Solutions

2.1

- Students: substantial (41%) but fails actionable (no payment channel, churn 60%).
- Shift workers: measurable (countable via employers/unions), substantial (31%), actionable (workplace drops).
- Smaller but converts 15% vs 9% and retains 62% vs 40%.
- Value comparison: shift workers win on conversion × retention by 2.6×.

2.2

- Active subscribers $= 300 \times 0.15 = 45$.
- Months per retained subscriber ≈ 5.4 (the given average).
- Ceiling $= 45 \times 5.4 \times 12 \times 12$ months-adjusted $= 45 \times 5.4 \times 12 =$ £2,916.

2.3

- Data supports "always warm at shift change" – convenience at the workplace, priced for it.
- Defensible: the rival's cheap position is built on shelf economics; workplace delivery needs systems, not just price.
- A specific moment beats a generic claim.

2.4

- (a) False – behavioural or geographic counts are measurable.
- (b) False – everyone claims quality; undifferentiated.
- (c) True – retention multiplies just like size.

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