

2. Study the information below and then answer the questions that follow.

John Cadbury opened his first shop in 1824. Since then the business has continued to grow and nowadays provides the world with many of its favourite brands, e.g. Dairy Milk, Flake, Crunchie, etc. Some of the items it makes are seasonal, e.g. cream eggs, Easter eggs, Christmas puddings, whilst others are required throughout the year in vast quantities. Cadbury is also known for its annual donation of a giant Easter Egg to Great Ormond Street hospital for children.

In an attempt to continue its growth Cadbury, like many companies nowadays, is keen to embrace some or all of the Japanese approaches to management. The Japanese approaches focus on three main elements:

- strategic goals being more important than long-term profit;
- a trained workforce that is given a key role in improving methods and output;
- **lean production**.

Cadbury does not use a single method of organising production but a mixture, and it uses robots to pick up the bars of chocolate and put them into boxes. Naturally, **quality assurance** is a vital part of the business. If it gets this wrong, it can severely damage its profits.

- (a) Explain the benefits of *lean production* to a business such as Cadbury. [4]
- (b) State, with reasons, **two** methods of production which are suitable for making Easter eggs. [4]
- (c) Explain the ways in which a food manufacturer, such as Cadbury, might ensure the quality of its products. [6]
- (d) “*Quality assurance* is essential for business success.” Discuss. [6]