

Examiners' Report/
Lead Examiner Feedback

June 2018

BTEC Level 3 Nationals in Sport

Unit 22: Investigating Business in the Sport and
Active Leisure Industry



Sport

Edexcel and BTEC qualifications

Edexcel and BTEC qualifications come from Pearson, the world's leading learning company. We provide a wide range of qualifications including academic, vocational, occupational and specific programmes for employers. For further information visit our qualifications website at <http://qualifications.pearson.com/en/home.html> for our BTEC qualifications.

Alternatively, you can get in touch with us using the details on our contact us page at <http://qualifications.pearson.com/en/contact-us.html>

If you have any subject specific questions about this specification that require the help of a subject specialist, you can speak directly to the subject team at Pearson. Their contact details can be found on this link: <http://qualifications.pearson.com/en/support/support-for-you/teachers.html>

You can also use our online Ask the Expert service at <https://www.edexcelonline.com>

You will need an Edexcel Online username and password to access this service.

Pearson: helping people progress, everywhere

Our aim is to help everyone progress in their lives through education. We believe in every kind of learning, for all kinds of people, wherever they are in the world. We've been involved in education for over 150 years, and by working across 70 countries, in 100 languages, we have built an international reputation for our commitment to high standards and raising achievement through innovation in education. Find out more about how we can help you and your learners at: www.pearson.com/uk

January 2018

Publications Code 21405J_1806_ER

All the material in this publication is copyright

© Pearson Education Ltd 2018

Grade Boundaries

What is a grade boundary?

A grade boundary is where we set the level of achievement required to obtain a certain grade for the externally assessed unit. We set grade boundaries for each grade (Distinction, Merit, Pass and Near Pass). The grade awarded for each unit contributes proportionately to the overall qualification grade and each unit should always be viewed in the context of its impact on the whole qualification.

Setting grade boundaries

When we set grade boundaries, we look at the performance of every learner who took the assessment. When we can see the full picture of performance, our experts are then able to decide where best to place the grade boundaries – this means that they decide what the lowest possible mark should be for a particular grade.

When our experts set the grade boundaries, they make sure that learners receive grades which reflect their ability. Awarding grade boundaries is conducted to ensure learners achieve the grade they deserve to achieve, irrespective of variation in the external assessment.

Variations in external assessments

Each test we set asks different questions and may assess different parts of the unit content outlined in the specification. It would be unfair to learners if we set the same grade boundaries for each test, because then it would not take into account that a test might be slightly easier or more difficult than any other.

Grade boundaries for this, and all other papers, are on the website via this link:
qualifications.pearson.com/gradeboundaries

Sport Unit 22: Investigating Business in Sport and the Active Leisure Industry

Grade	Unclassified	Near Pass	Pass	Merit	Distinction
Boundary Mark	0	9	18	31	44

Introduction

This was the second series of the new Level 3 Nationals specification for UNIT 22: INVESTIGATING BUSINESS IN THE SPORT AND ACTIVE LEISURE INDUSTRY. This unit is an extension of the previous QCF Unit 25: Sport as a business. This is the second time, following from the January series (2018), that this unit has been assessed externally through a task based assessment.

There was a wide variation in the level of preparation of candidates for this style of examination as this was a new concept for many centres and candidates. The release of Part A allowed research for the paper, where candidates were expected to prepare notes that could be used within part B, under exam conditions. A maximum of 4 pages of A4 notes were allowed to be developed in preparation. The levels of research and preparation were evident through candidate's responses to the activities, with better prepared candidates tending to score into the higher grade boundaries.

The task based assessment followed the same format as the Sample Assessment Material (SAM's) as well as the additional Sample Assessment Material available on the Pearson website.

<https://qualifications.pearson.com/en/qualifications/btec-nationals/sport-2016.html#tab-5>

The task based assessment was split into four activities which were all open response answers and were given different marks.

Activity 1 focused on the review and purpose of the business, its data and suitable research to support the business status. There was a total of 16 marks for this question.

Activity 2 required candidates to undertake a business model analysis to clearly highlight the internal and external factors effecting the business in relation to competition. There was a total of 16 marks for this question.

Activity 3 requested candidates to make recommendations with reference to the development and marketing of the business. There was a total of 20 marks for this question.

Activity 4 required justifications of the recommendations and links to a wider business context. There was a total of 12 marks for this question.

These activities, and mark scheme never change. Just the scenario business and the area of focus for the research.

Introduction to the Overall Performance of the Unit

Candidates have performed well across the paper and to the style of assessment being carried out. There has been a much improved level of research and preparation to support candidate's responses from what was observed within the January series, however resit candidates performance has not been as strong as expected.

The levels of preparation and research undertaken prior to the assessment were still varied, with stronger candidates clearly having information available to them to support their responses throughout the paper. As with all examinations for this paper research notes can be produced to support Part B of the examination and are vital to support candidate responses, particularly in question 1, 2 and 4, as there is credit available for supporting responses with suitable research from the wider business context.

As with the January series, activity 1 was the lowest performing question on the paper. Candidates have to be able to take information from part B, the unseen element, and ensure that they review the business, show they understand the purpose of the type of business (PLC), and then interpret data and include suitable research to support these elements. This is the most difficult of the activities to respond to, and as a result candidate's performance on this question still needs further development and focus. This series saw the data responses being the weakest element of candidates answers, even though there was plenty of data to be discussed within the paper.

Activity 2 contained stronger responses, and the vast majority of learners used the SWOT analysis to highlight the internal and external factors effecting the business. As with the January series, most candidates performed very well on the strengths and weaknesses of the business (internal) but showed limited understanding of opportunities and threats (external). The examples to wider research in general were improved in candidate's responses from the January series, however there still needs to be clearer links made to the research as opposed to, in some cases, where candidates were just 'tagging on' research linked to a point they made, and not really using the research to support the response. . GoVenture (competitor business) in most cases was the only business used to support responses for threats, and this will only allow candidates to achieve the lower banding for this question.

Activity 3 saw an improvement in candidate responses overall. This question was clearly articulated in the previous Lead Examiner report to emphasise that the ideas for development (recommendations) do not require any supporting research, yet have to be clearly developed, with examples of how they would be implemented, to score into the higher bandings. This response required recommendations for the customers, the trends in the industry and meeting the needs of the business. All three elements need to be covered to reach the higher banding. The latter two points (trends and business)

being the weaker of the recommendations made, however trends responses were improved from the January series. Justifications were still being included in this response, and they are not creditworthy for activity 3, they need to be included in activity 4

Activity 4 was the most improved answer on the paper from the previous series. This question requires candidates to very clearly justify the recommendations made and link these to wider research. More research was being included in candidate's responses for this question, and there were more distinct links to the recommendations made in activity 3 which is key to this response

Key to managing time and focus

The most difficult element of this paper for most candidates has still been the ability to be very specific and focussed with their responses through the questions. There was a tendency for candidates to repeat themselves as they did in the January series, and include more information than was necessary in certain activities. This was particularly seen in activity 3 and 4 where candidates were making recommendations, and giving reasons (justifications) in activity three, and then the development of the response for activity 4 was limited. **Justifications included in activity 3 are not awarded credit unless they are placed in activity 4.**

How the mark scheme works for Unit 22

Mark schemes are set out into **Bands** and **Traits**

The traits are linked, and get progressively more difficult through the banding

Activity 1		Assessment focus				
		Band 0	Band 1	Band 2	Band 3	Band 4
Review the current status		0	1-4	5-8	9-12	13-16
		No rewardable material.	<ul style="list-style-type: none"> Produces a limited review with inconsistent references made to the business and sport and active leisure industry.. Shows a limited understanding of the purpose of the existing business. Show a limited understanding of the data provided in the given scenario. Shows a limited use of research from sport and active leisure industry to support the review of the scenario. 	<ul style="list-style-type: none"> Produces a review with some relevant references made to the business and sport and active leisure industry. Shows a basic understanding of the purpose of the existing business. Shows a basic understanding of the data provided in the given scenario. Shows a basic use of research from sport and active leisure industry, with examples used to support the review of the scenario. 	<ul style="list-style-type: none"> Produces a clear review with sound references made to the business and sport and active leisure industry. Shows a clear understanding of the purpose of the existing business. Shows a clear understanding of the data provided in the given scenario. Shows a clear use of research from the sport and active leisure industry, with clear examples used to support the review of the scenario. 	<ul style="list-style-type: none"> Produces a comprehensive review with detailed references made to the business and sport and active leisure industry.. Shows a detailed understanding of the purpose of the existing business. Shows a detailed understanding of the data provided in the given scenario. Shows a detailed use of research from the sport and active leisure industry, with sustained examples used to support the review of the scenario.

Candidates do not have to be hit every trait within a band to be placed within that banding. Typically a candidate will have a response that may look like the example below

Activity 1

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Review the current status	0	1–4	5–8	9–12	13–16
No rewardable material.		<ul style="list-style-type: none"> Produces a limited review with inconsistent references made to the business and sport and active leisure industry. Shows a limited understanding of the purpose of the existing business. Show a limited understanding of the data provided in the given scenario. Shows a limited use of research from sport and active leisure industry to support the review of the scenario. 	<ul style="list-style-type: none"> Produces a review with some relevant references made to the business and sport and active leisure industry. Shows a basic understanding of the purpose of the existing business. Shows a basic understanding of the data provided in the given scenario. Shows a basic use of research from sport and active leisure industry, with examples used to support the review of the scenario. 	<ul style="list-style-type: none"> Produces a clear review with sound references made to the business and sport and active leisure industry. Shows a clear understanding of the purpose of the existing business. Shows a clear understanding of the data provided in the given scenario. Shows a clear use of research from the sport and active leisure industry, with clear examples used to support the review of the scenario. 	<ul style="list-style-type: none"> Produces a comprehensive review with detailed references made to the business and sport and active leisure industry. Shows a detailed understanding of the purpose of the existing business. Shows a detailed understanding of the data provided in the given scenario. Shows a detailed use of research from the sport and active leisure industry, with sustained examples used to support the review of the scenario.

Examiners training allows them to then holistic mark the activity and place the grade within the correct band and grade accordingly within that band

Individual Activities

The following section considers each activity on the paper, providing examples of candidate responses and information regarding where responses were positive, and where they could be improved.

This section should be considered with the live external assessment (June 2018) and corresponding mark scheme.

Activity 1. Review of business information.

Review the current business status using the information provided in the set task information about OUTED

You should consider:

- the purpose
- the data
- your research of the sport and active leisure industry

Reviewing the business

The review should use the information from the current business (OUTED) and highlight the following:

- Business Type
- Business Scope
- Business Size
- Current Provision

Reviewing the business incorporates information regarding the business type and structure including the stakeholders involved and the staffing structure. This should include the business is a PLC and what this means. This could include information on liability and shares. This response can also include information on stakeholders and their potential influence on the business in this case focusing on the managing director (internal) roles and responsibilities and the external influences that could be applicable (competitors, customer groups, suppliers). The business operations information could be used here to highlight the different roles and responsibilities of the staffing (manager director/qualified staff) and the potential impact of the MD having various roles, highlighted in the staffing structure.

Candidates can include information of types of employment (FT/PT, seasonal) and how this may benefit or cause risk to the business. Some candidates clearly articulated these points linked to seasonal staff flexibility. Using the specification here will support candidate's development of this response when planning their A4 notes. When structuring this element of the response it is important that candidates use as much of the specification elements as they can to give information about the business, and cover the elements highlighted within this report.

The response needs to include the scope of the business (in this case National) – some learners highlighted here that the company was based in a local town, therefore was a local business, however the important point here was to indicate that they took groups from all over the country, therefore are a national business, despite their location.

The size of the business should be included, interpreting this from the staffing structure (in this case micro (up to 9 staff) or small (9-49 staff) dependant on seasonal staffing requirements).

With respect to its provision information could be included on the target market here (primary and secondary) and that the focus is on education and schools programmes, which could limit the number of people using the centre as this is a very specific demographic to only target.

Examples of candidate responses for the review

Outed is an outdoor and adventure education Centre which was established in (1996). The company is a private limited company which allows Outed to split the money made by the business at the end of the financial year ~~take~~ between the directors also allows the business to put money back in the business to upgrade their facilities. The scope of the business is national which means it ~~is accessible to everyone in the country~~ is accessible to people around the whole country. There is a managing director that is responsible for finances and payroll, staff training, marketing and general bookings. There is also 3x full time staff and seasonal staff depending on the demand. In my research about Piers2 outdoor education Centre they also had a similar staffing structure as they had one managing director which overseed

the centre on a day to day basis: then 3 full time staff then up to 5 people that worked seasonally from March till November. The advantages of Outed employing seasonal staff means they don't have to pay wages for the full year. However a disadvantage is the staff may not be loyal throughout the whole season therefore you may be left with less staff. The business size is a micro business similar to pier 52 as they are also a micro business this means the company can save money on wages as they only employ up to (9 staff). Outed emphasis is for customers. They pay 100% of all qualifications for full time staff, this may include health and safety for example. This is a major selling point as not many (if any at all) companies do this. Go venture requires staff to pay for their own qualifications and GOAPE the staff are required to pay for their own qualifications. OUTED also pays 50% for all part time (seasonal) staffs qualification.

In terms of demographics, the centre of OUTED Ltd is accessible to groups from around the whole country and it can provide activities from a maximum of 45 people at one time. This is similar to the other businesses that I researched for example JCA where they are able to also allow up to 50 people to some of their activities at one given time. The customer groups of OUTED Ltd are primary schools and secondary schools. This is similar to JCA who have primarily schools, college and young student groups using their services.

training, marketing and bookings.

OUTED have the options to employ seasonal staff if the demand is high, which means they are able to cater well to customer needs if needed.

They pay for their staff to get qualifications and training, and pay half for seasonal staff. This shows they think staff training is important and keeps them with healthy and safety.

Bushcraft has more specific staff roles ~~and~~ which shows customers they will receive the highest level of training/ coaching while they are there.

The Purpose

The answer to the purpose of the business needs to keep linking back to the scenario. As OUTED are a PLC they are focused on **increasing profit (make profit), ensuring that as a minimum they break even, that they survive, and grow, that they can be the market leaders within their demographic, that they have a good service provision (diversification), and high quality customer service and satisfaction.** These are all specification points linked to this type of business within the private sector. It is important that candidates use information from the scenario to emphasise the link to the type of business and the activities they undertake to work towards the businesses overall purpose. Candidates need to think about the business offer and how it links into these elements to ensure that the business is successful.

Candidates therefore could have structured this element of the response to include any of the following information (not exhaustive):

- **Range of activities** offered to cater for all ages, gender, ability (service provision)
- **Range of facilities** (changing/climbing wall/mountain bike trails/lake) (diversification/service provision)
- **Range of resources:** transport/up to date items/safety focused (service/diversification)
- **Tailored packages** - Choose your own 'package' from the activities available (service/profit)
- **Providing accommodation for groups/individuals** (service/Profit/Growth/Diversification)
- **Current Marketing** – USP (live and Learn), promotion (website) (demographic)
- **Customer service** – staff capability (knowledge and training provided) (service/growth)
- **Established in 1996** (22+ years old) – sustainable – (service/growth/survival/diversification)

It is important that whatever element the candidates focuses on from the scenario that they are linking it back to the purpose of a PLC (within the private sector-Links in brackets above). Ultimately all these will then develop Profit, which would be the underlying theme for this response.

Most candidates covered the purpose linked to the customer groups targeting the national demographic, highlighting the age groups that the business is mainly focusing on (primary and secondary). Marketing of the business can be included by learners in this response highlighting the methods of social media and the website to promote activities and facilities and the potential outcomes of these methods of promotion and advertising

Examples of candidate responses for the purpose

Products and Services that OUTED Ltd provided are Raft building, mountain biking canoeing, sailing, climbing and orienteering. This is not much diversification in their services. For an outdoor education business that has been established since 1996, you would have expected that they would have extended the range of services in which they provide but unfortunately they haven't. JCA and PGL have a huge range of activities and services including WIFI, laundrettes for customers to clean their washing, on site bar, canteen, abseiling, indoor facilities, skiing nature walks, quad biking, zip wire, accommodation and many many more that I could talk about. Even Tallington Lake who are a local business, similar to OUTED Ltd, have a wide range of activities from water activities such as water skiing, wakeboarding, inflatables, jet skis, sailing, windsurfing and much more; land activities such as dry slope, tobogganing, abseiling, tennis etc; and park facilities such as lakeside bar and restaurant, swimming pool, kids playing area and much more.

OUTED only offers a limited amount of activities compared to Calwick Park and Goventure, with much higher prices for what ^{customers} ~~customers~~ get. Although OUTED offers an overnight stay it does not have the activity structure that Goventure does for a 5 night camp. ~~Also Goventure~~

Data

Data was the weakest of the response element of this activity. The data is incorporated throughout the question paper and could include information on pricing structures, accommodation numbers, transport availability, and discounts for group bookings (hostel). To ensure that the higher bandings are reached within this question candidates are required to use the data to emphasis and highlight the potential outcomes. For instance candidates my focus on activity pricing and conclude that mountain biking could generate £750.00 per day (15 people/bikes x £25 x 2) or maximum groups (45 people) would not have accommodation for everyone (20 places in youth hostel) – Primary groups usually above 20 individuals, so therefore could put groups of coming to the centre for residential

This is using the data provided, and not just repeating it, which cannot allow candidates to therefore score higher than the lowest banding. The more the data is used and analysed the further up the banding the candidate will achieve. Highest banded candidates here were could have potentially included information such as: Cost to do all activities is: £135.00 (45.00 per day/3 days/2 activities a day) – GOVENTURE is 44.00 per day inclusive of food and accommodation and you get three activities is a day (therefore OUTED expensive in comparison).

Examples of candidate responses for data (limited)

Pricing - Income Generation:

Due to the businesses main aim of making profits, the prices for each activity/accommodation are all in the region of £20 (however some are lower, some are higher). It is good value for money, as most of the activities have a duration of 3 hours / half a day. The prices for these are similar to Tallington Lakes (another small private business) who's prices are in the region of £10 but for only 1 hour, per person.

Research

Research needs to be specific to the point that is being made and relate to the information from the scenario. Research can be included on any element discussed in this activity, and is not limited to the amount of research included, more the quality and the specificity when examiners are marking this trait. To score the higher bandings however (band 3 and 4), research needs to be from an external source and not just GoVenture (rival business from the scenario).

provide changing rooms. They offer a small car park for 3 cars and 1 minibus, compared to ADVENTURE who offer a large car park which allows more accessibility. They provide a minibus to escort people from venue to venue. This is a unique selling point as not many companies do this, for example, the New Forest Water Park is a 50 acre park which doesn't provide a minibus.

In terms of the pricing of OUTED Ltd, you pay for each individual activity that you do e.g. raft buling is £15 for 1.5 hrs and mountain biking is £25 for 3 hrs etc. Then ontop of that you must pay for £20 per night that the youth hostel. This is different in comparison to my other researched businesses e.g. PGL and JCA who provide all inclusive trips to their venues and centres. However, thios is i little bit similar to Tallington Lakes in that Tallington Lake provide just day touring as an option, but they provide diversification in that they have a variety of options and services and offers to provide for their customers, so wither toruing or if the want to stay in their own private accomodation then they are also welcome to do that as well.

Mark scheme for activity 1

Activity 1

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Review the current status	0 No rewardable material.	1–4 <ul style="list-style-type: none"> • Produces a limited review with inconsistent references made to the business and sport and active leisure industry. • Shows a limited understanding of the purpose of the existing business. • Shows a limited understanding of the data provided in the given scenario. • Shows a limited use of research from sport and active leisure industry to support the review of the scenario. 	5–8 <ul style="list-style-type: none"> • Produces a review with some relevant references made to the business and sport and active leisure industry. • Shows a basic understanding of the purpose of the existing business. • Shows a basic understanding of the data provided in the given scenario. • Shows a basic use of research from sport and active leisure industry, with examples used to support the review of the scenario. 	9–12 <ul style="list-style-type: none"> • Produces a clear review with sound references made to the business and sport and active leisure industry. • Shows a clear understanding of the purpose of the existing business. • Shows a clear understanding of the data provided in the given scenario. • Shows a clear use of research from the sport and active leisure industry, with clear examples used to support the review of the scenario. 	13–16 <ul style="list-style-type: none"> • Produces a comprehensive review with detailed references made to the business and sport and active leisure industry. • Shows a detailed understanding of the purpose of the existing business. • Shows a detailed understanding of the data provided in the given scenario. • Shows a detailed use of research from the sport and active leisure industry, with sustained examples used to support the review of the scenario.

Activity 2. Business model analysis

Using the PESTLE or SWOT business model, analyse the factors that are currently affecting OUTED

For this question the vast majority of the candidates opted to use the SWOT analysis which has been successful. This was a well-developed response overall, however with a few modifications higher bandings could easily have been achieved by a number of learners. Following the guidance in the sample marked candidate work, most candidates set out the SWOT originally in a table form under the 4 headings, then went into further detail to expand this response. This has tended to be the best approach to completing this question successfully

N.B: For traits 2 and 3 (knowledge and application of the business model) candidates are required to make at least 3 points under each correct heading (SWOT), using external research to support their answer to score in the top band (band 4) specifically in relation to the treats element of the analysis. There must be a minimum of at least 2 suitable external businesses used in this activity to score into this highest banding

It is then the quality of the response from limited (band 1) to detailed (band 4) that examiners are looking for.

This question for the SWOT analysis requires candidates to clearly place the correct information into the right position within the business model. It's important that candidates understand that there are internal and external factors that are effecting the business.

The strengths and weaknesses (internal) were in general well-presented candidate responses. Opportunities and threats (external) are where candidates struggled with this response, specifically the threats. Threats need to be external, and must be 'out of the control' of OUTED

If they are in control, and OUTED can have direct influence over them, then they are weaknesses. For example: lack of social media advertising is not a threat, it's a weakness, and therefore it would not be credited here. If candidates use GoVenture as the threat then this would be suitable, however GoVenture threats will only allow them to achieve bottom banding on this question.

This candidate highlights weather as a threat which is justified and is linked with an impact on the business.

Also, OUTED LTD are under threat of inclement weather (bad weather), due to the lack of indoor facilities. This is a factor that can negatively contribute to the sales and customers that they have. This can prevent the increase in profits, growth and investing in the business.

Where candidates completed this response with just the SWOT analysis list/table without any examples of information regarding the points that they had made, then this response could reach a maximum of top of band 1 (max 4 marks) (information presented in the table format must be suitable and relevant to be awarded credit)

Example of a strong opportunity response

Also, with the facilities that the Company have they have the opportunities to offer GCSE grading and extra curriculum activities to school as that is their main customer group target audience. This is another way of generating more profits, and promoting and advertising the facilities and the services OUTED LTD have to offer.

The youth hostels give the young student the opportunity to socialise with each other. This helps develop their confidence, self-esteem and communication skill with other people. This once again backs up the company's unique selling point which is 'Live and Learn'.

All responses here will be considered for awarding, if they are suitably placed within the business model analysis and have sufficient detail to support their inclusion

Overview of most popular responses for Strengths and weaknesses (taken from several learners responses)

INTERNAL	
Strength	Weaknesses
<ul style="list-style-type: none"> Well established Strong reputation (22year +) Excellent customer feedback Pay and subsidize staff training Good USP (for education) Accommodation discounts Can choose the activity package (some/all) – individualized Transport between activities 	<ul style="list-style-type: none"> No specific advertisement/Limited /no social media No additional services (café) Small site (parking/changing) Limited to 45 people at a time Expensive activities No package deals/offers
EXTERNAL	
Opportunities	Threats (out of the control of OUTED)
<ul style="list-style-type: none"> Upgrade facilities and site New on trend activities offered (zip wires/zorbing) Increase activities/offers Own accommodation/purchase Offer to general public Open to colleges/university/businesses (teambuilding etc.) Packages/offers/loyalty cards Additional sites/activities Development of website/social media presence -promotion 	<ul style="list-style-type: none"> GOVENTURE (modern facilities/accommodation/group sizes) Other business (named) in the market with cheaper, and more variety Council not allowing rent of resources Increased price for rent of facilities/area Demographic can't afford price range Lots of competition in this field (named) Limited Youth hostel accommodation numbers

Mark scheme for activity 2

Activity 2

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Analyse the internal and external influences	0 No rewardable material.	1–4 <ul style="list-style-type: none"> Produces a limited analysis of internal and external factors that influence the business. Demonstrates a limited knowledge and understanding of the business model used. Demonstrates a limited understanding of how to apply a business model when analysing the business. 	5–8 <ul style="list-style-type: none"> Produces a basic analysis of internal and external factors, including competitor activity, that influence the business, supported by examples Demonstrates a basic knowledge and understanding of the business model used. Demonstrates a basic understanding of how to apply a business model when analysing the business. 	9–12 <ul style="list-style-type: none"> Produces a sound analysis of internal and external factors, including competitor activity, that influence the business, supported by sound examples and some reference to wider research Demonstrates a sound knowledge and understanding of the business model used. Demonstrates sound understanding of how to apply a business model when analysing the business. 	13–16 <ul style="list-style-type: none"> Produces a detailed analysis of internal and external factors, including competitor activity, that influence the business, supported by detailed examples drawing on wider research Demonstrates a detailed knowledge and understanding of the business model used. Demonstrates a detailed understanding of how to apply a business model, when analysing the business.

Activity 3. Recommendation

Recommend how OUTED can develop and market itself.

You should consider:

- customer groups
- trends in the industry
- the needs of the business.

This question requires no external research to be included and holds the largest amount of credit on the paper.

Here candidates need to be clearly giving recommendations that OUTED could use to develop and market the business. Candidate responses were taken at face value here and there was no set responses for examiners to use to award credit. If recommendations were suitable, and they could positively impact the business then they were available to be credited.

To focus candidates in this activity they could **set this response out under the required traits**, linked to the activity: **customers, trends and business**.

The vast majority of candidate responses here focused on the customer element, as opposed to the trends in the industry or the business itself as was the case in the January series exam. Candidates need to ensure that **they cover all the three elements of this activity to score into the higher bandings**. To reach band 4 3 recommendations from each trait (customers, trends and business) need to be included. Looking at the banding for this activity it is clear that the response needs to be detailed, and more importantly comprehensive to reach the higher banding. By setting the response out into the individual traits then candidates can be sure that they are more likely to be comprehensive in all areas.

For example recommendations could have included information below (not exhaustive). Consider the **specification range** when developing this response. A coverage of the specification needs to be used to allow candidates to develop a suitable and comprehensive response for this activity

Trait 2: Needs of the Customers: Learners could give recommendations on:

- **Demographic** (e.g offer activities to university age/ladies only/ - NEW TARGET markets)
- **Customer service** (e.g. staff training on customer service, as opposed to technical CPD)
- **Special offers** (e.g. promotions, customer Loyalty Schemes)
- **Communicating with customers** – (e.g. taking on feedback to improve customer service)
- **Develop a specific purpose for marketing:** (e.g weight loss, mental health, health maintenance, and charitable sessions)

Trait 3: Trends in the industry: Learners could give recommendations on:

- **New 'on trend' activities to offer** (e.g. river tubing/paragliding /High Ropes/Paddle boarding)
- **Advertisement and Marketing** (e.g. twitter/Insta/Social media)
- **Developing activities offered to certain groups** (e.g. Package booking (e.g tailored packages for different groups e.g. work colleagues/team building)
- **New USP** (e.g. something that other business don't currently offer that's attractive to participants- Increased participation for health reasons (focus the USP)

- **Changes in participation** (e.g. 18.2 million people not currently active in outdoor activities but want to in next 12 months. 8.9 million currently active and of these 2.8 million want to do more (Sport England))
- **Motivation for participation:** (e.g. exploring, thrill seeking, learning, adventure – could tailor packages/offers to these specific groups)
- **Increased Mass participation events supporting outdoor activities** (e.g. cycling challenges/running clubs/swimming challenges) – branch out offer

Trait 4: Needs of the business: Learners could give recommendations on:

- Increasing scope of site (café/shop/own accommodation)
- Sustainable - reduce costs /rent of facilities/staffing ratios)
- Staff training and development – (e.g. H+S/Child Protection) – Legal regulations
- Equipment maintenance/Safety/ updating (keeping current)

Key point to consider in this activity

Recommendations should be clear and be suitable for the business to achieve however this section is for **recommendations only, not for justifications** as to why the recommendation would be suitable. As highlighted earlier, **justifications here will not be credited**, this information needs to be placed in activity 4, with a clear link to the justification made in Activity 3.

Examples of candidate responses for customer needs element of this activity

This response starts to identify that customer service could be improved/developed by new products, facilities and activities. Giving clear examples of what these may be (e.g. high ropes course), what time of the year they could be introduced (summer) and what activities this may include (Jacobs ladder/zip wires) would develop this response further.

Firstly, I would like to say that in terms of customer service, there is not much that I can really state on how to improve because according to the case study, OUTED LTD has an 'excellent reputation' with 'very positive customer feedback'. This I can only praise on, due to the fact that this is one of the main aims for businesses within the private sector of the business. However, what I do recommend is that they continue to maintain and sustain their excellent customer service. But by investing in new products, facilities, activities and widening the range of activities provided by the company, OUTLED will be able to further develop their customer service. For example, at Tallington Lakes they are a small local

N.B. The detail needs to be included with the recommendation to give a very clear understanding of what exactly will be done to improve the business, supported by clear examples.

This response is an example of where the candidate has justified the recommendation within Activity 3 without giving much detail of the recommendation. This justification element is not credit worthy, as will be credited if completed in activity 4.

Placing the detail about what this would exactly entail is what will increase its quality (e.g. facebook accounts would have pictures, responses from previous clients, pricing structures, discount codes, booking facilities (links to the website), links to other social media platforms such as Instagram and twitter. They will all interlink giving a much broader message across social media platforms) – there is no justification here, just how the recommendation would work, with clear examples

The need to open up social media pages. e.g. the businesses that I research JCA, PGL and Tallington Lakes all have their own social media pages. This allows them to advertise and promote their products and services on a global scale as social media is a global market. Also, it is free of charge. Therefore it is cost efficient and financially friendly. Social media is a huge source that many businesses use in this day in age as a method of direct marketing.

This is an example of where a learner has identified some more detail of what the recommendation would include. There is clearly room for further development of the detail here, however the 20% once you have been 3 x is clear.

Package deals could be offered where the people chose ~~what~~ what range of activities they want to do this can then be linked in with

Other facilities in which we offer. Loyalty cards can be made for people that use the centre often such as 20% on activity once you have been to the centre 3 times.

Providing the recommendations under the three headings are correct, and have the sufficient detail included to clearly articulate what the recommendation would entail will allow candidates to access the comprehensive band (band 4).

This response starts to highlight the detail of Trends in the industry, highlighting social media development (giving specific social media sites). The candidate moves on to identifying they can promote deals and offers, however the detail here is basic. Again, what deals could they offer, when would they offer them, to who? – specific detail is required

They could use social media, websites, taster sessions, online bookings, groupon and television advert.
By using these they could promote exclusive deals and offers, send out discount codes and just make people aware of the business.

Numbering the recommendations will also allow a clearer link into Activity 4 (Justifications) and placing them under the specific 3 headings also allows structure and clarity to the response here (customers, trends and business)

Mark scheme for activity 3

Activity 3

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Recommendations	0	1-5	6-10	11-14	15-20
	No rewardable material.	<ul style="list-style-type: none"> Recommendations are generic, with limited reference to the development and marketing of the business. Recommendations demonstrate limited consideration for meeting the needs of customers. Recommendations demonstrate limited consideration for meeting trends in the industry. Recommendations demonstrate limited consideration for meeting the needs of the business. 	<ul style="list-style-type: none"> Overall, recommendations are basic with reference to the development and marketing of the business. Recommendations demonstrate basic consideration for meeting the needs of customers, supported by examples. Recommendations demonstrate basic consideration for meeting trends in the industry, supported by examples. Recommendations demonstrate basic consideration for meeting the needs of the business, supported by examples. 	<ul style="list-style-type: none"> Overall, recommendations form a sound plan with reference to the development and marketing of the business. Recommendations demonstrate sound consideration for meeting the needs of customers, supported by relevant examples. Recommendations demonstrate sound consideration for meeting trends in the industry, supported by relevant examples. Recommendations demonstrate sound consideration for meeting the needs of the business, supported by relevant examples. 	<ul style="list-style-type: none"> Overall, recommendations form a comprehensive plan with reference to the development and marketing of the business. Recommendations demonstrate detailed considerations for meeting the needs of customers, supported by detailed examples. Recommendations demonstrate detailed consideration for meeting trends in the industry, supported by detailed examples. Recommendations demonstrate detailed consideration for meeting the needs of the business, supported by detailed examples.

Activity 4. Justification

Justify your recommendations for OUTED in relation to:

- 'Go Venture' and other **outdoor education businesses**
- The wider business context in the sport and active leisure industry.

This response has improved since the January series. Candidates were starting to use more research here to support their justification of why their recommendations, made in activity 3, would be suitable for OUTED to develop and grow.

It needs to be explicitly clear that the justification response in this activity links to the recommendation made in activity three. This could be done in a number of ways, the most successful being that the recommendations and justifications are numbered and correlate.

The example below highlights the recommendation made in activity three and it is supported by examples from the wider business context (PGL). This response could be developed further by introducing facts and figures (how many people use social media) or even other businesses to support the use of social media (how they have been successful using these platforms)

• Social media as advertisement :- I believe that this would be a good idea because firstly it is free so it is cost saving for the business and secondly it has a wide range of audience especially kids and teenagers so it would be almost silly to not use that as a platform to advertise. One of many things which made PGL one of the world most recognised education centres were its way of advertisement. You saw them all over the media, social media and in the paper which gave them recognition. OUTED need to aspire to do the same in order to beat competitors leading them to get more customers and so therefore maximising profits and growing.

As with the January series the key to moving through the bands for this question is links to research to support the justification. This is all about the preparation that takes place through part A of this examination process. Bringing together ideas and recommendations, providing evidence and giving a strong argument for why they should be implemented will move candidates into the higher bandings.

Candidates who made justifications and links back to the purpose of the business were seen to have the stronger responses, however including research of GoVenture will only allow lower bands only.

The response below is a bit of a mix of activity 3 and 4 together. The recommendation link is clear, and there is supported research to highlight why discounts has been successful to other businesses, highlighting what the other businesses have done to increase profit, linking back to the overall outcome and purpose of the business. The recommendation is justified as the research suggests that this has worked for other successful companies.

The first recommendation I made for OUTED was to target previous customers by offering discounts. This would help the business by getting customers to return, increasing income, as well as being more competitive with other outdoor ~~and~~ education businesses.

Both Bushcraft and PGL (two businesses I researched) offer discounts for either family members or returning customers. Bushcraft offer a 10% sibling discount and PGL offer an incentive where if you book a holiday with them one year, the next year they get one child free.

OUTED should use companies like these, especially PGL, as ~~the~~ targets and help for what they want to achieve.

PGL is the market leaders for providing outdoor education.

This response again links to the recommendation made, and does highlight that other successful businesses have used this method to develop, but with more specific information linked to process of pictures/merchandise that they sell would emphasise the point more and support the response, moving it into higher bandings

Diversification was another method ~~of~~ recommended for OUTED to ~~develop~~ ^{develop} as a business. This included things like producing merchandise or taking pictures of children taking part in the activities, which could then be purchased as a memory. All 3 businesses I researched have merchandise/ clothing available to buy, and they are all very successful businesses in this industry.

Mark scheme for activity 4

Activity 4					
Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Justify your recommendations	0	1-3	4-6	7-9	10-12
	No rewardable material.	<ul style="list-style-type: none"> Justifications are generic with limited links made to the recommendations given. Justifications make limited links between businesses and wider business context. 	<ul style="list-style-type: none"> Justifications are basic with some links to the recommendations given. Justifications are basic with some links between businesses and wider business context, supported by examples. 	<ul style="list-style-type: none"> Justifications are sound with clear links made to the recommendations given. Justifications are sound and make clear links between businesses and wider business context, supported by sound examples. 	<ul style="list-style-type: none"> Justifications are comprehensive with sustained links made to the recommendations given. Justifications are comprehensive with sustained links between businesses and wider business context supported by sustained examples.

Summary

Please make sure that all centres read the Administrative Support Guide document for BTEC National in Sport that can be found on the Pearson Website at;

http://qualifications.pearson.com/content/dam/pdf/BTEC-Nationals/Sport/20161/external-assessment/2017_Sport_ASG_L3_U2.docx

Centres need to print off a Learner Record Sheet for each learner taking the task based assessment and these should be submitted with their learner booklet.

The activities (four) and mark scheme never changes with this unit examination. The only change is the scenario and competitor business. There have been Sample Assessment Material provided, along with Lead Examiners reports to support the preparation and development of research for this unit examination.

Activity1 did not perform as well as expected even following the January Lead Examiner report in released in March. Candidates need to ensure that each element of the activity is covered (**review, purpose and data**) supported by clear **research completed in part A**, and using the specification coverage to highlight key points for this activity. Use the 3 headings to set out candidate work, and use the A4 planning time (part A) to start to structure the layout of the response

Activity 2 Here the **external responses (opportunities and threats) were the limiting element to candidate's responses, specifically the threats**. External research must be used here. Ensure that ideas are set out, cover all element of the SWOT (or PESTLE) and then are expanded to show understanding. **Developing the SWOT structure before the detailed response helps ensure that there are suitable numbers of responses under each heading**. Competitor activity that influence the business must be included, with external businesses allowing candidates to move into the higher bandings. Go Venture will only allow the bottom bands

Activity 3 requires candidates to make recommendations only, and not move into the justifications here. **No research is required here to support the recommendations** however focussing the recommendations into the three headings (**customers, trends and business needs**) will allow the response to be more sound/comprehensive, therefore moving candidates into the higher bandings.

Activity 4 performed better however candidates need ensure that they make a **clear link to the recommendations made in activity 3**, and that the **research included here supports the justification of the recommendation**. External research undertaken in part A is the key to success in this activity

Ensure that the research completed in Part A is focused on the activities in the assessment. The activities will never change. They will be in the same order, just linked to a different scenario and business in Part B. The mark scheme will also never change. It will contain the same traits and bandings. Tutors need to make themselves fully aware of the requirements of this task based assessment, by using this report, the SAMs and Additional SAM's.

Good luck

Lead Examiner



For more information on Edexcel qualifications, please visit

www.edexcel.com/quals

Pearson Education Limited. Registered company number 872828
with its registered office at 80 Strand, London, WC2R 0RL, United Kingdom

