

Paper Reference 9BS0/03
Pearson Edexcel
Level 3 GCE

Total Marks

Business
Advanced
Paper 3: Investigating business in
a competitive environment

Monday 18 June 2018 – Morning

Time: 2 hours plus your additional time allowance.

In the boxes below, write your name, centre number and candidate number.

Surname					
Other names					
Centre Number					
Candidate Number					

YOU MUST HAVE:

**Insert
Data Book**

INSTRUCTIONS

There are two sections in this Question Paper.

Answer ALL questions.

Answer the questions in the spaces provided in this Question Paper – there may be more space than you need.

Turn over

INFORMATION

The total mark for this paper is 100

The marks for EACH question are shown in brackets – use this as a guide as to how much time to spend on each question.

You may use a calculator.

ADVICE

Read each question carefully before you start to answer it.

Try to answer every question.

Check your answers if you have time at the end.

Answer ALL questions.

SECTION A

**Read Extract A, Extract B,
Extract C and Extract D in the
Data Book before answering
Question 1.**

**Write your answers in the spaces
provided.**

- 1. (a) Using the data in Extract A,
assess TWO benefits of branding
for a chocolate manufacturer,
such as Mars UK Ltd.
(8 marks)**

**Answer lines continue on the
next four pages.**

1. (a) continued.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Turn over

1. (a) continued.

1. (a) continued.

Turn over

1. (a) continued.

(continued on the next page)

1. continued.

(b) Assess the likely value of having a flexible workforce for a business, such as Nestlé.

(10 marks)

Answer lines continue on the next six pages.

1. (b) continued.

1. (b) continued.

1. (b) continued.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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1. (b) continued.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Turn over

1. (b) continued.

1. (b) continued.

(continued on the next page)

1. continued.

(c) Assess the importance of cultural and social factors that might affect the sales of dark chocolate in emerging economies, such as India.

(12 marks)

Answer lines continue on the next six pages.

Turn over

1. (c) continued.

1. (c) continued.

1. (c) continued.

1. (c) continued.

Turn over

1. (c) continued.

1. (c) continued.

(continued on the next page)

1. continued.

In 2014 Ferrero International took over the Oltan Group. In 2015 it took over Thorntons.

(d) Using the data in Extract D, evaluate these two takeovers and recommend which ONE is most likely to have affected the profits of Ferrero International.

(20 marks)

Answer lines continue on the next nine pages.

Turn over

1. (d) continued.

1. (d) continued.

Turn over

1. (d) continued.

Turn over

1. (d) continued.

1. (d) continued.

Turn over

1. (d) continued.

1. (d) continued.

1. (d) continued.

1. (d) continued.

(Total for Question 1 = 50 marks)

TOTAL FOR SECTION A = 50 MARKS

Turn over

SECTION B

Read Extract E, Extract F, Extract G and Extract H in the Data Book before answering Question 2.

Write your answers in the spaces provided.

2. (a) Assess TWO benefits of quality control for a business, such as Cadbury.

(8 marks)

Answer lines continue on the next four pages.

2. (a) continued.

Turn over

2. (a) continued.

2. (a) continued.

Turn over

2. (a) continued.

(continued on the next page)

2. continued.

**(b) Assess the likely value of
Corporate Social Responsibility
to a business, such as Cadbury.
(10 marks)**

**Answer lines continue on the
next six pages.**

2. (b) continued.

Turn over

2. (b) continued.

Turn over

2. (b) continued.

Turn over

2. (b) continued.

Turn over

2. (b) continued.

Turn over

2. (b) continued.

(continued on the next page)

2. continued.

(c) Using the data in Extract G, the Net Present Value (NPV) and Payback, assess Mondelēz International's investment in Cadbury's modernisation.

(12 marks)

Answer lines continue on the next six pages.

Turn over

2. (c) continued.

Turn over

2. (c) continued.

Turn over

2. (c) continued.

Turn over

2. (c) continued.

Turn over

2. (c) continued.

Turn over

2. (c) continued.

(continued on the next page)

2. continued.

Cost competitiveness and product differentiation are two key strategies to achieve global competitive advantage.

**(d) Evaluate these two strategies and recommend which ONE would be better to achieve a global competitive advantage for a business, such as Cadbury.
(20 marks)**

Answer lines continue on the next nine pages.

Turn over

2. (d) continued.

Turn over

2. (d) continued.

Turn over

2. (d) continued.

Turn over

2. (d) continued.

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2. (d) continued.

2. (d) continued.

Turn over

2. (d) continued.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

(Total for Question 2 = 50 marks)

TOTAL FOR SECTION B = 50 MARKS

TOTAL FOR PAPER = 100 MARKS

Turn over

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