

CAMBRIDGE NATIONALS

Examiners' report

# ENTERPRISE AND MARKETING

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J819

**R064 January 2021 series**

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## Introduction

Our examiners' reports are produced to offer constructive feedback on candidates' performance in the examinations. They provide useful guidance for future candidates.

The reports will include a general commentary on candidates' performance, identify technical aspects examined in the questions and highlight good performance and where performance could be improved. A selection of candidate responses is also provided. The reports will also explain aspects which caused difficulty and why the difficulties arose, whether through a lack of knowledge, poor examination technique, or any other identifiable and explainable reason.

Where overall performance on a question/question part was considered good, with no particular areas to highlight, these questions have not been included in the report.

A full copy of the question paper and the mark scheme can be downloaded from OCR.

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## R064 series overview

A smaller than usual cohort took this examination, with just over a quarter of the normal number of entries. After the slight fall in standard in January 2020 it is pleasing to report that the performance levels returned to those seen previously, with a significant majority of candidates scoring more than half marks. There were many excellent scripts which showed wide-ranging knowledge and understanding of most of the specification and so scored more than 65 marks.

At the other end of the ability range, there were few candidates who were unable to show some relevant knowledge. Hence, there were very few candidates scoring less than 20 marks.

There was evidence that candidates found the context of a hairdressing business to be accessible, although it was apparent that some knew little about franchised operations. One of the factors which continues to help a candidate to gain the highest marks is their ability to engage with the context and to make use of it in the answers which require it.

<i><b>Candidates who did well on this paper generally did the following:</b></i>	<i><b>Candidates who did less well on this paper generally did the following:</b></i>
<ul style="list-style-type: none"> <li>• Had a thorough and wide-ranging grasp of the specification.</li> <li>• Focused their responses on the topic and did not repeat themselves within an answer.</li> <li>• Considered the impact on this business of the concept being examined.</li> </ul>	<ul style="list-style-type: none"> <li>• Showed poor knowledge about costs (including calculations).</li> <li>• Had little knowledge of the terminology of pricing strategies.</li> <li>• Had limited knowledge about franchise operations.</li> <li>• Did not relate their responses well to the specific concepts being asked in the question.</li> <li>• Did not make any use of the context in Question 27.</li> </ul>

## Section A overview

Performance on the multiple choice questions showed the full range of ability and discriminated very well. There were many candidates who scored full marks or only got one or two responses wrong. At the other extreme, a few candidates scored less than 4 out of 16.

Questions 2, 4, 8, 10 and 16 were the best answered, with at least 85% of candidates getting each one correct. In comparison, Questions 6 and 7 were the least well answered.

### Question 6

- 6 After running her business for a year, Kiera owes £850 in tax on her profits.

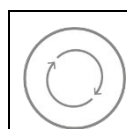
To which of the following organisations must Kiera pay her tax?

- (a) Bank
- (b) Companies House
- (c) HMRC
- (d) Local council

☐  
☐  
☐  
☐

[1]

The section of the specification which requires knowledge of the basic legal requirements to start a business (5.1) is often an area of weakness for many candidates. Nearly half of the candidates did not know that tax is paid to HMRC.



**AfL**

Candidates only need a basic understanding of the legal requirements of a business. This is primarily what is required for a sole trader or a partnership. The exemplification in the specification sets out what must be taught as a minimum.

### Question 7

- 7 A fixed cost can be defined as:

- (a) A cost that always stays the same
- (b) A cost that cannot be measured
- (c) A cost that does not vary with output
- (d) A cost that varies with demand

☐  
☐  
☐  
☐

[1]

Cost definitions continue to be a source of difficulty for candidates. Most wrong responses were (a). It is important to emphasise that fixed costs are only fixed in the short run, so do not always stay the same.

## Section B overview

As previously mentioned, the general level of performance was very good. However, one notable issue this session was the increase in the omit rate for some questions in Section B. In particular, Question 23(b), Question 24(c), Question 24(e) and Question 25(a) had omission rates above 10%. Two of these questions were only 1-mark each. The fact that the other two questions were calculations suggests that this is an area which centres need to focus on in the future. This would help to increase the confidence of candidates to attempt these questions.

Maybe equally significant was an omit rate close to 10% on Question 22, worth 6-marks. Given that this was about the role of the marketing department suggests that candidates need to have a greater understanding of what each functional department is responsible for, as outlined in Section 6.2 of the specification.

### Question 17 (a)

You completed an apprenticeship last year which involved you working and qualifying as a hairdresser. As you have always wanted to run your own business, you have decided to become a franchisee of a mobile hairdressing brand, Supreme Salons. You think this is the best way to be successful in such a highly competitive market.

As a mobile hairdresser, you will visit your customers at home to cut, style and colour their hair. Your target market will be young families with children, who may not have the time to visit a hairdressing salon.

You will need to purchase a car, using money that you saved whilst working as an apprentice.

- 17 (a)** State and explain **one** advantage and **one** disadvantage of using your own savings to purchase a car.

Advantage .....

.....

Explanation .....

.....

Disadvantage .....

.....

Explanation .....

.....

[4]

The first question in Section B is intended to be a straightforward introduction to the questions ahead. However, on this occasion, Question 17(a) was one of the least well answered questions. Around a quarter of candidates scored no marks, as they did not read the question carefully. Their responses were focused on the advantages and disadvantages of purchasing a car, rather than how they were purchasing it. It is also vital that candidates read the stem to the question. Some gave responses which implied it would take a long time to save the necessary money when, in fact, they are told that the money has already been saved.

Candidates who did answer the question set, tended to write better advantages than disadvantages. Many were able to make comparisons to a loan, where the money must be paid back with interest.

## Question 17 (b)

(b) Identify **three** other sources of capital which you could have used to purchase a car.

1 .....

2 .....

3 ..... [3]

This was well answered with more than half of candidates scoring full marks. Once again, reading the question is important, as some gave 'using own savings' as a response. Some interesting responses which were not accepted by the examiners, included leasing (not used for purchasing a car) and loan sharks.

## Question 18

18 Analyse **two** disadvantages of starting your hairdressing business as a franchisee.

Disadvantage 1 .....

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Disadvantage 2 .....

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..... [6]

This question clearly showed the difference between those candidates who had a good understanding of how a franchise agreement works and those who did not. Better ability candidates scored very well on this question, with many gaining full marks. The paying of royalty fees and the lack of complete decision-making control were the most popular responses.

It seemed fairly transparent where franchises had been thoroughly covered by centres, allowing candidates to generally answer well. Those candidates who appeared not to know about franchising mainly gave generic responses about the disadvantages of starting a business. Unless this type of response specifically made a comparison with setting up as a sole trader or partnership (i.e. not as a franchise), it was not rewarded by examiners.

A small number of candidates confused the franchisee with the franchisor.

	<b>AfL</b>	<p>Although this was the first time that the concept of franchising was examined directly in Section B, it is a form of ownership set out in the specification. Centres also need to teach the ownership forms of sole trader, partnership and limited liability partnership. Limited companies do NOT have to be studied in the current specification.</p>
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## Question 19

19 Identify **three** ways that your customers' needs may vary.

- 1 .....
- 2 .....
- 3 .....

[3]

There continues to be confusion between the needs of customers (Section 1.1 of the specification) and the types of segmentation (Section 1.2). About a third of candidates scored no marks in this question, as they gave responses about segmentation methods. At the other extreme, over 40% of candidates scored 2 or 3 marks.



## Question 20

- 20 Due to technological developments in hairstyling equipment, Supreme Salons is asking its franchisees to buy new hairdryers and hairstyling products to promote shinier hair.

State and explain **two** ways that technological developments may affect your business.

Way 1 .....

.....

Explanation .....

.....

Way 2 .....

.....

Explanation .....

.....

[4]

This question produced some very good full-mark responses from about a quarter of the candidates. The next most common mark was 2, usually from candidates listing two ways that technology may affect your business, without providing an explanation which was more than just repeating the way.

Compare exemplars 1 and 2. Exemplar 1 scored 4 marks as each way is followed with a clear explanation which adds to the response. This is specific to the impact of technological development (i.e. the need to spend money every few years and the need to spend time learning to use new equipment). On the other hand, exemplar 2 correctly identifies cost and difficulty of use (for 2 marks) but the explanations repeat the way, without any obvious link to technology.

### Exemplar 1

Way 1 The constant advancements in technology will mean you will have to keep buying new products.

Explanation Some customers will want ~~to have~~ you to use the latest product, meaning you will have to spend more money every couple of years.

Way 2 New products require new skills which may be time consuming to learn.

Explanation This will mean you may have to spend extra time learning outside of the working day, which will affect your personal life

[4]

## Exemplar 2

Way 1 ~~expensive~~ EXPENSIVE

Explanation new technology these days ~~is~~ getting more expensive

Way 2 harder to use

Explanation As technology progresses, it ~~gets~~ is getting harder to use and more complicated to use

[4]

## Question 21

21 The Supreme Salons brand regularly advertises in fashion magazines.

Analyse **two** benefits for your business of Supreme Salons' magazine advertising.

Benefit 1 .....

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Benefit 2 .....

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[6]

This question performed very differently to the other 6-mark question requiring analysis (Question 18) even though they had similar mean marks. Answers to Question 21 were concentrated around 2 and 3 marks, with few candidates scoring very low or very high marks. This was generally because responses did not focus on the specific area of magazine advertising. Another recurring mistake was candidates suggesting that magazine advertising is cheap; it is not. (Examiners did give some reward to candidates who suggested that magazine advertising is 'cheaper' than, say, TV advertising.)

This very generic 'advertising' response is shown in exemplar 3 (which scored 3 marks). The first benefit is correct (a wider range of customers) and has an impact on the business (more sales and profit) but could apply to any form of advertising. The second benefit only refers to an improved brand image (again, correct) but has no impact on the business and could, again, apply to any form of advertising.

Even better ability candidates found it difficult to gain high marks, because responses lacked a direct linkage to magazine advertising, rather than advertising in general. Few candidates also acknowledged that the franchisor paying for the advertising is a benefit. The most typical contextual responses came from the benefits with regards to targeted advertising, the use of visual media and the wider circulation of magazines.

Exemplar 4 is a full-mark (and concise) response which is clearly about magazine advertising and relevant to a franchisee of a hairdressing brand. There is reference to Supreme Salons being a well-known brand in the first benefit and the second benefit is clearly couched in terms of both magazine advertising and the hairdressing industry, rather than making a generic reference to 'getting more customers'.

	<b>OCR support</b>	The published mark scheme for this (and previous examinations) is a vital source of information. In particular, it sets out the process for marking these 'analytical' responses which are found in each examination. Each part of the response needs to contain a correct benefit (the 'A' mark), an explanation of that benefit (the 'B' mark) and an impact of the benefit on you or the business (the 'C' mark). Correct exemplar responses are set out in each mark scheme along with what is expected for the 'B' mark.
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### Exemplar 3

Benefit 1. Advertise to a wide range of potential customers. This can attract more new customers to your business, likely to purchase services or goods, this will increase sales and ~~pro~~ potentially profit.

Benefit 2. Build a strong brand image + loyalty. As it is advertised regularly people will recognize your brand and maybe even start going to purchase services there, as it is always advertised / mentioned.

## Exemplar 4

Benefit 1 Because you became a franchisee of Supreme Salons, the franchisor will pay for advertising which means that you won't need to. This will reduce your costs and therefore increase your profits. Furthermore, Supreme Salons is a well-known brand so more people will pay attention to the advertising so more customers will be attracted.

Benefit 2 The people who ~~are~~ regularly read fashion magazines will most likely care about their hair and want to use a professional hairdressing service. This will mean that the advertising will attract more customers than if it was in another type of magazine. This will help you make more sales, more revenue and more profit.

[6]

## Question 22

- 22** The marketing department of Supreme Salons contacts any new franchisee during their first month of business, to offer any help they can.

**Other than advertising**, state and explain **three** activities carried out by a marketing department.

Activity 1 .....

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Explanation .....

.....

Activity 2 .....

.....

Explanation .....

.....

Activity 3 .....

.....

Explanation .....

.....

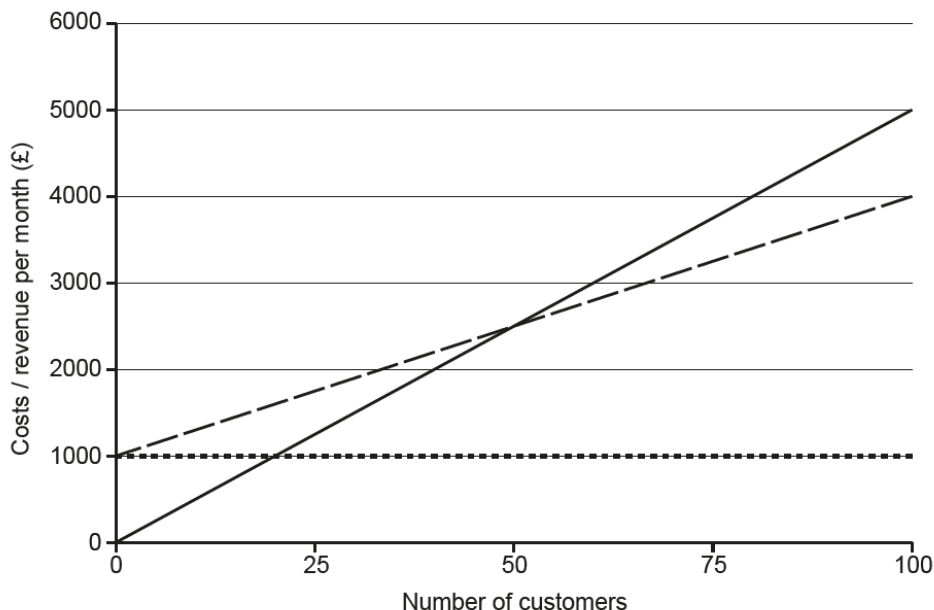
[6]

There were a small number of excellent responses to this question which asked for a range of different activities carried out by a marketing department. Most common were responses about market research, setting appropriate prices and promotion methods. A mark of 4 or 2 was common, accounting for about half of the candidates. This was mainly due to repetition within responses, for example giving two (or three) activities which were all fundamentally linked to market research. Some candidates also incorrectly stated activities which were carried out by other departments, such as hiring, training and stock control.

Once again, some candidates did not read the question carefully as they gave advertising as an activity, even though this had been specifically excluded in the question

## Question 24 (c)

- 24** You have produced a break-even graph to identify how many customers you need each month to break-even.



- (c)** Use the graph to calculate the variable cost **per unit**.

Show your workings.

Answer .....

[3]

Very few candidates scored marks for this calculation, with only a fifth scoring full marks. Many were unable to use the correct line from the graph, often calculating the average revenue (even though they then went on to make the same calculation for Question 24(e)).

Some candidates gained a mark for evidence that they had subtracted £1000 of fixed costs from a total cost figure. Others gained a mark for identifying a correct pair of numbers from the total cost line. This shows the importance of writing out clear workings, as this allows examiners to identify marks for correct stages even if the response is incorrect.

### Question 24 (d)

(d) Identify **three** examples of variable costs your business will need to pay.

1 .....

2 .....

3 .....

[3]

Most candidates scored 1 or 2 marks. A significant number included fixed costs, especially rent and utilities. There was also some repetition of similar responses, such as shampoo and conditioner (both are items of stock).

### Question 24 (e)

(e) Use the graph on page 12 to calculate the average price paid by each customer.

Show your workings.

Answer .....

[2]

This was better answered than the calculation in Question 24(c), although half of the candidates scored no marks.



## Question 25 (b)

- 25** Supreme Salons makes a range of products that franchisees can sell to customers, such as shampoos. The shampoo range has been produced for the past five years, but it is now entering the decline stage of the product lifecycle. Supreme Salons has decided to change the packaging of the shampoo.

- (b)** State and explain **one** advantage and **one** disadvantage of changing the packaging of an established product.

Advantage .....

.....

Explanation .....

.....

Disadvantage .....

.....

Explanation .....

.....

**[4]**

This was the better answered of the 4-mark state and explain questions in this examination, with nearly half of all candidates gaining full marks. In the main, this was because candidates were able to explain or contextualise their responses.

The most common responses were that new customers would be attracted to the product, so the business might sell more, and that current customers would not recognise the product, so may not buy it anymore. However, the key to success was that the responses were clearly focused on the context of this business. This is clearly shown in exemplar 5, with reference to 'children' and 'parents' in the advantage and the nature of the hairdressing industry in the disadvantage.

Exemplar 6 can then be seen lacking the necessary explanation to allow the examiner to award the second mark in each case. To 'attract customers' is an advantage, but the explanation virtually repeats this statement and could apply for any product. Where is the reference to the shampoo range? Again, the disadvantage of cost ('could come out a bit expensive') is correct, but there is then no development. For example, this is a 'shampoo range' so it is not just one set of packaging to change.



## Exemplar 5

- (b) State and explain **one** advantage and **one** disadvantage of changing the packaging of an established product.

Advantage Appeal to a new sort of customer.

Explanation For example, bright packaging will attract children. So the parents are more likely to buy.

Disadvantage Lose brand recognition in the marketplace.

Explanation In a industry as full as hairdressing, an instantly recognisable product is crucial to retaining customers.

[4]

## Exemplar 6

- (b) State and explain **one** advantage and **one** disadvantage of changing the packaging of an established product.

Advantage ~~Making a change to the packaging~~  
could attract customers

Explanation Making packaging change could  
potentially attract customers

Disadvantage Money loss

Explanation Changing the packaging for every  
product could come out a bit expensive.

[4]

## Question 25 (c)

- (c) Identify **three** other methods that Supreme Salons could have used to increase the sales of the shampoo range.

1 .....

2 .....

3 .....

[3]

This was well answered, with most candidates scoring 2 or 3 marks. Answers needed to fit into one of the four remaining categories of extension strategy (packaging having been excluded). Most candidates did this, although some responses showed repetition by choosing more than one example from a particular category, for example, special offers and discounts.

## Question 26

- 26** You do not currently offer any of the shampoo range for sale to your customers, but you are considering it for the future. Before making this decision you have decided to organise some consumer trials.

State and explain **one** advantage and **one** disadvantage of using consumer trials.

Advantage .....

.....

Explanation .....

.....

Disadvantage .....

.....


Explanation .....

.....

[4]

This question was reasonably well answered, with lots of responses linked to the benefits of a more authentic or targeted approach against the time or cost involved in the method.

Lower scoring responses tended not to relate directly to consumer trials, being highly generic to any form of market research. To award the explanation mark in each case, examiners needed to see at least an implicit link to the use of consumer trials. In many cases, responses could apply to any form of primary (or secondary) market research and others were really about focus groups.

	<b>Misconception</b>	<p>The specification identifies five categories of primary market research (Section 1.5) and they each have individual characteristics, advantages and disadvantages. In previous examinations there has been evidence of a lack of clarity between questionnaires and surveys and on this occasion between focus groups and consumer trials.</p>
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## Question 27

- 27 After carrying out your consumer trials, you decide to offer the shampoo range for sale to your customers. You need to select a price for your new shampoo range and have considered the income levels of your target customers and the price of competitor products.

Recommend whether the income level of your target customers or the price of competitor products is the most important factor when setting a price for your new shampoo range. Justify your answer.

[8]

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.....

.....

It was pleasing to see that most candidates clearly understood the idea of setting prices based on both income levels and competitor prices. This was clear from the evidence that about two-thirds of candidates scored 3 or 4 marks. However, what this also shows is something written in every examiners' report since this unit started in 2018; most candidates still make no attempt to contextualise their responses, something which is necessary for a mark of 5 or more.

Exemplar 7 shows a good level of understanding of both pricing factors but contains no reference to the context presented throughout Section B about Supreme Salons and the hairdressing industry. This is the candidate's complete response and shows how brief a response can be to achieve this non-contextual response, scoring a maximum of 4 marks. Many responses were twice the length (or longer) but still only scored 3 or 4 marks, as they contained no context.

Once a response contains some relevant context (this is summarised at the end of the guidance column in the mark scheme) it can be straightforward to achieve a Level 4 response, as long as the candidate makes a supported decision. Exemplar 8 is an extract from a rare full-mark response. Note how there is reference to the specific target market (families with young children) which may make targeting income levels difficult. Then, when referring to competitor prices, the very competitive nature of the hairdressing market (mentioned in the information provided at the start of Section B) is used to contextualise the response. Having discussed both factors, in context, the final paragraph makes a decision that using income levels of target customers is a more sensible option, in comparison with the alternative.

## Exemplar 7

If the business considers the income level<sup>101</sup> of customers, setting a high price could mean that some customers can not afford it or customers are not willing to pay such a high price for a bottle of shampoo and go to another store or competitors to buy. But if setting a low price ~~of~~ could attract customers meaning that they can also afford it. but ~~other~~ ~~so~~ if price set to low customers may think it's bad quality, and put them off.

~~If~~ On the other hand if the Business considers competitor pricing and you are in a competitive industrial trying to match your competitors pricing or trying to beat them could ruin your profit margin and put your business at a risk of loss. But keeping an close eye to your competitors and trying to keep up with them especially when you don't have a lot of competitors around you could help to have a profit and sales as you attract more customers and steal customers of your competitors.

Over all in <sup>my</sup>~~my~~ opinion considering the  
income level will be the best option as  
you won't have to take a risk and you  
could target customers at a lower income  
and make sales and profit and eventually  
raise price slowly slowly meaning that  
you will be able to maximize ~~ee~~ sells.

## Exemplar 8

it. On the other hand my company targets members of a family who are unable to access a hair-dresser due to young ~~old~~ children. This is a wide group market and setting a price that can be appealing to all of them would be difficult.

Salon Hairdressing is a very competitive ~~but~~ market and it is important to use market research to check the prices of competitors and match ~~your~~ <sup>my</sup> selling price with theirs. This means customers will be less likely to use other businesses just because they have better prices. Although, quality is very important in hairdressing and providing better quality, due to <sup>my</sup> consumer trials, may be more effective than matching competitors prices.

Overall, using competitors to price ~~your~~ my shampoo would keep the market competitive, however it would lead to less differentiation between companies from the customers point of view. While using <sup>the</sup> income of ~~base~~ the target audience allows us to set a fair price that would appeal to my target audience and attract new customers. Therefore making it the ~~optimal~~ <sup>optimal</sup> way to price my new product.

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