

Cambridge Technicals Sport

Unit 21: The business of sport

Level 3 Cambridge Technical in Sport and Physical Activity
05872

Mark Scheme for January 2020

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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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AnnotationsMultiple Choice Questions

Examiners indicate if an answer given is correct or not by indicating '1' or '0' on the right hand side of the question.

All questions other than Multiple Choice and Extended response question

Tick = correct

Cross = incorrect

BOD = benefit of the doubt given

NBD = no benefit of the doubt given / also used where additional material may have been seen but no more marks gained

NR = no response attempted

SEEN = response been read but no credit given

REP = Point repeated and no further credit given

Extended response question

Please note that on the extended response question ticks and crosses are not used as it is not 1 tick = 1 mark.

Where applicable:

Id is used to indicate that a knowledge point from the mark scheme indicative content has been used.

Und is used to indicate that a more developed or detailed point has been made (showing greater understanding).

Eg is used to indicate where an example has been used or applied to support or develop the response.

L1 = Level 1 (for 'Levels-marked' questions only) – put at end of response to indicate level awarded

L2 = Level 2 (for 'Levels-marked' questions only) – put at end of response to indicate level awarded

L3 = Level 3 (for 'Levels-marked' questions only) – put at end of response to indicate level awarded

Question	Answer	Marks	Guidance
1	1 = revenue 2 = fans / players 3 = players / fans 4 = sponsors 5 = media	5	Points 2 and 3 – accept ‘fans and players’, or ‘players and fans’
2	1. Exist to fulfil a social purpose – examples acceptable. 2. Usually has / is of charitable status. 3. Gives back to community/self-fulfilment/includes community groups. 4. Non-profit making	2	Accept first two responses only
3	1. Maximuscle 2. USN 3. Grenade 4. Vitabiotics	1	Accept other suitable examples
4	1. No cost/free/no payment 2. Inclusion 3. Meeting objectives 4. Funding criteria/access funding 5. Advocacy 6. Nature of organisations (e.g. one-off events) 7. Avoids legal/contract issues/no contracts 8. Positive image/reflection/reputation of the organisation 9. Corporate Social Responsibility 10. Supporting employability and development/gives (work) experience 11. Supporting local communities	3	DNA – They are cheap/low cost

Question	Answer	Marks	Guidance
5	<ol style="list-style-type: none"> 1. Likely to perform the role on a regular basis/many times or more familiar with the role/more experienced 2. Build relationships/loyalty with customers/participants/businesses 3. Can be trained/invest in training 4. Easier to plan if you have long-term volunteers who can be relied upon 5. Less recruitment needed if you have a group of 'repeat' volunteers / don't have to recruit again for every event 	1	
6	<ol style="list-style-type: none"> 1. Individuals/small teams of staff/coaches/admin (e.g. committee members). 2. Can involve shared jobs (e.g. coach/physio/chairperson could be the same person). 3. Target group/participants/members from local area (e.g. links developed with local schools/businesses). 4. Single site/only one premises (e.g. likely to play in one place locally – such as a school/village hall). 5. Likely to be from voluntary sector but could be public or private 	4	DNA – run by volunteers
7	<p><u>Trampoline Park</u></p> <ol style="list-style-type: none"> 1. Profitability/increase in revenue 2. Customer satisfaction/no complaints 3. Growth/reach of service 4. Reputation 5. Customer loyalty/retention 6. Expansion of organisation/more premises 7. Recognisability 	2	

Question	Answer	Marks	Guidance									
8	<p>Professional footballer Seasonal</p> <p>Working at a beach Voluntary</p> <p>Parkrun timekeeper Contracted</p>	3										
9	<ol style="list-style-type: none"> 1. False 2. True 	2										
10	<ol style="list-style-type: none"> 1. New equipment/kit 2. Attending/travelling to events 3. To pay their coach/trainer 4. Psychologist/Physiotherapist/Nutritionist/other support 5. Train full time/give up work/fund living costs 6. Access to facilities/warm weather training/training camps/altitude training 	2	Accept first two responses only									
11	<ol style="list-style-type: none"> 1. Visual appeal (E.g. clear glass court on all four sides in squash) 2. Changes to scoring system, (e.g. try bonus-points in rugby union) 3. Physical rule changes (E.g. table tennis ball-toss rules) 4. Video technology (E.g. use of VAR/Hawkeye in football/cricket) 5. Changes to format (E.g. Twenty20 cricket; The Hundred) 	1	Accept any suitable exemplification, although examples not required to award the mark. DNA – kick off times changed/play games when TV companies want									
12	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;">Characteristic</td> <td style="width: 33%;">Transaction Marketing</td> <td style="width: 33%;">Relationship Marketing</td> </tr> <tr> <td>Time</td> <td>Short term</td> <td>Long term</td> </tr> <tr> <td>Customer Service</td> <td>Low importance</td> <td>High importance</td> </tr> </table>	Characteristic	Transaction Marketing	Relationship Marketing	Time	Short term	Long term	Customer Service	Low importance	High importance	4	
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13		<table border="1"> <thead> <tr> <th>Description</th> <th>Sector</th> </tr> </thead> <tbody> <tr> <td>Bannatyne's</td> <td>PRIVATE</td> </tr> <tr> <td>Sunday League Football Team</td> <td>VOLUNTARY</td> </tr> <tr> <td>JD</td> <td>PRIVATE</td> </tr> <tr> <td>Sixth Form</td> <td>PUBLIC</td> </tr> <tr> <td>Council Leisure Centre</td> <td>PUBLIC</td> </tr> </tbody> </table>	Description	Sector	Bannatyne's	PRIVATE	Sunday League Football Team	VOLUNTARY	JD	PRIVATE	Sixth Form	PUBLIC	Council Leisure Centre	PUBLIC	5	
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14		1. Volunteers might not have the necessary skills/qualities/experience/knowledge	5	Accept first five responses only												
		2. Volunteers might need training (time or cost implications)														
		3. Managing expectations/not on a contract/no pay/lack of commitment/leave whenever they want														
		4. The benefits of volunteering might not have been advertised/explained to potential volunteers														
		5. Organisers might not understand volunteers' motivations/ volunteers not as easily motivated														
		6. Targeting the wrong people (not interested in cycling)														
		7. Not able to recruit enough volunteers/no face to face/ recruitment Officer not empathetic/charismatic/doesn't 'sell' the event														
		8. Cost of recruitment/need to hold recruitment fair (which can be costly)														
		9. Developing promotional material can be costly/time consuming														
		10. Existing volunteers might not be good ambassadors/create bad image														
		11. Volunteers can be overwhelmed/given too much responsibility														
		12. No team camaraderie because it is not a regular event														

Question		Answer	Marks	Guidance
15	(a)	<ol style="list-style-type: none"> 1. Economically/financially viable/profitability/regular income 2. Wages for players, coaches and support staff will be higher 3. Some/more staff may need to be full-time 4. There may be a wage cap (there is in BBL) 5. Increase gate receipts/raise ticket prices/ticket sales 6. Will facilities remain suitable e.g. is it big enough or in the right location/need to have suitable training facilities 7. Will potentially need to recruit new players to remain competitive 8. Professional status often brings new requirements or minimum standards (which have costs) – e.g. may have to have certain youth team/age group/academy structures in place 9. Running costs likely to increase e.g. travel and accommodation for away fixtures 10. Need to professionalise whole club operation – e.g. improve website, ticketing, merchandise 11. Need to maximise sponsorship 12. Need to maximise media exposure/publicity/social media presence 13. Need to explore all possible sources of revenue/funding – partnerships, grants, NGB/UK Sport/Sport England assistance 	5	Accept any examples of the business demonstrating their sustainability.
15	(b)	<ol style="list-style-type: none"> 1. Media/social media interest in the club/team (pos/neg) 2. Increased fan base/reach 3. Increased revenue/profit e.g. ticket sale/merchandise/sponsorship 4. Different influences on their activity – e.g. league fixtures changing to maximise media coverage; powerful/rich individuals holding increasing influence 5. Individual players and agents having increasing power rather than clubs 6. Over-reliance on money from media deals to match wages/costs 7. More pressure on players (extended season/burn out etc) 8. Media intrusion into players' lives 9. Managing cost of spectatorship (live and through media) – e.g. want to increase attendances but need to charge more to balance books 10. Connection between fans and performers may change. (pos/neg) 11. Cost of minimum requirements for professional league might be damaging/prohibitive (e.g. home venue requirements, technology) 12. (Cost of) regulations needing to be adhered to in terms of ticketing/entry to stadium/facilities for the fans 	5	

Question	Answer	Marks	Answer
16 (a)*	<p>Look for candidates to use the case study material and apply this to their knowledge about funding. Accept both positive and negative responses.</p> <p><u>Sources of funding/likely uses of funding</u></p> <ol style="list-style-type: none"> 1. Sales Analysis: Merchandise sales due to a new audience. Overseas fans will be interested in new brands/teams. 2. Sponsorship deals A deals will be appealing to business (due to popularity of SL in the UK). This could lead significant new income. 3. Loans/Bonds/Grants A: New clubs are likely to seek loan funds, particularly for new stadia. This is good because it gets them new facilities. It could be bad because they start as a club in debt. 4. Membership fees A: This will be key to each club's survival. This is an opportunity to link with the local community/develop fan base. Good because it can give financial security. Bad because fewer tickets available to sell at higher prices. 5. Debentures A: Same reasoning as membership. Gives security/guaranteed income stream. 6. (Philanthropic) donations A: Clubs will rely on this. It could take years to be self-sufficient, so owners are great if they invest heavily and support club. Can be negative if owners don't back club financially/go back on promises. 7. Selling shares A: As clubs' global appeal increases they might float on the stock market. Positives: more income and fan ownership possible. Negatives: club might lose its local identity/value at the mercy of global finance. 8. The Rugby Football League (NGBs) A: Clubs rely on this money as a regular source of income. 9. The Super League A: Clubs rely on this money as a regular source of income. 	8	<p><u>What the funding is used for</u></p> <ol style="list-style-type: none"> 10. New/improved facilities E.g. Clubs can use funding to build training facilities/academies to harness local young talent (secure the future legacy)/improve stadium size and/or facilities 11. Kit/equipment E.g. Funding for modern equipment to track progress/for injury prevention 12. Grounds works/Ground keeping E.g. Funds to buy lamps to keep the pitch in good condition through winter. 13. Running events E.g. Hosting tournaments prior to the first season kicking off to generate interest/gain young fans. 14. Staffing/Coaching/Training E.g. Bringing in former/pro players from the UK to support aspiring coaches/to help the players meet the standard. 15. Initiatives/Community links E.g. Grass root schemes/accept any suitable examples of initiatives. 16. Publicity/advertising/marketing/social media E.g. set up a new website, create newsletter 17. Transport/accommodation costs E.g. subsidise cost of travel to Canada 18. Recruitment of new players E.g. cost of transfer fees and wages

Question	Answer	Marks	Guidance
	<p>Level 3 (7-8 marks) A comprehensive answer:</p> <ul style="list-style-type: none"> • Detailed knowledge and understanding • Effective analysis • Clear & consistent practical application of knowledge • Accurate use of technical and specialist vocabulary • High standard of written communication. <p>At Level 3 responses <u>are likely</u> to include: At the top of this level:</p> <ul style="list-style-type: none"> • Most areas of funding will be discussed and show understanding. • A detailed and comprehensive description of how funding is used. • Examples from the case study will be included. <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 <u>are likely</u> to include: At the top of this level:</p> <ul style="list-style-type: none"> • Several areas of funding will be discussed. • A detailed description of how funding is used. • Several points are developed. • Some examples from the case study may be included. <p>At the bottom of this level:</p> <ul style="list-style-type: none"> • Some areas of funding are discussed. • A satisfactory description of how funding is used • Not all points are developed and/or exemplified. 		<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 <u>are likely</u> to include: At the top of this level:</p> <ul style="list-style-type: none"> • Basic discussions. Perhaps only 1 or 2 areas of funding will be discussed. • There will be a limited description of how funding is used. • Few if any developed and/or exemplified points <p>At the bottom of this level:</p> <ul style="list-style-type: none"> • Candidates will list areas of funding or how the funding is used.

Question	Answer	Marks	Guidance
(b)	<ol style="list-style-type: none"> 1. Quality of output/product E.g. Clubs will ensure that the whole experience (when fans come to matches) is comfortable/enjoyable/exciting. Create high quality products/merchandise 2. Quality of Customer Service E.g. Learning season ticket holders' names and providing staff with customer service training (e.g. Welcome Host). 3. Identify/Understand target groups E.g. Targeting the clubs at existing fans/members of other local sports clubs. 4. Reputation/word of mouth E.g. Use social media to generate interest/use of hash tags to spread the word. 5. Success of organisation E.g. Any successes should be celebrated (e.g. a pre-season win/junior team win) to get the winning message to potential fans. 6. Offers/discounts/cheap tickets E.g. Giving incentives to new and existing customers/offering discount at partner advertisers/businesses. 7. Marketing/Promotion/Advertising E.g. Use a wide range of marketing policies. E.g. billboard posters on local walls/transport providers. 8. Benchmarking/best practice E.g. Base the experience that fans get on other (similar) clubs/offer something that meets the standards expected. 9. Competitiveness E.g. Offering tickets at the same (or cheaper) price as local clubs. 10. Loyalty/Reward Schemes E.g. Having loyalty cards at cafes around the stadium for a free drink after buying five. 11. Relationship marketing Any reasonable examples accepted. 	5	Award a maximum of two marks where no examples are given.

Question	Answer	Marks	Guidance
(c)	<p>(i) <u>Sports Development Continuum Levels</u></p> <p>Foundation</p> <p>1. E.g. Clubs working in primary schools to support development of basic skills.</p> <p>Participation</p> <p>2. E.g. Creating festivals/team structure for young people to play competitively.</p> <p>Performance</p> <p>3. E.g. Offering County/regional games at the club.</p> <p>Excellence</p> <p>4. E.g. Provide excellent coaches/physio/psychologist support to develop elite players.</p>	4	7 synoptic marks from Unit 3, 2.3
	<p>(ii) <u>Sports Development Benefits</u></p> <p>1. Increase participation</p> <p>2. Progression/pathways</p> <p>3. Promotion of values through sport</p> <p>4. Support social policy</p> <p>5. Improve performance/the more people you get involved, the more chance you have of developing talent</p> <p>6. Extra funding/increase in revenue</p> <p>7. Improved community links/initiatives</p> <p>8. Improved reputation/image</p>	3	

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