

**ADVANCED GCE UNIT
APPLIED BUSINESS**

UNIT 9: Strategic Decision-Making

CASE STUDY

PRE-RELEASE MATERIAL FOR JUNE 2007 EXAMINATION

JUNE 2007

To be opened on receipt



*
C
O
P
Y
T
2
5
0
8
3
*

INSTRUCTIONS TO TEACHERS

- This case study **must** be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

- You **must** make yourself familiar with the case study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the case study will be given to you with the question paper.

This document consists of **8** printed pages.

The Red Lion Inn

Background

Michael Hulme had just left the offices of his solicitors where he had taken final steps to implement his business plan. He had successfully purchased The Red Lion Inn in the picturesque coastal village of Turton. Michael had, for the past 15 years, been working for a large restaurant chain, firstly as a chef and later as a manager. Michael was sure that this opportunity, if he worked at it, would change his life. He was confident that he knew the catering business and that his personal background would ensure success.

An image has been removed due to third party copyright restrictions
Details:
An image of a waiter

5

The Red Lion Inn has been open for centuries. It currently employs 20 staff undertaking various responsibilities. These include managers, staff of the restaurant, bar and kitchens and cleaning staff. Currently, The Red Lion Inn serves traditional food aimed at the lower cost end of the market with some success. Recently, however, Paul Funnel, the restaurant manager, has noticed an increase in the number of customer complaints regarding the service and quality of the food.

10

The Red Lion Inn currently has seating for approximately 80 people in its restaurant area with room for a further 60 people in the bar. The owner's living accommodation is attached to the Inn as set out in Fig. 1 below.

15

Floor Plan of the Red Lion Inn

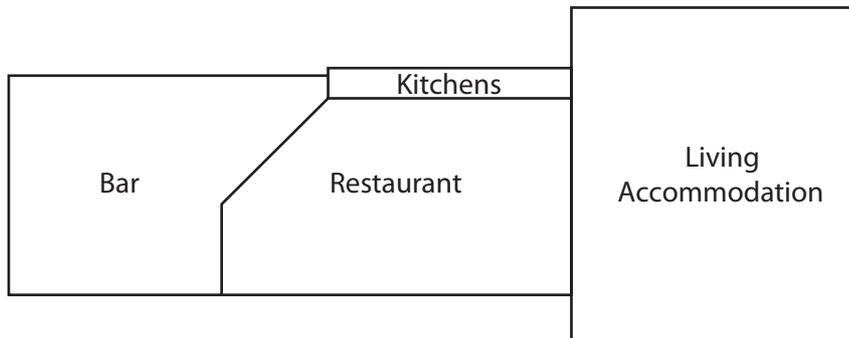


Fig. 1

As part of his plans, the first issue Michael wants to address is to ensure the current performance of the Inn is maximised to ensure high levels of customer satisfaction and, therefore, (hopefully) profits. Michael feels that the need for the full support of his staff will be imperative if he is going to achieve his short-term goals of increasing revenue and profit by 30% as soon as possible. His initial thought is to involve Paul Funnel and Michele Kelly, the bar manager, to analyse the current performance of the staff. He asks each of them for a report on their areas of responsibility.

20

25

An image has been removed due to third party copyright restrictions
Details:
An image of a bar

Grand Plans

Michael’s grand plan does not stop at increasing the current level of performance by 30%. He has far greater ideas for his new business. Michael already owns a house in the village of Turton so is not concerned about moving into the living accommodation at The Red Lion Inn.

During the months that the purchase of the Red Lion Inn had taken to complete, Michael had contemplated dozens of possible options as to how to utilise its living accommodation space and, therefore, develop the business. There were, however, only three which he called ‘his serious options’. 30

Option 1 – The Fun House

The first option that Michael is keen to look into is something that he is thinking of branding as ‘The Fun House’. The spare capacity brought about by the non-use of the living accommodation at

A photo has been removed due to third party copyright restrictions

35

A photo has been removed due to third party copyright restrictions

Details:

A photo of a fun house

The Red Lion Inn could be turned into a children’s soft play area. Michael has seen this work very well in his employment with a large restaurant chain and he recognises the additional customer segments it may attract. Michael has managed to source a supplier of the soft play equipment and has received a building quote for conversion costs. The total figure for this option appears to be £20000.

Details:

A photo of a fun house

40

Option 2 – The Red Lion Hotel

A photo has been removed due to third party copyright restrictions

Details:

A photo of a dining room

The second of the three options on Michael’s list is to turn the living accommodation into a guest facility offering bed, breakfast and evening meals. An architect friend of Michael’s has helped him draw up some plans which would allow him to use the current catering facilities to serve up to a maximum of 20 guests staying in the adjacent

45

A photo has been removed due to third party copyright restrictions

50

Details:

A photo of a bedroom with a four poster bed

55

accommodation. The conversion costs of this project are estimated to be £30000, although Michael recognises that there would be greater variable costs, overheads and additional staffing required when compared with option 1.

Option 3 – The Red Lion Carvery

The third option appears to Michael to be the more unadventurous option available to him. Michael has estimated that by converting the living accommodation into a carvery restaurant he can increase food sales by at least double their original value. Michael likes this idea, particularly as his research tells him that people are eating out more and more in modern society. The advantages of this option to Michael are that he can continue to utilise his skills, as well as those of current and new staff. This option would increase revenue in a greater proportion than the likely increase in costs of serving more customers. The start up costs for this option have been estimated at £14 000.

60

65

Decisions, Decisions!

Whilst considering his strategic options, Michael comes across the following table (**Fig. 2**) in a business textbook he has bought. He attempts to calculate the measures of personnel effectiveness for both the kitchen and bar staff. He notices that there are some differences in effectiveness between the two and decides he needs to further analyse and evaluate the current staffing situation.

70

Measures of Personnel Effectiveness

	Measure	Formula	
1	Labour Turnover	$\frac{\text{Number of staff leaving the firm}}{\text{Average number of staff}}$	x 100
2	Absenteeism	$\frac{\text{Total number of days staff off absent}}{(\text{Staff total} \times 365)}$	x 100
3	Labour Productivity	$\frac{\text{Output per period}}{\text{Number of employees per period}}$	
4	Waste Levels	$\frac{\text{Quantity of waste material}}{\text{Total production}}$	x 100
5	Health and Safety	$\frac{\text{Number of days lost due to H\&S}}{(\text{Staff total} \times 365)}$	x 100

Fig. 2

Michael could barely hold back his enthusiasm to get started. He was due to take over the business within weeks. His planned development for The Red Lion Inn was split in two. One part dealt with operational issues about which he was relatively confident given his background. The second part dealt with strategy for which he was reliant on the section in his textbook by Michael Porter.

75

Additional Information:



Fig. 3

Dining Out – The UK Food Market 2004

Hotels

Budget hotels such as.....

An extract has been removed due to third party copyright restrictions

Details:

An extract from 'A Review Of The UK Food Market 2004'

.....time on their hands.

cont.

The level of employment.....

An extract has been removed due to third party copyright restrictions

Details:

An extract continued from the previous page

.....of life as well.

Source: Adapted from: A Review Of The UK Food Market 2004

Fig. 4

Industry Background: Sales Trends

A photo has been removed due to third party copyright restrictions

Details:

A photo of a pub

One important aspect of.....

An extract has been removed due to third party copyright restrictions

Details:

An extract from punchtaverns.com about an increased turnover in pubs, especially from food sales

.....between 1997 and 2004.

Source: Adapted from: <http://www.punchtaverns.com>

Fig. 5

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (OCR) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

OCR is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.