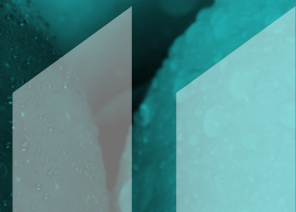


# **PROINSIGHT SALES BENCHMARK REPORT**

October 2015

Driving Commercial Performance in the Leisure Industry



Proinsight are an essential strategic partner in ensuring we deliver excellent, consistent levels of service to our prospects ensuring maximum opportunity for conversions. The in depth nature of each visit means we can clearly identify areas for development as well as track month on month improvements.

**Jon Giles**  
Operations Director  
*Jubilee Hall Trust*

We are pleased with our Telephone PBS. The frequent mystery calls that we receive promptly from the Proinsight team mean we can review the call quality using the results to train and empower staff. Over the course of the year this has resulted in an improved customer experience at our clubs.

**Jeremy Taylor**  
Operations Director  
*Health Club Collection*

We've worked hard on our Web PBS, the mystery shopping programme has showed us that all enquiries are important. The process has highlighted that a high level of customer service online is essential to attract and retain customers.

**David Wood**  
Operations Manager  
*East Dunbartonshire Leisure & Culture Trust*



# MESSAGE FROM THE MD

Welcome to the Proinsight Sales Benchmark Report, the only published report in the leisure industry that provides hard data on sales effectiveness.

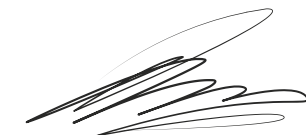
Benchmark 2014 provoked a lot of discussion with clients; for example, what else can we measure in the sales process that affects a customer's want to buy? How do different sectors in the leisure industry perform against each other? We listened to this feedback and looked at how the Proinsight Benchmark Score could change to take into account other enquiry methodologies.

So, Benchmark 2015 is brought to you with an evolved and improved Proinsight Benchmark Score. Our new score now

includes 17 metrics across the three enquiry types, offering insight into the face to face sales process, the response to a commercial web enquiry and the service impression made over the phone. We are proud to introduce our new **Proinsight Benchmark Score**.

Proinsight aims to help you achieve successful sales with excellent analysis of great data. We are hearing a lot about customer journeys right now from you, the clients. We will be thinking about how we can present this next year, always looking

ahead. This report is part of this process, so please let us know what you think. Read on...



**David Hopkins**  
MD and Founder of  
Proinsight Research Ltd



# EXECUTIVE SUMMARY

The Proinsight Benchmark Score for 2015 is 65.5%, the comparative score for the 2014 PBS was 61.0%. We can state that the commercial sales effectiveness of the leisure industry, within our purview, has improved 4.5% year on year.

The 2015 score is derived from a combination of 17 powerful metrics drawn from the three ways consumers enquire about membership. Analysis of over 20,000 metrics from 500 locations UK-wide has created the most accurate picture of selling in the leisure industry to date.

So what's changed? In addition to our **Face 2 Face** (F2F) benchmark score highlighted in last year's report which concentrated on the 'in person' experience, we have carefully selected key metrics from web and phone responses to create two new benchmarks. The **Web PBS** focuses on speed, personalisation and content – and most important for the **Telephone PBS** is promptness, friendliness and data collection. Weighting the three individual scores produces the new Proinsight Benchmark Score that we believe more accurately reflects the standard of delivery of the sales process across the leisure industry.

The key metrics that drove the year on year improvement in the 2015 score came from the F2F PBS with a significant uplift in the quality of the delivery of the 'Needs Analysis' section; the 'Follow Up' section also showed good improvement. The 2015 report introduces a

new breakdown of the score by organisation type that shows the Private sector coming top of the table with a score of 68.0%, just ahead of the Leisure Centre Operator score of 65.7%.

The Telephone PBS 2015 score is 62.8% compared to 63.0% for 2014, so no significant change in the overall score. Top sector was the Private sector with an impressive 72.5%.

Finally, the Web PBS 2015 score is 67.2%, which is a slight fall back from last year's 69.6%. Top sector for Web PBS is the Educational sector.

The improvement in the Proinsight Benchmark score for 2015 is to be applauded and we congratulate those organisations that are continually looking to raise the bar. Where clients have increased frequency of mystery shopping, to levels seen in sectors such as retail, banking and hotels, we have noticed a significant uplift in performance.

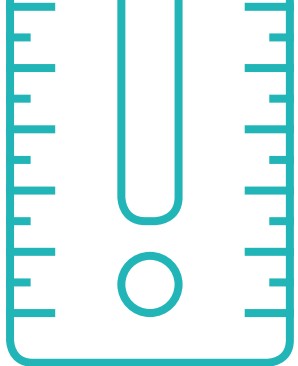
The leadership of these organisations now has increased visibility of what is happening on the front line, which has immense value due to the motivating 'ripple' that appears to spread throughout the company leading to improved performance.



Thank you David and your team, great to see the second report that really highlights the current trend within the sector with most staff focusing on a features based price sale, using poor closing and follow up techniques. The power of mystery shopping creates a platform for accountability, improved service levels and consistency.

**Paul Woodford**

Director of Marketing and Partnerships  
*Alliance Leisure*



# WHAT IS BENCHMARKING?

## What is meant by the term benchmarking?

**“Benchmarking is the practice of a business comparing key metrics of their operations to other similar companies”**

Proinsight is uniquely placed to develop benchmarking data for the leisure industry through our extensive customer database, volume of data collated and the ability to ensure the correct benchmarking questions are used across the industry. So you can trust the data collected over the past year to be an accurate reflection of what is going on in the sales process across the industry.

### Benchmarking can help your organisation to:

- Develop an improved understanding of relative strengths and weaknesses within the sales enquiry process

- Create focused action plans to increase sales performance and then re-measure
- Use the metrics to assess the return on investment from different training initiatives
- Fine tune your team incentives so staff teams hit the targets that have the most impact on bottom line

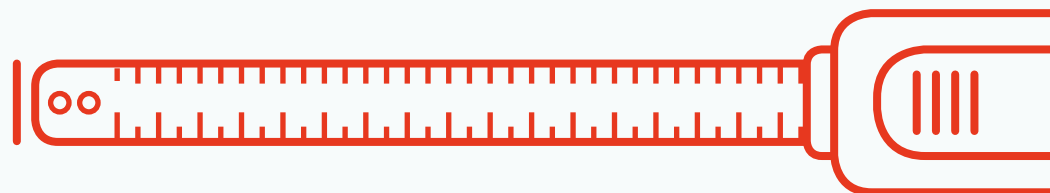
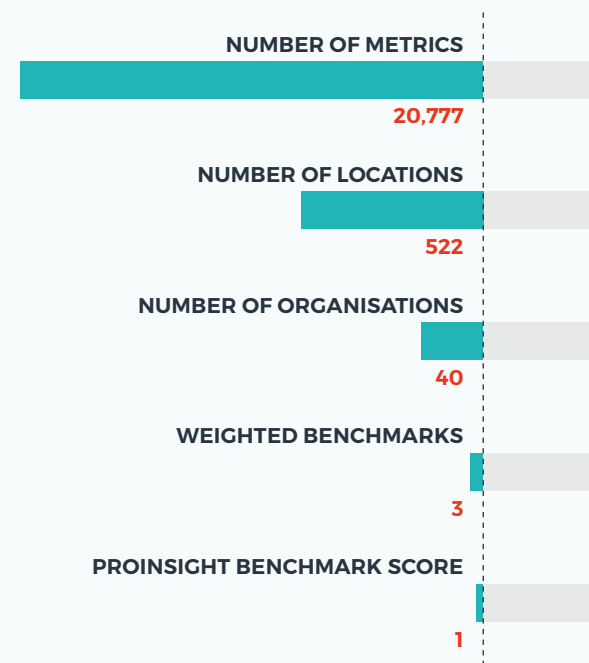
All the data on Proinsight’s online platform can be spliced and diced instantly. Using your client dashboard and reports portal, different areas of your mystery shop can be highlighted and targeted for improvement. A suite of reports curated to your needs can be developed to ensure the right information is presented to management teams and boards running the business.

Proinsight offer all their clients access to training webinars covering the reporting platform.

# PROINSIGHT BENCHMARK SCORE

**The new improved Proinsight Benchmark Score is a weighted average of three different scores:**

- Face to Face benchmark score calculated using 8 metrics
- Telephone benchmark score calculated using 6 metrics
- Web Response benchmark score calculated using 3 metrics



# UNDERSTANDING THE METRICS

## F2F PBS 8 metrics

Selected from the personal interaction section of the mystery shop, these metrics truly reflect an effective sales process when each of the constituent parts is executed perfectly.

### Positive welcome

Source Question

*Did you receive a warm welcome with eye contact and “How can I help?”*

### Data Capture

Source Question

*Did you fill out an enquiry card?*

### Needs Analysis

Source Question

*This is the section score for Needs Analysis*

### Tour

Source Question

*Was the tour related to your needs (i.e. not a generic tour)?*

### Rapport Building

Source Question

*Did the sales person build a rapport with you throughout the tour?*

### Effective Price Presentation

Source Question

*Were the options presented relevant to your needs?*

### Ask to Join

Source Question

*Were you asked to join?*

### Follow up

Source Question

*Was your enquiry followed up within 48 hours?*

## Telephone PBS 6 metrics

The ability to communicate positively over the phone still matters. The service aspect of the sales process should be seamless across all channels and it is an opportunity to create a great first impression.

### Prompt Response

Source Question

*Did the location answer within 4-6 rings?*

### Positive Greeting

Source Question

*Was the Receptionist friendly, answering using “Good Morning/Afternoon” and did they say their name?*

### Data Taken

Source Question

*Did they take your name and telephone number?*

### Offered Appointment

Source Question

*Were you asked to make an appointment to visit?*

### Offered Directions

Source Questions

*Did they offer directions or ask you if you knew how to get to the centre?*

### Positive Impact

Source Question

*Following the call, are you more encouraged to visit the centre?*

## Web PBS 3 metrics

For this communication channel the speed of response, the personalisation and the information communicated back to the customer are key to a good online response.

### Response Time

Source Question

*Was the response received within 24 hours?*

### Personalised

Source Question

*Was the response personalised (using your name)?*

### Enquiry Dealt with

Source Question

*Did they deal with each element of your query?*

Please note some questions may differ lightly in different mystery shop forms.





# THE 2015 RESULT

Proinsight  
Benchmark Score

2015

65.5%

LY 61.0%

F2F  
PBS

2015

65.7%

LY 59.3%

Telephone  
PBS

2015

62.8%

LY 63%

Web  
Benchmark  
Score

2015

67.2%

LY 69.6%



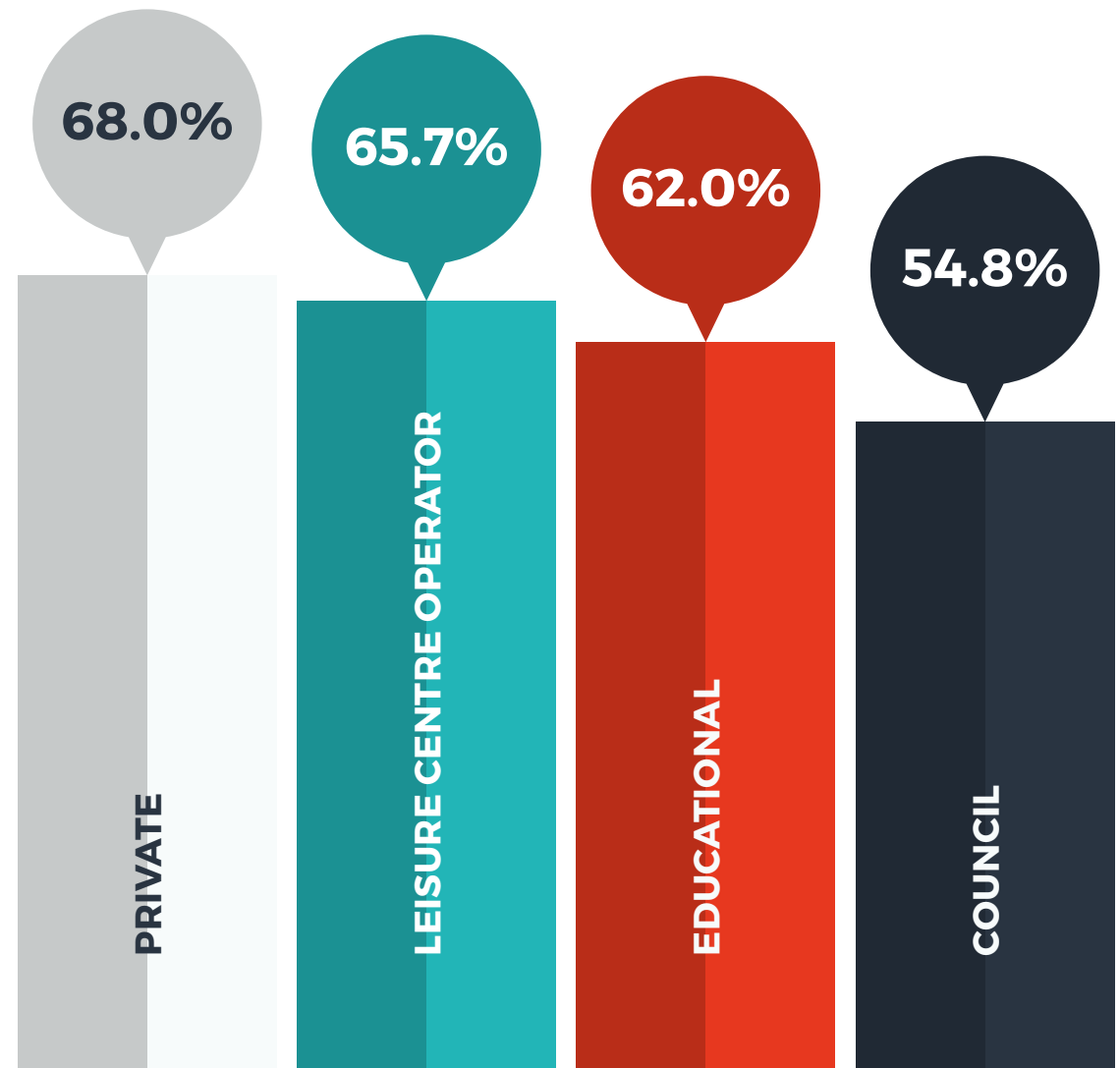
# PROINSIGHT BENCHMARK SCORE BY ORGANISATION TYPE

Four different organisation types have been used in the chart to the right along with the PBS generated by each group.

The Council sector posted a PBS that is considerably lower than the other three sectors; in last place and 7.2% adrift of the next placed sector. The gaps are roughly similar between the three remaining sectors, with Private on top followed by Leisure Centre Operators and then Educational.

The Council sector score is a big opportunity as improvement here will help alleviate the commercial pressure that local councils are under to reduce subsidies. It is crucial for those in the Council sector to understand where the soft spots are in their sales processes, and look at which to resource for maximum commercial gain i.e. where do they get the biggest sales bang for their investment buck.

For the three other sectors there is scope for improvement and the following breakdown analysis can assist with the resource planning for people training, systems purchase or development and strategically targeted incentives.



# PROINSIGHT BENCHMARK SCORE

## FACE 2 FACE

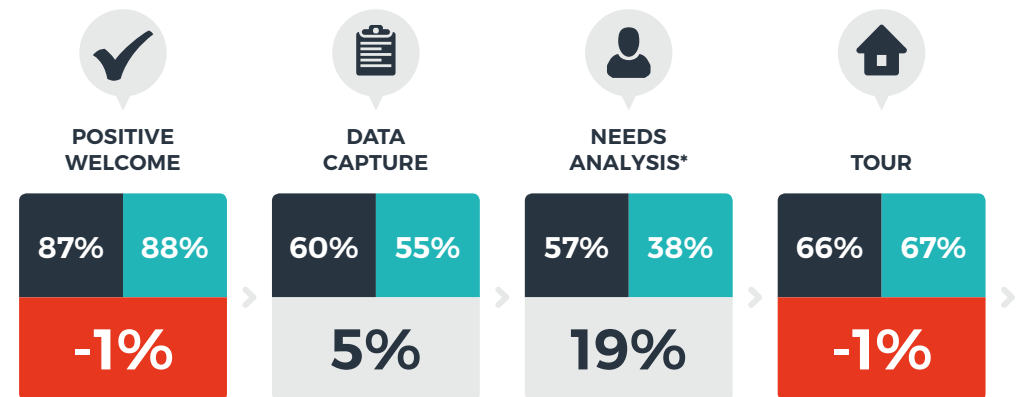
The F2F PBS recorded an uplift year on year powered by an improvement in the following metrics: Needs Analysis, Follow Up, Data Capture and Closing.

Across the metrics, reception provided the best single score at 87%; the front of house

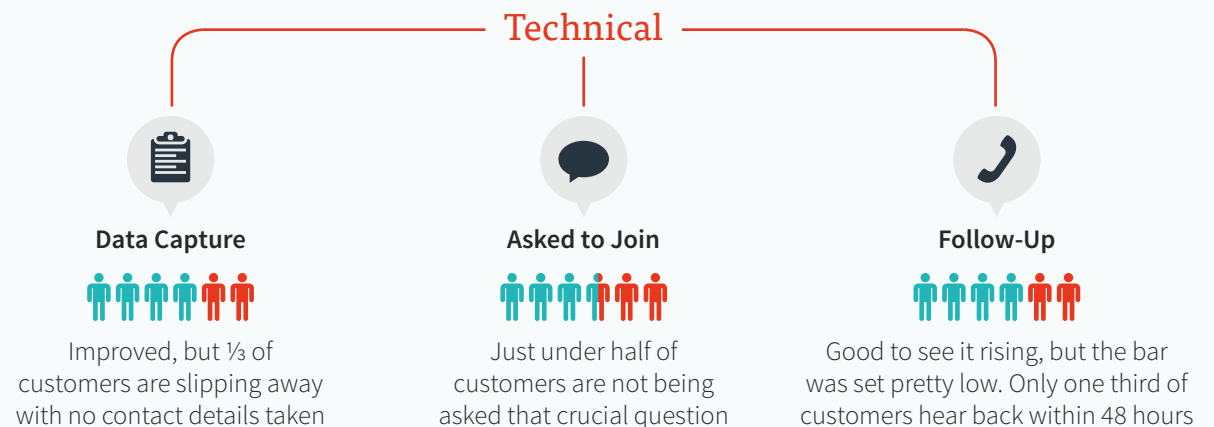
teams deserve a pat on the back. The top technical sales metric is Effective Price Presentation scoring 83%.

The year on year scores for these two metrics are pretty consistent so the conclusion can be drawn that the industry can give the enquiring customer a warm welcome and leave them understanding what it will cost them to join or use the centre or club. There is, however, a lot of room for improvement across both the technical and emotional sides of selling.

### FACE 2 FACE PBS



## WHAT HAPPENED IN 2015?



● 2015 SCORE
 ● 2014 SCORE
 ● POSITIVE CHANGE
 ● NEGATIVE CHANGE



\*2015 sourced from full Needs Analysis section and 2014 sourced from one question.

The management teams that drive the organisation's commercial performance need to make up their own minds about how to tackle improving each of the metrics. As an example, the most important metric to tackle and improve to get an immediate uplift could be:

## "Were you asked to join?"

If this question is not asked, then the opportunity to sign up is on the spot is lost; secondarily, the opportunity to really understand where the customer is on the buying scale after all the effort made during the tour is gone.



When looking at your client dashboard in the Proinsight platform, things to look for and consider:

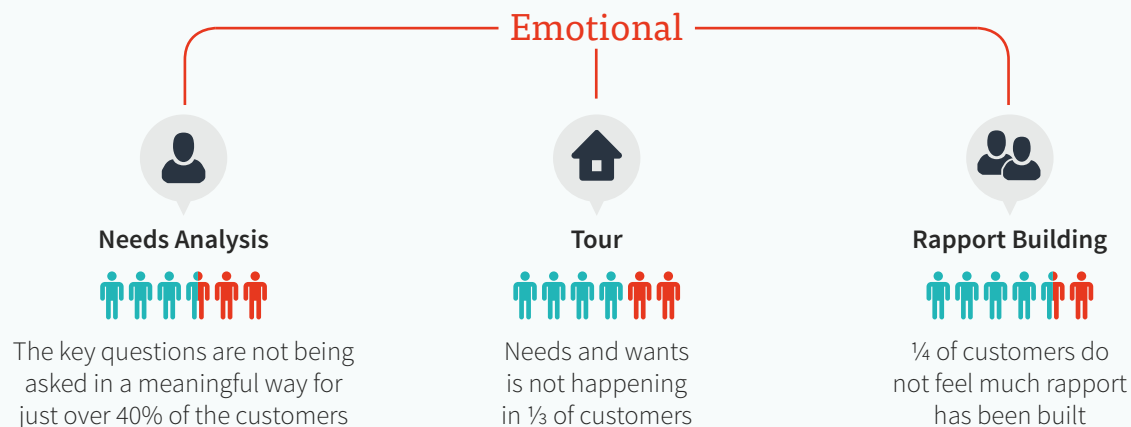


Are your teams better on the technical side or the emotional side of selling?

How do you up-skill sales teams on emotionally intelligent selling?

What are the barriers in Data Capture across the organisation and how can this be made easier?

Should Follow Up be a specialist skill with dedicated resource?



# TELEPHONE PBS

The impression given over the phone still plays a part in starting the customer off on the sales journey in the best possible way; it can be the first contact with your company and a good first impression is important.

The new Telephone score is drawn from six key metrics that include promptness of response (in terms of brand standards), some technical elements and an overall assessment of the emotional impact of the call. The inclusion of 'Offered Directions' is an added touch of care and consideration that can be shown towards the customer.

There was virtually no movement in the score year on year; gains in Positive Impact and Offered Directions cancelled out by slides across the other metrics. It is worth pointing out that the broad impression made through the telephone has improved as 67% of customers felt more encouraged to visit after the call which is 2% up year on year.

The ability of the reception team to get to a ringing phone promptly and answer it well without thinking should be second nature; these two metrics are amongst the highest scoring but given the face-2-face reception welcome score gets into the 80's in terms of scoring, it is a little

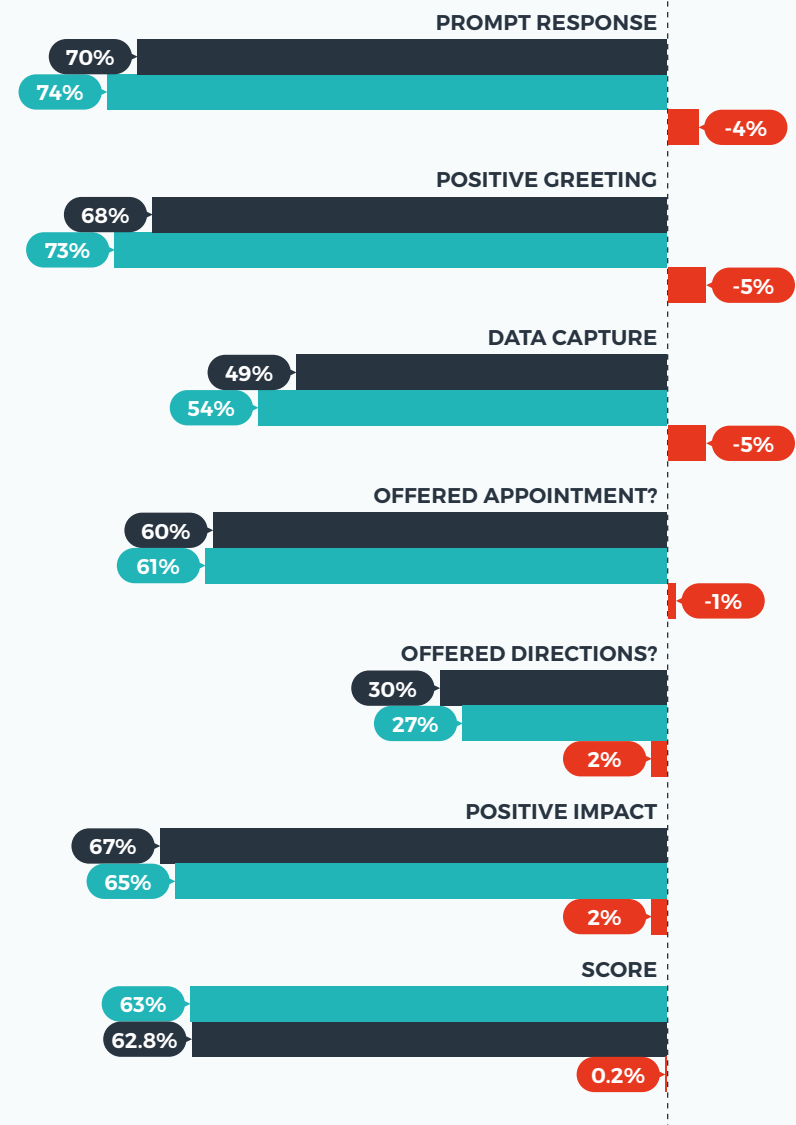
disappointing that these are not higher in the call context.

More work is required to get a positive impression of the organisation across to the other third of the customers who felt less encouraged to visit after their experience on the phone.

When looking to improve this score, more finessing on resources according to the time of year would help. The seasonality graphic further on shows the top month in December; this makes sense as low attendance means more time to attend to calls. January and February are not the lowest months as staffing rotas are likely to be full, but May comes out as the lowest scoring month of the year. Are rotas left a bit short to get holidays in or is there another reason? Whatever the reason, customers want the phone answered promptly and with a friendly tone, so have an ideas meet with your front of house team to understand the issues and target an increased score.

## PROINSIGHT TELEPHONE BENCHMARK SCORE

2015 2014 CHANGE





# WEB RESPONSE PBS

The importance of a quick online response to today's customers cannot be overstated. The very nature of the enquiry means that they expect, at the very least, to be replied to promptly. Prompt in the benchmark score is defined as within 24 hours of the enquiry being sent.

The Web PBS shows a slight fall back year on year, which is a little disappointing given that ever improving tech solutions should give organisations the opportunity to get their online communication right. Personalisation should be an absolute minimum for e-communication and, to be fair, this is the highest score. However, one in five is not personalised and this is not good enough, the minimum expected should be 95%.

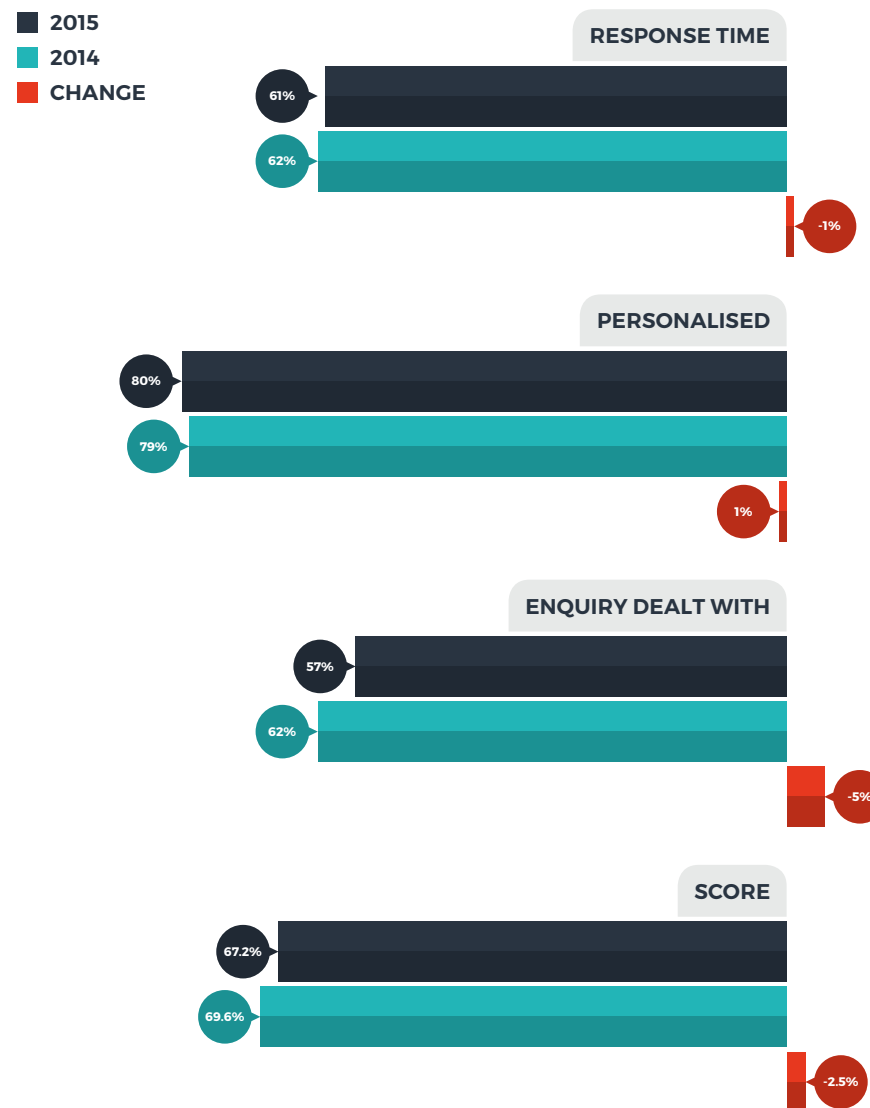
In a spot survey of the car industry carried out by Proinsight, using similar criteria and across 45 suppliers, the personalisation rate was 96% so there is work to do here.

Less than ⅓ of customers received a response within 24 hours. In fact 17% of the email responses took 3 days. This means the process slips 72 hours when it doesn't need to. In terms of the e-communication brand standards some tough questions need to be asked:

What is your email response process for your organisation and do all team members understand it?

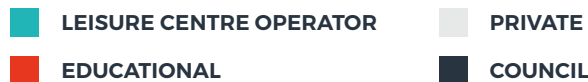
Are staff teams trained on how to get the most out of an email response?

Do your brand standards enhance the e-response or create barriers to the right response for each customer?



# FACE 2 FACE PBS

## BY ORGANISATION TYPE



In the F2F score the Leisure Centre Operators come out top. The Council sector make a good first impression but the actions after this fall well short of what is required to execute a consistently successful sale.

The Leisure Centre Operator sector should be congratulated for their ability to come top in five out of the eight categories.

This sector performs well in comparison to the others across the whole process. The Leisure Centre Operators know what commercial success looks like and their ability to deliver is why they become an attractive choice for councils looking to reduce subsidies to their leisure operations.

The Education sector does not do well welcoming the customer in, but does do well at recording who is coming in and score well on Rapport; they are friendly organisations once you get to know them. When it comes to the business end of the sales process they lack a bit of bite.

Finally, Private sector look good in terms of first impressions and also a good showing in building rapport with customers, plus they can present the right options. But surprisingly, for the sector likely to have the most commercially incentivised staff, they are beaten into second place overall by the Leisure Centre Operators.

# TELEPHONE PBS

## BY ORGANISATION TYPE 2015

Once again a look at the breakdown of the individual metrics demonstrates which sector is on top and which needs to improve.

The Private sector performs very well on the phone coming top in 5 out of 6 metrics and second in the one they did not come top. So in terms of overall score they come top by quite some distance.

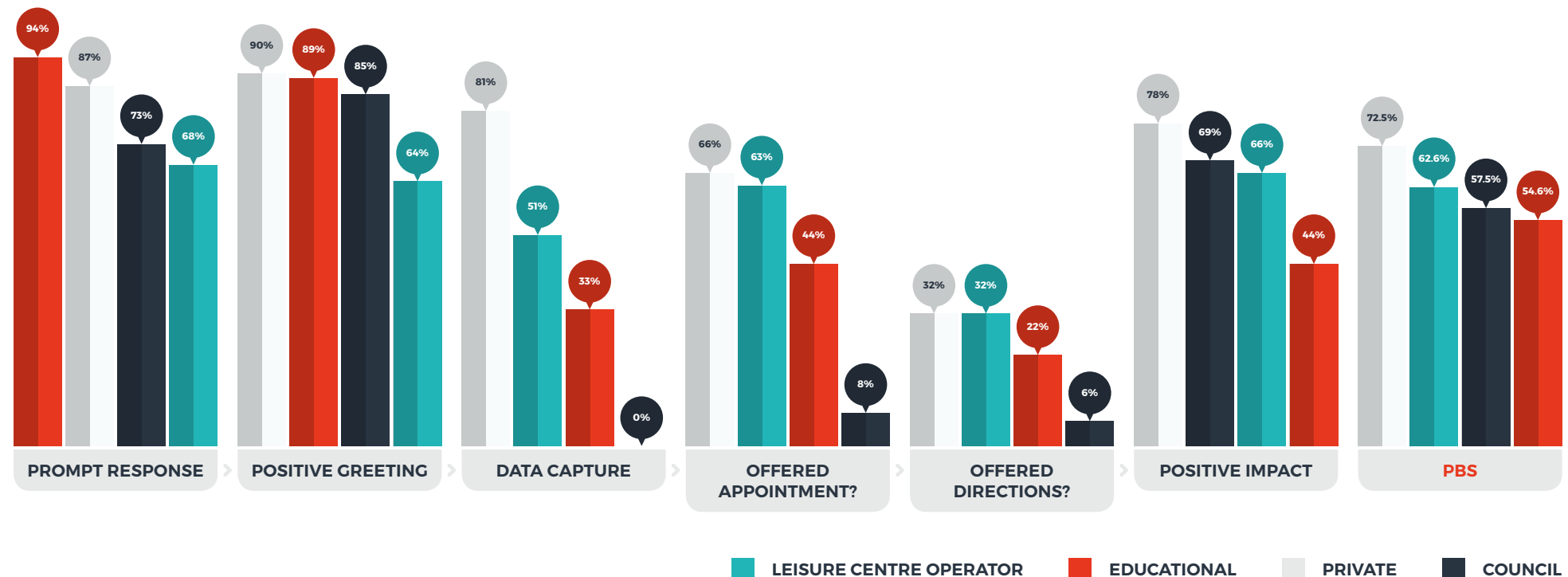
The stand out stat from the Private sector is the capture of data over the phone. They do this with 8 out of 10

customers and in commercial terms this is a huge advantage over the other sectors.

The reality for councils is that they may not be geared up to take names and numbers over the phone due to pressure on reception teams or lack of availability of specialist sales staff. It does put them at a tremendous commercial disadvantage; so

no appointment offered and the potential customer is lost.

Despite this the Positive Impact is relatively good, on par with the Leisure Centre Operators; a tough commercial manager would say this doesn't pay the bills though.



# WEB RESPONSE PBS

## BY ORGANISATION TYPE 2015

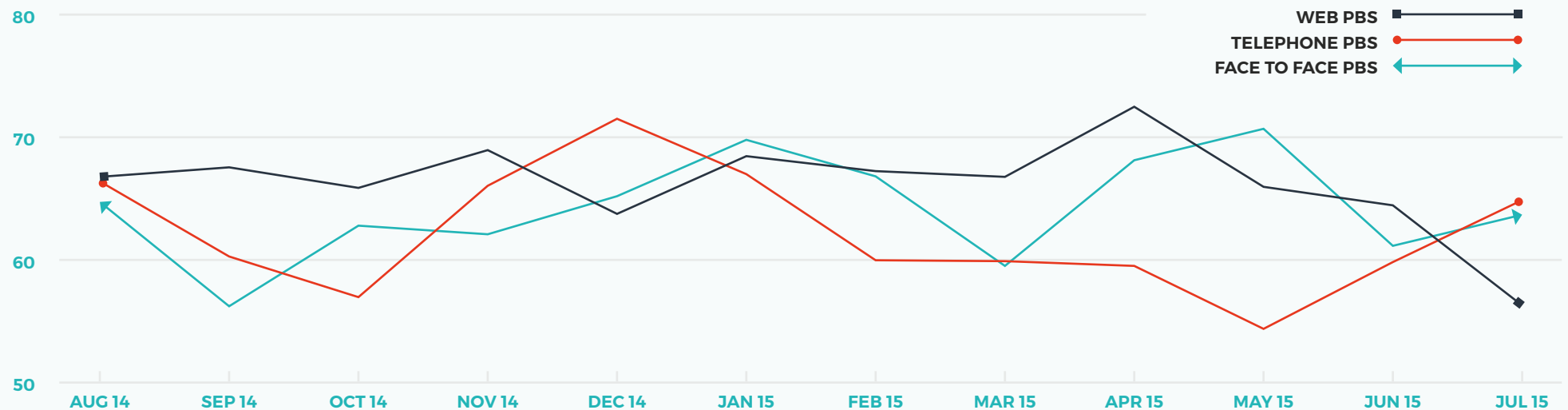
In a surprising turnaround, the league table for e-response is turned upside down from the other two Proinsight Benchmark Scores, as the Educational and Council sectors head the table.

Council blots its copybook for being slow but when this sector does respond, the content is relatively good. The Private sector do not perform well, comparatively speaking, with lowest scores in 2 of the 3 metrics.





# SEASONALITY & BENCHMARK SCORES



## Highlights September

Disappointing to see the Face2Face PBS at its lowest in what is a critical month for the industry. Sales teams should be ready in September to capitalise on what should be the industry's second biggest sales month.

## Highlights December

Telephone scores are at a record high, perhaps the reduction in footfall allows teams to deal with incoming calls more efficiently, looking at these variations in the telephone PBS a call centre may be the way forward to improve consistency?

## Highlights January 2015

Shows a remarkable improvement on last year's results with all three scores around the 70% mark, perhaps the majority of our clients are ensuring that sales teams are geared up for January. A pleasing step change in performance.

Web PBS performance degrades over the summer – lack of personnel or urgency?

Telephone PBS suffers in the high attendance months, recovers in the quiet months – resource issue?

F2F has a significant dip in March – a hangover from the intensive months of January/February. Is this staff holiday, staff motivation or a combination of both?

## The Proinsight Team

David Hopkins	Managing Director
Oliver Matthews	Operations Director
Brendan Johnson	Senior Programme Coordinator
Tom Holford	Programme Coordinator
Dani Martin	Quality Control
Rose Matthews	Quality Control
Caroline Goldsmith	Credit Control
Mhairi FitzPatrick	Executive Director
Andy Kay	Executive Director

Contact David on [david.hopkins@proinsight.org](mailto:david.hopkins@proinsight.org) to find out more about:



**MYSTERY SHOPPING  
WITH CLOSED LOOP  
ACTION PLANNING**



**PROINSIGHT  
SMARTAUDIT**



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