

Level 3 Cambridge Technical in Business

05837/05878

Unit 15: Change management

RESOURCE BOOKLET

Wednesday 13 June 2018 – Afternoon

Duration: 1 hour 30 minutes

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- You should refer to it when answering the examination questions which are printed in a separate booklet.
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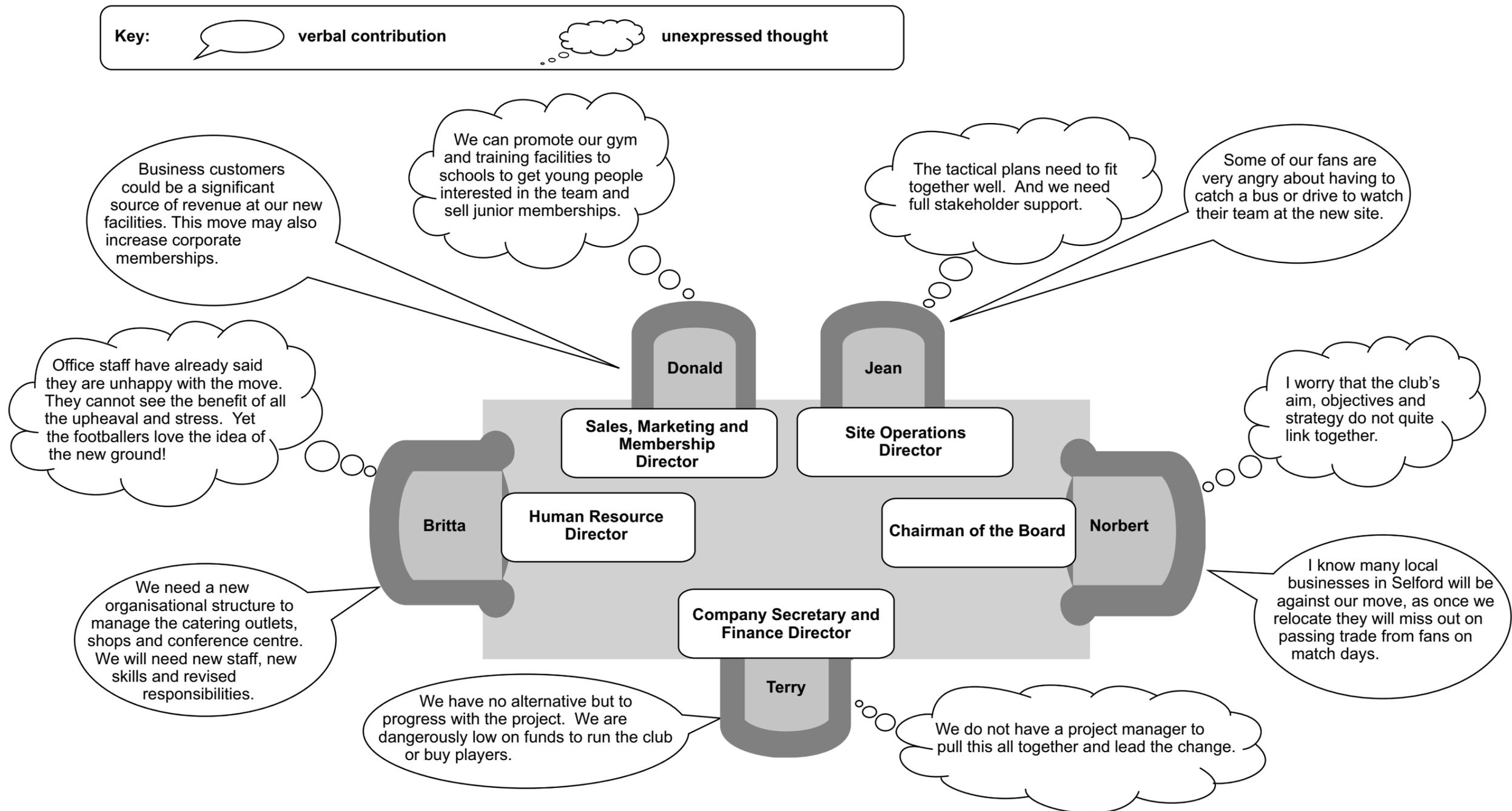
Resource 1

Selford Gate Football Club Ltd (SGFC Ltd) is selling its old, outdated town-centre ground in Selford and using the money raised to relocate. A property developer is buying the old football ground to turn it into a new shopping centre.

The old football ground is not commercially viable. The club is running out of money and cannot afford the maintenance and repair bills. The old football ground is now a health and safety risk. There is also a real lack of space to develop shops, bars, cafés and restaurants which could provide much needed income for the club. For example, there is no room for corporate hospitality where business customers could eat and drink, nor space for a proper 'club shop' to allow the sale of replica football strips and club merchandise.

SGFC Ltd's new location is to be six miles outside of Selford. The new purpose-built venue will comprise a modern football centre with safe seating, a conference centre with business entertainment facilities, an education centre, a 'club shop' and several bars and cafés. The new venue is on the outskirts of Siltridge, a nearby town. Siltridge is home to *SGFC Ltd's* arch rival Siltridge Town. The residents of Siltridge have already started a petition against the move as they fear the loss of their own football team's identity and traffic congestion when *SGFC Ltd* has home matches on.

Despite the objections and problems, *SGFC Ltd's* board of directors is committed to the project. The board knows that it needs the money from the sale of the old ground to buy new players. The board has called a change management meeting. Below is a summary of the main contributions and thoughts of those who attended this meeting.



Resource 2

SGFC Ltd has now moved to its new location and has been operating for several months. The following document has been put together for discussion at the forthcoming board meeting. It shows data for the last four weeks of the season.

<i>SGFC Ltd</i>	4 Week Expected	4 Week Actual
Key Performance Indicators:		
Number of entrance tickets sold	4000	2000
Retail merchandise sales	£20 000	£40 000
Number of health and safety incidents	4	1
Number of days of office staff absence	10	50
Membership data:		
Number of junior memberships sold	300	600
Number of adult memberships sold	300	100
Number of senior memberships sold	300	100
Number of corporate memberships sold	100	300

Informal feedback received from *SGFC Ltd's* fan club members

"The new training ground for schools at the new site is fantastic. My son has joined as a junior member. He and the lads at his school love it so much. His school appreciates being able to use the new facilities." ***Father of a new Junior Member***

"The new venue has great parking facilities for members. The congestion in Salford town centre on match days must have disappeared; the local residents of Salford must be pleased." ***Adult Member***

"The club seems to have lost its identity with the town of Salford, although all the supporters live there! I have not renewed my membership and I will not go anymore." ***Former Member***

"As a retired lady, I find the bus journey to matches very expensive, but the bus company seems to be doing well out of it!" ***Senior Member***

Comments made at a recent Salford and Siltridge Business Network Meeting

"Many of Salford's and Siltridge's local businesses have bought corporate memberships, we love taking our clients there for dinner to watch a match." ***Mrs Hockley, owner of Hockley Builders of Salford***

"Siltridge Town Council feels that the new *SGFC Ltd* site is well-situated next to Siltridge. The council appreciates the business rates the club pays to us, it increases our revenue." ***Miss Tiley, Siltridge Town Councillor***

Anonymous Comments recently posted on social media relating to *SGFC Ltd*

“*SGFC Ltd* is not as well supported now that it has moved out of Salford, but some fans still go and they really like the new ‘club shop’.”

“Office staff at the club are unhappy with the changes, they say it is all very disorganised with no one person in charge.”

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