prices due to lower costs therefore being more attractive to customers.

Overall, I believe that Hotel chocolat would be unlikely impacted negatively as owning your suppliers give them certainty over raw materials at a steady price.



## Examiner commentary

This is one of the stronger answers seen for this question. It starts well with just a sentence picking out the most recent trend in the data in Fig.1. It then uses this to first consider how Hotel Chocolate is unlikely to be affected, as they have their own supplies of cocoa. It then considers how its competition may benefit from the lower costs of cocoa (which, ironically, Hotel Chocolate will not experience) and so be more of a potential threat.

Given the preceding material, although the final paragraph is rather brief, it does evaluate the argument in terms of how Hotel Chocolat may be unaffected, as it owns its own supplier. A stronger evaluation would have come to a more clearly justified judgment, possibly by recognising that competitors use less cocoa so the lower costs may be less of a benefit to them or whether this trend will continue in the long-term, seeing how there has been the beginnings of an upturn in cocoa prices right at the end of the data provided.

## Question 12

- 12 Analyse **one** primary market research technique that Hotel Chocolat may have used when deciding to locate its Peterborough shop in the Queensgate shopping centre.

### Exemplar 1

1 mark

Hotel Chocolat may have sent out questionnaires to the people living in Peterborough. They would have asked questions that would show if there is a demand for the products in the area. This is a cheap form of market research, however the number of replies is uncertain and may not be quick as people don't answer them straight away.

### Examiner commentary

As with Q8, many answers to this question scored no more than 1 mark, as they contained no context. This example is a case in point. [NB: Just mentioning 'Peterborough' or 'Queensgate' is not enough for context, as this is mentioned in the question.]

### Exemplar 2

4 marks

Analyse **one** primary market research technique that Hotel Chocolat may have used when deciding to locate its Peterborough shop in the Queensgate shopping centre.

Hotel Chocolat may have used a survey for customers who use the Queensgate shopping centre to see what they would think about the possibility of Hotel Chocolat opening amongst other 'premium' stores in the centre, giving them feedback directly from the people who would be their customers if it would be a good decision for them to or not. [4]

### Examiner commentary

Extract D had been included in the Resource Booklet primarily for this question. The location of the new store in the Queensgate shopping centre appeared to be very deliberate. It was the usual way in which candidates successfully showed use of context in their answer. However, other contextual evidence made use of was reference to the actual product being sold, the opening of cafés and how those carrying out the research could use the product (e.g. free gifts, loyalty cards) to entice individuals to complete the research questions.

## Question 13(a)

13 (a) Weekly consumer income in the UK increased from £465 in July 2016 to £474 in July 2017.

Using data from **Extract A**, calculate the income elasticity of demand for Hotel Chocolat's products over this period.

### Exemplar 1

4 marks

% change in demand in July 2016 → 2017 .....  
= 12% .....

% change in income ..... YED =  $\frac{12\%}{1.94\%}$  .....  
=  $\frac{9}{465} \times 100$  ..... YED = 6.19 .....  
= 1.94% .....

Answer ..... 6.19 ..... [4]

### Examiner commentary

It was pleasing to see so many correct answers to this calculation. In many cases, they were also excellently set out which does make the examiners job so much easier (particularly if a candidate makes an error in the workings).

### Exemplar 2

2 marks

2017 turnover = £105.2m a 12% increase.

$\frac{\text{demand \%}}{\text{Price \%}} = \frac{£474 - £465}{£465} = 1.94\%$

$\frac{12\%}{1.94\%} = 6.3$        $\frac{1.94\%}{12\%} = 0.158$

Answer ..... 0.158 ..... [4]

### Examiner commentary

A well set out answer has benefitted this candidate, as we can clearly see that they have correctly calculated the percentage change in income (1 mark) and identified the correct figure for the change in demand from the Resource Booklet (1 mark). If the formula had been more clearly identified another mark could also have then been awarded. Ultimately, the candidate has worked out the reciprocal of the answer but, without a clear formula, no OFR can be given.

## Question 13(b)

(b)\* Hotel Chocolat is a premium chocolate brand. (Lines 3–5)

Recommend an appropriate promotional mix as part of Hotel Chocolat's future marketing strategy. Justify your answer. [15]

### Exemplar 1

2 marks

Hotel Chocolat has to decide where they think that their products are on the product life cycle, by establishing this it gives them the chance to see what the best marketing strategy for them in the future will be.

By being a 'premium chocolate brand' Hotel Chocolat has a clear view of the customers that they are hoping to appeal to, this still ~~attracts~~<sup>requires</sup> them to use mass marketing due to the premium chocolate market being in such high demand but the <sup>correct</sup> marketing strategy can attract a smaller or a more loyal customer base into the future.

There is other promotional mixes as well as marketing techniques which help to identify the strengths, weaknesses, desires and wants of products from customers.

By Hotel Chocolat knowing who their target customers are and what they like it makes it possible for them to use more 'premium' designs or methods in their marketing.

## Examiner commentary

As with last year's examination, many candidates gained few marks on the final question (and not because of time pressures). This final question will always be a more strategically-minded question than the other extended questions on the paper. However, in this case, many candidates wrote mainly about the marketing mix or promotion in general.

This example was typical of many, with no attempt to consider promotional mix issues, instead only generally writing about why promotion is important for Hotel Chocolat and other theories which could be used.

### Exemplar 2

14 marks

media. Since they sell luxury chocolate, their target audience may be people with higher incomes, who can afford luxury chocolate. Therefore, using social media, Hotel Chocolat can target their luxury brand by releasing updates on new products and shop openings. However, since social media is used by various types of people, Hotel Chocolat may not target the correct audience for luxury chocolate, as not everyone would be able to afford it. Realistically, the extent to which social media is a useful promotional tool is limited because they may lose the luxury chocolate reputation by appearing to target millions of potential customers online.

Such as Thorntons. However, on its own using branding may not be strong enough to promote the luxury chocolate they sell. Using this in conjunction with other below the line methods such as discounts on their first purchase of chocolate or by signing up to emails, then they might be able to encourage customers to try the unique chocolate they sell.

Therefore, overall, I believe that above the line methods may reach too ~~many~~ many customers, to stay as a premium chocolate brand, as customers may only shop there if the prices are dropped. An appropriate promotional mix would involve branding and packaging as a below the line method, as well as relying on word of mouth promotion. In terms of above the line, sponsorship for luxury events, maybe such as horse races, should appeal to their target audience for ~~a~~ quality chocolate.

## Examiner commentary

There were few candidates who scored high marks on this question. This is an example of a high scoring answer. The answer had started by recognising the components of a promotional mix before getting down to discuss two issues specifically. There is good use of the context, using the evidence about the premium nature of the product and how social media can be very good at targeting segments. The analysis is taken to a developed level by questioning the ability of social media to achieve this level of targeting and evaluates by questioning the conflict between large-scale promotional methods and a luxury segment. This shows how evaluation can be achieved during an answer and not just at the end.

The second point initially introduces the idea of branding and makes reference to the competition. The analysis is well developed by discussing how below the line methods need to be combined (all the time writing in context).

The highest evaluative marks require some form of a justified judgement (which is probably best attempted at the end of an answer.) This conclusion is excellent – it is more than just a repetition of earlier points but makes an effective attempt to produce a balanced argument, justifying the need for below the line methods in this particular case.

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