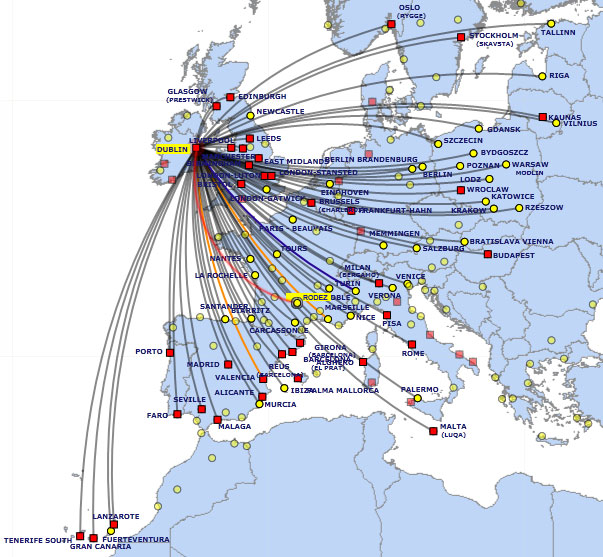
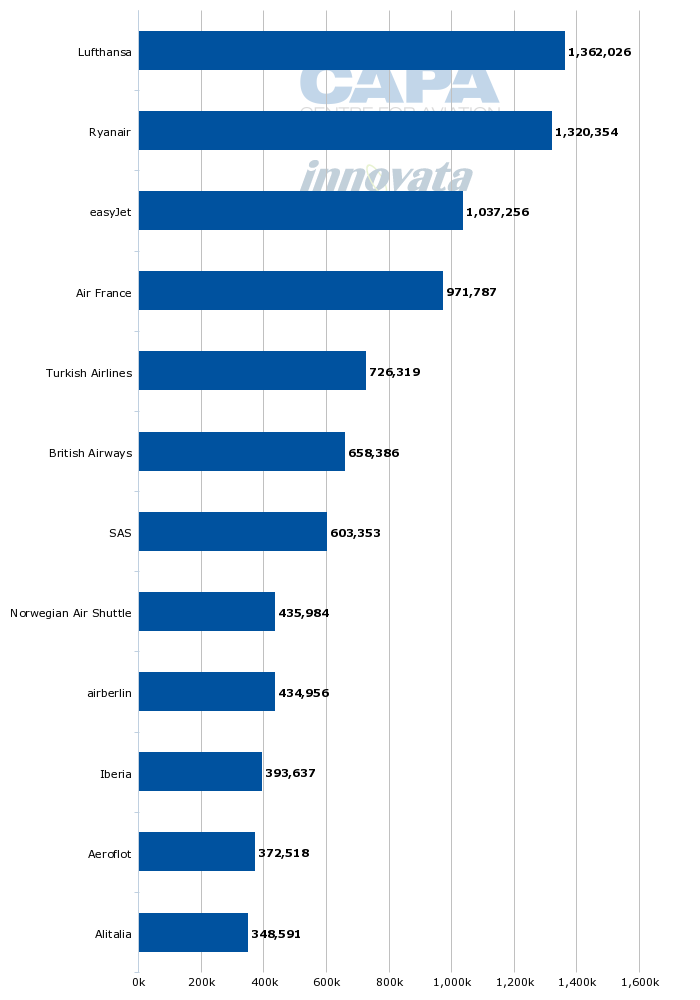
**Evidence A - The Low Cost, No Frills Airline**

* 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. (b) Analyse how Ryanair could increase its aircraft capacity utilisation. (6)

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1. In October 2013 Blockbuster, the DVD and computer games retail chain, became the latest business failure and closed all of its stores.  
   (a) This was most likely due to (1)
2. an increase in Blockbuster’s cash flow
3. an increase in online sales of DVDs
4. a decrease in supermarkets selling DVDs
5. a decrease in Blockbuster’s labour costs (3)

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1. Savoir Faire, a small restaurant in London, is able to serve 1,500 meals a month. In November 2013 it sold 1,125 meals.  
   (a) Calculate the capacity utilisation for Savoir Faire in November. (1)
2. 25%
3. 75%
4. 133%
5. 175% (3)

Answer [ ]

(b) Explain why this answer is correct. (Show your working)

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**Evidence A Cola-Cola India turns 20**

* The Coca-Cola drink was launched in Agra, India in 1993. Since then Coca-Cola India has grown rapidly, owning two of the country’s largest soft drinks brands – Thums Up and Sprite. Operations include over 7,000 Indian distributors and more than 2.2 million retailers.
* Coca-Cola India has invested more than $2bn in its Indian operations and provides direct employment to   
  more than 25,000 people and indirect employment to more than 1,500,000 people through its vast supply and distribution system.
* Coca-Cola India is the country’s leading beverage company with an unmatched portfolio of beverages. These include Coca-Cola, Fanta Orange, Limca, Sprite, Thums Up, Burn, Kinley, Maaza, Minute Maid Pulpy Orange, Minute Maid Nimbu Fresh and the Georgia Gold range of teas and coffees and Vitingo.
* Coca-Cola India is one of the largest domestic buyers of agricultural products such as sugar and mango pulp. The company’s business also positively impacts on industries such as glass, plastics, automobiles and banking.

**Evidence B Coca-Cola India – Responsible Marketing**

* As part of our marketing, we have a Global Responsible Marketing Policy and we do not market any products directly to children under 12. This means we will not use advertising directly targeted at audiences that have more than 35% of children under 12. Our policy applies to all of our beverages and the media outlets we use. We are proud to be part of the ‘India Pledge’, which is a commitment to change food and beverage advertising to children under the age of 12 years in India.

**Evidence C New High-tech Bottling Plant**

* To mark its 20 years in India, Coca-Cola India opened a new bottling plant at Chatta in Uttar Pradesh. With an investment of Rs 135 crore ($23m) the new high-tech plant will be Coca-Cola India’s 58th manufacturing plant in the country. The company’s latest technology will ensure no wastage of water and energy. It will produce 1,200 bottles per minute and will be capital intensive, providing employment to 225 people.
* Venkatesh Kini, Deputy Business Unit President, Coca-Cola India, said, “Our   
  investments in India are on track as we build scale, manufacturing capacity,   
  distribution capability and a robust product portfolio to realise our business goals in India. By using quality management techniques, we share best practices and technological advancements with our suppliers, vendors and allied industries, which often leads to improvement in the overall standards of quality across industries.”

**Evidence D Coca-Cola India – A Great Place to Work**

* We aspire to be a great place to work, where employees are given opportunities to develop their skills and expand their breadth of experience. With this in mind we have developed six special training programs for all employees at all levels of the hierarchy.
* Pegasus is our leading training program which seeks to develop all-round top talent for future roles within Coca-Cola India. Catalyst is another training program for selected managerial staff, relatively high in the organisational hierarchy, preparing them for senior management positions.
* In addition, our Coca-Cola University operates a six-month program which helps to source and train fresh young talent ahead of demand for our franchise bottlers. The program includes classroom learning, e-learning, mentoring, coaching, feedback and fieldwork.

1. (b) Analyse one reason why Coca-Cola India has decided to use capital intensive production in the new bottling plant.

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