Solutions

Marking: **M1** a correct method, **A1** the correct answer, **B1** an independent mark.

Each answer shows the steps, then the **result**.

2.1

contingency planning: preparing in advance for possible crises; crisis management: responding to a crisis while it happens to limit the damage

2.2

any two: patent; copyright; trademark

2.3

benefit: staff know what to do in an emergency (e.g. a cancelled flight or a safety incident), so passengers are protected and reputation is kept; cost: plans take time and money to prepare, test and update, and may not match the actual crisis

2.4

product innovation: a new or improved product; e.g. a new electric model; process innovation: a new or better way of making or delivering the product; e.g. robots on the assembly line

2.5

any two, explained: privacy: detailed shopping data can reveal personal information (health, religion); consent: customers may not understand how their data are used or sold; security: a data breach could expose customers; manipulation: targeted offers may push vulnerable customers to overspend

3.1

(a) any two, explained: transparency: honest information builds trust; communication: fast, clear messages to all stakeholders; speed: acting quickly limits harm; control: a clear leader and plan avoid confusion

(b) award up to [10]: recall all products from the factory at once to protect customers; short-term cost and lost sales, but limits harm and legal claims; transparency: publish what is known and what is being done; communication with customers, supermarkets, regulators and staff, including on social media; speed and control: one leader and a crisis team; investigate the cause and fix it before reopening; support affected customers; possible compensation; long term: create a contingency plan and better quality assurance; judgement: reputation depends on an honest, fast response