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Pearson Edexcel International Advanced Level

Wednesday 8 October 2025

Morning (Time: 2 hours)

Paper reference **WBS11/01A**

Business

International Advanced Subsidiary

UNIT 1: Marketing and people

Question paper

You must have:
Source Booklet and Answer Booklet

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SECTION A

Read Extracts A and B in the Source Booklet before answering Question 1.

Write your answers in the spaces provided in the Answer Booklet.

1 (a) Define the term 'entrepreneur'. (Extract A, line 7)

(2)

There has been an increase in the supply of fruit and vegetables in Indonesia.

(b) Construct a supply and demand diagram to show the effect on the market for fruit and vegetables following this increase.

(4)

(c) Analyse **two** possible disadvantages to *Sayurbox* of making employees redundant.

(6)

(d) Discuss whether innovation may have been the main reason for the initial success of *Sayurbox*.

(8)

Sayurbox sells fruit and vegetables to businesses (B2B) and directly to consumers (B2C).

(e) Assess the extent to which *Sayurbox's* B2B marketing strategy may differ from its B2C marketing strategy.

(10)

(Total for Question 1 = 30 marks)

TOTAL FOR SECTION A = 30 MARKS

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SECTION B

Read Extracts C, D and E in the Source Booklet before answering Question 2.

Write your answers in the spaces provided in the Answer Booklet.

2 (a) Define the term 'market'. (Extract C, line 1)

(2)

Womenswear represents 53% of global spending on fashion, menswear is 31% and childrenswear 16%.

In 2023, the total global revenue for fashion was $1.96 trillion.

(b) Using the above data, calculate the combined total global spending on womenswear and menswear in 2023.

(4)

(c) Analyse **two** factors that may affect the price elasticity of demand (PED) for clothes in the fashion market.

(6)

(d) Discuss the advantages for *Shein* of using cost-plus pricing to price its clothing.

(8)

(e) Assess the impact *Shein* may have on its competitors in the global fashion market.

(10)

(Total for Question 2 = 30 marks)

TOTAL FOR SECTION B = 30 MARKS

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SECTION C

Read Extracts F, G and H in the Source Booklet before answering Question 3.

Write your answer in the space provided in the Answer Booklet.

3 *Chick-fil-A* plans to enter and compete in the UK's fast-food market.

Evaluate whether *Chick-fil-A* should focus on employee welfare or sales maximisation to achieve success.

(Total for Question 3 = 20 marks)

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

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Sources for use with Section A

Extract A

About *Sayurbox*

Across Indonesia, farmers in small villages grow a wide range of fruit and vegetables including kale, papaya and avocado. There is growing demand in urban Indonesia for healthy foods and a wider variety of food choices.

The problem for the farmers was how to distribute their fruit and vegetables quickly and efficiently to meet this demand.

In 2016, entrepreneur Rama Notowidigdo used innovation to solve this problem and started *Sayurbox*. This online platform enabled the farmers to sell their fruit and vegetables directly to homes, restaurants and hotels.

Sayurbox developed a distribution network which allowed the farmers' fruit and vegetables to be packaged and delivered on the same day to most of its online customers. *Sayurbox* has grown rapidly and now has warehouses around Indonesia for the distribution of its produce.

Sayurbox also sells some fruit and vegetables that might not be accepted for sale in grocery stores due to their irregular shape, size or colour. By lowering prices on the imperfect produce, *Sayurbox* helps the farmers maximise their revenue and minimise food waste.

Extract B

Redundancies at *Sayurbox* as B2C growth slows

Although demand in the B2B market remains strong, sales in the B2C market have not been as high as expected. In 2023, *Sayurbox* made some of its B2C employees redundant.

Sayurbox stated it would provide redundancy payments as required by the laws of Indonesia and it would help the redundant employees to find new jobs.

This is not the first time *Sayurbox* has made people redundant. In 2022, 5% of its employees in Bali, an island of Indonesia, lost their jobs due to decreased B2C sales.

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Sources for use with Section B

Extract C

Growth of the global fashion market

The fashion market is a dynamic market and one of the largest markets in the world. New businesses are constantly entering the fashion market to attempt to benefit from its increasing global sales. Womenswear represents 53% of global spending on fashion, menswear is 31% and childrenswear is 16%.

Leading fashion brands include:

- *Louis Vuitton*
- *Gucci*
- *Zara*
- *H&M*
- *Uniqlo*

Louis Vuitton is ranked as the best performing fashion brand with a global brand value of $50bn. It sells high-priced, high-fashion clothing.

Extract D

Global revenue in the fashion industry, 2021–2023

Year	2021	2022	2023
Global revenue ($ trillion)	1.72	1.85	1.96

Extract E

Shein and fast fashion

Fast fashion involves clothing businesses copying high-fashion designs, mass-producing them at a low cost, and getting them to market quickly. It encourages consumers to continually update their clothing and throw away old clothing due to low pricing and rapidly-changing fashion. There are many people who are critical of this trend.

Chinese business *Shein* is one of the leading businesses in fast fashion. It overtook *Amazon* as the most downloaded shopping app in the US in 2023. *Shein* uses a wide variety of suppliers in China to produce up to 10,000 new items of clothing a day to meet the demands of buyers.

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Sources for use with Section C

Extract F

Chick-fil-A to open in the UK

Chick-fil-A is a fast-food business, started by Truett Cathy in 1946, that sells fried chicken products. It is known for its high level of customer service and has won many awards in recognition of this.

Chick-fil-A plans to invest over $100m in the next 10 years to open new restaurants outside of the US. It aims to open its first restaurant in the UK in 2024 and a further five restaurants by 2025.

Extract G

Number of fast-food restaurants in the US and UK in 2023

Fast-food restaurants	Number of restaurants in the US in 2023	Number of restaurants in the UK in 2023
McDonald's	13,444	1,450
Burger King	7,043	834
KFC	3,918	1,016
Chick-fil-A	2,837	0

Extract H

Chick-fil-A's approach to employee welfare

Family was always important to Truett Cathy and this shaped his unique approach to business. He always maintained he was not in the chicken business but the people business.

Truett recognised the importance of closing on a Sunday so that employees could have the day off and spend time with their families. Today most of its restaurants close at 10 pm and do not open on a Sunday. This differs from many fast-food restaurants that open 24 hours, seven days a week.

Truett never went to college, which is the reason *Chick-fil-A* has given more than $35m in college scholarships to employees wishing to pursue higher education.

Chick-fil-A treats all employees with respect and aims to make the workplace a safe and enjoyable place to work. Employees can use paid hours away from work, known as Wellness Hours, to volunteer to help with community projects.

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Acknowledgements

Extract A adapted from: https://cloud.google.com/customers/sayurbox

Extract B adapted from: https://www.techinasia.com/indonesias-sayurbox-fires-staff-stagnant-b2c-growth

Extracts C and D adapted from: https://fashionunited.com/global-fashion-industry-statistics

Extract E adapted from: https://www.theguardian.com/fashion/2022/apr/10/shein-the-unacceptable-face-of-throwaway-fast-fashion

Extract F adapted from: https://www.chick-fil-a.co.uk/

Extract G adapted from: https://www.visualcapitalist.com/fast-food-brands-with-the-most-u-s-locations/

Extract H adapted from: https://www.chick-fil-a.co.uk/

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Please check the examination details below before entering your candidate information

Candidate surname	Other names

Centre Number | Candidate Number

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Business

International Advanced Subsidiary
UNIT 1: Marketing and people
Answer Booklet

You must have:
Question Paper and Source Booklet

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.

Turn over ▶

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SECTION A

Read Extracts A and B in the Source Booklet before answering Question 1.

Write your answers in the spaces provided.

Question 1

Write the answer to Question 1(a) in the space provided.

(2)

Write the answer to Question 1(b) in the space provided.

(4)

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Write the answer to Question 1(c) in the space provided.

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Write the answer to Question 1(d) on the two pages provided.

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Question 1(d) continued

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Write the answer to Question 1(e) on the two pages provided.

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Question 1(e) continued

(Total for Question 1 = 30 marks)

TOTAL FOR SECTION A = 30 MARKS

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SECTION B

Read Extracts C, D and E in the Source Booklet before answering Question 2.

Write your answers in the spaces provided.

Question 2

Write the answer to Question 2(a) in the space provided.

(2)

Write the answer to Question 2(b) in the space provided.

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Write the answer to Question 2(c) in the space provided.

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Write the answer to Question 2(d) on the two pages provided.

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Question 2(d) continued

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Write the answer to Question 2(e) on the two pages provided.

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Question 2(e) continued

(Total for Question 2 = 30 marks)

TOTAL FOR SECTION B = 30 MARKS

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SECTION C

Read Extracts F, G and H in the Source Booklet before answering Question 3.

Write your answer on the four pages provided.

Question 3

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Question 3 continued

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Question 3 continued

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

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