
GENERAL PAPER

8001/22

Paper 2

October/November 2017

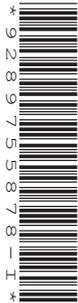
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1 hour 30 minutes

READ THESE INSTRUCTIONS FIRST

You are required to answer **one** question.

This Insert contains three passages, one for each of Questions 1 to 3. You need to study the passage for the question you have chosen before starting your answer. The time needed to do this is allowed for within the time set for the examination.



This document consists of **7** printed pages and **1** blank page.

Passage 1 Study the information below to answer Question 1 parts (a)–(f).

HotelRecommender™ is a well-known international website where hotel guests can leave their reviews on accommodation they have stayed in. The website makes it clear that any review posted on the site represents the view of the author alone, and that HotelRecommender™ bears no legal responsibility for any comments made.

The following is a sample of reviews posted about Hotel Splendide in Beenangone.

'First visit'  Reviewed two hours ago

Hotel Splendide certainly lives up to its name – had a wonderful time staying there last weekend on a last minute whim. On our arrival – given a warm welcome by the Reception staff. This standard of service continued throughout our stay. Nothing was too much trouble for anyone – bringing breakfast to our room after the set hours for it, giving us extra pillows, mending a dripping tap within an hour of our call to Reception. Everything – spotlessly clean, food – delicious and plentiful, view from our balcony across the bay – stunning. Loved it so much we have already booked our next visit.

(A&HMartin1234)

Stayed July 2017, travelled as a couple.

'Excellent'  Reviewed one week ago

What a lovely place to stay! We can't recommend it highly enough. As sports-mad sun worshippers we really appreciated the outdoor amenities. There were enough pools for you to have one completely to yourself sometimes, and the sunloungers by the main pool were perfect for lying back and enjoying the glorious sunsets. One of the tennis coaches, Fredi, was brilliant; my backhand is now a lethal shot, thanks to his expertise. And, in the spa, Mai was second to none at manicures, pedicures and massages. I have never felt so pampered! The food was good too, with lots of healthy choices and vegetarian options, which was a welcome change from what we have experienced elsewhere. Hotel Splendide is now one of our preferred destinations.

(Activesunlovers)

Stayed June 2017, travelled as a couple.

'Enjoyable'  Reviewed six weeks ago

Had a really lovely time celebrating our 10th wedding anniversary with some close friends at Hotel Splendide. Was an almost faultless stay. Loved the location of the hotel high above the bay, affording us stupendous vistas from our balconies, but upset to discover on our arrival that our request for adjoining rooms had not been fulfilled. Nothing could be done about it as the hotel was full. However, every other aspect of our holiday met our expectations. Tours arranged by the hotel staff – all well organised and to fascinating destinations. Particularly enjoyed bartering for souvenirs at the local market. And the boat trip – spotted dolphins frolicking in a nearby bay. Brilliant!

(Zx10Zbb)

Stayed May 2017, travelled as three couples.

‘On the way back up’

Reviewed three months ago

It is such a relief to see that this famous old hotel is back on her feet again as she used to be our favourite haunt. We decided at the very last minute to risk an overnight stay to check out the vibe. Last year we had the worst summer holiday imaginable here, but this time we were pleasantly surprised. Although we were unable to get two rooms at the front **and** they forgot our alarm call the first morning **and** the air conditioning didn't work initially, it was sorted out quite quickly, and they were very apologetic. Everything else was much better than last year (though, admittedly, that wouldn't have been very hard to achieve). The aromatherapy sessions were a real bargain at \$25 each so we indulged ourselves every day.

(EllaXJane)

Stayed April 2017, travelled as four female friends.

‘Nightmare’

Reviewed eight months ago

Imagine everything that could be wrong with (and go wrong in) a hotel and you have Hotel Splendide! Is there anything sadder than a once great hotel brazenly trading on its past reputation, sitting on its laurels, doing nothing whilst everything about it is falling apart? Having honeymooned here forty years ago, and then visited regularly every ten years since, we were heartbroken by the awfulness of our experience here this time around: stained bed linen, dirty towels, a toilet that wouldn't flush properly, a faulty window, a dead cockroach and congealed food (mass catering purporting to be 'fine dining'). And the staff didn't want to know when a robber walked straight into the car park, smashed our car window and stole some of our valuables. Unbelievable! Actually, one member of staff was polite and helpful (hence the rating), but she was, unfortunately, the only member of staff to show us any hospitality.

(The Fiorinos76)

Stayed August 2016, travelled as a couple.

‘Disappointing’

Reviewed fifteen months ago

We can't believe the difference a year can make to a hotel. What on earth has happened to the Hotel Splendide we knew and loved? A few remnants of the sense of staying in a legendary luxury hotel are still visible – staff kitted out in fancy uniforms and rooms filled with antiques – but, even though the hotel was only half full, the staff seemed fewer in number and rushed off their feet. They tried their best to make us feel like honoured guests (the reason why we gave two diamonds), but it was an uphill struggle. The rooms weren't properly cleaned through every day; the service was slow in the restaurant and not all the amenities mentioned online were available during our stay. Our children had been thinking of bringing their teenage children back as a treat, but they certainly won't be doing that now.

(FamilyInslo)

Stayed April 2016, travelled as a family.

N.B. No reviews were posted between October 2016 and February 2017.

TM = trademark

Passage 2 Study the magazine article below to answer Question 2 parts (a)–(g).

Kickstarter, the American website where artists and inventors can ask, Dragons' Den* style, for financial backing from investors, is now doing big business in Britain. The journalist Jessica Salter investigates.

Pitching to the People

When Perry Chen, a musician, had to cancel a concert he was arranging for the New Orleans Jazz Festival in 2002 because he couldn't raise the \$20 000 he needed to host it, he started thinking about ways in which he could shoulder the risk with other like-minded fans. The idea simmered until a few years later when he met Yancey Strickler, who was the editor-in-chief of eMusic, an online retailer. Together they discussed how it might be possible to bridge the gap between enthusiastic fans and cash-strapped artists, and how people could pay for creative ventures before they were even organised.

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Together with a website designer, Charlie Adler, they came up with Kickstarter, a crowdfunding website where artists, filmmakers, musicians and inventors can pitch their idea on the website, outlining to potential investors exactly how much money they are looking for, and attract bids of anything from \$1 to thousands. Kickstarter wasn't the first crowdfunding platform (Artistshare, for musicians and their fans, launched in 2000), but it is now the biggest and most popular. Projects are vetted by the site – they can't be for charity, they can't break the law (no weapons or drugs), and some subjects are not allowed (such as self-help books). There is an element of jeopardy to keep everyone on their toes: if the creator of the project does not reach their funding target in its entirety within a set time limit (the maximum is 60 days), they don't receive a penny and no money leaves the backers' bank accounts. But if the creator raises what they asked for – or more – they are allowed to keep it all for the project.

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'We knew that we would love to have the opportunity to support artists that we loved,' Strickler says on the phone from Kickstarter's HQ in New York, 'so wouldn't other people? For fans it's an opportunity to be part of a project and see it come to life. For creators you get a ready-made audience who are invested financially and emotionally in you from the beginning. It felt like the way art should be made, and in the future I think it will be the *only* way it's made.'

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The creators of each project keep complete intellectual control of their work and do not have to answer to their investors (unlike raising money through business angels and venture capitalists, who typically insist on a large equity stake and a say in how the business is run). Kickstarter investors do not own shares – instead they are given incentives to pledge with offers of rewards, ranging from an advance CD of an album they are helping to fund, to film premiere tickets, to having a character in a video game named after them.

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Kickstarter is also proving to be a good alternative to traditional grants for art projects, but its founders are in it to make money too. In an industry where even companies such as Twitter struggle to turn a profit, Kickstarter takes 5% commission on all the money raised.

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With initial online investment from online veterans such as the founders of Twitter, Vimeo and Flickr, the Kickstarter site launched in 2009 and very quickly became one of the hottest digital businesses in America. It has proved incredibly successful; the site has had more than 83 000 projects listed, over 35 000 of which have been successfully funded. It has taken \$461 million in pledges and Kickstarter now employs 52 staff. In financial terms, the most successful Kickstarter project to date is the Pebble watch, a 'smart watch' that can display data from a user's mobile phone. Its creator, Eric Migicovsky, had asked for a total investment of \$100 000 – a target he reached within two hours of going live on Kickstarter. A month later, more than 68 000 people had pledged \$10 million (as a reward for pledging \$125, backers were promised a Pebble in any colour), and the watch went into production.

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The success rate of projects that reach funding is high (42%), but there are certain things that help would-be entrepreneurs. Niche creations tend to do best; pitches supported by video do about 20% better than those without; and those that offer rewards to investors who pledge \$20 or less succeed more often than those with rewards only for bigger investors. The average pledge is \$70. 45

While Kickstarter encourages creators to stay true to their word, there is no guarantee that successfully funded projects will be completed (each pitch has to spell out specific risks and challenges), and no legal obligation for investor rewards to be fulfilled. According to a study, only a quarter of Kickstarter projects delivered their rewards on time. Amanda Palmer, an American musician, attracted scathing criticism after she raised more than \$1 million, then wrote in a blog that she had spent the money ‘pay(ing) off the lovely debt – stacks of bills and loans and the like – associated with readying all of the stuff that had to happen *before* I brought this project to Kickstarter’. Kickstarter doesn’t get involved when projects fail and stress that theirs is not a shopping site and that investment in new business is risky. 50 55

But it is compelling too. Strickler has personally backed about 700 projects. ‘The world is overflowing with great ideas and really passionate people and Kickstarter is a vessel for all of that; it’s a really great frame for people to display their dreams.’

*Dragons’ Den is a television programme in which wealthy entrepreneurs decide whether or not they want to invest money in a new business.

Passage 3 Study the information below to answer Question 3 parts (a)–(d).

Every year the city of Goolong celebrates the all-round achievement of its young people by awarding the prize of ‘Young Citizen of the Year’. First, a shortlist of three candidates is compiled by Goolong’s headteachers, city councillors and business leaders, then a panel of judges chooses the winner. This person becomes the public face representing all of Goolong’s young people for one year.

This year’s three candidates

Halrin

‘From the very start of his school career Halrin has been an outstanding student, impressing his teachers: he has achieved straight A grades consistently and won an academic school prize every year without fail. Not only that, but he has also contributed wholeheartedly to extra-curricular activities such as the Science Club and the Maths Society, organising a series of lectures for the former, and a range of competitions for the latter. He is a great example for other students to follow.’

(Halrin’s Headteacher)

Ideena

‘Ideena can be relied upon to try her hardest, no matter what the task entails or how difficult she might find it. This diligent attitude is to be admired, and has resulted in her attaining B grades across the board. She is a role model for all those to whom academia can seem like a closed book, as witnessed by her mentoring of struggling students whose grades have subsequently improved dramatically. She belongs to a drama group and is an accomplished actress, receiving rave reviews.’

(Ideena’s Headteacher)

Joop

‘Joop is a shining example of how you can turn your life around if you have the will to do so. When he was younger, he joined a gang and started to miss school. He committed a couple of minor offences, but soon became disillusioned and returned to school with a really positive attitude to work. He is now an A* student across the board, but has still found time to set up a charity which helps teenagers to leave gangs by getting them to play in football teams.’

(Joop’s Headteacher)

The panel of judges

Ms Keene (a headteacher)

She rates academic performance as the only indicator that needs to be taken into account when choosing the winner. She is mild-mannered and polite.

Mrs Lemu (City Councillor responsible for the arts)

She is the leading figure behind the push to raise Goolong’s profile as a cultural destination. She has a forceful, extrovert personality.

Mr Moni (Human Resources Director, Bank of Goolong)

He does not particularly enjoy his job, just seeing it as a means to earn an excellent salary. He is sports-mad and a strong-minded character.

Additional information

- 1 The winner is required to undertake regular public speaking engagements for visiting regional, national and international dignitaries.
- 2 Joop can be forgetful and has been known to turn up late occasionally.
- 3 Halrin is a shy, softly-spoken student.
- 4 Goolong has a population of just over 150 000.
- 5 Goolong City Council is keen for the city to be better known for its culture.
- 6 The winner receives a cheque for \$10 000.
- 7 Goolong is a beautiful city located on the coast.
- 8 Ideena and Joop are both bilingual.
- 9 Business leaders are concerned about the falling number of students in Goolong studying sciences and mathematics.
- 10 Ideena's family are considering moving away from Goolong.
- 11 On the western outskirts of Goolong there are 'warring factions of young people', according to the local media.
- 12 The panel of judges meets at the Convention Centre.
- 13 This year Goolong has the honour of being the country's Sports City of the Year.
- 14 The winner will be announced and presented with the cheque live on local television.
- 15 Publicity posters of the winner are produced and displayed all around the city.

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