

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 14 May 2024**

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** way Samsung could use market mapping.

(4)

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(c) Assess the importance of function in the design mix of Samsung's smartphones.

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(d) Assess the likely usefulness of price skimming to Samsung's pricing strategy.

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The head of Samsung's mobile business, Dr Kye, has considered the leadership styles used at Apple and Huawei. Dr Kye is deciding the best approach in order to drive Samsung's future success, and is considering a broadly democratic or broadly paternalistic leadership style.

- (e) Evaluate these **two** options and recommend which one is the most suitable to ensure Samsung's future success.

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(Total for Question 1 = 50 marks)

**TOTAL FOR SECTION A = 50 MARKS**







(c) Assess the likely impact on BT Sport of its joint venture with Discovery Eurosport.

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(d) Assess the importance of political influence as a factor in controlling multinational TV streaming services in India.

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To increase its market share in India, Netflix could adapt its marketing mix. It could do this either by adapting its pricing policy or adapting its product to the Indian market.

(e) Evaluate these **two** options and recommend which one Netflix should choose in order to improve its market share in India.

(20)

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**(Total for Question 2 = 50 marks)**

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



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*Turn over* ►

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## SECTION A

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

### Extract A

#### Global smartphone shipments in millions

	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4
Apple	81.5	59.0	46.5	49.2	70.0
Samsung	69.2	74.5	62.5	64.3	58.3
Xiaomi	45.0	39.0	39.5	40.5	33.2
Oppo	33.9	30.9	28.2	29.5	29.6
Vivo	29.3	24.8	25.5	26.0	23.4
Others	112.7	98.1	92.3	92.4	89.4
<b>Total market</b>	371.6	326.3	294.5	301.9	303.9

(Source: adapted from <https://www.counterpointresearch.com/global-smartphone-share/>)



## Extract B

### Samsung Galaxy S23 launch

At a Galaxy launch event, Dr Kye, the head of Samsung's mobile business said: "We intend to focus on the premium segment in developed markets, as well as some of the countries where we are seeing solid growth," and added the company had seen a "noticeable shift" to luxury models in developing markets.

5

Samsung's renewed focus on high-end phones comes as it struggles to compete with lower priced Chinese rivals in the low-to-mid-range smartphone market. The new S23 models feature advanced camera improvements and longer battery life.

Premium-focused Apple has enjoyed record revenues from its IOS software, partly due to the appearance of its apps.

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Samsung aims to achieve higher average selling prices with the S23 and other premium phones that have foldable screens. The new S23 Ultra with 1 terabyte of storage is priced at more than \$1 600 in the USA, higher than competitors.

Samsung hopes the launch of a specially designed foldable phone for Chinese consumers will help it regain market share. It has experienced early success in the niche market for foldable phones, where Samsung has a technology advantage. Competition in the relatively new segment is expected to intensify when Chinese rivals, such as Huawei, enter the market. In this dynamic market, the next development is predicted to be phones with two folds for a wider screen.

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## Extract C

### Leadership at Apple and Huawei

Tim Cook has held many positions at Apple and became CEO in 2011. His leadership style lets the talents of everyone at Apple contribute to the company's success. He keeps an open mind, considers his options, and convinces other people to follow his lead. As a result of Cook's leadership style, members of his team often report feeling more involved in decision-making, encouraged to express their thoughts without fear, and rewarded for providing creative insights.

5

Huawei's Chief Executive Ren Zhengfei's military experience shaped its culture, emphasising well-defined goals, employee devotion, and obedience. Employees are offered competitive pay and there is a high uptake of share options by staff. Ren adopts a long-term perspective that can support motivated, productive, and loyal employees.

10

(Source: adapted from <https://financhill.com/blog/investing/tim-cook-leadership-style> and <https://www.ft.com/content/1e37ea95-d402-4dc4-91fb-08d5d70ae8ac>)



## SECTION B

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

### Extract D

#### BT Sport agrees joint venture with Discovery Eurosport

On September 1, 2022, BT Group and Discovery Eurosport announced completion of their 50:50 joint venture. The deal involves Discovery Eurosport giving BT Sport's existing customers the rights to view its content, creating a stronger competitor to Sky Sports in the UK. The joint venture would combine a wide catalogue of sports broadcast rights. This includes the English Premier League and UEFA Champions League football matches in the UK, cycling's Grand Tours and the tennis Grand Slams, as well as other major sporting events.

5

In 2022 BT Sport had 4 million subscribers, while Eurosport had approximately 157 million subscribers. The basic BT Sport subscription was £18 a month in the UK. Eurosport was €5.99 a month, converted to pounds (£), for UK customers. After the joint venture the price for both channels is £29.99 a month, which also includes access to many additional Discovery channels.

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Eurosport is already owned by the Discovery channel group, so BT's decision to form a joint venture makes sense for both businesses. The deal helps Discovery to compete in the TV streaming wars. It sees sports as a way to differentiate itself from competitors, such as Disney and Netflix that don't currently offer sports coverage.

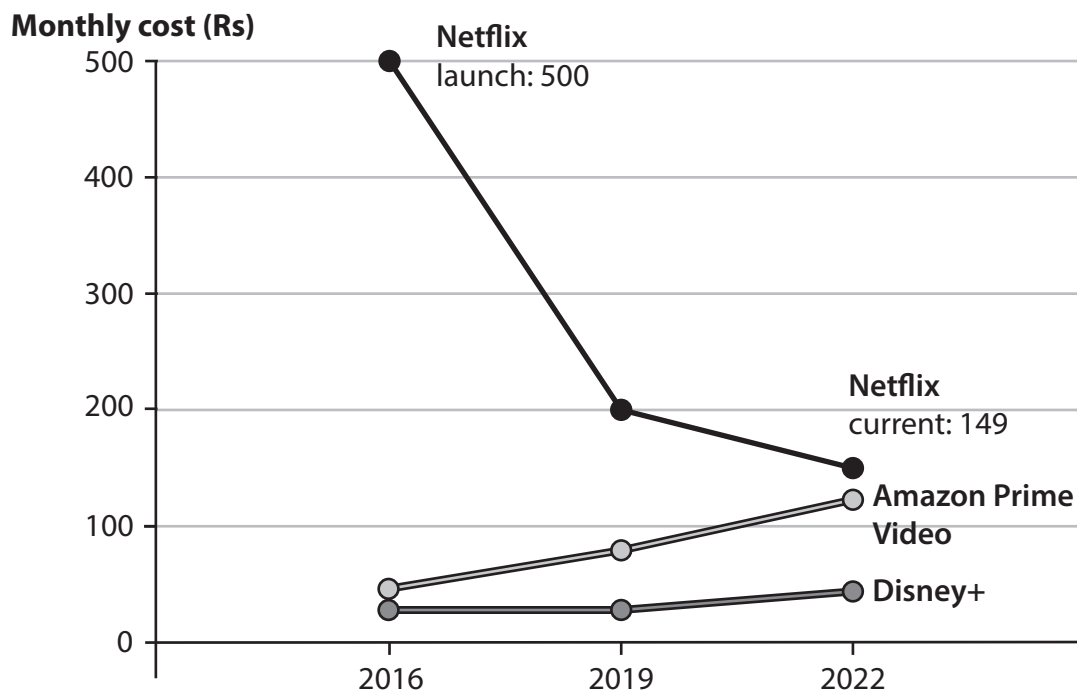
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## Extract E

### Monthly subscription prices for streaming services in India, 2016–2022



In 2016 Netflix had 0.35 million subscribers. In 2019 it had 2 million and by 2022, 5.5 million, an increase of 175%.

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## Extract F

### Netflix in India

Since 2021 businesses such as Netflix and multinational media companies operating in India have been expected to follow a code of ethics, drafted by the government. This requires businesses to exercise 'due caution and discretion' when showing content that may threaten India's security or be detrimental to the country's foreign relations.

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The government is also considering extending existing legislation affecting online content to TV streaming. The code requires businesses such as Netflix to improve the accessibility of content to persons with disabilities, and requires parental controls to limit children's access to content aimed at older viewers. Multinational streaming businesses are also expected to consider the impact of content on matters of caste (social class), race, gender, religion, or sexuality.

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(Source: adapted from Copyright The Financial Times Limited 2023. All rights reserved. and <https://www.hindustantimes.com/india-news/govt-mulls-code-of-ethics-what-ott-platforms-may-have-to-follow-101614147645811.html>)



## Extract G

### Streaming market in India

Between 2019 and 2020, Netflix spent \$400m on content made in India. “We’re quite optimistic that India isn’t fundamentally different in some way from our other markets,” said Greg Peters, Netflix’s Chief Operating Officer. Critics pointed out that Netflix was slow to address various issues, from pricing and distribution to the importance of commissioning more shows in regional languages, such as Tamil. Amazon Prime Video has been faster to offer more content in regional languages.

5

In 2023, 46% of drama programmes made by streaming platforms watched in India were on Disney+, whereas only 5% were made by Netflix.

Disney+ has catered more successfully to a mass-market audience. Netflix has not identified its target audience in India.

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(Source: adapted from Copyright The Financial Times Limited 2023. All rights reserved. and <https://www.hindustantimes.com/india-news/govt-mulls-code-of-ethics-what-ott-platforms-may-have-to-follow-101614147645811.html>)

