

Travel and Tourism

Advanced GCE

Unit **G734**: Unit 15 – Marketing in Travel and Tourism

Mark Scheme for June 2011

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Question	Expected Answer	Additional Guidance
<p>1(a) Explain why it is important for Butlins to know who are its customers. [3 marks] [1+2]</p>	<p>Likely approach: One mark for correct identification, plus up to an additional two marks for explanation.</p> <ul style="list-style-type: none"> • In order to provide right products (✓) at right time (✓) and right place (✓) and right price (✓). • Take up of their products/services will make them successful (✓) (bookings and profit) (✓). • In order that they can target promotions correctly (✓) place in the market (✓). 	<p>Compulsory annotation: ✓ X</p> <p>No other possible answers accepted.</p>
<p>1(b) Explain three methods of primary market research which Butlins could use to find out who might be its potential customers. [6 marks] [1+1]*3</p>	<p>One mark for each correct identification to a maximum of three identifications, plus up to an additional one mark for each of three explanations.</p> <ul style="list-style-type: none"> • Postal Surveys (✓) can be administered through Royal Mail and targeted directly per region (✓). • Observation (✓) the behaviour of customers whilst choosing or participating in (✓). • Focus groups (✓) where people are encouraged to discuss options and feelings about a particular organisation (✓). • Telephone questionnaires (✓) can be automated or not to gather specific information (✓). • Internet questionnaires (✓) large usage from computer users (✓). 	<p>Compulsory annotation: ✓ X</p> <p>Accept if candidates use qualitative and quantitative methods.</p>
<p>1(c) Butlins first opened in 1936 but is now at the rejuvenation/revamp stage of the product life cycle. With reference to Fig.1 and Fig.2 explain why this is the case. [4 marks] [4*1]</p>	<p>Likely approach: Up to four marks for explanation.</p> <ul style="list-style-type: none"> • Growth attributed to investment (✓) and economic slump of recent years where more holidays are taken in UK (✓). • Revival due to new hotels (✓). • Market worth £1.3billion (✓). • New production company (✓). Butlins now in vogue, linked to promotions such as Xfactor and popular music bands which supplement the original Red Coats (✓). • Econ revival of camps 6.4million visitors (✓) encouraged by the new facilities in hotels, e.g. spa, etc (✓). 	<p>Compulsory annotation: ✓ X</p>

Question	Expected Answer	Additional Guidance
<p>1(d) Assess the likely advantages and disadvantages to Butlins of market segmentation. [12 marks] Levels</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes some possible advantage(s)/disadvantage(s) to Butlins of market segmentation. Information may be in the form of a list of advantage(s)/disadvantage(s). There is little or no attempt to assess. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary.</p> <p>Level 2: [5-8 marks] Candidate describes a number of possible advantage(s)/disadvantage(s) to Butlins of market segmentation. Candidate will show an understanding of the question and include explanations of a number of the possible advantage(s)/disadvantage(s) which may be assessed with some success. The assessment in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [9-12 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible advantage(s)/disadvantage(s) to Butlins of market segmentation. Candidate effectively assesses a range of possible advantage(s)/disadvantage(s). There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Indicative content:</p> <p>Advantages</p> <ul style="list-style-type: none"> • Segmentation ensures marketing aimed at correct people such as the conference, wedding markets. • Allows Butlins to target specific groups such as midweek breaks, weekend breaks. 	<p>Additional Guidance</p> <p>Compulsory annotation L1, L2 or L3 at end of response.</p> <p>Level 1: List – maximum 2 marks. 2 identifications plus one description – 2 or 3 marks. 3 identifications and unsupported judgement – 4 marks.</p> <p>Level 2: No list – must at least ‘describe’. Description only – 5 marks. Explanation/analysis – 6 or 7 marks. Evaluative comment – (because...means that....) – 8 marks.</p> <p>Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks. An evaluation/judgement without overall conclusion/prioritisation – 11 marks. With overall supporting conclusion – 12 marks.</p>

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	<ul style="list-style-type: none"> • Identifies market segments only approximate way of targeting customers • Allows good use of marketing resources. • Gives Butlins chance to establish and retain market position in a dynamic and competitive market. • Customer focussed. • Segmentation vital in order that products and services offered by Butlins are effective and not wasted. <p>Disadvantages</p> <ul style="list-style-type: none"> • Small shift in population can affect results. • Small shift in consumer tastes will affect results. • Costs – segments may not be large enough to be profitable. • Segments may not be accessible. • May be instability between the segments. <p>Exemplar response:</p> <p>Advantages for Butlins include finding out who your customers are. You can aim information at different groups of people - this helps as you will save money and not waste valuable marketing budget. If you do not target correctly you will lose money, time and effort; this will result in lost sales and may in fact lead to Butlins closing more sites (L3).</p>	

Question	Expected Answer	Additional Guidance
<p>2(a) Butlins uses discounting to promote late deals. Evaluate other appropriate pricing policies for Butlins. [9 marks] Levels</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes some possible other appropriate pricing policies for Butlins. Information may be in the form of a list of pricing policies. There is little or no attempt to evaluate. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidate describes a number of possible other pricing policies for Butlins. Candidate will show an understanding of the question and include explanations of a number of the possible other pricing policies which may be evaluated with some success. The evaluation in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-9 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible other pricing policies for Butlins. Candidate effectively evaluates a range of possible pricing policies. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Market skimming. • Cost-plus pricing. • Penetration pricing. • Competitive pricing. • Peak/off peak. • Market-led pricing. • Variable. 	<p>Additional Guidance</p> <p>Compulsory annotation L1, L2 or L3 at end of response.</p> <p>Level 1: List – maximum 2 marks. 2 identifications plus one description – 3 marks. 2 identifications and unsupported judgement – 3 marks.</p> <p>Level 2: No list – must at least ‘describe’. Description only – 4 marks. Explanation/analysis – 5 marks. Evaluative comment – (because...means that....) – 6 marks.</p> <p>Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 7 marks. An evaluation/judgement without overall conclusion/prioritisation – 8 marks. With overall supporting conclusion – 9 marks.</p>

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	<p>Exemplar response:</p> <p>Butlins can use variable pricing; this will mean offering prices that are split according to visitor types. The Butlins product range allows plenty of scope to cover this type of pricing strategy as children will be cheaper and sometimes may go free. Variable is good as it seems a fairer system for pricing - it might make the customer feel that they are receiving a good deal as long as the customer prices are not unrealistic (L3).</p>	
<p>2(b) Butlins has a loyalty scheme called 'Premier Club'. Explain two benefits to Butlins of offering such a scheme. [4 marks] [1+1]*2</p>	<p>One mark for each correct identification to a maximum of two identifications, plus up to an additional one mark for each of two explanations.</p> <ul style="list-style-type: none"> • Encourages customers to return and rebook (✓). Gives Butlins more business/profit (✓). • Butlins know who their customers are (repeat visitors) (✓) therefore can cater for them specifically (✓). • It is a useful marketing tool (✓) able to keep mailing list of serious customers (✓) • Monitor bookings (✓) spending habits can be analysed (✓). 	<p>Compulsory annotation: ✓ X</p>
<p>2(c) Butlins is a name synonymous with holiday camps. Assess the importance to organisations such as Butlins of having a strong brand. [12 marks] Levels</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes some possible reasons why it is important to organisations such as Butlins of having a strong brand. Information may be in the form of a list of reasons. There is little or no attempt to assess. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary.</p> <p>Level 2: [5-8 marks] Candidate describes a number of possible reasons why it is important to organisations such as Butlins of having a strong brand. Candidate will show an understanding of the question and include explanations of a number of the possible reasons which may be assessed with some success. The assessment in the most part is accurate and relevant. The answer is relevant and accurate and shows</p>	<p>Compulsory annotation L1, L2 or L3 at end of response.</p> <p>Level 1: List – maximum 2 marks. 2 identifications plus one description – 2 or 3 marks. 3 identifications and unsupported judgement – 4 marks.</p> <p>Level 2: No list – must at least 'describe'. Description only – 5 marks. Explanation/analysis – 6 or 7 marks. Evaluative comment –</p>

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	<p>reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [9-12 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible reasons why it is important to organisations such as Butlins of having a strong brand. Candidate effectively assesses a range of possible reasons. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Gives it a distinct image/influence. • Reinforces image. • Powerful marketing tool. • Easily identifiable. • Helps establish specific segments. • Converts into business/profit/turnover. • Increase market share. • Increase sales. • Create new business. • Butlins may still have a negative link to poor quality, cheap, working class accommodation/entertainment – brand in 2011 needs to be able to shake off such an image. <p>Exemplar response:</p> <p>A strong brand is always useful in the tourism industry; it makes you stand out from the crowd like Virgin. Without having this strong brand Butlins would possibly lose its market share. Losing the share of its market will result in greater negative coverage and Butlins already suffers from a working-class tag that it is clearly trying to distance itself from (L3).</p>	<p>(because...means that....) – 8 marks.</p> <p>Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks. An evaluation/judgement without overall conclusion/prioritisation – 11 marks. With overall supporting conclusion – 12 marks.</p>

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<p>3(a) Describe how the advertisement shown in Fig. 4 is likely to grasp the Attention and Interest of the reader. [4 marks] [4*1]</p>	<p>Likely approach: Up to two marks for description related to attention and up to two marks for description related to interest.</p> <p>Indicative content:</p> <p>Attention:</p> <ul style="list-style-type: none"> • Font size (✓). • Colour (✓). • Clarity (✓). • Boldness (✓). • Picture (✓). • Use of words and use of pictures (✓). <p>Interest:</p> <ul style="list-style-type: none"> • Use of children in the picture (✓). • Activities in the hotel (✓). • Bear with message (✓). • Price details for today only (✓). 	<p>Compulsory annotation: ✓ X</p>
<p>3(b)* Butlins is keen to increase its conference and wedding bookings. Evaluate how Butlins might increase the bookings of its conference and wedding facilities. [12 marks] Levels</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes some possible ways in which Butlins might increase the bookings of its conference and wedding facilities. Information may be in the form of a list of ways. There is little or no attempt to evaluate. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary. <i>Candidate communicates at least one point using some appropriate terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.</i></p>	<p>This is the question assessing QWC.</p> <p>Compulsory annotation L1, L2 or L3 at end of response.</p> <p>Level 1: List – maximum 2 marks. 2 identifications plus one description – 2 or 3 marks. 3 identifications and unsupported judgement – 4 marks.</p> <p>Level 2:</p>

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	<p>Level 2: [5-8 marks] Candidate describes a number of possible ways in which Butlins might increase the bookings of its conference and wedding facilities. Candidate will show an understanding of the question and include explanations of a number of the possible ways which may be evaluated with some success. The evaluation in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. <i>Candidate has a limited ability to organise relevant material. Some appropriate terminology used. Sentences are not always relevant with material presented in a way that does not always address the question. There may be noticeable errors of grammar, punctuation and spelling.</i></p> <p>Level 3: [9-12 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible ways in which Butlins might increase the bookings of its conference and wedding facilities. Candidate effectively evaluates a range of possible ways. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. <i>Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately. Sentences, consistently are well structured in a way that directly answers the question. There will be few, if any errors of grammar, punctuation and spelling.</i></p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Offers/deals/pricing must be carefully targeted – adverts, internet, radio, television. • Seasonal/times of the year placement. • Use of professional/trade journals/magazines/newspapers/brochures. • Wedding brochures. • Attendance at Wedding and Conference fairs/exhibitions. 	<p>No list – must at least ‘describe’. Description only – 5 marks. Explanation/analysis – 6 or 7 marks. Evaluative comment – (because...means that...) – 8 marks.</p> <p>Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks. An evaluation/judgement without overall conclusion/prioritisation – 11 marks. With overall supporting conclusion – 12 marks.</p>

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	<p>Exemplar response:</p> <p>Butlins can increase the bookings by doing a lot more advertising and promotional work that is aimed at the correct market. They could target people at certain times of the year and make discounts although this might be costly to them. Accurate targeting would involve the use of professional journals or magazines where these types of customers would naturally look to book. This might allow a strong opportunity for success if the cost is not too prohibited - the take up would need to be monitored and seasonality of adverts would need to be checked (L3).</p>	
<p>3(c) Butlins brochures are available by post or to download on the Internet. Discuss the reasons why Butlins provides its brochures through both of these types of media communication. [9 marks] Levels</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes some possible reasons why Butlins provides its brochures through both of these types of media communication. Information may be in the form of a list of reasons. There is little or no attempt to discuss. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidate describes a number of possible reasons why Butlins provides its brochures through both of these types of media communication. Candidate will show an understanding of the question and include explanations of a number of the possible reasons which may be discussed with some success. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-9 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible reasons why Butlins provides its brochures through both of these types of media communication. Candidate effectively discusses a range of possible reasons. There is sound and frequent</p>	<p>Compulsory annotation L1, L2 or L3 at end of response.</p> <p>Level 1: List – maximum 2 marks. 2 identifications plus one description – 3 marks. 2 identifications and unsupported judgement – 3 marks.</p> <p>Level 2: No list – must at least ‘describe’. Description only – 4 marks. Explanation/analysis – 5 marks. Evaluative comment – (because...means that....) – 6 marks.</p> <p>Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both</p>

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	<p>evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Internet cheap and good to monitor (numbers of interest/hits). • Quick responses. • Instant collect of names/addresses no time delay. • Customers can view products straight away. • Not good if you don't have the Internet or if Internet crashes. • Some people like to look through brochures and don't trust the Internet. • Internet may not be to the liking of some target markets, e.g. grey market. <p>Exemplar response:</p> <p>Its good that Butlins offers both types of media as it helps to cover all types of people. Not everyone has Internet particularly the older generation. This would allow Butlins to cover all customer types and postal brochures can be simply downloaded and look the same so no-one is missing out (L3).</p>	<p>sides – 7 marks.</p> <p>An evaluation/judgement without overall conclusion/prioritisation – 8 marks.</p> <p>With overall supporting conclusion – 9 marks.</p>

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<p>4(a) Discuss the benefits to Butlins of winning industry awards. [6 marks] Levels</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes some possible benefits to Butlins of winning industry awards. Information may be in the form of a list of benefits. There is little or no attempt to discuss. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible benefits to Butlins of winning industry awards. Candidate effectively discusses a range of possible benefits. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Recognition by general public. • May increase bookings. • Publicity in promotions. • Use on all print/Internet to advertise. • Reputation; enhances prestige shows good standards; gives consumer confidence. • Can be costly, time consuming for staff, completing forms and gathering evidence, may not always succeed in gaining award. Not taken seriously by general public, has little meaning therefore poor significance to customer. <p>Exemplar response:</p> <p>Butlins can advertise that they have won awards - it sounds good and people will be impressed. It may lead to a growth in bookings - this may be hard to quantify as you may never know what made that person be impressed. The time and effort involved in these awards is sometimes too great to justify (L2).</p>	<p>Compulsory annotation L1 or L2 at end of response.</p> <p>Level 1: List of points – maximum 1 mark. Description – up to 2 marks. Explanation/unsupported judgements/limited discussion – up to 3 marks.</p> <p>Level 2: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 4 marks. An evaluation/judgement without overall conclusion/prioritisation – 5 marks. With overall supporting conclusion – 6 marks.</p>

Question	Expected Answer	Additional Guidance
<p>4(b)(i) Discuss the likely benefits to Butlins of television advertising. [6 marks] [Levels]</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes some possible benefits to Butlins of television advertising. Information may be in the form of a list of benefits. There is little or no attempt to discuss. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible benefits to Butlins of television advertising. Candidate effectively discusses a range of possible benefits. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Extensive coverage. • Can choose timing and placement to fit with budget. Can link to programme(s) that are appropriate to the product. • Timing. • Can be costly. • Needs to look professional for take up to be successful. • If bookings are already up why go to the expense? <p>Exemplar response:</p> <p>Television advertising is the best as television advertising is watched by virtually everyone. Butlins can have colour, movement and music to help you remember the advertisement. The advertisements are not cheap but regional advertisements can be made to make it more appealing to the local market (L2).</p>	<p>Compulsory annotation L1 or L2 at end of response.</p> <p>Level 1: List of points – maximum 1 mark. Description – up to 2 marks. Explanation/unsupported judgements/limited discussion – up to 3 marks.</p> <p>Level 2: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 4 marks. An evaluation/judgement without overall conclusion/prioritisation – 5 marks. With overall supporting conclusion – 6 marks.</p>

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<p>4(b)(ii) Explain two roles of the ASA (Advertising Standards Authority). [4 marks] [1+1]*2</p>	<p>One mark for each correct identification to a maximum of two identifications, plus up to an additional one mark for each of two explanations.</p> <ul style="list-style-type: none"> • Regulates all advertising on commercial television (✓) and sets over 40 different standards that advertisers must comply with (✓). • Must comply with Race Relations Act and Sex Discrimination Act (✓). • Alcohol, lottery, etc cannot be aimed at under 16 year olds (✓). • Products cannot be described as free unless there is no cost other than package and posting (✓). • Drinking of alcohol must not be seen as an essential attribute of masculinity (✓). • No advert may lead children to believe that if they do not have a product or service that they will be inferior to other children (✓). 	<p>Compulsory annotation: ✓ X</p>
<p>4(c) Discuss the importance of public relations (PR) to Butlins during the launch of the Ocean Hotel at Bognor Regis. [9 marks] Levels</p>	<p>Levels of response marking.</p> <p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes some possible reasons why PR is important to Butlins during the launch of the Ocean Hotel at Bognor Regis. Information may be in the form of a list of reasons. There is little or no attempt to discuss. The answer is basic and shows limited knowledge and understanding of concepts and principles with limited use of specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidate describes a number of possible reasons why PR is important to Butlins during the launch of the Ocean Hotel at Bognor Regis. Candidate will show an understanding of the question and include explanations of a number of the possible reasons which may be discussed with some success. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p>Compulsory annotation L1, L2 or L3 at end of response.</p> <p>Level 1: List – maximum 2 marks. 2 identifications plus one description – 3 marks. 2 identifications and unsupported judgement – 3 marks.</p> <p>Level 2: No list – must at least ‘describe’. Description only – 4 marks. Explanation/analysis – 5 marks. Evaluative comment – (because...means that....) – 6 marks.</p>

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	<p>Level 3: [7-9 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the possible reasons why PR is important to Butlins during the launch of the Ocean Hotel at Bognor Regis. Candidate effectively discusses a range of possible reasons. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Creates instant awareness if undertaken correctly. • Proactive PR – will give positive national coverage and Butlins will gain more sales. • Strong relationship with media generated and this can be used to help launch the newly opened hotel. • Careful planning and schedules of PR helps Butlins to keep story in the papers and other media. • Can convert to links in monetary value that can be assessed by Butlins and monitored for future campaigns. • Creates a positive image. • Creates interest in the product. • Extends the target market. • Makes customers aware of the product. • Encourages previous customers to return. <p>Exemplar response:</p> <p>When you are launching a new product it is vital that PR works for you. By getting lots of coverage you will let everyone know that Butlins has something new, even if they might not be interested at first. PR is a very effective tool at getting just the right information over to the customer - this will create a better opportunity for Butlins to succeed in the long term (L3).</p>	<p>Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 7 marks. An evaluation/judgement without overall conclusion/prioritisation – 8 marks. With overall supporting conclusion – 9 marks.</p>

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