

UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Management
Higher Professional Level

CASE STUDY

4267/01

Core Module

Valid between 1 January 2006 and 31 December 2006

READ THESE INSTRUCTIONS FIRST

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The organisations described in this case study are entirely fictitious.

The length of the assignment must be no more than 8000 words. Marks will be deducted from assignments that exceed the word limit.

This document consists of **4** printed pages.



Case Study – Core Module

Title: A Sporting Promotion

A sports team in your area has been developing links with a professional team from abroad who play the same game. The foreign team, called Club Lion, is much larger and wealthier than your local team, and is quite well known in your country. Your local team has received kit, tickets and programmes from its more famous “twin” and has sold these to local fans in order to increase its income and assist with the purchase of kit and travel expenses.

The partnership arrangement is working well. Your local team has the prestige of being associated with a well-known foreign team, while Club Lion increases its fan base. Talented amateur players are monitored and sometimes invited for a trial with Club Lion.

In an exciting move, Club Lion has accepted an invitation from your local team to visit your area for a two-week period in the next non-match playing season. During this visit, they will play three matches, two against professional teams at their own grounds in your country and the final one against your local team. All the proceeds after expenses from these games will go to local charities. Club Lion will not accept any income or fee from any activity on the tour.

Club Lion sees the visit as an opportunity to reward fans in your area by playing exhibition matches and making personal appearances. The team will also be able to maintain match fitness during their non-match playing season, and all the players will have a chance to show their skills in a non-competitive atmosphere. Generally Club Lion sees the visit as one of good will and as a way to help charities benefit as much as possible. However, the actual arrangements for the visit will be made through your local team.

Everyone concerned with the two sports teams understands how important this trip could be and that there will be costs involved. Club Lion has agreed to fund 80% of the travel, accommodation, insurance and match arrangement costs from its own funds, with your local team agreeing to raise the finance for the remainder. The teams hope to raise a substantial amount for charity, but are aware that there could be considerable expenses involved. These may include venue hire for events other than the actual matches themselves and any fees charged by guests or other agencies.

Club Lion has strong support in your area, and many of the individual players have their own fan base. It is a popular team which plays fairly, and there has been no player, management, board or financial scandal. It is, in all senses, a public relations dream.

You work for a public relations consultancy. Your local sports team is keen to promote local business, and representatives from the team have asked you to help plan the visit and to manage the financial aspects. The management team of your local team wants your expertise in maximising the public relations potential of the visit of Club Lion, and in earning a substantial amount for local charities.

Issues to consider

- The overall strategy for the visit, which involves a two-week stay during the non-match playing season.
- The group from Club Lion is expected to consist of enough players for 1.5 playing teams. In addition, there will be a further 7 staff travelling with the players.
- The visitors will need return travel at business class and accommodation.
- The visitors will need travel and accommodation for all three matches, wherever the games take place.
- Club Lion is prepared to take part in other promotional activities such as media events, personal appearances on television or radio, charity events, coaching sessions, advertising and sponsorship.
- Expected income from matches should be based on 75% capacity at each venue with tickets at standard prices. The two professional venues will receive 25% total income from their ticket sales. Programmes will be sold at standard price and 60% of the sale of programmes is expected to come from the visiting supporters.

The task

Your PR Consultancy Company has been asked to devise a strategy for the visit, taking into account any local or cultural issues that may arise. In devising the strategy you are expected to look at the benefits to the local team and Club Lion, as well as for the charitable organisations, and to suggest an itinerary. Your proposals will be incorporated into a report.

You are expected to research possible sources of income to fund the visit. A major part of the report should be devoted to the financial issues, and you should consider any costs that need to be met by Club Lion and your local team. All forecast sources of income and expenditure should be clearly presented. You are also expected to provide a forecast of the charitable donations and to suggest who the recipients might be.

This is a major event and will need careful planning and co-ordination. Therefore your proposed strategy should show how the event could be managed, including the management of relevant information.

Your report should be addressed to the management of your local team.

Detail your research methods, the information obtained and how you evaluated and analysed it to come to your conclusions.

Information which is not given may be assumed and all such assumptions should be justified. You should decide on the sport being represented by your local team and Club Lion. You should also decide on the country where Club Lion originates.

In writing the report, you should adopt an appropriate business format and show how knowledge and understanding of general management, strategic and financial planning have all been applied. Your research methodology should be included within your report.

At the start of your report, indicate the number of words used which should not exceed the maximum permitted total of 8000.

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