

To be opened on receipt

A2 GCE LEISURE STUDIES

G184/01/CS Human Resources in the Leisure Industry

PRE-RELEASE CASE STUDY

JANUARY 2012



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 **4** pages. Any blank pages are indicated.

LADIES LEISURE

Ladies Leisure is a leisure facility which is female only. It is located in a medium sized town in Scotland. The facility is owned and managed by a partnership between sisters Lorna and Eleanor Macdonald. The Macdonald sisters started the business in 2010. Lorna has worked in many leisure facilities, whilst Eleanor's background is in health and beauty. The management of the facility is split into departments. Lorna looks after the fitness side of the business and the related staff, whilst Eleanor manages the health and beauty side and its staff. Lorna and Eleanor have very different management styles. 5

Currently all of the staff at the facility are female, and the sisters make a deliberate effort to recruit females to vacant positions. They have a mix of full-time and part-time staff. Ladies Leisure offers work-based training and employs a modern apprentice. Appraisals are carried out with the staff every six months. 10

The facilities available at Ladies Leisure are:

- state of the art gym
 - changing rooms
 - dance studio – used for fitness classes and dance
 - beauty suite
 - nail bar
 - sun beds
 - reception area
 - small cafe area, with vending machines. 15
- 20

Ladies Leisure is located on the main street of the town of Bockingham, with its own car park located at the back of the facility. There is also lots of additional parking on the main street, and the nearest bus stop is only metres away.

Customers can become members of Ladies Leisure or use individual elements of it on an ad hoc basis. The last two years have seen a growth in user numbers. This is very positive as there are a large number of other leisure facilities in the town. The growth in numbers has meant that the sisters must now recruit additional fitness staff. 25

Other leisure facilities in the area include a local public sector leisure centre and another private gym within a 10 minute walk of Ladies Leisure. Neither of these facilities have the health and beauty services on offer at Ladies Leisure. Ladies Leisure being a female only facility is seen by the sisters as a unique selling point. 30

The key market which the sisters are targeting is local people, who live within a 10 minute drive of the facility. Ladies Leisure has achieved national awards for service delivery, and it places the customer at the centre of everything it does. The sisters are very proud of these awards.

Lorna and Eleanor are looking to expand the business and think the inclusion of a hairdressing salon would add to the services on offer and help increase customer numbers. This would, however, also cost them a considerable amount in start-up costs. Another option is to allow someone who is self-employed to set up the hairdressing salon within Ladies Leisure. 35

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