Solutions

Marking: **K** knowledge, **App** use of the case or data, **An** analysis (a chain of reasons: cause, then effect), **Ev** evaluation (a judgement with a reason). In calculations, **M1** is for the method and **A1** for the answer; **B1** is an independent mark.

Each answer shows the steps, then the **result**.

2.1

$6.50 \times 0.70 =$ £**4.55**

$4.55 - 3.10 =$ £**1.45**

2.2

$29 - 15.50 - 4.50 =$ £**9.00** a box

£**1.80** a meal

2.3

direct: (a), (d)

indirect: (b), (c)

2.4

without: $4 \times 5 =$ **20**

with: $4 + 5 =$ **9**

fewer contacts means less selling and delivery work for everyone

3.1

(a) retail £**435**; direct £**756**

(b) retail £**1.45**; direct $\dfrac{12.60}{5} =$ £**2.52**

(c) shoppers discover the brand on the shelf (free advertising); no delivery work for Nimbus; it still adds £435 a week of contribution

3.2

(a) $214 \times 5 \times 0.30 =$ £**321** a week; $2.52 - 0.30 =$ £**2.22** a meal

(b) the retailer gains from subscribers it helps find, so it has a reason to stay(An); Nimbus keeps its shelf and still earns more per meal direct(App); but £321 a week is paid even for subscribers the shelf did not bring: pay the fee only on new QR sign-ups(Ev)

3.3

(a) A: 2,000 × 1.30 = £2,600, less $\dfrac{5{,}000}{52} =$ £96: £**2,504**; B: 5,040 − 2,400 = £**2,640**

(b) **4–5**: the two are close each week (App); B needs £10,000 up front and its 400 boxes are uncertain, while A's volume comes with the deal (An); A puts power in the supermarket's hands: it can cut the price later; B builds Nimbus's own customers and data (An); judgement, e.g. B if the cash exists and the new-city demand is tested; otherwise A with a short contract (Ev). **2–3**: options compared with some numbers. **1**: a relevant point.

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