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# Chapter 5

## *re:refresh\** strategy

### 5.1 Phased deployment

From the design philosophy discussed in the previous chapter, it is apparent that the design approach requires an overall strategy for the deployment of retail and refreshment facilities at Gautrain stations.

The *re:refresh\** strategy encompasses the retail and refreshment facilities as previously discussed as well as being used to refer to the actual designs for each of the stages.

The aim of the *re:refresh\** strategy is the furthering of the design approach regarding the creation of public meeting places at stations, improving the experience of the sense of place. On a pragmatic level it is meant to provide a framework for the systematic deployment of retail and refreshment facilities, as well as prescribe the type of facilities and scale of facilities deployment at Gautrain stations.

The strategy could be divided into three phases. These relate to the scale of the intervention but also corresponds to an element of timing. Each is programmed for deployment at and operation across different time scales. They are as follows:

### *refresh*\* **S** Small

Provision of vending machines, ATM's, public seating (PAUSE function), legible timetables, station information and local and tourist information (ACCESS INFO activity).

Located inside stations and on platforms.

### *refresh*\* **M** Medium

Provision of semi-permanent (3-10 years) kiosks for SHOP and EAT activities.

No cooking activities allowed by Bombela inside stations. Pre-packaged snacks and pre-prepared foods need to be made off-site and delivered to site daily or every couple of days depending on sales.

Located inside stations on paid concourses, not on platforms.

### *refresh*\* **L** Large

Provision of larger scale retail and refreshment facilities SHOP, EAT, INFO, PAUSE, ABLUTION activities.

Located in parts of parking areas or garages where feasible. Bombela has made an allowance that a part of the parking area may be used for retail and refreshment purposes in future.

The strategy would be implemented over a number of years as indicated in the deployment strategy diagram. Each intervention would be allowed a reasonable amount of time for users to become familiarised with them and usage figures to settle after the initial novelty has worn off. After a certain period of time, Bombela management would, at a station by station basis, evaluate the success or failure of each intervention. The purpose is to ascertain:

- \* whether commuters are using the facilities,
- \* whether more of the same facilities are needed, whether different types of facilities, retail are required,
- \* whether the next level of retail facilities are warranted or whether the local market is saturated.

**Management** of the retail and refreshment facilities would be handled by a new division of Bombela Operations Company, a subsidiary of Bombela Concessions Company, as mentioned in Chapter 2.

After 15 years the stations and associated facilities are to be **expropriated** by the **Gauteng Provincial Government**. It would be up to the GPG to then consider the success and continued operation of the retail facilities or dismantling and disposal of the facilities.

# retail deployment strategy

years since  
commissioning of  
stations

Duration

re:refresh\* S

0-1 5 yrs min

vending machines  
ATM's

re:refresh\* M

1-2 3-10 yrs

kiosks

re:refresh\* L

2.5 20+ yrs

are kiosks profitable?

no

yes

provide additional permanent yet  
demountable facilities  
[convenience shop or number of  
different shops]

are permanent facilities  
profitable?

no

yes

Provide additions or subdivide  
existing into number of divergent  
functions

5

15

at expropriation, is GPG willing to  
continue retail functions?

no

yes

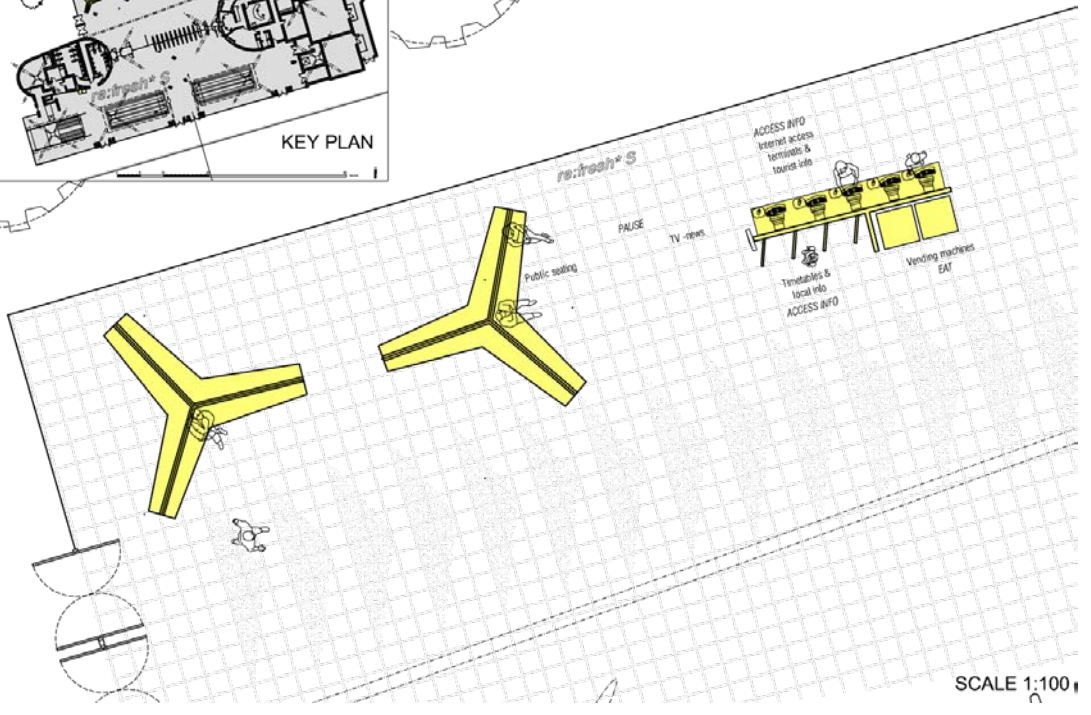
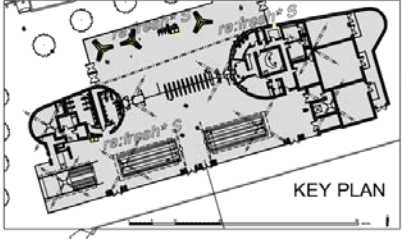
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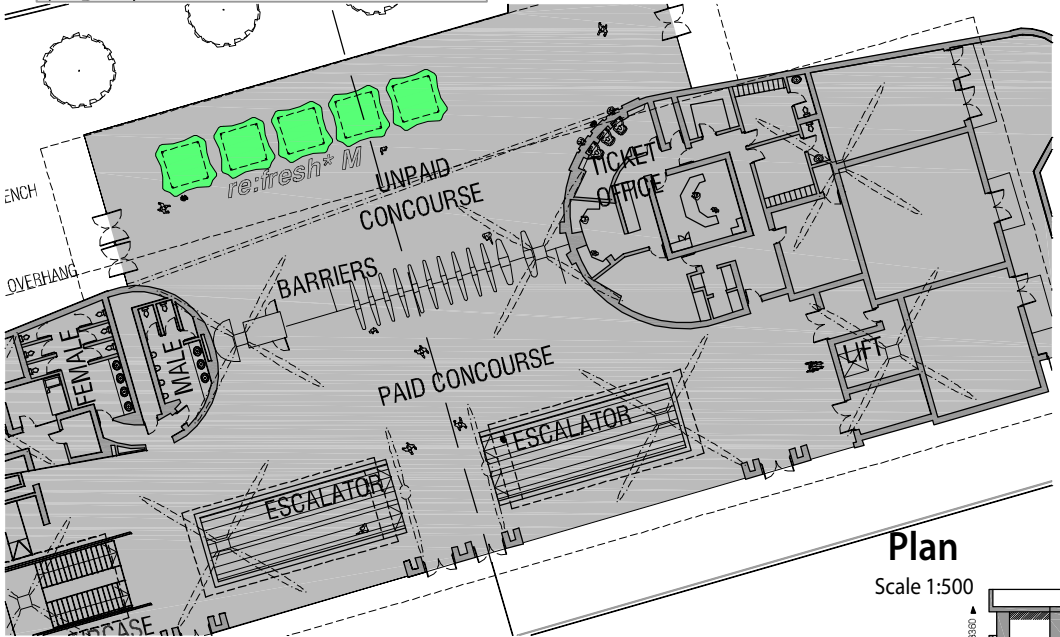
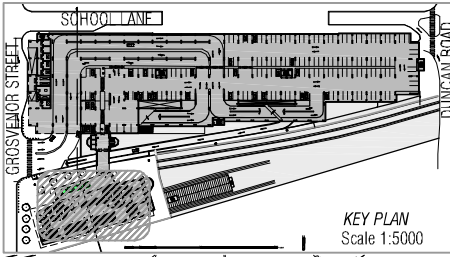
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Disposal

DEMOUNT

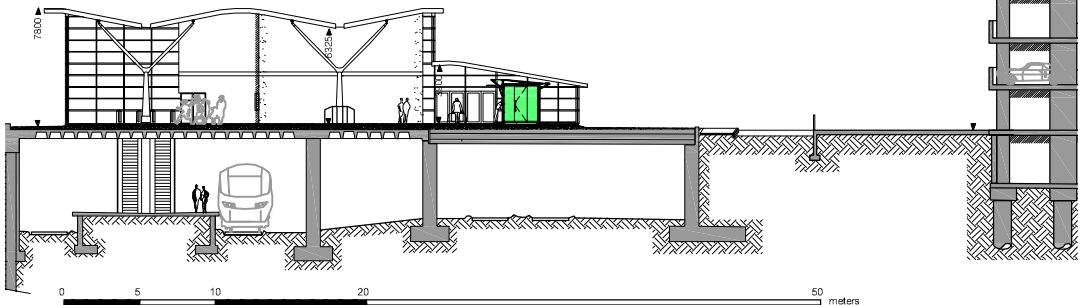






Plan

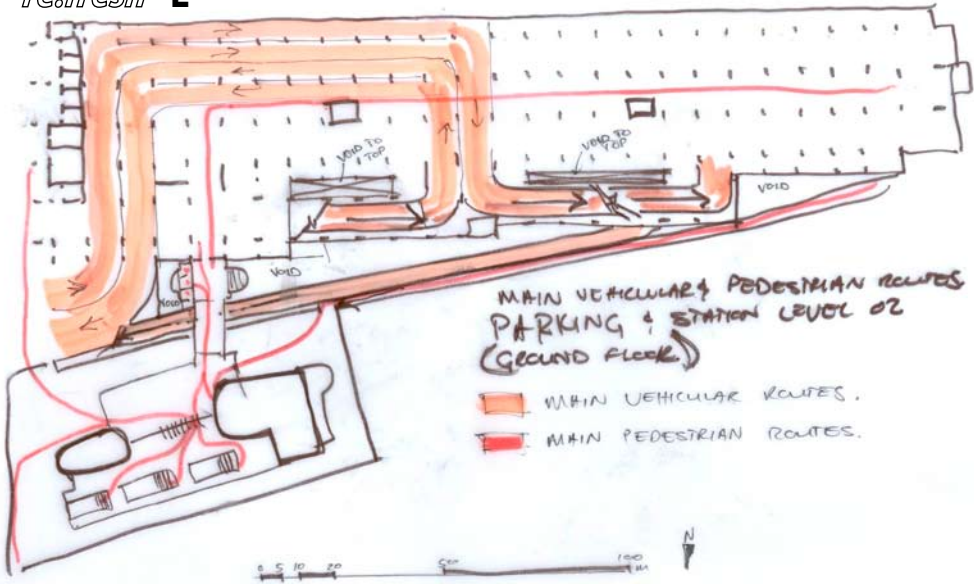
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Section A-A

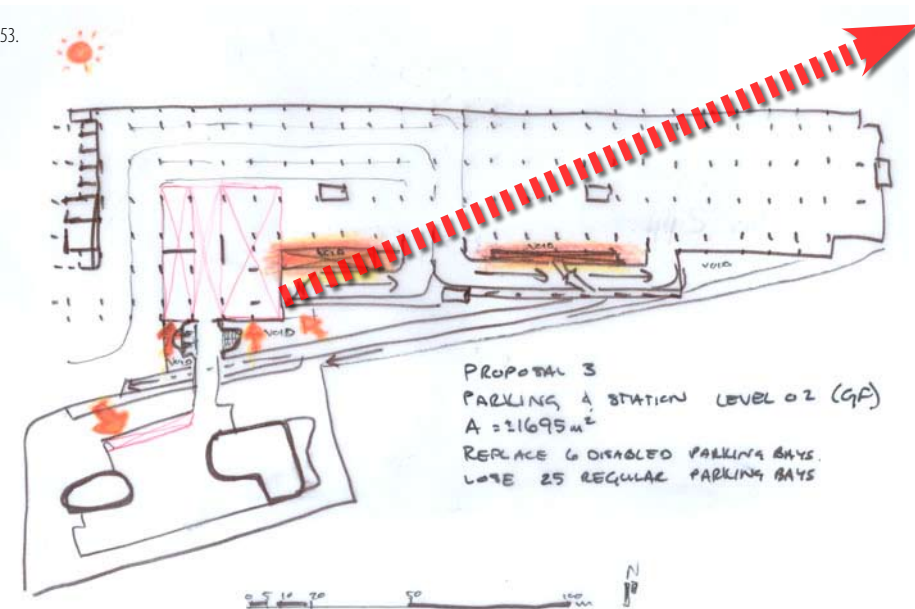
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52.

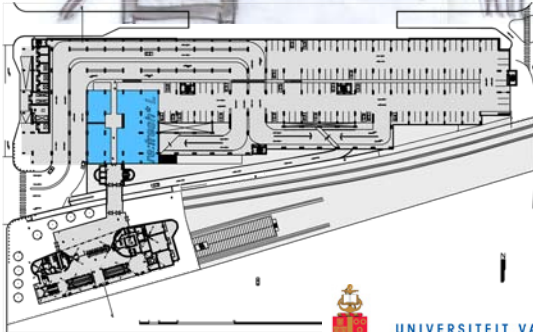
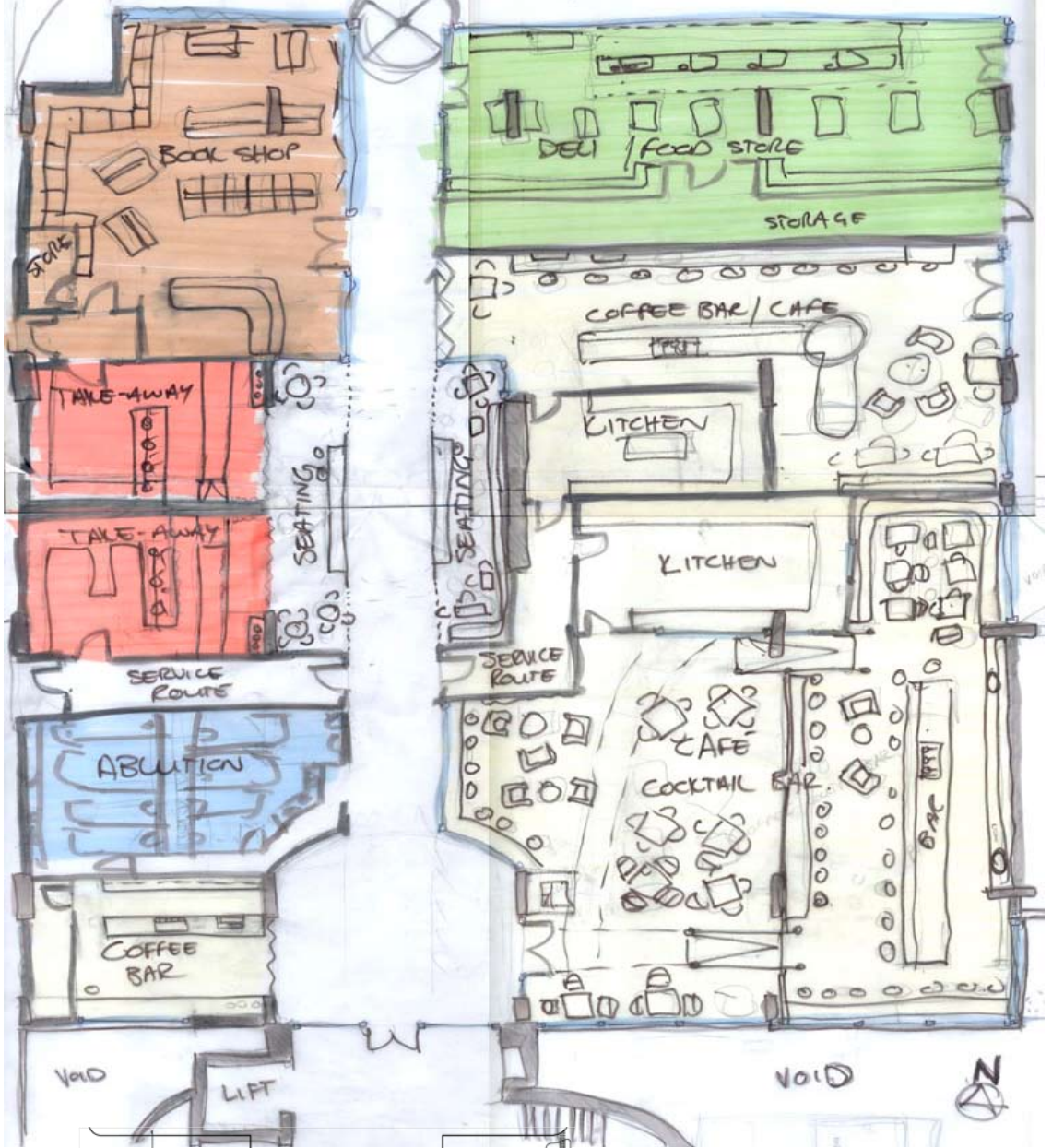
53.



52. Identification of the main vehicular and pedestrian traffic routes could help identify the optimum location for the re:refresh interventions at the Gautrain stations

53. In Hatfield, the station parking closest to the glazed pedestrian bridge into the station had been identified as a good location for re:refresh L in future and the station lobby for the re:refresh M kiosks

54. Concept sketch plan potential future parking area for re:refresh L.





## Product Lifecycle

Regarding the entire *refresh\** intervention as design product, it would be helpful to conceptualise it in terms of the **eight phases** of the *refresh\** **product lifecycle** (Burke 2007:40-53). These are contained in diagram form as applied to this project. The operation phase as well as expansion and upgrade phases are repeated for each new phase of *refresh\**. Each phase, *refresh\****S**, *refresh\****M** or *refresh\****L** is regarded as an embedded mini-project in the duration of the product lifecycle and consists of each of the four phases of the project lifecycle.

### 1. Pre-project phase

Projects evolve from the market and work environment of the Bombela company, namely the transport sector and user needs at stations as identified in this study.

### Project lifecycle

Most projects pass through a **four phase lifecycle**:

**2. Concept and initiation phase:** Starts by establishing a need or opportunity for the product facility or service and feasibility is investigated.

**3. Design and development phase:** Guidelines of the feasibility study are used to design the product, outline the build-method and develop detailed plans for making or implementation of the product.

**4. Implementation or construction phase:** Implementation proceeds as per baseline plan developed in previous phase.

**5. Commissioning and handover phase:** Completion as per plans is confirmed and terminates the project.

### 6. Operation phase

This includes handover, maintenance, upgrade and expansion and disposal.

### 7. Upgrade and expansion phase

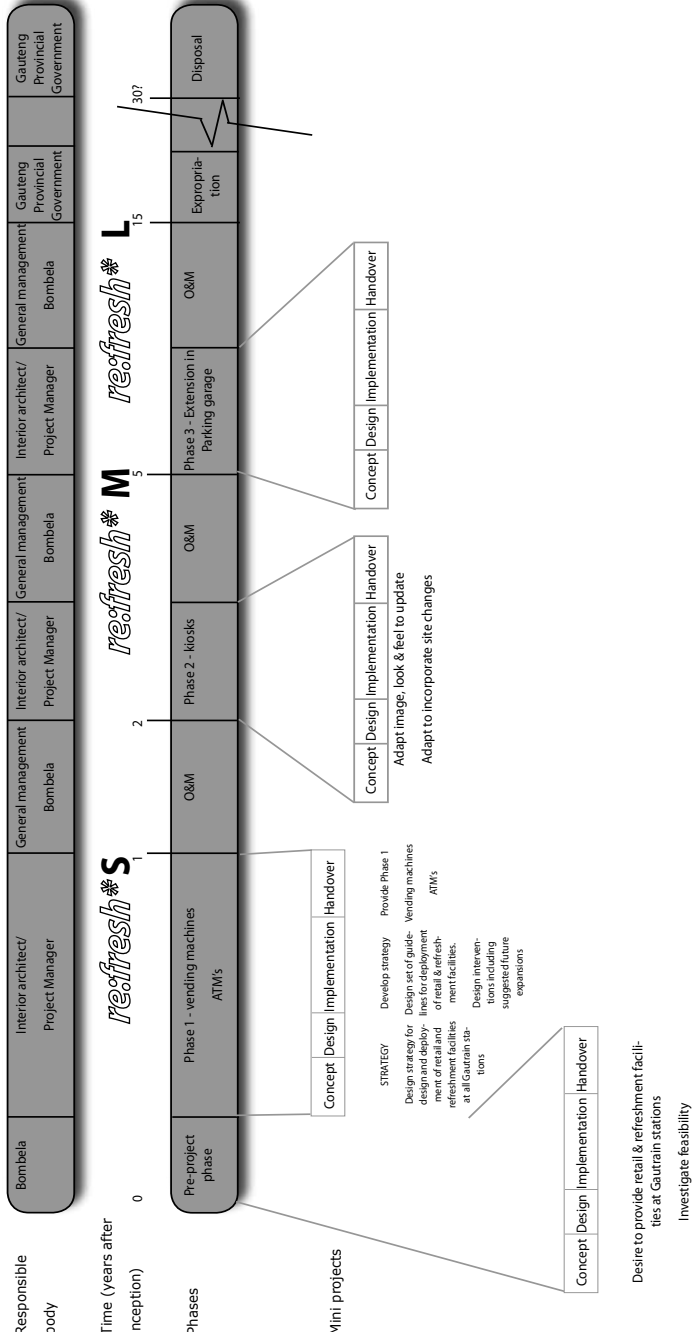
Also called *half-life refit*. At some point a major upgrade, refit or expansion would be required to help keep the facilities running efficiently and competitively. New technology, competition, market requirements and rules and regulations are all factors influencing this phase. *refresh\****M** and *refresh\****L** are examples of what is essentially an expansion of existing facilities in response to changing market conditions or market demand. Each of these phases will follow the project lifecycle pattern of concept and initiation, design and development, construction and commissioning as mini projects embedded in the overarching product lifecycle.

### 8. Decommission and disposal

The impact of the disposal of the products had been considered in terms of environmental concerns. The products would have to be able to be relatively easily dismantled and recycled, reused or safely disposed of.

## 5.2 Station specific strategies

The concept of **micromarketing** is of particular importance with regards to the types of facilities deployed at different stations. It is generally applied to large chain stores and franchises (like supermarkets) customising the merchandise to **suit the preferences of the neighbourhood**. Neighbourhood demographics are matched to product demand. Another factor influencing the merchandise makeup is **what is available in**



*Product Lifecycle*



**the area** surrounding the shop (Dunne & Lusch 2008:78).

This could be applied to the Gautrain stations, viewing the overall management of the retail and refreshment facilities in all the stations as the franchise, and the collective retailing at each station as the franchisee or “neighbourhood store”. Instead of tailoring the merchandise in a shop, the type of kiosks and shops deployed would be influenced. Therefore there may be certain types of functions more suitable to one station, that would be less successful at the next. This is not intended as a rigid system of rules, but merely as a guideline. If a kiosk or shop lessee feels they could run a successful shop at a certain station, they should be allowed to do so.

