

# Cambridge International AS & A Level

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**TRAVEL & TOURISM****9395/32**

Paper 3 Business Decision-Making

**October/November 2024****MARK SCHEME**Maximum Mark: 60

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**Published**

This mark scheme is published as an aid to teachers and candidates, to indicate the requirements of the examination. It shows the basis on which Examiners were instructed to award marks. It does not indicate the details of the discussions that took place at an Examiners' meeting before marking began, which would have considered the acceptability of alternative answers.

Mark schemes should be read in conjunction with the question paper and the Principal Examiner Report for Teachers.

Cambridge International will not enter into discussions about these mark schemes.

Cambridge International is publishing the mark schemes for the October/November 2024 series for most Cambridge IGCSE, Cambridge International A and AS Level components, and some Cambridge O Level components.

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This document consists of **15** printed pages.

**Generic Marking Principles**

These general marking principles must be applied by all examiners when marking candidate answers. They should be applied alongside the specific content of the mark scheme or generic level descriptions for a question. Each question paper and mark scheme will also comply with these marking principles.

**GENERIC MARKING PRINCIPLE 1:**

Marks must be awarded in line with:

- the specific content of the mark scheme or the generic level descriptors for the question
- the specific skills defined in the mark scheme or in the generic level descriptors for the question
- the standard of response required by a candidate as exemplified by the standardisation scripts.

**GENERIC MARKING PRINCIPLE 2:**

Marks awarded are always **whole marks** (not half marks, or other fractions).

**GENERIC MARKING PRINCIPLE 3:**

Marks must be awarded **positively**:

- marks are awarded for correct/valid answers, as defined in the mark scheme. However, credit is given for valid answers which go beyond the scope of the syllabus and mark scheme, referring to your Team Leader as appropriate
- marks are awarded when candidates clearly demonstrate what they know and can do
- marks are not deducted for errors
- marks are not deducted for omissions
- answers should only be judged on the quality of spelling, punctuation and grammar when these features are specifically assessed by the question as indicated by the mark scheme. The meaning, however, should be unambiguous.

**GENERIC MARKING PRINCIPLE 4:**

Rules must be applied consistently, e.g. in situations where candidates have not followed instructions or in the application of generic level descriptors.

**GENERIC MARKING PRINCIPLE 5:**

Marks should be awarded using the full range of marks defined in the mark scheme for the question (however; the use of the full mark range may be limited according to the quality of the candidate responses seen).

**GENERIC MARKING PRINCIPLE 6:**

Marks awarded are based solely on the requirements as defined in the mark scheme. Marks should not be awarded with grade thresholds or grade descriptors in mind.

**Social Science-Specific Marking Principles  
(for point-based marking)****1 Components using point-based marking:**

- Point marking is often used to reward knowledge, understanding and application of skills. We give credit where the candidate's answer shows relevant knowledge, understanding and application of skills in answering the question. We do not give credit where the answer shows confusion.

From this it follows that we:

- a** DO credit answers which are worded differently from the mark scheme if they clearly convey the same meaning (unless the mark scheme requires a specific term)
- b** DO credit alternative answers/examples which are not written in the mark scheme if they are correct
- c** DO credit answers where candidates give more than one correct answer in one prompt/numbered/scaffolded space where extended writing is required rather than list-type answers. For example, questions that require  $n$  reasons (e.g. State two reasons ...).
- d** DO NOT credit answers simply for using a 'key term' unless that is all that is required. (Check for evidence it is understood and not used wrongly.)
- e** DO NOT credit answers which are obviously self-contradicting or trying to cover all possibilities
- f** DO NOT give further credit for what is effectively repetition of a correct point already credited unless the language itself is being tested. This applies equally to 'mirror statements' (i.e. polluted/not polluted).
- g** DO NOT require spellings to be correct, unless this is part of the test. However spellings of syllabus terms must allow for clear and unambiguous separation from other syllabus terms with which they may be confused (e.g. Corrasion/Corrosion).

**2 Presentation of mark scheme:**

- Slashes (/) or the word 'or' separate alternative ways of making the same point.
- Semi colons (;) bullet points (•) or figures in brackets (1) separate different points.
- Content in the answer column in brackets is for examiner information/context to clarify the marking but is not required to earn the mark (except Accounting syllabuses where they indicate negative numbers).

**3 Calculation questions:**

- The mark scheme will show the steps in the most likely correct method(s), the mark for each step, the correct answer(s) and the mark for each answer.
- If working/explanation is considered essential for full credit, this will be indicated in the question paper and in the mark scheme. In all other instances, the correct answer to a calculation should be given full credit, even if no supporting working is shown.
- Where the candidate uses a valid method which is not covered by the mark scheme, award equivalent marks for reaching equivalent stages.
- Where an answer makes use of a candidate's own incorrect figure from previous working, the 'own figure rule' applies: full marks will be given if a correct and complete method is used. Further guidance will be included in the mark scheme where necessary and any exceptions to this general principle will be noted.

**4 Annotation:**

- For point marking, ticks can be used to indicate correct answers and crosses can be used to indicate wrong answers. There is no direct relationship between ticks and marks. Ticks have no defined meaning for levels of response marking.
- For levels of response marking, the level awarded should be annotated on the script.
- Other annotations will be used by examiners as agreed during standardisation, and the meaning will be understood by all examiners who marked that paper.

**Assessment objectives****AO1 Knowledge and understanding**

Demonstrate knowledge and understanding of facts, terms and concepts of travel and tourism.

**AO2 Application**

Apply knowledge and understanding of facts, terms and concepts to familiar and unfamiliar contexts in travel and tourism.

**AO3 Analysis**

Analyse travel and tourism issues, showing an understanding of the possible impacts of those issues on travel and tourism, and use appropriate research techniques.

**AO4 Evaluation**

Evaluate information to develop arguments, understand implications, draw inferences and make judgements, recommendations and decisions.

Tables **A–D** will be used for specific questions. Please refer to the question for which tables should be used when appropriate.

**Table A**

<b>Level</b>	<b>AO1 Knowledge and understanding 3 marks</b>	<b>AO3 Analysis and research 3 marks</b>	<b>AO4 Evaluation 3 marks</b>
	<b>Description</b>	<b>Description</b>	<b>Description</b>
<b>3</b>	<b>3 marks</b> The response contains a range of explained valid points.	<b>3 marks</b> The response is well-balanced and considers the significance of each of the valid points mentioned. <b>AND/OR</b> The arguments for and against each valid point mentioned are given.	<b>3 marks</b> The response contains a well-supported evaluation or recommendation/s with supporting evidence or reasoning given.
<b>2</b>	<b>2 marks</b> The response contains some explained valid points.	<b>2 marks</b> The response gives some consideration of the significance of some of the valid points mentioned. <b>OR</b> The arguments for and against most of the valid points mentioned are given.	<b>2 marks</b> The response contains evaluation or a recommendation with some supporting evidence or reasoning given.
<b>1</b>	<b>1 mark</b> The response is likely to be a list of valid points with little or no explanation.	<b>1 mark</b> The response gives some consideration to the significance of at least one valid point. <b>OR</b> The arguments for or against at least one of the valid points are given.	<b>1 mark</b> The response contains evaluation or a recommendation, but no supporting evidence or reasoning is given.
<b>0</b>	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.

**Table B**

<b>Level</b>	<b>AO2 Application 3 marks</b>	<b>AO3 Analysis and research 3 marks</b>	<b>AO4 Evaluation 3 marks</b>
	<b>Description</b>	<b>Description</b>	<b>Description</b>
<b>3</b>	<b>3 marks</b> The response includes an explanation of why each of the points mentioned are relevant/suitable to the context of the question.	<b>3 marks</b> The response is well-balanced and considers significance of each of the valid points mentioned. <b>AND/OR</b> The arguments for and against each valid point mentioned are given.	<b>3 marks</b> The response contains a well-supported evaluation or recommendation/s with supporting evidence or reasoning given.
<b>2</b>	<b>2 marks</b> The response includes an explanation of why some of the points mentioned are relevant/suitable to the context of the question.	<b>2 marks</b> The response gives some consideration of the significance of some of the valid points mentioned. <b>OR</b> The arguments for and against some of the valid points mentioned are given.	<b>2 marks</b> The response contains evaluation or a recommendation with some supporting evidence or reasoning given.
<b>1</b>	<b>1 mark</b> At least one point has an explanation of why it is relevant/suitable to the context of the question.	<b>1 mark</b> The response gives some consideration of the significance of at least one valid point. <b>OR</b> The arguments for or against at least one of the valid points are given.	<b>1 mark</b> The response contains evaluation or a recommendation, but no supporting evidence or reasoning is given.
<b>0</b>	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.

**Table C**

Level	<b>AO1</b> <b>Knowledge and understanding</b> <b>4 marks</b>	<b>AO3</b> <b>Analysis and research</b> <b>4 marks</b>	<b>AO4</b> <b>Evaluation</b> <b>4 marks</b>
	<b>Description</b>	<b>Description</b>	<b>Description</b>
<b>4</b>	<b>4 marks</b> The response contains a range of valid points with a detailed explanation of each.	<b>4 marks</b> The response is well-balanced and considers the significance of each of the valid points mentioned. <b>AND/OR</b> The arguments for and against each valid point are given.	<b>4 marks</b> The response contains a well-supported and reasoned evaluation or recommendation/s. Judgements are made why some points are more valid than others.
<b>3</b>	<b>3 marks</b> The response contains a range of valid points, some with a detailed explanation.	<b>3 marks</b> The response considers the significance of most of the valid points mentioned. <b>OR</b> The arguments for and against most valid points are given.	<b>3 marks</b> The response contains a well-supported evaluation or recommendation/s with supporting evidence or reasoning given.
<b>2</b>	<b>2 marks</b> The response contains some explained valid points.	<b>2 marks</b> The response gives some consideration of the significance of some of the valid points mentioned. <b>OR</b> The arguments for and against some valid points are given.	<b>2 marks</b> The response contains evaluation or a recommendation with some supporting evidence or reasoning given.
<b>1</b>	<b>1 mark</b> The response is likely to be a list of valid points with little or no explanation.	<b>1 mark</b> The response gives some consideration of the significance of at least one valid point. <b>OR</b> The arguments for or against at least one of the valid points are given.	<b>1 mark</b> The response contains evaluation or a recommendation, but no supporting evidence or reasoning is given.
<b>0</b>	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.



**Table D**

Level	<b>AO2 Application 4 marks</b>	<b>AO3 Analysis and research 4 marks</b>	<b>AO4 Evaluation 4 marks</b>
	<b>Description</b>	<b>Description</b>	<b>Description</b>
<b>4</b>	<b>4 marks</b> The response includes detailed explanation of why each point mentioned is relevant/suitable to the context of the question.	<b>4 marks</b> The response is well-balanced and considers the significance of each of the valid points mentioned. <b>AND/OR</b> The arguments for and against each valid point are given.	<b>4 marks</b> The response contains a well-supported and reasoned evaluation or recommendation/s. Judgements are made why some points are more valid than others.
<b>3</b>	<b>3 marks</b> The response includes an explanation of why most of the points mentioned are relevant/suitable to the context of the question.	<b>3 marks</b> The response considers the significance of most of the valid points mentioned. <b>OR</b> The arguments for and against most valid points are given.	<b>3 marks</b> The response contains a well-supported evaluation or recommendation/s with supporting evidence or reasoning given.
<b>2</b>	<b>2 marks</b> The response includes an explanation of why some of the points mentioned are relevant/suitable to the context of the question.	<b>2 marks</b> The response gives some consideration of the significance of some of the valid points mentioned. <b>OR</b> The arguments for and against some valid points are given.	<b>2 marks</b> The response contains evaluation or a recommendation with some supporting evidence or reasoning given.
<b>1</b>	<b>1 mark</b> At least one point made has an explanation of why it is relevant/suitable to the context of the question.	<b>1 mark</b> The response gives some consideration of the significance of at least one valid point. <b>OR</b> The arguments for or against at least one of the valid points are given.	<b>1 mark</b> The response contains evaluation or a recommendation, but no supporting evidence or reasoning is given.
<b>0</b>	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.	<b>0 marks</b> No creditable response.

Question	Answer	Marks
1(a)	<p><b>Explain <u>two</u> ways Destination Naples uses travel motivation to segment its target customers.</b></p> <p>Award one mark for each way and a second mark for each explanation.</p> <ul style="list-style-type: none"> <li>• Incentive travel (1) - experiences and activities to attract incentive travellers (1)</li> <li>• Business travel (meetings, conventions, events) (1) - exclusive venues and locations to host MICE events (1)</li> <li>• Leisure/Cultural visits (1) - UNESCO heritage sites, historic churches, museums and underground chambers to appeal to cultural visitors and day trippers (1)</li> <li>• Domestic visitors – day trippers/leisure tourists (1) high-speed trains, many of which have direct connections to other cities in Italy for ease of access for day trippers (1)</li> </ul> <p>Accept any other reasonable answers.</p>	<b>4</b>

Question	Answer	Marks
1(b)	<p><b>Analyse the challenges that Destination Naples faces in developing and delivering the Bay of Naples Finest brand.</b></p> <p><b>Use table B to mark candidate responses to this question.</b></p> <p><b>AO2 – out of 3 marks</b>  <b>AO3 – out of 3 marks</b>  <b>AO4 – out of 3 marks</b></p> <p><b>AO2 Application</b></p> <ul style="list-style-type: none"> <li>• Naples has a lot of different products, such as unusual meeting venues, UNESCO sites, churches and museums</li> <li>• Visitors to Naples do not know what to expect as tourism is an intangible product</li> <li>• Destination Naples wants to adapt its image and brand to a MICE destination and university city whilst maintaining its leisure tourism offer</li> <li>• Destination Naples has a diverse range of organisations (80) and its partners are involved in developing and delivering the brand</li> <li>• Naples operates in a competitive market, difficult to create a USP</li> </ul> <p><b>AO3 Analysis and research</b></p> <ul style="list-style-type: none"> <li>• Naples has a broad range of facilities and venues across different sectors, operated by different organisations and owners making it difficult to get brand consistency</li> <li>• Naples has a traditional image and reputation – trying to market it in a new way may present a challenge</li> <li>• The UNESCO sites and other historic attractions have to be visited in person to be fully appreciated</li> <li>• There are many similar destinations with UNESCO Heritage status and historic sites and monuments – Naples needs to find a way to make their attractions stand out</li> </ul> <p><b>AO4 Evaluation and decision-making</b></p> <ul style="list-style-type: none"> <li>• There are many challenges but the biggest ones that Destination Naples faces in developing and delivering the Bay of Naples Finest brand include bringing consistency across all of the providers, venues and attractions. Each of these must accept the destination brand and actively market it for it to be successful, but Destination Naples has little power or incentive to offer.</li> <li>• Competition is another significant challenge – finding a USP for the region with so many other tourism destinations offering similar products, services and facilities is very challenging – persuading the customer that their experience will be ‘once in a lifetime’ is becoming more difficult.</li> </ul> <p>Accept any other reasonable answers.</p>	9

Question	Answer	Marks
1(c)	<p><b>Evaluate the importance of the different steps involved in planning the launch of a new destination brand.</b></p> <p><b>Use Table C to mark candidate responses to this question.</b></p> <p><b>AO1 = out of 4 marks</b>  <b>AO3 = out of 4 marks</b>  <b>AO4 = out of 4 marks</b></p> <p><b>AO1 Knowledge and understanding</b></p> <ul style="list-style-type: none"> <li>• Agree timing for action using Gantt charts</li> <li>• Agree costs and resources to set a budget and allocate tasks</li> <li>• Decide upon guardians of the brand and level of involvement of key personnel</li> <li>• Set objectives so all know what the aims are and what they need to achieve</li> <li>• Decide the most appropriate communication methods, such as social media, TV etc. and events for the brand launch</li> <li>• Design promotional materials for the brand launch by outsourcing to an agency</li> <li>• Agree the overall campaign amongst all interested stakeholders so that everyone is working consistently towards the same goals</li> </ul> <p><b>AO3 Analysis and research</b></p> <ul style="list-style-type: none"> <li>• Agree timing for action so that resources can be put in place, the launch invitations can be sent out, and promotional materials can be produced ahead of the launch</li> <li>• Agree costs and resources so that the most effective use of budget is made and appropriate resources are chosen to support the brand launch</li> <li>• Decide upon guardians of the brand and level of involvement of key personnel so that roles can be assigned to the most appropriate people</li> <li>• Set objectives so that all stakeholders know and understand the goals, deadlines can be agreed, and measures for monitoring progress are decided</li> <li>• Decide the communication methods and events for the brand launch so that those responsible can liaise with media production companies, or create inhouse media posts to support the release of the brand launch</li> <li>• Design promotional materials for the brand launch – so that professionals can be employed to create the materials</li> </ul> <p><b>AO4 Evaluation and decision-making</b></p> <ul style="list-style-type: none"> <li>• It is important that all stakeholders are included at each step, so that everyone involved with the brand is involved in the planning of its launch as this will give a sense of responsibility and accountability needed in running a launch campaign.</li> <li>• All of the steps have equal importance in ensuring a new brand can be revealed at the scheduled launch event, without falling behind deadline or going over budget, in creating and communicating information about the launch event and ensuring success.</li> </ul> <p>Accept any other reasonable answers.</p>	12

Question	Answer	Marks
2(a)	<p><b>Explain <u>two</u> benefits of using television advertisements to market Qatar as a destination.</b></p> <p>Award one mark for each way and a second mark for each explanation.</p> <ul style="list-style-type: none"> <li>• TV Advertising builds trust (1) Qatar is not yet widely renowned as a tourist destination (1)</li> <li>• TV reaches a vast audience/global reach (1) wide appeal across a range of different customer segments/targeting families, couples etc. (1)</li> <li>• TV advertising is trackable (1) data can track which viewers were tuned in to the TV station as the advertisement played (1)</li> <li>• TV adverts have a broad visual appeal (1) people might watch to learn more about the destination (1)</li> </ul> <p>Accept any other reasonable answers.</p>	<b>4</b>

Question	Answer	Marks
2(b)	<p><b>Assess the importance of statistical analysis as a market analysis tool for destinations.</b></p> <p><b>Use table A to mark candidate responses to this question.</b></p> <p><b>AO1 – out of 3 marks</b>  <b>AO3 – out of 3 marks</b>  <b>AO4 – out of 3 marks</b></p> <p><b>AO1 Knowledge with understanding</b></p> <ul style="list-style-type: none"> <li>Statistical analysis will show travel trends over time</li> <li>Statistical analysis of changing customer behaviours and preferences for destinations, such as increases in eco-holidays, responsible travel etc.</li> <li>Statistical analysis of the changing popularity of destinations through various ranking schemes</li> <li>Using quantitative data gives an overall picture</li> <li>Less likely to be biased/sample may not be representative of the whole population; statistics are seen as more objective/reliable than opinion based research</li> </ul> <p><b>AO3 Analysis and research</b></p> <ul style="list-style-type: none"> <li>Statistical analysis of travel trends – allows destination marketing organisations to understand what impacts affect the current market environment – using quantitative data makes it easy to spot trends in graphs</li> <li>Statistical analysis of changing customer behaviours and preferences for destinations – it is important to let destinations know which products and activities to offer to ensure customers continue to be attracted to the destination – easy to quantify changes in accommodation occupancy, travel modes etc.</li> <li>Statistical analysis of the changing popularity of destinations through various ranking schemes is important as if a destination loses its place, it will help identify the brand perception and product positioning</li> <li>Quantitative data collection is quicker and easier to collect and interpret, making this kind of market analysis more cost and time effective</li> </ul> <p><b>AO4 Evaluation and decision making</b></p> <ul style="list-style-type: none"> <li>Statistical analysis is important in helping destinations analyse their position in the market; it helps them identify their popularity and it helps them recognize their customer needs so that they can compile a visitor profile to better meet those needs.</li> <li>Collecting statistics is easy to do both as a primary research method or using secondary sources – this means that a destination is likely to be able to gain insight about the market quickly and with some accuracy – numbers are much harder to misinterpret than words and opinions but may not give any detail and does not explain why something is the case.</li> </ul> <p>Accept any other reasonable answers.</p>	9

Question	Answer	Marks
2(c)	<p><b>Discuss key performance indicators (KPIs) which Qatar Tourism might use to monitor the effectiveness of their destination brand.</b></p> <p><b>Use Table D to mark candidate responses to this question</b>  <b>AO2 = out of 4 marks</b>  <b>AO3 = out of 4 marks</b>  <b>AO4 = out of 4 marks</b></p> <p><b>AO2 Application</b></p> <ul style="list-style-type: none"> <li>• Changes in arrival numbers – 2.14m in 2019</li> <li>• Popularity ranking/Qatar's position – aiming to become Middle East's top choice</li> <li>• Changes in market share – launching in 17 different markets/different market segments e.g. families, couples, friends</li> <li>• Increasing in the 'feel more' brand awareness using different market segments e.g. feel more together</li> </ul> <p><b>AO3 Analysis and research</b></p> <ul style="list-style-type: none"> <li>• Destination popularity ranking – this would help Qatar determine visitor perceptions of the destination</li> <li>• By using changes in arrival numbers – target of 6 million by 2030 is ambitious and unrealistic and will give a false impression of success/failure</li> <li>• Changes in occupancy rates – increase length of stay and increased numbers of visitors should improve overall occupancy rates for accommodation providers in Qatar caused by brand awareness</li> <li>• Changes in market share – if the destination popularity for Qatar changes in the 17 markets they target more people from those markets should visit</li> <li>• Increase/decrease in brand awareness – 6 million visitors would automatically improve brand awareness – plus posts on social media shared will further improve brand awareness</li> </ul> <p><b>AO4 Evaluation and decision making</b></p> <ul style="list-style-type: none"> <li>• Visit Qatar needs to access the statistical data relating to each of the key performance indicators listed and monitor any change in trends to check if brand awareness impacts positively or negatively on the number of arrivals, for example. The authorities have set an ambitious target for this particular KPI – this might need reviewing at an interim stage between now and 2030 to better reflect the number of tourists likely to be reached and so may not be as helpful as other KPIs.</li> <li>• Visit Qatar should monitor how well they perform in the various destination popularity rankings and see if they move up or down in the rankings. They can use these to benchmark themselves against other Middle Eastern destinations. They could also use this type of data to monitor market share as increased/decreased popularity will reflect in Qatar's market share against rival destinations.</li> <li>• Monitoring brand awareness is the most important KPI for any guardian of the destination brand – knowing the extent to which brand communications are reaching target audiences is important to recognise if the marketing budget has been used effectively or if changes in marketing communications is needed.</li> </ul> <p>Accept any other reasonable answers.</p>	12