

ADVANCED SUBSIDIARY GCE
LEISURE STUDIES
Leisure Industry Practice

G182/CS

CASE STUDY

Monday 7 June 2010
Afternoon

Duration: 1 hour 30 minutes



INFORMATION FOR CANDIDATES

- This is a clean copy of the Case Study which you should already have seen.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- You may **not** take your previous copy of the Case Study into the examination.
- You may **not** take notes into the examination.
- This document consists of **4** pages. Any blank pages are indicated.

Dunhouse Farm

Dunhouse Farm is a privately owned visitor attraction located in the Northumberland countryside. Originally a working farm, it became an educational establishment following the foot and mouth outbreak in 2001 and has since grown and diversified to offer the following facilities:

- classrooms; 5
- farm shop;
- café;
- toilets;
- car park;
- adventure playground; 10
- quad bike racing track;
- paintball course.

Although situated in a rural location Dunhouse Farm is well signposted off a main motorway which is 12 miles away. Dunhouse Farm is easily accessible from major towns and cities in Northern England and Scotland. 15

Due to its wide range of facilities Dunhouse Farm has established a very diverse customer base. The farm and educational programmes attract mainly families, schools and educational groups.

The adventure activities such as paintballing and quad biking mainly attract older children, adults and corporate clients on team-building sessions. One concern for Dunhouse Farm which has arisen in the last year is the opening of a similar facility 30 miles away which is equally accessible to customers. Prior to this new facility opening, Dunhouse Farm was able to charge a premium – as it lacked direct competition. 20

Year on year Dunhouse Farm has expanded. In advance of each stage of its product development, Dunhouse Farm carried out a wide range of research to ensure that its facilities are what customers want and are viable in the current market. The proposal for 2011 is for a 4x4 off-road driving experience. This will allow people to either bring their own vehicle and use the off-road track, or use a vehicle provided by Dunhouse Farm. 25

As with any leisure facility, Dunhouse Farm must ensure it is operating within the law. Prior to a new attraction such as the 4x4 experience becoming operational, Dunhouse Farm must carry out a full risk assessment. Other pieces of legislation such as COSHH, the Data Protection Act and the Disability Discrimination Act must also be evaluated to ensure that Dunhouse Farm complies with them and takes appropriate action. 30

Dunhouse Farm was set up as and still is a family run organisation and has been committed to high standards of customer service from day one. As the facility has grown, so has the staff. There is a core of permanent staff and a bank of casual staff who are brought in as and when necessary. At present Dunhouse Farm has not achieved a quality mark but is committed to its staff and is considering working towards the Investors In People quality award. 35

Dunhouse Farm management is very self-critical and is constantly looking for ways in which to improve the facility and the attractions on offer. This has become more necessary since the opening of the competing facility. Management uses tools such as SWOT and PEST analysis to help it to evaluate the market in which Dunhouse Farm operates. Managers collect customer feedback via postal surveys and comment boxes and, along with other qualitative and quantitative measures, monitor and evaluate the success of activities on a regular basis. 40

The use of ICT is limited within Dunhouse Farm. It does have a website, but it only contains basic information about what Dunhouse Farm offers, supported by simple images (**see Fig. 1**). A computerised booking system is used for the farm and the adventure activities. The stock in the farm shop is monitored by the use of a paper-based stock control system, which is often incorrect. Dunhouse Farm management is now considering a wide range of computerised systems as an alternative and it is in the process of evaluating the suitability of these. 45
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Dunhouse Farm recognises the use of ICT as an area for improvement and is looking to fully develop the use of ICT throughout the facility to provide up to date and accurate management information.

Over recent years Dunhouse Farm has been profitable. However, with an increase in the cost of living, people are spending less on leisure activities. This, combined with the establishment of a facility in direct competition close by, has lead to worries about the continued profitability of Dunhouse Farm. 55

Dunhouse Farm uses a range of financial documents such as balance sheets, profit and loss accounts and cash flow forecasts. This helps management maintain control of finances and allows it to make appropriate predictions for the future. 60

Dunhouse Farm Fun for the whole family



Farm Shop



Farm Animals



Adventure Playground



Quad Bikes



Paint Ball



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Fig. 1

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