

GCE AS

Applied Business

Summer 2010

Mark Schemes

Issued: October 2010

MARK SCHEMES (2010)

Foreword

Introduction

Mark Schemes are published to assist teachers and students in their preparation for examinations. Through the mark schemes teachers and students will be able to see what examiners are looking for in response to questions and exactly where the marks have been awarded. The publishing of the mark schemes may help to show that examiners are not concerned about finding out what a student does not know but rather with rewarding students for what they do know.

The Purpose of Mark Schemes

Examination papers are set and revised by teams of examiners and revisers appointed by the Council. The teams of examiners and revisers include experienced teachers who are familiar with the level and standards expected of 16- and 18-year-old students in schools and colleges. The job of the examiners is to set the questions and the mark schemes; and the job of the revisers is to review the questions and mark schemes commenting on a large range of issues about which they must be satisfied before the question papers and mark schemes are finalised.

The questions and the mark schemes are developed in association with each other so that the issues of differentiation and positive achievement can be addressed right from the start. Mark schemes therefore are regarded as a part of an integral process which begins with the setting of questions and ends with the marking of the examination.

The main purpose of the mark scheme is to provide a uniform basis for the marking process so that all the markers are following exactly the same instructions and making the same judgements in so far as this is possible. Before marking begins a standardising meeting is held where all the markers are briefed using the mark scheme and samples of the students' work in the form of scripts. Consideration is also given at this stage to any comments on the operational papers received from teachers and their organisations. During this meeting, and up to and including the end of the marking, there is provision for amendments to be made to the mark scheme. What is published represents this final form of the mark scheme.

It is important to recognise that in some cases there may well be other correct responses which are equally acceptable to those published: the mark scheme can only cover those responses which emerged in the examination. There may also be instances where certain judgements may have to be left to the experience of the examiner, for example, where there is no absolute correct response – all teachers will be familiar with making such judgements.

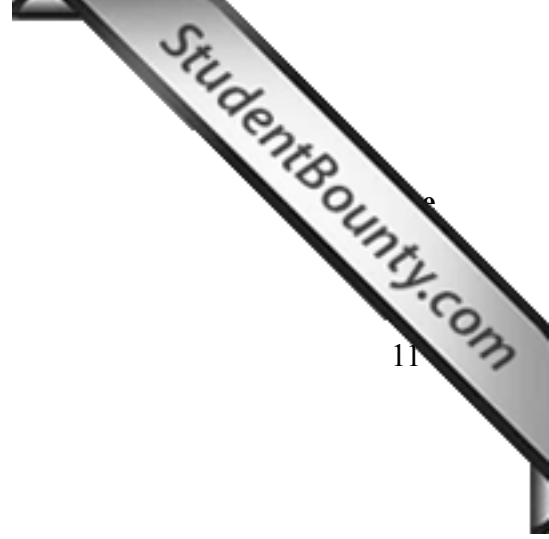
The Council hopes that the mark schemes will be viewed and used in a constructive way as a further support to the teaching and learning processes.

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assessing

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[A3B31]

MONDAY 17 MAY, AFTERNOON

MARK SCHEME

1 (a) Identify the market sector in which Tobermore Concrete Products operates and explain the characteristics of that sector.

- Tobermore Concrete Products operates in the secondary sector of the economy.
- This sector typically involves taking raw materials produced by the primary sector and converting them into finished or semi-finished goods to be sold to the final consumer or to other businesses – in this case, Tobermore Concrete Products produces/sells paving and walling products to consumers and other businesses within the construction sector.

[2] for explanation; [1] for identification [3]

(b) Explain, using an example, what is meant by the term **unfair competition**.

Unfair Competition can be any trade practice that is undertaken by a business which is considered to be fraudulent, deceptive or dishonest, and not allowed under law. An example could be that a number of firms within the building/construction sector could collaborate and charge customers exactly the same/inflated prices for the supply of building materials or finished goods, thus preventing fair prices being charged to consumers and limiting the extent of competition within the industry. This could mean that Tobermore Concrete Products could pay more to obtain raw materials, or it could mean that consumers of Tobermore Concrete Products would pay more for the final product sold to them.

- Valid alternatives accepted.

[2] for explanation; [2] for an example [4]

7

2 Explain **three** ways in which an **organic growth** strategy has enabled Tobermore Concrete Products to improve competitiveness.

Three ways in which an organic growth strategy has enabled Tobermore Concrete Products to improve competitiveness include:

- an organisation such as Tobermore Concrete Products can control the pace of expansion of operations and improve competitiveness – for example it appears that the investment was undertaken in two stages (i) construction of a block paving plant (2007); and (ii) construction of a facility to house the slab making machine (2009);
- enables Tobermore Concrete Products to minimise difficulties and related financial resources associated with trying to overcome cultural difficulties, between two different organisations, if for example, it had taken over a supplier of raw materials, or a distributor of the finished products, thus maintaining quality of services to customers;
- since it appears to be the case that Tobermore Concrete Products has funded the growth using its own resources (no assistance from INI is mentioned nor from debt finance), it may be a cheaper source of finance;
- organic growth may avoid an issue which arises in a takeover situation, that a company taken over by Tobermore Concrete Products may not experience as much growth of the parent company (Tobermore Concrete Products), hence may have a detrimental effect on financial/operating performance – by avoiding this issue, Tobermore Concrete Products can improve competitiveness;
- organic growth may allow Tobermore Concrete Products to become more cost effective, utilising existing resources, rather than having to invest in additional resources and as a consequence reduce unit costs and improve profit margins.
- Valid alternative points accepted.

[1] for explanation; [1] for application

[2] × 3

[6]

6

- 3 (a) Identify and explain **two** ways in which changes in the exchange rate between sterling (£) and the euro (€) will affect the profitability of Tobermore Concrete Products.
- (i) NI firms such as Tobermore Concrete Products that sell a high proportion of their products to countries within the Eurozone will prefer a low exchange rate (i.e. a weak pound). For example, if Tobermore Concrete Products charges a UK customer £18 000 for paving products. To achieve the same profit margin in the Eurozone, the company has to charge a price in euros that will convert to £18 000. If during 2007, the exchange rate was £1 = €1.20, the Tobermore Concrete Products would charge Eurozone customers €21 600. If by 2008, the rate had increased to £1 = €1.25, to generate the same £18 000 of export revenue, the company would charge €22 500. In other words, Tobermore Concrete Products would have to increase prices in order to maintain current profits, this would be off-putting to customers, thus sales/profitability are likely to fall;
- (ii) NI firms such as Tobermore Concrete Products which import raw materials, might prefer a high exchange rate. A high exchange rate reduces the cost of buying goods from abroad. For example, cement powder might be imported. If the price is €5/kg, the prices paid by the company are as follows. If the exchange rate is £1 = €1.30, the cost will be £3.85/kg. However, if the exchange rate goes up to £1 = €1.40, then the cost will be £3.57/kg. A high exchange rate will benefit Tobermore Concrete Products since it will be able to make more savings on the cost of raw materials and increase profits.
- Valid alternatives accepted.

[1] for identification; [2] for application

[3] × 2

[6]

(b) Identify and explain **three** possible trade barriers which Tobermore Concrete Products might face, if the company decided to conduct trading operations in markets outside the European Union.

- **Tariffs:** these are taxes/duties/additional charges levied on specific products by a national government. This has the effect of making the products produced by Tobermore Concrete Products more expensive (compared to a product produced within the domestic market) and raising income for a national government. In the context of the case study, the level of duty imposed by the government of a foreign country outside the EU would make it more difficult for Tobermore Concrete Products to compete effectively, since its products would be more costly for consumers to purchase.
- **Quotas:** these are limitations placed on the quantities of specific products which are imported to a particular country. NI-based companies such as Tobermore Concrete Products might find that there are quotas or limits placed on the quantity of paving/walling products which can be imported into specific countries, or limits imposed on the quantities of raw materials contained within the finished products such as paving/walling products.
- **Exchange Controls:** these are restrictions placed on the amount of currencies that can be taken in/out of specific countries, or limits placed upon the amount of cash/profits which can be transferred from specific countries to the country in which the company is domiciled, e.g. NI-based companies such as Tobermore Concrete Products might find restrictions placed on the amount of cash that can be transferred to the UK from abroad for the goods purchased by customers.
- **Administrative Restrictions:** these are restrictions of a bureaucratic/technical nature placed upon the products/services of a company which might restrict the ability of a company such as Tobermore Concrete Products to provide products to a global market. Within the construction industry, paving/walling products are likely to meet internationally recognised quality standards before onward sale to consumers. Restrictions also apply in the way in which such products are distributed since safety of employees, consumers and the public is paramount, thus licences might need to be obtained in order to trade, which restricts ability to supply such products to the market.
- **Embargoes/Voluntary Agreements.**

[1] for identification; [1] for explanation; [1] for application

[3] × 3

[9]

15

- 4 Analyse **four** factors that might cause Tobermore Concrete Products to change the quantities of goods that it supplies.

There is a range of changes in the conditions of supply that could cause Tobermore Concrete Products to change the quantities of products that it supplies:

1. Price of factors of production

One factor influencing the supply of a product is the price of the factors of production used in making the product. For example an increase in the cost of raw materials or wages will cause Tobermore Concrete Products' costs to increase and will in turn cause the supply curve to shift to the left. In other words an increase in the cost of raw materials and wages will cause a reduction in the supply.

2. Productivity of factors of production

Changes in productivity rates will also have an influence on supply. If Tobermore Concrete Products is able to increase labour productivity it will shift the supply curve to the right. Tobermore Concrete Products are intending to employ extra workers to achieve this objective. Similarly a reduction in productivity rates caused by industrial action on behalf of the employees will reduce productivity and therefore the supply curve will shift to the left.

3. Indirect taxes and subsidies

Changes in government policy may impact supply. For example if the government increases an indirect tax like VAT on Tobermore Concrete Products' products it will shift the supply curve to the left. A subsidy on the other hand will reduce the cost of producing the goods and would therefore shift the supply curve to the right.

4. Technological advances

Changes in the level of technology will also have an impact on the ability of a firm to supply goods onto a market. The two new state-of-the-art processing units that Tobermore Concrete Products are to introduce will increase productivity and therefore shift the supply curve to the right.

5. Natural factors/Seasonal fluctuations

The weather can play an important role in the production of certain products. For example bad weather conditions may slow down building by the construction industry which may cause the supply curve to shift to the left.

[1] for identification; [1] for analysis; [2] for application

[4] × 4

[16]

16

5 Discuss **one** benefit and **one** drawback of **each** of the following strategies, which could be used to improve the competitiveness of Tobermore Concrete Products:

(i) Vertical Integration

(ii) Horizontal Integration.

Vertical Integration – occurs when one firm merges with another at a different stage in the production process, within the same industry. Backward vertical integration means merging with a supplier of materials/components. Forward vertical integration means merging with a customer of the product portfolio of the business.

Horizontal integration – occurs when one firm merges with another at the same stage of the supply chain within the same industry.

Vertical Integration – advantages:

- Could enable Tobermore Products to develop closer links with suppliers of raw materials to improve quality of paving/walling products;
- Could enable Tobermore Concrete Products to reduce costs if the profit margins charged by suppliers were absorbed into the former company's overheads;
- Could enable Tobermore Concrete Products to secure employment for existing workforce and that of supplier of raw materials;
- Could enable Tobermore Concrete Products to become more innovative in relation to products and benefit consumers;
- Could enable Tobermore Concrete Products to establish more direct contact with customers;
- Could enable Tobermore Concrete Products to secure employment for existing workforce since they can assume greater market influence within the industry;
- Could enable Tobermore Concrete Products to enhance customer expectations, by ensuring that customers see perfect displays and be served by expert staff within the showrooms.

Vertical Integration – disadvantages:

- Could result in reduced competitiveness of original supplier, which might result in Tobermore Concrete Products declining quality of paving/walling products;
- Could result in Tobermore Concrete Products increasing costs if inefficiencies emerge within supplier operations;
- Could result in Tobermore Concrete Products reducing employment for existing workforce and that of supplier of raw materials if duplication of roles is evident;
- Could result in Tobermore Concrete Products reducing market share if consumers resent such dominance within the industry;
- Staff may become demotivated by company policies in relation to showroom outlets and a degree of deskilling may occur within the company;

Horizontal Integration – advantages:

- Enables Tobermore Concrete Products to increase market share efficiently and effectively;
- Provides Tobermore Concrete Products scope for cost reductions, by eliminating sales/marketing costs, offered by capacity utilisation;
- Enables Tobermore Concrete Products to benefit from economies of scale within the business operations;
- Reduced competition would enable Tobermore Concrete Products to increase profit margins by increasing prices;

Horizontal Integration – disadvantages

- Could result in Tobermore Concrete Products being investigated by the Competition Commission if market share is greater than 25% within the industry;
- Could result in Tobermore Concrete Products attracting negative publicity if prices rise significantly in times of economic recession;
- Could result in Tobermore Concrete Products attracting negative publicity if job security for employees is not maintained;

Level 1 ([1]–[8])

Some knowledge and understanding of the benefits/drawbacks of integration strategies is demonstrated but this is limited. Two points are discussed (1 related to each different strategy). Application of this knowledge to the question context, if present, is limited.

A limited attempt is made to evaluate the various integration strategies. Quality of written communication is limited.

Level 2 ([9]–[12])

Adequate knowledge and understanding of the benefits/drawbacks of integration strategies is demonstrated. Three points are discussed (at least 1 related to each different strategy). There is some application to the question context. An adequate attempt is made to evaluate the various integration strategies. Quality of written communication is satisfactory.

Level 3 ([13]–[16])

Thorough knowledge and understanding of the benefits/drawbacks of integration strategies is demonstrated. Four points are discussed (balanced argument presented in relation to each strategy). There is good application of knowledge to the question context. A good attempt is made to evaluate the issues. Quality of written communication is of a high standard.

[16]

16

- 6 Evaluate the extent to which the £10m expansion programme undertaken by Tobermore Concrete Products has affected five stakeholder groups.

Potential stakeholder groups identified can include:

Employees:

- Whilst specific numbers of employees are not directly mentioned in the stimulus material, it is assumed that employee numbers will be maintained or increased as the management team at Tobermore Concrete Products anticipate increased growth into the future, in terms of sales revenues/market share – revenues are up to £43.75m (2008) from £37m (2007).
- It is assumed that staff training will be undertaken to enable staff to use the new equipment/facilities both in relation to the block paving plant and slab making machine.
- It is assumed that staff are motivated to work within the company, since they are expected to participate in all the activities aimed at achieving the relevant quality awards (UK and EFQM), which in turn mean they have certain responsibilities as part of their roles within the company to maintain quality and serve customers.
- Employees are likely to have benefited from the £10m expansion programme.

Suppliers:

- Tobermore Concrete Products have recorded an increase in sales of paving and walling products, which could imply increased purchasing activity further down the supply chain from suppliers of raw materials, implying that they too would benefit from the company's activities.
- It is assumed that suppliers are part of the quality policies, procedures and ethos undertaken by Tobermore Concrete Products, since their supplies/products would have to be thoroughly reviewed before entry into the supply chain to enable Tobermore Concrete Products to verify quality standards before sale to final consumers.
- Suppliers are likely to have benefited from the £10m expansion programme.

Customers:

- Customers using Tobermore Concrete Products are assumed to have benefited from the £10m investment, since the paving and walling products purchased by them will come 'quality approved' by the company;
- Customers can benefit from the expansion since they will be able to visit the factory/showrooms and see at first hand the quality of the product portfolio and tangible benefits of the £10m investment;
- Customers are likely to have benefited from the £10m expansion programme.

Shareholders/Investors:

- Tobermore Concrete Products is a privately owned company.
- Tobermore Concrete Products will be seeking continued profitability from commercial operations and cost efficiencies resulting from the £10m investment.
- It is assumed that this is satisfactory since no further mention is noted within the case study.
- It is assumed that the company will benefit from the enhanced reputation, gained from winning the European Foundation for Quality Management Award during 2007, and also the UK Business Excellence Award.
- Investors are likely to have benefited from the £10m expansion programme.

Local Community:

- Jobs/increased income & spending (multiplier effect);
- Likely to be of benefit;
- Pollution could increase.

Government:

- Tobermore Concrete Products is assumed to have been impacted by the UK government's actions in relation to economic development policy for the region – whilst not directly mentioned in stimulus, candidate could assume that Invest NI might have provided assistance to the company in relation to the £10m expansion programme.
- Tobermore Concrete Products will be impacted by the UK government's policy in respect of 'corporation taxes' – imposing taxes on company profits in the context of increased sales revenues to £43.75m (2008) will lead to an increase in corporation tax revenues for the UK government – thus it is likely that they will benefit from the £10m expansion programme undertaken by Tobermore Concrete Products (in the long term).
- Need to control pollution due to the expansion.

Lenders:

- No specific mention is noted in stimulus by Tobermore Concrete Products, regarding this stakeholder group – it is assumed that this is minimal.

Level 1 ([1]–[8])

Some knowledge and understanding of the impact of business expansion is demonstrated but this is limited. Evidence of a discussion related to two stakeholder groups is apparent. Application of this knowledge to the question context, if present, is limited.

A limited attempt is made to evaluate the issues. Quality of written communication is limited.

Level 2 ([9]–[16])

Adequate knowledge and understanding of the impact of business expansion is demonstrated. Evidence of a discussion related to four/five stakeholder groups is apparent. There is some application to the question context. An adequate attempt is made to evaluate the issues. Quality of written communication is satisfactory.

Level 3 ([17]–[20])

Thorough knowledge and understanding of the impact of business expansion is demonstrated. Evidence of a discussion related to five stakeholder groups is apparent. There is good application of knowledge to the question context. A good attempt is made to evaluate the issues. Quality of written communication is of a high standard.

[20]

20

Total

80



Rewarding Learning

**ADVANCED SUBSIDIARY (AS)
General Certificate of Education
2010**

Applied Business

Assessment Unit AS 4

assessing

E-Commerce

[A3B41]

TUESDAY 25 MAY, MORNING

**MARK
SCHEME**

Mark Scheme

1 (a) Explain **two** examples of how the Northern Ireland Tourist Board (NITB) might use email newsletters.

- Inform customers of special offers regarding accommodation;
- Provide advice to customers/tourists regarding tourist attractions, activities and events.

Marking: [1] for identification; [1] for explanation $(2 \times [2]) = [4]$

4

2 Explain **four** ways an online user might use information from the website without breaking the terms of the Copyright Act.

- Unless otherwise stated, the copyright and any other rights in all material on the Northern Ireland Tourist Board site are owned by the Northern Ireland Tourist Board (NITB). A user is permitted to print and download extracts from the Northern Ireland Tourist Board site on the following basis:
 1. Use of documents and related graphics on this site is for information and/or personal use only, e.g. newsletter;
 2. Any copies of the Northern Ireland Tourist Board site pages saved to disk or to any other storage medium may only be used for subsequent viewing purposes or to print extracts for personal use;
 3. No documents or related graphics on the Northern Ireland Tourist Board site are to be modified in any way; graphics on this site are not to be used separately from the accompanying text; the NITB copyright notice (i.e. © the Northern Ireland Tourist Board 2004) must appear in all copies;
 4. No part of the Northern Ireland Tourist Board site may be reproduced or stored in any other website or included in any public or private electronic retrieval system or service by a user without the NITB's prior written permission;
 5. No use or display may be made of the name or logo of NITB by a user without the NITB's prior written permission.
 6. Any rights not expressly granted in the Northern Ireland Tourist Board site. Terms are reserved.

Marking: [1] for identification; [2] for explanation $(4 \times [3]) = [12]$

12

3 Using examples from the Case Study, discuss how any **three** elements of the marketing mix have been used by the Northern Ireland Tourist Board to develop tourism in Northern Ireland.

- **Product:** The product aspects of marketing deal with the specifications of the actual goods or services, and how it relates to the end-user's needs. The product service generally includes supporting elements such as warranties, guarantees and support. Examples – NITB provides information about accommodation (B&B, Hotels/Guesthouses, Self-catering); Events, Brochures can be downloaded or posted out.
- **Pricing:** This refers to the process of setting a price for a product (or service), including discounts. Examples – Different prices set for entry fees to visit tour attractions, i.e. students, pensioners, pre-book trips in advance and get discount. Special discounts on off-peak accommodation, which can be advertised using the NITB website and related links.
- **Promotion:** This includes advertising, sales promotion, publicity and personal selling, branding and refers to the various methods of promoting the product, brand or company. Examples – The Northern Ireland Tourist Board could promote special accommodation offers, 4 nights for the price of 3; download brochures, video clips; accommodation could have 3, 4 or 5 stars, using the website and related links.
- **Place (or distribution):** refers to the means by which the product is distributed to the customer; referred to as the channel by which a product or service is sold, e.g. online v. retail, geographic region, industry, market segment (young adults, families, business people), etc. Examples – The Northern Ireland Tourist Board has a website and a network of Tourist Board Offices.

Marking: [1] for identification; [2] for discussion; [1] for application

$(3 \times [4]) = [12]$

12

4 Evaluate the benefits of E-Commerce for the Northern Ireland Tourist Board.

- The Internet has created a new economy for the Northern Ireland Tourist Board – it makes accessing the Tourist Board website more convenient, e.g. from the comfort of a user's home.
- The Internet is a perfect venue for potential visitors to Northern Ireland to come and visit the website as it is only a click away – fast connections/more choice of Internet service providers.
- The Northern Ireland Tourist Board will have a corporate image on the Internet, e.g. potential customers will recognise it.
- Provide better support for potential visitors to Northern Ireland, e.g. information on approved accommodation.
- The Northern Ireland Tourist Board makes information more easily available to customers, e.g. print out information instantly and e-mail event listings.
- The Internet can cut costs for the Northern Ireland Tourist Board. The Northern Ireland Tourist Board has the ability to conduct business 24/7, e.g. potential customers can access the website at any time.
- Building a website does not require a large investment, e.g. once the website is up and running, it will only take a minute or two to change details.
- The Northern Ireland Tourist Board's physical presence could be in any location and it can go global providing greater accessibility for customers.
- Competition, e.g. the NITB can advertise and promote services on the website for the benefit of customers.
- Visitor numbers have increased since 1998 by one third.

Level 1 ([1]–[8])

Some knowledge and understanding of the benefits of e-commerce to the NITB is demonstrated but this is limited. Up to two points stated. Application of this knowledge to the question context, if present, is very limited. Quality of written communication is limited.

Level 2 ([9]–[12])

Adequate knowledge and understanding of the benefits of e-commerce to the NITB is demonstrated. Up to three points are stated. There is a good application of this knowledge to the question context. Quality of written communication is satisfactory.

Level 3 ([13]–[16])

Thorough knowledge and understanding of the benefits of e-commerce to the NITB is demonstrated. Up to four points are stated. There is a good application of this knowledge to the question context. Quality of written communication is of a high standard.

[16]

16

5 Discuss **four** barriers to E-Commerce which users of the Northern Ireland Tourist Board website might experience.

- Cost of technology – some customers/users may not have access to IT/web technology due to cost;
- Security – some customers/users may feel that insufficient security of personal details is provided by a particular website, such as NITB;
- Complexity of technology – some customers/users may feel that the IT/web-based technology is too difficult to use;
- Fear of technology – some customers/users may be unable to use IT/web-based technology;
- Speed of connection – connection speeds might be too slow.

Level 1 ([1]–[8])

Some knowledge and understanding of the barriers to e-commerce which users of the NITB website might experience is demonstrated but this is limited. Up to two points stated. Application of this knowledge to the question context, if present, is very limited. Quality of written communication is limited.

Level 2 ([9]–[12])

Adequate knowledge and understanding of the barriers to e-commerce which users of the NITB website might experience is demonstrated. Up to three points are stated. There is some application of this knowledge to the question context. Quality of written communication is satisfactory.

Level 3 ([13]–[16])

Thorough knowledge and understanding of the barriers to e-commerce which users of the NITB website might experience is demonstrated. Up to four points are stated. There is a good application of this knowledge to the question context. Quality of written communication is of a high standard. [16]

16

6 With reference to **Fig. 1**, evaluate the effectiveness of the website from the Northern Ireland Tourist Board’s point of view.

- NITB have access to traffic statistics, provided by the web host. The data is a good indicator in determining the effectiveness of the website.
- NITB can measure the site’s effectiveness gauged by the number of on-line queries it receives about products and services, e.g. e-mail.
- NITB can place tourism brochures which potential customers can access and download easily.
- NITB website has a clear purpose and communicates this to each visitor.
- NITB website has fast access enabling visitors to search for information quickly, facilitating efficiency of the website.
- NITB website allows customers to register to receive up-to-date news and offers on accommodation, events and attractions. This may indicate the level of interest in different events and NITB can change their marketing strategy to exploit this information.
- The website is in harmony with Northern Ireland Tourist Board’s image, i.e. colour, images, logo, template, etc.
- Website is able to cope with demand. System does not crash.
- Images are appropriate to the Northern Ireland Tourist Board.
- Bookmark this site.
- Frequently asked questions – FAQs and Contact Us facilities.
- Ease of navigation – ‘3-click’ rule.

Level 1 ([1]–[12])

Some knowledge and understanding of the effectiveness of the NITB website is demonstrated but this is limited. Up to three points stated. Application of this knowledge to the question context, if present, is very limited. Quality of written communication is limited.

Level 2 ([13]–[16])

Adequate knowledge and understanding of the effectiveness of the NITB website is demonstrated. Up to four points are stated. There is some application of this knowledge to the question context. Quality of written communication is satisfactory.

Level 3 ([17]–[20])

Thorough knowledge and understanding of the effectiveness of the NITB website is demonstrated. Up to five points are stated. There is a good application of knowledge to the question context. Quality of written communication is of a high standard. [20]

Total

20

80

