



Oxford Cambridge and RSA

# Wednesday 20 January 2021 – Morning

## Level 3 Cambridge Technical in Sport and Physical Activity

**05872** Unit 21: The business of sport

Time allowed: 1 hour 30 minutes

**C404/2101**



No extra materials are needed.

Please write clearly in black ink.

Centre number

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Candidate number

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First name(s)

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Last name

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Date of birth

D	D	M	M	Y	Y	Y	Y
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### INSTRUCTIONS

- Use black ink. You can use an HB pencil, but only for graphs and diagrams.
- Write your answer to each question in the space provided. If you need extra space use the lined pages at the end of this booklet. The question numbers must be clearly shown.
- Answer **all** the questions.

### INFORMATION

- The total mark for this paper is **70**.
- The marks for each question are shown in brackets [ ].
- Quality of written communication will be assessed in questions marked with an asterisk (\*).
- This document has **16** pages.

### ADVICE

- Read each question carefully before you start your answer.

FOR EXAMINER USE ONLY	
Question No	Mark
Section A: 1-12	/30
Section B: 13	/5
14	/5
15	/5
16	/5
Section C: 17	/20
<b>Total</b>	<b>/70</b>

**Section A**

Answer **all** the questions.

- 1 Which one of the following is a negative impact of commercialisation on a professional sports club?

Put a tick (✓) in the box next to the correct answer.

Lack of recruitment and development of employees

Disconnection between fans and performers

Increased social media presence

Eligibility of organisation

[1]

- 2 Explain **three** ways in which commercialisation benefits a sports club.

1 .....

.....

2 .....

.....

3 .....

.....

[3]

- 3 Describe **four** ways in which commercialisation has developed in sports businesses over recent years.

1 .....

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2 .....

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3 .....

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4 .....

.....

[4]

4 Asda Kwik Cricket is an example of how a school can use funding that they receive to run a sports event.

Identify **three** other ways that schools could use funding they receive from sports businesses or other sources.

1 .....

2 .....

3 .....

[3]

5 Outline **two** positives **and two** negatives of having membership fees as a main source of funding for a sports club.

Positives

1 .....

.....

2 .....

.....

Negatives

1 .....

.....

2 .....

.....

[4]

6 Identify **three** types of corruption in sport.

1 .....

2 .....

3 .....

[3]

**7** Volunteers at sporting events will be expected to take on a wide range of roles.

Describe **two** ways in which volunteers at sporting events might help to ensure that the events run safely.

1 .....

.....

2 .....

.....

**[2]**

**8** Identify **two** rights that volunteers have when working in a sports business.

1 .....

2 .....

**[2]**

**9** Give an example of when a sports business might need to recruit one-off volunteers.

.....

**[1]**

**10** Identify **two** advantages of having long-term volunteers as part of a sports business.

1 .....

2 .....

**[2]**

11 Outline how each of the following can lead to increased customer attraction and retention.

Success of the organisation

.....  
.....

Quality of customer service

.....  
.....

Quality of product/output

.....  
.....

Loyalty/reward schemes

.....  
.....

[4]

12 Explain **one** way in which the working conditions within a sports business will affect its ability to retain staff.

.....  
.....

[1]

**Section B**

Answer **all** the questions.

- 13** Discuss the positive and negative impacts that social media can have on a professional sports club.

Positive

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Negative

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**[5]**



**16** Use the comment bank below to match the organisation to the correct description.

<b>Department for Digital, Culture, Media &amp; Sport</b>	<b>Sport England</b>
<b>Local Council</b>	<b>UK Sport</b>
<b>National Lottery</b>	<b>Department of Health and Social Care</b>
<b>Department for Education</b>	<b>Sport and Recreation Alliance</b>
<b>National Governing Body</b>	<b>English Federation of Disability Sport</b>

ORGANISATION	DESCRIPTION
1	An organisation that uses money from ticket sales to support good causes.
2	An organisation that operates authority owned leisure centres
3	An organisation that focuses on high performance sport
4	An organisation that provides the rules for each sport
5	An organisation that supports those who deliver grass roots sport and physical activity

**[5]**



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**PLEASE DO NOT WRITE ON THIS PAGE**

**Turn over for the next question**

## Section C

Answer **all** the questions.

### **Tottenham's new stadium to offer NFL a 'permanent home' in London**

English football club Tottenham Hotspur have a new stadium. They are positioning their newly-built stadium as a “permanent home” for the National Football League (NFL – American Football) outside the USA and hope the venue could one day play host to the world’s biggest sporting event: the Super Bowl.

The Premier League club’s head of business development, Aidan Mullally, said that the new 62,000-seater stadium was built with the NFL in mind and that the venue is primed to offer a new level of brand exposure to audiences worldwide. On the subject of hosting high-profile events, such as the Super Bowl, Mullally added: “It is unbelievably complicated but this [stadium] is designed with one purpose in mind, which is to deliver unbelievably good quality events.

Among the stadium’s features are NFL-standard locker rooms to cope with the massive NFL squads and a retractable grass pitch that gives way to a synthetic 4G playing surface in “around 30 minutes”, along with the NFL logo and pitch markings already on it. Wireless capabilities will also enable two-thirds of match-day visitors to upload and download content via smart devices at the same time.

The logistics of hosting the Super Bowl may hamper Tottenham’s ambitions, with the time difference being a huge factor. Any UK venue wanting to host the Super Bowl will face the issue of having a huge time difference, because the Super Bowl generally kicks-off at around 11:00 pm UK time. In recent years, the NFL London games have been shared between Wembley Stadium and Twickenham, so Tottenham will have competition to become the ‘go-to’ venue for NFL sides.

Melissa Brown, the NFL’s UK vice president of commercial partnerships, explained the potential for both the NFL and Tottenham to negotiate joint brand partnerships. For example, both parties already have deals with Nike, the US sportswear manufacturer. Additionally, the NFL is set to announce a legacy programme in North London fronted by Cleveland Browns’ new wide-receiver Odell Beckham Jr., which will give British students between the ages of 16 and 18 opportunities to take up football scholarships in the US, in a bid to place more young UK athletes in the NFL. “London is the biggest market for us outside the US. We have several international offices, but this is where the real focus is,” Brown said. “That is because it’s the second biggest media market outside the US and there is a pretty-established fan base here already.

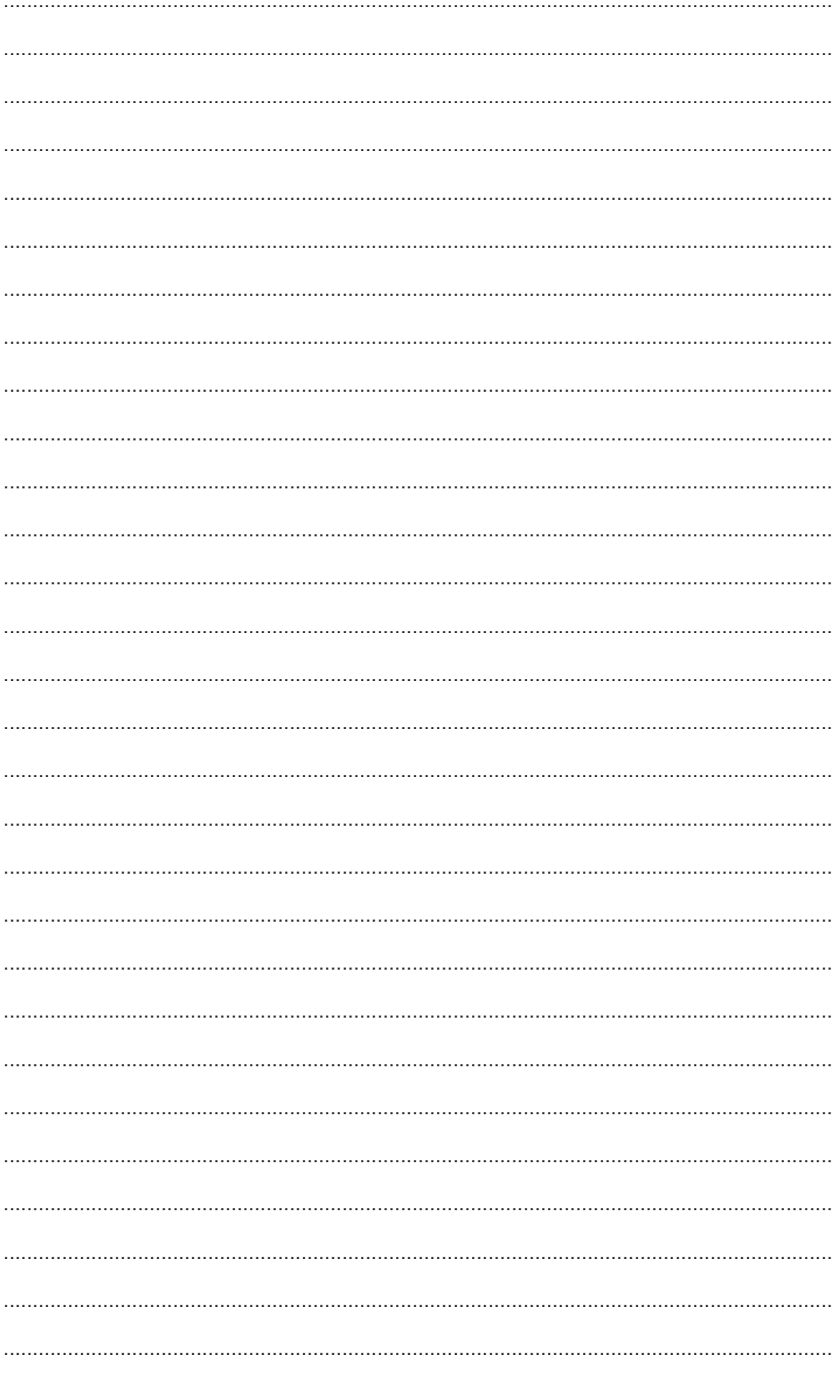
Tottenham borrowed an additional £237 million to cover the spiralling costs of their new stadium build. They are now looking to re-finance this £637 m stadium through a bond issue, similar to the approach that debt-laden Manchester United have used in the past. They revealed this with their three banking partners in their statement recently, which confirmed that their net debt is currently £366 m, a figure that is set to rise to £600 m. The club had initially announced in May 2017 a £400m loan arrangement with several large American banks, which was due to last for five years.

Sources:

<http://www.sportspromedia.com/news/tottenham-stadium-nfl-permanent-home-london>

<https://www.independent.co.uk/sport/football/premier-league/tottenham-new-stadium-wembley-pitch-opening-when-ready-spending-debt-vs-manchester-city-a8608226.html>







**ADDITIONAL ANSWER SPACE**

If additional answer space is required, you should use the following lined pages. The question numbers must be clearly shown in the margins – for example 15 or 17(a).

A vertical line on the left side of the page is followed by 25 horizontal dotted lines, providing a ruled area for writing answers.

A series of horizontal dotted lines for writing, spanning the width of the page.



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