

CAMBRIDGE NATIONALS

Examiners' report

ENTERPRISE AND MARKETING

J819

R064 January 2022 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 answers are 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

With entry numbers back close to their 'normal' January level, it is pleasing to report that candidates performed well on this paper with fewer scripts achieving low marks than usual. Generally, candidates showed good knowledge and understanding throughout, however there is clear evidence of candidates not always reading or processing questions correctly which is reflected in their answers.

There was evidence that candidates found the context of a jewellery business to be accessible, with the best answers considering the nature of this type of business. This continues to be a significant factor to enable a candidate to gain the highest marks, along with knowledge and understanding of the whole specification.

<i>Candidates who did well on this paper generally did the following:</i>	<i>Candidates who did less well on this paper generally did the following:</i>
<ul style="list-style-type: none"> • had good knowledge of the specification with few gaps • considered the context of a sole trader with a jewellery business in their answers • read the question carefully and focused their answer on the question • did not repeat themselves within an answer • made sure their explanation added something to the answer (rather than repeating basic knowledge). 	<ul style="list-style-type: none"> • had significant gaps in their knowledge • did not understand what each business function performs • did not answer one or more questions.

Section A overview

The multiple choice questions, as always, proved to be an excellent discriminator. Many candidates scored full marks, with plenty more only making one or two mistakes. In contrast, the occasional candidate only identified two or three correct answers. There was evidence of candidates not reading questions carefully or interpreting what the question was asking.

There was clear confusion between department roles in Questions 1, 7 and 15. In addition, Questions 11 and 13 were not well answered. On the other hand, Questions 2, 5, 6, 12 and 16 were answered correctly by at least 80% of candidates.

Question 7

7 Which functional area will be responsible for designing a job advert?

(a) Finance

(b) Human Resources

(c) Marketing

(d) Operations

[1]

This was the least well answered of all the multiple choice questions. C and D were popular wrong answers. This highlights that many candidates continue to show limited knowledge of what activities each functional area performs.



OCR support

Remember that the [specification](#) (Sections 6.1 and 6.2 of the teaching content) clearly lists the purpose and activities of each function.

Question 11

11 Which of these is a benefit of demonstrating a healthy cash flow forecast when preparing a business plan?

(a) It will be easier to obtain more capital

(b) Limited liability

(c) The business plan will be more accurate

(d) The business will make more profit

[1]

This was also poorly answered, with two thirds of candidates identifying a wrong answer. The distinction between profit and cash, or cash flow, is a difficult one (and hence D was a popular wrong answer). However, candidates need to appreciate that the two concepts are rarely connected.

Question 13

13 Anika is a franchisee of a business called Indigoes.

One **benefit** for Anika of operating as an Indigoes' franchisee is that she will

- (a) Have no start-up costs
- (b) Make all key decisions herself
- (c) Receive a share of the profits from all of Indigoes' franchisees
- (d) Receive training and support from Indigoes

[1]

As mentioned in the January 2021 report, there is continued misunderstanding about franchising operations (A was a popular wrong answer). This was also a question which may have been answered poorly due to candidates misreading the question and so choosing C which is a benefit for the franchisor.

Section B overview

Given the large number of questions in Section B and the wide-ranging topics examined, there are a variety of ways for a candidate to gain marks. The better candidates tend to have few gaps in their subject knowledge and explain their answers clearly, with limited extraneous material.

A high omit rate (10% or more) was evident on Questions 19(a), 22(a), 22(b) and 23(a). Two of these questions focused on sources of capital which continues to be an area of weakness for even better candidates. In addition, Questions 18(c), 20 and 22 were the least well answered.

Question 18 (a)

18 You first need to carry out some market research to help you to segment the market.

(a) Identify **three** primary market research methods you could use.

- 1
- 2
- 3 [3]

Although many candidates scored full marks, a significant minority could not name three primary market research methods. The most common mistakes were to name secondary methods or to only mention the media used, rather than the method.

Question 18 (b)

(b) Identify **three** ways you could segment the market.

- 1
- 2
- 3 [3]

This question was correctly answered by most candidates. However, some candidates appeared to not know about segmentation methods.

Question 18 (c)

(c) State and explain **two** advantages of you segmenting the market for jewellery.

Advantage 1

.....

Explanation

.....

Advantage 2

.....

Explanation

.....

[4]

This question was not well answered, with only a quarter of candidates scoring 3 or 4 marks. A significant minority scored no marks. This was typically because answers were explaining the process of segmentation or the advantages of targeting a specific segment. Many answers were more about the general advantages of marketing a product.

Better answers were more clearly linked to segmentation, often by using examples of particular segments, to explain why segmenting the jewellery market would be advantageous.

Exemplar 1

(c) State and explain **two** advantages of you segmenting the market for jewellery.

Advantage 1 *You can get an idea of how much money*

people are willing to pay by segmenting income.

Explanation *This allows you to fulfill customers needs*

and requirements.

Advantage 2 *By segmenting using age you can get an idea*

of how to design the product.

Explanation *This allows you to see what trends each*

age group need and require to attract customers.

[4]

Exemplar 2

(c) State and explain **two** advantages of you segmenting the market for jewellery.


Advantage 1 The business can understand the needs and wants of customers.....

Explanation If the business knows exactly what the customers needs are, they will spend money at the company, increasing profits.

Advantage 2 Increases customer retention.....

Explanation If the customers / target market are happy with their past services or jewelry product they will want to return and profits and customer retention will increase. [4]

Consider the difference between Exemplars 1 and 2. In Exemplar 2, the candidate has correctly identified two 'textbook' advantages (understanding the needs of customers and customer retention) but then does not provide an explanation rooted in the use of segmentation. Both explanations could be about any marketing activity intended to improve the sales of a product. Contrast this with Exemplar 1, where both answers use segmentation methods (income and age) to exemplify the advantages.

	AfL	Centres are advised to consider how segmentation is used in the real world when teaching this topic. More focus needs to be placed on how and why it is used, rather than just considering the methods of segmentation.
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Question 19 (a)

19 You plan to run your business as a sole trader.

(a) Explain **one** legal requirement of setting up your business as a sole trader.

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..... [2]

Many candidates did not appear to know what was meant by a legal requirement or referenced legal requirements which would apply to any business at any stage of its operation (rather than when setting up.) These typically included health & safety, insurance, patents, copyright, and limited liability. This led to this question being the second worst answered on the paper.

Less than a quarter of candidates gained marks on this question, usually by mentioning the need to register the business (possibly with HMRC) but often without explaining why this was necessary.

Question 19 (b)

(b) Other than legal requirements, analyse **two** disadvantages of running your business as a sole trader.

Disadvantage 1

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Disadvantage 2

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[6]

This type of question continues to be a good discriminator with an even spread across all available marks. It was pleasing to see some very good answers to this question. Some answers had impressive depth and range, with unlimited liability and the pressure of work most commonly mentioned. Most answers which did not score full marks tended to lack the explanation of the impact on the individual or business.

A small number of candidates scored no marks from their answers. This was often due to confusing limited and unlimited liability or giving a disadvantage which could apply to any business (such as the general difficulties of running a business).

	OCR support	The published mark scheme is particularly useful for the 6-mark questions. Not only does it list the approach to awarding marks, but the guidance also provides what examiners should not reward in answers.
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Question 20

20 You decide to use price skimming to set the prices for your products.

Analyse **one** advantage and **one** disadvantage for your business of using price skimming.

Advantage

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Disadvantage

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[6]

Unfortunately, for a 6-mark question, this was not well answered, with half of candidates scoring no marks. In most cases, these candidates either confused price skimming with price penetration or thought that skimming was a policy of setting low prices. This seemed to come from candidates 'guessing' that skimming meant 'skimming off an amount' rather than the correct background to the name coming from skimming the cream off the top of a fresh bottle of milk (apologies to younger colleagues who will not remember this!).

Better answers did not always achieve full marks as candidates did not read the question stem carefully, so did not explain how skimming is used to set prices. Some candidates also moved beyond the scope of the question by writing about what happens after the price skimming strategy comes to an end, when prices fall.

Exemplar 3

20 You decide to use price skimming to set the prices for your products. *Assuming I stay a*

Analyse **one** advantage and **one** disadvantage for your business of using price skimming.

Advantage *Price skimming which would mean initially setting a high price therefore customers ~~would be~~ will feel that my braces are of a high quality and this high price will increase my profit margins as much as possible; ~~the~~ ^{Assuming} ~~as a~~ ~~sole~~ trader with limited capital these high profit margins would cover the costs that I may have used to advertise my start-up business.*

Disadvantage *A disadvantage of using price skimming to set the prices of my products is that ~~so~~ customers may not be able to afford these high costs therefore they may purchase products from my competitors in the local store which could damage my market share and lead to a decrease in customer retention, leading to a decrease in revenue and eventually profits.*

[6]

Exemplar 3 is a rare instance of a full mark answer. The advantage links the strategy to an image of high quality and then shows a clear impact on the business (the higher profit margin can be used to cover the initial advertising costs of the business). It was common for candidates to write about the potential lack of demand as a disadvantage although few explained it as well as this, linking the answer to affordability and poor customer retention.

Exemplar 4

20 You decide to use price skimming to set the prices for your products.

Analyse **one** advantage and **one** disadvantage for your business of using price skimming.

Advantage One advantage of using price skimming is that since your initial cost is already high, when you skim and take some money off, you won't be making your product too cheap. It will still be at a reasonable price for you to make your profit. This is good for your business because you won't be losing out on a lot of money.

Disadvantage One disadvantage of price skimming is that your initial selling price will be really high and this may make customers avoid your product or service. They may go to competitor's with a cheaper price. This is not good for your business because if people avoid your product, you'll get no sales.

[6]

It was not unusual to find that candidates could write a disadvantage more easily than an advantage. Exemplar 4 contains a very good disadvantage, so it is surprising that the advantage does not make sense, seemingly referring to a low price.

Question 21 (a)

21 The average price of your bracelets is £3.25. In an average month, your sales revenue is £487.50.

(a) Calculate how many bracelets you sell in an average month.

Show your workings.

Answer bracelets

[2]

Question 21 (b)

(b) The variable costs of the bracelets are £80 during an average month. Your fixed costs are £35 per month. Calculate the amount of profit made per year.

Show your workings.

Answer £ per year

[3]

Of the two calculation questions, Question 21(a) was answered well with most candidates scoring full marks. However, less than half of candidates scored 2 or 3 marks in Question 21(b). The most common error was to produce an answer for only one month. There were many weaker answers which started off by subtracting one cost figure from the other. Even these answers could score 1 or 2 marks as long as there were clear workings shown, so that the examiner could use the own figure rule (OFR).

Question 21 (c)

(c) State **three** examples of a fixed cost.

- 1
- 2
- 3

[3]

There continues to be some confusion among candidates about the classification of fixed and variable costs. The most common errors were to list 'wages' (which are classed as a variable cost in this specification) or 'bills' (which could refer to anything).

Question 22 (a)

22 After six months of running your business, you would like to expand by opening a stall in your local market. You plan to fund this expansion using a small business grant.

(a) Identify **two** organisations that may award a small business grant.

- 1
- 2

[2]

Most candidates were able to name at least one organisation which may award a grant, usually a bank or the government. Crowdfunding and business angels were the most common wrong answers.

Question 22 (b)

(b) State and explain **two** disadvantages of raising capital using a small business grant.

Disadvantage 1

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Explanation

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Disadvantage 2

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Explanation

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[4]

This was the least well answered question in the whole examination, with an average mark of just 0.7; it also had the highest omit rate. This is not the first time that there has been clear evidence of misunderstanding among candidates about what a grant is and how it is different from equity or a loan.

In addition to the confusion with the characteristics of other sources of capital (see below) there were also some vague answers which could apply to any source of capital. For example, the general difficulty of raising finance and not raising enough capital from one source. Some of these answers appeared to be misled by the word 'small' in the question. However, the specification term is a **small business** grant rather than a small grant for a business.

	<p>Misconception</p>	<p>There continues to be a considerable amount of misunderstanding among candidates about sources of capital. In particular, many still seem to think that a grant needs to be repaid, interest is accrued, and the organisation providing the grant will want a share of the business or its profits.</p>
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Question 23 (c)

(c) State and explain **two** methods to differentiate the products you sell.

Method 1

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Explanation

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Method 2

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Explanation

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[4]

Although there were some very good answers to this question, with a quarter of candidates scoring full marks, about a third of candidates only scored 2 marks. This was most often due to writing two answers which were effectively the same or providing two correct answers without any clear explanation. For example, an answer of changing the packaging then needed an explanation as to how this may be done or how it would help to differentiate the product. An answer of, 'Change the packaging so that it is different' will only score 1 mark. Why will this help? Because it will help to make your product stand out from the competition.

Some candidates referenced the creation of a brand, or name, for the product. However, this could only be rewarded if there was clear reference to a strong or new brand image/name/logo. Any product will already have a name or some branding (even if it just the business name). The specification also makes clear that it is a strong brand image which is needed for differentiation.

Question 24

- 24 You think that customer feedback is important to consider before you start to design new items of jewellery.

Analyse **two** appropriate methods that you could use to obtain customer feedback before you start designing new items of jewellery.

Method 1

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Method 2

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[6]

Most candidates scored at least 2 marks on this question and a reasonable number scored 5 or 6 marks. Questionnaires (or surveys), customer comment cards and online ratings were the most common correct answers. However, there was some confusion with research methods, with answers of focus groups and consumer trials gaining no reward. Some answers wrote generally about 'after sales service' without giving a clear indication of how any feedback would take place.

Unlike the other two 6-mark questions on this paper, this question asked for methods, rather than advantages or disadvantages. It also asked for 'appropriate' methods. This meant that the third mark for each method was awarded to answers which showed how the method was appropriate for the jewellery business. (NB: Many candidates wasted time and effort writing about how the method was not appropriate. This was not rewardable, as this was not an evaluative question.)

Exemplar 5

- 24 You think that customer feedback is important to consider before you start to design new items of jewellery.

Analyse **two** appropriate methods that you could use to obtain customer feedback before you start designing new items of jewellery.

Method 1 questionnaire. you could use a questionnaire to get customer feedback because its quick and easy to understand. This is good because customers dont have to spend a lot of time answering your questions. This ~~is~~ ~~not~~ ~~because~~ could lead to quick feedback to help out.

Method 2 comment cards. you could use comment cards to ask for your customers opinions in store. This is good because you could get quick feedback and start designing new Jewellery. This could lead to customers feeling respected if you use there idea.

[6]

Exemplar 5 shows the difference between two methods which did, and did not, consider the appropriateness. The second method (comment cards) is clearly explained and shows the appropriateness by referring to the improved customer respect if you use their ideas. On the other hand, the first method (questionnaires) is well explained, but how is it appropriate? The comment at the end of this method, about being quick, is only repeating what has already been written in the first sentence. How does 'being quick' help the business?

Exemplar 6

24 You think that customer feedback is important to consider before you start to design new items of jewellery.


Analyse two appropriate methods that you could use to obtain customer feedback before you start designing new items of jewellery.

Method 1 ~~Ques~~ One appropriate method I could use is questionnaires. Questionnaires are great for customer feedback, even for before you start designing your product, because they allow us to ask specific questions surrounding our product. We get customer's really views and opinions and since the questions are based around our specific product we can make accurate decisions.

Method 2 Another way of obtaining customer feedback is using online surveys. Online surveys are very beneficial because they ~~reach~~ get a lot of exposure and reach a wide audience, allowing us to get as many opinions as possible. We can also ask specific questions surrounding our jewellery, helping us to make better, accurate decisions.

[6]

This was another question where candidates needed to be more careful about the two methods chosen; in some cases, they were too similar. In Exemplar 6, other than the word 'online' in the second method, there is no difference between a questionnaire and a survey. Take the word 'online' out of the second method and the two methods are nearly identical. Examiners are instructed in the mark scheme to make sure that when a question asks for two answers, they are clearly different for both to be rewarded.

	<p>AfL</p>	<p>Centres are advised to make sure that when asked for two methods, advantages or disadvantages, candidates do not just write about the first two that they think of. They should consider whether their answers are appropriate for the context of the business and that they are clearly different from each other.</p>
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Question 25

- 25 You decide to advertise your business locally to help attract and retain customers. You are considering whether to advertise **either** in the local newspaper **or** on local radio.

Recommend which of these two advertising methods you think should be used. Justify your answer.

[8]

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Candidates showed clear knowledge and understanding of both the benefits and drawbacks of both advertising methods and how these could be used by a business. However, a large proportion of candidates did not move beyond Level 2 as there was no use of context. Many candidates referred to jewellery and/or the local market but did not use any specific context to analyse why the two methods were suitable for this business. (NB: As has been mentioned in previous reports, the product itself is not rewardable as context.) Therefore, most candidates scored a maximum of 4 marks.

Exemplar 7

- 25 You decide to advertise your business locally to help attract and retain customers. You are considering whether to advertise **either** in the local newspaper **or** on local radio.

Recommend which of these two advertising methods you think should be used. Justify your answer.

[8]

Advertising in the local newspaper means that you can be more visual with your advertising. This can let you use bright colours to stand out from other advertisements. This is important because as a fairly new business (6 months old) it's good for you to stand out as you can build up reputation as people start to recognise you. However, the people that read the newspaper may not be apart of your target market, so this advertisement might be wasted.

Advertising on local radio is good because you can more easily target a certain demographic because different genres will have different groups of people listening to them. This could mean that more potential customers are advertised to. However, due to ~~be~~ being a sole trader it may be hard to construct a radio advert that is memorable for the listener by yourself, which could mean you have to hire people to make it for you, taking away more money that your business might need.

Overall, I think that radio advertising is better as you can more easily target the right market when compared to a newspaper advert and therefore reach more potential customers.

The small minority of candidates who achieved a Level 4 mark showcased a nice structure to their recommendation, demonstrating knowledge which was applied to the scenario. This could still be quite a straightforward answer. Exemplar 7 is by no means a complicated answer, but it makes contextual reference for both methods (the business is '6 months old' in line 6 and 'a sole trader' in lines 17-18). It also considers the implications of each method (Level 3). Once an answer has done this, it is quite easy to make a justified decision to score full marks, as this answer has done in the final sentence.

Exemplar 8

25 You decide to advertise your business locally to help attract and retain customers. You are considering whether to advertise **either** in the local newspaper **or** on local radio.

Recommend which of these two advertising methods you think should be used. Justify your answer.

[8]

~~Using the local newspaper to advertise your~~ Advertising your business in the local newspaper is effective and doesn't cost too much money. The newspaper gets delivered all around your local area meaning you have many close potential customers. However not everybody reads the newspaper so you might not reach your younger customers as a lot of newspapers are thrown away. Therefore using newspapers would be beneficial if you are maybe trying to target older customers.

Using the local radio would also be effective as many people listen to the radio in the car on their way to work or school so again it would reach many local potential customers. However using the radio is the most expensive

advertising strategy which could affect the finances of
your business especially if you don't gain any customers
from your advertising method & resulting in a massive
loss.

Answers which scored a maximum of 4 marks ranged from half a page in length to ones which used many extra sheets. The common theme in these answers was of a completely generic response which could have applied to any business selling any product. In some cases, candidates may have imagined they had used context by referring to a potential target market (in most cases a young one). However, this was a fiction of the candidate's making, as no target market was mentioned in the context. Exemplar 8 shows this clearly. It mentions the local market, younger customers and (a common theme) how only old people apparently read newspapers nowadays! There is also good discussion of how radio advertising may be heard by more people. However, there is nothing in the answer specifically about this business. Although the candidate goes on to make a justified decision in a final paragraph (not reproduced here) this cannot be rewarded, as the answer has not achieved Level 3.

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