



CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/31

May/June 2020

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. Blank pages are indicated.

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 JGS of outsourcing.

This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There is no handwriting or other markings on the page.

2 (a) Refer to Table 1 and lines 24–26. Calculate the:

(i) average seasonal variation for quarter 3

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..... [2]

(ii) forecast sales for quarter 3 in 2021, assuming a forecast trend of \$86 560.

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..... [2]

(b) Refer to lines 20–21. Calculate the income elasticity of demand (YED) of the residents of country K for JGS tours.

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..... [2]

- (c)** Refer to your answers to **2(a)** and **(b)** and any other information. Discuss whether sales forecasts based on past sales of JGS are likely to be accurate.

[illegible]

- 3** JGS is planning to increase the number of employees. Recommend an appropriate organisational structure for JGS. Justify your recommendation.

[illegible]

4 (a) Refer to Table 2. Calculate the:

(i) number of customers needed for a tour to break even

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..... [3]

(ii) total contribution from a tour with two customers

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..... [2]

(iii) profit or loss from a tour with two customers.

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..... [3]

- (b)** Refer to your answers to **4(a)** and any other information. Recommend whether a tour should go ahead with only two customers booked on it. Justify your recommendation.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing 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 Discuss whether JGS should maintain high standards of corporate social responsibility (CSR).

This image shows a full page of a handwriting practice worksheet. It consists of multiple sets of three horizontal dashed lines, providing a guide for letter height and placement. The lines are evenly spaced across the entire page, leaving ample room for writing practice. There is no text or other markings on the page.

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