

ASA DATA LEAGUES

Platform Guidance Document

19 Feb 2015
Version 1.0



Prepared by



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1 INTRODUCTION

| Section | | Business Questions Answered |
|--------------|--------------------|---|
| Dashboard | Overall KPI | Total throughput in latest month How this performance compares to previous months How many members are swimming (unique/total) How many are swimming 4x per month How many 4x per month swimmers are lost The average value per visit |
| | Site | Same as Overall KPI sheet, but for selected locations and/or pool types only |
| | Programme | Same as Overall KPI sheet, but for selected programmes only |
| | Participation | Same as Overall KPI sheet, but for selected: - casual/members - age bands - gender - ethnic groups - post codes |
| Heat Maps | | Total throughput in latest month in each LA or region, shown on a map |
| League Table | | Site throughput for latest month ranked against other sites Throughput % growth compared to previous month Rank change compared to previous month Graphical display of which market quartile the selected site sits in |
| Reports | Programme KPIs | Which programmes are swimmers participating in - current and previous month(s) Site totals, and split by gender, casual/member, booking type and location Graphs displaying longitudinal analysis of programme engagement |
| | Participation KPIs | Benchmarking of swimming participation with other sports and activities Participation in pay & play (one-off swimming bookings, tickets) and organised (classes, courses) session |
| | Financial KPIs | The number of, and income from bookings Secondary spend by swimming members Average income per booking, and per secondary spend Graphical display of bookings and secondary spend income Site totals, and split by age band, gender, casual/member, booking type and location |
| Analysis | Frequency | Number of swimmers swimming between once and ten times within a selected time period Site totals, and split by age band, gender, casual/member, booking type, location and programme type |
| | Consistency | Number of swimmers swimming at least one to ten times, both total and percentage of unique members Graphical display of this consistency Site totals, and split by age band, gender, casual/member, booking type, location and programme type |
| | Rate of Churn | Churn rates of members during a specific time period Can limit results by count and frequency (?) of participation Site totals, and split by age band, gender, casual/member, booking type, location and programme type |

2 GLOSSARY

The following is a list of terms used within the platform with their definition:

| Term | Definition |
|---|--|
| Person type | The type of the person making the booking (Member or Casual) |
| Member | A person that has a membership card to use facilities / programmes |
| Casual | A person that is not a member but has made use of the facility / programme |
| Unique Members | The count for members excluding duplicated throughput from members that have visited more than once in a certain time period. |
| Booking type | The type of booking – could be Activity, Course or Session |
| Activity | A single booking made to use part of the facility for one-off activity |
| Session | A one-off organised activity (class) for which booking is required |
| Course | A series of sessions (classes) that continue for a certain time period |
| Booking income | Revenue derived from activity, session or course bookings or ticket sales |
| Secondary spend | Revenue derived from members outside the booking income – e.g. café, shop, etc. – no secondary spend for casual users of pools |
| Dropout period | The time period identified in order to find % of members that haven't visited the site. |
| Swimming period | The time period used to identify members that use centre consistently at the selected frequency |
| Churn | The percentage of members which participated in a swimming activity / programme a certain number of times in a selected time period but have not visited the centre at all in the dropout period |
| YTD | Year to date values used for KPI calculations |
| County Sports Partnerships (CSP) | Networks of local agencies committed to working together to increase the number of people taking part in sport and physical activity – 49 CSPs in England |
| Region | Regions used by Active Places People to categorise sites and pools (e.g. East, North West) |
| ASA Division | Divisions used by ASA to categorise sites and pools (e.g. Central, London and East, North, South and West) |
| Operator | The name of the leisure centre management operator |
| Sports Centre | The name of the sports centre which is being used for analysis |

3 GUIDANCE

The following section of the document provides guidance for the different aspects of the platform.

3.1 DASHBOARDS

3.1.1 Preferences

This section (Figure 1 and 2) is used to set up the filters to be used on several dashboards within the platform. The filters are selected in 4 steps:

- **Dates:** The dates for the analysis are set to last 12 months by default.
- **Site Filters:** location, facility sub-type and pool dimensions (number of lanes)
- **Programme Filters:** list of all ASA swimming programmes
- **Throughput Filters:** type of identified individual activity (member vs. casual), demographics (age, gender, ethnicity) and postcode

Figure 1 – Preferences (Site Filters)

Figure 2 - Preferences (Participation Filters)

3.1.2 Overall KPI Dashboard

This dashboard provides users with demonstrations of the overall KPIs decided by the ASA. The first graph shown below (Figure 3) presents the total swimming throughput as well as highlighting the number of sites that are providing data and total numbers swimming in that month.

The date range on the graph is from the initial start date of the data extracts to date. This graph is updated every week with new extracts coming in from the operators and leisure centres. No filter has been applied to this graph.

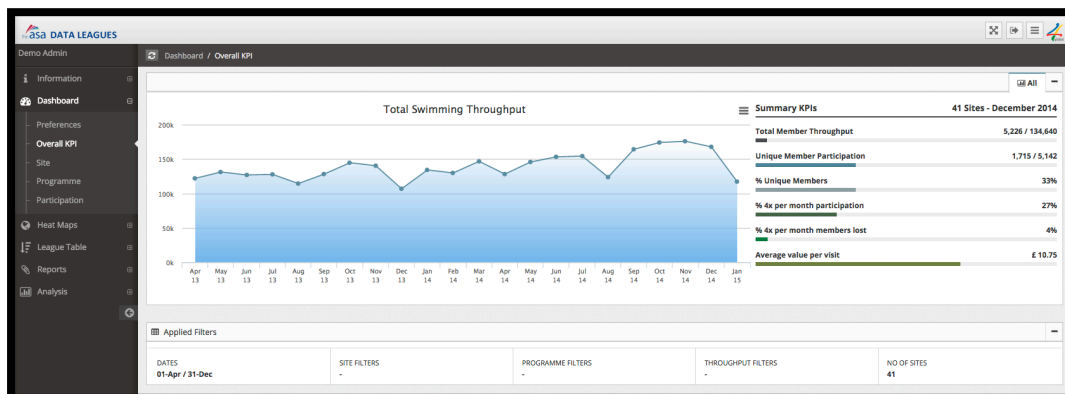
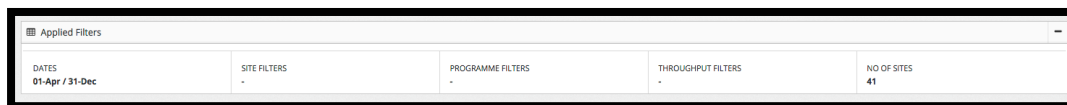


Figure 3 - Overall KPI Dashboard (Total Swimming Throughput)

The 6 Summary KPI's provided on the right side of the page are defined as:

| Summary KPIs | |
|-------------------------------------|---|
| Total Member Participation | The total number of members that participated in a swimming activity/programme in the last completed month - The first number next to the KPI is the total throughput from member bookings and the second number is the total overall throughput (incl. member and casual bookings) |
| Unique Member Participation | The total number of members that participated in a swimming activity/programme in the last completed month, excluding duplicated throughput from members that have visited more than once - The first number is the unique member participation and the second number is the total number of member bookings |
| % Unique members | The ratio of member visits which are unique (no duplication from more than one visit) against the total member bookings (including duplications) in the last completed month |
| % 4x per month participation | The percentage of members, which participated in a swimming activity / programme 4 or more times in the last completed month. |
| % 4x per month members lost | The percentage of members, which participated in a swimming activity / programme 4 or more times in the previous 3 months but have not visited in the last completed month. |
| Average value per visit | The average income derived for a single swimming booking in the last completed month excluding secondary spend |

Applied Filters



| DATES | SITE FILTERS | PROGRAMME FILTERS | THROUGHPUT FILTERS | NO OF SITES |
|-----------------|--------------|-------------------|--------------------|-------------|
| 01-Apr / 31-Dec | | | | 41 |

Figure 4 - Applied Filters

The middle part of the screen lists the filters selected from Preferences tab that are relevant for the selected dashboard only – e.g. The site filters are only shown and applied in the Site Dashboard whereas the Participation filters are only shown and applied in the Participation Dashboard. No filter has been applied in the Overall KPI Dashboard so they are not shown on this screen.

The first column on the Applied Filters widget shows the start and end date of the analysis, which is set to last 12 months for all dashboards by default.

The last column on the Applied Filters widget shows the No of sites matching the criteria and providing information to the dashboard based on selected filters.

Overall KPIs

The bottom part of the screen (Figure 5) provides tabs with further analysis on each of the Key Performance Indicators based on applied filters and YTD numbers. The YTD numbers include the total time period shown on the first graph for two consecutive years.

In order to be able to benchmark like-for-like, only centres that provide data in every single month in the last 24 months are included in this analysis. If a centre hasn't provided data even in a single month in that period, it is left out of this analysis.

The description of the KPI on each page can be found in the table below:

| Overall KPIs | |
|-----------------------------|--|
| Total Throughput | The total number of people (members and casuals) that participated in a swimming activity/programme in the last 12 months |
| Member Participation | The total number of members that participated in a swimming activity/programme in the last 12 months |
| Membership | The ratio of member visits which are unique (no duplication from more than one visit) against the total member bookings (including duplications) in the last 12 months |
| Frequency | The percentage of members, which visited 4 or more times a month in the last 12 months (no need for consistency in visits) |
| Churn | The percentage of member which participated in a swimming activity / programme 4 or more times in the previous 6 months but have not visited in the last month |
| Finance | The average income derived for a swimming booking in the last 12 months |

Under each KPI graph in Figure 5, the months with highest and lowest values for the selected KPI in each year analysed can be found.

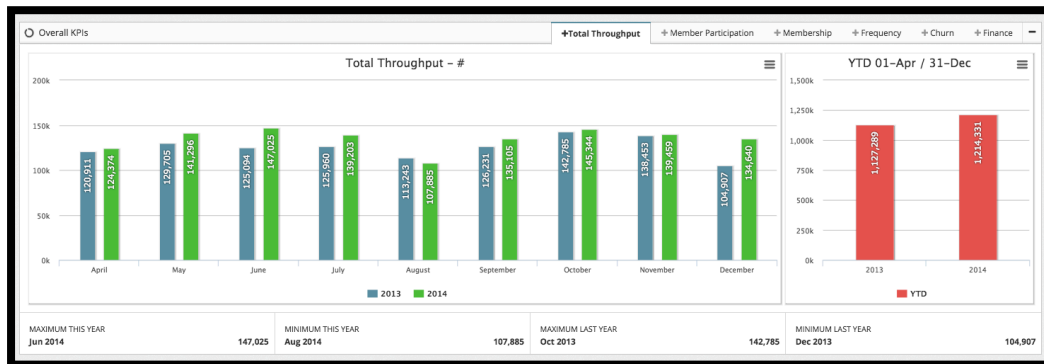


Figure 5 - Overall KPIs

3.1.3 Site / Programme / Participation Dashboards

The three remaining sub-headings found under Dashboards (Site, Programme and Participation) provide the same analysis of the 6 KPIs however they are filtered on user preference (e.g. Site, programme and participation variables).

The Swimming Throughput graph on the top of each dashboard is always the same as the Overall KPI Dashboard showing the national throughput figures whereas the Summary KPIs on the right side are calculated using the applied filters for each dashboard.

The Applied Filters section in the middle of the dashboard lists all filters selected from the Preferences page for that specific dashboard and also the number of sites matching the selected criteria (e.g. for Site Dashboard, it can be for a region, diving pools with 8 lanes only).

All Summary KPIs on the six tabs below the Applied Filters are calculated using the same logic as in the Overall KPI Dashboard but this time relevant filters are applied for each dashboard.

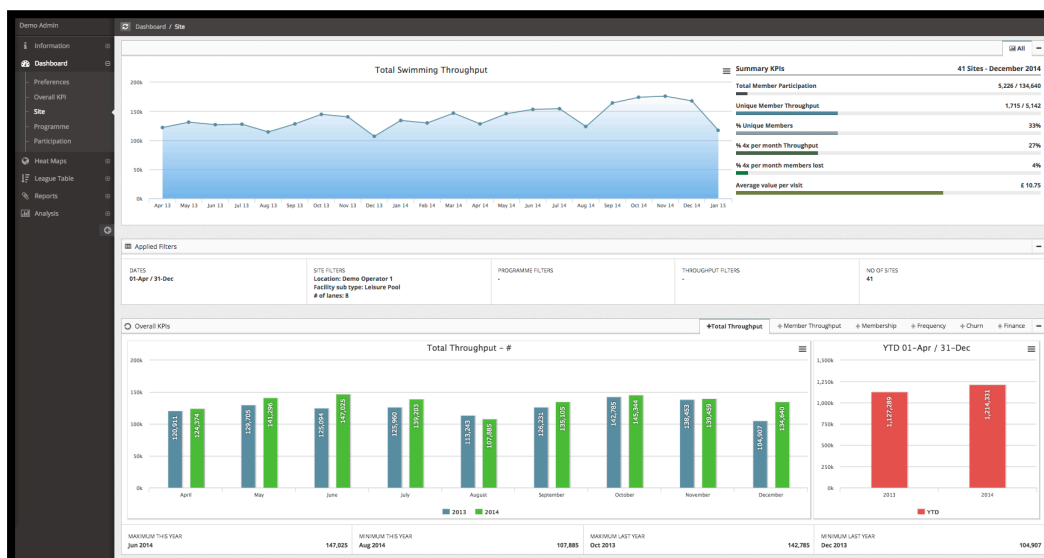


Figure 6 - Site Dashboard

3.2 HEAT MAPS

The heat map section of the platform provides a map split of local authority areas and regions to allow for comparison of total throughput numbers. The colour of each specified area indicates significance of throughput.

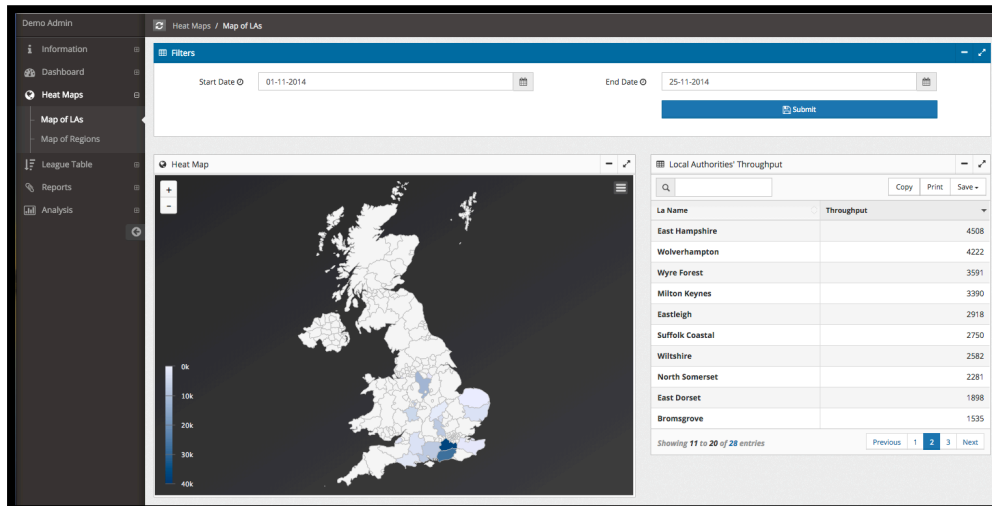


Figure 7 - Map of Local Authorities

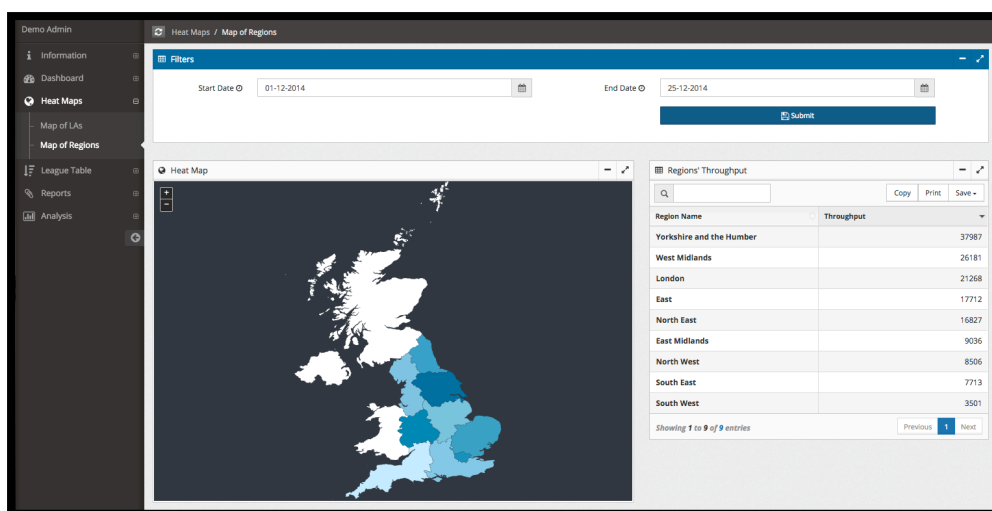


Figure 8 - Map of Regions

The specifications and functionalities on Heat Maps are as follows:

- The table on the right side of the map lists throughput figures (members and casuals) for each local authority / region in the selected time period.
- By hovering on each region and local authority the participation numbers for the individual areas can be seen as well.
- The start and end dates of the analysis can be changed using the filters above the map.
- The maps can be downloaded as pdf documents or images by using the button on the top right side of the map.
- The + / - signs on the left hand side of the map can be used to zoom in and out on the map.

3.3 LEAGUE TABLE

The League Table page provides users with the opportunity of benchmark swimming participation in sports centres of different operators based on % growth in participation in the last two months.

The six columns on that page provide information on the following:

- **Site Name:** Name of the site providing information
- **Month x – Growth:** % growth in swimming participation two months ago
- **Month x - Rank:** Rank of the leisure centre based on the % growth in swimming participation two months ago
- **Month y – Growth:** % growth in swimming participation last month
- **Month y - Rank:** Rank of the leisure centre based on the % growth in swimming participation last month
- **Rank Change:** The +/- change in the ranking of the leisure centre in the last two months

The Quartile analysis for the leisure centre below the League Table (Figure 9) displays the four quartiles with lowest and highest growth values for each quartile and also the centre score in the last month.

If a centre's score is in Red quartile, that means the centre's % growth is ranked in the lowest 25% of all centres, hence it performed worse than most of the other centres in the system. Another interesting case would occur for example if a centre saw a 3% decline in December compared to previous month but actually ranked in the highest quartile (Green) because most of the other centres in the system have seen a sharper decline in their throughput numbers. So this centre actually performed better than 75% of all centres in the system.

The selected leisure centre can be changed by clicking anywhere on the table row so that the Quartile graph is updated with the ranking of the individual centre.

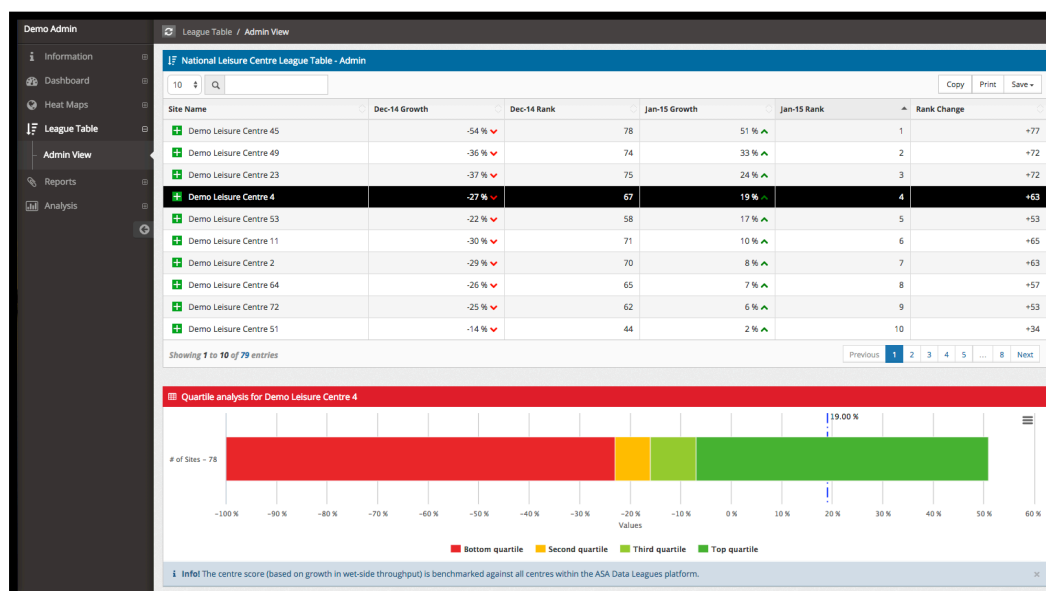


Figure 9 - League Table

3.4 REPORTS

The reports section of the platform enables users to select various filters to garner specific results regarding programme, participation and financial KPIs.

3.4.1 Programme KPIs

This report provides information about the participation numbers into various swimming programmes based on the selected filters.

The filters used are as follows:

- Age, Gender, Person (casual, member), Booking (activity, session, course), Location (national, regional, ASA division, operator, sports centre), Start date / end date

Figure 10 - Programme KPI (filters)

The Programme Engagement table in Figure 11 lists monthly participation figures in different swimming programmes with a total column at the end. All selected filters are applied to these numbers.

There is also another column at the end for National Total where none of the filters except the date filter has been applied.

The last column (% National) shows the ratio of total participation based on the selected filters to national participation (no filters) in the selected period. For example If 'Male' is selected in the Gender filter, it shows the ratio of Male participants to All participants for that particular programme in that last column.

| Programme | October-14 | November-14 | December-14 | Total | Long. Analysis | National Total | % National |
|--|----------------|----------------|----------------|----------------|----------------|----------------|-------------|
| Swimming - Workplace fitness | 42 | 34 | 32 | 108 | | 108 | 100% |
| Swimming - Water Workout | 23 | 21 | 31 | 75 | | 75 | 100% |
| Swimming - Water Polo | 45 | 56 | 28 | 129 | | 129 | 100% |
| Swimming - Teacher / life guard training | 12 | 0 | 0 | 12 | | 12 | 100% |
| Swimming - Swim Fit | 395 | 347 | 249 | 991 | | 991 | 100% |
| Swimming - Stage 8 Above (academy) | 52 | 52 | 39 | 143 | | 143 | 100% |
| Swimming - Stage 8 Above | 874 | 783 | 611 | 2,268 | | 2,268 | 100% |
| Swimming - School Swimming | 12,221 | 13,639 | 6,322 | 32,182 | | 32,182 | 100% |
| Swimming - Rehabilitation | 792 | 859 | 812 | 2,463 | | 2,463 | 100% |
| Swimming - Private Hire | 693 | 562 | 426 | 1,681 | | 1,681 | 100% |
| Total | 174,132 | 175,933 | 167,804 | 517,869 | | 517,869 | 100% |

Figure 11 - Programme KPI (Programme Engagement Table)

The bar chart (longitudinal analysis column) on each table row shows the participation numbers for each month.

By clicking on the small bar chart on each row, a larger version of the longitudinal analysis graph can be opened below the table (see Figure 12).

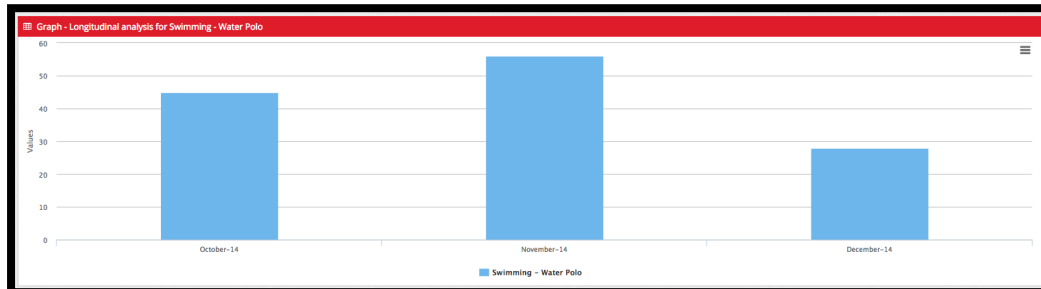


Figure 12 - Programme KPI (Longitudinal analysis)

Figure 13 shows the five most popular swimming programmes for each month in the selected time period. Users can select / deselect programmes from the legend below to add to / take them out from the interactive graph.

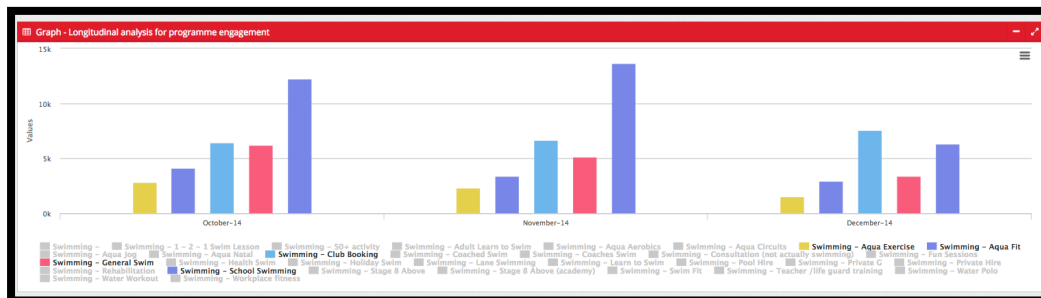


Figure 13 - Programme KPI (Longitudinal analysis)

3.4.2 Participation KPIs

This section is aimed at benchmarking swimming participation with other sports and activities inside the leisure centre. As in the Programme KPIs section, users can filter the participation data using some demographic, location and time filters.

The table in Figure 14 shows the casual / member and total throughput in the selected time period in various activities. It also states the unique member participation number and the ratio of unique members to total participation. This ratio is key to understand whether it's the same people participating in an activity with higher frequency (low % value means higher loyalty) and more people participating less frequently (high % value means more turnover with less loyalty).

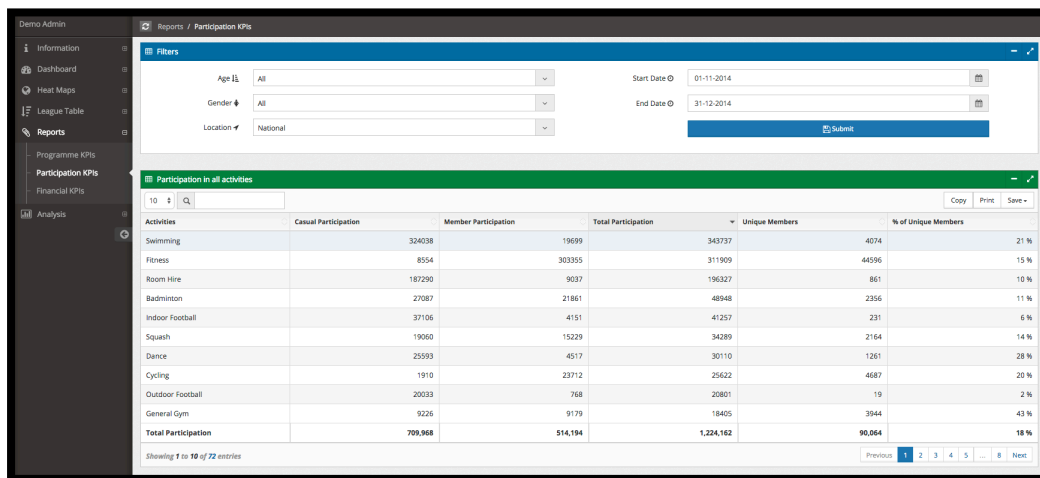


Figure 14 - Participation KPIs (all sports)

The second part of the Participation KPIs section (Figure 15) benchmarks casual and member participation in pay & play (one-off swimming bookings, tickets) and organised (classes, courses) session.

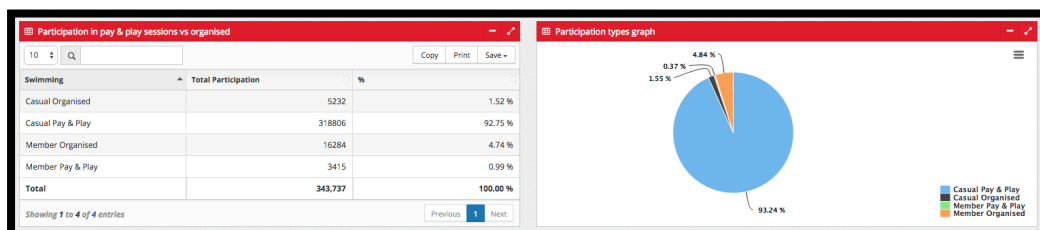


Figure 15 - Participation in pay & play vs organised session

The last section in Participation KPIs section investigates the participation of swimming members in other activities inside the leisure centre. This way, it helps users understand which activities swimming members are likely to undertake in a leisure centre when they don't swim.

This information can also be used to increase the loyalty of current swimmers with a wider selection of activities and also to identify activities where new swimmers can be acquired.

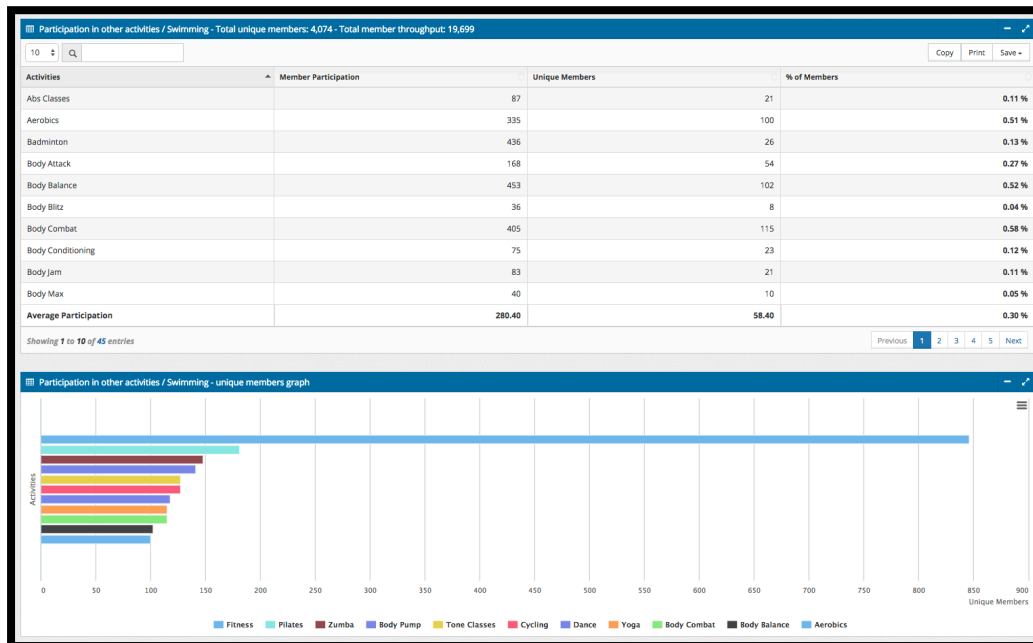


Figure 16 - Participation in other activities for swimming members

3.4.3 Financial KPIs

The Financial KPI sections aims to analyse and benchmark the commercial impact of wet side activities for operators.

The first table in this section (Figure 17) states:

- The total number of bookings in the selected time period based on selected filters
- The total throughput (incl. members and casuals) from these bookings
- The total income derived from bookings: Sum of all costs per booking in the selected period
- The average income per visit = Total booking income / total throughput in the selected time period
- Booking Income Ratio (Member : All) = Total booking income from member bookings / Total booking income from all bookings (casuals + members)

The four rows in the first table (Figure 17) enable users to benchmark:

- All activities: all casual and member participants of all activities held in the leisure centre
- All activities – Members Only: only leisure centre members participating in all activities (no casuals)
- Swimming – All: all casual and member participants of swimming activities in the leisure centre
- Swimming – Members Only: only leisure centre members participating in swimming activities (no casuals)

The second table lists the following:

- Total number of secondary spend: a count for the number of times a secondary spend is made by all members within the leisure centre in the selected time period

- Total income from secondary spend: amount derived from all secondary spend made within the leisure centre in the selected time period
- Average income per secondary spend: the value of the average secondary spend made by any member at one time in the selected time period

It is worth noting that secondary spend can only be tracked for members, who swipe / use their membership card every time they make such a spending within the leisure centre. So secondary spend for casuals are not included in these numbers.

The two rows in this table enable users to benchmark the total and average secondary spend income from swimming activities with all activities (including swimming) within the leisure centre. Using these two tables, the financial contribution of swimming activities into booking income and secondary spend revenues can be calculated and benchmarked with the rest of the sports and activities within the leisure centre.

Filters

Age: All, Gender: All, Booking: All, Location: National, Start Date: 01-11-2014, End Date: 31-12-2014

Income derived from Swimming bookings

| | Total number of bookings | Total Throughput | Total income from bookings | Average income per visit | Booking Income Ratio (Member: All) |
|-------------------------------|--------------------------|------------------|----------------------------|--------------------------|------------------------------------|
| All activities | 110,704 | 246,156 | £ 2,077,715.45 | £ 8.44 | |
| All activities - Members Only | 50,157 | 71,231 | £ 617,324.76 | £ 6.67 | 20.71 % |
| Swimming - All | 16,854 | 42,282 | £ 584,673.65 | £ 13.83 | |
| Swimming - Members Only | 4,746 | 5,863 | £ 47,110.82 | £ 8.04 | 6.06 % |

Secondary income derived from Swimming members

| | Total number of secondary spend | Total income from secondary spend | Average income per secondary spend |
|-------------------------------|---------------------------------|-----------------------------------|------------------------------------|
| All activities - Members only | | 6,347 | £ 76,118.50 |
| Swimming - Members Only | | 846 | £ 5,382.70 |

Figure 17 - Financial KPIs

The last two graphs in the Financial KPIs section are the graphical representation of the two tables above. The first one benchmarks the income derived from swimming bookings with all other activities both for members only and also for all participants (incl. casuals).

The last one benchmarks the secondary income from members who swim with the total secondary spend within the leisure centre.

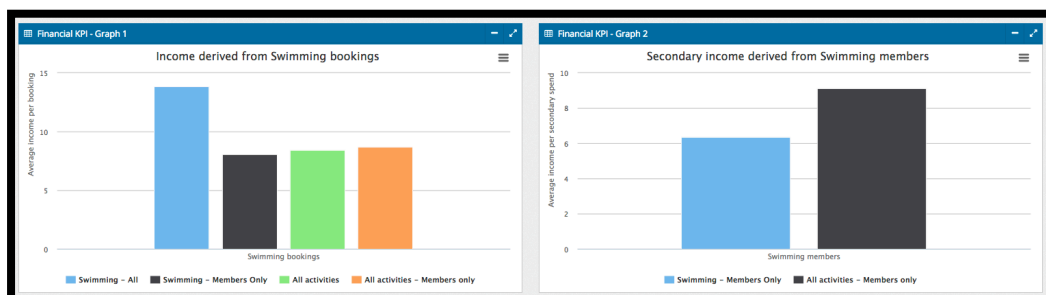


Figure 18 - Financial KPIs (graphs)

3.5 ANALYSIS

The Analysis section of the platform allows for filtered analysis of three key performance indicators (frequency, consistency and rate of churn) of Sport England. Using similar filters to the report section, users can analyse how frequently members visit sites, as well as how consistent their visits are and what members are most likely to drop out.

3.5.1 Frequency

The filters used in the Frequency section can be divided in two:

- a. General filters (same as in Reports sections):
 - Age, gender, booking type, location, programme
- b. Frequency specific filters:
 - End date: The last day of the analysis
 - Period (monthly / weekly / daily): The time block by which the analysis will be broken down
 - Count (1 to 12): The number of times the time block will be applied going back from the end date to determine the duration of the complete analysis

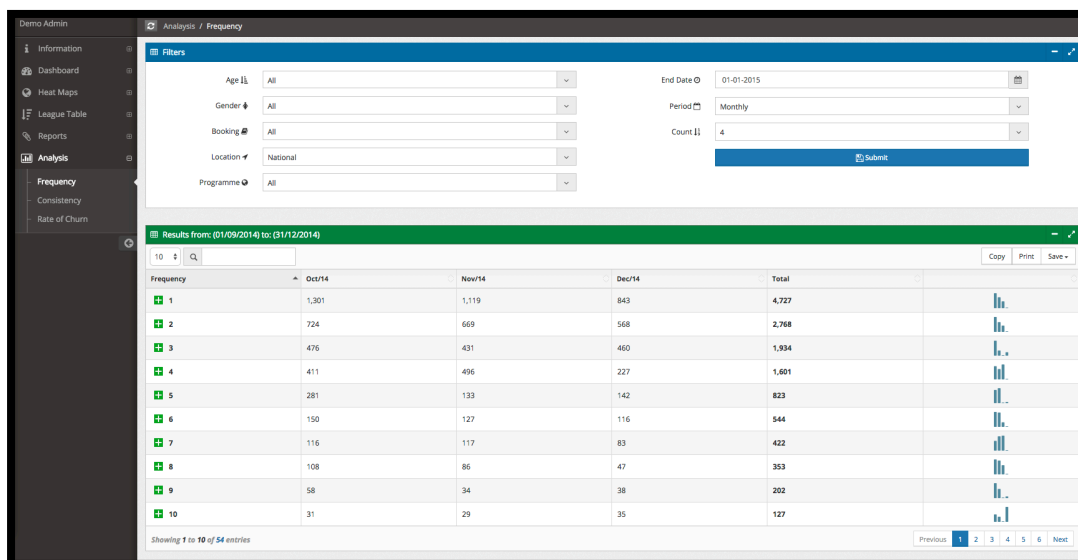


Figure 19 - Frequency

The process for the frequency calculation (Figure 19) is as follows:

1. User defines the search criteria using the above filters.
 - *Sample Case: 31st December, monthly, 4*
 - *If a mid-month date is selected as end date (e.g. 10th Jan), the platform automatically takes the end date of the last completed month before that date as the end date (e.g. 31st Dec.).*
2. The platform breaks down the total time period into time blocks defined by time and count filters starting from the end date back.
 - *Sample Case: 4 columns, each column showing a month between 31 Sep and 31 December*

- If there are more than 3 months, only the last three months are shown on the table and values for the remaining month can be seen by clicking the “+” sign on each row.
- 3. The platform displays the count for each frequency in the selected time period.
 - Sample Case: x number of rows showing frequencies from 1 to x, each cell will show the count for that frequency in the relevant month (e.g. 416 people participated in swimming exactly 4 times in Oct, 496 people participated 3 times in September, etc.)

The total throughput for the selected time period can be calculated by summing up the products of each frequency and the count in every time block (e.g. month).

For each frequency, there is a bar chart in the final column (Figure 20), which shows the change in participation numbers for that frequency in selected time blocks. By clicking on the cell with the small bar graph, a larger version of it can be opened below the table.

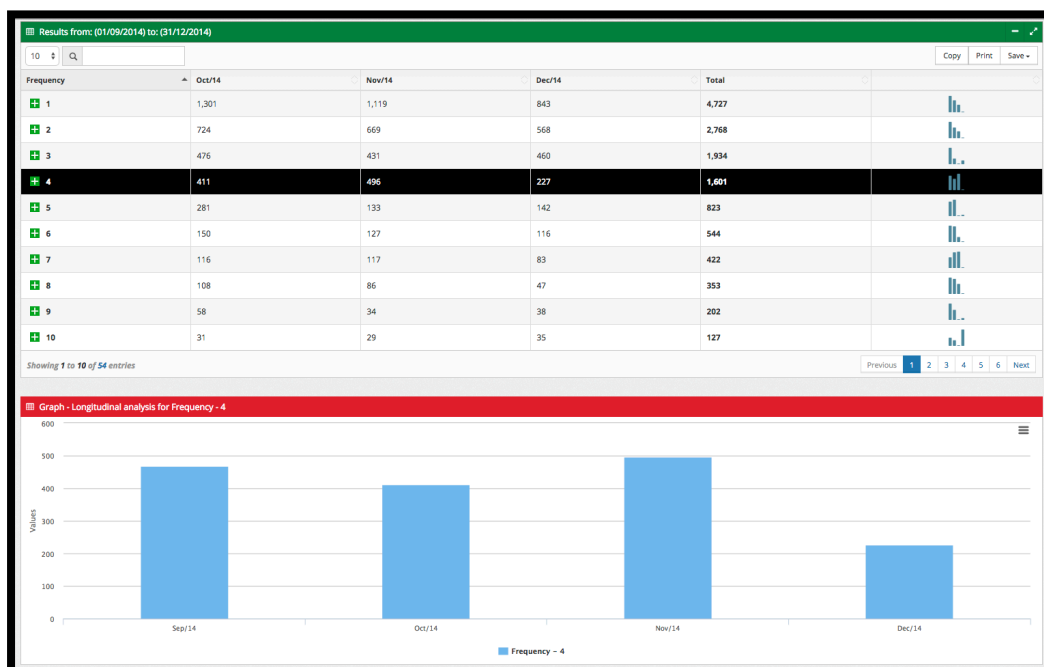


Figure 20 - Longitudinal Analysis for Frequency

3.5.2 Consistency

The filters used in the Consistency section are the same as in the Frequency section:

- a. General filters (same as in Reports sections):
 - Age, gender, booking type, location, programme
- b. Consistency specific filters:
 - End date: The last day of the analysis
 - Period (monthly / weekly / daily): The time block by which the analysis will be broken down

- Count (1 to 12): The number of times the time block will be applied going back from the end date to determine the duration of the complete analysis

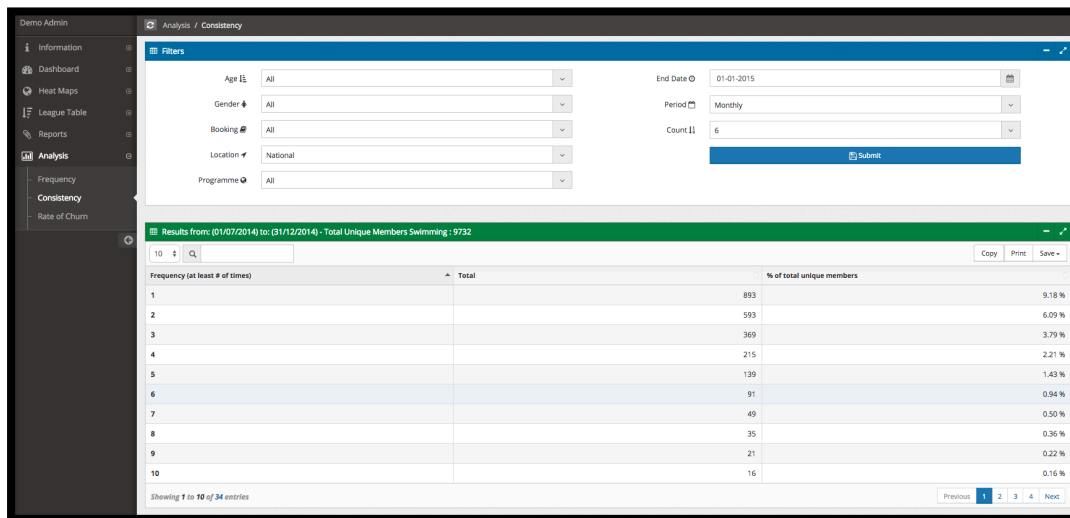


Figure 21 - Consistency

The process for the consistency calculation (Figure 21) is as similar to frequency calculation but with a small difference:

1. User defines the search criteria using the above filters.
 - *Sample Case: 31st December, monthly, 6*
 - *If a mid-month date is selected as end date (e.g. 10th Jan), the platform automatically takes the end date of the last completed month before that date as the end date (e.g. 31st Dec.).*
2. The platform displays the number of members who played more than a certain frequency consistently in the selected time period.
 - *Sample Case: x number of rows showing frequencies from 1 to x, each row will show the number of members having played at least at that frequency in each of the 6 months consistently (e.g. 195 members played at least 4 times a month consistently over the last 6 months until 31st December, etc.)*
3. The total number of unique members having participated in swimming activities is also shown on the header of the results table. Using this number and the number of members participating from the second column in the table, the percentage of unique members participating in each frequency is calculated in the final column of the table.
 - *Sample Case: 1.90% of members have participated at least 4 times consistently in the last 6 months until 31st December)*

It is worth noting that each count for a frequency is also included in the row above (i.e. lower frequency) since the consistency calculation is done based on the participation figures at least at a certain frequency. In other words, if someone has participated at least 4 times consistently in the selected time period, then that person is also counted in the figure stating the participation at least 3 / 2 or 1 time in the selected time period.

The graph in Figure 22 shows the consistency figures as a percentage of all participation numbers on a pie chart together with the participants who haven't been swimming consistently in the selected time period (defined as 'rest' on the pie chart).

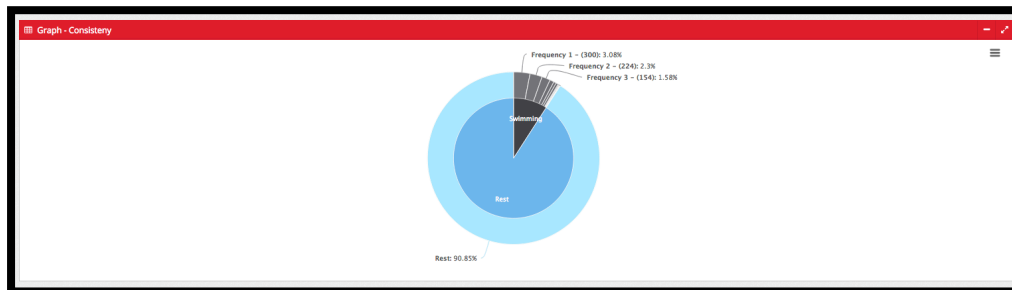


Figure 22 – Consistency Graph

3.5.3 Rate of Churn

The filters used in the Rate of Churn section are as follows:

- General filters (same as in Reports sections):
 - Age, gender, booking type, location, programme
- Rate of churn specific filters:
 - Start and end date of the Dropout period
 - Period (monthly / weekly / daily): The time block by which the analysis will be broken down
 - Count (1 to 12): The number of times the time block will be applied going back from the end date to determine the duration of the complete analysis
 - Frequency (1 to 12): The frequency sought for member participation in the selected time period

Based on the filters above two time periods are identified:

- Swimming period:** The time period used to identify members that participated in swimming consistently at least at the selected frequency.
- Dropout period:** The time period identified in order to find % of members that haven't visited the site.

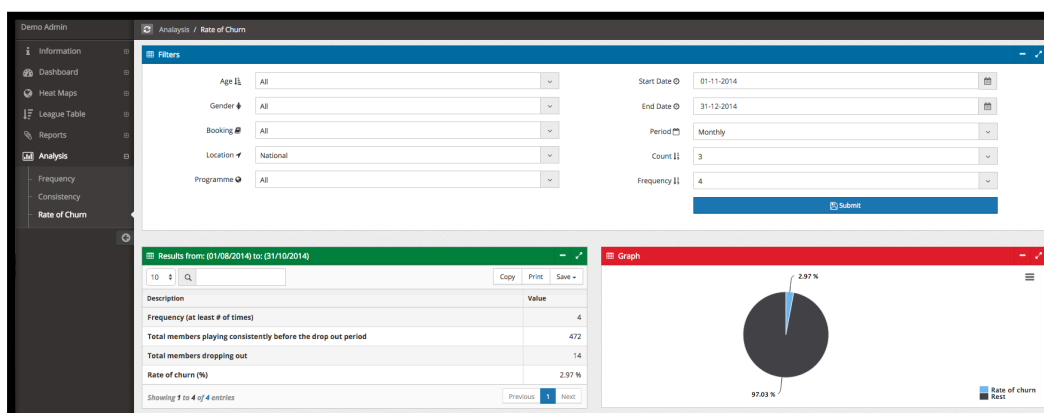


Figure 23 – Rate of Churn

The Results table (Figure 23) states:

- **Frequency (at least # of times):** The selected frequency from the filters
- **Total members swimming consistently before the dropout period:** The number of members that have participated consistently at the selected frequency in the Swimming period.
- **Total members dropping out:** The number of members that have participated consistently at the selected frequency in the Swimming period but have not played during the Dropout period.
- **Rate of churn (%):** The ratio of total members dropping out in the Dropout period to total members swimming consistently in the Swimming period

The pie chart on the right side of the table displays the ratio of members dropping out in the Dropout period to total members swimming consistently in the Swimming period.