How do you visualise your business?

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A big thank you to today's sponsors

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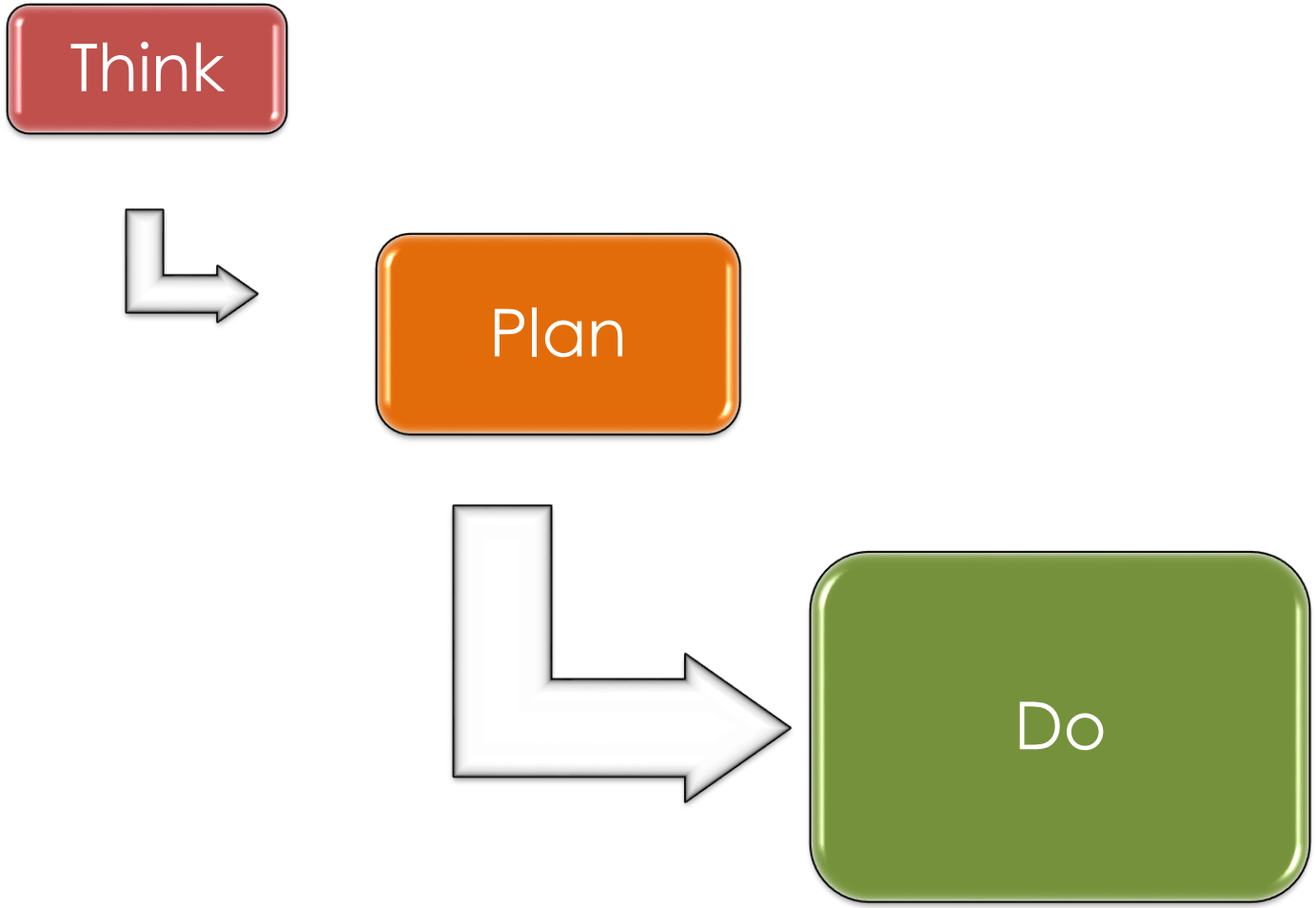
Agenda



Think

- ***9.45am*** *It's a complicated business – the difficulties we all face*
- ***10.10am*** *Leisure management system data – responsibilities and actions*
- ***10.45*** *Handling other data and paperwork – accessibility and usability*
- ***11.15am*** *Capturing customer feedback - using it to enhance your business (by Proinsight)*

Plan

- ***11.45pm*** *Information used by staff – ensuring it is effective*
- ***12.15pm*** *MoveGB Intro*
- ***12.30pm*** *Lunch*
- ***1pm*** *Why dashboards are the way forward*
- ***1.20*** *Identifying the critical data that makes a difference for each department*

Do

- ***1.45pm*** *Recognising issues and how to correct them*
- ***2.10pm*** *Train your teams to develop your product*
- ***2.30pm*** *Ukactive update*
- ***2.45pm*** *Finish*

Think

It's a complicated business

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It's a complicated business

- *Departments and Job roles*
  - *Fitness*
    - *Gym team members, gym manager, cleaners, course co-ordinator, aerobics co-ordinator, Retention & Customer service, fitness manager*
  - *Front of house*
    - *Receptionist, reception manager*
  - *Admin*
    - *Bacs collection, memberships, complaints, stock, cash reconciliation*
  - *Marketing*
    - *Memberships promotion, POS offers, feedback on campaigns, standards*
  - *Operations*
    - *Customer service, H&S, HR, Daily Business prep*
  - *Management*
    - *Fitness, reception, sales / memberships, operations, commercial, data*
  - *Sports development*

Think

How do you see it?

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Mind map of business

- *S:\Internal\Sales\Mind maps\NewSingle view of business.xmind*

Think

Departments

Click to move on

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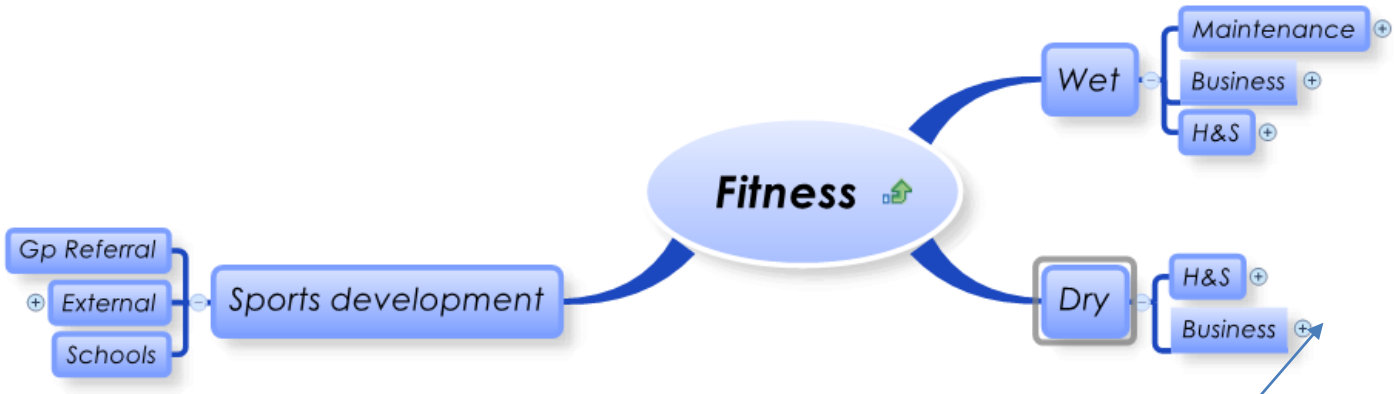
Think

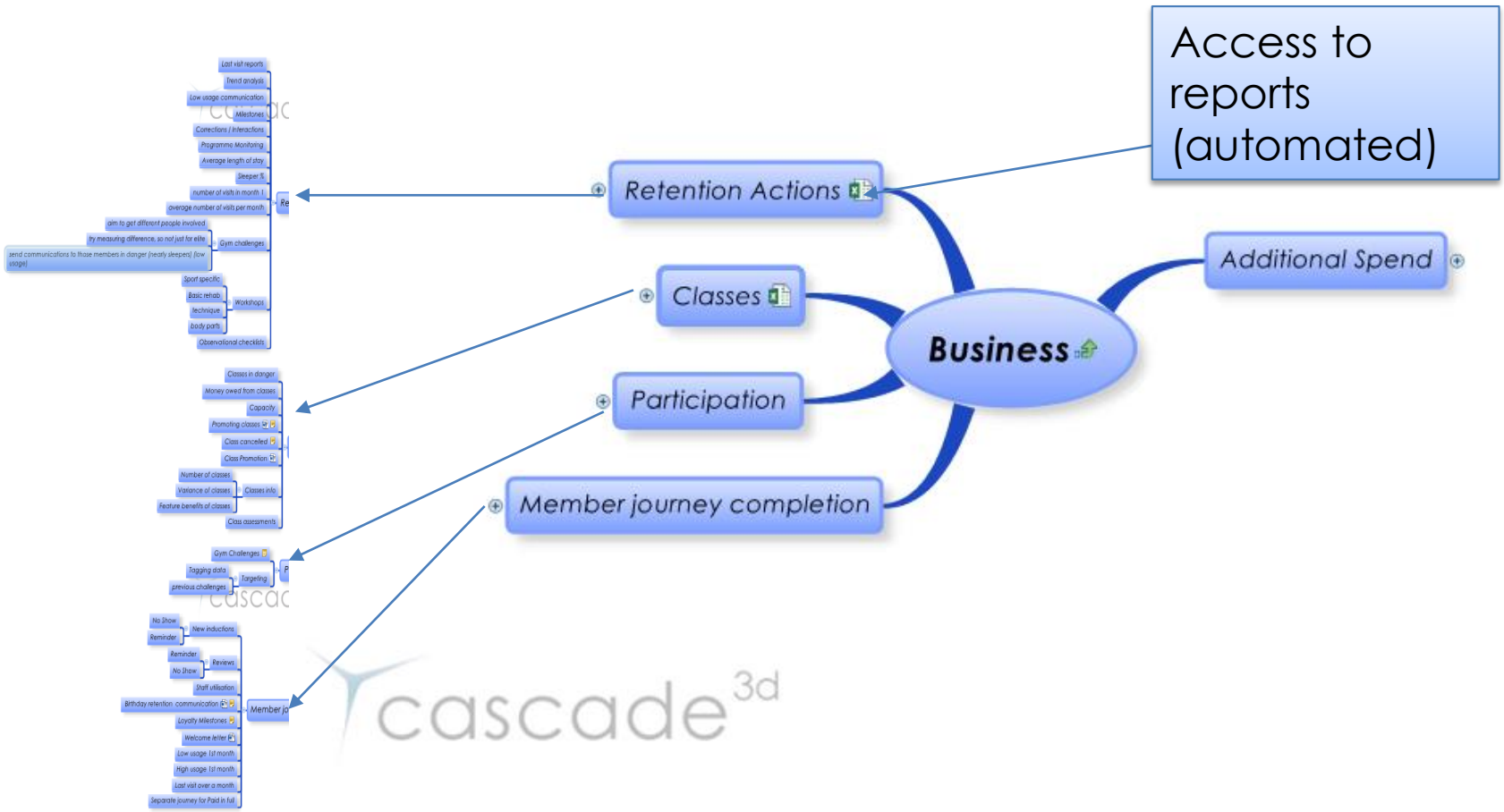
Business unit overview



Click to move on

Think

Business unit Detail



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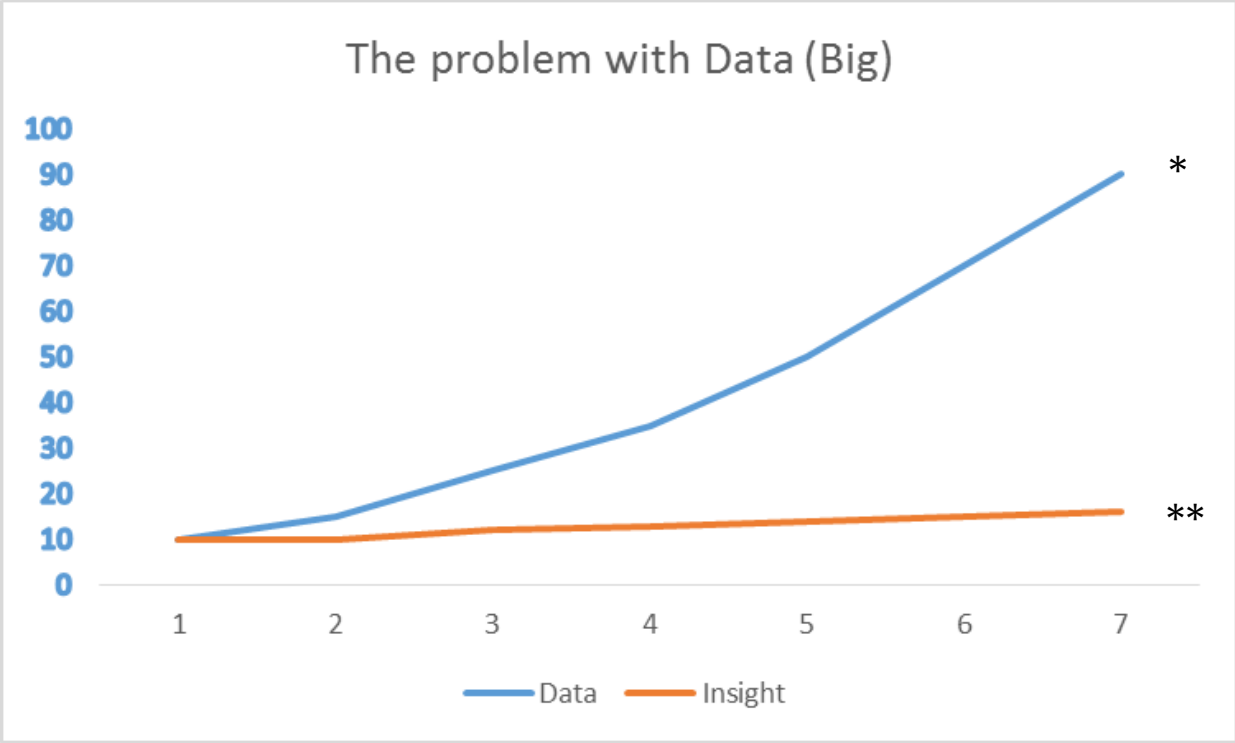
Mind map to show business

- *Where do you want to look?*

Think

The problems with big data



* The only mention of big data I promise

** I made this up – but trust me I am a professional

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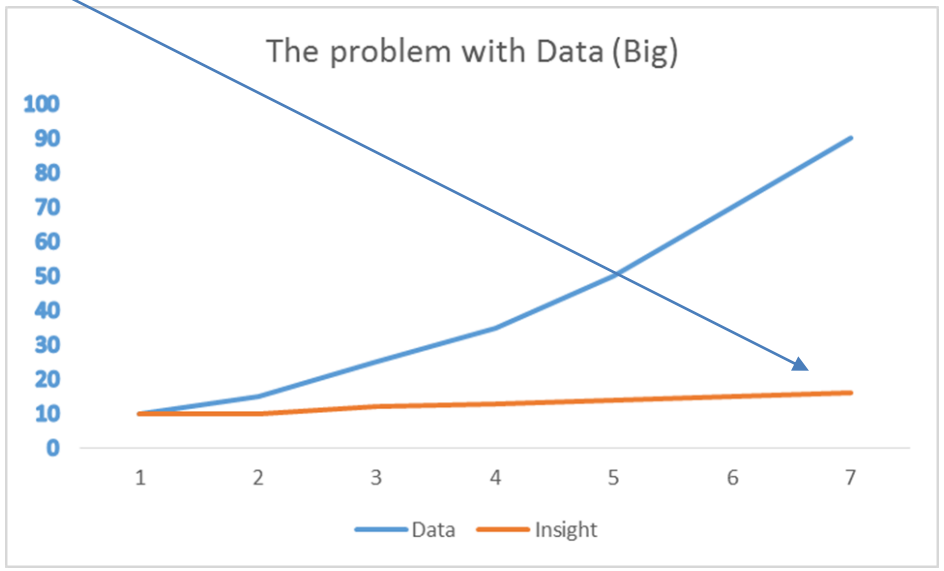
Summary



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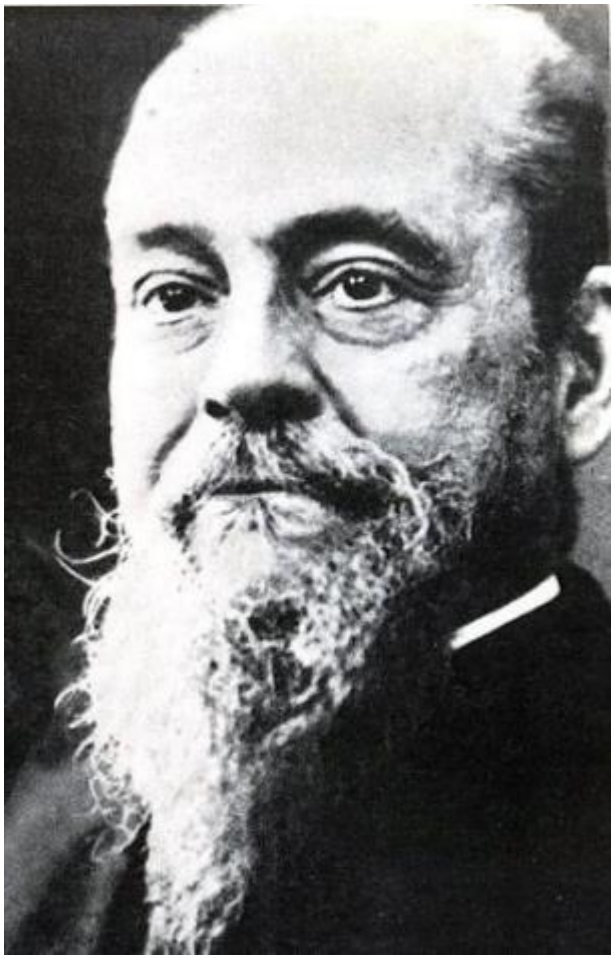
Think

Data sources – Leisure Management System

- *What do your reports look like?*
- *What is your data management like?*
- *Who is responsible for which tasks & what data do they need to do it?*

Think

Vilfredo Pareto



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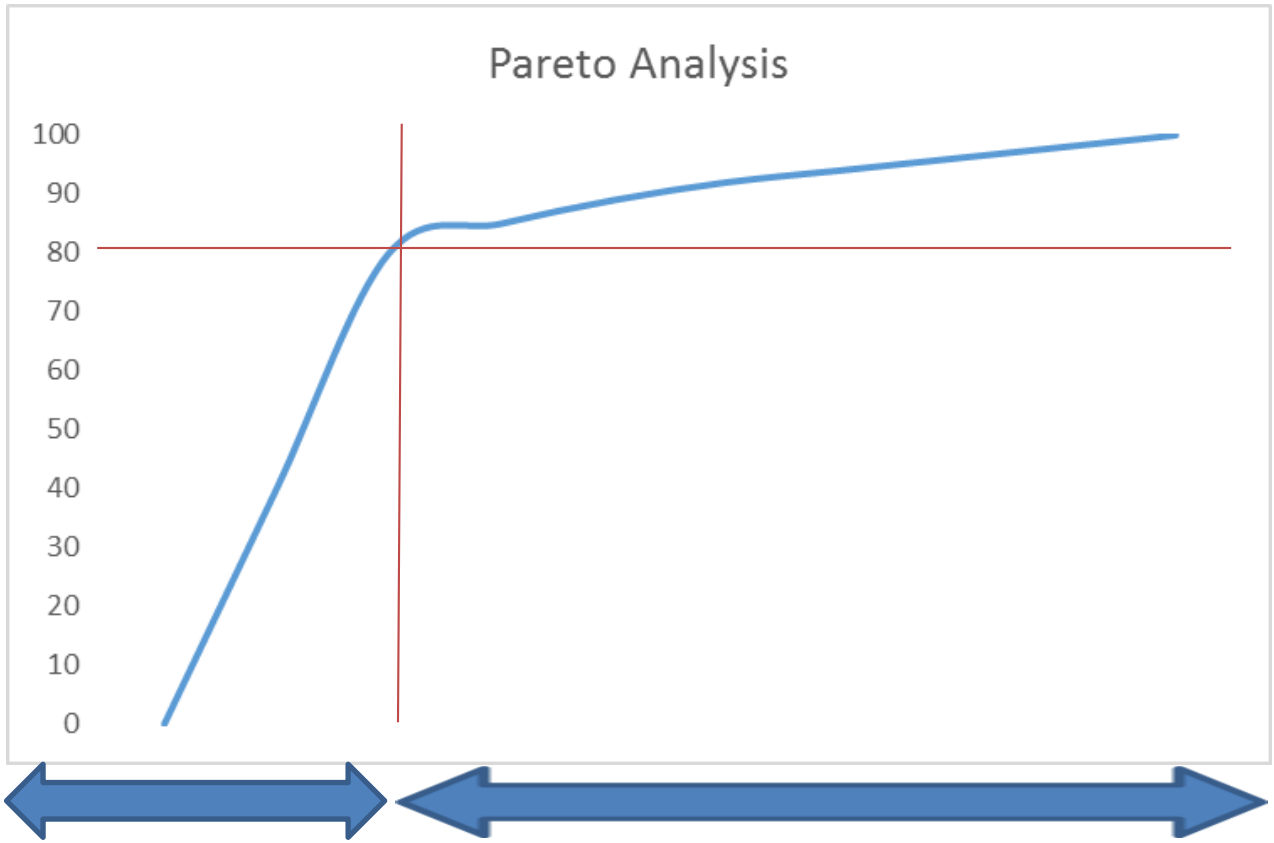
Think

Pareto Analysis



What are your Pareto tasks?

Time vs reward- are you working hard at doing what you have always done?

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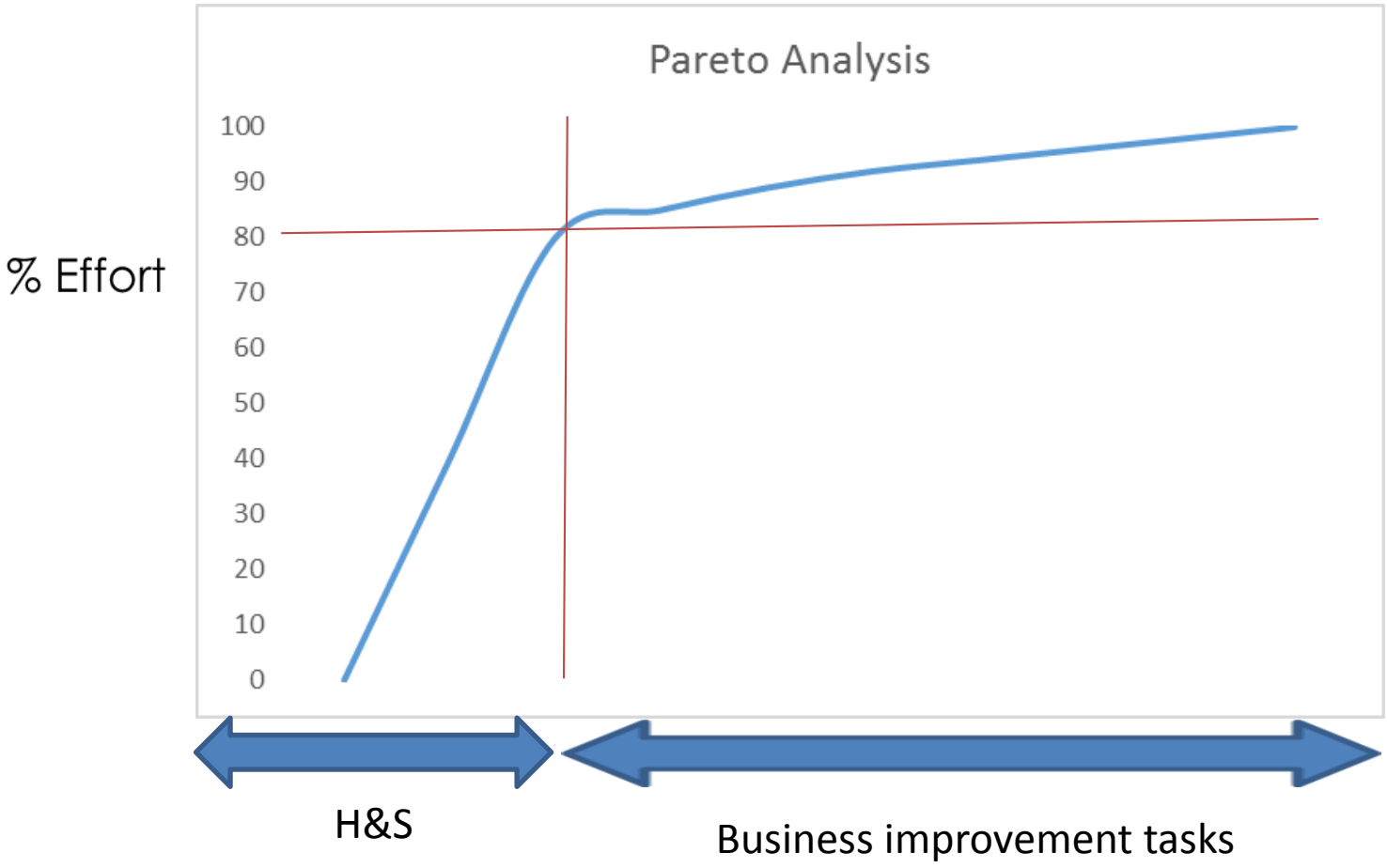
Think

Leisure Pareto Analysis



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Top 5 wins from Pareto in Leisure

- *Retention- Sleeper rates, length of stay and attrition*
- *Prospecting- Ex members, casual upgrades*
- *Utilisation of space- who has filled that space before, are you looking forward?*
- *Chasing money that is yours- Bacs rejects, bookings, classes and refunds*
- *Spend per swipe- ad spend strategy*

Benefits of solutions

- *Pareto analysis of your data (are you concentrating on what gives you the biggest return or what you have always done)*
- *Big data in small chunks*
- *Accountability for all data*
- *Help to schedule work in*
- *Easy to help / check (as you know what has been completed)*
- *If staff off you know what actions are needed and what data you need to do it*
- *Location of data makes it more accessible to all*
- *Decisions made from interpreting data not hunches*
- *Action led data plan*
- *When- Automation*
- *Results - dashboard*

Think

Where to find the data

Who's Responsible

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Solutions reports templates

Section of tree	Source report name	Spreadsheet tab	Who	Frequency	Department	Definition	Action
Members	Live members	Email	Facilities	Thursday	Marketing	Live members with no email address in email field	Monitor overall email capture for use with communications.
Members	Live members	Mobile	Facilities	Thursday	Marketing	Live members with no mobile number in mobile field	Monitor overall mobile capture for use with communications.
Members	Live members	PTL Renewal		Week 4	Admin		
Members	Live members	Birthdays	Retention	Week 3	Marketing	Live members with birthday each month	Promote birthday parties Send happy birthday messages (retention) Identify members due new membership type due to age
Members	Live members	Last visit		Thursday	Fitness	Live members last recorded visit by month and year	Identify sleepers and send newsletter to active live members only
Members	Live members	Status	Facilities	Week 1	Admin	Live members by status, frozen/suspended membership	Identify members who require communications e.g. suspended, frozen...
Members	Live members	Age by membership	Facilities	Thursday	Admin	Live members by age group	Identify all members who have an invalid membership type for their age
Members	Live members	Title by gender		Week 4	Admin	Live members title by gender	Identify members with wrong title for specified gender - correct title or gender or add pop-up message if unknown
Members	Live members	Title by age		Week 3	Admin	Live members title by age	Identify members with wrong title for specified age - correct title or age or add pop-up message if unknown
Members	Live members	Payment method		Monday	Admin	Live members split by payment method (Cash or BACS)	Review against targets for all members
Members	Live members	Age by Gender		Monday	Admin		
Members	New members	Master new member count		Tuesday	Operations	All new members by their priority membership	
Members	New members	New core memberships		Wednesday	Operations	New members by their priority membership for core memberships	Review against targets. Use to change sales tactics where necessary
Members	New members	Last visit		Thursday	Fitness	New members last recorded visit by month and year	Identify new members who have not visited in the last month\ determine and fix cause

When and what are they actioning

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Think

What actions from Data

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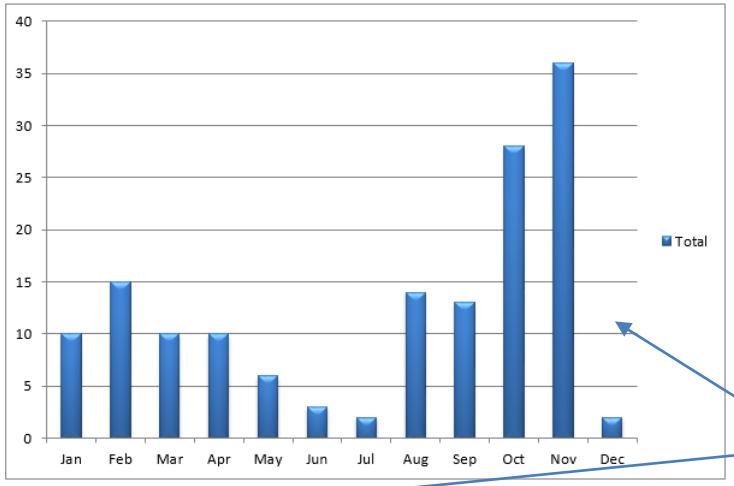
Venue	(All)
Title	(All)
Age	(All)
AgeGroup	(All)
Gender	(All)
PostcodeArea	(All)
PostcodeDistrict	(All)
PostcodeSector	(All)
JoinYear	(All)
JoinMonth	(All)
StartYear	(All)
StartMonth	(All)
EndYear	(All)
EndMonth	(All)
MemTypeGroup	(All)
MembershipType	(All)
OverallStatus	(All)
FIAType	(All)
CustomerType	(All)
LastVisit	(All)
MembershipLength	(All)

Hyperlink to age change letter
Hyperlink to birthday reward
Hyperlink to birthday parties

No of Members DOB	Total
Jan	10
Feb	15
Mar	10
Apr	10
May	6
Jun	3
Jul	2
Aug	14
Sep	13
Oct	28
Nov	36
Dec	2
Grand Total	149



Data displayed in understandable format

... | Core members | Postcodes | Email | Mobile | Birthdays | Last visit | Overall status | Age by membership | Title by gender | Title by age | Payment method | Renewals

Departmentalised with Colour

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Think

Sorted by performance

Commercial data

Drill down to day, Hour etc

BkgDate	(All)
Gender	(All)
AgeGroup	(All)

Booking utilisation

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Location	BkgDay	BkgHr	SubLocation	Data Avail Hrs	UnAvail Hrs	Bkd Hrs	Bkd %	UnBkd Hrs	UnBkd %	Bkd Slots	Bkg Count	Paid Slots	Paid %	UnPaid Slots	Unpaid %
Beach Hall	Mon			26.0	0	10.0	38.5%	16.0	61.5%	20	8	20	100.0%	0	0.0%
	Tue			26.0	0	21.0	80.8%	5.0	19.2%	42	10	42	100.0%	0	0.0%
	Wed			26.0	0	26.0	100.0%	0.0	0.0%	52	12	52	100.0%	0	0.0%
	Thu			26.0	0	20.0	76.9%	6.0	23.1%	40	9	40	100.0%	0	0.0%
	Fri			26.0	0	6.0	23.1%	20.0	76.9%	12	6	12	100.0%	0	0.0%
	Sat			28.0	0	17.0	60.7%	11.0	39.3%	34	6	34	100.0%	0	0.0%
	Sun			22.0	0	16.0	72.7%	6.0	27.3%	32	5	32	100.0%	0	0.0%
Beach Hall Total				**180.0**	**0**	**116.0**	**64.4%**	**64.0**	**35.6%**	**232**	**56**	**232**	**100.0%**	**0**	**0.0%**
Gymnasium				202.5	0	103.0	50.9%	99.5	49.1%	206	102	200	97.1%	6	2.9%
Squash Courts				267.0	0	132.5	49.6%	134.5	50.4%	265	55	211	79.6%	54	20.4%
Cafe Area				85.0	0	37.0	43.5%	48.0	56.5%	74	31	20	27.0%	54	73.0%
Drama Studio				90.5	0	37.0	40.9%	53.5	59.1%	74	56	59	79.7%	15	20.3%
Active Studio				106.5	0	40.5	38.0%	66.0	62.0%	81	41	79	97.5%	2	2.5%
Meeting Rooms				88.0	0	29.5	33.5%	58.5	66.5%	59	25	57	96.6%	2	3.4%
Main Hall 2				352.0	0	114.0	32.4%	238.0	67.6%	228	64	228	100.0%	0	0.0%
Main Hall				3494.0	0	1122.5	32.1%	2371.5	67.9%	2245	581	1950	86.9%	295	13.1%
B Active Gym				1700.0	0	507.0	29.8%	1193.0	70.2%	1014	858	1014	100.0%	0	0.0%
Active Gym				1570.0	0	465.5	29.6%	1104.5	70.4%	931	555	931	100.0%	0	0.0%
B Active Circuit Gym				1357.5	0	394.0	29.0%	963.5	71.0%	788	34	728	92.4%	60	7.6%
Squash Court				479.0	0	138.0	28.8%	341.0	71.2%	276	155	251	90.9%	25	9.1%
Academy Hall 2				89.0	0	22.0	24.7%	67.0	75.3%	44	13	42	95.5%	2	4.5%
Academy Hall 1				89.0	0	20.5	23.0%	68.5	77.0%	41	8	41	100.0%	0	0.0%
Swimming Pool				2933.0	0	617.0	21.0%	2316.0	79.0%	1234	213	839	68.0%	395	32.0%
Fitness Suite				10560.5	0	2044.5	19.4%	8516.0	80.6%	4089	2946	4083	99.9%	6	0.1%
Town Hall				452.0	0	86.0	19.0%	366.0	81.0%	172	49	170	98.8%	2	1.2%
G P Area				174.0	0	32.0	18.4%	142.0	81.6%	64	15	52	81.3%	12	18.8%
Performance Gym				2299.5	0	316.5	13.8%	1983.0	86.2%	633	515	633	100.0%	0	0.0%
Cycling Studio				88.0	0	10.5	11.9%	77.5	88.1%	21	15	21	100.0%	0	0.0%
Synthetic Pitch				948.0	0	113.0	11.9%	835.0	88.1%	226	79	210	92.9%	16	7.1%
Creche				1876.0	0	206.0	11.0%	1670.0	89.0%	412	164	396	96.1%	16	3.9%
Hall				304.0	0	32.0	10.5%	272.0	89.5%	64	2	64	100.0%	0	0.0%
Studio				177.0	0	16.5	9.3%	160.5	90.7%	33	27	29	87.9%	4	12.1%
Football Pitches				4495.0	0	349.0	7.8%	4146.0	92.2%	698	29	690	98.9%	8	1.1%
Athletics				1602.0	0	108.0	6.7%	1494.0	93.3%	216	3	72	33.3%	144	66.7%
Health Suite				5303.0	0	334.0	6.3%	4969.0	93.7%	668	515	668	100.0%	0	0.0%
All Weather Courts				181.0	0	7.0	3.9%	174.0	96.1%	14	6	9	64.3%	5	35.7%
Academy Hall Main				178.0	0	6.0	3.4%	172.0	96.6%	12	1	12	100.0%	0	0.0%
Sports Hall				568.0	0	16.0	2.8%	552.0	97.2%	32	2	32	100.0%	0	0.0%
Seven A Side Pitch				319.5	0	8.0	2.5%	311.5	97.5%	16	2	16	100.0%	0	0.0%

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Top 5 wins from solutions

Think

- *Retention- Sleeper rates, length of stay and attrition*
- *Prospecting- Ex members, casual upgrades*
- *Utilisation of space- who has filled that space before, are you looking forward*
- *Chasing money that is yours- Bacs rejects, bookings, classes and refunds*
- *Spend per swipe- ad spend strategy*

(You may have seen these before on the Pareto slide)

Summary

- *List of data*
- *Who is responsible?*
- *Was it actioned?*
- *How commercial are you?*
- *Top 5 commercial (Pareto) Actions from solutions*

Think

What other data?

Plan

Customer feedback

What?	Why
• Amount of feedback • Trend Analysis • Completed • Still to Action	• Increase in expectation levels • Better retention • Increased staff training

By product INCREASED REVENUE!

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Plan

Pool data

What?	Why
• Out of range results % • Action needed • Response times • Maintenance completion	• Less down time • Decreased costs • Better service

By product REDUCED EXPENDITURE!

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Plan

Fussy customer walks
(standards audits)

What?	Why
• What needs actioning • Time to complete • Who's accountable to make good • Commercial opportunities • Marketing audits • General standards • Etc.	• Better 1st impression • Improved standards • Improved likelihood of referral • Improved staff training

By product INCREASED REVENUE!

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Plan

Maintenance data

What?	Why
• Task completion • Down time • Equipment needed to prevent downtime	• Less downtime • Better service • Better retention

By product DECREASED EXPENDITURE!

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Plan

Accident data

What?	Why
• Number of accidents • Location • Trend analysis (type and location) • Riddor • Completed	• Better chance of preventing accidents • Less accidents • Decrease in insurance (claims and cost) • Better customer care

By product DECREASED EXPENDITURE!

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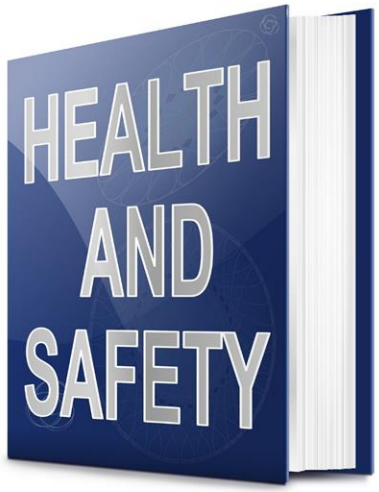
Plan

H&S data



What?	Why
• COSHH • Risk assessments • Accidents • Daily, weekly, monthly checks • Building • Maintenance contracts SLAs	• Decrease in insurance (claims and cost) • Better customer care • Less downtime • Less complaints to deal with

By product DECREASED EXPENDITURE!

Plan

Prospecting Data

Why?

Lead Generation
- In reach, outreach & POS refs
- Walk-ins
- Phone enquiries

Activity levels
- Calls, tours and lead generation

Critical information
- Source
- Why prospects are not joining
- Corporate information

Skill levels
- Contact to Apt %
- Show %
- Close %
- POSR %

40-65%

Of income

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Think

So now we know what to do

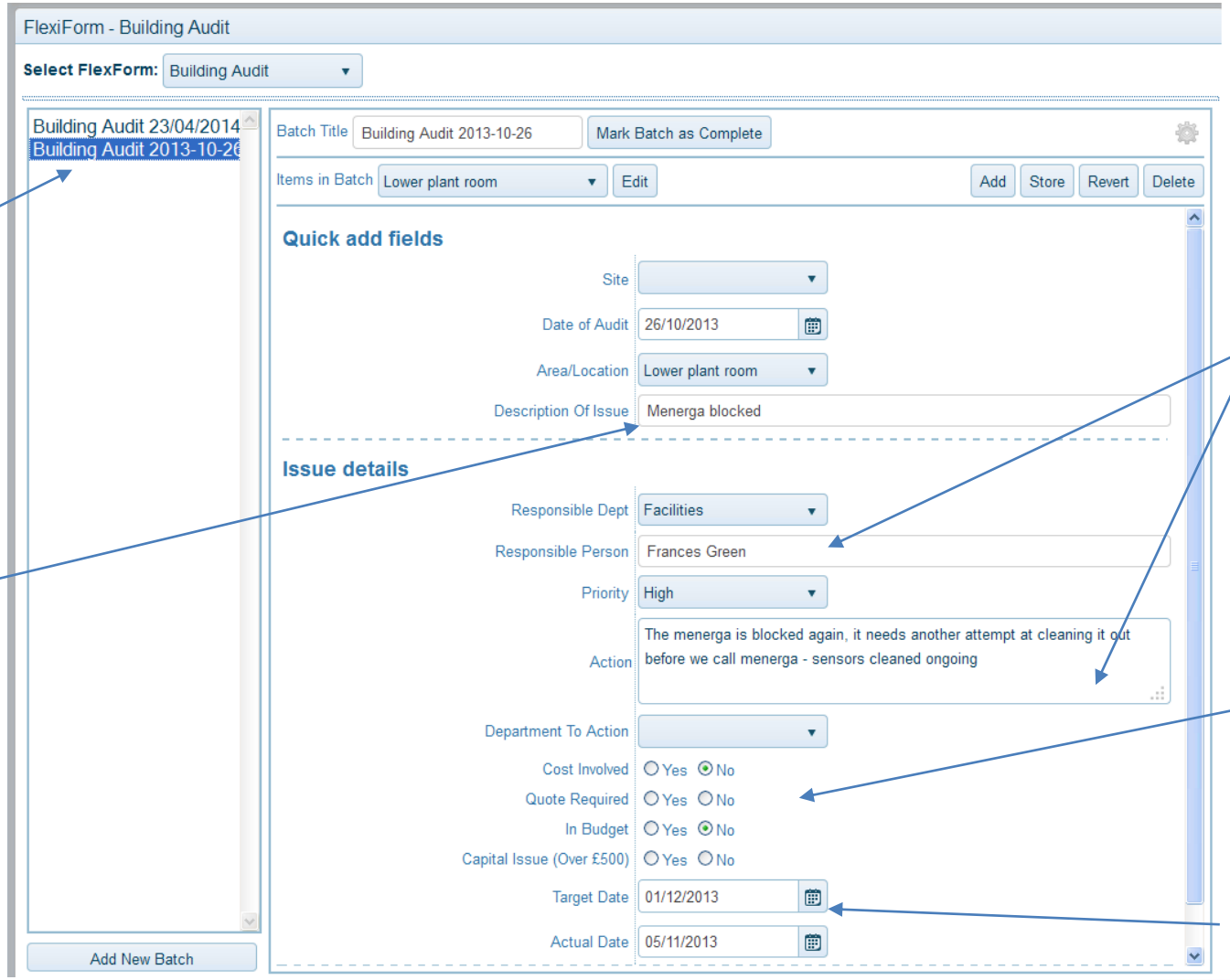
Plan

And we know why we are doing it

Do

FlexiForms - standards audit

Do



Select the area needed

What is the issue?

What needs doing and by who?

Other filters and reports

Was it completed in time?

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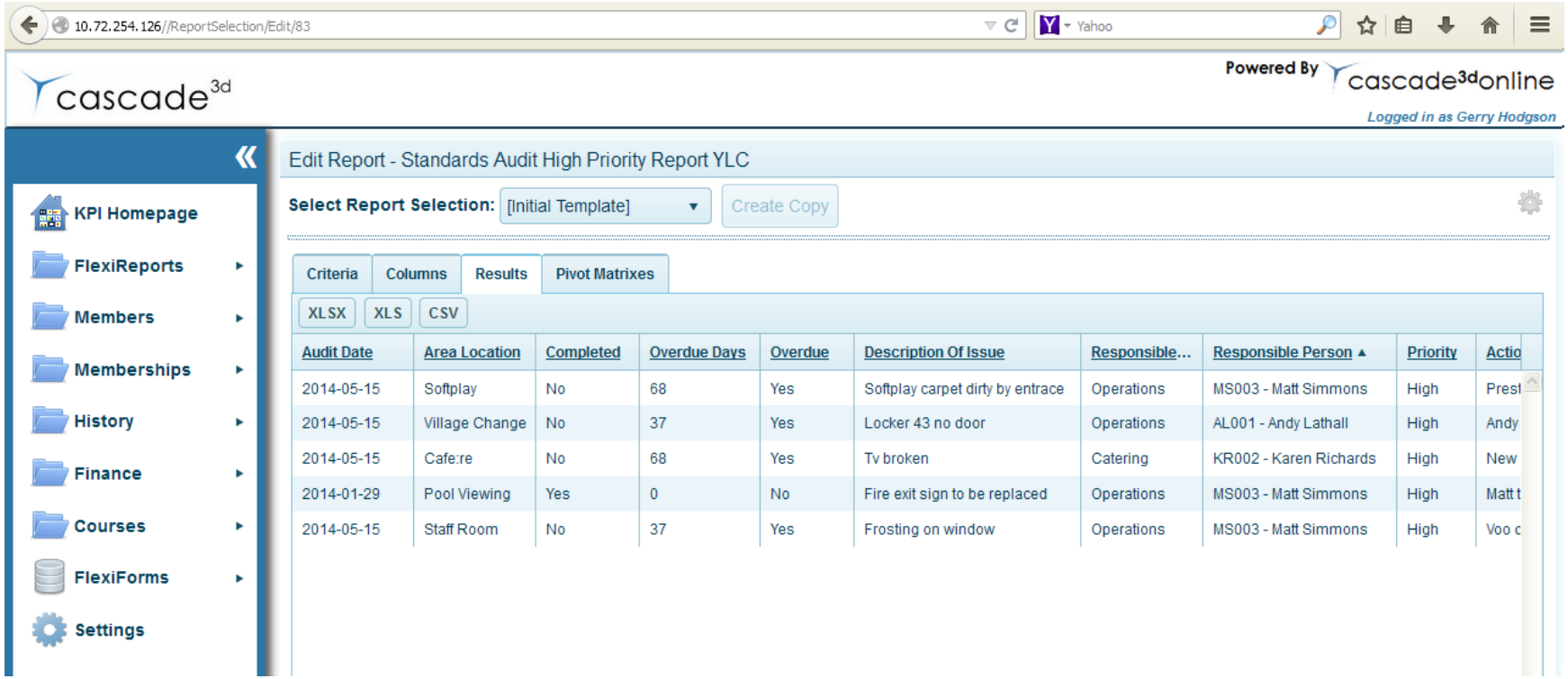
Sample report – from FlexiForms

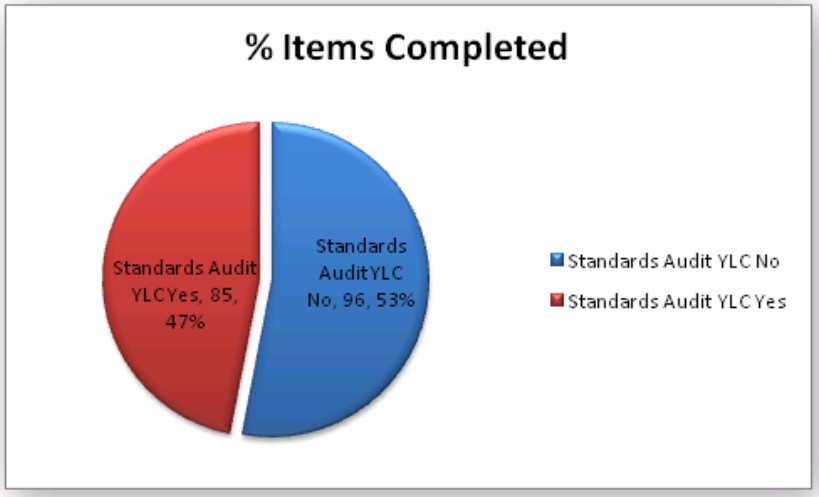
Do



Excel PivotTable and Pivot Graphs

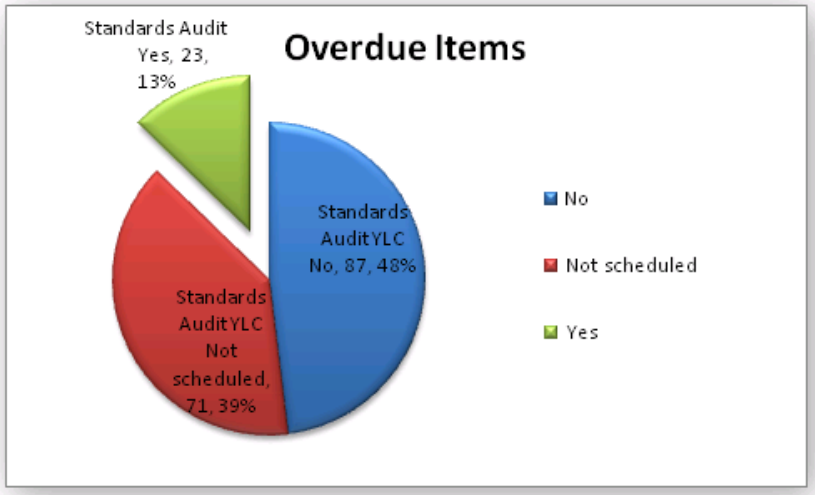
AuditDate	(All)
Priority	(All)

Count of Items		
FormName	Completed	Total
Standards Audit	No	96
	Yes	85
Standards Audit	Total	181
Grand Total		181



Priority	(All)

Count of FormResultID		
FormName	Overdue	Total
Standards Audit	No	87
	Not scheduled	71
	Yes	23
Standards Audit	Total	181
Grand Total		181



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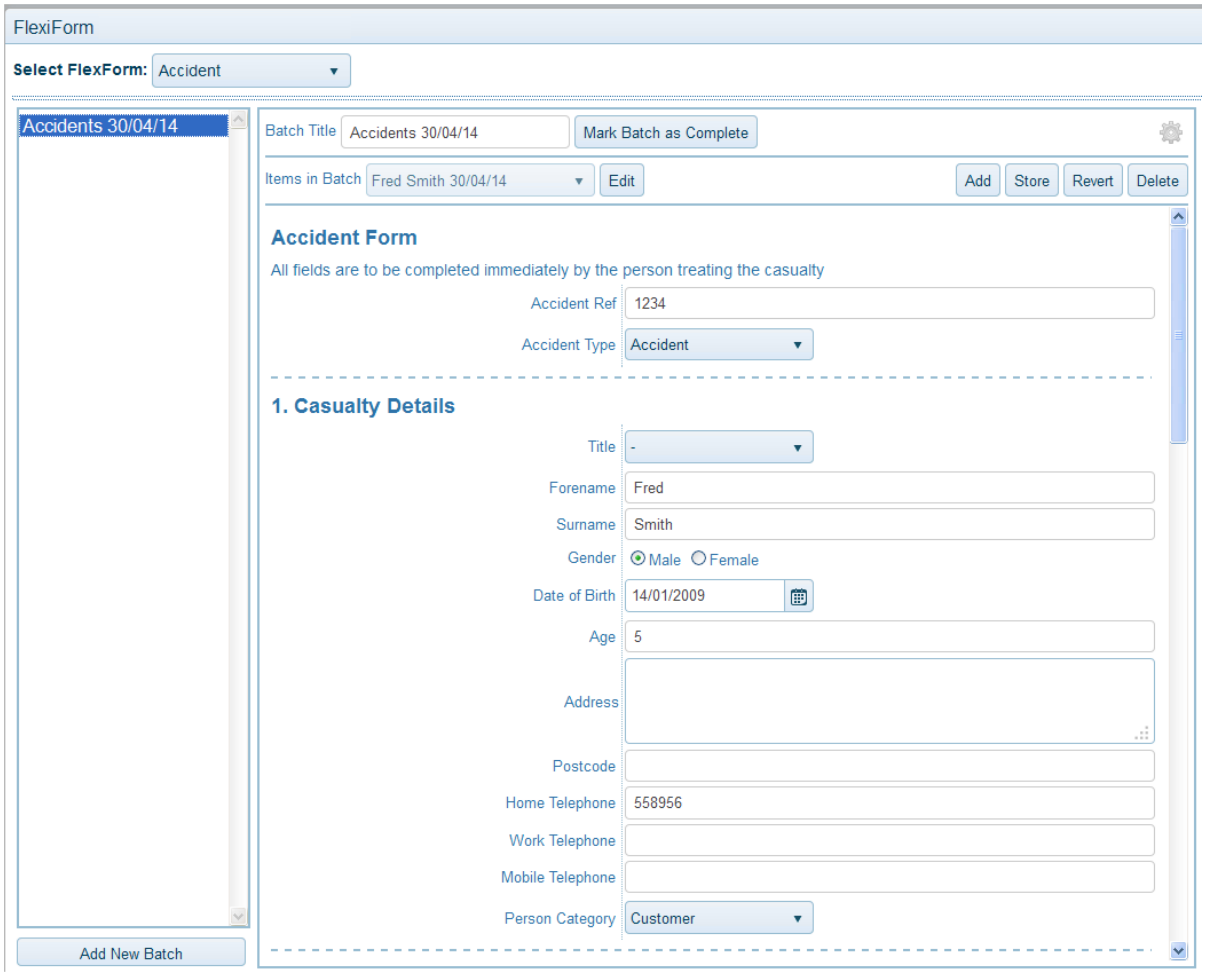
FlexiForm - Accident log

Do



Record all personal, accident, treatment and witness details

RIDDOR alert

Analyse by facility area, injury type etc

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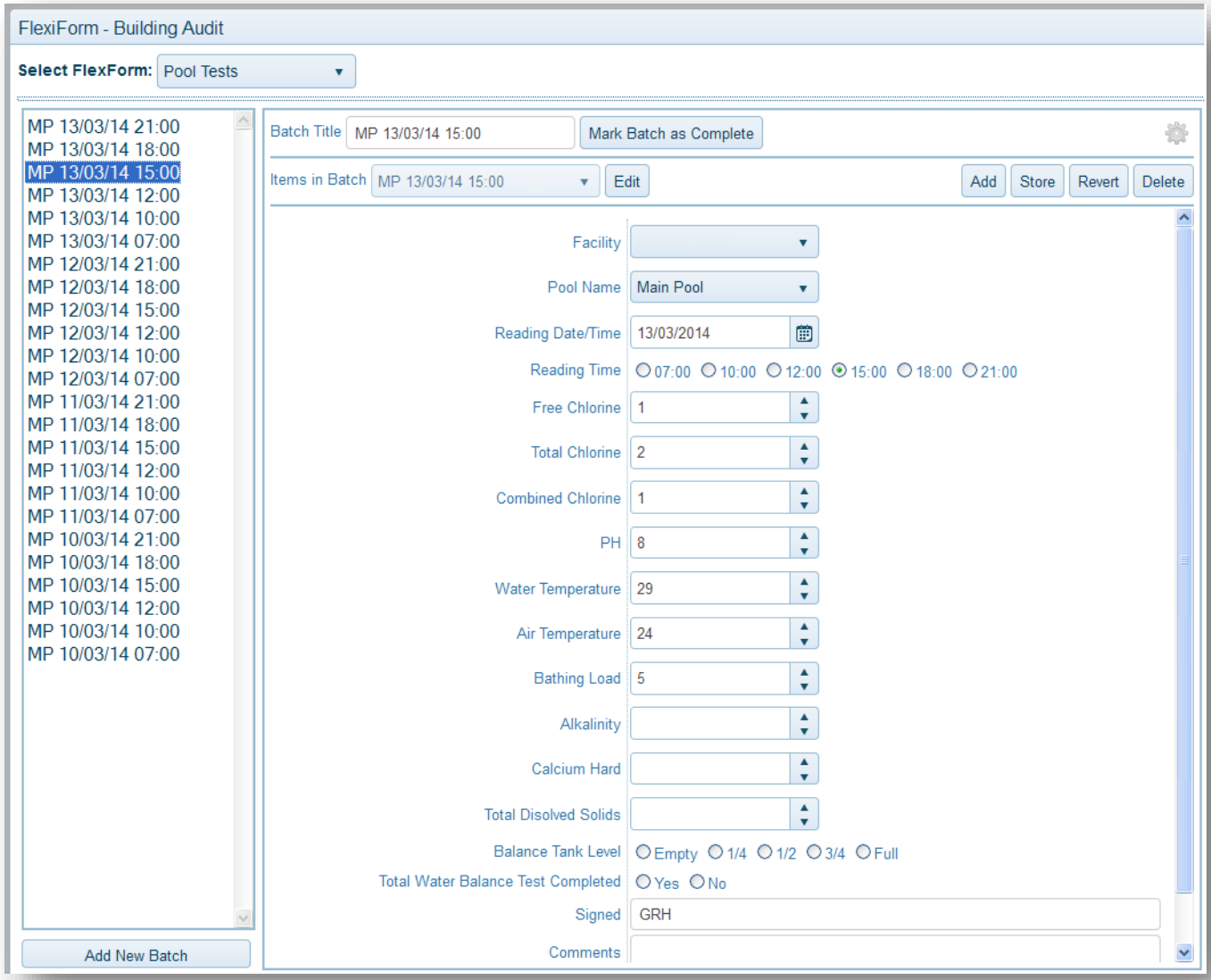
FlexiForm - Pool test log



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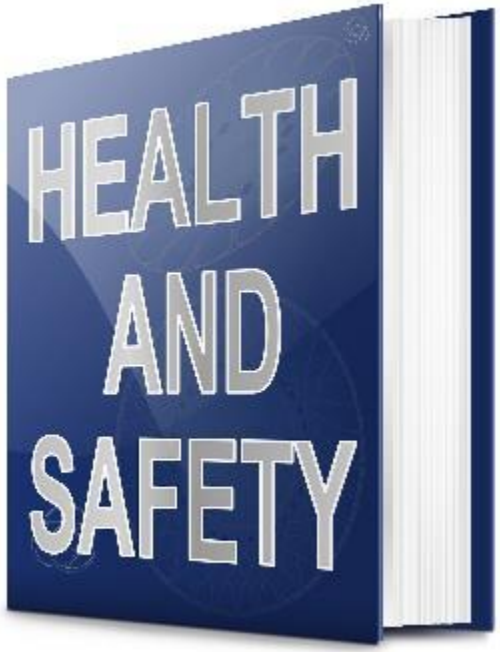
Think

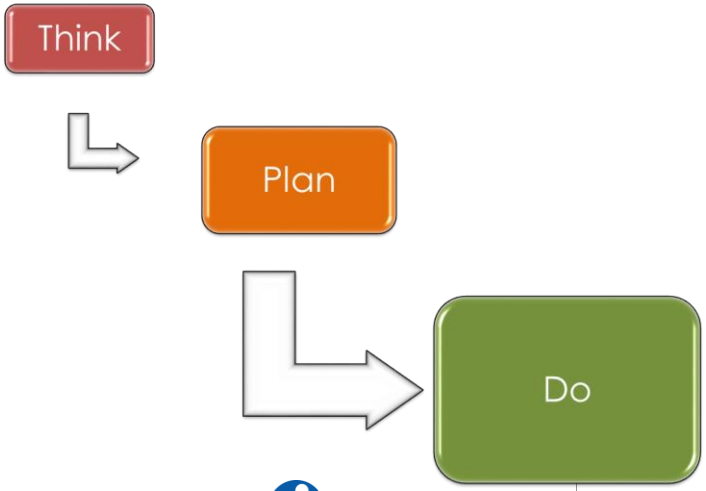
Summary what other data?



Customer data

- *Presented by Proinsight*
- *Video of what they see*
- *Dashboard of information*
- *What actions does this show us*

What do the Managers need to do throughout the month?



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Ops Manager Daily, Weekly & Monthly Time Task Planner

Month:_____

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Think

Daily	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
CM / DCM Checklist																															
Update Target Tracker																															
Reconcile Banking and rent to Admin																															
Set-up with coach / supervisor																															
Chase / Log all maintenance																															
Make sure all checklists are done																															
Pool Plant Room Check																															
See what appointments are due in today																															
Spend 45 minutes with FOH and FI, observe and coach																															
Call addocr File																															

Monday	Week One	Week Two	Week Three	Week Four	Week Five
Stock Management and orders (incl cleaning products)					
Update additional spend tracker					
Weekly set-up with Objectives to all HOD's					
Club Walk					
Sign off all Checklists and file					
Give out new weekly audit sheets to HOD's					
HOD Meeting with minutes					

Comments / Notes

Tuesday	Week One	Week Two	Week Three	Week Four	Week Five
Stock Orders					
Call and Sign off all member feedback					
HOD Meeting					
Bank Cash					
Panic and Fire alarm test					
Referrals / Gym Rent / FOH					

Wednesday	Week One	Week Two	Week Three	Week Four	Week Five
Print weekly communication for staff					
Team Meeting and minutes, signed by team					
Prep for weekly meeting					
Maintenance List					
Referrals / Gym Rent / FOH					

Thursday	Week One	Week Two	Week Three	Week Four	Week Five
Call and Sign off all feedback					
Update all marketing					
Setup weekend					
Invoices & PO's					
Referrals / Gym Rent / FOH					

Friday	Week One	Week Two	Week Three	Week Four	Week Five
Petty Cash					
Online receipting					
Collect all assessments with action plans and discuss with CM					
Declutter Gym & FOH					
Ensure utilities report are completed and send					
Cleaning Audit					

Monthly	Date	
New Marketing Up	1st	
Full Team Meeting / Launch with sign off	3rd	
Update monthly events with licencee's	4th	
Complete E-newsletter	5th	
Complete monthly sales plan with CM and HOD's	5th	
Emergency Light testing	6th	
121 Objective Setting / KPI Review	7th	
P&L Review Meeting with CM	8th	
Payroll	14th	
	15th	
	16th	
Update Member Relations Board	17th	
Schedule meetings with all licencees	20th	
Update Leave / Training Calendar	20th	
Rota & Cap Complete 6 weeks in advance	20th	
NARS and FAAW refresher training	25th	
	25th	
Full Pool Audit	25th	
Check all Marketing Has Arrived	25th	

Comments / Notes

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Plan

1st hour of the day

Check the checks

Are you prepared for the shift ahead?

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Ops Manager Daily, Weekly & Monthly Time Task Planner

Month:_____

Daily	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
CM / DCM Checklist																															
Update Target Tracker																															
Reconcile Banking and sent to Admin																															
Set-up with each supervisor																															
Chase / Log all maintenance																															
Make sure all checklists are done																															
Pool Plant Room Check																															
See what appointments are due in today																															
Spend 45 minutes with FOH and FI, observe and coach																															
Call addacs File																															

Train the people who have done the checks. Don't assume that they know how to do it properly. 45-30 mins per day

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Allocate another three hours worth of work a day

Sign off when done

Plan

Monday	Week One	Week Two	Week Three	Week Four	Week Five
Stock Management and orders (incl cleaning products)					
Update additional spend tracker					
Weekly set-ups with Objectives to all HOD's					
Club Walk					
Sign off all Checklists and file					
Give out new weekly audit sheets to HOD's					
HOD Meeting with minutes					

Tuesday	Week One	Week Two	Week Three	Week Four	Week Five
Stock Orders					
Call and Sign off all member feedback					
HOD Meeting					
Bank Cash					
Panic and Fire alarm test					
Referrals/Gym Rev/FOH					

Wednesday	Week One	Week Two	Week Three	Week Four	Week Five
Print weekly communiucation for staff					
Team Meeting and minutes, signed by team					
Prep for weekly meeting					
Maintenance List					
Referrals/Gym Rev/FOH					

Thursday	Week One	Week Two	Week Three	Week Four	Week Five
Call and Sign off all feedback					
Update all marketing					
Setup weekend					
Invoices & PO's					
Referrals/Gym Rev/FOH					

Friday	Week One	Week Two	Week Three	Week Four	Week Five
Petty Cash					
Online receipting					
Collect all assessments with action plans and discuss with					
Declutter Gym & FOH					
Ensure utilities report are completed and send					
Cleaning Audit					

Prioritise the tasks so if something doesn't get done, it's the least important task uncompleted

Write down the outcomes, and what you would do differently

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Do

Month specific tasks

Spread tasks evenly over the month, not just beginning and end

Create safety nets to ensure important tasks are completed and not rushed

Monthly	Date		Comments / Notes
New Marketing Up	1st		
Full Team Meeting/Launch with sign off	3rd		
Update monthly events with licencee's	4th		
Complete E-newsletter	5th		
Complete monthly sales plan with CM and HOD's	5th		
Emergency Light testing	6th		
121 Objective Setting/KPI Review	7th		
P&L Review Meeting with CM	8th		
Payroll	14th		
	15th		
	16th		
Update Member Relations Board	17th		
Schedule meetings with all licencees	20th		
Update Leave/Training Calendar	20th		
Rota & Cop Complete 6 weeks in advance	20th		
NARS and FAAW refresher training	25th		
	25th		
Full Pool Audit	25th		
Check all Marketing Has Arrived	25th		
Locker Clearance	27th		
Submit full stock take	28th		
New Targets	28th		

If something doesn't happen, explain why rather than signing off

Where does solutions fit in?

Do

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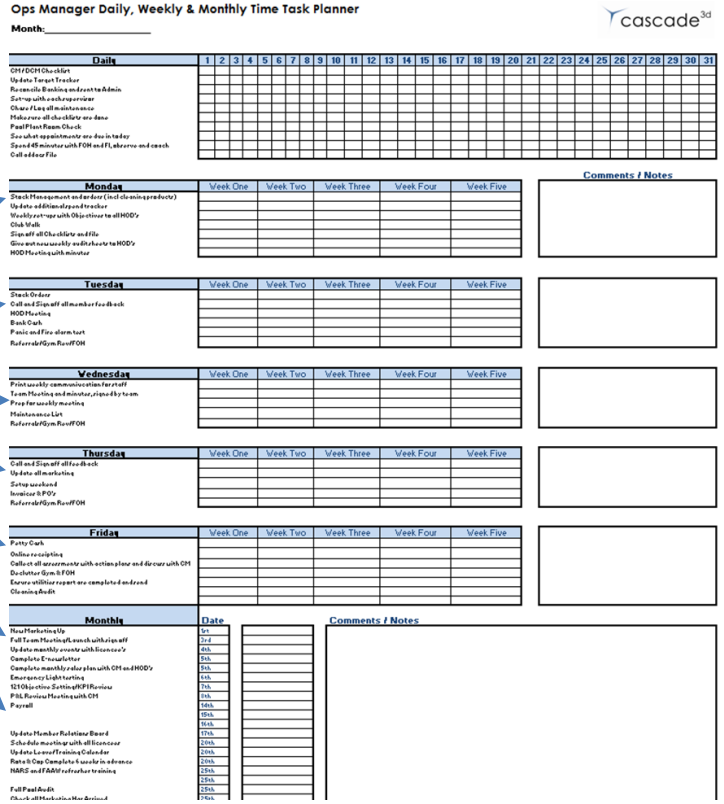
Solutions reports templates

Section of tree	Source report name	Spreadsheet tab	Who	Frequency	Department	Definition	Action
Members	Live members	Email	Facilities	Thursday	Marketing	Live members with no email address in email field	Monitor overall email capture for use with communications.
Members	Live members	Mobile	Facilities	Thursday	Marketing	Live members with no mobile number in mobile field	Monitor overall mobile capture for use with communications.
Members	Live members	PTL Renewal		Week 4	Admin		
Members	Live members	Birthdays	Retention	Week 3	Marketing	Live members with birthday each month	Promote birthday parties Send happy birthday messages (retention) Identify members due new membership type due to age
Members	Live members	Last visit		Thursday	Fitness	Live members last recorded visit by month and year	Identify sleepers and send newsletter to active live members only
Members	Live members	Status	Facilities	Week 1	Admin	Live members by status, frozen/suspended membership	Identify members who require communications e.g. suspended, frozen....
Members	Live members	Age by membership	Facilities	Thursday	Admin	Live members by age group	Identify all members who have an invalid membership type for their age
Members	Live members	Title by gender		Week 4	Admin	Live members title by gender	Identify members with wrong title for specified gender - correct title or gender or add pop-up message if unknown
Members	Live members	Title by age		Week 3	Admin	Live members title by age	Identify members with wrong title for specified age - correct title or age or add pop-up message if unknown
Members	Live members	Payment method		Monday	Admin	Live members split by payment method (Cash or BACS)	Review against targets for all members
Members	Live members	Age by Gender		Monday	Admin		
Members	New members	Master new member count		Tuesday	Operations	All new members by their priority membership	
Members	New members	New core memberships		Wednesday	Operations	New members by their priority membership for core memberships	Review against targets. Use to change sales tactics where necessary
Members	New members	Last visit		Thursday	Fitness	New members last recorded visit by month and year	Identify new members who have not visited in the last month\ determine and fix cause



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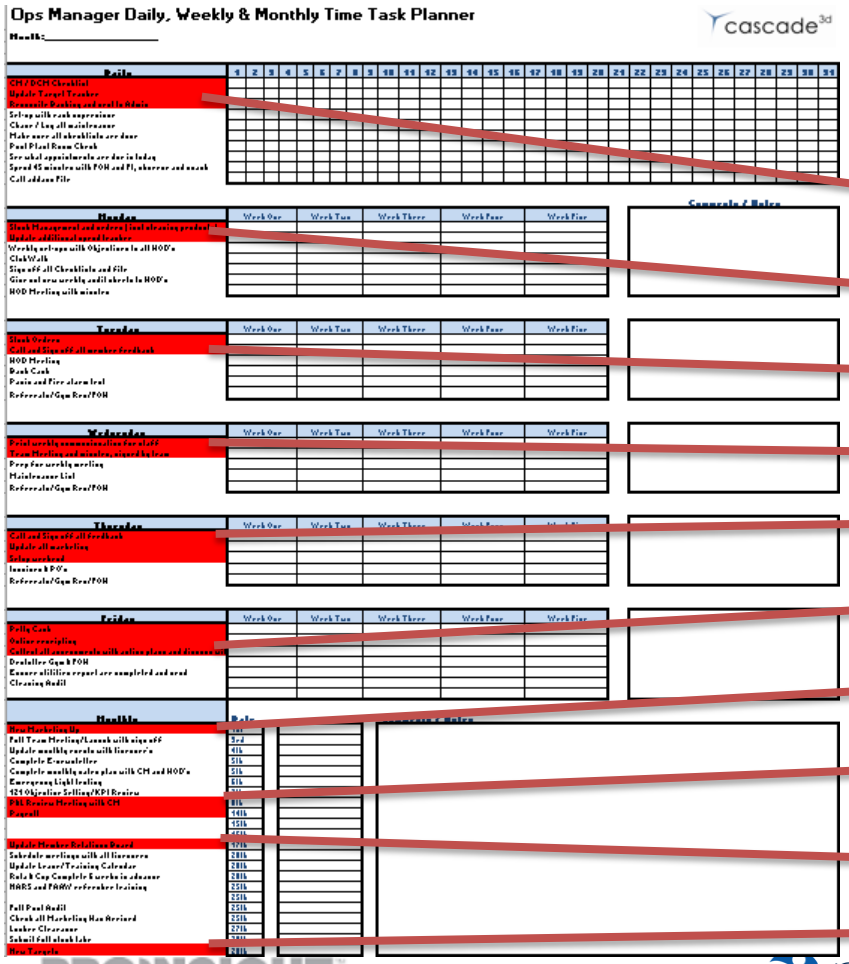
Where does Pareto fit in?

Do



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Transforming people's working lives

Ops weekly HOD meeting sheet

Date: _____ Team member: _____

	Issue	Outcome	Y/N
Review of previous meeting action points Who has done what			
Add spend break down £ and % 1. Food and drink 2. Sunbeds 3. Sundry 4. Clothing 5. Gym revenue			
Referrals Gym Reception			
Defaulters £ & % Target vs Actual What % claimed back			
Banking Overs and unders for the week Any trends Who			
Petty cash spent for the week and month so far Balance			
Health & Safety issues / Audit result and actions			
Members feedback 1. Comment cards 2. General enquiries			
Cleaning audit Actions			
WDS Issues list % completed			
Interaction Swipe analysis Swell % for upsell Number of OCF completed on team			
Studio Studio launch / open day			

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Lunch

Why dashboards are the way forward
(5 Top Tips)

Will Jones

willjones@cascade3d.com

07808 789155

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What is a Dashboard?

Plan

What is a Dashboard?

- *"a dashboard is a visual display of the most important information [...] which fits entirely on a single computer screen [...]*
  - *Stephen Few, Information Dashboard Design 2006*

- *"Are we achieving the goals we set out to achieve?"*
  - *Tim Wilson, webanalyticsdemystified.com 2014*

Plan

Dashboard Benefits

- *Why should I have a dashboard?*
  - *Visibility*
  - *Ongoing Improvements*
  - *Time Savings*
  - *Monitor Performance*
  - *Employee Engagement*
    - *David Lavinsky, www.forbes.com 2013*

- *Real Time Information*

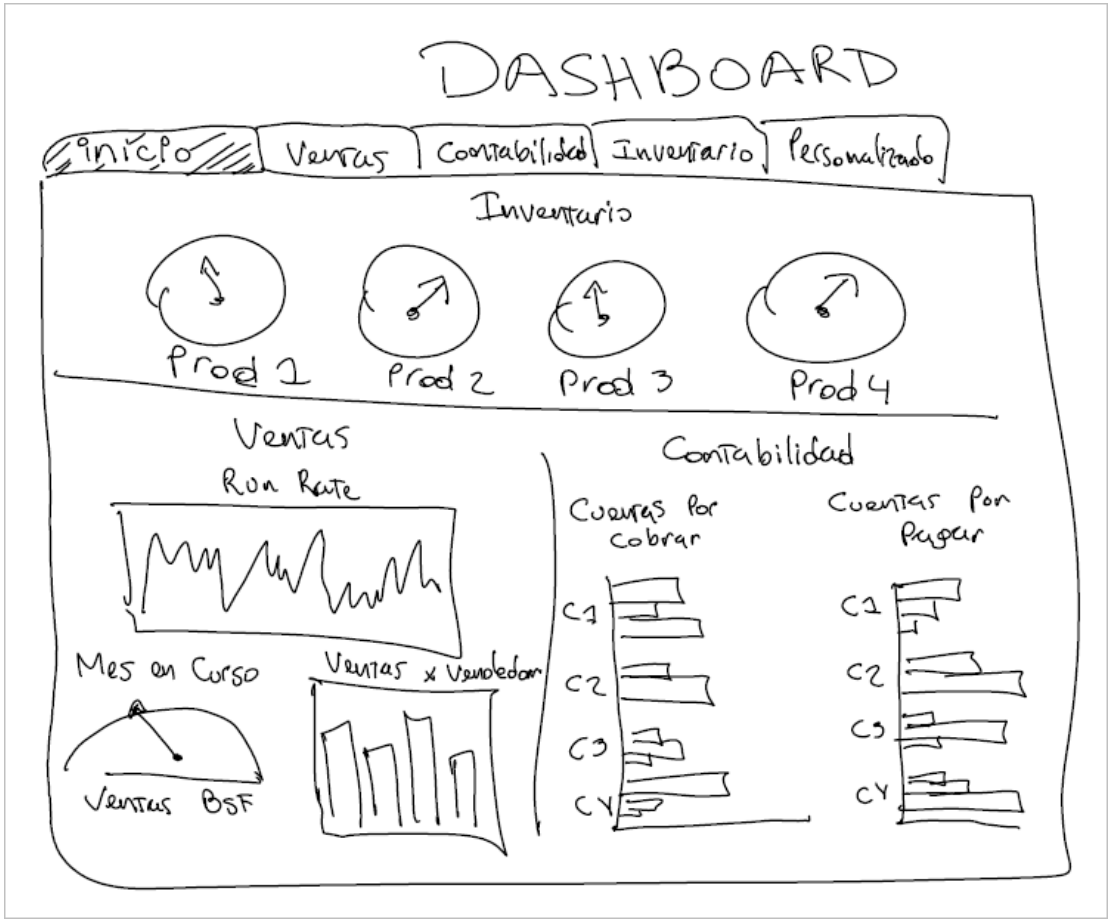
Plan

Simple Dashboards

- *Microsoft Excel Dashboards*
  - *Available now!*
  - *Make your own?*
  - *Ask us to help?*

- *Dashboard Software*
  - *Cascade3dOnline available now, book a demo!*

1. Plan First


DASHBOARD
Inicio
Ventas
Contabilidad
Inventario
Personalizado
Inventario
Prod 1
Prod 2
Prod 3
Prod 4
Ventas
Run Rate
Mes en Curso
Ventas BSF
Ventas x Vendedor
Contabilidad
Cuentas por cobrar
C1
C2
C3
CY
Cuentas Por Pagar
C1
C2
C3
CY

Plan

1. Plan First

- *Why do you want a dashboard?*
- *Are there specific KPIs you want to see?*
- *Totals or comparisons?*
- *Where will the data come from?*
- *How will it be updated?*
- *Who will receive the report and in what format?*

Plan the most important information carefully…
Significant re-designs of your dashboard may be expensive!

Plan

2. One Screen

2. One Screen

- *Dashboards are an 'at-a-glance' view of performance*
- *Stick to one screen!*
  - *One screen per department?*
  - *Have other reports for the detail*

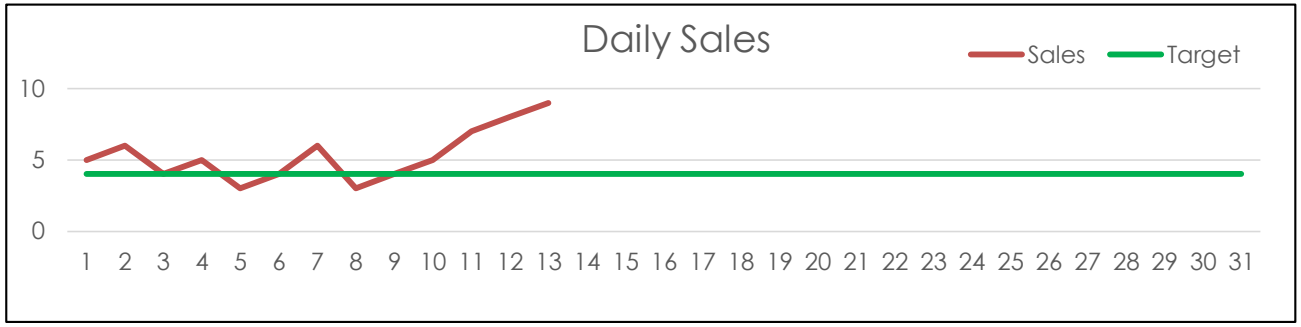
3. All about the ‘Widgets’

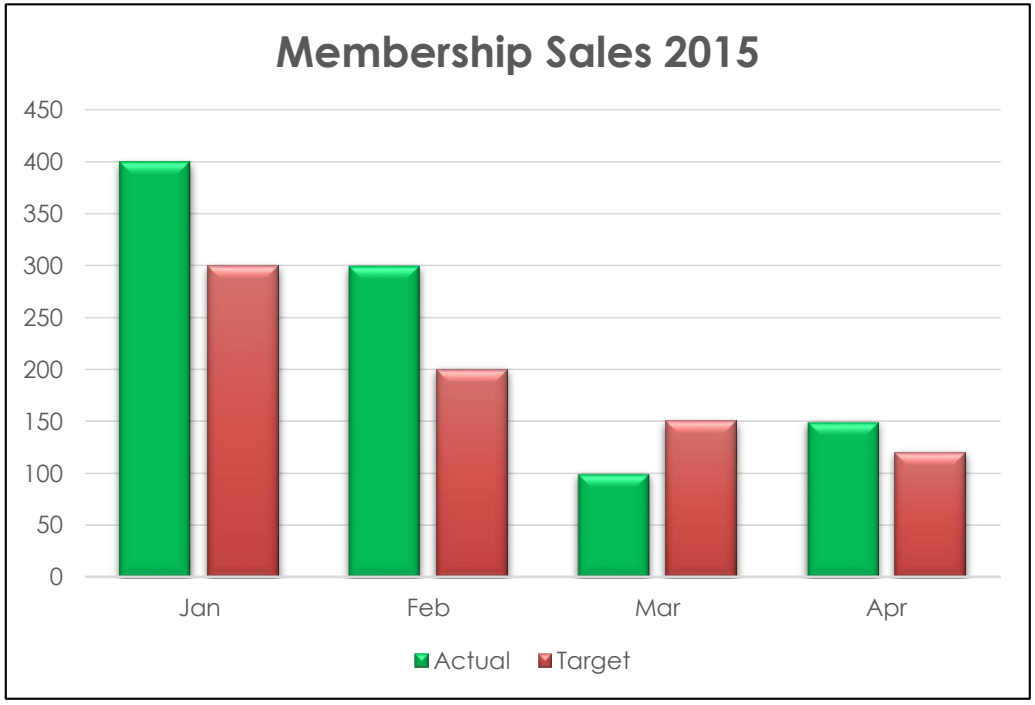
3. All about the 'Widgets'

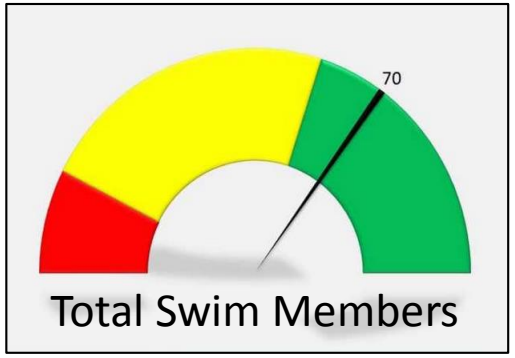
- *The different elements of your dashboard are know as 'widgets'*
- *How do you want to best display each bit of information?*

Plan

Current Target
175







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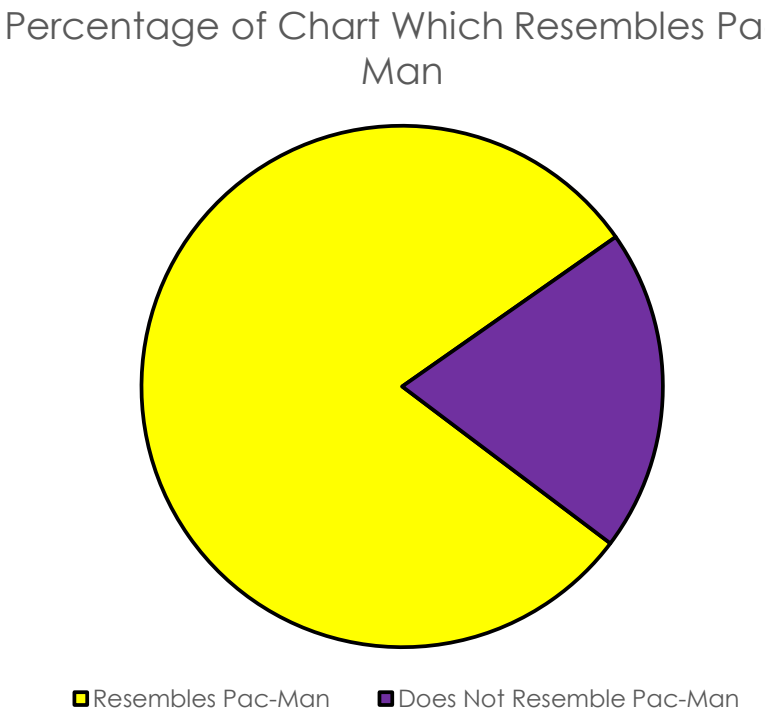
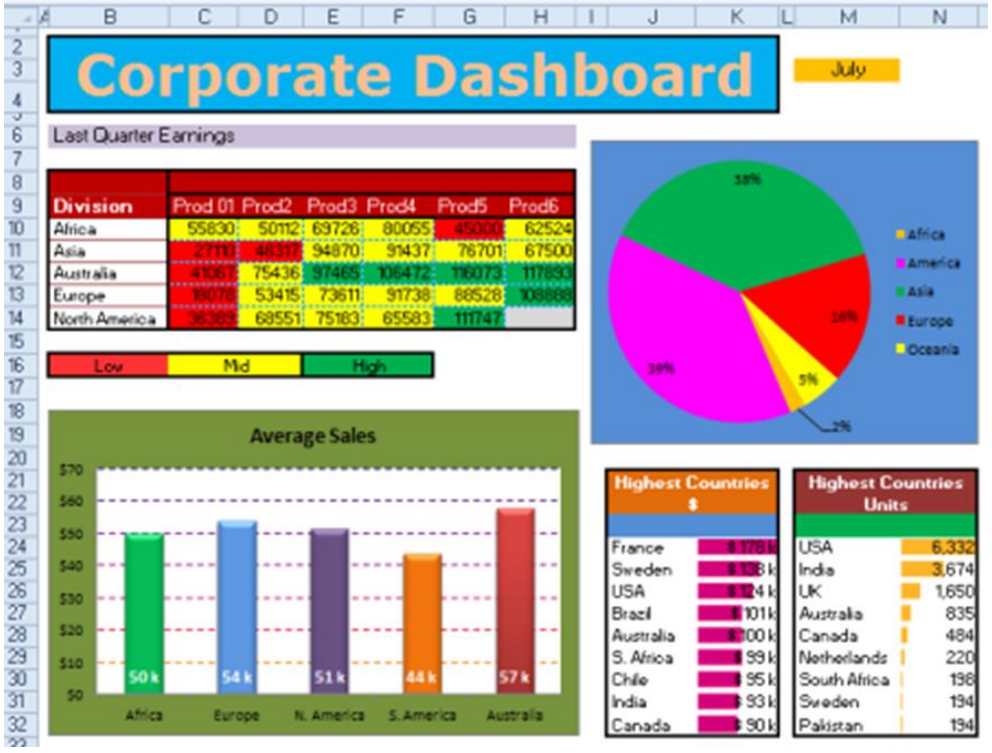
3. All about the 'Widgets'

- *Things to avoid*
  - *Charts that state the obvious*



3. All about the 'Widgets'

- *Things to avoid*
  - *Too much colour*



3. All about the 'Widgets'

- *Things to avoid*
  - *Chart clutter*

Plan

4. Is it Printable?

Plan

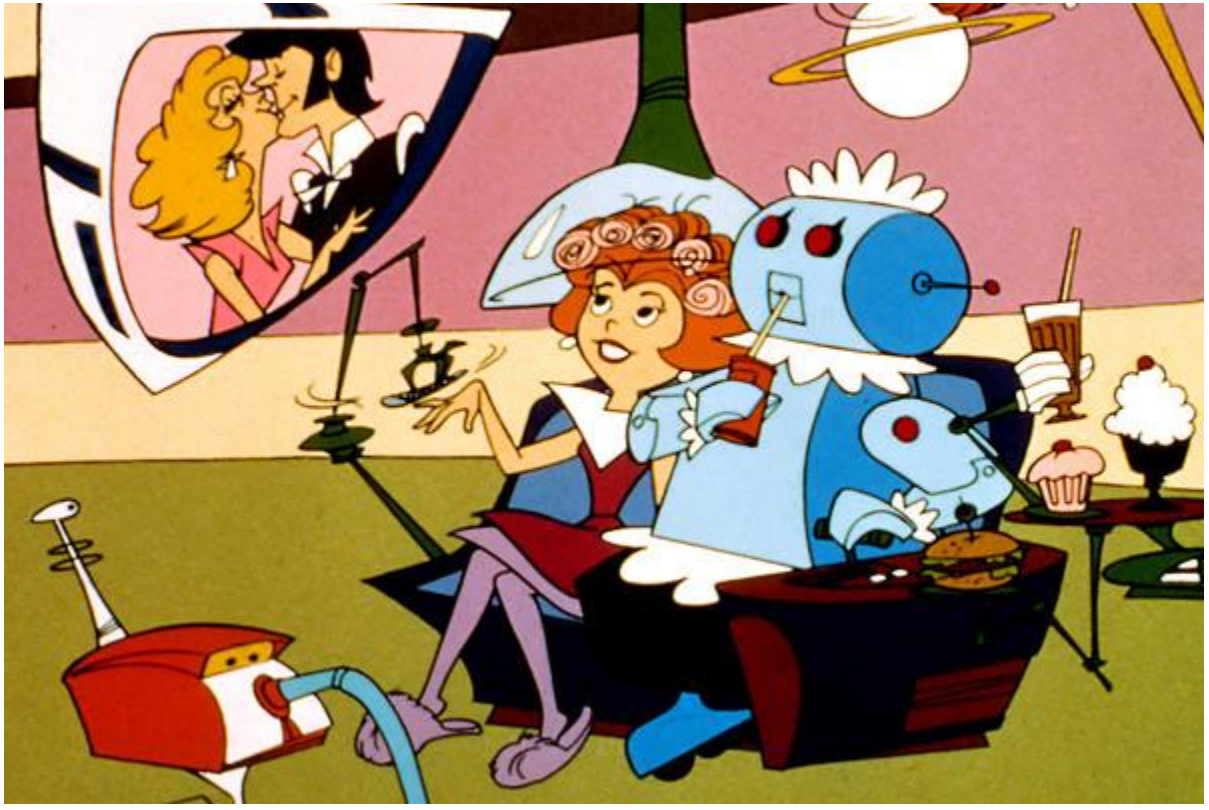
4. Is it Printable?

- *Would this amazing dashboard ever need to be printed?*
  - *To review offline?*
  - *To show staff?*
  - *To take to meetings?*

- *Define the print area as part of the set-up*

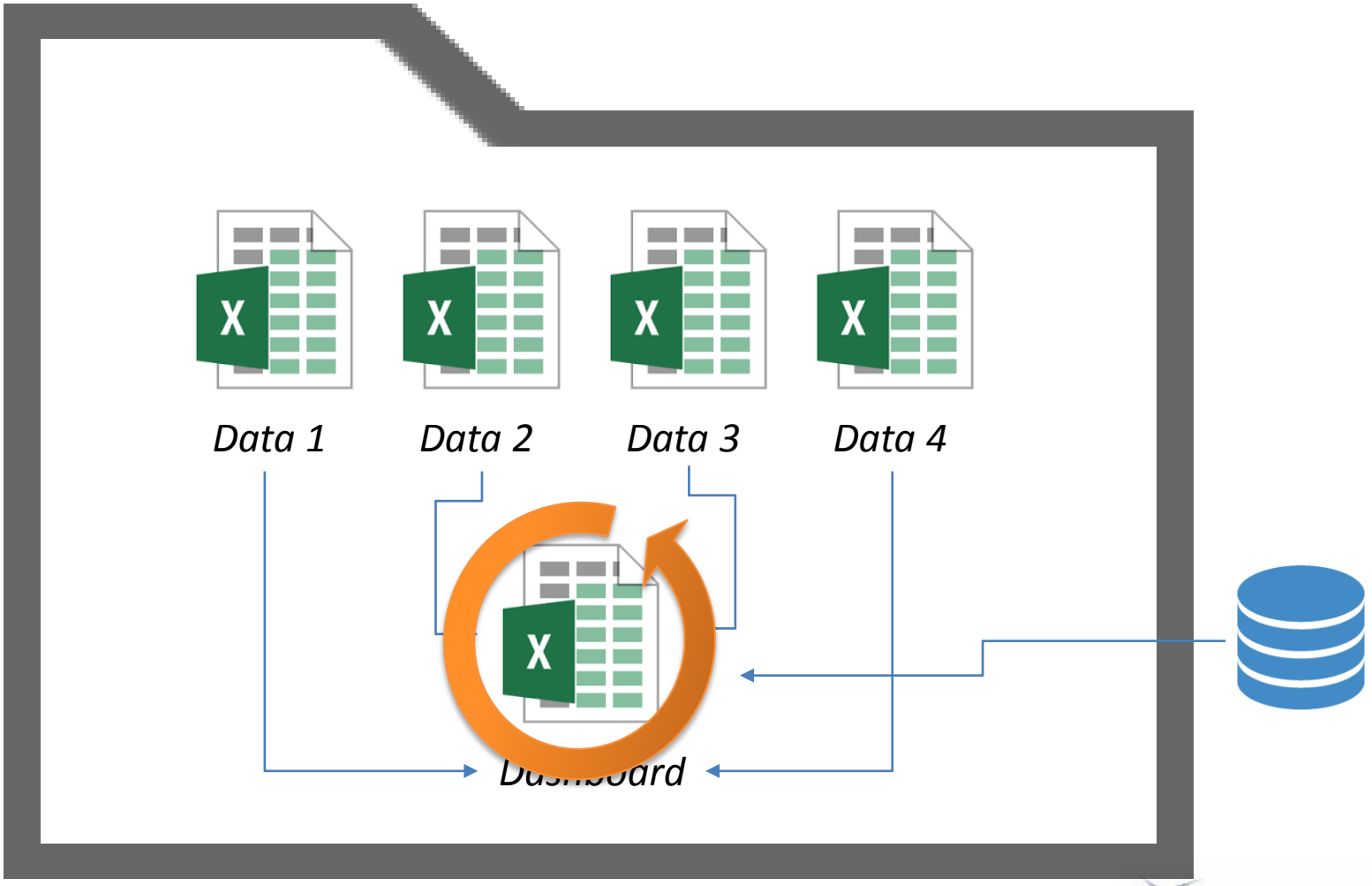
Plan

5. Automation



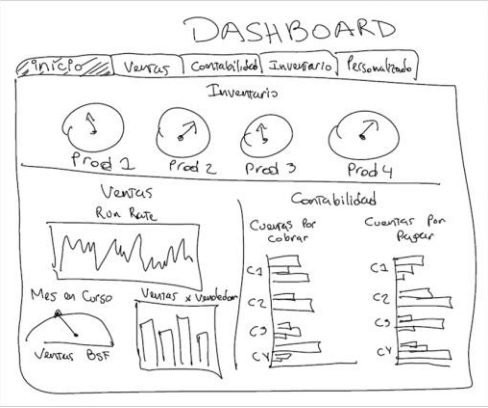
Plan

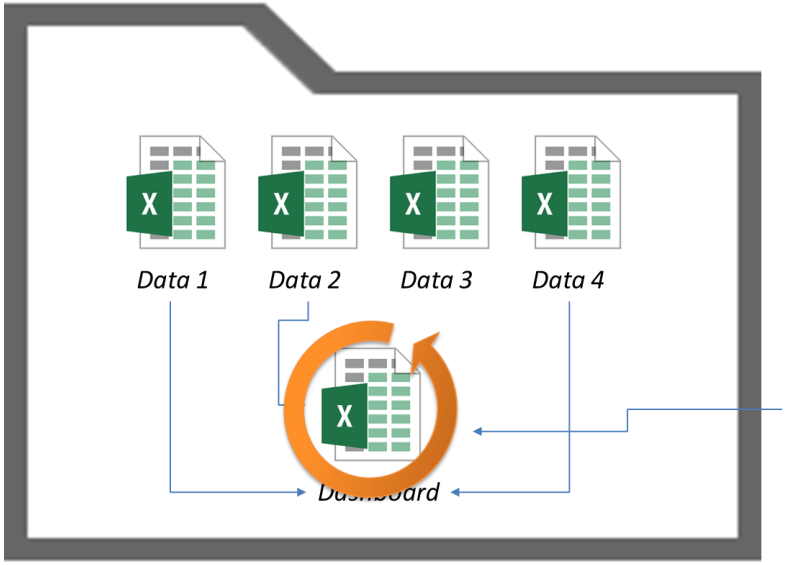
5. Automation



Plan

Summary





Departmental dashboards

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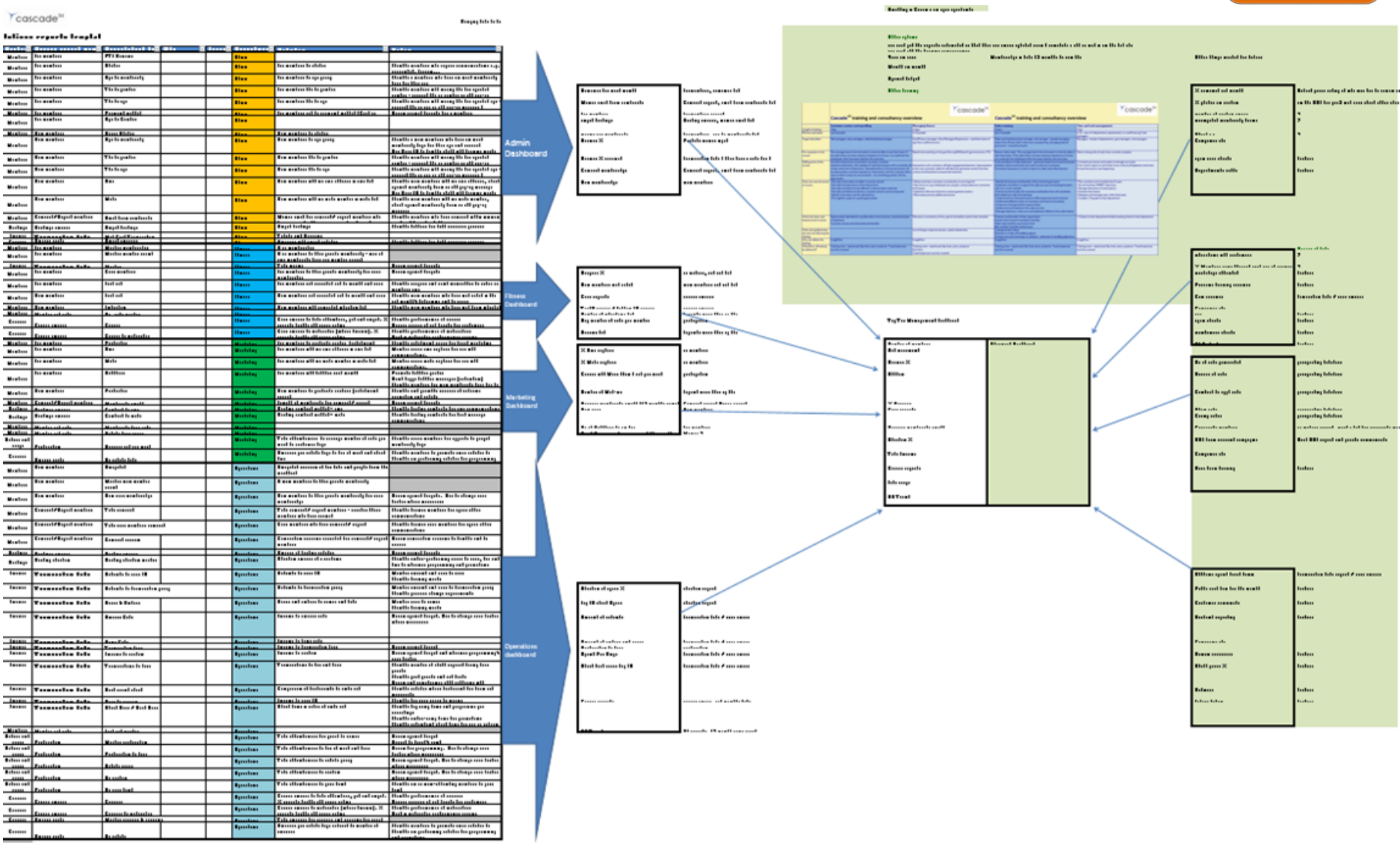
Plan



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Plan

Fitness Dashboards

48% Sleepers	75% of Inductions completed	Average Class Capacity 89%
16 New members not visited	Number of reviews held 7	Average visits per member 2.4
	Attrition rolling 12 months 73%	

Bottom 10 courses for action

Gym 2 - 3 Years	33%
Junior Coaching	33%
Frog 16 Mth - 21/2 Y	30%
Tadpole 6 - 15 Mts	21%
Frog 16 Mthy - 21/2	21%
Duckling 2.5 - 3.5yr	20%
Golf	15%
Tadpole 6 -15 Mths	10%
Beginners	0%
Intermidiate	0%

Bottom 10 classes for Action

Power Circuits	13%
Terrorzone	9%
Aqua Zumba Launch	8%
Aqua Natal	7%
Power Fitness	6%
Power Boxing	6%
Extreme Youth Zones	5%
Xyz Bootcamp	3%
Xyz Challenge	3%
Long Term Condition	0%

Below Target | On Target | Above Target

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Plan

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Admin Dashboards

-2% Member movement	3476 Live members	73% Renewed Last Month
£321 owed from DD Contracts	112 Cancelled members	Members on wrong age membership 32
6% Bounce	84% Bounce reclaimed	Unpaid Bookings
Money owed from courses £2100	Money owed from classes £134	Money owed from Bookings £4567
Spend per swipe 28.7p		

Below Target | On Target | Above Target

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Plan

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Marketing Dashboards

40 % of Walkins Closed	Average membership length 7.2 Months	Casuals with more than 1 visit per week 45
67% Mobile capture	32% Email capture	ROI from last months campaign 142%

Number of communications gone out this month

Members Journey	201
Upsell to casuals	45
Birthday offer	141
Ex Member capaign	302

Below Target | On Target | Above Target

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Operations Dashboards

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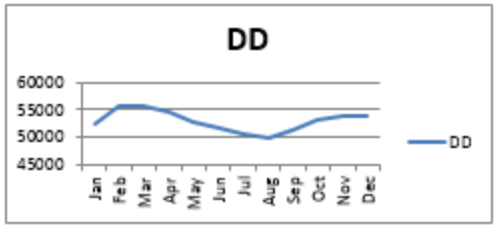
Plan

Refunds £3389

Course Capacity 70%

Unders and Overs £72.48

Usage numbers 46,971



Utilisation of Space

Avail Hrs	UnAvail Hr	Bkd Hrs	Bkd %	UnBkd Hr	UnBkd %	Bkd Slots	Bkg Count	Paid Slots	Paid %	nPaid Slots	Jnpaid %
54913.0	0	8032.0	14.6%	46881.0	85.4%	16061	7495	14900	92.8%	1161	7.2%

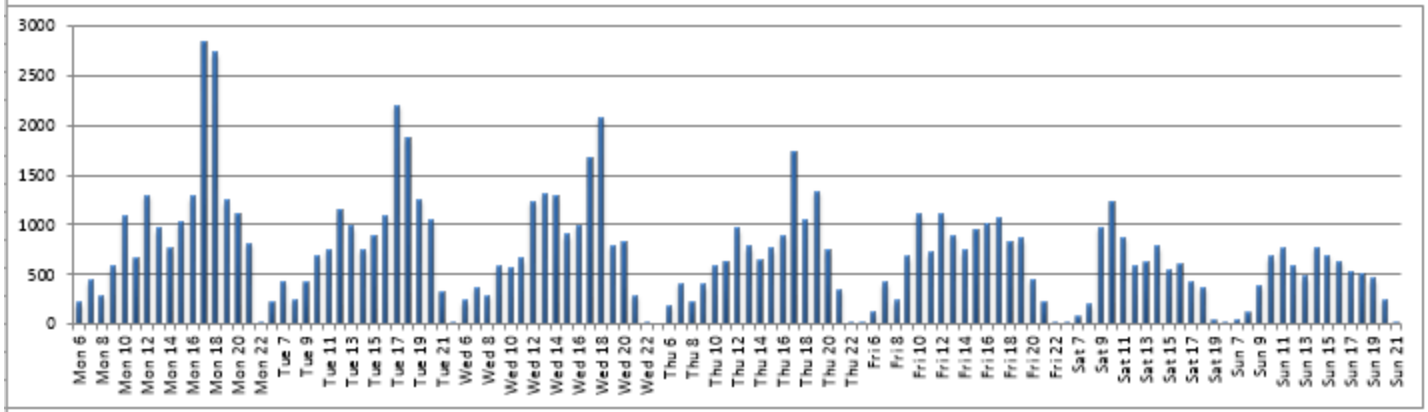
Top 10 Booked locations

Location	Avail Hrs	Bkd Hrs	Bkd %	Unpaid %
Beach Hall	180.0	116.0	64.4%	0.0%
Gymnasium	202.5	103.0	50.9%	2.9%
Squash Courts	267.0	132.5	49.6%	20.4%
New Creche	636.0	283.5	44.6%	0.0%
Cafe Area	85.0	37.0	43.5%	73.0%
Drama Studio	90.5	37.0	40.9%	20.3%
Active Studio	106.5	40.5	38.0%	2.5%
Meeting Rooms	88.0	29.5	33.5%	3.4%
Main Hall 2	352.0	114.0	32.4%	0.0%
Main Hall	3494.0	1122.5	32.1%	13.1%

Top 10 Stock items

ShortTransa	Net (£)	Gross (£)	VAT (£)	Units
Membership	£ 12,504.89	£ 15,005.85	£ 2,500.96	643
Badges Add	£ 348.25	£ 417.90	£ 69.65	209
Certificates	£ 120.83	£ 145.00	£ 24.17	145
Swimming C	£ 99.16	£ 119.00	£ 19.84	119
(blank)	£ 240.28	£ 287.70	£ 47.42	96
Badges	£ 59.16	£ 71.00	£ 11.84	66
Replacemen	£ 225.75	£ 270.90	£ 45.15	43
Zoggy Seal	£ 67.50	£ 81.00	£ 13.50	30
Nose Clips	£ 56.62	£ 67.94	£ 11.32	24
Goggles Lit	£ 78.75	£ 94.50	£ 15.75	21

Participation By Hour



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CEO Dashboards

Plan

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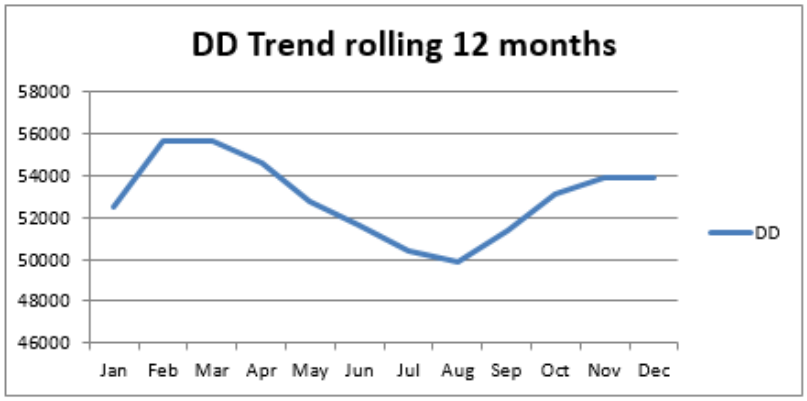

Gross (£) TransactionGroup	Total	
Wet Courses - Junior	£	21,716.00
Main Hall	£	17,955.91
Pool	£	15,347.66
Membership	£	15,005.85
Fitness Suite	£	10,921.85
Classes	£	9,565.40
Dry Courses - Junior	£	8,274.20
Outdoor Areas	£	5,195.70
Stock	£	4,841.28
Wet Courses - Adult	£	4,037.70
Parties	£	3,851.10
Health Suite	£	2,317.10
Squash Courts	£	1,610.84
BTS	£	1,600.00
Internal	£	1,144.70
Clubs	£	768.60
Meeting Rooms	£	738.60
Outdoor Pitches	£	671.70
Sports Development	£	470.40
Free Weights	£	266.80
Sundry	£	188.05
Outdoor Recreations	£	59.20
Hire/Deposits	£	10.00
Schools & College	£	-
No Sale	£	-
Under/Over	-£	104.70
Grand Total	**£**	**126,453.94**

-2% Member movement

48% Sleepers

Attrition rolling 12 months 73%

3476 Live members

Usage numbers 46,971

Spend per swipe 28.7p

Average Class Capacity 89%

6% Bounce

Course Capacity 70%

Average membership length 7.2 Months

Avail Hrs	UnAvail Hrs	Bkd Hrs	Bkd %	UnBkd Hrs	UnBkd %	Bkd Slots	Bkg Count	Paid Slots	Paid %	UnPaid Slots	Unpaid %
54913.0	0	8032.0	14.6%	46881.0	85.4%	16061	7495	14900	92.8%	1161	7.2%

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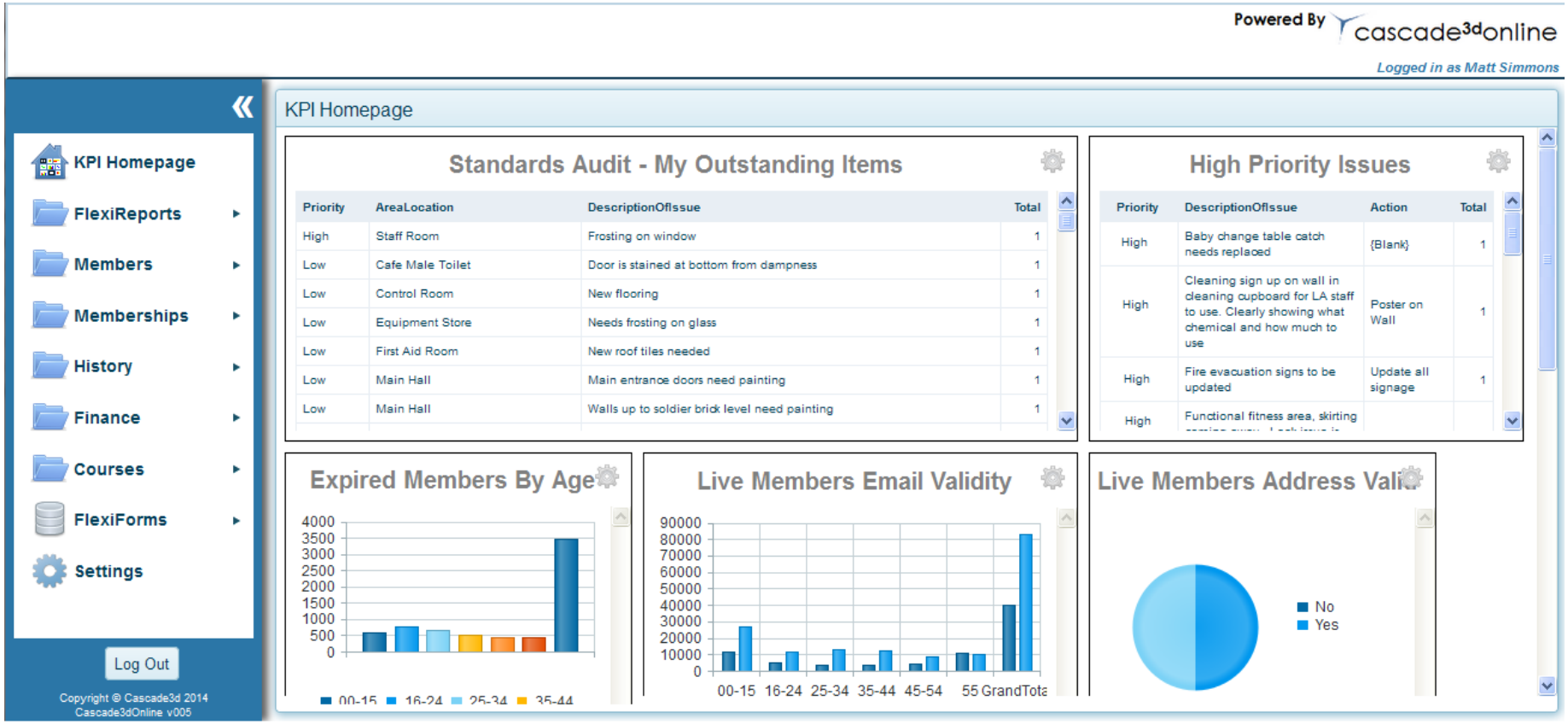
My Dashboard

Plan



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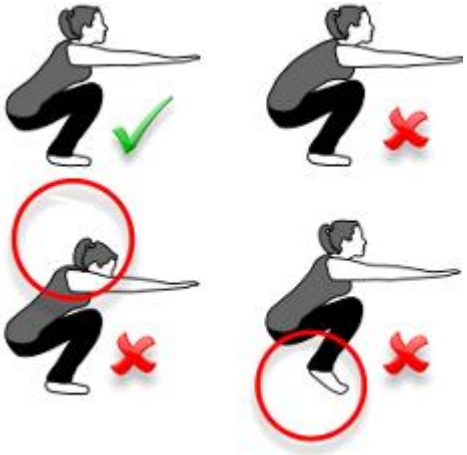
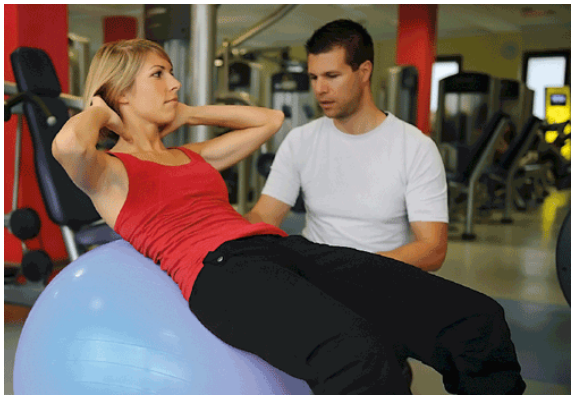
Now we know what's up, what are we going to

Retention

Do's





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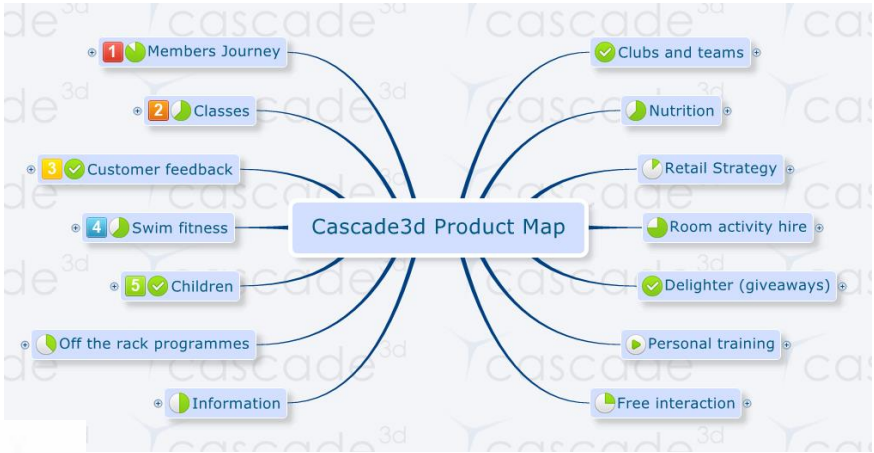
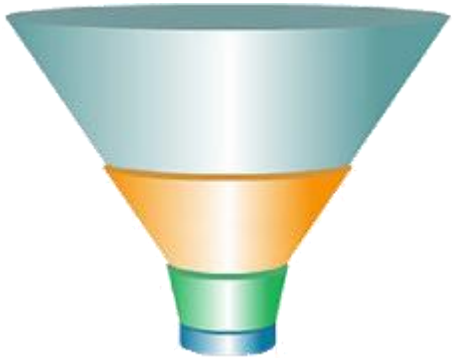
Sales

Do's



Features and benefits Master document

Area	Features	Benefits
Car park	1. Number of car park spaces; Disabled spaces	1. Secluded, safe, close to the club, easily accessible
Reception	1. As you enter the club, friendly receptionist available at all times 2. Safe barrier so member only	1. Point of contact at all times 2. Quick swipe at barrier so no waiting
Café Bar	1. Good menus 2. Theme nights 3. Special nights (football etc.)	1. Health food energy drinks 2. Good for social events
Pool	1. Aqua classes 2. Comfortable air temperature 3. Warm water 4. Laned off 5. Zoggs 6. Underwater lighting 7. Swim lessons 8. Viewing gallery 9. Relaxation area 10. Over shoes	1. Varied types of exercise prevents boredom 2. Not too cold for elderly / children 3. Good for joints / comfortable when first get in 4. Prevents having to dodge people when swimming, stops children getting in the way 5. Allows progression in the pool, gets you to do something different, prevents boredom 6. Nice ambiance, helps us to check with cleanliness 7. To teach children and adults how to swim and/or improve technique 8. See children on lessons, see if busy 9. Stress relief warm environment 10. Our aim is to keep clean



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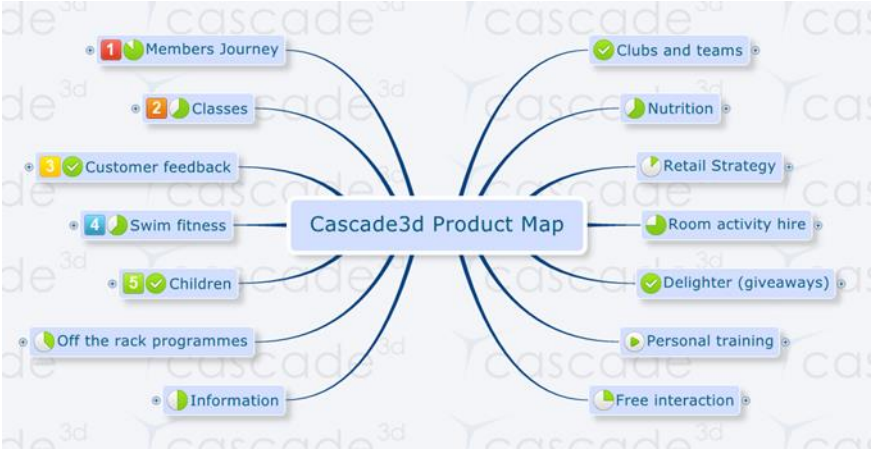
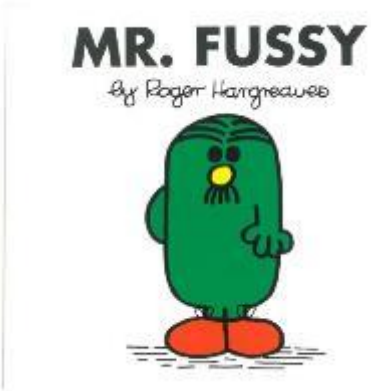
Front of house

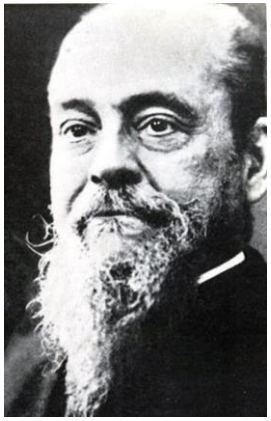
Do's

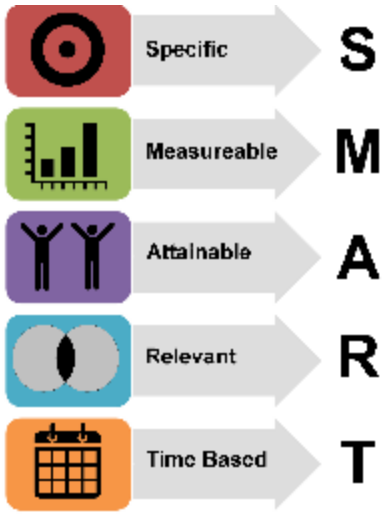




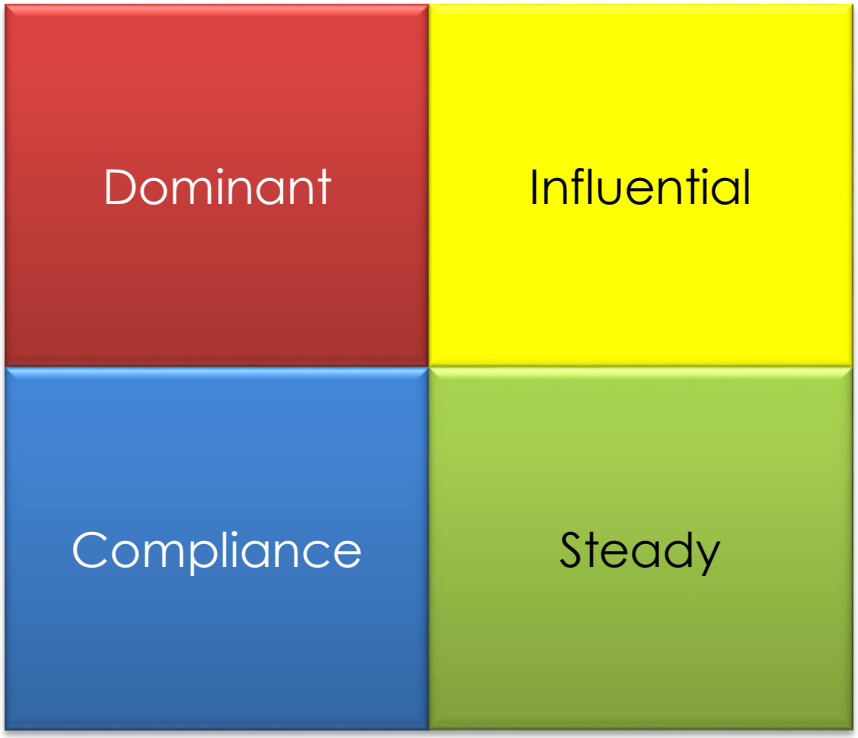
Management

Do's





Do we have the right people doing the right jobs?



Most people will have a preferred personality type, closely followed by a second.

Staff Behaviour

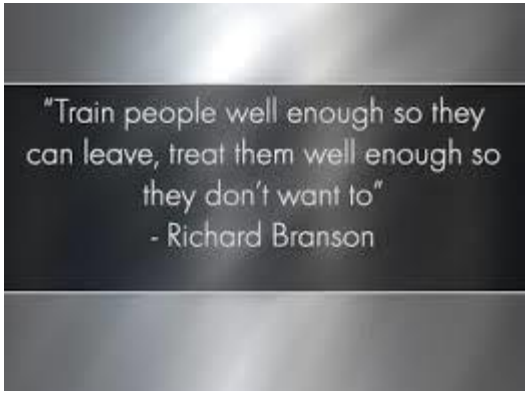
What behaviours could we see in the following environments:

- *Team meetings*
- *Staff issues / Complaints*
- *Types of jobs*
- *Building a sales team*

Now we understand them, what would they be best at?

Summary

One of the frequent arguments against investing in professional development is "What happens if I train my people and they leave?" A better question is "What happens if you *don't* train them and they stay?"



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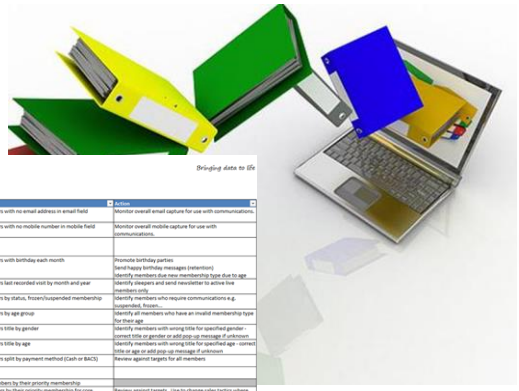
ukactive

Fergus McIntosh

15/04/2015

What have we covered



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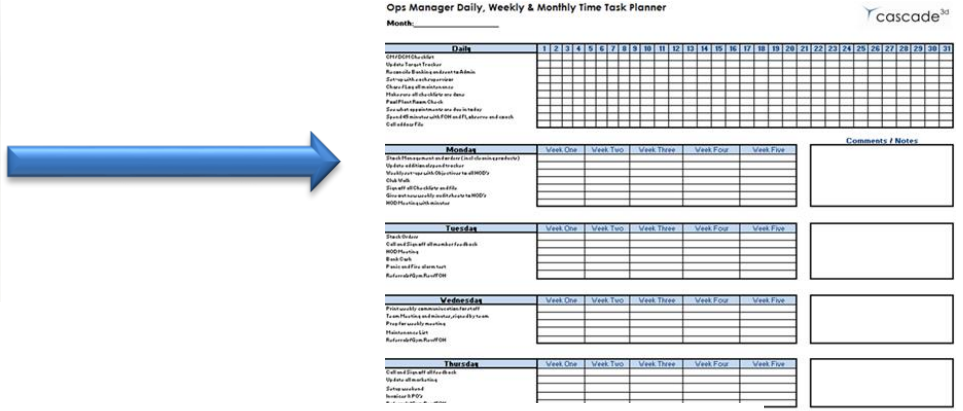
Solutions reports templates

Bringing data to life

Section of tree	Source report name	Spreadsheet tab	Who	Frequency	Department	Definition	Action
Members	Live members	Email	Facilities	Thursday	Marketing	Live members with no email address in email field	Monitor overall email capture for use with communications.
Members	Live members	Mobile	Facilities	Thursday	Marketing	Live members with no mobile number in mobile field	Monitor overall mobile capture for use with communications.
Members	Live members	PTL Renewal		Week 4	Admin		
Members	Live members	Birthdays	Retention	Week 3	Marketing	Live members with birthday each month	Promote birthday parties Send happy birthday messages (retention) Identify members due new membership type due to age
Members	Live members	Last visit		Thursday	Fitness	Live members last recorded visit by month and year	Identify sleepers and send newsletter to active live members only
Members	Live members	Status	Facilities	Week 1	Admin	Live members by status, frozen/suspended membership	Identify members who require communications e.g. suspended, frozen...
Members	Live members	Age by membership	Facilities	Thursday	Admin	Live members by age group	Identify all members who have an invalid membership type for their age
Members	Live members	Title by gender		Week 4	Admin	Live members title by gender	Identify members with wrong title for specified gender - correct title or gender or add pop-up message if unknown
Members	Live members	Title by age		Week 3	Admin	Live members title by age	Identify members with wrong title for specified age - correct title or age or add pop-up message if unknown
Members	Live members	Payment method		Monday	Admin	Live members split by payment method (Cash or BACS)	Review against targets for all members
Members	Live members	Age by Gender		Monday	Admin		
Members	New members	Master new member count		Tuesday	Operations	All new members by their priority membership	
Members	New members	New core memberships		Wednesday	Operations	New members by their priority membership for core memberships	Review against targets. Use to change sales tactics where necessary
Members	New members	Last visit		Thursday	Fitness	New members last recorded visit by month and year	Identify new members who have not visited in the last month\ determine and fix cause



Ops Manager Daily, Weekly & Monthly Time Task Planner

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Month:_____

Daily

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Check Diary Update Target Tracker Reconcile Banking and send to Admin Set up with coach/supervisor Check Diary with maintenance Make sure all checklists are done Post Phone Power Check See what appointments are due in today Spend 60 minutes with FOM on PTL shortfall and coach Call other FMs																															

Monday

	Week One	Week Two	Week Three	Week Four	Week Five
Check Diary opened and before (and throughout as practicable) Update additional spend tracker Weekly meet up with Objectives set by HODO's Club Walk Deposit all checklists and file Give instructions/daily audit sheets to HODO's HODO Meeting with minutes					

Tuesday

	Week One	Week Two	Week Three	Week Four	Week Five
Check Diary Call and Deposit all remainder for Bank HOD Meeting Bank Cash Panic and Fire alarm test Returned Gym Run FOM					

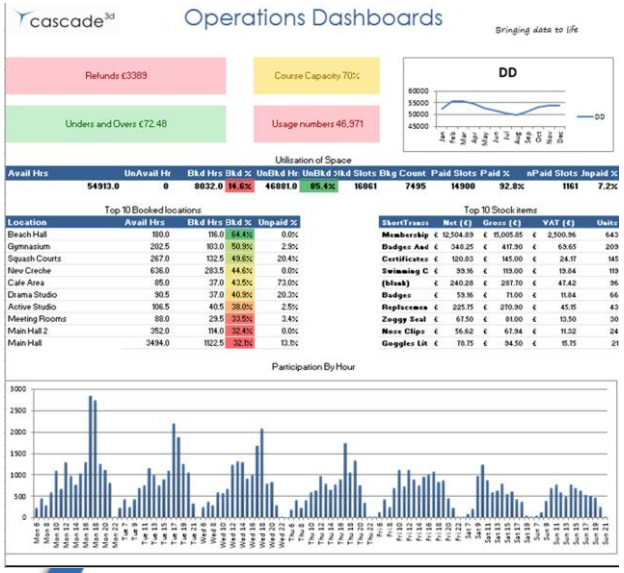
Wednesday

	Week One	Week Two	Week Three	Week Four	Week Five
Print weekly communications for staff Team Meeting and Instructions/priority's to role Prep for weekly meeting Maintenance List Returned Gym Run FOM					

Thursday

	Week One	Week Two	Week Three	Week Four	Week Five
Call and Deposit all for Bank Update all marketing Set up weekend Investor KPI's					

Comments / Notes



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Operations Dashboards

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Refunds £3389

Course Capacity 70%

Unders and Overs £72.48

Usage numbers 46,971

Utilisation of Space

Avail Hrs	UnAvail Hr	Bkd Hrs	Bkd %	UnBkd Hr	UnBkd %	Bkg Slots	Bkg Count	Paid Slots	Paid %	nPaid Slots	Unpaid %
54913.0	0	8032.0	14.6%	46881.0	85.4%	16061	7495	14900	92.8%	1161	7.2%

Top 10 Booked locations

Location	Avail Hrs	Bkd Hrs	Bkd %	Unpaid %
Beach Hall	180.0	116.0	64.4%	0.0%
Gymnasium	282.5	103.0	50.9%	2.9%
Squash Courts	267.0	132.5	49.6%	20.4%
New Creche	636.0	283.5	44.6%	0.0%
Cafe Area	85.0	37.0	43.5%	73.0%
Drama Studio	90.5	37.0	40.9%	20.3%
Active Studio	106.5	40.5	38.0%	2.5%
Meeting Rooms	88.0	29.5	33.5%	3.4%
Main Hall 2	352.0	114.0	32.4%	0.0%
Main Hall	3494.0	1122.5	32.1%	13.3%

Top 10 Stock items

ShortTrans	Net (£)	Gross (£)	VAT (£)	Units
Membership	£ 12,504.69	£ 15,005.05	£ 2,500.36	643
Badges Asd	£ 348.25	£ 417.90	£ 69.65	209
Certificates	£ 120.83	£ 145.00	£ 24.17	145
Swimming C	£ 93.16	£ 113.00	£ 19.84	113
(blank)	£ 240.28	£ 287.70	£ 47.42	96
Badges	£ 59.16	£ 71.00	£ 11.84	66
Replacemen	£ 225.75	£ 270.90	£ 45.15	43
Zoggy Seal	£ 67.50	£ 81.00	£ 13.50	30
Nose Clips	£ 56.62	£ 67.94	£ 11.32	24
Goggles Lit	£ 78.75	£ 94.50	£ 15.75	21

Participation By Hour

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Transforming people's working lives

Ops weekly HOD meeting sheet

Date: _____ Team member: _____

	Issue	Outcome	Y/N
Review of previous meeting action points Who has done what			
Add spend break down £ and % 1. Food and drink 2. Sunbeds 3. Sundry 4. Clothing 5. Gym revenue			
Referrals Gym Reception			
Defaulters £ & % Target vs Actual What % claimed back			
Banking Overs and unders for the week Any trends Who			
Petty cash spent for the week and month so far Balance			
Health & Safety issues / Audit result and actions			
Members feedback 1. Comment cards 2. General enquiries			
Cleaning audit Actions			
WDS Issues list % completed			
Interaction Swipe analysis Swell % for upsell Number of OCF completed on team			
Studio Studio launch / open day			

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What one thing will you take away from today?

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How Can Cascade help

- *Product Map (Strategy)*
- *Smart Forms*
- *Solutions training day*
- *Dashboards*
- *Automation*
- *Consultancy- Customer Care, Improving interactions or sales training*
- *Communicate product to automate actions*

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