



DALBY CYCLE HIRE TENDER

DALBY FOREST

February 2012

Succours House, Southgate, Pickering, North Yorkshire YO18 8BL  
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1. Deadline Adherence

We have the capital, skills, staff, experience, knowledge and suppliers to have the hire centre open for business as soon as practicable upon takeover of the premises on 1<sup>st</sup> April 2012. This is dependent upon access to the premises following the award of the tender, the security of the premises and the availability of a telephone connection such that full insurance cover can be obtained.

We would aim to provide a limited bike hire service from Tuesday 3<sup>rd</sup> April with all services fully operational from Saturday 14<sup>th</sup> April 2012 when we would hold our formal 'opening' event.

2. Competence

Our key members of staff are:

Removed under Section 40 of FOI Act 2000

It goes without saying that all BBB staff are passionate cyclists, able to provide excellent customer service, are local to the area, IT literate, honest, reliable and hard working. We would require these skills in all future members of staff.

Jane Beeley – Office Manager

Jane has a wealth of practical office management and accounting experience. Previous roles have included Practice Manager at a busy York architectural practice and Senior Admin Officer and Ryecare Manager at Ryedale District Council.

3. Health and Safety

All hire bike cyclists are required to complete a ‘Rider Information’ form. This includes information on any pre-existing medical conditions, medication and ‘ICE’ (in case of emergency) contacts.

Our staff will ensure that all hire customers have a correctly fitting cycle and helmet. As with our existing hire fleet, staff will be instructed not to let a customer take a hire bike unless that member of staff is completely satisfied that the bike is 100% safe and the customer fully understands how to operate and ride it.

All bike hire customers will be offered, free of charge, the Forestry Commission’s (FC) Map of Dalby for Cyclists. All the cycles will be high quality Trek or Genesis bikes similar to those provided by Alpine Bikes at Glentress and checked, cleaned and serviced/repaired, as required, prior to any hire.

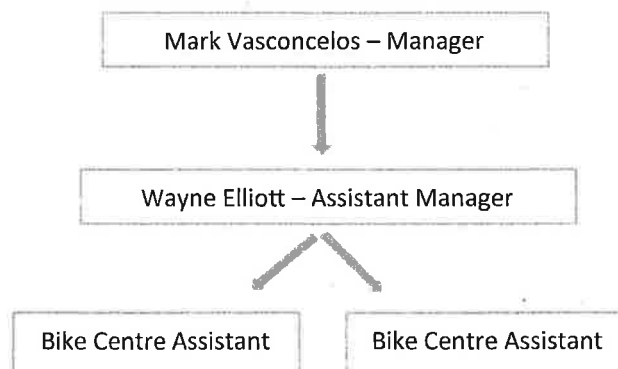
All full time members of staff will have the appropriate outdoor first aid qualification and have been trained in BBB’s health and safety policies. These include separate accident books for staff members and customers. Every entry in either of these books has to be reported to the Director immediately by the senior member of staff on site at the time. We are happy to feed this into the Forestry’s reporting process in any way.

All staff would be available to attend any health and safety training given specifically by the FC.

4. Staffing and Operating

A. David Beeley , Mark Vasconcelos and Wayne Elliott all have significant experience in managing people both in their current and former jobs and with dealing with members of the public and providing great customer service.

Our proposed structure for the bike hire centre would be as follows:



Recruitment of assistants would be from local applicants and preference would be given to the members of local cycling clubs. We would also advertise by word of mouth and using our own internet sites, but we already have several candidates (all passionate cyclists), including ex members of staff from the hire centre, who have approached us for a position in our Pickering business and who would be an excellent fit for the Dalby Bike Centre.

The split between part and full time roles is dependent upon the applicants. If we determine any of the roles are for the 'high season' only, that would be made very clear to the applicant and be included in their contract of employment. Our preference is for full time staff of either gender as we believe this increases customer satisfaction, business performance and flexibility and employee knowledge, loyalty and morale. Training for the successful applicants would be as described in Q2 covering competence with ongoing continuous professional development for all staff members. In this way we will minimise staff turnover and maintain the highest standards as we have done in the Pickering business.

The key skills for the Hire Centre staff, as for our Pickering business are, and in this order, complete trustworthiness, reliability and work ethic, excellence with customers, and interest in all things cycling related . From these core 'building blocks' all other competencies can be developed.

B. Our minimum opening hours would be:

1<sup>st</sup> March to 31<sup>st</sup> October – 09.00 to 17.30 daily including all Bank Holidays

1<sup>st</sup> November to 28<sup>th</sup> February – 09.00 to 16.00 daily (closed Wednesdays)

We expect to find that there is a requirement for more opening hours particularly during the summer months and are prepared to service this need. The above hours also exclude special events such as night rides.

We do not anticipate any variation in service levels due to seasonality except for reduced opening hours during the winter season. The same number and range of bikes will be available all year round together with our continued high level of customer service from experienced staff.

The only days the bike hire centre would be closed are Christmas Day, Boxing Day and New Year's Day or when the forest is closed due to bad weather or FC events.

C. With CTC and MIAS qualified bike guides, we will offer a wide range of cycling activities, guided rides and skills training to suit all levels of fitness, ability and mobility. Pre-booked training courses and guided rides can both be arranged on a one-to-one or one-to-several basis as required. Training courses on offer will include:

- Bike Handling Skills
- Outdoor First Aid
- Navigation
- Cycle Maintenance
- MIAS MTB Instructors' Courses

We will establish a club with discounts for members at the centre and free of charge, regular weekly guided rides covering differing abilities interests and fitness levels. eg:

- Saturday - easy mountain bike ride, maximum of 10 miles
- Sunday – moderate mountain bike ride, maximum 15 miles
- Monday – easy mountain bike ride for the over 50s
- Tuesday – moderate road bike ride, maximum 30 miles
- Wednesday – intense road bike ride, maximum 50 miles
- Thursday – hard mountain bike ride, maximum 25 miles
- Friday - women only mountain bike ride – all abilities

Discounted bike hire will be available to local residents and FC members of staff. Disabled cyclists will benefit from discounted hire of specialised and electric bikes.

We would like to support cycle trail building and maintenance in Dalby through whatever structure the FC would prefer. Several of our existing suppliers have expressed interest in sponsoring a section of cycle trail at Dalby.

Servicing of customers' bikes would be undertaken by a Cytech qualified bike mechanic who will be available at all times. We would also offer specialist services including suspension and hydraulic brake servicing, wheel building, frame alignment and custom bike building. Further details on our policy of servicing and repair to the cycle hire fleet, can be found in answer to Q5.

In conjunction with the FC and other businesses in Dalby, we would hope to organise several charitable 'fun' events for both mountain and road cyclists, arrange multi-discipline school activities with other Dalby attractions, and offer to host corporate events, training camps and joint promotions.

In agreement with the FC we would like to stock some non-cycling items suitable for walkers and outdoor enthusiasts who visit the forest, particularly during the winter season when cycling is at its least busy.

The types of cycles we would hire out and our replacement policy of them are covered in Section 5. Bike Hire Equipment.

- D. We will look to build on our existing integrated and innovative marketing programme which already links website/facebook/twitter/print and uses electronic mailshot to reach large numbers. We will leverage the relationships with our existing commercial partners to drive more 'hits', and therefore visits to Dalby with inventive offers and promotions. Some of our existing major UK national partners are: Trek Bikes, Orange Mountain Bikes and Endura Cycle clothing.

Our aim is to increase visitor numbers and income by targeting three distinct 'audiences' with innovative marketing. These are: a) existing visitors to the forest, b) existing visitors to the area who do not currently visit the forest, and c) new visitors to the area.

In more detail:-

a) Existing visitors - we will generate higher income through the increased range and quality of our offer, the experience and enthusiasm of our staff and our e-commerce site. Our existing customer care programme will be utilised at Dalby to ensure 'top box' levels of customer satisfaction and repeat business. Among existing cyclists we would look to position the Dalby cycle facility as a centre of excellence and cycling passion which will enable us to sell more high value services such as bike fit and suspension servicing. An excellent tool for this is the large BBB race team which takes part in a wide range of cycling events all over the country and at all levels from junior to elite.

b) Existing non-forest visitors - we will provide all local accommodation providers with web and on-site promotional literature for Dalby and our facility. Using our mini-bus we will be able to provide transport to and from the forest to encourage these visits and we will not restrict passengers to cyclists.

c) New visitors - we are members of 'Welcome to Yorkshire' and see this as an excellent organisation to work with on innovative marketing to increase visitor numbers to the area and the forest. We are already working with selected local accommodation providers to provide high quality, cycle-based packages for their guests. These partners will be using the packages in their own web and print advertising which will reach new or returning cyclists all over the country. In our advertising media plan, we will look to move beyond the traditional mountain bike press and broaden the reach of the cycling offer in Dalby. Similarly, we will work with cycling clubs and organisations to bring their members to Dalby with our extensive range of activities, offers, expertise and passion.

## 5. Bike Hire Equipment

With our bike hire offer we aim to have an innovative fleet with improved quality and choice which will lead to a better biking experience for a larger range of customers. With the range of riders at Dalby we do not believe one, or even two bikes, fit all.

After researching Alpine Bikes' experience at the new Glentress Hire Centre and other cycle hire outlets, we will be providing bikes from Trek, Genesis and Orange. Trek is the largest cycle company in the world and has the bestselling 'women's specific design' bikes which we will be hiring out at Dalby. Genesis are British designed bikes and the marque is owned by the UK's largest cycle industry distributor. They are known for value, quality and innovation. Orange Mountain Bikes hail from Halifax, West Yorkshire, and have been an iconic mountain bike brand for over 20 years. All their bikes are designed in Yorkshire and uniquely, some are manufactured and assembled here!

### The Hire Fleet:

For the high-end mountain bike rider, we will provide a fleet of full suspension Trek and Orange bikes with women specific models in a large range of sizes.

Further information on the bike models is available from the following link(s):

[http://www.trekbikes.com/uk/en/bikes/mountain/singletrack\\_trail](http://www.trekbikes.com/uk/en/bikes/mountain/singletrack_trail)  
[http://www.orangebikes.co.uk/bikes/five\\_pro/](http://www.orangebikes.co.uk/bikes/five_pro/)

For the mid-market rider, the backbone of the fleet will be the Trek 6000 series, Genesis Core series and Orange G series hardtail bikes. All these bikes have a retail price in excess of £700 and include a large range of sizes beyond the usual small, medium and large together with women specific models.

[http://www.trekbikes.com/uk/en/bikes/mountain/sport/6\\_series](http://www.trekbikes.com/uk/en/bikes/mountain/sport/6_series)  
<http://www.genesisbikes.co.uk/bikes/mountain/core/core-26-3>  
<http://www.orangebikes.co.uk/bikes/g3/>

Further bike choice and innovation will be provided by the availability of the new breed of large-wheeled mountain bikes generically known as '29ers' from the Trek range which are suitable for the sports or leisure/family rider.

[http://www.trekbikes.com/uk/en/bikes/mountain/cross\\_country/29er\\_race/](http://www.trekbikes.com/uk/en/bikes/mountain/cross_country/29er_race/)

For the leisure/family rider, we will also offer bikes from the Trek Dual Sport range. These are lightweight, easy to pedal mountain bikes, suitable for fire roads rather than aggressive trail riding. There will a large range of sizes and women specific models as well as tandems.

[http://www.trekbikes.com/uk/en/bikes/town/dual\\_sport/ds\\_series/](http://www.trekbikes.com/uk/en/bikes/town/dual_sport/ds_series/)  
[http://www.trekbikes.com/uk/en/bikes/town/dual\\_sport/neko/](http://www.trekbikes.com/uk/en/bikes/town/dual_sport/neko/)

For children, we will provide a selection of bikes from Ridgeback and Trek starting with balance bikes and then 14", 20" and 24" wheeled mountain bikes. We will also provide 'tagalongs' and trailers suitable for towing behind parents on bikes.

<http://www.trekbikes.com/uk/en/collections/kids>  
<http://www.ridgeback.co.uk/bike/mx16-blue>

For disabled and/or less fit customers, we will supply Trek's Ride+ electrically assisted cycles in both men's and women's models.

[http://www.trekbikes.com/uk/en/collections/electric\\_assist](http://www.trekbikes.com/uk/en/collections/electric_assist)

For the sporting, road cyclist, we will offer a selection of high quality aluminium and carbon framed bikes from the Trek range. Trek has an unrivalled heritage in road bikes with their most famous rider being Lance Armstrong who has won the Tour de France a record breaking seven times. There will be a large range of frame sizes and men and women specific models.

<http://www.trekbikes.com/uk/en/bikes/road/sport>

Hire prices are £25/day or £20/half day for the mid-market, sports, leisure and family bikes. The children's bikes (24" wheels or below) tag-alongs and trailers are £15/day or £10/half day and the full-suspension mountain bikes will be £50/hire.

The pricing structure reflects the fact that many visitors will only wish to hire their bikes for half a day during the middle of the day so as a consequence that bike is unavailable for hire during the rest of the day. The small increase in cost from a half to full days hire will encourage full day hire. This will help keep visitors in the forest for longer to the benefit of the FC and other Dalby businesses.

A full refund of the hire charge is available if any bike, either new or ex-hire is purchased from us within 30 days of the hire date.

#### Fleet Replacement Policy

We have the latest and, we think the best, Cycle Shop Management system running in our Pickering shop and we would install the same system in the Dalby Bike Centre. Each hire bike is recorded individually in the system so we can track the number of hires and all the service and/or repair work that bike has received and by whom. This is a powerful system with a full suite of management reporting tools to help measure and manage the business. It will highlight any problem areas such as an unreliable bike.

We plan to replace the fleet twice a year so that the it is kept fresh and in the best condition. Customers will be encouraged to purchase these bikes by way of discounted prices and refund of hire charges. The bikes will also be made available at reduced prices to local schools, clubs and FC members of staff. We anticipate selling 200-250 used, ex-hire and ex-demo bikes per year.

#### Hire and demo bike storage

A possible limit on the size of the hire and demo bike business is the amount of storage available at the centre and we would wish to discuss with the FC whether there are any other options in the Low Dalby area for further secure cycle storage.

6. Not applicable

7. Customer Experience

Customer care will be the number one priority of the Dalby Cycle Centre as it is in our Pickering business and we will duplicate what already works in Pickering at Dalby. As the face of the business, our staff and their interactions with customers have the greatest impact on the customer experience and as a small, 'hands-on' business we lead by example and coach staff when we see or hear poor practice. To further assist with enhancing the customer experience our staff preference is for a full rather than part-time (either gender), mature workforce. We are prepared to pay the cost this strategy brings with it. If possible, we would like all our staff at Pickering and Dalby to receive training from FC on FC items for sale including the events that FC holds and to glean as much as possible on the FC and Dalby Forest itself, its history, development and all it offers besides cycling. With our staff equipped with this knowledge we can provide the widest possible customer experience for visitors to Dalby Forest.



Additionally, to ensure the best provision of information to customers, we plan to have very clear signage, noticeboards and leaflet dispensing areas around the centre. This will be backed up by our internet sites.

All our staff are trained with a customer complaint handling process. A Customer Feedback Form is available for all customers to pick up anonymously and post or email their comments to us. Comments can also be posted on our Facebook page which is open to all users. We have an email address, [customerservice@bigbearbikes.co.uk](mailto:customerservice@bigbearbikes.co.uk) which people can send comments and feedback to.

From this same email address we send a customer satisfaction email to every new bike, workshop and guided ride customer that we have an email address for and 10% of all cycle hire customers. Poor feedback or a complaint is very, very infrequent, but we are happy to pass any such feedback to the FC as it arrives and present the FC with a summary report at the quarterly review meeting. Any complaints that we receive in person will be handled by the most senior member of staff on-site who will always be a member of the management team.

## 8. Business Plan

### A. Elements of the Business – key sales areas

#### 1. Bike hire and bike demo

We will improve the offer through a broader range of higher quality and newer bikes than has been provided previously, maximising the relationship with our existing suppliers such as Trek and Orange. We anticipate the 'high end' demo sales to significantly increase as both these suppliers wish to use us as their national demo centres. They will market the Dalby centre on their own websites and via other media and feed enquiries to us.

#### 2. Bike Sales – new and ex-demo/hire

This area of the business has been a key element in the development of our Pickering business, and that expertise will be transferred to the Dalby centre. We would seek to maximise this area of sales through the close links with the quality suppliers that we have mentioned previously. We will offer an expanded range of bikes for sale covering the whole cycle market including mountain, road, leisure, hybrid and electric models. We will be able to supply bikes on the 'Cycle To Work Scheme' and using 0% APR or personal finance. Ex-demo/hire bikes will be made available at discounted prices to local schools, colleges, clubs, community groups and FC members of staff.

#### 3. Sale of parts, accessories, clothing, footwear, helmets

Drawing on our knowledge in Pickering and previous industry-relevant experience, we aim to improve these sales by carrying a larger stock which is better displayed and merchandised. From our Pickering business we already hold accounts with all the key industry suppliers in this area of sales. As with our bike suppliers, these companies have expressed an interest in using the Dalby facility as a focal point and will be driving enquiries to the centre through their

national advertising. They would also like to use the centre as a base for promotional events such as the launch of a new product range to customers.

#### 4. Small Group Training and Guiding

We will provide a full range of guiding and training courses which will be aimed at all skills and fitness levels including disabled customers and those rehabilitating. We will further segment these courses by gender and age, as customers are often more comfortable in a learning environment amongst a group of similar people. In addition to on-bike courses, we will offer a range of cycle maintenance and first aid training courses. For delivery of these courses, there is a local pool of qualified instructors whom we have previously used and whom we could call upon, in addition to our own staff, as the business grows.

#### 5. Workshop and Servicing

We will offer the full range of cycle repair, upgrade and servicing that would be expected of a local bike shop. All our workshop staff will be suitably qualified using the industry Cytech awards programme. This is another key element which the Pickering business has built up and the necessary knowledge and skills will be transferred to the Dalby centre.

#### 6. High End Services

We will offer a range of high end services at the Dalby centre to include:

- Custom Bike Fit - where a qualified fitter customises a bike to fit a customer exactly. This can often include working around a previous injury or limitation.
- Custom Bike Builds – we agree a specification with the customer and build a bike from individual components. This is usually a 'dream' bike for a customer based on an expensive cycle frame and we have several suppliers in this area such as Ibis Cycles.
- Suspension Servicing – we are the only Fox appointed suspension service centre in North Yorkshire. This is a very popular service with mountain bikers as 60% of mountain bikes have Fox suspension, front, rear or both.
- Custom Wheel Building - this is the easiest area for a mountain biker to personalise and/or improve the performance of their bike and is already very popular in our Pickering business.

#### 7. Public Events

We would like to host a variety of charity fundraising events and other race or challenge-type events working alongside the FC in Dalby. These events would build on what we have already undertaken and we would commit to an open book policy on any charitable event to show that all monies raised would go to that cause. For the race/challenge events, our existing suppliers have already expressed an interest in sponsoring/supporting these.

## 8. Large Group Activities

We would look to continue to develop this area of the business with schools, colleges and corporate companies being the main customers. This is a key area of business where we would like to work with the FC and other Dalby activity providers such as Go Ape and Ability Outdoors in order to provide a great customer experience and enhance our customers' all round knowledge of the forest.

## 9. Industry Events

After consultation with a range of our larger suppliers, we feel that this could be a new and lucrative source of business for the Dalby centre and the FC. The type of event we would wish to promote is cycle industry new product, B2B launch events and product training events eg Trek bikes bringing their northern dealer base to Dalby to launch a new range of bikes.

## B. Financial Information

Please refer to the attached sheets (3 no.) which give a full financial breakdown for our business proposal over 36 months. To aid cashflow, we have negotiated 60 day settlements with our major suppliers and expect to have no debtors.

We have budgeted for £20,000 of set-up costs, £25,000 of non-bike stock and £75,000 of bike purchases and have applied all these costs to the first four months of the business. It is only during this initial period that the business will need additional working capital. These figures do not include for the percentage of turnover payment to the FC. We expect any subsequent capital investments to be made from working capital as we intend to reinvest a large proportion of the profits back into the business.

Our projections are based on bike hire numbers and these are ultimately limited by the bike hire storage available. We have budgeted for increasing sales of parts and accessories each year, together with workshop sales as the customer base increases. In this way, we expect the other sales areas to increase and have budgeted for this accordingly. We have been cautious and not forecast sales for the Public and Industry Events as these are new and untried areas of the business.

## C. Timetable

As we have been informed that the present incumbent will be occupying the premises until 31<sup>st</sup> March 2012, we feel it would be difficult for anyone to take over the bike hire centre on Sunday 1<sup>st</sup> April. A more realistic schedule would be to provide a limited bike hire service from Tuesday 3<sup>rd</sup> April. This would allow two days to carry out any essential repairs to the property which may be required and install telecoms, broadband and full security in order that full insurance cover can be obtained prior to commencing operations.

We would aim to operate all services from Saturday 14<sup>th</sup> April 2012 when we would hold our formal 'opening' event. On award of the tender, we would require limited access to the property as soon as possible in order to make the necessary arrangements for our opening.

9. Financial Offer

Summary of proposed income for the FC

	To be expressed in pounds £ excluding VAT	Comment
Base Rent Year 1	£12,000	
% of turnover year 1	8% of £601,775	
<b>Estimated total to FC year 1</b>	£60,142	
Base Rent Year 2	£12,000	
% of turnover year 2	9% of £718,480	
<b>Estimated total to FC year 2</b>	£76,663	
Base Rent Year 3	£12,000	
% of turnover year 3	10% of £772,470	
<b>Estimated total to FC year 3</b>	£89,247	

A detailed breakdown of how the incomes to the FC are generated are included on the attached sheets. In summary, we have budgeted for increasing sales over three years and applied the FC percentage to these amounts to which we have then added the base rent.

In summary, we are confident that BBB can be an excellent partner to the FC to run the Dalby Cycle Hire Centre. We are an innovative, dynamic and successful local business with the funding, business experience, relevant cycle industry expertise and skilled staff to seamlessly take over the centre. We have the plan to take the business forward in current and new areas to maximise the income for the FC and provide outstanding service to all visitors to the Dalby Forest complex.

The FC has done an outstanding job of developing Dalby Forest into an outstanding, mountain bike destination, culminating in the hosting of the Mountain Bike XC World Cup. We at BBB feel that the Cycle Hire Centre should add to that offer in its own right through the quality and innovation of the business and by working with other leading business in the UK cycle industry.

David and Jane Beeley  
Directors  
Big Bear Bikes Limited  
8<sup>th</sup> February 2012

Dalby Proposed Year 1														
Sales	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Comments
<b>Hire</b>														
Daily hire	25	40	45	60	70	45	40	20	5	5	5	15		no. of bikes hired
Weekly	800	320	360	480	560	360	320	160	40	40	40	120		
Monthly	20,000	12,800	14,400	19,200	22,400	14,400	12,800	6,400	1,600	1,600	1,600	4,800	12,000	
Ave Hire/£25	£25	£32,000	£36,000	£48,000	£56,000	£36,000	£32,000	£16,000	£4,000	£4,000	£4,000	£12,000	£300,000	
<b>Parts &amp; Accessories</b>														all items sold in the shop
Ave Sale/Hire/£6	£6	£7,680	£8,640	£11,520	£13,440	£8,640	£7,680	£3,840	£960	£960	£960	£2,880	£72,000	
<b>Workshop</b>														based on daily hire footfall
Hire Multiple	1.5	£1,125	£1,800	£2,025	£3,150	£2,025	£1,800	£900	£225	£225	£225	£675	£16,875	
<b>Large Group Guiding</b>														schools & corporates
Ave No. People in Group	30	30	30	30	30	30	30	30	3	3	3	30	210	
Ave Income/Head	40	40	40	40	40	40	40	40	600	600	600	600	280	
No. of Groups/month	1	2	4	3	3	3	3	3	600	600	600	3	19	
Total Income	£1,200	£2,400	£4,800	£3,600	£3,600	£3,600	£3,600	£3,600	£7,200	£7,200	£7,200	£3,600	£22,800	
<b>Small Group Guiding</b>														private parties
Ave No. People in Group	1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£2,000	£12,500	
<b>New Bike Sales</b>														
no. per week	2	2	3	4	4	3	3	3	5	2	2	3	36	
no. per month	8	8	12	16	16	12	12	12	20	8	8	12	144	
Ave Sale Value	600	600	600	600	600	600	600	600	600	600	600	600	600	
Total/month	£4,800	£4,800	£7,200	£9,600	£9,600	£7,200	£7,200	£7,200	£12,000	£4,800	£4,800	£7,200	£86,400	
<b>Used Bike Sales</b>														
no. per week	2	3	4	9	9	9	6	2	9	1	1	2	2	
no. per month	8	12	16	36	36	36	24	8	36	4	4	8	228	
Ave Sale Value	400	400	400	400	400	400	400	400	400	400	400	400	400	
Total/month	£3,200	£4,800	£6,400	£14,400	£14,400	£14,400	£9,600	£3,200	£14,400	£1,600	£1,600	£3,200	£91,200	
<b>Total Sales</b>	£36,625	£54,980	£66,565	£91,320	£98,090	£73,365	£63,380	£31,140	£31,585	£11,585	£11,585	£31,555	£601,775	
<b>Cost Of Sales</b>	£13,916	£19,755	£24,786	£37,752	£39,955	£31,752	£26,050	£13,857	£23,273	£6,424	£6,424	£13,390	£257,334	
<b>O/Heads</b>														
Total O/Heads	£14,537	£14,721	£14,837	£15,084	£15,152	£14,905	£14,805	£14,482	£14,487	£14,287	£14,287	£14,487	£176,071	
<b>Total Costs</b>	£28,453	£34,476	£39,623	£52,836	£55,107	£46,657	£40,855	£28,339	£37,760	£20,711	£20,711	£27,877	£433,405	
<b>Net Profit</b>	£8,172	£20,504	£26,942	£38,484	£42,983	£26,708	£22,525	£2,801	£6,175	£9,126	£9,126	£3,678	£168,370	
<b>Yr 1 Cash Flow</b>														
Sales	£36,625	£54,980	£66,565	£91,320	£98,090	£73,365	£63,380	£31,140	£31,585	£11,585	£11,585	£31,555	£601,775	
Purchases	£13,916	£19,755	£24,786	£37,752	£39,955	£31,752	£26,050	£13,857	£23,273	£6,424	£6,424	£13,390	£257,334	
Setup P&A	£20,000												£20,000	
Setup Bikes	£12,500	£12,500											£25,000	
O/Heads	£14,537	£14,721	£14,837	£15,084	£15,152	£14,905	£14,805	£14,482	£14,487	£14,287	£14,287	£14,487	£176,071	
Cash +/-	<b>-£24,328</b>	<b>-£16,996</b>	<b>£1,942</b>	<b>£13,484</b>	<b>£42,983</b>	<b>£26,708</b>	<b>£22,525</b>	<b>£2,801</b>	<b>£6,175</b>	<b>£9,126</b>	<b>£9,126</b>	<b>£3,678</b>	<b>£48,370</b>	

Dalby Proposed Year 2		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>Sales</b>														
<b>Hire</b>														
Daily hire	30	45	55	60	80	80	55	40	20	5	5	5	20	
Weekly	240	360	440	480	640	640	440	320	160	40	40	40	160	
Monthly	960	1440	1760	1920	2560	2560	1760	1280	640	160	160	160	640	13,440
Ave Hire/£25	£25	£24,000	£36,000	£44,000	£48,000	£64,000	£44,000	£32,000	£16,000	£4,000	£4,000	£4,000	£16,000	£336,000
<b>Parts &amp; Accessories</b>														
Ave Sale/Hire/£7	£7	£6,720	£10,080	£12,320	£13,440	£17,920	£12,320	£8,960	£4,480	£1,120	£1,120	£1,120	£4,480	£94,080
<b>Workshop</b>														
Hire Multiple	2	£1,800	£2,700	£3,300	£3,600	£4,800	£3,300	£2,400	£1,200	£300	£300	£300	£1,200	£25,200
<b>Large Group Guiding</b>														
Ave No. People in Group	30	30	30	30	30	30	30	30	30	30	30	30	30	210
Ave Income/Head	40	40	40	40	40	40	40	40	40	40	40	40	40	280
No. of Groups/month	4	6	6	4	4	4	4	4	4	4	4	4	4	32
Total Income	£4,800	£7,200	£7,200	£4,800	£4,800	£4,800	£4,800	£4,800	£4,800	£4,800	£4,800	£4,800	£4,800	£38,400
<b>Small Group Guiding</b>														
Total Income	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£16,000
<b>New Bike Sales</b>														
no. per week	3	3	3	6	6	6	5	5	4	6	3	2	3	49
no. per month	12	12	12	24	24	24	20	20	16	24	12	8	12	196
Ave Sale Value	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Total/month	£7,200	£7,200	£7,200	£14,400	£14,400	£14,400	£12,000	£12,000	£9,600	£14,400	£7,200	£4,800	£7,200	£117,600
<b>Used Bike Sales</b>														
no. per week	2	3	4	9	9	9	9	6	2	9	1	1	2	28
no. per month	8	12	16	36	36	36	36	24	8	36	4	4	8	228
Ave Sale Value	400	400	400	400	400	400	400	400	400	400	400	400	400	400
Total/month	£3,200	£4,800	£6,400	£14,400	£14,400	£14,400	£14,400	£9,600	£3,200	£14,400	£1,600	£1,600	£3,200	£91,200
<b>Total Sales</b>	£49,720	£69,980	£82,420	£100,640	£117,520	£117,520	£92,820	£71,760	£34,480	£34,220	£14,220	£11,820	£38,880	£718,480
<b>Costs of Sales</b>	£18,624	£25,078	£29,591	£43,280	£48,638	£48,638	£39,946	£31,026	£16,203	£25,206	£8,356	£6,562	£15,544	£308,054
<b>O/Heads</b>														
Total O/Heads	£15,337	£15,540	£15,664	£15,846	£16,015	£16,015	£15,768	£15,558	£15,185	£15,182	£14,982	£14,958	£15,229	£185,264
Total Costs	£33,961	£40,618	£45,255	£59,126	£64,653	£64,653	£55,714	£46,584	£31,388	£40,388	£23,338	£21,520	£30,773	£493,318
<b>Net Profit</b>	£15,759	£29,362	£37,165	£41,514	£52,867	£52,867	£37,106	£25,176	£3,092	£6,168	£9,118	£9,700	£8,107	£225,162
<b>Yr 2 Cash Flow</b>														
Sales	£49,720	£69,980	£82,420	£100,640	£117,520	£117,520	£92,820	£71,760	£34,480	£34,220	£14,220	£11,820	£38,880	£718,480
Purchases	£18,624	£25,078	£29,591	£43,280	£48,638	£48,638	£39,946	£31,026	£16,203	£25,206	£8,356	£6,562	£15,544	£308,054
Setup O/Heads														£0
Setup P&A														£0
Setup Bikes														£0
O/Heads	15337	15540	15664	15846	16015	16015	15768	15558	15185	15182	14982	14958	15229	£185,264
<b>Cash +/-</b>	£15,759	£29,362	£37,165	£41,514	£52,867	£52,867	£37,106	£25,176	£3,092	£6,168	£9,118	£9,700	£8,107	£225,162

<b>Dalby Proposed Year 3</b>		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
<b>Sales</b>														
<b>Hire</b>														
Daily hire	£25	35	45	55	65	80	55	40	20	5	5	5	25	
Weekly		280	360	440	520	640	440	320	160	40	40	40	200	
Monthly		1120	1440	1760	2080	2560	1760	1280	640	160	160	160	800	13,920
Ave Hire/£25		£28,000	£36,000	£44,000	£52,000	£64,000	£44,000	£32,000	£16,000	£4,000	£4,000	£4,000	£20,000	£348,000
<b>Parts &amp; Accessories</b>														
Ave Sale/Hire/£8	£8	£8,960	£11,520	£14,080	£16,640	£20,480	£14,080	£10,240	£5,120	£1,280	£1,280	£1,280	£6,400	£111,360
<b>Workshop</b>														
Hire Multiple	2.2	£2,310	£2,970	£3,630	£4,290	£5,280	£3,630	£2,640	£1,320	£330	£330	£330	£1,650	£28,710
<b>Large Group Guiding</b>														
Ave No. People in Group		30	30	30	30	30	30	30	30	6	4	3	30	210
Ave Income/Head		40	40	40	40	40	40	40	40	24	16	12	40	280
No. of Groups/month		5	6	6	5	5	5	5	5	600	600	600	4	36
Total Income		£6,000	£7,200	£7,200	£6,000	£6,000	£6,000	£6,000	£6,000	£14,400	£9,600	£7,200	£4,800	£43,200
<b>Small Group Guiding</b>														
		£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£2,250	£34,410	£16,810	£14,410	£45,500	£772,470
<b>New Bike Sales</b>														
no. per week		3	3	5	6	7	6	5	4	6	4	3	3	55
no. per month		12	12	20	24	28	24	20	16	24	16	12	12	220
Ave Sale Value		600	600	600	600	600	600	600	600	600	600	600	600	600
Total/month		£7,200	£7,200	£12,000	£14,400	£16,800	£14,400	£12,000	£9,600	£14,400	£9,600	£7,200	£7,200	£132,000
<b>Used Bike Sales</b>														
no. per week		2	3	4	9	9	9	6	2	9	1	1	2	
no. per month		8	12	16	36	36	36	24	8	36	4	4	8	228
Ave Sale Value		400	400	400	400	400	400	400	400	400	400	400	400	400
Total/month		£3,200	£4,800	£6,400	£14,400	£14,400	£14,400	£9,600	£3,200	£14,400	£1,600	£1,600	£3,200	£91,200
<b>Total Sales</b>		£57,920	£71,940	£89,560	£109,980	£123,210	£98,760	£74,730	£35,240	£34,410	£16,810	£14,410	£45,500	£772,470
<b>Cost of Sales</b>		£21,241	£26,193	£34,533	£46,611	£52,381	£43,293	£32,222	£15,680	£25,325	£10,269	£8,475	£17,722	£334,945
<b>O/Heads</b>														
Total O/Heads		£16,419	£16,559	£16,736	£16,940	£17,072	£16,828	£16,587	£16,192	£16,184	£16,008	£15,984	£16,295	£197,804
Total Costs		£37,660	£42,752	£51,269	£63,551	£69,453	£60,121	£48,809	£32,872	£41,509	£26,277	£24,459	£34,017	£532,749
Net Profit		£20,260	£29,188	£38,291	£46,429	£53,757	£38,639	£25,921	£2,368	£-7,099	£-9,467	£-10,049	£11,483	£239,721
<b>Yr 3 Cash Flow</b>														
Sales		£57,920	£71,940	£89,560	£109,980	£123,210	£98,760	£74,730	£35,240	£34,410	£16,810	£14,410	£45,500	£772,470
Purchases		£21,241	£26,193	£34,533	£46,611	£52,381	£43,293	£32,222	£16,680	£25,325	£10,269	£8,475	£17,722	£334,945
Setup O/Heads														£0
Setup P&A														£0
Setup Bikes														£0
O/Heads		16,419	16,559	16,736	16,940	17,072	16,828	16,587	16,192	16,184	16,008	15,984	16,295	197,804
Cash +/-		£20,260	£29,188	£38,291	£46,429	£53,757	£38,639	£25,921	£2,368	£-7,099	£-9,467	£-10,049	£11,483	£239,721