



Company Name:	Greenwich Leisure Limited
Team / Department:	Development and Partnerships
Address:	Middlegate House, The Royal Arsenal, London, SE18 6SX

Provisional title for project:

Scorecard for the Leisure Industry

Short description of the problem that would be addressed by the project:

Building on an initial prototype, the project will explore and further develop a scorecard model for a major leisure management company for leisure facilities across England. The aim of the model will be to help explain the differences in observed performance due to a range of facility attributes, catchment area characteristics and levels of competition. The specific objectives of the project would be to develop a scorecard model that could:

1. Support performance evaluation by benchmarking facilities against other similar facilities
2. Estimate the likely performance of facilities if investments were to be made (e.g. bigger gym, changing if facilities offered)
3. Estimate the likely performance of sites due to changes in the catchment characteristics or competition (e.g. population growth, change in age structure, increases in competition)
4. Estimate the likely performance of a potential new facility

A fifth related objective is to be able to use the findings from the project to inform the development of more sophisticated models in the future (e.g. spatial interaction models)

Key outputs

- An effective and easy-to-use model that can be used to predict and benchmark performance to a high degree of accuracy and that can be updated using readily accessible data
- Development of segmentation/benchmarking groups based on site rating scores
- Understanding of the key factors (eg catchment, centre attractiveness and competition) that drive performance and can be used to inform further projects

The prototype scorecard currently focuses on benchmarking and estimating the number of members at facilities based on the following;

Catchment

- Population size by Consumer Data Research Centre (CDRC)/ONS Output Area Classification segment
- Proximity and size of train stations (exit and entry data from TFL and National Rail)
- Workplace population (Business Register and Employment Survey and CDRC data)

Centre

- Size of gym (number of stations)
- Size of swimming pool
- Size of studios
- Age of building
- Health programmes

Competition

- Number of competing gyms nearby and their sizes

Specific challenges

- Exploring the potential of the model to incorporate different performance outcomes (e.g. memberships, people on sports courses, facility usage, activity usage)
- Identifying and incorporating other centre factors in to the model (e.g. visibility, opening hours, car parking, price, membership type, operator type etc)
- Exploring and incorporating the optimum catchment size for different facilities types
- Exploring and better incorporating the demand from workplaces into the model
- Further exploring and incorporating catchment area characteristics into the model
- Exploring how competition can be better incorporated into the model (e.g. different types, price, etc.)



Short description of the data sources that would be used in the project, and how they would be used.

- Performance Data (e.g. memberships, usage, numbers on sports courses etc)- internal data
- Membership and usage data (e.g. profile of members and users, member travel times) - internal data
- Facility data including competing facilities (e.g. size of facilities, number of fitness stations, age, opening hours, ownership, pricing point etc) - internal data coupled with the national sport facility database maintained by Sport England
- Proximity and size of train stations (TFL and National Rail)
- Catchment area characteristics CDRC/ONS and Census, Output Area Classification
- Workplace data - Census and Business Register and Employment Survey

Would any work by the student need to be carried out on site at the Company with the exception of supervisory meetings?

No

Any issues of data confidentiality and IPR that would need to be resolved

Yes

Essential skills

Good analytical skills relevant to: development of retail scorecards/models; use of machine learning techniques including clustering and methods to identify key drivers of performance

Desirable skills

Preferred degree programmes (if any)

Courses containing retail modelling aspects

Preferred selection method

Face-to-face interview

Support and training offered by the company

We would be happy to meet with the student at least every two week or as required. This could be face to face or over the telephone.

Financial assistance offered by the company

The organisation will pay the honorarium (£500)

Travel or other expenses will be incurred and will be reimbursed as appropriate

Any other comments

The project would suit someone with an interest in sport and leisure.