



Professional 2 Strategy & Leadership - Case Study for 2021 Examinations

The case study for the 2021 CPA Strategic Level: Strategy & Leadership examinations will focus on the 'Transportation and Logistics Sector' in Ireland. This sector is key to Ireland's export driven economy but is facing significant challenges as a result of the Covid-19 pandemic and in particular the consequences of 'Brexit'. Students should be aware of the issues that may arise when a firm wishes to develop a strategy and business plan, or when it reviews its current strategy in the Transportation and Logistics Sector. The case studies may deal with Irish transportation and logistics firms or with the Irish subsidiaries of an international competitor. Similarly, the case studies may deal with transportation and logistics firms that operate only within Ireland, or with firms that operate internationally from an Irish base.

To effectively prepare for question one on the 2021 CPA Strategic Level: Strategy & Leadership examinations, students should complete research and analyses of both the Transportation and Logistics Sector and the external macro-environment in advance of the examination. The research should enable students to focus during the exam on addressing the specifics of the case study, but in the context of the firm's operating environment. There are many potential sources of information including college libraries and business electronic databases, quality newspapers, the websites of existing competitors in the sector and relevant industry associations.

The case study presented on the exam paper will provide relevant information on a fictional firm. This may include, for example, an outline of how the firm has developed, including the role of key management; information on a corporate parent; the decisions facing the firm; current strategies; performance data; customer information; etc.

The main case study requirements are likely to expect students to:

- a) Critically analyse the strategic position of the firm using appropriate analytical models;
- b) Assess the key issues facing the firm and evaluate the firm's options to address such issues;
and
- c) Make recommendations to ensure the best way forward for the firm.