

**Role Play**

**Dorado Primavera Case:**

Role of Silvio

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You are 53-year-old Silvio Boretti, the owner of the Boretti tomato sauce company and of FC Brivas, your hometown football club. At a height of 190 cm, you are known both in and outside of the boardroom for your booming voice and business acumen. The search for fame and power was the main reason behind your decision to buy the struggling FC Brivas. However, FC Brivas is currently languishing at 7th in the league table. Despite this obstacle, given the growing local economy and the political instability in Italy, you are determined to make a name for yourself in the food industry, in sports, and someday in politics.

While you were sitting in your luxurious office one Friday afternoon, Santiago, one of the several Mexican players at FC Brivas, ran into your office. “Buon pomeriggio Sig. Boretti, I have some exciting news!” he exclaimed. It turns out that Santiago ran into his famous friend Ricardo “Dorado” Primavera, who is also on the Mexican national team, and found out that the star was extremely upset about his current situation at FC Mazarra, the #1 football club in Spain and one of the top five clubs in the world. The whole world watched the disastrous match with FC Garcia last weekend in which Dorado head-butted an opposing player for allegedly using a racist epithet towards his teammate, causing a riot in the crowded stadium with the Spanish King in attendance. However, you didn’t realize until now that the incident was serious enough to make Dorado want to leave FC Mazarra entirely.

As a Southern Italian with family roots in Morocco from your mother’s side, you personally admired Dorado for taking a stand against prejudice in the game, and felt the Spanish league was overly punitive in awarding FC Garcia the win despite FC Mazarra being ahead 3-0 when the dispute broke out. You also watched with admiration the player’s beautiful goal and two assists during the match. How shameful for a team to show such little appreciation for their star! At FC Brivas you try to establish a warm and supportive environment for your players and go out of your way to back them publicly if they are exposed to any negative publicity in the media. It is the right thing to do and also good business sense— with below-market salaries the best you can offer, building personal relationships with players is key.

After speaking to Santiago, you realized that you may have a real opportunity to lure 24 year old Dorado, the world’s top player and a three-time winner of Spain’s Pichichi award for top league scorer, to FC Brivas. You are currently ranked 7th in the Serie A, Italy’s top football league, and are seriously considering firing your current coach. You are sure that with Dorado as your center midfielder and star the team would return to its winning ways, and perhaps even challenge for the Italian Serie A championship.

The yearly Serie A championship is important to you for many reasons. The trophy comes comes with a 40 million euro payment from the league’s television revenues, which you could then re-invest in the team, helping to take FC Brivas to the next level. Much more importantly, the prestigious national trophy would bring instant recognition to Southern Italy, and bring immense pride to you as a Southern Italian. The people of the south will feel a great sense of gratitude towards FC Brivas and to you, and you can leverage this positive feeling to further promote your tomato sauce and eventually run for political office.

You have already come so far in life, yet have so much left you want to accomplish. Having started with nothing (much like Dorado) you have built your Boretti tomato sauce brand into a respected presence in every grocery store in Italy. Now it is your ambition to launch your tomato sauce globally. An upcoming meeting with Johnny Gao, the CEO of global supermarket chain Baijin, is key to your plans. If you can convince him to carry Boretti tomato sauce you are confident your product—with its trademark dash of spice— will quickly become a dominant global brand. You know that Gao is a huge football fan and have invited him to watch a FC Brivas match in three months. If you can manage to attract Dorado to join FC Brivas during the mid-season transfer window you could impress Gao with your new star player and even introduce him to Dorado. This would set the perfect tone for your pitch to Gao, who has the power and international connections to take your business to a whole new level.

But alas, it is time to come back to reality. FC Brivas is not in a sound financial sound situation, and after years of lackluster performances on the pitch is only filling 35,000 seats of its 60,000 maximum capacity stadium. Even factoring in your projected increases in revenues from Dorado joining, the team can only afford a 40 million euros a year base salary for Dorado, far below the 58 million euros total compensation that he is receiving at FC Mazarra. For a variety of business and political reasons—the Boretti tomato sauce company has gone heavily into debt to finance your global launch and cannot afford any further cash expenses at the moment— you are limited to using the existing financial means available within FC Brivas (see Table 1). Although you believe it is likely that revenues from ticket sales, TV advertising, and endorsements will rise considerably if Dorado joins the team, those increases are only rough projections and are not guaranteed to occur. In business and life, no one knows for sure what the future may hold.

Table 1: Yearly Financial Information For FC Brivas In Euros

|  |  |  |
| --- | --- | --- |
|  | **Current**  | **With Dorado (Projected)** |
| Revenue from Tickets | 35 million | 50 million  |
| TV Broadcasting Revenue | 15 million | 30 million+ 40 million more with Serie A win |
| Endorsements Revenue | 8 million | 18 million |
| Salary Costs | 50 million | Costs of 50 million + Dorado base salary |

* Winning the Serie A trophy will increase the team’s share of television revenues by an additional 40 million euros, but winning is not guaranteed even with Dorado on the team
* Typical player contract length is 1 to 5 years with option to renew after year 3

At the same time, the opportunity to land a star like Dorado Primavera comes along very rarely and you will give it your best attempt. Through Santiago you have let Dorado know you are interested in meeting to discuss opportunities for Dorado at FC Brivas. You have agreed to meet at The Pearl hotel in Qatar, the weekend that FC Mazarra plays The Saudi Kings in the Oasis Cup. Because this negotiation will take place at the hotel Dorado and his team are staying in, the deal has to be done in absolute secrecy.

Please prepare for your negotiation with Ricardo “Dorado” Primavera now.

Key details:

* Your objective is to convince Dorado Primavera to join FC Brivas despite while staying within your limited financial means.
	+ You expect a 40 million increase in revenues from FC Brivas ticket sales, TV revenue, and endorsements if Dorado joins the team.
	+ You believe that with Dorado on the team you can challenge for the Seria A trophy (which comes with an additional 40 million in television revenues), but winning is not guaranteed even with Dorado on the team.
	+ The Boretti tomato sauce company is in debt and cannot afford to make cash payments to Dorado right now.
* You can offer Dorado non-monetary sources of value.
	+ FC Brivas has a relaxed work culture you believe he will find appealing.
	+ You can be as flexible as you want regarding his work schedule.
	+ You decide who fills the coaching positions on the team which include the lead coach and an assistant coach.
	+ You alone decide the media strategy for your companies.
* You want to convince Dorado to join mid-season so you can impress Baijin CEO Johnny Gao at a critical pitch meeting for Boretti tomato sauce
* You have huge ambitions in business and politics and would love to establish a positive long-term relationship with Dorado Primavera, one of the world’s most famous athletes.