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Q1

(Total 80 marks)

Quality of Written Communication: 4 marks
TOTAL FOR PAPER: 84 MARKS

END



Paper Reference(s)

6125/02

Edexcel GCE

Business Studies (9076)

Advanced

Unit 5: Business Planning

June 2008 – Morning

Context

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You are advised to spend at least 15 minutes reading the following information, then answer the question which follows.

THE OLD VICARAGE ACTIVITY CENTRE

**'EDUCATION, FUN, CHALLENGES AND
MEMORIES – WE PROVIDE THEM ALL!'**

For 21 years this family-run centre has specialised in providing a wide range of adventurous activities, from one hour to one week, for beginners to the experienced, for nine months of the year.



Based in 30 acres, surrounded by stunning scenery in the Shropshire countryside, the Old Vicarage Activity Centre (OVAC) only takes a limited number of bookings at any one time, and offers sole use of facilities for residential parties. This policy ensures unrivalled personal attention to detail and the undivided attention of its staff to guarantee a safe experience for all guests. It is, therefore, no surprise that the OVAC boasts a tradition of endorsement by the British Canoe Union, the Adventure Activities Licensing Authority and the British Mountaineering Council.

The OVAC has traditionally catered for a vast range of visitors, from eleven-year-old Boy Scout groups with a passion for canoeing and archery, to middle-aged business people who wish to simply engage in team building and problem solving activities. In the last 12 months the OVAC has welcomed groups from NatWest Bank plc, West Bromwich Building Society (see Appendix 1) and newly-qualified medical staff from the local Regional Health Authority. The Centre has worked hard to extend its range of activities to include climbing, abseiling, caving and, most recently, paintball. Indeed the management is concerned that the OVAC is in danger of having to operate at full capacity in order to cope with the growing demand. To avert this problem, the owners Brian and Jane Davies, are considering two expansion opportunities.

Option A – Extend current site by the purchase and development of Ginny Farm

To develop neighbouring farm land at a cost of £30 000 to house stables for horse riding, a 10-acre quad biking track and a laser gun shooting range. The quad bikes would cost a further £16 000 for 20 bikes; the laser equipment another £10 000 and the horse riding would be a concession arrangement with manager Stephanie Eddies of the local riding school 'Country Treks', involving no further outlay. It has been estimated that net cash-flows would increase by an average of £8 000 per year (see Appendix 2) if this option was chosen. Furthermore, this development would enable the OVAC to meet the challenges of the recent UK Government's manifesto on outdoor education (see Appendix 3).

Option B – Develop an overseas centre in Nepal

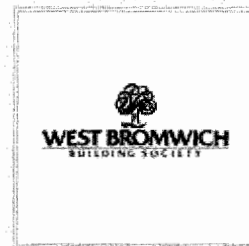
To develop another site in the Sukute region of Nepal. This option would be a joint venture between the OVAC senior instructor, Anthony, eldest son of Brian and Jane, and prospective business partner Gerry Moffatt. Anthony and Gerry visited Sukute 18 months ago and discovered an outward bound style activity centre, owned by Equator Expeditions, which is now up for sale at a cost of approximately £20 000*. Gerry has calculated that a further £10 000 would be needed for equipment such as canoes, climbing harnesses and ropes. What makes this option particularly attractive is that it would enable staff from the Shropshire centre a change of scene, provide opportunities for professional development in a more challenging environment (see Appendix 4), and it would be operational all year round.

* given current exchange rate of £1 = 140 Nepal Rupees

APPENDIX 1

FACSIMILE

To: Brian Davies At: OVAC, Stottesdon
Fax: 01746 718575 Phone: 01746 718436
From: Rukhsana Begum Position: Human Resources Manager
Fax: 0121 358 5991 Phone: 0121 358 5992
Date: 8th June 2007



Re: Visit on 28th May and Future Booking

Many thanks for an absolutely fantastic weekend. The activities you provided were certainly quite a challenge and a really effective way of supporting our Induction Programme for new staff. Needless to say, I would like to provisionally book for next season, preferably 29th – 31st May. I realise you may already be booked, so would appreciate if you could let me know as soon as possible so that I can make alternative arrangements, if necessary.

APPENDIX 2

Predicted net cash-flows for
OVAC Ginny Farm Development,
Shropshire, 2007–2016*



Year 1:	£6 000
Year 2:	£6 400
Year 3:	£6 900
Year 4:	£7 500
Year 5:	£8 200
Year 6:	£8 800
Year 7:	£9 300
Year 8:	£9 500
Year 9:	£9 000
Year 10:	£8 400

* prepared by Juliet Bain, Senior Partner, Ernst & Young plc

APPENDIX 3

Tuesday 28 November 2006



This morning, at the Natural History Museum, the Education Secretary, Alan Johnson, will launch a Government Manifesto for Learning Outside the Classroom.

“This is a significant step,” says Stephen Brown, who chairs the national panel representing local authority outdoor education advisers. “We have known the value of these experiences for many years, but, finally, the government has made the case.”

According to the Association of Heads of Outdoor Education Centres (Ahoec), a significant number of centres are under threat of closure or review. “At the moment, 22 centres are facing cuts in provision, cuts in budgets, or proposals to close,” says Kevin Jackson, Ahoec’s chair. “We welcome the Manifesto and strongly support the principles behind outdoor learning, but we will need the specialist skills of the staff in these centres.”

The Government’s Manifesto takes the form of a series of pledges, with local authorities and education organisations being invited to sign up as evidence of their commitment. There’s the promise of a residential experience for every state-school pupil, alongside a programme to promote and support out-of-classroom learning.

APPENDIX 4

Extract from Staff Appraisal Record, the Old Vicarage Activity Centre

Date: 27th August 2007
Employee: Nicki Ayres
2007–8 CPD* Needs: British Mountaineering Council Level 3 Qualification Level 2
British Canoe Union Instructor
Line Manager: Bill Brown, Senior Level 4 Instructor

* CPD = Continuing Professional Development

Actions Proposed

1. Increase the number of working hours from 21 per week to 40 from 3rd September 2007
 2. Extend the season and opportunities to work with larger groups; suggested Sukute Centre in Nepal
 3. Update Emergency Medical Technician Certificate through 2-day training event in Oxford
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