

TRANSITION WORK

YEAR 12 BUSINESS

EDEXCEL 9ECO

What's Different at A-Level?

OCR Nationals (What you did)

Coursework-based (controlled assessments)

Practical tasks: creating plans, campaigns, presentations

Mainly descriptive (describe what a business does)

One context (your enterprise project)

Financial maths is basic

Local/national business focus



Edexcel A-Level (What's next)

100% written examinations — 3 papers over 2 years

Essay-style analysis and evaluation — extended writing is central

Analytical and evaluative (why, how, to what extent?)

New unseen case study in every paper — you must apply knowledge flexibly

25% of marks require quantitative skills (ratios, investment, cash flow)

Global business perspective — multinational companies, exchange rates, globalisation

Year 12: What You Will Study

Edexcel A-Level Business — Themes 1 & 2

Theme 1: Marketing & Entrepreneurs

- ★ Meeting Customer Needs — market research, segmentation, the marketing mix
- ★ The Market — demand, supply, price elasticity of demand
- ★ Marketing Mix & Strategy — product lifecycle, pricing strategies, digital marketing
- ★ Managing People — motivation theories, organisational structures
- ★ Entrepreneurs & Leaders — business planning, sources of finance, leadership

Theme 2: Managing Business Activities

- ★ Raising Finance — loans, equity, crowdfunding, share capital
- ★ Financial Planning — cash flow, break-even analysis, budgets
- ★ Managing Finance — profitability ratios, liquidity, balance sheets
- ★ Resource Management — productivity, lean production, quality management
- ★ External Influences — economic climate, legislation, ethics

 Paper 1 (Year 12 exam) — 1h 30min — Themes 1 & 2 — 35% of A-Level

Year 13: Building on the Foundations

Edexcel A-Level Business — Themes 3 & 4

Theme 3: Business Decisions & Strategy

-  Business Objectives & Strategy — corporate aims, Ansoff Matrix, Porter's strategies
-  Business Growth — mergers, takeovers, organic vs inorganic growth
-  Decision Making — investment appraisal, decision trees, data analysis
-  Influences on Business Decisions — corporate governance, ethics, stakeholder pressure
-  Assessing Competitiveness — market share, productivity, brand loyalty

Theme 4: Global Business

-  Globalisation — causes, benefits and challenges for business
-  Global Markets & Business Expansion — Hofstede, trade barriers, exchange rates
-  Global Marketing — adapting the marketing mix internationally
-  Global Industries — multinationals, emerging markets, offshoring
-  Ethics in Global Business — CSR, environmental impact, international labour

 Paper 2 (Themes 3 & 4) — 2h — 35% | Paper 3 (All Themes) — 2h — 30% | Total: 3 exams, 4.5 hours

CASE STUDY

Shein is a Chinese-founded ultra-fast fashion retailer that has become one of the most downloaded shopping apps in the world. Unlike traditional retailers such as H&M or Zara, Shein uses an algorithm-driven business model — it analyses real-time social media trends and search data to produce thousands of new clothing designs every single day. With prices often below £5, Shein targets Gen Z consumers who are highly active on TikTok and Instagram.

By 2023, Shein was valued at approximately \$66 billion, making it one of the most valuable private companies globally. The business generates revenue primarily through online sales, keeping overheads low by operating without physical stores. Shein's supply chain is based almost entirely in Guangzhou, China, where it works with thousands of small factories that can produce small batches of items quickly to test demand before scaling up.

However, Shein faces significant controversy. Environmental groups have criticised the company for producing disposable fashion that ends up in landfill within weeks. Investigative journalists have raised concerns about working conditions in its supply chain, with some reports suggesting workers are paid per garment, earning as little as 3p per item. In 2024, Shein attempted to list on the London Stock Exchange but faced intense scrutiny from MPs and campaign groups over its ethical practices. The IPO was delayed as a result.

Despite this, Shein's revenue continues to grow. The business reported revenue of over \$32 billion in 2023. It has begun to adapt its model — partnering with established designers, launching a resale platform called 'Shein Exchange', and publishing sustainability reports. Critics argue these moves are 'greenwashing' — presenting a positive image without making fundamental changes.

Define what is meant by 'revenue'. (2 marks)

Using the case study, identify and explain two features of Shein's marketing mix. (4 marks)

Explain why Shein's business model appeals to Gen Z consumers. Refer to the case study in your answer. (4 marks)

Analyse two reasons why Shein's attempt to list on the London Stock Exchange was delayed in 2024. (6 marks)

Evaluate whether Shein can build a sustainable long-term business. In your answer, consider both its strengths and the challenges it faces. Justify your conclusion. (10 marks)

A-Level Business – Initial Numeracy Assessment - Questions

Q1	Balti Towers is an Indian takeaway that also offer a delivery service. Last year, the business delivered 1,400 curries. This year, the owner estimates that they will deliver 1,512 curries. Calculate the estimated percentage increase curry deliveries.
Your workings:	

Q2	Floral and Hardy is a florist located in County Durham that sells £5 bouquets of flowers. The total cost of running the business last year was £75,000. Calculate how many bouquets the business needed to sell last year to cover the total costs.
Your workings:	

Q3	School of Choc is a confectionary manufacturer located in County Durham. The business employs 120 staff. The ratio of male to female staff is 2:3. Calculate how many female staff School of Choc employs.
Your workings:	

A-Level Business – Initial Numeracy Assessment - Questions

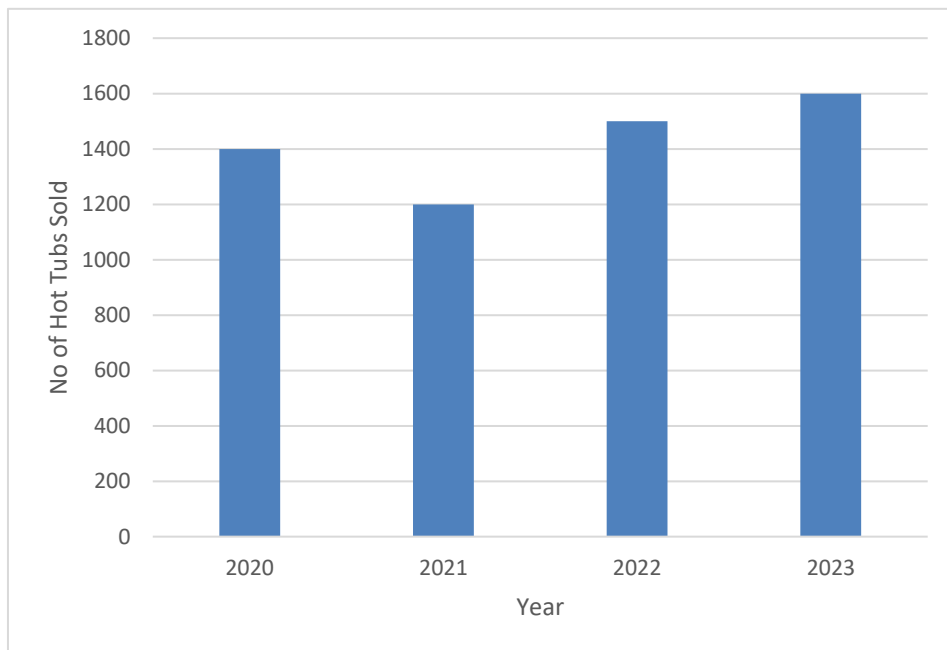
Q4	Jimmy Chews is a sweet shop located in Wetherby. This year, the owner estimates that the business, which also sells soft drinks, will sell 3,360 cans of coca cola, 5% more than last year. Calculate how many cans of coca cola Jimmy Chews sold last year.
<i>Your workings:</i>	

Q5	Bubblicious is a hot tub manufacturer located in Chester. Their hot tubs retail for £4,500. The manufacturing cost per hot tub is $\frac{2}{5}$ of the selling price. Calculate the cost of manufacturing one hot tub.
<i>Your workings:</i>	

A-Level Business – Initial Numeracy Assessment - Questions

- Q6** The chart below shows the number of hot tubs Bubblicious sold between 2020 and 2023. The owner estimates that in 2024, hot tub sales will be 5% lower than in 2023.

Calculate the average annual sales of hot tubs between 2020 and 2024.



Your workings:

- Q7** Melchester Rovers Football Club can seat 42,000 spectators. Last week, when they played Harrogate Town, there were 36,960 spectators.

Calculate the percentage of empty seats.

Your workings:

A-Level Business – Initial Numeracy Assessment - Questions

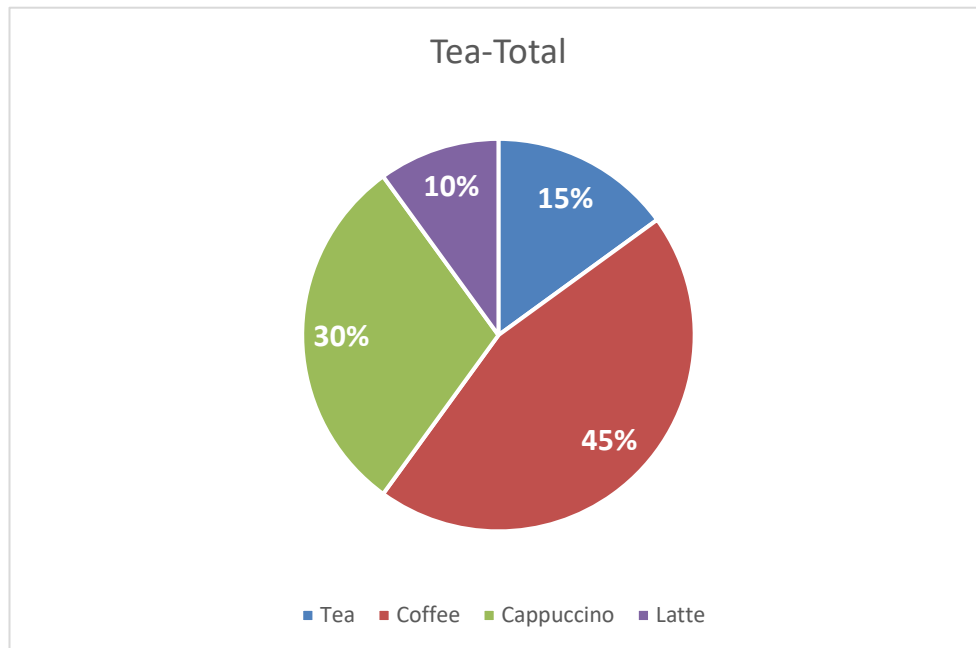
Q8	Cast Your Mind Back is a manufacturer of fishing equipment located in Sunderland. The unit cost of manufacturing their fishing rods is £25. Cast Your Mind Back sells its fishing rods to retailers for 45% more than the unit cost. Calculate the selling price of a fishing rod.
Your workings:	

Q9	A family of four, on holiday in the UK from Spain, visited the 'Whale of a Time' sea life centre in London. The total entrance cost for the family was £90. Assuming an exchange rate of £1: €1.08, calculate the total entrance cost in Euros.
Your workings:	

Q10	Loft in Space, a manufacturer of loft insulation, took 80 of its employees on a two-day team building trip to an outdoor activity centre in the Lake District. The total cost of the trip was £9,600. The accommodation cost per employee was $\frac{3}{5}$ of the total cost per employee. Calculate the accommodation cost per employee.
Your workings:	

A-Level Business – Initial Numeracy Assessment - Questions

Q11 Tea-Total is a café in Cumbria. Below is a pie chart showing the percentage of drinks purchased for a group of 200 customers.



(A) Calculate how many customers purchased a coffee

(B) Calculate how many customers did not purchase a tea

(C) Calculate the fraction of customers that purchased a Latte

Your workings:

A-Level Business – Initial Numeracy Assessment - Questions

Q12	Graham Riley is an employee of Father Treads, a business that specialises in car tyres. Graham attends a meeting at Head Office, travelling 60 kilometres each way. Graham is entitled to claim travel expenses at 45p per mile. Based on the assumption that 10 kilometres is equivalent to 6 miles (approximately), calculate how much Graham is entitled to claim.
<i>Your workings:</i>	

Q13	Car-tastrophe is a car showroom based in Stanhope. The business consists of one manager and 3 salesman, Jim, Jon and Joseph. Each month, a sum of money is paid as a bonus and is divided in the ratio of the number of cars each salesman has sold. Jim sold 7 cars, Jon sold 8 cars and Joseph sold 9 cars. Joseph received £1,125 Calculate how much money Jim and Jon received.
<i>Your workings:</i>	

A-Level Business – Initial Numeracy Assessment - Questions

Q14	Barber Streisand is a hair dressing salon located in Sunderland. The owner Barbara, recently introduced a new system of rewarding her staff. At the end of the week, Barbara puts the following in a bag: 5 x £10 notes 4 x £20 notes 3 x £50 notes At the end of the week, the hairdresser who has provided the best service can select a note from the bag as a reward. Calculate the probability of not selecting a £10 note.
Your workings:	

Q15	Frame, Set and Match is a picture framing business with several shops across the North East of England. The business has a total of 90 employees, of which 54 are female. Calculate, in the lowest possible terms, what fraction of the total employees are male.
Your workings:	

A-Level Business – Initial Numeracy Assessment - Questions

Q16	Wooden it be Lovely is a small manufacturer of wooden children's toys. Last week, the business produced 32,000 toys, of which 40% were checked for quality. Of the 40% checked, $\frac{1}{5}$ had a defect. Calculate how many wooden toys were found to not have a defect.
Your workings:	

Q17	The table below shows the budgeted sales revenue last year for Gate Expectations, a manufacturer of garden gates. <table><tr><td></td><td>Budget for last year</td></tr><tr><td>Sales Revenue</td><td>£3,000,000</td></tr></table> At the end of the year, actual sales revenue was 8% lower than the budgeted figure. Calculate the actual monthly sales revenue of Gate Expectations last year.		Budget for last year	Sales Revenue	£3,000,000
	Budget for last year				
Sales Revenue	£3,000,000				
Your workings:					

A-Level Business – Initial Numeracy Assessment - Questions

Q18	Sparked Out is a retailer of electrical products located in County Durham. The owner, Joseph Sparks, is analysing the sales figures of two product lines, the Lavazza coffee machine and the Breville toaster. In 2023 the total value of Lavazza coffee machine sales was £12,100 whilst the total value of Breville toaster sales was £5,292. Joseph noticed that the sales of Lavazza coffee machines have been increasing by 10% per year, whilst sales of Breville toasters have been increasing by 5% per year, over the last two years. Calculate the total sales value of Lavazza coffee machine sales and Breville toasters in 2021.
<i>Your workings:</i>	