

<b>A Level Business – Sustainability – Worksheet</b>
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### Question 4

Moss & Mingle is a fast-growing online retailer selling indoor plants, gifts and home accessories. Its attractive packaging and quick delivery have helped sales rise quickly. However, the business has come under pressure from customers and campaign groups over plastic waste, delivery emissions and the difficulty of checking environmental and labour standards across overseas suppliers. Maya, the founder, is considering a major sustainability plan. This would involve switching to recyclable packaging, using more local suppliers, introducing supplier audits and launching refill options for some product lines. The plan could improve trust in the brand and reduce long-term risk. However, costs would rise and some managers fear prices may need to increase. Market research suggests many customers support greener business practices, but not all are willing to pay more.

**Assess whether Maya should introduce the full sustainability plan at Moss & Mingle. (9 marks)**

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

## A Level Business – Sustainability – Suggested Answers

### Question 4 – Assess whether Maya should introduce the full sustainability plan at Moss & Mingle.

- Moss & Mingle already faces pressure over plastic waste, delivery emissions and difficulty checking labour and environmental standards across overseas suppliers.
- Switching to recyclable packaging, using more local suppliers, introducing supplier audits and launching refill options could reduce these risks and strengthen trust in the brand.
- That may be especially important because the business is fast-growing, so reputational problems could become more damaging as the brand becomes more visible.
- A stronger sustainability reputation may improve customer loyalty and reduce long-term risk, helping the business remain successful as it expands.
- However, there are also important arguments against introducing the full plan immediately.
- The changes would raise costs, and some managers fear that prices may need to increase.
- Market research suggests that many customers support greener business practices, but not all are willing to pay more.
- This means the business could face a gap between what customers say they value and what they actually buy.
- If prices rise too far, sales volume could fall and the business may become less competitive, especially if rivals continue offering lower-priced alternatives.
- Overall, Maya should probably introduce the sustainability plan, but not necessarily all at once.
- The long-term benefits in terms of trust, reduced reputational risk and stronger supply chain oversight are persuasive, especially given the pressure the business already faces.
- However, introducing the full plan in stages would be more sensible because it would allow Moss & Mingle to manage costs, test customer response and avoid damaging price competitiveness too quickly.