

# Business 2025 v1.2

## IA3: Sample assessment instrument

This sample has been compiled by the QCAA to assist and support teachers in planning and developing assessment instruments for individual school settings.

<b>Student name</b>	sample only
<b>Student number</b>	sample only
<b>Teacher</b>	sample only
<b>Issued</b>	sample only
<b>Due date</b>	sample only

## Marking summary

Criterion	Marks allocated	Provisional marks
Describing	4	
Explaining	4	
Analysing	7	
Evaluating	7	
Communicating	3	
<b>Overall</b>	<b>25</b>	

# Conditions

<b>Technique</b>	Feasibility report
<b>Unit</b>	Unit 4: Business evolution
<b>Topic/s</b>	Topic 1: Repositioning a business
<b>Duration</b>	Approximately 15 hours of class time
<b>Mode / length</b>	Written: up to 2000 words
<b>Individual / group</b>	Individual
<b>Other</b>	—
<b>Resources</b>	Stimulus material Open access to resources

## Context

Fitness Business is a traditional, full-service gym and fitness centre in the post-maturity stage of its business life cycle. It is experiencing declining sales and is having difficulty maintaining market share in a competitive industry.

## Task

Use the stimulus to identify and examine two repositioning strategies to ensure the sustainability of Fitness Business. Create a feasibility report for the business owners of Fitness Business.

To complete this task, you must:

- describe the business situation and a business environment relating to repositioning the business
- explain business concepts and strategies relating to repositioning the business
- select data and information from the stimulus relating to repositioning the business to analyse the business situation using an analytical tool
- interpret a relationship and a trend in the analysis to draw conclusions about the implications of repositioning for the business situation
- use two business criteria to evaluate two repositioning strategies to make a decision about the suitability of these strategies and propose a recommendation for the business situation.

## Stimulus

See stimulus material attached.

## Checkpoints

- ☐ Term 3 Week 5: Planning
- ☐ Term 3 Week 6: Progress check
- ☐ Term 3 Week 7: Draft — feasibility report
- ☐ Term 3 Week 8: Submit — final written feasibility report

## Authentication strategies

- You will be provided class time for task completion.
- Your teacher will collect and annotate a draft.
- You must submit a declaration of authenticity.
- You will use plagiarism-detection software to submit your response.

## Scaffolding

- Sequence and develop ideas, supported by visual representations.
- Use language conventions to communicate strategic development.
- Cite sources using in-text referencing in the body of the response.
- Provide a reference list of any additional sources used in the response.

## Instrument-specific marking guide (IA3): Feasibility report (25%)

Describing	Marks
The student response has the following characteristics:	
<ul style="list-style-type: none"> <li>• recognition of significant business facts and characteristics relating to repositioning a business</li> <li>• comprehensive description of a business situation relating to a business in the post-maturity stage of the business life cycle</li> <li>• comprehensive description of business environment/s that influence repositioning</li> </ul>	3–4
<ul style="list-style-type: none"> <li>• recognition of relevant business facts and characteristics relating to repositioning a business</li> <li>• adequate description of a business situation relating to a business in the post-maturity stage of the business life cycle</li> <li>• adequate description of business environment/s that influence repositioning</li> </ul>	2
<ul style="list-style-type: none"> <li>• inaccurate recognition of a business fact or characteristic</li> <li>• inadequate description of a business situation</li> <li>• inadequate description of business environment/s.</li> </ul>	1
The student response does not satisfy any of the descriptors above.	0

Explaining	Marks
The student response has the following characteristics:	
<ul style="list-style-type: none"> <li>• identification of significant business concepts and strategies relating to repositioning a business</li> <li>• comprehensive explanation of business concepts and strategies relating to repositioning a business</li> <li>• purposeful use of business terminology and examples</li> </ul>	3–4
<ul style="list-style-type: none"> <li>• identification of relevant business concepts and strategies relating to repositioning a business</li> <li>• adequate explanation of business concepts and strategies relating to repositioning a business</li> <li>• appropriate use of business terminology and an example</li> </ul>	2
<ul style="list-style-type: none"> <li>• inaccurate identification of a business concept or strategy</li> <li>• inadequate explanation of a business concept or strategy</li> <li>• inappropriate use of business terminology or an example.</li> </ul>	1
The student response does not satisfy any of the descriptors above.	0

Analysing	Marks
The student response has the following characteristics:	
<ul style="list-style-type: none"> <li>discerning selection of significant data and information for repositioning a business to analyse a business situation using the analytical tool</li> <li>thorough interpretation of relationship/s and trend/s from the analysis</li> <li>thorough implications for the business situation</li> </ul>	6–7
<ul style="list-style-type: none"> <li>considered selection of relevant data and information for repositioning a business to analyse a business situation using the analytical tool</li> <li>effective interpretation of relationship/s and trend/s from the analysis</li> <li>effective implications for the business situation</li> </ul>	4–5
<ul style="list-style-type: none"> <li>appropriate selection of obvious data or information to analyse a business situation using the analytical tool</li> <li>appropriate interpretation of relationship/s or trend/s from the analysis</li> <li>appropriate implications for the business situation</li> </ul>	2–3
<ul style="list-style-type: none"> <li>inconsistent selection or use of data or information</li> <li>inappropriate interpretation</li> <li>inappropriate conclusion.</li> </ul>	1
The student response does not satisfy any of the descriptors above.	0

Evaluating	Marks
The student response has the following characteristics:	
<ul style="list-style-type: none"> <li>proficient use of business criteria to make perceptive judgments for repositioning strategies</li> <li>thoroughly justified decision for the business situation</li> <li>insightful recommendation/s for the business situation</li> </ul>	6–7
<ul style="list-style-type: none"> <li>effective use of business criteria to make considered judgments for repositioning strategies</li> <li>justified decision for the business situation</li> <li>informed recommendation/s for the business situation</li> </ul>	4–5
<ul style="list-style-type: none"> <li>adequate use of a business criterion to make a routine judgment for a repositioning strategy</li> <li>adequate decision for the business situation</li> <li>appropriate recommendation for the business situation</li> </ul>	2–3
<ul style="list-style-type: none"> <li>inadequate judgment</li> <li>inadequate decision</li> <li>inappropriate recommendation.</li> </ul>	1
The student response does not satisfy any of the descriptors above.	0

Communicating	Marks
The student response has the following characteristics:	
<ul style="list-style-type: none"> <li>• concise and logical sequencing and development of ideas to enhance meaning</li> <li>• features of the feasibility report genre and use of referencing conventions are consistently demonstrated</li> <li>• minimal errors in spelling, grammar and punctuation</li> </ul>	3
<ul style="list-style-type: none"> <li>• clear sequencing and development of ideas to convey meaning</li> <li>• features of the feasibility report genre and use of referencing conventions are appropriately demonstrated</li> <li>• some errors in spelling, grammar and punctuation</li> </ul>	2
<ul style="list-style-type: none"> <li>• partial sequencing or development of ideas</li> <li>• features of the feasibility report genre and/or use of referencing conventions are inconsistently demonstrated</li> <li>• frequent errors in spelling, grammar and/or punctuation.</li> </ul>	1
The student response does not satisfy any of the descriptors above.	0

# Stimulus

## Source 1: Business profile

Fitness Business is a family-owned fitness centre with a passion for boxing for fitness. The business opened 35 years ago as a boxing studio in an outer Brisbane suburb with a predominately male clientele. As the demand for gym and exercise centres grew, Fitness Business introduced weights into its training facility to become a fitness gym and started offering group fitness classes, which attracted a wider range of customers. Founded by former weightlifting champion Frank and his son Wayne, Fitness Business now has 25 centres across Queensland, employing approximately 110 staff and supporting a range of contractors, including personal trainers.

Fitness Business proudly operates as a traditional, full-service gym and fitness centre, operating between the hours of 5 am and 10 pm. It has a fully equipped strength and weightlifting area, offers a variety of group fitness classes and a boxing studio that reflects its history and culture. Fitness business prides itself in offering support and motivation provided by its fully trained and enthusiastic staff.

Fitness Business has closed nine centres in the past two years due to strong competition and lack of clients. However, the business is committed to rebuilding its reputation as a leading fitness centre. It also has plans to expand by opening centres in New South Wales. Fitness Business has an ambitious agenda to upgrade the equipment across all clubs and to train staff in a wider range of fitness classes.

## Source 2: Fitness Business logo

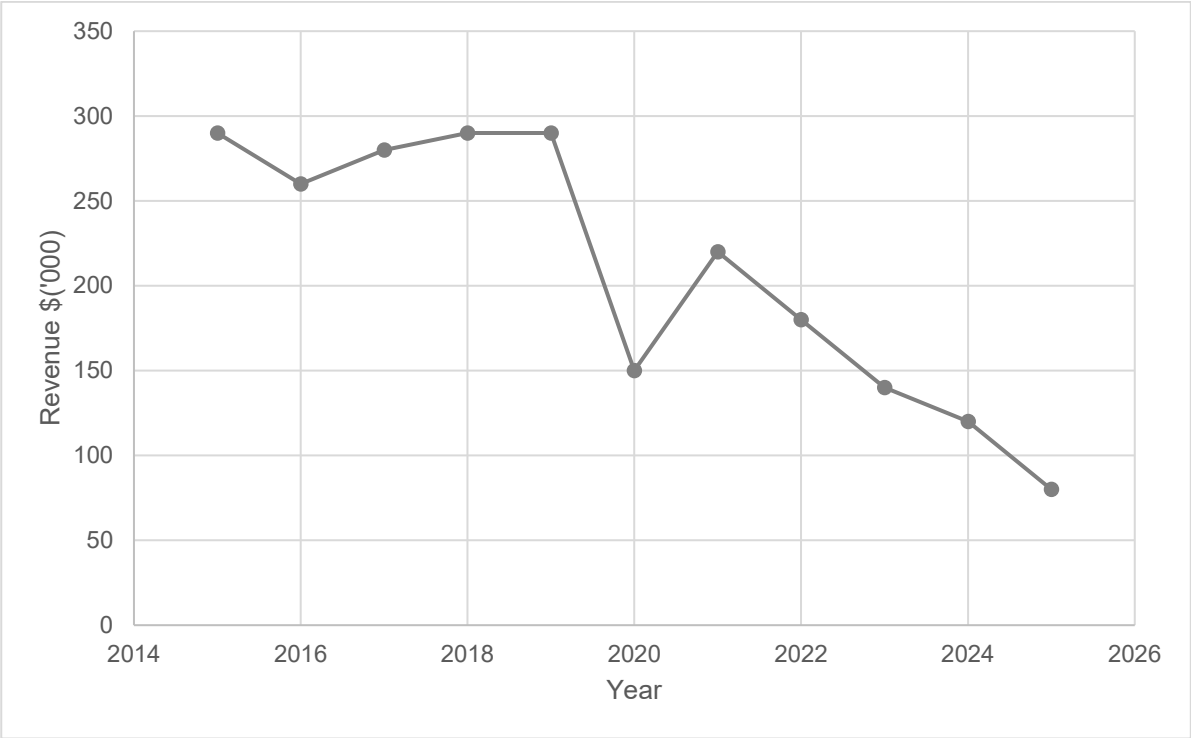


## Source 3: Fitness Business: Train with us in our classes

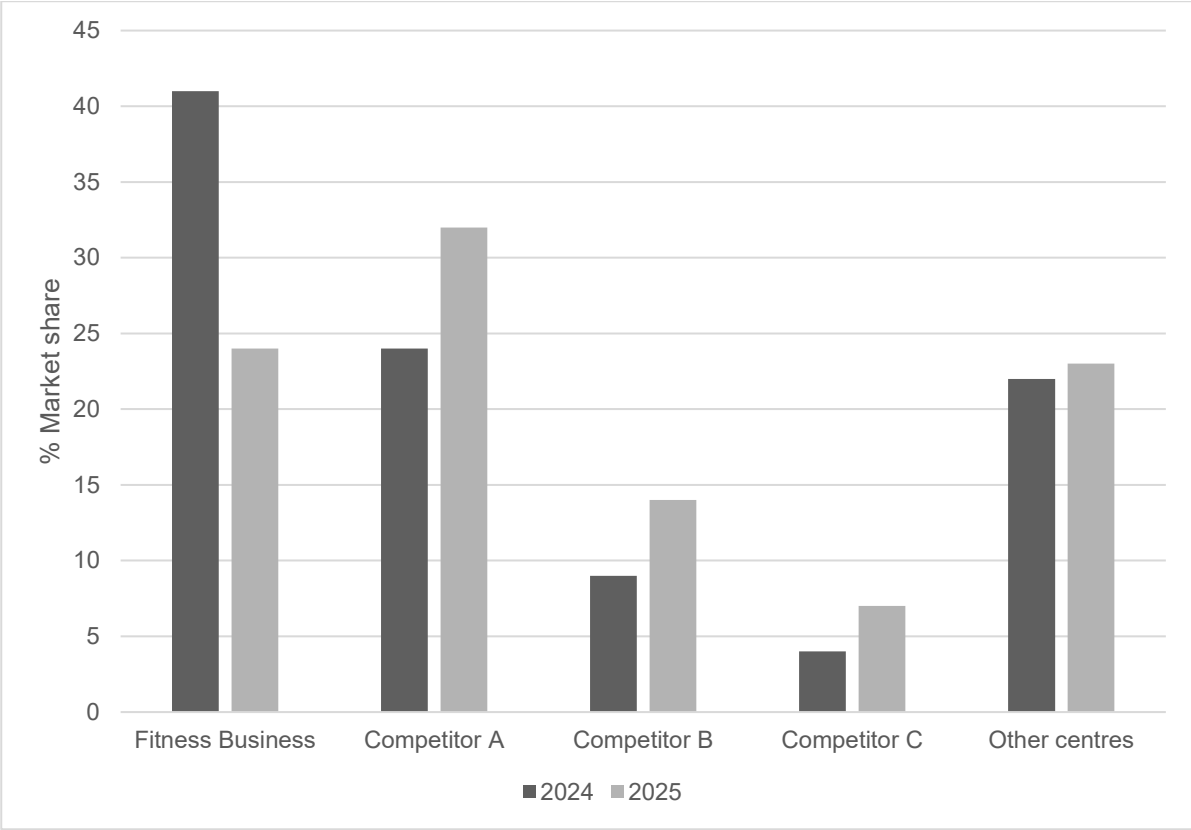
<p><b>Boxing for beginners</b> 45 minutes</p> <p>Back to basics and learning the art of boxing – no experience or fitness level needed. This class gets you started in boxing.</p>	<p><b>Fit for boxing</b> 60 minutes</p> <p>This is a hard-core, whole-body workout. With plenty of skills and drills for boxing, you will sweat your way to cardiovascular health.</p>	<p><b>Boxing 101</b> 90 minutes</p> <p>This class focuses on perfecting technique. Ideal for those wanting to progress to sparring sessions and one-on-one training.</p>
<p><b>The art of boxing</b> 60 minutes</p> <p>This class focuses on advanced boxing skills, including the science behind boxing. A great workout with a focus on technique.</p>	<p><b>Body attack</b> 60 minutes</p> <p>An aerobics class focusing on strength and overall fitness designed to push your cardiovascular fitness to new levels.</p>	

Source 4: Financial performance and market share

Graph 1: Financial performance – Fitness Business



Graph 2: Market share – Gyms and fitness centres



## Source 5: Local news article

**F**itness Business, a local success story in the gym industry, has fallen on tough times. Over the past two years it has closed nine stores and cut its staffing by 35 people, not to mention the number of personal trainers who have been forced to base themselves elsewhere.

Founder and boxing legend Frank commented on the future of Fitness Business. He reportedly stated that now is the right time to update the gyms and the equipment, but that it comes at a price.

Fitness Business will end its long-term relationship with a major USA equipment supplier and has been negotiating a new deal with three local suppliers. Frank commented that having the right equipment is critical and that the decision to change suppliers after so long comes with costs in terms of breaking equipment leases,

maintenance considerations and finding a supplier to meet the needs of both boxing and gym supplies. Frank said that the decision to partner with a local Brisbane supplier has been made to reduce maintenance costs and improve repair times to remain competitive and to meet the needs of customers. The changes will be phased in over two years.

Meanwhile, Frank's son and Managing Director, Wayne, said exciting changes were coming with increased investment in the boxing program and contracting more personal trainers. Wayne said, "It is about keeping up with the newer gyms and ensuring we meet the needs of our clients — we will do this by upgrading our equipment and having more staff available on the gym floor".

## Source 6: Fitness Business online reviews

### Review 1: Boxing for results



If your goal is to put on boxing gloves and punch your way to fitness, this is the place for you! Staff are clearly into boxing and the culture is strong. If you're lucky, you might even meet the owner, Frank; he is a weightlifting champion. But the other areas of the gym aren't as good. If you don't like boxing, go somewhere else.

### Review 2: Hard to cancel



I was reasonably happy with this gym as it's close to my home and the instructors are friendly. But I wanted to try somewhere that offers more female-focused sessions. I have been coming here for about two years and thought I could pause my membership while I checked out other centres, but they wouldn't let me do this. I am now trying to cancel my membership but keep getting charged the fortnightly fees while I try to sort this out. And to top this off, I'll be charged a \$50 early cancellation fee and a \$30 administration fee. There has been zero customer service, and they never answer my emails. It is just so rude! Make sure you read the terms and conditions before joining this gym.

### Review 3: No value for money



Unless you are a blokey boxing type, forget it! Despite promises of new classes for females, there are hardly any, and the weights area is full of millennial males hogging equipment. They need more equipment for the price they charge. Cardio machines get busy so you can't use them. Plus, they are understaffed, membership fees are ridiculous high, and they are about to put the price up another \$15 per week – I'm out!

### Review 4: Good gym



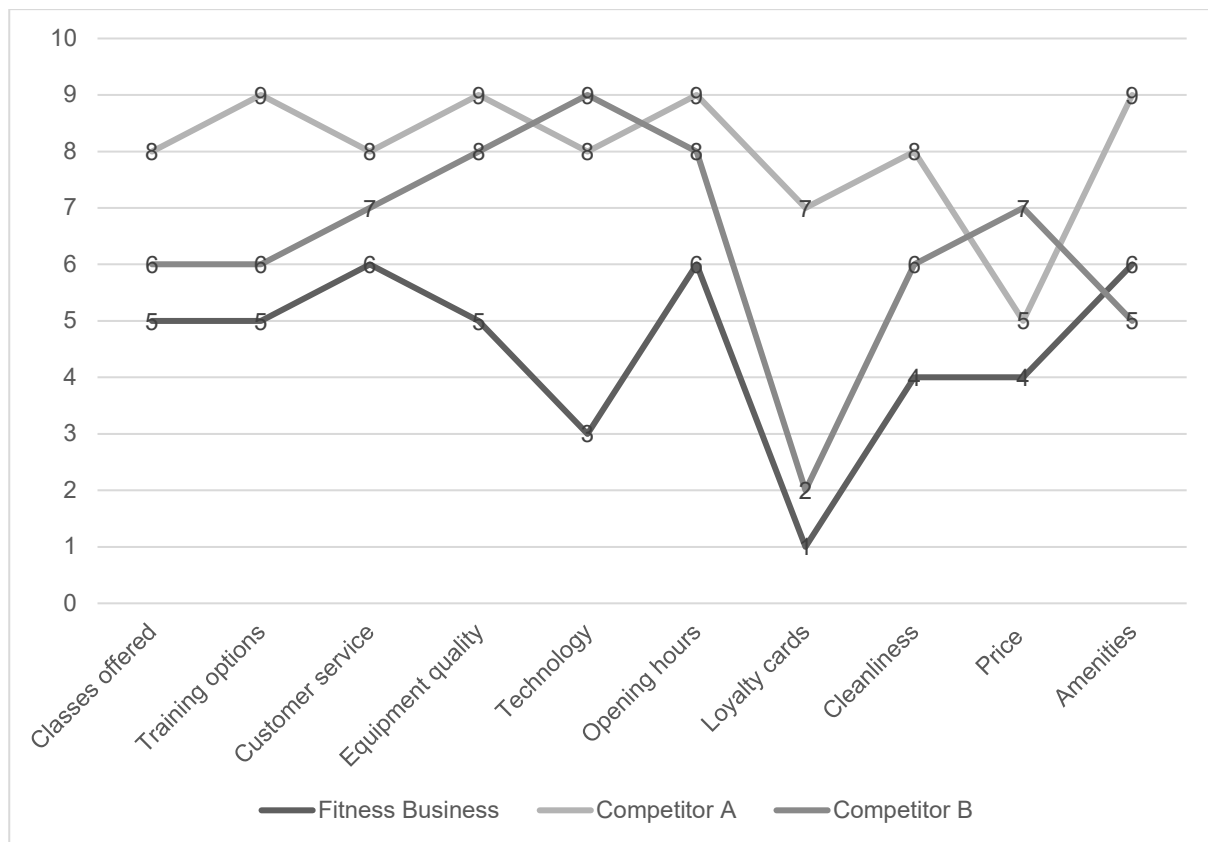
Good vibe, but busy at peak times. Most equipment works well, though there seem to be a lot more machines waiting on repairs and fewer staff around to help. At peak times it can be hard to find space to bench press too.

### Review 5: You can't give 0 stars



Mostly I found the staff friendly, but they are not helpful. The cleanliness is so poor, it deserves less than a 1 out of 5. This gym really needs upgrading, and they need to repair their equipment. The air conditioning has been out of action for months over summer and there are so many treadmills broken. They need to replace the old machines instead of trying to fix them.

### Source 7: Fitness Business – USP analysis

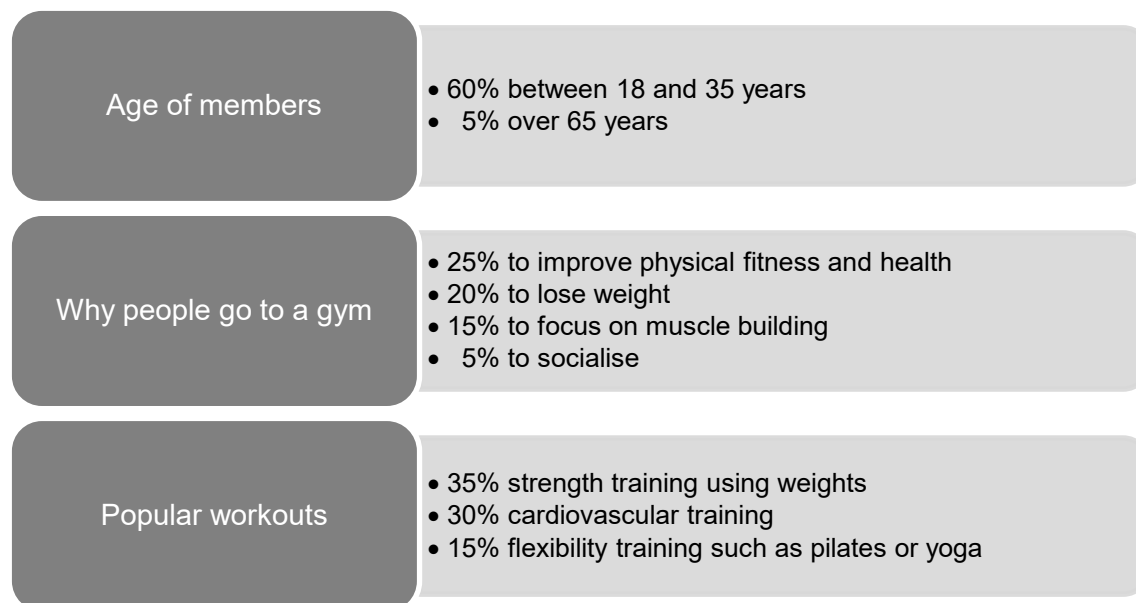


## Source 8: News article

### Are gym memberships worth the cost?

Australians are spending more to stay fit, with the average gym membership now costing \$100 per month—up from \$70 per month last year.

The key findings from an Australian customer survey on gym memberships showed:



With many gyms and workout styles available, it will depend on how often you go as to whether it is worth the cost. Give it a go and see if it is worth it for you!

## Source 9: Magazine article

### Future of gyms

The COVID-19 pandemic and resulting restrictions in 2020 had a major impact on Australia's fitness industry, forcing many gyms to close. At the same time, there was a significant increase in the sale of fitness equipment, especially exercise machines like bikes and treadmills.

A new trend is now shaping the industry, driven by the rise in remote work. Many Australians are making long-term investments in home gyms, with strong demand for both compact gear and large items like benches and weight systems. More people are looking for ways to stay fit without depending on having a gym membership.

While gyms continue to face challenges, fitness equipment retailers are thriving as Australians turn to home-based gyms.

This trend is only growing, boosted by the rise of fitness apps, live-streamed workouts, and other digital tools which offer more flexible and accessible ways to stay active. The shift toward at-home fitness is poised to reshape the future of the industry.



## Source 10: Financial costs

Estimated costs to open a small fitness centre in Brisbane.

Item	Details	Estimated amount
Building	Lease for a mid-size building suitable for a gym	\$360 000
Facilities	Renovating the building space to construct a gym	\$150 000
Equipment	Basic gym machines and equipment including weight machines, dumbbells, gym flooring and benches	\$500 000
Furniture	Furniture and other equipment including computers, printers, sound system, table and chairs	\$50 000
Insurance	Coverage for equipment and employees	\$50 000
Registration	Licenses, permits and registrations costs	\$15 000
Marketing	Branding costs including website and advertising	\$10 000

## Source 11: Fitness blog – future predictions

The fitness industry has faced many challenges, pushing consumers to explore alternate options such as online classes, home gyms and outdoor exercise. This shift has created new competition for fitness centres and has prompted businesses to consider their digital offerings. Here are some future predictions to watch for in the fitness industry:

- **digital fitness** continues to grow rapidly, seeing huge increases in app downloads. Health and fitness apps have become extremely popular with a variety of workouts readily available. People can now enjoy the convenience of working out anytime, anywhere
- **home gyms** are on the rise, though size and cost remain hurdles for some. With the rise in flexible work agreements, people are creating space to set up home gyms. The most popular equipment being purchased are tread mills, Pilates machines and weight-lifting equipment
- **small group training** is gaining traction as a more personalised alternative to large classes. These offer a quick and effective workout that focus on individuals' fitness needs
- **hybrid fitness models** that combine virtual and in-person workouts are becoming popular, offering flexibility for busy lifestyles. Wearable technology is evolving too, tracking more than just physical activity but also stress, sleep and heart health.

Overall, the fitness industry needs to adapt to a future where technology, convenience, and time shape how Australians stay active.

## Source 12: Health and fitness industry newsletter



### Fitness news

A national fitness company with franchises across the country has announced it will be closing all in-gym childcare facilities, citing a decline in usage and rising labour costs as key reasons behind the decision.

In a statement released this week, the company said, “While we know this service has been important to many families, the use of our childcare facilities has steadily declined, while wages and operating costs have increased significantly. As a result, we’ve made the difficult decision to phase out childcare across all locations.”

The company noted it is working with franchise owners to place affected childcare staff in other roles where possible but acknowledged that not all jobs will be retained. The closures are expected to result in job losses, though the exact number has not been disclosed.

Parents who relied on the service are voicing frustration and disappointment.

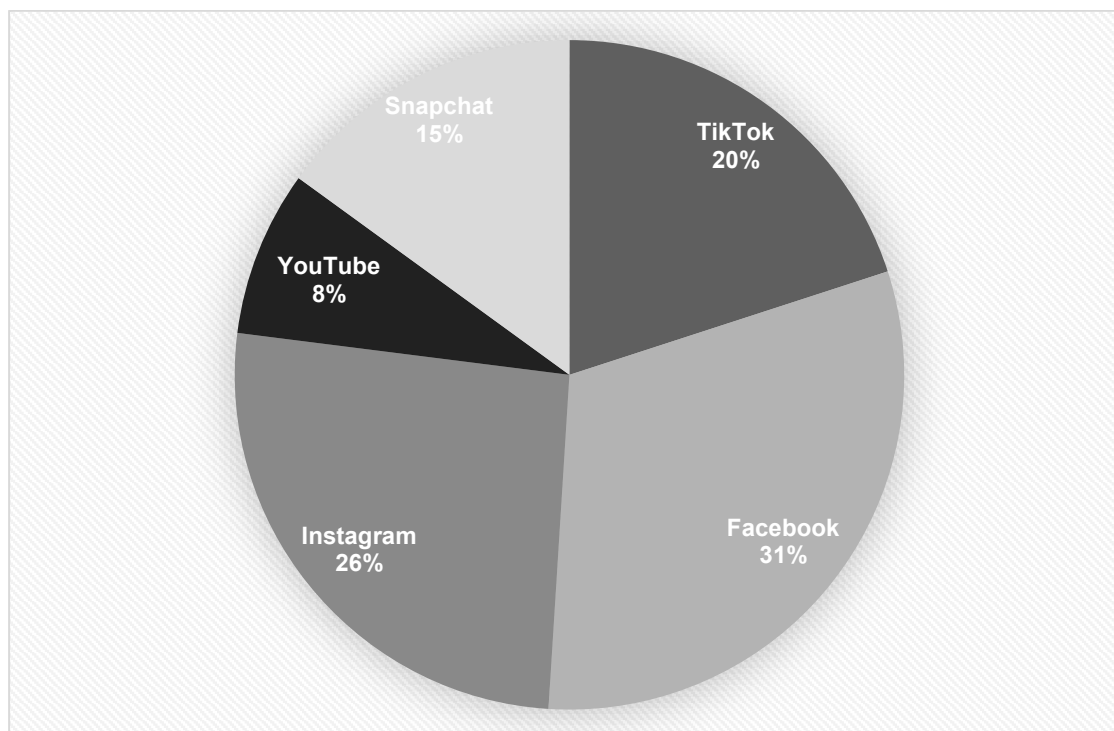
“I joined this gym because it was one of the only ones that offered childcare,” said one mother of two. “It allowed me to take care of my health without worrying about a sitter. Now I feel like I’m being pushed out.”

Another member said the decision undermines the value of the membership he purchased. “The childcare was the deal-breaker for us. We signed up specifically because it was family friendly. Without that, it’s just another gym — and not worth the money.”

Some members have begun calling for refunds or the ability to cancel their contracts early, saying the service they originally signed up for has changed.

## Source 13: Social media usage

Table 1: Social media usage in Australia



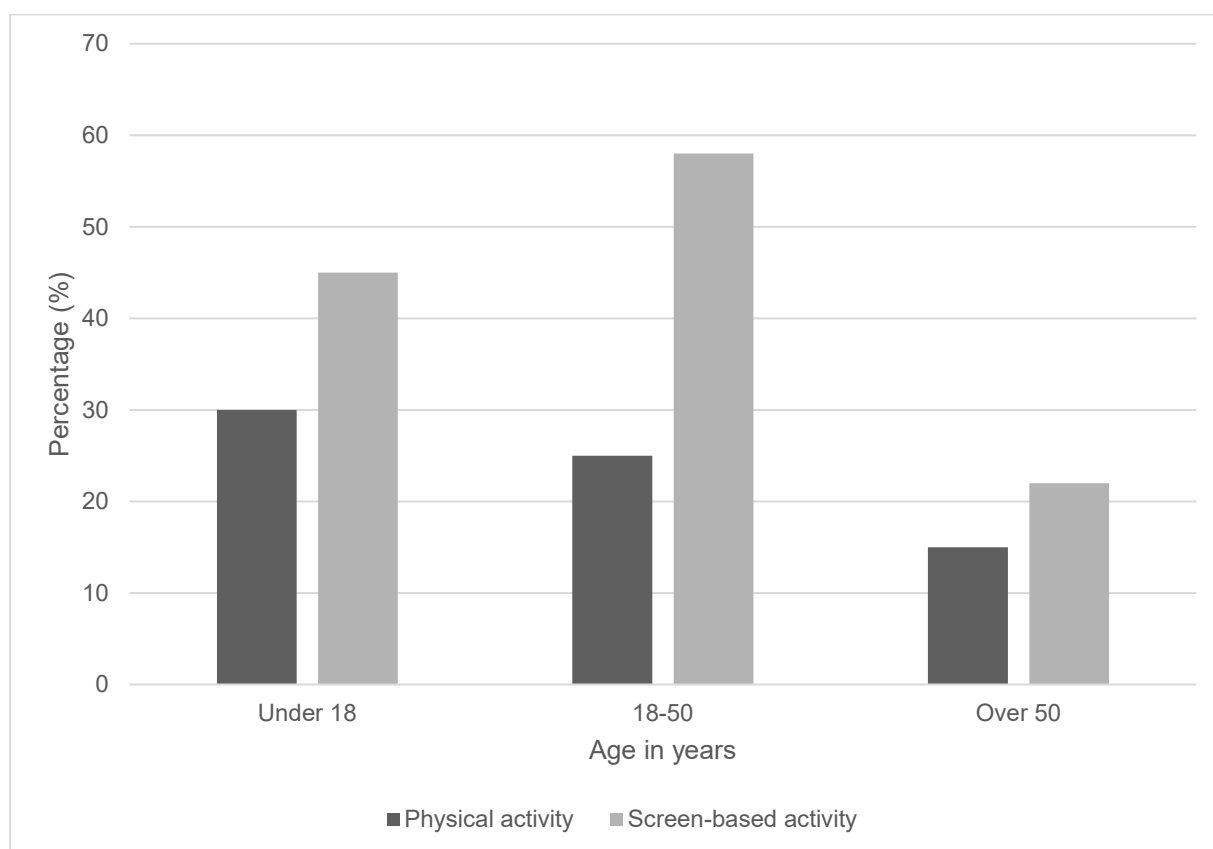
**Table 2: Gym and fitness centres use of social media**

Business	Facebook		Instagram	
	Followers	Posts	Followers	Posts
Fitness Business	34,890	22	3,220	10
Competitor A	210,000	580	42,600	289
Competitor B	81,322	290	37,700	167
Competitor C	15,300	240	8,320	120

### Source 14: Survey on physical and screen-based activities

A recent Australian survey revealed the following results:

- physical activity — based on the recommended 30 minutes per day
- screen-based activity — daily use of electronic games, television, computer usage or other devices.



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