1. (a) In a consumer survey conducted by Network Rail in 2010, analysts argued that results were not valid because sampling methods used were biased.  
   Which one of the following might lead to a biased set of survey results for Network Rail? [1)
2. A range of respondents was chosen representing all rail passengers
3. Questions were asked at various times on different days of the week
4. First and standard class passengers were included in the sample
5. Only passengers with discount cards were used in the sample

Answer [ ]

(b) Explain your answer

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Free the Burger!**

This is a very appropriate campaign slogan for Muddy Boots Foods Ltd, a business set up by husband and wife team Miranda and Roland Ballard.

Miranda and Roland met at Bristol University and later worked in film and television until December 2008, which they loved, but they really wanted to have a go at running their own company and taking on the challenge together.

Roland’s father, John, has farmed at Church Farm in Worcestershire for 40 years. John has an incredible herd of award-winning pedigree Aberdeen Angus beef.

With Roland’s background and Miranda’s creativity and passion for bringing top quality beef to products that too often ‘don’t get the good stuff’ (most burgers and ready meals are made from poor quality ingredients), they developed the Muddy Boots beef burger.

The couple state on their website: ‘We promise that all the beef in our burgers is 100% pure-bred, 21-day matured, naturally reared Aberdeen Angus Beef’

Whilst Roland negotiates the cost of supplies with his father John, Miranda provides the value-added by hand-making the burgers and combining the beef with tasty ingredients such as goats’ cheese, sun-dried tomatoes and red onions. The burgers are low in salt and fat and are vacuum-packed. This enables the company to charge premium, yet value-for money prices.

The couple built the business on £30 000 of start-up capital which they gained from personal savings and loans from friends and family. Over £5 000 alone was spent on second-hand kitchen equipment and a further £15 000 on other items including the distinctive vacuum packaging machine and other materials.

Between 2009 and 2010 the business grew faster than the couple could have imagined. This was due to the kind support and advice of people who were experts in the industry and to the feedback from the friends they made at the local farmers’ markets, where Roland and Miranda first sold their products.

The company now offers a home delivery service through its website and has more recently secured a contract with the UK supermarket chain Waitrose. This was no doubt helped by the publicity gained by featuring on the BBC TV Series ‘High Street Dreams’ in April 2010. Miranda and Roland intend to supply all 228 Waitrose stores by 2011. The 2009 turnover of £70 000 for Muddy Boots is bound to increase in the future.

Evidence B

The burger is a massive worldwide hit: billions and billions are sold every year. McDonalds sells 4.2 million every day in America alone. At Muddy Boots, we want to pull the beef burger out of the big white floury bap, remove the synthetic cheese slice, throw the sliced gherkins at a window (they stick, it’s great fun) and look at the actual burger a little differently. We love the idea of ‘freeing the burger’ and serving it with some new potatoes and green salad or with some homemade tomato salsa rather than budget ketchup.

1. Evaluate the likely value of primary research methods to Muddy Boots Foods Ltd.

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1. (a) Before he established Moonpig.com in 2008, Nick Jenkins made use of market mapping. Market mapping can help entrepreneurs like Nick to (1)
2. Determine the competitive advantage of their products or services
3. Understand how they can add value
4. Identify a potential market niche
5. Achieve all of the above

Answer [ ]

(b) Explain your answer

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. (a) Phiroz and Sabiha are directors of an ice cream manufacturing company, Sweet Heart Ice Cream Ltd. The company operates in a niche market, supplying non-dairy ice cream to Asian restaurants in the Birmingham region.  
   Which one of the following would be least likely to be used by Phiroz and Sabiha given the company’s current market position? (1)
2. Methods of adding value
3. Television advertising
4. Qualitative market research
5. An ethical stance

Answer [ ]

(b) Explain your answer.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Evidence A**

**David’s Choice: Chapman’s or Chic?**

On 1 March 2011 David Benbow celebrated his 40th birthday and an annual turnover of £150,000 for the first time in 19 years of self-employment.

On leaving school in 1987, David started work as a technician in Chapman’s Opticians, for what was then a high wage of £300 a week. Before long David realised that this job failed to match his passion for creativity. A year later he started work as a junior stylist in Raymond’s hair salon, Birmingham. Given his commitment to working long hours and a flair for style, David was swiftly promoted, becoming a senior stylist at Raymond’s in 1990. By the summer of 1992 David decided it was time to be self-employed.

Rather than rent his own premises and pay high start-up costs, David rented a chair\* in a Stourbridge salon. This gave David the opportunity to learn more about the financial aspects of hairdressing, as he became more familiar with costs and the factors which affect sales income. In March 2005, once he had sufficient savings, David opened up his own hair salon in the city of Worcester.

David had not prepared a business plan for a bank because he was confident that he had accumulated enough money – over £30,000 in savings. This paid for the £4,000 legal and professional fees, £8,000 advance rent and the £18,000 for equipment and initial stock.

Marketing costs were negligible because David had developed a strong customer base and reputation in Stourbridge, so clients simply followed him to nearby Worcester. David had also taken advantage of professional development opportunities over the years by paying for courses to update his skills. He did this through formal training with the internationally respected Sassoon Academy in London; David is now one of their partner trainers.

Today David Benbow Hair looks prestigious. Salon prices are by no means as cheap as the £7 charged by a local barber for a dry cut. In this industry David believes “quality counts”, by which he does not simply mean hair treatment. The salon has recently undergone a high specification refit which cost in excess of £40,000, including Italian handmade leather sofas for waiting clients, Shiatsu massage chairs, Italian porcelain sinks, solid oak flooring and LED lighting. David feels his clients are worth every penny. No wonder the salon has featured in Elle fashion magazine.

\*Chair = paying the owner a rental fee for the use of part of the salon.

1. Assess two ways David’s salon might achieve competitive advantage.

Way 1: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
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Way 2: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
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David is considering opening a new salon in London.

1. Evaluate the likely value of each of the following to David before making his decision:  
   (a) primary market research (6)

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1. (a) In February 2012, football star David Beckham launched a range of men’s underwear called Bodywear. This range is only being sold in H&M high street stores. This business opportunity for H & M is best described as a form of (1)
2. test marketing
3. trade-off
4. market mapping
5. market differentiation

Answer [ ]

(b) Explain your answer. (3)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. (a) In the spring of 2012, Burger King (BK) transformed its menus and the design of its fast-food outlets – the biggest changes since the chain opened its doors in 1954. Sources of primary research data for BK might have included all of the following, except (1)
2. Market intelligence reports
3. Product trials
4. Loyalty card application forms
5. Observations

Answer [ ]

(b) Explain your answer. (3)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_