



--

--	--	--	--	--

--	--	--	--

9609/33

May/June 2022

3 hours

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.

DC (RW) 302924/1
© UCLES 2022

[Turn over

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 **two** opportunities for TK resulting from changes in the external environment (lines 17–23).

[illegible]

2 (a) Refer to lines 60–64 and Table 1. Calculate, for Kitchen 2, the:

(i) average daily capacity utilisation

[2]

(ii) total contribution for the last six months.

[4]

- (b)** You may refer to your results from **2(a)** and other information. Recommend whether TK should close Kitchen 2. 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.

3 Evaluate the importance of product and process innovation to the future profitability of TK.

[illegible]

4 (a) Refer to Table 2. Calculate for 2021 the:

(i) operating profit margin

.....

.....

.....

.....

.....

..... [2]

(ii) return on capital employed (ROCE)

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(iii) gearing ratio.

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

- (b)** You may refer to your results from **4(a)** and other information. Recommend whether TK should finance the automated delivery vehicle (ADV) trial by a new share issue. Justify your recommendation.

This image shows a full page of primary-ruled paper. It features approximately 20 horizontal dashed lines spaced evenly down the page, providing a guide for handwriting practice. The paper is otherwise blank, with no margins, text, or other markings.

- 5 Evaluate whether introducing Just in Time (JIT) will be sufficient to solve the inventory problems at TK.

[illegible]

BLANK PAGE

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge Assessment International Education Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cambridgeinternational.org after the live examination series.

Cambridge Assessment International Education is part of Cambridge Assessment. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which is a department of the University of Cambridge.