



**ROYAL MAIL**

Royal Mail, which is publicly owned, provides national and international distribution of letters and parcels. It owns the distributor Parcelforce, and the Post Office, which provides a variety of services through its network of post offices in the UK.

Royal Mail gets most of its revenue from delivering letters to homes but the growing use of email for personal and marketing purposes, has meant that the number of letters posted has declined. This has meant that its losses have increased. Royal Mail has also struggled to cope with the increased competition from other businesses offering mail and parcel delivery services. 5

Some have suggested that Royal Mail lacks clear objectives and that it has spent too much time resisting change and too little concentrating on customers' needs. For example, it has been suggested that other mail companies be allowed to collect mail and then distribute it using the Royal Mail's delivery workers. The Royal Mail could then charge them in the same way that BT charges other phone companies for the use of its network. Another suggestion is that the Post Office starts to offer more banking services. These would be useful in rural areas and some inner cities where banks have all but disappeared. These suggestions have been resisted. 10

In early 2008 Royal Mail announced that it intended to close 2,500 post office branches. The news led to a huge protest. A group which represents post office employees has reluctantly backed the closures in order to ensure that the rest of the network of post offices remains open. 15

Adapted from The Observer 30.3.08

Answer **all** questions.

1 (a) Royal Mail is publicly owned (line 1).

State **two** characteristics of a public sector organisation.

Characteristic 1 .....

Characteristic 2..... [2]

(b) Royal Mail has been accused of spending too little time on its customers' needs (line 9).

Royal Mail might conduct some **primary** market research into its customers' needs and in doing so will use sampling.

State **two** reasons why it would use sampling.

Reason 1 .....

Reason 2 ..... [2]

(c) Royal Mail might also consider using **secondary** data as part of its market research.

Outline **two** sources of secondary data that Royal Mail could use to gather information about its customers' needs.

Source 1 .....

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Source 2 .....

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..... [14]











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