

Past-paper walk-through

Business structure ■ 1.2

eXercise

Questions in this set

- 9609/11 N25 Q1 ■ 5 marks
- 9609/12 N25 Q1 ■ 5 marks
- 9609/21 N25 Q1 ■ 30 marks
- 9609/21 J25 Q1 ■ 30 marks
- 9609/22 J25 Q1 ■ 30 marks

Reading the mark scheme

- **B1** a mark that stands on its own – the point is either made or not.
- **M1** a *method* mark: the right approach, even if the number is wrong.
- **A1** an *answer* mark, and it usually needs its M mark first.
- **C1** a working mark on the way to the answer.
- **//** separates answers the examiner accepts equally.
- **ecf** = error carried forward: a later part is marked on your own earlier answer.
- **owtte** = “or words to that effect” – the wording need not match.

Question 1

9609/11 N25 ■ Q1 ■ 5 marks

- 1 (a) Define the term *public sector*. [2]
- (b) Explain **one** benefit to a business of having a business plan. [3]

Solution 1

(a) Mark scheme

- Define the term public sector.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- CLEAR UNDERSTANDING (2 marks)
- ■
- organisations accountable to and run/owned/controlled by central or local government (the state) 2

Solution 1

- ■
- the part of the economy composed of both public services and public enterprises; may be supported by examples e.g.
- police or medical services (2)
- ■
- the sector in which goods and services are provided by the state/government (2)
- Clear understanding of the term public sector is worth 2 marks. This is indicated by 2 ticks
- .
- PARTIAL UNDERSTANDING (1 mark)
- ■

Solution 1

- businesses which are not controlled by private individuals/not in the private sector 1
- Partial understanding of the term public sector is worth 1 mark. This is indicated by 1 tick
- .
- Accept all valid responses.
- 2
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Solution 1

(b) Mark scheme

- Explain one benefit to a business of having a business plan.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- 1 mark for identifying ONE BENEFIT of having a business plan
- ■
- provides a clear plan/goal/guidance for the future
- ■

Solution 1

- forces critical consideration of business
- ■
- encourages market research
- ■
- helps obtain finance
- ■
- increases motivation
- ■
- minimises risk of uncertainty
- ■

Solution 1

- helps to measure success of the business against targets
- AO2 Application
- 2 marks for DEVELOPED application/explanation of the benefit given
- 1 mark for LIMITED application/explanation of the benefit given
- ■
- increases chances of success/reduces risk of failure by anticipating problems e.g. financial/supply/staffing
- ■
- includes a detailed view of the potential customers, competitors and external environment
- ■

Solution 1

- sets objectives and co-ordinates all parts/departments of the business to meet them
- ■
- gives investors/banks the confidence that the business can repay the money/make profit
- ■
- helps the employees stay focussed on the objectives and see progress
- Accept all valid responses
- 3
- 9609/11
- October/November 2025

Solution 1

Question 1

9609/12 N25 ■ Q1 ■ 5 marks

- 1 (a) Define the term *triple bottom line*. [2]
- (b) Explain **one** advantage to a business of being a social enterprise. [3]

Solution 1

(a) Mark scheme

- Define the term triple bottom line.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- CLEAR UNDERSTANDING (2 marks)
- ■
- Triple bottom line refers to three factors 1 – economic/profit 2 – social/people 3 – environment/planet (2 marks)

Solution 1

- Clear understanding of the term (or similar) is to be awarded 2 marks. This is indicated by 2 ticks
- PARTIAL UNDERSTANDING (1 mark)
 - ■
- Refer to one or two of the 3 factors/social welfare as a business objective/there are 3 factors affecting business
- operations (without explanation)/a business not just concerned with profit (1 mark)
- A partial understanding of the term (or similar) is to be awarded 1 mark. This is indicated by 1 tick
- Accept all valid responses.

Solution 1

- 2
- 9609/12
- October/November 2025

Solution 1

(b) Mark scheme

- Explain one advantage to a business of being a social enterprise.
- NOTE: Answers to this question that explain what a social enterprise does and the advantages that social
- enterprises may give to society are NOT acceptable.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding – 1 mark for identifying ONE advantage to a business of being a social

Solution 1

- enterprise – put tick in body of script.
- ■
- Provides opportunities for growth/expansion
- ■
- Has good reputation/strong public image/USP
- ■
- Attracts customers
- ■
- Attractive to prospective employees
- ■

Solution 1

- Employees likely more productive and motivated
- ■
- Attractive to government – gains support – grants
- ■
- Attractive to investors
- AO2 Application – 2 marks for DEVELOPED explanation of ONE advantage – put ticks in body of script
- – 1 mark for LIMITED explanation of an advantage – put tick in body of script.
- ■
- Profits can be reinvested into growth rather than given to owners/shareholders

Solution 1

- ■
- Perceived as being ethical – product/services in greater demand
- ■
- Customers who associate and support the distinctive values of social enterprise
- ■
- Employees easier to recruit – lower recruitment costs.
- ■
- Employees share the values and aspirations of a social enterprise/high level of satisfaction
- ■

Solution 1

- Employees easier to retain – lower turnover of staff.
- ■
- Government support/grants more available, e.g. social enterprises may offer employment opportunities to disabled
- ■
- Ethically minded investors share values of social enterprise – access to greater funds
- Accept all valid responses.
- 3
- 9609/12
- October/November 2025

Solution 1

Question 1

9609/21 N25 ■ Q1 ■ 30 marks

1 Clever Bean (CB)

CB is a public limited company that operates a chain of coffee shops in several countries. The company was founded in 2010 by two friends, Shopra and Ben. They share a passion for coffee and want to offer high-quality products to customers.

CB started with one coffee shop in country Q and gradually expanded, always locating in high-income areas of major cities. CB operates in a dynamic business environment. There is a high level of competition from other well-known coffee shop chains.

5

The company sources its coffee beans from fair trade suppliers who grow their coffee in an environmentally friendly way. CB offers a wide range of coffee products to the mass market. CB also offers other drinks and a variety of food items, such as sandwiches and cakes. Recent research shows that customers are now looking for healthy food options.

10

Question 1

CB's customers are mainly young professionals, students and tourists. Customers enjoy CB's inviting atmosphere, comfortable seating areas, free Wi-Fi access and music. Its staff are trained to be friendly, helpful and knowledgeable.

Table 1.1 shows some financial data for CB for 2023 and 2024.

Table 1.1 CB's costs and revenue for 2023 and 2024

15

	2024 (\$m)	2023 (\$m)
Revenue	50	44
Direct costs	10	6
Indirect costs	20	16

Question 1

Shopra believes that CB should continue to focus on the mass market. However, Ben thinks that greater use of market segmentation will be more successful. 20

- (a) (i) Identify **one** feature of a public limited company. [1]
- (ii) Explain the term *dynamic business environment*. [3]
- (b) (i) Refer to Table 1.1. Calculate the change in profit from 2023 to 2024. [3]
- (ii) Explain **one** use to CB of cost information. [3]
- (c) Analyse **two** benefits to CB of training its employees. [8]
- (d) Evaluate whether CB should make greater use of market segmentation to be more successful. [12]

Solution 1

(a)(i) Mark scheme

- Identify one feature of a public limited company.
- AO1 Knowledge and understanding
- Indicative content
- Identification of a feature
- may include:
 - ■
- can sell shares
- ■

Solution 1

- has shareholders
 - ■
- limited liability
 - ■
- separate legal identity from its owners
 - ■
- must publish its accounts and report to its shareholders
- 1
- 9609/21
- October/November 2025

Solution 1

(a)(ii) Mark scheme

- Explain the term dynamic business environment.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- (max 1 mark), including:
 - ■
 - rapid / fast changing market
 - ■
 - requires businesses to quickly adapt / be flexible.
 - ■
 - changes may be internal or external

Solution 1

- AO2 Application
- Explanation of internal changes
- (max 1 mark), including:
 - ■
 - leadership or management changes
 - ■
 - organisational restructuring
 - ■
 - investment in technology
 - Application for internal changes

Solution 1

- (max 1 mark), including:
 - ■
 - a new manager may bring a different vision or management style.
 - ■
 - merging departments
 - ■
 - upgrading equipment
 - 3
 - 9609/21
 - October/November 2025

Solution 1

- Explanation of external changes
- (max 1 mark), including:
 - ■
 - technological advancements
 - ■
 - economic shifts
 - ■
 - political and legal changes
 - ■
 - social trends

Solution 1

- ■
- environmental factors
- ■
- new products /ideas/entrants
- ■
- consumer tastes
- Application for external changes
- (max 1 mark), including:
- ■
- AI, automation

Solution 1

- ■
- inflation, recession
- ■
- new regulations, trade policies
- ■
- consumer preferences, demographics
- ■
- climate change, sustainability pressures
- ■
- examples of dynamic markets

Solution 1

- ■
- examples of factors meaning markets are dynamic e.g. competition
- Accept all valid responses.
- 9609/21
- October/November 2025

Solution 1

(b)(i) Mark scheme

- Refer to Table 1.1. Calculate the change in profit from 2023 to 2024.
- Indicative content.
- Profit = Revenue – Total costs (1)
- Profit in 2023 = $44m - (6m + 16m) = 22m$ (1)
- OR
- Profit in 2024 = $50m - (10m + 20m) = 20m$ (1)
- Change in profit = Profit in 2024 – Profit in 2023 = $\$20m - \$22m = -\$2m$ (OFR applies)

Solution 1

- Answer = $-2(3)$, not required. Accept text explanation, such as decreases, instead of minus sign. In brackets indicates a
 - minus figure
 - No minus sign or other indication of decrease 2 marks
 - OFR applies
 - 3
 - 9609/21
 - October/November 2025

Solution 1

(b)(ii) Mark scheme

- Explain one use to CB of cost information.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- (max 1 mark), including:
- Uses may include:
 - ■
 - helps determine the price/set prices
 - ■
 - ensure it makes a profit/improve profitability
 - ■
 - ensures the business covers its costs and earns a margin on each sale.

Solution 1

- ■
- respond to rising costs
- ■
- reduce unnecessary costs
- ■
- help identify profitable/loss making products
- ■
- set budgets
- AO2 Application
- Explanation

Solution 1

- (max 1 mark), including:
 - ■
 - respond to rising costs by adjusting prices
 - ■
 - identifying high-cost/profitable items allows the business to streamline operations or reduce waste.
 - ■
 - accurate cost data helps the owner decide whether to introduce new products, offer discounts, or invest in equipment
 - ■
 - can be used to help obtain external finance

Solution 1

- 3
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- October/November 2025
- Context
- (max 1 mark), including:
 - ■
 - example of price-setting – e.g. CB calculates that the total cost of ingredients, labour, and overheads for one latte is
 - 1.50. *To make a profit, CB decides to sell the latte for 3.00.*
 - ■

Solution 1

- if milk prices increase, the shop might adjust its pricing or switch suppliers.
- ■
- operate in mass market
- ■
- use of answer to 1(b)(i) (OFR)/reduction in profit (OFR)/profit change between 2023 and 2024
- ■
- use of information in Table 1.1 – direct costs increased by \$4m (to \$10m) and indirect costs increased by \$4m (to
- \$20m)
- ■

Solution 1

- competitive market
- ■
- considering market segmentation
- ■
- demand for healthy food
- Accept all valid responses.
- 9609/21
- October/November 2025

Solution 1

(c) Mark scheme

- Analyse two benefits to CB of training its employees.
- Level AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 4 marks

Solution 1

- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that
- identifies connections between
- causes, impacts and/or
- consequences of two points.
- ■
- Developed analysis that

Solution 1

- identifies connections between
- causes, impacts and/or
- consequences of one point.
- 1
- 1–2 marks
- ■
- Knowledge of two relevant
- points is used to answer the
- question.
- ■

Solution 1

- Knowledge of one relevant
- point is used to answer the
- question.
- 1–2 marks
- ■
- Application of two relevant
- points to a business context.
- ■
- Application of one relevant
- point to a business context.

Solution 1

- 1–2 marks
- Limited analysis
- ■
- Limited analysis that identifies
- connections between causes,
- impacts and/or consequences
- of two points.
- ■
- Limited analysis that identifies
- connections between causes,

Solution 1

- impacts and/or consequences
- of one point.
- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Annotate the first benefit in the left-hand margin and the second in the right-hand margin.
- 8
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- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding (max 2
- s)
- ■
- improve the quality and consistency of its products and services

Solution 1

- ■
- increase productivity
- ■
- increase efficiency
- ■
- motivate staff
- ■
- develop new skills and knowledge
- AO2 Application
- Max one

Solution 1

- for application in the first benefit and max one
- for application in the second benefit.
- ■
- working in a coffee shop is labour intensive work.
- ■
- highly paid employees would like to improve skills
- ■
- mission statement refers to a unique experience for customers
- ■
- CB face very high costs that they need to control

Solution 1

- ■
- train staff to be helpful, friendly and knowledgeable
- ■
- offers food as well as coffee
- ■
- located in high-income areas of major cities
- ■
- competitive/dynamic business environment
- ■
- operate in several countries

Solution 1

- AO3 Analysis
- Limited analysis
- – candidate shows one link in the chain of analysis.
- Developed analysis
- candidate shows two or more links in the chain of analysis or a two-sided analysis.
- Analysis may include:
 - ■
 - training improves the skills of employees – greater efficiency/productivity more customers served/more sales/ profit.
 - ■

Solution 1

- empowerment – may improve motivation by allowing employees to feel more knowledgeable e.g., advising customers
- on different products
- ■
- can increase customer satisfaction and loyalty – enhance its reputation/revenue/profits
- ■
- improve staff morale and retention – reduce turnover/absenteeism/recruitment costs
- ■
- increased efficiency – reducing costs and increasing profits

Solution 1

- ■
- build its customer base – attracting customers from the competition
- Accept all valid responses
- 9609/21
- October/November 2025

Solution 1

(d) Mark scheme

- Evaluate whether CB should make greater use of market segmentation to be more successful.
- Level AO1 Knowledge
- and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis

Solution 1

- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks
- Developed evaluation in context
- ■
- A developed judgement/conclusion is
- made in the business context.
- ■

Solution 1

- Developed evaluative comments
- which balance some key arguments in
- the business context.
- 2
- 2 marks
- Developed
- knowledge of
- relevant key term(s)
- and/or factor(s) is
- used to answer the

Solution 1

- question.
- 2 marks
- Developed
- application of
- relevant point(s) to
- the business
- context.
- 2 marks
- Developed analysis
- that identifies

Solution 1

- connections
- between causes,
- impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation
- ■
- A developed judgement/conclusion is
- made.
- ■

Solution 1

- Developed evaluative comments
- which balance some key arguments.
- 1
- 1 mark
- Limited knowledge
- of relevant key
- term(s) and/or
- factor(s) is used to
- answer the question.
- 1 mark

Solution 1

- Limited application
- of relevant point(s)
- to the business
- context.
- 1 mark
- Limited analysis
- that identifies
- connections
- between causes,
- impacts and/or

Solution 1

- consequences.
- 1–2 marks
- Limited evaluation
- ■
- A judgement/conclusion is made with
- limited supporting comment/evidence.
- ■
- An attempt is made to balance the
- arguments.
- 0

Solution 1

- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks

Solution 1

- No creditable response.
- 12
- 9609/21
- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding (max 2
- s)
- ■
- market has smaller groups/sub-groups
- ■

Solution 1

- used to better target marketing efforts
- ■
- methods include geographic, demographic and psychographic
- Do not award K for product differentiation, must be market segmentation
- AO2 Application
- Limited application
- applies knowledge of market segmentation to CB once.
- Developed application
- +
- applies knowledge of market segmentation to CB twice.

Solution 1

- ■
- customers are becoming more aware of the health effects of consuming too much caffeine or sugar in their drinks.
- ■
- operates in prime areas
- ■
- use fair trade coffee beans
- ■
- customers environmentally conscious.
- ■

Solution 1

- highly competitive/dynamic business environment
- ■
- currently operates in the mass market.
- ■
- target young professionals, students and tourists
- ■
- research shows customers want healthy food options
- ■
- use of answer from 1(b)(i)/decreasing profit
- ■

Solution 1

- use of information from table 1.1 – e.g. rising costs/increasing revenue
- AO3 Analysis
- Limited analysis
 - – candidate shows one link in the chain of analysis.
- Developed analysis
 - – candidate shows two or more links in the chain of analysis.
- Arguments for greater use of market segmentation:
 - ■
- Better targeting of customer needs – tailor products and marketing more effectively.

Solution 1

- ■
- Improved marketing efficiency – marketing campaigns can be more cost-effective and impactful when aimed at specific
- segments.
- ■
- Become more competitive – attracting a wider customer base
- 9609/21
- October/November 2025
- Arguments against greater use of market segmentation:
- ■

Solution 1

- increased complexity and costs – may require changes in product lines, marketing strategies, and store layouts,
- increasing operational complexity and costs.
- ■
- further investment required – causing a strain on resources.
- ■
- risk of alienating existing customers – might confuse or alienate loyal customers who value the current broad appeal.
- ■
- maintaining a consistent brand image across – marketing becomes expensive and challenging

Solution 1

- ■
- limited capacity to implement segmentation – may lack the data analytics capabilities or marketing expertise needed to
- effectively identify and serve distinct segments.
- AO4 Evaluation
- Limited evaluation
 - – unsupported judgement and/or a weak attempt at evaluative comment
- Developed evaluation
 - – supported judgement and/or reasonable evaluative comment
- Developed evaluation in context

Solution 1

- – supported judgement in context and/or reasonable evaluative comment in context.
- While market segmentation offers opportunities for CB to better meet customer needs and stand out in a competitive
- market, it also introduces risks and costs. A balanced approach may be most suitable – CB could begin with light
- segmentation (e.g. offering healthier food options) while maintaining its mass market appeal. This would allow CB to test
- the effectiveness of segmentation without overcommitting resources.
- Other evaluative arguments may include:
 - ■

Solution 1

- target market – how to identify and attract a different market segment and costs involved
- ■
- selling at a lower price might damage the brand reputation.
- ■
- choice depends on operating costs, and customer preferences
- ■
- CB would need to conduct market research to determine which method would be more effective in increasing demand
- for its products
- ■

Solution 1

- a recommendation which could be that related to one method or could be that a combination is better. this helps CB to
- appeal to customers with different needs.
- ■
- yes, it should/should not with justification
- Evaluation must be clearly related to market segmentation
- Accept all valid responses.
- 9609/21
- October/November 2025

Question 1

9609/21 J25 ■ Q1 ■ 30 marks

1 Natural Shampoos (NS)

NS is a private limited company set up by Saira and Chantal as a social enterprise. NS sells natural hair care products and focuses on customer (market) orientation. The main aims of Saira and Chantal include donating to local charities and improving gender equality in the workplace.

NS began by selling its products to small, independent businesses in country H. NS expanded its range slowly based on customer feedback, specific requests on its blog, and sales data. 5

NS explored additional finance opportunities required for expansion. NS approached John, who owns manufacturing facilities in country H and has significant marketing experience. He invested into NS in return for ownership of one third of the business. John's main aim is to increase long-term profits in order to maximise the return on his investment. 10

Question 1

In the five years since John's investment, NS has become the market leader in country H for natural hair care products. NS products are now sold in major cosmetic retailers.

NS recently analysed its output in 2024 (see Table 1.1).

Table 1.1 NS output data for 2024

15

	Units
Actual output level	145 000
Capacity	150 000

Saira and Chantal have decided to employ a Marketing Manager for NS. Fig 1.2 shows an extract from the job advertisement.

20

Marketing Manager

- Experience of growing brand awareness and using online channels of distribution.
- Using budgets to monitor the performance of marketing campaigns.
- Developing and maintaining relationships with external stakeholders.

25

Fig 1.2 Extract from job advertisement for NS's new Marketing Manager

- (a) (i) Identify **one** feature of a private limited company. [1]
- (ii) Explain the term *customer (market) orientation*. [3]
- (b) (i) Refer to Table 1.1. Calculate NS's capacity utilisation in 2024. [3]

Question 1

- (ii) Explain **one** possible disadvantage to NS of high capacity utilisation. [3]
- (c) Analyse **two** selection methods that NS could use to choose a new Marketing Manager. [8]
- (d) Evaluate the most likely reason for conflict to arise between the owners of NS. [12]

Solution 1

(a)(i) Mark scheme

- Identify one feature of a private limited company.
- Indicative content
- Identification of a feature
- may include:
 - ■
- Owned by shareholders
- ■
- Cannot sell shares on the open market / stock market

Solution 1

- ■
- Sell shares for family/friends
- ■
- Can raise extra capital by selling shares
- ■
- Limited liability
- ■
- Continuity of operations
- ■
- Legal personality

Solution 1

- ■
- Incorporation
- If more than one answer is given, only mark the first, reading from top left to bottom right.
- Do not reward vague points that apply to any private sector organisation, including a private limited company, e.g. not
- owned by government.
- 1
- 9609/21
- May/June 2025

Solution 1

(a)(ii) Mark scheme

- Explain the term customer (market) orientation
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Indicative content
- AO1 Knowledge and understanding
- Knowledge of customer orientation
- will include (max 1 mark):
 - ■
- Knowledge of customer, including:
 - –
 - Purchaser/buyer (accept consumer/end-user/target audience)
 - –
 - Who they sell to

Solution 1

- –
- Demand-based (accept demand)
- OR
- ■
- Knowledge of orientation, including:
 - –
 - Focused on customer/purchaser/buyer/consumer/end-user/market
 - –
 - Customer at the heart/centre
 - –

Solution 1

- Satisfying their needs
- –
- Outward looking approach
- AO2 Application
- Explanation of customer orientation
- will include (1 mark):
 - ■
- Knowledge of customer, including:
 - –
- Purchaser/buyer (accept consumer/end-user/target audience)

Solution 1

- –
- Who they sell to
- –
- Demand-based (accept demand)
- 3
- 9609/21
- May/June 2025
- AND
- ■
- Knowledge of orientation, including:

Solution 1

- –
- Focused on customer/purchaser/buyer/consumer/end-user/market
- –
- Customer at the heart/centre
- –
- Satisfying their needs
- –
- Outward looking approach
- Context applied to customer orientation
- , including (max 1 mark):

Solution 1

- ■
- Any example of customer orientation, including:
 - –
 - Putting the customer at the centre of decision making
 - –
 - An example of a customer orientated decision
 - –
 - Methods of identifying customer wants/needs, e.g. customer feedback / specific requests on NS's blog / sales data
 - –

Solution 1

- Benefit of customer orientation, e.g. increased customer satisfaction, market leadership
- Accept all valid responses.
- Exemplar and annotations
- Mark
- Rationale
- Buyers
- are at the centre of operations
- . By
- responding to customer requests on its blog

Solution 1

- NS
- was able to decide what products to expand its range
- with.
- 3
- An answer which starts with the knowledge and then
- applies it to customer demand and NS.
- Basing product decisions
- on purchaser demand
- . A business could decide which products to make
- , in response to market research.

Solution 1

- 3
 - Again, knowledge first, followed by application to a
 - decision (production) and to the demand (market
 - research data).
 - Focused
 - on the buyer
 - .
- 2
 - Clear knowledge. Some application
 - Managers think about purchasers' needs

Solution 1

- .
- 1
- Not a perfect definition, but enough to award the
- knowledge mark. No attempt to apply.
- It is about choices that have to be made by a
- business, for example how to allocate resources.
- 0
- No knowledge of customer orientation. Too vague.
- 9609/21
- May/June 2025

Solution 1

(b)(i) Mark scheme

- Refer to Table 1.1. Calculate NS's capacity utilisation in 2024.
- Indicative content
- Rate of capacity utilisation = Current output level
- Maximum output level $\times 100$
- (1 mark – formula only)
- NS capacity utilisation = 145000
- 150000 $\times 100$
- (1 mark – use of correct figures in formula)

Solution 1

- Answer = 96.67(%) or 96.7 or 97
- (3 marks – correct answer no working or % needed)
- OFR applies
- Exemplar and annotations
- 3 marks
- Correct answer (including minus)
- 96.67(%) or 96.7 or 97
- Working and % do not matter.
- Must be three
- to denote the three marks.

Solution 1

- 2 marks
- Two of the following:
 - ■
- Correct formula
 - ■
- Correct identification of figures
- OR
- An incorrect answer with one mistake allowing OFR
- for final stage.
- OR

Solution 1

- Correct workings, but the final answer is incorrectly
- rounded
- To award two marks, there must be
- ■
- Two
- and a
- OR
- ■
- One
- , one

Solution 1

- and one
- 3
- 9609/21
- May/June 2025
- 1 mark
- Correct formula
- To award one mark, there must be:
 - ■
 - One
 - and two

Solution 1

- 0 marks
- No creditable content.
- To award zero marks, there must be
 - ■
- One
- 9609/21
- May/June 2025

Solution 1

(b)(ii) Mark scheme

- Explain one possible disadvantage to NS of high capacity utilisation.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Indicative content
- AO1 Knowledge and understanding
- Identification of a disadvantage of high capacity utilisation
- (max. 1 mark), including:
 - ■
 - Pressure on employees to work at full/near capacity constantly (accept anxiety / stress / need to work overtime)
 - ■
 - Pressure to keep employees motivated
 - ■

Solution 1

- No margin for production errors / scheduling mistakes
- ■
- Cannot accept increased/additional orders
- ■
- No time for maintenance of machinery / machines break down a lot
- ■
- Over-production (accept inventory going off before it can be sold)
- ■
- Low inventory of inputs/raw materials / run out of materials
- ■

Solution 1

- No space left for finished product
- ■
- Not sustainable in the long-term
- AO2 Application
- ■
- Explanation of a disadvantage of high capacity utilisation
- (max 1 mark), including:
- ■
- Pressure on employees to work at full/near capacity constantly – increased employee absenteeism / demotivation /

Solution 1

- increased labour turnover – reduced productivity long-term
- 3
- 9609/21
- May/June 2025
- ■
- No margin for production errors / scheduling mistakes – may lead to customer dissatisfaction due to lower quality
- ■
- Cannot take on increased/additional orders – may lead to customer dissatisfaction / customers may go to competitors
- who are able to accept increased/additional orders

Solution 1

- ■
- Machines break down a lot – no output
- Context applied to NS
- (max 1 mark), including:
 - ■
 - Answer to Q1(b)(i) (OFR)
 - ■
 - Market leader for natural hair care
 - ■
 - Five years since John's investment

Solution 1

- ■
- Sold in major retailer
- ■
- Private limited company operated as a social enterprise
- ■
- Focuses on customer (market) orientation
- ■
- Aim to donate to local charities and improving gender equality in the workplace
- Accept all valid responses.
- Exemplar and annotations

Solution 1

- Mark
- Rationale
- A disadvantage would be high pressure on
- employees
- , due to lack of spare capacity
- because NS is working at 97% capacity
- .
- 3
- High pressure is a reasonable factor, explained in
- the specific context of NS by using the data in Table

Solution 1

- 1.1.
- There is insufficient time for maintenance
- , as
- machines are always working
- which could cost
- NS the title of market leader
- .
- 3
- Lack of maintenance time is
- and there are two

Solution 1

- specific pieces of context based on this so two
- .
- NS is market leader
- and capacity utilisation is
- already at 97%
- so NS may have to refuse other
- large orders
- .
- 3
- Although the

Solution 1

- appears first, it cannot be awarded
- until the
- has been found. However, there is
- obvious
- , so you can go back and award the
- .
- 9609/21
- May/June 2025
- Exemplar and annotations
- Mark

Solution 1

- Rationale
- There is no margin for errors in production
- to its
- major retail customers
- .
- 2
- No margin for error is
- . The context to major retail
- customers is reasonable
- , but only one point of

Solution 1

- application.
- Regular customers cannot increase their orders
- if
- demand increases which could be a huge
- opportunity cost in terms of future sales.
- 1
- Cannot increase orders is a factor. The rest of the
- answer is not applying it to the context, so
- (Not
- Answering Question).

Solution 1

- Capacity utilisation is the proportion of maximum
- output capacity currently being achieved, currently
- 97%. It shows the total possible sustained output of
- a business in a given time period. It is a major factor
- in determining the operational efficiency of a
- business which in this case is very high
- .
- 0
- Although there is some relevant context, there is no
- knowledge of a factor, so no marks can be awarded.

Solution 1

- 9609/21
- May/June 2025

Solution 1

(c) Mark scheme

- Analyse two selection methods that NS could use to choose a new Marketing Manager.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 1

- AO3 Analysis
- 4 marks
- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that identifies connections
- between causes, impacts and/or consequences
- of two points.
- ■

Solution 1

- Developed analysis that identifies connections
- between causes, impacts and/or consequences
- of one point.
- 1
- 1–2 marks
- ■
- Knowledge of two
- relevant points is used
- to answer the
- question.

Solution 1

- ■
- Knowledge of one
- relevant point is used
- to answer the
- question.
- 1–2 marks
- ■
- Application of two
- relevant points to a
- business context.

Solution 1

- ■
- Application of one
- relevant point to a
- business context.
- 1–2 marks
- Limited analysis
- ■
- Limited analysis that identifies connections
- between causes, impacts and/or consequences
- of two points.

Solution 1

- ■
- Limited analysis that identifies connections
- between causes, impacts and/or consequences
- of one point.
- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks

Solution 1

- No creditable response.
- Annotate Method 1 in the left hand side column, method 2 in the right hand side column
- 8
- 9609/21
- May/June 2025
- Indicative content
- AO1 Knowledge and understanding
- Identification of a method of selection (max 2
- s), including:

Solution 1

- ■
- Curriculum vitae (CV)
- ■
- Résumé
- ■
- Application forms
- ■
- Interviews
- ■
- References

Solution 1

- ■
- Testing
- ■
- Assessment centres
- ■
- Role play
- ■
- Presentations
- ■
- Appraisal records

Solution 1

- Note: A selection method is about the candidate, rather than the process the employer uses, e.g. shortlisting, screening or
- sifting.
- AO2 Application
- Max one
- for application in the first selection method and max one
- for application in the second selection method.
- Application of the selection method to NS for the new Marketing Manager (max 2
- s), including:
- ■

Solution 1

- Market leader for natural hair care
- ■
- Five years since John's investment
- ■
- Sold in major retailer
- ■
- Private limited company operated as a social enterprise
- ■
- Focuses on customer (market) orientation
- ■

Solution 1

- Aim to donate to local charities and improving gender equality in the workplace
- ■
- Expanded its range slowly based on customer feedback, specific requests on its blog, and sales data.
- ■
- NS products are now sold in major cosmetic retailers
- 9609/21
- May/June 2025
- AO3 Analysis
- Limited analysis

Solution 1

- – candidate shows one link in the chain of analysis.
- Developed analysis
- candidate shows two or more links in the chain of analysis or a two-sided analysis.
- ■
- Curriculum vitae shows the applicant has required skills; reduces training costs / increases productivity – increasing
- profitability
- ■
- Application forms show required experience; all information is on the form so managers can save time when selecting
- candidates – this time can be used to make other operational decisions

Solution 1

- ■
- Interviews show understanding of aims; candidate understands what the business is aiming to achieve to do – which
- helps the aims to be met
- ■
- References provide proof of experience; improves customer service leading to customer satisfaction – increased
- market share
- Accept all valid responses.
- Exemplar and annotations
- AO1 Knowledge

Solution 1

- AO2 Application
- AO3 Analysis
- Curriculum vitae
- .
- Proves experience of working in a
- customer orientated industry
- Enabled trust in candidates' abilities
- which can be used in promotion
- to
- approach more cosmetic retailers

Solution 1

- .
- Assessment centres
- Can check whether values align with
- the values of the social enterprise
- To continue to improve gender
- equality and avoid costly
- marketing
- mistakes from a lack of knowledge
- and experience. Cost reduction will
- lead to increased profits

Solution 1

- .
- 9609/21
- May/June 2025

Solution 1

(d) Mark scheme

- Evaluate the most likely reason for conflict to arise between the owners of NS
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis

Solution 1

- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks
- Developed evaluation in
- context
- ■
- A developed
- judgement/conclusion

Solution 1

- is made in the
- business context.
- ■
- Developed evaluative
- comments which
- balance some key
- arguments in the
- business context.
- 2
- 2 marks

Solution 1

- Developed knowledge
 - of relevant key term(s)
 - and/or factor(s) is used to
 - answer the question.
- 2 marks
- Developed application
 - of relevant point(s) to the
 - business context.
- 2 marks
- Developed analysis

Solution 1

- that identifies connections
- between causes, impacts
- and/or consequences.
- 3–4 marks
- Developed evaluation
- ■
- A developed
- judgement/conclusion
- is made.
- ■

Solution 1

- Developed evaluative
- comments which
- balance some key
- arguments.
- 12
- 9609/21
- May/June 2025
- Level
- AO1 Knowledge and
- understanding

Solution 1

- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- 1
- 1 mark
- Limited knowledge

Solution 1

- of relevant key term(s)
- and/or factor(s) is used to
- answer the question.
- 1 mark
- Limited application
- of relevant point(s) to the
- business context.
- 1 mark
- Limited analysis
- that identifies connections

Solution 1

- between causes, impacts
- and/or consequences.
- 1–2 marks
- Limited evaluation
- ■
- A judgement/
- conclusion is made
- with limited
- supporting
- comment/evidence.

Solution 1

- ■
- An attempt is made
- to balance the
- arguments.
- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks

Solution 1

- No creditable response.
- 0 marks
- No creditable response.
- Indicative content
- AO1 Knowledge and understanding
- Knowledge of likely reasons for conflict to arise (max 2
- s), may include:
 - ■
- Aims / objectives / vision / mission
- ■

Solution 1

- Idea / suggestions
- ■
- Personal disagreements (brought into the workplace)
- ■
- Communication
- ■
- Speed of expansion
- ■
- Cultures
- ■

Solution 1

- Leadership styles / power
- ■
- Choice of employees
- ■
- Part-ownership / loss of control
- ■
- Change of business ownership, e.g. move from private limited to public limited company
- 9609/21
- May/June 2025

Solution 1

- ■
- Finance
- ■
- Personality (clash) / morale
- ■
- Experience / job roles
- ■
- Location
- AO2 Application
- Limited application

Solution 1

- applies knowledge of NS aims and objectives and/or stakeholder groups once.
- Developed application
- +
- applies knowledge of NS aims and objectives and/or stakeholder groups twice.
- ■
- Market leader for natural hair care
- ■
- Five years since John's investment
- ■
- Sold in major retailer

Solution 1

- ■
- Private limited company operated as a social enterprise
- ■
- Focuses on customer (market) orientation
- ■
- Aim to donate to local charities and improving gender equality in the workplace
- ■
- Use of data from Table 1.1
- ■

Solution 1

- NS expanded its range slowly, based on customer feedback, sales data and specific requests on its blog
- ■
- NS products are now sold in major cosmetic retailers
- ■
- John's main aim is to increase long-term profits to maximise return on investment
- AO3 Analysis
- Limited analysis
- – candidate shows one link in the chain of analysis.
- Developed analysis

Solution 1

- – candidate shows two or more links in the chain of analysis.
- ■
- Aims/objectives; differing objectives may lead to fewer charitable donations – reduce marketing opportunities
- ■
- Idea/suggestions; longer decision making due to disagreements – competitors launch a new product before NS
- ■
- Communication; employees are given different instructions by different owners causing employee confusion and
- productivity reductions – leading to less profits

Solution 1

- ■
- Speed of expansion; one owner wants quicker expansion which the other owner does not want, leading to inefficiency
- – reducing profits
- ■
- Cultures; the culture of the two owners differ leading to inefficiency – increasing costs
- ■
- Choice of employees; the orientation may be lost leading to poor decision making – less profit
- ■

Solution 1

- Loss of control; the original owners' aims may not be considered in decision making – reducing customer satisfaction
- Note: Accept answers about an impact on either the owners or NS.
- 9609/21
- May/June 2025
- AO4 Evaluation
- Limited evaluation – an unsupported judgement and/or weak attempt at an evaluative comment
- Developed evaluation – supported judgement and/or reasonable evaluative comment

Solution 1

- Developed evaluation in context – supported judgement in context and/or reasonable evaluative comment in context
- .
- ■
- Relative importance of aims and objectives – are other issues more important, e.g. potential personal income, the
- opportunity to take the brand to an international market
- ■
- The likely impact on the business's performance / achievement of aims and objectives
- ■

Solution 1

- The likely impact on different stakeholders
- ■
- A judgement on the most likely reason for conflict between the owners of NS
- Accept all valid responses.
- Exemplars for awarding evaluation
- L1
- (limited supporting
- evidence)
- L2
- (developed supporting

Solution 1

- evidence)
- L3
- (developed supporting
- evidence with context)
- The most likely reason is the differing
- aims of the owners.
- The most likely reason is the differing
- aims of the owners, increasing the
- time to make decisions.
- The most likely reason is the differing

Solution 1

- aims of the owners, increasing the
- time to make decisions, leading to the
- loss of market leadership.
- NS has grown very quickly which
- could cause the greatest conflict.
- NS has grown very quickly which
- could cause the greatest conflict. This
- could lead to diseconomies of scale.
- NS has grown very quickly which
- could cause the greatest conflict. This

Solution 1

- could lead to diseconomies of scale
- which could lead to reduced long-term
- profits disappointing John.
- 9609/21
- May/June 2025

Question 1

9609/22 J25 ■ Q1 ■ 30 marks

1 Town Trucks (TT)

TT is a private limited company in country J. TT has contracts to deliver products to secondary, tertiary and quaternary sector businesses.

QZ is one of the largest manufacturers in country J and plans to outsource its supply chain management. A contract has been agreed between TT and QZ based on the following cost and revenue data (see Table 1.1). TT's Sales Manager has forecast that TT will make 5 000 deliveries with the new contract.

5

Table 1.1 Cost and revenue forecast for the QZ contract

Question 1

	\$
Direct costs (average per delivery)	5
Total indirect costs	9000
Total revenue	40000

10

TT employs 120 drivers. The majority of these drivers are white men aged between 40 and 60. A national newspaper has recently criticised the truck industry in country J for not having diversity and equality in the workplace.

Question 1

Klide, the Marketing Manager, has been set an objective to increase TT's revenue. He has decided to target small online retailers. TT will pick up individual products from the small online retailers and deliver them to households. This would require a new fleet of smaller trucks but has the potential to increase TT's revenue. Klide plans to use digital promotion to target these small online retailers.

15

- (a) (i) Identify **one** business activity within the quaternary sector. [1]
- (ii) Explain the term *supply chain management*. [3]
- (b) (i) Refer to Table 1.1 and other information. Calculate TT's forecast total profit from the QZ contract. [3]
- (ii) Explain **one** reason why TT needs accurate cost information. [3]

Question 1

- (c) Analyse **two** advantages to TT of improving diversity and equality in the workplace. [8]
- (d) Evaluate the usefulness of digital promotion to TT when targeting small online retailers. [12]

Solution 1

(a)(i) Mark scheme

- Identify one business activity within the quaternary sector.
- Responses may include:
- The quaternary sector consists of those industries providing knowledge/communication and information services, such
- as
- ■
- computing
- ■

Solution 1

- ICT
 - ■
- consultancy
 - ■
- research and development (R&D)
 - ■
- digital marketing
 - ■
- digital recruitment and selection
 - ■

Solution 1

- Intellectual property (copyright, patents)
- Allow examples of specific business', industries etc. that exist in the quaternary sector, including
 - ■
 - web/internet design
 - ■
 - Education
 - ■
 - Training
 - ■

Solution 1

- Media
 - ■
- Government
 - ■
- Cyber security
- Note: – allow any activity that could be in the quaternary sector
- Accept all valid responses.
- 1
- 9609/22
- May/June 2025

Solution 1

(a)(ii) Mark scheme

- Explain the term supply chain management.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a
- business context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of supply chain management
- (max 1 mark), including:
- The coordination (allow management) of the flow/movement of goods and services.
- Allow – management of inventory
- –management of raw materials
- AO2 Application
- Limited application

Solution 1

- applies knowledge of supply chain management from one aspect of the supply chain (ie suppliers to
- a business, within a business or from the business to customers).
- Developed application
- +
- applies knowledge of supply chain management in two or more aspects of a business.
- Explanation of supply chain management
- (max 2 marks), including:
- From suppliers to business
- Within the business

Solution 1

- To the customer
- 3
- 9609/22
- May/June 2025
- ■
- From suppliers
- – and to customers
- .
- ■
- Between different parts within the business – and to the customer.

Solution 1

- ■
- Raw materials within the business – and to distribution channels.
- ■
- Involves the complete chain of inventory from suppliers – to customers.
- ■
- Involves inventories, from raw materials – to finished goods.
- Accept all valid responses.
- Exemplar and annotations
- Mark Rationale
- Coordination of the movement of products

Solution 1

- . For example, how
- raw materials are delivered to the business
- and how the
- business delivers products to customers
- .
- 3 Explicit knowledge of supply chain
- management and explanation of two
- elements of the supply chain.
- The coordination of products
- from the suppliers delivering to

Solution 1

- the business
- and how the business moves these through its
- production process
- .
- 3 Poorly defined, but there is clear
- knowledge that the supply chain involves
- movement. Two elements of the
- movement, from the supplier to the
- business and then the business through the
- production process.

Solution 1

- Movement of inventory
- around a factory
- , and to the
- customers
- 3 Knowledge of movement with movement
- around a factory and to customers, so all
- three marks.
- Management of the raw materials being turned into products
- which can be sent to customers
- .

Solution 1

- 2 Clear knowledge, but only one type of
- movement.
- Managing the movement of products
- .
- 1 Not a perfect definition, but enough to
- award the knowledge mark. No attempt to
- apply.
- Looking after how products are offered to customers.
- 0 No explicit knowledge of movement. Can
- not award APP without K.

Solution 1

- Managing the supply chain.
- 0 Tautology
- 9609/22
- May/June 2025

Solution 1

(b)(i) Mark scheme

- Refer to Table 1.1 and other information. Calculate TT's forecast total profit from the QZ contract.
- Formula:
- $\text{Profit} = \text{TR} - \text{TC (direct costs + indirect costs)}$ ①
- OR
- Calculation of total direct costs $= 5 \times 5000 = 25\,000$ ①
- Calculation of TC:
- $\text{TC} = \$25\,000 + \$9000 = \$34\,000(1)$

Solution 1

- $\$40000 - \$34000 = \$6000$ (1 – OFR rule applies)
- Ans = \$6000 (3 marks)
- 9609/22
- May/June 2025
- Exemplars and annotations
- 3 marks
- Correct answer
- 6000
- Working and \$ sign do not
- matter.

Solution 1

- An answer of 6 is incorrect.
- 2 marks
- Correct calculation of total costs
- (TC) (\$34 000 – with working).
- OR
- Correct calculation of gross profit
- (\$15 000 – with working)
- OR
- An incorrect answer with one
- mistake allowing OFR for final

Solution 1

- stage.
- To award two marks, there must
- be
- ▪
- Two
- and a
- OR
- ▪
- One
- , one

Solution 1

- and one
- OR
- ■
- Two
- and a
- 1 mark
- One of the following:
 - ■
 - Correct formula
 - ■

Solution 1

- Correct calculation of total
- direct costs (\$25 000)
- To award one mark, there must
- be:
 - ■
- One
- and two
- 0 marks
- No creditable content.
- To award zero marks, there must

Solution 1

- be a minimum of one
- 9609/22
- May/June 2025

Solution 1

(b)(ii) Mark scheme

- Explain one reason why TT needs accurate cost information.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a
- business context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- Identification of a reason why a business needs accurate cost information
- (max 1 mark), including:
 - ■
 - To calculate the total cost of production
 - ■
 - To make sure a profit is made
 - ■
 - To identify the profit margin

Solution 1

- ■
- To identify the break even point / margin of safety / target profit level
- ■
- To know how much finance is needed
- ■
- To categorise costs
- ■
- To forecast sales
- ■
- To budget/plan

Solution 1

- ■
- To set prices
- 3
- 9609/22
- May/June 2025
- AO2 Application
- Explanation of a reason why a business needs accurate cost information
- (max 1 mark), including:
 - ■
 - To calculate the total cost of production – to calculate profit levels

Solution 1

- ■
- To make sure a profit is made – which can increase dividends
- ■
- To identify the profit margin – to benchmark against other businesses
- ■
- To identify the break-even point / margin of safety / target profit level – to ensure the business sells enough to cover
- the costs
- ■
- To know how much finance is needed – so that a bank can see how much profit may be made

Solution 1

- ■
- To categorise costs – to budget for cost centres
- ■
- To forecast sales – to estimate the break-even level of sales
- ■
- To budget – so that the business can plan for future expansion
- ■
- To set prices – by knowing the total costs which need to be covered.
- Context applied to TT
- (max 1 mark), including:

Solution 1

- ■
- TT has shareholders
- ■
- Specialises in supply chain management
- ■
- Contracts to deliver raw materials
- ■
- To secondary and tertiary sector businesses
- ■
- Agreed contract between TT and QZ

Solution 1

- ■
- Use of Table 1.1
- ■
- TT employs 120 drivers
- ■
- Objective to increase sales
- ■
- Targeting small, online retail businesses
- ■
- Requires a new fleet of smaller trucks

Solution 1

- 9609/22
- May/June 2025
- Exemplar and annotations
- Mark
- Rationale
- To set prices
- by calculating the total costs and setting a price
- higher than the cost per unit
- when delivering 5000 products for
- QZ

Solution 1

- .
- 3 A reason identified, explained
- and in context, so all 3 marks.
- To set budgets
- for the 5000 QZ deliveries
- .
- 2 A reason identified, but not
- explained. The context about QZ
- is fine.
- So that TT can know how much finance it needs

Solution 1

- to cover the
- QZ order.
- 1 Identification of a reason, but no
- explanation and the context is
- TV. Names are not enough for
- context.
- So that TT can survive.
- 0 No specific reason identified.
- ■
- Plans to use digital promotion.

Solution 1

- Accept all valid responses.
- 9609/22
- May/June 2025

Solution 1

(c) Mark scheme

- Analyse two advantages to TT of improving diversity and equality in the workplace.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 1

- AO3 Analysis
- 4 marks
- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that identifies connections
- between causes, impacts and/or consequences of
- two points.
- ■

Solution 1

- Developed analysis that identifies connections
- between causes, impacts and/or consequences of
- one point.
- 1
- 1–2 marks
- ■
- Knowledge of two
- relevant points is
- used to answer the
- question

Solution 1

- ■
- Knowledge of one
- relevant point is
- used to answer the
- question.
- 1–2 marks
- ■
- Application of two
- relevant points to a
- business context.

Solution 1

- ■
- Application of one
- relevant point to a
- business context.
- 1–2 marks
- Limited analysis
- ■
- Limited analysis that identifies connections
- between causes, impacts and/or consequences of
- two points.

Solution 1

- ■
- Limited analysis that identifies connections
- between causes, impacts and/or consequences of
- one point.
- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks

Solution 1

- No creditable response.
- 8
- 9609/22
- May/June 2025
- Note: Annotate the first advantage in the left-hand margin and the second advantage in the right-hand margin.
- Responses may include:
 - AO1 Knowledge and understanding
 - Identification of an advantage of improving diversity and equality
 - , including:

Solution 1

- ■
- Increase potential supply of workers
- ■
- Reduce the chance of being sued
- ■
- Increase motivation
- ■
- Improve reputation/ brand image
- ■
- Attract more diverse employees

Solution 1

- ■
- Reduce labour turnover
- AO2 Application
- Application of the advantage to TT
- , including:
 - ■
 - TT is a private limited company
 - ■
 - Specialises in supply chain management
 - ■

Solution 1

- Contracts to deliver raw materials
 - ■
- To secondary and tertiary sector businesses
 - ■
- Works with one of the largest manufacturers in country J
 - ■
- Agreed contract between TT and QZ
 - ■
- Use of Table 1.1
 - ■

Solution 1

- TT employs 120 drivers
- ■
- Objective to increase sales
- ■
- Targeting small, online retail businesses
- ■
- Requires a new fleet of smaller trucks
- ■
- Plans to use digital promotion
- ■

Solution 1

- Industry has been criticised for not having diversity and equality
- 9609/22
- May/June 2025
- AO3 Analysis
- ■
- Limited analysis of an advantage of improving diversity and equality to a business
- – developed analysis
- ,
- including:
- ■

Solution 1

- Increase potential supply of workers: reduce labour costs – increase profitability.
- ■
- Reduce the chance of being sued – decrease business costs – increase profit.
- ■
- Increase motivation – increase efficiency of the business – increase profitability.
- ■
- Improve reputation – increase sales / contracts – increase profit.
- ■
- Attract more diverse employees – brings new ideas into the business – increase sales / profit.

Solution 1

- ■
- Reduce labour turnover – reduce business costs – increase profitability.
- Accept all valid responses.
- Exemplar and annotations
- AO1 Knowledge
- AO2 Application
- AO3 Analysis
- Motivate drivers
- ,
- as there are 120 of them

Solution 1

- ,
- so this might lead to more productive
- employees
- leading to lower
- average costs
- .
- Attract better employees
- .
- Which will help TT reach its
- objective to increase sales

Solution 1

- ,
- by having more skilled employees,
- TT can increase the number of
- deliveries
- and therefore increase
- the profit
- .
- 9609/22
- May/June 2025

Solution 1

(d) Mark scheme

- Evaluate the usefulness of digital promotion to TT when targeting small online retailers.
- Level
- AO1
- Knowledge and
- understanding
- 2 marks
- AO2 Application

Solution 1

- 2 marks
- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks
- Developed evaluation in context
- ■
- A developed judgement/conclusion

Solution 1

- is made in the business context.
- ■
- Developed evaluative comments
- which balance some key
- arguments in the business context.
- 2
- 2 marks
- Developed
- knowledge of
- relevant key

Solution 1

- term(s) and/or
- factor(s) is used
- to answer the
- question.
- 2 marks
- Developed
- application of
- relevant point(s) to
- the business
- context.

Solution 1

- 2 marks
- Developed
- analysis
- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation

Solution 1

- ■
- A developed judgement/conclusion
- is made.
- ■
- Developed evaluative comments
- which balance some key
- arguments.
- 1
- 1 mark
- Limited

Solution 1

- knowledge
- of relevant key
- term(s) and/or
- factor(s) is used
- to answer the
- question.
- 1 mark
- Limited application
- of relevant point(s)
- to the business

Solution 1

- context.
- 1 mark
- Limited analysis
- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 1–2 marks
- Limited evaluation

Solution 1

- ■
- A judgement/conclusion is made
- with limited supporting
- comment/evidence.
- ■
- An attempt is made to balance the
- arguments.
- 0
- 0 marks
- No creditable

Solution 1

- response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable response.
- 12

Solution 1

- 9609/22
- May/June 2025
- Responses may include:
- AO1 Knowledge and understanding – knowledge of digital promotion
- Knowledge of digital promotion
- (max 2 marks), including:
- ■
- Social media
- ■
- Email

Solution 1

- ■
- Using the internet /technology (marketing)
- ■
- Online (marketing)
- ■
- Spam
- ■
- Influencer
- ■
- Search engine optimisation

Solution 1

- ■
- Mobile/smartphone/ app-based (marketing)
- ■
- Viral (marketing)
- ■
- Pay per click
- AO2 Application
- Application to TT
- , including:
- ■

Solution 1

- TT is a private limited company
- ■
- Specialises in supply chain management
- ■
- Contracts to deliver raw materials
- ■
- To secondary and tertiary sector businesses
- ■
- Works with one of the largest manufacturers in country J
- ■

Solution 1

- Agreed contract between TT and QZ
- ■
- Use of Table 1.1
- ■
- TT employs 120 drivers
- ■
- Objective to increase sales
- ■
- Requires a new fleet of smaller trucks
- 9609/22

Solution 1

- May/June 2025
- AO3 Analysis
- Analysis of the usefulness of digital promotion, including
 - ■
- Limited analysis of the use of digital promotion
- – developed analysis
- , including:
 - ■
- To communicate: relatively inexpensive which reduces business costs – increases profit.

Solution 1

- ■
- To inform: digital promotion can be very fast with messages reaching customers instantly, this is likely to increase
- customer knowledge of a business and increase sales – increasing profit.
- ■
- To persuade: people spend vast amounts of time on digital devices so digital promotion is likely to target these
- customers more than other types of promotion, increasing sales – increasing profit.
- Always on: especially with the increase in wearable technology, digital promotion increases the chances of customers
- seeing the promotion and being persuaded to make a purchase – increasing profit.

Solution 1

- AO4 Evaluation
- Limited evaluation of the usefulness of digital promotion
- – developed
- – developed in context
- , including:
 - ■
- Relative usefulness of digital promotion in targeting smaller online retailers.
- ■
- Comparison with non-digital types of promotion
- ■

Solution 1

- Comparison of different digital promotion methods.
- ■
- Use of digital methods may depend upon; cost of method, target market of customers for the online retailers, advances
- in technology (speed, influence etc.), budget available, geographical spread of market etc.
- ■
- The impact of the chosen digital promotion methods method(s) and the impact of the methods themselves.
- ■
- The likely response from competitors.

Solution 1

- ■
- A judgement of the most useful method of digital promotion.
- Accept all valid responses.
- 9609/22
- May/June 2025
- Exemplars for awarding evaluation
- Evaluate the usefulness of digital promotion to TT when targeting small online retailers.
- L1
- (limited

Solution 1

- supporting
- evidence)
- L2
- (developed supporting
- evidence)
- L3
- (developed supporting evidence
- with context)
- Digital promotion is
- very useful for TT.

Solution 1

- Digital promotion is very useful for TT
- because it is a low-cost way to change
- customers opinion about the business.
- Digital promotion is very useful for TT
- because it is a low-cost way to change
- customers opinion about the business.
- Low cost is important so that TT can make
- the new QZ contract successful.
- Digital promotion is
- not useful for TT.

Solution 1

- Digital promotion is not useful for TT
- because it is more likely to be ignored by
- customers as spam.
- Digital promotion is not useful for TT
- because it is more likely to be ignored by
- customers as spam because of the
- newspaper criticism.
- 9609/22
- May/June 2025