

Please check the examination details below before entering your candidate information

Candidate surname

Other names

Centre Number

Candidate Number

Pearson Edexcel International Advanced Level

Wednesday 7 May 2025

Afternoon (Time: 2 hours)

Paper
reference

WBS11/01

Business

International Advanced Subsidiary

UNIT 1: Marketing and people

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.
- Answer **ALL** questions in Sections A, B and C.
- Answer the questions in the spaces provided – *there may be more space than you need.*

Information

- The total mark for this paper is 80.
- The marks for **each** question are shown in brackets – *use this as a guide as to how much time to spend on each question.*
- Calculators may be used.

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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(c) Analyse **two** pricing strategies *Sony* could use to compete in the electronics market.

(6)

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(d) Discuss the benefits for *Sony* of using the product life cycle when making decisions on its product portfolio.

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(e) Assess the advantages for a business, such as *Sony*, of using a product orientation approach when developing its products.

(10)

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(Total for Question 1 = 30 marks)

TOTAL FOR SECTION A = 30 MARKS



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(c) Analyse **two** possible problems for *JLP* of using primary research to gather market data for its Partnership Plan.

(6)

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(d) Discuss the advantages for *JLP* of using collective bargaining when negotiating with its partners (employees).

(8)

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(e) Assess whether profit share payment is likely to improve employee performance at *JLP*.

(10)

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(Total for Question 2 = 30 marks)

TOTAL FOR SECTION B = 30 MARKS



SECTION C

Read Extracts E and F in the Source Booklet before answering Question 3.

Write your answer in the space provided.

3 Evaluate the advantages of a decentralised organisational structure for *IKEA*.

(20)

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(Total for Question 3 = 20 marks)

TOTAL FOR SECTION C = 20 MARKS
TOTAL FOR PAPER = 80 MARKS



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Do not return this Booklet with the question paper.

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Sources for use with Section A

Extract A

About Sony

Sony was started in 1946 in Japan by Masaru Ibuka. Sony designs and manufactures a wide range of electronic goods including TVs, cameras, headphones and games consoles. It has invented many unique products and is a leading brand in the electronics market.

The Sony Walkman was launched in 1983 and provided the first portable and personal device to listen to music. It produced the first folding electronic tablet in 2011, which encouraged competitors to develop other folding electronic products. One of Sony's more recent products is a robotic pet dog named Aibo. 5

The Sony PlayStation games console, released in 1994, was unique at the time. It is Sony's best-selling product and is relaunched regularly with new features and games. 10

To position its products in the market Sony uses a product orientation approach. Its vision is 'to do what has never been done before.' The company has won many awards including a best innovation award in 2023 for one of its cameras used for Hollywood movies.

Extract B

Global market share of games consoles

Sony, Microsoft and Nintendo dominate the global games console market. Sales of games consoles increased every year until 2022, when global revenue reduced from \$60.9bn to \$56.2bn. This was due to hardware shortages caused by the global health crisis.

	Market share (by revenue)	
	2021	2022
Sony (PlayStation)	46.3%	45.0%
Nintendo (Switch)	28.2%	27.7%
Microsoft (Xbox)	25.5%	27.3%



Sources for use with Section B

Extract C

About John Lewis Partnership (JLP)

John Lewis Partnership (JLP) has 34 *John Lewis* retail stores and 329 *Waitrose* grocery stores in the UK. The retail stores sell a wide range of products including clothing, shoes, furniture and cosmetics. *Waitrose* stores sell high quality food and beverages. *JLP* has a reputation for excellent customer service.

5

JLP refers to its employees as partners. There are 80,000 partners in the UK who receive a share of the profits of the business at the end of each financial year.

The business has a democratic leadership style and some of its partners are elected by the other partners to contribute to the decision-making process of the business. The elected partners are also involved in discussions with *JLP* regarding pay, terms and conditions and redundancies using collective bargaining.

10

In 2022 each partner received 3% of their pay as profit share. However, in 2023 *JLP* announced plans for redundancies in some of its stores around the UK. *JLP* told the partners they would not receive a share of the profits due to a financial loss in 2023. This was only the second time this had happened since 1953.

Extract D

JLP's five-year Partnership Plan

In 2021 *JLP* announced a five-year plan for its business which included the following targets:

- to achieve £400m profit by the year 2026
- to improve customer service
- to review and make changes to its distribution channels
- to reduce its environmental impact and waste

5

As part of the plan, *JLP* collected primary market research from 8,000 customers, 100 suppliers, local community groups and 12,000 partners.

Sources for use with Section C

Extract E

About *IKEA*

IKEA was started in Sweden in 1943 by entrepreneur Ingvar Kamprad. Ingvar started the business at the age of 17 years old and worked until he was 91.

Ingvar was committed to providing local stores selling quality products at an affordable price. Low prices, good quality and excellent customer service remain the main aims of all *IKEA* stores. There are now 460 *IKEA* stores operating in 59 countries. 5

IKEA's product portfolio includes:

- furniture
- kitchen
- decorations 10
- beds
- rugs
- food.

In 1960, Ingvar opened restaurants in *IKEA* stores because he had noticed that customers were leaving his stores at lunchtimes to visit nearby restaurants. The *IKEA* restaurants now sell local dishes plus traditional Swedish food. 15

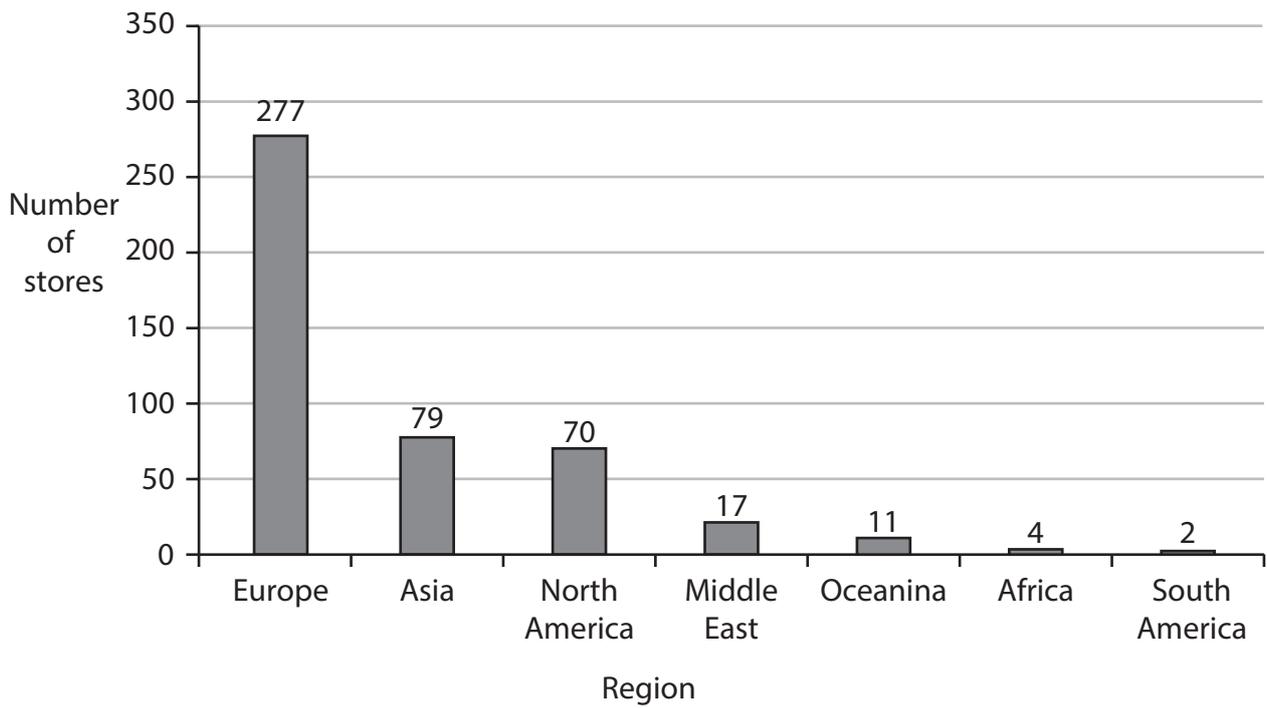
The *IKEA* stores around the world sell similar styles of products and have similar store layouts, but there are some regional variations.

IKEA's head office remains in Sweden and the business has a decentralised organisational structure.



Extract F

Region and number of *IKEA* stores (2023).



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Acknowledgements

Extract A adapted from: <https://www.sony.com/en/> and <https://www.whatgear.net/technology/sony-iconic-tech-history>

Extract B adapted from: <https://www.ampereanalysis.com/insight/console-market-2022-review-hampered-by-lack-of-hardware-availability>

Extracts C and D adapted from: johnlewispartnership.co.uk/about/who-we-are/our-future.html

Extract E adapted from: <https://www.ikea.com/gb/en/this-is-ikea/about-us/>

Extract F adapted from: <https://www.statista.com/statistics/241821/number-of-stores-of-the-ikea-group-worldwide-by-region>

