

# **Cambridge Technicals Sport**

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

Level 3 Cambridge Technical in Sport and Physical Activity  
**05872**

## **Mark Scheme for January 2022**

OCR (Oxford Cambridge and RSA) is a leading UK awarding body, providing a wide range of qualifications to meet the needs of candidates of all ages and abilities. OCR qualifications include AS/A Levels, Diplomas, GCSEs, Cambridge Nationals, Cambridge Technicals, Functional Skills, Key Skills, Entry Level qualifications, NVQs and vocational qualifications in areas such as IT, business, languages, teaching/training, administration and secretarial skills.

It is also responsible for developing new specifications to meet national requirements and the needs of students and teachers. OCR is a not-for-profit organisation; any surplus made is invested back into the establishment to help towards the development of qualifications and support, which keep pace with the changing needs of today's society.

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.

© OCR 2022

**Annotations**Multiple 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 Cost /it's cheap / free 2 Inclusion /To involve the community 3 Meeting objectives 4 Funding criteria 5 Advocacy 6 Nature of organisations (e.g. one-off events) 7 Avoids legal/contractual issues 8 To give work experience 9 To improve reputation	2	
2		1 Sky Sports 2 BT Sports 3 ESPN 4 BBC 5 Talksport 6 YouTube	2	Accept other examples
3		1 Adhering to laws and regulations 2 Environmental and sustainability awareness 3 Positive reputation of the organisation 4 Ethics (E.g. environmental/exploitation of staff or customers/equality)	2	Examples are acceptable.
4		1 Can't prove the need/demand for the service/product/facilities 2 Not having clear goals/identifying clear impact 3 No proof that outcome can be delivered 4 Not eligible 5 Unrealistic timescale 6 Unsuitable activities	2	Accept other suitable examples  DNA- doesn't meet the criteria it is in the question

Question		Answer	Marks	Guidance
5		1 Sponsorship 2 Philanthropic donations/individuals/private donations 3 Increase membership fees 4 Fundraising activities/events 5 Loans 6 Grants 7 Sport Organisations/NGBs 8 Local Council/local Government	2	Accept examples  Do not accept National Lottery
6		1 E.g. signing a player who has failed a drugs test/been in prison 2 E.g. A Rugby Union club breaking the salary cap, and hiding the fact 3 E.g. Money being paid to secure the outcome of a vote for hosting a tournament	3	Accept other suitable examples
7		1 Individuals/small teams of staff 2 Can be entrepreneurial 3 Can involve shared job roles 4 Target group is local community/small geographical area 5 Single site/low number of premises 6 Can be private, public or voluntary	4	
8		1 Managerial posts/event co-ordinator/organiser 2 Safeguarding 3 HR 4 Health and Safety/Officer/Responsible Person/Security 5 Officials 6 Finance Officer/Payroll/Administrative 7 Marketing/media officer 8 Support Staff/Cleaners/Caterers	3	
9	(i) (ii) (iii)	Sales/Profits Sales Shareholders	3	

Question		Answer	Marks	Guidance
10		1 Community leisure/sports centre 2 School/college 3 Public / council-owned parks or playing fields	2	
11		False True True	3	
12		1 Grievance brought against employer 2 Demotivated workers 3 Volunteers might leave 4 Negative views of company (possibly negative social media comments from volunteers) 5 Reputational damage (people won't volunteer in future)	2	

Question	Answer	Marks	Guidance																		
13	<table border="1"> <thead> <tr> <th data-bbox="383 272 667 328">Characteristic</th> <th data-bbox="667 272 1014 328">Transaction Marketing</th> <th data-bbox="1014 272 1406 328">Relationship Marketing</th> </tr> </thead> <tbody> <tr> <td data-bbox="383 328 667 424">Organisational goal</td> <td data-bbox="667 328 1014 424"><b>1. Make Sales</b></td> <td data-bbox="1014 328 1406 424">Retain customers</td> </tr> <tr> <td data-bbox="383 424 667 552">Amount of customer contact</td> <td data-bbox="667 424 1014 552"><b>2. Low/moderate</b></td> <td data-bbox="1014 424 1406 552">Frequent/often</td> </tr> <tr> <td data-bbox="383 552 667 687">Degree/level of customer commitment</td> <td data-bbox="667 552 1014 687">Low</td> <td data-bbox="1014 552 1406 687">High</td> </tr> <tr> <td data-bbox="383 687 667 831">Basis for seller-customer interactions</td> <td data-bbox="667 687 1014 831">Use of conflict and manipulation</td> <td data-bbox="1014 687 1406 831"><b>3. Trust/Cooperative/Friendly/helpful</b></td> </tr> <tr> <td data-bbox="383 831 667 927">Timescale</td> <td data-bbox="667 831 1014 927"><b>4. Short-term</b></td> <td data-bbox="1014 831 1406 927"><b>5. Long-term</b></td> </tr> </tbody> </table>	Characteristic	Transaction Marketing	Relationship Marketing	Organisational goal	<b>1. Make Sales</b>	Retain customers	Amount of customer contact	<b>2. Low/moderate</b>	Frequent/often	Degree/level of customer commitment	Low	High	Basis for seller-customer interactions	Use of conflict and manipulation	<b>3. Trust/Cooperative/Friendly/helpful</b>	Timescale	<b>4. Short-term</b>	<b>5. Long-term</b>	5	
Characteristic	Transaction Marketing	Relationship Marketing																			
Organisational goal	<b>1. Make Sales</b>	Retain customers																			
Amount of customer contact	<b>2. Low/moderate</b>	Frequent/often																			
Degree/level of customer commitment	Low	High																			
Basis for seller-customer interactions	Use of conflict and manipulation	<b>3. Trust/Cooperative/Friendly/helpful</b>																			
Timescale	<b>4. Short-term</b>	<b>5. Long-term</b>																			
14	<ol style="list-style-type: none"> <li>1 Can not maintain/repair facilities/equipment</li> <li>2 Teams do not have the money to upgrade/invest in new facilities/equipment</li> <li>3 Reduced participation</li> <li>4 Reduced number of players developed for elite/national teams/decline in performance</li> <li>5 Fewer coaches/coach education/coaching standards drop</li> <li>6 Less interest in the club locally/less spectators/links with community/schools impaired/less popularity</li> <li>7 Closure of facilities</li> <li>8 Lack of role models</li> <li>9 Initiatives might not run (e.g. Chance To Shine)</li> <li>10 Increase in club membership fees/playing fees</li> </ol>	5																			

Question		Answer	Marks	Guidance
15		1 Large teams of people (in a wide variety of roles) 2 Products can be tailored to suit different countries 3 Complex hierarchical structure 4 Typically high number of sites, but not always in all countries traded in 5 May use intermediaries/deal in export 6 Target group will be international but not global/worldwide 7 Can be private or voluntary, not likely to be public	5	Pt 6 – Do Not Accept international target group on its own – must be used in context
16		<u>Performance</u> 1 Quality schemes/benchmarks. 2 (E.g. Clubmark/School Gold Awards/Investors in People) 3 Self-assessment 4 (E.g. Having systems in place to monitor and measure staff performance against outcomes) 5 External assessment 6 (E.g. Being visited by senior leaders from another organisation/meeting requirements for quality schemes)  <u>Participation</u> 7 Surveys 8 (E.g. Active Travel surveys/Active People survey) 9 Uptake of NGB schemes 10 (E.g. Number of participants ‘School Games’ as a cross-NGB scheme/‘Back to Netball’ scheme)	5	Synoptic: Unit 3 (Sports Development) 3.2  Award one mark for point of description (odd numbers), and an additional mark for examples (even numbers).  Submax 4 marks for each section  Accept valid examples of schemes



Question		Answer	Marks	Guidance
17	(a)*	<p><b>Look for candidates to exemplify the specification points, in order to strengthen their response.</b></p> <p><b>Accept both positive and negative responses.</b></p> <p>1 Increased exposure leading to increased revenue leads to increased ticket and merchandise</p> <p>2 investment in stadia/training facilities</p> <p>3 Increased influence of commercial organisations and media corporations E.g. The influence that Sky/BT have over the EPL. The media companies determine when matches take place. This often leads to inappropriate scheduling.</p> <p>4 Increase popularity/reputation/attracting new players</p> <p>5 Less control by national and international governing bodies E.g. The FA are said to have less control over the destiny of English football than the Premier League.</p> <p>6 Powerful/rich individual clubs holding increasing influence E.g. Clubs with rich backers/owners could dominate. It could end up being like the French Ligue 1 with PSG being so dominant due to having more resources.</p> <p>7 Individual players and agents having increasing power rather than clubs E.g. Players being owned by third party companies and agents commanding enormous fees mean that clubs have to pay extortionate wages for top players.</p> <p>8 Over-reliance on funds/monies from media deals E.g. Clubs base a salary structure on media deals, then the deal changes which leads to financial difficulties. E.g. clubs like Blackpool have struggled since relegation from EPL &amp; loss of parachute payments.</p> <p>9 Influence of new technology E.g. The way that VAR/Hawkeye has changed the way that professional sport works. New stadia, (e.g. Tottenham), creates new opportunities, such as potential NFL franchises.</p> <p>10 Changing rules in sport to make more suitable for television coverage E.g. Golfers cleared of being accused of accidentally touching ball if TV replays can verify.</p> <p>11 More pressure on players E.g. extended seasons: player injuries/player burn out/early retirement</p> <p>12 Introduction of Global Sport Brands/sponsorship E.g. Shirt deals with top companies makes price of replica kit rise/increase in popularity</p>	8	

Question		Answer	Marks	Guidance
	<b>(Media intrusion)</b>	13 Media intrusion into sport stars' lives E.g. Players have to live in a media 'bubble'. This can have an impact on which club they might choose to play for.		
	<b>(Social Media)</b>	14 Impact of social media - positive/negative E.g. (Increased) profile of a club/league leads to greater scrutiny of players' social media posts.		
	<b>(Initiatives)</b>	15 E.g. Clubs introducing schemes such as 'Twenty's Plenty' to ensure that away fans can afford to attend matches; Cost of subscriptions packages, (and number of options), makes armchair supporting expensive too. Could also accept links to rise in illegal streaming of sport.		
	<b>(Spectatorship)</b>	16 Increase in spectatorship/Rising cost of spectatorship (both live and through media)		
	<b>(Disconnection)</b>	17 Disconnect between fans and performers E.g. Clubs like Manchester City seen as a tourist destination rather than a football club. This has alienated core fans from the team. Huge salaries create a class divide between players/fans as well.		

		<p><b>Level 3 (7-8 marks)</b></p> <p>A comprehensive answer:</p> <ul style="list-style-type: none"> <li>• Detailed knowledge and understanding</li> <li>• Effective analysis/evaluation and/or discussion/explanation/development</li> <li>• Clear and consistent practical application of knowledge</li> <li>• Accurate use of technical and specialist vocabulary</li> <li>• High standard of written communication.</li> </ul> <p><b>At Level 3 responses are likely to include:</b></p> <ul style="list-style-type: none"> <li>• Detailed balanced discussion comparing two examples of events.</li> </ul> <p>Several developments of points made</p> <p><b>At the top of this level</b> a very good range of points are discussed Most of these points are exemplified</p>	<p><b>Level 2 (4–6 marks)</b></p> <p>A competent answer:</p> <ul style="list-style-type: none"> <li>• Satisfactory knowledge and understanding</li> <li>• Analysis/evaluation and/or discussion/explanation/development attempted with some success</li> <li>• Some success in practical application of knowledge</li> <li>• Technical and specialist vocabulary used with some accuracy</li> <li>• Written communication generally fluent with few errors.</li> </ul> <p><b>At Level 2 responses are likely to include:</b></p> <ul style="list-style-type: none"> <li>• Satisfactory knowledge and understanding of the advantages and disadvantages of delivering two contrasting events.</li> </ul> <p><b>At the top of this level</b> a good range of points are discussed Some of these points are exemplified</p> <p><b>At the bottom of this level</b> several points are discussed One or two points are exemplified</p>	<p><b>Level 1 (0-3 marks)</b></p> <p>A limited answer:</p> <ul style="list-style-type: none"> <li>• Basic knowledge and understanding</li> <li>• Little or no attempt to analyse/evaluate and/or discuss/explain/develop</li> <li>• Little or no attempt at practical application of knowledge</li> <li>• Technical and specialist vocabulary used with limited success</li> <li>• Written communication lacks fluency and there will be errors, some of which may be intrusive.</li> </ul> <p><b>At Level 1 responses are likely to include:</b></p> <ul style="list-style-type: none"> <li>• Basic knowledge of the advantages &amp; disadvantages of delivering two contrasting events.</li> </ul> <p><b>At the top of this level</b> 3 /4 points are discussed One of these may be exemplified</p> <p><b>At the bottom of this level</b> 1 or 2 points are discussed</p>
--	--	---	---	--

Question			Answer	Marks	Guidance
17	(b)	(i)	<p><u>Customer/fan engagement</u></p> <ol style="list-style-type: none"> <li>1 Personalise the experience (e.g. name plaques on seats for season ticket holders – like at Old Trafford)</li> <li>2 Reward loyalty (e.g. give discounts/freeze season ticket prices for renewals/reduce ticket prices)</li> <li>3 Think of all users (e.g. translating posters into multiple languages to increase inclusive feel/providing facilities for all users irrespective of any disability)</li> <li>4 Manage the change in the experience (e.g. more ‘traditional’ fans might not like the more comfortable experience/might not like the movement away from the working classes)</li> <li>5 Listen to customers/fans (e.g. involve fans in discussions about the introduction of family areas/the potential for safe standing)</li> <li>6 Make fans feel a part of the experience (e.g. giving young fans the chance to meet players at pitch side pre-game for photos/autographs)</li> <li>7 Build contact with fans through social media/e mails</li> </ol>	3	Accept other relevant points – with either positive or negative impacts.
		(ii)	<p><u>Impacts of media</u></p> <ol style="list-style-type: none"> <li>1 Popularity/participation (e.g. sports which have high levels of media coverage are more popular than those which don’t)</li> <li>2 Timing (e.g. matches late on Saturday evening can have a huge impact for maximising TV audiences; this also means that away fans might not be able to access public transport)</li> <li>3 Increase in revenue/Sponsorship/Funding (e.g. the impact that the Sky/BT TV deal has on Premier League clubs puts them ahead of other clubs in Europe; negative is that the fans have to pay more to watch games at home due to rising player wage demands)</li> <li>4 Accessibility through social media/apps (e.g. more sports are available to stream on mobile devices – through Facebook/YouTube – so sport is more readily available to everyone)</li> <li>5 Inclusion (e.g. more women’s sport is being shown on a wider range of platforms, allowing more people access content)</li> <li>6 Rules and regulations (e.g. badminton rules were changed in 2006 to make the game more ‘media friendly’)</li> <li>7 Keeping up-to-date with fans (e.g. social media can be used by clubs to strengthen the engagement between the club and its fans)</li> </ol>	3	

Question	Answer	Marks	Guidance
(c)	<p>Discuss the importance of Corporate Social Responsibility to the CPL clubs, and give examples of how they can take advantage of this.</p> <ol style="list-style-type: none"> <li>1 Meeting social/community obligations (clubs could support a local authority initiative to get more young people active by offering school holiday sessions. E.g. Manchester United FC offering soccer schools to young people from disadvantaged backgrounds.)</li> <li>2 Improves their reputation (Having a scheme to work with disabled athletes can enhance the reputation of a club. E.g. a local competitive swimming club invests in facilities for disabled swimmers and starts a competitive club for disabled athletes)</li> <li>3 Develops positive corporate image (could lead to external investment if seen in a positive light. E.g. sponsors might be attracted to a new cycling team if they are seen to support the development on young local riders.)</li> <li>4 Can be used as a marketing tool/strategy (advertising the fact that the club recycles all waste. E.g. Forest Green FC being vegan/carbon neutral and selling the fact.)</li> <li>5 Can increase commercial success (E.g. A team could decide to sell fair trade shirts, and this could lead to additional sales due to positive publicity)</li> <li>6 Reaching people across society/demograph (having ticket pricing which enables all users to pay an appropriate price for their financial situation. E.g. the 'twenty's plenty' campaign at many professional football clubs for away match ticket prices)</li> <li>7 Meeting regulatory requirements (clubs going over and above the expected level of campaigning required for anti-hate at grounds. E.g. Brighton FC's ground is adorned with rainbow pictures/anti-discrimination posters everywhere)</li> <li>8 Customers are focused on CSR Sport is a good medium for delivering message (e.g. the 'Rainbow Laces' campaign as championed by many professional rugby clubs)</li> <li>9 CSR is a part of the culture of sport now. Clubs <i>should</i> only be following the lead of everybody else.</li> </ol>	6	Sub max of 3 marks without examples.

**OCR (Oxford Cambridge and RSA Examinations)**  
**The Triangle Building**  
**Shaftesbury Road**  
**Cambridge**  
**CB2 8EA**

**OCR Customer Contact Centre**

**Education and Learning**

Telephone: 01223 553998

Facsimile: 01223 552627

Email: [general.qualifications@ocr.org.uk](mailto:general.qualifications@ocr.org.uk)

[www.ocr.org.uk](http://www.ocr.org.uk)

For staff training purposes and as part of our quality assurance programme your call may be recorded or monitored

**Oxford Cambridge and RSA Examinations**  
is a Company Limited by Guarantee  
Registered in England  
Registered Office; The Triangle Building, Shaftesbury Road, Cambridge, CB2 8EA  
Registered Company Number: 3484466  
OCR is an exempt Charity

**OCR (Oxford Cambridge and RSA Examinations)**  
Head office  
Telephone: 01223 552552  
Facsimile: 01223 552553

© OCR 2022

