



## **P2 Strategy & Leadership Case Study for 2019 Examinations**

The case study for the 2019 P2 Strategy & Leadership examinations will focus on the 'Hotel Sector' in Ireland. This is a global industry which has recovered strongly from the economic crisis in Ireland. Students should be aware of the issues that may arise when a firm wishes to review and develop its strategy and business plans in the Hotel Sector. The case studies may deal with Irish or international hotel chains or stand-alone hotels operating in Ireland.

To effectively prepare for question one on the P2 Strategy & Leadership examination, students should complete research and analyses of both the hotel sector and the external macro-environment in advance of the examination. The research should enable students to focus, during the examination, 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.

In each examination paper the case study presented 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.