

**GCE** 

# Travel and Tourism

**Advanced GCE** 

Unit G734: Unit 15 - Marketing in Travel and Tourism

## Mark Scheme for January 2011

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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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### **Testing of Quality of Written Communication**

The quality of written communication will be assessed in questions that are indicated accordingly (\*). Marks will be awarded for spelling, punctuation and grammar, use of appropriate form and style of writing, and for organising work clearly and coherently.

In this external assessment the assessment of QWC will take place in Question 1c which is a level of response question and carries 12 marks.

Marks are embedded within this question for assessing the quality of written communication. The following criteria are embedded within the levels of response for Question 1c.

**Level 1**: Ability to communicate at least one point using some appropriate terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question. Errors of grammar, punctuation and spelling may be noticeable and intrusive

[1 mark representing the appropriate level of written communication is embedded in this level of response].

**Level 2**: Limited ability to organise relevant material. Some appropriate terminology used. Sentences are not always relevant with material presented in a way that does not always address the question. There may be noticeable errors of grammar, punctuation and spelling. [2 marks representing the appropriate level of written communication are embedded in this level of response].

**Level 3**: Ability to present relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately. Sentences, consistently relevant are well structured in a way that directly answers the question. There will be few, if any errors of grammar, punctuation and spelling.
[3 marks representing the appropriate level of written communication are embedded in this level of response].

Please note answers which are assessed as a L1, L2 and L3 from the individual unit mark scheme criteria may be awarded an additional mark for the quality of written communication if the standard is above the embedded criteria for the quality of written communication.

Question	Expected Answer	Additional guidance
1(a) Lancaster Castle does not conduct primary market research. Explain two reasons why Lancaster Castle should consider conducting primary market research. [4 marks] [1+1]*2	<ul> <li>One mark for each correct identification up to a maximum of two identifications, plus up to a further one mark for each of two explanations.</li> <li>Research can be specific to the Castle (✓), up-to-date and accurate (✓). Lancaster Castle will know exactly what customers want (✓). It will be able to react by providing the products and services required (✓).</li> </ul>	
1(b) Lancaster Castle advertises via a video information system (VIS) in the local hospital. Assess the extent to which placing advertisements on this VIS is likely to be of benefit to Lancaster Castle. [9 marks] Levels	O marks No response or no response worthy of credit.  Level 1: [1-3 marks] Candidate identifies/describes the extent to which placing advertisements on a VIS is likely to be of benefit to Lancaster Castle. Information may be in the form of a list. There is little or no attempt to assess.  Level 2: [4-6 marks] Candidate describes the extent to which placing advertisements on a VIS is likely to be of benefit. Candidates will show an understanding of the question and include explanations/analysis of a number of advantages/disadvantages which may be assessed with some success. The assessment in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.  Level 3: [7-9 marks] Candidates will show a clear understanding of the question and include detailed identification and explanation of the extent to which placing advertisements on a VIS is likely to be of benefit. Candidate effectively	Level 1: List – maximum 2 marks. 2 identifications plus one description – 3 marks. 2 identifications and unsupported judgement – 3 marks.  Level 2: No list – must be at least 'describe'. Description only – 4 marks. Explanation/analysis – 5 marks. Evaluative comment (because means that) – 6 marks.  Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 7 marks. An evaluation/judgement without overall conclusion/prioritisation – 8 marks. With overall supporting conclusion – 9 marks.

Question	Expected Answer	Additional guidance
	assesses a range of advantages/disadvantages.	
	There is sound and frequent evidence of thorough, detailed and	
	accurate knowledge and understanding of concepts and principles using specialist vocabulary.	
	specialist vocabulary.	
	Indicative content:	
	Advantages:	
	<ul> <li>Local hospital – many different age types of visitors; local people, cheap, large audience; able to get a large amount of information over; some visitors may be watching for a long period of time.</li> </ul>	
	Disadvantages:	
	No way to know of the conversion rate/success rate – waste of	
	money/resources; poor quality; system gets dated quickly.	
	Exemplar response:	
	VIS will be seen by lots of local people in the hospital which is good. By getting lots of visitors this might result in Lancaster Castle getting more visitors. The approach is a blanket one and cannot target specific groups of customers ( <b>L3</b> ).	
1(c)*	Levels of response marking	This is the question assessing QWC.
Discuss why the mailing list has 'proved to be one of the	0 marks	Level 1:
most important marketing	No response or no response worthy of credit.	List – maximum 2 marks.
tools used by Lancaster		2 identifications plus one description –
Castle'.	Level 1: [1-4 marks]	2, 3 or 4 marks.
[12 marks]	Candidate identifies/describes why the mailing list is important.	3 identifications and unsupported
Levels	Information may be in the form of a list. There is little or no attempt to discuss. Candidate communicates at least one point using some	judgement – 4 marks.
	appropriate terminology. Sentences have limited coherence and	Level 2:
	structure, often being of doubtful relevance to the main focus of the	No list – must be at least 'describe'.
	question. Errors of grammar, punctuation and spelling may be	Description only – 5 marks.
	noticeable and intrusive.	Explanation/analysis – 6 or 7 marks.

Question	Expected Answer	Additional guidance
Question	Level 2: [5-8 marks] Candidate describes why the mailing list is important. Candidates will show an understanding of the question and include explanations/analysis of a number of advantages/disadvantages which may be discussed with some success. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used. Sentences are not always relevant with material presented in a way that does not always address the question. There may be noticeable errors of grammar, punctuation and spelling.  Level 3: [9-12 marks] Candidates will show a clear understanding of the question and include detailed identification and explanation of why the mailing list is important. Candidate effectively discusses a range of advantages/disadvantages. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately. Sentences, consistently relevant are well structured in a way that directly answers the question. There will be few, if any errors of grammar, punctuation and spelling.  Indicative content:  Advantages:  • For direct marketing: direct information sent to customer; able to do promotions specific to customers; people known to be interested as past customers, better than wasting money on flooding general public.	Evaluative comment (because means that) – 8 marks.  Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks. An evaluation/judgement without overall conclusion/prioritisation – 11 marks. With overall supporting conclusion – 12 marks.

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Question	Expected Answer	Additional guidance
Question	Disadvantages:  Will have to adhere to DPA; lists must be updated regularly, not all customers on list will be interested in visiting again for new/different promotions; can be limiting as wider market is ignored.  Exemplar response: Information can be sent directly to customers who are kept on the list. This allows for carefully targeted campaigns. Specific shows or events may otherwise be missed by people who would be interested. Lancaster Castle can save money, although it needs to update the list for future use (L3).	

Question	Expected Answer	Additional guidance
2(a) What is meant by the term 'breakeven price'? [1 mark]	<ul> <li>For one mark.</li> <li>Costs involved in providing a product/service (✓).</li> <li>Usually set the minimum level of the price (✓).</li> <li>Covering the price of the cost (✓).</li> <li>Costs just covered (✓).</li> </ul>	
2(b) Discuss why voucher schemes are considered to be of benefit to attractions such as Lancaster Castle in increasing visitor numbers.  [9 marks] Levels	O marks  No response or no response worthy of credit.  Level 1: [1-3 marks]  Candidate identifies/describes why voucher schemes are considered to be of benefit. Information may be in the form of a list. There is little or no attempt to discuss.  Level 2: [4-6 marks]  Candidate describes why voucher schemes are considered to be of benefit. Candidates will show an understanding of the question and include explanations/analysis of a number of advantages/disadvantages which may be discussed with some success. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.  Level 3: [7-9 marks]  Candidates will show a clear understanding of the question and include detailed identification and explanation of why voucher schemes are considered to be of benefit. Candidate effectively discusses a range of advantages/disadvantages. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.	Level 1: List – maximum 2 marks. 2 identifications plus one description – 3 marks. 2 identifications and unsupported judgement – 3 marks.  Level 2: No list – must be at least 'describe' Description only – 4 marks. Explanation/analysis – 5 marks. Evaluative comment (because means that) – 6 marks.  Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 7 marks. An evaluation/judgement without overall conclusion/prioritisation – 8 marks. With overall supporting conclusion – 9 marks.

Expected Answer	Additional guidance
Indicative content: Links to well-known national companies such as Sainsbury's/The Times; encourage visits child/adults with offers; enables the Castle to get in with companies at an affordable price; good for monitoring when people use the vouchers; message could be lost; many people ignore vouchers; vouchers costly; time frame limited.	
Exemplar response: Vouchers help to publicise the organisation and is good to see how many people use it. It can be targeted to local products and services. These local people will be happy for the payment and will also get some marketing out of it too, although they may not always be compatible. (L3).	
<ul> <li>One mark for each correct identification up to a maximum of three identifications, plus up to a further one mark for each of three explanations.</li> <li>Indicative content: <ul> <li>Enhancing the reputation of the Castle (✓) and as a result encourages more visits to come to the visitor attraction (✓).</li> <li>Good for publicity and promotion (✓). The attraction can use this award to their advantage as they advertise in leaflets, PR messages, and on the Internet (✓).</li> <li>Gives customers peace of mind (✓).</li> <li>They will get good customer service (✓).</li> </ul> </li> </ul>	
	<ul> <li>Indicative content:         Links to well-known national companies such as Sainsbury's/The Times; encourage visits child/adults with offers; enables the Castle to get in with companies at an affordable price; good for monitoring when people use the vouchers; message could be lost; many people ignore vouchers; vouchers costly; time frame limited.</li> <li>Exemplar response:         Vouchers help to publicise the organisation and is good to see how many people use it. It can be targeted to local products and services. These local people will be happy for the payment and will also get some marketing out of it too, although they may not always be compatible. (L3).</li> <li>One mark for each correct identification up to a maximum of three identifications, plus up to a further one mark for each of three explanations.</li> <li>Indicative content:         <ul> <li>Enhancing the reputation of the Castle (✓) and as a result encourages more visits to come to the visitor attraction (✓).</li> <li>Good for publicity and promotion (✓). The attraction can use this award to their advantage as they advertise in leaflets, PR messages, and on the Internet (✓).</li> <li>Gives customers peace of mind (✓).</li> </ul> </li> </ul>

Question	Expected Answer	Additional guidance
2(d)	Levels of response marking	Level 1:
Discuss the possible benefits		List – maximum 2 marks.
to Lancaster Castle of joining	0 marks	2 identifications plus one description –
schemes such as the Great	No response or no response worthy of credit.	3 marks.
British Heritage Pass scheme.		2 identifications and unsupported
[9 marks]	Level 1: [1-3 marks]	judgement – 3 marks.
Levels	Candidate identifies/describes some possible benefits to Lancaster	
	Castle of joining schemes. Information may be in the form of a list of	Level 2:
	benefits. There is little or no attempt to discuss.	No list – must be at least 'describe'
	·	Description only – 4 marks.
	Level 2: [4-6 marks]	Explanation/analysis – 5 marks.
	Candidate describes a number of possible benefits. Candidates will	Evaluative comment (because
	show an understanding of the question and include	means that) – 6 marks.
	explanations/analysis of a number of benefits which may be discussed	,
	with some success. The discussion in the most part is accurate and	Level 3:
	relevant. The answer is relevant and accurate and shows reasonable	Identification/description
	knowledge and understanding of concepts and principles with some use	implied/assumed.
	of specialist vocabulary.	Explanation/analysis/comparison of
	or openium, reconstruction,	more than one point/both sides – 7
	Level 3: [7-9 marks]	marks.
	Candidates will show a clear understanding of the question and include	An evaluation/judgement without
	detailed identification and explanation of the possible benefits.	overall conclusion/prioritisation – 8
	Candidate effectively discusses a range of possible benefits. There is	marks.
	sound and frequent evidence of thorough, detailed and accurate	With overall supporting conclusion – 9
	knowledge and understanding of concepts and principles using	marks.
	specialist vocabulary.	marks.
	Specialist vocabulary.	
	Indicative content:	
	Advantages:	
	<ul> <li>This allows free access to the tours for cardholders and gives a</li> </ul>	
	good position on the relevant websites and in literature. This	
	increases visits from people who would not probably have gone in the normal course of events.	
	the normal course of events.	

Question	Expected Answer	Additional guidance
	Disadvantages:     Gives good position on websites and in literature; also increases visits from people who probably would not normally visit; gives good national coverage; coverage in a prestigious scheme; easily	
	monitored scheme. Costly; no guarantee of success; may direct funds away from more successful marketing; loss of control.	
	Exemplar response: Great British Heritage allows free access to the tours for cardholders and gives a good position on the relevant websites and in literature. This increases visits from people who would not probably have gone in the normal course of events but may be costly. It is easy to monitor, although success is not always guaranteed (L3).	

Question	Expected Answer	Additional guidance
3(a) Explain two benefits to Lancaster Castle of using Lancashire County Council's (LCC) Media Buying Team when placing advertisements. [4 marks] [1+1]*2	<ul> <li>One mark for each correct identification up to a maximum of two identifications, plus up to a further one mark for each of two explanations.</li> <li>Experienced staff (✓) who can use their knowledge and expertise to ensure that Lancaster Castle benefits from strong promotional activity (✓).</li> <li>Saves Castle staff time and effort looking for media deals (✓). This time can therefore be spent by Castle staff on other business activities (✓).</li> <li>Get best possible price for all media placed (✓).</li> <li>Staff know contacts and best deals to get (✓).</li> <li>Cost effective (✓).</li> </ul>	
3(b) Discuss the disadvantages to Lancaster Castle of taking part in joint promotional activities. [9 marks] Levels	O marks No response or no response worthy of credit.  Level 1: [1-3 marks] Candidate identifies/describes the disadvantages to Lancaster Castle of taking part in joint promotional activities. Information may be in the form of a list. There is little or no attempt to discuss.  Level 2: [4-6 marks] Candidate describes the disadvantages to Lancaster Castle of taking part in joint promotional activities. Candidates will show an understanding of the question and include explanations/analysis of a number of disadvantages which may be discussed with some success. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.	Level 1: List – maximum 2 marks. 2 identifications plus one description – 3 marks. 2 identifications and unsupported judgement – 3 marks.  Level 2: No list – must be at least 'describe' Description only – 4 marks. Explanation/analysis – 5 marks. Evaluative comment (because means that) – 6 marks.  Level 3: Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 7 marks. An evaluation/judgement without

Question	Expected Answer	Additional guidance
	Level 3: [7-9 marks]	overall conclusion/prioritisation – 8
	Candidates will show a clear understanding of the question and include	marks.
	detailed identification and explanation of the disadvantages to Lancaster	With overall supporting conclusion – 9
	Castle of taking part in joint promotional activities. Candidate effectively	marks.
	discusses a range of disadvantages. There is sound and frequent	
	evidence of thorough, detailed and accurate knowledge and	
	understanding of concepts and principles using specialist vocabulary.	
	Indicative content:	
	Different open times/policies of different attractions – can cause confusion.	
	Too many mixed messages, individual message may be lost.  Different a lities at these.	
	Different selling styles.  Different selling styles.	
	Different ownership of organisations may cause conflict.	
	May not be successful partnerships.	
	Can cause disagreements and create a divide.	
	Poor success rate.	
	Loss of money.	
	Unrealistic expectations.	
	Exemplar response:	
	Working with others can sometimes be difficult as you are obviously	
	different and may have different objectives. Partnerships may not work	
	and could cause arguments as organisations are competitors. The cost	
	may be cheaper but customers could get the wrong message and get	
	organisations confused and mixed up ( <b>L3</b> ).	
3(c)	Levels of response marking	Level 1:
Evaluate whether placing an		List – maximum 2 marks.
advertisement in 'Local	0 marks	2 identifications plus one description –
Choice' or 'The Sun' would be	No response or no response worthy of credit.	2, 3 or 4 marks.
of more benefit to Lancaster		3 identifications and unsupported
Castle.	Level 1: [1-4 marks]	judgement – 4 marks.
[12 marks]	Candidate identifies/describes the benefits of placing an advertisement	
Levels	in 'Local Choice' or 'The Sun'. Information may be in the form of a list of	

Question	Expected Answer	Additional guidance
	benefits. There is little or no attempt to evaluate.	Level 2:
		No list – must be at least 'describe'.
	Level 2: [5-8 marks]	Description only – 5 marks.
	Candidate describes the benefits of placing an advertisement in 'Local	Explanation/analysis – 6 or 7 marks.
	Choice' or 'The Sun'. Candidates will show an understanding of the	Evaluative comment (because
	question and include explanations/analysis of a number of benefits	means that) – 8 marks.
	which may be evaluated with some success. The evaluation in the most	
	part is accurate and relevant. The answer is relevant and accurate and	Level 3:
	shows reasonable knowledge and understanding of concepts and	Identification/description
	principles with some use of specialist vocabulary.	implied/assumed.
		Explanation/analysis/comparison of
	Level 3: [9-12 marks]	more than one point/both sides – 9 or
	Candidates will show a clear understanding of the question and include	10 marks.
	detailed identification and explanation of the benefits of placing an	An evaluation/judgement without
	advertisement in 'Local Choice' or 'The Sun'. Candidate effectively	overall conclusion/prioritisation – 11
	evaluates a range of benefits. There is sound and frequent evidence of	marks.
	thorough, detailed and accurate knowledge and understanding of	With overall supporting conclusion – 12
	concepts and principles using specialist vocabulary.	marks.
	Indicative content:	
	Local benefits:	
	<ul> <li>Local people will read and local information relevant.</li> </ul>	
	Local papers get delivered.	
	Can do local inserts and competitions relevant to local issues and	
	promotions.	
	Cheaper than national papers.	
	Silvapor diaminational papero.	
	National:	
	<ul> <li>National coverage gets greater coverage but will lose that local touch.</li> </ul>	
	Advert will have to be carefully targeted as will not be appropriate	
	for national level readership.	
	More explanation will be needed at a national level.	
	May be diluted at national level, may be lost against other	

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Question	Expected Answer	Additional guidance
	competitors which are bigger and more well known on a national scale.	
	Exemplar response: Local Choice is obviously the one which targets local people. It will not cost as much as the national paper. The Sun would be of benefit if Lancaster Castle was doing some major event and wanted lots of people to know about it but greater explanation may be needed such as where the Castle is as some people will not have heard of it and it may be too far away (L3).	

Question	Expected Answer	Additional guidance
4(a) Explain two possible marketing objectives for Lancaster Castle. [4 marks] [1+1]*2	<ul> <li>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</li> <li>Indicative content: <ul> <li>Satisfying customer requirements (✓) to generate usage (✓).</li> <li>Generates profit (✓) by getting more visitors (✓).</li> <li>Generate community benefit and education (✓) by fulfilling the policy of local councils (✓).</li> <li>Optimising customer perception (✓) creates positive image in the locality (✓).</li> <li>Co-ordinating a range of activities (✓) to benefit local people of all ages (✓).</li> <li>Maximising income (✓) to enable continued growth and</li> </ul> </li> </ul>	
4(b) Describe three of Lancaster Castle's unique selling points (USPs). [6 marks] [1+1]*3	<ul> <li>Sustainability (✓).</li> <li>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three descriptions.</li> <li>Indicative content: <ul> <li>Stunning courtrooms and historic structures (✓) such as Keep, Tower and Gatehouse (✓).</li> <li>Still working court and prison (✓) which holds a variety of events (✓).</li> <li>Unusual attraction to be able to view monument that is still in use today (✓).</li> <li>Most important archaeological monument (✓).</li> <li>Set in stunning backdrop of the Castle (✓).</li> <li>Chilling darkness of the old cells (✓).</li> <li>Grade 1 Listed Building (✓).</li> </ul> </li> </ul>	

Question	Expected Answer	Additional guidance
4(c)	Likely approach - one mark for correct identification of impact plus	Credit candidate if DPA is given in
Explain the impact of the Data	up to a further two marks for explanation.	explanation, eg data must be kept
Protection Act (2004) on the way in which Lancaster Castle	Indicative content:	secure, cannot be passed to a third party, etc.
maintains its mailing lists.	<ul> <li>Manager must be familiar with the Act because collecting personal</li> </ul>	party, etc.
[3 marks]	data such as names and addresses for its mailing list $(\checkmark)$ . These	
[1+1+1]	cannot be kept for other promotional activities ( ) and must be	
	kept in a secure place (√).	
	<ul> <li>Should not be given out to anyone (√).</li> </ul>	
	<ul> <li>Must only be kept for purpose intended (√).</li> </ul>	
	<ul> <li>Unless the customer gives permission (✓).</li> </ul>	
4(d)	Levels of response marking	Level 1:
Discuss how a PEST analysis		List – maximum 2 marks.
may influence the marketing	0 marks	2 identifications plus one description –
decisions of Lancaster Castle. [12 marks]	No response or no response worthy of credit.	<ul><li>2, 3 or 4 marks.</li><li>3 identifications and unsupported</li></ul>
Levels	Level 1: [1-4 marks]	judgement – 4 marks.
	Candidate identifies/describes how PEST influences marketing	Jaagement Thanto.
	decisions. Information may be in the form of a list. There is little or no	Level 2:
	attempt to discuss.	No list – must be at least 'describe'.
		Description only – 5 marks.
	Level 2: [5-8 marks] Candidate describes how PEST influences marketing decisions.	Explanation/analysis – 6 or 7 marks. Evaluative comment (because
	Candidates will show an understanding of the question and include	means that) – 8 marks.
	explanations/analysis of a number of ways which may be discussed with	means that) o marks.
	some success. The discussion in the most part is accurate and	Level 3:
	relevant. The answer is relevant and accurate and shows reasonable	Identification/description
	knowledge and understanding of concepts and principles with some use	implied/assumed.
	of specialist vocabulary.	Explanation/analysis/comparison of
	Level 3: [9-12 marks]	more than one point/both sides – 9 or 10 marks.
	Candidates will show a clear understanding of the question and include	An evaluation/judgement without
	detailed identification and explanation of how PEST influences	overall conclusion/prioritisation – 11
	marketing decisions. Candidate effectively discusses a range of ways.	marks.

Question	Expected Answer	Additional guidance
	There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.	With overall supporting conclusion – 12 marks.
	<ul> <li>Indicative content:</li> <li>Political: Government legislation, including taxation, EU rules, interest rates, funding levels, laws.</li> <li>Economic: inflation, employment levels, disposable income, exchange rates, recession.</li> <li>Social: early retirement, changes in lifestyle, shorter working week, education, demographic changes, holiday entitlement changes in working practices.</li> <li>Technology: Internet development, communication systems, Internet banking, guiding systems, in-house publications.</li> <li>Events; Internet; publications advertised; types of visitors, jobs; income, new systems.</li> <li>Marketing decisions:</li> <li>To advertise locally or nationally.</li> <li>Where to place adverts and when.</li> <li>Pricing policies.</li> <li>Using internet.</li> <li>Whether to conduct joint marketing.</li> <li>Whether to participate in events.</li> <li>Which programme of activities to support.</li> <li>Exemplar response:</li> <li>PEST is important as it shows an organisation the external influences and these will affect decisions. If the Government changes then Lancaster Castle might lose its funding. This will then determine what it can and can not do. The Prison and Court may close and advertising budgets would suffer and ultimately if Lancaster Castle does not try and address the issues it would completely close (L3).</li> </ul>	PEST is important has it shows an organisation the external influences and these will alter decisions, if the Government changes then LC might lose its funding this will then determine what it can and can't do the prison and court may close and advertising budgets would suffer and ultimately if LC do not try and address the issues they would completely close (L3).

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