

Pearson Edexcel Level 3 GCE

Live Mock 2026

Paper
reference

9BS0/01

Business

Advanced

PAPER 1: Marketing, people and global businesses

Source Booklet

Do not return this Booklet with the question paper.

SECTION A

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

Extract A

UK household income and GreenBite online sales

GreenBite Ltd is a UK-based food manufacturing business that produces chilled plant-based meals for the mass market. The business sells its products through major UK supermarkets and directly to consumers via its own online ordering platform. GreenBite positions itself as a convenient and affordable alternative to eating out, targeting customers who want quick meal options without cooking from scratch.

GreenBite's management team is analysing how changes in household income have affected demand for its online products. During 2023, food price inflation remained high and many households looked for cheaper alternatives to eating out, including ready-made meals purchased online.

Year	Average UK household disposable income (£)	GreenBite online orders (000s)
2022	32,800	410
2023	32,050	455
% change	-2.3%	+11.0%

Extract B

Working at GreenBite's production site

GreenBite employs 220 workers at its main production facility. Most employees work on food preparation, packaging and quality checks. Jobs are clearly defined and production follows a set process to ensure food safety standards are met.

Employees are paid an hourly wage, with the opportunity to earn a monthly bonus if production targets are met and wastage is reduced. Training is provided when new equipment is introduced, but promotion opportunities are limited because the business has a relatively flat organisational structure.

GreenBite also offers flexible shift patterns, which are popular with employees who have caring responsibilities. Staff surveys suggest that while pay is important, many employees also value job security and predictable working hours.

Extract C

Marketing GreenBite products

GreenBite's marketing focuses on health, convenience and sustainability. Its packaging uses simple designs and clearly displays nutritional information. The business has invested heavily in digital marketing, including social media advertising and partnerships with food bloggers.

In 2023, GreenBite launched a new marketing campaign based around the idea of "**easy everyday choices**". The campaign aimed to attract customers who were not fully committed to plant-based diets but wanted to reduce their meat consumption.

Market research showed that brand awareness increased from **18% to 26%** following the campaign. However, some customers continued to view GreenBite meals as more expensive than supermarket own-brand alternatives.

SECTION B

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

Extract D

Standardising or adapting products

Nimbus Sports Equipment plc is a UK-based manufacturer of specialist running shoes. The business designs and produces performance footwear for endurance runners and sells its products in the UK and a range of international markets. Nimbus positions itself as a premium, performance-focused brand, competing on quality, innovation and technical design rather than low prices.

Nimbus currently sells the same core running shoe design in all markets but adapts colours and sizing to reflect local preferences. Senior managers are considering whether to move towards a more standardised global product strategy in order to reduce production and design costs.

However, there are concerns that a fully standardised product may fail to meet local customer preferences in some international markets. Nimbus's managers must decide whether the potential cost savings from standardisation outweigh the risk of reduced customer satisfaction.

Extract E

Selling Nimbus products online

Nimbus sells its products through specialist sports retailers and via its own online sales platform. Online sales have grown rapidly in recent years, particularly in international markets where Nimbus does not have a strong retail presence.

The business believes that its online platform allows it to reach niche groups of endurance runners worldwide. However, selling footwear online can increase delivery and returns costs, particularly when customers order multiple sizes.

Extract F

Global competition in the running footwear market

The global market for running footwear is highly competitive. Large multinational brands compete aggressively on innovation, marketing and sponsorship of elite athletes. Consumers are often willing to switch brands if performance, comfort or value for money improves.

Nimbus's senior managers believe that long-term success in global markets will depend on balancing cost efficiency with the ability to meet the needs of different customer groups.