



Mark Scheme (Results)

Summer 2025

Pearson Edexcel GCE

In Business (9BS0) Paper 1

Marketing, people and global business

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General Marking Guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.

Question Number	Answer	Mark
1(a)	<p style="text-align: center;">Knowledge 1, Application 3</p> <p>Quantitative skills assessed: QS 1: calculate, use and understand ratios, averages and fractions QS 9: interpret, apply and analyse information in written, graphical and numerical forms</p> <p>Knowledge: 1 mark</p> <ul style="list-style-type: none"> for calculating a percentage i.e. $\text{part (smaller value) / whole (larger value)} \times 100$ <p>Application: up to 3 marks for</p> <ul style="list-style-type: none"> Number of ratings 3 stars and above: $5838 \text{ (5 stars)} + 175 \text{ (4stars)} + 86 \text{ (3 stars)} = 6099$ (1) 1st Percentage calculation $6099/6489 \times 100$ (1) Percentage answer $6099/6489 \times 100 = 93.99\%$ (1) <p>NB: if the only answer given is 93.99% or 93.99 award 4 marks. If the only answer given is 94% or 93.98, award 3 marks</p>	(4)

Question Number	Answer	Mark
1(b)	<p style="text-align: center;">Knowledge 1, Application 2, Analysis 1</p> <p>Knowledge/understanding: 1 mark for knowledge of quantitative market research data</p> <p>e.g. Quantitative market research data is numerical data.</p> <p>Application: up to 2 marks for e.g.</p> <ul style="list-style-type: none"> Trust pilot star rating 6489 responses with an average of 3.8 stars out of 5 <p>Analysis: 1 mark for e.g.</p> <ul style="list-style-type: none"> Timpson can quickly calculate and analyse this ratings data to help identify customers perceptions of the business 	(4)

Question Number	Indicative content	Mark
1(c)	<p>Knowledge 2, Application 2, Analysis 3, Evaluation 3</p> <ul style="list-style-type: none"> A private limited company is a business owned by shareholders that have limited liability. New shareholders can only be invited by existing shareholders. <p>Positive consequences of being a private limited company</p> <ul style="list-style-type: none"> The shareholders, including Timpson family members would gain limited liability, meaning their potential losses are limited to their initial investment in share capital and no more. Share capital will provide Timpson's with additional capital to invest in the development of new services such as Dry Cleaning A private limited company is legally separate from its shareholder owners and continues to exist even if the initial ownership changes. In Timpson's case ownership continued in the Timpson family. <p><i>Potential counterbalance</i></p> <ul style="list-style-type: none"> The availability of capital is still limited compared to a public limited company. Timpson shareholders need to approach other possible shareholders to arrange further share ownership and capital. Limited companies must comply with strict legal rules about ownership and publishing financial information. This could increase costs due to bureaucracy compared to a partnership ownership model. Leading a business that is legally separate from its owner can reduce decision-making flexibility for Timpson board members, compared to if the business were run as a sole trader or partnership. Decisions about new services to offer or means of raising finance could take longer if other directors need to be considered. <p>NB – Candidates could begin answer with potential negative consequences and counterbalance with positives.</p> <p><i>Potential judgement</i></p> <ul style="list-style-type: none"> Remaining a private limited company would be a natural part of Timpson's growth, as it became more successful and operated in different markets to the original key cutting. Being a private limited company gives the Timpson family a balance between additional share capital and maintaining control of the business. Being a private limited company can restrict Timpson's ability to grow, due to the restrictions on accessing more share capital. Timpson could grow more quickly, 	(10)

	building on its current expansion into new markets, such as dry-cleaning, if it were able to access capital on the stock market by becoming a public limited company.	
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Level	Mark	Descriptor
	0	<ul style="list-style-type: none"> • A completely inaccurate response.
Level 1	1–2	<ul style="list-style-type: none"> • Isolated elements of knowledge and understanding – recall based. • Weak or no relevant application to business examples. • Generic assertions may be presented.
Level 2	3–4	<ul style="list-style-type: none"> • Elements of knowledge and understanding. • Which are applied to the business example. • Chains of reasoning are presented but may be assertions or incomplete. • A generic or superficial assessment is presented.
Level 3	5–6	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding. • Analytical perspectives are presented, with developed chains of reasoning, showing cause(s) and/or effect(s). • An attempt at an assessment is presented using quantitative and/or qualitative information. • Supported throughout by use of the business. behaviour/context, though unlikely to show the significance of competing arguments.
Level 4	7–10	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding. • A coherent and logical chain of reasoning, showing cause(s) and/or effect(s). • Assessment is balanced and well contextualised, using quantitative and/or qualitative information • Supported throughout by relevant and effective use of the business behaviour/context, and shows an awareness of competing arguments/factors leading to a supported judgement.

Question Number	Indicative content	Mark
1(d)	<p>Knowledge 2, Application 2, Analysis 4, Evaluation 4</p> <ul style="list-style-type: none"> Treating staff as an asset means that the business treats workers as a resource that should be invested in and developed so that the staff provide the best return for the business. <p>Consequences of treating staff as an asset</p> <ul style="list-style-type: none"> Timpson has a policy of 'upside down' management, whereby the happiness of workers is the primary concern of Timpson's leadership. This means that workers are more motivated through consultation, and Timpson see them as the most important factor in achieving high levels of customer service. Employing ex-criminals expands the number of potential workers that Timpson can recruit. Treating these candidates as an asset builds Timpson's wider reputation as a progressive employer, which could lead to higher sales. Timpson sees the colleagues who work there as the most valuable asset of the business. As workers feel valued, they are less likely to leave, have time off work, or even strike. When staff are rewarded with, for example, the money for a new play area for their grandchildren, this is seen as an investment in the well-being of the workers, who then work harder for Timpson by offering great customer service. <p><i>Potential counterbalance</i></p> <ul style="list-style-type: none"> Treating staff as an asset can be expensive for Timpson, particularly in the short term. Paying for additional staff benefits, such as a family trip to Disneyland, adds to Timpson's costs. It might not fully recover these costs from any additional improvement in motivation of the worker. Recruiting ex-criminals and investing in these staff carries financial and non-financial risks. For example, having not worked for some time could mean they require more training than other new recruits, adding to financial costs for Timpson. Timpson paying for family trips, or garden play areas will add to business costs in the short-term, potentially reducing the ability to offer pay rises, or the profit of Timpson overall. 	

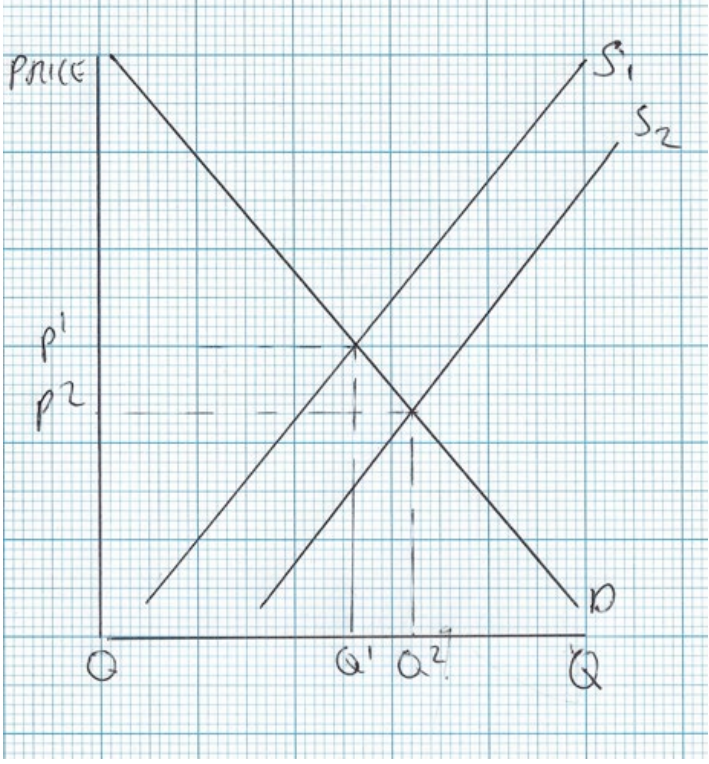
	<p>NB – responses can argue that consequences are negative, with the counterbalance being the benefits.</p> <p><i>Potential judgement</i></p> <ul style="list-style-type: none"> As Timpson's business model is based on services, such as key cutting and shoe repair, offering great customer service is crucial to the success of its business. Therefore, treating staff as an asset, through involvement in decision-making and financial support, will lead to colleagues feeling more valued. This could lead to improved customer service, resulting in high levels of customer satisfaction. Staff costs are likely to be the highest component of Timpson's overall costs. Treating staff as an asset is financially expensive and brings no guarantee that workers will not leave or offer poor customer service. It might be better for Timpson to increase basic wages for all staff, so that they feel more financially motivated working for Timpson. 	(12)
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Level	Mark	Descriptor
	0	<ul style="list-style-type: none"> A completely inaccurate response.
Level 1	1–2	<ul style="list-style-type: none"> Isolated elements of knowledge and understanding – recall based. Weak or no relevant application to business examples. Generic assertions may be presented.
Level 2	3–4	<ul style="list-style-type: none"> Elements of knowledge and understanding. Which are applied to the business example. Chains of reasoning are presented, but may be assertions or incomplete. A generic or superficial assessment is presented.
Level 3	5–8	<ul style="list-style-type: none"> Accurate and thorough knowledge and understanding. Analytical perspectives are presented, with developed chains of reasoning, showing cause(s) and/or effect(s). An attempt at an assessment is presented using quantitative and/or qualitative information. Supported throughout by use of the business behaviour/context, though unlikely to show the significance of competing arguments.
Level 4	9–12	<ul style="list-style-type: none"> Accurate and thorough knowledge and understanding. A coherent and logical chain of reasoning, showing cause(s) and/or effect(s). Assessment is balanced, wide ranging and well contextualised, using quantitative and/or qualitative information. Supported throughout by relevant and effective use of the business behaviour/context, and shows an awareness of competing arguments/factors leading to a supported judgement.

Question Number	Indicative content	Mark
1(e)	<p>Knowledge 4, Application 4, Analysis 6, Evaluation 6</p> <ul style="list-style-type: none"> On the job training is where employees are trained while carrying out an activity, usually at their place of work Off the job training involves employees being trained away from the job at a different location <p>On the job training</p> <ul style="list-style-type: none"> Johnson's staff will learn customer service tasks while serving customers in the branch. This means they could gain a greater understanding of how to deal with customers, by observing experienced colleagues and developing good customer service. On-the-job training offers opportunities for mentoring and collaborating with experienced colleagues. By having an experienced colleague as a mentor, this provides a level of confidence in the new employee that they are following company procedures. On-the-job training reduces additional costs that might be incurred with training at an external, off-the-job training facility. For example, Johnson staff might be trained at an external college or private trainer, which adds to financial and time costs. Training on the job can mean new employees feel more valued, as they are learning their job in its location from the first day. Johnsons provides first class customer care with expert advice on fabrics and textiles, so learning directly from existing colleagues can be very effective. <p>Off the job training</p> <ul style="list-style-type: none"> Johnsons dry cleaning includes more complex services, some of which are completed at its Excellence Centre in Rugby. Off-the-job training may be more effective for learning about the specifics of the different textiles, and the care these textiles require. Off-the-job training can be less disruptive to customer service in the short-term. For example, if staff are trained in a controlled, external environment, such as the Excellence Centre, this means that they can learn new skills and expertise away from customers and not require support from experienced colleagues who need to serve customers in store. Off-the-job training venues, such as an external training provider, or the Excellence Centre in Rugby, can provide new employees the chance to meet other new employees from other Johnsons branches. This can help to build business culture, and support confidence of new 	

	<p>employees, particularly if they have not worked in a dry-cleaning business before.</p> <ul style="list-style-type: none"> • Off-the-job training may lead to industry recognised qualifications for employees. These qualifications can support the worker's overall professional development, give them professional qualifications in the industry, or recognition of their formal induction into Johnsons' business. <p><i>Potential judgement:</i></p> <ul style="list-style-type: none"> • On-the-job training is likely to be more appropriate for customer facing employees at Johnsons, that need to learn specific customer service skills effectively from experienced staff. In this case, they can witness the ways existing colleagues serve customers, the questions they answer and the priorities for serving people well. • Off-the-job training might be more appropriate for some of the more technical jobs that Johnsons offer. For example, technical skills and understanding, that may involve use of chemicals, and specific techniques of dry cleaning, might be better offered at off-the-job venues, such as The Excellence Centre in Rugby. This training would support the customer service skills of new workers at Johnsons because it would promote understanding of the services offered, which new employees could communicate to customers to ensure their needs are met. <p>Examples of possible MOPS recommendations:</p> <p>Market – Johnsons is unusual in being a national dry cleaner. This means that off-the-job training could be more suitable as new employees learn from expert trainers, who can train new employees from around the country in one place, at one time, thus supporting consistency and quality of training.</p> <p>Objectives – Johnsons has a reputation for first class customer service, so maintaining this at its branches could be best served by directly training new colleagues at branches with colleagues who have first-hand experience of directly serving customers successfully.</p> <p>Products/services –Johnson's dry cleaning covers a different range of services. Off-the-job training, which may involve more technical skills and understanding, relating to specifics of cleaning, may be better at supporting employee knowledge more quickly and effectively, without disrupting in-store services.</p> <p>Situation – Johnsons has a national reputation for strong customer service. To maintain this reputation, training new staff on-the-job, while dealing with customers in store will support the quick and effective development of these skills.</p>	<p>(20)</p>
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Level	Mark	Descriptor
	0	<ul style="list-style-type: none"> • A completely inaccurate response.
Level 1	1–4	<ul style="list-style-type: none"> • Isolated elements of knowledge and understanding. • Weak or no relevant application of business examples. • An argument may be attempted, but will be generic and fail to connect cause(s) and/or consequence(s)/effect(s).
Level 2	5–8	<ul style="list-style-type: none"> • Elements of knowledge and understanding • Which are applied to the business example. • Arguments and chains of reasoning are presented, but connections between cause(s) and/or consequence(s)/ effect(s) are incomplete. Attempts to address the question. • A comparison or judgement may be attempted, but it will not successfully show an awareness of the key features of business behaviour or business situation.
Level 3	9–14	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding • Supported throughout by use of the business behaviour/context. • Uses developed chains of reasoning, so that cause(s) and/or consequence(s)/effect(s) are complete, showing an understanding of the question. Arguments are developed. • Quantitative and/or qualitative information is/are introduced in an attempt to support judgements, a partial awareness of the validity and/or significance of competing arguments and may lead to a conclusion.
Level 4	15–20	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding • Supported throughout by use of relevant and effective use of the business behaviour/context. • Uses well-developed and logical, coherent chains of reasoning, showing a range of cause(s) and/or effect(s). Arguments are fully developed. • Quantitative and/or qualitative information is/are used well to support judgements. A full awareness of the validity and significance of competing arguments/factors, leading to balanced comparisons, judgements and an effective conclusion that proposes a solution and/or recommendation(s).

Question Number	Answer	Mark
2 (a)	<p style="text-align: center;">Knowledge 1, Application 3</p> <p>Quantitative skills assessed: QS3: construct and interpret a range of standard graphical forms</p> <p>Knowledge: up to 2 marks for:</p> <ul style="list-style-type: none"> • correctly constructing supply and demand curves (1) • correctly labelling axes, price and quantity (1) <p>Application: 1 mark for:</p> <ul style="list-style-type: none"> • correctly interpreting the shift in the supply curve to the right (1) <p>Analysis: 1 mark for:</p> <ul style="list-style-type: none"> • showing the original and new equilibrium and consequences on the quantity and price axes (1) 	(4)

Question Number	Answer	Mark
2 (b)	<p style="text-align: center;">Knowledge 1, Application 3</p> <p>Quantitative skills assessed: QS 2 calculate, use and understand percentages and percentage changes QS 9 interpret, apply and analyse information in written, graphical and numerical forms</p> <p>Knowledge: 1 mark for calculation of sales value</p> <ul style="list-style-type: none"> Percentage change = difference/original X 100 <p>Application: up to 3 marks for</p> <ul style="list-style-type: none"> Percentage change in non-carbonated sales = $(1384 - 902)/902 \times 100 = 53.44\%$ Percentage change in carbonated sales = $(602 - 475)/475 \times 100 = 26.74\%$ Difference = 26.70% <p>NB: if the only answer given is 26.70% or 26.70 award 4 marks.</p>	(4)

Question Number	Indicative content	Mark
2 (c)	<p>Knowledge 2, Application 2, Analysis 3, Evaluation 3</p> <ul style="list-style-type: none"> Entering a new market means selling a product or service to a different country, or market within a country. <p>Factors that might lead to successful market entry.</p> <ul style="list-style-type: none"> Fever-Tree might have a competitive advantage over other brands in the Indian market. This advantage might be due to specialised flavours or the strength of the Fever-Tree brand built in the UK. Fever-Tree could focus on complying with Indian regulations for compliance with food standards laws, which may be different to the UK. This compliance will also include labelling requirements and local import-export laws. Getting this right will reduce Fever-Tree's cost of entering a new market. Fever-Tree is considering the tastes of Indian consumers in the products it launches. This polycentric approach to marketing could increase sales in the unique and growing Indian market. <p><i>Potential counterbalance</i></p> <ul style="list-style-type: none"> Exporting to a new market such as India provides risks for Fever-Tree. Its success may be due to meeting the needs and tastes and preferences of UK consumers, which are not shared with Indian consumers. Entering the Indian market will be expensive for Fever-Tree. If it simply exports its existing product range, this could be expensive due to transport and distribution costs. Fever tree may face trade barriers, such as tariffs, if it were to import its drinks into this Indian market. This would add to Fever Tree's costs and potentially make market entry less profitable. If it chooses Foreign Direct Investment, by opening a production facility in India, this requires a large amount of upfront investment, which may be difficult to finance effectively. <p><i>Potential judgement</i></p> <ul style="list-style-type: none"> India is a growing market, with rising GDP per capita and disposable income. There is a big opportunity for a successful business such as Fever-Tree seizing the opportunity to expand into a new market. It may be best for Fever-Tree to focus on exporting to India from the UK initially, building its brand in a new market and taking advantage of the Indian tastes for cocktails and create mixers for these. Entering a new market is risky, particularly in terms of the Fever-Tree brand. It is suggested that it might adapt its successful product to local markets and tastes for locally produced spices etc. This could add to Fever-Tree's costs and reduce the potential profitability of the original decision to expand into the Indian market. 	(10)

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Level 2	3–4	<ul style="list-style-type: none"> • Elements of knowledge and understanding. • Which are applied to the business example. • Chains of reasoning are presented, but may be assertions or incomplete. • A generic or superficial assessment is presented.
Level 3	5–6	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding. • Analytical perspectives are presented, with developed chains of reasoning, showing cause(s) and/or effect(s). • An attempt at an assessment is presented using quantitative and/or qualitative information • Supported throughout by use of the business behaviour/context, though unlikely to show the significance of competing arguments.
Level 4	7–10	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding. • A coherent and logical chain of reasoning, showing cause(s) and/or effect(s). • Assessment is balanced and well contextualised, using quantitative and/or qualitative information • Supported throughout by relevant and effective use of the business behaviour/context, and shows an awareness of competing arguments/factors leading to a supported judgement.

Question Number	Indicative content	Mark
2 (d)	<p>Knowledge 2, Application 2, Analysis 4, Evaluation 4</p> <ul style="list-style-type: none"> • A multinational business is one that operates in more than one country, with a head office in its home country from which the business co-ordinates decisions. <p>Positive impacts of multinationals</p> <ul style="list-style-type: none"> • Coca-Cola uses local businesses in India to bottle its drinks. This creates business opportunities for local firms, in terms of increased revenues. • Indian workers gain from increased job opportunities in the Coca-Cola supply chain. These positions maybe better paid than jobs offered by local, Indian drinks manufacturers. • The FDI (Foreign Direct Investment) of Coca-Cola into India, can create local multiplier effects, with opportunities created at local wholesalers and distributors in the Indian market. • Coca Cola's operations in India may increase job opportunities for local workers, in the locations of the bottling plants. This will be the case particularly if it is a location without other major employers. • Indian consumers also benefit from increased choice and availability, offered by a globally available product like Coca-Cola brands <p><i>Potential counterbalance</i></p> <ul style="list-style-type: none"> • Coca-Cola has been criticised in the past for its activities that have damaged the local environment. For example, the impact of increased water uses on the local drinking water. • Stakeholder conflicts might also increase between local soft drink suppliers and those working in the Coca-Cola supply chain. This may be over issues such as product distribution. • Increase competition for local drinks manufacturers or related businesses may result from Coca Cola expanding and recruiting staff, causing local labour shortages. • Coca Cola may return profits from its Indian operations instead of re-investing back into the local economy, such as through local infrastructure investment. <p><i>Potential judgement</i></p> <ul style="list-style-type: none"> • A multinational business such as Coca-Cola operating in India is likely to be beneficial overall. The cost of distributing fluids such as soft drinks mean Coca Cola needs distribution facilities in India. This increases availability of the product to consumers, who benefit from wider choice and availability. 	(12)

	<ul style="list-style-type: none"> • Coca-Cola can have an overall negative effect on the Indian economy, particularly in terms of the environmental damage its operations and partnerships could lead to. Local communities in India may suffer from disruption to water supplies as well as the pollution and congestion of distributing Coca Cola's products. 	
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	0	<ul style="list-style-type: none"> • A completely inaccurate response.
Level 1	1–2	<ul style="list-style-type: none"> • Isolated elements of knowledge and understanding – recall based. • Weak or no relevant application to business examples. • Generic assertions may be presented.
Level 2	3–4	<ul style="list-style-type: none"> • Elements of knowledge and understanding. • Which are applied to the business example. • Chains of reasoning are presented, but may be assertions or incomplete. • A generic or superficial assessment is presented.
Level 3	5–8	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding. • Analytical perspectives are presented, with developed chains of reasoning, showing cause(s) and/or effect(s). • An attempt at an assessment is presented using quantitative and/or qualitative information. • Supported throughout by use of the business behaviour/context, though unlikely to show the significance of competing arguments.
Level 4	9–12	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding. • A coherent and logical chain of reasoning, showing cause(s) and/or effect(s). • Assessment is balanced, wide ranging and well contextualised, using quantitative and/or qualitative information. • Supported throughout by relevant and effective use of the business behaviour/context, and shows an awareness of competing arguments/factors leading to a supported judgement.

Question Number	Indicative content	Mark
2 (e)	<p data-bbox="427 190 1300 224">Knowledge 4, Application 4, Analysis 6, Evaluation 6</p> <p data-bbox="395 271 507 304">Pricing</p> <ul data-bbox="443 315 1332 1368" style="list-style-type: none"> <li data-bbox="443 315 1332 427">• Pricing is an element of the marketing mix. A business sets a price when it decides on how much to charge for its products. <li data-bbox="443 472 1332 707">• Coca-Cola could adapt its pricing policy in India to take into consideration lower consumer incomes in the Indian market, particularly in rural areas. For example, it might develop is pricing at price points around the 10-, 20- and 50-Rupees level, that is important to Indian consumers. <li data-bbox="443 719 1332 909">• The Indian consumer goods market, which will include cola is divided between rural and urban areas. A pricing strategy that reflects these differences in income and competitive products, could allow Coca-Cola to maximise sales in all markets. <li data-bbox="443 920 1332 1111">• It is likely that consumers in India will have different tastes and preferences for soft drinks compared to Coca-Cola’s primary markets, therefore adapting pricing strategies can reflect this and increase sales volume if successful <li data-bbox="443 1122 1332 1368">• Adapting a pricing strategy is potentially easier than changing the whole production and business model to be ethical. A small cut in revenue due to lower prices in the Indian market may help to establish Coca Cola in rural and urban areas, allowing further adapting of prices once the product becomes established. <p data-bbox="395 1413 866 1447">Improving Ethical Behaviour</p> <ul data-bbox="443 1458 1332 2051" style="list-style-type: none"> <li data-bbox="443 1458 1332 1727">• The Coca-Cola brand suffered damage when it originally launched in India, due to its unethical approach to manufacturing and the impact it had on the local environment. Prioritising an improvement in its overall business ethics will improve the brand image and lead to increased sales in the long run through non-price competition. <li data-bbox="443 1738 1332 1973">• Paying local suppliers, a fair price for their bottling facilities, will improve Coca cola’s supply chain considerations, improving the reputation with local businesses and setting standards for treatment of local labour that is followed by other Indian owned drinks businesses. <li data-bbox="443 1984 1332 2051">• Coca Cola can prioritise marketing considerations, so that labelling and ingredients reflect the priorities of 	

	<p>Indian consumers, rather than generic priorities of the international Coca Cola brand.</p> <ul style="list-style-type: none"> Behaving ethically in India will reduce stakeholder conflict for Coca Cola. For example, meeting local environmental standards and regulations regarding the ingredients of its products will improve relations with Indian national and local governments, reducing the costs incurred such as fines and other financial penalties. <p><i>Potential judgement:</i></p> <ul style="list-style-type: none"> Coca Cola has already identified a flexible pricing strategy as a means of increasing revenue and market share in India. This adaptation can could include more premium, aspirational pricing in urban centres of India such as Mumbai, where disposable income is at its highest. Lower prices might be more appropriate in rural areas, where average incomes are lower, and where there is more reliance on small scale cash transactions. Focusing on being ethical is more likely to be successful for an American multinational like Coca Cola. Its brand was damaged by previous unethical behaviour in India, and some older consumers may not see it as a brand that can be trusted. Focusing on ethical behaviour might be more expensive in the short-term, for example paying local bottlers and distributors a fair price, rather than the local rate, which may be lower. However, the improved reputation and the limit on fines incurred, are likely to reduce Coca Cola's costs of operating in India and also increase market share as consumers react positively to Coca Cola's ethical stance. <p>Examples of possible MOPS recommendations:</p> <p>Market – Coca Cola is facing price competition from Campa Cola, which suggests that to increase market share, Coca Cola, as a global multinational brand should compete with these Indian Cola businesses by reducing prices.</p> <p>Objectives – Coca Cola is aiming to increase its market share, which means higher sales relative to other Cola suppliers. As Coca Cola is less competitive on price than other brands, it might be important to adapt price in different markets in India to increase sales volume.</p> <p>Products/services – Coca Cola has previously behaved unethically in the Indian market, so focusing on the bottling</p>	
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	<p>and distribution of its drinks in an ethical way might be the best approach to take.</p> <p>Situation – Behaving ethically is good, helping Coca Cola to improve its relationships with stakeholders such as local suppliers and governments. In time, this could increase the overall brand reputation and therefore sales.</p>	(20)
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	0	<ul style="list-style-type: none"> • A completely inaccurate response.
Level 1	1–4	<ul style="list-style-type: none"> • Isolated elements of knowledge and understanding. • Weak or no relevant application of business examples. • An argument may be attempted, but will be generic and fail to connect cause(s) and/or consequence(s)/effect(s).
Level 2	5–8	<ul style="list-style-type: none"> • Elements of knowledge and understanding • Which are applied to the business example. • Arguments and chains of reasoning are presented, but connections between cause(s) and/or consequence(s)/ effect(s) are incomplete. Attempts to address the question. • A comparison or judgement may be attempted, but it will not successfully show an awareness of the key features of business behaviour or business situation.
Level 3	9–14	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding • Supported throughout by use of the business behaviour/context. • Uses developed chains of reasoning, so that cause(s) and/or consequence(s)/effect(s) are complete, showing an understanding of the question. Arguments are developed. • Quantitative and/or qualitative information is/are introduced in an attempt to support judgements, a partial awareness of the validity and/or significance of competing arguments and may lead to a conclusion.
Level 4	15–20	<ul style="list-style-type: none"> • Accurate and thorough knowledge and understanding • Supported throughout by use of relevant and effective use of the business behaviour/context. • Uses well-developed and logical, coherent chains of reasoning, showing a range of cause(s) and/or effect(s). Arguments are fully developed. • Quantitative and/or qualitative information is/are used well to support judgements. A full awareness of the validity and significance of competing arguments/factors, leading to balanced comparisons, judgements and an effective conclusion that proposes a solution and/or recommendation(s).

