

Past-paper walk-through

External influences on business activity ■ 6.1

eXercise

Questions in this set

- 9609/21 N25 Q1 ■ 30 marks
- 9609/22 N25 Q1 ■ 30 marks
- 9609/11 J25 Q6 ■ 20 marks
- 9609/13 J25 Q6 ■ 20 marks
- 9609/1 23 Q2 ■ 5 marks
- 9609/1 23 Q4 ■ 5 marks

Reading the mark scheme

- **B1** a mark that stands on its own – the point is either made or not.
- **M1** a *method* mark: the right approach, even if the number is wrong.
- **A1** an *answer* mark, and it usually needs its M mark first.
- **C1** a working mark on the way to the answer.
- **//** separates answers the examiner accepts equally.
- **ecf** = error carried forward: a later part is marked on your own earlier answer.
- **owtte** = “or words to that effect” – the wording need not match.

Question 1

9609/21 N25 ■ Q1 ■ 30 marks

1 Clever Bean (CB)

CB is a public limited company that operates a chain of coffee shops in several countries. The company was founded in 2010 by two friends, Shopra and Ben. They share a passion for coffee and want to offer high-quality products to customers.

CB started with one coffee shop in country Q and gradually expanded, always locating in high-income areas of major cities. CB operates in a dynamic business environment. There is a high level of competition from other well-known coffee shop chains.

5

The company sources its coffee beans from fair trade suppliers who grow their coffee in an environmentally friendly way. CB offers a wide range of coffee products to the mass market. CB also offers other drinks and a variety of food items, such as sandwiches and cakes. Recent research shows that customers are now looking for healthy food options.

10

Question 1

CB's customers are mainly young professionals, students and tourists. Customers enjoy CB's inviting atmosphere, comfortable seating areas, free Wi-Fi access and music. Its staff are trained to be friendly, helpful and knowledgeable.

Table 1.1 shows some financial data for CB for 2023 and 2024.

Table 1.1 CB's costs and revenue for 2023 and 2024

15

	2024 (\$m)	2023 (\$m)
Revenue	50	44
Direct costs	10	6
Indirect costs	20	16

Question 1

Shopra believes that CB should continue to focus on the mass market. However, Ben thinks that greater use of market segmentation will be more successful. 20

- (a) (i) Identify **one** feature of a public limited company. [1]
- (ii) Explain the term *dynamic business environment*. [3]
- (b) (i) Refer to Table 1.1. Calculate the change in profit from 2023 to 2024. [3]
- (ii) Explain **one** use to CB of cost information. [3]
- (c) Analyse **two** benefits to CB of training its employees. [8]
- (d) Evaluate whether CB should make greater use of market segmentation to be more successful. [12]

Solution 1

(a)(i) Mark scheme

- Identify one feature of a public limited company.
- AO1 Knowledge and understanding
- Indicative content
- Identification of a feature
- may include:
 - ■
- can sell shares
- ■

Solution 1

- has shareholders
 - ■
- limited liability
 - ■
- separate legal identity from its owners
 - ■
- must publish its accounts and report to its shareholders
- 1
- 9609/21
- October/November 2025

Solution 1

(a)(ii) Mark scheme

- Explain the term dynamic business environment.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- (max 1 mark), including:
 - ■
 - rapid / fast changing market
 - ■
 - requires businesses to quickly adapt / be flexible.
 - ■
 - changes may be internal or external

Solution 1

- AO2 Application
- Explanation of internal changes
- (max 1 mark), including:
 - ■
 - leadership or management changes
 - ■
 - organisational restructuring
 - ■
 - investment in technology
 - Application for internal changes

Solution 1

- (max 1 mark), including:
 - ■
 - a new manager may bring a different vision or management style.
 - ■
 - merging departments
 - ■
 - upgrading equipment
 - 3
 - 9609/21
 - October/November 2025

Solution 1

- Explanation of external changes
- (max 1 mark), including:
 - ■
 - technological advancements
 - ■
 - economic shifts
 - ■
 - political and legal changes
 - ■
 - social trends

Solution 1

- ■
- environmental factors
- ■
- new products /ideas/entrants
- ■
- consumer tastes
- Application for external changes
- (max 1 mark), including:
- ■
- AI, automation

Solution 1

- ■
- inflation, recession
- ■
- new regulations, trade policies
- ■
- consumer preferences, demographics
- ■
- climate change, sustainability pressures
- ■
- examples of dynamic markets

Solution 1

- ■
- examples of factors meaning markets are dynamic e.g. competition
- Accept all valid responses.
- 9609/21
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Solution 1

(b)(i) Mark scheme

- Refer to Table 1.1. Calculate the change in profit from 2023 to 2024.
- Indicative content.
- Profit = Revenue – Total costs (1)
- Profit in 2023 = $44m - (6m + 16m) = 22m$ (1)
- OR
- Profit in 2024 = $50m - (10m + 20m) = 20m$ (1)
- Change in profit = Profit in 2024 – Profit in 2023 = $\$20m - \$22m = -\$2m$ (OFR applies)

Solution 1

- Answer = $-2(3)$, not required. Accept text explanation, such as decreases, instead of minus sign. In brackets indicates a
 - minus figure
 - No minus sign or other indication of decrease 2 marks
 - OFR applies
 - 3
 - 9609/21
 - October/November 2025

Solution 1

(b)(ii) Mark scheme

- Explain one use to CB of cost information.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a business
- context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- (max 1 mark), including:
- Uses may include:
 - ■
 - helps determine the price/set prices
 - ■
 - ensure it makes a profit/improve profitability
 - ■
 - ensures the business covers its costs and earns a margin on each sale.

Solution 1

- ■
- respond to rising costs
- ■
- reduce unnecessary costs
- ■
- help identify profitable/loss making products
- ■
- set budgets
- AO2 Application
- Explanation

Solution 1

- (max 1 mark), including:
 - ■
 - respond to rising costs by adjusting prices
 - ■
 - identifying high-cost/profitable items allows the business to streamline operations or reduce waste.
 - ■
 - accurate cost data helps the owner decide whether to introduce new products, offer discounts, or invest in equipment
 - ■
 - can be used to help obtain external finance

Solution 1

- 3
- 9609/21
- October/November 2025
- Context
- (max 1 mark), including:
 - ■
 - example of price-setting – e.g. CB calculates that the total cost of ingredients, labour, and overheads for one latte is
 - 1.50. *To make a profit, CB decides to sell the latte for 3.00.*
 - ■

Solution 1

- if milk prices increase, the shop might adjust its pricing or switch suppliers.
- ■
- operate in mass market
- ■
- use of answer to 1(b)(i) (OFR)/reduction in profit (OFR)/profit change between 2023 and 2024
- ■
- use of information in Table 1.1 – direct costs increased by \$4m (to \$10m) and indirect costs increased by \$4m (to
- \$20m)
- ■

Solution 1

- competitive market
- ■
- considering market segmentation
- ■
- demand for healthy food
- Accept all valid responses.
- 9609/21
- October/November 2025

Solution 1

(c) Mark scheme

- Analyse two benefits to CB of training its employees.
- Level AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 4 marks

Solution 1

- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that
- identifies connections between
- causes, impacts and/or
- consequences of two points.
- ■
- Developed analysis that

Solution 1

- identifies connections between
- causes, impacts and/or
- consequences of one point.
- 1
- 1–2 marks
- ■
- Knowledge of two relevant
- points is used to answer the
- question.
- ■

Solution 1

- Knowledge of one relevant
- point is used to answer the
- question.
- 1–2 marks
- ■
- Application of two relevant
- points to a business context.
- ■
- Application of one relevant
- point to a business context.

Solution 1

- 1–2 marks
- Limited analysis
- ■
- Limited analysis that identifies
- connections between causes,
- impacts and/or consequences
- of two points.
- ■
- Limited analysis that identifies
- connections between causes,

Solution 1

- impacts and/or consequences
- of one point.
- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Annotate the first benefit in the left-hand margin and the second in the right-hand margin.
- 8
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- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding (max 2
- s)
- ■
- improve the quality and consistency of its products and services

Solution 1

- ■
- increase productivity
- ■
- increase efficiency
- ■
- motivate staff
- ■
- develop new skills and knowledge
- AO2 Application
- Max one

Solution 1

- for application in the first benefit and max one
- for application in the second benefit.
- ■
- working in a coffee shop is labour intensive work.
- ■
- highly paid employees would like to improve skills
- ■
- mission statement refers to a unique experience for customers
- ■
- CB face very high costs that they need to control

Solution 1

- ■
- train staff to be helpful, friendly and knowledgeable
- ■
- offers food as well as coffee
- ■
- located in high-income areas of major cities
- ■
- competitive/dynamic business environment
- ■
- operate in several countries

Solution 1

- AO3 Analysis
- Limited analysis
- – candidate shows one link in the chain of analysis.
- Developed analysis
- candidate shows two or more links in the chain of analysis or a two-sided analysis.
- Analysis may include:
 - ■
 - training improves the skills of employees – greater efficiency/productivity more customers served/more sales/ profit.
 - ■

Solution 1

- empowerment – may improve motivation by allowing employees to feel more knowledgeable e.g., advising customers
- on different products
- ■
- can increase customer satisfaction and loyalty – enhance its reputation/revenue/profits
- ■
- improve staff morale and retention – reduce turnover/absenteeism/recruitment costs
- ■
- increased efficiency – reducing costs and increasing profits

Solution 1

- ■
- build its customer base – attracting customers from the competition
- Accept all valid responses
- 9609/21
- October/November 2025

Solution 1

(d) Mark scheme

- Evaluate whether CB should make greater use of market segmentation to be more successful.
- Level AO1 Knowledge
- and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis

Solution 1

- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks
- Developed evaluation in context
- ■
- A developed judgement/conclusion is
- made in the business context.
- ■

Solution 1

- Developed evaluative comments
- which balance some key arguments in
- the business context.
- 2
- 2 marks
- Developed
- knowledge of
- relevant key term(s)
- and/or factor(s) is
- used to answer the

Solution 1

- question.
- 2 marks
- Developed
- application of
- relevant point(s) to
- the business
- context.
- 2 marks
- Developed analysis
- that identifies

Solution 1

- connections
- between causes,
- impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation
- ■
- A developed judgement/conclusion is
- made.
- ■

Solution 1

- Developed evaluative comments
- which balance some key arguments.
- 1
- 1 mark
- Limited knowledge
- of relevant key
- term(s) and/or
- factor(s) is used to
- answer the question.
- 1 mark

Solution 1

- Limited application
- of relevant point(s)
- to the business
- context.
- 1 mark
- Limited analysis
- that identifies
- connections
- between causes,
- impacts and/or

Solution 1

- consequences.
- 1–2 marks
- Limited evaluation
- ■
- A judgement/conclusion is made with
- limited supporting comment/evidence.
- ■
- An attempt is made to balance the
- arguments.
- 0

Solution 1

- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks

Solution 1

- No creditable response.
- 12
- 9609/21
- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding (max 2
- s)
- ■
- market has smaller groups/sub-groups
- ■

Solution 1

- used to better target marketing efforts
- ■
- methods include geographic, demographic and psychographic
- Do not award K for product differentiation, must be market segmentation
- AO2 Application
- Limited application
- applies knowledge of market segmentation to CB once.
- Developed application
- +
- applies knowledge of market segmentation to CB twice.

Solution 1

- ■
- customers are becoming more aware of the health effects of consuming too much caffeine or sugar in their drinks.
- ■
- operates in prime areas
- ■
- use fair trade coffee beans
- ■
- customers environmentally conscious.
- ■

Solution 1

- highly competitive/dynamic business environment
- ■
- currently operates in the mass market.
- ■
- target young professionals, students and tourists
- ■
- research shows customers want healthy food options
- ■
- use of answer from 1(b)(i)/decreasing profit
- ■

Solution 1

- use of information from table 1.1 – e.g. rising costs/increasing revenue
- AO3 Analysis
- Limited analysis
 - – candidate shows one link in the chain of analysis.
- Developed analysis
 - – candidate shows two or more links in the chain of analysis.
- Arguments for greater use of market segmentation:
 - ■
- Better targeting of customer needs – tailor products and marketing more effectively.

Solution 1

- ■
- Improved marketing efficiency – marketing campaigns can be more cost-effective and impactful when aimed at specific
- segments.
- ■
- Become more competitive – attracting a wider customer base
- 9609/21
- October/November 2025
- Arguments against greater use of market segmentation:
- ■

Solution 1

- increased complexity and costs – may require changes in product lines, marketing strategies, and store layouts,
- increasing operational complexity and costs.
- ■
- further investment required – causing a strain on resources.
- ■
- risk of alienating existing customers – might confuse or alienate loyal customers who value the current broad appeal.
- ■
- maintaining a consistent brand image across – marketing becomes expensive and challenging

Solution 1

- ■
- limited capacity to implement segmentation – may lack the data analytics capabilities or marketing expertise needed to
- effectively identify and serve distinct segments.
- AO4 Evaluation
- Limited evaluation
 - – unsupported judgement and/or a weak attempt at evaluative comment
- Developed evaluation
 - – supported judgement and/or reasonable evaluative comment
- Developed evaluation in context

Solution 1

- – supported judgement in context and/or reasonable evaluative comment in context.
- While market segmentation offers opportunities for CB to better meet customer needs and stand out in a competitive
- market, it also introduces risks and costs. A balanced approach may be most suitable – CB could begin with light
- segmentation (e.g. offering healthier food options) while maintaining its mass market appeal. This would allow CB to test
- the effectiveness of segmentation without overcommitting resources.
- Other evaluative arguments may include:
 - ■

Solution 1

- target market – how to identify and attract a different market segment and costs involved
- ■
- selling at a lower price might damage the brand reputation.
- ■
- choice depends on operating costs, and customer preferences
- ■
- CB would need to conduct market research to determine which method would be more effective in increasing demand
- for its products
- ■

Solution 1

- a recommendation which could be that related to one method or could be that a combination is better. this helps CB to
- appeal to customers with different needs.
- ■
- yes, it should/should not with justification
- Evaluation must be clearly related to market segmentation
- Accept all valid responses.
- 9609/21
- October/November 2025

Question 1

9609/22 N25 ■ Q1 ■ 30 marks

1 The Research Agency (TRA)

TRA is a quaternary sector business. It is the market leader in providing social media data to food manufacturers in country F. TRA's market has grown by 40% over the last year.

DF is a multinational business that specialises in non-alcoholic drinks. DF has asked TRA for data about a new bottle of water with pod attachments. The pods give a fruity flavour which is combined with sparkling water. TRA has sampled 8000 potential consumers on social media to identify their favourite fruity flavour (see Fig. 1.1).

Question 1

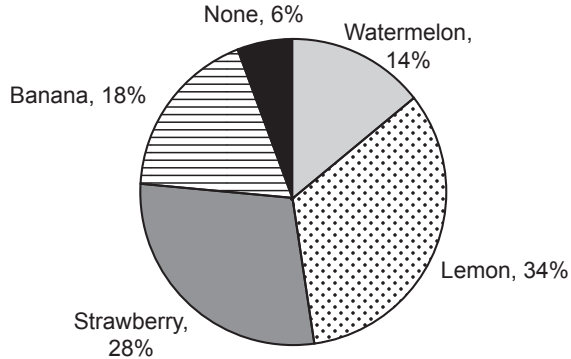


Fig. 1.1 Data about consumer flavour preferences for DF

Question 1

TRA employs 65 researchers. Since 2020, all of these employees work from home. They are provided with all the necessary IT equipment and a high-speed internet connection. However, motivation is poor, and this has led to high labour turnover. The Human Resource Director has received some feedback from employees. Fig. 1.2 shows some of this feedback.

10

- I hate being so isolated – I never get to speak to any other employees.
- I have to use my own electricity, and the cost has doubled in the last two years.
- I know some employees are not working very hard, but they get paid the same as me. It's not fair!

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Fig. 1.2 summary of feedback from employees at TRA

(a) (i) Identify **one** stage of the transformational process.

[1]

Question 1

- (ii) Explain the term *multinational business*. [3]
- (b) (i) Refer to Fig 1.1 and other information. Calculate the combined total number of potential consumers who would prefer lemon or strawberry flavoured water. [3]
- (ii) Explain **one** reason why TRA uses sampling. [3]
- (c) Refer to Fig 1.1 and other information. Analyse **two** reasons why the data collected for DF may not be reliable. [8]
- (d) Evaluate the most effective way for TRA to improve the motivation of the home working employees. [12]

Solution 1

(a)(i) Mark scheme

- Identify one stage of the transformational process.
- Responses include:
- The stages of the transformational process:
 - ■
- Inputs
 - ■
- Adding value / production / manufacturing / operations / process
- ■

Solution 1

- Outputs
- Do not accept examples of inputs and outputs
- 1

Solution 1

(a)(ii) Mark scheme

- Explain the term multinational business.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a
- business context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of a multinational businesses
- (max 1 mark).
- Must be knowledge that shows clear distinction between a national and international business including:
 - ■
 - Capital in more than one country
 - ■
 - Operates in more than one country

Solution 1

- 3
- 9609/22
- October/November 2025
- AO2 Application
- Limited application
- applies knowledge of a multinational business to a business context.
- Developed application
- +
- applies knowledge of a multinational business to a business context.
- ■

Solution 1

- Any exemplification of a multinational business (not just naming a MNC)
- ■
- A business might have production factories in country F and another country
- ■
- Can take advantage of lower cost production in low-income countries
- ■
- Benefits of lower transport costs and better market information about consumer tastes etc
- ■
- Can bring the business closer to their main markets

Solution 1

- ■
- Can take advantage of relatively weak government restrictions.
- ■
- May avoid import restrictions by producing in the local country.
- ■
- Gain access to natural resources which might not be available in their base country.
- ■
- Communication links with headquarters may be poor.
- ■

Solution 1

- Language, legal and culture differences could make communications difficult.
- ■
- Coordination with other plants in the multinational group will become more difficult.
- ■
- Skill levels of the local employees may be low, requiring substantial investment in training programmes.
- Do not expect, but reward
- ■
- Can take advantage of comparative/absolute advantage in countries
- ■

Solution 1

- To gain economies of scale
- Accept all valid responses.
- 9609/22
- October/November 2025
- Exemplar and annotations
- Mark Rationale
- A business with capital in more than one country
- . For
- example, a business that has factories in two countries
- to take

Solution 1

- advantage of lower production costs abroad
- .
- 3
- Clear distinction between MN and
- international/national business.
- Example of factories in two
- countries and a benefit.
- Headquarters in one country, but with operating branches in
- another
- . This can allow the business to operate within other

Solution 1

- markets
- to reduce transportation costs
- .
- 3
- Knowledge of an MNC and a
- reason and a benefit.
- Own shops in two or more countries
- so that it can take
- advantage of lower transportation costs
- .

Solution 1

- 2
- Distinction shown by shops in more
- than one country (capital) and
- understanding of a feature of MN.
- Operating in different countries
- by selling goods abroad.
- 1
- A definition, but 'selling abroad' is
- an international business, not a
- multi-national.

Solution 1

- A business that sells in other countries.
- 0
- No credit – this is an international
- business.
- 9609/22
- October/November 2025

Solution 1

(b)(i) Mark scheme

- Refer to Fig 1.1 and other information. Calculate the combined total number of potential consumers who would
- prefer lemon or strawberry flavoured water.
- Formula:
- Number of potential customers = number who prefer lemon + number who prefer strawberry (1 – formula may be inferred
- by correct use of numbers)
- Calculation:

Solution 1

- $34\% \text{ of } 8000 = 2720$ (1)
- $28\% \text{ of } 8000 = 2240$ (1)
- $2720 + 2240 = 4960$ (1 – OFR applies)
- Ans = 4960 (3 marks)
- OR
- $34\% + 28\% = 62(\%)$ (1)
- $62\% \text{ of } 8000$ (1)
- $= 4960$ (1)
- 9609/22
- October/November 2025

Solution 1

- Examples and annotations
- Marks Awarded
- Explanation
- Annotations
- 3 marks
- Correct answer
- 4960
- Working and \$ do not matter.
- Allow one
- to denote the three

Solution 1

- marks next to correct answer.
- 2 marks
- Two of the following:
 - ■
 - Correct formula
 - ■
 - Correct calculation of number
 - who prefer lemon (2720)
 - ■
 - Correct calculation of number

Solution 1

- who prefer strawberry (2240)
- OR
- An incorrect answer with one
- mistake allowing OFR for final
- stage.
- To award two marks, there must be
- ■
- Two
- and a
- OR

Solution 1

- ■
- One
- , one
- and
- one
- 1 mark
- One of the following:
 - ■
 - Correct formula
 - ■

Solution 1

- Correct calculation of number
- who prefer lemon (2720)
- ■
- Correct calculation of number
- who prefer strawberry (2240)
- To award one mark, there must be:
- ■
- One
- and two
- 0 marks

Solution 1

- No creditable content.
- To award zero marks, there must
- be
- ■
- One
- 9609/22
- October/November 2025

Solution 1

(b)(ii) Mark scheme

- Explain one reason why TRA uses sampling.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application
- 2 marks
- 2 marks
- Developed application of one relevant point to a
- business context.

Solution 1

- 1 mark
- Knowledge of one relevant point is used to answer the question.
- 1 mark
- Limited application of one relevant point to a business context.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 1

- Responses may include:
- AO1 Knowledge and understanding
- Identification of a reason why a business uses sampling
- (max 1 mark), including:
 - ■
 - Cheaper/low cost
 - ■
 - Quicker/less time
 - ■
 - More representative

Solution 1

- AO2 Application
- Explanation of a reason why a business uses sampling
- (max 1 mark), including:
 - ■
- Explanation of how this affects market research
- ■
- More practical, for example than asking the entire population
- ■
- Opportunity cost
- 9609/22

Solution 1

- October/November 2025
- Context applied to TRA
- (max 1 mark), including:
 - ■
 - Quaternary sector business
 - ■
 - Market is to provide social media data (vast amounts of data)
 - ■
 - To food manufacturers in country F (large industry)
 - ■

Solution 1

- TRA is the market leader in country F to provide this data
- ■
- Market has grown by over 40% over the last year
- ■
- Sample size is 8000 potential consumers
- ■
- 65 researchers
- ■
- All work from home
- ■

Solution 1

- Use of Fig 1.1
- Accept all valid responses.
- Exemplar and annotations
- Mark Rationale
- Cheaper
- which keeps the cost of market research low
- by
- only asking 8000 potential consumers
- .
- 3

Solution 1

- A reason identified, explained and
- in context, so all 3 marks.
- Faster
- to find out Lemon is the most preferred flavour
- .
- 2
- A reason identified, but not
- explained. The context about
- TRA/DF is fine.
- Makes it cheap

Solution 1

- for TRA.
- 1
- Identification of a reason, but no
- explanation or context. Names are
- not enough for context.
- It allows TRA to find out information about the market. This
- means that it can let DF know that Lemon is the most preferred
- flavour and DF is likely to be able to sell more products.
- 0
- This is a reason to use market

Solution 1

- research – not sampling.
- 9609/22
- October/November 2025

Solution 1

(c) Mark scheme

- Refer to Fig 1.1 and other information. Analyse two reasons why the data collected for DF may not be reliable.
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 1

- AO3 Analysis
- 4 marks
- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that
- identifies connections
- between causes, impacts
- and/or consequences of

Solution 1

- two points.
- ■
- Developed analysis that
- identifies connections
- between causes, impacts
- and/or consequences of
- one point.
- 1
- 1–2 marks
- ■

Solution 1

- Knowledge of two relevant
- points is used to answer the
- question.
- ■
- Knowledge of one relevant
- point is used to answer the
- question.
- 1–2 marks
- ■
- Application of two relevant

Solution 1

- points to a business
- context.
- ■
- Application of one relevant
- point to a business context.
- 1–2 marks
- Limited analysis
- ■
- Limited analysis that
- identifies connections

Solution 1

- between causes, impacts
- and/or consequences of
- two points.
- ■
- Limited analysis that
- identifies connections
- between causes, impacts
- and/or consequences of
- one point.
- 0

Solution 1

- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- Annotate the first reason in the left-hand margin and the second reason in the right-hand margin
- 8
- 9609/22

Solution 1

- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding – reasons why data collected may not be reliable, including:
 - Identification of a reason why market research data may not be reliable
 - , including:
 - ■
 - Bias
 - ■
 - Sample size

Solution 1

- ■
- Sample not representative of the market
- ■
- Wrong/poor questions
- ■
- Wrong media used
- ■
- Human error
- ■
- Poorly defined objectives

Solution 1

- ■
- Time lag between research and implementation
- This is not secondary market research, so do not credit answers about why secondary market research may not be reliable.
- However, answers which suggest the data may have changed (time lag) are acceptable.
- AO2 Application
- Application of the reason to DF
- , including:
- ■

Solution 1

- TRA is the market leader in providing social media data to food manufacturers in country F
- ■
- Market has grown by over 40% over the last year
- ■
- DF specialises in non-alcoholic drinks
- ■
- DF is a multinational business
- ■
- TRA sampled 8000 potential customers

Solution 1

- ■
- Sampled on social media
- ■
- Asked about favourite fruity flavours
- ■
- Use of data in Fig 1.1
- ■
- TRA employs 65 researchers
- ■
- All of TRA's researchers work from home

Solution 1

- ■
- TRA's workers have poor motivation
- ■
- TRA has high labour turnover
- ■
- Suggestion that some TRA employees are not working very hard.
- 9609/22
- October/November 2025
- AO3 Analysis
- Limited analysis of a reason why market research data may not be reliable

Solution 1

- – developed analysis
- , including:
 - ■
- Bias; may mean that potential customers are persuaded to give a wrong answer leading to launching the wrong
- product – low sales.
- ■
- Sample size; not enough people asked which may mean it launches the product with few sales – leading to a loss.
- ■

Solution 1

- Sample representation; not enough different views sought leading to the wrong product being launched – no profit.
- ■
- Wrong/poor questions; potential customers may not know what is being asked, leading to the product not being
- purchased – makes a loss.
- ■
- Wrong media used; if the customers do not tend to use that medium then the results will not transform into sales –
- leading to it not making a profit.
- ■

Solution 1

- Human error; if the results are inaccurate this could lead to the wrong products being launched – ruining the brand
- image of the business.
- ■
- Poorly defined objectives; if the reason for the research is unclear this can lead to the questions not representing what
- the business needs to know – leading to launch of the wrong product and weak sales.
- Accept all valid responses.
- Exemplar and annotations
- AO1 Knowledge

Solution 1

- AO2 Application
- AO3 Analysis
- The wrong questions were
- asked
- ,
- Of the 8000 potential
- customers
- ,
- Which could lead to DF launching
- the wrong flavour

Solution 1

- leading to
- lower sales
- .
- Sampling bias
- .
- By only asking young people about
- their favourite fruity flavour
- ,
- So the flavours only appeal to the
- young, which may lead to lower

Solution 1

- sales of the drink
- and therefore
- decrease DF's profit
- .
- 9609/22
- October/November 2025

Solution 1

(d) Mark scheme

- Evaluate the most effective way for TRA to improve the motivation of the home working employees.
- Level
- AO1 Knowledge and
- understanding
- 2 marks
- AO2 Application
- 2 marks

Solution 1

- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks
- Developed evaluation in
- context
- ■
- A developed

Solution 1

- judgement/conclusion is
- made in the business
- context.
- ■
- Developed evaluative
- comments which balance
- some key arguments in
- the business context.
- 2
- 2 marks

Solution 1

- Developed knowledge
- of relevant key term(s)
- and/or factor(s) is used
- to answer the question.
- 2 marks
- Developed
- application of
- relevant point(s) to
- the business
- context.

Solution 1

- 2 marks
- Developed analysis
- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation
- ■

Solution 1

- A developed
- judgement/conclusion is
- made.
- ■
- Developed evaluative
- comments which balance
- some key arguments.
- o
- 12
- 9609/22

Solution 1

- October/November 2025
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 2 marks
- AO4 Evaluation

Solution 1

- 6 marks
- 1
- 1 mark
- Limited knowledge
- of relevant key term(s)
- and/or factor(s) is used
- to answer the question.
- 1 mark
- Limited application
- of relevant point(s)

Solution 1

- to the business
- context.
- 1 mark
- Limited analysis
- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 1–2 marks

Solution 1

- Limited evaluation
- ■
- A judgement/conclusion
- is made with limited
- supporting
- comment/evidence.
- ■
- An attempt is made to
- balance the arguments.
- 0

Solution 1

- 0 marks
- No creditable response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable response.

Solution 1

- 9609/22
- October/November 2025
- Responses may include:
- AO1 Knowledge and understanding
- Knowledge of ways to improve motivation
- (max 2 marks), including:
- ■
- Payment (financial) methods: time based, salary, piece rates, commission, bonuses, profit sharing, performance-
- related pay, fringe benefits

Solution 1

- ■
- Non-financial motivators: training, opportunities for promotion, development, status, job re-design, team working,
- empowerment, participation, job enrichment
- ■
- Use of the main motivation content theories (Taylor, Mayo, Maslow, Herzberg and McClelland) and motivation process
- theory (Vroom).
- AO2 Application
- Application to TRA
- , including:

Solution 1

- ■
- TRA is the market leader in providing social media data to food manufacturers in country F
- ■
- Market has grown by over 40% over the last year
- ■
- Samples using social media
- ■
- TRA employs 65 researchers
- ■

Solution 1

- High speed internet connection
- ■
- TRA's workers have poor motivation
- ■
- TRA has high labour turnover
- ■
- Suggestion that some TRA employees are not working very hard.
- ■
- Data from Fig 1.2
- —

Solution 1

- I hate being so isolated – I never get to speak to any other employees.
- –
- I have to use my own electricity, and the cost has doubled in the last two years.
- –
- I know some employees are not working very hard, but they get paid the same as me. It's not fair!
- 9609/22
- October/November 2025
- AO3 Analysis
- Limited analysis of ways to improve motivation

Solution 1

- – developed analysis
- , including:
 - ■
- Payment methods: may increase costs – however may make employees work harder for higher pay, leading to
- improved productivity.
- ■
- Non-financial methods; may be less cost or free – leading to higher productivity without impacting the costs of the
- business.
- ■

Solution 1

- Content theories: likely to improve working conditions for the employees leading to increased productivity – however
- may have a significant cost increase leading to lower profit.
- ■
- Process theory: increased productivity for workers who expect increased rewards – however if the employees do not
- believe the promises, then this may increase costs for no benefit.
- AO4 Evaluation
- Limited evaluation of the most effective way to improve motivation
- – developed
- – developed in context

Solution 1

- ,
- including:
- ■
- Relative importance of motivation to TRA – how important is the productivity of employees – likely to be highly
- important due to the quaternary nature of the business.
- ■
- Choice of method depends on; cost of method, likely increases in productivity, finance available, future forecasts in
- market changes, how skilled the researchers job actually is and what training is involved.

Solution 1

- ■
- The impact of the chosen motivation method(s) and the impact of poor motivation / high labour turnover.
- ■
- The extent to which this is a matter of working from home and is inherent in the whole country, as opposed to just TRA
- employees.
- ■
- A judgement that other issues may be more important than motivation of the employees.

Solution 1

- A valid judgement must identify one way to motivate the employees (a 'depends upon' may include more than one because
- it is not a judgement as such). If the candidate gives more than one judgement, only reward the best judgement and put
- SEEN next to the other(s).
- Accept all valid responses.
- 9609/22
- October/November 2025
- Exemplars for awarding evaluation
- Evaluate the most effective way for TRA to improve the motivation of the home working employees.

Solution 1

- L1
- (limited supporting evidence)
- L2
- (developed supporting evidence)
- L3
- (developed supporting evidence with context)
- Money is the most effective way.

Solution 1

- Money is the most effective way,
- because it will allow all of TRA's
- employees to fix the issues which
- they are complaining about.
- Money is the most effective way,
- because it will allow all of TRA's
- employees to fix the issues which
- they are complaining about, such
- as their rising electricity bills.
- TRA should use teamworking as it

Solution 1

- is the best solution.
- TRA should use teamworking as it
- is the best solution because it will
- motivate the employees, without
- adding significantly to the costs of
- the business.
- TRA should use teamworking as it
- is the best solution because it will
- motivate the isolated employees,
- without adding significantly to the

Solution 1

- costs of the business.
- The most effective way depends on
- the type of employees at TRA.
- The most effective way depends on
- the type of employees at TRA. If
- the employees are Theory X, then
- money is more likely to be the best
- way. However, if they are Theory
- Y, then teamworking may be better.
- The most effective way depends on

Solution 1

- the type of employees at TRA. If
- the employees are more concerned
- about their electricity bills, then
- money is more likely to be the best
- way. However, if they are more
- concerned about being isolated,
- then teamworking may be better.
- 9609/22
- October/November 2025

Question 6

9609/11 J25 ■ Q6 ■ 20 marks

- 6** (a) Analyse **two** ways international markets may present different challenges to a business than national markets. [8]
- (b) Evaluate whether customer relationship marketing (CRM) is suitable for all small businesses. [12]

Solution 6

(a) Mark scheme

- Analyse two ways international markets may present different challenges to a business than national markets.
- There are 8 marks in total for Q6(a)
- 4 marks for each of the ways international markets may present different challenges to a business than national markets.
- These 4 marks consist of
 - 1 mark for
 - 1 mark for

Solution 6

- 2 marks for
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- 1
- mark for identifying one way international markets may present different challenges to a business than national
- markets Repeat this for a second identified way.
- NOTE: International markets are global markets outside the international borders of a business's country of citizenship –

Solution 6

- people and businesses from different nations and sharing different cultures may compete in an international market.
- National market is a domestic market for goods and services operating within the borders of, and governed by, the
- regulations of a particular country. A business is likely to be more familiar with trading relationships and regulations and
- there is likely less risk, uncertainty and complexity when operating in a national market.
- 8
- 9609/11
- May/June 2025

Solution 6

- Ways may include:
 - ■
 - International markets may present language challenges to business entrants
 - ■
 - International markets may have business cultures that do not match national market expectations
 - ■
 - Operating in an international market may require more expertise, competence and special management skills
 - ■
 - Competition is likely to be tough and intense in international markets

Solution 6

- ■
- International markets may present more high-risk challenges to businesses, such as political volatility, changing
- fashion, etc
- ■
- International markets may require acceptance of different tariff and non-tariff constraints and local laws and policies
- AO2 Application
- 1 mark for
- of the chosen way. Repeat this for a second identified way.
- ■

Solution 6

- International markets may present language challenges to business entrants – many languages may be used.
- ■
- International markets may have business cultures that do not match national market expectations, e.g. in respect of
 - religion, dress codes, working hours, personal space and facility, and gift giving. An ability to recognise, respect and
 - adapt to these differences may reduce your ability to succeed in an international market.
- ■

Solution 6

- Operating in an international market may require more expertise, competence and special management skills to deal
- with the more complex circumstances and situations like changes in the strategies of governments and the mindsets of
- customers.
- ■
- Competition is likely to be tough and intense in international markets – global competition involves competition not only
- with competitors from home countries, but also with competitors from foreign lands.
- ■

Solution 6

- International markets may present more high-risk challenges to businesses, such as political volatility, changing fashion
- trends, sudden war situations, changing government regulations, and communication barriers.
- ■
- International markets may require acceptance of different tariff and non-tariff constraints and local laws and policies
- enforced in different nations – business relationships may involve complexity and lengthy time dimensions.
- 9609/11
- May/June 2025

Solution 6

- AO3 Analysis
- 2 marks for developed analysis of the chosen way
- Repeat for second identified way.
- 1 mark for limited analysis of the chosen way
- Repeat for second identified way.
- ■
- International markets may present distinctive challenges to national businesses – they may exhibit very unique and
- volatile market situations regulations, and conventions requiring creative, responsive and flexible reactions,
- accommodations and compromises.

Solution 6

- ■
- The business cultures of international markets may be distinctive and unusual and outside the experience of national
- competitors, requiring adaptability and acceptance of unusual and often morally questionable business practices.
- ■
- International markets may be politically volatile requiring fast responses by national business's such as making special
- payments in order to engage in business activity.
- ■

Solution 6

- Local laws and policies in international markets may be unconventional and communication channels may be far from
- transparent-national businesses again may need to balance national standards of business behaviour with international
- market expectations/requirements.
- Accept all valid responses.
- 9609/11
- May/June 2025

Solution 6

(b) Mark scheme

- Evaluate whether customer relationship marketing (CRM) is suitable for all small businesses.
- There are 12 marks for Q6(b)
- 2 marks for
- 2 marks for
- 2 marks for
- 6 marks for
- Indicative content

Solution 6

- Responses may include:
 - AO1 Knowledge and understanding
 - 2 marks for developed knowledge and understanding
 - 1 mark for limited knowledge and understanding
 - ■
- CRM is concerned with forming long-term relationships/bonds with customers, rather than just with immediate sales –
- less transactional or hard selling – more about building emotional connections with customers
- ■

Solution 6

- Customers are put at the centre of marketing strategies in an effort to create customer loyalty and retention through
- developing a unique bond with customers – especially through customers' data and feedback
- ■
- The era of digital marketing has created opportunities for businesses of all sorts to succeed in the journey of
- relationship marketing
- 12
- 9609/11
- May/June 2025

Solution 6

- AO2 Application
- 2 marks for developed application/context
- 1 mark for limited application/context
- ■
- Marketing no longer restricted to developing, selling, and delivering products and services. CRM sees this definition of
- marketing as too restrictive – effective marketing needs to be relationship orientated.
- ■
- Investment into CRM systems is considered to be essential and more effective than transactional marketing for the

Solution 6

- long-term health of all businesses.
- ■
- The marketing concept of using a relational software database to gather data on customer transactions for use in
- marketing and sales programmes has been developed and expanded into company-wide CRM systems – initially
- sophisticated technology orientated systems developed in/for large businesses to create, manage, and organise data
- in a way that drives sales and revenue through creating connections and long-term relationships.
- ■

Solution 6

- More recently, small business CRM systems have been devised to enhance the small business customer experience
- with a focus on social relationships and personal care programmes that foster customer commitment and builds trust
- between a business and its customers.
- ■
- Small businesses are often partnerships, sole proprietorships, or private limited companies
- ■
- Have relatively small numbers of employees, relatively low annual revenue/turnover, few human resources, and low

Solution 6

- up-front capital (vary between 'micro' businesses with less than 10 employees/turnover less than £2m – 'small')
- businesses with 10–50 employees and £2–10m turnover, to MSE's with 50–250 employees and £50–250m turnover)
- 9609/11
- May/June 2025
- AO3 Analysis
- 2 marks for developed analysis
- 1 mark for limited analysis
- The benefits of CRM programmes are said to include the following: -
 - ■

Solution 6

- The possibility of selling more – returning customers tend to purchase more than first-time customers as a
- consequence of a stronger relationship.
- ■
- CRM acts as an advertising method for a product – customers satisfied with a product leave good reviews and
- communicate to others positive experiences.
- ■
- Loyal customers created by CRM tend to purchase new and upcoming products due to positive experiences in the past
- – saving advertising costs.

Solution 6

- ■
- CRM forces a business and brand to focus on long-term goals rather than short-term success.
- ■
- CRM, in developing a personal relationship with the customer, helps create a viral positive one-to-one marketing.
- ■
- CRM provides opportunities to solve problems immediately -opportunity to repair product failures – problem-solving via
- the customer service communications to Twitter accounts or person visits
- The limitations of CRM are said to include the following:

Solution 6

- ■
- The primary limitation is said to be cost – it leads to higher costs per individual customer, with no guarantee of a quick
- return.
- ■
- CRM software is often designed to meet the needs of large businesses – can be daunting for smaller businesses
- lacking the staff time and financial resources.
- ■
- Even simple CRM systems are expensive – investment costs are high – may be inaccessible to a small business.

Solution 6

- ■
- CRM raises the expectations of customers – time and resource consuming – it takes many transactions to establish a
- trusting relationship that garners results.
- ■
- CRM likely to require a significant change in business culture and employee roles – the change from a product centric
- business to a customer/client end user centric business is a demanding one – there may be resistance to change, e.g.
- IT moves from a customer supportive role to a customer enabling role.
- ■

Solution 6

- CRM may treat new customers as a secondary commodity – CRM focus is on retaining and supporting the current
- customer base – new customers could be overlooked or ignored.
- 9609/11
- May/June 2025
- AO4 Evaluation: Up to 6 marks for evaluation:
- Developed/Supported judgement in context
- 6 marks
- Developed/Reasonable evaluative comments in context
- 5 marks

Solution 6

- Developed/Supported judgement without context
- 4 marks
- Developed/Reasonable evaluative comments without context
- 3 marks
- Limited supported judgement
- 2 marks
- An attempt to balance the arguments/Weak attempt at evaluative comments
- 1 mark
- ■

Solution 6

- Judgements/conclusions/critical comments may be made at any point in an essay, not just in a concluding section.
- ■
- A judgement might be made that many small businesses are less likely to adopt a CRM approach due to the potential
- high investment costs, the time risks involved, the complexity of CRM programmes and the limited resource availability.
- ■
- A judgement may be made that potential benefits of a CRM programme/initiative outweigh the costs/risks/potential
- disadvantages.

Solution 6

- ■
- A judgement may be made that it all depends on the 'size' and resources of a 'small' business and the stage of
- development of the business so not all small businesses may rule out investment into CRM.
- ■
- Indeed a judgement may be made that a small business is ideally placed to really benefit from a CRM approach – a
- small business may be more accessible to the customer than a large one – the values, mission, vision clearer in a
- small business – close to the customer.

Solution 6

- ■
- A judgement may be made that CRM is a natural development of effective marketing and is relevant and essential for
- all businesses, including small businesses, and that inexpensive small business CRM systems are increasingly
- available (affordable cloud-based packages).
- ■
- A judgement might be made that the features and benefits of CRM are critical for all businesses – and that even non-
- commercial organisations, such as universities, are adopting CRM programmes in order to improve relationships with

Solution 6

- the students who increasingly assume the role of customers and expect to be heard, respected and satisfied.
- ■
- A judgement might be made that CRM is just one of the latest management fads and that effective businesses have
- always pursued customer relationships and enjoyed the trust and loyalty of customers/clients/end users without the
- adoption of expensive and trendy CRM systems.
- Accept all valid responses.
- 9609/11
- May/June 2025

Solution 6

- Mark Grids for Section B
- Used for Q5(a) and Q6(a)
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 4 marks

Solution 6

- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that identifies connections between causes,
- impacts and/or consequences of two points.
- ■
- Developed analysis that identifies connections between causes,
- impacts and/or consequences of one point.
- 1

Solution 6

- 1–2 marks
- ■
- Knowledge of two
- relevant points is used
- to answer the
- question.
- ■
- Knowledge of one
- relevant point is used
- to answer the

Solution 6

- question.
- 1–2 marks
- ■
- Application of two
- relevant points to a
- business context.
- ■
- Application of one
- relevant point to a
- business context.

Solution 6

- 1–2 marks
- Limited analysis
- ■
- Limited analysis that identifies connections between causes,
- impacts and/or consequences of two points
- ■
- Limited analysis that identifies connections between causes,
- impacts and/or consequences of one point.
- 0
- 0 marks

Solution 6

- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 9609/11
- May/June 2025
- Mark Grids for Section B
- Used for Q5(b) and Q6(b)
- Level

Solution 6

- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- 3

Solution 6

- 5–6 marks
- Developed evaluation in context
- ■
- A developed judgement/conclusion is made in the
- business context.
- ■
- Developed evaluative comments which balance some
- key arguments in the business context.
- 2
- 2 marks

Solution 6

- Developed knowledge
- of relevant key term(s)
- and/or factor(s) is used
- to answer the question.
- 2 marks
- Developed
- application of
- relevant point(s) to the
- business context.
- 2 marks

Solution 6

- Developed
- analysis
- that identifies
- connections
- between causes,
- impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation
- ■

Solution 6

- A developed judgement/conclusion is made.
- ■
- Developed evaluative comments which balance some
- key arguments.
- 1
- 1 mark
- Limited knowledge
- of relevant key term(s)
- and/or factor(s) is used
- to answer the question.

Solution 6

- 1 mark
- Limited application
- of relevant point(s) to
- the business context.
- 1 mark
- Limited analysis
- that identifies
- connections
- between causes,
- impacts and/or

Solution 6

- consequences.
- 1–2 marks
- Limited evaluation
- ■
- A judgement/conclusion is made with limited
- supporting comment/evidence.
- ■
- An attempt is made to balance the arguments.
- 0
- 0 marks

Solution 6

- No creditable response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable
- response.
- 0 marks
- No creditable response.

Question 6

9609/13 J25 ■ Q6 ■ 20 marks

6 (a) Analyse **two** advantages to a business of making ethical decisions. [8]

(b) 'Employees are the most important stakeholder group in a primary sector oil and gas business.'

Evaluate this view. [12]

Solution 6

(a) Mark scheme

- Analyse two advantages to a business of making ethical decisions.
- There are 8 marks in total for Q6(a)
- 4 marks for each advantage given.
- These 4 marks consist of
 - 1 mark for
 - 1 mark for
 - 2 marks for
- Indicative content

Solution 6

- Responses may include:
- AO1 Knowledge and understanding
- 1 mark for
- identifying one advantage
- ■
- Enhanced business reputation
- ■
- Increased employee morale
- ■
- Improved customer trust/loyalty

Solution 6

- ■
- Mitigate legal risks/pressure group criticism
- ■
- Positive social impact
- ■
- May give competitive advantage
- ■
- Ensures long term sustainability
- ■
- Ensures business success

Solution 6

- ■
- Attracts more investors
- ■
- Government support
- ■
- Higher sales
- ■
- Attracts employees
- ■
- Reduce costs

Solution 6

- ■
- Reduce conflict between employees
- 8
- 9609/13
- May/June 2025
- AO2 Application
- 1 mark for
- of the chosen way. Repeat this for the chosen advantage
- ■
- Paying fair/living wages – not employ child labour

Solution 6

- ■
- Committing to sustainability – reduce carbon footprint, recycle, energy efficiency
- ■
- Using Fairtrade suppliers – pay fair price for goods
- ■
- Reducing workforce without layoffs – through consultation with unions
- ■
- Reduce pollution – use more eco-friendly machines
- ■
- Limit advertising to children/parents – ‘pester power’

Solution 6

- ■
- Not take bribes – written into code of conduct
- ■
- Investors feel that their money is being used in a responsible way
- AO3 Analysis
- 2 marks for developed analysis of the chosen analysis
- 1 mark for limited analysis of the chosen analysis
- ■
- Can lead to good publicity and brand image/usp – customers may become loyal
- ■

Solution 6

- Attract ethical customers – a potentially increasing customer base in today's market
- ■
- Ethical businesses are more likely to be awarded government contracts – increase revenue
- ■
- Well qualified staff may be attracted to work for businesses who are the most ethical – competitive advantage.
- ■
- Fosters a culture of fairness and respect within the business – help reduce labour turnover and increase efficiency.

Solution 6

- ■
- Improves the public image of the business – people want to work there, customers want to purchase goods, investment
- ■
- Improves the bottom line of the business – loyal customers – increased profits
- ■
- Appeals to shareholders as there is a growing number of ethical investors – greater investment
- Accept all valid responses.
- 9609/13
- May/June 2025

Solution 6

Solution 6

(b) Mark scheme

- 'Employees are the most important stakeholder group in a primary sector oil and gas business.'
- Evaluate this view.
- There are 12 marks for Q6(b)
 - 2 marks for
 - 2 marks for
 - 2 marks for
 - 6 marks for

Solution 6

- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- 2 marks for developed knowledge and understanding
- 1 mark for limited knowledge and understanding
- ■
- Stakeholders are persons who have an interest in/are affected by a business, such as owners, shareholders,
- customers, suppliers, employees, local communities, government, special interest groups
- ■

Solution 6

- Primary sector oil and gas businesses exist in the energy sector and often span many countries with huge revenues
- and profits.
- ■
- They engage in the exploration and extraction of oil and gas.
- 12
- 9609/13
- May/June 2025
- AO2 Application
- 2 marks for developed application/context

Solution 6

- 1 mark for limited application/context
- ■
- Employees are important as they provide skilled labour and without them the business would not be able to operate
- and make profits.
- ■
- Employees ensure new sites are found, oil and gas is extracted efficiently and safely.
- ■
- Primary sector oil and gas industries can be dangerous and risky- health and safety policies needed to protect

Solution 6

- employees
- ■
- Oil and gas sector produce energy services to power vehicles, heat homes and manufacture steel
- ■
- Sold to petrol/gas stations
- AO3 Analysis
- 2 marks for developed analysis
- 1 mark for limited analysis
- ■

Solution 6

- If the workforce is unhappy about a change in work practices though it might reduce costs in the short run, it may be
 - detrimental if a demotivated workforce affects the quality of production.
 - ■
- If there is strong trade union membership then strike action may occur if demands are not met – this would affect
 - image, stop production, delay deliveries.
 - ■
- Good relationships with employees would improve morale and motivate – lead to improved productivity and lower staff
 - turnover

Solution 6

- ■
- Skilled employees ensure that the business is able to locate and extract the raw materials (oil) thus ensuring sales
- revenue and profits.
- 9609/13
- May/June 2025
- AO4 Evaluation: Up to 6 marks for evaluation:
- Developed/Supported judgement in context
- 6 marks
- Developed/Reasonable evaluative comments in context

Solution 6

- 5 marks
- Developed/Supported judgement without context
- 4 marks
- Developed/Reasonable evaluative comments without context
- 3 marks
- Limited supported judgement
- 2 marks
- An attempt to balance the arguments/Weak attempt at evaluative comments
- 1 mark

Solution 6

- A judgement/conclusion is made as to the view that the main reason for new business failure is the pursuit of growth too
- quickly. Such judgements/conclusions may be made at any point in the essay, not just in a concluding section.
- ■
- A judgement is made that there are a number of factors that impact on the importance of employees as stakeholders
- such as how strong trade unions are, how skilled they are and how easy it is to find new employees.
- ■

Solution 6

- If employees are easy to recruit i.e. unemployment is high, then employee's importance might not be too significant.
- ■
- Business might place more importance on keeping shareholders happy with dividends.
- ■
- A judgement is made that most businesses need to balance the needs of all stakeholders for a successful business
- especially a business as large and complex as those in the oil and gas primary sector.
- ■

Solution 6

- A judgement is made that in the modern era local communities are more willing to protest if their local community will
- potentially be polluted and the resulting negative impact in the news. This however may depend on which country the
- business is operating in.
- ■
- A judgement is made that pressure groups are becoming more visible and any business would be foolish not to take
- them seriously as the impact on brand image and the ability to operate can be significant especially in light of global
- warming.

Solution 6

- ■
- A judgement is made to that very often compromises need to be made in business with negotiations occurring with all
- stakeholder groups.
- ■
- How important are other stakeholders such as shareholders, local communities, suppliers, governments?
- Accept all valid responses.
- 9609/13
- May/June 2025
- Mark Grids for Section B

Solution 6

- Used for Q5(a) and Q6(a)
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 4 marks
- 2

Solution 6

- 3–4 marks
- Developed analysis
- ■
- Developed analysis that identifies connections
- between causes, impacts and/or
- consequences of two points.
- ■
- Developed analysis that identifies connections
- between causes, impacts and/or
- consequences of one point.

Solution 6

- 1
- 1–2 marks
- ■
- Knowledge of two relevant
- points is used to answer the
- question.
- ■
- Knowledge of one relevant
- point is used to answer the
- question.

Solution 6

- 1–2 marks
- ■
- Application of two relevant points to a
- business context.
- ■
- Application of one relevant point to a
- business context.
- 1–2 marks
- Limited analysis
- ■

Solution 6

- Limited analysis that identifies connections
- between causes, impacts and/or
- consequences of two points.
- ■
- Limited analysis that identifies connections
- between causes, impacts and/or
- consequences of one point.
- 0
- 0 marks
- No creditable response.

Solution 6

- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 9609/13
- May/June 2025
- Mark Grids for Section B
- Used for Q5(b) and Q6(b)
- Level
- AO1 Knowledge and

Solution 6

- understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- 3
- 5–6 marks

Solution 6

- Developed evaluation in context
- ■
- A developed judgement/conclusion is
- made in the business context.
- ■
- Developed evaluative comments which
- balance some key arguments in the
- business context.
- 2
- 2 marks

Solution 6

- Developed knowledge of
- relevant key term(s)
- and/or factor(s) is used to
- answer the question.
- 2 marks
- Developed application of
- relevant point(s) to the
- business context.
- 2 marks
- Developed analysis

Solution 6

- that identifies connections
- between causes, impacts
- and/or consequences.
- 3–4 marks
- Developed evaluation
 - ■
- A developed judgement/conclusion is
- made.
- ■
- Developed evaluative comments which

Solution 6

- balance some key arguments.
- 1
- 1 mark
- Limited knowledge
- of relevant key term(s)
- and/or factor(s) is used to
- answer the question.
- 1 mark
- Limited application
- of relevant point(s) to the

Solution 6

- business context.
- 1 mark
- Limited analysis
- that identifies connections
- between causes, impacts
- and/or consequences.
- 1–2 marks
- Limited evaluation
- ■
- A judgement/conclusion is made with

Solution 6

- limited supporting comment/evidence.
- ■
- An attempt is made to balance the
- arguments.
- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks

Solution 6

- No creditable response.
- 0 marks
- No creditable response.

Question 2

9609/1 23 ■ Q2 ■ 5 marks

- 2 (a) Define the term 'sustainability'. [2]
- (b) Explain **one** reason why a manufacturing business might take measures to improve the sustainability of its operations. [3]

Solution 2

(a) Mark scheme

- Define the term 'sustainability'.
- Follow the point-based marking guidance at the top of this mark scheme and use Table A to give marks for each candidate response.
- AO1 out of 2 marks.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding

Solution 2

- ■
- Production systems that prevent waste – by using the minimum of non-renewable resources.
- ■
- Production levels that can be sustained in the future – by using renewable resources.
- ■
- Production levels which have minimum impact on society – by creating minimum levels of waste.
- Accept all valid responses.
- 2

Solution 2

- 9609/01
- For examination
- SPECIMEN
- from 2023

Solution 2

(b) Mark scheme

- Explain one reason why a manufacturing business might take measures to improve the sustainability of its
- operations.
- Follow the point-based marking guidance at the top of this mark scheme and use Table B to give marks for each candidate
- response.
- AO1 out of 1 mark.
- AO2 out of 2 marks.

Solution 2

- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- ■
- The identification of one appropriate reason why a manufacturing business might take measures to improve the
- sustainability of its operations, e.g. to improve company image, to access new markets, happier workforce, avoid
- pressure group activity, responding to legal controls.
- AO2 Application
- ■

Solution 2

- To improve company image more people are becoming willing to value sustainable business activities – and to value and
- support eco-friendly practices, e.g. green consumerism.
- ■
- To gain access to new markets where for example governments give preferential treatment to businesses –
- demonstrating sustainable practices, e.g. renewable energy.
- ■
- A happier and more productive workforce and a potentially more productive one once a business has become greener
- and cleaner – using practices, e.g. responsible disposal of waste.

Solution 2

- Accept all valid responses.
- 3
- AO1
- 1
- AO2
- 2
- 9609/01
- For examination
- SPECIMEN
- from 2023

Question 4

9609/1 23 ■ Q4 ■ 5 marks

4 Analyse one way in which ethics may influence the activities of a business. [5]

Section B Answer one question only. EITHER

[5]

Solution 4

- Analyse one way in which ethics may influence the activities of a business.
- Table C
- Follow the point-based marking guidance at the top of this mark scheme and use this table to give marks for each candidate response.
- AO1 Knowledge and understanding
- 1 mark
- AO2 Application

Solution 4

- 2 marks
- AO3 Analysis
- 2 marks
- Description
- Description
- Description
- 2 marks
- Developed application of one relevant
- point to a business context.

Solution 4

- 2 marks
- Developed analysis that identifies
- connections between causes, impacts
- and/or consequences of one relevant
- point.
- 1 mark
- Knowledge of one relevant point is
- used to answer the question.
- 1 mark

Solution 4

- Limited application of one relevant point to a business context.
- 1 mark
- Limited analysis that identifies connections between causes, impacts and/or consequences of one relevant point.
- 0 marks
- No creditable response.

Solution 4

- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- Indicative content
- Responses may include:
- AO1 Knowledge and understanding
- ■
- The moral principles that guide the way a business behaves – distinguishing between 'right' and 'wrong' and then making

Solution 4

- the 'right' choice.
- 5
- 9609/01
- For examination
- SPECIMEN
- from 2023
- 4
- AO2 Application
- ■

Solution 4

- The objectives of a business may include survival, growth, market domination, profit and the pursuit of any of these may
- well involve ethical dilemmas.
- ■
- Ethical decisions will be required when pressures or demands develop which suggest that business performance can be
- improved through unethical actions.
- AO3 Analysis
- ■

Solution 4

- A business may decide not to engage in unethical practices such as employing child labour, using inferior raw materials,
- engaging in questionable advertising or promotion activities.
- ■
- A business could reject cheap production methods that pollute the environment and add to social costs.
- ■
- A business could decide to be more responsible and avoid locating in countries with low inferior employment conditions.
- ■

Solution 4

- A business could avoid supplying or promoting products that might damage health.
- ■
- A business could avoid exploiting suppliers and develop strong, more trusting partnerships.
- ■
- A business could subscribe to corporate socially responsible practices and objectives.
- ■

Solution 4

- Such ethical decisions and practices will likely build and maintain a positive reputation and prevent financial and legal
- problems.
- ■
- A commitment to ethical business activities will enrich the business culture and encourage more productive relations
- between customers, managers, and employees.
- Accept all valid responses.
- AO1
- 1

Solution 4

- AO2
- 2
- AO3
- 2
- 9609/01
- For examination
- SPECIMEN
- from 2023
- Section B

Solution 4

- Table D
- Use this table to give marks for each candidate response for Questions 5(a) and 6(a).
- Level
- AO1 Knowledge and understanding
- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 4 marks

Solution 4

- Description
- Description
- Description
- 2
- 3–4 marks
- Developed analysis
- ■
- Developed analysis that identifies
- connections between causes, impacts

Solution 4

- and/or consequences of two points.

4 marks

- ■
- Developed analysis that identifies
- connections between causes, impacts
- and/or consequences of one point.

3 marks

- 1
- 1–2 marks

Solution 4

- ■

- Knowledge of two relevant points is
- used to answer the question.

2 marks

- ■

- Knowledge of one relevant point is
- used to answer the question.

1 mark

- 1–2 marks

Solution 4

- ■

- Application of two relevant points to a
- business context.

2 marks

- ■

- Application of one relevant point to a
- business context.

1 mark

- 1–2 marks

Solution 4

- Limited analysis
- ■
- Limited analysis that identifies
- connections between causes, impacts
- and/or consequences of two points.

2 marks

- ■
- Limited analysis that identifies
- connections between causes, impacts

Solution 4

- and/or consequences of one point.

1 mark

- 0
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.

Solution 4

- 9609/01
- For examination
- SPECIMEN
- from 2023
- Table E
- Use this table to give marks for each candidate response for Questions 5(b) and 6(b).
- Level
- AO1 Knowledge and
- understanding

Solution 4

- 2 marks
- AO2 Application
- 2 marks
- AO3 Analysis
- 2 marks
- AO4 Evaluation
- 6 marks
- Description
- Description

Solution 4

- Description
- Description
- 3
- 5–6 marks
- Developed evaluation in
- context
- ■
- A developed judgement/
- conclusion is made in the

Solution 4

- business context.
- ■
- Developed evaluative
- comments which weigh up
- some key arguments in the
- business context.
- 2
- 2 marks
- Developed knowledge of

Solution 4

- relevant key term(s) and/or
- factor(s) is used to answer the
- question.
- 2 marks
- Developed application of
- relevant point(s) to the business
- context.
- 2 marks
- Developed analysis that

Solution 4

- identifies connections between
- causes, impacts and/or
- consequences.
- 3–4 marks
- Developed evaluation
- ■
- A developed judgement/
- conclusion is made.
- ■

Solution 4

- Developed evaluative
- comments which weigh up
- some key arguments.
- 1
- 1 mark
- Limited knowledge of relevant
- key term(s) and/or factor(s) is
- used to answer the question.
- 1 mark

Solution 4

- Limited application of relevant
- point(s) to the business context.
- 1 mark
- Limited analysis that identifies
- connections between causes,
- impacts and/or consequences.
- 1–2 marks
- Limited evaluation
- ■

Solution 4

- A judgement/conclusion
- is made with limited
- supporting comment/
- evidence.
- ■
- An attempt is made to
- weigh up the arguments.
- 0
- 0 marks

Solution 4

- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 0 marks
- No creditable response.
- 9609/01
- For examination

Solution 4

- SPECIMEN
- from 2023
- EITHER