Please check the examination details below before entering your candidate information

Candidate surname	Other names

Centre Number | Candidate Number

Pearson Edexcel International Advanced Level

Thursday 8 January 2026

Morning (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.

Turn over ▶

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SECTION A

Read Extracts A to C in the Source Booklet before answering Question 1.

Write your answers in the spaces provided.

1 (a) Define the term 'competition'. (Extract A, line 8)

(2)

(b) Using Extract C, calculate to **two** decimal places, the percentage change in pizza revenue in Australia between 2020 and 2024.

(4)

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(c) Analyse **two** methods Just Naples used to build its brand.

(6)

Just Naples aims to expand its business to other cities in Australia and is considering its pricing strategy.

(d) Discuss the benefits to Just Naples of using penetration pricing when expanding to other cities in Australia.

(8)

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Just Naples aims to increase its market share of pizza sales in Australia.

(e) Assess the extent to which secondary research may help Just Naples to achieve this aim.

(10)

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(Total for Question 1 = 30 marks)

TOTAL FOR SECTION A = 30 MARKS

SECTION B

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

Write your answers in the spaces provided.

2 (a) Define the term 'business objective'. (Extract D, lines 9-10)

(2)

Nurus increased the price of an office table from $480 to $504. Sales of these office tables decreased by 2%.

(b) Calculate the price elasticity of demand (PED) for this office table. You are advised to show your working.

(4)

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(c) Analyse **two** possible advantages to Nurus of operating in a niche market.

(6)

The senior managers at Nurus use a laissez-faire style of leadership in its offices and design studios.

(d) Discuss the benefits to Nurus of using this style of leadership.

(8)

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(e) Assess the usefulness of the Boston Matrix to Nurus when making decisions on its product portfolio.

(10)

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(Total for Question 2 = 30 marks)

TOTAL FOR SECTION B = 30 MARKS

SECTION C

Read Extracts F to H in the Source Booklet before answering Question 3.

Write your answer in the space provided.

3 Evaluate the importance of having a tall organisational structure for Toyota's global success.

(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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GradeMax

Pearson Edexcel International Advanced Level

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Business

International Advanced Subsidiary

UNIT 1: Marketing and people

Source Booklet

Do not return this Booklet with the question paper.

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Sources for use with Section A

Extract A

Just Naples

Antimo is a skilled pizza chef born in Naples, Italy. Naples is the most famous location for pizza, not just in Italy but in the world.

Antimo moved to Australia where he worked at Gradi, a famous pizza restaurant. He started his pizza-delivery business, Just Naples, in Melbourne, Australia and soon expanded to Adelaide, Australia. He makes authentic, Italian-style pizza and delivers to people's homes and place of work.

Although there is a high level of competition in Australia, Just Naples has become a well-recognised brand. Antimo won an award at the Australia Pizza Championships. He was also chosen to provide food to the film crew and contestants on a famous Australian television programme.

Antimo expanded the business by introducing pizza trucks. The trucks have a built-in pizza oven and are used to sell freshly made pizza at music events and parties.

Extract B

Australia's pizza market

- Domino's is the market leader for pizza in Australia. It has 700 stores and a 58% market share of the Australian pizza market
- Approximately a third of Australians eat pizza at least once a week
- 60% of pizza orders are made for home delivery or takeaway, 40% of customers choose to eat at pizza restaurants

Extract C

Pizza revenue in Australia 2012 – 2024 (Australian dollars)

Year	Revenue $bn
2012	3.4
2016	4.2
2020	4.2
2024	4.5

Sources for use with Section B

Extract D

About Nurus

Nurus was started in Türkiye in 1927 and remains a family-run business. In the 1990s, brothers Renan and Güran, turned Nurus into an international brand known for its unique office furniture.

Nurus, famous for innovation, creates unique products by researching, observing and listening to the needs of its customers. It continually updates its design mix to produce office furniture that responds to market trends and changing customer needs.

It employs skilled designers and uses advanced technology to offer creative, aesthetically pleasing and functional designs. Its aim is to make life easier in the office. Its business objective is to have no errors from production to delivery.

The product portfolio of Nurus includes:

- Office chairs
- Desks and tables
- Soft seating
- Office partitions
- Storage and office accessories
- Acoustic pods.

Extract E

Working at Nurus

Nurus cares about its employees as much as its customers. Its employees are highly skilled and creative. Nurus empowers its designers, encouraging them to work closely with customers to understand their needs and constantly develop their products with engineering teams.

It provides attractive working facilities for its employees including modern studios, laboratories, restaurants and trendy cafes.

Sources for use with Section C

Extract F

About Toyota

Toyota was started in Japan in 1937. It now has the largest share of the global car market. It is known for its innovation and production methods which have influenced car manufacturing globally. Toyota aims for efficiency, quality, and continuous improvement.

In recent years, Toyota has invested heavily in the research and manufacture of hybrid and electric cars due to global concerns over resource depletion.

Toyota has retained its lead as the world's leading car-manufacturing business for four years. However, it has faced its share of problems which include defects with engines and errors in safety features in some of its cars.

Extract G

Toyota's organisational structure

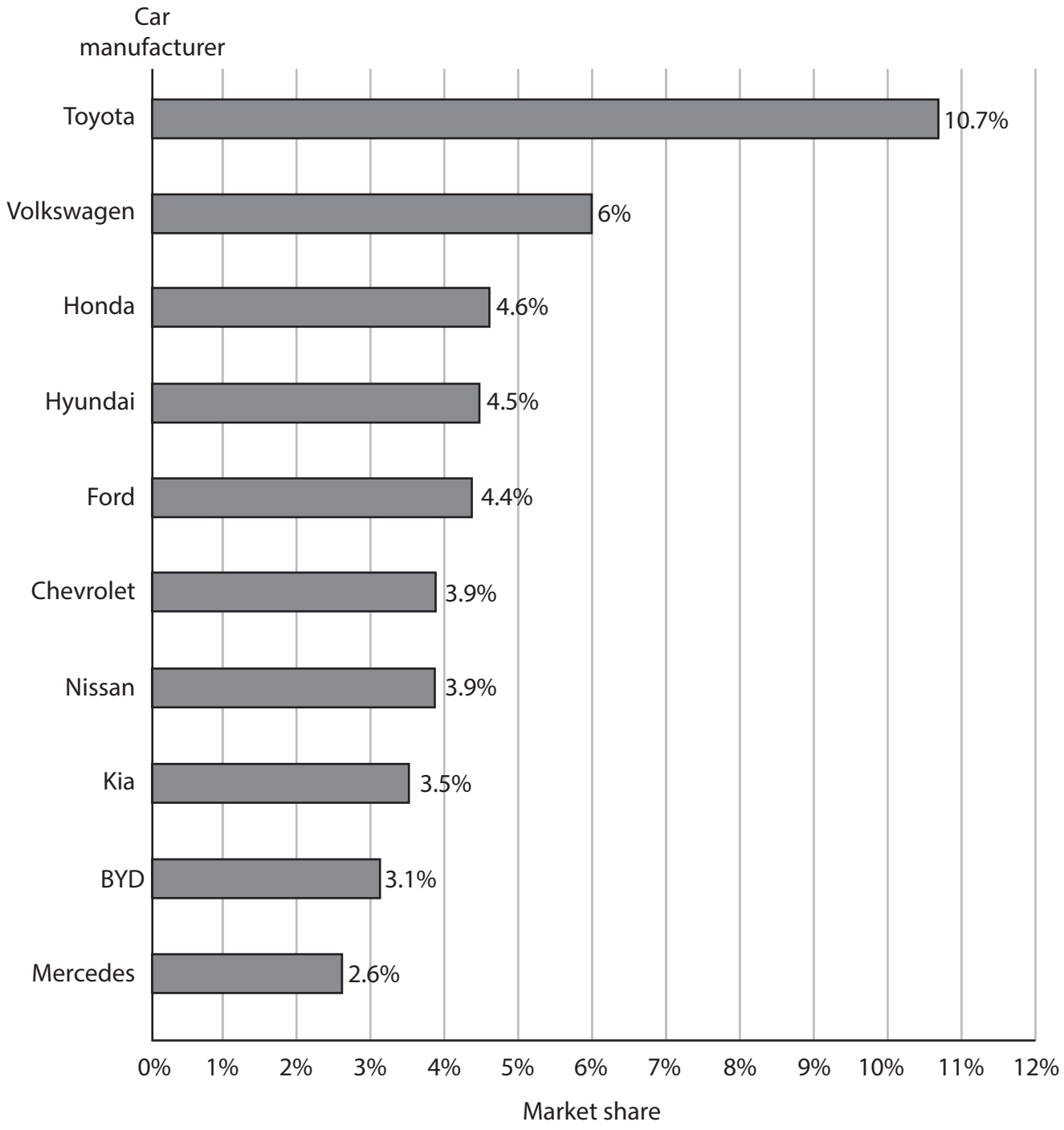
Toyota has a tall organisational structure and has 360,000 employees worldwide.

The CEO and board of directors work closely with senior managers to define Toyota's vision and long-term objectives. Senior employees in the business are responsible for the management of the functional areas, such as technology, finance, marketing and human resources.

Whilst Toyota has a tall organisational structure, it encourages teamwork and empowerment in the car factories. These teams have the authority to make decisions related to quality and continuous improvement.

Extract H

Global market share of the ten leading car manufacturers (2023)



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Acknowledgements

Extract A adapted from:

https://justnaples.com.au/pages/set-up-just-naples

https://www.antimopizzachef.com.au/about?gad_source=1&gclid=Cj
wKCAiAnKi8BhB0EiwA58DA4ehiGaKiKuVMwhbuQRzG7JTAMlOXjqLTLtEQCtt1GdJuyXEI4k3XVBoCBoYQAvD_BwE

Extract B and C adapted from: https://pizzaovensaus.com.au/pizza-statistics-in-australia/

Extract D and E adapted from: https://www.nurus.com/tr

Extract F and G adapted from: https://www.organimi.com/organizational-structures/toyota/

https://edition.cnn.com/2024/01/30/business/japan-toyota-world-top-selling-automaker-2023-intl-hnk/index.html

Extract H adapted from: https://www.statista.com/statistics/316786/global-market-share-of-the-leading-automakers/