



BOLT UBC

FIRST BYTE 2025

CASE PACKAGE

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Disclaimer



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It is the competitors' responsibility to review and uphold applicable standards of fair competition.

Instances of misconduct, such as cheating, plagiarism, resubmitting the same code/slides, or impersonating a candidate, will result in the competitor and their team being automatically disqualified.

If you have any questions, please reach out to us at:

boltubc@gmail.com

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Competition Schedule



October 14, 2025, Tuesday

- Registration Closes

October 16, 2025, Thursday

- 6:00 PM – Case Release

October 18, 2025, Saturday

- 2:00 PM – Workshop 1a: Introduction to Data Analytics @HA 234
- 3:00 PM – Workshop 1b: Using Perplexity AI for Data Analysis @HA 234

October 21, 2025, Tuesday

- 5:30 PM – Workshop 2: Presenting Your Business Insights @HA 235

October 23, 2025, Thursday

- 11:59 PM – Case Submission Deadline

October 24, 2025, Friday

- 6:00 PM – Semi-Finalist Announcement

October 25, 2025, Saturday

- 11:30 AM – Presentation Day
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Competition Schedule



Workshop 1

Introduction to Data Analytics &
Using Perplexity AI for Data Analysis

Date: **October 18, 2025, Saturday**

Time: 2:00 – 3:30 PM

Location: Henry Angus Building 234

Learn the essentials of data cleaning, exploration, and visualisation. Perfect for beginners looking to build confidence before diving into the case!

Workshop 2

Presenting Your Business Insights

Date: **October 21, 2025, Tuesday**

Time: 5:30 – 6:30 PM

Location: Henry Angus Building 235

Discover how to turn your analysis into a story and your slides into impact. A must-attend before presentation day!

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Competition Schedule



Presentation Day

Date: **October 25th (Saturday)**

Time: 11:30 – 4:30 PM

Location: Henry Angus Building 491

11:30 PM – 12:15 PM	Registration & Opening Remarks
12:15 PM – 2:00 PM	Breakout Room Presentations
2:00 PM – 2:45 PM	Lunch
2:45 PM – 4:15 PM	Finalist Presentations
4:15 PM – 4:30 PM	Winner Announcement & Closing Remarks

Introduction

Football is more than just a game. It's an experience that unites communities, drives emotion, and fuels billion-dollar industries around the world. From ticket sales and merchandising, to global streaming and sponsorships, modern football clubs are no longer defined solely by their on-field success, but by how effectively they engage fans and sustain growth off the pitch.

In this rapidly evolving landscape, Vancouver City FC finds itself at a pivotal moment. Once celebrated for its passionate supporters and dynamic performances, the club now faces mounting financial pressures and rising expectations from its fanbase. To remain competitive, it must look beyond traditional strategies and reimagine what it means to be a football organization in the status quo.

As audiences shift online, new technologies arise, and competing clubs expand their global footprint, Vancouver City must decide how to evolve and where to invest, in order to secure its future on and off the pitch.

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Case



Company Background

Mission

To inspire passion, pride, and unity through football, on and off the pitch. Vancouver City FC strives to deliver unforgettable matchday experiences, meaningful community engagement, and innovative global outreach. The club's mission is to grow the game, empower fans, and strengthen connections between players, supporters, and the city it represents.

Values

- **Community & Belonging:** The club is a hub for neighborhoods, cultures, and campuses; everyone should feel at home in Vancouver City FC colors.
 - **Excellence & Player Pathways:** Invest in youth development, coaching, and sports science so academy graduates can thrive for the first team and beyond.
 - **Innovation & Growth:** We embrace new technologies and creative strategies to enhance fan experiences, optimize operations, and expand our global reach.
 - **Teamwork & Respect:** Success is built through collaboration, within our club, among our supporters, and across our partners.
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Case



BOLT Soccer League (BSL)

The BOLT Soccer League (BSL) has experienced unprecedented growth over the past decade. Expanding teams, modern stadiums, and global signings have elevated the league's profile, attracting record attendance, sponsorships, and broadcast deals. Yet despite this momentum, some clubs face mounting pressure to convert growing fan enthusiasm into sustainable, diversified revenue.

Unlike traditional North American sports leagues, football's success is dependent on building a football-cultured city. Strong football culture in a city fuels league-wide growth, yet the benefits accrue unevenly; smaller and medium-sized clubs are challenged to maintain relevance, further affecting their profitability amid rising operational costs and competition from other North American football teams. This shift has sparked innovation in ticket pricing models, stadium experiences, and community outreach programs.

The BSL's rapid commercialization has also pushed teams to think beyond local audiences. Digital platforms and streaming partnerships, such as the Apple TV BSL Season Pass, have opened the door to international exposure, but have also raised expectations. To thrive in this environment, clubs must strike a balance between building loyalty in the local community, expanding their international community, creating innovative branding, meaningful fan experiences, and, above all, playing exciting football.

Current Situation

Vancouver City FC is a professional mid-market football club competing in the BSL, known for its loyal (though limited) supporter base and commitment to fostering a strong community presence. Over the years, the club has built its reputation through welcoming matchdays (a dedicated student section, family bundles, and fully accessible seating) and youth pathways that begin with free introductory camps, continue through local scouting and academy scholarships, and include wraparound financial support and guidance for players who are not retained by the academy.

However, in recent seasons, Vancouver City's fan growth has stalled and begun to decline. Prior to the pandemic international supporters used to make up roughly 40% of the entire fanbase, but now attendance has started to slip, mostly driven by fewer international supporters and a general drop in interest following the long pandemic pause.

Operational efficiency is also a growing concern. The club manages its retail distribution and online orders through a fulfillment center in Burnaby. This location handles both domestic and international fulfillment. Although, in the post-COVID period, persistent global supply-chain bottlenecks have disrupted Van City's international merchandise distribution. Additionally, stadium up-keep has been growingly costly in recent years due to the decreased attendance.

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Moreover, despite targeted social media campaigns promoting the club's high-quality merchandise, sales have continued to decline. Overall earnings have fallen from roughly **\$60 million** in prior years to materially lower levels today. Meanwhile, our competitors' marketing strategies have expanded their global reach. They have implemented strategies such as publishing more engaging cross-platform content, and launching international fan programs, all of which appear to be accelerating their merchandise sales.

The club's three primary sources of revenue, including **stadium operations**, **merchandise sales**, and **fanbase engagement**, have all been impacted by these issues. Matchday turnout and in-stadium spending are falling, online sales are down by 30% compared to prior seasons, and global engagement remains underdeveloped.

Despite a solid foundation and a passionate local following, Vancouver City's current model, one heavily dependent on ticket sales and local loyalty, is no longer sustainable in the evolving football market. Faced with operational bottlenecks and costs, and an increasingly competitive landscape, the club's leadership is determined to modernize its business strategy. Vancouver City is now evaluating three key opportunities: optimizing stadium operations, expanding merchandise sales, and strengthening the club's fanbase.

Stadium Operations

Matchday operations are one of Vancouver City FC's most crucial revenue streams, encompassing ticket sales, concessions, and hospitality. The home stadium, with a capacity of over 54,500 seats, has historically been a major source of income and a core part of the club's identity. However, in recent seasons, declining attendance and lower in-stadium spending have significantly reduced total matchday revenue.

Ticket sales account for the majority of stadium income, but fluctuating attendance has made it difficult to maintain consistent earnings. External factors such as opponent strength, weather, and BSL scheduling (weekday vs. weekend fixtures) heavily influence turnout. The club also offers tiered ticket options, such as general admission, seasonal pass, and premium lounges. Yet, premium sales have dropped as fans perceive diminishing value in the overall experience.

Concession and hospitality services, including food, beverages, and matchday experiences, contribute additional revenue. However, limited variety, long wait times, and lack of modern amenities have reduced in-stadium spending compared to other BSL clubs that have upgraded their facilities. Furthermore, Vancouver City's underutilization of the stadium for non-matchday events, such as concerts, community tournaments, or corporate bookings, leaves potential revenue untapped.

Merchandise Sales

Merchandise has long been a cornerstone of Vancouver City FC's brand identity and a vital source of off-pitch revenue. The club's product line includes jerseys, training apparel, accessories, and youth clothing, available through both online and in-stadium stores. In previous seasons, merchandise generated substantial income and served as a major touchpoint for fan engagement, allowing supporters to proudly represent the team.

Recently, however, sales have become inconsistent. While online targeted advertisements for merchandise on apps like Instagram, TikTok, and more have still been successful in driving sales, overall volume has declined compared to prior years. Demand remains strong among younger audiences, but engagement outside this group has weakened. Seasonal spikes around holidays, playoffs, and major matches are no longer enough to maintain steady year-round sales.

Vancouver City's online store, though functional, faces challenges with logistics, product variety, and limited international reach. Shipping delays and minimal global marketing have restricted the club's ability to capitalize on growing international interest in the BSL. Meanwhile, the in-stadium store, once a vibrant hub for matchday shoppers, has experienced lower traffic alongside declining attendance.

Fanbase Engagement

Vancouver City FC's fanbase is the heartbeat of the organization. It drives matchday attendance, merchandise sales, and the club's overall identity. Historically, the majority of supporters have come from the Greater Vancouver area, where community programs that are invested in youth development have helped the club cultivate strong local loyalty. However, as the BSL expands its global footprint and digital engagement becomes increasingly central to sports marketing, Vancouver City recognizes the need to strengthen its domestic reach and international presence alike.

Domestically, the club faces challenges in maintaining consistent engagement outside major cities and peak seasons. Competing entertainment options and the rising cost of attendance have made it harder to convert casual viewers into long-term fans. While engagement among local youth remains solid, older audiences and casual followers tend to disengage during off-seasons or periods of weaker on-field performance. This disengagement often coincides with dips in team performance metrics and reduced media coverage, leading to fewer touchpoints between the club and its audience. Many casual fans primarily interact with the team through highlights or social media rather than live matches, making it difficult to build sustained loyalty. Without targeted campaigns or community-driven content to keep these fans engaged year-round, interest tends to wane until major events or playoff pushes reignite attention.

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Internationally, Vancouver City's fanbase remains limited but promising. The club's exposure through streaming platforms and social media has introduced it to global audiences, particularly in markets with a high interest in BSL expansion and Canadian representation. However, limited outreach campaigns, language accessibility, and lack of localized content have hindered deeper engagement. Many international fans discover the club through viral clips or highlight reels but lack clear pathways to become active supporters, such as regional fan clubs, merchandise availability, or tailored digital experiences.

The Challenge

Vancouver City FC recognizes the urgent need to strengthen its revenue foundation and reconnect with its fanbase. While the club has traditionally relied on local loyalty and matchday attendance, shifting consumer behavior, digital competition, operational bottlenecks and financial pressures have made this model increasingly difficult to sustain. To remain competitive, Vancouver City must look beyond traditional operations and adopt a more diversified, data-driven approach to revenue generation.

The organization is currently assessing three core pillars of growth, namely stadium operations, merchandise sales, and fanbase engagement. Each presents a distinct opportunity to increase profitability while deepening fan engagement. However, these opportunities also require strategic focus: revitalizing the matchday experience, modernizing the club's merchandise strategy, and expanding its reach to international audiences through digital platforms.

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Your Task

Your team has been hired as external data consultants to help Vancouver City FC identify the most impactful strategy to grow its total revenue. Along with the information already provided, they have provided your team with three datasets on **stadium operations**, **merchandise sales**, and **fanbase engagement**. Van City's leadership team has stated that there are some inconsistencies within the data. One of which being within a member's specific age group and the region they are from. Your role is to clean this data, analyze trends, uncover insights, and recommend supported actionable solutions for the club's leadership team.

Guiding Questions

1. What short-term and long-term strategies could the club pursue to increase total revenue while staying true to its community-focused identity?
 2. What patterns or relationships can be observed between matchday attendance, fan demographics, and total stadium revenue across the season?
 3. How do merchandise sales vary by product category, sales channel, or timing? What factors might explain fluctuations throughout the year?
 4. How might improving the matchday experience (food options, entertainment, logistics) affect fan retention and spending?
 5. What operational, marketing, or strategic constraints might prevent Vancouver City FC from fully capitalizing on its current assets?
 6. How could data-driven insights guide decisions about pricing, promotions, or partnerships to strengthen loyalty and retention among fans?
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Data Dictionary



Stadium Operations

Month	The month within the 2024 calendar year, represented numerically (1–12), corresponding to January through December.
Source	The specific source category of revenue or cost (e.g., ticketing, concessions, merchandise kiosks, staffing, maintenance).
Revenue	The amount of revenue recognized from the specified Source during the given Month.

Merchandise Sales

Product_ID	The unique identifier for a specific product or item variant. This ID distinguishes items even when names are similar.
Barcode	The barcode (e.g., UPC/EAN) associated with the exact SKU sold to an individual customer; this is the number scanned at checkout.
Item_Category	The clothing or accessory category the item belongs to (for example: jerseys, apparel, or accessories).
Item_Name	The full name of the item as presented to customers (product title).
Size	The size of the item, if applicable. Typical values include S, M, L, XL, XXL, YS, YM, YL (youth sizes prefixed with "Y").
Unit_Price	The price charged for a single unit of the item at the time of sale.
Customer_Age_Group	The estimated age bracket of the end consumer of the purchased product, which may differ from the purchaser's age.
Customer_Region	The region the customer is from, recorded as Domestic or International.

Merchandise Sales (cont.)

Promotion	Indicates whether a specific promotional campaign led to the purchase. If the customer engaged with a tracked promotion (e.g., clicked an ad) and then purchased, this is TRUE; otherwise, it is FALSE.
Channel	The sales channel through which the item was sold.
Selling_Date	The exact date and time when the item was sold (transaction timestamp).
Member_ID	The unique identifier of the member who made the purchase. This identifies the buyer and may not be the same as the ultimate end user of the product.
Arrival_Date	For online orders, the date and time the product was delivered to the customer. This field is left blank (or NA) for in-store purchases

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Data Description



Fanbase Engagement

Membership_ID	The unique identifier assigned to each member in the fanbase program.
Age_Group	The age bracket the member belongs to.
Games_Attended	The total number of matches the member attended in the 2024 calendar year; includes only verified attendances.
Seasonal_Pass	Indicates whether the member holds a season pass. A season pass is a single, larger purchase that grants entry to all Vancouver City FC games for the season. Recorded as TRUE if they hold one, otherwise FALSE.
Customer_Region	The country or broader region the member is from.

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Case Deliverables



Guidelines

Please submit a slide deck that may include an analysis of the issues, possible alternatives, and final recommendations. We recommend taking screenshots of your data analytics takeaways and embed those insights into your presentation.

Once past the qualifiers, each team will have **10 minutes to present** and 5 minutes for Q&A.

Judging Criteria

- Data Analysis
 - Business Recommendation
 - Presentation Delivery
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Case Deliverables



Submission Deadline

- File Format: **BOTH** PowerPoint and PDF
- Naming convention: <Team Name>.pptx and <Team Name>.pdf
 - Example: Team 1.pptx and Team 1.pdf

Please upload your submission to
<https://forms.gle/M22QvmHtkAeV7U2U6>
by **October 23rd, Thursday, 11:59 PM**

- ONLY ONE team member has to upload the submission.
 - **NO changes are allowed after the submission deadline.** The same slide deck will be used for First Round evaluations and on Presentation Day.
 - No late submissions will be accepted.
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Case Deliverables



First Round

Case submissions will be evaluated and the Semi-Finalist teams will be announced. Your team will be notified via Email **by 6:00 PM October 24th, Friday** if you have passed this round.

Semi-Finalist teams will be invited to present their case submission live in Henry Angus Building on October 25th in front of a panel of judges.

Semi-Finalist Round

All Semi-Finalist teams will be divided into 4 different judging breakout rooms randomly. Each room will have approximately 4~5 teams.

Due to the tight schedule, late teams will be disqualified.

Each team will have **10 minutes to present** and 5 minutes of Q&A.

The breakout room judges will select the top team in their breakout room to advance to the Final Round.

Final Round

Finalist teams will present to a panel of judges. Each team will have 10 minutes to present and 5 minutes of Q&A.



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BEST OF LUCK!

