

Cambridge Technicals

Sport

Unit 21: The business of sport

Level 3 Cambridge Technical in Sport and Physical Activity
05872

Mark Scheme for June 2024

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 2024

Annotations used by examiners currently**All Questions****SEEN** = page/material seen but no credit given**REP** = repeat of previous point already awarded credit**Multiple Choice Questions**

Examiners indicate if 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:

Ku 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).

E.g. 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			One mark for: False	1	Accept first answer only
2			One mark for: Aims to increase inclusion	1	Accept first answer only
3			Two marks for: 1. Macro 2. Internal / inside business	2	Answer must link to the appropriate section of the diagram
4			Two marks from: 1. Financial support/money/funding given to a sport in return for advertising/promotion 2. When a team is given kit/equipment by a company in return for promotion/company name on team shirt 3. To the mutual benefit of both parties 4. Company receives recognition/exposure/awareness through sponsoring the sports business/team	2	1 - BOD: provide funding to a team or club on own DNA - pay them
5			Three marks from: 1. Private Investment 2. Membership Fees 3. Sales 4. Admissions 5. Debentures 6. Loans 7. Grants 8. Selling Shares	3	DNA - Private donations, National Lottery, Fundraising events
6			Two marks from: 1. This Girl Can 2. Living for sport 3. Kickz 4. Sportivate 5. Couch to 5K	2	Allow other suitable examples Synoptic link - Unit 3 -LO4- 4.2

Question		Answer	Marks	Guidance
7		<p>Four marks from:</p> <ol style="list-style-type: none"> Share price E.g. If a business's share price increases it could be viewed as a success. The share price rise is due to more people wanting to own the business's shares. Customer satisfaction/low number of complaints E.g. The happiness of a customer, means their needs have been met and that the business is successfully providing for these needs Growth/reach/inclusion of product/service E.g. Growth of a product or service can mean your business is successful due to more customers Reputation E.g Reputation is a measure of the public's perception of a business, which can lead to growth and attract new customers Repeat business/customer loyalty/customer retention E.g If a customer is returning to a business, this can be seen as a success as they must be experiencing good service delivery and are satisfied. Expansion of organisation E.g growth in a business usually comes with an increased customer base or opening new premises, so could be seen as successful Legacy E.g A business can be said to have a successful legacy when it is sold and has a positive impact on its culture, community or customers at that point Winning trophies and competitions E.g If a business is beating the competition and winning competitions and trophies they can be said to be successful as they have competitive advantage 	4	<p>Sub max 2 marks for measures (numbered points)</p> <p>Sub max 2 marks for explanations</p>

Question			Answer	Marks	Guidance
			9. Recognisability E.g If a business becomes more recognisable or well known, it becomes a customer's first choice, increasing sales, growth etc. Being more recognisable can lead to growth so a positive measure of success. 10. Profitability/maximising income E.g If a business's level of profitability increases from previous years it could be seen as being a success as it shows the business has made money and is viable.		
8			Four marks from: Long Term Volunteer 1. Example – under 10 football coach for local football team 2. Description – commits to ongoing volunteering over several months / years Short Term Volunteer 1. Example – Volunteer for Summer Sports Scheme 2. Description – Volunteering for a one off event (day) – up to several weeks	4	Accept any suitable examples.
9			Four marks from: 1. Inclusion 2. Cost/cost effective 3. Meeting objectives 4. Funding criteria 5. Advocacy 6. Nature of organisations (e.g. One-off events) 7. Avoids legal/contract issues 8. Positive reflection of organisation/improve reputation 9. Corporate social responsibility 10. Supporting employability and development 11. Supporting local communities	4	2. BOD - Cheap. DNA - Free/no cost

Question			Answer	Marks	Guidance
10			One mark from: <ol style="list-style-type: none"> 1. Move from amateur to professional in different sports 2. Commercialisation defined as 'to be managed or exploited in order to make a profit' 3. Transformation of sport from leisure activity to paid spectator/performer activity 4. Introduction of sponsorship 5. Introduction of large media contracts to have exclusive rights to show sports 6. Importance of customer/fan engagement 7. Impact of mass media 	1	Accept any other appropriate description 2. BOD - Make money
11			Four marks from: <ol style="list-style-type: none"> 1. Increase in revenue 2. Improvement to stadia 3. New forms of sponsorship 4. Improvement to training facilities/training of coaches 5. Increased fan base/reach 6. Introduction of the global sport superstar 7. Increased product range 8. Recruitment and development of employees/players 9. Increased exposure to a national/international/global audience 10. Impact of mass media 	4	Accept - make profit/money

Question			Answer	Marks	Guidance
12			<p>Two marks from:</p> <ol style="list-style-type: none"> 1. Cheating (e.g. Use of illegal equipment, foul play) 2. Match fixing (e.g. Throwing a game, betting patterns, 3. Spot fixing, insider dealings) 4. Doping (e.g. Use of banned substances/performance 5. Enhancing drugs, blood doping, sports not signed up to WADA code) 6. Money laundering through sport (e.g. Investment into sports clubs from unregulated sources) 7. Breaking financial regulations (e.g. Financial fair play in football, salary caps, tax avoidance/evasion) 8. Bribes and kickbacks (e.g. Vote rigging in relation to hosting major events) 	2	Accept examples in brackets or other relevant examples
13	(a)		<p>Five marks from:</p> <p>Benefits to the organisation</p> <ol style="list-style-type: none"> 1. Lower/fewer recruitment and training costs 2. Skilled workforce/familiar with tasks and co-workers 3. Staff know the customers better 4. Promoting from within 5. Develop team spirit <p>Benefits to the customer</p> <ol style="list-style-type: none"> 6. Familiar workforce/environment/customers know staff 7. Recognising individual needs 8. Rapport building/develop relationships/trust <p>Benefits to the staff member</p> <ol style="list-style-type: none"> 9. Job satisfaction/feel valued/appreciated 10. Promotion opportunities 11. Job security 12. Professional development 	5	

Question			Answer	Marks	Guidance
13	(b)		Five marks from: Advantages 1. Employee loyalty – permanent staff are less likely to look for another position so reduced recruitment and training costs 2. Consistency in staff approach – less staff changes 3. Improved communication / teamwork – long-term staff will bond as a team and communicate more effectively 4. Can develop a skilled/experienced workforce (through staff retention) 5. Permanent employees often feel more pride/satisfaction in their position/business. 6. Employees work harder/more committed because they have job security. 7. Can help to attract the ‘best’ employees when recruiting as some may view a permanent contract as more desirable	5	Permanent contracts are offered for permanent positions without an end date which remains valid until either the employer or employee chooses to end the agreement. DNA - Benefits to the employee e.g. ‘chance of progression’ - unless linked to the company DNA - ‘Job security’ on own
14	(a)		Three marks from: 1. To help them develop the sport at grass roots 2. To help promote the sport 3. To help promote the company/business 4. To help run competitions/events 5. To have access to sport specific insurance 6. To work together to develop community-based programmes. 7. To access training opportunities/ train the coaches/ officials 8. Establish the rules for competitions. 9. To help find funding	3	Synoptic Link Unit 3 Sports Development LO1 (1.4) DNA - one word answers
Question			Answer	Marks	Guidance
14	(b)		Two marks from:	2	Synoptic Link

			<ol style="list-style-type: none"> 1. National Lottery 2. British Olympic Association 3. UK Sport 4. Sport England 5. Active Partnerships 6. National Disability Sports Organisations 7. Local Councils 		<p>Unit 3 Sports Development LO1 (1.1)</p> <p>Accept the following:</p> <ul style="list-style-type: none"> • Department for Digital, Culture, Media and Sport • Department of Health • Department for Education • National Disability Sports Organisations (NDSOs) • Sport and Recreation Alliance • County Sports Partnerships • Other organisations (e.g. Youth Sports Trust, Association for Physical Education (AfPE), Chartered Institute for the Management of Sport and Physical Activity (CIMSPA), English Federation for Disability Sport (EFDS))
--	--	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Question			Answer	Marks	Guidance		
15			Five marks from:	5	<p>Max three marks for descriptions (submax two marks for national/international)</p> <p>Max two marks for examples (submax one mark for national/international)</p> <p>DNA - comparisons between businesses e.g. international business has <i>more</i> workers/locations than a national business</p> <p>BOD - International businesses have sites in many/a number of countries</p> <p>VG - International businesses/ have sites all over the world</p>		
			<table><tr><td>National 1. Medium to large teams of people 2. Product tailored for one country 3. Hierarchical structures 4. Multi-site/locations Could be franchise 5. Target group is nationwide 6. Can be private, public or voluntary</td><td>International 1. Large teams of people 2. Product can be tailored to suit different countries 3. Complex hierarchical structure 4. Typically have a high number of sites/locations but not necessarily in every country they trade in 5. May use intermediaries/deal in export 6. Target group will be international but not worldwide 7. Can be private or voluntary, not likely to be public</td></tr></table>			National 1. Medium to large teams of people 2. Product tailored for one country 3. Hierarchical structures 4. Multi-site/locations Could be franchise 5. Target group is nationwide 6. Can be private, public or voluntary	International 1. Large teams of people 2. Product can be tailored to suit different countries 3. Complex hierarchical structure 4. Typically have a high number of sites/locations but not necessarily in every country they trade in 5. May use intermediaries/deal in export 6. Target group will be international but not worldwide 7. Can be private or voluntary, not likely to be public
			National 1. Medium to large teams of people 2. Product tailored for one country 3. Hierarchical structures 4. Multi-site/locations Could be franchise 5. Target group is nationwide 6. Can be private, public or voluntary			International 1. Large teams of people 2. Product can be tailored to suit different countries 3. Complex hierarchical structure 4. Typically have a high number of sites/locations but not necessarily in every country they trade in 5. May use intermediaries/deal in export 6. Target group will be international but not worldwide 7. Can be private or voluntary, not likely to be public	
<table><tr><td>National Eg's 8. Sports Direct 9. Bannatyne 10. David Lloyd 11. Fitness First</td><td>International Eg's 7. Umbro 8. Nike 9. Sky Sports 10. ESPN</td></tr><tr><td></td><td></td></tr></table>	National Eg's 8. Sports Direct 9. Bannatyne 10. David Lloyd 11. Fitness First	International Eg's 7. Umbro 8. Nike 9. Sky Sports 10. ESPN					
National Eg's 8. Sports Direct 9. Bannatyne 10. David Lloyd 11. Fitness First	International Eg's 7. Umbro 8. Nike 9. Sky Sports 10. ESPN						

Question			Answer	Marks	Guidance
16			<p>Six marks from:</p> <ol style="list-style-type: none"> 1. It can be a way to meet social and community obligations 2. CSR is now more part of the culture of sport than in previous years so an expectation that they need to address. 3. It can be used to improve reputation - It can improve the reputation of F1 which may be negative as cars using fossil fuels 4. It can help him to develop a positive corporate/brand image 5. Specific teams who are working towards climate positive goals/being environmentally friendly 6. It can be used as a marketing tool to get more customers/interested in the sport/increase fanbase 7. It may be a regulatory/legal requirement for F1 teams as things change in terms of the environment 8. It can be used to help teams access funding or sponsorship deals 9. May fit with fans/sponsors views/opinions reaching and engaging with more people from across the entire social and demographic spectrum 10. Can increase commercial success especially in the changes to fossil fuels – trickle down effect 11. It is the correct thing to do ethically 	6	8 - DNA - more profit/revenue/money

Question			Answer	Marks	Guidance
17			<p>Six marks from:</p> <p>Remain economically viable.</p> <ol style="list-style-type: none"> Stay up to date with current trends and adjust accordingly. E.g Sports such as F1 can be stocking the latest technology, having vegan friendly training shoes. Use social media as a platform to connect with loyal customers. E.g Sports such as F1 can be updating followers on a range of platforms Offer incentives to retain customers. E.g Sports such as F1 can be emailing vouchers for discounts. Create an appropriate, realistic pricing strategy. E.g Sports such as F1 can be ensuring that specific user groups are priced accordingly, such as students/elderly Remain transparent to customers re pricing. E.g Sports such as F1 can notify customers in advance of any likely price rises. Having a wage structure/sensible wage bill. E.g Sports such as F1 can be remaining within an identified wage structure. Effective costing strategy E.g Sports such as F1 can be considering manufacturing costs, volume of stock, sell recycled products Access external sources of funding E.g. Sports such as F1 team rely heavily on sponsorship from companies 	6	<ul style="list-style-type: none"> Sub max 3 marks – Economically Sub max 3 marks – Lasting legacy

			<p>Create a lasting legacy</p> <ol style="list-style-type: none"> 1. Inspire future generations E.G. Create new F1 role models for future generations to look up to 2. Provide opportunities for all E.G. Show F1 or any sport to be inclusive for all supporting and promoting driver talent from underrepresented backgrounds 3. Improved Infrastructure E.G Have facilities that everyone can access 4. Increase grass roots take up E.G. Fund or support grass roots operations to provide the future competitors 5. Promote broad economic footprint E.G. Share the wealth approach so people, causes and businesses benefit for the F1 events 6. Create exciting new formats that engage broader demographics E.G Expand the F1 Esports Championship to engage with the next generation of F1 fans 7. Increase fan engagement E.G. Broaden opportunities for activities during F1 race week 		
--	--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

Question			Answer	Marks	Guidance
18			<p>1. Changes in who controls sport</p> <ul style="list-style-type: none"> • Choices dictated by those with controlling interests/financial backers rather than those who perform in the sports e.g. LIV Golf tour <p>2. Influence of new technology</p> <ul style="list-style-type: none"> • Websites and ecommerce allow teams and individuals to reach a wider audience • Changes in the way fans engage with sports and athletes <p>3. Changing rules in sport to make it more suitable for television coverage</p> <p><u>Positive</u></p> <p>6. Positive impact of media/social media</p> <ul style="list-style-type: none"> • Can provide ways for performers and supporters to engage/be in more direct contact • Offers new ways to promote sports to people/increase the reach of sports/increase fanbase <p>7. Increased sponsorship opportunities</p> <ul style="list-style-type: none"> • e.g. Nike sponsor Cristiano Ronaldo; endorsements and advertising deals which Emma Raducanu has 		<p>4. Introduction of global sports brands</p> <ul style="list-style-type: none"> • Increased fame and popularity for sports stars • e.g. Adidas, Michael Jordan <p>5. Individual players and agents can have more power than clubs</p> <ul style="list-style-type: none"> • performers have more control over their careers • Agents can dictate terms and increase costs to clubs • performers are less able to be exploited by those who control the sport/teams <p>8. Increased revenue for clubs and athletes</p> <ul style="list-style-type: none"> • online sales of merchandise for professional clubs and athletes e.g. Saracens Rugby club selling replica shirts through their website • more to invest in infrastructure, support teams and performers e.g. Man Utd developed new training facilities • investment in better facilities for spectators e.g. stadia improvements • Use famous role models as marketing tools

		<p><u>Negative</u></p> <p>9. Over-reliance on funds/monies from media deals</p> <ul style="list-style-type: none"> • sports/teams may not be sustainable without commercial backing or media deals • money goes straight to performers/agents and not in to developing the sport • 'sportswashing' such as use of sport to promote countries/political regimes like Saudi Arabia e.g. Newcastle Utd • 'greenwashing' such as companies in polluting industries sponsoring events <p>10. More pressure on players</p> <ul style="list-style-type: none"> • Extended seasons, player injuries/burnout, early retirement • Commercial consequences of under-performing as well as sporting ones <p>11. Media intrusion into sport stars' lives/sportspeople have less of a private life</p> <ul style="list-style-type: none"> • Impossible to escape scrutiny for high profile sports people e.g. Marcus Rashford • Impact of media coverage and/or online social media abuse of performers, team managers and officials e.g. Naomi Osaka, Gareth Southgate, Wayne Barnes • impact on <u>the families of</u> performers, team managers and officials 		<p>12. Rising cost of spectatorship (both live and through media)</p> <ul style="list-style-type: none"> • e.g. PPV boxing matches or subscription channels needed to access live sport • increasing cost of tickets to major events and for big teams/clubs <p>14. Disconnect between fans and performers</p> <ul style="list-style-type: none"> • Performers at elite level are living a life which is totally different to those who watch/support them <p>14. Media dictating coverage</p> <ul style="list-style-type: none"> • Late kick off times make it difficult for travelling fans to attend matches • e.g. Premier League matches on Christmas Eve <p>15. Commercial interests prioritised over sporting issues</p> <ul style="list-style-type: none"> • games/tours in other countries to promote the sport/team/brand • e.g. Boxing in Saudi Arabia; football teams travelling to US and Asia in pre-season
--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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/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. • Several points to be developed and/or exemplified showing a balance between positive and negative impacts. <p>At Level 3 responses are likely to include:</p> <ul style="list-style-type: none"> • Detailed analysis of the impacts of commercialisation • At the top of this level, a wide range of examples will be given which show excellent understanding and are applied to a sporting context • Several points to be developed and/or exemplified showing a balance between positive and negative impacts, with examples. <p>Level 2 (4-6 marks) A competent answer:</p> <ul style="list-style-type: none"> • Satisfactory knowledge and understanding • Discussion/explanation/development attempted with some success. • Some success in practical application of knowledge • Technical and specialist vocabulary used with some accuracy. • Written communication is generally fluent with few errors. • Points are developed and/or exemplified but may focus on either positive or negative impacts of commercialisation, with some examples <p>At Level 2 responses are likely to include:</p> <ul style="list-style-type: none"> • Good explanation of different impacts of commercialisation • At the top of this level, a range of impacts will be given which show good analysis and understanding and are applied to a sporting context. • At the bottom of this level, a number of examples of impacts will be given which show some analysis and understanding. 	8	<p>Level 1 (1-3 marks)</p> <p>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. • One or two examples of impacts may be discussed. <p>At Level 1 responses are likely to include:</p> <ul style="list-style-type: none"> • Basic knowledge of the factors relating to commercialisation • More descriptive than explanatory, some basic terminology is used. • Few if any developed and/or exemplified points

Need to get in touch?

If you ever have any questions about OCR qualifications or services (including administration, logistics and teaching) please feel free to get in touch with our customer support centre.

Call us on

01223 553998

Alternatively, you can email us on

support@ocr.org.uk

For more information visit



ocr.org.uk/qualifications/resource-finder



ocr.org.uk



Twitter/ocrextams



/ocrextams



/company/ocr



/ocrextams



CAMBRIDGE
UNIVERSITY PRESS & ASSESSMENT

OCR is part of Cambridge University Press & Assessment, a department of the University of Cambridge.

For staff training purposes and as part of our quality assurance programme your call may be recorded or monitored. © OCR 2024 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 operates academic and vocational qualifications regulated by Ofqual, Qualifications Wales and CCEA as listed in their qualifications registers including A Levels, GCSEs, Cambridge Technicals and Cambridge Nationals.

OCR provides resources to help you deliver our qualifications. These resources do not represent any particular teaching method we expect you to use. We update our resources regularly and aim to make sure content is accurate but please check the OCR website so that you have the most up-to-date version. OCR cannot be held responsible for any errors or omissions in these resources.

Though we make every effort to check our resources, there may be contradictions between published support and the specification, so it is important that you always use information in the latest specification. We indicate any specification changes within the document itself, change the version number and provide a summary of the changes. If you do notice a discrepancy between the specification and a resource, please [contact us](#).

Whether you already offer OCR qualifications, are new to OCR or are thinking about switching, you can request more information using our [Expression of Interest form](#).

Please [get in touch](#) if you want to discuss the accessibility of resources we offer to support you in delivering our qualifications.