

Please check the examination details below before entering your candidate information

Candidate surname

Other names

Centre Number

Candidate Number

## Pearson Edexcel Level 3 GCE

**Tuesday 23 May 2023**

Morning (Time: 2 hours)

Paper  
reference

**9BS0/01**

### **Business**

**Advanced**

**PAPER 1: Marketing, people and global businesses**

**You must have:**

Source Booklet (enclosed)

Total Marks

### Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- There are two sections in this question paper.
- Answer **all** questions.
- Answer the questions in the spaces provided – *there may be more space than you need.*

### Information

- The total mark for this paper is 100.
- The marks for **each** question are shown in brackets – *use this as a guide as to how much time to spend on each question.*
- You may use a calculator.

### Advice

- Read each question carefully before you start to answer it.
- Try to answer every question.
- Check your answers if you have time at the end.

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(b) Explain **one** reason food delivery apps, such as Deliveroo, pay their workers commission.

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(c) Assess the likely importance of emotional branding to Deliveroo.

(10)

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(d) Assess the likely value of secondary market research data to Deliveroo's marketing.

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In order to improve the motivation of delivery riders, Deliveroo could adopt the motivation theories of FW Taylor or Frederick Herzberg.

(e) Evaluate these **two** options and recommend which one is more likely to improve the motivation of Deliveroo's delivery riders.

(20)

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(Total for Question 1 = 50 marks)

**TOTAL FOR SECTION A = 50 MARKS**







(c) Using the data in Extract F, assess Sony's decision to manufacture the PlayStation 5 in Japan.

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There are several factors that have contributed to increased globalisation, including transport and communication.

(d) Assess the likely importance of transport and communication for the increased globalisation of the computer games market.

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Sony could have either produced a standardised controller for sales in all countries or adapted the controller to the culture of local markets in order to maximise PlayStation 5's sales.

(e) Evaluate these **two** options and recommend which one Sony should have taken to maximise PlayStation 5's sales.

(20)

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



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## SECTION A

Read the following extracts (A to C) before answering Question 1.

### Extract A

#### UK average income and Deliveroo orders

	2020	2021	% change
UK average income (£ per year)	£31 487	£31 285	-0.64%
Deliveroo orders	74.5m	148.8m	99.73%

(Source: adapted from <https://www.cnn.com/2021/08/11/deliveroo-doubles-orders-in-first-half-of-2021.html> and <https://www.statista.com/statistics/1002964/average-full-time-annual-earnings-in-the-uk/>)

### Extract B

#### Working for food delivery apps

Food delivery riders are mainly rewarded with a fee for each delivery. In addition to this fee, often businesses also pay commission. Some employers reward delivery riders when they introduce new workers. The flexibility of choosing work hours is also a big attraction.

However, 'time is money' and jobs are insecure. Some more experienced riders can choose how long they would like to work, but others may not have this option. The work is standardised, from the customer placing orders on the mobile app, to the rider accepting and confirming the order, collecting it, and delivering to the customer. Deliveries are monitored online by managers. Sometimes riders who do not reach the customer within a specified time, have 50% of the order value deducted from their pay. Training and development opportunities are rare. Riders buy their own bikes and equipment, and work uniforms.

Delivery apps place power in the hands of the customer, which can create job dissatisfaction for riders. Customer 'Ratings' are the only employee performance measure. However, there are a range of factors outside the control of the delivery rider that might affect this rating, such as the taste of the food.

In some businesses weekly rewards are used. Others use job rotation as part of career progression.

(Source: adapted from [http://sro.sussex.ac.uk/id/eprint/94515/1/The-Significance-of-Herzberg-and-Taylor-for-the-Gig-Economy-of-China\\_-Evaluating-Gigger-Incentives-for-Meituan-and-Ele.me.pdf](http://sro.sussex.ac.uk/id/eprint/94515/1/The-Significance-of-Herzberg-and-Taylor-for-the-Gig-Economy-of-China_-Evaluating-Gigger-Incentives-for-Meituan-and-Ele.me.pdf))



## Extract C

### Marketing and Deliveroo

The UK takeaway industry has changed over the past few years. Internet-based apps, such as Deliveroo and Uber Eats, deliver on behalf of both local restaurants and major chains.

Emily Kraftman, Deliveroo's Marketing Director, explains: "We spent a lot of time talking to consumers. They had consistent views about food happiness; the takeaway is this moment of joy and that, coupled with trust and reliability, give us the best brand image." 5

Deliveroo wanted to focus on 'switchers' – consumers already ordering takeaways, but from competitors, such as Uber Eats and Just Eat. It also wanted to balance global branding with operating on a local level. Kraftman describes this as "building our national image but winning in every neighbourhood". Deliveroo decided to rethink its branding to improve its competitiveness. 10

Deliveroo launched a new marketing campaign based on emotional branding. This included TV, billboards, and both traditional and personalised digital radio adverts. Online adverts were also used, including new platforms Twitch, Waze and Acast, as part of Deliveroo's use of different and smaller media channels. 15

Data from the YouGov BrandIndex market research agency showed that the new marketing increased consumers' brand awareness, with respondents who had heard of Deliveroo doubling from 3.1% to 6.6%. However, the same research found that Deliveroo was worse than all its app-based competitors on measures, such as quality, satisfaction, impression, and reputation. 20

(Source: adapted from <https://www.marketingweek.com/deliveroo-strategy-to-win-the-delivery-sector/>)

## SECTION B

Read the following extracts (D to G) before answering Question 2.

### Extract D

#### Estimated effects of price changes on quantity demand for games consoles in 2004

	Change in price	Change in quantity demanded
PlayStation 2	0.59%	-2.10%
Xbox	1.47%	-4.47%

(Source: adapted from Technological Tying and the Intensity of Competition: An Empirical Analysis of the Video Game Industry, Timothy Derdenger, Tepper School of Business, Carnegie Mellon University)

### Extract E

#### Globalisation in the games market

Computer games are produced and enjoyed all over the globe. In 2020 China's market was worth approximately \$24.4 billion and the US's \$23.6 billion. Japan, South Korea, Germany, and the UK were the next largest markets.

Games were originally played on non-internet connected devices, such as the original Nintendo console. Consoles and games were manufactured in countries, such as Japan and China, and transported to consumers around the world. Games targeted small niche markets, often close to the developers' physical location, with different versions of games for each country.

5

Games producers now take a global approach and release each game in different languages to customers all over the world at the same time.

10

In 2020 an estimated 2.2 billion customers played computer games. Growth comes partially from mobile gaming, which anyone with a phone or tablet can play. Other factors include the rise of online communities, where people play and share tips; a gamer in the US can play Call of Duty with a friend in Japan at the push of a button.

15

Gamers no longer need to buy a console and spend lots of money on games. The rise of digital distribution, via the internet, has made purchases more accessible. Cloud storage has been another factor as the servers located around the world do most of the computing work. Gamers no longer need expensive equipment to play.

Global niche markets have grown with digital distribution. For example, Sukeban Games develop visual novels where players make decisions about characters and solve puzzles.

20

(Source: adapted from <https://www.contentstack.com/blog/all-about-headless/globalization-online-gaming/> and <https://www.makeuseof.com/tag/niche-video-game-genres-worth-playing/>)



## Extract F

### Country data – Japan

Government health expenditure per person	\$3 506
Education expenditure per person	\$1 235
Corruption ranking (1st is best – least corruption)	19th
Innovation ranking (1st is best)	13th
Competitiveness ranking (1st is best)	6th
Unemployment rate	2.7%
Average wage	\$41 352

(Source: adapted from <https://countryeconomy.com/countries/compare/japan/china?sc=XE0H>)

## Extract G

### PlayStation 5

The circle symbol is used widely in Japanese culture, from recycling guidelines to teachers' marks on children's homework. It means yes, OK, good or correct. The cross tells you something is wrong, bad, against the rules, or to be avoided.

When Sony produced its first PlayStation games console in 1994 and needed symbols for the two most important buttons on its controller, this was what it chose. However, although the symbols may have clear uses in Japan, they can mean something else in other countries. For example, people vote in elections by putting a cross against their preferred candidate's name. 5

Sony decided to adapt its controller to the culture of each market. In Japan, the circle button would agree with things or cause some positive action in a game, while the cross would cancel, reverse, or stop. In some markets, that function was switched, and the cross was the symbol of action, positivity, and advance. For 25 years, and three generations of PlayStations, these two different systems were kept. Global PlayStation users grew beyond 100 million. 10 15

Sony is now considering standardising the buttons on the PlayStation 5 in all markets. With the launch of the PlayStation 5, Sony will go head-to-head with Microsoft's new console in a contest on which Sony's fortunes heavily depend.

(Source: adapted from <https://www.ft.com/content/592f6a09-9316-4150-b57e-c2285121f2c9>)

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