1. (a) The Adventure Company offers a range of niche holidays, such as walking the Inca Trail and climbing Kilimanjaro.  
   Which one of the following would be the most appropriate marketing strategy for The Adventure Company to use? (1)
2. Penetration pricing
3. Specialist magazines
4. Special offers
5. National television (3)

Answer [ ]

(b) Explain why this answer is correct.

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**Evidence A - The Low Cost, No Frills Airline**

Ryanair (founded 1985) is Europe’s only ultra-low cost airline, operating more than 1,500 flights per day across 28 countries, connecting 178 destinations. Ryanair currently employs more than 8,500 people. In 2012–2013, passenger traffic grew by 5% to 79.3 million, revenues increased by 13% to €4.8 billion and profit was up 13% to €569 million.

In summer 2013, Ryanair added another 200 routes and seven new bases, including Marrakesh in Morocco. This should help the number of passengers to increase to 81.5 million in 2014.

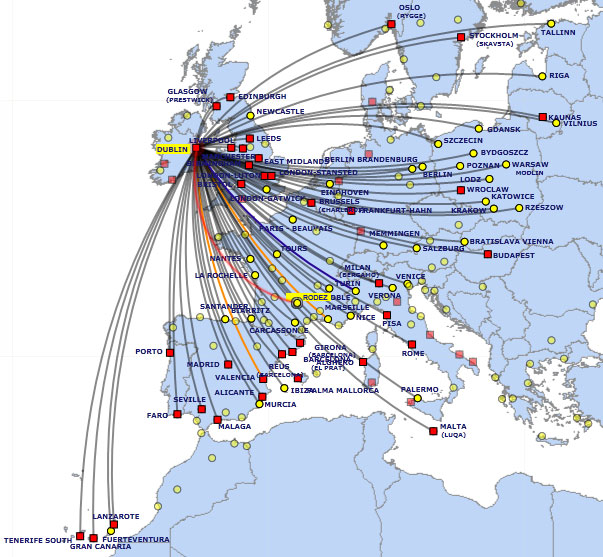
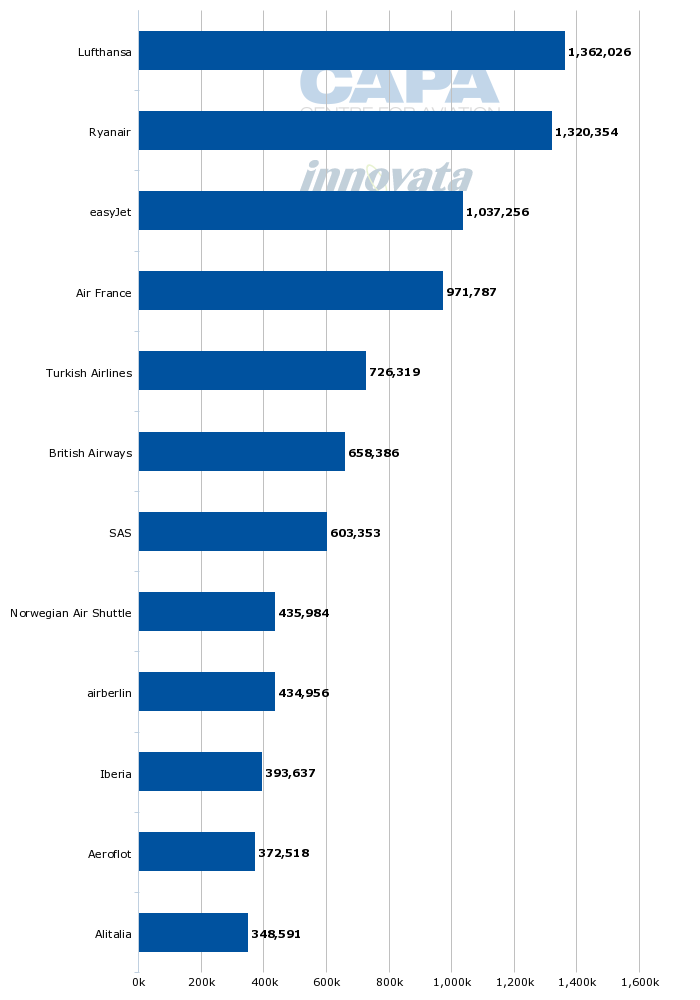
Although they still have the lowest fares in Europe, Ryanair’s average fares rose by 6% over the year. But the biggest revenue-earner came from a 20% jump in sales of additional services such as reserved seating, which brought in €1.06 billion – or 22% of total revenue.

**Evidence C - Low Cost but at a price…**

Ryanair’s cost per passenger is the lowest in Europe by some margin, with main rival EasyJet being 67% higher than that of Ryanair. Ryanair uses smaller, lower cost airports with faster turnaround times of only 25 minutes, which allows the airline to maximize aircraft utilisation. It also benefits from high seat density (189 seats per aircraft, compared with 156 seats for EasyJet) with an aircraft capacity utilisation of 82%.

Ryanair has a younger fleet of aircraft giving them advantages of fuel efficiency and lower maintenance costs. In addition, Ryanair’s labour force is more productive and flexible: 50% of flight crew are contracted and employed only when required.

There is a downside to cutting costs and Ryanair is frequently featured in surveys as having one of the weakest brands in European aviation. Ryanair is seen as mean, uncaring and money-grabbing, and social media sites are used to reinforce this image as well as complain about poor customer service. Despite this, passenger numbers are set to rise by 4-5% per annum with 98% of all tickets booked online.



1. Analyse how current social trends might affect the marketing mix of Ryanair. (6)

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**Evidence A IKEA – A Global Furniture Brand**

IKEA, the world’s largest furniture retailer, designs and sells ready to assemble furniture. For example, beds, chairs and desks. Its stores feature restaurants and food departments.



**Evidence B IKEA’s vision and business idea**

“To create a better everyday life for many people”, this is the IKEA vision. Our business idea is to offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

For us, good design is the right combination of form, function, quality, sustainability and a low price. Our designers have to find the right balance of these elements.

It’s a unique challenge that keeps us innovative. What makes us unique is that our suppliers play a very important role. Early in the design phase, our designers work with teams of technicians, manufacturers and specialists – often on the factory floor.

We work hard to achieve quality at affordable prices through maximising value. We build long-term supplier relationships and invest in highly automated production to produce large volumes. We ensure that high volumes of IKEA products are available to customers in perfect condition, at the right time and at minimum cost. This is a challenge that requires detailed planning and flexibility. Our objective is to increase sales and focus on growth in Asia and Australia.

**Evidence C A little bit of Sweden in the UK**

Cathy Donnelly, IKEA’s Human Resources (HR) Operations Manager in the UK, says health and well-being for staff is key to IKEA’s success. Company policy is to have a 50/50 male female split in senior management. Three of the five members of IKEA UK’s top management team are women.

IKEA has a decentralised organisational structure operating throughout all of its stores worldwide. Many employees work part time or have other forms of flexible working. In one store two HR Managers job share. Staff can work set rotas so they can drop their children at school and work later or earlier shifts.

“As long as it works for the business, employees have the freedom to work flexibly,” says Cathy. One store manager in Manchester works flexible hours. “Her line manager is not interested in whether she starts at nine or 10 but in the store’s performance.”

IKEA stores often have long opening hours so flexible working fits well into this. IKEA has contracts where people work longer hours in busy periods such as September when the new catalogue is launched. They can then work fewer hours in less busy periods. This may allow them to spend more quality time with the family.

“We are keen to support women after maternity leave. The average IKEA customer is a 35-year-old female living with children. We need to have like-minded people working in our organisation and meeting these customers. It makes sense to attract and retain them.”

1. (a) Explain one benefit to IKEA of setting a marketing objective. (4)

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1. Assess the impact on MUFC’s marketing mix of the increasing use of social media. (12)

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