



CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/32

February/March 2021

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

- Section A: answer **all** questions.
- Section B: answer **one** question.
- Use a black or dark blue pen.
- Write your name, centre number and candidate number in the boxes at the top of the page.
- Write your answer to each question in the space provided.
- Do **not** use an erasable pen or correction fluid.
- Do **not** write on any bar codes.
- You may use an HB pencil for any diagrams, graphs or rough working.

- The total mark for this paper is 100.
- The number of marks for each question or part question is shown in brackets [].
- The insert contains the case study.

This document has **20** pages.

Answer **all** questions in Section A and answer **one** question in Section B.

You are advised to spend no more than 40 minutes on Section B.

Section A

Answer **all** questions in this section.

- 1** Analyse the benefits to BFB of continuing with a centralised structure as the business develops.

[illegible]

2 (a) Refer to Appendix 1. Calculate the:

(i) gearing ratio

[4]

(ii) profit margin

[4]

(iii) acid test ratio.

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..... [2]

(b) Recommend whether Aela and John should accept TT's offer. Justify your recommendation.

[illegible]

- 3** Refer to Table 2 and any other information. Evaluate the likely impact on BFB's future decisions of changes in external influences.

[illegible]

- 4 (a) Refer to Appendix 1. Calculate the inventory turnover ratio.

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..... [4]

- (b)** You may refer to your results from **4(a)** and any other information. Assess the likely impact on BFB of adopting lean production techniques.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school handwriting practice paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

5 Evaluate the importance of marketing planning to the success of BFB's new products.

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