

Board Group Discussions after interviews. 27/02/2012

Alan Eves, Tanya Rex, Jim Lee and Petra Young

Bike Hire – Pace/CTC

Vision for the site – clear ambition.

Disappointed with the current offer on site and convinced that they can do this and make it better – want to make a difference to the site – passion and drive to add value.

Working relationship – tried to reassure us that they have worked together in the past.

Willing to work in partnership with us and other businesses on the site.

Need to have 1 agreement.

Pace (DFC) to be the main agreement holder with the FC and Pace to have a written agreement with CTC which is between them.

We have DFC as the main point of contact.

'Trail centres are more than a cycle shop' – Good understanding , enthusiasm, passion for creating a hub/vibe – it's a destination!

Wanted to make more of the building to link with the FC e.g. Old photos and equipment linked to forestry in the bike hire centre.

Scott main supplier – spoken to them regarding demonstrations etc.

Will use their existing customer base for promotion (Pace and CTC).

Identified that the location is good not just for mtb but also for road biking.

Expansion for both parties into this area.

Concerns alleviated about the business on other trail sites as this had been researched by looking at them in detail.

Marketing not well formulated – trade and biker population well covered.

Needs more focus on the 1st time user. Willing to work with FC on this and do promotions in the local press.

No mention of promotion to tourists – marketing budget? Leaflets, distribution, W2Y?

Great benefit to the FC to strengthen the link to the CTC – 70K members.

Would like to make Dalby a core centre for courses – major benefit to the FC.

Both businesses appear to have a good reputation and pedigree.

CTC addressed all the disadvantaged user groups very positive to the FC.

Pro active about communication links day to day but also at quarterly intervals to share our long term visions and aspirations to work together and improve the site.

Incentives/contribution – staff sales we would forfeit the % but no other concessions for other discounts.

Challenge to the switch over but seemed to appreciate this and that it may not be easy.

TUPE – they need to get a bit more information on this and this could be discussed further.

Turnover of bikes ? 1.5yrs – needs to be clarified, logs to be in place for maintenance and hrs usage, lost procedures all covered.

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Dalby Forest Courtyard Cycle Hire Centre and Courtyard Café Tender.

Name:- PACE + CTC - Bike hire.

Interview Questions	Notes
Financial arrangements - How will this work?	Base rent + % for both.
Staffing levels?	2 permanent + 2 others with additional accounts as and when required. Will ensure there is not perceived difference between CTC or Pace employees so the customer does not see any difference. Management of site to FC - no differentiation.
FC Branding - How would this affect CTC?	would be willing to sell the FC Vision/Values and Information. would be willing to brand staff FC rather than CTC/PACE wants to be inclusive/integrated. Go Ape/Ability outdoors - can also sell the FC/Dalby message in groups in Leeds/Brad etc
Financial - PACE - why? this does not look like a sound financial opportunity	Pace can be involved in cycling rather than financial. CTC not financially driven? go low return as not needing to make money. courses.
Partnership	CTC - training, coaching, dev. PACE - Business Element. Presented to customer as the one image not 2 companies - 'Dalby Forest Cycling' - Very important

Dalby Forest Cycle Hire Centre and Café Tender

Road Bikers + MTBikers	Vision is to create a Cycle destination not just another bike centre, working in partnership with other businesses and the overall vision of Dalby forest.
Bands	create much more innovative environment.
Fleet numbers? Bikes?	Starting point but can be added to over time to set up. CTC can provide a top gear supply for Essex if necessary.
Disability Groups?	6 bikes on site.
CTC Courses @ Dalby?	- Dalby could become the primary course centre in the UK. This would use the CRC and be promoted as a high spec trail centre.
Marketing externally?	Website, Facebook page. Advertise in trade media, Press Contacts, features + editorial, local papers etc. ↓
Tourists	Joint promotions with GoApe/Ability

Outdoor

FC agreement with Peacethorn partnership with CTC — or vice versa.

Forum working with other businesses.

Commercial Drive?

Capital Investments — Office to be storage and storage to be office

Decorate and create a modern atmosphere which is cycling and photos of the history of the forest. — Quality! Display cases @ the back — an area that looks good!

- Strengths
- * Enthusiasm
 - * Local knowledge
 - * CTC charity External funding

Dalby Bike Hire Tender

3+3

Outside the act

IR

1030 Purple Mountain

1300 Eurest

1430 Pace/CTC

Pace/CTC

#Says passionate about the opportunity and the option to improve, not reflected in pitch. Would present a single face to the customer. Emphasis involvement in Forestry Commission business, directing customers. Don't want to be for bikers, want to be for the Forest. Profound understanding of what we want to achieve in Dalby. They want to be cycling in the area. Year and half turnover of bikes, relatively vague on this. Would want to invest in marketing, e-marketing and paper also. But concentrating upon outreach above all. Emphasis on quality of press contacts.

1. We said we reserved the right to ask you to form a single entity. Is that your preferred option? How does this sit with your charitable status.
#Single face to the customer and single branding. Our contract would be with Pace who would have a Memo of understanding underneath this with CTC.#
2. What initiatives could you propose for working with the Cafe or other users of the courtyard. #Building a community within the forest. Want to make destination. Create some spirit, bring out forestry in branding and background. Unique experience. Business, understand not a bike shop.t#
3. What is the single most important factor for the success of this enterprise.
4. What do you think will be your greatest challenge?
5. What's the end goal for CTC with Dalby?
 - a. Is this a market you want to develop into?
6. If a family with a disabled teenager comes to you and asks to hire bikes for the whole family what do you do?
7. What would your launch look like?
8. Is the enthusiasm enough to maintain them, not a wildly attractive business.
Very good answer when pressed upon the commercial nature of the business. Appreciates the limitations on payback and investment. As part of a raft of investments makes more sense. Believes that on basis of other trail centres feels these figures are conservative. Sensed allusion to midlands and Lakes FC sites which show extremely attractive turnovers.#
9. Have you considered a TUPE liability?
 - a. How would you deal with this?
10. Would we see a change in the users of the Dalby Bike hire?
 - a. How would this change be seen
 - b. How long would it take?
11. END



Dalby Forest Courtyard Cycle Hire Centre and Courtyard Café Tender.

vital

Agency
- Type
- Training
- Staffing
- Right people

- Cycle (lib)
- Memo duty

- Strengths
- Weaknesses

Name:- PAE/CR
A. EVES

Comments

Interview Questions	Notes
Deadline Adherence - ? 01/04/14 Start date.	AC Continuum Improve make a difference - what will you do different
How will CR use Marketing budget benefits here & us	Contribute cycling Passion lies Roads Extensive atlas
	DC (etc) Communities Working relationships - CR - PAE
expertise Specialists	DPC Board had - Collective response
Business Community	Destination - Spirit - Vibe # heritage
Thrust - business - CR Service	Collective members CR - People PAE => Produce Systems

FC Representative

- Branding # Squeeze

Advised

Community - cycling hub - - information
 # Marketing community & present: agreed
Identity

Scot Scot
 Dave DT SWIM

Added road
 Road bike demand

Investment site

Marketing
Website - provide homes
 - services
 - Twitter?

Trade media maps } advertising to convert
 - new e website infocity High
 = Trade maps
 = Proc. centres - Place

local advertisement
 Non confidential } Bring design into site

- MM } MM holiday
 - VL } Tourism

Dalby Forest Cycle Hire Centre and Café Tender

	Fleet - new bikes.	40 + (CTC) <u>Transfer 420 list to RACE</u> - 1yr 1/2.
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- Marketing
- local communities -
 - New use time uses.
- Other features
- Tourist Advertising
 - Elm leaf press
 - Leaflets
 -

Q5 Σ0 Intern

✓ Don arelay progrs, External funding.
CR tracng.

* Apprentices training

2/ Actual Source of over FC offet.

- Dislay
- CR part
- what you #
- From acum - evently

⇒ Infomng # =

3/ Redupment - Input

↳ communc about requst

Stratgy 1/4 mtgs.

4/ Incentives
contribution -

FC subsm base sales X

5/ Deadlines #

CR avable - communc

6/ Refernces & Support info - CD ⇒ Tania.

7/ Carbyard horos organgment ⇒ Cate } Combined perage *

Factory on Site
↓
Cate Support Partner

LISP enthusiasm
 additional audiences
 external funding

Challenges timing
 staffing

Educational provision

- Monday morning meetings → filling
 what do the businesses need events
 to know bookings
 concessions

Forum for development → FC + CTC + PACE
Quarterly

Business Forum

Reporting Structure

