



Cambridge Assessment
International Education

Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Case Study

May/June 2022

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

INSTRUCTIONS

- 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.

INFORMATION

- 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.



Section A

1 Analyse **two** possible benefits to WTZ of introducing Kaizen.

[illegible]

4

2 (a) Refer to lines 71–74. Calculate the:

- (i) cross elasticity of demand of the Hydrocamel following the price reduction of the Hippo Barrel

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..... [2]

- (ii) annual revenue of the Hydrocamel, if its price is reduced by 10%.

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..... [5]

5

- (b)** You may refer to your answer to **2(a)** and other information. Evaluate the usefulness to WTZ of elasticity data when planning its marketing strategy.

[illegible]

3 Evaluate the likely impact on WTZ's future profitability of increased focus on corporate social responsibility (CSR).

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 and Table 2. Calculate for 2022 the:

(i) gearing ratio

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..... [3]

(ii) dividend yield

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..... [2]

(iii) profit margin

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..... [2]

- (b)** You may refer to your answer to **4(a)** and other information. Evaluate the usefulness to WTZ's Board of Directors of ratio analysis when choosing a suitable source of finance for further growth.

[illegible]

[illegible]

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