

Cambridge Technicals

Sport

Unit 21: The business of sport

Level 3 Cambridge Technical in Sport and Physical Activity
05872

Mark Scheme for June 2018

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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Question		Answer	Marks	Guidance
Section A	1	1. A. To fulfil a specific social purpose	1	
	2	Two marks from:	2	
		1. Workforce involves large teams of people/lots of people work for them		
		2. Product may be tailored to suit different countries		
		3. Complex (hierarchical) structures / lots of layers of management		
		4. Often have lots of sites or locations / sites in different places or countries (but not necessarily in every country they trade in)		
		5. May deal in export / utilise intermediaries		
		6. Target group is international		Do not accept: target group is worldwide/global
		7. May be private or voluntary / unlikely to be public		

Question		Answer	Marks	Guidance
	3	One mark from:	1	Accept any relevant example
		1. Customer/s		
		2. Competitor/s		
		3. Intermediary, e.g. a consultant or agent		
		4. Supplier/s		
		5. Other stakeholders, e.g. shareholders		
	4	One mark:	1	
		1. B Schools/colleges		
	5	One mark:	1	
		1. D Seasonal		

Question		Answer	Marks	Guidance
	6	Four marks from:	4	Accept any answer which conveys these terms
		1. Long-term		
		2. Retain customers/loyalty bonuses or offers or discounts/reward schemes		
		3. Customer service is a priority/important/listen to needs of customers/respectful to customer		
		4. Frequent customer contact/good communication/spend time with the customer		
		5. High degree of customer commitment		
		6. Seller-customer interaction is based upon cooperation/trust/good relationships		
		7. Quality is a companywide commitment		

Question		Answer	Marks	Guidance
	7	Four marks from:	4	
		1. profitability/maximising income/share price/increased sponsorship or advertising		
		2. customer satisfaction/low number of complaints		
		3. growth/reach/inclusion of product/service e.g. sell more tickets/merchandise/bigger fan base		
		4. reputation		
		5. repeat business/customers or supporters return each week/customer or supporter loyalty/customer or supporter retention		
		6. expansion of organisation or a growth in the required workforce due to success on the pitch		
		7. legacy		
		8. winning trophies/competitions/awards		
		9. recognisability or improved profile of the club		

Question		Answer	Marks	Guidance
	8	Four marks from:	4	Accept negatives e.g. reputation goes down if company pollute local environment
		1. a way to meet social and community obligations		
		2. improves organisation's reputation/profile		DNA well known – in question
		3. develop positive corporate image		
		4. can be used as a marketing tool/strategy to promote the business e.g. advertising		
		5. can increase commercial success		
		6. reaching and engaging with more people (from across the entire social and demographic spectrum)/attract more customers/better workforce		
		7. regulatory requirement for many sports organisations		
		8. can enable access to funding		
		9. it is the correct thing to do ethically/morally		
		10. consumers are increasingly focussed on CSR issues		
		11. sport is an effective CSR medium or sport reflects the values of CSR		Accept examples of values such as fair play, caring for the community, inclusivity
		12. CSR more part of the culture of sports organisations now than previously		

Question		Answer	Marks	Guidance
	9	Four marks from:	4	Submax 2 without e.g.s. 2 e.g.s needed for Max
		1. Cheating, such as the use of illegal equipment, foul play e.g. ball tampering, professional foul		Accept implied examples
		2. Match fixing, such as throwing a game, betting patterns, spot fixing, insider dealings e.g. planned bowling of no-balls by Pakistan cricketers vs. England in August 2010 for betting purposes		
		3. Doping, such as use of banned substances/performance enhancing drugs, blood doping, sports not part of the WADA code e.g. Russian Olympic and Winter Olympic ban		
		4. Breaching financial regulations, such as financial fair play in football, salary caps, tax evasion & avoidance e.g. 2 million euro fine for Lionel Messi for tax fraud in Spain		
		5. Bribes & kickbacks, linked to vote rigging regarding hosting of major events e.g. FIFA bribes scandal		
		6. Money laundering through sport, e.g. investment into sports clubs from unregulated sources		

Question		Answer	Marks	Guidance
	10	Three marks from	3	Accept any example in these categories
		1. Sports clubs		
		2. Community based organisations e.g. sports/leisure centres		
		3. Local schools/colleges		
		4. Individual athletes/performers/coaches		

Question		Answer	Marks	Guidance
11		Four marks from:	4	Accept any examples from any sport and physical activity which reflect these categories
		1. increase in revenue/revenue streams to reinvest in sport		
		2. allows investment in/improvement to stadia & spectator facilities		
		3. allows improvement to training facilities/training of coaches/provision for performers		
		4. sports are competing with other forms of entertainment and one another for spectators/fans/customers/performers/revenue/media coverage		
		5. sports need to be self-sufficient rather than rely on funding/public money if possible		
		6. increased recruitment and development of employees/players/creates new job roles (e.g. social media manager/more money to buy players)		
		7. increase exposure to a national/international/global audience or increased fan base/reach		
		8. enables global brand recognition/more awareness (e.g. sponsoring a star athlete or elite club) or increased product range, e.g. sportswear, live events, televised events		
		9. increases participation/make the sport more fashionable or popular		
12		One mark:	1	
		1. D UK Sport		

Question	Answer		Marks	Guidance
Section B	13	Five marks from:	5	Explanations need to be based within the context of sport Accept applied examples Synoptic marks linked to Unit 3, LO4 Sub max 3 without examples Need 2 examples for Max
		1. (Cost) Little or no cost involved in engaging volunteers compared with paid members of staff e.g. free stewards at athletics events		
		2. (Nature of organisations) one-off/infrequent events/large events e.g. Commonwealth Games		
		3. avoids legal/contract issues e.g. no need restrictions created by payment terms		
		4. (positive reflection of organisation) Helps promote a positive image of an organisation which values volunteer input e.g. demonstrates the organisation has a positive social responsibility towards the people it works with		
		5. Supporting employability and development of skills or permits volunteers to gain valuable experience of a particular area to enhance their paid employment prospects/social development / team working, e.g. working in a paid football / rugby stewarding role is valuable work experience		
		6. supporting local communities/pride in the community e.g. demonstrates a genuine commitment to engaging with local people to get them involved with promoting a cycling event in conjunction with the local community		

Question	Answer	Marks	Guidance
	7. They are enthusiastic/passionate and can motivate others/want to be involved/engaged/they are interested in sport		
	8. (Inclusion) Engaging with a broader working group who may otherwise not work in a sports business,,e.g. ball boys/girls at Wimbledon who wouldn't otherwise work in sport		
	9. (Meeting objectives) Limited funds are saved by using volunteers to help reach financial objectives,e.g. Olympic Games / e.g. rapid engagement of staff to achieve business objectives, e.g. staff acting in a customer service role at tennis competition		
	10. (Funding criteria) Limited funding may necessitate the use of volunteers as opposed to paid employees,,e.g. at large athletics events		
	11. (Advocacy) Reliance on the support of volunteers to provide a particular service,,e.g. customer guides at large sporting events		
	12. Corporate Social Responsibility or demonstrates engagement with local communities and the value of volunteers from these communities, e.g. local cycle / running road races using local volunteers		

Question		Answer	Marks	Guidance
	14	Five marks from:	5	
		1. Quality of footwear products – e.g. range - could offer styles/makes that are more unique/not best sellers, that larger suppliers don't stock		
		2. Identification and understanding of the target audience who will be purchasing their shoe products – e.g. could offer more half sizes which main suppliers often don't stock; could look to get 'last seasons' products cheap and offer better value that way		
		3. Offers and discounts – e.g. could try to team up with less popular brands which larger suppliers don't favour and offer promotions/exposure on their products		
		4. Loyalty/reward schemes for customers – e.g. discounts on future purchases; rewards for recommending to others that leads to them making a purchase		
		5. Quality of customer service - e.g. deal with returns and complaints, more personal service		
		6. Implementing effective marketing and promotion of their business/website – e.g. could be more targeted/personal as dealing with smaller clientele (initially)		
		7. Benchmarking and adopting best practice to attract & retain customers in relation to competitor sport shoe retailers – e.g. good quality information on website for each product, explaining the pros and cons of different footwear choices (such as specific use or cross trainers; moulded studs or blades, etc...)		
		8. Ensuring competitiveness in relation to competitor sport shoe retailers – e.g. checking main suppliers (e.g. Sports Direct) prices on key popular products to ensure competitive / know you can't compete and change focus		
		9. Establishing a good reputation and positive word of mouth promotion – e.g. make smaller scale/more 'local' an advantage – support local schools/make themselves a recommended provider for PE kits, local sports clubs, etc....		

Question		Answer	Marks	Guidance
	15	Five marks from:	5	
		1. Identify a suitable source of funding		
		2. Complete tender/bid documentation		
		3. Proving a need/demand for service/product		
		4. Identifying clear goals/aim or impact of funding		
		5. Proven/demonstrating ability to deliver outcomes		
		6. Eligibility for funding e.g. must be a recognised sport, size of organisation, location		

Question		Answer	Marks	Guidance
	16	Five marks from	5	Synoptic marks linked to Unit 3, LO1 & LO4
		1. Organisations involved - Local Council engagement e.g. local sports clubs will have a structure with individual positions responsible for local council rules and regulations – e.g. H&S & safeguarding		One mark for highlighting a structure which engages with local councils or an example of how the structure engages with local councils
		2. Method to deliver sports development e.g. establishing a club structure with personnel capable of organising and implementing city & district competitions		
		3. Individuals/small teams of staff		
		4. Can be entrepreneurial or a sports equipment business supplying local schools and clubs		
		5. Can involve shared job roles or may involve several part time staff or many responsibilities		
		6. Target group is local community/small geographical area		
		7. Single site/small number of premises		
		8. Can be private, public or voluntary e.g. source of funding. Can be a retail shop, a local sports centre or a sport specific club run by volunteers		

			Answer	Marks	Guidance
C	17	(a)*	Eight marks from:	8	
			<p>Indicative Content</p> <p>Positive</p> <ol style="list-style-type: none"> Changes in who controls sport, i.e. Increased influence of commercial organisations and media corporations e.g. positive impact of IPL franchise owners is the reinvestment into grassroots cricket Player/career opportunities e.g. offers opportunities for players to achieve high salaries & for women to become fully professional Improved infrastructure e.g. new stadium construction Influence of new technology, e.g. equipment to make key decisions regarding whether a batsman is in or out Influence of media e.g. Changing rules in sport to make more suitable for television coverage, the speed of the T20 game to make it a more engaging product, the introduction of music and coloured kits Exposure and growth in women's cricket e.g. spectators at live games and on TV 		<p>Levels of Response</p> <p>Level 3 (7-8 marks) - a comprehensive answer:</p> <ul style="list-style-type: none"> Detailed knowledge and understanding Effective analysis/evaluation and/or discussion/explanation/development Clear and consistent practical application of knowledge Accurate use of technical and specialist vocabulary High standard of written communication. <p>At Level 3 responses are likely to include: At the top of this level, there is a balanced response of many positive and negative impacts which are identified and discussed in detail.</p> <ul style="list-style-type: none"> Detailed analysis of the impact of commercialisation created by new products such as T20 in cricket Terminology which implies an understanding of the impact of commercialisation created by new products Application to the context of commercialisation created by new products in a sporting environment will be detailed

	Answer	Marks	Guidance
	<p>7. Introduction of Global Sport Brands e.g. equipment and clothing manufacturers</p> <p>8. Increase in participation e.g. more players at grass roots</p> <p>9. Increase in number of elite players/better standard of performance e.g. Success of England men's/women's T20 teams</p> <p>10. Increase in revenue/profit for clubs and governing body e.g. TV rights, sponsorship/advertising, sell more merchandise</p> <p>11. Increase in spectators/fan base</p> <p>Positive/Negative</p> <p>12. Impact of social media – e.g. the constant influence of social media as profiles of players become more prominent – positive in creating more exposure for players, but may also be negative in communicating any associated player scandals very rapidly</p> <p>Negative</p> <p>13. Over reliance on funds/monies from media deals e.g. if the IPL was to fold or not achieve lucrative media deals, this could have a negative impact on both professional and grass roots cricket alike</p> <p>14. More pressure on players i.e. extended seasons, player injuries, player burn out, early retirement</p> <p>15. Media intrusion into sport stars' lives e.g. the requirement to attend more press & media engagements</p>		<ul style="list-style-type: none"> • Several points to be developed and/or exemplified <p>Level 2 (4–6 marks) - a competent answer:</p> <ul style="list-style-type: none"> • Satisfactory knowledge and understanding • Analysis/evaluation and/or discussion/explanation/development attempted with some success • Some success in practical application of knowledge • Technical and specialist vocabulary used with some accuracy • Written communication generally fluent with few errors. <p>At Level 2 responses are likely to include: At the top of this level, several positive and negative impacts are identified and discussed but there may not be equal balance between the two.</p> <ul style="list-style-type: none"> • Satisfactory analysis of the impact of commercialisation created by new products such as T20 in cricket • Attempts to use terminology which implies understanding of the impact of commercialisation created by new products such as T20 in cricket • Application of the impact of commercialisation created by new products such as T20 in cricket a sporting environment may be more vague • Not all points are developed and/or exemplified

	Answer	Marks	Guidance
	<p>16. Rising cost of spectatorship (both live & through media) e.g. the cost of pay per view and increased ticket prices to watch live games may prohibit spectatorship amongst traditional cricket spectator groups</p> <p>17. Disconnect between fans & perform e.g. fans become alienated from the sport, particularly if the cost of spectatorship rises significantly and the standard of performance doesn't give value for money</p> <p>18. Less control by national and international governing bodies – e.g. more control in India (40%) by the IPL could potentially be a negative impact</p> <p>19. Powerful/rich individual clubs holding increasing influence</p> <p>20. Individual players and agents having increasing power rather than clubs e.g. if the huge salaries in the IPL are utilised as an unreasonable bargaining tool by players</p>		<p>Level 1 (1–3 marks) - a limited answer:</p> <ul style="list-style-type: none"> • Basic knowledge and understanding • Little or no attempt to analyse/evaluate and/or discuss/explain/develop • Little or no attempt at practical application of knowledge • Technical and specialist vocabulary used with limited success • Written communication lacks fluency and there will be errors, some of which may be intrusive. <p>At Level 1 responses are likely to include: At the top of this level, either positive or negative impacts are identified.</p> <ul style="list-style-type: none"> • Basic knowledge of the impact of commercialisation created by new products such as T20 in cricket • More descriptive than explanatory, and terminology which implies an understanding of the impact of commercialisation created by new products such as T20 in cricket • Little application to the sporting environment and the impact of commercialisation created by new products such as T20 in cricket; examples may be vague • Few if any developed and/or exemplified points

Question		Answer	Marks	Guidance
	17 (b)	Four marks from:	4	Accept any suitable example for each point
		<p>environmental/ecological</p> <ol style="list-style-type: none"> 1. Pollution caused by more travel (by players/supporters) as sport becomes more nationally/internationally popular 2. Becomes more harmful to the environment/More consumption associated with the sport – e.g. at the games, litter/packaging, etc... <p>economically viable</p> <ol style="list-style-type: none"> 3. Could become over-reliant on the current money generated by media coverage and general popularity 4. Danger of creating a ‘bubble’ where unsustainable amounts of money are spent on (paying) players 5. T20 could be ‘hiding’ the fact that other forms of cricket are not economically viable 6. T20 growing so fast they may not have the money to build new facilities to meet demand <p>creating a lasting legacy</p> <ol style="list-style-type: none"> 7. May only introduce young people to the short form of the game, affecting the long-term status of ‘traditional’ cricket 8. Increasing the gap between professional players and semi-pro/amateur 9. Make the development of talent more commercial/more of a ‘production-line’ 		

Question			Answer	Marks	Guidance
C	17	(c)	Eight marks from:	8	
			1. (Macro environment) Political environment or the perception of a new brand of cricket within the England & Wales Cricket Board or the perception of a new brand of cricket amongst traditional cricket audiences		DNA – Political/Economic/Social and Cultural/Technological on their own. There must be some attempt to explain
			2. (Macro environment) Economic environment or the financial impact on the traditional game or the opportunities for financial benefit brought about by new products such as T20 or the costs associated with developing a new version of the game		
			3. (Macro environment) Social & cultural environment or the appetite amongst the supporters of traditional cricket for a new brand of cricket		
			4. (Macro environment) Technological environment or use of technology which minimises any dispute over umpiring decisions		Examples of technology include Hawk Eye, Hot Spot, Snickometer, Pitch Vision, Spider Cam, Stump Camera, Ball Spin RPM/ Rev Counter, Speed Gun, LED Balls
			5. (Micro environment) competitor or competing summer sports. They will need to research what other sports are doing		DNA (Micro environment) customers or what spectators want to see in modern cricket –as this is given in the Q
			6. (Micro environment) intermediaries, or consultant / agent or those involved in brokering changes to the game between all involved stakeholders. eg They will need to discuss with agents how much appearance money players receive		DNA - individual words competitors / intermediaries /suppliers/ stakeholders on their own. There must be some attempt at explaining
			7. (Micro environment) suppliers or equipment suppliers – cricket equipment, clothing		

Question			Answer	Marks	Guidance
			8. (Micro environment) other stakeholders, or shareholders eg they will need to consider the views of the companies/organisations who are putting money into the game		
			9. (Micro environment) SWOT often utilised to analyse this area of the environment – strengths, weaknesses, opportunities & threats		<p>Students might describe aspects of SWOT which are acceptable as suggested below.</p> <p>Strengths – e.g. Available funding from stakeholders such as the IPL to grow the game at all levels</p> <p>Weaknesses – e.g. Potential for major funders such as the IPL to have too much influence and power at the expense of traditional cricket board(s)/Customers may only be attracted to the new game in the short term and ultimately prefer the more traditional game</p> <p>Opportunities – Growth in audience figures/growth in grassroots participation/ Increased business opportunities for technology and equipment suppliers</p> <p>Threats – e.g. Rival professional cricket competitions/ rival high-profile competitions from other sports/ lack of sustainability of funding due to high salaries of professional players</p>

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