

Example Candidate Responses – Paper 4 Cambridge International AS & A Level Business 9609

For examination from 2023





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Contents

Introduction	4
Question 1	6
Example Candidate Response – high	
Example Candidate Response – middle	10
Example Candidate Response – low	13
Question 2	15
Example Candidate Response – high	15
Example Candidate Response – middle	
Example Candidate Response – low	22

Introduction

The main aim of this booklet is to exemplify standards for those teaching Cambridge International AS & A Level Business, and to show how different levels of candidates' performance (high, middle and low) relate to the syllabus requirements. This document helps teachers to assess the standards required to achieve marks beyond the guidance of the mark scheme.

In this booklet candidate responses have been chosen from the June 2023 exam series to exemplify a range of answers.

For each question, the response is annotated with examiner comments about where and why marks were awarded or omitted. This is followed by comments on how the answer could be improved. There is also a list of common mistakes and guidance for candidates for each question.

Please refer to the June 2023 Examiner Report for further details and guidance.

The questions and mark schemes are available on the School Support Hub

9609 June 2023 Question Paper 42 9609 June 2023 Mark Scheme 42

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

How to use this booklet

This booklet goes through the paper one question at a time, showing you a high-, middle- and low-level response for each question. The candidate answers are set in a table. In the left-hand column are the candidate answers, and in the right-hand column are the examiner comments.

Example Candidate Response – high

1		· · · · · · · · · · · · · · · · · · ·
1		Leadership refers to how a either formal or
		headership refers to how a either formal or informal leader chaoses to guide and inspire employees
		BU'S managing clirector, Rohit in 2010 is Named entrepreneur of the year by a business Magazine in an auticle. Where praise was highlighted
		Magazines in an article. Where praise was highlighted
	2	for his emotional intelligence. Emotional intelligence.
		For his emphional intelligence. Emphional intelligence. Consists or preding good social and human shills therefore, and by howing high levels or emotional
	conditio	nses are written by real candidates in exam
	analyse	e the answers with learners in the classroom to e their skills.

Examiner comments

1 The candidate gives a definition of leadership. AO1 (knowledge and understanding) can be awarded for knowledge of leadership and the elements of leadership and for knowledge of strategic management. To be awarded all of the AO1 marks, candidates need to show both of these.

> **Examiner comments** explain where and why marks were awarded. These help to interpret the standard of Cambridge exams to help learners refine their exam technique.

How the candidate could improve their answer

- The candidate did not attempt to analyse the overall impact of BV's leadership strategy on BV in their answer. Three elements of BV's leadership were analysed well, but that was only enough for Level 2 AO3.
- In this case, it was not about analysing the impact of elements of strategy (like emotional intelligence and organisational structure), it should be about analysing what was good and what was bad about BV's leadership as a whole. Candidates who did this achieved Level 3 AO3 and marks in the top level of this skill.

This section explains how the candidate could improve each response. It helps learners to improve their exam technique.

Common mistakes and guidance for candidates

A strategy is a combination of many elements. When candidates are asked to analyse and evaluate strategy, we expect them to bring those elements together and develop arguments about the strategy as a whole. This is one of the main differences between the other papers in this suite of examinations and this one. The strategic approach required to be successful in this paper must be recognised and candidates should be taught to widen their answers to encompass more than just individual strands of analysis and evaluation.

This section lists common mistakes as well as helpful guidance from the examiner. This will help your learners to avoid these mistakes. You can use this alongside the relevant Examiner Report to guide your learners.

Question 1

Example Candidate Response – high

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1	
	headership refers to how a either formal or informal leader chooses to guide and inspire employee
	What mu lade crouses to guide and more anguige
	BUIN Managing director Bohit, in 2010 is
	BU'S Managing clirector, Rohit in 2010 is named entrepreneur of the year by a business Magazine in an auticle. Where praise was highlighted
	Dagazina in an article lithere arrive that totally
2	Avery this enactional intelligence Francisco Linkelligence
	Consists of preding good social and human skills
	Levels it would Allow For Rohit to erectively
	ULLETS LE DOULA ALLOW FOR KONT TO CHECKNERY
	implement a much more extendic degree of Strategic management. Maving a. Cooper with high levels or
	Management. Mawing a cooper with high weis or
	emotional Intelligence, IS linely to lead to a
3	better relationship with employees, subsequently inaccing
	Possibilities of employees being motivated to increase
	their levels of pe productivity, and even reawing
	Management planning a clouder with high and or emotional intelligence, is likely to lead to a better relationship with employees, subsequently inavoing possibilities of employees being motivated to increase. Their levels of perproductivity, and even reducing high levels of labour turnover which is a common issue in the restorent flood chain industry. Therefore
	USSUE IN the resturant "Rood Chain Industry. Therefore
	it can be argued that Rohit's high levels of
	it can be argued that prohit's high levels or emotional landership is litely to take improved relations with employees which is a vital factor
·	relations with employees which is a vital factor
	in aiding arective strategic Management.
	In 2011, Rohit Sells 45% OF BV to a Venture Capitalist in order to raise Capital to
	Venture Capitalist in order to raise Capital to
	Hnance arrively this was likely used as capital
	raised from a venture capitalist is permanent Finance,
	Tailed from a Venture Capitalist is permanent rinane, that does not need to be paid bach, headership
	From this sconario would can also be argued to
	be important in Contributing to effective
	Strategic management as it is most likely that
	dectision making would now need to be discussed

Examiner comments

1 The candidate gives a definition of leadership. AO1 (knowledge and understanding) can be awarded for knowledge of leadership and the elements of leadership and for knowledge of strategic management. To be awarded all of the AO1 marks, candidates need to show both of these.

2 AO2 application is awarded for applying knowledge of leadership or strategic management to the scenario of BV. Repeating pieces of the data is not application. However, since the candidate shows knowledge of leadership, this application of Rohit's emotional intelligence can be awarded.

3 Here is the start of a chain of analysis about the impact of Rohit's emotional intelligence on BV. In this case the employees are more motivated, leading to more productivity, reducing levels of labour turnover. This is a good example of Level 2 analysis, which is a developed chain of analysis based on an individual element, in this case emotional intelligence.

 This is a judgement, but it only has limited supporting evidence. The question asks candidates to evaluate the extent to which leadership contributed to BV's effective strategic management and this judgement is only about a small part of leadership – emotional intelligence. Therefore, it can only be based on limited supporting evidence.

5 The candidate applies their knowledge of leadership to the data about BV. In this case the candidate chooses decision-making as an element of leadership (although there is no explicit knowledge of this given by the candidate) and Rohit's decision to sell 45 % of the company.

with an additional individual, known & Effective leadership with He new venture Capitalist would be vital to reduce any potential Conflicts and also communicating to all employees purpose OF selling 45%. OF BV So Hat & Rehit the can clearly communicate the objective of wanting to grow 6 BV, Hus sense or direction provided Humugh effective Strategie management would likely to have led too motivating employees, especially managers to help BV reach in achieving its growth, effective leadership would also have resulted in any Worries about from anoby-ees being clouth, with, this would have reduced risks of law Morale, low productivity. Or even worries about Job security. 8 Overall effective ladership in 2011 was much needed , Contributing ίn. too effective Strategic Management. 2016, A In organisational structure was new. implemented, appearing to be a hirearchal structure. Structure is a structure where all hirearchal 9 managed by someone above them in the employees are organisational Hirearchy Effective Strategic management require Str effective condurship when going would Hrough Such SUSStantial Change. A Hirearchal Stricture 10 has 1 Pokential ю Severly hurt: employees motivation especially those towards bottom or near He He_ bottom of the organisation Hirearchy, as they likely feel remote from employees at the WOULD top which Guld have led Significantly negative Ű impact on Motivation which subsequently may have impacted levels of higher labour turnover and absenteeismy. I herefore it (STO) ESSenhal for BV to provide Clear communication to all employees **11** and Prevent Polential issues OF OW Morale which OVER long term, may have led b productivity and

Examiner comments

6 The candidate starts another chain of analysis, this time about Rohit's decision-making. Again the chain of analysis develops, but it is just about the one element of leadership, so it can only be awarded at Level 2 AO3.

7 To be awarded all of the AO1 marks, the candidate needs to demonstrate knowledge of both leadership and strategic management. Although the knowledge is limited here, it is awarded as the candidate shows knowledge of strategic management (providing a sense of direction). It would have been better if the candidate had given a better definition of what strategic management actually is.

8 While this is a judgement that uses the wording of the question, it does not have any supporting evidence. It makes a simple statement and expects the examiner to connect this to the previous point. Good evaluation would make this link clear.

9 The candidate offers another piece of knowledge about leadership. All the AO1 marks are awarded at this point in the response.

10 The candidate gives another chain of analysis that develops from leaders needing to effectively manage change.

The candidate makes another judgement about the importance of leadership, this time with limited supporting evidence. However, this only reaches Level 1 AO4 because it is a repetition of the previous analytical point. Good evaluation should make a judgement and then explore how that judgement was made, weighing up different perspectives and arguments.

 Overall it is clear that ladership would have the hood a Significant impart to BV's effective Stategic management between 2009 and 20220 BV Nas effective stategic management between 2009 and 20220 BV Nas effective a business molivated to grow meaning a changes were lifety to occur requerities and there is no a business molivated to grow meaning effective management levelership to allow the continuous of stategic management levelership to allow the ambitious growth, it and have led to a polertal the internet levelership to allow the internet levelership to allow the ambitions of scale, regarding how having end the worther poly how the mat 2 employees morale, here there showing the attended to the internet of the stategic is in morale, here there is strategic is in management. Furthermore paying workers in 2020 errors a glebal purdamic througheut end to the lower would have likely show of the would have likely improved their granding of the would have the states being employees have granding of	efficiency problems.	
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Examiner comments

2 This is a good conclusion. starts with a judgement that inswers the question. The candidate hen explains why they made the udgement – this is the supporting vidence (because BV was clearly business motivated to grow). This s Level 1 AO4. The candidate then levelops this further by stating that he potential diseconomies of scale hat could have come from the expansion merits the importance of leadership to BV. This is Level AO4. It is not the only way to levelop an evaluative comment, out it was the method chosen by his candidate. However, to get nto Level 3 the candidate must explicitly use context within their valuation and this occurs when pecific reference is made to Rohit's motional intelligence. At that point he candidate is awarded the bottom of Level 3 AO4.

13 The candidate continues to develop their evaluation and uses another explicit piece of context (paying workers through the pandemic) further showing the importance of leadership. This pushes the answer to the top of Level 3 AO4.

Mark for AO1 = 3 out of 3 Mark for AO2 = 2 out of 2 Mark for AO3 = 6 out of 8 Mark for AO4 = 7 out of 7

Total mark awarded = 18 out of 20

How the candidate could improve their answer

- The candidate did not attempt to analyse the overall impact of BV's leadership strategy on BV in their answer. Three elements of BV's leadership were analysed well, but that was only enough for Level 2 AO3.
- In this case, it was not about analysing the impact of elements of strategy (like emotional intelligence and
 organisational structure), it should be about analysing what was good and what was bad about BV's leadership as
 a whole. Candidates who did this achieved Level 3 AO3 and marks in the top level of this skill.

- Despite being awarded all the AO4 marks in this response, the evaluation could have been improved. The best evaluations looked at how the judgement might change depending on different perspectives. One such approach would be to suggest how important leadership might be to BV in the short-term, compared to the long-term. Another approach was to argue that different stakeholders may value the contribution of leadership in different ways; perhaps the employees see leadership as crucial to BV's strategic management. Whereas the customers, who may not have any interaction with BV's leaders, may not see it as important at all.
- Candidates should not leave all the evaluation until the end of their response. This candidate attempted to evaluate earlier in their answer, but it was done too quickly and seemed to be perfunctory. Making judgements and evaluative comments throughout an answer is sensible and makes for a better strategic response.

Example Candidate Response – middle

		1 · · · · · · · · · · · · · · · · · · ·
1		leadership is very important for effective strategic management.
/		For BU, leadership has contributed to a significant excert
		to its strategic management between 2009 and 2022.
		Leadership was very in-portace for BV's strategic
		manageneur for several reasons leadership is the
	2	the manager leads the company and thereaties
		several ways of doing that. Leadership also links with
		conporate culture, and franchisees are told that
	3	they have a distinct colporate culture and must
		work that, In 2010, Rohit's emotional intelligence
		has highlighted in a business magazine article.
		This suggests that Rohit is very severauare and close
	4	aware of others, This might mean that workers fect
		included and cared about which would increase
	5	their support for the business and any change Th 206,
·		a hew organisational structure was implemented,
-	6	and there are restaurant supervisors that are
		responsible for restaurant workers. This gives authority
		and it's a power culture where people are given
	7	power and authority. This, in turn, makes strategic
		manageneus mole effective because people areless
	8	likely to resist change. In 2020 -2021, Robit Heardes
		to pay BV3 enployees throughous the closure which
		shows that he's a good leader who carries about his
		enployees, which increases their support for the
		business. Therefore, for these reasons, leadership has
		contributed to BV's effective strategic managinest there were other factors that contributed to BV's
		However, there were other factors that contributed to bus
		HOWEVER, KERTERAL AND CONTRACT CONTRACTOR OF CARGE
		term aim to transform BV 11to a mojor brand in
		every US sity. A part of strategic management is
		Fallowing the set aims, and it doesn't include
		being a good leader floo, in 2011, they there the more

Examiner comments

1 The first two sentences in this response do not add to the quality of the response at all. They merely reword the question which should be avoided.

2 This is a good example of tautology as the candidate uses the same words to try and define something. By stating that 'leadership is how the manager leads the company', the candidate shows no knowledge and wastes time.

3 The candidate simply states that leadership is linked with these other areas of the specification.

4 There is some knowledge in this statement and in this case it is knowledge of emotional intelligence. This is an element of leadership and can be awarded a knowledge mark. Many candidates choose to start their answer with a definition.

5 The candidate attempts analysis here. However, increasing the employees' support for the business is not a good enough impact to award any analysis marks yet.

6 The candidate applies their knowledge to the organisation chart and shows that they understand what it is showing. This is the skill of application (AO2).

7 The candidate demonstrates knowledge (AO1) about types of culture.

8 A very simple piece of Level 1 AO3, showing that this may make employees less resistant to change. The candidate could develop this through a chain of analysis by looking at how this may have effected BV.

9 shows that he's a good leader who carres about his
enployees, which increases their support for the
business. Therefore, for these reasons, leadership has
contributed to BV's effective strategic managenerity
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being a good leader Also, in 2011, they spend the more

	eald
 	restaurants and side to to a verture capitalist.
 	This, again, is following the aims set after strategic analysis
 	Between 2011-2010, BV 20200 13 male restaurants; in 2015,
 	they became a PLC and they started market its
 	franchise model. All this is how about employees of
 	being a good leader, it is about achieving the arms
 	Set Por growth. In 2020-2021, they started joint venture
	with a delacery business, and in 2021-2022, they continued
	focusily on sieleing franchises. Their strategy has
 	to thorease BVS growth, which is escapely what they're
 12	doity with all these actions. There Fore, their growth
 	strategy and actions to achieve it have also antoi-
 	buted to effective strategic managements.
	,,

Examiner comments

9 The candidate offers another piece of application by relating this to Rohit paying employees through the pandemic. As long as it is relevant, and knowledge has been demonstrated, candidates can gain their AO2 marks using any of the data given in the context. At this point in the response, all of the AO2 marks are awarded.

10 The candidate attempts to define what strategic management is, and is awarded with AO1 marks. To gain all of the AO1 marks in this question, knowledge about both leadership and strategic management has to be demonstrated. This candidate does this, so all of the AO1 marks are awarded.

11 The candidate's response loses focus on the question. The fact that BV sold 45% to a venture capitalist and became a public limited company (PLC) may be relevant, but the candidate has not made the relevance clear. In fact, the candidate states 'all this is not about employees or being a good leader'. Perhaps they mean that therefore this shows that leadership did not contribute to the strategic management of BV, but this is not clear.

12 The question asks about the extent to which leadership contributed to the effective strategic management of BV. The candidate may have been trying to argue that it did not, because other things were more important. However, because they do not state this, their answer does not answer the question.

13	To evaluate, leavership did contribute to BMS	
	effective management because en-ployees feit	
	more involved and thus were more likely to support	
	the business and less weaky to resist change, such	
	as growth strategies. However, the growth strategies	
14	tem, BU wouldn't have anything to strategically	
	manage to start with.	
	Ų.	

Examiner comments

13 The candidate states what they are doing. 'To evaluate' is a perfectly reasonable way to start a piece of evaluation and makes it very clear what skill the candidate is attempting to demonstrate.

This paragraph achieves Level 2 AO4. It contains a judgement with better than limited supporting evidence. There is some development, bringing together some of the arguments that were attempted earlier in the response. Although good evaluation often does follow on from good analysis, we are assessing each skill separately in this examination. Therefore, despite the relatively weak attempts at analysis earlier in the response, this conclusion is awarded Level 2 AO4.

Mark for AO1 = 3 out of 3 Mark for AO2 = 2 out of 2 Mark for AO3 = 2 out of 8 Mark for AO4 = 3 out of 7

Total mark awarded = 10 out of 20

How the candidate could improve their answer

- Marks could only be awarded for what the candidate wrote, there can be no 'reading between the lines' or attempts
 to interpret what they may have meant. It was essential that every sentence the candidate wrote in answer to a
 question was linked to answering that question. Sometimes this might make an answer sound repetitive, but it
 keeps the candidate on track and it is not unreasonable to continuously refer back to the wording of that question
 to make sure it is being answered. Candidates must be very careful to keep their answer relevant.
- The skills of analysis and evaluation are separate and, in this examination, did not depend on each other. Too often, candidates mixed up their analysis and evaluation and did not really know where one finished and the other started. Teaching the clear distinction between analysis and evaluation would help candidates be more successful in this examination.

Example Candidate Response – Iow

l 1	Back in 2009, Rohit had come up with the idea for BV and made it a reality.
2	As time progresses and he wins Entrepreneur of the year for his emotional intelligence, which demonstrates he is in the right position in his company and knows what he's doing, it becomes more apparent that he is confident in his work and is able to make decisions and justify them
3	During the pandemic, he still displayed a strong work ethic by agreeing to start the takeaway business. A very clever and innovative idea. He also ensured his employees were taken care of during those havd times by continuing to pay them
5	throughout closure. Also due to the popularity of vegan food in the U.S., Rohit's decision to have the takeaway business was an incredibly smart choice.
6	As a leader, you have to be ready to make choices for a company that stands on your shoulders. Rohit did exactly that when he sold 45% of BV in 2011 to help finance growth.
1	

Examiner comments

1 This is not linked to answering the question and the candidate cannot be awarded marks for any of the skill areas.

2 The candidate shows some knowledge of decision-making as an aspect of leadership.

3 The candidate shows knowledge about a leader needing a strong work ethic.

The candidate applies their knowledge of the data about BV and Rohit's decision to pay his employees throughout the pandemic. However, they do not analyse why this is important, or the effect this has on BV.

5 Stating that his decision was a 'smart choice' lacks the sophistication required as it does not explain why it was a smart choice or how it helped the business to have a motivated and loyal workforce that reduced labour turnover. Candidates should understand what leadership is and also how good and bad leadership can effect a business. This is the skill of analysis that is being examined here.

6 The candidate shows more knowledge of leadership. However, as they already show two pieces of knowledge about leadership, the only way to improve their AO1 mark is to show knowledge of the other part of the question which is strategic management. Every aspect of a question must be covered to be awarded all of the marks for AO1.

7 The candidate offers a second piece of application. All of the AO2 marks were awarded by this point.

He is incredibly hands on and actually cares about what happens to and goes on within his company. He continues to display great leadership skills through BV's 2016 organisational structure by ensuring that everything that happens is for the better of the company whilst also making sure his employees and everyone inbetween all know where they're at and are on the same page. Overall, I think leadership contributed strongly to BV's effective strategic management and it allowed and encouraged the company to flourish into the booming success it is today.	 8 This is a common-sense approach to this question and suggests that the candidate is not using the skills required at this level to answer it. 9 The candidate does not offer a real impact on the business at the expected level. 'For the better of the company' is too vague as an impact of leadership. 10 The final sentence is awarded Level 1 AO4 for 1 mark. It is a judgement and there is a touch of limited supporting evidence, however, it is very limited. Mark for AO1 = 2 out of 3 Mark for AO3 = 0 out of 8 Mark for AO4 = 1 out of 7
	Total mark awarded = 5 out of 20

Examiner comments

How the candidate could improve their answer

- Candidates sometimes find it difficult to start answers to questions such as these. There was no one optimal way, but a definition would be a good way to start an answer. It could help the candidate think about the right area of the syllabus and, as long as it is relevant and correct, should guarantee some AO1 marks are awarded. Each sentence of a response should add to the marks awarded.
- It was expected that candidates who have studied A Level Business develop an appropriate vocabulary. This does
 not just mean using the words from the syllabus, but also a vocabulary that can analyse and evaluate. The average
 person who has not studied this subject will often say that a business is 'good' or 'bad', but International A Level
 Business candidates should be able to delve deeper. Chains of analysis should be built using concepts such as
 revenue, profit, motivation, success, and many others.

Common mistakes and guidance for candidates

A strategy is a combination of many elements. When candidates are asked to analyse and evaluate strategy, we expect them to bring those elements together and develop arguments about the strategy as a whole. This is one of the main differences between the other papers in this suite of examinations and this one. The strategic approach required to be successful in this paper must be recognised and candidates should be taught to widen their answers to encompass more than just individual strands of analysis and evaluation.

Question 2

Example Candidate Response – high

	1
2	When Charsing to other an international Model business
	When Choosing to enter an international Martet, business read to ckcick by teeping a standardized identity and going with a fan glabal marketing strategy or colaphing and Choosing a local-globalization strategy, meaning adapting a strategy suitable for a new market, where there are different political, economic, social and
<u> </u>	Asias with a Dan-alocal marketing istration
	adapting and flooring a local-adaptivation storeton
	Control and change a touting and changed
1	Interesting allegence and analysis solution of a new marty,
	Withral factors
	IF Choosing a Pan Global marteling Strategy
	When entering. He market in Country X, BV will
A st 1	IF Choosing a Pan Global marketing strategy When entering the market in Guntry X, BV Will only pave to spend & \$2 million in Comparison
. 2.	tei 54 million it using a local-globalisation trategy. Substantia Therefore it can be argued a pain alabel strateon will be a more cut
1 :	Strategy. Substantia Therefore it can be argued
	a pan global strategy will be a more cost
ł.	a pan global strategy will be a more ost effective marketing strategy; allowing BV to prover reduce opportunity Osts when expanding to
	proces reduce opportunity Costs when expanding to
	Country X, by reducing Costs BV Can put a
<u> </u>	Stronger, amount of finance into other aspects
	which can help growth in Country X. From He
	Country X, by reducing Costs BV Can put a Stronger amount of Finance into other aspects Which Can help growth in Country X. From He Obecision tree Constructed, it the proved is Successful BV will make \$5 million, maning
3	SUCCESSFUL BV will make \$5 million, maning
	a. \$3 Provit can be made, which an be used to drive Purther growth and capitalize on purther
	arive Ruther growth and Capitalize on purther
· `.	OPPORTUNITES, FURTHERMOR THER IS UITLE COMPETION
	in the Vegan market in Guntry X, So it can
2 40	Lacel algorithm Substantial Costs of a ptop
, , , , , , , , , , , , , , , , , , ,	www-yubansanon starting way the be required,
4	libely to altrack (istrance loading to also
	Drack parties Adartial A law of the
	be argued that substantial Costs of a provident lacal-globalization strategy may not be required, as a pan-global martificity strategy is also likely to altract customers, leading to a higher propit margin percential as lower costs can be put in to achieve strategy results.
	par in to active sindler i cours.

Examiner comments

1 The majority of this introduction repeats the question and data. However, the candidate shows some AO1 knowledge at the end of the paragraph when they assert that the local-globalisation strategy may be suitable where there are different external influences.

2 Selectively using appropriate figures from the data can be AO2 application and, on this occasion the data shows that the pan global strategy would be more cost effective.

3 The candidate offers a chain of analysis about the impact a more cost-effective strategy would have on BV.

4 Level 3 AO3 requires not just the analysis of one piece of data, but of the entire strategy. The candidate brings together the higher profit margin with the cost-effective element to give a wider piece of analysis and reaches Level 3.

Examiner comments

However developing a marketing strategy to metalen local differences in Country X an allow for other potential benefits. Buy adapting to local culture tastes, the marketing strategy for BV will be reduced as shown by the elecision tree; itsthem due to when adapting to local lasts, the consumers are likely to be more attracted and have a desire, lagaling to local lasts, the consumers are likely to be more attracted and have a desire, lagaling to local lasts, the consumers of BV, it would seen that employing a strategy adapting to local needs is more. 5 appropriate, However, a significant disadumbge to BV employing a strategy adapting to local higher cost, this increas in ost will reduce opportunity. For environing economics of scul- alwing for cost to be reduced but atter having to speed clauble on this marketing strategy, dealing an opportunity risk, lading to a potentially higher risk, as nove sales will be reduce by a forth in Cauntry X. Both strategies have clear columbages and disalvantagis to BV when clossing to enter to opport in Quotry X. I would advise for the board of directors to use a pon-gladed strategy when BV enters the market in guilary 6 X, for based on quarkatic factors, Quarkatic benerits of using a create for a point in Strategy when BV enters the market in guilary 6 X, for based on quarkatic factors, Quarkatic benerits of using a create BV when BV enters the opport. This will mean that based in adving strategy include lower ast and a possibility to male a provit or \$5 million rather than \$2 million, clespile facing a 10%, higher risk of failure. This will mean that possibility		However developing a marketing strategy to mainten
Cliewing for costs to be reduced but rather having to spend clouble on this marketing strategy, Greating an opportunity risk, lowling to a potentially higher risk, as more sales will be readed to make a promit in Country X. Both strategies have clear columnages and disdivantages to BV when choosing to enter to operate in Country X. I would advise for the board or directors to use a pan-glabel Strategy when BV enters the market in Country Strategy when BV enters the market in Country		local differences in Country X Can allow for
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Realing an apportunity risk, lawling to a potentially higher risk, as none sales will be readed to make a provit in Country X. Both Strategies have clear columbages and disadvantages to BV when choosing to enter to operate in Country X, I would advise for the board or directors to use a Pan-glabel Strategy when BV enters the market in Country of X For based CD availablic for provide in	,	allowing for costs to be reduced but rather having
Both Strategies have clear columbages and discovering to BV when choosing to enter to operate in country X, 1 would advise for the board or directors to use a Pan-glabel Strategy when BV enters the market in country		to spend double on this marketing strategy,
Both Strategies have clear columbages and discovering to BV when choosing to enter to operate in country X, 1 would advise for the board or directors to use a Pan-glabel Strategy when BV enters the market in country		Creating an opportunity rish, lauling to a potentially
Both Strategies have clear columbages and discovering to BV when choosing to enter to operate in country X, 1 would advise for the board or directors to use a Pan-glabel Strategy when BV enters the market in country		higher rish, as more sales will be readed to make
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	·	Both strategies have clear columbages and
		disadvantages to BV when choosing to enter to
		operate in country X, I would advise for
		the board of directors to use a Pan-glabal
		Strategy When BV enters the market in Country
benefits of Using a place Dan-global marteling strategy include lower ast and a possibility to male a profit of \$3 million rather than \$2 million, despile facing a 10%. Ligher nich of failure, This will mean that have BV	. 6	
Strategy Include lower ast and a possibility to male a provit of \$3 million rather than \$2 million, despile facing a 10% higher nix of failure. This will mean that herear BV		benefits of Using a ptage pan-glasbal markhing
B2 million, despile facing a JO% Ligher risk Of failure, This will mean Haf however BV		strategy include lower ast and a possibility
DE Million, despite facing a 10% Ligher risk Of failure, This will mean Haf herear BV		to make a provil of \$5 million rather than
OF failure, his will mean that have BV		DL million, despile facing a Joy, higher nix
		OF Failure, his will mean that have BV

5 The question asks for candidates to 'advise' the Board of Directors. In this case, the candidate states that a strategy adapted to local tastes would be 'more appropriate'. This is a clear judgement and a valid route into AO4. What follows is discussion over the validity of this argument which brings this into Level 2 AO4. This could be improved by more explicit use of context within the evaluation.

6 The candidate offers another piece of AO4 Evaluation, giving a specific judgement and advice for BV's Board of Directors. The use of numbers gives this Level 3 AO4 and justifies the judgement made by the candidate.

Example Candidate Response – high, continued	Examiner comments
may not Suitably adapt towards clemands as effectively in Country X which may wad to potential revenue last, however will allow for a Consistent, and focused marketing strategy to be implemented, allowing BV to Globally exposure Consumers to a Clear brand identity and Continuing to operate ethically will allow for a high quality brand image to be sustained, which Will lead to positive PP and possibly increase revenue.	Mark for AO1 = 3 out of 3 Mark for AO2 = 2 out of 2 Mark for AO3 = 7 out of 8 Mark for AO4 = 6 out of 7 Total mark awarded = 18 out of 20

How the candidate could improve their answer

This response only had one piece of Level 3 AO3 Analysis which showed that the quality of the skill was more important than the quantity. Although the candidate did not use the majority of the data, or the full range of possible points, it was assumed that the candidate had been selective and chosen the arguments that best supported the conclusions made. This allowed the candidate to focus on a judgement that could be justified within the time given for this examination.

Example Candidate Response – middle

2. 5	Thricehing strategy refers to the morketing
	spjearises and now to achieve the and
	mplement hese strategres. The Linkson a
	Marketing strategy means be need to
	Severap a marketing plan which consists
	of the budget of marketing department
	5 the objective and plan of the marketing
	department. Core competencies refer to the
	copabilities not offer a business competitive
	reliance while force fred analysis
	5
	refers to de possifiere forces for a
	decision or regitive forces against a decision
	in introducing a new product
	Joing core competiency will show he
	nternal Strongths of 80 which will
×	préderransique rester l'ésure a
	bjective to ware cowards This is because
core compensation	will analyse the factors which gu can
	se to crooke competitive advantage over
	vals in country 21. For instance,
c	ore competency analysis will attach show
	the brand of Directors Factors such as
a	lear corporate identity as ethical business
	which will affect he objective which mo
	e to report have sustainable ways to
et	aduce vegan burgers and wrops in order
	= active orough market share So
	s to survive in country 2. As a
	esuity with a broad ownersize of Daily
	2010 1 BU can achieve customer loyally
	and will increase sales all while
L	increasing brand awareness in the long

Examiner comments

1 The candidate gives two pieces of AO1 knowledge in this introductory paragraph; the knowledge of the contents of a marketing plan and what is involved in force field analysis.

2 The question asks candidates to advise the Board of Directors on a marketing strategy, not to analyse and evaluate approaches to developing a business strategy. This candidate does not follow this instruction and spends a significant amount of time answering the wrong question.

Examiner comments

term. Furthermore, core competency will allow BU to the analyse workers motication which is shown by Kept Fughting excellent customer source shown in the analysis and hence, the woord of directors won't need to allocate resources in recruitment However, care competency abes not show external Fuctors which could effect sales in country ne which could have been shown by using pest. For instance, macroeconomic Padors which can increase 3 avagage income from \$ 24 000 in country my X which so could have used to increase setting prices and quickly cover prices of opening estaurants in country 21. Fire field analysis shows he foetors for and apparent decision of gening 3 regourant in country 7. WILL second crucial as it weights the perpetitive forces against be position forces to show a Gral ast result. BU can use force field analysis the which will stow that weepon market is expected to dauble in the pext three years. This will allow BU to understand that even though Grecast conomic growth of country 7 is only 5 °/6 , vegen food mortat will (4) be there there double in the next 3 years which the will result in BU couldning costs of april april april

3 Despite the majority of this point being focused on the wrong question, there is some knowledge (AO1) and application (AO2) that is relevant to this question.

4 The candidate uses the data in the force field analysis to analyse which strategy is likely to be more successful. This is just one element of the decision and the analysis does show development, but only of this one piece of evidence and not the strategy as whole. This is why the candidate's answer does not reach Level 2 AO3.

DODDD 5 6 on owners advertising agd har be long non 2071UCOT in Awarted 6 opening new Se With government province n. Good reder SUSPORT planing GA ceduced Cost الآث which iF ney used From addn't know strategy. chermore competency Field onalysis will CNICO Force such as restroining Gras product rongo not Tike BU 15. moduce implies BU Should anol product based on taste eferen new 5 ol. However, æ consumers 5 driving Forces the ASTER BAL all the 11.00 Forces depend rastraining noriceting skills ne * modocpr 1 For instance, no may not be skilled norap ronoger 6 tes able 10 onolyses an forces lead (0) Reptor 2 2 card mis nd being effecti Strategy BU pecommend T blece, highly ompetend the will quida TOKY Sna 3 BU is التحر attract and rote country astomers highly Sailed 600 recruiting co order to offering obsistent service customer ellert core compet A

Examiner comments

5 This analysis contains some good potential impacts on BV but, as it is only about one individual strategic element, it cannot get into Level 3 AO3 regardless of the amount of detail involved.

⁶ 'Depends upon' is a useful way to show that the different elements and perspectives of a judgement have been thought about in coming to a judgement. Although the analysis is not as focused on a strategy as it should be, the candidate is given the benefit of the doubt (BOD) that their judgement depends upon the skills of the manager and this will impact the effectiveness of the chosen strategy.

	moy become imaffective due to change in consumer demonds
	in the core
7	competency strategy as force field
	analyse my have innoffective m
	the long ain a due to manage in
	bechoology survives and reading survives yester
	equipments to prepare had postill postill
	grade which can affect country 2'
19 10:01 107 100:02 01 100:01 10 10 1 1 10 00 00 1	The domestic Firming in the long win
	and honce, and driving forces such as
	gavernment poticies will change.
•	

Examiner comments

The candidate makes it clear what their recommendation is. However, it is not focused on a marketing strategy. Using core competencies is an approach or a tool, not a strategy by itself. It is vital that candidates answer the question.

Mark for AO1 = 3 out of 3

Mark for AO2 = 2 out of 2

Mark for AO3 = 4 out of 8

Mark for AO4 = 3 out of 7

Total mark awarded = 12 out of 20

How the candidate could improve their answer

Many candidates did not fully read and understand the question. In this example, this led to an unfocused answer that did not provide a coherent strategy for BV. Benefit of the doubt marks were awarded where possible. Candidates needed to understand what each question was asking and to target their analysis and evaluation to answer this question set. It can help to break each question down so that it is clear who is being advised and about what. A plan for the answer can also help candidates avoid going off on a tangent and answering the wrong question.

Example Candidate Response – low

2 the boord of directors can make more advirtisments (1)1 Marketing strategy includes on the franchies of their company but with including culture many different elements and, as int o it. Back to the advirtisment in 2015 for Bu they are the question is open, any marketing going globally so they need to include more cultures. They also knowledge shown can be awarded. need a mission Statement When entering country to 50 they This knowledge about advertising is will need a marketing strategy. On use Shot analysis and relevant and correct. 2 SMART objectives or PEST. In Swat analysis it will cover 2 The candidate moves away the Strength / weekness, organization and threads. Those will herp from marketing knowledge and BU with their new Plan. SMART ablegives will also help that shows irrelevant knowledge about will cover the specifics of their aims of the business line mission statements, SMART what are Bus specific aims and goals bentering the objectives, and PEST. This seems new market. M is measurable. By needs to set up a to be a case of a candidate stating schedual like when to promote themselves and a time limit things they know and not focussing for their you is. A is achiveable their aims should be their knowledge on what is most achiveable like making an ad today and reaching merc relevant to answering the question. Han 1001 consumers. R is realistic, being realistic will help By not to waste their time with Unrealistic goals. A realistic goal for By could be decreasing the failure rate a bit either by little. And testly at last 7:15 time, BV needs to know the what is the time limit for their process to their goals. After doing all of the goals setting and vision and mission Statement Bu should have a Unique Selling point. 3 3 The candidate shows some country X have other companize competing so BU needs more marketing knowledge (AO1) to be difficult also and what they bring to the morket involving USP and market research. Should be walleble. Understanding the marketing and consumers will (150 be my advide for BN. By understanding consumers. demand can help BUS supply to make what the consumers want, Bu then will need to take action into their business. Bu should have a soft launch then a full lauch for their Company - raking in customers perspectives when a will also benefit bu and make sure what they are putting out is gould

Examiner comments

BODS marketing strategy should also include a way to reach tasget audience or which website or paper they should promote on. Doing reserch could help them not waste time and reach 4 4 The candidate gives a brief the consumer's that is interested in BV. Since Bu is BV. should look at data that shows information about country X, in the table only 20% of country × population is over 50 they should not make a products for old people. The average income is \$2,4000 so their product they are marketing strategy. launching Showed be afforadable. Querall BOD needs to build a foundation and get all of their six informations on country x and demands this is my advice to the board of directors on marketing strategy for Bus new entrence is Mark for AO1 = 3 out of 3 COUNTRY X. Mark for AO2 = 2 out of 2 Mark for AO3 = 1 out of 8 Mark for AO4 = 0 out of 7 How the candidate could improve their answer

This answer was unfocused and did not present a marketing strategy in answer to the question. While there was a reasonable base of knowledge and some use of the given context, the candidate did not pull it together to argue for or against a specific strategy. If the candidate had organised their data to do this, then they may have had more success with their response.

Common mistakes and guidance for candidates

Example Candidate Response – low, continued

- Many candidates answered this question as if it had asked for an approach to develop a strategy. This hindered many answers and did not allow candidates to answer the question set. As with any examination, a range of questions could be asked and candidates must be prepared for whatever question, within the confines of the examination structure and syllabus, is asked.
- When candidates are asked to advise on something (in this case a strategy) there is no need to cover every possible outcome. Candidates, in the time given for this examination, needed to be selective and focus on what they believed to be most relevant. Choosing what to include and what not to include is an essential skill and one that can be seen in a good evaluative answer.

Examiner comments

analysis about the benefit of market research. There is no chain of analysis and this does not build into a coherent argument for or against a

5 The candidate chooses two pieces of context and is awarded both AO2 application marks.

Total mark awarded = 6 out of 20

Cambridge Assessment International Education The Triangle Building, Shaftesbury Road, Cambridge, CB2 8EA, United Kingdom t: +44 1223 553554 e: info@cambridgeinternational.org www.cambridgeinternational.org