

Past-paper walk-through

Human resource management ■ 2.1

eXercise

Questions in this set

- 9609/11 N25 Q4 ■ 5 marks
- 9609/12 N25 Q2 ■ 5 marks
- 9609/21 N25 Q1 ■ 30 marks
- 9609/23 N25 Q2 ■ 30 marks
- 9609/12 J25 Q2 ■ 5 marks
- 9609/21 J25 Q2 ■ 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 4

9609/11 N25 ■ Q4 ■ 5 marks

4 Analyse one benefit to a business of low labour turnover. [5] Section B Answer one question only. EITHER **[5]**

Solution 4

- Analyse one benefit to a business of low labour turnover.
- Note: no marks can be awarded if a relevant benefit is not given
- Indicative content
- Responses may include:
 - AO1 Knowledge and understanding
 - 1 mark for identifying ONE BENEFIT to a business of low labour turnover
 - ■
- retain experienced, trained and skilled employees

Solution 4

- ■
- motivated/loyal employees
- ■
- lower costs
- ■
- HR team focussed on current employees not recruitment
- ■
- achievement of objectives
- ■

Solution 4

- uninterrupted production process/good productivity
- ■
- increased stability/reputation of business
- 5
- 9609/11
- October/November 2025
- 4
- AO2 Application
- 2 marks for a DEVELOPED application/explanation of ONE benefit to a business of low labour turnover

Solution 4

- 1 mark for LIMITED application/explanation of ONE benefit to a business of low labour turnover
- ■
- retain employees so skills are kept within the business
- ■
- assurance of job security to current and prospective employees
- ■
- current employees know the business well as have been there a long time
- ■

Solution 4

- less money and time is spent on the recruitment, selection and training process for new employees
- ■
- understanding of objectives may have increased over time
- ■
- current employees are satisfied/better motivated and developed
- ■
- no delays created by missing employees
- ■
- employees are happy and praise the business to outsiders

Solution 4

- AO3 Analysis
- 2 marks for DEVELOPED analysis of ONE benefit to a business of low labour turnover
- 1 mark for LIMITED analysis of ONE benefit to a business of low labour turnover
- ■
- employees are specialised and can work with few errors so less waste and good quality
- ■
- encourages loyalty and hard work and assists with recruitment so saving money
- ■

Solution 4

- employees know what they are doing and have high output/can train others with on-the-job training
- ■
- reduced opportunity cost so more finance is available to use elsewhere in the business
- ■
- long-serving employees are more likely to have commitment to working towards and achieving the objectives
- ■
- can attract skilful labour to the business so improving productivity

Solution 4

- ■
- better customer satisfaction and loyalty increases sales and revenue
- Accept all valid responses.
- 9609/11
- October/November 2025

Question 2

9609/12 N25 ■ Q2 ■ 5 marks

- 2 (a) Define the term *on-the-job training*. [2]
- (b) Explain **one** advantage to a business of induction training. [3]

Solution 2

(a) Mark scheme

- Define the term on-the-job training.
- Indicative content
- Responses may include:
 - AO1 Knowledge and understanding
 - CLEAR UNDERSTANDING (2 marks)
 - ■
- Training given at the place of work/while working (2)

Solution 2

- Clear understanding of the term (or similar) to be is to be awarded 2 marks. This is indicated by 2 ticks
- PARTIAL UNDERSTANDING (1 mark)
- ■
- Training about the job ①
- Partial understanding of the term (or similar) to be awarded 1 mark. This is indicated by 1 tick
- Accept all valid responses.
- 2
- 9609/12
- October/November 2025

Solution 2

Solution 2

(b) Mark scheme

- Explain one advantage to a business of induction training.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding – 1 mark for identifying ONE advantage to a business of induction training –
- put tick in body of script.
- ■
- Gives confidence to new starter employees

Solution 2

- ■
- Become familiar with role/purpose
- ■
- Gives initial focus on business objectives/goals
- ■
- Provides essential information about the business
- ■
- Clarifies rights and responsibilities of employees
- ■
- Prevents employees leaving

Solution 2

- ■
- Learning essential new skills for the job
- 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.
- Impacts may include:
 - ■
 - Ensures new hires feel welcome – removes anxiety and stress.
 - ■
 - Provides knowledge and structure for new employees to settle in.

Solution 2

- ■
- Indicates concern and support for employees – reciprocated by employees – job satisfaction and job performance.
- ■
- Important elements of systems, procedures, values, culture, expectations clearly defined giving clarity and confidence
- to employees.
- ■
- Leads to greater employee retention – greater integration into the business.
- ■
- Ensures employees become more productive faster – provides appropriate skills

Solution 2

- ■
- Reduces mistakes – reduces costs
- ■
- Supports productivity and efficiency
- All such impacts can contribute to a healthy and productive business environment.
- Accept all valid responses
- 3
- 9609/12
- October/November 2025

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
- 9609/21
- 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
- 9609/21
- 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 2

9609/23 N25 ■ Q2 ■ 30 marks

2 Popular Drinks (PD)

PD is a mass market fizzy drinks manufacturer in country Z. The fizzy drinks market in country Z is dominated by a few well-known brands. The total market value is \$5.3bn and the PD brand has a 17% share of this market.

Pablo was recruited to be the Marketing Director of PD in 2022. He launched a new promotional campaign based on trending music on social media. He decided to use social media influencers to focus on this market.

5

Online feedback of the campaign was poor. Many of PD's customers did not want to be associated with trending music. National news highlighted the negative feedback and PD's sales volume decreased by 20% within a week and continued falling. This led to excess inventory in PD's warehouses. The bad publicity also caused a drop in PD's share price and a negative impact on cash flow.

10

Question 2

Fig. 2.1 shows feedback from a recent questionnaire where previous PD customers were asked what they thought about the promotional campaign.

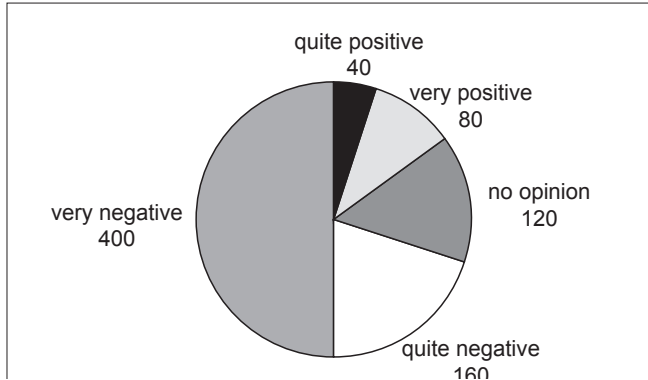




Fig. 2.1 Market analysis data of a sample of PD's customers

Pablo has called an emergency meeting of PD's marketing managers to repair the damage done to the PD brand from this recent promotional campaign. 15

- (a) (i) Identify **one** recruitment method. [1]
- (ii) Explain the term *cash flow*. [3]
- (b) (i) Refer to Fig. 2.1. Calculate the percentage of PD's customers with positive feedback. [3]
- (ii) Refer to Fig. 2.1 and other information. Explain **one** reason why this data collected for PD may not be reliable. [3]

Question 2

- (c) Analyse **two** possible costs to PD of holding inventory. [8]
- (d) Evaluate the importance of branding to the future success of PD. [12]

Solution 2

(a)(i) Mark scheme

- Identify one recruitment method.
- Indicative content
- Identification of a method
- may include:
 - ■
 - job advertisements
 - ■
 - employment agencies

Solution 2

- ■
- online recruitment
- ■
- internal / external recruitment
- ■
- job description
- ■
- person specification
- ■
- headhunting

Solution 2

- ■
- advertising media for recruitment, e.g. newspapers, websites, word of mouth, internal noticeboard, intranet
- Do not allow selection methods, e.g. curriculum vitae, résumé, application forms, interviews, references, testing,
- assessment centres.
- If more than one answer is given, only mark the first, reading from top left to bottom right.
- Accept all valid responses.
- 1
- 9609/23

Solution 2

- October/November 2025

Solution 2

(a)(ii) Mark scheme

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

Solution 2

- 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 2

- AO1 Knowledge and understanding
- Knowledge of cash flow
- may include:
 - ■
 - The sum of cash payments into a business less the sum of cash payments out of a business
 - ■
 - Inflows and outflows
 - ■
 - Into and out of the business

Solution 2

- ■
- Receipts and payments
- ■
- Money / notes / coins / funds / finance
- 3
- 9609/23
- October/November 2025
- AO2 Application
- Limited application
- applies knowledge of cashflow to a business context.

Solution 2

- Developed application
- +
- applies knowledge of cashflow to a business context.
- ■
- Who the cash flow is from / to, e.g. customers, suppliers, lenders
- ■
- Liquidity / solvency
- ■
- Working capital
- ■

Solution 2

- Prediction / forecast
- ■
- Opening / closing balance
- ■
- Different to profit
- ■
- Benefits of producing a cash flow forecast, e.g. take preventative action
- ■
- Uses of a cash flow forecast, e.g. predict shortfalls, apply for finance, business plans

Solution 2

- ■

- Examples of what cash may be used for, e.g. bills, staff wages, electricity, pay debts

- ■

- Example from a business context

- Accept all valid responses.

- Exemplar and annotations

- Mark

- Rationale

- Cash in and out

Solution 2

- measures the business's ability to
- pay debts
- and the solvency of the business
- .
- 3
- The answer shows knowledge by the reference to
- cash in and out. There is an explanation of how it
- measures the ability to pay debts which is developed
- by the reference to solvency.
- Money into and out of the business.

Solution 2

- It measures the
- liquidity of the business.
- 2
- Two marks. The first for knowledge and the second
- mark for application to liquidity.
- The flow of cash receipts and payments
- 1
- A reasonable definition
- The flow of cash
- 0

Solution 2

- Tautological
- 9609/23
- October/November 2025

Solution 2

(b)(i) Mark scheme

- Refer to Fig 2.1. Calculate the percentage of PD's customers with positive feedback
- Formula to calculate percentage:
- $\text{Positive Respondents} = \frac{\text{Positive feedback}}{\text{Total feedback}}$
- $\times 100$ (1 mark – formula only)
- $\text{Positive Respondents} = \frac{80}{400} \times 100$
- +

Solution 2

- $\times 100$ (1 mark – use of correct figures)
- Positive Respondents = 15 (%) (1 mark – correct answer (no % necessary))
- Answer = 15 (%) (3 marks – correct answer (no working or % necessary))
- 9609/23
- October/November 2025
- Exemplar and annotations
- Rationale
- 3 marks
- Correct answer
- 15%

Solution 2

- Working and % do not matter.
- Must be three
- to denote the three
- marks.
- Correct rounding must be applied.
- 2 marks
- Both of the following:
 - ■
- Correct calculation of total respondents
- (800)

Solution 2

- ■
- Correct calculation of positive
- respondents (120)
- OR
- ■
- An incorrect answer with one mistake
- allowing OFR for final stage.
- OR
- ■
- A correct answer from an inverted

Solution 2

- formula (6.67 – OFR)
- To award two marks, there must be
- ■
- Two
- and a
- OR
- ■
- One
- , one
- and one

Solution 2

- 1 mark
- One of the following:
 - ■
- Correct formula
 - ■
- Correct calculation of total respondents
- (800)
- ■
- Correct calculation of positive
- respondents (120)

Solution 2

- To award one mark, there must be:
 - ■
 - One
 - and two
 - 0 marks
 - No creditable content.
- To award zero marks, there must be
 - ■
 - One
 - 9609/23

Solution 2

- October/November 2025

Solution 2

(b)(ii) Mark scheme

- Refer to Fig. 2.1 and other information. Explain one reason why this data collected for PD may not be reliable.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business

Solution 2

- context.
- 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

Solution 2

- No creditable response.
- Indicative content
- AO1 Knowledge and understanding
- Knowledge of one reason for data not being reliable
- (max 1 mark), including:
 - ■
 - Human error
 - ■
 - Lack of data standards
 - ■

Solution 2

- Incomplete / outdated data
- ■
- Poor questionnaire design / poorly written questions / question construction
- ■
- Incorrect sampling
- ■
- Data collection issues
- ■
- Low response rates
- 3

Solution 2

- 9609/23
- October/November 2025
- AO2 Application
- Explanation of one reason for data not being reliable
- (max 1 mark), including:
 - ■
- Human error—untrained employees enter the data incorrectly / different teams with inconsistent methods
- ■
- Lack of data standards—no rules of formatting / classifying data

Solution 2

- ■
- Incomplete / outdated data—data no longer reflects current opinions
- ■
- Poor questionnaire design / poorly written questions—leading questions / confusion
- ■
- Incorrect sampling—sample doesn't represent target customers
- ■
- Data collection issues—timing
- ■
- Low response rates—bias / length of questionnaire

Solution 2

- Context applied to PD
- (max 1 mark), including:
 - ■
- Mass market
 - ■
- Market dominated by a few well-known brands
 - ■
- Total market value is \$5.3bn
 - ■
- 17% share of market

Solution 2

- ■
- Pablo became Marketing Director in 2022
- ■
- Launched promotional campaign based on trending music on social media
- ■
- Used social media influencers
- ■
- Poor online feedback
- ■
- Sales volume decreased by 20% in a week and continued to fall

Solution 2

- ■
- Excess inventory in warehouses
- ■
- Drop in PD's share price
- ■
- Negative impact on cashflow
- ■
- Questionnaire completed by previous PD customers
- ■
- Data from Fig. 2.1

Solution 2

- ■
- 800 respondents
- 9609/23
- October/November 2025
- Exemplar and annotations
- Mark
- Rationale
- Low response rates
- may lead to biased data
- affecting

Solution 2

- decisions to repair the damage to PD's brand
- .
- 3
- Low response rates
- , with further
- explanation to how it may affect the data
- The third mark is for reference to the
- context
- .
- An incorrect sample size

Solution 2

- of 800 customers
- .
- 2
- Knowledge of a use and applied to the
- number of customers who completed the
- questionnaire.
- Problems collecting the data
- 1
- Knowledge of a reason with no application
- The data will be inaccurate, incomplete and misleading

Solution 2

- .
- 0
- No reason why the data collected may not
- be reliable. This answer is a description of
- unreliable data and does not answer the
- question
- Accept all valid responses.
- 9609/23
- October/November 2025

Solution 2

(c) Mark scheme

- Analyse two possible costs to PD of holding inventory.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis

Solution 2

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

Solution 2

- 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 2

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

Solution 2

- 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 2

- 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
- No creditable response.

Solution 2

- First cost in the left-hand side column, second cost in the right-hand side column
- 8
- 9609/23
- October/November 2025
- Indicative content
- AO1 Knowledge and understanding
- Knowledge of possible costs of holding inventory (max 2
- s), may include:
- ■
- Opportunity cost of holding stock

Solution 2

- ■
- Impact on working capital
- ■
- Labour cost
- ■
- Storage costs
- ■
- Risk of wastage / damage
- ■
- Depreciation

Solution 2

- ■
- Insurance
- AO2 Application
- Application of cost to PD
- , including:
 - ■
 - Mass market
 - ■
 - Market dominated by a few well-known brands
 - ■

Solution 2

- Total market value is \$5.3bn
- ■
- 17% share of market
- ■
- Pablo became Marketing Director in 2022
- ■
- Launched promotional campaign based on trending music on social media
- ■
- Used social media influencers
- ■

Solution 2

- Poor online feedback
- ■
- Sales volume decreased by 20% in a week and continued to fall
- ■
- Excess inventory in warehouses
- ■
- Drop in PD's share price
- ■
- Negative impact on cashflow
- ■

Solution 2

- Data from Fig. 2.1
- ■
- 800 respondents
- AO3 Analysis
- Limited analysis of cost of holding inventory
- – candidate shows one link in the chain of analysis.
- Developed analysis of cost of holding inventory
- candidate shows two or more links in the chain of analysis or a two-
- sided analysis.
- 9609/23

Solution 2

- October/November 2025
- Analysis may include:
 - ■
 - Opportunity cost of holding stock—space used to store stock could be used for production reducing potential output—
 - lower revenue
 - ■
 - Impact on working capital—money / cash will be tied up in the stock—cannot pay suppliers
 - ■
 - Labour cost—reduced profit—lower shareholder dividends

Solution 2

- ■
- Increase storage costs—reduction in profit margins—reduction in share price
- ■
- Increase risk of wastage—spend time disposing of the waste—inefficiency
- ■
- Depreciation—reduces profits to reinvest—less future growth
- ■
- Insurance—increased expenses—reduced working capital
- Accept all valid responses.
- Exemplar and annotations

Solution 2

- AO1 Knowledge
- AO2 Application
- AO3 Analysis
- Exemplar for one cost of
- holding inventory
- Annotations for the first
- cost should be placed in
- the left-hand margin.
- Insurance
- To reduce risk of disruption

Solution 2

- to operations to maintain
- PD's 17% market share
- .
- Insurance will compensate
- PD if an incident destroys
- stock so it can maintain
- sales
- satisfying
- customers
- .

Solution 2

- Exemplar of a second cost
- of holding inventory
- Annotations for the
- second cost should be
- placed in the right-hand
- margin.
- Risk of wastage
- Of the unsold mass market
- fizzy drinks
- .

Solution 2

- Could lead to a reduction in
- profit
- and future
- expansion
- .
- 9609/23
- October/November 2025

Solution 2

(d) Mark scheme

- Evaluate the importance of branding to the future success of PD.
- Level AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 2 marks

Solution 2

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

Solution 2

- 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

Solution 2

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

Solution 2

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

Solution 2

- 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 2

- Limited application
- of relevant point(s) to
- the business context.
- 1 mark
- Limited analysis
- that identifies
- connections between
- causes, impacts
- and/or consequences.
- 1–2 marks

Solution 2

- Limited evaluation
- ■
- A judgement/conclusion is made
- with limited supporting
- comment/evidence.
- ■
- An attempt is made to balance
- the arguments.
- ■
- 12

Solution 2

- 9609/23
- October/November 2025
- 0
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable
- response.
- 0 marks

Solution 2

- No creditable
- response.
- 0 marks
- No creditable response.
- Indicative content
- AO1 Knowledge and understanding
- Knowledge of branding (max 2
- s), including:
- ■
- Creating a distinct identity / image

Solution 2

- ■
- Brand values
- ■
- A company's name and logo, visual design, slogan, jingle
- ■
- Making consumers feel good about supporting a company and establishing an emotional connection.
- ■
- Differentiates from competitors
- ■

Solution 2

- Influence purchasing decisions
 - ■
- Customers identify with business / brand
 - ■
- Brand personality
 - ■
- Build trust / relationships
- 9609/23
- October/November 2025
- AO2 Application

Solution 2

- Application of branding to PD
- , including:
 - ■
- Mass market
 - ■
- Market dominated by a few well-known brands
 - ■
- Total market value is \$5.3 bn
 - ■
- 17% share of market

Solution 2

- ■
- Pablo became Marketing Director in 2022
- ■
- Launched promotional campaign based on trending music on social media
- ■
- Used social media influencers
- ■
- Poor online feedback
- ■
- Sales volume decreased by 20% in a week and continued to fall

Solution 2

- ■
- Excess inventory in warehouses
- ■
- Drop in PD's share price
- ■
- Negative impact on cashflow
- ■
- Data from Fig. 2.1
- ■
- 800 respondents

Solution 2

- ■
- Need to repair damaged PD brand from promotional campaign
- AO3 Analysis
- Limited analysis of the importance of branding to PD
- – candidate shows one link in the chain of analysis.
- Developed analysis of the importance of branding to PD
- – candidate shows two or more links in the chain of analysis.
- ■
- Create distinct identity/image – maintaining customer base and repeat sales/loyalty–long term profitability

Solution 2

- ■
- Name and logo conjure brand values—can attract/deter new customers—increase/decrease market share
- ■
- Customers buy the brand regardless of quality—repeat customers—increased market share
- ■
- Differentiates from competitors—attracts customers—increased market dominance
- ■
- Influence purchasing decisions—increase revenue—increased profits
- ■

Solution 2

- Customers identify with business / brand—building brand loyalty—long-term profitability
- ■
- Brand personality—helps to differentiate and create a USP—customers pay a higher price
- ■
- Build trust / relationships—increased reputation—increased market share
- 9609/23
- October/November 2025
- AO4 Evaluation

Solution 2

- Limited evaluation – an unsupported judgement and/or weak attempt at an evaluative comment
- Developed evaluation–supported judgement and/or reasonable evaluative comment
- Developed evaluation in context–supported judgement in context and/or reasonable evaluative comment in context
- .
- ■
- The external impacts that affect the future brand image, e.g. new competitors or social trends
- ■

Solution 2

- The relative importance of other elements of the marketing mix
- ■
- Other factors that affect future success, e.g. financial management, competition, social trends
- ■
- An evaluation on whether branding is important to PD's future success.
- Accept all valid responses.
- Exemplars for awarding evaluation
- L1
- (limited supporting

Solution 2

- evidence)
- L2
- (developed supporting
- evidence)
- L3
- (developed supporting
- evidence with context)
- Branding is important to support PD's
- future success.
- Branding is important to support PD's

Solution 2

- future success. Branding helps
- customer recognise PD's drinks
- amongst competing brands.
- Branding is important to support PD's
- future success. Branding helps
- customer recognise PD's drinks
- amongst competing brands and
- therefore maintain a 17% share of the
- market.
- Branding is not important to the future

Solution 2

- success of PD.
- Branding is not important to the future
- success of PD. The taste of the drink
- is more important because customers
- will not buy a drink that they dislike
- the taste of, even if attractively
- branded.
- Branding is not important to the future
- success of PD. The taste of the drink
- is more important because customers

Solution 2

- will not buy a drink that they dislike
- the taste of, even if attractively
- branded in the mass market.

Question 2

9609/12 J25 ■ Q2 ■ 5 marks

- 2 (a) Define the term *involuntary redundancy*. [2]
- (b) Explain **one** way a business could use employee development to encourage multi-skilling. [3]

Solution 2

(a) Mark scheme

- Define the term involuntary redundancy.
- Indicative content
- Responses may include:
 - AO1 Knowledge and understanding
 - Clear understanding (2 marks)
 - ■
- An employer terminates the job of an employee (1), employees are selected for redundancy (1) and the employee has

Solution 2

- no choice in this decision (1)
- Partial understanding (1 mark)
- ■
- An employee loses their job (1)
- ■
- The job role is no longer needed (1)
- Accept all valid responses.
- 2
- 9609/12
- May/June 2025

Solution 2

(b) Mark scheme

- Explain one way a business could use employee development to encourage multi-skilling.
- There are 3 marks for this question:
 - 1 mark for
 - 2 marks for
 - Indicative content
 - Responses may include:
 - AO1 Knowledge and understanding

Solution 2

- 1 mark for identifying one way of using employee development to encourage multi-skilling
 - ■
 - Training programmes
 - ■
 - Offer job rotation
 - ■
 - Offer job enlargement
 - ■
 - Offer job enrichment

Solution 2

- ■
- Motivate/pay employees to learn new skills
- ■
- Provide rewards for employees that take up multi-skilling opportunities
- ■
- Promote a learning culture in the business
- AO2 Application
- 2 marks for developed
- of the chosen way given
- 1 mark for limited

Solution 2

- of the way given
- ■
- Specific training programmes that focus on giving employees the opportunity to cross the traditional trade-specific or
- craft-specific skill sets.
- ■
- Develop a culture in a business that encourages and rewards employees who seize opportunities to extend their skills
- – a clear business objective to unlock employee potential.
- 3
- 9609/12

Solution 2

- May/June 2025
- ■
- A consistent business focus on the need to update core skills to take advantage of a dynamic economic environment
- so that employees have a forward focus and expectation of change (threats and opportunities).
- ■
- A business sees multi-skilling and upskilling as a critical workforce investment – HRM access and make available e-
- learning courses, virtual workshops – identify skill gaps and facilitate tailored learning pathways.

Solution 2

- ■
- Develop a learning environment and link a focus on in-demand skills with career development opportunities to provide
- an incentive to develop skills employees want and the skills a business needs.
- Accept all valid responses.

Question 2

9609/21 J25 ■ Q2 ■ 30 marks

2 Premium Homes (PH)

PH owns student rental accommodation in all the major cities in country Y. PH used demographic segmentation in its market research. This research identified that university students would pay a premium for high specification rental accommodation.

PH has specialist teams focused on sales, maintenance, customer service and finance. There is little opportunity for internal promotion. PH pays low salaries, however, it offers profit sharing to motivate its 150 employees. This has been effective as PH has had low labour turnover. 5

In the last two years, profit levels have fallen by 75%. In 2024, 45 employees left PH. Complaints about maintenance and customer service have increased due to the lack of experienced employees in PH. 10

The Finance Director is reviewing PH's existing sources of finance, shown in Fig 2.1.

Question 2

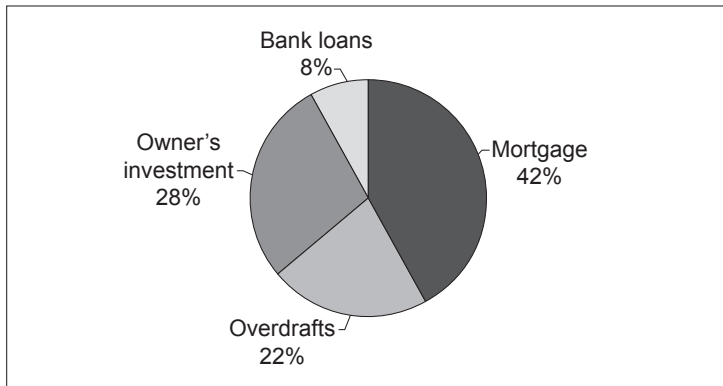


Fig 2.1 PH's sources of finance

Question 2

Frank, the Operations Director, wants to improve the sustainability of PH's operations. He plans to:

- stop renting out accommodation in some lower-income cities, and sell these buildings 15
 - upgrade accommodation in high-income cities
 - reduce the size of the workforce.
- (a) (i) Identify **one** way in which business size can be measured. [1]
- (ii) Explain the term *demographic segmentation*. [3]
- (b) (i) Refer to lines 6–8. Calculate PH's labour turnover in 2024. [3]
- (ii) Explain **one** way in which PH could use Maslow's Hierarchy of Needs. [3]
- (c) Analyse **one** advantage and **one** disadvantage to PH of using an overdraft as a source of finance. [8]

Question 2

- (d) Evaluate whether Frank's plan will improve the sustainability of PH's operations. [12]

Solution 2

(a)(i) Mark scheme

- Identify one way in which business size can be measured.
- Indicative content
- Identification of a method
- may include:
 - ■
- Capital employed
- ■
- Market capitalisation

Solution 2

- ■
- Market share
- ■
- Revenue (allow sales, sales turnover or turnover, income)
- ■
- Quantity sold
- ■
- Value of output
- ■
- Number of employees

Solution 2

- ■
- Area/space
- ■
- Number of outlets
- ■
- Number of customers
- Do not allow profit – which is a measure of success or performance, but not size.
- If more than one answer is given, only mark the first, reading from top left to bottom right.
- Accept all valid responses.

Solution 2

- 1
- 9609/21
- May/June 2025

Solution 2

(a)(ii) Mark scheme

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

Solution 2

- 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 2

- Indicative content
- AO1 Knowledge and understanding
- Knowledge of demographic segmentation
- may include:
 - ■
 - The identification of groups of customers with similar or common needs or characteristics within a market
 - ■
 - Dividing the market according to factors that describe the population
 - ■

Solution 2

- Specific customer groups / target markets
- AO2 Application
- Explanation of demographic segmentation
- (max 1 mark) including:
 - ■
- Study of population data/trends
- ■
- Examples of demographic factors, e.g. age, gender, race, social class, income
- Context applied to demographic segmentation
- , including (max 1 mark):

Solution 2

- ■
- A valid example of a business that uses demographic segmentation to plan how it markets its products, e.g. a luxury
- car manufacturer may use demographic segmentation to target its advertising at high-income individuals or PH targets
- its student rental accommodation at university students
- 3
- 9609/21
- May/June 2025
- ■
- Used for marketing of different products or services to specific consumer groups

Solution 2

- ■
- Helps the business to adapt the marketing mix to the needs of the target customer group
- ■
- Different marketing decisions for different groups
- Accept all valid responses
- Application can be made to PH or any other scenario/context/business/person.
- Exemplar and annotations
- Mark
- Rationale

Solution 2

- Dividing the market into groups
- according to age
- or gender
- , for example a clothes retailer has
- three departments with products for men, women
- and children
- .
- 3
- The answer starts with application but shows
- knowledge by the reference to age/gender. There is

Solution 2

- an example of the use of demographic segmentation
- by a clothes retailer.
- Identifying groups of customers with similar needs or
- characteristics within a market
- using population
- data such as age
- 2
- Clear knowledge. With some application of how
- Used for marketing of different products or services
- to specific types of customer

Solution 2

- 1
- A reasonable definition
- Segmenting using demographics
- 0
- Tautological
- 9609/21
- May/June 2025

Solution 2

(b)(i) Mark scheme

- Refer to lines 6–8. Calculate PH's labour turnover in 2024.
- Formula to calculate labour turnover:
 - ■
- number of employees leaving in 1 year
- Average number of people employed $\times 100$ (1 mark – formula only)
- Use of figures:
 - ■
- 45

Solution 2

- 150×100 (1 mark – use of correct figures)
- Labour turnover:
- ■
- 30% (1 mark – correct answer – no % necessary)
- Exemplar and annotations
- Rationale
- 3 marks
- Correct answer
- 30%
- Working and % do not matter.

Solution 2

- Must be three
- to denote the three marks.
- Correct rounding must be applied.
- 2 marks
- Both of the following:
 - ■
- Correct formula
- ■
- Correct identification of figures
- OR

Solution 2

- An incorrect answer with one mistake allowing OFR
- for final stage.
- OR
- 0.3 (has not completed final stage to multiply by 100)
- OR
- A correct answer from an inverted formula (3.3 –
- OFR)
- To award two marks, there must be
- ■
- Two

Solution 2

- and a
- OR
- ■
- One
- , one
- and one
- 3
- 9609/21
- May/June 2025
- Rationale

Solution 2

- 1 mark
- One of the following:
 - ■
 - Correct formula
- To award one mark, there must be:
 - ■
 - One
 - and two
 - 0 marks
 - No creditable content.

Solution 2

- To award zero marks, there must be
- ■
- One
- 9609/21
- May/June 2025

Solution 2

(b)(ii) Mark scheme

- Explain one way in which PH could use Maslow's Hierarchy of Needs
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 2

- 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 2

- Indicative content
- AO1 Knowledge and understanding
- Knowledge of a use of a motivational theory
- (max 1 mark), including:
 - ■
- Change the way that employees are treated/managed/motivated at PH or relevant examples
- ■
- Make changes to increase motivation to maintain PH's low labour turnover/retain employees
- ■

Solution 2

- Understand employee behaviour/employee motivation
- ■
- Measuring employee needs
- AO2 Application
- Explanation of a use of Maslow's hierarchy of needs
- (max 1 mark), including:
- ■
- Explain how motivation affects how employees behave, e.g. an employee doing a repetitive job/working alone may
- have a high absenteeism rate

Solution 2

- ■
- Explain the use with reference to one of Maslow's categories of need, e.g. physiological, safety, love and belonging,
- esteem and self-actualisation needs
- ■
- Examples of how PH could change the way that employees are managed/motivated:
 - ■
 - Offer more opportunities for internal promotion
 - ■
 - Increase employee salaries

Solution 2

- ■
- Encourage employees to stay in the business
- ■
- Change working conditions
- 3
- 9609/21
- May/June 2025
- Context applied to PH
- (max 1 mark), including:
- ■

Solution 2

- Use of demographic segmentation in its market research
- ■
- University students would pay a premium price for high specification rental accommodation
- ■
- Specialist teams focused on sales, maintenance, customer service and finance.
- ■
- Little opportunity for internal promotion
- ■
- Low salaries

Solution 2

- ■
- Offers profit sharing
- ■
- 150 employees
- ■
- Low labour turnover
- ■
- Profit reduced by 75%
- ■
- In 2024, 45 employees left PH

Solution 2

- ■
- Increased complaints about maintenance and customer service
- ■
- Use of data from Fig. 2.1
- ■
- Operations Director wants to improve the sustainability of PH's operations
- Accept all valid responses.
- Exemplar and annotations
- Mark
- Rationale

Solution 2

- Managers can understand what motivates
- employees
- such as ensuring physiological needs
- are met
- for the 150 employees
- .
- 3
- Use of Maslow's hierarchy of needs by managers
- , with further explanation with reference to Maslow's
- hierarchy

Solution 2

- . The third mark is for reference to the
- context
- .
- Helps managers decide how to change their
- management style
- so that less than 45
- employees leave this year
- .
- 2
- Knowledge of a use and applied to the number of

Solution 2

- employees.
- Identifies the different motivations for human
- behaviour
- 1
- Knowledge of a use with no application
- Maslow's Hierarchy of needs is a motivational theory
- is the study of understanding what drives a person to
- work towards a particular goal or outcome
- .
- 0

Solution 2

- No use of Maslow's hierarchy of needs. This answer
- is a definition of the theory and does not answer the
- question
- 9609/21
- May/June 2025

Solution 2

(c) Mark scheme

- Analyse one advantage and one disadvantage to PH of using an overdraft as a source of finance.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 2

- 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 2

- 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 2

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

Solution 2

- ■
- 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 2

- ■
- 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 2

- No creditable response.
- Advantage in the left hand side column, disadvantage in the right hand side column
- 8
- 9609/21
- May/June 2025
- Indicative content
- AO1 Knowledge and understanding
- Knowledge of one advantage using an overdraft as a source of finance
- (max 1 mark), including:

Solution 2

- ■
- Quick – previously agreed / immediately available
- ■
- Convenient – can use it as required
- ■
- Flexible
- ■
- No repayment schedule
- ■
- No loss of ownership

Solution 2

- Knowledge of one disadvantage using an overdraft as a source of finance
- (max 1 mark), including:
 - ■
 - High interest rates / fees
 - ■
 - Can be recalled at any time
 - ■
 - Often low limit available
 - ■
 - Can only be used for short-term needs

Solution 2

- ■
- Must be repaid
- Note: the advantages/disadvantages have to be true for an overdraft, but not exclusively true to an overdraft (i.e. they may
- apply to other sources of finance).
- AO2 Application
- Application of an advantage or disadvantage to PH
- , including:
- ■
- Use of demographic segmentation in its market research

Solution 2

- ■
- University students would pay a premium price for high specification rental accommodation
- ■
- Specialist teams focused on sales, maintenance, customer service and finance.
- ■
- Little opportunity for internal promotion
- ■
- Low salaries
- ■

Solution 2

- Offers profit sharing
- ■
- 150 employees
- ■
- Low labour turnover
- ■
- Profit reduced by 75%
- ■
- In 2024, 45 employees left PH
- ■

Solution 2

- Increased complaints about maintenance and customer service
- ■
- Use of data from Fig. 2.1
- 9609/21
- May/June 2025
- ■
- Operations Director wants to improve the sustainability of PH's operations
- ■
- Use of data from Fig. 2.1
- ■

Solution 2

- Operations Director wants to improve the sustainability of PH's operations
- AO3 Analysis
- Limited analysis of an advantage/disadvantage of using an overdraft
- – candidate shows one link in the chain of
- analysis.
- Developed analysis of an advantage/disadvantage of using an overdraft
- candidate shows two or more links in the chain
- of analysis or a two-sided analysis.
- Analysis may include:
- ■

Solution 2

- Quick – previously agreed / immediately available; the funds can be used for expansion immediately – leading to
 - increased market share
 - ■
- Convenient – can use it as required; no time is wasted with application – can be used for other activities such as
 - marketing
 - ■
- Flexible; can be used for any type of purchase – to meet the business objectives
 - ■

Solution 2

- No repayment schedule; this will reduce cash outflows – This money can be used to better maintain the properties
- rented, reducing customer complaints.
- ■
- High interest rates/fees; higher interest rates may increase costs – this will reduce profits
- ■
- Can be recalled at any time; the business may need to suddenly repay the money leading to cashflow problems –
- threatening business survival
- ■

Solution 2

- Often low limit available; The overdraft limit may be low. This will limit the investments that PH can make – therefore
- the business will not be able to reduce complaints.
- ■
- Can only be used for short-term needs; limiting the project that the money can be used for – some objectives may not
- be met
- ■
- Must be repaid; increasing cash outflows – less funds available for marketing
- Accept all valid responses.
- 9609/21

Solution 2

- May/June 2025
- Exemplar and annotations
- AO1 Knowledge
- AO2 Application
- AO3 Analysis
- Exemplar of an advantage
- Annotations for the
- advantage should be
- placed in the left-hand
- margin.

Solution 2

- Interest only charged on the
- overdrawn amount
- For upgrading
- accommodation in high-
- income cities
- .
- Ensures short term cost is
- minimal
- reducing further
- pressure on profit levels

Solution 2

- .
- Exemplar of a disadvantage
- Annotations for the
- disadvantage should be
- placed in the right-hand
- margin.
- The funds need to be repaid
- If student accommodation
- not rented out
- .

Solution 2

- This could lead to a bad
- credit rating if payments
- missed
- which may
- increase cost of future
- borrowing
- .
- 9609/21
- May/June 2025

Solution 2

(d) Mark scheme

- Evaluate whether Frank's plan will improve the sustainability of PH's operations
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis

Solution 2

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

Solution 2

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

Solution 2

- 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 2

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

Solution 2

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

Solution 2

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

Solution 2

- Limited 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 context.
- 1 mark
- Limited analysis

Solution 2

- that identifies
- connections between
- causes, impacts and/or
- consequences.
- 1–2 marks
- Limited evaluation
- ■
- A
- judgement/conclusio
- n is made with limited

Solution 2

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

Solution 2

- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- Indicative content
- AO1 Knowledge and understanding
- Knowledge of sustainability of operations (max 1
-), including:
- ■

Solution 2

- Operating / surviving / remaining in business for the long-term / future / not running out of money / continuity / stable
- ■
- Efficiency
- ■
- Productive
- ■
- Day-to-day running of the business
- ■
- Keeping customers satisfied

Solution 2

- ■
- Maintaining profitability – reducing expenses and increasing revenue
- Note: The question stem asks about operational sustainability. Therefore, operational sustainability must be the focus of the
- answer, not environmental sustainability.
- 9609/21
- May/June 2025
- AO2 Application
- Application of an advantage or disadvantage to PB
- , including:

Solution 2

- ■
- Use of demographic segmentation in its market research
- ■
- University students would pay a premium price for high specification rental accommodation
- ■
- Specialist teams focused on sales, maintenance, customer service and finance.
- ■
- Little opportunity for internal promotion
- ■

Solution 2

- Low salaries
- ■
- Offers profit sharing
- ■
- 150 employees
- ■
- Low labour turnover
- ■
- Profit reduced by 75%
- ■

Solution 2

- In 2024, 45 employees left PH
- ■
- Increased complaints about maintenance and customer service
- ■
- Use of data from Fig. 2.1
- AO3 Analysis
- Limited analysis of whether the plan will improve the sustainability of PH's operations
- – candidate shows one link in the
- chain of analysis.

Solution 2

- Developed analysis of whether the plan will improve the sustainability of PH's operations
- – candidate shows two or
- more links in the chain of analysis.
- ■
- Financial stability; reduce short term cash inflow – reduce debt burden and interest payments
- ■
- Focus on profit; increase profit margins – focus on core values
- ■

Solution 2

- Increased efficiency of workforce; may lose excellent employees who take knowledge to competitors – lose market
- share/customer service may reduce further due to losing more experienced employees
- ■
- Keeping customers satisfied; increased market share – more market power / ability to increase prices
- ■
- Business continues for the long-term; increased employee satisfaction from greater job security – reduced labour turnover

Solution 2

- AO4 Evaluation
- Limited evaluation – an unsupported judgement and/or weak attempt at an evaluative comment
- Developed evaluation – supported judgement and/or reasonable evaluative comment
- Developed evaluation in context – supported judgement in context and/or reasonable evaluative comment in context
- .
- 9609/21
- May/June 2025
- ■

Solution 2

- The impact of the plan depends on the timescales, future aims and objectives and financial liquidity of PH. After
- downsizing the amount of revenue generated may not meet shareholder expectations
- ■
- Will demand for premium accommodation increase in the future? What are the demands of students?
- ■
- Should PH repurpose its accommodation for a different target audience, create a subsidiary brand and grow market
- share?

Solution 2

- ■
- Is market share and size the most important measure of success, or is profitability more important?
- ■
- The extension strategy may generate a short-term boost to sales/market share, but will it be sustained in the long-
- term?
- ■
- A judgement on whether the course of action is suitable for PH.
- Accept all valid responses.
- Exemplars for awarding evaluation

Solution 2

- L1
- (limited supporting evidence)
- L2
- (developed supporting evidence)
- L3
- (developed supporting evidence with context)
- Frank's plan will improve the

Solution 2

- sustainability of PH's operations.
- Frank's plan will improve the
- sustainability of PH's operations.
- Increased labour efficiency will reduce
- expenditure on salaries.
- Frank's plan will improve the
- sustainability of PH's operations.
- Increased labour efficiency will reduce
- expenditure on salaries. This will help
- to reverse the trend of reducing profit

Solution 2

- levels over the past two years.
- I don't think the sustainability of PH's
- operations will be improved.
- I don't think the sustainability of PH's
- operations will be improved. Investing
- in new accommodation will cost a lot
- of money.
- I don't think the sustainability of PH's
- operations will be improved. Investing
- in new accommodation will cost a lot

Solution 2

- of money, and PH does not have
- experienced employees to do the
- work as they have left.

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