

## Board Group Discussions after interviews. 27/02/2012

Alan Eves, Tanya Rex, Jim Lee and Petra Young

### Bike Hire:- Purple Mountain

The offer was very much status quo, this is what we do and what we are good at.

No innovation from the current operation.

Focus seemed to be on other projects very much – Olympics etc.

Staff management – very confident.

Lots of bells and whistles which do not necessarily add benefit to the FC.

Did not mention working with other businesses on site – which would enhance the site for the FC.

Addressed the staff turnover issue through staff training making staff too attractive and seasonality.

Booking system – innovative and a great way to move forward.

Ruth knew the issues around the business that needed to be resolved.

Ability to cross market between bike hire and café to offer a good range of offers/promotions to a variety of groups.

Courses and tuition – good offer but seems reactive.

See Dalby as their flagship.

FC messages sold in the customer experience – not addressed when asked – lack of understanding for the FC messages, aims and objectives.

Excellent resourced for HR and management issues – using other consultants.

Mentioned wood chip burner, rain water harvester but did not offer any research or commit to this. Environmental impacts – costs not reflected in the budget. E.g. monitor waste, sign up to sustainability energy supplier etc.

Mentioned working with young and under privileged groups.

No Investment or innovation – really suggested they are happy to carry on with the status quo.

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**Café:- Purple Mountain**

Limited specific offer to users other than bikers in the business due to it forming a big part of the bike hire business.

Marketing strategy purely focussed on bike hire – no mention of special offers, loyalty cards.

Mentioned twitter, comments cards and fb but no formal surveys mentioned on finding out what people want.

Range of local produce v. good but could be capitalised on for onsite promotion.

Suggested using the Forest Garden produce grown on site.

Vague on investment in the business – previous bean bags in CY. They were careful not to commit and used phrased such as 'We would look to improve the business with you'.

Would offer to readdress the financial offer if required.

No real drive to grow the business demonstrated, just maintenance of the current offer.

## Dalby Bike Hire Tender

3+3

Outside the act

IR

1030 Purple Mountain

1300 Eurest

1430 Pace/CTC

### **Purple Mountain**

#Hesitant start. Hired bikes while at Uni. Appreciate distinct offer of café. Knowledge of conflict of potential users. Confident in staff management issues. Vague on charitable involvement (Pr C). Vague on VAQWAS, name wrongly. Ruth, good delivery on courses, background to them and relative popularity. Good targeting of courses. Very vague on new approaches, ebikes "We [PM] would own them, No, they would, well...". Website development bespoke system sounds very promising and well thought out. They will own the model. Very impressive turnover of bikes. Vague on key areas, locality etc. Vicky does not seem to know what is in the tender. Ruth better informed. Consider café integral, long emphasis on their being interlinked. Hesitant on financial offer. Offer rebalancing, vague. Very vague on goals regarding environmental sustainability—no mention of audit levels etc. New website will hopefully come in Easter. Booking system has been built for them to go as part of this. They will own the model for this. Limited and vague plans for investment. Want to develop the bike hire centre to make it warmer. "would look to improve the building", left vague and with no commitment of sole investment from them. Marketing investment, nothing specific or costed. Would improve kitchen by...? Lick of paint and Beanbags. Want to improve technical area for servicing, no details. Doesn't know anything about environmental standards.

1. Are you really interested in running a café? What excites you about the prospect of running the café in the next three years
  - a. Just status quo
  - b. Any plans for investment
  - c. Any improvements plans

# plans to grow food on site and involve others.#
2. Could you provide some more detail on your cashflow, standard figures are just assumed across the year  
# Cant predict no real answered given. Therefore left with not ideas if rents are sustainable. Cost of sales may be carried from previous months. They are averages across the year#
3. If a family with a disabled teenager comes to you and asks to hire bikes for the whole family what do you do? #Next day provision in most cases.#
4. You mention the Olympics. What is your involvement? Hadly Farm. They are doing paid commission consultancy. Multi user and legacy aspect.
  - a. How are you planning to bring the benefits of this involvement to Dalby?
5. Would you be interested in continuing in either one of the units if you were unsuccessful with both lots?
6. Covered Health and safety and building requirements very well in submission. You said earlier you carry out training. What prompts this and what

procedures do they have to stay up to date with legislation. External monitoring CTC. #They have an external consultant#

7. What has single thing has most contributed to Purple Mountain's success.
8. What has been your single greatest challenge?
9. What initiatives would you put in place to work with someone running the other lot.
- 10.END



Offer in principle - a week

# Dalby Forest Courtyard Cycle Hire Centre and Courtyard Café Tender.

By Café - work groups  
B/

Interviews

Name:- RUBEN MURRAY

Interview Questions	Notes
<ul style="list-style-type: none"> <li>- FC branding - (new prices)</li> <li>- Good business.</li> <li>- working with local groups (PS)</li> <li>- Additionality.</li> <li>4 - Staffing - Finances.</li> <li>7. Customer experience</li> <li>- Survey lead back</li> </ul>	<p># <u>Re evaluate of how we would work to the future</u> *</p> <p>competence / our exchange</p> <p><u>Added value</u></p> <p>= Flagship - value</p> <p>= one side focus of business</p>
<ul style="list-style-type: none"> <li>- Deadline adherence - on site.</li> <li>- Competence</li> <li>&gt; events &lt; <u>on one hundred</u> <u>Kilobars</u></li> <li>- Social hubs.</li> <li>- Broad range cyclists.</li> <li>- Family orientated</li> <li>- Youth groups</li> <li>- Multi use - sites.</li> <li>- CRC / BC</li> <li>↳ <u>bike provision</u></li> </ul>	<ul style="list-style-type: none"> <li>- Growing product</li> </ul>

- LAs
- Olympic bid.

} used centre

HR credibility \* using my memo.

- Health & safety - Policy -
  - Inclusion policy
  - CRB checked staff
- } Competence  
Motivation

- Accident reporting policy →

- MIA5 - training
- 15 freelance guides/instructors

Staff development

- Women specific courses
  - Silver Cycles (mid week take)
- } Break in offer

- MTB Learn course - passport
- + Therud course

Adventure days?  
links course  
FC  
DOES course

# Dalby Forest Cycle Hire Centre and Café Tender

<p>cycle events &amp; cafe (invited)</p> <p>Electric bikes!  <u>E bike hub - ? NMC</u></p> <p>Marketing website          - Links to FC website          - Facebook          - Twitter</p> <p>- <u>NAY</u> - Strong identity</p> <p>- <u>NHS Scheme</u> →          Bystart employment</p>	<p>- Full records - Individual account log.          Full service          + other bikes → Community, Military, RAF</p> <p>- 35 days (8 hrs) day. + 2 years          (Scott.) + training + recruitment</p> <p><u>Database</u> (e shots)          (external SunKey)</p> <p>- Partnership          - Quality Service - Poles - B/D am + care          - Community →</p> <p>- members - attempts to all men (environment bit of all)</p>
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- Linked to the website

- Marketing 3 or 4 key points

- Strong

Why should we choose?

= Next phase

- Links with local community: CAFE

- Food 3 inspections

- Mum to run it (cycle hire) } night-rides with food  
 cafe \*

- Cross marketing

usr - Parents  
 Quality Service

- Experience for cycle hire

- Beds + activities but directly  
 what is it to do for?

# Cycle hire 'plus'

Finance

- Buildings - improvement

- Cost - work

- Toil - competition in line

- Cafe - improvements - Kitchen Structure damp

Buildings  
 Workshop/entrance

Concrete. Per ramp.

Environmental impact

Energy use (older buildings)

of head base from TC

- Communication

- Finance

- Rules & procedures

Classmate

Confidential





# Dalby Forest Courtyard Cycle Hire Centre and Courtyard Café Tender.

Interview.

Name:- Purple Mountain - Cafe + Cycle Hire.

Interview Questions	Notes
Investment in the business long term - 5yrs spending.	Bike fleet is the biggest capital expenditure. - Keen to improve the buildings along with FC? Both - Kitchen + Bike Hire decorative mostly - Ongoing marketing etc.
How would you intend to find out about what your customers need?	ongoing thing - Questionnaires to all customers for bike hire and courses. fb feedback. <u>Comments form? never seen this</u> - Food + Bikes.
FC Branding going forward. How would they feel about this.	No issues with this as the FC Branding is a positive image.
Quality assurance savings. Volume of the business staff turnover. -	Comments Book/Questionnaires and feedback about courses. - Seasonal but with returns. Turnover of managers - this is due to the change to the business due to growth
Marketing strategy V. Good how do you measure your success of the marketing campaigns? visitor numbers?	Promotional Code New website - Estev £15,000 fb - Gets info on demographics. Bespoke booking system build which should be fit for purpose. ↳ PM will own the model for then they can sell it on to other parks

# Dalby Forest Cycle Hire Centre and Café Tender

How would you be able to work to put across and positively sell the FC Messages?	
Cash flow fixed costs per month? Would they be willing to increase their offer?	70% Income taken in 5 months of the year Apr - Aug.
Mobility bikes - Diversity?	Maintained less mobile users? NYCC Outdoor Ed - Can use recumbent bikes which are stored at East Barnby. - Can not be stored on site due to space
Would it change your business plan if you were not to get both texts?	Would continue if not successful.
First Aid training for staff?	First Aid in the outdoors for all staff.

Sales - Biketime + Cape look same but cape likely look less on forecasted sales?

Bike time	$\frac{1}{3}$
Cape	$\frac{1}{3}$
Other cycle activities	$\frac{1}{3}$

E-bike outline - NYCC would supply bikes and then be hired out to hotel guests will include Electric bikes.

Said that other events @ Adderstone go through the catering and bike hire sales...

Key Strengths	Weaknesses
Partnership working - good relationship	Try to achieve too much diversity
High Quality Service	
Communication	<b>USP!</b> Quality, Value + Service to A
Progress + carry on - Develop.	