

The Future of Clark's Charters

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Introduction: Identifying Compliance Issues and Paving our Way Forward

- New local regulations has thrown us out of compliance!
- We will:
 - Outline the problems associated with our out of date fleet
 - Propose Solutions to fix these issues and why they are beneficial
 - Recommend future steps
 - Outline Risks and list assumptions made

Problem Identification

- Along with the fines that come with the new regulations - 5,000 pounds per vehicle
- Maintenance has cost us money, time and customer reputation
- High employee turnover
- Future life cycle of the vehicles
- The changing landscape of environmentally friendly community

Analytical Insights

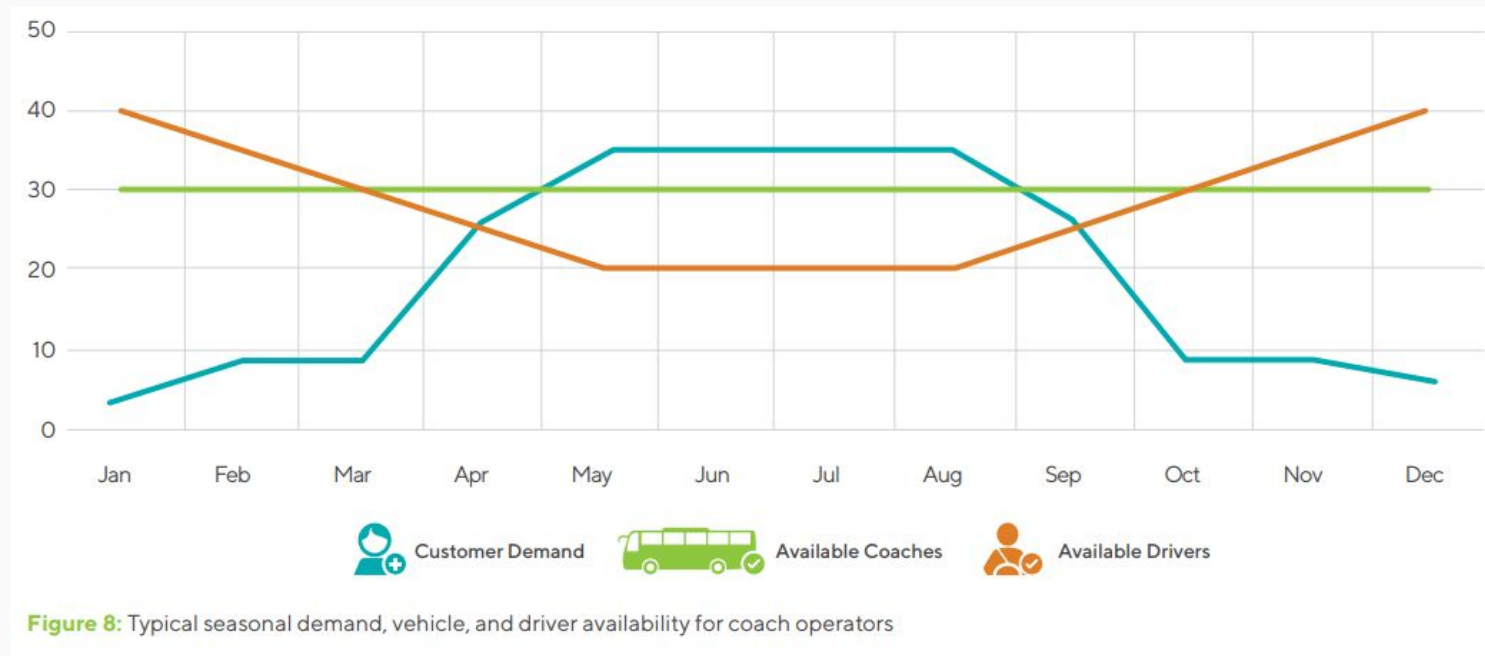
Aging vehicles are affecting our ability to do business

Costs  Demand 

Analysis:

- Customer Satisfaction
- Cyclical demand cycle
- Compliance demands by local authorities

The Seasonal Demand Cycle



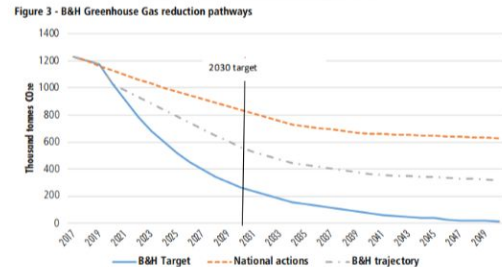
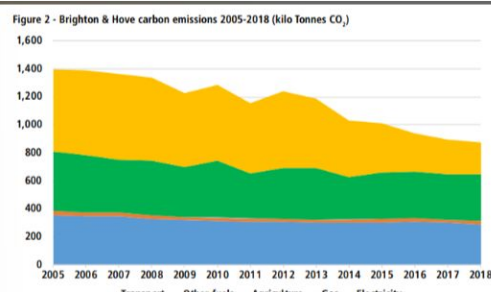
Implementation Plan and Benefits

- Implementation plan:
 - We will transition to leasing the fleet through a staggered program
 - Half will be immediately and half before demand spikes in the summer
- This comes with an array of benefits:
 - This will solve our immediate problem of being out of compliance
 - Repair and maintenance will be covered by lease contract
 - Terms of the lease will give us flexibility in the future
 - Deferring full cost of purchasing vehicles
 - Will always be in compliance with local authorities

Conclusions/Recommendations

Our program will provide both short term and long term solutions!

- Between now and the summer we will be in compliance with the local authorities
- The long term goal of Brighton is to reduce carbon emissions by 2030
- After three years we have the flexibility of changing our plan!
- Future marketing plan to gain back standing in the community



Risks and Assumptions

Risks:

- Long term costs of renting is higher
- Cost of training drivers for new vehicles
- Competition
- Changing compliance as years progress

Assumptions:

- The fines for out of compliance is a yearly fine
- Accuracy of maintenance cost data
- We assume the Brighton season cycle coincides with us locally

Sources

Analysis of the UK Coach Market

<https://www.zemo.org.uk/assets/reports/LowCVP%20Coach%20report%202020%20web%20version%20V2.pdf>

Brighton City Council Carbon Neutral Programme

<https://www.brighton-hove.gov.uk/climate-action/climate-action-what-were-doing/full-carbon-neutral-2030-programme#tab-travel-and-transport>