# Examiners' Report
# Lead Examiner Feedback

## January 2024

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

# Introduction

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

There have been nine previous Lead Examiner reports available to centres to support preparation of their learners 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 learners 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 learners are well prepared for the assessment, as the level of research included within the responses limits the score learners can access.

The task-based assessment for January 2024 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:

**Activity 1** 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 learners 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 learners 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 learners 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 2024) 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 learner's responses from what was observed within previous papers has been identified within this series. In most cases, learners have incorporated research into their responses, and therefore were able to access the higher-grade boundaries. The lack of research in most cases is the underpinning element to lower final grade outcomes.

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 learners 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 learner 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 tends to use suitable research material to support learners' responses, however the links are somewhat tenuous, and not specific to the impact on the scenario business. 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 learners are using PESTLE as the links to external business examples are weak or non-existent. The number of PESTLE responses on this paper increased from previous ones, with the vast majority of these responses not including any competitor business therefore scoring a maximum of 4 marks.

The following individual activity guidance remains stable through this paper in line with previous series, as in the main, learners 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. Learners have to be able to take information from part B, the unseen element, and ensure that they review the business by showing some understanding of 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 learner's performance on this question still needs further development and focus. (Further on within this document are ways to prepare and support learners 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 learners, 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. Higher banding learners for this trait use the data well and make links between the data sets and the impact on the business.

## Activity 2 (16 marks)

Activity 2 responses were in line with other papers with the vast majority of leaners using 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 learners are starting to support their points of the SWOT with examples from both ESL (business 2) and external prepared research. This evidences that the centres are preparing learners more directly to create their A4 notes in relation to the requirements of this activity.

As with all other previous papers, most learners 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. In most cases, external threats can be 'pre planned' as they 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 ESL as a threat will allow one external to be credited (quality of response will determine banding here), however using ESL as the only threat can only be counted as **one external threat**, no matter how many points are made.

The examples to wider research in general were limited in learners' responses and there still needs to be clearer links made to the research as opposed to, in some cases, where learners were just 'tagging on' research linked to a point they made, and not really using the research to support the response.

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

## Activity 3 (20 marks)

Activity 3 evidenced a continuous improvement and better learner 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 must be clearly developed, with examples of how they would be implemented, to score into the higher bandings. The 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 categorise these recommendations into the three headings if the learner 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. **Learners will not be credited at all for giving reasons in this response (eg to maximise profit, to increase customer numbers etc)**

Learners continued to include the WHY and this activity only requires the HOW. Learners 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 3 (recommendations) is worth 20 marks! – this is the element of the paper to really ensure learners understand how to structure and respond.**

### Activity 4 (12 marks)

Activity 4, the research and preparation undertaken by learners 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 learners to very clearly justify the recommendations made and link these to wider research. Specific and sustained research needs to be included in learner responses for this activity to access the higher bandings. The level of justification for the recommendations in activity 3 needs consolidating and expanding to score into the higher bandings here.

## Individual Questions

The following section considers each activity on the paper, providing examples of learner responses and information regarding where responses were positive and scored well, and where the areas of focus are with regards to preparing for future examinations.

This section should be considered with the live external assessment (June 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 PHY+
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 PHY+ 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 (ESL)

As with all the previous papers there were a number of elements that could have been included within the learner 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.

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

- **Business Type (Ltd or Sole Trader) – 2 options were available there and down to interpretation of the reader. Both were credited by examiners. This was included to allow more response selection and open up the paper.**
- Business Scope (Local)
- Business Size (micro)
- Current Provision (Activities)
- Staffing/roles/responsibilities (1X PT - MD)
- Range of facilities/resources

Whatever information the learner 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 learners 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 learners 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.

Learners could have included that the business is a limited company, and information about what a limited company is. This could have included liability, the pros and cons of a Ltd, regarding issues of profit, sickness and cover. Learners could have included information that the business is local, and what its potential USP is to attract its target demographics. This section in the 2401 paper allowed learners to identify the business as a sole trader. With this identification, information about roles and responsibilities of the MD, the liability, the skills and CPD requirements, as well as Juggling the role within the NHS could have been included.

Learners 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 (local), and how this could be a positive or negative impact on the business form a demographic and target audience position for growth and diversification.

**The best structured responses** maintain 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 learner's responses.

It is important that whatever element the learners 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 (ESL) however this will not allow higher banded responses. Only external research/business examples can command the higher banding here (band 3 and 4)

## Example of learner responses for Activity 1

This response was awarded 11/16 marks (Band 3)

Overall, the Purpose was given a basic, band 2 (8) as the level of detail included in the response covered a number of factors, local, sole trader, social media usage, and special offers, but the impact on the business was not always clear within the response. The use of data here was stronger as the learner makes links with the data presented and the potential reasons for this (eg income generation increase being linked to offsite delivery, and additional costs being associated with staff wage coverage). There were full marks awarded for the use of research within this response, which has significantly impacted the overall score for this as there were over 2 businesses, linked to three different points, therefore maximising the score in this trait.

(16)

The business PHY+ is run by a sole tradder, only one individual, meaning that they are also fully responsible if the business were to go into debt; PHY+ is a new business which has only been running for two years. Its ~~80~~ scope is also local meaning that it is based in a specific town of surrondings. Through the financial records, PHY+ has had an increase in their total income in the last two years by about £12,500. This is mainly as a result of the client sessions which are being taken offsite. The business has also seen an increase in their total operational costs by about £12,400. This increase is as a result of the wages increasing from £0 - £10,000 and the travel expenses for when the business runs sessions offsite.

PHY+ only operates in a local gym as their facility. By using the gym, the business does have access to some of the general equipment and extra facilities the gym has to offer. whereas other businesses such as Sports Physio UK and ~~Complete physio~~ Wimbledon Physiotherapy operate the business in a number of clinics.

For the businesses opening hours / times, PHY+ is only open for 4 days and closed for three days. This is as a result of the managing Director as they are not able to work Monday and tuesday as they work in the NHS. Throughout their opening days the businesses opening hours change from 12-9pm (Wednesday + Friday), 9am-5pm (Thursday) and 8am-3pm (Saturday). However Other businesses such as Complete physio are run and open through Monday - Staturday. Their opening hours are much longer lasting from 8am-8pm . Monday - Friday and 9am-1pm on saturdays. PHY+ also offers sessions at their customers home or workplace which will waste time when traveling around.

PHYt is slightly active on two social media platforms being Facebook and LinkedIn, however other than that the business isn't active of any other platforms or a website. Unlike PHYt other Businesses such as Sports Physio Uk are very active on multiple social media platforms such as facebook, twitter, instagram and tik tok where they upload information regarding about their services, events and special offers and support for any customers. They also run a online website where they to upload information and upload reviews / feedback from customers who have gone to their clinics, and experienced their services.

For staffing, PHYt is run by one individual (MD) only and they are a fully qualified Physiotherapist, ~~consultant~~ massage consultant and nutrisionist. They also are working within the NHS meaning that they ~~are~~ have a lot of experience. However the business does not have any other form of staff working for the business which adds a lot of responsibility on that individual. Other businesses such as Wimbledon Physiotherapy

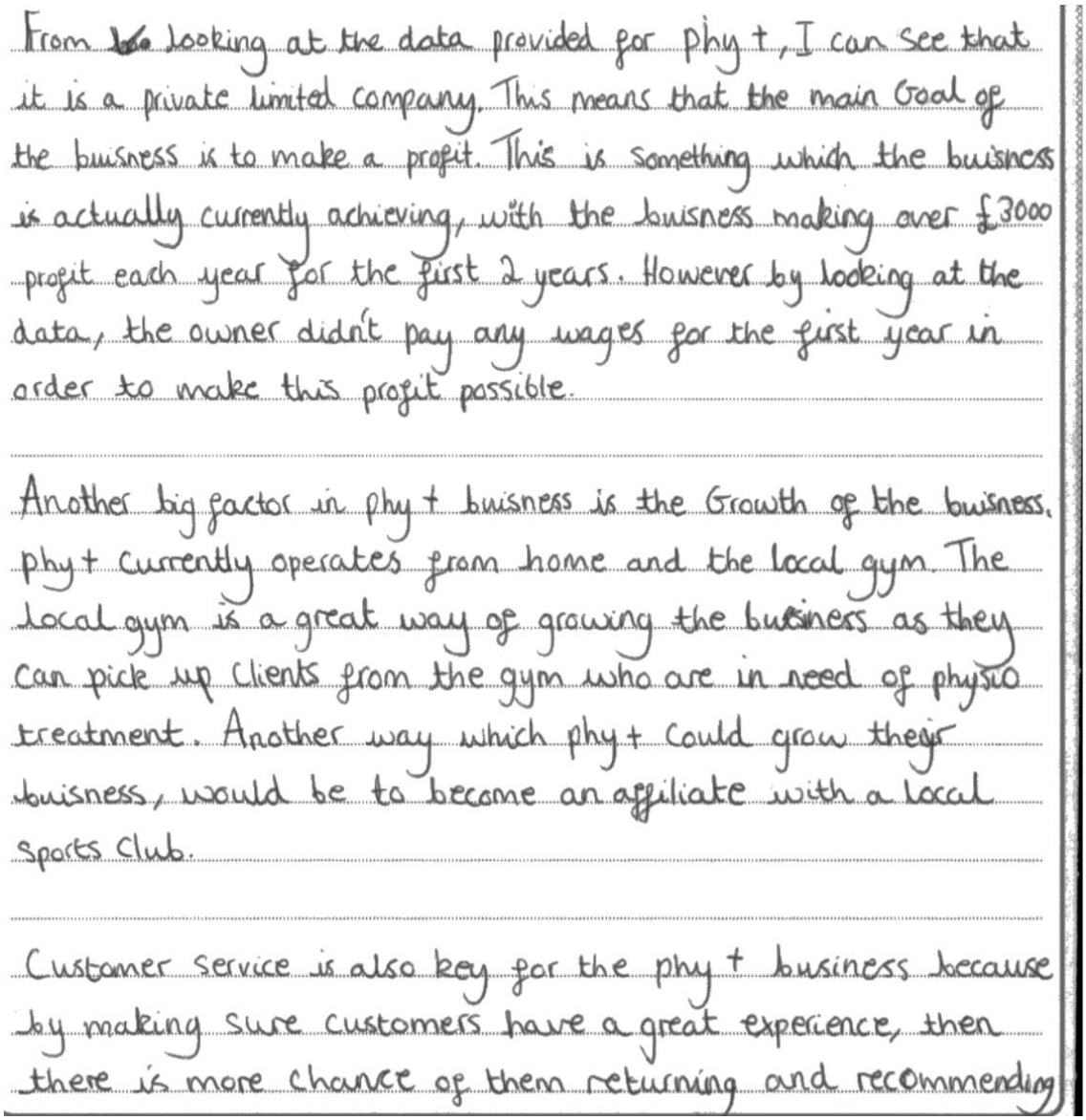
have many staff working at a particular role which are are all spread out to all their clinics. Their staff consist of; Clinical directors x4, Clinical specialists x7, Chartered physiotherapists x26, Clinical managers x1, Coaches x3 and therapists x4.

for PHY+ products and services, they have a good variety of services which they have to offer to their customers. Another business similar to PHY+ is called Sports Physio UK and they have a much bigger variety of services which focuses on treatments for injuries / rehab, treatments that complement the mind and body and treatments which support recurring back / neck problems and ligament damage etc.

The businesses target demographic are for clients which are with a 15 min commute to the gym location meaning that people who live further can't access their services.

**The following response was awarded 3/16 marks (Band 1)**

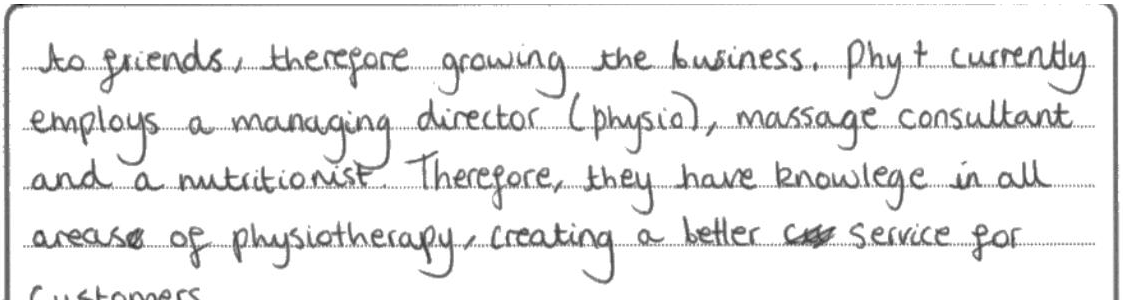
The purpose was awarded within band 2 for this response with coverage of the Ltd linking to making profit linked to the overall income generation. Linking the use of the local gym to the ability to grow the business, and linking the potential of a sports club link to diversify are good points. Data is limited as it is repetition and no impact. It's the lack of any research here that has significantly limited the grade. ESL has not been included within the response.



From looking at the data provided for phy t, I can see that it is a private limited company. This means that the main Goal of the buisness is to make a profit. This is something which the buisness is actually currently achieving, with the buisness making over £3000 profit each year for the first 2 years. However by looking at the data, the owner didn't pay any wages for the first year in order to make this profit possible.

Another big factor in phy t buisness is the Growth of the buisness. phy t currently operates from home and the local gym. The local gym is a great way of growing the buisness as they can pick up clients from the gym who are in need of physio treatment. Another way which phy t could grow their buisness, would be to become an affiliate with a local sports club.

Customer service is also key for the phy t buisness because by making sure customers have a great experience, then there is more chance of them returning and recommending


to friends, therefore growing the business. Phy+ currently employs a managing director (physio), massage consultant and a nutritionist. Therefore, they have knowlege in all areas of physiotherapy, creating a better ~~car~~ service for

## Activity 2. Business model analysis

Using the SWOT **or** PESTLE business model, analyse the factors that are currently affecting PHY+

For this question the vast majority of the learners opted to use the SWOT analysis which has been successful. Where learners 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 external 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 learners. Following the guidance in the SMLW (Sample Marked Learner work) and previous Lead Examiner reports and exam papers, most learners 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 and application of the business model) learners 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 learners to clearly place the correct information into the right position within the business model. It's important that learners understand that there are internal and external factors that are affecting the business.

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

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

Where learners 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 learners 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 learners 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. No research (the scenario company ESL would be credited here) limits learners to the bottom band, so whatever the quality of their response, no research limits the marks available.

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** |
| • Significant increase in home visit sessions<br>• Live target audience (Gym and Referrals from insurance companies)<br>• Product and service offer in line with or exceeding other businesses (Nutrition options are a bonus)<br>• Ability to generate a 10,000 wage within one year of trading.<br>• Pricing low in comparison to other equivalent* (if applicable from research)<br>• Excellent MD knowledge and experience (Physio and nutritionist)<br>• Gym member packages (10% off first service) | • Newley developed business which requires development of a customer base.<br>• Onsite client sessions do not generate improving income.<br>• Lack of social media presence and website access<br>• Limited product range* –in comparison to X<br>• Very small team (1 person deep in key roles)<br>• Pricing high in comparison to other equivalent*<br>• Equipment sales are low (£2,000)<br>• Space rental 6,000 (and increasing) |
| **EXTERNAL** | |
| **Opportunities** | **Threats (out of the control of PHY+)** |
| • Widen product range e.g. mindfulness/relaxation/stress management/pre/post-natal)<br>• Add additional staffing to offer more availability.<br>• Develop membership options and packages –pricing schemes (introduce a friend) - Additional gym member packages.<br>• Widen target audience through marketing and social media presence.<br>• Potential for Celebrity endorsements: To drive advertising further.<br>• Website to include Q+A sessions to support customers making correct choices (live chat)<br>• Online options for Physio delivery<br>• Creation of online video content for rehab support<br>• Affiliation with sports clubs (increase market) | • ESL (IF THEY ONLY ESL as a threat no matter how many points, only class it as ONE THREAT<br>• Other business (with examples)<br>• Cost of living (can't afford physio)<br>• Rental increases<br>• Mode of delivery (home based preference from clients – more travel, less contact)<br>• Fuel costs are increasing.<br>• **ESL or any other COMPETITOR can only ever be classed as ONE threat, no matter how many points they talk about it.** |

**KEY POINT 2**

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

- ESL/External Competitor– better pricing
- ESL/External Competitor – better range of product
- ESL/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 Learner responses for Activity 2

### This response was awarded 11/16 marks (Band 3)

The coverage for the SWOT analysis was very good with 9 points being made, 3 under each correct heading. This allowed the coverage of the content to score highly. The responses overall were given as basic points; however, the strengths section was the strongest element of the response. They were well structured and linked the points well. For example, the second paragraph talks about accessibility, highly qualified staff linking to diversification and additional income generation. The research was also included throughout the response, and importantly was relevant and linked well to the points being made. The threats section allowed cost of living, the NHS and competition from ESL to be scored (in this case the NHS was positively marked as a non-competitive provider as due to its unique nature – a positive marking approach was used here by examiners in this case)

| Strengths | Weaknesses |
|---|---|
| • mobile appointments<br>• Experienced quated staff<br>• Services / Products (Shop) | • Facilities<br>• Opening times<br>• ~~App~~ Social media |
| **Opportunities** | **Threats** |
| • Social media<br>• Invest in property<br>• update deals / offers | • Cost of Living<br>• other companies<br>• NHS |

One strength that PHY+ have is that they offer services on the go. This allows for the company to generate more money as people may not be able to get to and from the gym. This as a result will improve their aim of profit as it allows for more services to be provided. This compares to Theraputics who don't offer mobile services but instead offer online services which boost income.

Another strength that PHY+ have is that the staff are experienced and specialise in multiple areas. This allows

for more services to be accessed. Customers will also want highly qualified and experienced staff as they will tend to be better at their job. This compares to Nuffield Health who offer qualified staff in all needed areas so that specialised treatment can be offered towards that given person. By PHY+ having specialised staff their aim of diversification can be reached as they offer a range of services that can help boost their income.

One more strength that PHY+ offer is their range of services. They offer 7 different services and they also have a shop that sells their products. This will help to boost their main aim of profit as the clients have a variety of services they can choose from and can also buy products that they like when they are being helped. This compares to Jonathon Clarke who also offer ~~8~~ 7 different services. They however do not sell any products that they use.

One weakness that the ~~com~~ PHY+ have is that they do not use their social media well. They are only on facebook and linked in. Facebook is the 2nd most used social media in the UK so it is efficient for them to use that however by being on a numerous of different social medias as well can help to promote their business.

Nuffield Health use social media very well. They are on 3 different big platforms with a high following. They have 24.1K followers on instagram, 32.6K followers on X(formely twitter) and 2.3K likes on facebook making their company well known and can help to post promotions and deals.

Another weakness that PHY+ have is that they don't have their own facility. This limits their work space and time so they can not maximise their income. Therapeutics have lots of facilities and therefore tend to gain more customers at different clinics therefore helping them to maximise their profit.

Another weakness that PHY+ have is their opening times. If an athlete requires physio they may not be able to do evenings as that's when their competitions may take place. Therefore, meaning PHY+ can not maximise their main aim of profit as they have limited the demographic that they target. ~~Nuffield Health~~ Jonathon Clarke physiotherapy have opening times of 7am-9:30pm on most days this as a result helps boost income by starting in mornings and finishing at night helping people to get their best times suited to them increasing their profit.

One opportunity that PHY+ have can be to create a website or an app. This is due to 98% of UK adults having a mobile

phone. This can help promote their bwiness and also help with bookings and their aim of income and growth as they can become more well known as well as offering more variety to his clients to book more suitable times for them.

Another opportunity that PHY+ have is to invest into their own property. This overtime will help them to gain more profit as they will no longer be renting their facility and will own one. This links to their aim of profit as they can then save money from rent. Thus

One more opportunity that PHY+ have is to offer deals and offers. This will attract more people to their company as they can get better solutions and have to pay less for their services. As a result their aim of profit will increase as they will then be able to attract more customers meaning they will earn more from them. A company that has offers is Nuffield Health who offer 20% off physiotherapy sessions if they are a member of nuffield.

One threat towards PHY+ is the cost of living. They rent their facility so therefore rent prices have increased meaning they will be paying more money each month towards rent

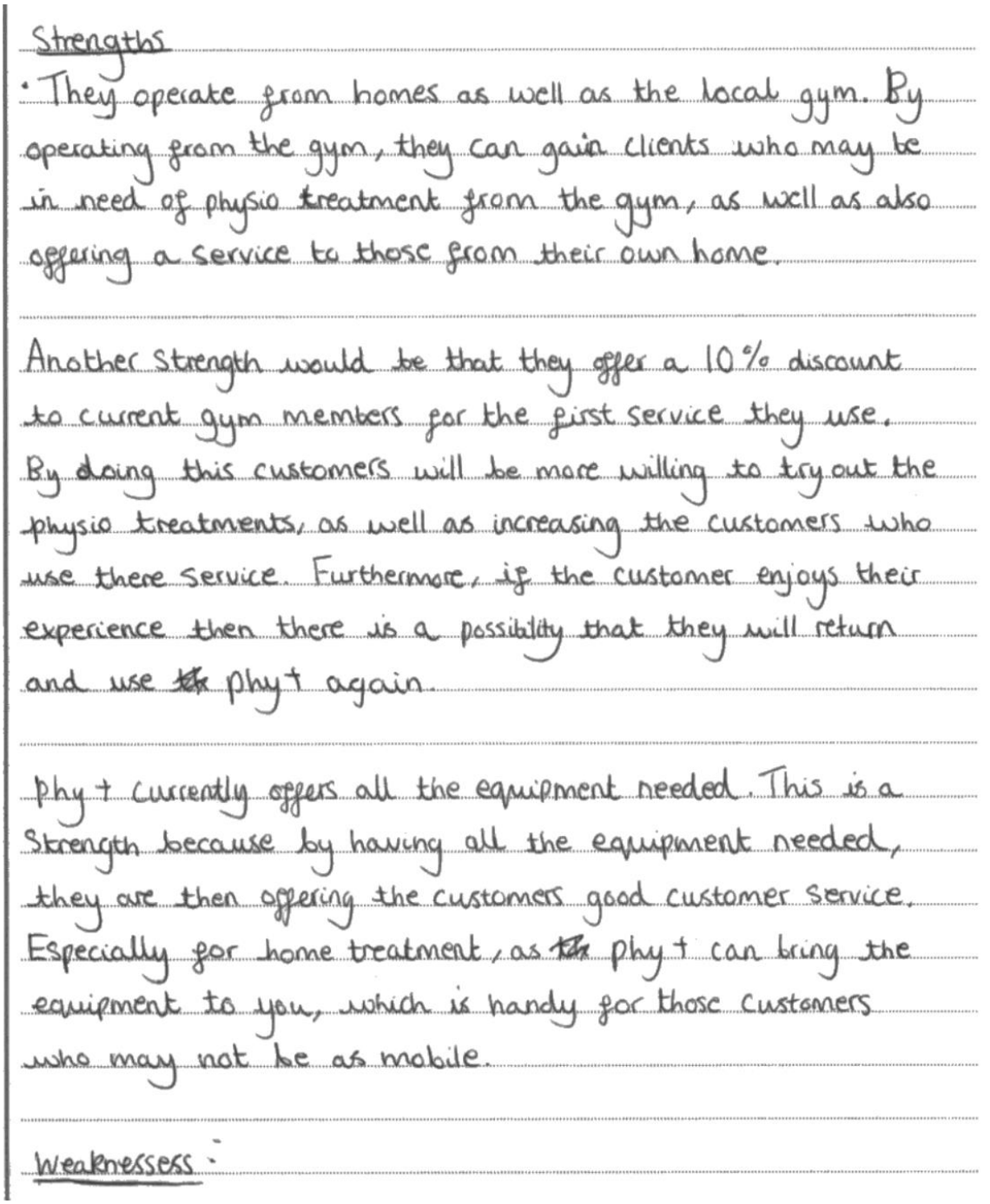
which can put a dent into their profit.

Another threat PHY+ have to deal with is the NHS. They offer their services for free so they get to pay less for similar treatments, so customers will use the NHS instead. NHS has a waiting list of 45 days for a routine and 18 for urgent appointments however.

One more threat to PHY+ is local competition from other physiotherapy companies, for example FSL physio. They offer more facilities appointments and are also bigger in size. They have 18 employees towards their company and are in the same local area as PHY+. This may mean more people would go here instead of PHY+

**The following response was awarded 8/16 marks (Band 2)**

This overall response included some really strong points. The second paragraph was one of the strongest with the 10% discount and the impact on the customer experience. There was limited links to external competition with only ESL being credited. The reason for the lower scoring was in the main due to the threats section. They only used ESL as the threat, over three points. This can therefore only be credited as one threat, which reduces the overall mark outcome as described in the report earlier.



Strengths

• They operate from homes as well as the local gym. By operating from the gym, they can gain clients who may be in need of physio treatment from the gym, as well as also offering a service to those from their own home.

Another strength would be that they offer a 10% discount to current gym members for the first service they use. By doing this customers will be more willing to try out the physio treatments, as well as increasing the customers who use there service. Furthermore, if the customer enjoys their experience then there is a possibility that they will return and use ~~the~~ phy+ again.

phy+ currently offers all the equipment needed. This is a strength because by having all the equipment needed, they are then offering the customers good customer service. Especially for home treatment, as ~~the~~ phy+ can bring the equipment to you, which is handy for those customers who may not be as mobile.

Weaknessess:

One weakness of the phyt business would be the opening hours of the buisness. This is because they are only open 4 days of the week, with Saturday also being reduced hours. Due to the lack of days open, the buisness will therefore Sugger financially with less income coming in.

Another weakness of the phyt buisness would be that they only offer one massaging service in the form of a Sports massage. However, there are many other massaging services to offer (Indian head massage, hot stone massage) therefore phyt are missing out on USP to gain more customers.

A third weakness of the phyt business would be that they currently do not offer many discounts with the only one they offer being '10% of gym members for first service they use'? This therefore only gives benefits to gym members, meaning customers of phyt who are not gym member are not getting any benefits. This could therefore put customers off from using phyt.

Opportunities

One opportunity for the phyt buisness would be to expand there marketing on social media, this is because the buisness is only currently & advertising on Facebook and Likedin. However, other social media sites such as

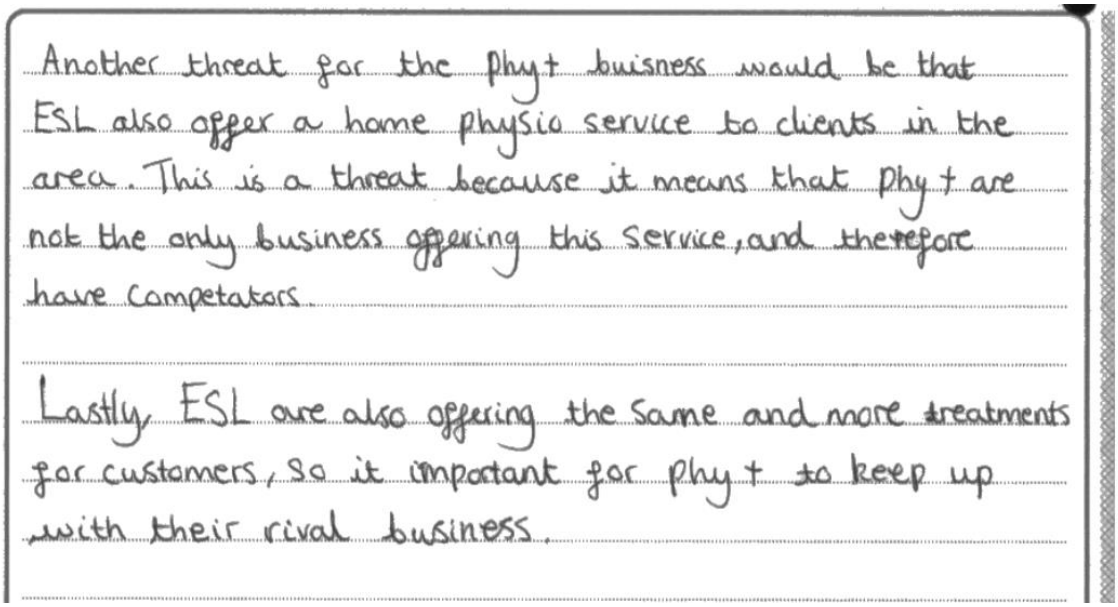
Instagram and Twitter are not being used. By using them phy t can therefore increase customers through the use of social media.

Another opportunity for phy t would be to ~~offe~~ give offers to certain customer groups. For example, pregnant woman and those with disabilities who may be in need of some physio threatment. Give them offers such as 5 Sessions for the price of 3 etc.

A third opportunity for the phy t business would be to expand on the opening hours. This is because they are currently only open 4 days a week, with limited hours on saturday. Therefore, by expanding the hours which they are open then they will gain more income coming in to the buisness.

Threats

One threat for the phy t buisness would be that the ESL physio buisness is in a close proximity. This is a huge threat, as ESL offer many more services then phy t, with a lot more updated facilities (due to them being national and international). This therefore may effect the ~~customers~~ amount of Customers which phy t gain as well as the income they get.


Another threat for the Phy+ buisness would be that ESL also offer a home physio service to clients in the area. This is a threat because it means that Phy+ are not the only business offering this service, and therefore have Competators.

Lastly, ESL are also offering the same and more treatments for customers, so it important for phy+ to keep up with their rival business.

**Activity 3. Recommendation**
Recommend how PHY+ 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.

Learners need to make recommendations that will allow PHY+ to develop and market itself moving forwards. Learner 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 learners who scored well on this activity focused very much on the HOW. The best way to think about supporting learners 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 learner 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. Learners 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 when marking, and if headings were incorrect, the credit was still given under the right heading so learners should look to structure this answer using the three headings.

- CUSTOMER
- TRENDS
- BUSINESS

Learners 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.

Learners 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 learners can be sure that they are more likely to be comprehensive in all areas.

Example of structuring the response

Recommendation 1:

- Develop online videos and support packages.

- Through a membership/payment agreement at X per video/session/package
- To include 2/5/10 session packages
- Offer to a wider audience that will include X.
- Discounts for larger packages purchased up front such as X.

Recommendations could have included information below (not exhaustive).

**Trait 2: CUSTOMERS**

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

**Trait 3: TRENDS**

- **New 'on trend' offers** (eg tailored packages)
- **Advertisement and Marketing** (social media outlets – twitter/instagram/LinkedIn) – for the right target audience
- **Develop a USP** (eg something that other business don't currently offer that's attractive to participants - (focus the USP)
- **Changes in participation** (eg how PHY+ could improve for specific groups – sports clubs etc.
- **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** – (eg – Legal regulations – product is safe / manufacturing is ethical.
- **Opening a shop/café**
- **Equipment purchases**

**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 learner responses for Activity 3

### This response was awarded 12/20 marks (Band 3)

The coverage within this response scored maximum marks with over 12 points made, covering 3+ in customer, trends and business. Overall, the response was sound with regard to the points being made, as the scaffolding did allow in some cases full implantation of the recommendation without further questioning. It was logical and gave some clear indication of what the business could do to improve. The elements around the customer were in this case the weaker of the responses (1/9) and there was slight repetition with point 1 and 10. No research included which was not required and allowed more structure to the response.

(1) The first recommendation that I have is that they could open everyday. On a Sunday they should open in the afternoon so that PHYI can still have a break in the morning. They should do 12-4. On a Monday they would do an evening so then it doesn't clash with work, so 6-10 and then they should do the same for Tuesday.

(2) Second recommendation would be hiring more staff. I think that PHYI should have atleast at least 5 extra staff members. There should be one for a receptionist that helps take calls and greets people. Then 4 other qualified physio therapists. They would all have their own clients and bookings and should be trained on a variety of different procedures. The manager should put out an advert on the facebook page for the different roles needed and make time for interviews.

(3) A third recommendation would be to make a website. The website should include an easy booking system; information about different procedures, times they are open, information about different staff, prices and memberships and

information about the business itself. The website should be layed out in an organised way and making sure the logo and business name is visable. It should also include pictures and colours to make the website seem more welcoming.

(4) A fourth recommendation would be to selling their products online. They should do this by have a section on their website for just buying their product. They should take photos of each products and upload them with their prices for people to buy.

(5) Another recommendation would be to branch out the business. They should adopt other places in the UK to put their business. They should create a wider variety of clients. For example having a clinic in Hertfordshire and Essex and then maybe some clinics up in the North of the UK. More staff will then need to be employed including new managers to keep the business running.

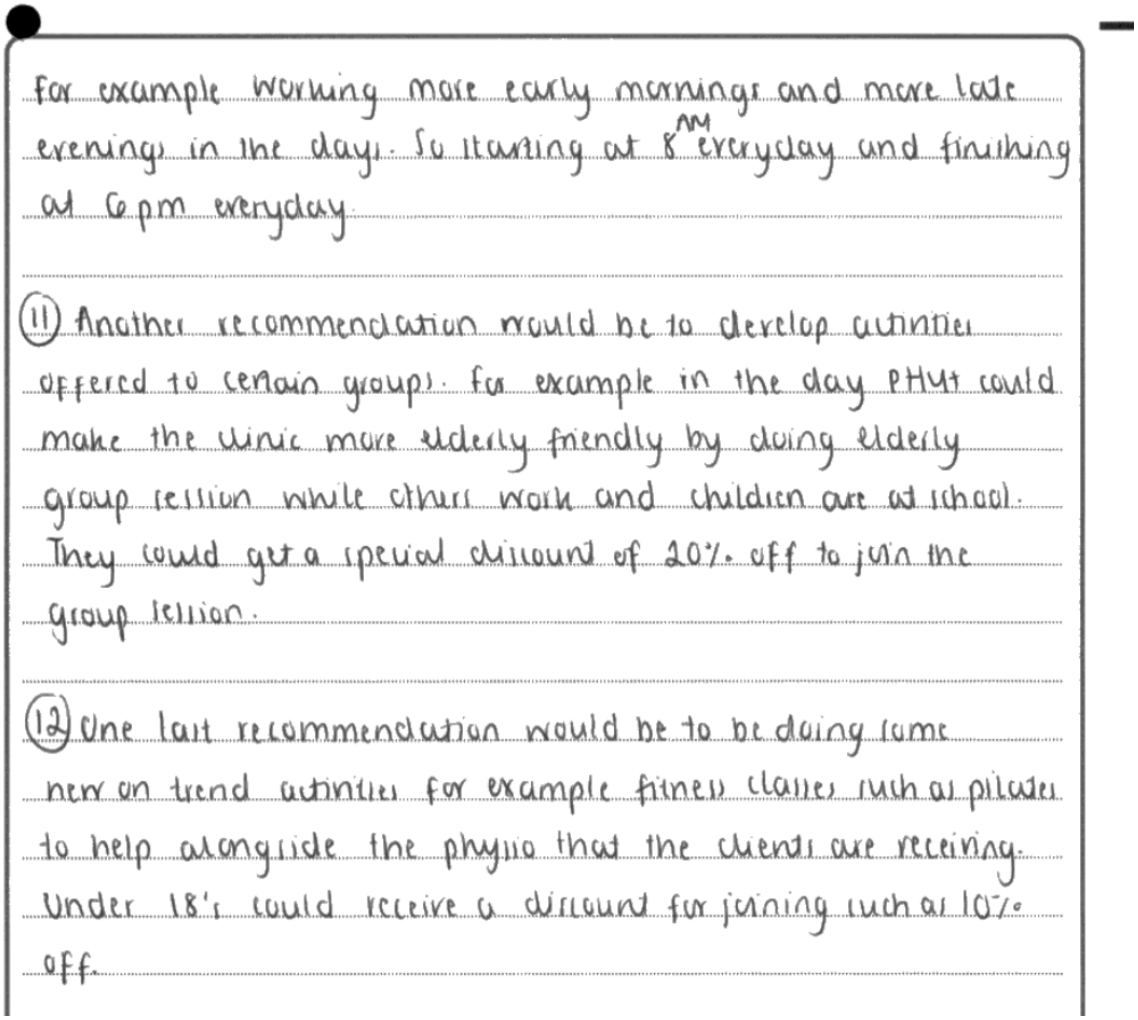
(6) Another recommendation would be to make sure that the decor for the room/clinic is welcoming and calming. To do this the clinic should have colour and pictures around. There should be comfortable looking chairs and the clinic should not be a mess. So having a bin will help with that too. There should be pencils and colouring pages for children waiting and magazines for the adults.

(7) Another recommendation would be to expand the facility and it's offers. for example a shop could be made for the products that they want to sell and also this shop could include a cafe. This cafe could sell a variety of different drinks and food. for example coffee, water, juices, cakes, sandwiches. PHYt would then need to hire more staff to help run the shop.

(8) Another recommendation for PHYt would be to invest in staff uniform. The staff should all wear a polo top with the colour of the business and a logo on there too. Then they should all wear plain black bottoms of any kind as long as they are appropriate. The employees should not have to pay for the uniform it should go through the business.

(9) Another recommendation for PHYt would be to offer special promotions. for example offering a discount for everytime you go 5 times to the clinic. So after every 5th visit the client could get 10% off. Everytime they complete this the offer keeps getting better. So the next time would be 20%, then 30% etc. Until they get a free session.

(10) Another recommendation would be to have flexible appointments and hours. So creating more time in the day for clients and offering longer and shorter sessions.



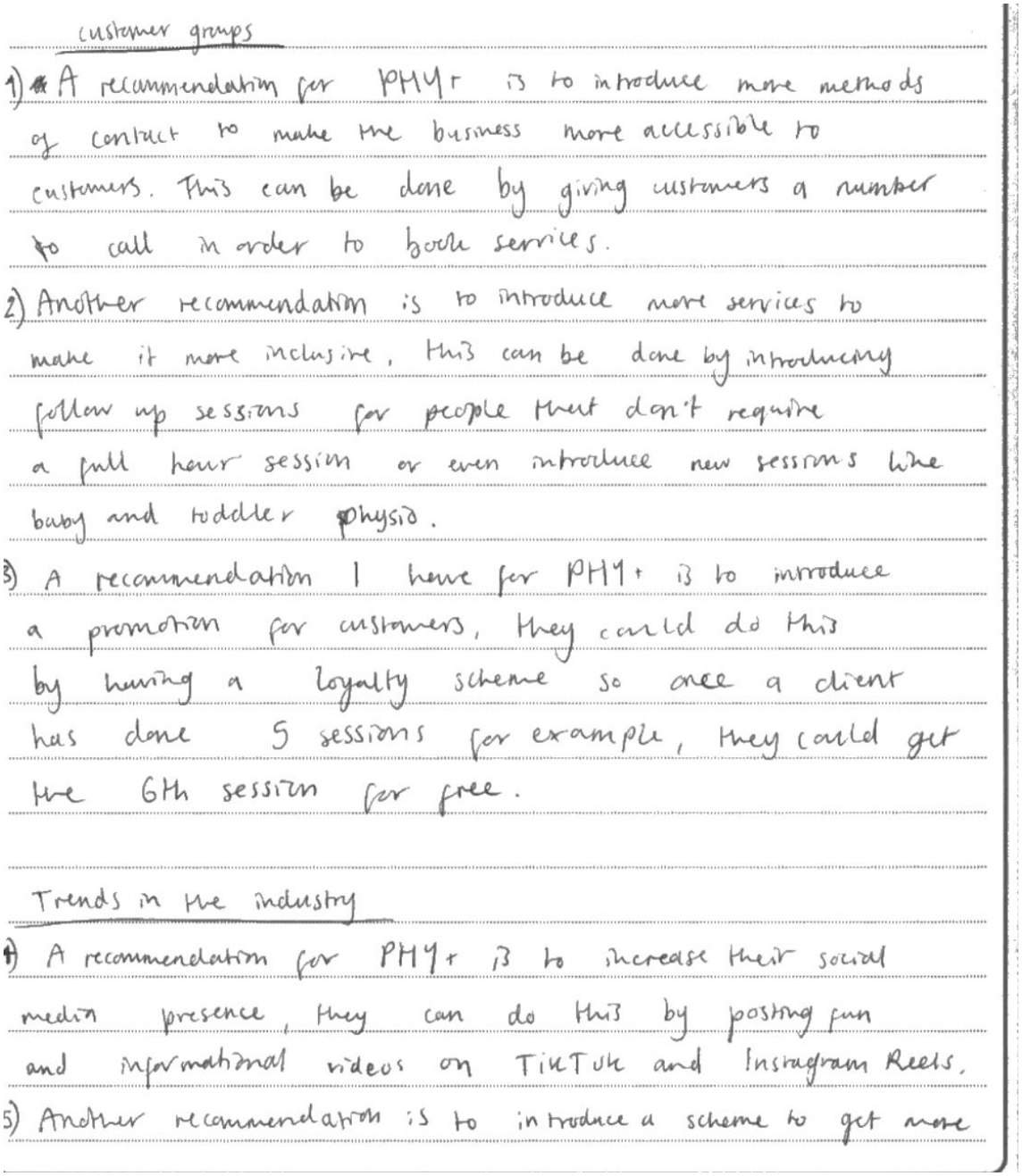
for example working more early mornings and more late evenings in the days. So starting at 8AM everyday and finishing at 6pm everyday.

(11) Another recommendation would be to develop activities offered to certain groups. For example in the day PHYT could make the clinic more elderly friendly by doing elderly group session while others work and children are at school. They could get a special discount of 20% off to join the group session.

(12) One last recommendation would be to be doing some new on trend activities for example fitness classes such as pilates to help alongside the physio that the clients are receiving. Under 18's could receive a discount for joining such as 10% off.

**The following response was awarded 8/20 marks (Band 2)**

The coverage to this activity is what allowed the outcomes to be given an 8. There were over 9 suitable responses included which showed a good understanding of a wide-ranging plan. The business points (7/8) were the weaker of the responses. More scaffolding here (eg hiring a new staff member for how many hrs, on what days, and with what skill set) would allow higher bandings to be achieved.



customer groups

1) A recommendation for PHY+ is to introduce more methods of contact to make the business more accessible to customers. This can be done by giving customers a number to call in order to book services.

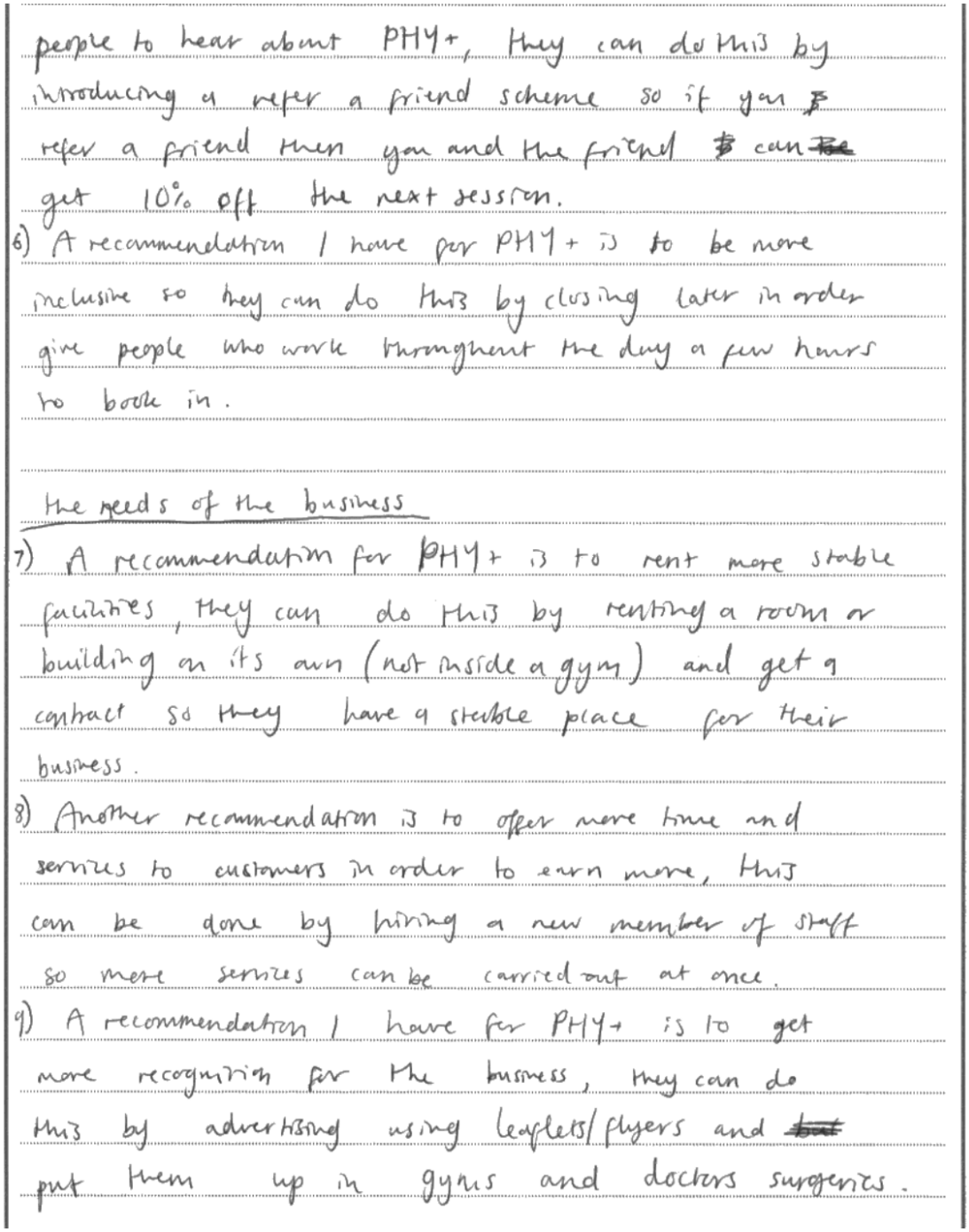
2) Another recommendation is to introduce more services to make it more inclusive, this can be done by introducing follow up sessions for people that don't require a full hour session or even introduce new sessions like baby and toddler physio.

3) A recommendation I have for PHY+ is to introduce a promotion for customers, they could do this by having a loyalty scheme so once a client has done 5 sessions for example, they could get the 6th session for free.

Trends in the industry

4) A recommendation for PHY+ is to increase their social media presence, they can do this by posting fun and informational videos on TikTok and Instagram Reels.

5) Another recommendation is to introduce a scheme to get more



people to hear about PHY+, they can do this by introducing a refer a friend scheme so if you refer a friend then you and the friend can get 10% off the next session.

6) A recommendation I have per PHY+ is to be more inclusive so they can do this by closing later in order give people who work throughout the day a few hours to book in.

the needs of the business

7) A recommendation for PHY+ is to rent more stable facilities, they can do this by renting a room or building on its own (not inside a gym) and get a contract so they have a stable place for their business.

8) Another recommendation is to offer more time and services to customers in order to earn more, this can be done by hiring a new member of staff so more services can be carried out at once.

9) A recommendation I have for PHY+ is to get more recognition for the business, they can do this by advertising using leaflets/flyers and put them up in gyms and doctors surgeries.

**Activity 4. Justification**

Justify your recommendations for PHY+ in relation to:

- 'ESL' and other physiotherapy 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 learners 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 learners into the higher bandings.

With regards to structuring this response, learners could use the following techniques

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

## Example of learner responses for Activity 4

### This response was awarded 7/12 marks (Band 3)

This was a sound response overall. There were clear links to suitable research throughout the response which were supportive of the points being made. With regards to the overall quality of the response it was missing that next element of explanation. For example, justification 1 in the first paragraph could go on to explain why positive feedback would be beneficial and impact the business through repeated custom, or positive word of mouth that will drive more customers to the business therefore impacting overall profit and growth.

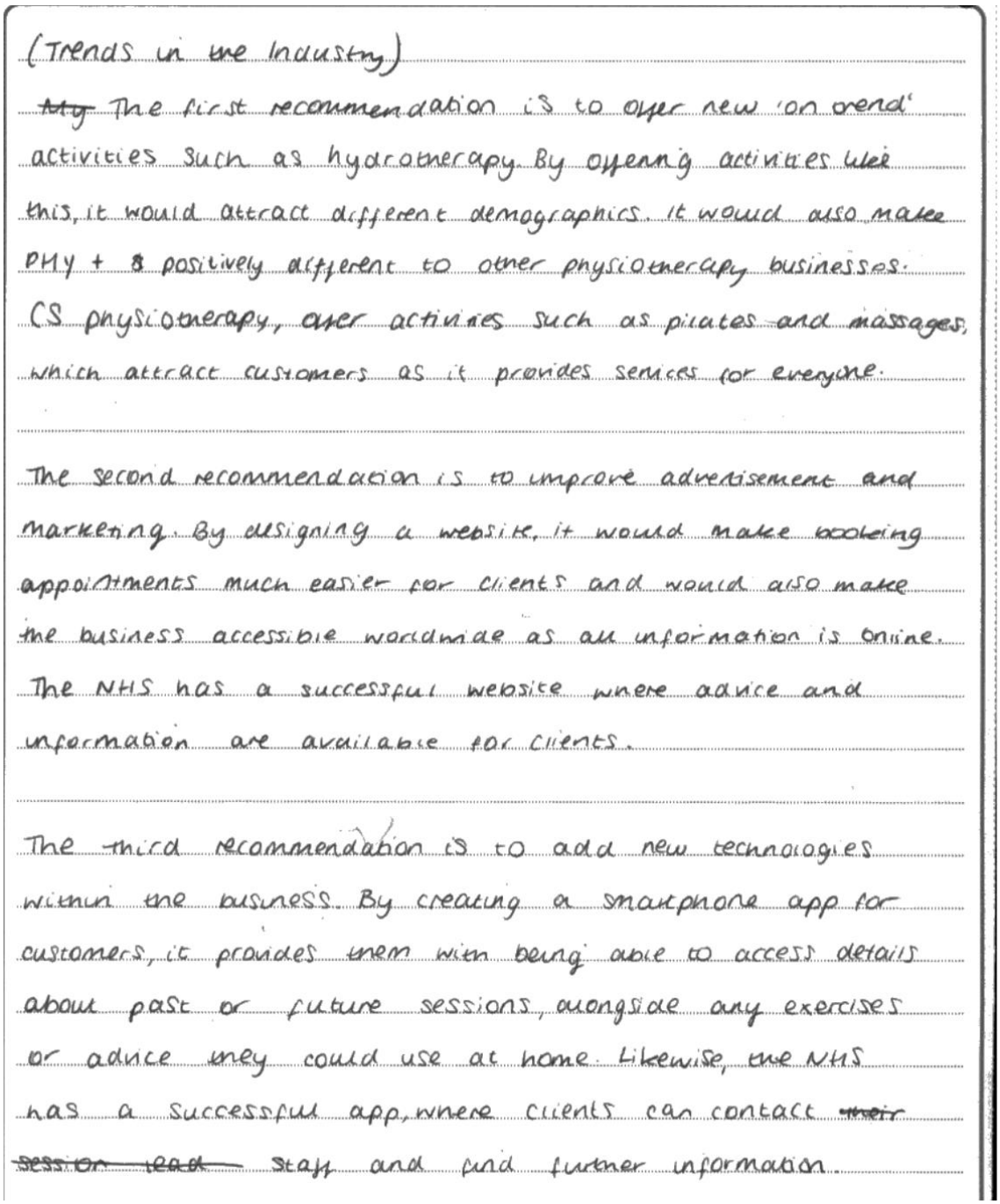
- ESL and other physiotherapy businesses
- the wider business context in the sport and active leisure industry.

(needs of customer) (12)

The recommendation is to improve customer service. This would improve the customers experience and would promote positive feedback. We can see this in the NHS, as all their staff are trained to work well with customers and make people feel welcomed and comfortable

The second recommendation is to provide more special offers and discounts. This would benefit the business as it would encourage customers to stay as they will recieve benefits. It would also encourage new customers as they will be rewarded. We see this at Sports Physio UK, where they offer exclusive offers and also reduce their pricing for customers after their first session.

The third recommendation is to improve facilities such as new massage equipment and weights ect. This is important as it would encourage new customers as they recieve the best products and will also prevent injuries that could occur from old, broken equipment. CS physiotherapy are a company who have brand new equipment and facilities and due to this their signing up intake of customers has increased by 15% in 2022.



(Trends in the Industry)

~~My~~ The first recommendation is to offer new 'on trend' activities such as hydrotherapy. By offering activities like this, it would attract different demographics. It would also make PHY + S positively different to other physiotherapy businesses. CS physiotherapy, offer activities such as pilates and massages, which attract customers as it provides services for everyone.

The second recommendation is to improve advertisement and marketing. By designing a website, it would make booking appointments much easier for clients and would also make the business accessible worldwide as all information is online. The NHS has a successful website where advice and information are available for clients.

The third recommendation is to add new technologies within the business. By creating a smartphone app for customers, it provides them with being able to access details about past or future sessions, alongside any exercises or advice they could use at home. Likewise, the NHS has a successful app, where clients can contact ~~their session lead~~ staff and find further information.

**The following response was awarded 3/12 marks (Band 1)**

There was no link here to wider research or other competitors to support the points being made. This significantly impacts the overall outcome of the response and highlights clearly that without the research the limiting grades apply.

Customer needs:

(1) I advocated for more customer feedback by using written surveys. Honest surveys will allow the MD to see what they are good at and what needs to improve. In turn, the MD can focus on these weak points and make the business better. This should lead to more customers which leads to more profit. Also make customers feel appreciated and heard.

(2) I reccomended loyalty cards which will help to build strong relationships with customers and make them more likely to return, leading to more profit and Growth.

(3) By developing an accessible website, it keeps the customers happy as it is easy to view your services and book an appointment. This in turn leads to customers more likely returning and therefore leading to profits

Trends:

(4) By having a USP, such as a gravity machine, this will attract more customers as it is a trendy machine which lots of people will want to use. This will lead to increased customers and then increased profit.

(5) By joining with a local sports team not only is your

business going to be advertised, all people within the club are likely to come and use your service. Both of these things are bringing customers in the door and leading to profit.

(6) Many top modern businesses offer a subscription platform, as customers tend to value this option more than others. By appealing to this trend, more profit can be made due to having a subscription service.

Business needs -

(7) By increasing the opening hours you increase the amount of time you have to take on clients, which leads to more customers and more profit.

(8) More staff would allow for the workload to be spread among multiple people, instead of just one. In theory, every member of staff should have a specific role and carry it out. This should lead to a smoother operation of the business and allow it to expand and grow more effectively.

# 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 to 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 learners 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 learners 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 businesses. **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/trends – 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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