CAMBRIDGE
International Education

Cambridge International AS & A Level

BUSINESS **9609/22**

Paper 2 Business Concepts 2 **February/March 2026**

1 hour 30 minutes

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You must answer on the enclosed answer booklet.

You will need: Answer booklet (enclosed)

INSTRUCTIONS
- Answer **all** questions.
- Follow the instructions on the front cover of the answer booklet. If you need additional answer paper, ask the invigilator for a continuation booklet.

INFORMATION
- The total mark for this paper is 60.
- The number of marks for each question or part question is shown in brackets [ ].

This document has **4** pages.

DC (CJ/CT) 360433/2

1 Influencer Xperience (IX)

Kamal is a successful social media influencer. In 2020, Kamal launched his own social media platform, called Influencer Xperience (IX), operating in the quaternary sector of the economy.

Kamal targeted other social media influencers with IX's promotion. IX allows influencers to manage and publish videos on its platform. The unique selling point of IX is that it provides the influencers with better and more detailed information than any other platform.

IX is a free-to-use service for social media influencers. IX charges other businesses to advertise on the platform. The price of advertising space is set each month, using dynamic pricing, based on how many users click on an advertisement (price per click).

Table 1.1 shows some data about advertising on IX's platform.

Table 1.1 Data about advertising on IX's platform

	January 2026		February 2026	
influencer	**price per click ($)**	**number of followers**	**price per click ($)**	**number of followers**
A	0.20	0.7 m	0.40	0.9 m
B	0.30	1.1 m	0.25	1.0 m
C	0.25	0.5 m	0.25	0.5 m

IX's operations are labour intensive and Kamal describes his management style as laissez-faire. IX has 30 employees who are all managed by Kamal (see Table 1.2).

Table 1.2 IX's employees

	number employed	**payment method**
marketing department	5	profit sharing
advertising sales department	10	commission
technical department	8	time-based
maintenance department (including cleaners and catering)	7	time-based

(a) **(i)** Identify **one** limitation to a business of labour-intensive operations. [1]

(ii) Explain the term 'quaternary sector of the economy'. [3]

(b) **(i)** Refer to Table 1.1. Calculate how much it would have cost a business to advertise with influencer A in January 2026 if 10% of influencer A's followers clicked on the advertisement. [3]

(ii) Explain **one** way IX adds value to its services. [3]

(c) Analyse **one** advantage and **one** disadvantage to IX of using dynamic pricing. [8]

(d) Evaluate whether laissez-faire is the most appropriate management style for IX. [12]

2 Yvette's Vet (YV)

Yvette is the managing partner of YV, a veterinary (vet) practice in city P. There are four partners of YV, each of whom is a fully qualified and experienced veterinary surgeon. Each partner specialises in the care of different types of animals. Yvette specialises in the care of small animals, including dogs, cats and rodents.

Table 2.1 shows a cash flow forecast that Yvette has created for the next three months.

Table 2.1 YV's cash flow forecast for next three months

	March	**April**	**May**
	$000 s	**$000 s**	**$000 s**
cash inflow			
cash sales	8	8	9
credit sales	12	11	12
total inflow	20	19	21
cash outflow			
salaries and wages	10	10	10
inventory	12	0	0
rent	2	2	2
other expenses	3	3	3
total outflow	27	15	15
net cash flow	(7)	4	6
opening balance	(3)	(10)	(6)
closing balance	(10)	(6)	0

Yvette is proposing a merger between YV and AV, which is YV's main competitor in city P. Figure 2.1 shows sales revenue data for the vet services market in city P.

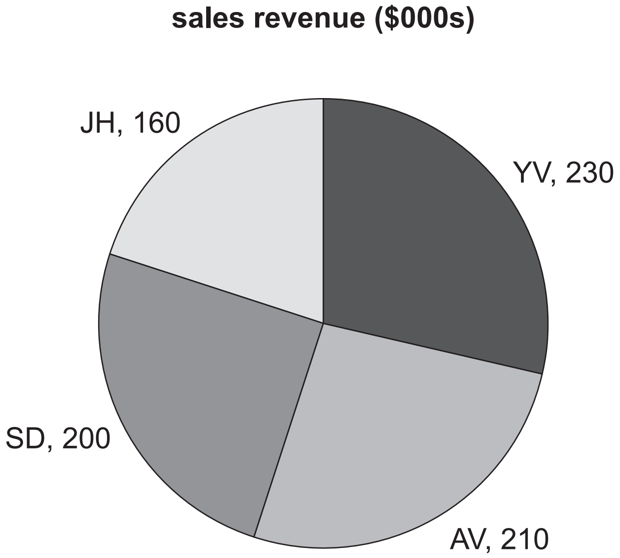

Figure 2.1 Sales revenue data for vet services market in city P

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(a) **(i)** Identify **one** feature of a partnership. [1]

(ii) Explain the term 'inventory'. [3]

(b) **(i)** Refer to Figure 2.1. Calculate the combined market share of YV and AV vets in city P. [3]

(ii) Explain **one** factor influencing the supply of vet services in city P. [3]

(c) Analyse **two** methods Yvette could use to improve YV's cash flow. [8]

(d) Evaluate the most likely impact of the proposed merger on **one** stakeholder of YV. [12]