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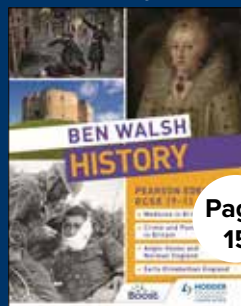
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Page
15



Page
4



Page
22

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Contents

Business and Economics	4	
GCSE (9–1) Business	4	
A level Business	6	
A level Economics	8	
Geography	10	
GCSE (9–1) Geography	10	
International GCSE (9–1) Geography	11	
A level Geography	12	
History	15	
GCSE (9–1) History	15	
International GCSE (9–1) History	18	
A level History	19	
Languages	21	
International GCSE (9–1) Languages	21	
A level Languages	23	
Mathematics	24	
GCSE Mastering Mathematics	24	
International GCSE (9–1) Mathematics	25	
A level Mathematics	26	
Physical Education	27	
GCSE (9–1) Physical Education	27	
Psychology	28	
A level Psychology	28	
Religious Studies	29	
GCSE (9–1) Religious Studies	29	
A level Religious Studies	30	
Science	31	
International GCSE (9–1) Science	31	
A level Science	34	
On-demand CPD & Student Resource Packs	37	
Instantly downloadable support for teaching and learning		
Student Magazines	38	
Please note: Edexcel only endorse the Student Book. Other resources referenced are not endorsed by Pearson Edexcel including any links or functionality related to Boost eBooks.		

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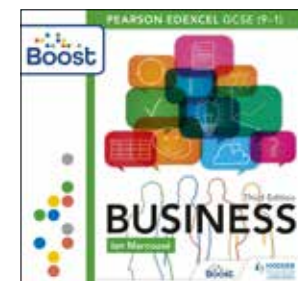
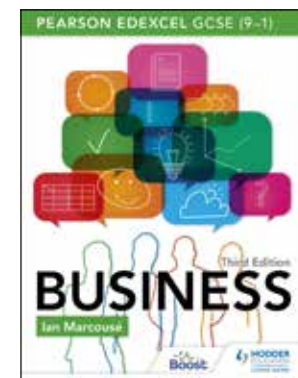
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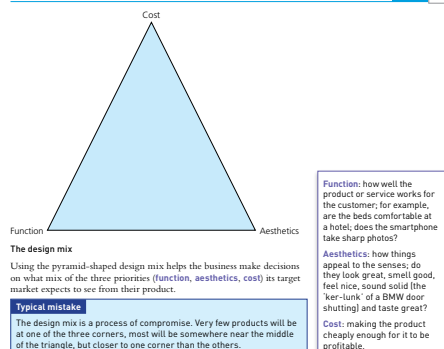


Topic 2.2 Making marketing decisions

2.2.1 Product

At the heart of the marketing mix is product. The product must match the needs of the target market, otherwise it simply will not sell. To ensure the product meets the needs of the target market, companies must identify the priorities of their target customers. A helpful tool for this is the design mix.

The design mix



Product differentiation

Finding a way to make your product seem different from rivals' is a crucial role of the design process. If consumers believe your product to be different from others, loyalty will follow, as no other substitute quite fits the bill like yours. Not only will customers develop a loyalty to your product, it will also give more freedom over what price to charge.

Product differentiation: the extent to which consumers see your product as different from its rivals.

Product life cycle

The approach to marketing should be determined by trends in the product's sales, often examined using the product life cycle model. The model consists of four phases, detailed in the table below.

Stage of life cycle	Characteristics
Introduction	After spending money on research and development, the product is launched: the focus must be on raising awareness if exists. Sales are likely to be low and rise only slowly. Advertising will be informative and distribution only limited. The product may be unique and therefore sold at a high price.
Growth	This is the stage when sales start to grow as far more people become aware of the product. Price remains high, so with growing sales comes profit.
Maturity	Sales growth flattens and competitors emerge, trying to copy the product idea. Now promotion will focus on differentiating your brand. However, sales are at their highest, so profit should be strong.
Decline	As sales and profits start to fall because the product no longer meets consumers' needs, prices are likely to be cut, promotional budgets slashed and distribution may focus on discount stores only.

Part of the trouble with the product life cycle is that different products have different lengths of life cycle – for example, while Cadbury's Dairy Milk may still be going strong after 100 years, fidget spinners may not be around by the time you read this.

Extension strategies

Some companies will try to prevent entering the decline phase by using an extension strategy. Typical techniques involved include:

- finding new uses for the product
- changing the appearance, format or packaging
- encouraging customers to use the product more frequently
- adapting the product – 'new and improved'

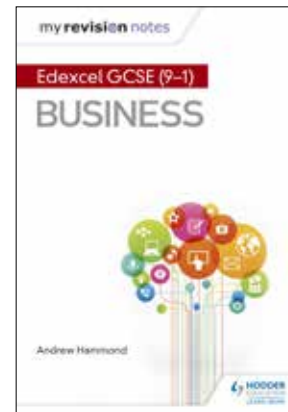
Typical mistake

An extension strategy must be something that is expected to prolong life by several years. Short-term offers, such as buy one get one free, are not strategic.

Now test yourself

- 1 What are the three parts of the design mix?
- 2 What are the four stages of the product life cycle?
- 3 State two typical types of extension strategy.

Answers on page 106



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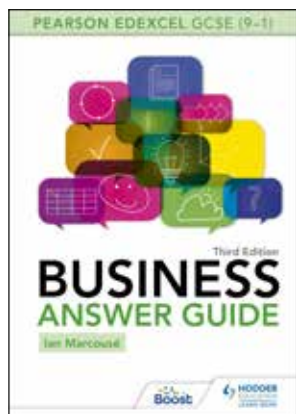
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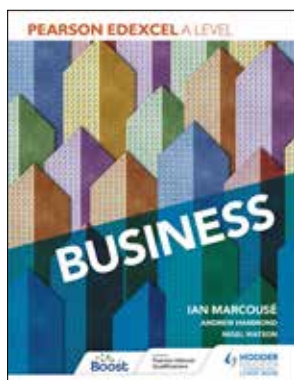
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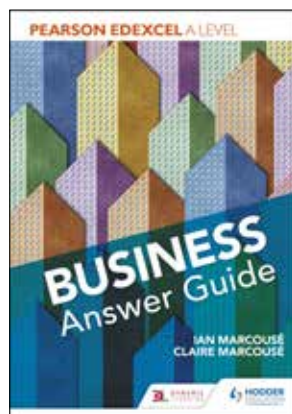
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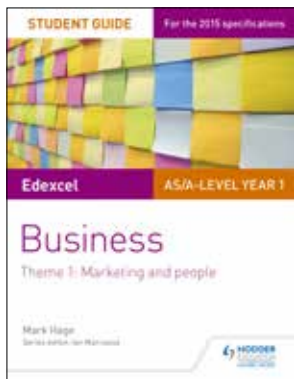
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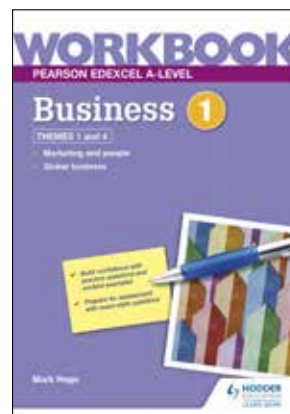
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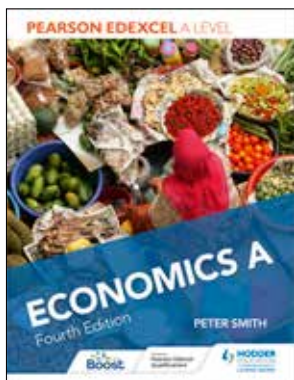
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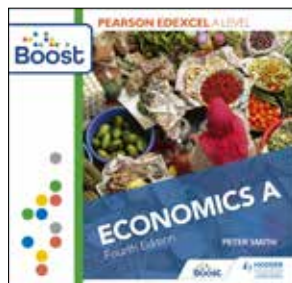
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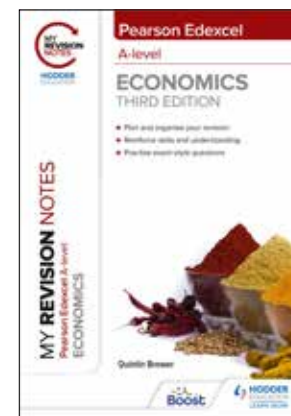
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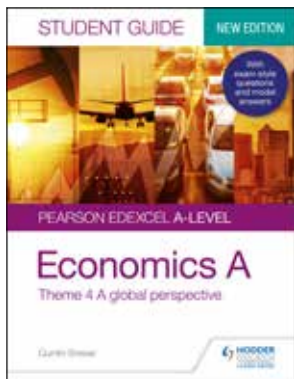
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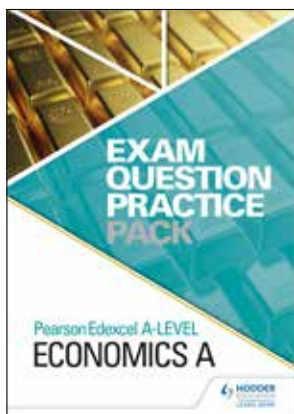
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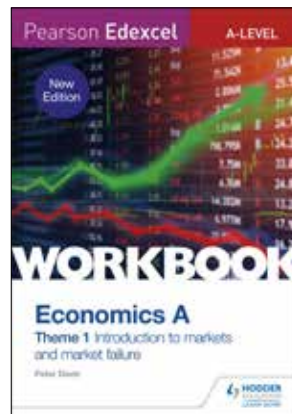


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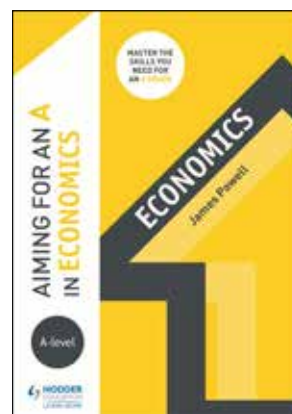
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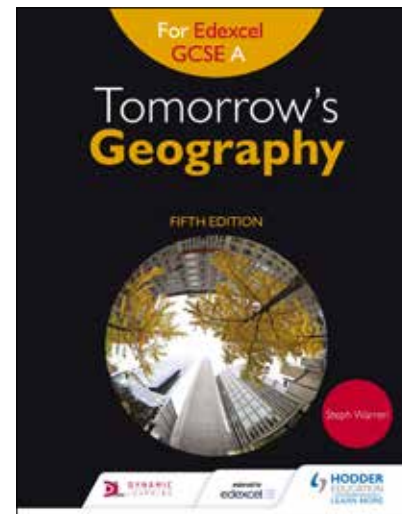
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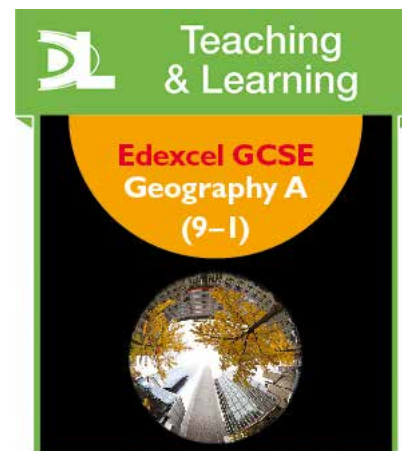
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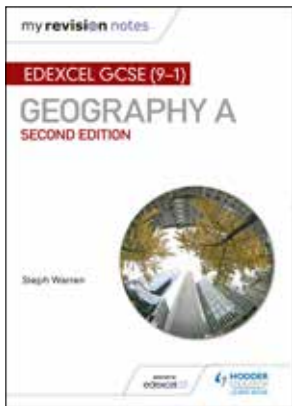
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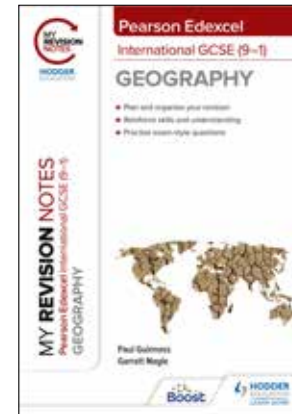
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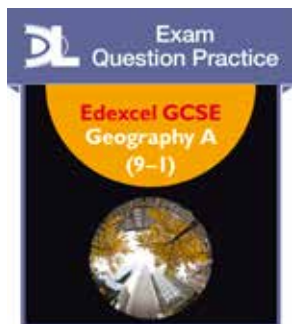
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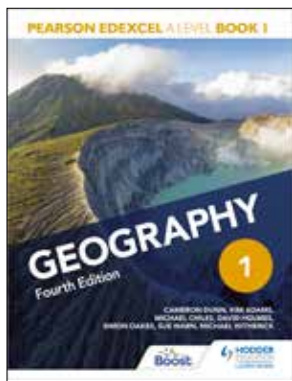
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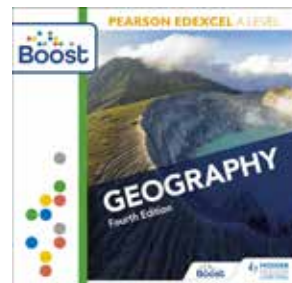
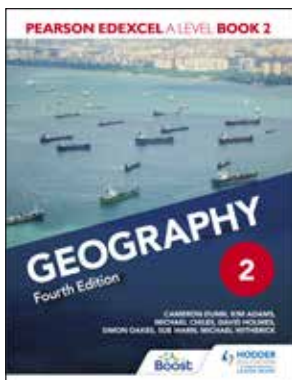
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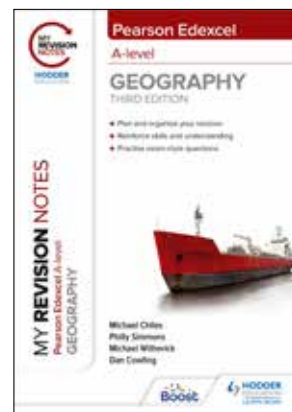
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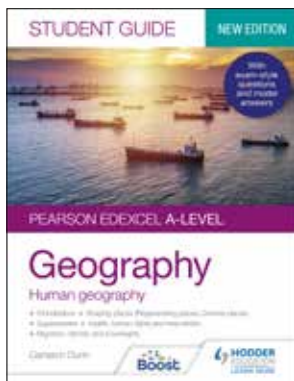
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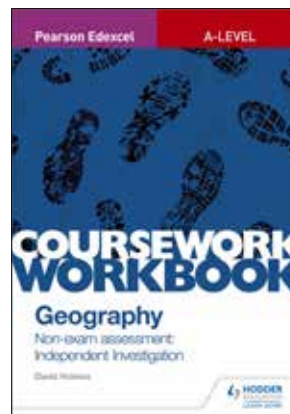
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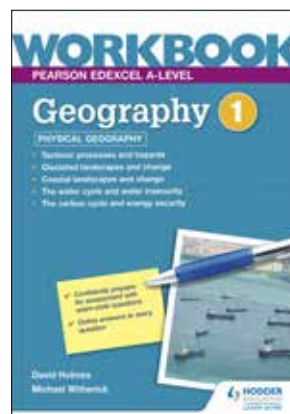
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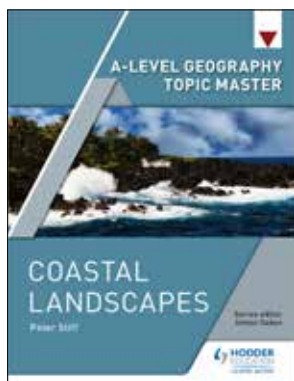
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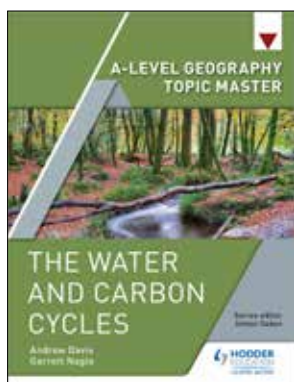


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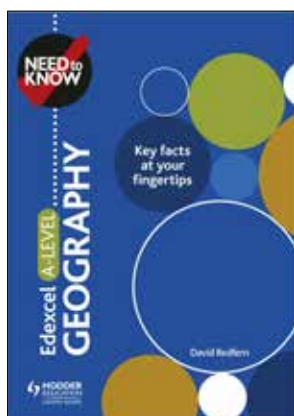
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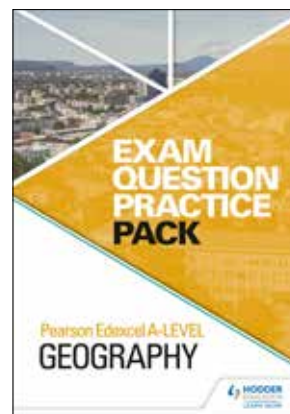
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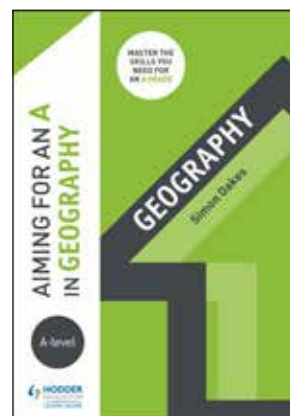
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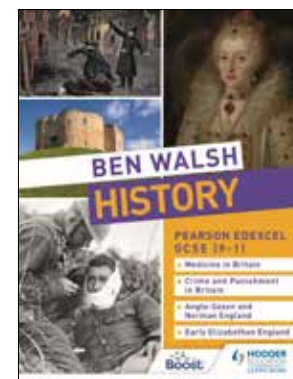
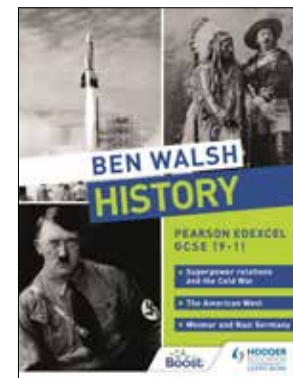
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1.2 The development of the Cold War

FOCUS
The USA and USSR never actually declared an official Cold War. Each side took actions or reacted to the actions of the other side, which increased tensions between them. In this chapter, you are going to look at these actions and reactions and assess how they affected superpower relations in the period 1947–49.

Source 1
An American cartoon from 1948 showing Truman and Stalin playing chess. Source 1 is commenting on one important development that took place in June 1948, the Berlin Blockade and airlift. You will find out more about this on pages 20–21. But although this cartoon is about the airlift, it is actually a good way of picturing the developments in the Cold War from 1947 to 1949. When one side made a move, the other side reacted. In other words, each event or action had important consequences.

FOCUS TASK
What were the consequences of the developments of 1947–49? Draw up your own blank version of this table. As you work through this chapter, list the consequences of each 'move' made by Truman or Stalin.

Key events	Consequences for relations between USA and its allies	Consequences for relations between USSR and satellite states	Consequences for relations between USA and USSR
Truman Doctrine March 1947	USSR was a big change for USA. USA were very committed to international involvement – establishment of communism.	Stalin was alarmed by requests for help and this led to satellite states.	made relations with USSR tense. Stalin felt threatened by the other. Both sides accused the other of trying to expand their power and influence over other countries.
Marshall Plan June 1947 onwards			
Cominform October 1947			
Common January 1948			
Berlin Crisis 1948–49			
NATO 1949			

Truman's move: The Truman Doctrine

You have already seen how Stalin turned Eastern Europe into a collection of satellite states in the period 1945–48. They all had communist governments who took orders from Stalin (see pages 12–15). US President Truman was determined that the same thing would not happen to countries in Western Europe as well. This policy of holding back the spread of communism became known as 'containment'.

Truman's first attempt at containment came in March 1947. He made a speech that became known as the Truman Doctrine. He announced that the USA was going to send \$500 million in aid to Greece and Turkey. In Greece, a civil war was taking place between supporters of the Greek monarchy and communist forces who wanted to make Greece a communist state.

Truman then went on to promise that the USA would aid any other country that was threatened by a communist takeover. He then went on to praise Western democracy in which governments were elected by their people and claimed that, in contrast, communism relied on terror and force (see Source 2).

RETRIEVAL PRACTICE
1. What was containment?
2. What did Truman announce in the Truman Doctrine?
3. What was the Truman Doctrine?
4. Why was the Truman Doctrine controversial?

SOURCE ANALYSIS
Would you say that the cartoonist is:
• fully behind the new policy
• unsure about the policy
• concerned about the policy
• hostile opposed to the new policy?

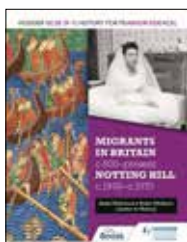
SOURCE 2
Communism is a way of life based upon the will of a minority forcibly imposed upon the majority. It relies upon terror and oppression, a controlled press and radio, fixed elections, and the suppression of personal freedoms.
An extract from the Truman Doctrine, March 1947.

SOURCE 3
There were some concerns in the USA (see Source 2). For example, but most Americans supported Truman. The headline in The New York Times read 'Truman Acts to Save Hellenism from Red Rule'.

The significance of the Truman Doctrine
The Truman Doctrine was a key event of the Cold War. It put down a marker about America's intentions. Truman was making clear that the USA would not withdraw from world affairs as it had done after the First World War. Truman's policy of containment meant that the USA would actively resist the spread of communism. People were aware at the time that this would almost certainly lead to clashes between the USA and USSR.

It alarmed Stalin. Stalin was worried by the speech and soon responded by creating an organisation called Cominform (see page 19).

Pages from Superpower relations and the Cold War, The American West and Weimar and Nazi Germany



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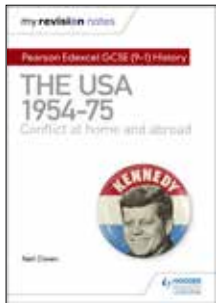
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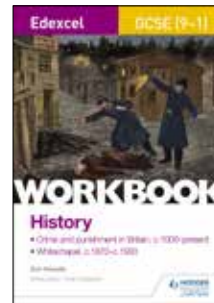
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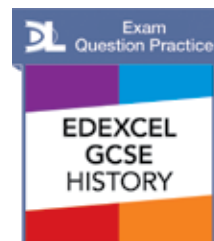
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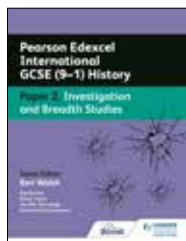
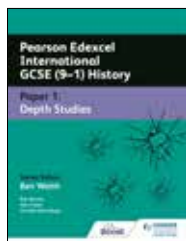
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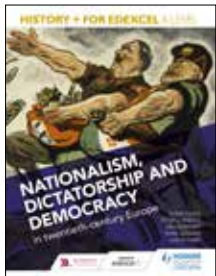


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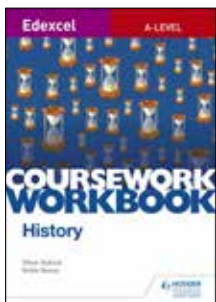


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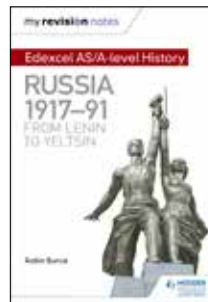
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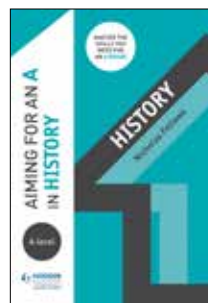
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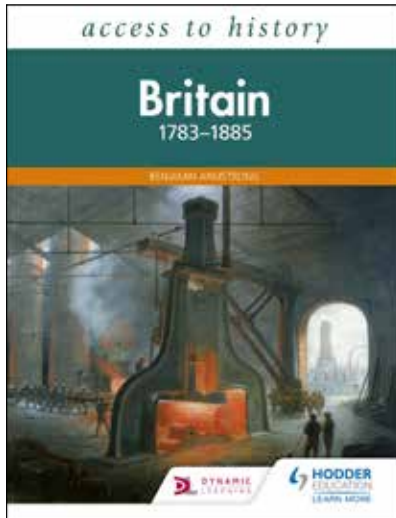
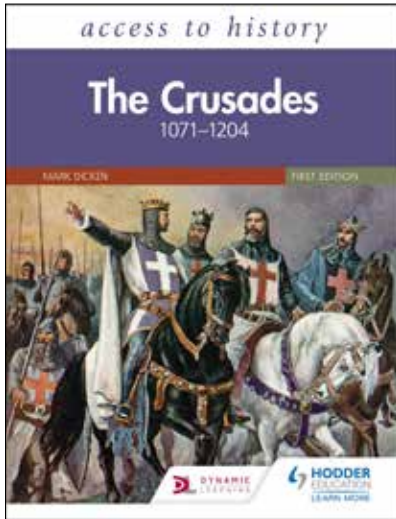
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The origins of the French Revolution

The storming of the Bastille on 14 July 1789 came to symbolise the start of the French Revolution, one of the most dramatic events in modern European history.

The origins of the Revolution were a combination of political, economic and social factors. This chapter examines these factors as two main themes:

- ◆ Long-term causes of the French Revolution
- ◆ Short-term causes of the French Revolution

The key debate on page 25 of this chapter asks the question: What are the different ways in which the origins of the French Revolution have been interpreted?

KEY DATES			
1614	Last summoning of the Estates-General before 1789	1787	Feb. The Assembly of Notables met
1756–63	The Seven Years' War	May	Assembly of Notables dissolved
1774	Accession of Louis XVI	1788	Apr. Louis dismissed Calonne
1778	France entered the American War of Independence	June	Revolt of the Nobility
1791	Feb. Publication of <i>Compte Rendu</i>	Jul	Louis agreed to call the Estates-General
1791–7	Economic crisis	Aug	Declaration of bankruptcy
1786	Eden Treaty		
Aug	Calonne proposed reforms to French finances		

1 Long-term causes of the French Revolution

How did long-term causes contribute to the outbreak of the Revolution?

During the *ancien régime* there were a number of deep-rooted problems that affected successive royal governments. These problems influenced:

- the way France was governed, particularly the taxation system
- the carefully ordered, yet deeply divided, structure of French society
- the gradual spread of ideas that started to challenge this structure.

These deep-rooted problems can be seen as long-term causes of the French Revolution. In order to understand them fully, it is necessary to understand the nature of French society before 1789, namely:

France in Revolution

- the structure of royal government
- the taxation system
- the structure of French society
- the Enlightenment.

Royal government

France before 1789 was an absolute monarchy ruled by the Bourbons. This meant that the authority of the French Crown was not limited by any representative body, such as an elected parliament. The King was responsible only to God and answerable to no one on earth. This system of government is also known as absolutism. In such a system, the personality and character of the ruler are very important as they set the tone for the style of government.

Figure 2.1 Pre-revolutionary France's main administrative, judicial and financial subdivisions.

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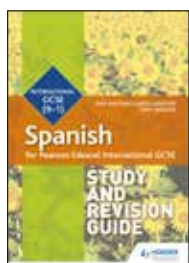


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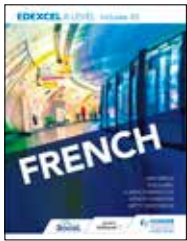
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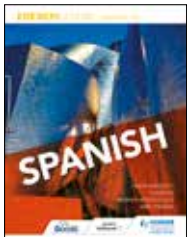
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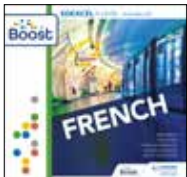
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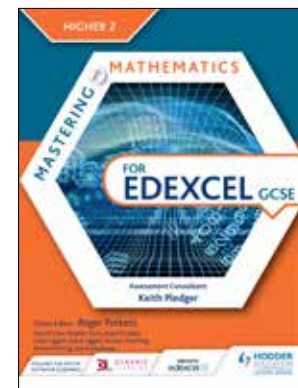
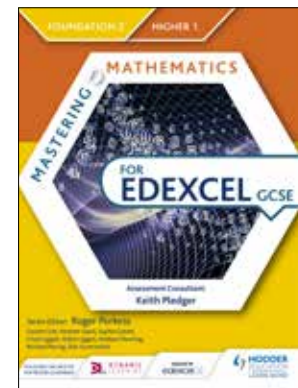
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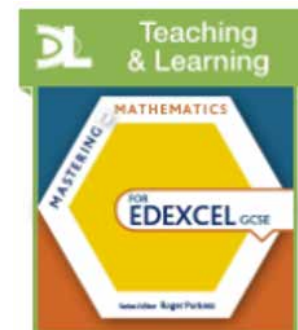
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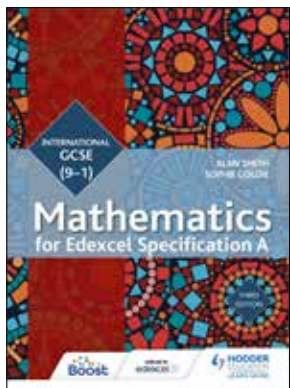
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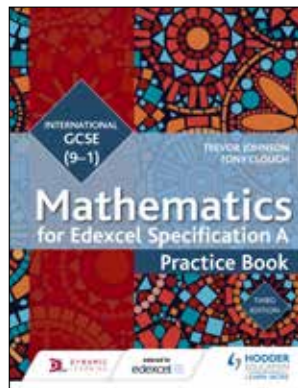
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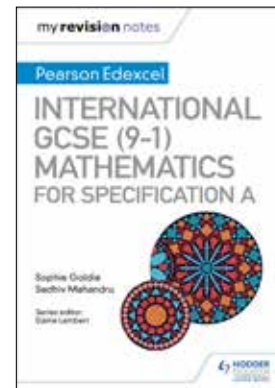
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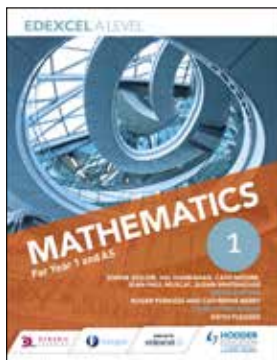
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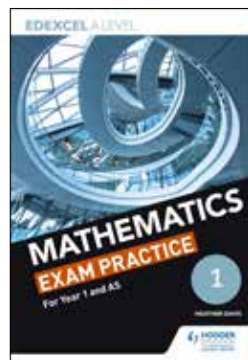
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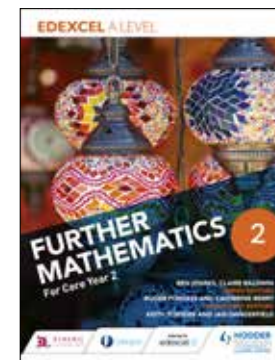
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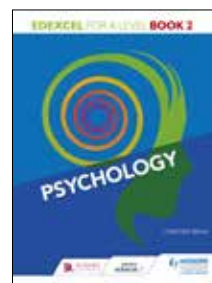
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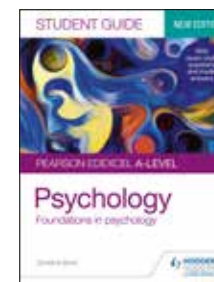
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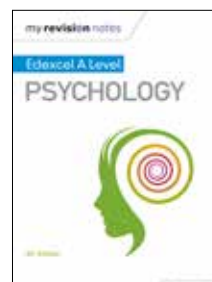
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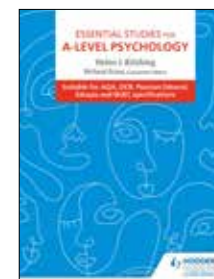


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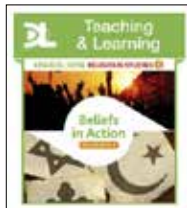
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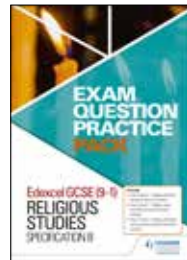
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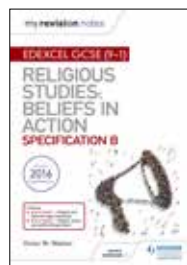
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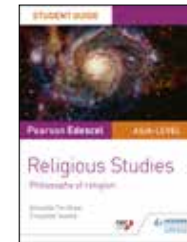
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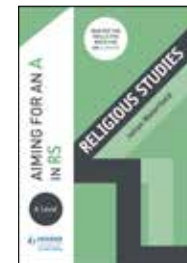
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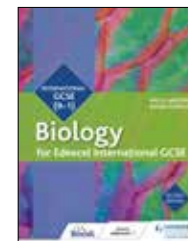
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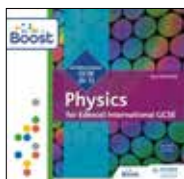
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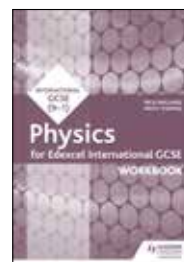
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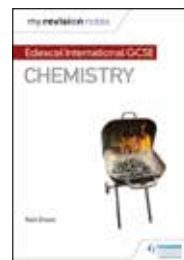
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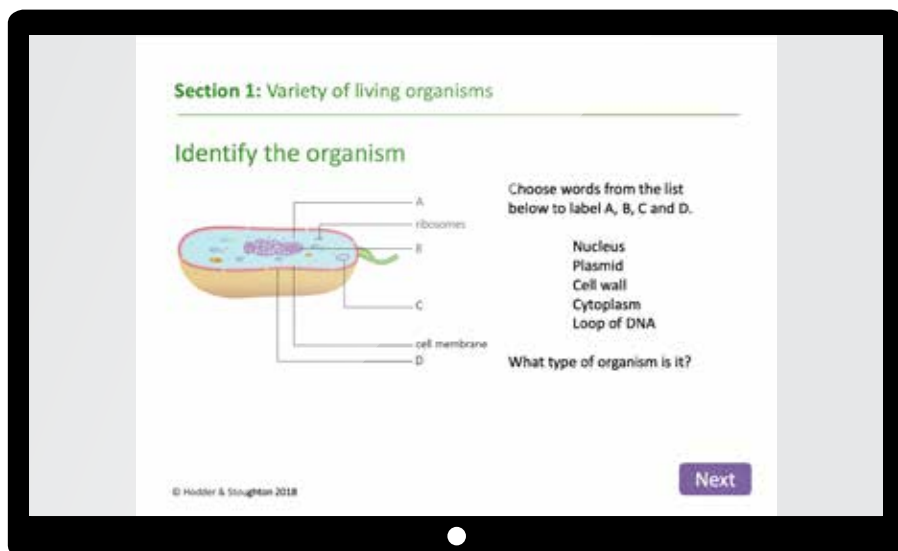
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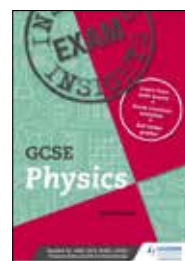
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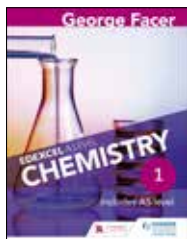
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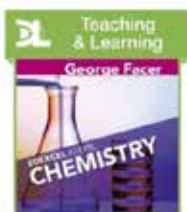
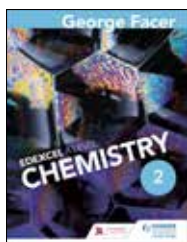
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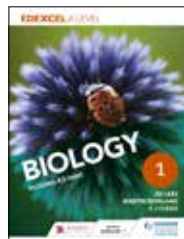
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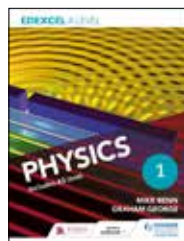
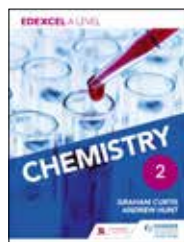
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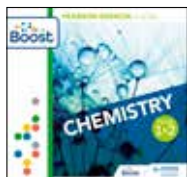




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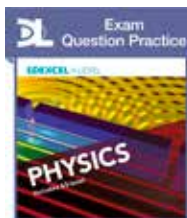
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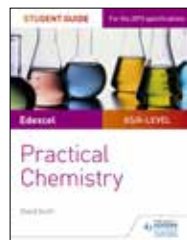


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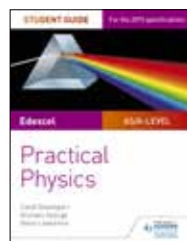
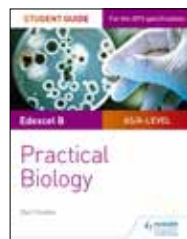
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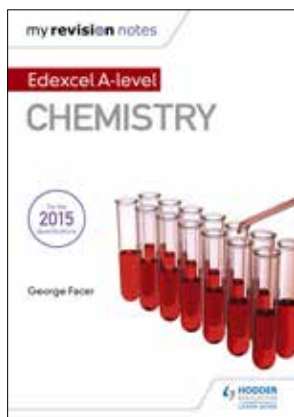
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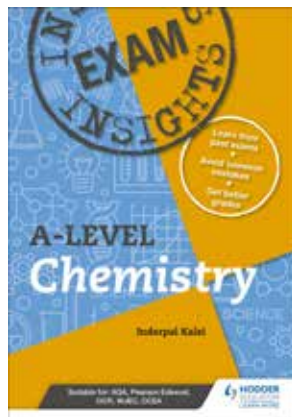
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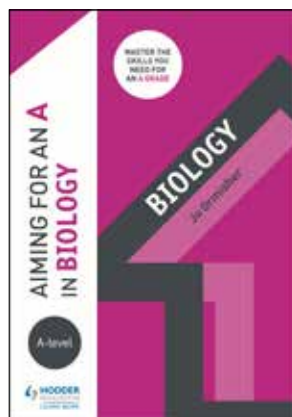
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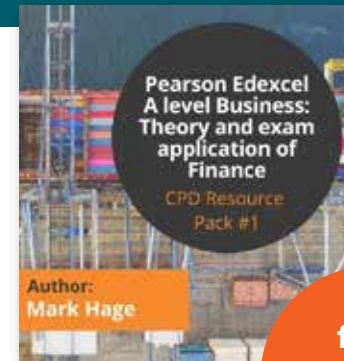


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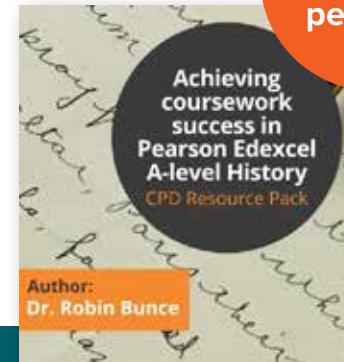


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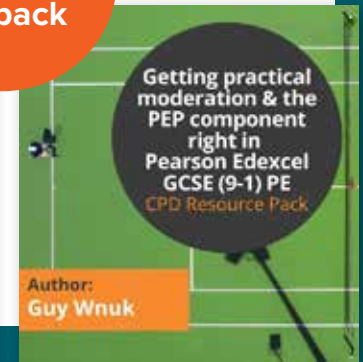


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