Summer Exam B

5TH Year Business

2 hour exam

Each student must answer Q1

Students can then choose 3 from 4 questions from Q2–Q5

Q1 – 80 marks (42 mins)

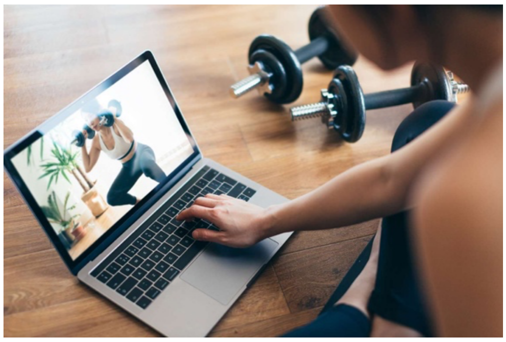
Q2–Q5 – 60 marks each (26–28 mins each)

Marks

Q1	Q2	Q3	Q4	Q5	TOTAL
/80	/60	/60	/60	/60	/260

Question 1 The Business World (80 marks)

Regan Fitness



Ciara Regan is a Dublin-based personal trainer who built up a following of over 80,000 people on Instagram by posting workout videos and nutrition tips. In 2021, she used her personal savings and a start-up grant from her Local Enterprise Office to launch a subscription fitness app. The app gives customers access to workout plans, meal guides, and live online classes for €9.99 per month. It now has over 5,000 subscribers.

The business employs six people: two content creators, a part-time developer, a customer service manager, and two trainers who deliver live classes through the app. Ciara manages the day-to-day running of the business herself, which she finds increasingly difficult as the team grows. Some staff have said that their roles are not always clearly defined and that communication within the team could be better.

Ciara has also partnered with two supplement brands who pay to have their products featured in her app content and social media posts. The brands want access to her large and engaged audience. Some followers have questioned whether these partnerships affect the honesty of her recommendations.

Starting out was not easy. Ciara struggled with the high cost of app development and finding a reliable technology partner. Moving from one-to-one personal training to a subscription app also meant she had to rethink how she made money and how she delivered value to customers.

The business has grown quickly, but Ciara knows that the fitness app market is becoming more competitive. Regan Fitness already attracts subscribers from several countries. Ciara now wants to grow further by launching a Spanish-language version of the app, with all videos and guides recorded in Spanish, to target customers in Spain and Latin America. She has estimated that this would require significant investment in new content and staff with Spanish-language skills. Some existing staff have raised concerns about the extra workload this would create.

Ciara has started drafting a business plan to show to potential investors. She is weighing up the benefits and costs of the expansion carefully. She recently attended a Local Enterprise Office workshop on strategic planning and is putting together a three-year roadmap for Regan Fitness, which she believes will help her make better decisions as the business grows.

(a)(i) Identify **three** challenges Ciara faced when starting Regan Fitness. **(6 marks)**

1.
2.
3.

(a)(ii) Outline **two** key functions of a business plan for a business like Regan Fitness. **(8 marks)**

1.
2.

(b) Suggest how Ciara could improve **Promotion** and **People** in the marketing mix for Regan Fitness. **(14 marks)**

Promotion:
People:

(c) Describe **two** benefits of strategic planning for a growing business like Regan Fitness. **(12 marks)**

1.
2.

(d)(i) Conduct a **stakeholder mapping** to identify and prioritise four stakeholders affected by the decision to launch a Spanish-language version of the app. **(16 marks)**

(d)(ii) Explain the importance of prioritising different stakeholder interests when making business decisions. **(4 marks)**

(e) Conduct a **cost-benefit analysis** of the proposed Spanish-language expansion for Regan Fitness. Include two benefits, two costs, and a finding that weighs both sides. **(20 marks)**

Additional answer space for Question 1.

Question 2 (60 marks)

(a) Fill in the missing term in each of the following statements. **(6 marks)**

1. The iterative process used to develop new ideas based on user needs is called ________________ ________________ .
2. The two main types of costs in a business are fixed costs and ________________ costs.
3. A Local ________________ Office provides support and funding to small businesses in Ireland.
4. A business's Value ________________ outlines what makes consumers choose its good or service over others.
5. A business model that involves businesses receiving funding from lots of people pledging money on sites like Kickstarter is called ________________ .

Saor Water is a Dublin-based start-up that produces custom-branded aluminium cans as a sustainable alternative to plastic bottles. Founded by TU Dublin students Ryan Ormonde and Jonathan Hoffman, Saor Water won the 2025 Enterprise Ireland Student Entrepreneur of the Year award.

(b) Describe three benefits to a business like Saor Water of carrying out different types of feasibility study before launching a new product or service. **(18 marks)**

1.

2.

3.

(c) Discuss **one** type of market research Saor Water could use and explain why market research is important for them. **(8 marks)**

Type of Market Research:
Importance of Market Research:

In January 2025, Storm Eowyn caused widespread disruption across Ireland and the UK, resulting in significant losses for many businesses.

(d) Explain **two** reasons why it is important for a business to assess and manage risks. **(10 marks)**

1.
2.

In April 2026, Bank of Ireland told employees that swipe card data would be used to monitor office attendance. Staff required to work in the office a minimum number of days each month would receive a performance rating of "inconsistent" if they did not meet the requirement, putting their bonuses and pay increases at risk. The Financial Services Union strongly opposed the move.

(e) Describe **three** approaches Bank of Ireland could use to overcome resistance to change among employees. **(18 marks)**

1.
2.
3.

Question 3 (60 marks)

(a) Circle the correct option in each of the following statements. **(6 marks)**

Statement
1. A person who starts and runs their own business is known as an **entrepreneur** / **intrapreneur**.
2. **Fixed costs** / **Variable costs** change depending on how much a business produces.
3. Design thinking is described as an **iterative** / **linear** process because it is a repeating process.
4. The **Consumer Rights Act 2022** / **Competition Act 2017** sets out the rights of consumers in Ireland.
5. A **business plan** / **business model** outlines how a company creates and delivers value to customers.

Online retail and social media platforms have changed how consumers search for, discover, and buy products. Irish consumers now spend significantly more time shopping online than they did ten years ago.

(b) Outline **two** ways digital technology has impacted on consumer behaviour. **(8 marks)**

1.
2.

(c) Explain **two** ways a person's credit rating can affect their ability to borrow money. **(10 marks)**

1.
2.

The Consumer Rights Act 2022 strengthened protections for consumers in Ireland.

(d) Explain **two** of the consumer rights given below. For each right, give an example of how it protects the consumer. **(18 marks)**

1) Right to repair, replacement, price reduction, or refund for a faulty good
2) Rights when buying digital content or digital services
3) How consumer rights differ when buying from within the EU compared to outside the EU

Right 1:
Example:
Right 2:
Example:

WaterWipes was founded in Drogheda by Edward McCloskey, named EY Entrepreneur of the Year 2025. WaterWipes sells in over 50 countries, employs almost 400 people, and manufactures three million packs every week. In 2024, it received €145 million in investment to fund further international expansion.

(e) Describe **three** ways WaterWipes could use digital technology to support its expansion into new international markets. **(18 marks)**

1.
2.
3.

Question 4 (60 marks)

(a) Indicate whether each of the following statements is true or false. **(6 marks)**

Statement	**True**	**False**
1. A business model canvas has nine building blocks.		
2. Variable costs stay the same no matter how much a business produces.		
3. A force-field analysis is used to examine the potential effects of a proposed change.		
4. The Central Bank of Ireland is responsible for regulating financial services in Ireland.		
5. A person with a poor credit rating will always be refused a loan.		

WaterWipes has a clear and simple business model. It creates value by producing the world's purest baby wipe, delivers it through supermarkets, pharmacies, and online retail in over 50 countries, and captures value through product sales.

(b) Explain what is meant by a **business model** and outline its role within a business plan. **(10 marks)**

Business model (what it is):
Role within the business plan:

A new restaurant is opening in Cork city. The owners must identify their start-up costs and find suitable ways to fund them.

(c) Identify **one fixed cost** and **one variable cost** a restaurant start-up might face and outline a suitable source of finance for each. **(16 marks)**

Fixed Cost:
Source of Finance 1:
Variable Cost:
Source of Finance 2:

(d) Outline **one** benefit and **one** challenge of fintech for consumers. **(10 marks)**

Benefit:
Challenge:

GRID Finance is an Irish fintech company that provides flexible loans to small businesses. It is Ireland's only platform where a business can access its own credit score. The table below shows two loan options for a consumer borrowing €5,000.

	€5,000 Loan — Bank of Ireland	€5,000 Loan — GRID Finance
Annual Percentage Rate (APR)	9.5%	7.9%
Repayment Term	4 years	3 years
Monthly Repayment	€125.00	€155.00
Total Amount Repaid	€6,000	€5,580
Total Cost of Credit	€1,000	€580

(e)(i) Outline **three** factors a consumer should consider before borrowing money. **(12 marks)**

1.
2.
3.

(e)(ii) Using the information in the table, state which loan option you would recommend and give **two** reasons for your choice. **(6 marks)**

Recommended option:
Reason 1:
Reason 2:

Question 5 (60 marks)

(a) Match each term in the left column to the correct explanation. Write the correct letter in the answer column. **(6 marks)**

Term	Explanation
1. STEEPLE	A. What allows a business to outperform its competitors in a way that is hard to copy
2. Cost-benefit analysis	B. An agreement between two businesses to work together towards a shared goal
3. Competitive advantage	C. A framework used to examine the external factors affecting a business
4. Strategic alliance	D. The use of technology to deliver financial services and products to consumers
5. Fintech	E. A method of weighing the potential advantages and disadvantages of a business decision

1	2	3	4	5

(b) Discuss **two** ways the Irish government supports businesses and enterprise. **(12 marks)**

1.
2.

Herdwatch is an Irish agritech company based in Roscrea, Co. Tipperary. Founded in 2012, its farm management app is used on over 22,000 farms across Ireland, the UK, and beyond. The app helps farmers manage herd records, compliance paperwork, and animal health from their phone. Herdwatch employs almost 100 people and has received Enterprise Ireland support for international expansion. Irish and EU farming policies increasingly require farmers to meet strict environmental and animal welfare standards, creating growing demand for digital tools that make compliance easier. The company faces strong competition from larger international software platforms. There are also growing expectations around data privacy, with farmers concerned about how their business data is stored and used. Consumers are increasingly choosing food from farms that can demonstrate ethical and sustainable practices, which is putting pressure on farmers to show their credentials.

(c) Conduct a **STEEPLE analysis** for Herdwatch. Choose any **four** STEEPLE factors and apply each one to the business. Include an overall summary. **(20 marks)**

(d) Outline the importance of identifying competition in the market for a business like Herdwatch, and explain how a business can use this knowledge to create a **competitive advantage**. **(10 marks)**

Importance of identifying competition:
How to create a competitive advantage:

(e) Outline **one internal** and **two external** factors that can cause change in a business. **(12 marks)**

Internal Factor:
External Factor 1:
External Factor 2:

Additional answer space for – label any answers with the question number clearly.