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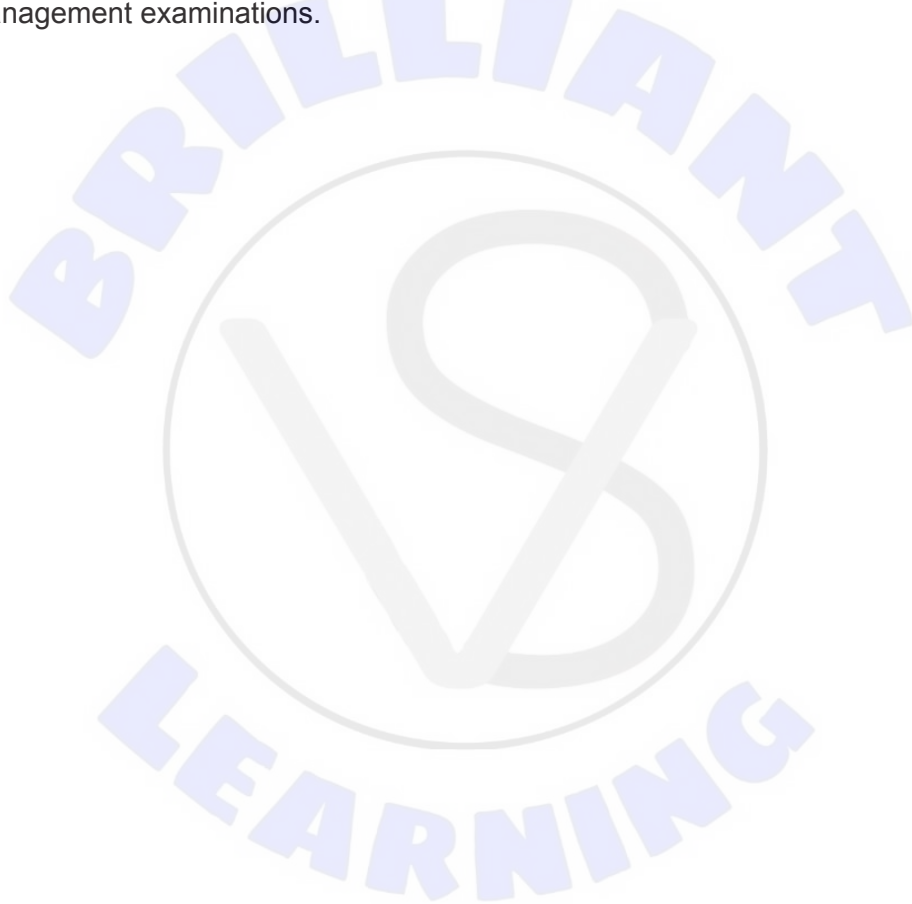
Business management

Pre-released statement: Before One PLC

For use in May 2024

Instructions to candidates

- Pre-released statement required for higher level paper 1 and standard level paper 1 business management examinations.



This statement, released three months prior to the examination, notifies candidates of topics and terminology not in the *Business management guide* that will be in the case study in the final examination. Candidates are to spend a maximum of five hours researching these topics and learning the terminology.

The topic in this statement builds on those contained in the syllabus. The primary aim is to assess candidates' knowledge of important contemporary business topics that could not have been anticipated when the guide was written.

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

The following page contains the first four paragraphs of the case study. Candidates should familiarize themselves with the context of the case study before the examination. Candidates will be given the full version of the case study in the examination, including these four paragraphs.

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 public-owned parks.

Before One PLC (BON), a European company, has organized music festivals since 2001.

- 5 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.

- 10 *BON* organizes five music festivals each year and has contracts with five farmers to use their farmland for an average fee of \$100 000. *BON* must clean up after a festival at an average cost of \$250 000 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:

- 15
- takes two weeks to set up and one week to dismantle
 - requires security fencing, 60 stages, enough space for camping, 3000 toilets, and 25 000 waste bins.

Companies, products, or individuals named in this case study are fictitious and any similarities with actual entities are purely coincidental.
