



Oxford Cambridge and RSA

To be opened on receipt

AS GCE LEISURE STUDIES

G182/01/CS Leisure Industry Practice

PRE-RELEASE CASE STUDY

JUNE 2018



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.

The Signal Box

The Signal Box is the name given to a cinema attraction in the South West of England. The Signal Box building and cinema are owned and run by a charity organisation called the Signal Box Saviours (SVS). Built in an old railway building, the leisure facility is made up of the following attractions:

- a cinema
- café
- art gallery
- cinema shop
- a small number of artisan workshops with their own retail outlets. (See Fig. 1).

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The cinema is the main attraction, with three screens, two of which have the capacity for 100 people each. The third screen is significantly smaller and quite unique in that it only seats 16 people. This makes it ideal to be booked out as a whole for events such as birthday parties.

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The SVS have several lines of income, primarily from the sale of tickets to the cinema. The café is put out to tender each year for a monthly fee. The artisan workshops pay rent to SVS, however, this is well below the market value. The reason for this is that the SVS believe the workshops add to the facility as a whole, and bring people to the attraction.

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Some of the workshops are used by artists where the products could be classed as old fashioned, and the management committee of the Signal Box, which is made up of volunteers, think they may have lost some of their appeal to customers.

Located on the outskirts of the town West Witton, next door to the local leisure centre, the Signal Box is within easy walking distance of this vibrant market town. The Signal Box does have a small car park, with 40 car parking spaces, six of these spaces are allocated for people with disabilities. The local leisure centre often gets cinema goers using its car park as an overflow facility.

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The Signal Box has a website; this is linked to a Facebook page, although the Facebook page is not updated as much as it could be. The website allows customers to book tickets online; these can also be bought in the cinema shop.

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The cinema also offers a membership scheme, for an annual fee. This entitles members to a reduction in the ticket price for the cinema, along with items in the cinema shop. In order to gain this discount, members must input their 16-digit membership number into the website; the issue is that this has to be done for every ticket bought. Some customers find this time consuming and an irritant in order to receive a reduction in ticket price. The cinema also uses the website in order to gain feedback from customers.

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Every year the cinema holds a Film Festival. During this month, the cinema offers a number of less well known films or unusual genres. Customers are encouraged to take part in the film festival with the offer of block booking films, and obtaining five tickets for the price of four.

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Discounts are also offered to concession groups – over 60's and students, as well as mothers and toddlers. The cinema is viewed as being cheaper than most cinemas in the area.

Although a voluntary organisation, the Signal Box is not exempt from health and safety legislation and must fulfil its obligations ensuring both its staff and customers are safe whilst using the facility. Every year the Signal Box prepare relevant financial documents, however some members of the committee do not understand how they can be used to aid decision making.

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In recent years the cinema has not only covered its running costs, but has also made a profit, however a large multiplex cinema has opened in a nearby town. The town is only twenty minutes away and serviced by a good bus route. The new cinema has ten screens, compared to the three on offer at the Signal Box. It also offers films on release days, often before they are available to the Signal Box.

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The increased level of competition and growth in home based leisure, such as Netflix, are a cause for concern for the management committee. They feel the need to review the products and services on offer in order to maximise income and make the facility resilient and competitive.

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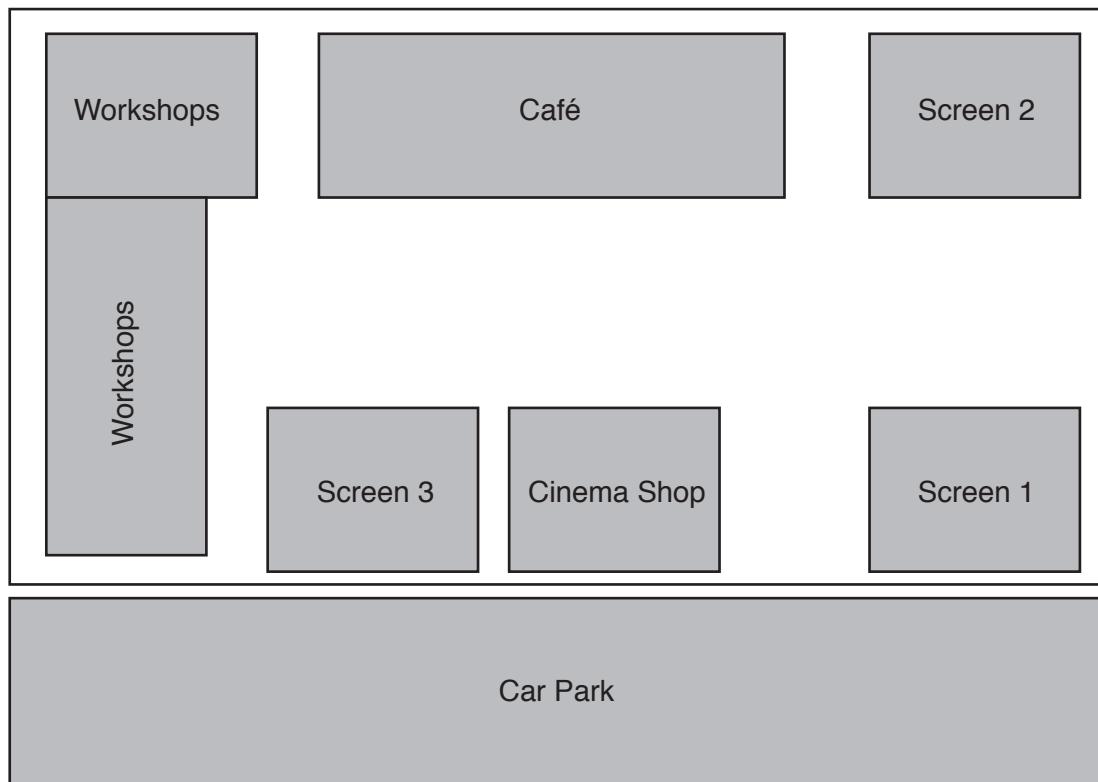


Fig. 1 – Signal Box Building and Shops



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