**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.

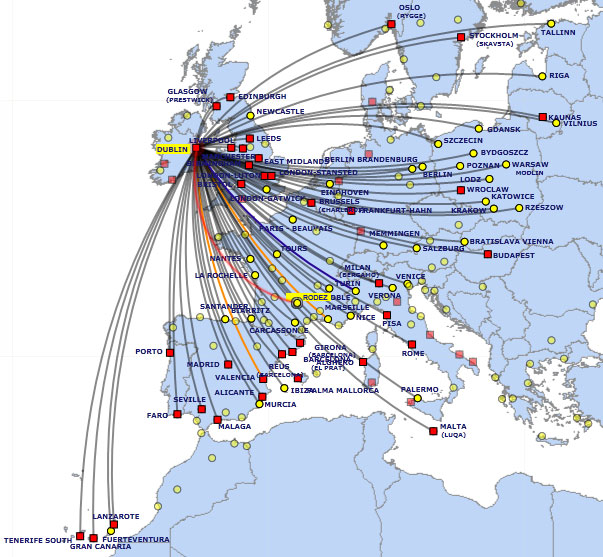
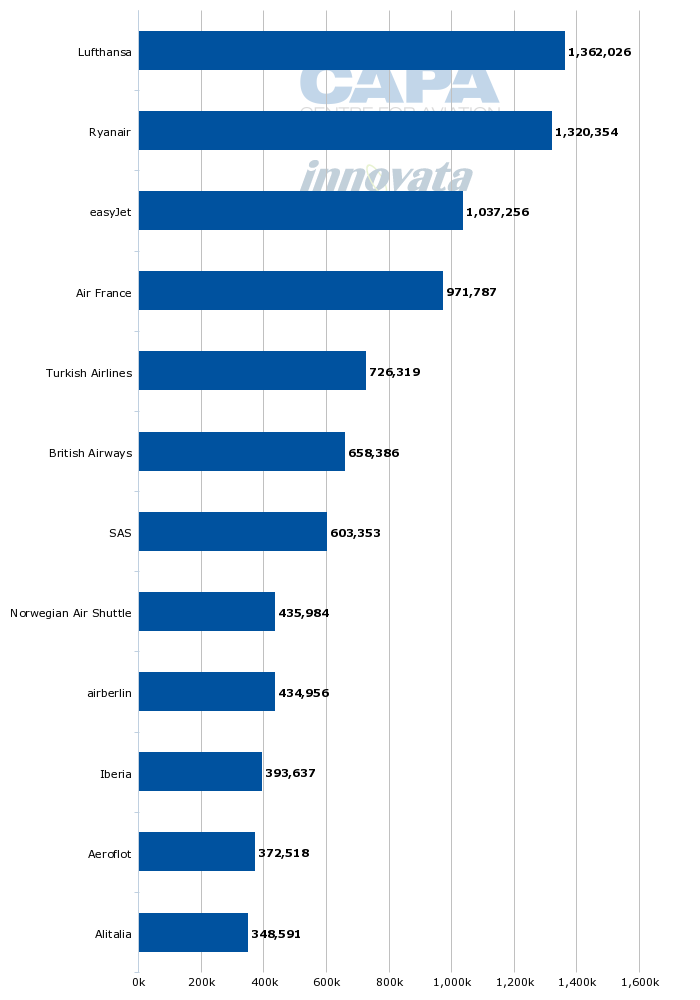
Although they still have the lowest fares in Europe, Ryanair’s average fares rose by 6% over the year. But the biggest revenue-earner came from a 20% jump in sales of additional services such as reserved seating, which brought in €1.06 billion – or 22% of total revenue.

**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. Assess the likely difficulties Ryanair might experience in sales forecasting for the next few years.. (12)

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1. In 2013, Marks and Spencer plc (M&S) increased the time it took to pay 500 of its small suppliers from 60 days to 75 days.  
   (a) This is most likely to result in an (1)
2. improvement in cash flow for M&S
3. improvement in M&S brand image
4. increase in the number of suppliers for M&S
5. increase in M&S overdraft facility

Answer [ ]

(b) Explain why this answer is correct. (3)

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1. In 2013 Adidas, the world’s second largest sportswear group, announced its profits would be 11% lower than forecast.  
   (a) Which one of the following is the most likely reason for the drop in profit? (1)
2. Increased productivity of its workforce
3. Overestimation of projected sales
4. Minimisation of total costs
5. Reduction in competition

Answer [ ]

(b) Explain why this answer is correct. (3)

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1. (a) Analyse why it might be difficult to estimate future sales for MUFC.

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1. (b) Assess the impact of falling ticket prices on MUFC’s revenue..

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Tesco was founded in 1919 by Jack Cohen from a market stall in London’s East End. We now operate in 12 countries around the world with over 3,000 stores and over 310,000 employees in the UK. Over 65% of Group sales and profits come from the UK business, where we are the market leader. We operate a decentralised structure with only six management levels between the CEO and a checkout assistant.

We pioneered grocery home shopping in 1997 and have grown to be the world’s largest and most profitable online grocery retailer, with sales of well over £2bn. We also have a small number of specialised dotcom-only stores and over 150 Grocery Drive-throughs, which allow us to respond to high customer demand. Our popular Click & Collect service can be used for general merchandise and is just one of many distribution methods on offer to customers.

We’re not just a grocery store – we offer our customers a range of products and services to suit   
their needs. From Tesco Bank to Tesco Mobile to our new Blinkbox video-on-demand service, we’ve   
got more than milk and eggs.

**Evidence B: Tesco Charity Trust**

The Tesco Charity Trust was set up in 1987 to support both national and local community charities, and to add a 20% top up to staff fundraising. In the year ending February 2013, the Tesco Charity Trust made cash donations of over £2m to local, national and international charities and supports UK charities such as Cancer Research UK’s Race for Life and Diabetes UK. Each year, we set a target for donating at least 1% of pre-tax profit to charity.

We also support communities through our products. Every year our clothing brand, F&F, offers a range of school uniforms as part of the ‘Buy One, Give One’ program. When a Tesco customer buys one product from the range, F&F donates an entire school uniform to a child in the area in which the clothing is made. With the help of our customers, F&F has donated more than 200,000 school uniforms to children in Kenya, Sri Lanka and Bangladesh since 2009.

**Evidence C: Price comparison websites**

mySupermarket is a website that allows you to compare prices and shop online from the main UK retailers in one place. Our aim is to help you save time and money while giving you the best possible online shopping experience. All you have to do is select your favourite retailer - Tesco, ASDA, Sainsbury’s, Waitrose, Ocado, Aldi, Morrisons, Boots or Superdrug and start shopping!

We also help you find the best online deals, offers and vouchers. While you shop, we compare your basket across all the retailers so we can suggest replacements to help you save even more money.

We are 100% independent from the retailers featured on our website. None of the stores or any manufacturers own a stake in the company. Our pricing information is updated daily according to your local stores.

**Evidence D: Tesco board ousts CEO Philip Clarke after latest profit warning**

After 40 years at Tesco Philip Clarke was replaced by Dave Lewis. Philip Clarke had failed to halt a dramatic slide in sales and profits. Tesco issued another profit warning in July 2014.

When Philip Clarke took over as CEO in March 2011, Tesco’s UK market share was 30.7% but by October 2014 that had shrunk to 28.9%. During the same period, discounter Aldi more than doubled in size to command a 4.7% share of the market, while Lidl increased its share to 3.6%.

In October 2014, more problems emerged for Tesco when The Serious Fraud Office launched a   
criminal investigation into its accounting practices after a £263m profit overstatement. There are fears that Tesco employees will feel the real impact of the falling profits in an attempt to reduce costs at the troubled retailer.

1. (b) Explain one factor that might affect the amount of working capital held by Tesco. (6)

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