

12.2_I

Paragraph	Summary
1	how and why Donald Robins started his business
2	how the company developed and expanded
3	the company's aims and mission
4	competition in the transport industry meant that the company missed some chances to expand
5	Robins Tours' problems

Model answer

It seems that Robins Tours is facing some serious difficulties. Briggs (2020) lists a number of problems. Firstly, as a result of pressure from competitors in Hadford, the company has lowered its prices and stopped some services. Consequently, the standard of service has become worse and its market share has gone down. Secondly, the operations management is experiencing problems because of the size of its staff and its location in several places. Another difficulty is that the vehicles need replacing. Briggs further points out that one of the main problems is finance: the company cannot expand as it would like to since profits have not grown with turnover. Briggs suggests that one reason for this might be petrol price increases. As Briggs puts it, Robins Tours is 'at critical point in its existence' (p. 12) and its future is at stake.