



CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/33

October/November 2023

1 hour 45 minutes

You must answer on the question paper.

You will need: Insert (enclosed)

- Answer **all** questions.
- 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 60.
- The number of marks for each question or part question is shown in brackets [].
- The insert contains the case study.

This document has **12** pages. Any blank pages are indicated.

1 Analyse **two** constraints on HP of changes in its external environment.

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2 Analyse **two** benefits to HP of its coordinated marketing strategy.

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- 3 (a)** Refer to Table 1.1 and lines 49 to 51. Calculate the forecast capacity utilisation in 2024.

[3]

- (b)** Refer to lines 57 to 58 and assume no other changes. Calculate the forecast percentage change in sales for 2025 if average incomes increase by 1.5%.

..... [1]

- (c)** Evaluate whether the factory modernisation will be sufficient to improve efficiency.

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.

4 (a) Refer to Table 1.2. Calculate the gearing ratio for 2023.

[4]

(b) Evaluate whether the financial data provided will enable HP to decide how to finance the factory modernisation.

This image shows a single sheet of white paper with horizontal ruling lines. 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 to the future success of HP of its HRM strategy.

[illegible]

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..... [12]

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