



TEACHER WEBINAR SERIES

#2

GD EDUCATION

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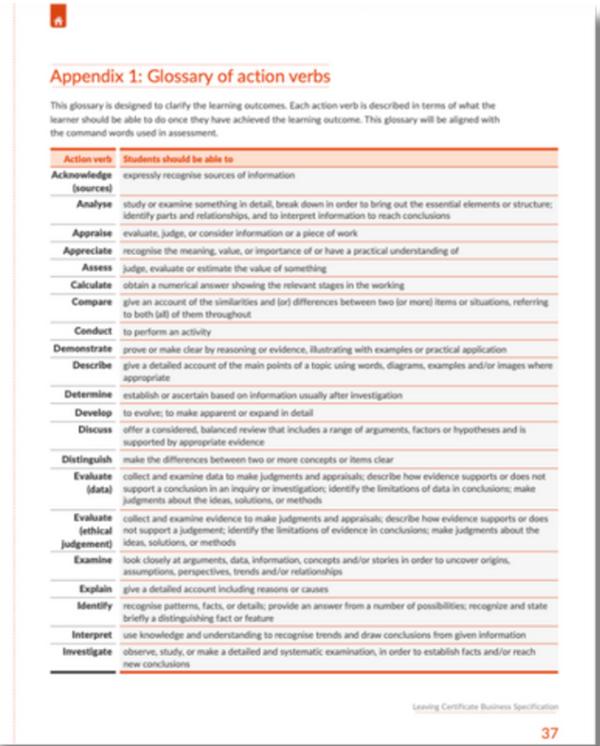
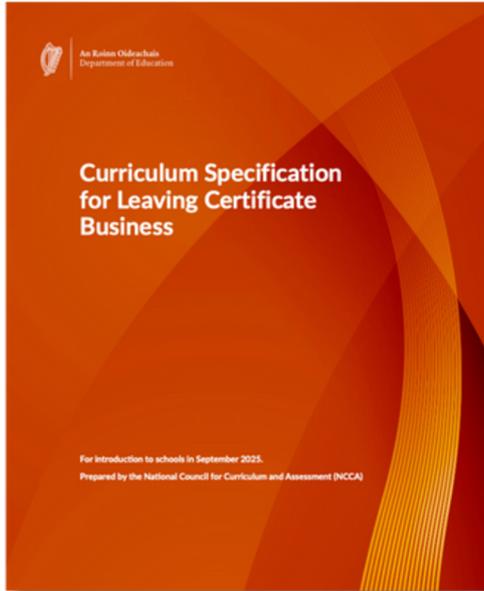
GAVIN@BACKINBUSINESSHUB.COM



Follow up & Feedback

- **94% said “at the right speed”**
- **80% said “take same approach to the amount of content”**
- **Student Hub**
- **New Topics**
- **Notes copies?**
- **Questions at end/break up a bit**
- **Approaching a bunch of learning outcomes**
- **CPD Certs**
- **Download latest resources before use**
- **My role**

How the book was written



Action Verbs Pages 37/38

7 Identify and compare a number of technology-driven business models and outline the key characteristics of each model.

Business models have been disrupted through a digital transformation. Cheaper and more accessible software, cloud computing, social media, and data analytics are among the digital tools enabling entirely new ways of doing business.

From streaming platforms to crowdfunding and influencer marketing, technology-driven business models now reach users quicker, adapt faster, and scale with lower costs than traditional models.

Technology-Driven Business Models

Marketplace	Vinted, Deliveroo, DoneDeal, Depop, AirBnB
Revenue generation:	The platform earns income by charging fees or commissions (a percentage of sales) on transactions between buyers and sellers.
Consumer access and cost:	Usually free or low-cost access for users. Sellers or hosts may pay a listing or service fee e.g. for posting a DoneDeal ad.
Scalability and growth:	Highly scalable. Platforms can grow quickly as more users join and contribute. Does not require owning/expanding stock or property.
User engagement and retention:	Platforms use reviews, ratings, and personalised suggestions to build trust and keep users coming back.
Subscription	Netflix, Spotify, Strava
Revenue generation:	Through recurring payments, typically monthly or annually. Some offer premium tiers or ad-supported lower-cost options.
Consumer access and cost:	Customers pay for continued access to content or features. Freemium models offer limited access for free, with upgrades available.
Scalability and growth:	Highly scalable. Digital delivery means services can grow globally without major infrastructure costs. More users can be added at little extra cost.
User engagement and retention:	Personalised content (e.g. Spotify playlists or Netflix recommendations) and exclusive features or new content help keep users engaged and subscribed.
Crowdfunding	Go Fund Me, Kickstarter, FundIt.ie
Revenue generation:	Businesses raise small amounts of money from many individuals online. Funds are usually collected before the product or service is launched.
Consumer access and cost:	Typically no cost to browse or support a campaign. Backers may contribute in exchange for rewards, early access, or products.
Scalability and growth:	Campaigns can go viral, reaching global audiences without large budgets. Low overhead makes it accessible for start-ups.
User engagement and retention:	Campaign updates, reward tiers, and social storytelling build emotional connection and community support.

STRAND 2 CHAPTER 8: business planning



Action Verbs dictate depth of content / verb used in the exam

LC BUSINESS ACTION VERBS APPLIED TO BLOOM'S TAXONOMY

HIGHER ORDER
THINKING

	6. CREATE	Combine ideas and concepts to produce original work Verbs: Develop, Synthesise
	5. EVALUATE	Justify a decision or stance supported by evidence Evaluate, Assess, Appraise, Discuss, Recommend/Suggest, Justify
	4. ANALYSE	Break info into parts to examine and explore Verbs: Analyse, Distinguish, Compare, Examine, Investigate
	3. APPLY	Use information in new situations/contexts Verbs: Demonstrate, Present, Conduct, Determine, Develop
	2. UNDERSTAND	Explain ideas or concepts Verbs: Describe, Explain, Interpret, Appreciate, Outline
	1. REMEMBER	Knowledge recall of facts and basic concepts Verbs: Identify, Record, Acknowledge, Name, List

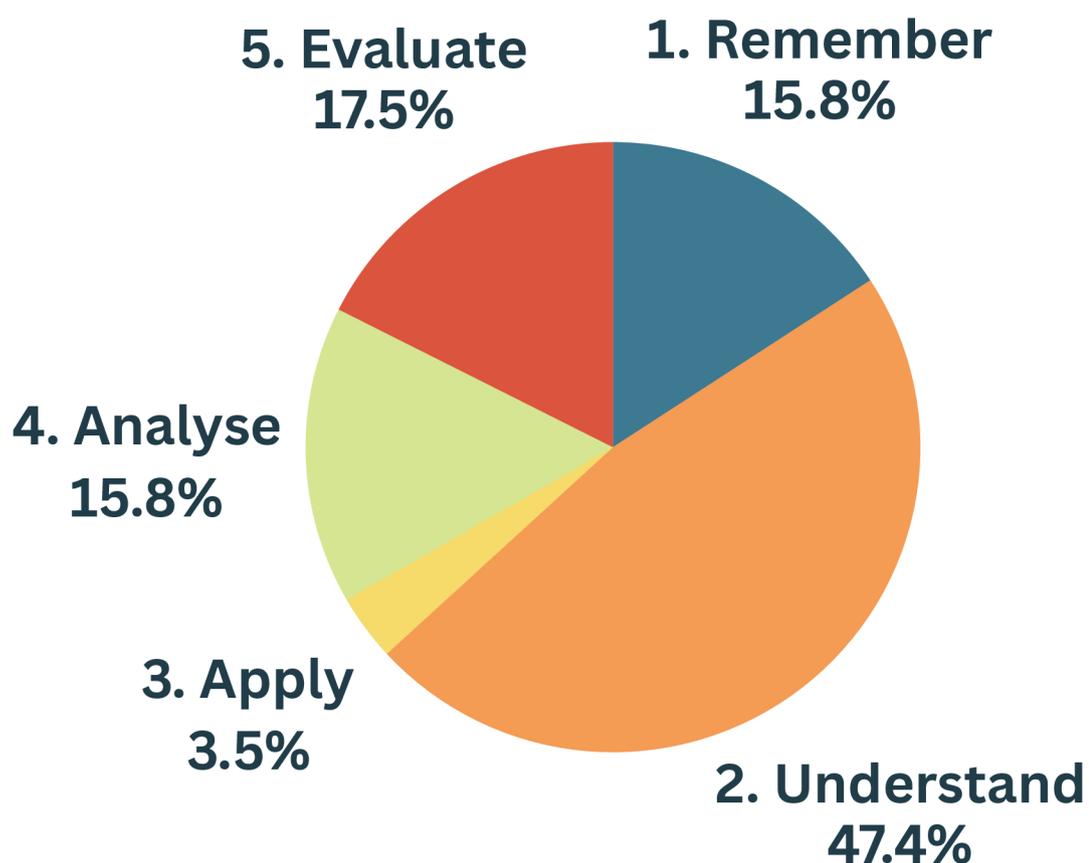
LOWER ORDER
THINKING

BACK IN BUSINESS
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THE ACTION VERB STATED IN THE LEARNING OUTCOMES (SPECIFICATION) WILL DICTATE THE LEVEL EXAMINED IN THE SAMPLE PAPERS/EXAMS - QUESTIONS WILL BE ASKED AT OR BELOW THE LEVEL SET OUT IN THE SPECIFICATION.

Verbs used in the exam

		HL P1	HL P2	Total
1. Remember	Identify	5	1	6
1. Remember	Name	1	1	2
1. Remember	List		1	1
2. Understand	Outline	7	4	11
2. Understand	Explain	4	10	14
2. Understand	Describe		2	2
3. Apply	Conduct		2	2
4. Analyse	Analyse	4	1	5
4. Analyse	Examine	1	2	3
4. Analyse	Compare		1	1
5. Evaluate	Recommend	1		1
5. Evaluate	Discuss	2	3	5
5. Evaluate	Evaluate	1	3	4
5. Evaluate	Prioritise		1	1



Identify

Identify: recognise patterns, facts, or details; provide an answer from a number of possibilities; recognize and state briefly a distinguishing fact or feature

- the importance of trading blocs for Irish businesses, Ireland's membership of the EU and how this can impact on the Irish economy, businesses, and consumers.

1. explain what is meant by a trading bloc and discuss why these are important for businesses in the Irish economy.
2. identify the trading blocs most relevant for Irish businesses.

(ii) Identify **one trading bloc, apart from the EU and Mercosur, that is relevant to Irish businesses.**

--

- the impact of on-demand, freelance jobs where workers are paid 'per piece' on employees.

4. discuss the role of the gig-based economy* and identify the associated opportunities and challenges for workers.

(ii) Identify **three challenges faced by workers in the gig economy.**

1
2
3

Outline

Outline: give the main points; restrict to essential points of information

- (b) As consumers grow increasingly conscious of corporate responsibility, aligning marketing strategies with ethical and sustainable practices isn't just commendable—it's crucial.

Outline **three** ways ethics is an important consideration when designing a marketing strategy.

1
2
3

Explain

Explain: give a detailed account including reasons or causes

(c)



Value of personal loans drawn down in 2023 surges to over €2bn.

Explain **three** factors a consumer should consider before borrowing money.

1

2

3

Conduct

Conduct: to perform an activity

- (b)** John and Mark are considering adding new plant-based menu options.
 - (i)** Conduct stakeholder mapping to identify and prioritise four stakeholders affected by this decision.

A large empty rectangular box with a thin black border, intended for the student to complete the stakeholder mapping exercise described in the question above.

Discuss

LO: Analyse, Investigate, Appreciate

offer a considered, balanced review that includes a range of arguments, factors or hypotheses and is supported by appropriate evidence

(d)



The Dexcom plant in Athenry will incorporate a 2.1km nature trail around the facility.
Discuss **four** ways employee motivation can be influenced by corporate wellness initiatives.

1

2

3

4

Teaching flow / suggestions / ideas

3. PowerPoint



Chapter 8 – Teacher Resources



PowerPoint is here



Word Version

PDF Version

6. Test



1. Plan / video of new content



PDF Version

Word Version

Video: Business Models, Business Model Canvas



Starter Worksheet

2. Starter Worksheet



4. Sample P Qs and Activity Book Qs



Activity Book Solutions

Sample Paper Qs Workpack



Flashcards

Kahoot

5. Revise



1. Plan / video of new content

Strand 2 Chapter 8 Business planning (2.5-3 weeks)

Learning Outcomes

- 8.1 Appreciate the importance of having a business plan and outline the key functions of a business plan.
- 8.2 Outline the importance of ethics and sustainability when planning in business.
- 8.3 Explain what is meant by a business model and appreciate its role within the business plan.
- 8.4 Identify the key elements of the business model canvas and outline the role of business models in successful enterprises.
- 8.5 Identify and compare the most common business models.
- 8.6 Outline how digital technology is a driver of change in business.
- 8.7 Identify and compare a number of technology-driven business models and outline the key characteristics of each model.

Chapter Overview and Introduction

From the Specification (Pg 19 of NCCA Doc):

"In this strand students will develop an understanding of business plans and business models and will apply this knowledge and understanding to different aspects of enterprise development."

Chapter starts on page 124

Additional primer questions you could use

If you had €50,000 to invest in a family member's business, what are three pieces of information you'd need to know before giving them the money to use?

What's the difference between a business idea and a business plan?

Can a business be successful in 2025 without strong ethics or sustainability practices?

Introduction / Hook for the chapter

Worksheet on 1. Nespresso / 2. Value Propositions

What is clever about the way Nespresso operate their business by providing cheap coffee machines for their coffee pods? Can you think of other examples of businesses that use this model of giving a machine or product that then requires additional purchases after to use it?

Printers and ink, Aarke fizzy water and Co2 cannisters, razors and blades (like Gillette). This is called a **razor and blade or bait and hook business model** (this was not name checked in the specification but is relevant as an extension model they can explore.)

Worksheet get students to come up with examples of other business models explored in the chapter. You could prompt them – how does YouTube make money (advertising)? How does Shopify make money (subscription)? How does Tesco make money (retailer / sells other businesses products)? How does Done Deal make money (platform – charges sellers to post ads)?

Key information for the chapter:

Strand 2 Chapter 8	Business planning	2.5-3 weeks							
Learning Intention	Learning Outcome	Page Book	Time mins	CH Qs HL	CH Qs OL	HL P1	HL P2	OL P1	OL P2
the importance of a coherent business plan at different stages of business development and how it supports business start-up, operations, funding and development, and the need to consider both ethical and sustainability factors.	8.1 Appreciate the importance of having a business plan and outline the key functions of a business plan.	125-127	80	Q1	Q1, Q2				OL1 Q1 (c)
the role of business models* in generating income and creating, delivering, and capturing value for both the enterprise and its customers.	8.2 Outline the importance of ethics and sustainability when planning in business.	128-129	40	Q2	Q3				OL2 Q3 (d)
the importance of the business model and the elements of the business model canvas*.	8.3 Explain what is meant by a business model and appreciate its role within the business plan.	130,	30	Q3	Q5			OL1 Q2 (d)	
a range of business models including retail, manufacturing, subscription, franchise, and affiliate.	8.4 Identify the key elements of the business model canvas and outline the role of business models in successful enterprises.	131-132	30	Q4	Q4				
the digital economy including marketplace, subscription, crowdfunding and advertising-supported models; the similarities and differences when compared to non-digital business models, and how businesses have adapted to or developed based on the digital economy and other internal or external drivers.	8.5 Identify and compare the most common business models.	133-134	60	Q5	Q5				
	8.6 Outline how digital technology is a driver of change in business.	135-136	40	Q7					
	8.7 Identify and compare a number of technology-driven business models and outline the key characteristics of each model.	137-138	60	Q6	Q6	HL1 Q2 (b)	HL2 Q3 (d)		OL1 Q2 (d) (i)

S2 Ch8 Business planning (Learning Outcome 8.1)

Textbook Pages: 125–127

Activity Book: HL Q1 | OL Q1, Q2

Time Allocation: 80 minutes

Learning Outcome	8.1 Appreciate the importance of having a business plan and outline the key functions of a business plan.
Students Learn About	The importance of a coherent business plan at different stages of business development and how it supports business start-up, operations, funding and development
Sample Paper Q	OL P2 Q1 (c) – Explain how P1's business plan contributed to his success so far.
Create other potential Qs	

Specification Language Decoded

Appreciate: Recognise the meaning, value, or importance of or have a practical understanding of

Outline: Give the main points; restrict to essential points of information

Know	Understand	Be able to do
<ul style="list-style-type: none"> • Sections of a business plan and how they provide a function • Benefits/Uses of a business plan • The typical stages of business development (start-up, operations, funding, development) 	<ul style="list-style-type: none"> • The reasons why a business plan is important at different stages. • How a business plan (which elements of it) supports various aspects like securing funding or guiding operations. 	<ul style="list-style-type: none"> • Outline the key functions of a business plan. • Appreciate (by giving examples/justifications) the importance of having a business plan in different scenarios e.g. with different stakeholders or at different business stage. • Explain how a business plan contributes to success (as in the sample question).

Opportunities to differentiate for this Learning Outcome

Support Strategies	Extension Opportunities
Provide fill-in-the-gap sample business plan structures	Research how a real business used a business plan to grow

Note

No stages of business development were given in the specification so I've generally used start-up, growth, maturity and decline in the book as different stages.

New topic: Business Models & Business Model Canvas

A short video to take you through new concepts on the course - this one covers Business Models - which makes up most of chapter 8.

The specification names traditional business models (retail, manufacturing, subscription, franchise, and affiliate) and also tech driven business models (marketplace, subscription, crowdfunding and advertising-supported models) but says "including" so there seems scope to add other models in class as well.

Additional links to Business Model Canvas article/info -> <https://www.thepowermba.com/en/blog/business-model-canvas>

Additional links to some Irish Times articles about how the business model for restaurants in Ireland is broken at the moment due to rising costs (energy, minimum wage...) -> <https://www.irishtimes.com/food/restaurants/2024/08/16/restaurant-closures-if-its-going-to-hit-dylan-mcgrath-is-going-to-affect-many-businesses-the-model-is-broken/> and <https://www.irishtimes.com/opinion/2025/07/22/should-vat-on-hospitality-be-reduced-a-cafe-owner-and-an-economist-debate/>

Business Model
A business model is an element within the business plan that outlines how a company will operate, create, deliver, and capture value in economic, social, and cultural contexts.

Back In Business

2. Starter Worksheet

Starter worksheet - Chapter 8

Part A: How Nespresso Makes Money – The “Razor and Blade” Model

A business model explains how a business plans to earn revenue (direct sales, selling to retailers (Cadburys to Tesco), subscriptions, ads...). It explains what a business sells, who it sells to, and how it delivers value to those customers.

1. Nespresso use a razor and blade business model:

Nespresso sells coffee machines at low prices. But once you have the machine, you must buy their coffee pods to use it again and again, like a razor that needs new blades.



2. What's clever about this business model?

Write down two advantages this gives to Nespresso:

- 1.
- 2.



3. Can you identify other businesses that use this kind of business model?

4. Research any issues/problems that business models like this might face e.g. Nespresso pods, Printer cartridges...



Part B: What's the Value Proposition for the customer?

A Value Proposition explains why a customer would pick one product or service over another. It's not just a slogan or a feature (like the USP) – it's the total range of benefits the customer receives from using a product/service.

*For Netflix it might be:
"Unlimited movies and series,
anytime, that's easy to watch
on any device, for one low
monthly price."*



1. Choose any 3 businesses you know well.

For each, describe their value proposition – the overall range of benefits a customer gets from them.

Business	Their Value Proposition
----------	-------------------------

1

2

3

2. You are going to launch a new Irish made clothing brand to target Irish teenagers. Create a one-line value proposition to explain why a teenager would buy from your brand:

3. PowerPoint

Introduction

Back In Business

Starter Activity

What is clever about the way Nespresso operate their business by providing cheap coffee machines for their coffee pods?

Can you think of other examples of businesses that use this model of giving a machine or product that then requires additional purchases after to use it?

This is called a 'razor and blade' or 'bait and hook' business model showing how a business can create and deliver value to consumers and how they will generate revenue by doing it.

Printable Worksheet here → <https://backinbusinesshub.com/wp-content/uploads/2025/06/Starter-worksheet-Chapter-8-2.pdf>



Consumers can buy a Nespresso machine for a low price



But then Nespresso can make a lot of money from selling coffee pods once consumers own the machine.

Learning Outcome 8.1

8.1 Appreciate the importance of having a business plan and outline the key functions of a business plan.

Back In Business

Back In Business

What Sections would be in a typical Business Plan?

1. Executive Summary

A short, persuasive overview explaining what the business does, why it will succeed, and the key financial highlights (profits, funding needed). It should convince investors of the business's value and potential.

2. Market Analysis

Details trends in the market, consumer behaviour, competitors' strengths and weaknesses, and the business's competitive advantage. Also defines the target market in detail.

3. Sales and Marketing

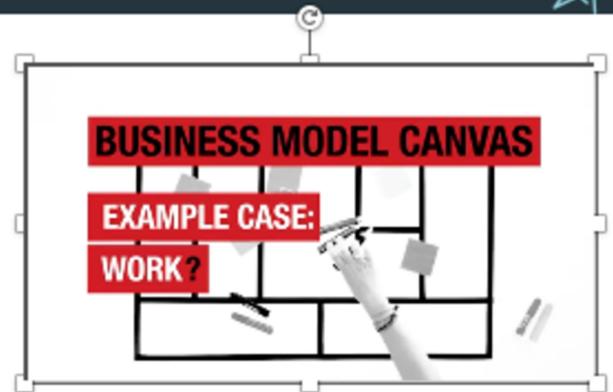
Explains how the business will reach its target market and drive sales using the marketing mix (promotions, packaging etc..) and it's sales strategy (e.g. online, using retailers, social media).

3. PowerPoint

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Business Model Canvas (BMC)

A business model canvas is a tool used to map out a business model and includes the key partners, activities and resources, the value proposition (why the customer would choose the product/service), customers, customer relations and channels, costs, and revenues.



Suggested Activities for LO 8.1

Sample Papers

OL2 Q1 (c) Explain how PJ's business plan contributed to his success so far.

Activity Book Qs

HL Q1
OL Q1, Q2

4. Workpacks / Questions

Back In Business

Chapter 2

Chapter 2 Ordinary Level Questions

Q1. Match each type of enterprise to its description

A. Public enterprise	1. Set up by individuals to make a profit.
B. Private enterprise	2. Set up to achieve a social or community goal.
C. Not-for-profit enterprise	3. Run by the government to provide services.

1	2	3
3	1	2

Q2. Answer TRUE or FALSE to the following questions

A sole trader has unlimited liability	TRUE
A PLC can sell shares to the general public	TRUE
A franchise is owned fully by the franchisee, including the brand	FALSE
A partnership benefits from continuity of existence	FALSE

Q3. (i) Outline two reasons for changing from sole trader to a private limited company.

- Limited liability: Owners are protected as the owner's personal assets can't be taken if the business incurs debts. Only their initial investment would be lost. This offers more financial security and encourages investment.
- Easier to raise finance: The business can sell shares to family and friends, up to 149 shareholders, providing access to funds that support growth. This makes it easier to invest in equipment, staff, or new projects. It can also improve the business's creditworthiness with lenders.

Student Activity Book Solution

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(ii) Outline one reason why a semi-state company may be privatised

A semi-state company may be privatised to raise revenue for the government by selling off its ownership. It can also lead to improved efficiency and competition in the market, as private ownership often demands better performance.

Q4. Explain one type of internal regulation and one type of external regulation a business can have

Code of Conduct (Internal Regulation): This is a set of guidelines created by the business to direct employee behaviour and promote ethical standards. It helps ensure that everyone acts consistently and professionally within the workplace. For example, it might include rules on punctuality, confidentiality, or fair treatment.

Health and Safety Legislation (External Regulation): This is a law enforced by government agencies to protect employees and customers. Businesses must adhere to these regulations to prevent accidents and ensure a safe environment. Examples include hygiene regulations to operate legally.

Sample Papers - Workpack

10.3 Analyse the cashflow of a business and recommend a suitable course of action for the business to address the issues arising from the analysis.

OL Paper 2 Q4 (a) Solution

(a) Cashflow Forecast Analysis.

Examine the cashflow forecast for the Lakeview Inn and answer the questions that follow.

CASHFLOW FORECAST LAKEVIEW INN 2025					
	JAN	FEB	MAR	APR	TOTAL
	€	€	€	€	€
RECEIPTS					
Room Sales	18,000	23,000	22,000	30,000	93,000
Food and Beverage Sales	8,000	10,000	11,000	15,000	44,000
Other	5,000	6,000	5,500	8,000	24,500
TOTAL RECEIPTS	31,000	39,000	38,500	53,000	161,500
PAYMENTS					
Purchases	14,000	18,000	16,500	22,000	70,500
Wages	10,500	13,000	11,500	16,000	51,000
Equipment Purchase	-	-	36,000	-	36,000
Other	4,000	6,000	3,000	6,000	19,000
TOTAL PAYMENTS	28,500	37,000	67,000	44,000	176,500
NET CASH	2,500	2,000	(28,500)	9,000	(15,000)
OPENING CASH	500	3,000	5,000	(23,500)	500
CLOSING CASH	3,000	5,000	(23,500)	(14,500)	(14,500)

- Which month is expected to have the highest closing cash surplus?
February has the highest closing cash surplus of €5,000.
- In which months is a closing cash deficit expected?
A negative closing cash is expected in both March and April.
- According to the forecast, what is identified as the main reason for this deficit?
In March, Lakeview Inn plan to purchase equipment for €36,000 causing the deficit.
- Outline two pieces of advice you would offer the manager of the Lakeview Inn on how to better manage their finances to prevent this deficit.
 - Spread payments out over time for the equipment. If it is a fixed asset, a medium term loan, leasing or hire-purchase could be used to pay for it over time in smaller payments, rather than through one larger payment that would cause the cashflow issue in March.
 - Access a bank overdraft. If the business knows that it will have a negative closing cash balance in March and April it could pre-arrange an overdraft for that amount with their bank to ensure that they don't run short on available cash to pay for day-to-day expenses in the business.



Teaching Strategies

Chapter 8

3. Business planning

- the importance of a coherent business plan at different stages of business development and how it supports business start-up, operations, funding and development, and the need to consider both ethical and sustainability factors.

- appreciate the importance of having a business plan and outline the key functions of a business plan.
- outline the importance of ethics and sustainability when planning in business.

 Financial Plan	This section should outline the expected financial performance. A cash flow forecast should show projected revenue and costs over a 1-3 year period to identify periods where finance may be required. Fixed costs and variable costs should be separated to show the one-off costs required and the day-to-day cost of operating. Projected profits should be shown to show the business's potential to grow and become sustainable or profitable.
 Production Plan	A business should show how they will produce their goods or services – whether goods are custom-made or made in batches , and how they will be distributed to customers . The machinery and equipment required would be included, as well as production targets with a detailed explanation of the production process and lead time for output.
 Operational Plan	This section outlines how the business will run on a daily basis. Details on staffing requirements , how stock is handled , and operating hours can be included. It will help a business to provide confidence to investors that the business has resources in place to operate efficiently and consistently on a day-to-day basis.
 Business Model Canvas	A business model canvas is a tool used to map a business that includes the key partners, activities and resources, the why the customer would choose the product/service, customer relations and channels, costs, and revenues.

Functions of a Business Plan

- To attract investment / access finance** - It provides potential investors or lenders with evidence they need to judge whether the business is viable and worth backing.
 - ✦ **Executive Summary** -> Gives a compelling overview and states the funding requirements.
 - ✦ **Financial Plan** -> Outlines projected revenue, costs, cash flow, and profits.
 - ✦ **Market Analysis** -> Shows the level of demand and market opportunity.
- Set objectives and strategies to achieve and benchmark against** - Sets out how the business will achieve them. They can compare performance against competitors.
 - ✦ **Sales and Marketing** -> Details strategy for reaching customers and generating sales.
 - ✦ **Business Model Canvas** -> Summarises how they will deliver value and operations.
- Assess market potential** - Investigates if there is demand for the product or service the business can compete based on data/research on the target market and rivals.
 - ✦ **Market Analysis** -> Covers target market, market trends, and competitive analysis.
 - ✦ **Sales and Marketing** -> Applies research to explain where a demand exists.
- Identify potential risks and challenges** - Helps recognise obstacles such as production limits, financial risks, or staffing issues, and outlines how they can be managed.
 - ✦ **Market Analysis** -> Identifies weaknesses and competitor threats.
 - ✦ **Financial Plan** -> Highlights funding gaps and cost issues.
 - ✦ **Operational/Production Plans** -> Show limits of equipment, supply, and staff.

The importance of a Business Plan at Different Stages of Business

Stage	Importance of the Business Plan
 1. Start-up Stage	Supports: Business Start-Up and Initial Funding At this stage, the business plan helps clarify the idea, define the value proposition, and assess whether there is demand in the market. The Executive Summary captures the overall concept, while the Market Analysis and Business Model Canvas outline how the product or service will meet customer needs. It is also essential for securing start-up funding. A strong Financial Plan and a clear Value Proposition , found in the executive summary, help persuade investors or Local Enterprise Offices (LEOs) that the business is viable.
 2. Growth and Expansion Stage	Supports: Funding and Development As the business begins to scale, the plan helps guide expansion decisions. It may include updated sales forecasts and resource planning in the Financial Plan , and outline strategies for entering new markets or launching new products within the Sales and Marketing and Operations sections. To secure further funding, the plan needs to show growth potential, using revised projections and updated strategic goals to justify investment.
 3. Maturity Stage	Supports: Ongoing Operations In the maturity stage, the business plan acts as a tool for monitoring performance and maintaining efficiency. The Operational Plan becomes key here, allowing management to benchmark results, manage staffing, and adjust internal processes to protect profitability. The business may also use the Production Plan and Financial Plan to track output, control costs, and respond to changes in the market while staying aligned with long-term goals.

8.1 Appreciate the importance of having a business plan and outline the key functions of a business plan.

OL Paper 2 Q1 (c)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

PJ is pleased that the business is currently doing well and reaching all targets on schedule.

(c) Explain how PJ's business plan contributed to his success so far.

Helps attract investment

It provides potential investors or lenders with the evidence they need to judge whether the business is viable and worth backing. E.g. the Financial Plan outlines projected revenue, costs, cash flow, and profits.

PJ created a business plan that "helped him secure loan approval".

Helps identify potential risks and challenges

A business plan can help recognise obstacles such as competition, production limits, financial risks, or staffing issues, and outlines how they can be overcome.

PJ was able to identify potential business challenges his business faces.



8.2 Outline the importance of ethics and sustainability when planning in business.

OL Paper 2 Q3 (d)

- (d) The British rock band, Coldplay, has taken several initiatives to reduce their direct carbon emissions.



The band introduced power bikes and kinetic dance floors so that concert goers could help to power the event and become part of a sustainability experience.

Outline **three** benefits to Coldplay of incorporating sustainability initiatives into their business planning.

1. Builds resilience and brand reputation

Sustainability planning in operations and finance helps anticipate risks and meet stakeholder expectations, which improves the reputation of the brand.

Coldplay's tour included energy bikes and emission tracking, strengthening their eco-friendly image and increasing audience trust in their values.

2. Enhances access to funding and partnerships

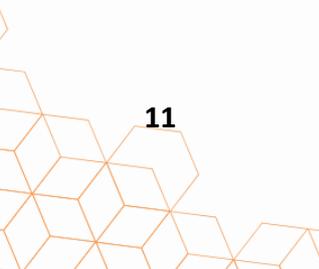
Clear sustainability plans can attract investors, grants, and partners looking for responsible and future-focused businesses.

Coldplay's collaboration with green partners and sustainability reporting helped secure credibility with eco-conscious sponsors.

3. Improves efficiency and reduces costs

Planning for energy use and supply chains can lower waste and cut operational expenses over time, making the business model more sustainable for future challenges e.g. legal issues, resource shortages...

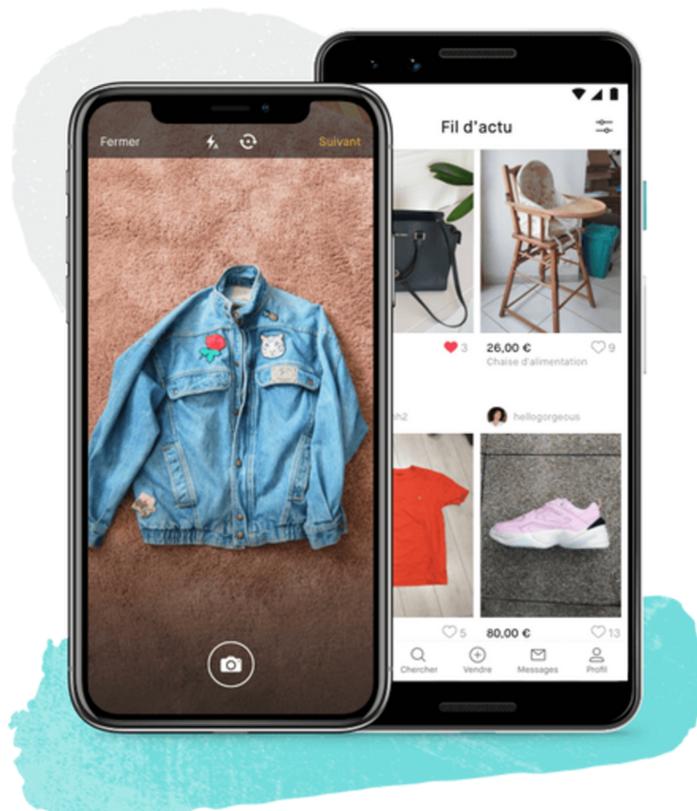
Coldplay's reuse of stage materials and low-emission transport reduced long-term costs while supporting their sustainability goals.



Chapter 8

- the role of business models* in generating income and creating, delivering, and capturing value for both the enterprise and its customers.
3. explain what is meant by a business model and appreciate its role within the business plan.

Concept/Term	Understanding
Business model	A business model is an element within the business plan which outlines how a company will operate, create, deliver, and capture value in economic, social, and cultural contexts.



Chapter 8

- the importance of the business model and the elements of the business model canvas*.

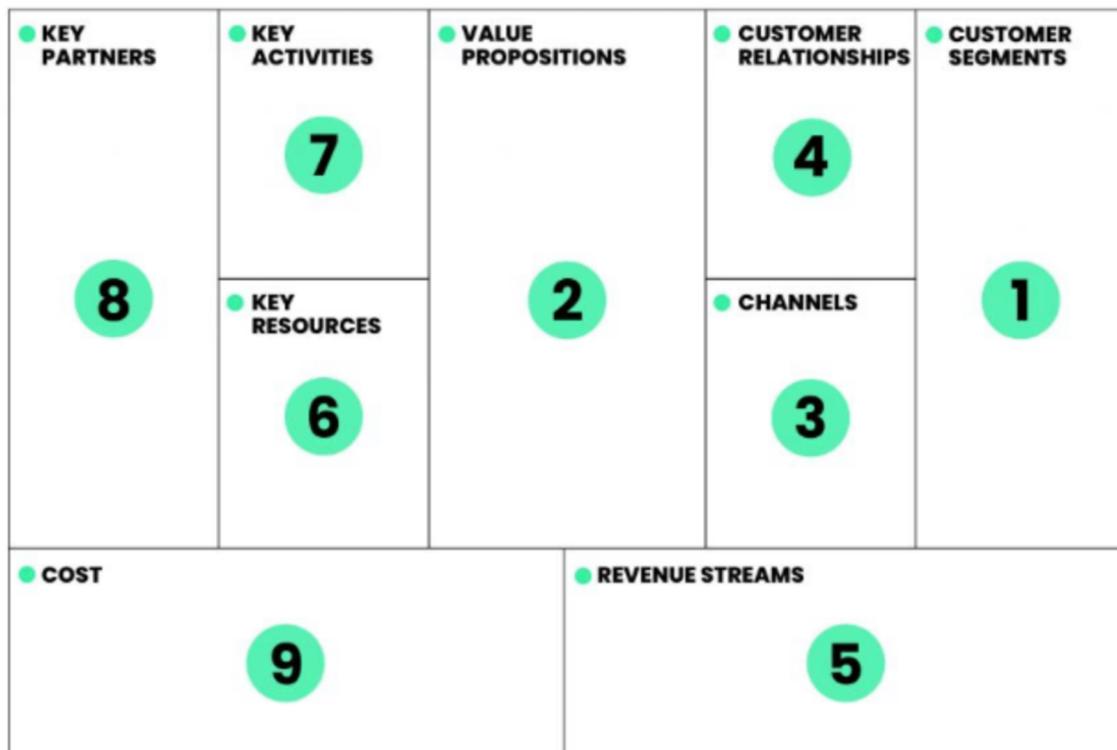
4. identify the key elements of the business model canvas and outline the role of business models in successful enterprises.

Business model canvas

A business model canvas is a tool used to map out a business model and includes the key partners, activities and resources, the value proposition (why the customer would choose the product/service), customers, customer relations and channels, costs, and revenues.

| BUSINESS MODEL CANVAS

The Power MBA



Chapter 8

- a range of business models including retail, manufacturing, subscription, franchise, and affiliate.

5. identify and compare the most common business models.

- the digital economy including marketplace, subscription, crowdfunding and advertising-supported models; the similarities and differences when compared to non-digital business models, and how businesses have adapted to or developed based on the digital economy and other internal or external drivers.

6. outline how digital technology is a driver of change in business.

7. identify and compare a number of technology-driven business models and outline the key characteristics of each model.

Technology-Driven Business Models

Marketplace	Vinted, Deliveroo, DoneDeal, Depop, AirBnB
Revenue generation:	The platform earns income by charging fees or commissions (a percentage of sales) on transactions between buyers and sellers.
Consumer access and cost:	Usually free or low-cost access for users. Sellers or hosts may pay a listing or service fee e.g. for posting a DoneDeal ad.
Scalability and growth:	Highly scalable. Platforms can grow quickly as more users join and contribute. Does not require owning/expanding stock or property.
User engagement and retention:	Platforms use reviews, ratings, and personalised suggestions to build trust and keep users coming back.



8.7 Identify and compare a number of technology-driven business models and outline the key characteristics of each model.

HL Paper 1 Q2 (b)



Gráinne has decided that it's time to build a permanent headquarters for Grá Chocolates.

Gráinne plans to build her own chocolate factory, using the Crowdfunding platform Kickstarter, to fund the expansion.

(b) (i) Explain the term Crowdfunding.

Crowdfunding is when a business raises small amounts of money from many people online, usually before the product or service is launched.

It often involves backers contributing in exchange for rewards, early access or simply to support an idea.

(ii) Explain **two** key characteristics of each of the following technology-driven business models:

Subscription

1. Regular Payments from Users

These businesses charge customers monthly or annually for continued access to content or features, making their income more reliable and locking consumers into repeat purchases rather than one-off transactions.

E.g. Spotify and Strava offer both monthly and annual subscription options to maintain steady revenue from users.

2. Content Personalisation Keeps Users Hooked

They use personalised content such as playlists, recommendations, or exclusive features to keep users engaged and reduce the chance of cancellation.

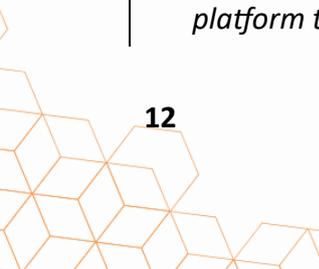
E.g. Netflix suggests shows based on your viewing habits, encouraging you to keep watching and subscribing.

Advertising

1. Revenue Comes from Advertisers, Not Users

These platforms are usually free for users, but they generate income by charging advertisers to show ads based on user views, clicks, or time spent.

E.g. YouTube earns ad revenue when viewers watch content, even without paying for the platform themselves.



HL Paper 2 Q3 (d)

(d)

Off the Ball move to subscription service

Long-time listeners of the popular Irish sports brand 'Off The Ball' have expressed strong reactions to the recent news that the show will now only be accessible behind a paywall.

It was recently announced that the group would be transitioning to a monthly subscription service for listeners. For €9.99 a month, subscribers will gain access to exclusive ad-free on-demand content across Off The Ball App, Spotify, YouTube, and Apple Podcasts.



Using any **two** of the headings below, compare a subscription service such as the one discussed above with another technology-driven business model you have studied.

- Revenue generation
- Consumer access and cost
- Scalability and growth
- User engagement and retention

Revenue Generation

Subscription: Earns money through recurring monthly or annual payments from users.

Eg Spotify Premium charges users for ad-free music and extra features.

Advertising-Supported: Earns money from businesses that pay to show ads based on user activity on their platform.

Eg YouTube makes revenue from business that pay to advertise on it when users watch or click on ads during videos.

Consumer Access and Cost

Subscription: Usually not free, users pay to access full features or content. Most offer a limited, freemium or trial version to access some content.

Eg Netflix charges for access to its full content library after a free trial period.

Advertising-Supported: Free to use for most users, with revenue coming from advertisers instead.

Eg TikTok is free, and users see ads while using the app.

Scalability and Growth

(ii) Describe any **one** of the following business models

- Marketplace
- Subscription
- Crowdfunding

Describe	Give a detailed account of the main points of a topic using words, diagrams, examples and/or images where appropriate
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Marketplace

A marketplace connects buyers and sellers on a digital platform, usually without holding inventory itself.

Revenue is typically earned through commission on sales, listing fees or premium seller services.

Marketplaces can scale quickly by adding new users or sellers without major infrastructure costs.

Eg Vinted allows people to buy and sell second hand goods, earning a fee per sale or to promote wardrobes.

Subscription

A subscription model charges users a recurring fee for continued access to content, tools or services.

This creates predictable revenue and encourages loyalty through personalisation and regular updates.

It's highly scalable as digital services can grow without large extra costs.

Eg Spotify charges a monthly fee for ad-free music and features like offline listening.

Crowdfunding

Crowdfunding involves raising small amounts of money from many people, often online before launch.

Backers may get rewards like early access, exclusive products or behind-the-scenes updates.

It helps start-ups test ideas and build a customer base with minimal upfront cost.

Eg Grainne Mullins used Kickstarter to pitch her expansion idea and raise funds from the public for Gras chocolates.

Chapter 9

4. The target market

- the marketing mix and the importance of identifying the target market; conducting market research and marketing for a business including product/service, pricing, promotion, people, packaging, process, and place.
1. appreciate the importance of market research in identifying the target market and discuss how businesses conduct market research.
 2. outline the elements of the marketing mix and explain their significance for a business and how they are influenced by the target market.



9.1 Appreciate the importance of market research in identifying the target market and discuss how businesses conduct market research.

OL Paper 1 Q1 (d) Solution

Question 1

The Business World

(90 marks)

EverGlow Organics Ltd Poised for Global Expansion

Irish Skincare Success Story Eyes Europe and Asia

EverGlow Organics Ltd is a successful Irish company specialising in organic skincare for men and women. The business has grown steadily in Ireland and now plans to expand into Europe and Asia. The company is motivated by a growing demand for organic products and the potential to save money through economies of scale.

Adapting to New Markets

While their products have been well-received in Ireland, the company's management team is mindful of differences in culture, language, traditions, and income levels in the new markets. The business may need to adjust elements of its marketing mix to appeal to international consumers. The company recognises that conducting market research will be crucial before entering these markets. They will need to receive direct feedback from potential consumers and analyse existing data on market trends in each country.



Funding and Financial Considerations

EverGlow Organics Ltd is considering various financing options, such as applying for a long term loan or seeking investors. In addition to the financial risk, the company is concerned about changing exchange rates and established businesses in the new countries.

Investing in People and Technology

To support its growth, the business will hire freelance content creators to promote its products to new audiences. The company also plans to invest in new technology to handle increased demand and ensure effective communication. Recently, the team conducted a force field analysis to examine the driving and restraining forces related to the expansion.



- (d) *Conducting market research will be crucial before Everglow Organics Ltd enters these new markets.*

Discuss **two** types of market research EverGlow Organics Ltd may use before expanding their business.

Discuss

Offer a considered, balanced review that includes a range of arguments, factors or hypotheses and is supported by appropriate evidence

1. Desk (Secondary) Research

Desk research uses existing information from sources like industry reports, CSO statistics, competitor websites, and media. It is quick and inexpensive, helping a business spot trends and assess market size before committing resources.

EverGlow Organics could use spending data from government reports to see income differences in Europe and Asia, before expanding. However, such data may be outdated or not fully relevant. Despite these limits, desk research is a low-risk and low-cost starting point to research their expansion strategy.

2. Field (Primary) Research

Field research gathers first-hand information directly from consumers through methods like surveys, observation, customer feedback, and focus groups. It provides accurate, up-to-date insights tailored to a business's needs.

EverGlow Organics could run surveys in target countries to find out what packaging styles and product features local customers prefer. However, collecting and analysing this data can be time-consuming and costly. Despite these challenges, field research gives EverGlow detailed and relevant feedback to help adjust products and marketing for new markets.

9.2 Outline the elements of the marketing mix and explain their significance for a business and how they are influenced by the target market.

OL Paper 1 Q4 (e) Solution

(e) Businesses use a variety of techniques to promote their products and services to their target audience.

Explain **two** promotion strategies used by businesses.

1. Advertising

Advertising is paid communication through media such as TV, radio, social media, or billboards to create awareness and persuade purchases. Businesses choose styles like informative, persuasive, generic, or competitive depending on their goal. For example, Lidl runs competitive price ads to show value against rivals.

2. Public Relations (PR)

PR manages a business's profile and image by building positive relationships with the public and media. Strategies include press releases, sponsorships, community initiatives, and crisis responses. This helps enhance trust and reputation rather than directly driving sales.

Lidl Ireland has committed more than €10 million to the development and promotion of Ladies Gaelic Football since 2016.

3. Sales Promotions

Sales promotions are short-term incentives designed to encourage immediate purchases and boost sales. Techniques include discounts, buy-one-get-one-free offers, loyalty cards, and competitions. Digital discount codes and influencer partnerships make these promotions easy to share. For example, Dunnes offers €10 off every €50 spent to drive customers to return and shop again before the discount expires.

4. Direct Marketing

Direct marketing communicates straight to consumers via email, SMS, or post. Tools like Mailchimp allow businesses to segment customers and tailor messages to different personas. A/B testing helps identify the most effective approach. Push notifications also encourage purchases by alerting customers to new sales instantly.

5. Digital Promotion

Digital promotion uses online channels and influencers to promote products through content creation and endorsements. This strategy connects emotionally with audiences and some posts or



OL Paper 2 Q2 (g) (ii) Solution

- (ii) The marketing mix should be strongly influenced by the target market.

Outline **two** ways the target market for a product or service might influence the Promotion element of the marketing mix.

1. Advertising choice

A business selects advertising channels and style based on where the target market spends time and what messages they respond to. For example, a brand targeting teenagers might use TikTok or Instagram instead of TV or radio to connect more effectively.

2. Sales promotions

Promotional offers are tailored to what motivates the target market to buy quickly. For example, younger customers may respond to influencer-shared discount codes, while families may prefer supermarket buy-one-get-one-free deals.

3. Public relations

PR activities are selected to match the target market's values. For example, a brand with an environmentally conscious audience could sponsor community clean-up events to build a positive image.

4. Digital promotion

Online promotion strategies reflect the target market's online habits. For example, a brand targeting adventurous young adults might use YouTube influencers to create lifestyle videos that appeal to their interests.



Chapter 9

Students learn about

- identifying the Unique Selling Point (USP), developing and modifying the marketing mix.

Students should be able to

- develop a marketing mix for a product and a service of choice and provide a USP analysis for each.
- evaluate and suggest ways of improving an existing marketing mix.

Unique Selling Point Analysis

A. This is the USP

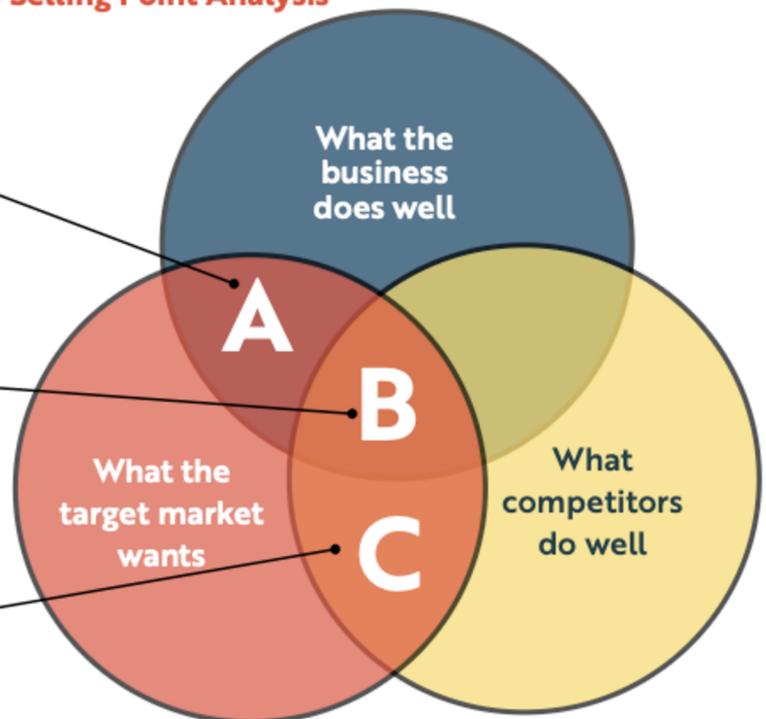
This area highlights the USP - anything listed here is what your product or service has that is both different to the competition and what your target market want. These features should be emphasised throughout the marketing mix.

B. It's hard to stand out by marketing these features

This area shows what both you and your competitors do well that the target market want. It can be hard to stand out against rivals by emphasising these points in the marketing mix.

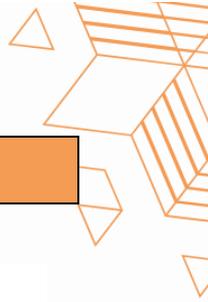
C. Avoid mentioning these features in marketing

This area shows what your competitors do well that the target market want. You don't do these well or offer these features. Avoid mentioning these areas in the marketing mix.



Chapter 9

- how technology changes market research and marketing.
 - the importance of ethics and sustainability in marketing including its influence on marketing companies and on different marketing strategies.
5. demonstrate an understanding of the disruptive impact* and influence of digital technology on market research and marketing.
 6. evaluate the influence of ethics and sustainability on marketing.



9.6 Evaluate the influence of ethics and sustainability on marketing.

HL Paper 1 Q5 (b) Solution

- (b) As consumers grow increasingly conscious of corporate responsibility, aligning marketing strategies with ethical and sustainable practices isn't just commendable—it's crucial.

Outline **three** ways ethics is an important consideration when designing a marketing strategy.

1. Builds Trust and Loyalty

Ethical actions, such as using fair trade ingredients or recyclable packaging, show customers the business cares about people and the planet. This strengthens trust and encourages repeat purchases.

2. Creates Powerful Marketing Stories

Sustainable practices give marketers authentic content to share, such as eco-friendly packaging or charity partnerships. These stories connect emotionally with consumers and enhance brand image.

3. Provides a Competitive Advantage

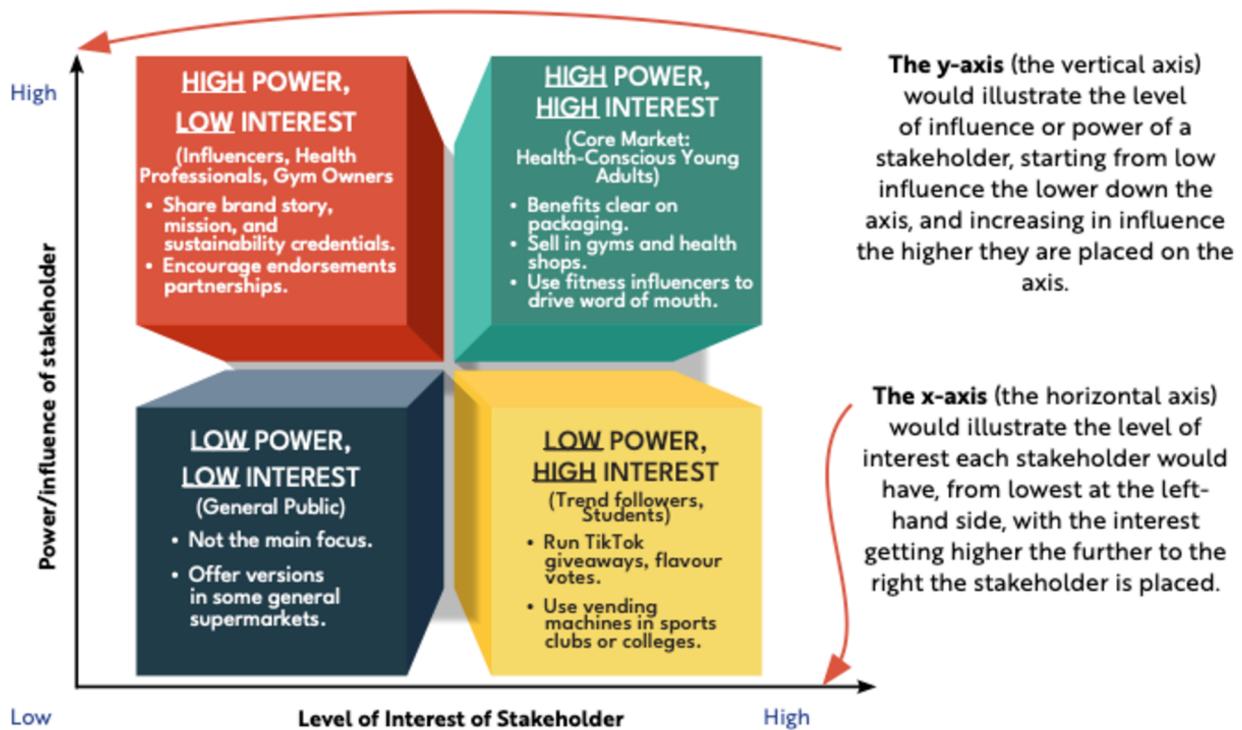
Promoting ethical sourcing or lower carbon footprints can differentiate a brand in crowded markets. It can also justify higher prices to eco-conscious customers.



Chapter 9

Sample Power-Interest Grid for a New Irish Vitamin-Enhanced Electrolyte Drink

Power-Interest Grid



- the potential of a range of analytical tools to analyse customer interest and the external environment.

- use a power interest grid* to analyse customer interest and adjust the marketing mix as necessary.
- conduct a STEEPLE analysis* to develop greater understanding of the external environment and identify issues of concern for a business.

S	T	E	E
Social	Technological	Economic	Environmental
Demographics Lifestyles Culture Health trends Consumer attitudes	Automation Innovation Social media Mobile apps E-commerce	Inflation Interest rates Unemployment Income levels Consumer confidence	Sustainability Climate change Waste reduction Green energy Packaging
P	L	E	
Political Factors	Legal	Ethical	
Government policy Taxation Trade agreements Brexit Regulation	GDPR Employment law Health & safety Consumer rights Advertising rules	Fair trade Transparency Working conditions Animal welfare Ethical sourcing	



9.8 Conduct a STEEPLE analysis* to develop greater understanding of the external environment and identify issues of concern for a business.

OL Paper 2 Q3 (a) (ii)

- (ii) A **STEEPLE Analysis** may be used to gain an understanding of the impact of external factors on a business.
Write the name of the element from the list below beside the factor that best matches it. (Two have been completed for you.)

Social	Technological	Economic	Environmental	Political	Legal	Ethical
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Factors	Name of element
Taxation/government spending/trade policies/government stability.	<i>Political</i>
Lifestyle changes/income distribution/fashion/trends.	
Carbon footprint/threats from natural events/waste disposal.	
Changes in IT and internet capability and range/new inventions.	
Inflation rates/exchange rates/consumer confidence and spending power.	<i>Economic</i>
Client confidentiality/corporate values/fairness/equality/wellbeing.	
Consumer and employee legislation/corporate governance.	





MathsMethods, an Irish start-up, has developed an AI-powered study app designed to help secondary school students improve their maths skills through interactive quizzes, personalised feedback, and video tutorials. The app has been a huge success in Ireland, with over 50,000 active users, and now they are planning to expand into new countries. High smartphone ownership in the UK and US supports easy adoption, but differences in exam syllabi could require significant tech updates. These markets are attractive as families may have more disposable income for subscriptions, but exchange rate fluctuations could affect pricing. Government education grants in some US states could make school partnerships more viable, but stricter data privacy laws may require additional compliance costs. A key marketing point is how the app can help reduce paper waste when studying, and they are exploring renewable-powered servers to further reduce environmental impact. Attitudes toward AI supporting education are generally positive, but concerns about high levels of screen time remain for teenagers which **MathsMethods** are aware of.

(c) Conduct a STEEPLE analysis for at least four elements to develop a greater understanding of the external environment and identify potential areas of concern or of opportunity for **MathsMethods**.

1.
2.
3.



(c) Conduct a STEEPLE analysis for at least four elements to develop a greater understanding of the external environment and identify potential areas of concern or of opportunity for MathsMethods.

20m – 4 @ 5m (1+2+2) – Factor, explanation of factor, related to MathsMethods

Social

Demographics (income/age), cultural attitudes and lifestyle patterns can impact on a business. High smartphone ownership among students in the UK and US makes it easy for **MathsMethods** to reach its audience. However, concerns about high screen time for teenagers could affect uptake from parents and schools.

Technological

Innovation, infrastructure, and tech trends can impact on a business.

MathsMethods must adapt its app to match different courses in different countries or compete against different features that apps in those countries have, which may require significant tech updates before launch.

Economic

Income levels, economic growth and exchange rates can impact on a business.

Families in the UK and US may have high disposable income for subscriptions, creating revenue potential. However exchange rate fluctuations between the euro, pound, and dollar could impact pricing and profitability and is out of the hands of **MathsMethods**.

Environmental

Sustainability and ecological impact of a business should be monitored.

The app's paperless learning format reduces waste, appealing to environmentally conscious users. Exploring renewable-powered servers could further boost **MathsMethods** green credentials.

Political

Government policy and education priorities within countries can impact on a business.

If some parts of the US or UK offer schools education grants it could make partnerships with schools more attractive. Support for STEM learning could also increase demand for the app.

Legal

Laws and regulations can impact on a how a business operates.

Data privacy laws outside the EU could differ to Ireland in the UK and US, so **MathsMethods** must review and possibly update its data handling processes before entering these markets.

Ethical