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June 2025

GCE Business 9BS0 01

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June 2025

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Introduction

This report provides feedback on 9BS01 – Investigating business in a competitive environment.

This report is designed to give feedback and guidance to teachers and students, and exemplify responses from students in the 2025 examination series.

The report can be used for general reference and as a teaching and learning aid in the classroom. Comments and tips are designed to help candidates and centres understand our overall assessment approach, as well as identifying tips for improvement in future series.

Question 1(a)

The question, based on extract A, invited candidates to calculate the percentage of responses that rated Timpsons with three stars or above in the Trustpilot reviews. This percentage calculation is a quantitative skills 2 task, relating to market research data. To succeed, candidates needed to add up the number of responses giving three stars, four stars, and five stars, and calculate this as a percentage of the total responses.

Some candidates attempted to calculate percentage change answers. This may be due to either misreading the question, or practicing 4 mark questions, which have required this skill. Quantitative skill 2 requires candidates to be able to calculate percentages and percentage change.

Answer ALL questions. Write your answers in the spaces provided.

SECTION A

Read the extracts (A to D) in the Source Booklet before answering Question 1.

1 (a) Using the data in Extract A, calculate the percentage of responses that rated Timpson Ltd 3 stars and above. State your answer to 2 decimal places. You are advised to show your working.

(4)

6689 total

5838 + 175 + 86

= 6099

$\frac{6099}{6689} \times 100$

= 93.989...

= 93.99%

ResultsPlus
Examiner Comments

This response achieved 4 marks. The answer is correct and would have achieved 4 marks in isolation. However, the candidate clearly sets out each stage of their working, and the final rounding, to securely demonstrate the means of calculation. There is space to show this, as demonstrated.

ResultsPlus
Examiner Tip

Clearly show your working, in a stage by stage approach, so that, should an error occur in the final calculation, this working will achieve some reward.

Answer ALL questions. Write your answers in the spaces provided.

SECTION A

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1 (a) Using the data in Extract A, calculate the percentage of responses that rated Timpson Ltd 3 stars and above. State your answer to 2 decimal places. You are advised to show your working.

(4)

$\frac{\text{3 stars reviews}}{\text{Total responses}} \times 100$

$\frac{86}{6489} \times 100 =$

1.33%

ResultsPlus
Examiner Comments

This response used the correct calculation method, by dividing the smaller number by the total responses and multiplying by 100. However, only the 3 star response total was used, and the 4 and 5 star totals omitted. 1 mark awarded for correct method.

ResultsPlus
Examiner Tip

Read the question carefully, in this case '3 stars and above'. 4 mark calculation questions will typically require at least two calculation stages, so simply selecting the 3 star only responses in this example, is insufficient to achieve full marks.

Answer ALL questions. Write your answers in the spaces provided.

SECTION A

Read the extracts (A to D) in the Source Booklet before answering Question 1.

1 (a) Using the data in Extract A, calculate the percentage of responses that rated Timpson Ltd 3 stars and above. State your answer to 2 decimal places. You are advised to show your working.

(4)

5 ★ = 5838
4 ★ = 175
3 ★ = 86
+ = 6099

2 ★ = 175
1 ★ = 213
= 360

$\frac{360}{6099} \times 100 =$

= 5.9026069 85

5.90% rated below 3 ★

100 − 5.9 = 94.1

~~Final answer~~

= 94.10

ResultsPlus
Examiner Comments

This response was quite common. The candidate has correctly calculated the total responses achieving 3 stars and above (6099), however they have gone on to calculate the total responses of 1 and 2 star and worked this out as a percentage of 6099. This response achieved 2 marks. 1 for the correct sum of 3 star and above responses; one for the correct method of calculating a percentage.

ResultsPlus
Examiner Tip

Read the extract and question carefully. 6489 was clearly labelled as the total responses to the Trustpilot data. Use this in percentage calculations.

Question 1(b)

This 4 mark question required candidates to explain one benefit of quantitative research data. Importantly, the question is focused on quantitative data. An example of this is the Trustpilot star ratings provided in extract A. Successful candidates used terms such as 'numerical', 'data', in some cases contrasting with qualitative data. Some candidates confused the two. Two application marks were available. These were likely to be secured with reference to extract A, as this included quantitative information.

Some candidates attempted to discuss a benefit of market research in general, or attempted to use qualitative examples from the Timpson context. Marks for these responses, would be limited by such inaccuracies.

(b) Explain **one** possible benefit to Timpson Ltd of using quantitative market research data.

(4)

Quantitative market research data is the ~~numerical~~ market research data collected in numerical form (numbers). Timpson was established in 1865 by John Timpson and repairs shoes, cuts keys, repairs mobile phones and repairs watches. Timpson collecting quantitative market research, such as the Trust Pilot reviews, is a low cost method of collecting data. This is because ~~the~~ data is collected from second-hand sources, such as Trust Pilot, which is low cost, as well as quick, increasing operating profit and hence profit for the year.

ResultsPlus
Examiner Comments

This response scored 2 marks - 1 for knowledge; 1 for analysis. The candidate accurately identifies quantitative research data as 'numerical', and that it is a low-cost method of collecting data. However, the attempted application is very broad and does not relate to the quantitative research example.

ResultsPlus
Examiner Tip

For 4 mark 'explain' questions, aim to apply your answers from examples that are specific to the specification area, and extracts. Aim to avoid general points about the business that could be applied to any answer. In this case, refer to the star rating and the total responses, and link this to the benefit of using such data.

(b) Explain **one** possible benefit to Timpson Ltd of using quantitative market research data.

(4)

Quantitative market research data is the process of collecting and representing data as a numerical value, this is beneficial to Timpson as it allows them to easily compare data collected by working out a percentage change over time. Quantitative market research may also be beneficial as it allows them to formulate the data collected onto spreadsheets and allows them to identify areas of weakness in the business or where they may be able to boost results as numerical data is easier to work with than qualitative data.

ResultsPlus
Examiner Comments

This response scored 2 out of 4. It explains two benefits (rather than one required in the question), and does not achieve any application marks. As there is only one knowledge mark and one analysis mark available, the second benefit cannot be rewarded.

ResultsPlus
Examiner Tip

Read the question carefully - particularly the bold 'one' in the instruction. This will ensure that you do not waste valuable time completing additional points that will not gain reward.

(b) Explain **one** possible benefit to Timpson Ltd of using quantitative market research data.

(4)

Quantitative market research data is data collected numerically. One benefit of Timpson Ltd using quantitative market research data is that it can be compared and analysed easily. By concluding ~~[illegible]~~ how many customers view their service as 5 stars and comparing that to how may customers view their service as 1 star, they can analyse the data and this research can be used to improve their services by working towards the aim of having more 5 star reviews.

ResultsPlus
Examiner Comments

This response scored 4 marks. It clearly identifies quantitative data as collected 'numerically', with the benefit of being easily analysed. Application marks are secured with reference to the star rated data.

ResultsPlus
Examiner Tip

To gain application marks, select and refer to the data in the extracts that support the business concept or term in the question.

Question 1(c)

Timpson Limited is an example of a private limited company. This question invited candidates to evaluate the benefits and problems of this form of business. The best answers contrasted the control over decision making, for example recruiting ex-prisoners, with the limitations on raising finance faced by an Ltd. Answers that explained limited liability as a benefit gained knowledge credit, but this feature is difficult to analyse more deeply in the context of remaining a private limited company.

Some candidates referred to private limited companies as 'PLCs', which limits the achievement of accurate knowledge marks.

A significant minority of candidates referred to private limited companies as keeping financial information private. This is not strictly true - basic accounts are available for all to see on the Companies House website. While PLCs must publish more detailed accounts, unless this difference is explained clearly, it is not a significant factor in a decision to remain a private company.

(c) Assess the likely consequences of Timpson Ltd continuing to operate as a private limited company.

(10)

A Private Limited company is a company under private ownership.

A consequence to Timpson Ltd continuing to operate as a private limited company is that it will be harder to acquire investment. Private limited companies (Ltd) sell shares only to invited individuals - mostly friends and family. Being an Ltd means in order for Timpson to ~~invest more money~~ have more money invested into them, they must result to external sources of finance or retained profits instead of relying on the selling of shares. This could mean that the amounts of money Timpson want to invest in their culture of ~~kind~~ kindness; they are unable to do. This could in turn have an impact on the performance of the business.

Operating as an Ltd could mean that Timpson ~~can remain in the~~ will ~~to~~ remain in the control of the family. This will enable James Timpson, the Timpson chairman to stir the business in the direction they want it to go. This is rather than having to accomodate new opinions of shareholders. So Timpson can continue to expand by opening new stores and prioritising their 'upside-down' management without having to make any compromises.

Overall, for Timpson Ltd, ~~of~~ continuing ~~operating~~ to operate as a private limited company comes with challenges regarding investment in the short term. However the ~~benefits outw~~ positive consequences outweigh the negative consequence for Timpson of ~~to~~ operating as a private limited company. This is due to the control being able to remain within.

ResultsPlus
Examiner Comments

This response achieved 9 out of 10 marks. It is a concise, contextualised balanced answer that contrasts the reduced opportunity of raising capital as a private limited company, with the added control of private share ownership. The answer is applied well, giving the example of the Timpson approach to staffing as an example that being a private limited company will allow.

ResultsPlus
Examiner Tip

Be clear about the differences between a private and public limited company, and the implications, particularly in terms of control and finance raising, that these different ownership structures allow.

(c) Assess the likely consequences of Timpson Ltd continuing to operate as a private limited company.

(10)

A private limited company is a company owned by its shareholders and managed by ~~its~~ a director.

Operating as a private limited company may ~~ma~~ hinder ~~to~~ Timpson Ltd's expansion process. This is because finance is limited to within the company as shares are not sold on the stock market. This may mean that it could take more time as the service provider may have to repair more shoes and watches to generate the revenue required. ~~Thn~~ As a result, ~~opening new stores~~ attempting to open new stores may become time consuming.

However, operating as an LTD (private limited company) allows the firm to keep full ownership. This means that the firm may still have a sense of direction. ~~repairing items.~~ This could lead to Timpson LTD ~~spen~~ ~~improved th~~ improving the quality of their repairments as they are more focused on providing this service. This may create better reviews on Trust Pilot which may attract more customers. Consequently generating more revenue which could be used for the expansion of Timpson.

Operating as ~~an~~ a private limited company may be beneficial to Timpson as it may keep the purpose of the business. This means that their would be no conflict in objectives unlike a public limited company. However, as their objective is to open new stores this could be hindered.

ResultsPlus
Examiner Comments

This response scored 6 out of 10. It is fundamentally a strong answer, showing accurate knowledge and understanding, with some application. There is attempted balance in the response too. The first paragraph could be improved with more explicit reference to raising finance. Revenue is explained and 'time-consuming' is mentioned, as is not being able to raise share capital on the stock market. The second paragraph alludes to control being maintained, but it is not clearly linked to private share ownership. This means the L4 descriptor of '...coherent and logical chain of reasoning...' cannot be fully met.

ResultsPlus
Examiner Tip

The shares of private limited companies can only be purchased with the agreement of existing shareholders. This may include family and friends, but could also include business associates of the existing shareholders. This means that private company's shareholders can keep more control regarding decisions, such as staff recruitment. However, they have limited access to the additional capital available to businesses that float on the stock market.

Question 1(d)

Treating staff as an asset is a key feature of the Timpson approach to HR. This is exemplified in Extract C, the interview with James Timpson. Treating staff as an asset as opposed to a cost is part of the human resource content of theme 1. The benefits are greater potential staff motivation and lower rates of labour turnover. The financial cost of this approach, including added costs, are the main evaluative points. Some candidates explained treating staff as an asset as part of a 'soft HR' approach to management. This is clearly valid and was rewarded as such.

Some candidates took 'asset' in a very literal financial/balance sheet and argued that staff were an asset to be exploited for financial gain.

A surprisingly large number of candidates were negative towards Timpson actively employing ex-prisoners, seeing this as a risk and likely to damage the Timpson brand. It is unlikely that this approach could be the basis for chains of reasoning that showed an understanding of the question and specification area.

(d) Assess the likely consequences of Timpson Ltd treating its staff as an asset.

(12)

Using hard instead of soft employee treatment can lead to job dissatisfaction. This is because when companies use hard employee treatment it can lead to them firing and hiring a lot of people as they want to get the most out of the employees they have. This leads to employees getting treated harshly and unfairly. This ~~caused~~ causes disatisfaction among employees as they are worried constantly about losing their job. However this fear can lead to higher efficiency as employees are keen to keep their jobs so they work much harder.

Another consequence of Timpson Ltd using hard employee treatment that hard employee treatment has a more centralized approach meaning that the higher-ups make all the decisions and have little to no communication with junior managers or anyone below them. This is bad as the people lower down are closer to customer opinion. This means that they get the true opinions of the customers and would likely make better decisions for Timpson Ltd. However the good thing about centralized managment is that the higher ups are normally the ones with the most experience meaning they are more likely to make more strategic decisions than say, the junior managers.

ResultsPlus
Examiner Comments

This answer showed a lack of understanding of 'staff as an asset' and assumed this was part of a 'hard' HR approach. The response achieved 4 marks, for a basic understanding of the links between treatment of staff and motivation, with some limited application. However, it does not advance above 'elements of knowledge', due to the misunderstanding of 'staff as an asset'.

ResultsPlus
Examiner Tip

Be clear about specification key terms and concepts, as well as 'what students must learn' in the same document. In this case, 'staff as an asset' is part of 1.4.1 - Approaches to staffing. Line 6 of extract C also supports this.

(d) Assess the likely consequences of Timpson Ltd treating its staff as an asset.

(12)

Treating staff as an asset is related to soft human resource management which then helps with business productivity and motivation.

A benifit to treating staff as an asset is that it helps to increase productivity and efficiency in the workforce by 'invests in colleques' so provides training to help increase their skills unlike 'other business when sales fall, training is ignored' Timpson wants to act different to other businesses and by investing into training it helps make the employees not only higher skilled and better at their job but then may help to be more productive helping to increase sales and profit.

Though a consequence of treating staff as an asset its that it can be very costly due to caring for employees and investing into their workforce and prioritising their happiness like 'paid for a garden play area for an employees grandchildren' this could then increase their costs and reduce profit then reducing the profit that can be used for investment into 'opening new stores.'

A benifit to treating staff as an asset is that it helps to motivate them more by caring about 'colleques happiness' then makes them feel well looked after and helps with their 'loyalty and passion of their collegues due to feeling cared for this can then be passed on to customers in good customer service on 'while you wait services' this could then give them a good reputation and create a positive brand image.

Though a consequence is that it is very time consuming and could then effect employees as they may ~~feel~~ not care about their moral at work and would insted want a financial way of being motivated. So it may take time especially to put in place systems like 'upside down management' which employees may need to take time to adjust to that could then affect their productivity and may not help to motivate all workers.

So overall, I think treating staff as an asset is great for Timpsons as this helps to ensure strong communication throughout the hierarchy which can help to motivate employees especially when not putting lots of pressure on employees to perform well but to just 'put the money in the till and look the part' may be passed on to customers as good customer service then giving them a good reputation and brand image then helping with customer loyalty and increase sales and revenue in long term.

ResultsPlus
Examiner Comments

This strong answer achieves 12 marks. It shows a clear understanding of the specification concept and key terms, and is applied well to the Timpson example. Quotes are selected from the extract to support developed chains of reasoning regarding the advantages and disadvantages of such an approach. It is not essential to quote directly from the extract, but this is an approach that can be successful in providing context.

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Examiner Tip

Ensure your answer is closely applied to the business in question, by referring to the extract, for example 'upside down management' in part of the extract and supports treating staff as an asset. Aim for balance, in this case between the costs and benefits of treating staff as an asset.

Question 1(e)

The section A 20 mark question is based on Johnsons, the cleaning business that is part of the Timpson group. The specification area is staff training, specifically the use of on and off the job training. These questions will always follow the same format, and require candidates to demonstrate the same skills to succeed in their answers.

The question requires candidates to evaluate the two options - by identifying the potential costs and benefits and the impacts on the Johnsons business, doing so with reference to the objective of maintaining high levels of customer service. Successful answers will have a clear recommendation, prioritising either on or off the job, for this business (Johnsons) in this situation (the information in extract D).

The majority of candidates were able to answer this question fully.

A significant proportion wrote generic answers, rather than supporting these with reference to the extract. This limited application marks and the likelihood of demonstrating developed chains of reasoning.

Johnsons' objective is to maintain high levels of customer service in its stores. In order to do this, Johnsons could either prioritise on-the-job training or off-the-job training.

(e) Evaluate these **two** options and recommend which one Johnsons should choose to maintain its customer service.

(20)

On-the-Job Training is obtaining first hand expirence and learning whilst you work

One reason Johnson should consider On-the-Job training is better understanding of work. This is because allowing staff to gain first person expirence of training ~~rota~~ required rather than 1 day induction will make it easier to understand and utilise upon the customer to ensure they recieve the best customer service. This leads to better knowledge and intake of the desired training which can boost its effectiveness on customers and staff. However it may become stressful trying to balance serving and training procedures.

Another benefit is its less time consuming, this is because training for the job on site ~~offshore~~ eliminates needs for external meeting which can be difficult to setup if ~~peop~~ employees are busy on certain day. This leads to quick efficient training as they will learn how to give proper service whilst in a real scenario not a meeting ~~However~~, employees may not feel comfortable working and being trained on the same day as they may ~~get~~ need ~~off~~ ~~[illegible]~~ off Job advice first.

Oppositely a reason why Johnson should not choose on the Job training is restricts flow of business. This is because customers that come in will just want to use their service, not be part of their training plan which may cause a hindrance to them. This can lead to customer dissatisfaction if they aren't met with quick service, However, customers may ~~argue to create person~~ not mind it that much in which wont affect customer service reputation.

Simarily another disadvantage is staff in training may find it too stressful. This is evident as overwhelming employees on the first day will cause stress and panic as they may be unexpected of requirements. This leads to poor customer service as it will be non-efficient and quick service. However, it will give staff good understaning of what their required to do.

Off-the-Job training is where you are not training on work site but somewhere else (online, office)

One benefit for off-the-job training is better ~~expectations~~ experience for staff. This is because they already have knowledge and understanding of their role before they work. This leads to higher levels of customer service as they utilise what they learn off-site quickly. However, staff may forget training as it may of happen before work which limits how much they recall.

Another benefit is more ~~better~~ practice in serving high levels of customers service. This is because staff can have pratical interactions as tests to improve their service which leads to higher levels of customer satisfaction and better experience for staff. ~~Howev~~ However, training like this may be time consuming and repititive limiting staff motivation.

On the other hand one negative of off-the-job training is no hands first experience. This is because they will not get to interact with real customers and see what is expected of them. This leads to misinterpretations of what's required whilst working on site. However gaining knowledge off site will be useful in assisting first day expectations.

Another negative is may be time consuming ~~expensive~~ to conduct the training. This is because if its a 1-2-1 training session staff may have many procedures to go through. This leads to long sessions of studying which can lower employee motivation. However it allows staff to fully grasp what their role is and improve service

In conclusion, the right descision is to conduct on-the-job training for Johnson. The reason for this judgement is it allows staff to have hands first of whats required on their job and fully understand what high level customer satisfaction looks like in a real scenario. This leads to more loyal happy customers giving Johnson a secure customer base. However it depends on whether the staff prefer going straight into the job or it might make them under perform. Ultimately on the job training will create more knowledge-able employees with greater service.

(Total for Question 1 = 50 marks)

TOTAL FOR SECTION A = 50 MARKS

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Examiner Comments

This response shows good knowledge and understanding of on and off the job training. The answer explores the advantages and disadvantages of each approach, demonstrating 'accurate and thorough knowledge'. There are some developed chains of reasoning, showing causes and consequences. For example 'first person experience... leading to better intake of the desired knowledge...boost its effectiveness...' However, this response achieved 10 marks, because there is little, if any, 'use of business behaviour or context'. The response could apply to any business, and is not specific to Johnsons and the information about this business in extract D.

ResultsPlus
Examiner Tip

The extracts in the question paper give you an understanding of the business in question, and its current situation. You are not expected to know any more about the business than what is provided, however this information should provide the focus for your answer. In this case there is information about what Johnsons does, its competitors and objectives. Writing the business name 'Johnsons' is insufficient on its own to achieve application marks.

5-star

Johnsons' objective is to maintain high levels of customer service in its stores. In order to do this, Johnsons could either prioritise on-the-job training or off-the-job training. (2)

(e) Evaluate these **two** options and recommend which one Johnsons should choose to maintain its customer service.

(20)

Johnsons could prioritise on-the-job training because this means ~~custom~~ the business will not loss the output that workers can produce while training. This leads to a better services can provide to customer as workers are training in the workplace and working along with real colleges that can motive them to work ~~tir~~ more productive with colleges. ~~a~~ Johnsons is a national professional clothes cleaning business, while is a niche market that want to provide high levels of customer service in order to gain higher profit by charging higher prices. On-the-job training can achieve this as ~~wor~~ employees are supervisied by managers and have opportunities to handle different situations that happens in ~~real~~ the shops like able to answer customers questions on clothes cleaning. Therefore, makes customers ~~f~~ feel satisfic and willing to using Johnson's dry cleaners' services again. However, Johnsons only employs 2-3 employees in its branches and currently only training ~~they're~~ employees for one day with induction covering serving customers, till usage and cleaning services offered in that branch, which may not enough to deliver high levels of customers' services. This may upset customers as they pay higher price to professional clothes cleaning business ~~is~~ ~~wanting~~ and want to get high quality of services but employees are not skilled and professional enough to meet their requirement, which makes customer think ~~it~~ they are similar to normal local dry cleaners. Therefore, on-the-job training is not enough to offer customers high level of services.

On the other hand, off-the-job training may be an better opition to meet Johnson's objectives, which is employees are working in Johnsons Excellence Centre in Rugby. There are textile techicians with professional knowledge as they are trained off-the-job by going to lessons and schools to get special qualifications and become experts of it as they specialise the ~~specia~~ skills on advanced cleaning technology with tradition methods to care for specific textiles, such as wedding dress, handbags and motorcycle leathers. With new technology that learned and used by ~~employ~~ skilled employees help ~~produc~~ cleaning ~~produ~~ progess more efficient and productive. This leads to rise in supply and return to customers quicker, which means customers will be satisficed by the ~~qulit~~ quality and speed of the services and willing to comeback and use Johnson's service again. ~~This helps~~ This shows that off-the-job training can offer first-class customer care with expert advice on fabrics and textiles in order to meet Johnsons' objectives. However, off-the-job training will have the risk of lossing potential output or lead to delivery time late and upset customers by returning their clothes late. It also depends on the ~~results~~ process of training, the skills of employees as the results of training can be bad. Therefore, ~~it~~ they cannot offer high level of customers' services.

To conclude, I believe in this dry cleaners competitive market, Johnsons' needs to compete with local dry cleaners and make itself stands out in the competition. They need to use off-the-job training with regular ~~se~~ checking their employees' skills and process of training so that make sure the quality of ~~to~~ training is good and enable to offer high level of customers' services, while invest more on ~~t~~ advance technology by hiring experts to improve the productivity. This leads to faster, better quality of services that can be offered to customers for meeting Johnson's objectives.

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Examiner Comments

This response is a top-level example, achieving 19 marks. It is clearly structured, demonstrates developed chains of reasoning regarding the impacts of on and off the job training and is linked to the stated objectives of improved customer service. The answer is very well applied to the Johnsons context, and could only be about this business, given the context. The judgement/recommendation is clear and in context. It is not lengthy - and doesn’t need to be - but does propose an effective conclusion and solution.

Question 2(a)

Specification section 1.2 - the market - requires candidates to understand how changes in demand and supply can influence price and output in markets. This question required candidates to interpret the fall in the cost of sugar, an input cost to cola producers, and show this with a market diagram. As a fall in input cost, is a factor leading to an outward shift in supply, this would lead to a fall in the market price and an increase in quantity.

Marks were available for correctly labelling the axes, price and quantity, as well as accurately drawing the curves, and the impact of the shift on equilibrium.

A number of candidates shifted the demand curve, rather than supply. Some candidates labelled the horizontal axis quantity 'demanded' which is not accurate as in a market diagram it is simply 'quantity', both demand and supply.

This is a correct answer, scoring 4 marks.

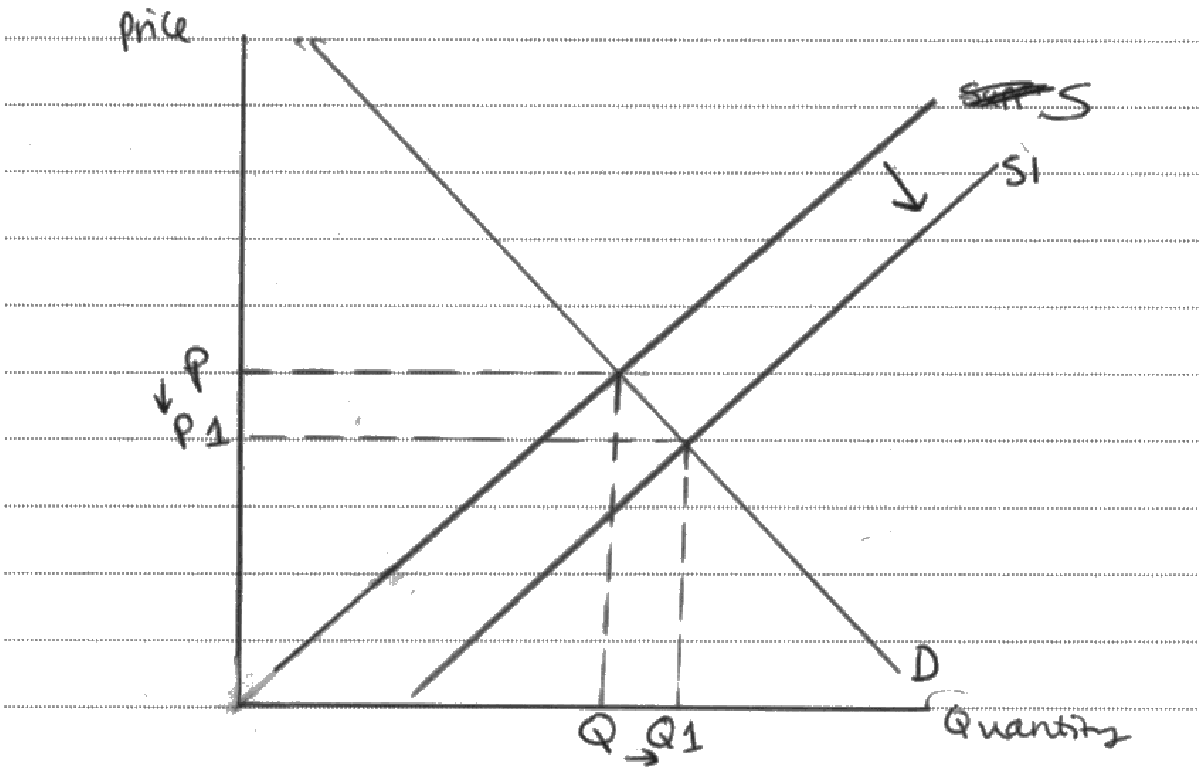
SECTION B

Read the extracts (E to I) in the Source Booklet before answering Question 2.

2 (a) Using the data in Extract E, draw a supply and demand diagram to show the possible impact of the change in the price of sugar between 2024 and 2025, on the market for cola drinks.

↓ supply ↑
sugar decreasing

(4)



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Examiner Comments

The shift in supply to the right is caused by a fall in sugar costs. Demand extends along the original demand curve, but does not cause a shift in demand.

SECTION B

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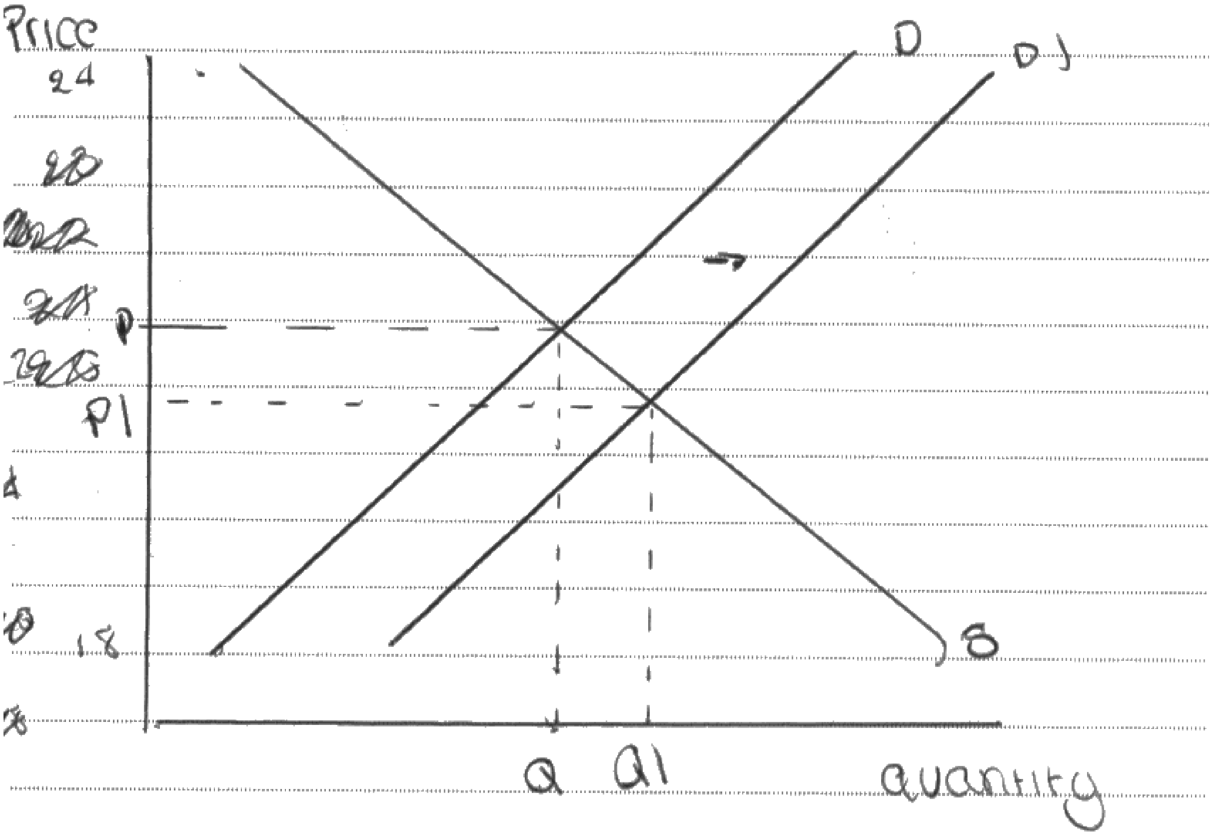
(4)



lower price -> higher demand

ResultsPlus
Examiner Comments

This response scored 1 mark for correctly labelling the axes. Unfortunately, the demand and supply curve are incorrectly labelled, and therefore the shift in curves is also inaccurate.

SECTION B

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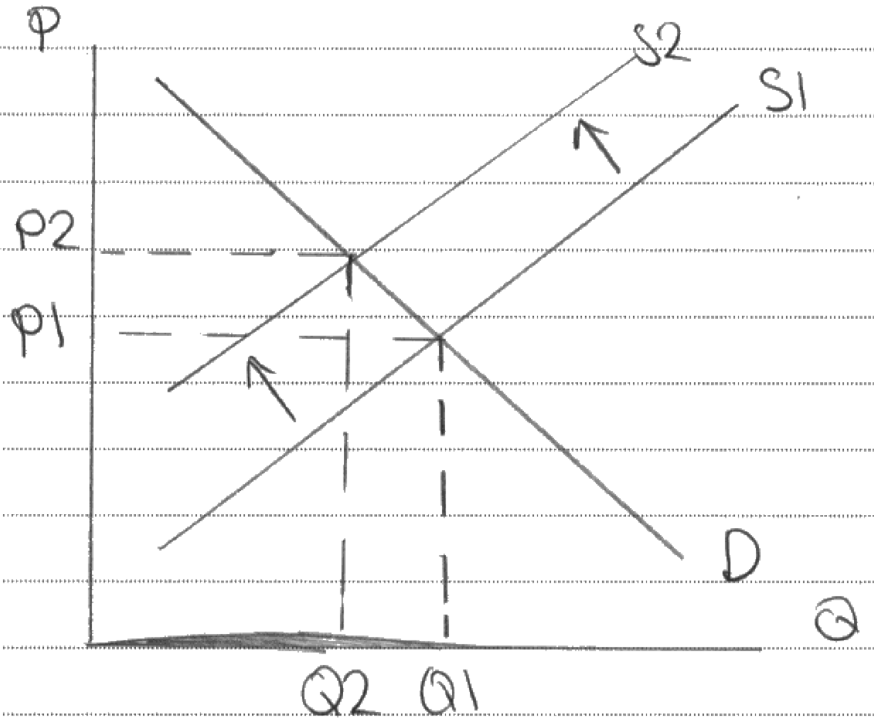
(4)



ResultsPlus Examiner Comments

This response scored 2 marks - 1 for correctly labelling the axes and 1 for showing the initial equilibrium accurately. In this case, an 'increase' in supply has been interpreted as a leftwards shift, which is not correct. This has led to equilibrium price rising and reduced demand, which is also incorrect.

ResultsPlus Examiner Tip

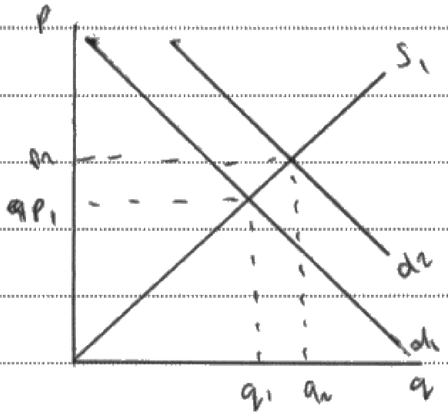
Look at the impact of curve shifts on price and output. In this case, lower sugar costs should reduce price and increase output in the cola market.

SECTION B

Read the extracts (E to I) in the Source Booklet before answering Question 2.

2 (a) Using the data in Extract E, draw a supply and demand diagram to show the possible impact of the change in the price of sugar between 2024 and 2025, on the market for cola drinks.

(4)



ResultsPlus
Examiner Comments

This example was quite common. It achieved 2 marks - 1 for correctly labelling the axes, and 1 for correctly identifying the original market equilibrium. The shift in demand is inaccurate. This is because the fall in sugar cost is a supply factor, leading to a shift in supply. While demand responds, by moving along the original demand curve, the shift is initially on the supply side.

ResultsPlus
Examiner Tip

Learn and remember the factors that shift a demand or supply curve in a market. Changes in these will cause a corresponding movement along the curve that doesn't shift.

Question 2(b)

This question required candidates to determine the change in projected sales between carbonated and non-carbonated drinks in the Indian market. From there they needed to calculate the difference between percentage changes. Percentage change is an important calculation to interpret the magnitude in changes in data.

A large proportion of candidates completed this question accurately, scoring 4 marks.

Common errors were reversing the figures in either or both percentage change calculations, or simply calculating one figure as a percentage of the other.

(b) Using the data in Extract F, calculate the difference in the predicted percentage change of sales of non-carbonated and carbonated drinks in India between 2023 and 2028. State your answer to 2 decimal places. You are advised to show your working.

(4)

$\frac{\text{new} - \text{old}}{\text{new}} \times 100$

non-carbonated. $\frac{1384 - 902}{1384} \times 100 = 34.83\%$.

carbonated. $\frac{602 - 475}{602} = 21.10\%$.

$34.83 - 21.10 = 13.73\%$ between ~~non-~~ non-carbonated and carbonated.

ResultsPlus Examiner Comments

This candidate gained 0 marks. Unfortunately, the answer divides the difference in the two figures by the newest figure, rather than the original.

ResultsPlus Examiner Tip

Percentage change shows by how much a figure has changed as a % of the original figure. To calculate it successfully, use the method: difference between the two figures/original figure x

100. As both carbonated and non-carbonated figures were projected to increase, then the lowest (2023) figure is the 'original' figure.

(b) Using the data in Extract F, calculate the difference in the predicted percentage change of sales of non-carbonated and carbonated drinks in India between 2023 and 2028. State your answer to 2 decimal places. You are advised to show your working.

(4)

$$\% \text{ change} = \frac{\text{new} - \text{old}}{\text{old}} \times 100$$

$$\text{non-carbonated} = \frac{1384 - 902}{902} \times 100 = 53.44\%$$

$$\text{carbonated} = \frac{602 - 475}{475} \times 100 = 26.74\%$$

ResultsPlus
Examiner Comments

This response gained 3 marks. The two percentage changes were calculated accurately, but the difference between these was not calculated.

ResultsPlus
Examiner Tip

Read the questions carefully. In this case, remember to calculate the difference in the percentage change figures, and round this appropriately (2 decimal places.)

(b) Using the data in Extract F, calculate the difference in the predicted percentage change of sales of non-carbonated and carbonated drinks in India between 2023 and 2028. State your answer to 2 decimal places. You are advised to show your working.

(4)

Percentage change $\frac{\text{change}}{\text{original}} \times 100$

non carbonated $= \frac{482}{902} \times 100 = 53.44$

carbonated $= \frac{127}{475} \times 100 = 26.74$

$53.44 - 26.74 = 26.70$

ResultsPlus
Examiner Comments

This is a 4 mark response. Although the answer is expressed without a percentage sign, this is acceptable as the 'percentage' term is in the question.

ResultsPlus
Examiner Tip

Set out your workings to calculation questions carefully. This shows the stages you completed and is particularly useful and likely to be rewarded, even if the eventual answer is incorrect. In this case, the answer is correct.

(b) Using the data in Extract F, calculate the difference in the predicted percentage change of sales of non-carbonated and carbonated drinks in India between 2023 and 2028. State your answer to 2 decimal places. You are advised to show your working.

(4)

Rupees in Billions

• Carbonated = 475

+ Non carbonated = 902

$C = \frac{127}{475} \times 100 = 26.73\%$

$NC = \frac{482}{902} \times 100 = 53.43\%$

$53.43 - 26.73 = 26.70$

(Answer) = 26.70% more.

• 475 → 602 = 602 − 475 = 127 RM increase.

+ 902 → 1384 = 1384 − 902 = 482 RM increase

ResultsPlus
Examiner Comments

This is a 4 mark response. Accurate answer, expressed to 2 decimal places.

ResultsPlus
Examiner Tip

Make your final answer as clear as possible, particularly if it is close to other figures in your working, which may make it unclear what your final answer is.

Question 2(c)

Extract G provides the context for this question, which focuses on Fever Tree and its sales of beverages in the Indian market. The extract provides information about what Fever Tree had done to enter this market, as well as other options being considered to expand their presence.

Candidates were asked to 'assess the factors', which means making a judgement about the importance of the factors affecting Fever Tree's operations in the Indian market. A range of factors could be relevant here, including marketing factors, tariffs, or financial considerations. For a 10 mark question, the assessment of a maximum of two factors is practical and will be effective.

This question was answered well by many candidates, demonstrating a good understanding of the factors affecting the success of businesses expanding into foreign markets.

(c) Assess the factors that [redacted], such as Fever-Tree, [redacted]

(10)

One negative factor is trade barriers. This means that Fever Tree would have to pay tariffs, which increases its costs of ~~[illegible]~~ exports and imports. Furthermore, it makes it a lot harder for Fever-Tree to expand and grow as India is using protectionism to try and limit / prevent Fever-Tree from entering its market, especially because Indian consumers prefer local ingredients and ~~[illegible]~~ local markets. A positive factor could be that India's cocktail culture is becoming more innovative. This could be good for Fever Tree, who sell a variety of 14 different flavoured mixers. This means that India may recognise this and therefore decrease tariffs or duties so that cocktail culture can thrive and ~~increase~~ provide to India's economy due to increased sales, and Fever-Tree can also ~~ince~~ increase sales.

Another negative factor might be local regulations and laws. This could limit Fever Tree as their tonic water may contain ingredients that do not align with India's food safety standards. Furthermore, Indian consumers prefer local ingredients and so they may not want to a UK-based drink. ~~Ha~~ This means that Fever-Tree may not succeed in the Indian market, meaning they lose out on profit. However a positive factor might be having a good brand reputation. Fever Tree has built a good reputation in India and therefore this would make it easier for them to penetrate the Indian market and sell to Indian consumers if they are a reliable brand. This means that Fever Tree can build a strong brand in India and get easily recognised, increasing sales.

ResultsPlus
Examiner Comments

This response scored 6 marks, the top of Level 3 in the level descriptors. An attempt at an assessment is made by balancing positive and negative impacts, and it is supported throughout with reference to the business context. However, the chains of reasoning assessing the factors are not coherent and logical, and do not show cause and effect - the Level 4 descriptors. For example, the point about the impact of tariffs is valid, but the impact of these on Fever Tree expanding into India is not explained beyond 'adding to costs'. The later suggestion that these tariffs might be reduced due to the needs of the soft drinks market is not clear.

ResultsPlus
Examiner Tip

When assessing the factors that affect a business, aim to explain cause and effect. In other words, how and why is this a factor that will affect the business? For example, tariffs placed on imports to the Indian market means that Fever Tree must pay an additional tax to import its products, this adds to Fever Tree's costs, which could either mean lower profit margins, or the need to raise prices on products sold in India.

(c) Assess the factors that might affect the success of a business, such as Fever-Tree, entering a new market such as India.

↳ more customers, higher sales
↳

(10)

With a rapidly growing middle-class, entering India will provide Fever-Tree with a wide range of Indian consumers. This high opportunity for sales may encourage the success of Fever-Tree as there may be a high demand for Fever-Tree's products as they sell high quality tonic water with a wide range of flavours. This ~~~~ increase in choice for Indian customers may allow for higher potential sales which will aid to increase Fever-Tree's market share upon entering the Indian market. Therefore, with higher sales revenue they may gain higher retained profits which they may use to create continuous new flavours for specific Indian consumers like a spiced tonic water. This ~~~~ may encourage sustained high revenues and thus a higher market share.

However, the trade barriers such as tariffs in entering the Indian market from exporting their products may be a high cost for Fever-Tree. Therefore, if they struggle to overcome these tariffs, they may fail to reach their target audience in Mumbai and Delhi. Therefore, with fewer exports, they may struggle to build relationships with their consumers which could result in a loss of competitive advantage and market share as competitors such as Coca Cola may not be affected as much by the costs of the tariffs.

Therefore, this means Fever-Trees sales may be low which will make it harder for them to overcome these tariffs & building new operation facilities through FDI in India. This could result in a decrease in market share and as a result less successful in the Indian market.

By entering the Indian market, Fever-Tree must also be cautious of the specific consumer preferences. This is because failure to do so may result in Fever-Tree being culturally insensitive and as a result lose the potential high sales from the Indian consumers. It depends on whether the Fever-Tree tonics are not too high in price in proportion to the Indian consumers income as if they are then even with high growing middle-class, they may be too expensive for the Indian customers preferences

ResultsPlus Examiner Comments

This top-level response is clear in the factors it assesses, uses the extract and context well, and demonstrates clear chains of reasoning about how and why the tastes and preferences of Indian consumers are a factor. The answer also demonstrates an analysis of the cause and effect of tariffs on Fever Tree. By contrasting these factors effectively, the answer 'shows an awareness of competing arguments', the top L4 descriptor.

ResultsPlus Examiner Tip

For 10 mark questions, it is not necessary to refer to lots of different factors, but not have the time or space to explain these sufficiently. Higher marks will be achieved for explaining in depth one or two factors that are relevant. This candidate focuses on Indian consumer tastes and preferences, and government tariffs.

Question 2(d)

The impact of multinational corporations is a significant section of Theme 4. For this question, candidates were invited to assess the impact of Coca Cola on the Indian economy. Extract H provided context and examples. Better answers were able to interpret the economic impact of the examples in the extract. These impacts might include those on local businesses, workers, and on the Indian economy in terms of Foreign Direct Investment.

Some candidates repeated the information in the extract, rather than using it. This often limited their ability to demonstrate developed chains of reasoning.

(d) Assess the possible impact of multinationals, such as Coca-Cola, on the local economy of India.

(12)

MNC's such as Fever-tree can have positive impacts on the local economy of India through job creation. For example, their adopted business model, using independent Indian bottling plants, often family owned to employ local workers. This would lead to a higher standard of living as income moreover and ~~better market~~ higher income conditions would lead to more spending and trading within local communities and their local business, promoting and boosting the local, domestic economy. However, MNCs tend to exploit the land in which they operate on as countries like India tend to have less ~~to~~ restrictions or legislations as they focus on ~~[illegible]~~ increasing their GDP. This means that environmental issues could occur as seen in Coca-Cola allegedly contaminating groundwater with toxins, leading to local crop failure due to lack of irrigation and water shortages caused by Coca-Cola. This therefore lead to protests by local villagers in 2004, forcing them to close the plant which ~~[illegible]~~ potentially ruined their brand image and reputation in India.

To make up for this, Coca-cola created initiatives to boost their brand image through the Coca-Cola Foundation which addressed environmental and social priorities like education, recycling and disaster relief. Therefore, they can counter or improve the local environment of India, leading to improving working conditions and agriculture, supporting local businesses and farmers, creating more jobs and tackling socio-political issues through their distribution channels. However, as MNCs ultimately aim to exploit economies of scale through cheap labour, they can pay local workers low wages whilst aiming to sell to more middle-class urban markets, charging premium prices and maximising profits.

In conclusion, it can be argued that MNCs may initially benefit the Indian local economy through the surge in job opportunities and bringing awareness to environmental and social issues. However, this may be over-reliance of MNCs to promote and invest into India, ultimately causing local markets to suffer as they become substitutes to Coca-cola's drinks which may be able to charge lower prices or premium prices through their brand image to gain sales.

ResultsPlus
Examiner Comments

This response achieved 11 out of 12 marks. It uses the extract well, for context, but importantly develops its own chains of reasoning to assess the economic impact of Coca Cola on India. For example, the use of local bottling plants would lead to increased employment in the economy, which in turn could stimulate spending from increased wages. L4 is achieved as the assessment is 'balanced, wide-ranging and well contextualised'.

ResultsPlus
Examiner Tip

Use the information in the extract as a starting point from which you can demonstrate your own business knowledge and understanding. For example, this response identifies the setting up of the Coca Cola Foundation as a beneficial impact, and goes on to explain that it is beneficial because it could improve local working conditions and employment opportunities in the economy.

(d) Assess the possible impact of multinationals, such as Coca-Cola, on the local economy of India.

(12)

A multinational is a business that sells goods or services in more than one country. One impact of multinationals, such as Coca-Cola on the local ~~eco~~ economy of India is that it will help improve and develop India's economy. For example, 'Coca-cola supports communities through the coca-cola foundation'. This adresses environmental and social ~~priorities~~ priorities. This results in a higher literacy rate for the indian community and provides them with a better standard of living. However, this can limit India's local business from growth as they are not only faced with local competition but foreign competition and Coca-Cola is a big well known brand with a good reputation so new businesses in the soft-drinks industry in India will struggle to develop. Another way in which this would be good for India is that it opens up more job opportunities which will decrease the unemployment rate. For example, extract H states 'employed local workers'. However, some multinations will exploit developing countries like India. For example, Coca-cola's botting plant contaminated groundwater with toxins resulting in the failure of crops growing.

To conclude, India would have a good impact of multinationals such as Coca-Cola on the local economy as they help to educate Indian citizens and give them economic empowerment.

ResultsPlus
Examiner Comments

This answer meets all the Level 3 descriptors, and also shows an awareness of competing arguments, one of the Level 4 descriptors. It therefore achieved 9 out of 12 marks. The approach taken is one of impacts being explained, but not in sufficient depth to be 'wide-ranging'. The counter points are present, but not developed. For example, the point is raised that Coca Cola might exploit developing economies, which is a valid point, but it is not clear how this exploitation might occur.

ResultsPlus
Examiner Tip

Aim to fully demonstrate cause and effect with the points you make. For example, this answer explains rightly that Coca Cola could 'employ local workers', which would reduce the level of unemployment. This would happen because local workers now have job opportunities that didn't exist before the Coca Cola multinational set up operations in India.

Question 2(e)

Coca Cola and its operations in the Indian market is outlined in extracts H and I. This question requires candidates to evaluate the focus Coca Cola should adopt to increase its market share in the Indian cola market. The choice of focus is between concentrating on pricing (note, not necessarily different pricing strategies) and ethics. The pricing aspect is supported in the extract with reference to other brands and the needs specific to the Indian market, as well as previous examples where Coca Cola's ethics have been questioned.

This question is in the usual format, with candidates being expected to evaluate each option, and then make a recommendation. This recommendation should be focused on one justified option, not a combination of the two.

This question was generally well answered, with many candidates using the extracts to support developed answers. The exception was those that offered incomplete answers, possibly due to time-management issues.

Coca-Cola aims to increase its market share of the Indian soft drinks market. In order to do this, it could either focus on the pricing of its products or improving its ethical behaviour.

(e) Evaluate these **two** options and recommend which one is most suitable for increasing Coca-Cola's market share in India.

(20)

Coca-cola is a multi national corporation which sells its goods across the world to several different countries. Some of these countries are known to be the third world and some are very established. Coca-cola could work ~~of~~ on its pricing to entice those individuals in these third world or they could work on their ethical behaviour in the more established countries. Ethical behaviour takes into account the externalities the business does they typically or mainly means the impact on the environment.

On the one hand, Coca cola could use some pricing strategies in order to entice more Indian individuals to consume their products. The soft drink industry is already an established market but still has room for growth this can be derived specifically from the extract. In the text it says "per capita ~~of soft drinks~~ consumption of soft drinks in India is 4 - 5 per litres per year, the global average is 30 litres" In context, india has alot more rural areas and has a much higher population than other countries globally. This would affect the statistic labelled in the extract. Coca cola could use cost plus and price skimming and physcological pricing in order to entice consumers in India. Cost plus allows a business to calculate the selling price that is needed to cover their costs and salary their overheads. This tactic can be useful for the business as they become able to state the receiving price needed. Coca cola could also price their goods at thought price to increase market growth.

Moreover, Coca Cola may decide that physcological pricing maybe necessary in those rural areas where there is still a lot of cash dependency. In the extract it says "It aims to ensure different products are priced simply for rural areas such as 10, 20 or 30 rupees". Using a physcological pricing strategy may encourage more consumers to consume the goods that the business is offering. This can be done by instead of the current pricing they could evaluate their options and decide to do £4.99 or 9.99 or 49.99 to showcase to consumers that the value of these goods are cheaper ensuring an even bigger growth in sales in these rural areas. However this pricing strategy may not be that helpful in order to maximise profits either because there is not physical evidence and allow the business to push their prices that low or consumers find other goods more enticing such as fresh drinks that don't have such a devastating impact on the environment.

On the other hand, Coca Cola may decide to change its ethical behaviour in order to increase the sales that are done in the market. Coca cola had a bottling plant in India before 2004 however this ~~p~~ bottling plant closed as locals protested. In the extract, it says "Coca Cola bottling plant was forced to close as it allegedly contaminated groundwater within towns, surging crops". This type of behaviour would would have upset locals as they start to lose sales ~~and~~ in there ~~or~~ own business as they became unable to produce their goods or they may start to have a sedan of their disposable income as they are now required to use more of their disposable capital ~~or~~ in order to pay for good for survival.

, this could lead to these individuals not consuming ~~the~~ Coca-Cola's goods driving their sales even lower.

Also, ~~by~~ if Coca-Cola decide to improve their ethical behaviour it may guard the business to explore more into communities through the "Coca-Cola foundation" or even push their cost lower. ~~X~~ Since 2004 when their factory closed the business was forced to use "independent Indian bottling partners" as it says in Extract H this ~~so~~ may have an opportunity for Coca-Cola to increase its market share in the ~~soft~~ Indian soft drink market. If the company improves its ethical behaviour by merging after merging with these "independent bottling partners" or creating a new plant to drive their cost downwards. This ~~p~~ may help the business as it may enable them to push the elasticity downwards and become more inelastic as ~~the~~ consumers start to become loyal to the business boosting their market share as they start to sell more goods. However, this strategy may not work as these independent partners may demand for their business to stay ~~local~~ local and run by their family for their own ethical reasoning limiting Coca-Cola.

To conclude, I believe that Coca-Cola as a business should decide to venture deeper into their pricing strategies, this can be done using ~~the~~ physcological strategies or competitive pricing where they match or undercut their competitors allowing the company to increase their sales leading to a higher market share. The business may also decide to venture deeper into a more unique selling point to deepen ~~a~~ and separate itself from its competitors persuading ~~the~~ consumers to consume Uber products instead.

(Total for Question 2 = 50 marks)

TOTAL FOR SECTION B = 50 MARKS
TOTAL FOR PAPER = 100 MARKS

ResultsPlus
Examiner Comments

This response was awarded 18 marks. It successfully evaluates both options, is strongly in context, and shows well-developed chains of reasoning. It did not achieve full marks because, while it does propose a valid recommendation, this is not fully applied to the context of Coca Cola and its operations in India. One (though not the only) approach to doing this effectively is to use some of the MOPS features exemplified in the mark scheme.

ResultsPlus
Examiner Tip

Remember that the recommendation is a recommendation for the business in the question, so use context and your understanding of the situation it faces, to support the reasons why you have made this judgement. Considering the Market, Objectives, Product or Service, and Situation of Coca Cola would improve this answer even more.

Coca-Cola aims to increase its market share of the Indian soft drinks market. In order to do this, it could either focus on the pricing of its products or improving its ethical behaviour.

(e) Evaluate these **two** options and recommend which one is most suitable for increasing Coca-Cola's market share in India.

(20)

If Coca Cola were to change the pricing of their products the demand is likely to increase as their drinks will be much more affordable. Futhermore their local competitors an Indian brand called Campa Cola sells 200ml ~~&~~ bottles for half the price of a similar Coca Cola or Pepsi product. If Coca Cola lowered their prices, they would be much more competitive with the local brand, attracting more consumers to Coca Cola. This will allow increased sales due to an increase in demand because of the change in price helping Coca Cola to increase its market share and outperform its local competitors.

On the other hand, by doing this Coca Cola risk ~~to~~ reducing profit ~~mark~~ margins. This could be bad for the business as reduced profit means they will have less money to spend elsewhere on things such as advertisement. This lack of funds may cause Coca Cola to miss out on opportunities such as sponsorship which its competitors Campa Cola are able to utilise to gain a competitive advantage and outperform Coca Cola in market share.

If Coca Cola are to improve their ethical behaviour this would improve their relations with customers as they'll be seen more ethically, boosting Coca Cola's reputation. Coca Cola have done this when supporting communities through the Coca Cola foundation.

ResultsPlus
Examiner Comments

This response demonstrates the answer of a candidate that appears to have run out of time. The evaluation of pricing is strongly in context and assesses the potential benefits and problems of Coca Cola focusing on pricing. The evaluation of focusing on ethics starts well, but does not continue.

ResultsPlus
Examiner Tip

Time management is crucial for success. There is always a 20 mark question at the end of section A and section B, and both provide the opportunity to demonstrate your extended writing skills. Questions can be answered in any order, so it may be helpful to prioritise these questions earlier on in the total time available.

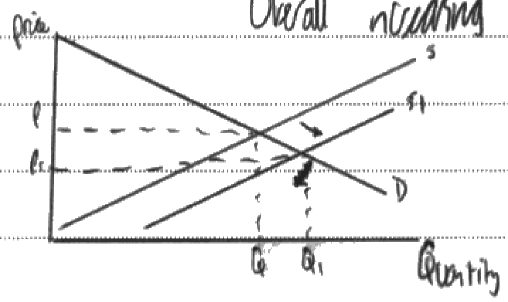
Coca-Cola aims to increase its market share of the Indian soft drinks market. In order to do this, it could either focus on the pricing of its products or improving its ethical behaviour.

(e) Evaluate these **two** options and recommend which one is most suitable for increasing Coca-Cola's market share in India.

(20)

Ethical behaviour is how a business is percieved and is doing the correct thing socially.
market share is how much of the market a business owns.

Coca-Cola may chose to ~~the~~ focus on the pricing of it's product's to increase consumption. Coca Cola competitors currently sell a similar product for half the price of Coca-Cola or Pepsi. By selling a cheaper product it may encourage more consumers to purchase the drink due to the shortage of disposable income in India as its an emerging economy. Therefore if Coca-Cola decrease their price it may attract more demand. Overall increasing it's market share.



The graph above shows what happens to demand of products as prices increase. A shift from S to S1.
However, it depends on the elasticity of the product. Consumers may stay loyal to Campa Cola due to the

fact that its an Indian business, unlike coca Cola. Therefore if its an inelastic product decreasing price will not affect demand a lot. However, Cola Campa's range is limited in flavours therefore the high choice may encourage consumers to purchase coca cola.

Coca Cola may want to improve it's ethical behavior to improve their reputation. By being more environmentally friendly, Coca Cola will no longer contaminate groundwater with toxins. This may increase costs as they will have to pay a business to dispose their waste. However, it will increase their brand image. By increasing this brand image, consumers ~~[illegible]~~ are more likely to purchase coca-cola. However, it may be too late. In 2004, coca cola's bottling plant was forced to close. This was driven by protestors. Many consumers may have a set opinion on Coca-Cola meaning that their is nothing coca cola can do to change their opinions of the company. But, these were only alleged allegations.

Overall, coca Cola should try and improve it's ethical behavior. ~~[illegible]~~ This is due to they will gain more customers through reputation than lower price. By recieving more customers their market share will increase. Potentially, in the future they can decrease prices due to the low disposable income levels. However, they have more choice than competitors therefore consumers.

Should be willing to pay more. ~~to~~

Due to Coca-Cola is in a dynamic market, where tastes and trends are always changing it's important they prioritise their brand image so that consumers are willing to purchase their soft drinks.

ResultsPlus
Examiner Comments

This response scored 10 out of 20 marks. It is well applied and demonstrates a partial awareness of validity of competing arguments. The candidate has attempted to use demand and supply analysis in their evaluation of pricing decisions. Whilst this approach could be valid, in this case it is inaccurate. All responses are positively marked, so this error would simply be ignored. However, it would have taken time and space to include this argument, which limited the candidate's opportunity to answer other aspects more effectively.

ResultsPlus
Examiner Tip

Always have the question at the forefront of your mind. This can be supported by linking the beginning of each paragraph or line of argument to the wording of the question. In this case the candidate confuses the market price (affected by demand and supply factors) with pricing decisions that are made by Coca Cola, possibly based on market factors. It would have been more advisable to use the extract example of other Indian cola businesses' pricing to build on this chain of reasoning.

Paper Summary

Based on the responses seen by the Principal Examiner and the assessment team, the following points are offered as general advice:

- Learn and understand the key terms in the specification. These can be worth up to 10% of the marks available, and will also enable candidates to unlock the requirements of a given question.
- Learn and understand the quantitative skills in the specification. Practice the calculations and how to set out working clearly. 10% of all three Business papers' marks are for quantitative skills.
- Application is a crucial skill to demonstrate in all answers - refer to the extracts and the context of the given business and its situation. What will be appropriate for one business will not be for another business. Accurate reference to the business, its context, market, and customers - any information in the extracts will support deeper analysis and evaluation. Generic answers cannot achieve higher level marks. Equally though, simply quoting information from the extracts, without further explanation and analysis, will also limit the marks available.
- Remember that questions worth 10 marks or more invite evaluation. The level descriptors in the mark schemes refer to counterbalance, so a one-sided response will not achieve higher level marks.
- Please make every effort to write clearly, and legibly.
- Please use the space provided for that particular question, and avoid using the space given for other responses. Use extra paper if the space is not big enough for your response.

Grade boundaries

Grade boundaries for this, and all other papers, can be found on the website on this link: https://qualifications.pearson.com/en/support/support-topics/results-certification/grade-boundaries.html

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