



CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/32

October/November 2022

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. Any 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 **two** benefits to APF of vertical integration.

[illegible]

- 2 (a)** Refer to Table 2 and lines 52–57. Calculate the forecast total contribution from the proposed order for fresh juice.

..... [5]

- (b)** You may refer to your answer to **2(a)** and other information. Recommend whether APF should accept the proposed order for fresh juice. Justify your recommendation.

[illegible]

3 Evaluate the importance to APF's operational effectiveness of workforce planning.

[illegible]

- 4 (a) Refer to Table 3. Calculate the accounting rate of return (ARR) for the investment in enterprise resource planning (ERP).

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..... [3]

- (b) Refer to Table 4. Calculate, for 2022, the:

- (i) inventory turnover

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..... [3]

- (ii) days' sales in receivables.

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..... [3]

- (c)** You may refer to your answers to **4(a)** and **4(b)** and to other information. Evaluate the benefits to APF of investing in enterprise resource planning (ERP).

[illegible]

5 Evaluate the importance, to APF's future success, of marketing planning.

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.

- 6 Evaluate the strategic choice techniques used in Appendix 1 when APF's directors make the choice between option 1 and option 2.
- 7 APF operates in a dynamic business environment. Evaluate the importance to APF's future profitability of contingency planning.

This image shows a full page of a worksheet designed for handwriting practice. It consists of multiple rows of horizontal dashed lines spaced evenly across the page, providing a guide for letter height and placement. The background is plain white, and there are no other markings or text present.

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