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| Subject Code	BUSM2570
Subject Name	Business Decision Making

ASSIGNMENT 2: CASE STUDY (GROUP ASSIGNMENT)

Question 1

a) Through the table of descriptive statistics. The data has shown that the minimum delivery time is -93 minutes, whereas the maximum is 100 minutes. The mean time for 101 deliveries was determined to be 8,14 minutes, and the median is 23 minutes. The provided data shows a substantial disparity of -14.86 minutes between the mean and median values. The rationale for this is the skewness value of -0,25, demonstrating that the significantly longer tail is skewed left. This depicts occasions when the delivery time is faster than the intended time.Moreover, the standard deviation was calculated at about 56,45 min. This high indicator suggests uneven volatility in the actual delivery times. Consequently, the maintenance of the scheduled delivery time could be unstable.

b) The confidence level of 95% for predicting the number of deliveries should be within the mean ± 2 * standard deviation. The scheduled delivery confidence interval is CI=mean ± 2*standard deviation, which equals 8,14± 2*56,45 and gives a range between -104,76 and 121,04. But it is obvious that the time interval of -104,76 minutes is impossible. So, the most optimal maximum interval is 121,04 minutes.

difference (min)	
Mean	8,14
Standard Error	5,62
Median	23,00
Mode	65,00
Standard Deviation	56,45
Sample Variance	3186,48
Kurtosis	-1,28
Skewness	-0,25
Range	193,00
Minimum	-93,00
Maximum	100,00
Sum	822,00
Count	101,00
Confidence Level(95,0%)	11,14

(Descriptive Statistics)

c)
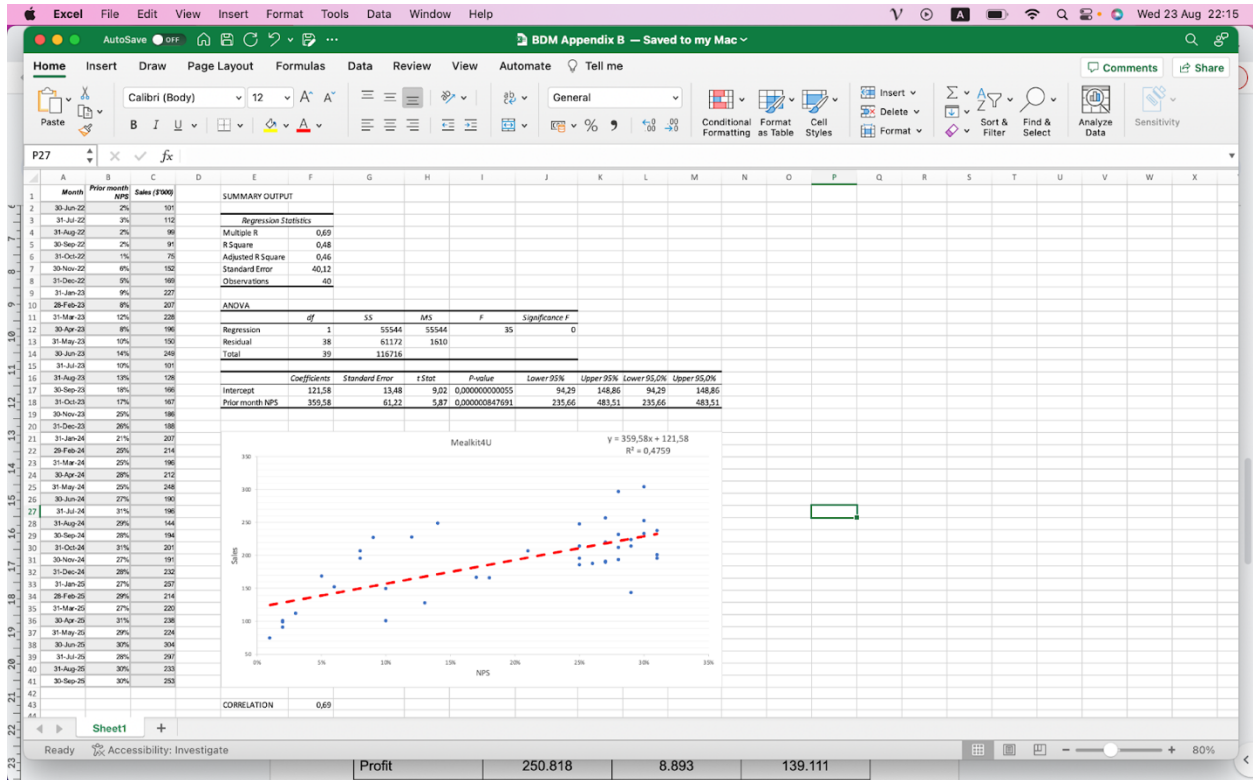
(Linear Regression Analysis)

d) Based on the trendline, we can easily see that sales and NPS increase in value together. Multiple R is 0.69, which shows that the relationship has a high positive correlation because the correlation coefficient is closer to 1 than it is to 0. In this case, the R squared is 0.48, indicating a very weak link between the two variances (Sales and NPS). Based on Regression Statistics, we can see that 48% of the variance in sales can be accounted for by NPS. Meanwhile, 52% of the change may be attributed to other factors. Furthermore, we can estimate sales for 30% NPS using the linear regression at 229,454.

(Y = MX + B = 359.58 x 30% + 121.58 = 229,454)

e)

Year	30-Jun-23	30-Jun-24	30-Jun-25
Sales revenue	1.835.230	1.758.197	2.086.995
Cost	1.584.412	1.749.304	1.947.884
Profit	250.818	8.893	139.111

The data parameters show the increasing and decreasing trend of MealKit4U's revenue, total cost, and profit for 3 years. In 2023, total revenue was 1,835,230 (100%) and profit was 250,818 (13,676%) as operating expenses accounted for 1,584,412 (86.33%) including variable and fixed costs. The year 2024 is considered underdeveloped when profit is less than 1% (0.51%) of revenue and expenses are 164,892 higher than the previous year. There is a slow recovery in 2025 when profits will grow strongly to USD 2,086,995, higher than in previous years. However, the amount spent on operating expenses also peaked at 1,947,884 (93.33%). This makes year-end profit only 139,111 (6.67%) lower than in 2023, despite a sharp spike in revenue. In general, revenue tends to decrease slightly in 2024 and increase in 2025 while costs are still increasing steadily in 3 years of operation.

f)
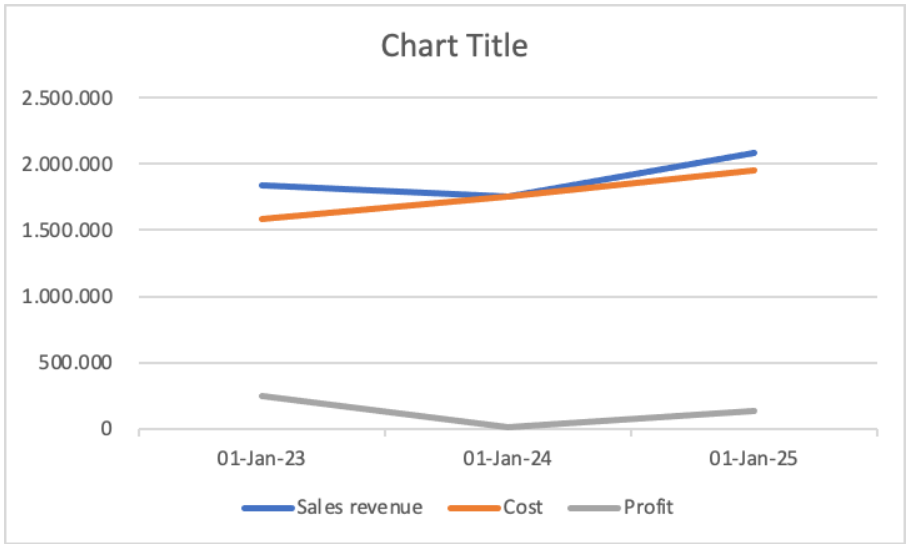
Based on the illustrative graph of three-year revenue from 2023 to 2025, it shows that revenue has grown unevenly. The lowest decrease in 2024 and the highest growth in 2025. However, payment costs increase steadily over the years, and that affects the final profit. The profit in 2024 is only $8,893, 28 times lower than in 2023, at $250,818. The provided data proves that the company's growth rate dropped sharply in 2024 and is gradually recovering in 2025.

g)

(Dashboard MealKit4U)

Question 2

a)

Acquisition of a fully integrated wine company in China

	rate	0	1	2	3	4	5	6	7	8	9	10
years after start of project												
calendar year		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
		AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000
operations												
sales revenue		3.991	3.991	3.991	4.191	4.400	4.928	5.667	7.084	8.855	11.954	16.139
cost of goods sold (COGS)												
cost of vineyard operations		(1.118)	(1.207)	(1.304)	(1.356)	(1.410)	(1.467)	(1.526)	(1.526)	(1.526)	(1.526)	(1.526)
winemaking and bottling		(1.038)	(1.121)	(1.211)	(1.259)	(1.310)	(1.310)	(1.310)	(1.310)	(1.310)	(1.310)	(1.310)
Total COGS		(2.156)	(2.328)	(2.515)	(2.615)	(2.720)	(2.776)	(2.835)	(2.835)	(2.835)	(2.835)	(2.835)
gross profit		1.835	1.663	1.476	1.575	1.680	2.152	2.832	4.249	6.020	9.119	13.303
operating costs												
utilities		(399)	(411)	(423)	(436)	(449)	(463)	(476)	(505)	(535)	(578)	(624)
marketing, sales and administration		(479)	(527)	(580)	(638)	(701)	(806)	(927)	(1.067)	(1.227)	(1.472)	(1.766)
depreciation & amortisation		(599)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)	(650)
other (cash expenditure)		(67)	(105)	(105)	(140)	(140)	(145)	(145)	(180)	(180)	(220)	(220)
total operating costs		(1.544)	(1.693)	(1.758)	(1.864)	(1.940)	(2.064)	(2.199)	(2.402)	(2.592)	(2.920)	(3.261)
operating profit		291	(30)	(282)	(288)	(260)	88	633	1.847	3.428	6.199	10.043
income tax	30%	(87)	0	0	0	0	(26)	(190)	(554)	(1.028)	(1.860)	(3.013)
profit after tax		204	(30)	(282)	(288)	(260)	61	443	1.293	2.400	4.340	7.030
add depreciation		599	650	650	650	650	650	650	650	650	650	650
after tax cash flows from operating activities		803	620	368	362	390	711	1.093	1.943	3.050	4.990	7.680
investments												
acquisition of business		(35.000)										
property plant & equipment												
other investments												
termination		0	0	0	0	0	0	0	0	0	0	79.821
net cash flow from investing activities		(35.000)	0	0	0	0	0	0	0	0	0	79.821
relevant cash flow from operating activities			620	368	362	390	711	1.093	1.943	3.050	4.990	7.680
relevant cash flows from investing activities		(35.000)	0	0	0	0	0	0	0	0	0	79.821
relevant net cash flow (IRR)	11,8%	(35.000)	620	368	362	390	711	1.093	1.943	3.050	4.990	87.501
NPV discount rate	10,0%											
relevant discounted net cash flows (NPV)	5.736	(35.000)	563	304	272	266	442	617	997	1.423	2.116	33.735

(Wine Company in China)

Investment in a portfolio of luxury holiday resorts and hotels

	rate	0	1	2	3	4	5	6	7	8	9	10
years after start of project												
calendar year		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
		AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000	AUD '000
operations												
sales revenue		5.512	5.677	5.848	6.140	6.447	6.963	7.520	8.648	9.945	11.934	14.321
cost of goods sold (COGS)												
labour costs		(2.481)	(2.481)	(2.481)	(2.407)	(2.334)	(2.194)	(2.063)	(2.228)	(2.406)	(2.598)	(2.806)
Total COGS		(2.481)	(2.481)	(2.481)	(2.407)	(2.334)	(2.194)	(2.063)	(2.228)	(2.406)	(2.598)	(2.806)
gross profit		3.031	3.196	3.367	3.733	4.113	4.769	5.457	6.420	7.539	9.336	11.515
operating costs												
utilities		(331)	(331)	(331)	(348)	(365)	(365)	(365)	(383)	(402)	(427)	(452)
marketing and administration		(794)	(818)	(842)	(893)	(946)	(1.003)	(1.063)	(1.149)	(1.240)	(1.340)	(1.447)
depreciation & amortisation		(441)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)	(480)
other (cash expenditure)		(992)	(992)	(992)	(1.022)	(1.052)	(1.084)	(1.117)	(1.206)	(1.302)	(1.406)	(1.519)
total operating costs		(2.558)	(2.621)	(2.645)	(2.742)	(2.844)	(2.932)	(3.025)	(3.218)	(3.425)	(3.653)	(3.898)
operating profit		473	576	721	991	1.269	1.836	2.432	3.203	4.114	5.683	7.617
income tax	30%	(142)	(173)	(216)	(297)	(381)	(551)	(730)	(961)	(1.234)	(1.705)	(2.285)
profit after tax		331	403	505	694	888	1.285	1.703	2.242	2.880	3.978	5.332
add depreciation		441	480	480	480	480	480	480	480	480	480	480
after tax cash flows from operating activities		772	883	985	1.174	1.368	1.765	2.183	2.722	3.360	4.458	5.812
investments												
acquisition of business		(36.000)										
property plant & equipment												
other investments												
termination		0	0	0	0	0	0	0	0	0	0	74.845
net cash flow from investing activities		(36.000)	0	0	0	0	0	0	0	0	0	74.845
relevant cash flow from operating activities			883	985	1.174	1.368	1.765	2.183	2.722	3.360	4.458	5.812
relevant cash flows from investing activities		(36.000)	0	0	0	0	0	0	0	0	0	74.845
relevant net cash flow (IRR)	11,8%	(36.000)	883	985	1.174	1.368	1.765	2.183	2.722	3.360	4.458	80.657
NPV discount rate	10,0%											
relevant discounted net cash flows (NPV)	5.713	(36.000)	803	814	882	935	1.096	1.232	1.397	1.567	1.891	31.097

The data sheet mentioned earlier shows that wine companies in China have a higher return on investment of 5,736 compared to 5,713 in luxury resorts and hotels. Therefore, our team thinks Proposal 1 will be more effective due to higher cash flow (NPV) figures for the next 10 years than Proposal 2.

b)

	A	B	D	E	F	G	H	I	J	K
		Home Page		Acquisition of a fully integrated wine company in China			Investment in a portfolio of luxury holiday resorts and hotels			
	factor		Likert		score	Likert		score		difference
	Expected financial returns									
	1	Net Present Value (NPV)	1,4	$006 million	14,3	1,4	$006 million	14,3		(0,1)
	2	Payback period	(4,2)	9,2	(21,2)	(4,2)	9,2	(21,1)		0,2
	Risk of aquiring the asset									
	1	strategic risk	3,0	medium-level opportunities	30,0	(3,0)	medium-level threat	(30,0)		(60,0)
	2	operational risk	4,0	high-level opportunities	20,0	2,0	low-level opportunities	10,0		(10,0)
	3	financial risk	3,0	medium-level opportunities	15,0	(3,0)	medium-level threat	(15,0)		(30,0)
	4	regulatory risk	(1,0)	very low threat	(5,0)	2,0	low-level opportunities	10,0		15,0
	Corporate Social Responsibility									
	1	Social Impact	3,0	medium-level benefit	15,0	3,0	medium-level benefit	15,0		0,0
	2	Environmental Impact	(2,0)	low-level harm	(10,0)	2,0	low-level benefit	10,0		20,0
	Other qualitative factors									
	1	alignment with intended strategy	2,0	slighly consistent with intended strategy	20,0	(3,0)	somewhat inconsistent with intended strategy	(30,0)		(50,0)
	2	impact on firm's reputation	(1,0)	very low-level harm	(10,0)	1,0	very low level benefit	10,0		20,0
	3	alignment with core competencies and capabilities	3,0	adequate with moderate advantage	15,0	1,0	adequate	5,0		(10,0)
	4	impact of deciding not to invest	3,0	Market is dynamic; competitors move quickly; and similar investment opportunities arise from time to time.	15,0	2,0	Market is stable; competitors are proactive; and similar investment opportunities arise from time to time.	10,0		(5,0)
	5	feasibility of reversing the decision.	(4,0)	a threat to liquidity	(20,0)	(4,0)	a threat to liquidity	(20,0)		0,0
	6	track record and ability of personnel involved	(2,0)	moderate doubt	(10,0)	2,0	fair	10,0		20,0
	7	competitive advantage	(2,0)	not unique/some short-term market penetration	(20,0)	2,0	competitive product / short-run market leader	20,0		40,0
		Total Score			48,1			(1,8)		0,0

c)

Operational Risk

In 2017, China became the 6th largest wine producer with 10.8 million hl and brought in total sales of $3,991 million (Xwine 2022). In addition, the wine industry also has the potential to become the second largest wine market in the world by 2030. Besides, luxury resorts and hotels also have significant developments. Ms. Fenady Uriarte - Business Development Manager said that the Southeast Asian market in STR by the end of February 2023 was recovering to almost pre-pandemic levels. However, it is still facing many challenges as the index is -33.4% year-on-

year (Business Forum Journal 2023). Therefore, the investment potential of operation in the Chinese wine market is slightly higher than that of high-end resorts and hotels.

Environment

Wine production has adverse effects on the surrounding environment, such as air, soil, and water pollution. Pesticides used in alcohol production contribute to the greenhouse effect and cause serious pollution of water and soil (Grantham Institute 2023). However, the current winemaking process is also reducing the impact on the environment, such as the reuse of grape residue in the manufacturing process to increase sustainability in production (Xuan Ky 2021). Therefore, we consider the wine model to have medium-level harm. Meanwhile, the development of luxury resorts is estimated to have an enormous impact on the environment. Tourist areas tend to be concentrated along the coast, mountain tops, and mountain slopes, so it causes ecological imbalance when pollution caused by construction and activities is increasing (United Nations Environment Programme 2001). Therefore, we consider this to be a high-level harm project.

Strategic risk

For strategic risk, Proposal 1 is lower than Proposal 2. China ranks as the fifth-largest consumer of wine (Duong 2022). This demonstrates the industry's recent robust and stable growth. So, this is a viable and promising option to invest in a winery factory in the Chinese market. According to statistics, In 2019, Chinese people consumed 1.5 billion bottles of wine and red wine is progressively assuming a crucial role in the Chinese lifestyle (VTV 2019). During the COVID-19 outbreak, the government was compelled to suspend all production activities during its peak owing to its significant severity. Therefore, the firm's supply chain was interrupted, affecting the company's business strategy. However, since production is only temporarily halted for a short time, we see this as a mid-level opportunity. In contrast, the extended travel prohibition will have a devastating impact on the hotel industry. It drastically decreases the number of visitors. In 2020, there is a 74% decrease in tourist arrivals compared to 2019(UNWTO 2021). This results in longer-term losses for hoteliers. Thereby, the risk in the operating strategy is located at a high level. So, this is a medium threat.

Impact on firm's reputation

Reputational issues, such as scandals and environmental concerns, are resolved more swiftly in the wine industry. Because consumers are often only curious about the product's problem. For instance, the firm will transition to promoting a more prestigious product if a specific type of product is involved in scandals to divert customers' attention away from the controversial product issue (Marlen n.d). So, it is only low-level harm. While, the hotel industry, customer happiness is crucial to determining a hotel's reputation (Yen 2023). Suppose a client is unhappy with the service. It will be difficult to surmount the hotel's negative reputation because it only provides room rental service. According to TripAdvisor, 53% of travelers will not book a hotel without guest reviews(Alliance 2014). And negative online feedback can prevent potential clients from booking a room. This leads to a severely damaged reputation. So, we classify this as a high threat.

Question 3

The Business Decision Making course includes content and knowledge spread throughout the course. One of the topics that impressed the group the most was Budget preparation, which helps understand budgets in businesses and the flow of cash in projects in order to make informed financial decisions. In addition, the budget analysis allows us to calculate the profitability of the project. Therefore, we can make decisions about whether they are worth the time and resources the business allocates. Besides, It helps us understand how cash inflow (+) and cash outflow (-) work and their deep meaning in a defined time period, so we have a more holistic and direct view of the cash budget.

However, the lesson on Budget Preparation has many minimal formulas for students in the classroom. The lesson used many complex math operations to calculate data in Excel tables. These questions require students to have close-ups and sensitivity in their performance equipment to be able to give the most accurate parameters. Additionally, Excel techniques are also one of the most common problems for students with budget-allowable accounts. For example, students need to memorize and correctly use formulas including before and after taxes,

gross profit margin, cash flow, receipts, and expenditures to give an accurate overview of the budget.

Overall, Week 3 knowledge brings a lot of practical value to help students synthesize important data and have a clear view of the budget, thereby making accurate business decisions. In one of the practical examples, students can apply the formula of the lesson to calculate the budget before they start.

Hopefully, the school will create more after-school courses with experts in the business field so that we can gain more experience and answer questions about business decisions later.

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