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**Role Play**

**Dorado Primavera Case:**

Role of Dorado

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You are 24-year old Ricardo “Dorado” Primavera, the center midfielder and star of FC Mazarra, Spain’s best team and one of the top five football clubs in the world. You are known for your quick maneuvers and ability to pass or dribble any defender. From your humble beginnings playing in the streets in a shantytown in Badiraguato, Mexico you were first spotted by Club Chimericas, one of Mexico’s leading clubs and the team of your heart since you were young. After turning professional at 16 years old and being the youngest ever player to join the Mexican national squad, you skyrocketed into global fame, and now play in FC Mazarra in Spain. You have won the Pichichi award (the Spanish league’s top scorer award) three times in the last five years.

Despite all your success, the love of your fans, and respect and friendship of your teammates, you are considering leaving FC Mazarra due to the club’s unsupportive management. Among the many examples of FC Mazarra letting you down was the incident at the FC Garcia derby game in the Spanish League last weekend. After one of your defenders received a racist insult from Nigel Plaskitt of FC Garcia, you headbutted Nigel in front of the Spanish King, 99 thousand fans attending the game, and over 450 million fans watching on television around the world. A riot then erupted in the stadium, leading to the game being canceled. Contrary to the support that you were expecting from FC Mazarra’s management for your outstanding performances on behalf of the team and your brave defense of a teammate and defiance of racism, the club fined you 300,000 euros and refused to appeal the Spanish League’s decision that FC Mazarra would automatically lose the game. This was a real injustice since with two minutes left to play the score favored your side 3-0, thanks to your goal and two assists. You were defeated by the bureaucrats, not by the opposing team! To add another insult, the management likewise failed to contest the Spanish League’s decision that you receive a weeklong suspension. One of them even tried to pressure you to apologize in front of TV reporters and cameras! You told her nunca (never).

Another infuriating incident with the management occurred back in September. You missed a pre-match practice so that you could celebrate your little sister’s Quinceanera (15th birthday coming of age ceremony) in Mexico, an important family event and a tradition that you value greatly from your Mexican roots. Much to your shock, not only did the team’s management refuse to make an exception for this important family event, they also fined you 75,000 euros for missing a game practice per your contract. The club has also given you numerous fines for missing (and even showing up slightly late!) to promotional events that conflicted with family visits home, or important video calls to relatives in Mexico. You can afford the fines, but it’s a matter of respect for your family. Having lost your father at a young age, you grew up with your mother and younger sister, and your family back in Badiraguato is the most valuable thing to you.

At this point in your career, you are an international superstar and the best paid player in the world at 58 million euros a year in total compensation from FC Mazzara. Greenpark FC, England’s top club, has offered to sign you and increase your total compensation to 67 million euros a year, but you hate cold weather, really enjoy your teammates and living in Spain, and their coach Adam Knight has a reputation for strictness and a style of play that you believe does not favor you or leverage your strengths to the fullest. You have no offers from any other top-flight European team, most likely due to the head-butting incident and all the slander about you being an unreliable, unmanageable egomaniac. Lately, you are starting to think deeply about your future career at FC Mazarra. Maybe you should just go back to playing football in the streets of Badiraguato with your friends again— you were a lot happier back then!

Maybe you can return earlier to Mexico and play over there to your home fans. It would definitely be less money, but the benefits of being close to family and friends, and making a difference in Mexico would more than make up for the financial differences. Besides, given how much you have saved already, and the much lower cost of living in Mexico, you are set for a life of luxury even if you were to retire today. You have not reached your prime yet and are still way too young to retire, and the fact that you can and want to keep on playing does not deny the fact that you could retire comfortably today if you wished to.

You have spoken about your desperate situation with Santiago, a good friend from the Mexican national team who currently plays for FC Brivas, the seventh-ranked team in the Seria A, Italy’s top football league. The more you listen to Santiago’s stories about the warm team environment and relaxed management style at FC Brivas, the more you are intrigued. While you are hoping for is financial compensation competitive with what you receive at FC Mazarra, you further seek a great relationship with supportive management. You want to work with people who will let you be yourself, and allow you to devote more time to your beloved family. You are also old enough to start thinking ahead to after your playing career, and are interested in learning more about coaching, with the goal of becoming a coach and a club manager one day.

Through Santiago you have let Silvio Boretti, the owner of FC Brivas and a tomato sauce company, know you are interested in meeting to discuss your future. You have agreed to meet at The Pearl hotel in Qatar, during the weekend that FC Mazarra plays The Saudi Kings in the Oasis Cup. It is your first game back after the ridiculous weeklong suspension. Going into the meeting, you are confident that you will achieve all of your demands, given your status as the world’s best footballer.

Table 1 below displays your estimates of FC Brivas’ revenues before and after you join the team. Given the huge increases in revenues they will likely experience if you join them, FC Brivas should be able to afford to match not only your salary at FC Mazzara, but even your outside offer from Greenpark FC, and still maintain profitability. Winning the Italian Serie A’s yearly championship—something practically guaranteed if you join the club— will result in an additional 40 million euros cash award to FC Brivas from the league’s television revenues.

Table 1: Yearly Financial Information For FC Brivas In Euros

|  |  |  |
| --- | --- | --- |
|  | **Current** | **If you join FC Brivas (Your personal estimates)** |
| Revenue from Tickets | 35 million | 60 million |
| TV Broadcasting Revenue | 15 million | 50 million+ 40 million more for Serie A win |
| Endorsements Revenue | 8 million | 20 million |
| Salary Costs | 50 million | Costs of 50 million + your salary |

While monetary compensation is of course important, you are looking to build lasting fame. Although your contract with Mazarra is ending and you have the option to leave for another club mid-season, you would prefer to finish your current season in Spain since you are on track to winning the Pichichi trophy (top league scorer) for a fourth time.

Because this meeting is taking place at the hotel you and the rest of the Mazarra players are staying in, the deal has to be done in absolute secrecy. Having recently fired your annoying agent, you will represent yourself in this negotiation. Please prepare for your meeting with Silvio Boretti now.

Key details:

* Your objective is a successful negotiation with Silvio to land the best offer you can from FC Brivas
  + The financial compensation you deserve
  + Finishing this season at FC Mazarra so you can win the Pichichi again
  + A flexible work schedule (see Table 2 below for your typical daily schedule)
  + Opportunities to learn about and transition into coaching
  + Anything else FC Brivas and Silvio are willing to offer
* Your alternatives
  + Current total compensation at FC Mazarra: 58 million Euros per year total
    - You are very unhappy with FC Mazarra’s unsupportive management
  + Outside offer from Greenpark FC: 67 million euros per year total compensation
    - You do not like the weather in England
    - Greenpark FC’s coach is strict with players
  + You have no offers from any other top-flight team
* You expect huge increases in revenues for FC Brivas if you join them, such that they should be able to match your other offers financially.
* You want to establish a positive and supportive relationship with your new team and its owner.

Table 2: Typical Day In Dorado Primavera’s Schedule (non-game day)

|  |  |  |
| --- | --- | --- |
|  | **FC Mazarra Team Schedule** | **Dorado’s Personal Schedule** |
| 7 – 10:00 | Morning practice | Present 90% of time |
| 10 – 11:00 | Team meeting | Video call with family (4 time a week) |
| 11 – 13:00 | Team strategy meeting and lunch | Present 50% of time |
| 13:00 – 17:00 | Afternoon practice | Present 95% of time |
| 17:00 – 19:00 | Team publicity events | Present 5% of the time |
| 19:00 – 21:00 | Evening team bonding events | Present 60% of the time |
| 21:00 - | Break | Leaves 1 hour early for home |