

Case Study Example 1

The case study is related to music festivals.

Candidates are expected to have some basic familiarity with this topic, rather than comprehensive or exhaustive knowledge.

Additional terminology:

- *bamboo plates and cutlery*
- *COVID-19 pandemic*
- *credit card*
- *freelancer*
- *greenwashing*
- *interest rate*
- *landfill site*
- *line manager*
- *music concert*
- *music genre*
- *music performer*
- *reservoir*
- *solar power*

Before One PLC (BON)

Music festivals are growing in number globally. Festivals vary in location, size, and music genre. They include commercial multiple-day events on farmland and community-led events in publicowned parks. Before One PLC (BON), a European company, has organized music festivals since 2001. In 2016, BON converted from a private limited company to a public limited company to raise finance for expansion. BON has 60 permanent employees but also relies on temporary workers and freelancers. BON organizes five music festivals each year and has contracts with five farmers to use their farmland for an average fee of \$100000. BON must clean up after a festival at an average cost of \$250000 per festival. BON's directors regard environmental sustainability as a significant challenge. BON's festival season runs from May to August. Each music festival runs from Friday to Sunday. Each festival site:

- takes two weeks to set up and one week to dismantle
- requires security fencing, 60 stages, enough space for camping, 3000 toilets, and 25000 waste bins.

AI Generated continuation of the case study...

In the wake of the pandemic, BON's leadership recognized an opportunity to redefine the festival experience for a more environmentally conscious audience. The adoption of bamboo plates and cutlery was just the beginning. BON introduced cashless payment systems across all venues, both to improve transaction efficiency and to minimize the risks of viral transmission. This shift required a significant investment in digital infrastructure and renegotiations with financial service providers to secure favorable terms for credit card transactions.

The commitment to sustainability saw BON overhaul their waste management protocols, emphasizing recycling and composting, aiming to make their festival sites zero-waste zones. This initiative involved a careful audit of the entire supply chain to ensure that all materials brought onsite were either reusable, compostable, or recyclable.

BON's new line managers, many of whom were freelancers hired for their expertise in green operations, played a crucial role in training and supervising staff on these new protocols. They also worked closely with food vendors to ensure that all products met BON's stringent sustainability criteria, which included a ban on single-use plastics and a mandate for all food packaging to be biodegradable.

The changes extended to the energy sources used to power the festivals. BON partnered with a renewable energy provider to install temporary solar power grids at each site, reducing the need for diesel generators and lowering the festivals' carbon emissions. This move was not without its challenges, including ensuring the reliability of power supply and managing the logistics of setting up and dismantling these grids.

As BON moved towards a sustainable model, they also had to re-evaluate their lineup of performers. The soaring costs and lower ticket revenues post-pandemic meant that securing high-profile headline acts, a mainstay in previous years, was no longer financially viable. Instead, BON's directors decided to innovate their approach to music, turning what could have been seen as a setback into an opportunity to rejuvenate the festival's brand.

They curated a lineup that spotlighted emerging artists across diverse genres, aiming to attract a demographic of music enthusiasts eager to discover the next big thing. This strategy allowed BON to save on performance fees while nurturing a reputation as a springboard for up-and-coming talent. Their music genre strategy shifted to embrace not only the mainstream but also niche markets, featuring performances from indie to electronic, and folk to hip-hop, ensuring there was something for every festival-goer.

The financial savings were significant, enabling BON to invest further in their sustainable initiatives. The reduced fees for performers also translated into more budget-friendly ticket options, making the festivals more accessible in a time when many were still feeling the economic pinch. This move was a gamble, but it paid off by creating a unique identity for

BON's festivals and fostering a loyal community of attendees who valued the discovery of new music just as much as the company's commitment to sustainability.

Exam style questions

Section A

1. Define the term 'zero-waste' in the context of BON's waste management initiatives. [2 marks]
2. Define the term 'digital infrastructure' as it relates to BON's cashless payment systems. [2 marks]
3. Describe BON's approach to sustainable supply chain management for festival operations. [4 marks]
4. Explain one advantage and one disadvantage for BON of implementing a cashless payment system during their music festivals. [4 marks]
5. Explain how focusing on emerging artists can be a cost-saving measure for BON [2 marks]
6. Explain one risk and one benefit to BON of changing its lineup from famous headline acts to up-and-coming artists. [6 marks]

Section B

7. Discuss two potential challenges BON may face with the installation and operation of temporary solar power grids at their festival sites. [10 marks]
8. Discuss the potential impact on BON's brand image and stakeholder relationships of moving towards a zero-waste operational model. [10 marks]

Case Study Example 2

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AI Generated continuation of the case study...

As the festival season approached in 2023, BON's commitment to environmental sustainability was more than just a corporate mantra; it was a strategic imperative. The use of bamboo plates and cutlery was a public testament to this commitment, but internally, BON faced the challenge of ensuring these efforts were not dismissed as mere greenwashing. They had to be part of a larger, actionable strategy that included waste management, energy conservation, and a reduced carbon footprint.

The post-pandemic world brought additional complexities to BON's operations. With lingering concerns about public health, BON had to reimagine its festivals' layouts. The spacing between stages was increased, and the number of attendees was capped to allow for social distancing. This change, while ensuring safety, posed a financial challenge due to reduced ticket sales. To offset these costs, BON considered partnerships with environmentally-conscious brands and explored the use of drone technology to provide virtual attendance options, aiming to widen their audience and create new revenue streams.

Financially, BON faced the volatility of the market. The interest rates' fluctuations had a significant impact on their expansion plans. The reliance on credit card payments added a layer of financial complexity, necessitating renegotiation of terms with payment processors. Amidst this, BON's directors were considering the launch of a green bond, an instrument to finance future eco-friendly projects, which could also serve as a statement of their dedication to sustainability.

BON's use of freelancers and temporary workers was also under scrutiny. The line managers were tasked with not just overseeing operations, but also ensuring the contractual workers were aligned with the company's sustainability goals. BON had to ensure that these workers felt part of the organization, even if their engagement was transient.

The directors recognized that the path forward required innovation and adaptability. Plans were underway to integrate solar power into all festival sites, reducing reliance on non-renewable energy sources. Negotiations with farmers for land use included discussions on how to minimize the festivals' impact on nearby reservoirs.

As BON continued to navigate the intricacies of organizing music festivals in a rapidly changing world, the company knew that its success hinged on balancing operational efficiency, financial viability, and environmental responsibility. The strategic decisions made today would not only determine the outcome of this year's festival season but also define BON's legacy in the years to come.

Exam style questions

Section A

Answer all questions from this section.

1. Define the term 'greenwashing' (related to BON's use of bamboo plates and cutlery). *2 marks*
2. Define the term 'interest rate' as it applies to BON's financial considerations. *2 marks*
3. Describe two strategies BON might use to manage environmental sustainability at its music festivals. *4 marks*
4. Explain one opportunity and one threat to BON arising from the COVID-19 pandemic. *4 marks*
5. Explain why BON's use of freelancers and temporary workers is essential for its operational strategy. *2 marks*
6. Explain one way in which BON's strategy for using solar power aligns with its corporate social responsibility (CSR) objectives and one way in which it may not. *6 marks*

Section B

Answer one question from this section.

7. Discuss two potential impacts on BON's financial management due to the shift towards cashless transactions during the pandemic. *10 marks*
8. Discuss the potential benefits and drawbacks for BON if it were to partner with environmentally-conscious brands as part of its expansion strategy. *10 marks*

Case Study Example 3

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The directors recognized that the path forward required innovation and adaptability. Plans were underway to integrate solar power into all festival sites, reducing reliance on non-renewable energy sources. Negotiations with farmers for land use included discussions on how to minimize the festivals' impact on nearby reservoirs.

As BON continued to navigate the intricacies of organizing music festivals in a rapidly changing world, the company knew that its success hinged on balancing operational efficiency, financial viability, and environmental responsibility. The strategic decisions made today would not only determine the outcome of this year's festival season but also define BON's legacy in the years to come.

Exam style questions

Section A

1. Define the term 'greenwashing' as it could apply to BON. [2 marks]
2. Define the term 'liquidity' in the context of BON's financial management during the pandemic. [2 marks]
3. Describe two strategies BON used to adapt its marketing mix during the COVID-19 pandemic. [4 marks]
4. Explain one advantage and one disadvantage for BON of using bamboo plates and cutlery at their festivals. [4 marks]
5. Explain why BON would need to consider interest rates when planning their festivals during the pandemic. [2 marks]
6. Explain one way in which BON's use of freelancers could align with its ethical stance and one way in which it might not. [6 marks]

Section B

7. Discuss two potential impacts on BON of introducing solar power at their festivals. [10 marks]
8. Discuss the potential for conflict between BON's profit objectives and its commitment to environmental sustainability, particularly during the pandemic [10 marks]

Case Study Example 4

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AI Generated continuation of the case study...

Before One PLC (BON), after the lifting of pandemic restrictions, faced a new challenge: integrating environmental sustainability into its operational model. The company set an ambitious goal to reduce its carbon footprint by 25% within two years.

In line with this objective, BON began to utilize bamboo-based materials extensively in their festival setups, replacing traditional plastic and non-biodegradable resources. They also initiated a partnership with a green tech firm to implement solar-powered lighting and sound systems. These changes, while positively impacting the environment, came with a significant upfront cost and required a careful re-evaluation of BON's financial strategies.

BON's commitment to sustainability didn't stop at their operations. They launched a campaign to educate festival-goers about environmental conservation, encouraging attendees to offset their travel carbon footprint. In addition, BON restructured their vendor agreements to prioritize local and organic food providers, aiming to minimize waste and support the local economy.

Despite their efforts, BON's shift towards sustainability was met with skepticism. Some stakeholders questioned the impact of these initiatives on the company's financial health, especially given the substantial investments in green technologies and the potential increase in ticket prices. In addition, their very public announcements regarding their commitment to sustainability came with some accusations of greenwashing and taking advantage of a global interest in being more sustainable.

To tackle these concerns, BON's management decided to take a proactive approach by improving their internal communication strategies and engaging in community outreach programs. They hoped to foster a culture of transparency and accountability, solidifying their position not just as a music festival organizer but as a responsible corporate citizen.

Exam style questions

Section A

1. Define the term 'stakeholders'. [2 marks]
2. Define the term 'upfront cost'. [2 marks]
3. Describe BON's two strategies for engaging attendees in environmental conservation. [4 marks]
4. Explain one benefit and one drawback for BON of investing in local and organic food providers. [4 marks]
5. Explain why BON considered a campaign to educate festival-goers. [2 marks]
6. Explain one way communicating their investment in green technologies the public can support BON and one way in which it might not. [6 marks]

Section B

7. Discuss the financial implications for BON of transitioning to solar-powered systems. [10 marks]
8. Discuss the implications for BON of maintaining environmental sustainability during their festivals. [10 marks]