



CIMA/CGMA Management Case Study (MCS)

Preseen Application Note (PAN)



**May 2025 – August 2025
(DEMO)**

PS: Study Platform Walk Through is from page 27 onwards

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Preseen Application

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1.1 Hairdressing Industry Overview

Trimayr Company Profile

- Trimayr franchises hairdressing salons throughout Dazzland, and it owns a small number of salons.
- Dazzland's currency is the D\$.
- Dazzlandian company law mandates financial statements to comply with International Financial Reporting Standards (IFRS).
- As a financial manager, you report to Megan Connor, the Senior Financial Manager.

The Fall of Regis: *problems of own salons and franchise mode*

Regis Corporation was once the biggest name in the hairdressing industry. It owned famous salon brands like Supercuts, SmartStyle, Cost Cutters, and MasterCuts. At its peak, the company had over 7,000 salons, half of them company-owned and half franchised. It seemed like the perfect business model—Regis could make money from its own salons while collecting franchise fees. But reality was not as smooth as the board expected.

The first big issue started with the company-owned salons. Regis saw them as flagship stores, meant to set the standard for the whole brand. They wanted these salons to offer the best service, the highest quality, and the most stylish locations. But there was one big problem—Regis had to pay all the costs. Rent was a huge issue. Many of these

company-owned salons were in expensive city locations like New York and Los Angeles. The rent was sky-high, but haircuts didn't make huge profits. Meanwhile, franchisees could choose cheaper locations, keeping their costs low. Soon, the company-owned salons started losing money. But Regis couldn't just close them—that would hurt the brand's image. The board thought they could cover these losses using the money from franchisees, but that logic quickly fell apart.

Franchise owners became angry when they realized they weren't the only Regis salon in their (DEMO VERSION.....) to go to the company-owned one. Franchisees were furious. They felt betrayed and began demanding answers from Regis. Some even threatened to sue, arguing that the company was competing against its own franchisees.

Another problem was inconsistency. Some company-owned salons were excellent, with well-trained staff and stylish interiors. But others suffered from poor management, cutting costs wherever possible. In some places, the service was even worse than at franchise salons. The biggest scandal happened in 2019 when a customer in Texas paid \$80 for a haircut at a Regis-owned salon, only to find out



that her friend, who got the exact same haircut at a Regis franchise a few hours away, only paid \$40. Furious, she posted on Twitter: "Is this even the same company? Did (DEMO VERSION.....) the stores."

But the plan did not go smoothly. The board expected franchisees to be eager to buy the company-owned stores, but most of them weren't interested. Many of these salons had high rent and low profits. Franchisees had seen the problems and didn't want to take (DEMO VERSION.....) 1 per share. A giant had fallen, not because of competition, but because of its own mistakes.

1.2 Hairdressing Market in Dazzland

- There are 52,000 hairdressing salons in Dazzland.
- 80% of these salons employ fewer than 10 staff.
- The market includes:
 - Independent salons: Operate as small businesses.
 - Larger businesses: Generally local with multiple branches.
 - Nationwide chains: Six chains, with two owning salons and four operating on a franchised basis.

Competition – Monopolistic Competition

This is (DEMO VERSION.....) them to charge higher prices. However, barriers to entry remain low, as any skilled hairdresser can open a salon, leading to constant new competition. Instead of competing solely on price, salons rely on non-price factors such as brand image, service quality, salon ambiance, and customer experience to attract and retain clients.

Our thoughts regarding strategies, and the KPIs:

Midmarket (Trimayr Pop)

Affordable (DEMO VERSION.....) Visit"

Measures the balance between affordable pricing and service add-ons (e.g., upselling treatments or products). A healthy KPI ensures customers spend enough to maintain profitability while still perceiving good value.

Standardized Branding → "Customer Retention Rate"

Tracks how many customers return after their first visit, indicating consistent service quality across franchise locations. A high retention rate means the brand is trustworthy and delivering expected value.

Upmarket (Trimayr Sheen)

(DEMO VERSION.....) "

Measures how much each customer spends per booking, ensuring that the premium segment maximizes high-value treatments and services rather than just customer volume.

Brand (DEMO VERSION.....) for Stylist Expertise"

Collects feedback on how customers rate the expertise of their hairstylist, ensuring that the brand maintains top-tier professionals and a reputation for premium service.

Franchise Model

Scalable Expansion → "New Franchisee Sign-Ups per Quarter"

Tracks how many new franchise locations are added, indicating the brand's attractiveness and market growth potential.

Performance-Driven Management → "Salon Profit Margin (%)"

Measures the profitability of each salon, ensuring franchisees maintain **healthy financial performance** while keeping the business sustainable.

Toni & Guy (UK) – From a Small Salon to a Global Brand

Toni & Guy's success came from strong brand differentiation.

Unlike ordinary franchise salons (DEMO VERSION.....) and

major fashion magazines, reinforcing their image as a salon for those who wanted runway-inspired looks. Their celebrity and influencer collaborations strengthened this identity, helping them stand out in a highly competitive market. While many franchises relied on convenience, Toni & Guy offered an experience and a status symbol, making them the go-to brand for style-conscious customers.



A key driver of their success was education and training. Many franchises fail due to inconsistencies in service quality, but Toni & Guy solved this with the Toni & Guy Academy. Every stylist underwent specialized training in signature techniques, ensuring (DEMO VERSION.....) aspiring stylists and franchisees. Unlike other salon chains that depended on independent stylists with varying skill levels, Toni & Guy ensured uniform excellence across all their locations.

While many franchises aggressively expanded, Toni & Guy took a selective franchising approach to protect their brand. They were highly selective about who could own a franchise, ensuring that each new salon met rigorous training and service standards. This strategy prevented the loss of brand control, which is a common pitfall in rapid franchising. Instead of just maximizing the number of locations, they focused on sustaining brand reputation and service quality, leading to long-term stability. Many franchise competitors collapsed due to overexpansion and quality dilution, but Toni & Guy avoided this by ensuring that every salon maintained

premium standards.

Another reason for their sustained success was their premium pricing strategy. Unlike other salon franchises that tried to compete on low prices and high customer volume, (DEMO VERSION.....) g them insulated from price wars with budget salons. Many competitors that focused on low-cost services struggled to maintain profitability, but Toni & Guy's premium positioning ensured financial stability.

Beyond salons, Toni & Guy diversified their revenue streams, making them less vulnerable to downturns in the service industry. They launched TIGI Haircare Products, a (DEMO VERSION.....) chise chains only made money from salon services, Toni & Guy built a multi-revenue business model, ensuring financial resilience.

Number of years that a small salon could become very competitive

Major Salon Brands

Brand	Founded	Reached Competitive Scale	Years Taken
(DEMO VERSION.....)	1963	1990s (Global Expansion)	~30 years
(DEMO VERSION.....)	1954	1970s (Major Recognition)	~20 years
(DEMO VERSION.....)	1980	2000s (Major Global Brand)	~20-25 years
(DEMO VERSION.....)	1922	1958 (Franchising Model)	~35 years
(DEMO VERSION.....)	1960	1980s (European Expansion)	~20 years

Threats – our thoughts

We do not see independent salons as a major threat, as most remain single-location businesses and (DEMO VERSION.....) d recognition. However, we are highly concerned about tech-enabled and mobile hairdressing services, which are rapidly changing customer behavior.



and beauty services via an app.

Glamsquad (USA): On-demand hairstyling at home, growing rapidly in urban areas.

UK-based "**Blow LTD**": Offers home hair



1.3 Services Offered by Salons

Service Type	Description
Cutting and Styling	Haircuts for men and women, including trims, elaborate styles, and blow-drying.
(DEMO VERSION.....)	Full colour changes, root touch-ups, and highlights.
(DEMO VERSION.....)	Perming for curls, straightening, and relaxing treatments.
(DEMO VERSION.....)	Conditioning treatments and scalp massages.
Beard and Moustache Shaping	Grooming services for facial hair.

Estimated Profit Margin (%) for each type of service:

Service Type	Estimated Profit Margin (%)
Retail Products	50
(DEMO VERSION.....)	40
(DEMO VERSION.....)	35
(DEMO VERSION.....)	(DEMO VERSION.....)
Cutting and Styling	(DEMO VERSION.....)
Beard and Moustache Shaping	(DEMO VERSION.....)

Vidal Sassoon – The Genius Who Lost His Own Brand

Vidal Sassoon built his brand on a highly specialized (DEMO VERSION.....) igh prices because only Sassoon-trained stylists could deliver his signature cuts. This made the brand exclusive, prestigious, and internationally recognized. Customers paid not just for a haircut but for a high-fashion experience.

Sassoon made one fatal mistake—he focused on haircuts only and ignored coloring and chemical treatments, which had higher profit margins. (DEMO VERSION.....) 80s, he sold his name to a corporation that later removed him from the business. The Sassoon brand lost its identity, eventually declining because it couldn't adapt to changing customer preferences for full-service salons.

Our (DEMO VERSION.....) imayr:

Offering exclusive, premium styling services can work—but ignoring other high-margin services (like coloring and treatments) is a fatal mistake.



Supercuts – The Low-Cost, High-Speed Haircut Factory

Supercuts took the opposite approach of luxury salons. Instead of focusing on styling or premium treatments, they optimized operational efficiency to serve as many customers as possible. Their service model was based on:

- Standardized haircuts (no complex styling)
- No appointments – only walk-ins
- Low-cost, high-speed service (15-20 min per haircut)

This (DEMO VERSION.....) volume. Franchise owners loved it because the business model required minimal training, making it easy to scale across the U.S.



Supercuts ignored changing consumer habits. As more people demanded premium services like color, treatments, and personalized styling, Supercuts failed to adapt. Their model was too rigid—customers wanted more than just a basic haircut.

Eventually, Supercuts lost market share to more flexible midmarket competitors like Great Clips and Sport Clips, who offered more variety without sacrificing speed.

Our thoughts for Trimayr:

Operational efficiency is key, but if services are too limited, customers will eventually look elsewhere.

(DEMO VERSION.....) and Crashed

Regis Corporation, once the largest hair salon operator in the world, owned or franchised thousands of salons under different brands—Supercuts, SmartStyle, Cost Cutters, and more. They dominated the midmarket by acquiring as many salons as possible and using their scale to negotiate lower supply costs.



They (DEMO VERSION.....) hat hair color and treatments had the highest margins, making sure these were heavily promoted in every franchise.

Regis (DEMO VERSION.....) the brand reputation.

To make matters worse, Regis failed to invest in digital booking and customer loyalty programs, which allowed independent salons and tech-driven competitors to steal market share. In the end, financial struggles forced Regis to sell off thousands of salons, leading to a massive decline in its dominance.

Our thoughts for Trimayr:

Franchising and multi-brand strategy work—but without strict service quality controls, brand damage is inevitable.

Drybar – The Blow-Dry Only Phenomenon

Drybar took one specific service—blow-drying—and (DEMO VERSION.....) but made them feel luxurious and indulgent.



Their success came from:

- A salon experience that felt like a high-end spa visit (free drinks, stylish interiors)
- Premium pricing for a simple service
- Fast, convenient service that fit into a busy lifestyle
- Customers who used to get a blowout as an add-on service at regular salons

now went directly to Drybar, making it a category leader in this niche.

Drybar's biggest issue was scalability—they needed very high customer volume to remain profitable. The business model relied heavily on repeat customers, and when consumer spending dropped (like during COVID-19), their sales collapsed. (DEMO VERSION.....), and full hair services, Drybar remained too specialized, limiting long-term growth.

Our thoughts for Trimayr:

Service specialization can create a unique brand—but being too narrow can limit expansion potential.

Glamsquad & Blow LTD – The New Digital Disruptors

Glamsquad (USA) and Blow LTD (UK) challenged the entire traditional salon model by offering on-demand hairstyling services at home.

Instead of running salons, they built an Uber-style network of freelance stylists who could be booked through an app. Customers loved it because:



- No need to visit a salon—stylists come directly to them.
- Competitive pricing—since there's no rent or salon overhead, prices are often lower.
- Convenience—faster service and easy scheduling.
- This completely changed customer expectations, making traditional salons seem less convenient in comparison.

Major threats to Trimayr:

Trimayr (and traditional salon chains) cannot compete on cost and flexibility the way mobile services can. If on-demand services continue to grow, many customers might not see the need to visit a salon at all.

(DEMO VERSION.....)

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1. SWOT Analysis

Strengths

- **Strong Brand Reputation** – Trimayr is known for high-quality beauty
(DEMO VERSION.....)

2. Porter's Value Chain Analysis

Primary Activities

Inbound Logistics (Managing Supplies & Inventory)

(DEMO VERSION.....)

Support Activities

Firm Infrastructure (Leadership & Financial Management)

High fixed costs (leases, salaries) reduce flexibility in economic downturns.

(DEMO VERSION.....)

3. PEST Analysis

Political & Legal Factors

- **Regulations on Beauty Products & Services** – Compliance with **cosmetic industry health and safety laws** is crucial to avoid legal risks.

(DEMO VERSION.....)

4. Porter's Five Forces Analysis

Threat of New Entrants – HIGH

- **Low Startup Costs in the Industry** – New salons can enter easily, increasing market competition.

(DEMO VERSION.....)

Core Activity A Evaluate opportunities to add value

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CONTENTS:

- Session 1: Selecting Capital Investment Appraisal Techniques
- Session 2: Using Digital Data Sources for Capital Investment Decisions
- Session 3: Pricing Strategies
- Session 4: Business Models
- Session 5: WACC

CIMA/CGMA BLUEPRINT 'I CAN...' QUESTIONS:

- I can select appropriate capital investment appraisal techniques and apply them in order to support capital investment decisions, including product/service development, digital transformation projects and acquisitions.
- I can identify and use relevant digital data sources to assist in capital investment decisions.
- I can explain which pricing strategies are appropriate.
- I can select and implement suitable business models that will create value for stakeholders, including business models in the context of digital ecosystems.
- I can analyse the impact of disruptive and digital operating business models in the context of digital ecosystems.
- I can explain the relevance of weighted average cost of capital.

Weightings: 15%-25%

OUR ANALYSIS:

A business common sense approach can be used for the:

- Session 2: Using Digital Data Sources for Capital Investment Decisions – focusing on how best to maximise profits for the company.
- Session 3: Pricing Strategies – although there are technical stuff here, the question focuses on application of the exhibit information.
- Session 4: Business Models – students are expected to comment on the implications onto the business model (4 stages from the preseen material)

Students are expected to remember the technical stuff when answering:

- Session 1: Selecting Capital Investment Appraisal Techniques
- Session 5: WACC

Session 1: Selecting Capital Investment Appraisal Techniques

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CIMA Blueprint Knowledge

Knowledge	How to answer in the exam?
(DEMO VERSION.....)	<p>Link to strategic objectives – Does it align with expansion goals, cost reduction, or competitive positioning?</p> <p>Identify key business drivers – e.g., does investing in a new training academy help address skill shortages?</p> <p>Justify why now? – Any market changes, competitive pressure, or internal inefficiencies?</p>
(DEMO VERSION.....)	<p>If long-term project - NPV & IRR (measures real return and risk-adjusted value).</p> <p>If fast returns are needed - Payback Period (e.g., short-term tech investments).</p> <p>If investor/shareholder focus - ROCE/ARR (profitability of assets).</p>
(DEMO VERSION.....)	<p>Identify hidden costs – Will new equipment require costly training?</p> <p>Watch for sunk cost traps – Past investment shouldn't justify future spending.</p> <p>Use sensitivity analysis – If franchise revenues drop, does the project remain viable?</p>
(DEMO VERSION.....)	<p>Use Profitability Index (PI) if funds are limited - Higher PI = better return per \$ spent.</p> <p>Strategic fit matters – Even if PI is lower, a project could be essential for competitive advantage.</p> <p>Consider opportunity costs – If investing in tech, is it delaying investment in new locations?</p>
(DEMO VERSION.....)	<p>If expansion potential exists, consider staging investment over phases.</p> <p>Avoid lock-in risk – Can the company easily exit the project if market conditions change?</p> <p>Example: If launching a low-cost training center, can it later be upgraded to premium services?</p>
(DEMO VERSION.....)	<p>Compare actual vs projected returns – What worked, what didn't?</p> <p>Identify operational inefficiencies – Delays, cost overruns, or weak demand?</p>

	Use insights to refine future projects – Ensure better forecasting & risk management.
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Potential investment projects at Trimayr

Trimayr Academy Expansion (Monetizing Training)

Currently a cost center, but Pallo & Troo already monetizes training centers—why hasn’t Trimayr? Should Trimayr charge for apprentice haircuts or offer external training courses?

AI-Powered Booking & Dynamic Pricing

High-end salons struggle with last-minute cancellations & underutilized capacity—AI (DEMO VERSION.....)

Expansion into Men’s Grooming Market

The men’s grooming industry is booming, but Trimayr mainly focuses on women’s (DEMO VERSION.....)

Exclusive Trimayr Haircare Product Line (Private Label Expansion)

Trimayr sells hair products, but does not control its own manufacturing—limiting margins & branding. Should Trimayr invest in its own product line and mandate franchisees to stock them?

(DEMO VERSION.....) Younger consumers rely on TikTok & YouTube for hair inspiration & tutorials—Trimayr has no presence. Should Trimayr launch a paid digital styling platform with virtual hair consultations & tutorials?

Exam Rehearsal Questions – with bullet points areas to be answered in the exam

Q1: Explain the challenges in determining NPV for a new project, particularly in quantifying future cash flows (May/Aug 2021 Trayyner variant 2 task 4)

1. **Estimation Uncertainty:** Forecasting future cash flows accurately is challenging due to unpredictable market conditions, technological changes, and external factors like economic downturns.
2. **Discount** (DEMO VERSION.....) significantly alter the NPV.
3. **Project Life:** Determining the exact duration of a project's cash inflows can be challenging. A longer or shorter project life affects the NPV.
4. **Capital Expenditure and Working Capital Needs:** Estimating the initial outlay and additional working capital requirements can be uncertain, particularly for new ventures.
5. **Sunk Costs:** Ensuring that only relevant future costs are included and not the costs already incurred.

Q2: Prepare briefing notes for investment appraisals under a capital rationing scenario (May/Aug 2020 Alpaca variant 1 task 1)

1. **Definition of Capital Rationing:** Start by explaining that capital rationing involves selecting the best combination of projects when there's a limited budget.
2. **Use of Profitability Index (PI):** Under capital rationing, PI (which is the ratio of the present value of cash inflows to initial investment) is more useful than NPV as it provides a measure of the "bang for the buck".
3. **Project** (DEMO VERSION.....)
4. **Multiple Periods Rationing:** If rationing is expected over multiple periods, this requires a multi-period model which adds complexity.
5. **Non-Financial Factors:** Emphasize that while financial metrics are crucial, non-financial factors such as strategic alignment, risk, and corporate social responsibility also play a role.

Q3: Discuss whether Frinta should have planned for the introduction of additional capacity as a real option in the capital investment appraisal for the acquisition and preparation of Dubblfile to provide this service (Nov 2020/Feb 2021 Frinta variant 6 task 4)

1. (DEMO VERSION.....).
2. **Value of Flexibility:** The added capacity can act as a hedge against unexpected demand surges, ensuring Frinta capitalizes on all potential revenue streams.
3. **Cost Implication:** While introducing additional capacity may increase initial investment, it could be more cost-effective than retrofitting or expanding capacity later.
4. **Market Volatility:** If the market for Dubblfile's service is volatile, having the option to scale quickly can be a strategic advantage.
5. **Risk Management:** Real options can be viewed as a risk management tool, allowing Frinta to adapt to changing circumstances without committing fully upfront.

Session 2: Using Digital Data Sources for Capital Investment Decisions

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CIMA Blueprint Knowledge

Digital Data Source	What it does?	Implication for Trimayr
ERP & Accounting Systems (SAP, Oracle NetSuite)	Tracks franchise cash flow & royalty income	Identifies underperforming franchisees at risk of non-renewal
	Monitors cost & revenue trends	Assesses whether Trimayr-owned salons are more profitable than franchised ones
	Identifies failing locations early	Avoids long-term losses from low-performing salons
(DEMO VERSION.....)	(DEMO VERSION.....)	(DEMO VERSION.....)
(DEMO VERSION.....)	(DEMO VERSION.....)	(DEMO VERSION.....)
	(DEMO VERSION.....)	(DEMO VERSION.....)
(DEMO VERSION.....)	(DEMO VERSION.....)	(DEMO VERSION.....)
	(DEMO VERSION.....)	(DEMO VERSION.....)
	(DEMO VERSION.....)	(DEMO VERSION.....)

Exam Rehearsal Questions – with bullet points areas to be answered in the exam

Q1: Identify and evaluate the potential advantages that a business intelligence system would bring to managing performance across the group (May/Aug 2021 Trayyner variant 6 task 1)

1. **Data Integration and Consolidation:** Discuss how BI systems allow for the integration of data from different departments or subsidiaries, providing a holistic view of the group's performance.
2. **Real-time Performance Monitoring:** Highlight the capability of BI systems to provide real-time dashboards and metrics, enabling timely decision-(DEMO VERSION.....)

Q2: Recommend three sources of data to forecast demand (May/Aug 2020 Alpaca variant 3 task 2)

1. **Historical Sales Data:** Emphasize the importance of analyzing past sales trends and patterns as a primary indicator of future demand.
2. (DEMO VERSION.....) **External Economic Indicators:** Highlight the correlation between broader economic trends (e.g., GDP growth, unemployment rates) and product/service demand in certain industries.
3. **Competitor Analysis:** Explain the value of monitoring competitor activities, product launches, and pricing strategies to anticipate market demand changes.
4. **Digital Analytics:** Discuss the use of digital tools, like website traffic analytics or social media sentiment analysis, as indicators of interest and potential demand.

Q3: Explain the concerns about using data from a research report as a basis for investment appraisal calculations (May/Aug 2020 Alpaca variant 5 task 1)

1. **Data Reliability:** Question the source and credibility of the research report. Is the data from a reputable and unbiased source?
2. **Timeliness of Data:** Highlight the concern that data might be outdated, and the business landscape could have changed since the research was (DEMO VERSION.....)

(DEMO VERSION.....)

Session 2 Communication

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CIMA Blueprint Knowledge (I can questions)

- I can advise on the communication process.

Applications

Q1: How should Trimayr communicate a price increase to salon clients while maintaining loyalty?

Due to rising supplier and energy costs, Trimayr must increase service prices. There is concern that clients may react negatively, leading to lost business.

Answer:

1. Clarity & Transparency → Announce the price increase clearly, explaining the specific reasons (e.g., higher-quality products, sustainability initiatives, or operational costs). Avoid vague or misleading statements.
2. Stakeholder Engagement & Personalization → Communicate through multiple channels (email, in-salon discussions, social media) to ensure customers feel informed. Offer personalized explanations to high-value clients to show they are valued.
3. Solution-Oriented Approach → Introduce membership discounts, service bundles, or loyalty rewards to soften the impact. Reinforce the value clients receive, such as improved service quality or premium products.

Q2: How should Trimayr communicate job role changes to employees to prevent resistance?

Trimayr is restructuring salon roles, requiring employees to take on additional tasks. Some staff members are resistant to change and concerned about increased workload.

Answer:

1. Clarity & Transparency → Directly explain why the role adjustments are (DEMO VERSION.....) a positive development.

Q3: How should Trimayr communicate a supplier switch to avoid operational disruptions?

Trimayr is switching to a new supplier for salon products due to sustainability

concerns. Some staff and customers prefer the existing supplier's products, and there is concern over product availability and quality.

Answer:

1. Clarity & Transparency → Announce the reason for the change upfront (e.g., (DEMO VERSION.....) for staff on how to use the new products and ensure customer satisfaction is monitored through feedback.

Q4: How (DEMO VERSION.....) to protect its brand?

A dissatisfied customer leaves a negative online review about poor service at a Trimayr salon. The review gains attention and may damage the brand's reputation.

Answer:

1. Clarity (DEMO VERSION.....) similar issues in the future.

Exam Rehearsal Questions – with bullet points areas to be answered in the exam

Q1: How should the decision to recognize impairment loss be communicated to artists to minimize the risk of losing support?

- **Direct Engagement:** Address artists directly through one-on-one meetings or small group discussions to ensure they understand the situation fully.
- **Transparency:** Clearly explain the reasons for recognizing the impairment loss, providing a genuine context without hiding facts.

(DEMO VERSION.....)

Q2: Explain challenges associated with communicating with Maylandia travel if the Flyshift proposal goes ahead and suggest a response:

- **Cultural Differences:** Recognize potential cultural communication barriers and ensure messages are tailored to be clearly understood and respectful.
- **Multiple Stakeholders:** Understand that Maylandia Travel might have several stakeholders with varying interests, necessitating a diversified communication approach.

(DEMO VERSION.....)

The rest of the contents will be shown in the official course.

Total page of this note: 192 pages


Study Platform Walk Through

The overview of the study platform

The screenshot displays the CIMA/CGMA Management Case Study (MCS) study platform interface. The top header is blue with the text "CIMA/CGMA Management Case Study (MCS)". Below this, the left sidebar contains a user profile section with a photo of a man in a suit, a "Study (MCS) (May 2025)" label, and a progress bar showing "0% Complete". Below the profile is a search bar labeled "Search for a lesson". The sidebar lists several categories with expandable arrows: "1. Preseen Application Note and P...", "2. Preseen Application Lectures a...", "3. E2/F2/F2 Syllabus Reference/Blu...", and "Tutor Support". The main content area on the right is titled "1. Preseen Application Note and Preseen Materials Download / Note Download". Below this title is a "DOWNLOADS" section containing three icons: "MCS PAN" (PDF icon), "Excel" (Excel icon), and "Preseen material" (PDF icon).

Lectures going through the preseen material in depth

CIMA/CGMA Management Case Study (MCS)



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Part 3:

comparable services.


Market segments

Hairdressing salons vary significantly in terms of the services that they provide and the pricing of those services. Some salons aim to attract an upmarket clientele and so they operate from more attractive premises and employ better trained and more experienced hairdressers.

Upmarket salons attract customers who are prepared to pay more for basic services such as cutting and styling. Those customers are also generally more likely to buy additional services such as colouring and chemical treatments.


These salons are often located in upmarket retail spaces, such as city centres and exclusive shopping malls.

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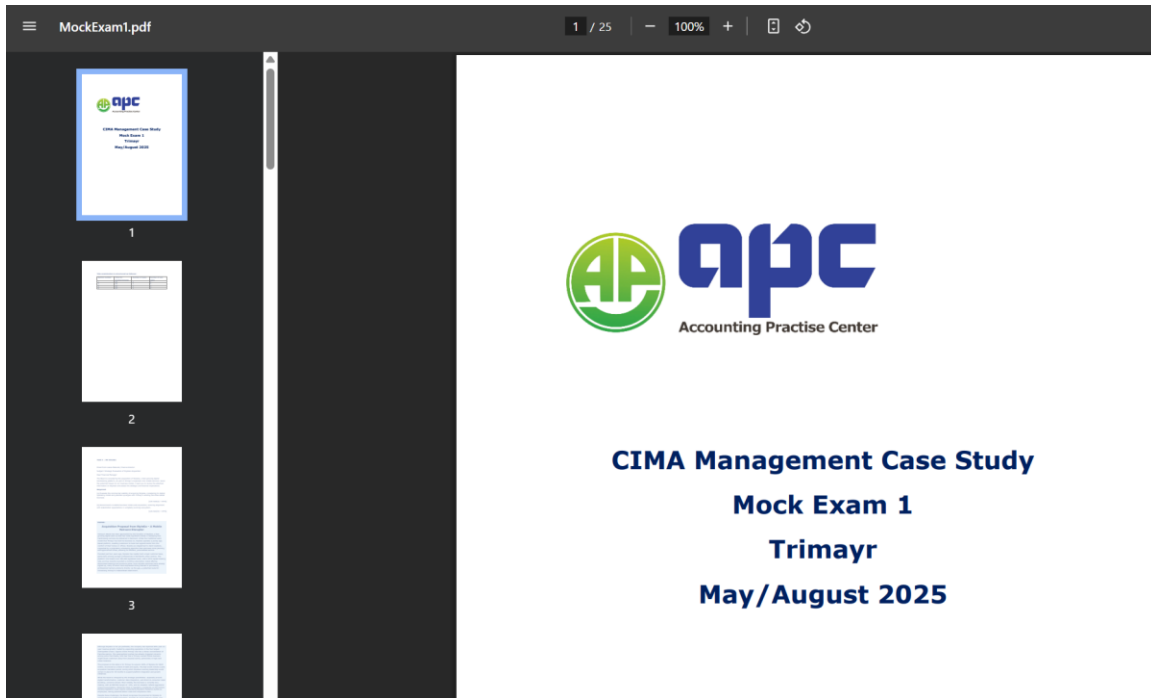
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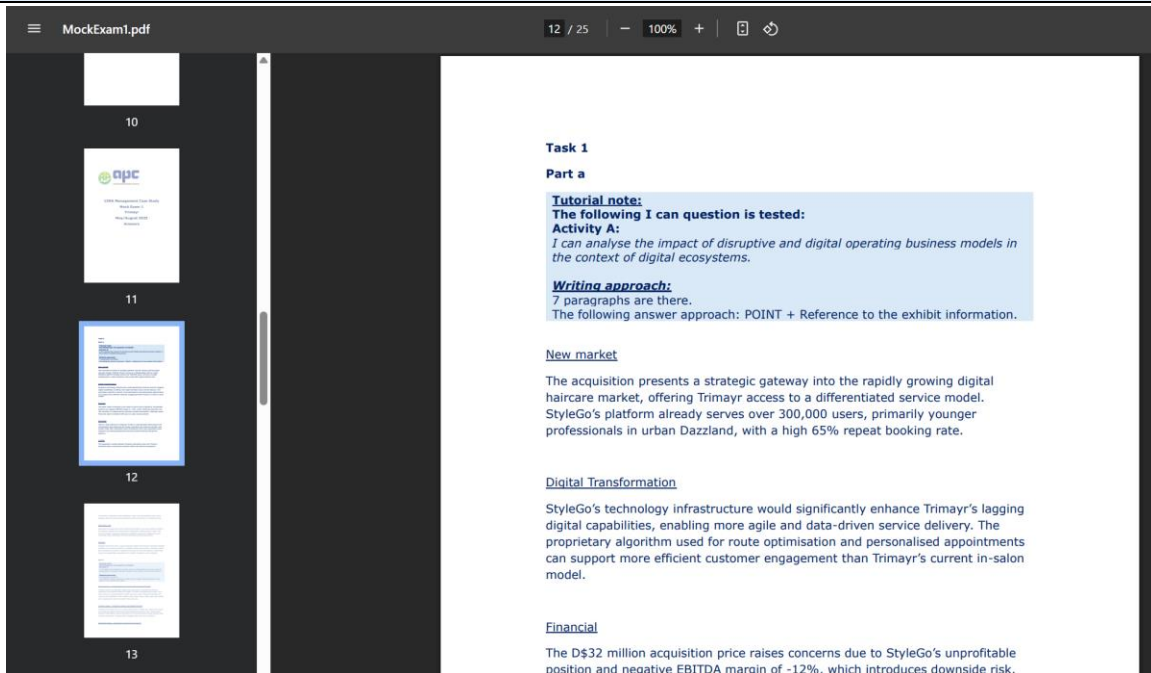


May 2025 – August 2025


Mock exams (PDF) Download – including questions and our answers



Answers to the mocks (written in a way that we expect you to write in the actual exam)



You can submit mock exams using our Computer Based Environment



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Response Options - Word Processor

MCS May/Aug 25 Mock 1


This examination is structured as follows:

Section number	Time for section/minutes	Number of tasks	Number of sub-tasks
1	45	1	2
2	45	1	2
3	45	1	3
4	45	1	2

Please download the attached file for 4 questions, and input your answer here.

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Core Activity A Evaluate opportunities to add value

Accounting Practise Center 

CONTENTS:

- Session 1: Selecting Capital Investment Appraisal Techniques
- Session 2: Using Digital Data Sources for Capital Investment Decisions
- Session 3: Pricing Strategies
- Session 4: Business Models
- Session 5: WACC

CIMA/CGMA BLUEPRINT 'I CAN...' QUESTIONS:

31:43

them in order to support capital... decisions including product/



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IFRS 16 Leases

Key Areas in this IFRS	Explanation
Whether this is a lease?	<ul style="list-style-type: none"> A right to control the use of the identified assets. Protective right is not 'control'. Identified asset is explicitly stated in the contract.
Lessee accounting	<ul style="list-style-type: none"> Dr Right of use asset (with depreciation over the shorter of asset life and contract life) Cr Lease liability (with subsequent finance costs based on interest implicit in the lease; or based on incremental borrowing rate) Right of use asset: lease liability and direct costs Lease liability: fixed rental payment and option to buy the asset when lease contract expires Lease term: rent free period and non-cancellable period
Lease and non-lease component	<ul style="list-style-type: none"> Lease component – for asset: Dr Right of use asset and Cr Lease liability Non-lease component – P/L (service)

45:17