Cambridge Assessment International Education

Specimen Paper Answers – Paper 3

Cambridge International AS & A Level Travel & Tourism 9395

For examination from 2024

Cambridge Pathway

Contents

Introduction

These specimen answers have been produced by Cambridge ahead of the examination in 2024 to exemplify standards for those teaching Cambridge International AS & A Level Travel & Tourism. We have selected questions from Specimen Paper 3, Questions 1 and 2.

The marks given are for guidance only and are accompanied by a brief commentary explaining the strengths and weaknesses of the answers. Comments are given to indicate where and why marks were awarded, and how additional marks could be obtained. There is also a list of common mistakes and guidance for candidates for each question.

The mark schemes and inserts for the Specimen Papers are available to download from the School Support Hub.

2024 Specimen Paper 03

2024 Specimen Paper Mark Scheme 03

2024 Specimen Insert 03

Past exam resources and other teaching and learning resources are available from the School Support Hub.

Details of the assessment

The syllabus for Cambridge International AS & A Level Travel & Tourism is available at www.cambridgeinternational.org

Paper 3 Destination Marketing

Written paper, 1 hour 30 minutes, 50 marks

Paper 3 assesses all four AOs.

This paper contains two compulsory questions of 25 marks each.

Each question includes a stimulus text which contains information in written, numerical and/or graphic form. Candidates need to answer the question using relevant and appropriate information from the stimulus to support their answers. Each question is divided into three sub-questions.

The questions are based on the A Level syllabus content topic 6. The content of the AS Level is assumed knowledge for the assessment of Paper 3. The AS Level content will not be the direct focus of questions on Paper 3.

Question 1

Refer to Fig. 1.1 (Insert), information about the ‘Remarkable Rwanda’ marketing campaigns.

(a) Give **two** reasons why Rwanda’s business tourism product is well-positioned in the market. [4]

Specimen answer

1 The ICCA ranked Rwanda 21st for conference destinations in Africa and they are aiming to be in the top 10 which shows how important business tourism is.

2 They have focussed on the MICE segment and have built the Kigali Convention Centre which has space for 5000 people and lots of facilities.

Mark awarded = 3 out of 4

Examiner comment

This question can be awarded up to 2 marks for each part. The question is specific to Rwanda and so relevant exemplification is required. Most candidates approach this type of question with knowledge from the syllabus, with a relevant example from the Insert to support their explanation, which is a perfectly acceptable approach. This question is addressing section 6.1.f of the syllabus – product positioning.

In the first part, the answer has identified two relevant examples from the Insert. On their own neither explains **why** Rwanda is well positioned in the market and doesn’t clearly enough identify that the ranking reflects visitor perceptions or comparison to competitors. Although the points appear in a different order in the Insert they are essentially just copied from the text. The response has not explained why being 21st in the ranking, or why aiming for 10th place shows that it is well positioned. The mark scheme shows an exemplar answer, but simple explanations, e.g. ‘being 21st in the world out of every country shows they are good at business tourism’ or ‘they must be providing products and services as they feel they can move up the ranking to 10th and so have something others cannot offer’ would have gained the second mark. Reference to the importance of business tourism is not the focus of the question.

The second part earns both marks. Several pieces of information from the Insert are synthesised to develop an explanation. Rwanda has concentrated on MICE, they opened a convention centre, the convention centre has lots of facilities. It provides a coherent logical answer to the question, with relevant information about Rwanda included as part of the explanation. The idea of a USP/differentiation is not explicitly stated (which would be best practice) but is clearly implied.

Common mistakes and guidance for candidates

It is important that this question is read carefully. If reference to a specific area of the syllabus is required, then the wording of the question will guide candidates (in this case product positioning 6.1.f). Candidates often concentrate on one word in the question rather than the question as a whole.

Candidates should also be careful to identify relevant information from the Insert and then show how that supports their explanation, not explain what the data itself means, which is likely to take their answer away from the focus of the question.

(b) Analyse external (PESTLE) influences on the marketing environment for Rwanda as a destination. [9]

Specimen answer

Historically, Rwanda has not always enjoyed political stability, because there has been evidence of corruption amongst government officials. However, currently, the country is much more politically stable, having recently introduced anti-corruption laws to ensure that government ministers represent the interests of the people more honestly and fairly. This also shows that the country has taken the necessary steps through legislation to secure Rwanda's future. This will result in much more confidence and trust in doing business within Rwanda from overseas investors, which in turn will help grow the Rwandan economy further. The development of government-linked tourism organisations such as Rwanda Tourism and the RCB show that there is strong political support for the further development of tourism provision in the country. This gives Rwanda a market advantage, because not all destinations have the support of their governments to promote tourism extensively.

The case study mentions that the country has experienced 'strong economic growth' and is not hindered by high rates of inflation, as may be the case for other developing markets in Africa. This puts Rwanda in a strong economic position amongst other destinations with which it competes. Visitors will receive favourable rates in any foreign exchange transactions they make, as well as receiving value for money for goods and services purchased during their stay. The fact that local residents are successfully employed directly and indirectly to support the visitor economy has led to an improved standard of living for some of the Rwandan population, which shows a positive economic and social basis for Rwanda as a destination. This might be because tourists often prefer visiting destinations where locals do not have to live in poverty, as this makes the tourists feel uncomfortable.

The provision of the KCC is evidence that Rwanda has made itself technologically advanced and fit for purpose to attract business tourists and to gain popularity in the business tourism market. Having the necessary technological infrastructure to support large international business tourism events will make Rwanda more competitive in the market and lead more people to choose KCC to host their conferences and meetings.

Environmentally, Rwanda has a natural advantage, offering a wide range of natural resources including bamboo forests, tea and coffee plantations, as well as a strong cultural heritage, which can be used to attract visitors from around the world to experience the country's natural beauty. Some of these natural resources can be used to create the destination's USP – not every destination has bamboo forests or tea and coffee plantations to appeal to ecotourists, for example.

Therefore, having assessed the external marketing environment for Rwanda as a destination, based on the PESTLE model, it is clear that Rwanda has many positives to help it stand out as a unique destination amongst its competitors. The fact that it is an emerging destination means that the tourism authorities will have to work hard to maximise the country's potential, but with careful management, the marketing environment for Rwanda looks favourable for it to become a highly successful destination.

Mark awarded = 9 out of 9

Examiner comment

Using Table B in the mark scheme, the answer is awarded full marks as it has wholly addressed the question which required candidates to analyse PESTLE in the context of Rwanda, not as a theoretical model of analysis, and each part of PESTLE analysed has referred back to the Insert.

There is no explicit explanation of what the acronym stands for, as this is not required. The context of the examples in Rwanda makes it clear what each of the components is. The answer only covers Political, Economic, Technical and Environmental – this is sufficient as the question requires the context of Rwanda, and these are the only parts of the PESTLE model referenced in the Insert.

In the opening paragraph the answer immediately develops analysis based on information in the case. The Insert states that Rwanda **"is politically stable after anti-corruption legislation was introduced"** – the answer has made the very reasonable analytical assumption that this law was introduced to solve a problem and that, therefore, there must have been corruption previously. The analysis is further developed to suggest that the existence of the law has made the destination more trustworthy for both its citizens and local businesses as well as in its dealing with overseas business, which makes it more marketable.

The second paragraph identifies explicit economic references provided in the Insert and uses them to analyse what these things mean to Rwanda (**stronger than other countries in Africa**) and also in the context of how Rwanda can be marketed (**it is value for money, and locals are not in poverty**).

A particular strength of this answer is the chain of thinking evidenced in paragraph 3. That is, if Rwanda is aiming to be a business/MICE destination, it has to meet the needs of business travellers. Business travellers require modern and efficient technology, and therefore Rwanda must have technological strengths.

The b) and c) questions on this paper require evaluation. This answer has provided a summary paragraph, which draws together a reasoned conclusion. The Insert has not provided any negative external influences and so it is sufficient to recognise that **"it is clear that Rwanda has many positives to help it stand out as a unique destination amongst its competitors".** The conclusion is further developed to show why it is important that these positives continue in the context of the marketing environment of Rwanda.

The summary evaluation is further strengthened, with short conclusions from each section such as 'as this makes the tourists feel uncomfortable' at the end of paragraph 2.

The answer follows the command word, keeps the analysis focused on PESTLE and Rwanda's marketing environment and so has done exactly as required and earned full marks.

Common mistakes and guidance for candidates

Often, candidates faced with a question about PESTLE (and this is often the case for questions considering SWOT, the 4P's, Butler's Destination Life Cycle, and other theoretical models) spend too much time describing what it is and what each part of the acronym means. By applying the model to information in the Insert, or from other areas of study if appropriate, it is clear to the examiner that the theory is understood, and so such description is not a good use of candidates' time.

(c) Evaluate how tourism authorities might launch a new destination brand. [12]

Specimen answer

There is a whole list of strategies and approaches that tourism authorities can adopt when they are planning to launch a new destination brand. Those in charge – known as the guardians of the brand - will work with other stakeholders to decide what approaches are likely to be the most effective to raise awareness of the new brand for that particular destination. The guardians of the brand are the key personnel involved in the brand launch and in upholding the brand after its launch. The guardians of the brand are usually chosen at an early stage in the process of planning the brand launch.

First of all, tourism authorities will determine the timescale for the destination brand launch. They will choose a launch date and plan the range of activities they wish to use leading up to the launch date. This may be recorded using a Gantt chart to map out a schedule of who is responsible at which point for certain actions such as booking a venue for the brand launch event. Having a schedule will ensure that everyone knows what the timescale is, and things cannot get easily overlooked.

The guardians of the brand will work with other stakeholders to agree a budget to cover the costs of launching the new brand and to decide on the types of resources that might be needed to achieve their goals. Setting and agreeing the budget and having someone accountable for monitoring the costs is really important to the success of the destination brand launch, to make sure there will be sufficient funds available and that money is not wasted on things which will have low impact on the brand success. Resources will include physical resources such as marketing materials, financial resources such as grants and donations from stakeholders and human resources, meaning the specific people who will take responsibility for certain actions in launching the destination brand. Deciding and agreeing on the resources will help the tourism authority to monitor the effectiveness of the brand launch by monitoring and measuring whether the brand launch kept to budget and whether the planned resources were all used to good effect.

In the planning meetings of key stakeholders, it is important that objectives are set, which means choosing appropriate targets and goals to work towards. This helps stakeholders to focus on what they want to achieve in launching the destination brand and also enables the guardians of the brand to monitor how well they are meeting these aims. The tourism authorities will also decide which communication methods and events to use for the brand launch in order to raise maximum awareness and to reach their target audience. This might include designing eye-catching and unique promotional materials for the brand launch so that people attending will remember the brand and will be intrigued to find out more.

Promotional materials might be measured against the AIDA principle to test their effectiveness, as this means that the customer's attention is gained, interest is created, a desire to experience the brand is built and the means to take action will be given through contact details etc. By using promotional materials that meet all of these principles, the tourism authority will be more likely to satisfy their objectives of raising the profile of the new destination brand.

In considering all of these factors, the tourism authorities with their stakeholders will agree the overall campaign for launching the destination brand. Each of these aspects is essential in ensuring that the right people become familiar with the brand and that the brand launch can be managed effectively.

Mark awarded = 11 out of 12

Examiner comment

This question is marked using Table C from the mark scheme.

The answer has thoroughly covered all the steps that a tourism authority would follow in launching the brand. The question does not refer to Rwanda and so there is no need for the answer to use information from the Insert. An answer that correctly identified tourism authorities such as Rwanda Tourism, the RCB, or a candidate's local NTO would not have been penalised for adding this context.

In the opening paragraph the answer puts the process in the context of the guardians of the brand, with description of who they are and analysis of what they do.

Each of the other stages in the process is addressed in turn, which is a logical and well-developed approach.

Each point in the process is explained and analysed and the importance it has to the process is highlighted. For example, the third paragraph addresses '**agree costs and resources'** (AO1 identification from 6.2 (d) of the syllabus). It clearly outlines how costs are monitored (**through a budget**) what resources might be needed (physical, financial, and human) for AO1 explanation and why this is an important step (**so there is enough money, so money isn't wasted and so the process can be monitored**.) for AO3.

Each stage should be clearly analysed, and its value considered. It is tempting to resort to just a description, e.g. for **'design promotional materials**' which is towards the end of the stages to just say something like 'they need to have a logo', or 'they need to print leaflets'. However, this answer has demonstrated a good understanding of marketing in general and has applied this to the promotional materials part of a brand launch. By developing the idea that the design of the promotional materials needs to be tested against the AIDA principal the analysis of, and importance to the launch process of this stage is strong.

The summary conclusion (AO4) correctly suggests that each stage is important. To earn full marks, some evaluation of which may be more important in certain circumstances would be expected. For example, the response might have added 'Each of these aspects is essential in ensuring that the right people become familiar with the brand and that the brand launch can be managed effectively, however an emerging destination that is an LEDC may put more focus on monitoring costs as their budget may be extremely limited. An existing destination rebranding in a competitive market may already have established personnel and feel that ensuring that getting the timing right to gain competitive advantage is most important.'

Common mistakes and guidance for candidates

Questions often address parts of the syllabus with subcomponents. This question specifically refers to section 6.2 (d) 'Planning the launch of the brand'. Candidates are often tempted to write about all the components they have learned (7 or 8 separate points). This often leads to a descriptive rather than analytical answer. In this case an answer might be: 'They have to set objectives. This means they have to have targets and targets have to be SMART', which doesn't provide analysis to the question set.
Total mark awarded = 23 out of 25

Question 2

Refer to Fig. 2.1 (Insert), information about the 'Passion Made Possible' destination brand for Singapore.

(a) Explain the reliability of quantitative research for a tourist board when carrying out market research. [4]

Specimen answer

Quantitative research is considered reliable as a market research method for a tourist board because it is based on actual numerical data usually collected first-hand. This may be through the number of tourist arrivals into the country, based on customs data at the airport. This is reliable as a source, because inbound passengers have their passports/identity papers scanned at the customs desk, so the tourist board is able to validate the data by looking at the number of passports that have been scanned.

Although quantitative data is reliable data, carrying out only quantitative research might not give the tourist board a complete picture about the target market for their products and services, as they may only collect certain limited data sets in this way, and may miss out on an important aspect about their target market; such as how visitors feel about the way families are catered for. That is why most tourist boards carry out both quantitative and qualitative research to get the best results.

Mark awarded = 4 out of 4

Examiner comment

This answer is clear in demonstrating knowledge and understanding of what quantitative market research is and gives specific examples of the type of quantitative data that might be collected. The answer explains the reliability of this type of data, giving a specific example of how the data can be verified. There is also a counter argument given about the reliability of this type of research. This shows understanding that all forms of market research can offer a limited view of the market, if used in isolation. Correct terminology is used to provide a confident answer that fully addresses the question.

The answer does not necessarily have to cover the limitations of quantitative research to score full marks – it is possible to achieve maximum marks by examining different aspects of the reliability of the data collected; for example, the mark scheme also considers the issue of bias and shows how marks could be awarded for an explanation of how this affects reliability of data.

Common mistakes and guidance for candidates

Candidates often confuse quantitative and qualitative research in questions such as these. The answer must focus on quantitative research, although some comparison with qualitative research is expected. Candidates also sometimes describe the characteristics of the different research types without the correct focus on how these characteristics impact positively or negatively on the reliability of the data collected.

(b) Assess how national tourism organisations (NTOs) can work together with other stakeholders to brand a destination. [9]

Specimen answer

National tourism organisations will work with a broad range of stakeholders to brand a destination. The NTO is the principal governmental organisation responsible for tourism in a country. Whether the destination is new to tourism or going through a rebranding exercise, one of the main responsibilities of an NTO is to conduct market research. Some of this market research will be finding out what customers and potential customers like about or already know about the destination. The NTO will also look at visitor data in their own countries and similar destinations. This information will be shared with local providers such as hotels and attractions to ensure that the product that they provide will meet customer expectations. One of the hardest things about branding is that the destination is made up of different products. For example, a destination is made up of hotels, attractions, transport and so on. These products are all very different and so it may be difficult for them to reflect the same image as each other. If the providers of those products know how their product should be presented everyone will reflect the brand properly.

Many local providers, especially in newly developing destinations will not know how to market themselves or how to successfully serve visitors. The NTO can work with them to provide knowledge and funding. They might help the provider develop suitable marketing campaigns of their own that showcase their product whilst reflecting the destination brand. It is likely that staff at the NTO will have much more experience in this area than local business owners and so by working together both the local business owners and the brand itself benefit.

Depending on the destination the NTO will work with stakeholders to fund the brand launch. An established destination may have successful private sector stakeholders who can provide funding towards the budget for the brand launch. However, newer destinations may have to rely wholly on the funding that the government is able to provide to the NTO. By working together, stakeholders can ensure that the money is contributed fairly and used wisely and not wasted on ineffective promotion.

Once the providers are on-message the NTO can begin to work with the tour operators and travel agencies that will bring visitors to the destination. Potential visitors still trust the advice of travel agents and tour operators and so it is important that the NTO works with them, so they are delivering the right message to their customers.

A trade fair is a common way of raising initial awareness of what is on offer. The NTO is likely to organise this, with the support of local providers, so they can provide a flavour of what visitors can expect. The brand message, logo, colours etc is likely to be strongly on *display, and the NTO will work with all the exhibitors at the trade fair to ensure the brand is reflected consistently. This will help with brand recognition.*

Personal experience that the brand delivers on its promise is important to attract visitors, so the NTO will organise familiarisation trips with overseas travel agencies in their target markets. They will work with them to ensure they really understand the brand promise and the actual experiences. This will mean that the travel agencies will do a much better job of convincing their customers to visit the destination. This means that the problem of intangibility can be minimised.

Ultimately, the NTO is responsible for the successful branding of the destination. The challenges to a successful brand include lack of funding and the impact a diverse range of organisations has on implementing the brand. By working with all the stakeholders, the NTO can try to ensure that the budget is used to best effect and that everyone involved can provide a visitor experience that is unique but also supports the branding rather than causing it harm so everyone benefits from a successful tourism brand.

Mark awarded = 8 out of 9

Examiner comment

This answer is marked using Table A from the mark scheme.

This answer has clearly addressed a number of ways that the NTO works with other stakeholders. It has considered stakeholders within and outside the destination.

It is a good answer, but the answer would have been more balanced if the familiarisation tours or trade fair paragraphs were replaced with a line of reasoning that considered the NTO working with the local community who are a vital part of the branding process.

Despite that, the answer addresses the most common ways the NTO works with stakeholders. Good knowledge of the responsibilities of the NTO is shown and a good selection of ways they work with stakeholders is addressed for AO1 marks.

Each of the ways develops a line of analysis that shows why they are important, and each has a different chain of reasoning to access the full range of AO3 marks.

The answer shows good knowledge of the syllabus as a whole and draws in relevant elements to support the analysis. The candidate recognises that branding has challenges that can only be minimised if everyone involved works together and uses this both in the analysis in the opening paragraph and the summary evaluation. There is reference to the problem of intangibility of tourism in paragraph 6 and the challenges faced by NTOs in different destinations in the second and third paragraphs and how that changes the dynamic of the relationship between the NTO and other stakeholders.

The answer is evaluative throughout and ends with a reasoned summary conclusion, so accessing most of the AO4 marks. The question however looks at 'how' the NTO works with stakeholders and so a conclusion that recommended the best way that they do it would have strengthened the answer to gain 9 marks.

Common mistakes and guidance for candidates

This question is generic and does not have to be applied to Singapore or other destinations that candidates may have studied. However, many candidates can introduce relevant examples they have learned. A common mistake is to spend too much time on specific learned details that do not directly address the question. Adding learned facts about how much was spent in those destinations, how many visitors it created or how many new hotels opened, etc, wastes valuable time that does not address the question and so doesn't earn marks.

However, adding examples that are relevant can demonstrate clear understanding of points made. For example, the second paragraph might be enhanced by 'Depending on the destination, the NTO will work with stakeholders to fund the brand launch. An established destination **such as Spain** may have successful private sector stakeholders who can provide funding towards the budget for the brand launch. However, newer destinations, **for example Myanmar,** may have to rely wholly on the funding that the government is able to provide to the NTO.

(c) Discuss which measures STB might use to determine the success of the 'Passion Made Possible' marketing campaign. [12]

Specimen answer

The success of a marketing campaign is usually measured by a range of KPIs. There are many different Key Performance Indicators that Singapore can use, and it is important that they use several. Using only one or two may paint a false picture as those results may be impacted by forces other than the marketing campaign such as a general increase in incomes. However, equally it is important to focus on those that match the objectives of the campaign and measure changes in those.

A measure that is often used is increase in visitor numbers. The STB will have records of visitor numbers before the launch and will look to see how much numbers have increased after the campaign. Numbers will be broken down into monthly or quarterly periods, to see if the effect of the shoulder season or off-season has been reduced by the campaign. For example, foodie tourists are less likely to be concerned about weather conditions or other seasonal variations such as school holidays. The Passion Tours have seen an increase in visitors of between 10% and 35%, which would seem to suggest success. STB can break the visitor number KPI down to identify which of the Passion Tribes has most appeal to visitors.

NTOs are very often concerned with their place in visitor rankings. Whilst this has not specifically been highlighted in the Passions Made Possible campaign, the STB will certainly monitor Singapore's position and whether it has got higher on the list, especially against destinations it considers its closest competitors. A change in ranking position may show a false result. An increase in Singapore's place might be due to a fall in ranking by a competitor due, for example, to a natural disaster rather than the success of the STB marketing campaign.

The Passion Made Possible campaign is aimed at both leisure and business visitors. It might be very important to monitor changes in visitor spend. Business visitors are often seen as more lucrative and so it will be important for the STB to look at the increase in spend for both visitor types. An overall increase in visitor spend might be entirely due to business tourism and hide an actual fall in leisure spend. This might suggest that the message in the campaign has not been wholly successful.

The Passion Made Possible brand is a new launch. The STB might feel that it is vital at this stage to measure the ongoing increase in brand awareness. This is very difficult to measure as often it relies on primary marketing research of visitors who arrive in Singapore. This is expensive and does not measure how many people recognise the brand but do not visit. Social media has been an important tool to measure brand awareness in recent years and is a much more cost-effective method. The fact that videos have had 300 million views suggest there is a great deal of awareness of the brand. However, the posts with the hashtag #passionmadepossible have only had 100 000 posts. Many of these posts may have in fact been made by STB which might suggest that, although there is awareness of the campaign on social media, the engagement with the brand is low. STB can use this KPI to fine tune its social media presence to ensure that awareness and engagement increase together and then compare that increase with the increase in other KPIs.

There is no one specific KPI that will give a clear decision as to whether the marketing campaign has been successful. The initial launch was to specific niche markets and so increase in length of stay or spend might be most important to measure success of those, but the latest campaign which is aimed at a larger customer base might be best measured by visitor numbers. However, even when using a range of measures, a simple change in the data can never be wholly attributed to the success of the marketing campaign. Outside influences such as a global recession would limit the income individuals and business have available to travel, and so even a prefect campaign would not change the KPIs.

A launch along similar lines by a competitor such as Dubai, at the same time, might adversely impact visitor numbers, if they are both targeting the same market.

The STB will need to determine from its marketing objectives which KPI's are likely to provide the best data and then evaluate the results alongside other external influences to decide as accurately as possible whether the Passion Made Possible campaign can be judged a success.

Mark awarded = 12 out of 12

Examiner comment

This answer is marked using Table D from the mark scheme.

This is a good answer as it has used the information about STB and the campaign provided in the Insert. The data provided gives clues as to how successful the campaign has been, with information about its reach, the take up of the tours and the use of social media. In addition, information is provided about who the campaign is aimed at.

All of these have been used to clearly demonstrate an understanding of KPIs and that they can be applied to this particular brand campaign.

The opening paragraph does provide some evaluation that no single KPI can give suitable results and then in the body of the response four specific KPI's are addressed. Each KPI has direct reference to the Insert and so the AO2 marks are awarded as the selected measures are demonstrated to be relevant to STB.

Each KPI has a different idea analysed as to why it might be suitable. It is important that answers do not have the same argument for each point to maximise access to AO3 marks. The visitor numbers KPI considers seasonality and the increased take up of tours; the visitor spend KPI considers the value of different visitor types; the brand awareness KPI considers social media responses.

The third paragraph refers to destination rankings which are not specifically referred to in the Insert. The response however has recognised how important this is as a KPI to the NTO. The analysis includes and develops a credible suggested argument as to whether this KPI might measure success for this campaign.

The final paragraph is the summary evaluation which shows the skill at AO4. The opening sentence '**There is no one specific KPI that will give a clear decision as to whether the marketing campaign has been successful'** itself is not very evaluative, but the paragraph then considers which might be more important in certain circumstances. This paragraph uses more information from the Insert as well as considering external factors that might mean the KPIs cannot be considered in isolation.

Common mistakes and guidance for candidates

Candidates often make the mistake of trying to cover every single KPI in their answer when they should be selective. There are eight in the syllabus, and they cannot all be covered in sufficient depth in the time allowed. In this case the question is directed at the data in the Insert and so the clues are there as to which might be appropriate to use. In addition, candidates very often limit their answers to, for example, 'a KPI that can be used is visitor numbers; if the visitor numbers go up the marketing campaign was successful, but if they go down it was not'. This kind of limited statement is not sufficient to be considered analysis.

Numerical data is too often taken at face value. Candidates are likely to be aware from their own use of social media or study of their own NTO how many followers or likes/shares are needed to be 'viral'. 100 000 would often be quoted by candidates as a big number and so suggestive of a successful campaign. However, as the number of posts with the hashtag is quoted as 100 000 after we are told that the brand reached 555 million people and 300 million video views it is really a relatively small number, that should be questioned.

A common mistake with an attempt at AO4 would just be along the lines of the opening sentence in the final paragraph. Whilst this is an important point about KPI's it does need development and reasoning to access AO4 marks.

Total mark awarded = 24 out of 25

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