



2025 GBC Semifinal

Task	Marks	Number of sub tasks	% of time spent on each sub task
1	25	2	(A) = 40% (B) = 60%
2	25	2	(A) = 40% (B) = 60%
3	25	2	(A) = 40% (B) = 60%
4	25	2	(A) = 60% (B) = 40%



Task One

You have received the following email from Megan Connor, the Senior Financial Manager, and your immediate line manager:

To: The Finance Manager
From: Megan Connor, Senior Financial Manager
Subject: Digital Disruption – Strategic Impact on Franchise Model

Hi FM,

Recent market observations indicate that digital innovations—such as advanced business intelligence analytics, online franchise management platforms, and integrated customer data solutions—are beginning to disrupt service sectors worldwide. Some competitors in adjacent markets are already leveraging such tools to enhance customer engagement and operational efficiency.

In light of these trends, the Board is interested in understanding the potential impact on our traditional franchise model at Trimayr. Could you please prepare a report that:

Discusses whether the adoption of these digital innovations constitutes a disruptive change for Trimayr's franchise model. In your analysis, discuss the concept of disruptive innovation and reference examples from related service industries. **[Subtask (A) - 40%]**

Evaluates the cost drivers associated with implementing advanced digital solutions across Trimayr's franchised salons. Identify and recommend appropriate cost transformation techniques to manage these costs effectively and improve overall profitability, while maintaining service quality and brand standards. **[Subtask (B) - 60%]**

Please deliver your report by this afternoon for our upcoming strategy session.

Best regards,
Megan



Task One Reference Material

[Conversation Extract – Head Office Discussion on Digital Transformation]

Megan: Thanks for joining us today, Barbara and Pavlos. As you know, our current BIS (Business Intelligence System) aggregates performance data from franchised salons—metrics like average spend, customer retention, and service times. We are wondering if that is enough to keep us competitive.

Barbara: Right now, our BIS provides monthly reports and basic trend analysis. It is helpful for routine franchise management, but it does not offer the real-time insights or predictive analytics that are becoming standard in other service industries.

Pavlos: Exactly. In healthcare, for example, hospitals use advanced data analytics to predict patient flows and optimise staffing. Retailers are adopting virtual consultations, AI-driven personalisation, and chatbots to engage customers. The same disruptive innovations could transform how you manage your salons—especially if you want to keep up with midmarket rivals like Pallo & Troo.

Megan: That is the crux of it. We need to know if adopting more advanced digital tools—like an online franchise management platform or AI-based customer engagement—would be genuinely disruptive to our current franchise model. And if so, how do we adapt?

The Board wants a thorough analysis of the impact—both positive and negative—before we commit. They are concerned about potential operational risks, and whether it truly adds value for customers.

Pavlos: That makes sense. Let us compile a report for the Board that looks at how digital disruption has impacted other service industries, and the lessons we can apply here.

Barbara: I will gather some comparative data on advanced BIS and digital transformation case studies. We can use that to show the Board how disruptive these technologies can be—and whether they represent an opportunity or a threat to Trimayr’s established franchise model.



Task Two

You have received the following email from Megan Connor, the Senior Financial Manager, and your immediate line manager:

To: The Finance Manager

From: Megan Connor, Senior Financial Manager

Subject: KPI and Reporting Adjustments for Digital Integration

Hi FM,

Thank you for attending the Board meeting with me yesterday. I expect you will be involved in many more in the future. I just wanted to remind you of our conversation and the required follow up actions.

As we explore the potential of digital innovations, it is clear that our existing performance indicators—such as average customer spend, waiting times, and retention rates—may not fully capture the benefits (or risks) associated with new digital tools. Enhanced data analytics could provide deeper insights into franchise performance.

In your memo, please remember to:

Identify and justify any additional or revised key performance indicators (KPIs) that we should adopt to monitor the performance of digitally enhanced Trimayr salons. **[Subtask (A) - 40%]**

Outline the required adjustments in our financial and operational reporting processes to integrate data from digital platforms. In your discussion, include suggestions on how to leverage our existing BIS to incorporate real-time data and support more transparent reporting. **[Subtask (B) - 60%]**

Your memo will be pivotal in guiding our board's decision on technology investments.

Thanks,
Megan



Task Two Reference Material

[Board Meeting Excerpt – Proposed KPI and Reporting Changes]

Megan Connor: Good morning, everyone. We need to discuss how digital tools might affect our performance measurement. I have asked the Finance Manager to look into additional KPIs for our digitally enhanced salons. I would like to start with our current KPI's.

Pavlos: Sure, Megan. Our current KPIs—like average spend, customer retention, and waiting times—are still relevant, but they do not capture all the nuances of digital engagement. If we are rolling out an online booking system or virtual styling consultations, for instance, we need new metrics to gauge adoption and effectiveness.

Yatimah: Precisely. Franchisees often ask us for clearer benchmarks when they invest in new tech. They want to see if digital adoption actually boosts revenue or just shifts how customers interact with the salon.

Pavlos: Exactly. Our internal report suggests tracking digital engagement scores. We can also track social media interactions to see if our digital presence is resonating with clients.

You (Finance Manager): That would be helpful. We should also consider adding a metric for customer satisfaction specifically tied to digital tools. If we are introducing, say, an AR “virtual mirror” system, we want to know if customers who use it rate their experience more highly than those who do not.

Megan Connor: Good point. Do not forget the financial reporting side. Real-time data from these platforms might require us to update our operational and financial statements more frequently.

Yatimah: We have been discussing daily or weekly dashboards for franchisees, so they can see immediate trends. That might feed into a real-time consolidated view for Head Office.

Megan Connor: That is a great start. Luiana specifically wants a memo:

1. New or revised KPIs for digital salon performance.
2. Changes to our reporting processes to incorporate real-time data and greater transparency.

You (Finance Manager): Perfect. I will combine that with any financial reporting changes we need to ensure that we capture and disclose the costs and benefits of these new digital tools in a timely manner.

Megan Connor: Excellent. Let us finalise those details. We will need that memo ready for the next strategic review meeting.

[End of Board Meeting Excerpt]



Task Three

You have received the following email from Megan Connor, the Senior Financial Manager, and your immediate line manager:

To: The Finance Manager
From: Megan Connor, Senior Financial Manager
Subject: Investment Analysis

Hi FM,

I attach a recent article from The Chronical. It appears that our plans are now public. It is true that after our recent analysis we are going ahead with the new technology. However, the most important issues now are financial assessments and implementation plans.

You have done great work on this so far and therefore I would like you to stay involved. I would also appreciate your presence at the next Board meeting. In advance I need you to prepare an analysis that:

Assesses the financial viability of these digital investments, including expected capital outlays, anticipated operational savings, and projected revenue enhancements resulting from improved customer interactions.

[Subtask (A) - 40%]

Recommends an implementation strategy for integrating these digital tools into our current franchise operations. Address challenges such as staff training, system integration, and ensuring consistency across our franchised salons. **[Subtask (B) - 60%]**

Please forward your analysis in an email ahead of our next board meeting.

Best regards,
Megan



Task Three Reference Material

Dazzland Business Chronicle

Digital Transformation Set to Reshape Trimayr's Franchise Operations

Dazzland, May 2025 – In a bold strategic move, Trimayr – the renowned franchiser of hairdressing salons across Dazzland – is evaluating significant investments in advanced digital tools to transform its operational and financial performance. According to an insider in Trimayr's head office, the company's current Business Intelligence System (BIS) aggregates key performance metrics such as average spend, customer retention, and service times from its network of salons. However, in an era of rapid digital innovation, industry experts argue that relying solely on these traditional measures may no longer suffice.

Investing in a Digital Future

Industry analysts point to a growing trend among service providers – from retail to healthcare – where digital tools not only streamline operations but also enhance customer engagement through real-time data analytics and integrated online platforms. "Digital transformation offers a dual benefit," explains Oliver Briggs, a leading consultant in digital strategy. "On one hand, it provides an opportunity for substantial operational savings by reducing manual processes and errors. On the other, it can drive revenue enhancements through improved customer interactions and personalised service offerings."

Trimayr's board is currently considering the acquisition of an upgraded BIS, alongside the implementation of an online franchise management platform. These systems promise to deliver real-time insights into salon performance and enable a more agile response to market trends. The proposed investment, while requiring significant upfront capital outlays, is projected to generate considerable cost savings and revenue enhancements over the medium term.

Despite the promising prospects, the transition is not without challenges. Experts caution that integrating new digital systems into existing franchise operations requires meticulous planning.

Looking Ahead

As Trimayr prepares for its next board meeting, the focus is squarely on presenting a robust investment analysis and a detailed implementation strategy. With the potential to revolutionise how performance data is captured and reported, the digital transformation initiative stands to deliver enhanced operational efficiency, increased revenue, and stronger market competitiveness in an increasingly digital world.



Task Four

You have received the following email from Megan Connor, the Senior Financial Manager, and your immediate line manager:

To: The Finance Manager
From: Megan Connor, Senior Financial Manager
Subject: Risk Management Framework

Hi FM,

I have been thinking a lot about the upcoming implementation, I really believe that we have not done a thorough enough risk assessment. As we consider the adoption of advanced digital tools in our franchise network, it is imperative that we proactively address the risks associated with this transformation. Potential risks include operational disruptions, integration failures, and possible damage to our brand reputation if digital initiatives do not perform as expected.

I would very much appreciate your thoughts on this as you have been quite close to the plans. I think that we need a risk management framework before we do anything else. Could you please draft a framework that:

Identifies and evaluates the key risks related to the implementation of digital innovations (covering product, operational, and reputational aspects). Provide clear examples and potential triggers for these risks. **[Subtask (A) - 60%]**

Proposes robust contingency plans and mitigation strategies to manage these risks. Your recommendations should include measures such as phased implementation, enhanced staff training, and backup systems, as well as communication protocols for crisis management. **[Subtask (B) - 40%]**

Your framework will be essential for our upcoming strategic planning session, please present it in a set of briefing notes this afternoon.

Many thanks,
Megan