



Cambridge Assessment
International Education

Teaching Pack

AO4 Evaluation

Marketing

Cambridge IGCSE™

Business 0450

This *Teaching Pack* can also be used with the following syllabuses:

- Cambridge IGCSE™ (9–1) Business Studies **0986**
- Cambridge O Level Business Studies **7115**



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Icons used in this pack:



Assessment Objective (AO) lesson



Skill development lesson



Independent lesson

Introduction

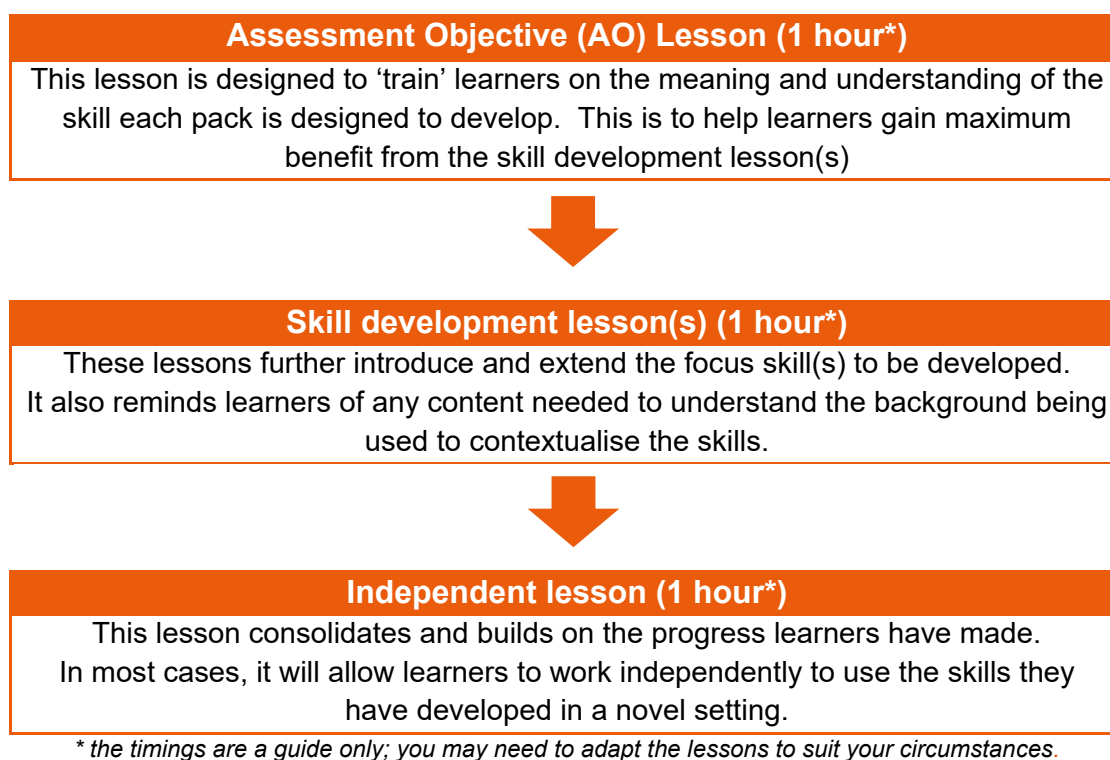
This pack will help you to develop your learners' higher order thinking skills as defined by AO4 in the course syllabus.

Important note

Our *Teaching Packs* have been written by **classroom teachers** to help you deliver lessons which develop higher order thinking skills. Use these materials to supplement your teaching and engage your learners. You can also use them to help you create lesson plans for other parts of the syllabus.

This is one of a range of *Teaching Packs*. Each pack is based on one element of the syllabus with a focus on specific skills within one of the assessment objectives. The packs can be used in any order to suit your teaching sequence.

The structure is as follows:



In this pack you will find the lesson plans, worksheets for learners and teacher resource sheets you will need to successfully complete the lessons.

AO4: Evaluation

This *Teaching Pack* focuses on AO4 Evaluation;

- present reasoned explanations, develop arguments, understand implications and draw inferences
- make judgements, recommendations and decisions

This *Teaching Pack* has links to the following syllabus content (see syllabus for detail):

- 3.2 Market research
- 3.3 Marketing mix
- 3.4 Marketing strategy

The lesson(s) covers the following skills, adapted from **AO4: Evaluation** (see syllabus for assessment objectives):

- Presenting reasoned explanations and developing arguments in a range of marketing contexts and business situations
- Making judgements, recommendations and justifying in a range of marketing contexts and business situations

Please note that analysis and evaluation will feature in some activities, but these skills are focused on in more depth in other *Teaching Packs* and *Scenario Packs*.

Prior knowledge

Knowledge from the following syllabus topics is useful for the activities that follow:

- 3.2 Market research
- 3.2.1 Benefits and limitations of primary and secondary research
- 3.3 Marketing mix
- 3.4 Marketing strategy

Teacher notes

The suggested activities are to help engage your learners as they develop the skill of evaluating business scenarios in a range of contexts.

Learners can find evaluating a range of different business situations, scenarios and contexts difficult. They need to focus on weighing up arguments for and against something, and being able to reach a supported, reasoned and justified decision in a range of scenarios and contexts.

The Assessment Objective (AO) lesson, skill development lesson and the independent lesson activities will help learners practise this.



AO lesson: Stakeholder groups






Resources

- PowerPoint presentation
- Worksheet A, Worksheet B, Worksheet C and Worksheet D

Learning objectives

By the end of the lesson:

- **all** learners should be able to draft an answer to a given question in a business context
- **most** learners should be able to write an answer to a given question in a business context
- **some** learners will be able to write a model answer to a given question, using what they have learnt

Timings	Activity
 10 min	Introduction Use the PPT presentation to explain what is meant by the term 'evaluation' in the context of answering exam questions.
 10 min	Main lesson Continue using the PPT resource and show the marketing mix ranking task. Handout Worksheet A . Once they have finished the activity, ask learners to feedback – this could be done by grouping learners together according to their most important choice.
 15 min	Give learners Worksheet B and read the case study and practise question in the box at the top of the worksheet. Talk through steps one to three on the worksheet and give learners time to make notes on their handout.
 15 min	For step four, give learners 15 minutes to write an answer in the box provided on the worksheet, using their notes in steps one to three to help them if they need it. For weaker learners, hand out Worksheet C which provides further structure for this task.
 10 min	Plenary Pick two or three learners to share their answers, paying particular attention to the structure. Hand out Worksheet D to help learners self or peer mark their work. They need to use the checklist to check that they have structured their work correctly and have modelled content they could use. Learners should make corrections to their answer, so they all have an example of how to structure and justify an answer in the content of a case study.

Skill development lesson: Marketing strategy



Resources

- Worksheet E, Worksheet F and Worksheet G

Learning objectives

By the end of the lesson:

- all** learners should be able to give some reasons for their choices in a range of business scenarios linked to international markets, the marketing mix and marketing strategy
- most** learners should be able to give well-reasoned answers in a range of business scenarios linked to international markets, the marketing mix and marketing strategy
- some** learners will be able to give fully justified answers in response to a range of scenarios, written or verbally, in a given business context linked to international markets, the marketing mix and marketing strategy

Timings

Activity



Starter

Explain to learners that this activity is designed to recap their knowledge and understanding of elements of core content from section 3 of the syllabus.

Hand out [Worksheet E](#) – learners need to match the feature to the correct element of the marketing mix (4Ps).

Learners can mark their own work, or that of their peers. Any errors can be used to identify the areas which learners need to develop.



Main lesson

Use [Worksheet F](#). This activity is designed so that learners can consider methods to overcome these problems so the business could potentially expand into foreign markets.



Learners have three options (international franchising, licensing and joint ventures) to help overcome the problems 'The Style Revolution' are faced with as they try to enter foreign markets. Learners will have to choose which of the three solutions would be the most appropriate for what they are trying to achieve. They will need to justify their choice and give reasoned explanations why they think their chosen method is more likely to be successful than the other two, weighing up the benefits and limitations of each method before making a judgement.

Learners should consider each of the solutions and note down the arguments for and against each option in the context of the business. They need to think of additional arguments for and against each option too. They will then need to record their final choice saying why that option and why the other options might not be the best one for 'The Style Revolution'.

Ask learners to justify their decision verbally in a mini plenary.



Skill development lesson: *continued*

Timings	Activity
	<p>Hand out Worksheet G. In pairs learners are to read each situation and decide which element of the marketing mix will be the most important to the consumer, and why. For each situation learners will need to justify the most important element which means giving their reasons for their choice and why they feel their chosen element will be most important to the consumer in that business situation.</p> <p>Use 5-10 minutes for learners to feedback to each other their justifications to aid discussion.</p>
	<p>Plenary</p> <p>Assign two points in your classroom – one for ‘strongly agree’ and the second for ‘strongly disagree’. Ask you learners to stand along this spectrum to indicate how strongly they agree or disagree with the statement below. Learners should be able to justify why they are standing where they are.</p> <div data-bbox="323 898 1404 992" style="background-color: #f4a460; padding: 10px; text-align: center;"> <p>‘Developing a marketing strategy will increase sales’ – do you agree?</p> </div>



Independent lesson: Making recommendations



Resources	<ul style="list-style-type: none"> Worksheet H, Worksheet I, Worksheet J, Worksheet K and Worksheet L
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Learning objectives	<p>By the end of the lesson:</p> <ul style="list-style-type: none"> all learners should be able to make some independent reasoned decisions on different elements of marketing strategy most learners should be able to give arguments for and against a given situation where a decision between two or more options is required some learners will be able to give a fully justified recommendation in a range of business scenarios where choices between two or more options are given
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Timings	Activity
	<p>Starter</p> <p>Hand out Worksheet H – learners should match the key term to the definition by joining each key term with the correct definition.</p>
	<p>Main lesson</p> <p>Hand out Worksheet I.</p> <p>Brandon is thinking of setting up a gardening business. He understands the importance of different elements of the marketing mix in influencing consumer decisions. He needs to carry out market research, covering elements of the marketing mix, before opening his business, to help him identify consumer needs and wants.</p> <p>If Brandon could use either primary or secondary research to collect data about his proposed business, what would learners recommend as the best approach? They must be able to justify their answers.</p> <p>In order to come to a decision, learners need to address the benefits and limitations of both types of market research. Learners can work in pairs and should have access to a 'thinking box' which you will oversee. Each pair can dip into the thinking box twice and must put the card back for someone else to use. The thinking box will have cards in it from Worksheet J which have notes on them to help learners with the decision-making process.</p>



Independent lesson: *continued*

Timings	Activity
 <p>20 min</p>	<p>Hand out Worksheet K and go through the scenario with the class.</p> <p>Marni has a medium sized business which has been extremely successful over the last four years, making and selling hats. One of her objectives for this year is to enter markets overseas through e-commerce and social media networking. She understands there are legal controls related to marketing, but she is unsure which ones could have the biggest impact on her profits if she doesn't plan carefully and get it right first time. She is aware they are all important.</p> <p>Using the worksheet to help, explain that there are three common legal controls related to marketing. Hand out a set of cost consequence cards to each pair from Worksheet L.</p> <p>Learners can use the cost consequence cards to help them make a justified decision on which legal control they think is most likely to have the biggest effect on Marni's profits if she does not adhere to them. In addition to the cards, learners can use the internet to support their arguments, if they have access to it.</p>
 <p>10 min</p>	<p>Plenary</p> <p>Guidance for post activity discussion</p> <p>It is likely that the faulty products could have the biggest impact if Marni sells through retail outlets in other countries. Any issues may result in the loss of large orders. Advertising can damage the reputation of her business but advertising could also be used to help repair damage if used to issue an apology. The exploitation of consumers is unlikely as there will be some competition for the type of business Marni is in and she is also not a large business.</p>

Worksheets and answers

	Worksheets	Answers
For use in Assessment Objective (AO) lesson:		
A: Mastering evaluation	12	
B: Building an answer	13 – 14	
C: Structuring an answer	15	
D: Checklist	16	
For use in Skill development lesson:		
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For use in Independent lesson:		
H: Mix and match	20	
I: Evaluation case study 1	21	28
J: Thinking box cards	22	
K: Evaluation case study 2	23	
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Worksheet A: Mastering evaluation

Jamie and his business partner Mel, have a mobile sandwich shop which they have a license to trade and park at various locations from railway stations to industrial estates. They are having a conversation about which element of the marketing mix they think is most important. They recognise that they are all important, but if they had to decide that one was more important than the others, which would you advise them to choose?

Identify which element of the marketing mix you think is the most important for Jamie and Mel. Rank each of them in order of importance, with 1 being the most important and 4 being the least important.

Element of marketing mix	Importance
Product	
Price	
Placement	
Promotion	

Now justify the order or your ranking using the sentence starters below:

I have chosen ... as the most important element of the marketing mix for Jamie and Mel because ...

I think it is more important than ... because ...

It is also more important than ... and ...

I think this because ...



Worksheet B: Building an answer

Jake and Gemma own a takeaway food shop. Sales have stabilised and they are now looking at ways to increase them. They have a few ideas focussing on the 'place' and 'product' elements of the marketing mix. These are:

- online ordering service
- delivery service in the local area
- a new range of food on the menu.

In your opinion, which option would be the best for Jake and Gemma to choose? You need to be able to justify your answer.

Step 1 – Identify what the question is asking

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Step 2 – How to weigh up the options in the context of the business

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Worksheet B: *continued*



Step 3 – The content of your answer

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Step 4 – Your answer to the question

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Worksheet C: Structuring an answer

Jake and Gemma own a takeaway food shop. Sales have stabilised and they are now looking at ways to increase them. They have a few ideas focussing on the 'place' and 'product' elements of the marketing mix. These are:

- online ordering service
- delivery service in the local area
- a new range of food on the menu.

The question is about how their business can increase sales.

Paragraph 1

- To answer this question you must first show you understand what is meant by an increase in sales. You also need to show that you understand each of the options Jake and Gemma could use to increase sales.

Paragraph 2

- Start by analysing the advantages and disadvantages of introducing an online ordering service. Issues to discuss could include; convenience and speed for the customer, but they will also have to think about security when running this option as customers will be using their payment details.

Paragraph 3

- Now do the same for the second option. A home delivery service also provides convenience for existing customers and also provides opportunity to reach new customers, which would increase sales, although some sort of special offer would probably be needed still to encourage new customers to use the service. They would also need to think about the additional orders and ensuring they can meet the demand; hiring drivers and ensuring they can deliver high quality food hot and in a timely manner as the reputation of the takeaway will be at stake if deliveries are late and cold.

Paragraph 4

- Do the same again but for the third option. They could introduce a new range of food. This could attract new customers, but thorough market research should be carried out to ensure they can meet customer's needs and wants.

Paragraph 5

- Here you will make your judgement on which of the three options they should use to increase sales. You need to weigh up the evidence – the advantages and disadvantages of each option and make a decision on which would be the best for their business, giving supported reasons for your answer, and why you think your chosen option is better than the other two, and why.



Worksheet D: Checklist

Checklist	Completed?
I have explained what is meant by an increase in sales and the three options available to Jake and Gemma	
I have discussed the advantages and disadvantages of Jake and Gemma introducing an online ordering service to help increase sales in the context of their pie and mash shop	
I have discussed the advantages and disadvantages of Jake and Gemma introducing a home delivery service to help increase sales in the context of their pie and mash shop	
I have discussed the advantages and disadvantages of Jake and Gemma introducing a new range of food to help increase sales in the context of their pie and mash shop	
I have come to a conclusion, and have made a decision on which of the three options I think is best for Jake and Gemma to increase sales at their pie and mash shop	
I have given supported reasons for my answer, and why I think my chosen option is better than the other two, fully explaining why, with evidence	
My answer is in the context of Jake and Gemma's business: a pie and mash shop	



Worksheet E: Marketing mix

Match the following features to the correct element of the marketing mix (4Ps), by writing in the box which of the 4Ps the feature is linked to.

You need to choose from the following:

- Product
- Price
- Placement
- Promotion

The first one has been done for you.

Improving the quality of the product <i>Product</i>	Updating product features
Cost-plus strategy	Market skimming strategy to sell unique products
Personal selling	Developing brand image
Developing a new range of products	Persuasive advertising
Producer → Wholesaler → Retailer → Consumer	Changing the packaging of a product
Point of sale displays in shops	Distribution channels
Introduction → Growth → Maturity → Decline	



Worksheet F: International marketing strategies

The Style Revolution is a manufacturing business that makes the latest clothing trends for 21-35 year olds. Currently, their primary focus is on growth. They are looking at ways of entering foreign markets to help achieve this, but have encountered some problems they need to overcome, such as:

- economic differences
- social differences
- differences in language and culture
- different legal controls to protect consumers
- lack of market knowledge.

Three possible solutions they could consider are show below.

Solution 1: Licensing

This is where a business in the foreign country that 'The Style Revolution' would like to enter, permits them to produce their branded product 'under license'.

The goods would be produced in that country by a firm that understands the local market they are operating in. Apart from the lack of consumer knowledge about the product, all the other problems associated with entering foreign markets are removed.

One thing 'The Style Revolution' would have to think about with this solution, is the potential risk associated with poor quality or other problems that could damage their reputation.

Solution 2: Joint venture

'The Style Revolution' could look at a joint venture with a foreign business. They would work closely together with another business or businesses on a business opportunity.

This would reduce risk and cut costs for them and will increase the market potential for both businesses due to operating in different countries and the expertise each brings. It also means any knowledge about the market and product can be shared to the benefit of both businesses in the joint venture.

However, they need to be aware that any mistakes or errors made will reflect on all the businesses involved in the venture, potentially damaging their reputation even if they were not the cause. They also need to remember that decision making that may be ineffective at times due to different business cultures or leadership styles between the joint venture businesses.

Solution 3: International franchising

International franchising is where the franchise agreement is between businesses that are not in the same country. This provides an opportunity of entry into new markets in other countries.

This means that 'The Style Revolution' would be buying into something that is well established, well supported by the franchisor and gains from the promotion of the brand through national and international advertising. However, this system has its limitations as they would have initial costs to pay which can be expensive and they would have little control over what they could do with the products being sold. As well having to pay royalties, they also have to consider which international franchises there are that they could buy into.

'The Style Revolution' is a manufacturing business and most franchises are service businesses, so they would need to consider this as they may need to diversify.

This could provide them with opportunities they hadn't considered before.



Worksheet G: The 4Ps

Justify which element of the marketing mix (4Ps) you think will be the most important to consumers in each situation.

Situation	Most important element of the marketing mix to consumers	Justification
The market for shower gel / soap is a competitive one. Most of the manufacturers of shower gel / soap have their products in many supermarkets. The prices of these products from the leading brands are very similar.		
A new games console from the market leader is launching soon. They will be using a market skimming pricing strategy.		
A man is looking to purchase a necklace for his wife's birthday. He is looking for something that is fairly unique, and different to what he has seen in some of the retail outlets.		
A large chain of motor vehicle repair and maintenance centres has announced that it will reduce the price of all servicing by 20% from next week. This will make them much cheaper than other major chains offering the same services.		



Worksheet H: Mix and match

Match the key term to its definition.

Domestic market	A plan to achieve the marketing objectives using a given level of resources
Marketing strategy	Usually taxes, quotas or bans that one country places on the goods of other countries to prevent or increase the cost of them entering that market
International franchising	The market for goods and services in the business's own country
Licensing	An agreement between two or more businesses to work together on a project
Barriers to trade	A business system where entrepreneurs buy the right to use the name, logo and product of an existing business but one that is not in the same country
Joint venture	A business in one country permits a firm in a foreign country to produce its branded product 'under license'



Worksheet I: Evaluation case study 1

Brandon is thinking of setting up a gardening business. He understands the importance of different elements of the marketing mix in influencing consumer decisions. He needs to carry out market research, covering elements of the marketing mix, before opening his business to help him identify consumer needs and wants.

If Brandon could use either primary or secondary research to collect data about his proposed business, what would you recommend to him as being best for his business and what he is trying to find out? You must justify your answer

Primary research	Secondary research
Benefits to Brandon of using this method for data collection	Benefits to Brandon of using this method for data collection
Limitations to Brandon of using this method for data collection	Limitations to Brandon of using this method for data collection

Now write a justified decision once you have weighted up the benefits and limitations of both methods in the context of Brandon's business.



Worksheet J: Thinking box cards

Print out the cards, fold each in half and put them into a box

Brandon is a small start-up business and money will be carefully budgeted, limiting how much he can spend	Research that is tailor made to Brandon's business will help give him relevant and up to date information
Brandon is a small start-up business and will be working long hours setting up all aspects of his business	Brandon will be able to keep any research he has conducted himself private – this could give him a competitive edge
If Brandon has limited funds, collecting research that already exists will be fairly cheap and some of it free	Brandon will be under pressure for time, so collecting data that already exists will be quicker and easier for him
Brandon will need to consider how up to date any data he collects from existing sources is	Brandon will need to think how useful data collected from existing sources is, as it won't be specific to his business



Worksheet K: Evaluation case study 2

Marni has a medium sized business which has been extremely successful over the last four years, making and selling hats. One of her objectives for this year is to enter markets overseas through e-commerce and social media networking. She understands there are legal controls related to marketing, but she is unsure which ones could have the biggest impact on her profits if she doesn't plan carefully and get it right first time. She is aware they are all important.

She has asked you for advice on which legal control you think is most likely to have the biggest effect on her profits if she does not adhere to it – you must justify your answer.

Use the cost consequence cards to help you arrive at your decision. Please rank in order of the biggest effect on Marni's profits, giving reasons for your decision.

Legal control	Consequences if not adhered to	Rank order of impact on profits	Justification for ranking order
Protecting consumers from being exploited in industries where there is little or no competition			
Protecting consumers from faulty and dangerous goods			
Preventing businesses from using advertising to mislead consumers			

Worksheet L: Cost consequence cards



<p>Increase in costs if products do not meet minimum quality standards. Products would need to be modified to ensure they meet required standards</p>	<p>Increase in costs if products do not meet health and safety standards, as products would need to be changed in order to prevent health and safety issues</p>
<p>Increase in costs if a large company that dominates a market faces legal controls such as anti-trust or competition laws. This may happen if they are considered to be taking advantage of consumers through charging high prices or providing poor quality goods or services</p>	<p>Increase in costs if advertising is withdrawn because the message is misleading or contains information that is not accurate. In this case advertising would need to be re-designed which would incur cost.</p> <p>Fines can be issued if the advert causes great damage and statements may need to be issued with an apology. These statements of apology would also need to be advertised.</p>



Worksheet E: Answers

Improving the quality of the product <i>Product</i>	Updating product features <i>Product</i>
Cost-plus strategy <i>Price</i>	Market skimming strategy to sell unique products <i>Price</i>
Personal selling <i>Promotion</i>	Developing brand image <i>Promotion</i>
Developing a new range of products <i>Product</i>	Persuasive advertising <i>Promotion</i>
Producer → Wholesaler → Retailer → Consumer <i>Place</i>	Changing the packaging of a product <i>Product</i>
Point of sale displays in shops <i>Promotion</i>	Distribution channels <i>Place</i>
Introduction → Growth → Maturity → Decline <i>Product</i>	



Worksheet G: Suggested answers

Situation	Most important element of the marketing mix to consumers	Justification
The market for shower gel / soap is a competitive one. Most of the manufacturers of shower gel / soap have their products in many supermarkets. The prices of these products from the leading brands are very similar.	<i>This is most likely to be the promotion element of the marketing mix.</i>	<i>The items are similar in terms of what they offer, they are priced very similarly, mass produced goods, all doing the same job – which is an aid for washing people. Unless a consumer is brand loyal, they are most likely to buy based on what is on special offer.</i>
A new games console from the market leader is launching soon. They will be using a market skimming pricing strategy.	<i>This is most likely to be the product element of the marketing mix for those where price is not the most important factor. Price will be important for those who will purchase the product but only when the price is reduced as its current price on launch would be too expensive for them. As rivals bring competing consoles out in response to the new one by the market leader, they are likely to drop the price using a pricing strategy to remain competitive – they will not want to lose their market leader position.</i>	<i>If they are using a market skimming pricing strategy, then they are basing sales in the first few months, where their unique product has little or no competition, on there being a number of consumers in the market that will want to be the first to have the new games console. The product itself is more important than the price for them, and therefore a higher initial price can be set until rivals bring their next version out.</i>
A man is looking to purchase a necklace for his wife's birthday. He is looking for something that is fairly unique, and different to what he has seen in some of the retail outlets	<i>This is most likely to be the product element of the marketing mix.</i>	<i>As the customer is looking for something unique that is different to what he has seen in other retailers, the product for him is what is most important. It doesn't mean other elements aren't important it just means that for this purchase the product itself is what is key.</i>
A large chain of motor vehicle repair and maintenance centres has announced that it will reduce the price of all servicing by 20% from next week.	<i>This is most likely to be the place element of the marketing mix.</i>	<i>This is because consumers will only benefit from it if they can access one of the centres. In other words if it is convenient for them to get to, to make the purchase.</i>

Worksheet H: Answers



Domestic market	A plan to achieve the marketing objectives using a given level of resources
Marketing strategy	Usually taxes, quotas or bans that one country places on the goods of other countries to prevent or increase the cost of them entering that market
International franchising	The market for goods and services in the business's own country
Licensing	An agreement between two or more businesses to work together on a project
Barriers to trade	A business system where entrepreneurs buy the right to use the name, logo and product of an existing business but one that is not in the same country
Joint venture	A business in one country permits a firm in a foreign country to produce its branded product 'under license'



Worksheet I: Suggested answers

Primary research	Secondary research
<p>Benefits to Brandon of using this method for data collection</p> <ul style="list-style-type: none"> Information collected will be up to date as Brandon is carrying it out. Information collected will be directly relevant to Brandon's business as he can tailor it to his specific requirements. It is unlikely that the competition will see it, so this could give him a competitive advantage. 	<p>Benefits to Brandon of using this method for data collection</p> <ul style="list-style-type: none"> It is fairly cheap to obtain and, in many cases, it is free. It is less time consuming as it is easier and quicker to obtain as it is research that has already been collected by another source.
<p>Limitations to Brandon of using this method for data collection</p> <ul style="list-style-type: none"> Brandon is a small start-up business and this method of collecting data is expensive. Brandon is a small start-up business and this method of collecting data is time consuming – he will be busy with other aspects of setting up the business and time will be pressured. There is a risk that the information Brandon collects could be inaccurate or bias, such as him asking leading questions or the sample is too small so doesn't reflect the target market's overall opinion on something. 	<p>Limitations to Brandon of using this method for data collection</p> <ul style="list-style-type: none"> Can be easily out of date and collected some time ago not representing the true picture of what is current in the gardening market. As it was originally collected by someone else, it means the information won't be specific to Brandon's business, and is unlikely to be reliable due to this. It is data that is freely available in many cases so competitors will also be able to access it.

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