

**ADVANCED SUBSIDIARY GCE  
LEISURE STUDIES**  
Unit 3: Leisure Industry Practice

**G182/CS**

**CASE STUDY**

**Monday 1 June 2009  
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.

## Holbeck

*Holbeck* is an open air museum located in the north of England, which provides a living representation of the industrial past of the region. Initially established by the local council some 15 years ago, *Holbeck* is now almost fully self-financing, with the local council reducing funding year on year. The museum is located in a rural area surrounded by a large number of small towns and villages and is approximately 30 minutes by car from a major city. Although there is public transport to the museum, this service is infrequent with the majority of customers arriving by car or coach. 5

*Holbeck* is unique in that rather than being a static museum, it has staff acting out life as it was in years gone by, thus bringing the exhibitions to life. It provides visitors with a comprehensive understanding of how people lived and worked, were educated and played in the late 19th century. The museum has a wide range of facilities including; 10

- car parking for both cars and coaches;
- coffee shops;
- ice cream vans;
- picnic areas;
- gift shops;
- an educational service for schools and colleges;
- classrooms. 15

Although an all year round facility, *Holbeck* does suffer from seasonality. School holidays are very popular and *Holbeck* is often full to capacity during the month of August. However, from the end of October through to Easter the number of exhibitions offered to customers is reduced, as is the admission fee. This does cause cash-flow problems for *Holbeck*. 20

The majority of its customers are from the local region, with most people travelling to the facility in 45 minutes or less (**see Fig. 1**). The management recognises a large number of visitors are repeat customers and, as a result, it recognises the need to keep the facility fresh with new exhibitions. Due to the cost, new exhibitions appear on average every two years. Management does recognise this as an issue and sees this as one of the key factors affecting visitor numbers. Sponsors are sought to help establish new exhibitions. This year *Holbeck* has opened a working farm showing life as it would have been in the 19th century. It has used advertising and public relations to promote the new exhibition. 25 30

The key markets that the management of *Holbeck* target are local people, regional schools and colleges and the family market. The museum offers a 'regional rover' ticket. This ticket allows people within a certain local postcode region to pay £15 for a yearly ticket, as against £8.50 entry each time. Schools and colleges are also given a reduced rate. For marketing and feedback purposes, *Holbeck* maintains a database of the names of customers purchasing regional rover tickets, along with schools and colleges which have previously visited. 35

*Holbeck* has achieved national awards for service delivery and places the customer at the centre of everything it does. It actively seeks out customer feedback to ensure that *Holbeck* is meeting the needs and expectations of its customer base.

After admission fees, the largest source of income is secondary spending in the range of shops throughout the museum. The stock within these shops is monitored through an electronic stock control system. To monitor finances within the museum there is a master budget, with each key area having a separate divisional budget. These are monitored on a regular basis, together with other financial measures. 40

*Holbeck* undertakes all of the usual safety checks and risk assessments as specified by the law. The safety of its customers and staff is very important and monitored closely, with all new 45

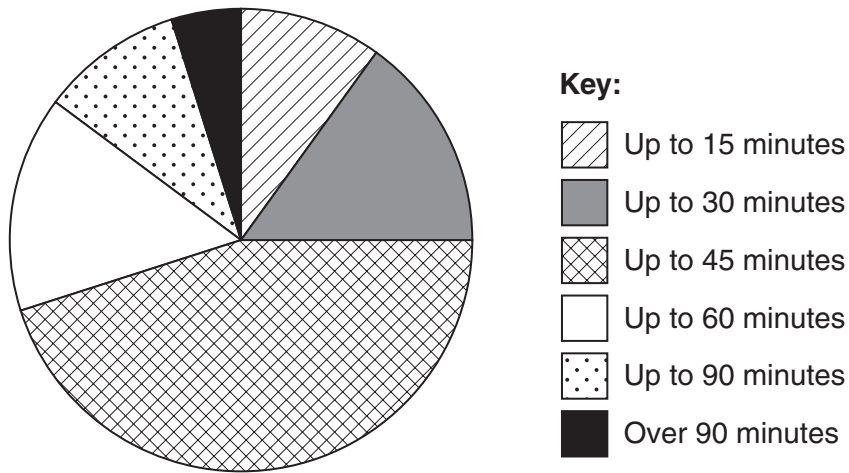
pieces of legislation acted on as appropriate. *Holbeck* has a core team of staff who work there all year round. However, during the busy period in the summer, seasonal staff are recruited on short-term contracts. *Holbeck* recognises staff are an important resource and is working towards the Investors in People quality system (IIP).

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As a museum that has been established for 15 years, and which is receiving less funding from the local council, the future for *Holbeck* looks mixed. The impact of home based leisure, changing needs of the school curriculum and the weather over recent years have reduced the number of visitors. Future predictions show a continued decline (see Fig. 2). This is an issue that must be addressed if *Holbeck* is to continue in the long term.

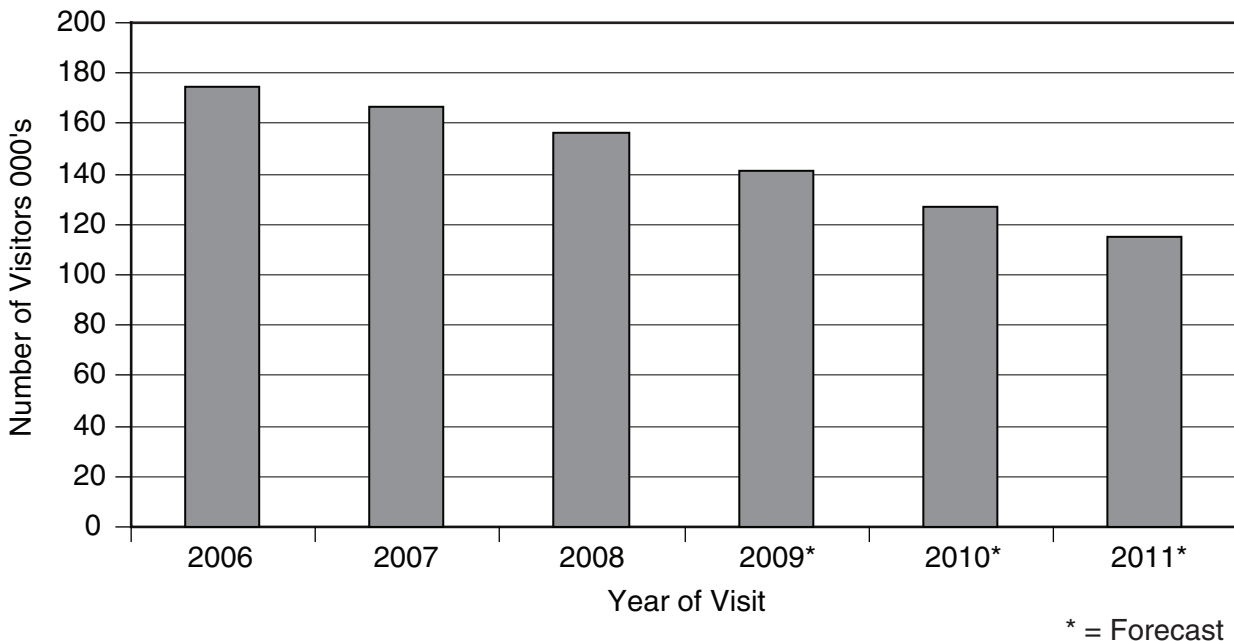
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**Duration of journey to Holbeck**



**Fig. 1**

**Number of visitors to Holbeck – 2006-2011**



**Fig. 2**

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