

**Cambridge Technicals
Sport**

Unit 21: The business of sport

Level 3 Cambridge Technical in Sport and Physical Activity
05872

Mark Scheme for January 2019

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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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Question	Answer	Marks	Guidance
1	<u>Voluntary</u> 1 Not for profit 2 Exist to fulfil a specific purpose (e.g. a club specifically for adults with autism) 3 Normally set up as a charity 4 Aim to give something back to the community 5 Funded by membership fees, donations, private investment, sponsorship & loans 6 Target groups may be those with low incomes & specific groups (e.g. the disabled)	2	Accept other suitable examples for Pt2 & Pt6
2	Local authority swimming pool	1	
3	<u>Type of business</u> Sports Retail 1 Example: Sports Direct, JD Sports, Inter Sport 2 Sells sports-related products to consumers. Could be online or in-store. Sports media companies 3 Example: Sky Sports, BT, Amazon, Eurosport 4 Create sports content; pay sports businesses to display their content. i.e. BT paying Premier League clubs for TV rights	4	Accept specific local examples of sports retail businesses Accept manufacture outlets e.g. Nike
4	False	1	
5	1 To increase participation 2 To improve inclusion/provide opportunities to socialise 3 To improve the health/fitness/wellbeing of participants 4 To fulfil the needs of a community/group 5 To support specific user groups. E.g. low income/older adults 6 To support charitable causes 7 Increasing their membership	2	

Question		Answer	Marks	Guidance
		2 Training. Delivering a range of training, e.g. health and safety/consider costs/limitations of training, (e.g. time frame) 3 Managing expectations. Ensuring volunteers know it might be a one-off/no pay or benefits/no contract/leave at any time 4 Treating volunteers consistently/same as other employees 5 Consider volunteers' rights. E.g. insurance/grievance		
11		1 Sales 2 Sponsorship 3 Loans/bonds 4 Membership fees 5 Debentures 6 Philanthropic donations 7 Selling shares	2	Synoptic link Unit 3
12		1 Increase in revenue 2 Improvement to stadia 3 Improvement to other facilities. E.g. training ground upgrade 4 New sponsors/sponsorship/funding opportunities 5 Increased opportunities to recruit and develop players/employees 6 Increased exposure to a wider audience/media presence 7 Increased reach/increased fan/customer base 8 Introduction of the global sport superstar/profile raised 9 Increased brand/reputation	4	
13	(a)	1 By proving that there is a demand for climbing sessions/need for funding 2 Producing a list of names/schools waiting for his services 3 By having a clear vision and set of goals that he wants to achieve 4 By demonstrating that what he does will have an impact. E.g. prove that it will impact positively on health and wellbeing	5	Synoptic link Unit 3

Question		Answer	Marks	Guidance
		<p>5 Prove that he can deliver what he is setting out to do/that his services are respected/valued/good track record/reputation</p> <p>6 Prove his eligibility. Could be support from NGB/demonstrating size & scope of his organisation</p>		
13	(b)	<p>1 So that they meet the obligations to their community/users</p> <p>2 It can improve the reputation of his organisation</p> <p>3 It can help him to develop a positive corporate image</p> <p>4 It can be used as a marketing tool to get more customers/interest in his business</p> <p>5 Mark can reach out across the social/demographic spectrum/it can allow access for everyone</p> <p>6 It may be a regulatory/legal requirement for him</p> <p>7 It can be used to help Mark to access funding</p> <p>8 It is a strong ethical decision</p> <p>9 It will 'fit' with customer views/opinions</p> <p>10 Sports reflects CSR and should be used to promote it. E.g. community care/inclusivity</p> <p>11 Consider impact on the environment</p>	5	
14		<p><u>Environmentally friendly</u></p> <p>1 Promote recycling and reusing. E.g. no plastic bottles for sale in the café</p> <p>2 Provide adequate facilities for recycling. E.g. a variety of recycling bins available</p> <p>3 Source produce/equipment locally wherever possible. E.g. use local farmers/food suppliers in cafe</p> <p>4 Source energy ethically. E.g. using a green energy supplier</p> <p>5 Make buildings 'greener'. E.g. wind turbines/turf roofing/solar panels.</p> <p>6 Support people in making travelling decisions. E.g. lockable bicycle storage/bus timetables</p>	4	<p>Sub max 2 for each section</p> <p>Sub max of 2 for answers <u>without examples</u></p>

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	<p><u>Remain economically viable</u></p> <p>7 Stay up-to-date with current trends, and adjust accordingly. E.g. Running shops stocking the latest technology for checking for running gait</p> <p>8 Use social media as a platform to connect with loyal customers. E.g. Updating followers on a range of platforms</p> <p>9 Offer incentives to retain customers. E.g. emailing vouchers for discounts</p> <p>10 Create an appropriate, realistic pricing strategy. E.g. Ensuring that specific user groups are priced accordingly, such as students/elderly</p> <p>11 Remain transparent to customers re pricing. Notify customers in advance of any likely prices rises.</p> <p>12 Having a wage structure/sensible wage bill. E.g. Remaining within an identified wage structure</p> <p>13 Effective costing strategy E.g. consider manufacturing costs, volume of stock, sell recycled products</p>		
15	<p>1 Impact Sports stars portrayed as negative role models</p> <p>2 Analysis Reduction in popularity/sponsorship deals/negative media coverage/lose reputation</p> <p>3 Impact Media dictating coverage</p> <p>4 Analysis Players expected to play more often & during unsociable times. E.g. footballers expected to play during the festive period</p> <p>5 Impact More pressure on players</p> <p>6 Analysis Players more likely to burn-out or have to retire early/less time to recover from injuries/forced to play through pain barrier</p> <p>7 Impact Players have no right to a private life</p> <p>8 Analysis Constant media/online presence. Social media allows for 'keyboard warriors to insult/players expected to maintain active social media account</p>	6	<p>Accept any suitable examples</p> <p>Sub max 3 for impacts/3 for analysis</p> <p>Must have corresponding Impact mark for Analysis mark to be awarded</p>

Question		Answer	Marks	Guidance
		<p>9 Impact Disconnection created between fans and sports stars/lose fan base due to money/stardom.</p> <p>10 Analysis This creates a gulf between fans and their heroes that didn't exist a generation ago/stars live a life vastly different to their fans</p> <p>11 Impact A few rich/powerful clubs hold increasing power/influence</p> <p>12 Analysis Players are not always well represented/negotiations can be one-way for pay & conditions</p>		
16	(a)	<p><u>The following sources of funding could be analysed</u></p> <p>1 Sales/sponsorship deals Badminton England could set up a major sponsorship deal with a company/companies (like Müller with UK Athletics) that will allow them to access greater funding which will then allow them to fund elite performers.</p> <p>2 Loans/bonds Loans could be taken in order to support performers wanting to travel/participate in competition. This could lead to debt accumulating/it isn't sustainable.</p> <p>3 Grants Grants can sometimes be sourced from a range of different places.eg Sport England. This can provide short-term funding solutions but doesn't necessarily allow for long-term planning.</p> <p>4 Membership fees Money collected through membership fees can support the development of elite performers. Membership fees of clubs/organisations can increase/decrease, which affects the amount of money available.</p>	8	<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. • A wide range of funding sources analysed <p>At Level 3 responses <u>are likely to include:</u></p> <ul style="list-style-type: none"> • Detailed analysis of the sources of funding • At the top of this level, a wide range of sources will be given which show excellent understanding and are applied to a sporting context <p>Level 2 (4-6 marks) A competent answer:</p> <ul style="list-style-type: none"> • Satisfactory knowledge and understanding • Analysis/evaluation and/or

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	<p>5 Philanthropic donations Players could seek donations from individuals who are known to support the sport/other sport. This could be a local person or a former sports person. These donations are often given without any condition or expectation placed upon performers.</p> <p>6 Local government/councils Funds are sometimes available from local councils. Performers are often expected to perform community work as a form of repayment.</p> <p>7 Funding from sports businesses (E.g. event sponsorship) Badminton England could use regional events/national events as an opportunity to obtain sponsorship specifically for these events to raise additional money.</p> <p>8 Crowd funding Players can utilise crowd funding to obtain money to continue playing/training 'professionally'. Recent examples of Chris Langridge & other GB players receiving funding in 2016 from Crowdfunding for 2017 Commonwealth Games.</p> <p>9 Money from other lotteries Local lotteries could be approached to try and support badminton as a chosen charity. This could mean a steady source of income.</p> <p>10 Corporate donations/subsidies Businesses often 'gift' money to individuals/organisations as a tax break/for their corporate image.</p> <p>11 Their own money/savings/self-funded Performers can use their own savings/parental & family contributions. This is common for those who can afford to</p>		<p>discussion/explanation/development attempted with some success</p> <ul style="list-style-type: none"> • Some success in practical application of knowledge • Technical and specialist vocabulary used with some accuracy • Written communication generally fluent with few errors. • A range of funding sources should be discussed, with some analysis. <p>At Level 2 responses are likely to include:</p> <ul style="list-style-type: none"> • Good explanation of the different sources of funding • At the top of this level, a range of sources will be given which show good analysis and understanding. Some are applied to a sporting context. • At the bottom of this level, a number of sources will be given which show some analysis and understanding. <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. • One or two funding sources may be discussed.

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		<p>do so. Often leads to debt/remortgaging, which is unsustainable.</p> <p>12 Fundraising events/activities</p>		<p>At Level 1 responses are likely to include:</p> <ul style="list-style-type: none"> • Basic knowledge of the factors relating to funding sources • At the top of this level, several sources will be identified with limited understanding. <p>Development of each point will be shown when the candidate makes some sort of analysis of the funding option, or when a relevant example is provided.</p>
16	(b)	<p><u>Promote/support the sport</u></p> <p>1 Provide additional administrative staff E.g. stewards, admin, office staff</p> <p>2 Can be used to 'grow' the sport into a wider area E.g. ambassadors</p> <p>3 Provide a bigger pool of coaches/officials</p> <p>4 To open new clubs in new areas</p> <p>5 To prevent the sport from deteriorating/improve reputation</p> <p>6 Enables the sport to change quickly/adapt to fluctuations in popularity</p>	3	
	(i)			
	(ii)	<p><u>Drawbacks</u></p> <p>7 Not the same level of expertise/lack of qualified staff</p> <p>8 Cost to train additional volunteers</p> <p>9 Additional time required to train volunteers</p> <p>10 Lack of leverage/control over performance due to lack of pay/contract</p> <p>11 Volunteers can leave at any time</p> <p>12 Their need to work flexibly/paid staff may expect parity</p> <p>13 Skills presented might not match needs of the sport</p>	3	

Question		Answer	Marks	Guidance
16	(c)	1 Profitability/maximising income 2 Share prices 3 Customer satisfaction/low number of complaints 4 Growth/reach/inclusion of products or services 5 Reputation 6 Repeat business/customer loyalty/customer retention 7 Expansion of organisation 8 Legacy 9 Recognisability 10 Participation levels 11 Number of clubs/members	6	Do not accept 'win medals, trophies or competitions' REP

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