Examiners' Report
Lead Examiner Feedback

January 2023

Pearson BTEC Nationals
In Sport (21405J)
Unit 22: Investigating Business in the Sport and Active Leisure Industry

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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, at Distinction, Merit and Pass.

Setting grade boundaries

When we set grade boundaries, we look at the performance of every learner who took the external 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 is 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 external assessment 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 assessment, because then it would not take accessibility into account.

Grade boundaries for this, and all other papers, are on the website via this link:
http://qualifications.pearson.com/en/support/support-topics/results-certification/grade-boundaries.html

Introduction

This was the Ninth series of the level 3 Nationals specification for UNIT 22: INVESTIGATING BUSINESS IN THE SPORT AND ACTIVE LEISURE INDUSTRY.

There have been eight previous Lead Examiner reports available to centres to support preparation of their candidates for successful completion of this assessment. Lead Examiner reports highlight the trends that learners continue to show across the full range of entries and indicate structures to paper marking

The task based external assessment for Unit 22 is a 3 hour paper sitting, split into 4 activities (or questions). These questions, along with the mark scheme have remained consistent throughout the entire series and are available through the Pearson website, along with past papers and Lead examiner reports for preparation and support for future examination papers.

The only element that changes is the company scenario within each assessment for both the main company and the rival company. The format of the paper remains consistent throughout, breaking information down into:

1. Business operations
2. Facilities
3. Products and services
4. Demographics

The release of Part A (2 weeks prior to the examination date) allows research for the paper, where candidates are expected to prepare notes that could be used within part B, under exam conditions.
A maximum of 4 pages of A4 notes are allowed to be developed in preparation.

Previous Lead Examiner reports, along with this one, continue to highlight the importance of the research preparation for the paper. It is essential that this preparation is undertaken robustly and that candidates are well prepared for the assessment, as the level of research included within the responses limits the score candidates can access.

The task-based assessment for January 2023 followed the same format as all previous exam series, the Sample Assessment Material (SAM's) as well as

the additional Sample Assessment Material available on the Pearson website

Paper Breakdown:

Activity1 focuses on the review and purpose of the business, its data and suitable research to support the business status. **There is a total of 16 marks for this question.**

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

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

Activity 4 requires candidates to make justifications linked directly to the recommendations and develop links to a wider business context. **There is a total of 12 marks for this question.**

Introduction to the Overall Performance of the Unit

This section should be considered with the live external assessment (January 2023) and corresponding mark scheme (once the paper is published and can be used for supporting future series)

The mark range for this series is in line with all other paper outcomes and therefore remains comparable for accessibility

Use of supportive levels of research and preparation to support candidate's responses from what was observed within previous papers has been identified within this series. In most cases, candidates have incorporated research into their responses, and therefore were able to access the higher-grade boundaries.

As always, it is essential that through Activity 1,2 and 4, research is included to support the response to gain the higher bandings. The research must be external (as in not the second business within the scenario to meet the higher bandings)

Stronger candidates continue to use the well-planned information and research available to them to develop 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 activity 1, 2 and 4, as there is credit available for supporting responses with suitable research from the wider business context (external businesses)

Activity 1 observed a reduced usage of suitable research material to support learners' responses. It is essential that points being made, that are linked to research to support and linked and not generic.

The lack of research included within activity 2 (analysis of the internal and external factors effecting the business -SWOT/PESTLE) limits the grade to a maximum band 1 (4 marks), and this has been seen again in the series, as with all other series, where candidates are using PESTLE as the links to external business examples are weak or non-existent.
As with all previous papers, SWOT responses were seen to be stronger. Higher bandings require competitor activity, supported by examples. PESTLE usage has significantly reduced over the qualification lifespan.

The following individual activity guidance remains stable through this paper in line with previous series, as in the main, candidates are making the same approaches to respond to the activities.

Activity 1 (16 marks)

As with all previous series, activity 1 was the lowest performing activity on the paper. Candidates have to be able to take information from part B, the unseen element, and ensure that they review the business by showing some understand the purpose of the type of business, being able to 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. (further on within this document are ways to prepare and support candidates to respond to this question).

The paper scenario contains, as always, an abundance of data to be able to analyse and in this paper specifically there was a data set in the form of an 'income and expenditure' table (over 2-year period) to support the data responses of candidates, however in the main they tended to repeat, as opposed to analyse in any depth. The use and incorporation of the data analysis to score on this question is not extensive, however incorrect calculations or misconceptions are still being observed by examiners.

Activity 2 (16 marks)

Activity 2 contained stronger responses as was seen with all other papers, and the vast majority of leaners used the SWOT analysis to highlight the internal and external factors effecting the business.

The lack of research included to support responses is the limiting factor here on this question, as described above, specifically in the PESTLE analysis. Examiners allowed research to be applied anywhere within the response of this activity. The embedding of research to support the responses is being now implemented by learners, and it's clear that candidates are starting to support their points of the SWOT with examples from both INCONTROL (business 2) and external prepared research. This evidences that the centre is preparing learners more directly to create their A4 notes in relation to the requirements of this activity.

As with all other previous papers, most candidates performed very well on the strengths and weaknesses of the business (internal), improved their

understanding of opportunities (which links well into activity 3) however it was the threats (external) that was the limiting factor again. This has been repeated consistently in all LE reports, however is still not being improved on the whole. In most cases, external threats can be pre planned as the can include the economy, or other businesses with any alternative methods of income generation.

It has been made clear in all Lead Examiner reports that threats must be **EXTERNAL** to the business (out of their control). If the business can control the factor then it should be placed within the weaknesses section of the response. No credit is given to points made in the threats box that is in the control of the business. Using INCONTROL as a threat will allow one external to be credited (quality of response will determine banding here), however using INCONTROL as the only threat can only be counted as **one external threat**, no matter how many points are made, as this information is given to candidates in the paper and does not evidence preparation through development of other related businesses

The examples to wider research in general were limited in candidate's responses and 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. For example, GLSL does x/y/z (taken from the scenario) …. just like Business A (not highlighting exactly how this is similar)

INCONTROL (competitor business) in some cases was the only business used to support responses and this will only allow candidates to achieve the lower bandings for this activity (max band 2 for trait 1)

Activity 3 (20 marks)

Activity 3 evidenced better candidate responses where there was a clear understanding of what the activity response requires. This question has been clearly articulated in all the previous Lead Examiner reports 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. Key here is the development of the recommendation.

This response requires 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. Examiners looked to

categories these recommendations into the three headings if the candidate had not specifically sectioned these off within the response. To gain maximum marks on the coverage there must be 7 points made here (2/3 under each heading) .Each trait is also graded separately on the quality of its content, linked to the bands available.

Justifications were still being included in this response, and they are not creditworthy for activity 3, they need to be included in activity 4. **Candidates will not be credited at all for giving reasons in this response (e.g to maximise profit, to increase customer numbers etc)**

Candidates continued to include the WHY and this activity only requires the HOW. Candidates need to see this activity as the '**Planning for Improvement'** element of the paper – meaning that the information they include needs to be tangible, and could be implemented without anyone having to ask any further detail on what would the recommendation or plan be – Prepare this as a 'business plan' making sure that the reader could implement the recommendations without asking any further questions!

Activity 4 (12 marks)

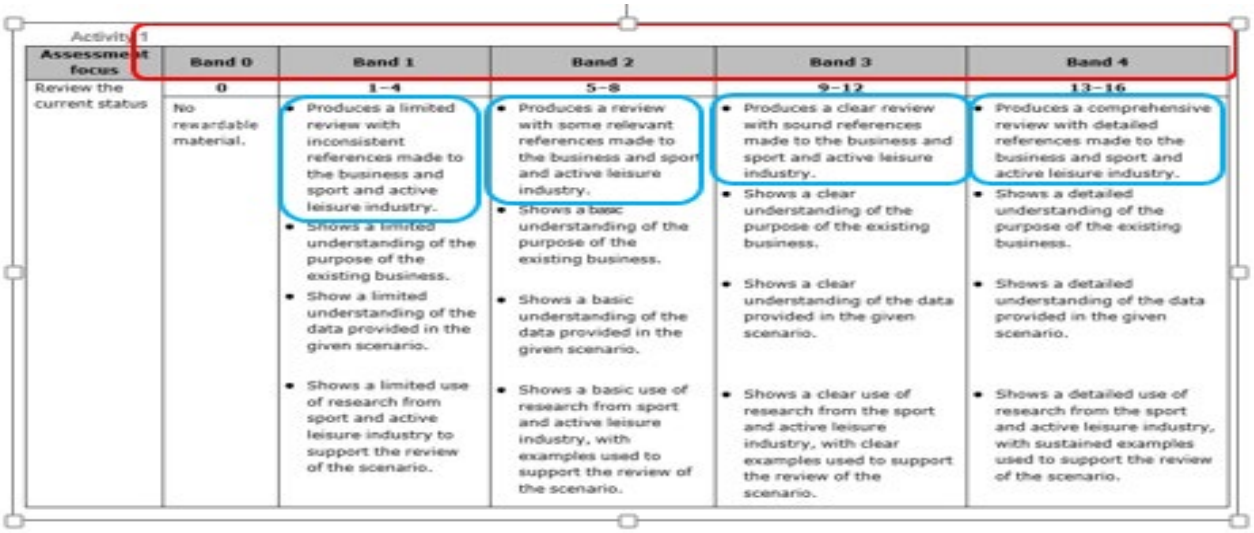
Activity 4, the research and preparation undertaken by candidates allows them to perform well on this question, as this is all about justifying the recommendation and supporting with relevant research to do this. This question requires candidates to very clearly justify the recommendations made and link these to wider research. Specific and sustained research needs to be included in candidate's responses for this activity. The level of justification for the recommendations in activity 3 needs consolidating and expanding to score into the higher bandings here.

Key to managing time and focus – Use the time wisely!

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 have in previous series, and include more information than was necessary in certain activities. This was particularly seen again 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. Activity 3 requires no link to research at all, and 20 marks are available.**

How the Mark Scheme Works for Unit 22

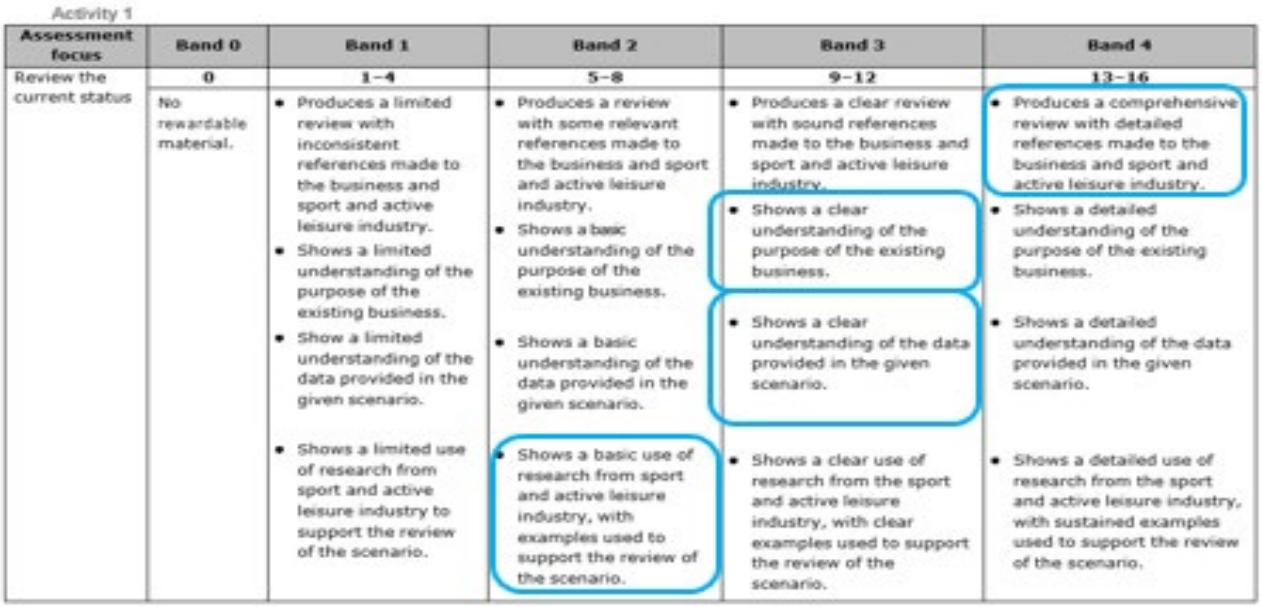
Mark schemes are set out into Bands and Traits
The traits are linked, and get progressively more difficult through the banding



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.	• 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.	• 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.	• 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.	• 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
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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 scored well, and where the areas of focus are with regards preparing for future examinations.

This section should be considered with the live external assessment (January 2023) and corresponding mark scheme (once the paper is published and can be used for supporting future series)

Activity 1. Review of business information.
Review the current business status using the information provided in the set task information about GLSL

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 GLSL and needs to consider the purpose, the data and supporting research undertaken in Part A, or the use of the second business within the scenario (PINCONTROL)

As with all the previous papers there were a number of elements that could have been included within the candidate responses here, and all were credit worthy, so long as they were valid. Repetition of the scenario, and taking information directly from it, with no further expansion scored very low on this activity. The key here is to think about the IMPACT on the business, or how what the business does will affect it in the current position, or moving forwards.

Candidates could have included information regarding any of the potential areas below:

- Business Type (Ltd)
- Business Scope (International/national for equipment distribution)

- Business Size (micro)
- Current Provision (activities)
- Staffing/roles/responsibilities (FT/PT)
- Range of facilities/resources

Whatever information the candidate decides to use from the scenario needs to link to the purpose of the business and to explain what the impact could be on the business.

To focus the response here candidates could use the following from the specification to structure their response:

- **Make profit**
- **Survival and Growth**
- **Diversification**
- **Service Provision**
- **Marketing**
- **Customer Service and Satisfaction**

The stronger responses in this paper were where candidates used the information from the scenario and linked it to the specification structure above, clearly identifying where the business was showing growth or decline (through the data figures), where their service provision was (facilities, access, session/activity times and dates etc), information on the marketing aspects and so on.

Candidates could have included that the business is a limited company, and information about what a limited company. This could have included liability, the pros and cons of a Ltd, regarding issues of profit, sickness and cover. Candidates could have included information that the business is international (national for equipment sales) , and what its potential USP is to attract its target demographics

Identifying the size of the business and the impact of the working patterns of the MD with regards full-time roles and responsibilities, sales and distribution teams. Candidates can think about the size of the business, compared to the staffing structure, and link this to income and expenditure to see if its suitable for survival/growth or diversification

The response could have included the scope of the business (international/national), however that its limited to specific markets (adults busy with work)

The best structured responses-maintained links with the scenario and the specification coverage. Highlighting that the business is looking to **increase profit (make profit), 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** focused candidate's responses.

It is important that whatever element the candidates focuses on from the scenario that they are linking it back to the purpose of the business. Ultimately all these will then develop profit, which would be the underlying theme for this response for a growing business

Ensuring that examples are incorporated that link to the points being made were important in this activity. The key for the higher banding here is to link similar and different elements of the presented business to other businesses. This can obviously include the second business (INCONTROL) however this will not allow higher banded responses. Only external research can command the higher banding here (band 3 and 4)

Example of candidate responses for Activity 1
Example of Band 3 Answer for Activity 1 – See commentary below

The following response was awarded 12/16 marks (Band 3)
The response started with an incorrect statement over the size of the business (micro not small) and in the main the first section generated few points to be credited by examiners. Through the next part of the response the candidate started to pick out relevant information such as selling points for target audience (live and pre-recorded) as this provided their market with options and that the social media element of the business allows customer interaction, and specifically whop would control this from the staffing structure. The also indicated that die to the 1 staff member this may cause delayed responses (impact negatively). The candidate goes on to highlight that the target audience cuts down their market (impact) and that they offer no service for other potential markets. They identify the membership structure and who this may target.

The data marks come through indicating membership incomes by number of individuals and importantly link additional income to advertising. They attribute profit increased to decreases in operational costs, equipment production and shipping which evidences they can relate data changes to things in control of the business.

This candidate includes all their research within the final part of the response, which can be delivered in this method, however its favourable to include research throughout the text to support points as they are made. This does not however reduce the ability of the examiner to credit external research that is suitable. With My fitness Pal and Joe wicks being used as external research to support the points being made, giving clear examples from each of these business over three different points, then maximum marks were awarded for research to support this response.
This response highlights the importance of the research and application of the data.

(16)

Review

GLSL is a small company due to the fact it only has 5 employees. There's a managing director who works full time, which is the same as the online platform manager. Then theres 3 part-time fitness and nutrition team. This takes care of all aspects of the business. The company is a private limited company which means its owned by and individual and do not share or trade on stock. The business is successful due to the fact its been running for over 3 years as it was created in 2015. additionally most part of the business is international as its mostly online. However the shipping of equipment only extends to the UK, which is natonal.

Purpose

The aims and objectives of GLSL is to target adults who are busy with work or who lack confidence to join a gym. to improve ~~there~~ their overall wellbeing and fitness. GLSL have a few unique selling points to draw in their target audience. Such as they offer Live and pre recorded fitness sessions. this gives adults with a very busy life loads of opportunities as to when they can compete their workout. GLSL use social media extensively not only to promote the business but to offer a customer feedback platform. this allows customer to leave any complaints or ask for any help if they have any issues. The complaints or ask for help would go stright to the online platform manager who deals with all social media platforms. However there is only 1 member of staff with this role which means there might be a delayed response.

Data

The demographics of GLSL is that they only target adults. this is really going to cut down their range of customers they offer no services

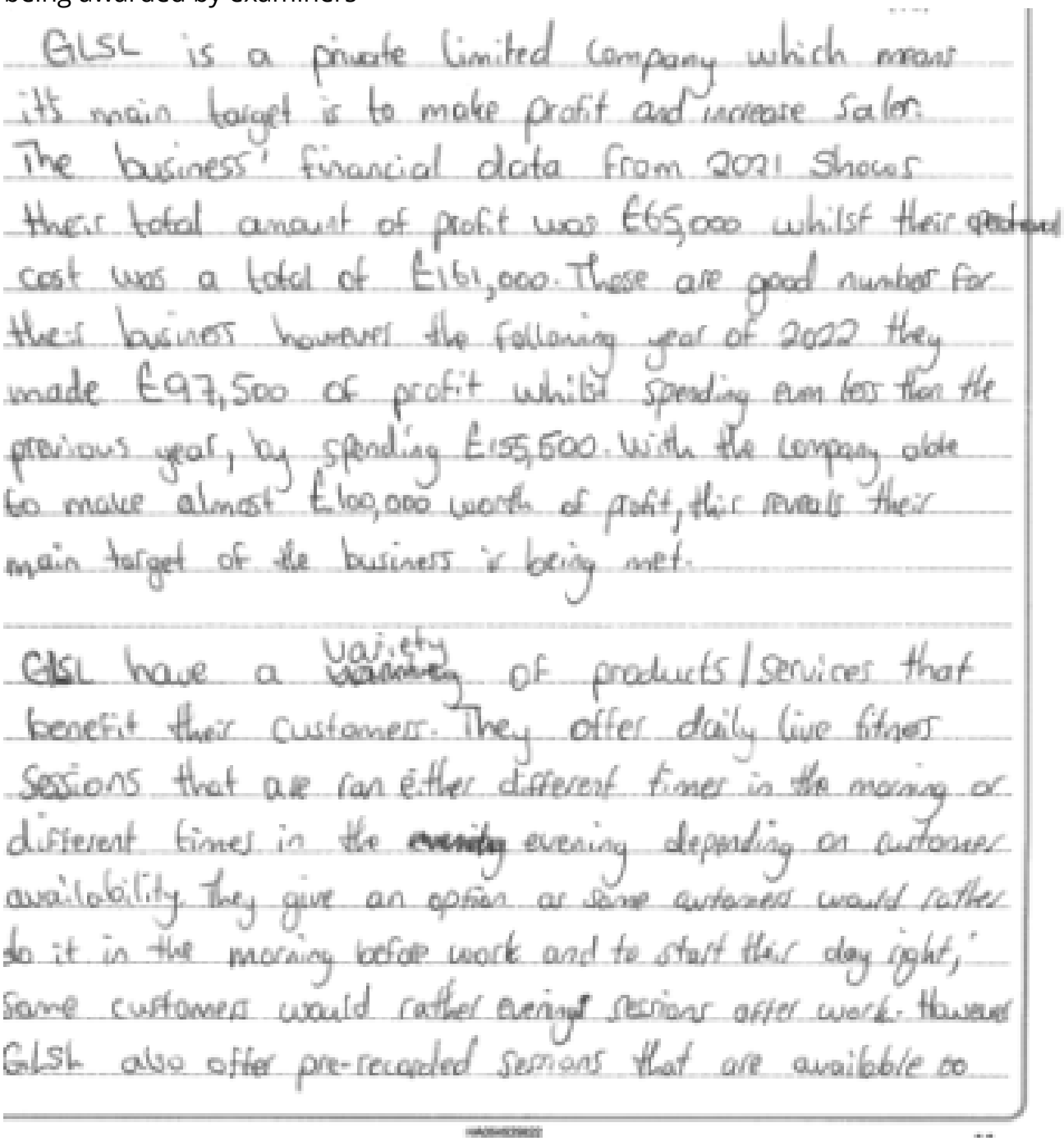
for younger children, elderly people or people with disabilities. GLSC have a range of different pricing. for non members, silver and gold members. This makes it more available to adults who struggle with money as they won't have to pay for the gold which includes an access but costs $400 annually. The session times that GLSC offer are extremly wide as members are not limited to a certain session time. there are pre recorded sessions which means members can access this at any time of the day they want. this is the same for the nutrition and diet plans if 10 members payed the gold membership annualy this would be $4000. In 2022 GLSC had $2700 income increase compared to 2021. this was because of the advertisment increase of $30,000 and the $10000 increase of online membership. their overall profit between 2021 and 2022 went up by $32500. this will be because of some decreases in operational costs such as $6000 less was spent in 2022 on equipment production and shipping, $500 less on session delivery equipment.

compare

GLSL has some similarities and difference to all 3 of the online fitness platforms I researched. For example all 3 of the businesses are international which is the same as GLSL, as well as all of the business are successful and have been running for over 3 years. GLSL offer a wide range of both nutritional and diet plans and exercises/workout. this is different to my fitnesspal, which only allows you to log the exercise you have done, rather than provide you with workouts to carry out. However, Myfitnesspal does let you scan food and log everything you eat which is something GLSL don't provide. GLSL don't offer any discounts to new members or students, which is something Joe wicks body coach offers. Lastly all 3 businesses offer different prices for premium acess or for different services within the app/website, which makes this suitable for mayority of potential customers with different salary income.

The following response was awarded 5/16 marks (Band 2)

The significant difference in the two responses that places this into Band 2 (bottom) is the repetition of data, as opposed to indicating the impact and the lack of research included to support the response. There is only one company used in this response, and although external, is a limiting grade within the marks scheme. The review needs to like elements of the business together supported by research and analysis of data. This response is typical of lots of scenario repetition and therefore lower banding grades being awarded by examiners



GLSL is a private limited company which means its main target is to make profit and increase sales. The business' financial data from 2021 shows their total amount of profit was £65,000 whilst their overhead cost was a total of £151,000. These are good number for their business however the following year of 2022 they made £97,500 of profit whilst spending even less than the previous year, by spending £155,600. With the company able to make almost £100,000 worth of profit, this reveals their main target of the business is being met.

GLSL have a variety of products / services that benefit their customers. They offer daily live fitness sessions that are ran either different times in the morning or different times in the ~~evening~~ evening depending on customer availability they give an option as some customers would rather do it in the morning before work and to start their day right, some customers would rather evening sessions after work. However GLSL also offer pre-recorded sessions that are available so

The business also offers fitness equipment that members are able to purchase to help them with their workouts/sessions. GLSL provide a wide range of diet and nutritional advice for members that is available at any time to match and support the fitness goals of their members.

A Standard GLSL membership costs £30/month offering live and prerecorded fitness sessions. Whilst the GOLD membership costs £40/month offering the same sessions with the addition of diet and nutrition. This is ridiculous pricing and reveals that the business is targeted at people with money. Peloton is another private company that offer the same services as GLSL and offer 2 months for free and then £12.99 per month for a membership that offers all services similar to GLSL.

GLSL uses its website as its main platform where members can access live and prerecorded sessions and any information that they need to know. Customers are able to purchase branded equipment through the website as well as look for nutritional guidance to help members with their fitness.

Mark scheme for activity 1

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.	• 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.	• 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.	• 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.	• 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 SWOT **or** PESTLE business model, analyse the factors that are currently affecting

For this question the vast majority of the candidates opted to use the SWOT analysis which has been successful. Where candidates chose to use the PESTLE analysis, there was a clear lack of competitor activity within the response, and therefore they could not move out of Band 1 – The PESTLE analysis therefore, without the correct incorporation of eternal examples limits the activity outcome to max 4 marks.

Using SWOT, this was a well-developed response overall, however with a few modifications higher bandings could easily have been achieved by a number of candidates. Following the guidance in the SMLW (Sample Marked Learner work) and previous Lead Examiner reports and exam papers, 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, as the plan structures the response and ensures coverage of all elements.

KEY POINT

For traits 2 and 3 (knowledge an 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) . 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 were 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 affecting 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 GLSL

If they are in control, and GLSL can have direct influence over them, then they are potentially weaknesses or opportunities

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 4 Marks (information presented in the table format must be suitable and relevant to be awarded credit) if they had included 3 correct points under each heading.

Therefore, if candidates plan the SWOT analysis out, clearly highlighting 3 points under each of the correct heading, without any further detail or research they can score 4 marks on this question

KEY POINT

The research element of this question is where candidates failed to achieve the grade they were capable, especially if using PESTLE analysis. Considering the mark scheme for this activity, to move into band 2, competitor activity must be used to support the responses being given (see below). No research (the scenario company INCONTROL would be credited here) limits candidates to the bottom band, so whatever the quality of their response, no research limits the marks available.

Activity 2

Assessment focus	Band 0	Band 1	Band 2	Band 3	Band 4
Analyse the internal and external influences	0	1–4	5-8	9-12	13-16
	No rewardable material.	• Produces a limited analysis of internal and external factors that influence the business. • Demonstrates a limited knowledge	• Produces a basic analysis of internal and external factors, including competitor activity, that influence the business, supported by examples	• Produces a sound analysis of internal and external factors, including competitor activity, that influence the business, supported by sound examples and	• Produces a detailed analysis of internal and external factors, including competitor activity, that influence the business, supported by detailed examples drawing on

It is important to note, that the research (competitor) could link to any point made throughout the response, under any of the headings, as long as it is relevant. The most obvious areas here to link to is external (opportunity and threat), however included anywhere it would be credited.

Overview of most popular responses for the SWOT analysis (taken from a range of learner responses)

INTERNAL	
Strength	**Weaknesses**
• Well established small business (2015)- 8 years old • Wide target audience (International) • Strong product range – live and prerecorded sessions/nutrition a • High income driven through advertising Website covers key information • Social media extensively used • Pricing low in comparison to other equivalent* (if applicable from research) • 50 different color options • Website includes case stories/ customer feedback – promotion of positive • Range of pricing and membership	• Limited product range* –in comparison to X • Very small team (1 person deep in key roles) • Pricing high in comparison to other equivalent* • Equipment sales (worldwide) are low (£10,000) • Space rental 21,000 (and increasing)
EXTERNAL	
Opportunities	**Threats** **(out of the control of GLSL)**
• Widen product range (more staffing) • Different product range (e.g mindfulness/relaxation/stress management/pre/post-natal) • Increase membership options and packages – group memberships/pricing schemes (introduce a friend) • Widen target audience through marketing – Not just focus on	• INCONTROL (IF THEY ONLY INCONTROL as a threat no matter how many points, only class it as ONE THREAT • Other online businesses • Cost of material/Shipping/demand • Cost of distribution • Manufacturing costs increasing

adults • More discounts/packages to be made available • Potential for Celebrity endorsements: To drive advertising further • Website to include Q+A sessions to support customers making correct choices (live chat) • Diet packages (gusto/hello fresh)	• Rental increases • Interest rates/Cost of living (nice to have disappear) • Data threats/security threats online • WI FI issues • Changes in technology

KEY POINT 2

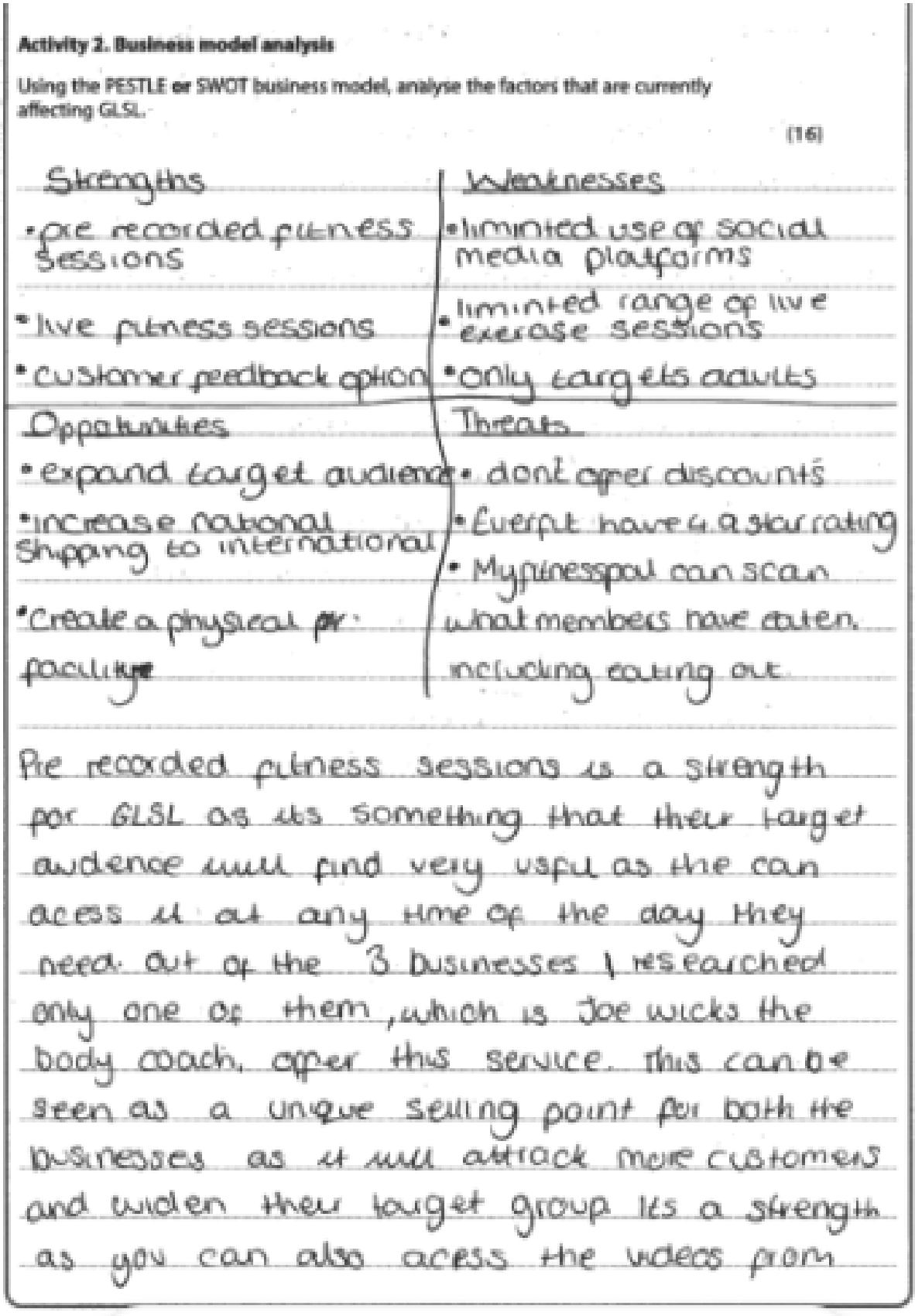
If INCONTROL (the second business) or an external competitor is used under the threats box it is only counted by examiners as one threat (i.e INCONTROL is the threat), no matter how many points are made. For example, if in the threats the following were included (from example above):

- ***INCONTROL/External Competitor– better pricing***
- ***INCONTROL/External Competitor – better range of product***
- ***INCONTROL/External Competitor - better distribution demographic***

This would only be credited as ONE threat (for top band there needs to be 3 in the threats section that are relevant)

Examples of a Candidate responses for Activity 2

Example of Band 2 Answer for Activity 2 – See commentary below



Activity 2. Business model analysis

Using the PESTLE **or** SWOT business model, analyse the factors that are currently affecting GLSL.

(16)

Strengths	Weaknesses
• pre recorded fitness sessions	• limited use of social media platforms
• live fitness sessions	• limited range of live exercise sessions
• customer feedback option	• only targets adults

Opportunities	Threats
• expand target audience	• dont offer discounts
• increase national shipping to international	• Everfit have a 4.9 star rating
• Create a physical gym facility	• Myfitnesspal can scan what members have eaten including eating out

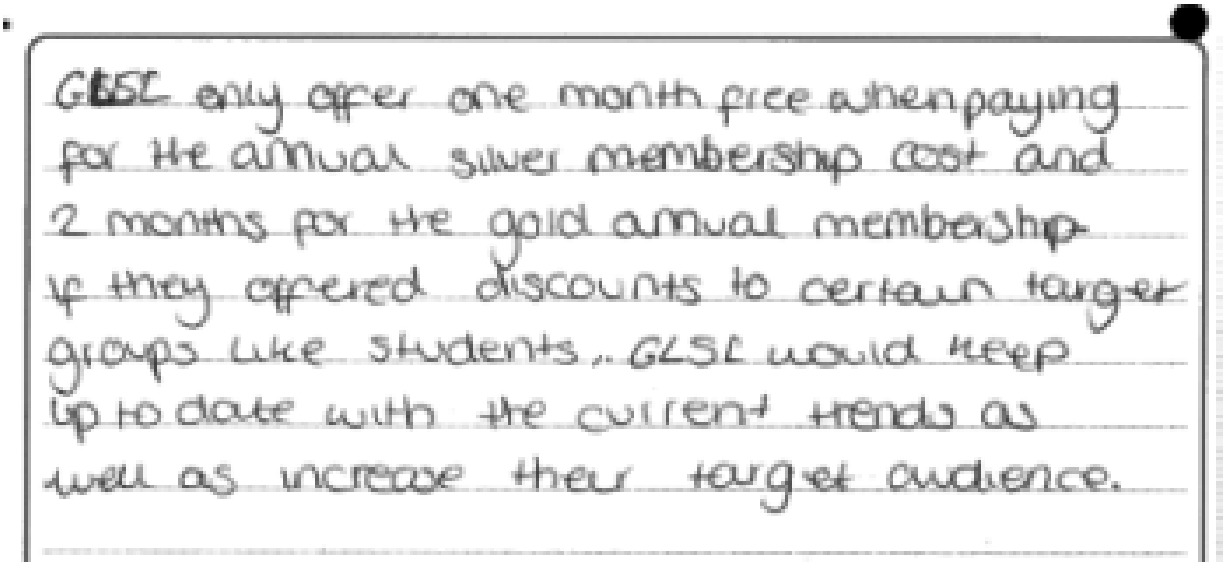
Pre recorded fitness sessions is a strength for GLSL as its something that their target audience will find very usful as the can acess it at any time of the day they need. out of the 3 businesses I researched only one of them, which is Joe wicks the body coach, offer this service. this can be seen as a unique selling point for both the businesses as it will attract more customers and widen their target group its a strength as you can also acess the videos from

anywhere you want, at home or if you needed a workout to follow at the gym. Myfitness pal doesn't offer any kind of service like this. Everfit allows you to acess videos only but only supplied by your own personal trainer, which would cost a lot extra than using GLSL or body coach.

A big weakness that GLSL have is that their only target audience is busy adults, this really limits them to the amount and type of customers they could and www attract. this will make it much harder for them to expand their business. This is unlike Joe wicks the body coach who offers all different kind of services to every age groups from school children to elderly adults this allowed Joe to expand his business from just posting videos on youtube to having a 4.8 star app rating, 500+ recipies and 250+ workout. If GLSL increased their target audience they might be able to have a larger business like Joe wicks.

An opportunity that GLSL have is to increase their shipping of equipment to the uk and ship it internationally. They could do this by using the extra profit from 2022 and put it into expanding shipping, this would make it more like IN CONTROL as they ship their products worldwide. Doing this would help expand GLSL demographics and the overall business size. They would have to invest in more employees across the world, to help with the extra shipping. Not only would more people be buying their product, their would be more of their target audience investing in their online workout and nutrition plans.

Lastly one threat that GLSL face is that they don't offer any direct discounts to certain target groups. for example, Joe wicks offers a 40% for students. this will help attract so many more potential customers. In addition to this MyFitnessPal offer 10% off when joining primium, which is the only part of the app you have to pay for. this encourages customer to stay with them for longer and to use all of its services


GLSL only offer one month free when paying for the annual silver membership cost and 2 months for the gold annual membership if they offered discounts to certain target groups like students, GLSL would keep up to date with the current trends as well as increase their target audience.

This response was awarded 8/16 marks (Band 2)

The response is well structured and starts with the candidate setting out the 'plan' of the SWOT analysis. This is good practice, and tends to ensure that full coverage is made, specifically when coming to the opportunities and threats element (external). With this example however, the plan is not used effectively to create the detailed response following its completion.

Only one strength (pre recorded fitness sessions) was credited (including suitable research points to support) and one threat (Joe Wicks). Within the threats, My Fitness Plan is also included however it's the same point being discussed that Joe Wicks is linked and related to (discounts/membership plans) therefore is not credit worthy.

As the response clearly has external research included to support the points being made this allowed the response to be graded towards to top of this band.

The following response was more typical this series than in previous where 'the plan' was the only thing included within the learner response. This response was awarded 3/16 marks (band 1)

(16)

Strengths

- Owner managing director (Social media, website, online marketing development)
- Their own branded equipment
- Fitness and nutrition team
- Live sessions everyday in the mornings and evenings.
- prerecorded sessions available at all times
- Diet and nutritional advice
- Non-members are able to participate for £2.50

weaknesses

- £30/month for a membership
- £330 a year

Opportunities

- Buying their own facilities
- wider demographics
- manufacturing their own equipment
- Longer live sessions.
- Strength sessions to gain muscle.

Threats

- minimum services
- Small demographics
- potential bad feedback
- Companies offer the same service and are cheaper.

There is no expansion to the plan, and therefore this response could score maximum 4 marks. Only 1 weakness was creditworthy (as the same point being made) and the 2 final threats, as one was actually a weaknesses (as they are in control by GLSL) and the first point bared no relevance of detail to the question.

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	1–4	5-8	9-12	13-16
	No rewardable material.	• 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.	• 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.	• 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.	• 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 DPS 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, a total of 20 Marks.

Candidates need to make recommendations that will allow DPS to develop and market itself moving forwards. 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.

KEY to this question: HOW (not WHY)

The vast majority of candidates who scored well on this activity focused very much on the HOW. The best way to think about supporting leaners to complete this question is to make them think, the following:
'If someone was to come and pick up the recommendations they were suggesting, that they would have enough detail to implement them, without asking the candidate any more questions'

The deeper the level of detail the recommendation goes into, the higher the grade boundary.

NO REASONS and NO RESEARCH – HOW ONLY

The response to the activity however does need some structure. Candidates must cover
recommendations under the required traits: **customers, trends and business.** This is where there was some confusion over which heading they fall under, however examiners were trained to support the when marking, and if headings were incorrect, they credit was still given under the right heading so candidates should look to structure this answer using the three headings

- **CUSTOMER**
- **TRENDS**
- **BUSINESS**

Candidates were structuring this question well and clearly articulating the HOW in the main– this is the biggest mark available on the paper so getting this question right is essential

Candidates need to ensure that they cover all the three elements of this activity to score into the higher bandings

To reach band 4 there must be a spread of recommendations from each trait (customers, trends and business) -3 in each were required – some could be small, and others larger, but the coverage must be in place. 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.

Example of structuring the response

Recommendation 1:

- **Develop a new product range (Mindful ness and stress management packages)**
- **Include online tutorials and an App linked to your phone to track progress and give rewards (I watch rings)**
- **Include as free trial to engage audience**
- **Add onto specific packages (GOLD membership) free for 6 months, then 5.00 a month extra**

Recommendations could have included information below (not exhaustive). Setting put a plan, link in activity 2 could ensure that the full coverage is in place.

Trait 2: CUSTOMERS

- **Customer service** (e.g website)
- **Special offers** (e.g. promotions, customer loyalty schemes/different membership types)
- **Communicating with customers** – (e.g. taking on feedback to improve customer service)
- **Developing activities offered to certain groups** (e.g. specific packages for age groups and exercise outcomes
- **Develop other options for customers** (e.g subscription for friends and family)

Trait 3: TRENDS

- **New 'on trend' offers** (e.g. tailored and individualised packages)
- **Advertisement and Marketing** (social media outlets – twitter/instagram/linkedIn) – for the right target audience
- **Develop a USP** (e.g. something that other business don't currently offer that's attractive to participants - (focus the USP)
- **Changes in participation** (e.g. how GLSL could improve for specific groups – not just adults/busy lifestyles)
- **Increased mass participation events** (free sessions/trial periods etc)

- **Trait 4: BUSINESS**
- Sustainable - reduce costs/alternative ways to deliver outcomes with reduced cost
- Staffing–CPD for the teams/increased remit specific individuals through upskilling
- Increase the number of people being targeted (corporate memberships)
- Updating and development – (e.g.) – Legal regulations – product is safe / manufacturing is ethical

KEY POINT

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. **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.

Example of Band 4 Answer for Activity 3 – See commentary below

Trends

My first trend recommendation is to have a mental health section available for use. This would be on the website and be read off. It would offer meditation, sleep aids and positive quotes. It would be run by a employee who has mental health training and would have an extra cost of £3.99 to do a one off payment.

My second trend recommendation is to market through an app and via social media. An app would be run by 1 member of staff and would include an online shop with merchandise such as jumpers, t-shirts and accessories ~~at prices starting from £1 to £30.00~~, sign up to memberships and a section for diet and nutrition, workouts and mental health. The app would be free to download on all platforms. with

My third trend recommendation is to create an app compatible with all Smart Watches. This allows customers to track their exercise ~~workouts~~ and follow their workouts, this would be free to install on Smart Watches and be overseen by 1 employee for smooth running.

Business

my first business recommendation is to sell merchandise. This is done on the app and website, as well as selling gym equipment active wear will also be sold like t shirts, jumpers, leggings and accessories starting at £9.99 - £39.99. This is run by 1 employee.

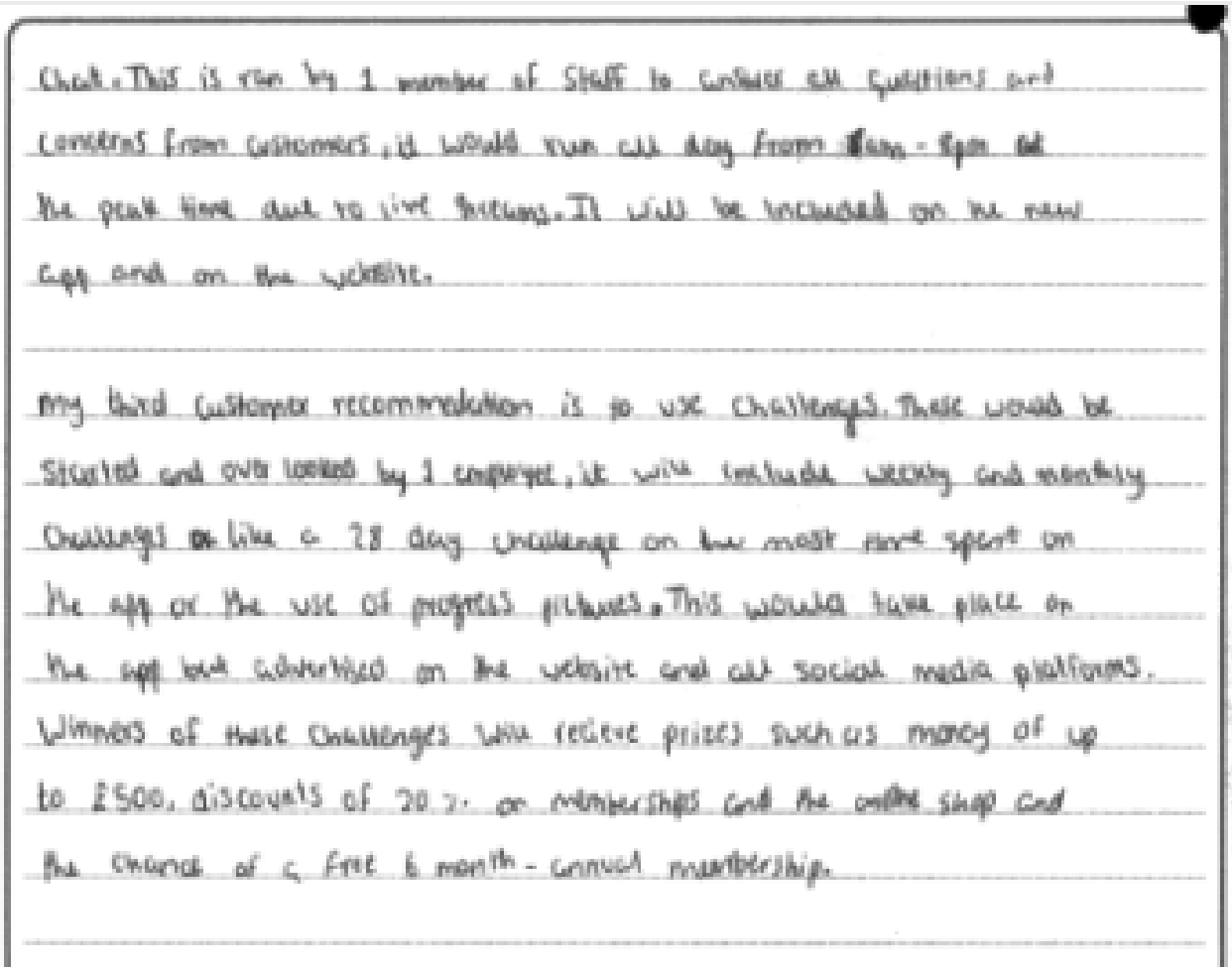
my second business recommendation is to have specific coaches. This would be having coaches trained in each target group like female only or nutrition coaches. This would include mental health coaches specific for the session, however you would need to invest more into this specific training and coaching however it will have a huge company benefit.

my third business recommendation is to increase sustainability by reducing training costs. This is achieved by training 1 full time employee to administer the training as well as making it in house training or working from home course.

Communication Customer

my first customer recommendation is to use celebrity collaborations This is through working with a celebrity who would do takeovers on social media and appearances in live streams. This encourages them to advertise this business on their platforms across all social media.

my second customer recommendation is to have an online live



Chat. This is ran by 1 member of staff to answer all questions and concerns from customers, it would run all day from 8am - 8pm at the peak time due to live streams. It will be included on the new app and on the website.

My third customer recommendation is to use challenges. These would be started and over looked by 1 employee, it will include weekly and monthly challenges like a 28 day challenge on the most time spent on the app or the use of progress pictures. This would take place on the app but advertised on the website and all social media platforms. Winners of these challenges will recieve prizes such as money of up to £500, discounts of 20% on memberships and the online shop and the chance of a free 6 month - annual membership.

This response was awarded 16/20 marks (Band 4)

The candidate has attempted to indicate, using headings which area the recommendation comes under which structures the response well. If candidates do not do this, the examiner will pick out relevant points and band accordingly. It is clear within this candidate's response that the scaffolding of the recommendation is in place. The trend section is excellent and is exactly what this question response should look like. Clear, structured and detailed actions that can be taken as recommendations for improvement. They final customer point is very well structure to set out challenges, overseen by one employee, including weekly and monthly challenges, (e.g. 28-day challenge) using the app with progress pictures. Advertised using the social media platforms and winners to receive prizes (with examples). This particular response is the strongest the LE has seen to date.

As mentioned there is no need for any justification or research within this response which allows more time to maximise the potential credit received

There are above 7 points clearly articulated putting the coverage to maximum credit.

Within the response there are some limiting elements to allow the response to score 20/20, particularly through the business recommendations.

This response, in particular page 1 and the final recommendations should be used as teaching aids on how to answer this question.

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.	• 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.	• 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.	• 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.	• 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 DPS in relation to:

- 'INCONTROL' and other obstacle events businesses
- The wider business context in the sport and active leisure industry.

This activity heavily focuses on the **WHY,** linked to the recommendations made in Activity 3. Justifications need to be made that support the recommendations regarding how they will improve the business moving forwards. The more detailed the justification here, the higher the banding for trait 1 (see mark scheme below)

This question is marked in isolation to Activity 3 by examiners, however it does link. To ensure that it is clear what recommendation is being justified here candidates are recommended to include this information into the response

For example:

Recommendation: To Increase the demographic to include other target audiences (with examples)

Then make the clear justification as to why this was recommended in activity 3, with reference to external businesses/research

As with previous series the key to moving through the bands for trait 2 for this question 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.

With regards structuring this response, candidates could use the following techniques

1. **What recommendation is the justification linked to (e.g opening the demographic up)**
2. **Trait 1 : Give the reasons why this improve the business (credible ones)**
3. **Trait 2: Link this to some research from Part A (wider business context), or scenario business (INCONTROL – band 2 max for trait 2) to support the point made.**

Example of candidate responses for Activity 4

Example of Band 2 response for Activity 4



Activity 4. Justification

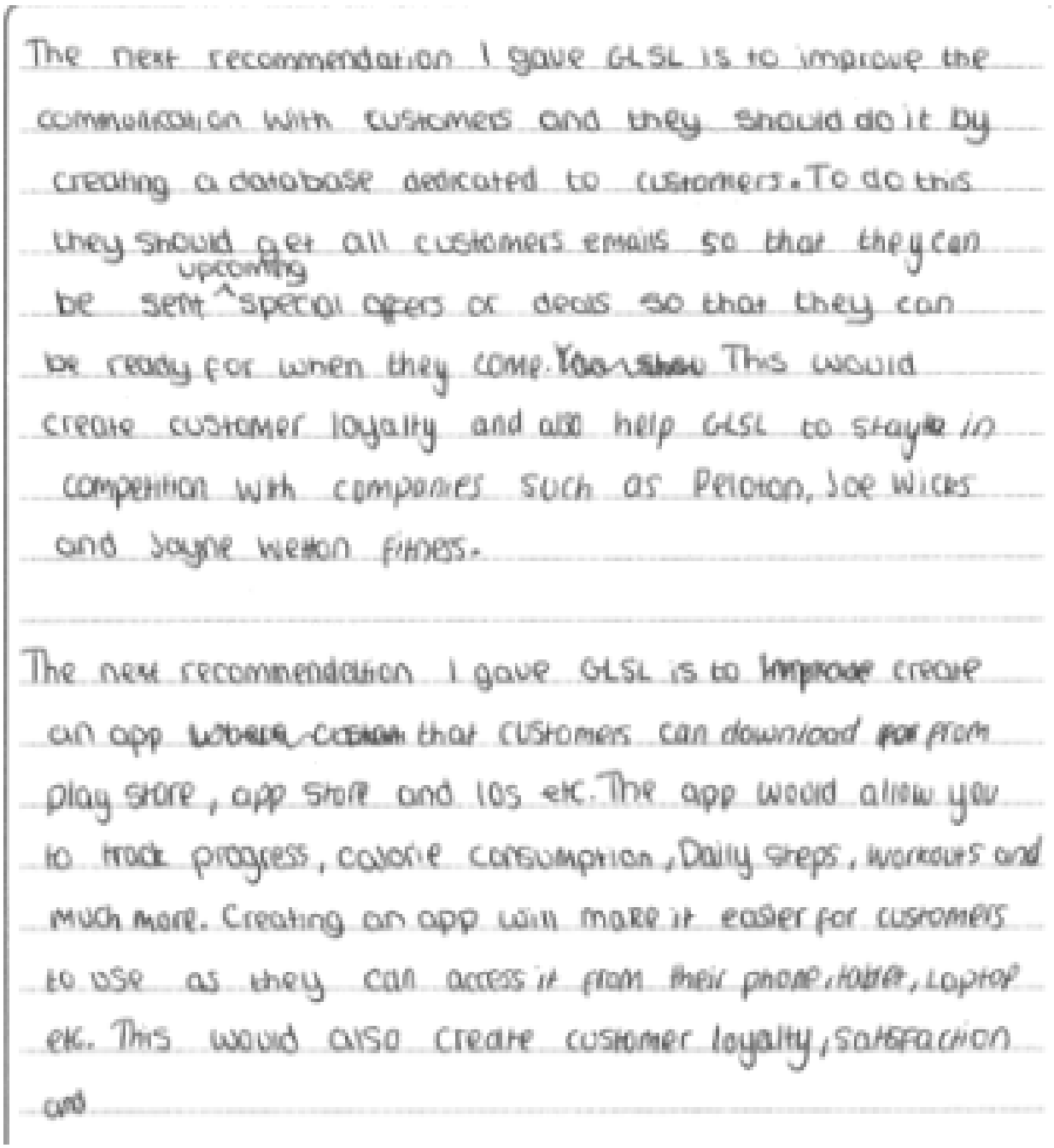
Justify your recommendations for GLSL in relation to:

- IN CONTROL and other online fitness platform businesses
- the wider business context in the sport and active leisure industry.

(12)

The first recommendation that I gave is that GLSL should target a new demographic as they only focus on adults. They should target kids and older adults aswell, this could be done by making a specific hub in the website that is dedicated to customers under the age of 18 and over the age of 60. The hub will have beginner, intermediate and advanced workouts so the client can choose what he/she is most comfortable with. This would put GLSL in competition with companies like In control and target children and adults.

The next recommendation that I gave GLSL is they should create special offers that clients can view on the website. This is because so far GLSL has no special offers and this prevents customers from trying out your business because they don't think it will be worth it. However if GLSL created a special offer like 1 week free trial then more people won't hesitate to give it a go. This would also put GLSL in competition with companies like In control who offer a 14 day free trial.



The next recommendation I gave GLSL is to improve the communication with customers and they should do it by creating a database dedicated to customers. To do this they should get all customers emails so that they can be sent upcoming special offers or deals so that they can be ready for when they come. This would create customer loyalty and also help GLSL to stay in competition with companies such as Peloton, Joe Wicks and Joyne Weston Fitness.

The new recommendation I gave GLSL is to improve create an app where customers that customers can download for from play store, app Store and ios etc. The app would allow you to track progress, calorie consumption, Daily steps, workouts and much more. Creating an app will make it easier for customers to use as they can access it from their phone, tablet, Laptop etc. This would also create customer loyalty, satisfaction and

This response was awarded 4/12 marks (Band 2)

This response is typical of this activity. In the main, the quality of the justification. The first paragraph here is very weak. A lot of the information contained within it are recommendations (Activity 3). The only potential credit worthy material is that GSL s targeting of new demographics would put them in competition with companies such as IN CONTROL who target children and adults, however this is not substantiated with any reason why this would be a positive, unless the children's target audience would generate more income potentially. Its is not clear this is what is being

indicated here. The second justification starts to improve (lack of special offers leading to the prevention of customers from trying your business), and again the link to INCONTOL does support this justification.

The third paragraph shows a good example of the 'bolt on' of research to support the justification which will not be credited. If no specific example from these businesses are used, the research will not be credited as it would be generic.

This along with the lack of research in paragraph 4 means 'limited links to wider business context' and therefore only allows the response to sit within the lower bandings of this activity

The following response was awarded 7/12 marks (band 3)

Activity 4. Justification

Justify your recommendations for GLSL in relation to:

- IN CONTROL and other online fitness platform businesses
- the wider business context in the sport and active leisure industry.

(12)

my recommendations for GLSL in ~~order~~ order to develop the business and market of it was based around what other ~~bus~~ online fitness businesses promote and do. An example of this can be GLSL implementing an app which members can download and use in order to set goals and track progress etc can be a good idea which is used by several other businesses including In control, Wellgym, myprotein etc this is because it is a good way to develop a name and publicity for the brand by marketing it and making it easier for members.

Another one of my recommendations that I would justify would be to introduce merchandise for members to be able to purchase. This would benefit GLSL as it can introduce a new form of revenue towards the brand along with increasing the marketability of the brand along with developing the brands image due to having more after, brands and fitness businesses are renound for

having merchandise which there memberes can wear when exercising for example gymshark, JDgyms, Jefit.

Another recommendation which would develop and market the brand ~~cor~~ would be the discounted membership which can be beneficial for members just joining and is a marketing method used by Incontrol who implements discounts and methods to save money via their membership system.
A final reccommendation ~~would~~ which would market GLSL well would be the implement of free trials within the business which offers ~~to~~ new members to experience GLSL before ~~by~~ buying a membership. Many fitness businesses use this method in order to gain new members along with developing the business. Examples of ~~busi~~ fitness businesses who use this method of marketing and development would be Incontrol who offer a 14 day free trial for individuals.

Here the candidate, specifically through the second paragraph has clearly justified the recommendation made within activity 3. They have recommended merchandise for members and justified it by allowing a new form of revenue, increased marketability and developing brand image linking merchandise that can be work like GymShark (only one credited research point here). Higher banding would be sustained if the response was more consistent.

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.	• Justifications are generic with limited links made to the recommendations given. • Justifications make limited links between businesses and wider business context.	• 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.	• 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.	• 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

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 and mark scheme never change with this unit examination
(hence why the Lead Examiner reports have the same content and information due the paper structure, mark scheme and activities remain constant –All that changes is the scenario/businesses)

There have been Sample Assessment Material provided, along with Lead Examiners reports, and previous exam papers, to support the preparation and development of research for this unit examination.

KEY POINTS for Preparation for future examinations:

1. Undertake the research element of PART A. Ensure candidates have the 3 businesses researched and their key points for success/how they run
2. Have well developed A4 notes (individually prepared) to support the completion of the exam.
3. Read the scenario carefully, highlighting key points that could be used for activity 1 and 2.

- **Activity 1**: structure the response linking to the specification. Get leaners to look for information linked to **making profit, Survival and Growth, Diversification, Service Provision, Marketing, Customer Service and Satisfaction.** Ensure that research from Part A is used to support this response. Ensure that the information is analysed, and not just regurgitated. Use the data, make calculations and interpret it
- **Activity 2:** plan out the response initially (SWOT). Ensure full coverage of each element. Make sure that threats are external and 'out of control of the business'. **Include research to support points made throughout.**
- **Activity 3: HOW not WHY**. Be able to pick up recommendations and implement them without any questions asked. Must cover all elements (business/customer/tends – 3 of each for top banding)

- **Activity 4: WHY** – give suitable reasons why the recommendations would work, and support this with information from the second business, **and external research.**

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





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