



CASE STUDY

## Inverclyde Leisure

Turning a business around need not be a complicated process. One leisure operator in Scotland has demonstrated this over the last two years with an impressive performance, resulting in a reduction in overall costs and a step increase in revenues.

### Business Analysis

When Inverclyde Leisure appointed Kieron Vango as Chief Executive in mid-2013, the trust operated a total of thirteen facilities including five gyms, two pools, three outdoor pitches, three sports centres and a large leisure centre with an ice rink. The trust was under pressure to improve its financial performance.

**“Legend's overall proposition was very compelling and economical”**

“We needed to really take stock and reassess our entire proposition,” Kieron explains. “We started with a business review.”

“The analysis produced interesting conclusions. We had to rethink our service offering and put the customer experience at the heart of our plans. It was evident we could grow revenues in several areas. We could also implement significant cost savings. Most glaring though was the lack of good information to run the business. The conclusion was that we needed a solid technology platform to take the business forward.”

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## Technology Migration

The Inverclyde Leisure team developed a three-year business transformation plan.

"Legend won the tender for the new front of house platform. This was installed smoothly and the project completed by March 2014," explains Kieron. "In fact, we made such good progress we decided to accelerate phase 2. In January 2015 we tendered for a new IT platform, new networks and telephony. Again, Legend's overall proposition for a one-stop solution was very compelling and economical – Legend could offer a solution with one 24x7 support desk for all of our IT services."

Phase 2 was completed by April. Kieron comments: "The whole migration ran smoothly and resulted in substantial cost savings from day one. We now have a much better service at less than half the previous cost."

## Product and Services Enhancement

The Legend system was used to introduce tiered membership packages; a budget offering, a middle, all-inclusive offering, and finally a premium offering that included taster PT sessions.

"The combined effect of the budget price point, three-tiered membership including 'premium' offering, and the use of Join Online on web and smartphone, was felt almost immediately," explains Kieron. "Between April 2014 and March 2016 we've seen a 34% like-for-like membership income increase, equating to nearly £600,000 per annum. Further, in the last two years, swimming lessons income has grown in value by 45%."

The final element of the services transformation was to implement Legend's fully outsourced BACS Bureau services. Kieron comments: "The Legend service saves us time and money and runs like an internal department. Our average collection rate has since increased to 98.7% versus 96.3% in 2014."

## Business Transformation

Just two years into its business transformation programme, Inverclyde Leisure is transformed into a success story, better supporting the needs of its customers.

Kieron explains: "We knew that we could operate more effectively as a business. But now we can easily measure it and we can use data to drive action. Legend has given us a clear, dashboard-style presentation of our business against our own KPIs."

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"Overall, it's an astonishing story. Whereas 24 months ago we had zero online bookings, today over 70% of bookings are done online," explains Kieron.

"I am hugely proud of what we have achieved," Kieron says. "It would have been impossible to achieve these improvements and savings without the technology platform Legend provides."

