

## DECISION GRID

| Spring   | Summer | Autumn | Winter | Spring | Summer |
|----------|--------|--------|--------|--------|--------|
| Pre game | Q1     | Q2     | Q3     | Q4     | Q5     |

| HOURS           |        |                           |   |  |  |  |  |
|-----------------|--------|---------------------------|---|--|--|--|--|
| All day opening | 0 or 1 | 1= open between 3 and 7pm | 0 |  |  |  |  |

| PRODUCTS & PRICES     |               |                           |       |  |  |  |  |
|-----------------------|---------------|---------------------------|-------|--|--|--|--|
| Drinks margin         | 60%to 75%     | 60%= cheapest             | 65.0% |  |  |  |  |
| Range of beers        | 1, 2, 3, 4, 5 | 1= limited, 5 = extensive | 2     |  |  |  |  |
| Range of other drinks | 1, 2, 3, 4, 5 | 1= limited, 5 = extensive | 2     |  |  |  |  |

|                 |               |                           |       |  |  |  |  |
|-----------------|---------------|---------------------------|-------|--|--|--|--|
| Food margin     | 60%to 75%     | 60%= cheapest             | 65.0% |  |  |  |  |
| Size of menu    | 1, 2, 3, 4, 5 | 1= limited, 5 = extensive | 2     |  |  |  |  |
| Quality of food | 1, 2, 3, 4, 5 | 1= awful, 5 = excellent   | 2     |  |  |  |  |
| Evening food?   | 0 or 1        | 1= yes, 0 = no            | 1     |  |  |  |  |

|                 |   |          |   |  |  |  |  |
|-----------------|---|----------|---|--|--|--|--|
| Guest room rate | £ | per room | 0 |  |  |  |  |
|-----------------|---|----------|---|--|--|--|--|

| STAFFING      |         |                      |      |  |  |  |  |
|---------------|---------|----------------------|------|--|--|--|--|
| Staff numbers | 3 to 10 | no.s at peak times   | 5    |  |  |  |  |
| Pay per hour  |         | % above minimum wage | 0.0% |  |  |  |  |

| GAMES          |               |                 |   |  |  |  |  |
|----------------|---------------|-----------------|---|--|--|--|--|
| Pool tables    | 0, 1, 2, 3    | no. of tables   | 0 |  |  |  |  |
| Dart boards    | 0, 1, 2       | no. of boards   | 0 |  |  |  |  |
| Fruit machines | 0, 1, 2, 3, 4 | no. of machines | 0 |  |  |  |  |

| ENTERTAINMENT |         |                           |   |  |  |  |  |
|---------------|---------|---------------------------|---|--|--|--|--|
| TV Sport      | 0, 1, 2 | 0= none, 1= some, 2= lots | 0 |  |  |  |  |
| Quiz nights   | 0, 1, 2 | 0 = none                  | 0 |  |  |  |  |
| Loud music    | 0, 1, 2 |                           | 0 |  |  |  |  |
| Live bands    | 0, 1, 2 |                           | 0 |  |  |  |  |
| Discos        | 0, 1, 2 |                           | 0 |  |  |  |  |
| Karaoke       | 0, 1, 2 | 1= occasional             | 0 |  |  |  |  |
| Comedy        | 0, 1, 2 |                           | 0 |  |  |  |  |
| Adult         | 0, 1, 2 | 2 - regular               | 0 |  |  |  |  |

| MARKETING                |              |                     |   |  |  |  |  |
|--------------------------|--------------|---------------------|---|--|--|--|--|
| Price promotions - drink | 0, 1, 2, 3   | strength of promo   | 0 |  |  |  |  |
| Price promotions - food  | 0, 1, 2, 3   | strength of promo   | 0 |  |  |  |  |
| Print advertising        | 0, 1, 2, 3   | degree of exposure  | 0 |  |  |  |  |
| Online marketing         | 0, 1, 2, 3   | degree of exposure  | 0 |  |  |  |  |
| Market research          | £3k/ £4k/£5k |                     | 0 |  |  |  |  |
| Family friendly          | 0, 1, 2      | 0 = no kids allowed | 0 |  |  |  |  |

| CAPITAL EXPENDITURE    |         |                        |   |  |  |  |  |
|------------------------|---------|------------------------|---|--|--|--|--|
| Garden                 | £3,000  | maximum of 3 in game   | 0 |  |  |  |  |
| Playground             | £1000   | maximum of 3 in game   | 0 |  |  |  |  |
| Car Park               | £5,000  | maximum of 3 in game   | 0 |  |  |  |  |
| External lighting      | £1000   | maximum of 3 in game   | 0 |  |  |  |  |
| Dining room            | £10,000 | maximum of 3 in game   | 0 |  |  |  |  |
| Function room          | £10,000 | maximum of 3 in game   | 0 |  |  |  |  |
| Guest room             | £10,000 | maximum of 10 in game* | 0 |  |  |  |  |
| Internal refurbishment | £10,000 | maximum of 5 in game*  | 0 |  |  |  |  |

\*limited to 3 per quarter