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CAMBRIDGE
International Education

Cambridge International AS & A Level

BUSINESS **9609/41**

Paper 4 Business Strategy **May/June 2026**

MARK SCHEME

Maximum Mark: 40

Published

This mark scheme contains the instructions and marking guidance that our examiners used to mark candidate responses for this component.

Before they start marking, examiners complete a standardisation process. They review a range of candidate responses and discuss the mark scheme in detail to agree which answers can and cannot be accepted. Examiners award marks where it is clear that candidate responses have met the requirements of the mark scheme. These requirements may vary between different components or different versions of the same component, depending on the exact requirements of the question and the candidate responses seen during the standardisation process.

Sometimes, our mark schemes may allow marks to be awarded to responses which contain elements that are factually incorrect or for content not covered by the syllabus. We do this in response to the demands of a specific question to support candidates and make sure that our assessments are fair. However, these allowances should not be used as a guide for teaching and learning.

We cannot discuss the mark scheme with schools, and we recommend that schools read the mark scheme together with the assessment material and the Principal Examiner Report for Teachers.

This document consists of **21** printed pages.

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General marking principles

All examiners must apply these marking principles when marking candidate responses.

1	Examiners must award marks for each response in line with: • the specific **content** defined in the mark scheme • the specific **skills** defined in the mark scheme or in the level descriptions • the **standard of response** required as exemplified by the standardisation scripts.
2	Examiners must award **whole marks** (not half marks, or other fractions).
3	Examiners must award marks **positively**. This means that: • marks are not deducted for errors or omissions • marks are awarded for correct/valid answers as defined in the mark scheme and also for **other valid answers** which go beyond the scope of the syllabus and mark scheme referring to your team leader as appropriate • the quality of spelling, punctuation and grammar are judged **only** when the mark scheme indicates that these features are **specifically assessed** in the question. However, the meaning of all responses must be unambiguous.
4	Examiners must **consistently** apply the requirements of the mark scheme and any rules for what to do when candidates have not followed instructions correctly.
5	Examiners must use the **full range of marks** defined in the mark scheme, unless limited by the quality of the candidate responses seen.
6	Examiners must award marks according to the mark scheme and **must not** award marks with grade thresholds or grade descriptions in mind.

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J609/41 Mark Scheme June 2026

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Social Sciences-Specific Marking Principles
(for point-based marking)

1 Components using point-based marking:

- Point marking is often used to reward knowledge, understanding and application of skills. We give credit where the candidate's answer shows relevant knowledge, understanding and application of skills in answering the question. We do not give credit where the answer shows confusion.

From this it follows that we:

a DO credit answers which are worded differently from the mark scheme if they clearly convey the same meaning (unless the mark scheme requires a specific term)
b DO credit alternative answers/examples which are not written in the mark scheme if they are correct
c DO credit answers where candidates give more than one correct answer in one prompt/numbered/scaffolded space where extended writing is required rather than list-type answers. For example, questions that require *n* reasons (e.g. State two reasons …).
d DO NOT credit answers simply for using a 'key term' unless that is all that is required. (Check for evidence it is understood and not used wrongly.)
e DO NOT credit answers which are obviously self-contradicting or trying to cover all possibilities
f DO NOT give further credit for what is effectively repetition of a correct point already credited unless the language itself is being tested. This applies equally to 'mirror statements' (i.e. polluted/not polluted).
g DO NOT require spellings to be correct, unless this is part of the test. However spellings of syllabus terms must allow for clear and unambiguous separation from other syllabus terms with which they may be confused (e.g. corrasion/corrosion)

2 Presentation of mark scheme:

- Slashes (/) or the word 'or' separate alternative ways of making the same point.
- Semi colons (;) bullet points (•) or figures in brackets (1) separate different points.
- Content in the answer column in brackets is for examiner information/context to clarify the marking but is not required to earn the mark (except Accounting syllabuses where they indicate negative numbers).

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3 Calculation questions:

- The mark scheme will show the steps in the most likely correct method(s), the mark for each step, the correct answer(s) and the mark for each answer
- If working/explanation is considered essential for full credit, this will be indicated in the question paper and in the mark scheme. In all other instances, the correct answer to a calculation should be given full credit, even if no supporting working is shown.
- Where the candidate uses a valid method which is not covered by the mark scheme, award equivalent marks for reaching equivalent stages.
- Where an answer makes use of a candidate's own incorrect figure from previous working, the 'own figure rule' applies: full marks will be given if a correct and complete method is used. Further guidance will be included in the mark scheme where necessary and any exceptions to this general principle will be noted.

4 Annotation:

- For point marking, ticks can be used to indicate correct answers and crosses can be used to indicate wrong answers. There is no direct relationship between ticks and marks. Ticks have no defined meaning for levels of response marking.
- For levels of response marking, the level awarded should be annotated on the script.
- Other annotations will be used by examiners as agreed during standardisation, and the meaning will be understood by all examiners who marked that paper.

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Annotations guidance for centres

Examiners use a system of annotations as a shorthand for communicating their marking decisions to one another. Examiners are trained during the standardisation process on how and when to use annotations. The purpose of annotations is to inform the standardisation and monitoring processes and guide the supervising examiners when they are checking the work of examiners within their team. The meaning of annotations and how they are used is specific to each component and is understood by all examiners who mark the component.

We publish annotations in our mark schemes to help centres understand the annotations they may see on copies of scripts. Note that there may not be a direct correlation between the number of annotations on a script and the mark awarded. Similarly, the use of an annotation may not be an indication of the quality of the response.

The annotations listed below were available to examiners marking this component in this series.

Annotations

Annotation	Meaning
	For objective points that are correct.
	For objective points that are wrong.
 and TV	When the candidate has attempted something, but the mark/skill has not been awarded.
Highlighter	To highlight a point or section of an answer that justifies the mark/annotation.
BOD	When the candidate has attempted something, and the mark/skill has been awarded.
NUT	When the context has not been used.
SEEN	To show a page/section has been seen/read.
NAQ	When the response is not focused on answering the question.
REP	The repetition of a previous point in a response **or** candidate is copying the case study/data.

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Annotation	Meaning
OFR	The own figure rule applies – acts as a mark/tick.
K	When limited knowledge (AO1) has been awarded.
DEV	When developed knowledge (AO1) has been awarded.
APP	When AO2 has been awarded. Number of APPs should match the mark awarded.
A1	When AO3 at Level 1 has been awarded.
A2	When AO3 at Level 2 has been awarded.
A3	When AO3 at Level 3 has been awarded.
N1	When AO4 at Level 1 has been awarded.
N2	When AO4 at Level 2 has been awarded.
N3	When AO4 at Level 3 has been awarded.

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Guidance on using levels-based marking

Marking of work should be positive, rewarding achievement where possible, but clearly differentiating across the whole range of marks, where appropriate.

The examiner should look at the work and then make a judgement about which level statement is the best fit. In practice, work does not always match one level statement precisely so a judgement may need to be made between two or more level statements.

Once a best-fit level statement has been identified, use the following guidance to decide on a specific mark:

- If the candidate's work **convincingly** meets the level statement, award the highest mark.
- If the candidate's work **adequately** meets the level statement, award the most appropriate mark in the middle of the range.
- If the candidate's work **just** meets the level statement, award the lowest mark.
- L1, L2 etc. must be clearly annotated on the response at the point where the level is achieved.

Assessment objectives

AO1 Knowledge and understanding
Demonstrate knowledge and understanding of business concepts, terms and theories.

AO2 Application
Apply knowledge and understanding of business concepts, terms and theories to problems and issues in a variety of familiar and unfamiliar business situations and contexts.

AO3 Analysis
Analyse business problems, issues and situations by:
- using appropriate methods and techniques to make sense of qualitative and quantitative business information
- searching for causes, impact and consequences
- distinguishing between factual evidence and opinion or value judgement
- drawing valid inferences and making valid generalisations.

AO4 Evaluation
Evaluate evidence in order to make reasoned judgements, present substantiated conclusions and, where appropriate, make recommendations for action and implementation.

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PREPARATION FOR MARKING

1. Make sure that you have completed the relevant training and have access to the *RM Assessor Guide*.
2. Make sure that you have read and understand the question paper, which you can download from https://ca.assessor.rm.com/
3. Log in to RM Assessor then mark and submit the required number of practice and standardisation scripts. You will need to mark the standardisation scripts to the required accuracy in order to be approved for marking live scripts. You may be asked to re-mark them, or to mark a second sample, if you do not meet the required accuracy on your first attempt.

MARKING PROCESS

1. Mark strictly to the FINAL mark scheme, applying the criteria consistently and the general marking principles outlined on the previous page.
2. If you are in doubt about applying the mark scheme, consult your Team Leader.
3. Mark at a steady rate through the marking period. Do not rush, and do not leave too much until the end. If you anticipate a problem in meeting the deadline, contact your Team Leader immediately and the Examiners' Helpdesk.
4. Examiners will prepare a brief report on the performance of candidates to send to their Team Leader via email by the end of the marking period. The Examiner should note strengths seen in answers and common errors or weaknesses. Constructive comments on the question paper, mark scheme or procedures are also appreciated.

MARKING SPECIFICS

Crossed out work

1. **All of a candidate's answers, *crossed out* or not, *optional* or not, must be marked.**
2. The only response not to be marked is one that has been crossed out and replaced by another response for that exact same question.
3. Consequently, if a candidate has crossed out their response to an optional question and gone on to answer a different optional question then both attempts must be marked. The higher mark will be awarded by the system according to the rubric.

0 (zero) marks or NR (no response)

1. Award **NR** if there is nothing at all written in answer to that question (often the case for optional questions).
2. Award **NR** if there is a comment which is not an attempt at the question (e.g. 'can't do it' or 'don't know' etc.)
3. Award **NR** if there is a symbol which is not an attempt at the question, such as a dash or question mark.
4. Award **0** (zero) if there is any attempt at the question which does not score marks. This includes copying the question onto an Answer Booklet.

Annotation

1. Every question must have at least one annotation e.g. <NAQ> if it is an NR and <X> or <seen> if 0 marks are awarded.
2. Every page of a script must have at least one annotation e.g. <BP> for a blank page.

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Use this grid for both questions

Level	AO1 Knowledge and understanding 3 marks	AO2 Application 2 marks	AO3 Analysis 8 marks	AO4 Evaluation 7 marks
	Description	**Description**	**Description**	**Description**
3			**7–8 marks** **Developed analysis of the overall strategy** that identifies connections between causes, impacts and/or consequences.	**6–7 marks** **Effective evaluation** A developed judgement/conclusion is made in the business context that draws together developed evaluative comments which balance some key arguments in the business context.
2	**2–3 marks** **Developed knowledge** of relevant key term(s) and/or factor(s) is used to answer the question.	**2 marks** **Developed application** of relevant point(s) to the business context.	**4–6 marks** **Developed analysis of individual strategic element(s)** that identifies connections between causes, impacts and/or consequences.	**3–5 marks** **Developed evaluation** • A developed judgement/conclusion is made. • Developed evaluative comments which balance some key arguments.
1	**1 mark** **Limited knowledge** of relevant key term(s) and/or factor(s) is used to answer the question.	**1 mark** **Limited application** of relevant point(s) to the business context.	**1–3 marks** **Limited analysis** that identifies connections between causes, impacts and/or consequences.	**1–2 marks** **Limited evaluation** • A judgement/conclusion is made with limited supporting comment/evidence. • An attempt is made to balance the arguments.
0	**0 marks** No creditable response.	**0 marks** No creditable response.	**0 marks** No creditable response.	**0 marks** No creditable response.

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Question	Answer	Marks
1	**Evaluate the effectiveness of AH's crisis management strategy between July 2025 and January 2026.** Responses may include: **AO1 Knowledge and understanding of crisis management** **Knowledge K (max 1 mark) can be awarded for knowledge about crisis management. DEV can be awarded for understanding of how crisis management works or steps that should be taken including:** • Crisis management: the process of dealing with a sudden emergency event. • Crises such as fire, floods, damage to inventory, illness of key employees, IT system failure, accidents etc. • May make it difficult or impossible to carry out normal everyday business operations. • Different to contingency planning which allows a business to take steps to minimise the potential impact of a disaster and ideally prevent it from happening in the first place. • If unexpected emergencies do occur, they require effective crisis management (after the incident). • Immediate response to the crisis; stakeholders communication; use of a backup plan (may be from the contingency plan); identifying level of risk; crisis team; allocating a spokesperson; managing staff expectations. Allow knowledge of contingency planning as a reaction to the crisis and terms of what AH did not do; time frame before reacting; public communication; ownership of the issue. Crisis management is the process of dealing with a sudden emergency event K — Some basic knowledge about crisis management so only K Crisis management is the process of dealing with a sudden emergency event K. This could include how they deal with minimising the results of the crisis including a plan of action DEV — 1 K for identification and 1 Dev for a point of explanation Crisis management is the process of dealing with a sudden emergency event K. This could include how they deal with minimising the results of the crisis including a plan of action DEV. The plan may include how they will deal with the media and customers to limit the effects of the crisis DEV — 1 K for identification and 2 Devs for two points of explanation <u>No other AO2, AO3 OR AO4 marks can be awarded without AO1.</u>	**20**

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Question	Answer	Marks
1	**AO2 Application** Application APP (max 2 marks) can be awarded for **applying knowledge, analysis or evaluation of crisis management** to AH. ***Context that is used, but not linked to another AO is REP***. • Appendix 1 – SWOT analysis • Over 1 bn users globally • Brand valued at over $2 bn • Few customers in Asia • No profit until 2026 (forecast) • Strategic alliance to enter Asia under consideration • 93 per cent of AH revenue from Rotary • Increased risk of security threats (hacks) • Rotary v5 released in August 2025 • Immediate complaints received (Appendix 2) • Complaints increased by 500 per cent • Contact and banking data being stolen • Forces smartphone to power down • Messages being sent to wrong people • Customer waiting times from 8 minutes to 3 hours	

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Question	Answer	Marks
1	• V 5.1 to be sent within five days. • Marketing Director believes AH should apologise publicly • Rotary 5.1 is released in August and solves issues of v5.0 • News agencies continue to contact AH in September • Marketing Manager resigns and gives interview • No contingency plans in place • 'Disaster waiting to happen' • MD did not listen to Marketing Director • Has 'no confidence' in the future of the business • Experts advise AH customers to delete Rotary from smartphones • Competitor advertises as being 'safer than Rotary' • Use of Rotary falls for first time since launch • Managing Director and Operations Director dismissed in November 2025 • New Managing Director is recruited in December 2025 • Issues apology for Rotary v5.0 • Removes Rotary app from all online stores • New messaging app will be released next year • Rotary app removed from online stores in January 2026 • Rotary no longer supported from January 2026	

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Question	Answer	Marks
1	**AO3 Analysis** Analysis should be about how AHs crisis management **may have had** a positive effect on AH **and** how crisis management **may have had** a negative effect/cost to AH (A1 and A2 and A3), including: Analysis should be about the way in which AH's crisis management was effective, including: • Minimises impact on business; new v5.1 released in same month as V5.0, likely to show speedy response and have a positive impact on reputation – maintain revenue – more likely to reach forecast of profit in 2026. • Ensures continuity; V5.1 is released in same month as issue with v5.0 is found which may mean many consumers see no change in their usage – maintains users and revenue streams. • Also the release of Candlestick (due in 2026) shows the speedy response from AH, which is made possible by AH's crisis management which may allow AH to remain as a functioning business through 2026 – however, by removing Rotary (93 per cent of AH revenue) AH will have very little revenue incoming – may lead to failure of AH. • Protects reputation; speed of response; • Customers may feel that the business is responding to problems in real time, and this may lead to a positive reputation – increased usage of the app/revenue. • AH had an emergency meeting in the same month as the issue occurred – fast reaction may mean many customers are unaware and no damage AH's reputation. • AH had completed quality control on the app showing that AH does have quality standards – however these did not prevent the release of an unsafe app, so may be inappropriate/ additional cost to AH with no benefit • Improves employee confidence; employees are likely to use the software themselves and will be aware of issue which may make them fear for their job – increased labour turnover. • Compliance with regulatory requirements; AH does not admit liability immediately; perhaps sensible to allow more investigation and to stop AH admitting liability where it may not have been their responsibility – however may have led to customers not believing AH – loss of reputation and revenue.	

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Question	Answer	Marks
1	Analysis can also be about what AH did that was not effective, including: • Failure to collect adequate information; the response time (same month) suggests that Ah had a 'knee jerk' reaction not a considered response – may lead to lack of customer confidence – reduced revenue – inability to meet forecast profit in 2026. • Failure to establish a command hierarchy. • Marketing Director is in opposition to MD and resigns which is likely to lead to more media attention and the insinuation that AH is responsible – deletion of Rotary from users' phones– reduced revenue streams. • Managing Director and Operations Director both dismissed in December 2025 – clear responsibility, but four months after issue – likely to affect AH reputation. • Inability to designate team/organisational responsibilities; all board members called into emergency meeting suggests that this was not done – may have had a better/quicker/more effective response if tasks had been designated to departments/functions. • Poor communication – internal and external; Customers and media informed of update, but no further action deemed necessary in August 2025. Likely that better communication may have reduced the impact of Rotary 5.0 and possibly improved take up of Rotary 5.1. • Failure to contingency plan; no evidence of contingency plans and Marketing Director explicitly states there was no contingency plan. • Contingency plans give confidence to internal and external stakeholders of the business – likely to reduce negative impacts and may have reduced likelihood of Rotary 5.0 of being released. • May have made the process speedier and assigned responsibilities – reduced negative reputation – maintain revenue – may improve the likelihood of Rotary 5.1 of being accepted in market. • May not have required an emergency board meeting (which occurred two weeks after the release) as the plan would already have been in place – reduced risk of mass media being involved – maintain AH revenue. • Needs to be easily understandable, accessible and implementable; since the board had to meet, it can be assumed that there was no management plan in place – more time needed to respond – reduced users of Rotary. Candidates' analysis **must** be business facing. They may identify an advantage of crisis management and provide developed analysis to get to L2, this then needs to be counterbalanced to get to L3. If a candidate does this twice, they will gain 8 marks.	

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Question	Answer	Marks
1	**AO4 Evaluation** Evaluation (N1 and N2 and N3). Evaluation will largely depend on the points raised in the analysis. Candidates MUST answer the question – how effective was AH's crisis management between July 2025 and January 2026. The development and support of this judgement will help them to move through L2 and L3. To award L3 the answer must be in context and draw upon the previous analysis. • A judgement over the effectiveness of AH's crisis management between July 2025 and January 2026. • A judgement over the other approaches AH could have used to manage the crisis between July 2025 and January 2026 (such as contingency planning). • What the judgement(s) may depend upon; the reaction of the media/customer, the actions of competitors, the external environment (social, legal, economic, political, technological), the objectives of stakeholders, the funding/finance/cashflow of AH, the perspective of the stakeholders (i.e. customers vs Directors, media vs shareholders etc.) etc. • Weighing up of the relative arguments about the effectiveness of AH's crisis management.	

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<table>
<tr><th>Question</th><th>Answer</th><th>Marks</th></tr>
<tr><td>1</td><td>
<table>
<tr><th>No credit</th><th>L1 N1 including: (limited supporting evidence)</th><th>L2 N2 including: (developed supporting evidence)</th><th>L3 N3 (developed supporting evidence with context)</th></tr>
<tr><td>AH’s crisis management was effective.</td><td>AH’s CM has been effective as they have been able to lessen the impact of the software</td><td>AH’s CM has been effective as they have been able to lessen the impact of the software This has insured the company has survived and is still trading</td><td>AH’s CM has been effective as they have been able to lessen the impact of the software This has ensured the company has survived and is still trading with the ability to recruit a new managing director and launch the new product candlestick to replace the version 5.0 of Rotate.</td></tr>
<tr><td>The crisis management was not effective.</td><td>AH’s CM was not effective as they have lost their main product.</td><td>AH’s CM was not effective as they have lost their main product. The speed in which they dealt with the issue was too long and stakeholders communication hampered their ability to solve the issue.</td><td>AH’s CM was not effective as they have lost their main product. This meant they lost 50 per cent of the company’s revenue and with only 7 per cent of their revenue coming from other products this shows they were not ready to deal with any crisis and that the speed in which they dealt with the issue was too long and stakeholders communication hampered their ability to solve the issue.</td></tr>
</table>
Accept all valid responses.
</td><td></td></tr>
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Question	Answer	Marks
2	**Advise AH on an appropriate marketing strategy to successfully launch the Candlestick app.** **Indicative content** **AO1 Knowledge and understanding** Knowledge [K] (max 1 mark) can be awarded for any relevant business knowledge about business strategy, marketing; elements of marketing , including: Responses may include: The elements of a marketing strategy, including: • The nature of marketing • The purpose of marketing • Market research • The marketing mix • Product – USP, quality, features of • Price – and pricing strategies • Promotion – advertising, social media • Place – New Asian market – target segmentation new market targeting • Pan-global marketing • Elasticity • Product development (including R&D) • Sales forecasting • Marketing strategy • Marketing plan (objectives, resources, research, marketing mix) • Marketing planning • Consistency with the business, product, market • Coordinated marketing strategy • Ansoff Matrix (use of to help with decision making) • Marketing objectives • IT and AI in marketing Do not accept discussion of Blue Ocean or Red Ocean, PESTLE, SWOT, Porters 5 Forces or other strategic business tools.	**20**

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<table>
<tr><th>Question</th><th>Answer</th><th>Marks</th></tr>
<tr><td>2</td><td>
Award DEV for any explanation of relevant business knowledge, up to a max of 2 marks.
<table>
<tr><td>AH can use the Marketing mix to design a marketing strategy K.</td><td>Some basic knowledge about marketing, so only K.</td></tr>
<tr><td>AH can use the Marketing mix to design a marketing strategy K, for example they can focus on the Product and ensure adequate R&D is completed to ensure there are no bugs DEV.</td><td>1 K for identification and 1 DEV for a point of explanation</td></tr>
<tr><td>AH can use the Marketing mix to design a marketing strategy K, for example they can focus on the Product and ensure adequate R&D is completed to ensure there are no bugs DEV and that the additional features really do work before using this aspect in their Promotional campaign.</td><td>1 K for identification and 2 DEVs for two points of explanation</td></tr>
</table>
<u>No other AO2, AO3 OR AO4 marks can be awarded without AO1.</u>

AO2 Application

Appendix 1 – SWOT analysis
Over 1 bn users globally
Brand valued at over $2 bn
Few customers in Asia
No profit until 2026 (forecast)
Purchase offer from major social media platform
Strategic alliance to enter Asia under consideration
93 per cent of AH revenue from Rotary
Increased risk of security threats (hacks)
Rotary v5 released in August 2025
Immediate complaints received (Appendix 2)
Complaints increased by 500%
Contact and banking data being stolen
Forces smartphone to power down
Messages being sent to wrong people
Customer waiting times from 8 minutes to 3 hours#
V 5.1 to be sent within five days.
Marketing Director believes AH should apologise publicly

</td><td></td></tr>
</table>

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Question	Answer	Marks
2	• Rotary 5.1 is released in August and solves issues of v5.0 • News agencies continue to contact AH in September • Marketing Manager resigns and gives interview • No contingency plans in place • 'Disaster waiting to happen' • MD did not listen to Marketing Director • Has 'no confidence' in the future of the business • Experts advise AH customers to delete Rotary from smartphones • Competitor advertises as being 'safer than Rotary' • Use of Rotary falls for first time since launch • Managing Director and Operations Director dismissed in November 2025 • New Managing Director is recruited in December 2025 • Issues apology for Rotary v5.0 • Removes Rotary app from all online stores • New messaging app will be released next year • Rotary app removed from online stores in January 2026 • Rotary no longer supported from January 2026	

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Question	Answer	Marks
2	**AO3 Analysis** **(L1 Analysis – limited analysis of element(s) of a marketing strategy, L2 Analysis – good analysis of element(s) of a marketing strategy, L3 Analysis –** *this then needs to be counterbalanced to get to L3. If a candidate does this twice, they will gain 8 marks.* Analysis is likely to be based on the marketing strategies AH could use to launch the new product (A1 and A2 and A3), including: • Setting marketing objectives; gives focus for the other elements of a marketing strategy – likely to lead to a more coordinated marketing strategy – better chance of success. • Resources – AH has experience of selling and maintaining Rotate which may mean that the business has appropriate resources to launch Candlestick – however, due to the poor reputation of Rotate, AH may need to significantly change the way they operate to not be associated with Rotate anymore. • Research – will AH's previous (assumed) research still be relevant. If not then they may need to spend significant money to research Candlestick, especially with a global market, in a dynamic environment – however, Rotate was being sold up to November 2025 and AH may have good research for the majority of the past – less cost than a new business in the market. • Product – AH may be able to use many aspects from Rotate – reducing development costs – however, this may tarnish Candlestick's reputation from being associated with Rotate – reduced uptake of new app – lower revenue opportunities. • Price – Rotate was free to download and use – so Candlestick could be released for free – increased number of users – increased advertising revenue. • However if Candlestick has to be paid for this might give customers some confidence of the level of quality – also increase AH's revenue – however, less users may lead to less advertising revenue. • Promotion – Many apps are advertised on TV (especially games apps) and for a global product, such as Candlestick, mass media is likely to be seen by a large number of potential customers – increasing revenue – however the cost of globally advertising Candlestick would be very high and likely to be unaffordable for AH, especially after the crisis of Rotate. • Many apps are promoted in combination with other apps. AH may consider a joint venture with another business who have complimentary goods. Cross promotion may allow AH to target specific market segments – lower cost than mass media advertising – however likely to take longer to engage enough customers. • Place – most apps are 'sold' on the Apple app store or Google play store (online shops) – wide audience – more likely to attract a large number of customers – however likely to be expensive and reduce AH opportunity to meet their profit forecast for 2026.	

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<table>
<tr><th>Question</th><th>Answer</th><th>Marks</th></tr>
<tr><td>2</td><td>

AO4 Evaluation

Evaluation (N1 and N2 and N3) including:

Candidates MUST answer the question – .what strategies will help improve performance at AH. The development and support of this judgement will help them to move through L2 and L3.

To award L3 the answer must be in context and draw upon the previous analysis.

- A judgement over the appropriateness of the chosen marketing strategy.
- A judgement over the likely success of the chosen marketing strategy.
- A judgement over the best marketing strategy.
- What the judgement(s) may depend upon; the reactions of competitors, the dynamism of the external environment, the likely development of technology, the reactions of customers to the failure of Rotate etc.
- Weighing up of the likely success of the marketing strategy for the future success of Candlestick.

<table>
<tr><th>No credit</th><th>L1 N1 including: (limited supporting evidence)</th><th>L2 N2 including: (developed supporting evidence)</th><th>L3 N3 (developed supporting evidence with context)</th></tr>
<tr><td>AH should focus on the Product in their strategy</td><td>AH should focus on the quality and features of the new product in their strategy as this is the most important aspect when launch this type of product.</td><td>AH should focus on the quality and features of the new product in their strategy as this is the most important aspect when launch this type of product. This will help support with regaining customers confidence.</td><td>AH should focus on the quality and features of the new product in their strategy as this is the most important aspect when launch this type of product. As they lost 50 per cent of their customers through the inadequate product development of Rotate 5.0. This will help support with regaining customers confidence</td></tr>
</table>

Accept all valid responses.

</td><td></td></tr>
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