

ADVANCED SUBSIDIARY GCE
LEISURE STUDIES
Leisure Industry Practice

G182/CS

CASE STUDY

Thursday 13 January 2011
Morning

Duration: 1 hour 30 minutes



INSTRUCTIONS TO CANDIDATES

- This is a clean copy of the case study which you should have already seen.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- You may **not** take your previous copy of the case study into the examination.
- You may **not** take notes into the examination.

INFORMATION FOR CANDIDATES

- This document consists of **4** pages. Any blank pages are indicated.

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Super Splash

Super Splash Ltd is an indoor water park in the West Midlands. It is the biggest water park in England, and was established in 2001. The town in which Super Splash is situated has a higher than average proportion of people on lower incomes, and there is an above average level of unemployment in the area.

Super Splash is located on a retail park; other facilities on the retail park include outlet shopping, cafés, a bowling alley and a cinema. Although located on a retail park on the outskirts of the town with ample free parking, there is a limited bus service. 5

The water park prides itself on being a family attraction with something for everyone. Its facilities include:

- 9 water flumes 10
- large pool area with wave machine (constantly monitored by lifeguards)
- pirate island (an area specifically for children under 10 years, with shallow water)
- changing village
- viewing area for spectators (although there is very limited viewing and seating)
- café and vending machines 15
- small amusement arcade
- separate large free car and coach park.

The water park is on two levels; the reception, café and viewing area are upstairs with direct access to and from the pool via a staircase. The changing village, pools and flumes are all downstairs. There is no lift, ramp or additional help for disabled customers. Although Super Splash was established in 2001 the building is beginning to look shabby. There are cracked tiles on the floors, and many aspects look very dated. Super Splash has not added or updated a flume in the last two years. Analysis undertaken by the management shows the number of repeat customers is declining. 20

Demand for the water park is very seasonal, with the busiest period being during the summer months; in particular the school summer holidays. Schools are one of the primary customers, using the water park as their annual school trip, with many schools being repeat customers. The quietest time of the year is the coldest months from November until March, with very few customers during the Christmas school holidays. 25

Super Splash undertakes all of the usual safety checks and risk assessments as specified by law. The management is very aware of the need to stay up to date with legislation and ensure that legislation such as the COSHH Regulations, the Disability Discrimination Act and the Children Act are all implemented correctly. 30

Super Splash employs a range of full-time, part-time and seasonal casual staff. The casual staff are used to support the core staff during the peak summer period, and are usually local college students. The lack of necessary skills and qualifications to work with customers amongst the casual staff has caused problems. The management has started to look at ways of improving staff training and other aspects of facility management. This includes looking towards adopting the QUEST quality award. 35

Super Splash has no direct competition from other water parks but there are swimming pools and leisure facilities located close by. Customers are willing to travel up to one and a half hours in order to visit Super Splash. Due to the lack of direct competition, Super Splash does charge more than other leisure facilities in the local area (see Fig. 1). A new initiative has been to offer an annual membership scheme to the local community, with a one-off payment for entrance all year. 40
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Super Splash actively promotes its products and services, with the main method being its website, which has a gallery of pictures of activities and testimonies of previous customers, along with details of how to contact the park for further information. Super Splash uses information technology to its full effect, with a number of computerised systems. Super Splash also uses a variety of financial documents such as cash flow forecasts, profit and loss account, and balance sheet in order to aid financial planning.

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At present Super Splash has no formal method of collecting customer feedback. The management has always assumed that as long as people are coming through the door, there is no need to gather such information. However, with the decline in visitor numbers, management has now recognised that it is time to find out what customers think of the facility.

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Fig. 1 Entrance Costs

	Super Splash	Cinema	Bowling
Adult	£9.95 (per day)	£6.00 (per film)	£3.50 (per game)
Child	£6.75 (per day)	£4.50 (per film)	£2.50 (per game)
Spectator	£2.75 (per day)	N/A	N/A

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