



**Cambridge International Examinations**  
Cambridge International General Certificate of Secondary Education

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**ENTERPRISE**

**0454/01**

Paper 1

**October/November 2017**

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**1 hour 30 minutes**

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**READ THESE INSTRUCTIONS FIRST**

This Insert contains the case study for use when answering the questions.

Anything the candidate writes on this Insert will **not** be marked.

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This syllabus is approved for use in England, Wales and Northern Ireland as a Cambridge International Level 1/Level 2 Certificate.

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## The dance carnival

### Background

Essa's favourite subject at school had been dance. After leaving school, Essa went back every fortnight to help her teacher, Mercy, to teach the dance lessons.

Throughout the year Mercy prepared students for the end-of-year show. At the show, dance classes from all over the town competed against each other. As a student, Essa had danced at many of these shows and knew that students looked forward to this show. She had always thought that it was a pity only the parents and other dancers were invited to the show each year.

Essa asked Mercy why such a small number of people were invited to watch. Mercy explained that there were strict regulations about the number of people that could be allowed into the hall. A larger hall was needed for the shows but more finance would be needed to rent one.

Essa wanted to find a way to allow more people to watch the next competition.

### The idea

Essa read an article about outdoor carnivals around the world. She thought that a local dance carnival with street dances, fashion shows and music events could allow more people to watch the dance competition. She contacted Mercy immediately to discuss the idea of the dance competition being part of a local dance carnival.

Mercy was enthusiastic, but she realised that a local dance carnival would need a large amount of organisation. She thought that dance teachers would be willing to help organise the dance competition, but they would need other members of the community to organise the rest of the dance carnival. They decided to set up a Dance Carnival Committee, with representatives from every group involved.

As the event would be held outdoors, they would need the agreement of the local town council. Essa and Mercy thought that the council would agree, because as a social enterprise this could help the whole community. They now had the idea, but they would need to put it into practice. Together they drew up an action plan that showed the tasks to be completed and who would complete them.

### The market research

Essa completed some market research. Mercy estimated the costs involved and drew up the budget. Mercy had thought that this would be an easy task but it was as complicated as the budget of a large organisation.

With the market research completed, Mercy and Essa felt ready to ask a local business network to help them to organise the dance carnival. The local business network was willing to support the dance carnival. Many local businesses in this network were willing to take part in the dance carnival. Some were even willing to sponsor the event. Sponsorship would cover some of the costs but another source of finance would be needed. Mercy and Essa considered applying for a bank loan.

The dance carnival would be organised as a social enterprise because the aim would be to raise the profile of dance in the local community. Any profits would be used to help finance the dance carnival in the following year. The local business network suggested that they apply for government grants to help with expenses.

## The meeting

As members of the Dance Carnival Committee, Essa and Mercy met with a local town council representative and showed him their plan. He thought that a dance carnival was an excellent idea. The local town council was keen to help local social enterprises, so he thought they would be able to receive a government grant.

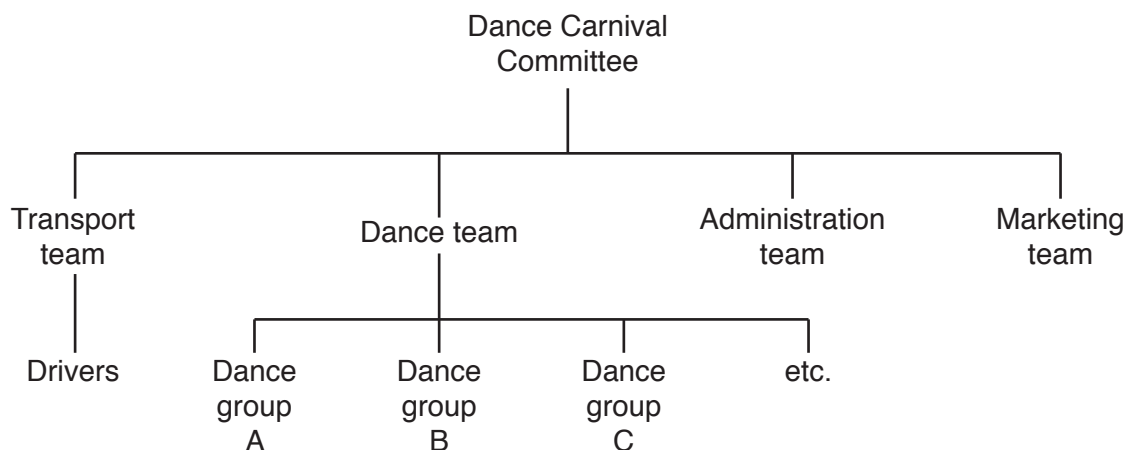
Operating such a large event in the town centre could affect many people. The representative said that the local town council would have to consider the effect on all stakeholders before permission could be given for the dance carnival.

Essa and Mercy thought that the meeting had been effective. Part of the reason for this was their preparation and planning before the meeting. Also, they had achieved their objectives for the meeting. The representative had been positive about the event and it seemed likely that they would gain some finance.

## Starting out

The local town council granted permission for the dance carnival and offered a small government grant.

With only a short time until the dance carnival, there were many things to organise. Coordinating the work of many people would be difficult. Mercy produced an organisation chart (Fig. 1) showing the different groups of people involved in the dance carnival. This allowed them to see the lines of communication.



**Fig. 1**

Starting such an enterprise was a risk but the Dance Carnival Committee knew it would also be rewarding. An agenda was drawn up for the first Dance Carnival Committee meeting and invitations were sent to each of the groups who might want to be involved in the dance carnival.

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