

2. DRAGONS GET IT WRONG WITH TANGLE TEEZER ENTREPRENEUR

The determined inventor of the Tangle Teezer, Shaun Pulfrey, didn't let rejection in the BBC's Dragons' Den in 2007 stop him. His product, which took him four years to perfect, is a flexible brush-comb that very effectively untangles long hair and is widely used by both hairdressers and the public. It is so good at what it does that sales turnover reached £11 million in 2012.



Undeterred by the Dragons' reluctance to offer him any of the £85000 he was seeking, he remortgaged his flat and invested his own money in the business. Shaun took on **marketing** and sales staff with experience in professional hair-care to launch the brush at the Salon International hairdressing exhibition.

A deal with the UK's leading chemist chain (Boots) has dramatically increased Tangle Teezer's profile and online sales launched the product worldwide. There are now numerous different versions for sale on the business's very professional website – at very affordable prices.

Tangle Teezers, which are all manufactured in the UK, are now one of the best selling hair brushes in many countries. As the business has grown, Shaun has been able to take advantage of **internal economies of scale**, making the business even more competitive.

(a) Explain how Shaun Pulfrey is a typical example of an entrepreneur. [6]

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(b) (i) Define the term *internal economies of scale*. [2]

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(ii) Explain how Shaun Pulfrey's business may have benefited from *internal economies of scale*. [6]

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