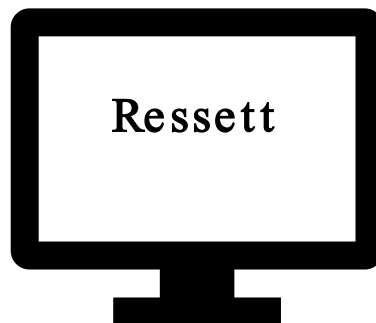# Management Case Study Examination
November 2025 – February 2026
Pre-seen material

Ressett

Context Statement

We are aware that there has been, and remains, a significant amount of change globally. To assist with clarity and fairness, we do not expect students to factor these changes in when responding to, or preparing for, case studies. This pre-seen, and its associated exams (while aiming to reflect real life), are set in a context where current and on-going global issues have not had an impact.

Remember, marks in the exam will be awarded for valid arguments that are relevant to the question asked. Answers that make relevant references to current affairs will, of course, be marked on their merits.

Contents

Introduction

Ressett buys new and used personal computers and related products for resale to individuals, corporate and public sector customers. It buys these in bulk and resells at prices that are significantly cheaper than the prices charged by conventional retailers for the latest brand new computers.

Ressett is based in Lamland. Lamland's currency is the L$. Lamlandian company law requires companies to prepare their financial statements in accordance with International Financial Reporting Standards (IFRS).
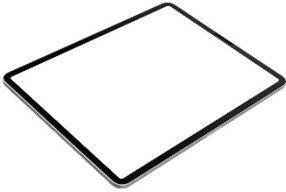
You are a financial manager at Ressett's head office. Your primary responsibilities are associated with management accounting and you report to James Tan, the Senior Financial Manager, who reports directly to the Finance Director.

Personal computers

Personal computers (PCs) are designed for individual use. They are generally designed for operation by an end user, who may have little or no training in computing. PCs are used in both commercial and domestic settings. In the workplace, PCs can be used for a variety of tasks, including word processing, presentations and video conferencing. In the home, PCs may be used for games and for emails.

The retail market for personal computers focuses on the following product types:

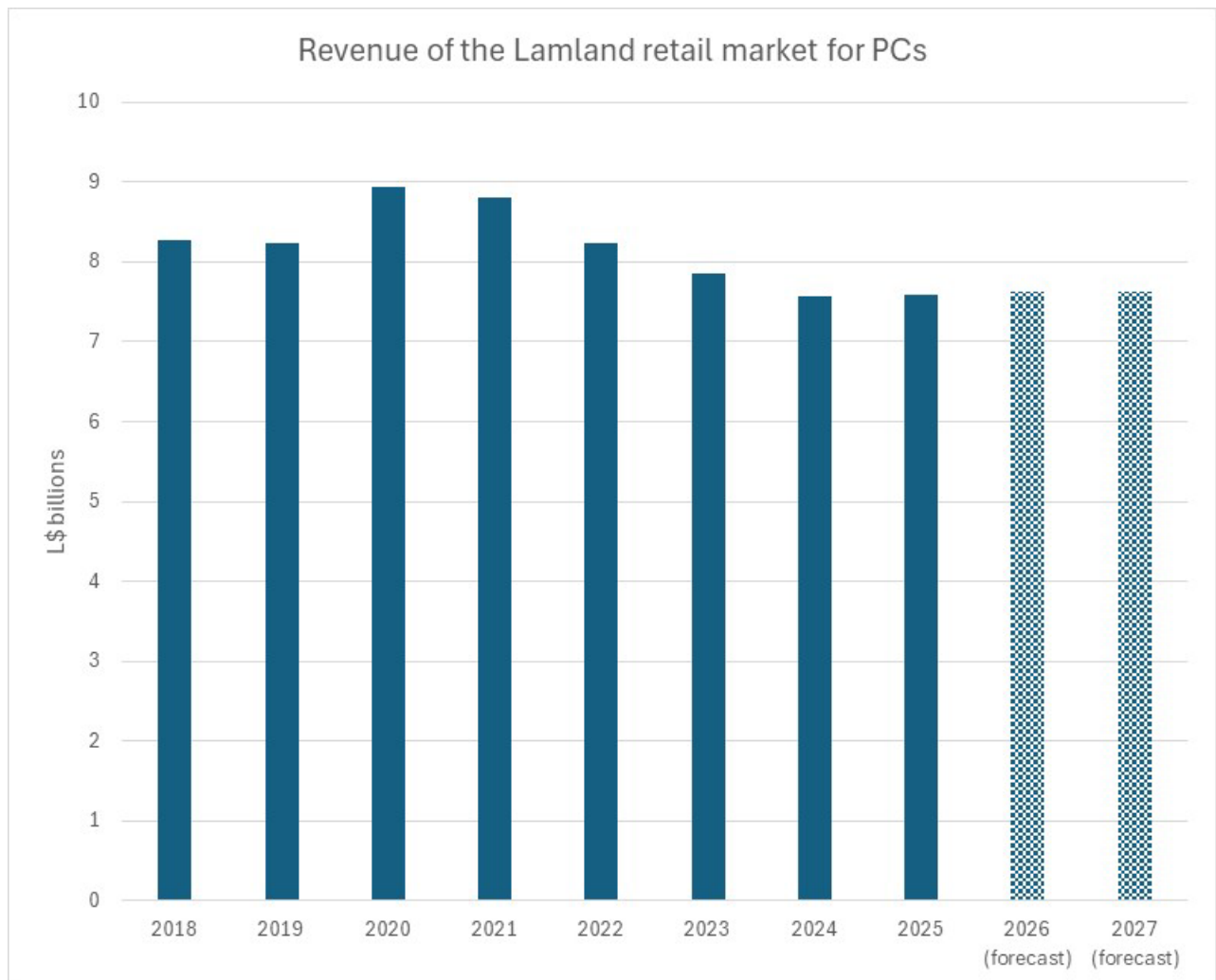| Desktop computers	A desktop PC ("desktop") consists of a system unit, which houses the processor, data storage and other components. These can be large devices that are intended to sit on or below the user's desk. They require a mains connection for electrical power.
	Desktop computers are usually operated using a monitor, a keyboard and a mouse. These can be plugged into the system unit or, particularly in the case of the keyboard and mouse, connected wirelessly.
	Desktops are ideally suited for users who need to spend extended periods at their PCs. Large monitors make it easy to read text or to study graphics. It is also possible to position monitors and keyboards so that the user can operate the PC in comfort.
	Desktops are often used in the workplace, particularly when users require to spend extended periods at their computers. Desktops are sometimes used in the home, particularly by players of video games.
Laptop computers	Laptops are more portable than desktop PCs, although they fulfil the same basic purpose. Laptops have batteries that can be recharged by connecting them to the mains using a power adapter. Laptops can also be operated on mains power.
	Some laptops are small and lightweight and can be carried easily. They can be used while commuting or taken on business trips. Larger laptops are heavier and may not be convenient to carry, but they have larger screens and keyboards and so may be more pleasant to operate. Users might choose larger laptops if they intend to use them primarily at home or at a desk in an office and they prefer to avoid the clutter associated with a desktop.
	Laptops can be used for most of the tasks carried out on desktops, although they offer less scope for arranging their screens and keyboards for user comfort. For leisure purposes, their portability makes them suitable for watching streamed digital content, such as films. Laptops rarely have sufficient processing power to enable them to play the latest video games.

Tablet computers	Tablets are smaller and lighter than laptops. They are used mainly for reading files and accessing the internet. They are battery powered.
	Tablets vary in size. As with laptops, there is a trade-off between portability and comfort in terms of viewing content. Larger screens are easier to view but require bigger and heavier devices.
	Tablets permit users to type text, either through their touch-sensitive screens or through external keyboards. They can also be used to stream digital entertainment. Tablets are even less powerful than laptops and so they are generally unsuitable for playing games, although there are games that are designed to run on tablets.
	Tablets are less versatile than desktops and laptops, but they can have some applications in the workplace. For example, assistants in large shops can be equipped with tablets that use the shop Wi-Fi to check on the availability of stock while advising customers.
Peripherals	A peripheral is essentially a device that can be connected to a PC to expand its capabilities. For example: • Monitors • Mice • Keyboards • Printers • Scanners • External hard drives for storage or for transferring data Peripherals can be connected to PCs by cables: • Desktops usually come with different types of sockets that can be used to attach peripherals, and they may have several of the more popular sockets. • Laptops have smaller cases and so they usually have fewer sockets. • Tablets may only have a single socket, which is intended primarily for recharging their batteries. Some peripherals can be linked to computers using wireless connections such as Wi-Fi or Bluetooth.
Consumables	Consumables are items that are used in the operation of computers and peripherals. They are often used in printing and include: • Paper • Ink cartridges for inkjet printers and toner for laser printers

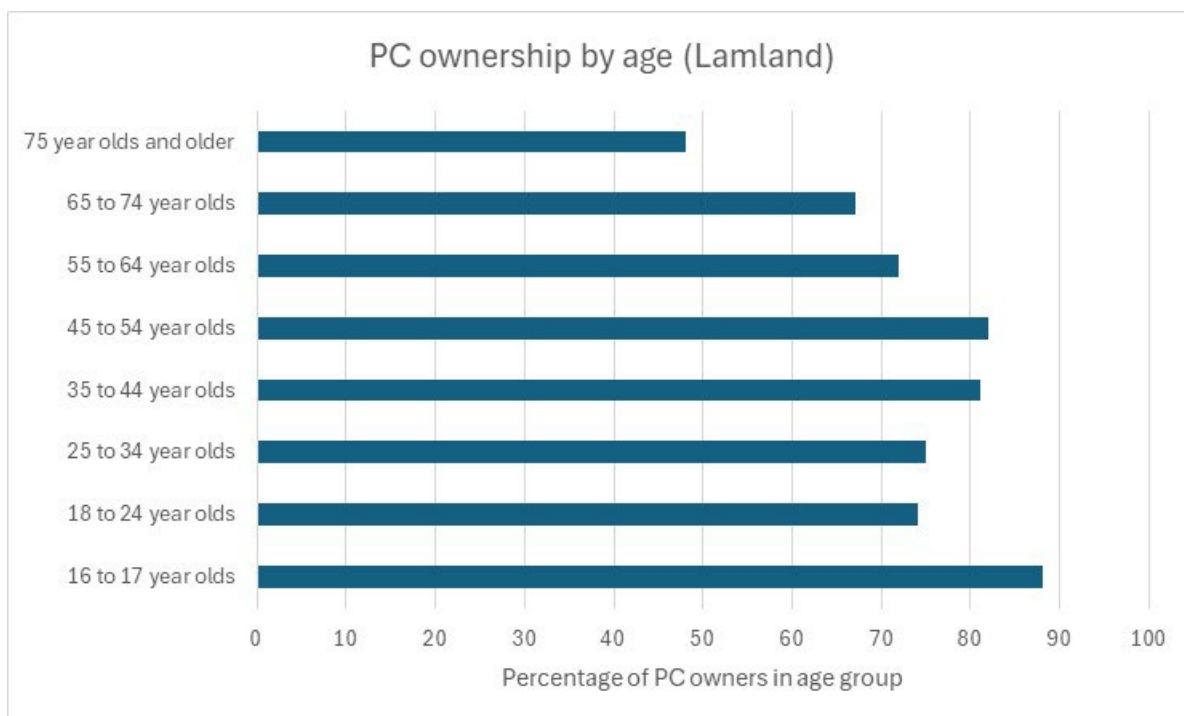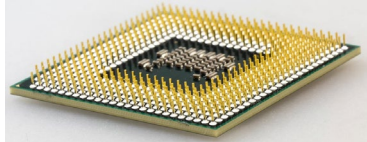|	Consumables also include products that are used to back up or transfer data, including: • Blank recordable CDs and DVDs • USB sticks

PC sales have been fairly static in recent years. The devices themselves are reasonably robust and can operate reliably for several years if they are handled carefully.

Revenue of the Lamland retail market for PCs

Most individuals who need a PC already own one.

PC ownership by age (Lamland)

The power of a computer is determined by its components:

Processor	The processor (which can be referred to as the "central processing unit" or "CPU") is a chip that performs the calculations required to run applications. Faster processors make applications run faster and respond more quickly to the user's instructions.
	Some software requires relatively little from the processor. For example, word processing or reading web pages requires relatively little processing power.
	Some applications require powerful processors. For example, computer games often require very powerful processors in order to keep up with the vast number of calculations required by the algorithms that make the game play. Some business applications also require powerful machines. For example, computer-assisted design (CAD) software.
Graphics	The graphics processor enables the PC to create and display images. The graphics processor is soldered into laptops, tablets and some desktops. Other desktops can accommodate graphics cards that can be replaced if the user requires more powerful hardware.
	The graphics processors in laptops and tablets send their output to the machines' displays. Desktops' graphics are connected to monitors by cable.
	Some applications, including games and video editors, require powerful graphics processors.

Memory	PC memory provides temporary storage for software and for data during operations. The power of a PC is related both to the speed and the quantity of its memory. Different memory chips transfer software and data at different speeds, with faster transfers enabling faster operations. The more memory that a PC has, the less often that it has to return data to storage and the faster it runs.
	Desktop and laptop operating systems can multitask, meaning that more than one application can be open at once. PCs with more memory can open multiple windows more easily. Only the most powerful tablets can multitask efficiently.
	Many desktops and laptops can have their memory modules upgraded by replacing a memory module. The memory in others is fixed permanently.
Storage	PCs have permanent storage for their operating systems, other software and data. Data can be transferred to memory for processing and the updated version of the file will overwrite the previous version.
	Some PCs use hard disks for storage. These are mechanical devices that store data on platters coated with iron oxide. Hard disks are being overtaken in popularity by Solid-State Drives (SSDs). These are electronic devices that have no moving parts. They can transfer data at higher speeds than hard disks.
Internet connection	PCs contain wireless network cards that enable them to connect to Wi-Fi in the home and workplace, allowing users to access web pages and to read and respond to emails.
	Desktops and some laptops have the sockets required to connect to wired networks by cable. Wired connections are usually faster in terms of the speeds at which data can be transferred.
	The speed of the network connection does not affect the power of the PC itself, but it will affect the quality of the user's experience.

PC manufacturers maintain revenues by launching new and upgraded models on a regular basis. These upgrades are often intended to enable PCs to run the latest versions of the software that users wish to use. Users may not feel it necessary to buy more powerful PCs unless their existing machines are struggling to run the latest software:

Operating systems	Operating systems consist of software that manages hardware and provides an environment within which other software can operate. Every PC requires an operating system.
	The software companies who provide operating systems must constantly upgrade their software in response to security issues, such as viruses and hacking. Successive upgrades increase the complexity of the operating systems

	until, eventually, it becomes necessary to launch a completely new version.
	Operating systems require PCs to meet or exceed minimum hardware requirements in terms of processor speed and memory. New versions of operating systems may require users to either upgrade or replace their PCs in order to use the latest operating systems. It may not be advisable to continue to use outdated operating systems because the software companies who created them might not continue to support them. In the absence of upgrades, older PCs using outdated operating systems might be vulnerable to security threats.
	There are several popular operating systems for PCs. Some are designed to run on desktop and laptop computers and others are intended for tablets.
	Operating systems can be purchased separately, but they also tend to come bundled with new PCs. PC manufacturers usually load the latest operating systems onto computers during manufacture and include the cost in the price of the machines.
	Most computer users run proprietary operating systems, which are owned and licensed by the companies that developed them. Users usually have to pay for a licence to use these operating systems. Sometimes the cost of that licence is bundled into the price of a new computer.
Software packages	Users usually install software packages on their PCs. Each package provides a different capability to the machine.
	Business software enables users to word process, build spreadsheets and create presentations. These programs are usually purchased for desktop and laptop PCs, although there are also versions that can run on tablets. Business software does not usually require particularly powerful PCs to run, although there are exceptions, such as computer assisted design packages used by engineers and video processing software used in the entertainment industry.
	Many home users use business software for personal use. The main reason for requiring a powerful computer at home is to play games. Most games are programmed using complex algorithms that require fast processors and large amounts of memory. If a PC does not meet a game's minimum requirements in terms of power, then it will either be unable to run the game at all or the action on the monitor will stutter, spoiling the experience.
	Some software companies sell bundles of software packages that include a word processor, a spreadsheet and a presentation package. These bundles are often referred to as "office" software.
	The most popular office software packages can be expensive. They are popular because they are often

	regarded as the industry standard. Users can exchange files with one another and can update or edit those files on their own computers. Some rival publishers sell cheaper software that is compatible with the industry standard and so can edit files that were created on the more expensive software.

PC vendors

PCs can be purchased from several different sources:

- PC manufacturers (new PCs)

- Retailers (new PCs)

- Online marketplaces (used PCs)

- Resellers (new and used PCs)

<u>Manufacturers</u>
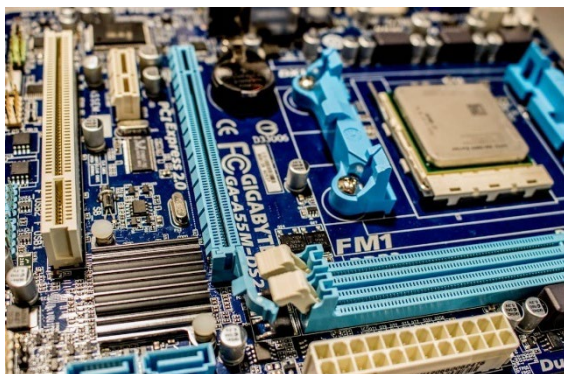
Most manufacturers of PCs and peripherals have direct sales channels that enable consumers to purchase products online. Customers may be offered the opportunity to specify the components that will be used to build their PCs, while software checks that customers' selections are compatible with one another. Alternatively, some manufacturers offer specific models that are optimised for particular tasks, ranging from internet browsing to gaming. Manufacturers often mass produce popular models, which enables them to reduce unit manufacturing costs and also to be responsive to corporate customers who wish to place large orders.

Manufacturers' websites usually offer support in the selection of a PC or peripheral that is suited to the customer's needs. More powerful machines generally cost more than those with a lower specification and customers often appreciate guidance on whether the extra cost is justified.

Goods sold through direct sales channels are often discounted slightly, although those discounts are unlikely to be significant and may do little more than offset delivery charges. Manufacturers will not wish to risk alienating the retailers who stock their products by undercutting them significantly on selling price.

Manufacturers sell new PCs and peripherals.

Retailers

Several types of retailers sell PCs. Specialist electronics retailers focus on PCs and peripherals. They generally offer a wide range of PCs from different manufacturers.

Department stores are divided into sections, each of which sells a range of goods. Large department stores often sell a range of popular brands of PCs from their electronics departments.

Physical shops allow customers to see demonstration units of the computers or peripherals that they are interested in buying. Sales assistants are usually trained to answer technical questions and make recommendations.

Online retailers enable customers to select and pay for their PCs and peripherals through the retailers' websites. The orders are then delivered by courier.

Retailers sell new PCs and peripherals.

Online marketplaces
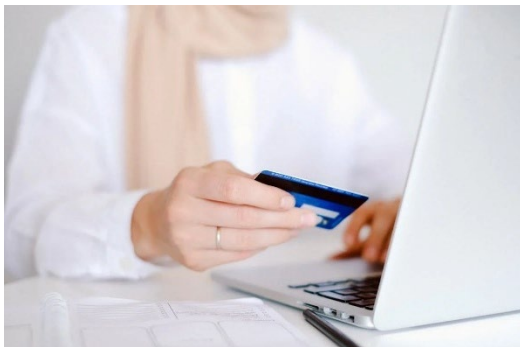
Online marketplaces are used primarily by individuals who wish to buy or sell used goods. Typically, sellers list their goods for sale, accompanied by photographs and detailed descriptions. Goods can be sold at fixed prices or potential buyers can be invited to bid by inputting the maximum that they would pay for items.

Online marketplaces sell wide ranges of goods, including PCs. Sellers may be individuals who wish to sell a single item that they no longer need, or they can be small businesses that use online marketplaces as an inexpensive channel for the sale of small quantities of goods.

Resellers

Resellers buy PCs and peripherals from other vendors and from other businesses. They resell those goods to individuals and, occasionally, to commercial and non-commercial entities.

A reseller might acquire goods for resale through a variety of different sources including:

● A PC manufacturer has a surplus of a model that is about to be withdrawn from sale. It might prefer to sell that inventory to a reseller, rather than offering obsolete goods through its website.

● A retailer might have an inventory of unsold PCs that are about to be replaced by new models. Those PCs might be new machines that have never been removed from their packaging, or they could have been used as demonstration units in physical shops. Large retail chains could have fairly large numbers of

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display models for any given model, one for each branch, and so would be keen to sell them to a reseller.

● Commercial and non-commercial organisations often replace their PC hardware on a regular basis, leaving them with large numbers of computers that are no longer needed and that may have substantial value. Selling surplus PCs to a reseller is a sustainable method of disposing of them and of generating some cash in the process.

Resellers take care to buy PCs that are likely to appeal to customers, while being available at prices that make it possible to resell them at a profit. Resellers are rarely able to buy the latest models of PC, but they do not purchase machines that are so old that they cannot run current software. PCs might not be able to run the very latest versions of operating systems and other software, but there is usually an overlap between outgoing versions and the new ones that will replace them. Many consumers are willing to use outgoing software provided their software companies have committed themselves to supporting those products for a year or more.

Resellers also pay attention to the cosmetic condition of used PCs. Customers are unlikely to be satisfied with machines that are badly scratched or damaged. Resellers generally use a grading system to classify the condition of equipment offered for sale. Selling prices reflect those grades:

New	Products graded as "New" are still in their original and unopened packaging. They may be surplus units that could have been in storage for some time.
	New products might be sourced from manufacturers and from retailers. In either case, they may be surplus units of models that are being replaced.
As new	Products graded "As new" have been opened and may be slightly marked because of light use.
	As new products might be sourced from retailers who are disposing of demonstration units of PCs that are no longer required because they are models that are being replaced. Retailers usually take reasonable care to prevent their display units from being mistreated and damaged.
	As new products may also be sourced from online retailers, who often permit their customers to return PCs after opening their packaging. Returned goods must be undamaged. Some retailers sell returned PCs to resellers rather than risk putting them back into their own inventories.
Grade A refurbished Grade B refurbished	"Grade A refurbished" products may have minor cosmetic marks and may show minor signs of wear, particularly on keyboards and touchscreens.
	"Grade B refurbished" products may have medium cosmetic marks and may show medium signs of wear, particularly on keyboards and touchscreens.
	Grade A and Grade B refurbished products are usually sourced from commercial and non-commercial entities, such as banks or government offices. Those entities often standardise on a single model of desktop, laptop and/or tablet PC. They often replace all of the PCs in each category at

	once, offering resellers the opportunity to buy large quantities of the outgoing machines.

Resellers are interested only in bulk purchases of PCs. They do not buy single machines from private individuals. Having at least 50 units, and preferably more, of any given machine makes it worthwhile to invest time in creating photographs and text for each model that they list for sale on their websites. Bulk purchases also enable resellers to equip organisations with multiple PCs of the same model. That is attractive to entities that have limited IT budgets, such as charities.

There are only two major PC resellers in Lamland, namely Ressett and Fixxupp. Resellers depend on being able to access sufficient quantities of good quality computers. The Lamlandian market would probably be unable to sustain three or more resellers.

Ressett

Ressett was founded in 1986 as a reseller of home electronics appliances, including televisions and audio equipment. The company developed contacts with traditional retailers and manufacturers, enabling it to buy goods for resale at attractive prices.

The company extended its range to include PCs and peripherals in 1990. This change coincided with rapid growth in demand for computers from the small office/home office (SOHO) segment of the PC market. Ressett has specialised in the sale of PCs, peripherals and consumables since 1995. It now sells nothing else.

Initially, Ressett operated from a shop in North City and expanded by opening several branches across Lamland. The company added mail order and online sales during the late 1990s. These proved such a major success that Ressett had closed its shops by 2010 and was making all of its sales from a purpose-built sales and fulfilment centre in Middcity.

Ressett employs 350 staff, split between the following departments:

Buying	Ressett's buyers have a crucial role in the organisation. They negotiate with sellers for purchases of new and used PCs, as well as peripherals and for consumables that are available for purchase in bulk. This role requires buyers to have sufficient expertise to determine whether equipment is sufficiently up to date to be desirable to customers.
	Buyers are responsible for ensuring that Ressett has sufficient inventory to ensure that it can satisfy customer demand.
	The buyers engage with regular sellers, such as manufacturers and large retailers, who often have inventories of PCs, peripherals or consumables that are due to be withdrawn from sale. Buyers negotiate discounted purchase prices that enable Ressett to offer customers the opportunity to buy good quality products at attractive prices.
	Buyers also make contact with IT managers at corporate entities in the private and public sectors in the hope of buying any good quality PCs and peripherals that might be for sale in suitable quantities.
	The Buying Department also buys consumables in bulk. Customers often browse Ressett's website looking for

	inexpensive items such as USB memory sticks and make impulse purchases of more expensive products such as tablets. It is also necessary to support products that depend on specific consumables. For example, printers require ink or toner cartridges if they are to be able to print.
Sales	The Sales Department is responsible for maintaining Ressett's website. Whenever PCs, peripherals or consumables become available for sale, the Sales Department sets selling prices and lists those items for sale on the website. The Sales Department photographs items and writes detailed descriptions of the products, classifying them as "new", "as new" or "refurbished". Some products offer customers a choice between new and as new or Grade A or Grade B refurbished. Customers can then choose to pay slightly more for a PC that is in better condition.
	Customers can place orders through Ressett's website. Alternatively, they can telephone the Sales Department's call centre. Sales staff in the call centre can advise potential customers by explaining technical terminology used on the website.
	Corporate customers who wish to place bulk orders are likely to talk to call centre advisers.
	Call centre staff also deal with queries and complaints from customers. These can include questions about delayed shipments, complaints about defective goods and requests for technical assistance with unfamiliar equipment.
	Writing accurate descriptions for the website and advising customers requires considerable technical knowledge of IT equipment.
Inventory	The Inventory Department is responsible for preparing goods for listing on the website and also for making them ready for sale.
	New products should be in their manufacturers' original packaging. Inventory Department staff check that all packaging is sealed and that there are no signs of damage to the packaging. When packaging is damaged, then staff open the product and check that it works properly, before repackaging it for sale in an "as new" condition.
	Inventory Department staff check the condition of as new goods, checking that they are actually in that condition. PCs and peripherals are switched on to ensure that they power up correctly. The machines are also checked for signs of wear or damage that are more serious than the description on Ressett's website implies.
	The Inventory Department is responsible for any refurbishments that are necessary. In the case of PCs, that involves deleting all data files and removing any software other than the operating system.

	Inventory Department staff also clean and polish the exterior of the items as necessary and evaluate any damage and signs of wear. Finally, they classify the item as either Grade A or Grade B refurbished.
	The Inventory Department informs the Buying Department of any problems with incoming goods. For example, items purchased as "as new" might have to be sold as Grade B refurbished because of scratches or signs of wear. Some items might be rejected because of serious damage. That might lead to the Buying Department returning items to their sellers or seeking a discount.
	The Inventory Department is also responsible for managing Ressett's warehouse. Staff log incoming goods into the inventory control system after they have been received and checked. The inventory control system links to the sales website, ensuring that goods are available before a customer's order is accepted.
	Inventory Department staff prepare goods for despatch and process collections by the third-party courier company that Ressett uses to deliver its goods.
Administration	The Administration Department handles a variety of roles: • Approving trade credit for corporate customers who are placing bulk orders (private individuals must pay with credit or with debit cards at the time of sale). • Bookkeeping and accounting. • Human resource management. • Marketing and advertising.

Ressett's Board structure
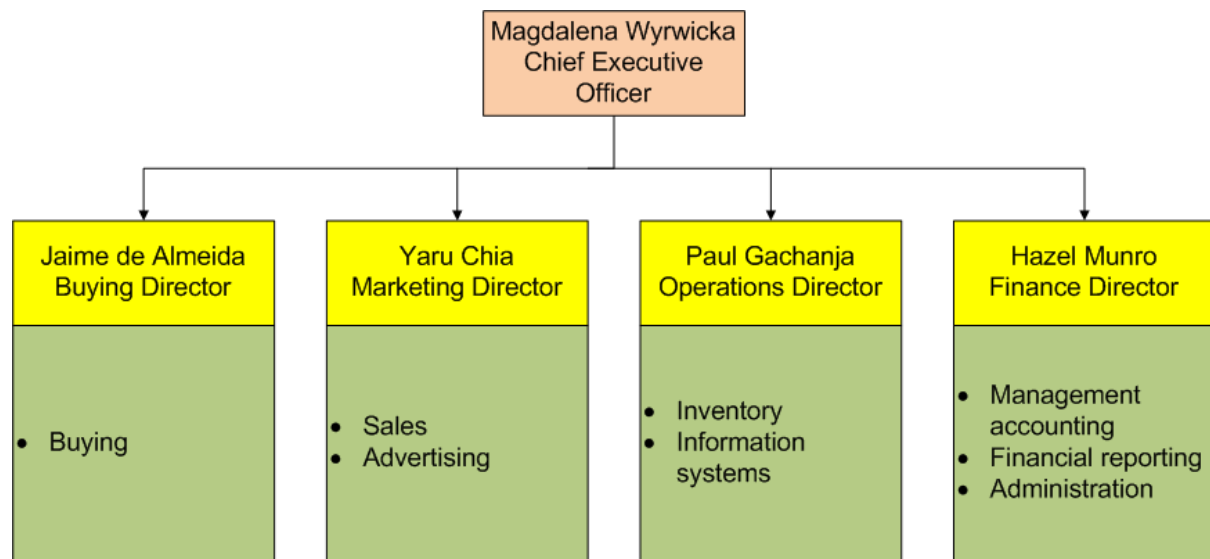
Ressett's Board also includes the following non-executive directors:

- Hamza Salem Faraj Attia – non-executive chair
- Geraldine Gruchet
- Frank Sejersen
- Marietta Auer

Ressett's business model

Defining value
Ressett creates value for both its suppliers and customers. Suppliers can sell PCs, peripherals and consumables that might otherwise have to be scrapped or that would be difficult to sell alongside the latest models. Customers are offered the opportunity to purchase IT equipment and consumables at lower prices than would be paid using traditional retail channels.

Creating value
Ressett has effectively created a new category of PCs and peripherals for consumers. Ressett sells equipment that has been selected with care and that has been checked where appropriate to ensure that it is in a satisfactory condition. Customers can save a great deal of money by buying from Ressett rather than through traditional channels.

Delivering value
Ressett sells PCs and peripherals that have been checked and graded by experts. That gives customers a choice between different grades of equipment, ranging from slightly older models that are in a new condition to refurbished equipment that is in full working condition, but that demonstrates signs of wear. Customers can choose between grades, while being confident in Ressett's quality procedures.

Capturing residual value
Ressett adds value to PCs and peripherals that might otherwise have little or no commercial value to their owners. These items might be difficult to sell through other channels. Ressett then resells the PCs and peripherals to customers who wish to benefit from the low prices that can be charged for such products. Ressett's expertise in buying and grading IT equipment enables it to create value for sellers and buyers.

Extracts from Ressett's annual report

Ressett Group
Consolidated statement of profit or loss
For the year ended 31 March

	2025 **L$ million**	**2024** **L$ million**
Revenue	203.3	197.2
Cost of sales	(146.4)	(144.0)
Gross profit	56.9	53.2
Administrative expenses	(28.5)	(29.6)
Operating profit	28.4	23.6
Finance costs	(0.7)	(0.7)
Profit before tax	27.7	22.9
Tax	(3.9)	(3.0)
Profit for year	23.8	19.9

Ressett Group
Consolidated statement of changes in equity
for the year ended 31 March 2025

	Share capital and premium L$ million	Retained earnings L$ million	Total L$ million
Balance at 1 April 2024	6.0	20.2	26.2
Profit for the year		23.8	23.8
Dividends		(22.9)	(22.9)
Balance at 31 March 2025	6.0	21.1	27.1

Ressett Group
Consolidated statement of financial position
As at 31 March

	2025 **L$ million**	**2024** **L$ million**
Non-current assets		
Intangible assets	2.2	2.2
Property, plant and equipment	9.7	9.9
	11.9	12.1
Current assets		
Inventory	15.2	14.8
Trade and other receivables	16.1	15.8
Bank	7.8	6.9
	39.1	37.5
Total assets	51.0	49.6
Equity		
Share capital and share premium	6.0	6.0
Retained earnings	21.1	20.2
	27.1	26.2
Non-current liabilities		
Loans	8.0	8.0
Current liabilities		
Trade and other payables	12.2	12.5
Tax	3.7	2.9
	15.9	15.4
	51.0	49.6

Extracts from Ressett's sustainability report

Governance	Ressett's Board pays close attention to the sustainability of the Group's operations. • The Board discusses sustainability as an agenda item during at least two of its meetings each year. • A senior manager in the Inventory Department has been appointed as Ressett's "Sustainability Champion" and is expected to spend two working days each month working on sustainability matters.
Strategy	Ressett's business model is inherently sustainable. Ressett purchases PCs, peripherals and consumables that might otherwise be regarded as surplus to requirements and scrapped. Selling those products avoids the need to manufacture new items, which reduces the need for manufacturers to consume scarce resources. Ressett operates from a highly efficient distribution centre. Customers are not offered the opportunity to travel to a retail outlet because sales are made either online or through a call centre. Ressett's logistics are managed carefully, with a view to the Group being net zero carbon by 2030.
Risk management	PC manufacturers have a poor reputation for creating electronic waste that leads to wasted resources and harmful pollution. Ressett works with manufacturers, retailers and users of IT equipment to extend the useful lives of equipment that might otherwise be scrapped. Extending the lives of existing equipment reduces demand for new equipment and delays the disposal of surplus products.
Metrics	Ressett tracks emissions associated with the operation of its distribution centre in terms of CO_2e (carbon dioxide equivalents). Investments in energy saving practices, such as the use of energy efficient lighting, delivered a 5% reduction in CO_2e emissions during the financial year ended 30 September 2025. Ressett requires the courier companies who deliver goods to customers to demonstrate that their operations are energy efficient. 80% of customer deliveries involve the use of electric vehicles for at least part of their journeys.

Extract from Fixxupp's annual report

Fixxupp is Ressett's closest direct competitor, being the only other major PC, peripheral and consumables reseller in Lamland. It has a very similar business model to Ressett's, purchasing PCs, peripherals and consumables from manufacturers, retailers and corporate IT users.

Fixxupp Group
Consolidated statement of profit or loss
For the year ended 31 March

	2025 **L$ million**	**2024** **L$ million**
Revenue	187.0	170.5
Cost of sales	(138.4)	(127.9)
Gross profit	48.6	42.6
Administrative expenses	(28.1)	(23.9)
Operating profit	20.5	18.7
Finance costs	(0.9)	(0.9)
Profit before tax	19.6	17.8
Tax	(2.7)	(2.3)
Profit for year	16.9	15.5

Fixxupp Group
Consolidated statement of changes in equity
for the year ended 31 March 2025

	Share capital and premium L$ million	Retained earnings L$ million	Total L$ million
Balance at 1 April 2024	5.0	18.7	23.7
Profit for the year		16.9	16.9
Dividends		(15.4)	(15.4)
Balance at 31 March 2025	5.0	20.2	25.2

Fixxupp Group
Consolidated statement of financial position
As at 31 March

	2025 L$ million	2024 L$ million
Non-current assets		
Intangible assets	1.5	1.5
Property, plant and equipment	10.4	10.1
	11.9	11.6
Current assets		
Inventory	15.2	15.3
Trade and other receivables	15.6	14.4
Bank	6.3	5.1
	37.1	34.8
Total assets	49.0	46.4
Equity		
Share capital and share premium	5.0	5.0
Retained earnings	20.2	18.7
	25.2	23.7
Non-current liabilities		
Loans	10.0	10.0
Current liabilities		
Trade and other payables	11.3	10.5
Tax	2.5	2.2
	13.8	12.7
	49.0	46.4

News reports

Lamland Business Daily

The hazard of electronic waste

Electronic waste (or "e-waste") is the term given to discarded electronic devices. This is a growing problem. Globally, more than 60 million tonnes of e-waste are dumped every year and that rate is increasing. Forecasts suggest that the dumping of e-waste will exceed 80 million tonnes by 2030.

The growth of e-waste is blamed on the continuing development of electronic devices. Consumers are often keen to have the very latest devices and so need to dispose of their current models.

E-waste includes toxic substances such as lead, mercury, cadmium and other chemicals that are harmful to human health and to the environment. These metals and chemicals can pollute land and rivers and can make their way into food chains. It is possible to process and recycle e-waste safely, but it is difficult and expensive to do so, even though processing e-waste yields precious metals including gold, silver, copper and lithium. Five times more e-waste is dumped each year than is processed.

Lamland Daily News

Take care when donating an old computer to charity

When Lydia Kanyairita bought herself a new laptop, she decided to donate her old machine to a local charity, hoping that someone would be able to make use of it. Unfortunately, she found herself in serious financial difficulty after the charity sold her old laptop in order to raise funds and the buyer stole her identity.

Ms Kanyairita had deleted all of her files before making her donation, but she did not realise that access to files can often be restored even though they appear to have been deleted. The person who bought her old computer appears to have had the necessary skill to restore her files and used those to obtain personal details such as her online banking username and password. Ms Kanyairita was unaware of this until she checked her bank balance and discovered that her account had been emptied. Luckily, her bank has agreed to refund the money that she lost. The perpetrator has not been identified.

Professor Edward Cahill, an expert in computer security, told the Lamland Daily News that it is possible to delete computer files permanently, but doing so requires security software and the ability to use it. Owners should never give their old computers away unless they know how to wipe all data forever.

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Buying used computers on online marketplaces
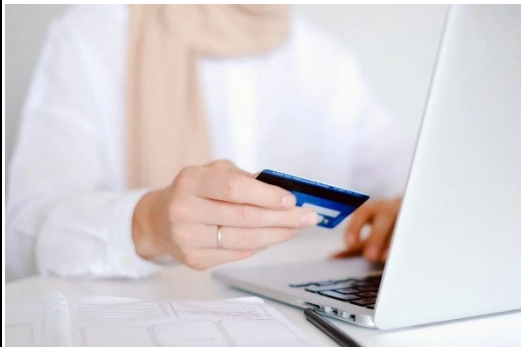
There are several choices available to you when you are buying a computer. One of those choices is to buy using an online marketplace. There are several of these, all of which are intended to put buyers and sellers in contact with one another.

Online marketplaces usually have powerful search facilities, which makes it possible to search for a specific product. You might, for example, search for a laptop that is rated as being in good condition. Hopefully, that will offer a range of potential purchases. It may be possible to get a further indication of the computer's condition because sellers usually provide high-definition photographs of the specific item that is for sale.

Some sellers offer items for sale at a fixed price, while others invite bids. Fixed price sales have the advantage of being settled immediately, which might be helpful if you need your computer urgently and the seller is willing to ship as soon as possible after the sale. If the computer is being auctioned, then bidders will have to wait until the item's closing date. The website displays the highest bid received to date and the time remaining until the item closes. The item will normally go to the highest bidder, although the seller has the option of setting a reserve price, which is the smallest bid that will be accepted. This reserve price is not stated on the website, but the item will remain unsold if the highest bid does not exceed the reserve price. The website displays the highest bid received.

You might feel reluctant to buy an expensive item such as a computer from a stranger on a website. Online marketplaces usually offer buyers the opportunity to leave feedback on sellers. That feedback is published on the website, so it is possible to avoid sellers who have received negative feedback. You should, however, remember that you are relying on the seller to pack the item and to ship it to you after you have made payment.

Extracts from frequently asked questions (FAQs) on Ressett's website

Support

Will I be able to talk to a human being if I telephone your call centre?

Response

Our call centre is staffed by specialists who can offer helpful advice both before and after you make a purchase.

The telephone number on our website is staffed from 08:00 until 20:00, 7 days per week. Our advisers are available to offer advice about our products. They can assist with purchasing decisions or they can offer aftersales advice in the event of any problems with deliveries or difficulties in setting up an item of equipment.

Software

If I buy one of your refurbished laptops, will I get the software that the previous owner installed? I am looking for a package that includes a word processor, a spreadsheet and a presentation package.

Response

All of our PCs, whether new, as new or refurbished, come with an operating system. Any other software that was installed by a previous owner will be deleted by our technicians as part of our checking process.

We delete software packages, such as word processors, because PCs' previous owners usually install their copies on their new computers. It would be a breach of the software publishers' licence conditions to leave the original copy on their old machines. We would be responsible for any such breach because we are selling the PCs.

We make an exception for operating systems because new computers usually come bundled with an operating system. That means that the previous owner of a PC does not need to install the licensed copy of the operating system on their old machine. We leave the operating system in place because doing so does not breach licence conditions.

The money that you will save by buying one of our refurbished PCs should leave you with plenty left over to buy all the software that you need.

DVD writers

What is the difference between internal and external DVD writers, and which would be better for backing up the data on my laptop?

Response

Internal DVD writers are designed to be installed in desktop computers. Your laptop would not have the necessary space to accommodate an internal writer. An external drive uses a short cable to plug into a USB port in either a desktop or laptop. That makes an external drive more suitable for your needs.

The DVD writers that we have for sale at the moment are all supplied with the "burning" software that will enable you to copy files onto writeable DVDs. Just make sure that you buy sufficient blank disks to back up all your files.

Network cabling

Do you sell network cables? Is a cable connection better than wireless?

Response

Yes, we sell network cables. These come in a range of different lengths. You can also buy a reel of cable, which you can cut to any length, and attach the plugs that fit in the computer to either end. We sell cables, reels, plugs and the tools needed to make cables.

Cable connections enable faster and more reliable data connections than wireless. That can reduce the risk of connections breaking down when you are in the middle of a task. Cable connections can also connect devices that would be too far apart for a wireless connection, although that might require a very long cable and you might have to drill holes in walls to get the cable from one machine to the other.

Call centre support

If I buy a computer, is there a limit to the number of times that I can contact your call centre for technical support?

Response

Our technical support continues for 3 months after you make a purchase. That should give you plenty of time to set up your new machine and to make any adjustments to meet your needs.

You can phone our call centre as often as you need to during that initial 3 months. By then, your equipment should be working to your satisfaction and our call centre support will cease.