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Business management
Pre-released statement: Walkway Ltd (WW)

For use in November 2025

Instructions to candidates

- Pre-released statement required for higher level paper 1 and standard level paper 1 business management examinations.

This statement, released three months prior to the examination, notifies candidates of topics and terminology not in the *Business management guide* that will be in the case study in the final examination. Candidates are to spend a maximum of five hours researching these topics and learning the terminology. Topics in this statement build on those contained in the syllabus. The primary aim is to assess candidates' knowledge of important contemporary business topics that could not have been anticipated when the guide was written.

The case study is related to floor tiles that generate electricity when walked on.

Candidates are expected to have some basic familiarity with this topic, rather than comprehensive or exhaustive knowledge.

Additional terminology that candidates may want to know includes:

- carbon footprint
- carbon neutral
- exit interview
- first-mover advantage
- footfall
- landfill
- solar panels.

The following page contains the first five paragraphs of the case study. Candidates should familiarize themselves with the context of the case study before the examination. Candidates will be given the full version of the case study in the examination, including these first five paragraphs.

Walkway Ltd (WW)

In 2020, Nkita Otino, a university engineering graduate in Country Y, set up *Walkway Ltd (WW)* as a privately held company. Nkita was the sole shareholder.

- 5 Nkita designed floor tiles that, when walked on, generate electricity. The greater the footfall, the greater the electricity generated. Each square-metre tile is six centimetres thick, made from plastic, and can be customized by colour or pattern. *WW* produces the tiles, using the brand name *Telec*, in small batches in its small factory in Country Y. Nkita is the operations and finance manager.

Initial sales, in 2022, were to small shopping malls. The tiles were used only for the main walkways and reduced the malls' electricity bills. A non-governmental organization (NGO) that focused on sustainability gave *WW* an award.

- 10 In 2023, *WW* received a large order for 10 000 *Telec* tiles from a large, world-famous shopping mall. Unable to meet this order, *WW* outsourced the order to *DV Choi (DVC)*, a manufacturing company in Country K. *WW* provided *DVC* with the tile's design and material specifications and paid *DVC* \$350 to manufacture each tile. *WW* then charged customers \$700 for each tile, which included shipping and installation.
- 15 Meanwhile, *WW*'s small factory in Country Y continued to produce tiles to meet small orders.

Companies, products, or individuals named in this case study are fictitious and any similarities with actual entities are purely coincidental.
