

## **CASE STUDY: Holly Farm**

Six years ago, Charles and Gillian Giles decided to open up their farm to the paying public, in response to diminishing profits from their milk and cereal activities. They invested all their savings into building a 40-space car park and an area with spaces for six 40-seater buses, a safe viewing area for the milking parlour, special trailers for passengers to be transported around the farm on guided tours, a permanent exhibition of equipment, a 'rare breeds' paddock, a children's adventure playground, a picnic area, a maize maze and a farm shop. Behind the farm shop they built a small 'factory' making real dairy ice cream, which also provided for public viewing. Ingredients for the ice cream, pasteurized cream and eggs, sugar, flavourings etc., were bought out, although this was not obvious to the viewing public.

Gillian took responsibility for all these new activities and Charles continued to run the commercial farming business. Through advertising, giving lectures to local schools and local organisations, the number of visitors to the farm increased steadily. By year four Gillian became so involved running her business that she was unable to give so much time to these promotional activities, and the number of paying visitors levelled out at around 15,000 per year. Although the farm opened to the public at 11.00am and closed at 7.00pm after milking was finished, up to 90% of visitors in cars or coaches would arrive later than 12.30pm, picnic until around 2.00pm, and tour the farm until about 4.00pm. By that time, around 20% would have visited the farm shop and left, but the remainder would wait to view the milking, then visit the shop to purchase ice cream and other produce, and then depart.

Gillian opened the farm to the public each year from April to October inclusive. Demand would be too low outside this period, the conditions were often unsuitable for regular tractor rides, and most of the animals had to be kept inside. Early experience had confirmed that midweek demand was too low to justify opening, but Friday to Monday was commercially viable, with almost exactly twice as many visitors on Saturdays and Sundays as on Fridays or Mondays. Gillian summed up the situation. *'I have decided to attempt to increase the number of farm visitors next year by 50%. This would not only improve our return on "farm tours" assets, but also would help the farm shop to achieve its targets, and the extra sales of ice cream would help to keep the "factory" at full output. The real problem is whether to promote sales to coach firms or to intensify local advertising to attract more families in cars. We could also consider tie-ups with schools for educational visits, but I would not want to use my farm guide staff on any extra weekdays, as Charles needs them three days per week for "real" farming work. However, most of the farm workers are glad of this extra work as it fits in well with their family life, and helps them to save up for the luxuries most workers cannot afford.'*

### **The milking parlour**

With 150 cows to milk, Charles invested in a 'carousel' parlour where cows are milked on a slow-moving turntable. Milking usually lasts from 4.30pm to 7.00pm, during which time visitors can view from a purpose-built gallery which has space and explanatory tape recordings, via headphones, for twelve people. Gillian has found that on average spectators like to watch for ten minutes, including five minutes for the explanatory tape. *'We're sometimes a bit busy on Saturdays and Sundays and a queue often develops before 4.00pm as some people want to see the milking and then go home. Unfortunately, neither Charles nor the cows are prepared to start earlier. However, most people are patient and everybody gets their turn to see this bit of high technology. In a busy period, up to 80 people per hour pass through the gallery.'*

### **The ice cream 'factory'**

The factory is operated 48 weeks per year, four days per week, eight hours per day, throughout the year. The three employees, farm workers' wives, are expected to work in line with the farm opening from April to October, but hours and days are by negotiation in other months. All output is in one-litre plastic boxes, of which 350 are made every day, which is the maximum mixing and fast-freezing capacity. Although extra mixing hours would create more unfrozen ice cream, the present equipment cannot safely and fully fast-freeze more than 350 litres over a 24-hour period. Ice cream that is not fully frozen cannot be transferred to the finished goods freezer, as slower freezing spoils the texture of the product. As it takes about one hour to clean out between flavours, only one of the four flavours is made on any day. The finished goods freezers holds a maximum of 10,000 litres, but to allow stock rotation, it cannot in practice be loaded to above 7000 litres. Ideally no ice cream should be held more than 6 weeks at the factory, as the total

# Holly Farm Case Study Answers

**Christian Drosten**



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