

PROINSIGHT™

Mystery Shopping & Consumer Research



BENCHMARK REPORT SALES

Annual Report 2020

Commercial insight for the leisure industry

OUR VALUES

PROINSIGHT™

CORE VALUES

we live by

FUN



*We have fun
making it happen.*

SPEED

*We focus on speed, responding
and engaging swiftly, without
compromising quality.*

QUALITY



*We are detail focused, and make
sure that our partners receive
only the highest quality insights.*

OWN IT



*We take ownership and do whatever
it takes to get the job done.*

PASSION



*We are passionate about
outstanding customer experiences.*

**TEAM
PLAYERS**



*We are one team and challenge
each other to be the best.*

FLEXIBILITY

*Nothing is too much trouble and we
always deliver on our promises.*

OUR KEYS TO SUCCESS

A MESSAGE FROM DAVID HOPKINS

Welcome to the **Proinsight Benchmark Report 2020**, the definitive report on sales effectiveness for the leisure industry.

The health & leisure sector was once thought of as a safe place in times of economic hardship, however the everchanging landscape of providers, including a proliferation of new products from the boutique market, has sharpened the competition and hardened the marketplace. What I have noticed over the last year is the real urgency amongst our clients to understand how to make the most of every interaction with a potential customer or member.

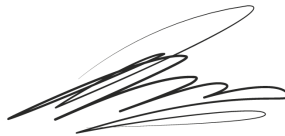
We can no longer just present a smiling face and push our undoubted product knowledge to the fore and expect customers to fall in line. Today's consumer expects more; every interaction must be in line with the brand promise and potential/current customers react badly when the company fails to deliver. They will take their pound elsewhere and there are plenty of new faces with shiny new products making great offers.

We believe the relentless quest for consistent, high quality service can only be achieved with independent

measurement. Only when you view your service provision through another lens can you truly see how you are doing. Together with the on-the-spot analysis of the sales interaction, a more in-depth look at your customer's journey can accurately reveal where your consumer experience can be improved.

Every interaction is precious.

Enjoy the read and please contact me with any questions, I'd love to hear from you.



David Hopkins
Managing Director and Founder
of Proinsight Research Ltd

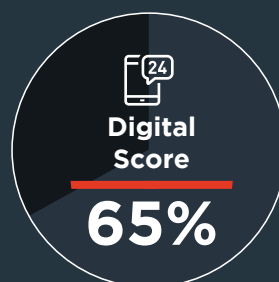


REPORT HIGHLIGHTS

The **Proinsight Benchmark Report** measures the effectiveness of the membership sales process for the health & leisure industry. Data has been gathered from over **1,000 locations around the UK** that have been **mystery shopped 4,500 times** to provide over **56,000 metrics** for analysis.



The **Face2Face of 72%** is a unique measure of the commercial strength of the person-to-person contact with the customer. The score is up 5% year on year, an excellent improvement, in fact the best for four years. Most satisfying to see was the rise in Follow up of 8%; this is a commercially impactful improvement. Another improvement was in the Needs Analysis score which increased 9 percentage points over last year. In our analysis of the emotional scores vs. the technical scores (see later), it was the improvement in the technical side that drove the overall score up. In 2018's report we asked sale people across the industry to switch down their desire to talk and switch up their desire to listen.



The **Digital Score of 65%** measures the speed of an online response to a specific customer question. There was a slight fall of 2% from last year which is a disappointing result after 3 consecutive years of improvement. The individual metric at fault was the Response Time which dropped 3%. A quick response to online is key to today's consumer so client's focus must be on the reasons this metric is not improving and act.



The **Telephone Score of 71%** reflects the key skills required to make a positive connection with a customer over the phone and persuade them to visit. This score was static year on year. After 4 years of improvement a levelling off is a little disappointing; individual movements in the metrics cancelled each other out. There is still positive impact being made in 8 out of 10 calls, which is a reasonable a result, however, there was a slight drop in the key commercial point of Offered Appointment. It's very important that the prospective customer feels wanted and not making an offer to visit is an opportunity missed.

WHAT ARE WE MEASURING?

Proinsight is the industry leader in sales process analysis for the leisure sector. The Proinsight Benchmark Score is drawn from field visits, web contact and telephone calls made by real people to real businesses across the country. The key performance metrics that make up each score are chosen because they are critical to a successful sales outcome. The metrics change within each channel, but a common thread runs through them all. Treat your prospective customer as an individual. Our nationwide client base gives a comprehensive picture of sale performance up and down the country.

The sales channels under are:

- Digital response
- Telephone call
- Face to Face field visit

The percentage score reflects the number of actual points scored against total possible points from the mystery shop.

THE BIG NUMBERS

NUMBER OF METRICS IN DATABASE

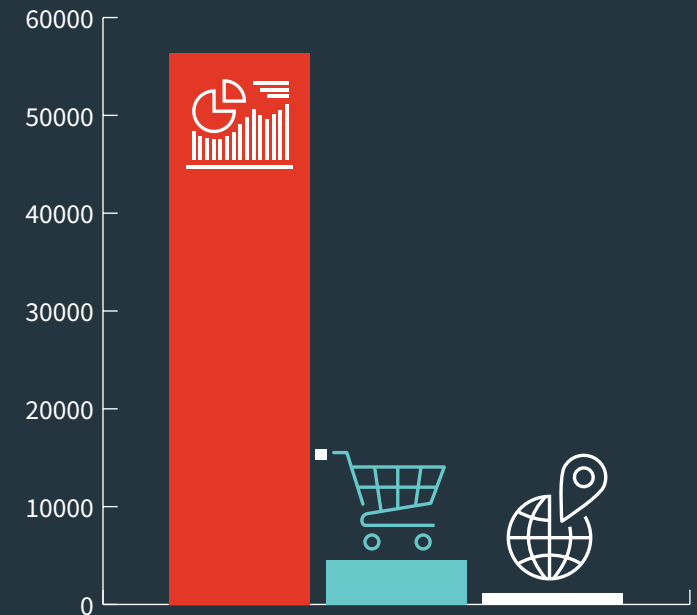
56,340

NUMBER OF MYSTERY SHOPS CARRIED OUT

4,566

NUMBER OF LOCATIONS INVOLVED ACROSS THE UK

1,117



SCORE DEFINITIONS



Digital Response

The desired customer experience online is for a rapid response, that they are recognised as an individual and their questions are answered

Metrics

Response Time

Personalised

Enquiry Dealt With



Telephone Enquiry

The desired customer experience is that their call is attended to quickly, it is welcoming, they are important to the person, that they have an outcome that works, they feel cared for and leave the call feeling better for the interaction

Metrics

Prompt Answer

Positive Greeting

Data Taken

Offered Appointment

Offered Directions

Positive Impact



Face 2 Face Walk in

This complex interaction has many facets but for the best customer experience they must be acknowledged when they arrive; they feel important to you and they are being listened to; that they understand what is for sale suits their needs; the sales person sees the whole person not a sales opportunity; the deal is clearly explained; the business wants them as a customer and that the organisation cares that they took time to enquire

Metrics

Positive Welcome

Data Capture

Needs Analysis

Tour

Building Rapport

Effective Price Presentation

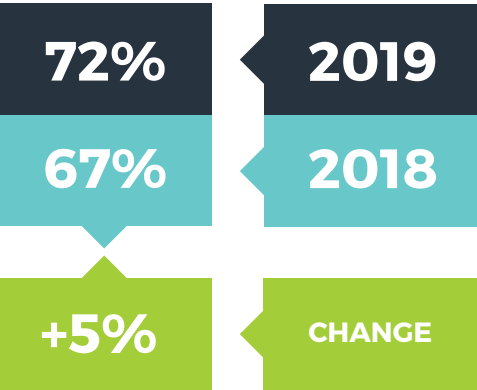
Asked to Join

Follow up

FACE2FACE

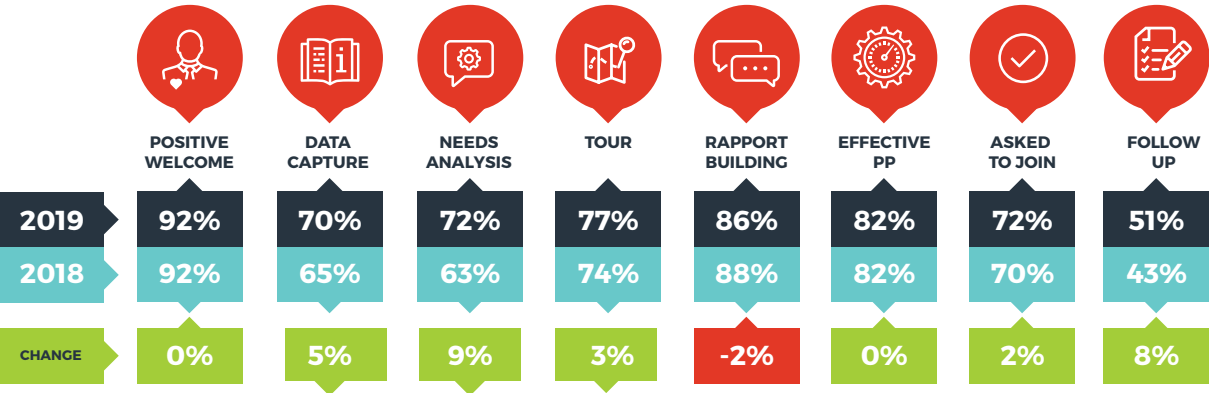


SCORE



This is the biggest year on year rise for the F2F PBS in 4 years. Driven by an excellent 8% rise in Follow up; this is a key area where we have been working with clients to improve. It has been a challenge to improve this score but 2 years ago it started moving upwards and from c. 30% this has now edged over 50%. Is this a reflection of fierce competition for the leisure pound? Perhaps but all companies must make the most of every single enquiry that comes their way.

The best performance at volume was GymBox. Consistent excellence is no accident and with 4 metrics over 90% they have an all-round quality approach to their walk-in sales enquiries.



Shopper Comment from a Top Scoring Client

“This was a very positive visit where I was shown the relevant kit that would enable the achievement of my goals. I felt that Xxx was well presented as well as enthusiastic on the tour of the facility, and I felt that he achieved the aim of convincing me that this was the club for me very well.”



Shopper Comment from a Low Score Client

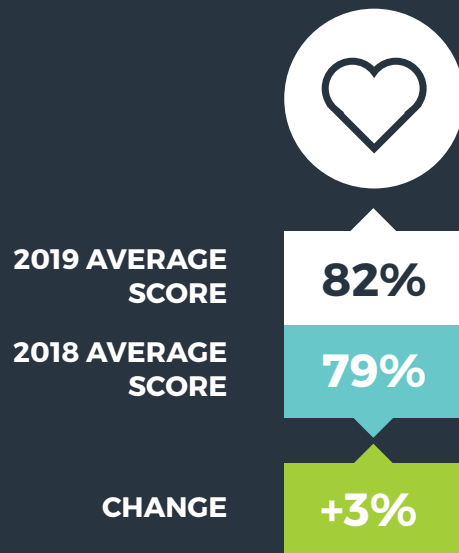
“Although I was given a thorough tour of the centre it was not related to my interests in any way at the staff member had not taken time to enquire about them. My name was not asked for at all during my visit and therefore was not used during the tour, and I did not feel that rapport was really built between myself and the staff member. I felt I was shown a good range of centre features, but not the benefits of.”

EMOTIONAL VS. TECHNICAL SCORES

In a face to face interaction, the skill of the salesperson is to balance the soft, emotional side of drawing the prospect in, with the harder part of taking the money. Both parties should get what they want. We class the Emotional skills as those that persuade the prospective customer that you are trustworthy; the Technical Skills come into play when you must agree the 'deal'.

Emotional Skills

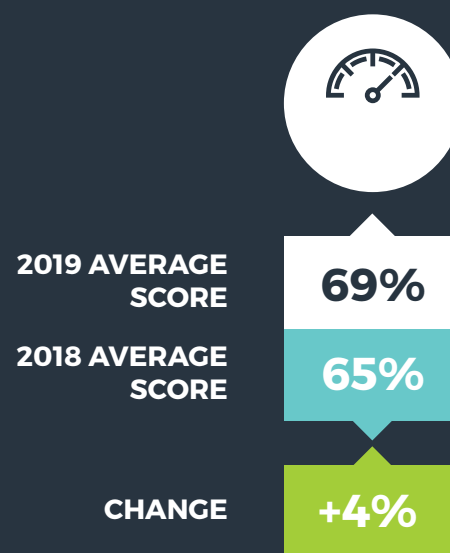
Positive Welcome, Needs Analysis, Tour and Rapport Building



Our ambition was to help clients get the score over 80% and this was achieved. The Needs Analysis metric drove this change; at last sales are listening more than talking.

Technical Skills

Data Capture, Price Presentation, Ask to Join and Follow up



We have worked hard at getting Follow up improved and finally this year clients delivered! Up +8% year on year, this is the sort of jump we need to improve commercial outcome. Time spent with prospects is precious and not to follow up is a cardinal sin.

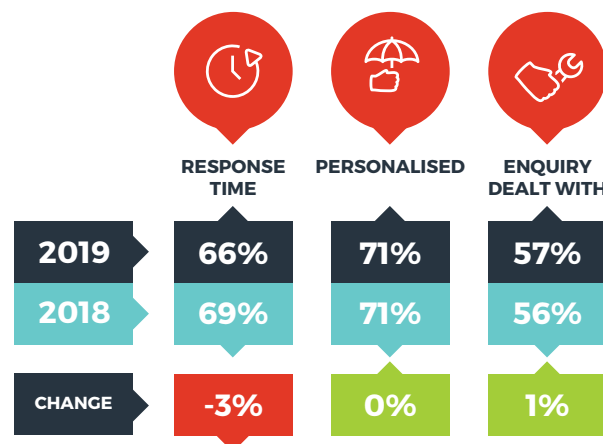
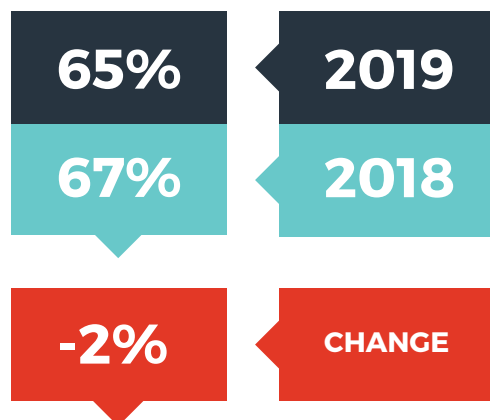
DIGITAL CHANNEL BENCHMARK SCORE

The Digital Score suffered a 2% drop compared with last year. This was caused by a decrease in Response Time which could be a result of increasing volumes through this channel as the cultural shift to digital communication continues at pace. The Response Time metric is one drawn from Date/Time stamps therefore accurately reflects reality. Best performer at volume was West Dunbartonshire Leisure who scored over 90% in all three metrics with Response Time hitting 97%, great job.

Historically the digital performance has been a little uneven with one metric improving as others fall. One stubborn issue is the lack on movement in personalisation. This metric is as simple as using someone's name and should be a non-negotiable when it comes to digital response.



SCORE



Shopper Comment from a Top Scoring Client

"The email response I received was prompt and accurate. The person responding had answered all my questions and had given me some more information for me to consider. They had also addressed it to me and used their name too so I felt like it was personal to me and my needs. The email was also very friendly and not pressurising in its manner. They offered an open invitation to visit and view the centre"



Shopper Comment from a Low Score Client

"I feel that sending a web enquiry is not as efficient as telephoning in or sending a message via social media, I have had no response from the web enquiry form, which is disappointing. I usually call into businesses for this reason. I feel that if it is not looked at as regularly as social media, then why have this option? I feel that the response needs to be quicker with web messages."

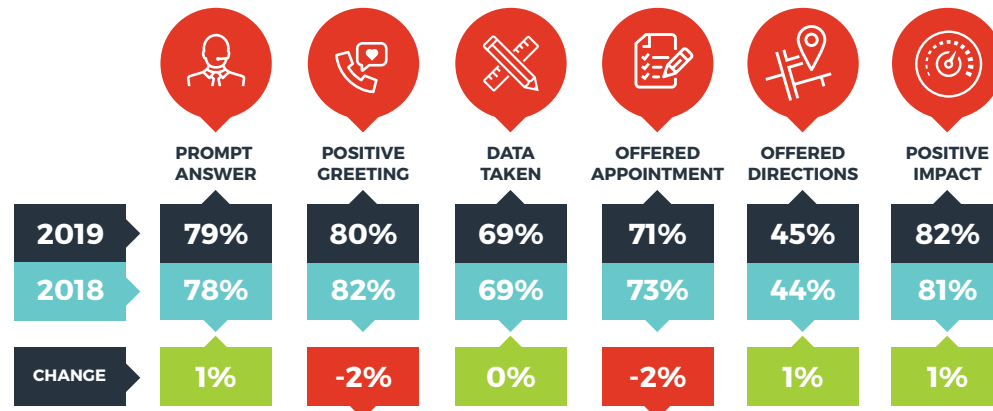
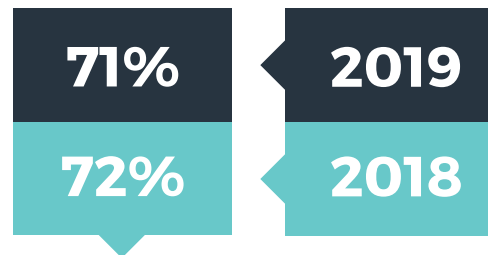
TELEPHONE

The Telephone score was slightly down by 1%. After 4 years of improving scores it has stalled; if the last 4 years are examined in detail the metric that has improved the most is Data Taken. This was a commercially important issue and clients have responded moving this score from 49% in 2015 to 69% in 2019. Has this reached a limit? The answer must be no.

Best performer at volume for Telephone was Bay Leisure with 97% score from 70+ calls. Tellingly, the Positive Greeting at 100% and Offered Appointment 98%, left most people with a very positive impression of this company. It is apparent from the top performers why the introduction at the top of the call is so important and things flows from a positive start.



SCORE



Shopper Comment from a Top Scoring Client

"I was happy with the staff member answering the call quickly and introducing themselves at the start of the call. She was very clear with the way she spoke and came across friendly and took my details at the start of the conversation to make it personal from the beginning."



Shopper Comment from a Low Score Client

"I was not asked if I had visited the centre before and no offer to make an appointment was made or for my name and contact details, which surprised me. Whilst XXXX has a good product knowledge, I felt opportunities were missed to take my details and arrange an appointment to visit the centre and speak to a member of staff. There was no information taken to allow a follow up call, which left me feeling all of the onus was on me if I wanted to become a member. I was

SECTOR BREAKDOWN

The range of scores has widened among the sectors across all channels compared with last year. Council has moved from 3rd rank in Digital to top, well done. Private sector retains top spot in Telephone with a similar score to last year. In F2F the Private sector score of 82% is higher than last year's top spot and the gap has widened a little between top and bottom scores. A big disparity in Data Capture metric of 46% shows where improvement is needed.

DIGITAL

Rank	Sector	Response Time	Personalised	Enquiry Dealt with	Digital PBS
1	Council	75%	81%	64%	73%
2	Private	72%	79%	57%	69%
3	Leisure Trust	62%	67%	55%	61%

KEY OBSERVATION



Speed is important in this channel with 90% target

TELEPHONE

Rank	Sector	Prompt Answer	Positive Greeting	Data Taken	Offered Appointment	Offered Directions	Positive Impact	TELEPHONE PBS
1	Private	91%	75%	78%	88%	56%	91%	80%
2	Leisure Trust	76%	84%	61%	65%	42%	80%	68%
3	Council	80%	65%	41%	38%	15%	76%	52%

KEY OBSERVATION



Take contact details over the telephone otherwise opportunity lost

F2F

Rank	Sector	Positive Welcome	Data Capture	Needs Analysis	Tour	Rapport Building	Effective Price Presentation	Asked to Join	Follow up	FACE TO FACE PBS
1	Private	96%	90%	82%	85%	88%	73%	74%	66%	82%
2	Leisure Trust	89%	61%	59%	70%	84%	88%	65%	37%	69%
3	Council	86%	44%	55%	72%	82%	85%	58%	25%	64%

KEY OBSERVATION



Big disparity in Data Capture needs to be closed combined with more listening and the Follow up

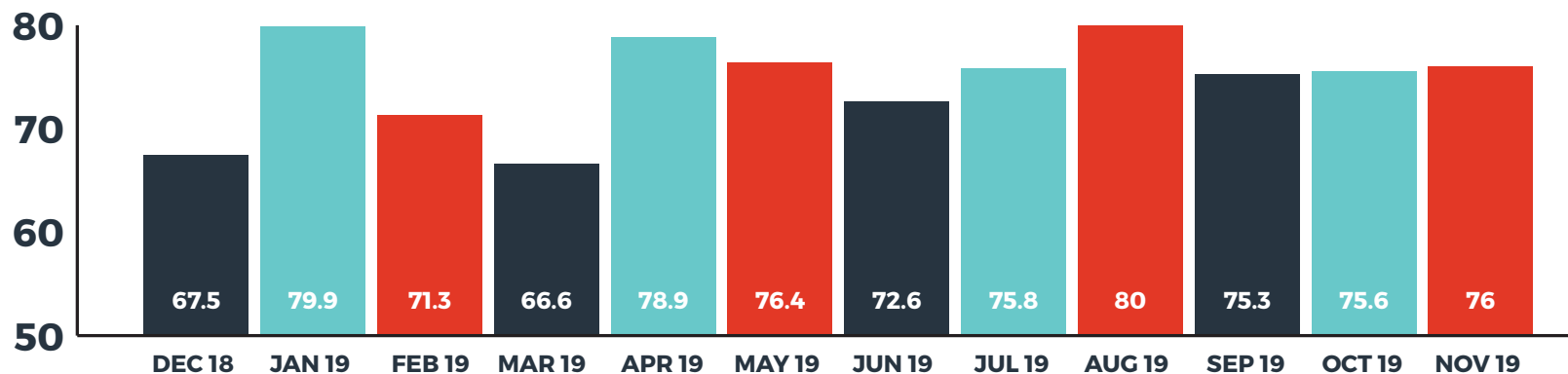
SEASONAL VARIATION IN FACE TO FACE

The seasonal soft spot is March with a 66% score; this is well under the top scoring months of c. 80%. This could be down to sales fatigue after the huge effort of January/February, reduced resources as sales force take time off, or even consumer fatigue. Perhaps a combination of all three; whatever it is the gap represents lost commercial opportunity.

KEY OBSERVATION



Assess your sales resource in terms of number and their 'grit' factor. What do you need to change to improve the face to face interactions with prospects in this 'hangover' month?



CLIENT FEEDBACK



For the past 5 years we've been recommending our clients use Proinsight's services to measure what's hot and not within their member and potential member experience.

With more budget clubs and boutiques than ever before, it's the great service experiences that will set us apart. This makes testing and measuring through mystery shopping crucial to any brand success.

Paul Woodford

Director of Marketing and Partnerships
Alliance Leisure



I can't praise Proinsight enough. Quite aside from the value of the unbiased insight we get from them, they are also a tremendous team to work with. They work hard and are absolutely on top of the detail, proactively coming up with ideas to continually improve the process. They also show an incredible level of care, going out of their way to understand our needs and deliver a personalised service. You can tell it matters to them that we are successful – and in turn, it matters to me that they are. I can't recommend them highly enough.

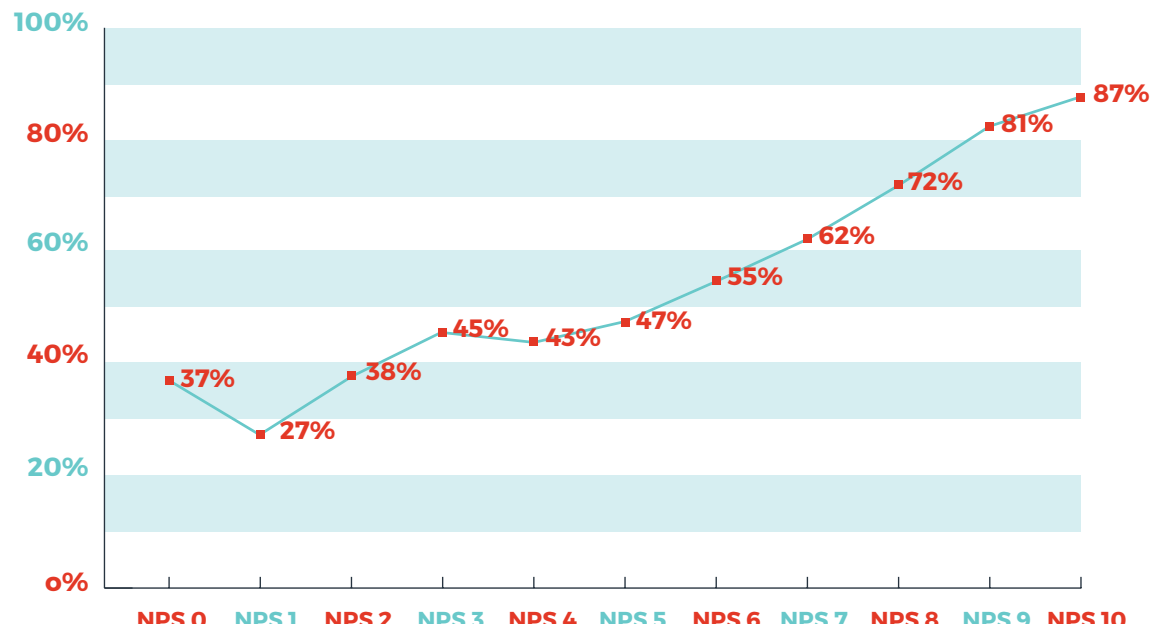
Mia Manson

Bishop, Member Experience
Director at David Lloyd Leisure

MYSTERY SHOP SCORE & NPS

From the last 4 years of analysis, we understand that the closer an organisation adheres to its brand standards, as measured through a mystery shop, the higher the Net Promoter Score (NPS) is. A rising NPS means you are building loyalty exactly where you need it, i.e. in the local marketplace. That is a clear demonstration of growing 'consumer influencers' exactly where you need it most.

Average Survey Score for each NPS rating

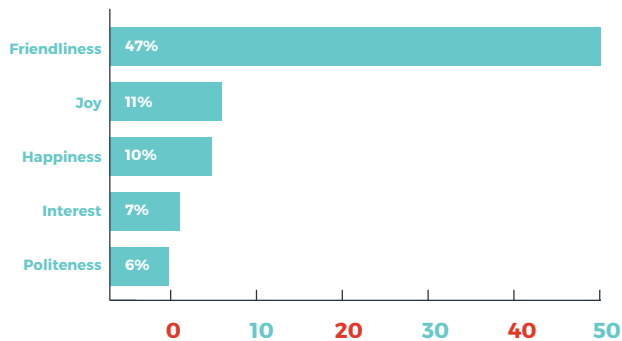


NPS & EMOTION

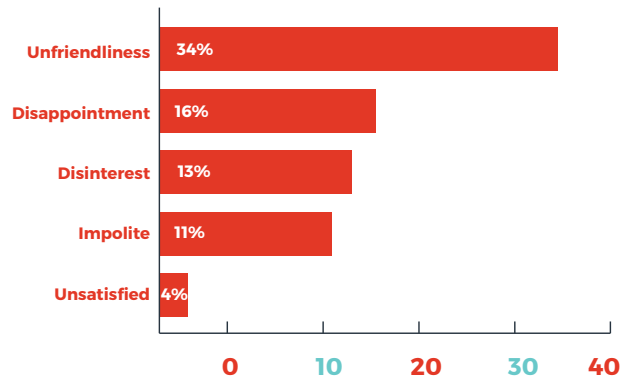
A key advantage to having verbatim placed within the body of your mystery shop is the textual analysis that can be done. The subconscious use of certain words by the people undergoing the experience shows up some key factors. Using this type of analysis with your sales team can assist their understanding of how to avoid frequent mistakes and how to work on their soft skills. Friendliness is the most

frequently mentioned emotion by mystery shoppers as important in a higher NPS score; you could call it charm. On the flip side perceived unfriendliness and disinterest from the sales person drive an NPS score down.

Dominant emotions in Promoter comments (NPS=9-10)



Dominant emotions in Detractor comments (NPS=0-6)



Shopper Comment from a high NPS

“She was polite enthusiastic throughout the tour and I truly felt she was focussed on trying to help me achieve my objectives in me joining



Shopper Comment from a Low NPS

“I felt the interview was more of an interrogation than a sales pitch, a more relaxed style of questioning would have made me feel more relaxed. I felt as if I was guilty of something when being questioned”

Powered by

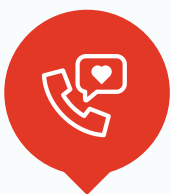


PRODUCT PAGE



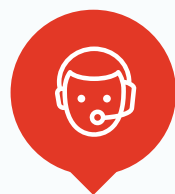
DIGITAL CHANNEL

Measures speed, personalisation, customisation



PHONE CALL

Recording available immediately, measures promptness, positive impact, data capture



SALES

Person to person measurement that looks at all aspects of a sales tour and closing. Plus Follow up



CUSTOMER JOURNEY

How is your customer experience after the sale has been made?



GROUP EXERCISE

How are your instructors measuring up to your brand?



SWIM

Are you getting the swim experience right?



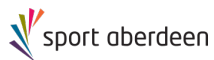
KIDS PLAY

Is the commercial aspect being driven alongside the safety and enjoyment factors?

All of Proinsight products can be tailored to your specific needs.

Email on info@proinsight.org to find out more about each product and how we can help you improve your customer experience.

WHO WE WORK WITH



THE PROINSIGHT TEAM

David Hopkins
Managing Director

Chloe Stone
Account Manager

Hannah Weekes
Operations Manager

Kathleen Wood
Client Services Manager

Ashleigh Harvey
Client Services Assistant

Tom Walton
Team Leader – Operations

Antonio Caruso
Team Leader - Operations

Max Hastings
Programme Coordinator

Phillipa Jahir
Programme Coordinator

Sam Harper
Programme Coordinator
Ben Elwood
Business Development

Anthony Griffiths
Business Development

Iveta Webster
Credit Control

Mhairi FitzPatrick
Executive Director

Andy Kay
Executive Director

Contact Proinsight on info@proinsight.org to find out more about:



**MYSTERY
SHOPPING
WITH CLOSED
LOOP ACTION
PLANNING**



**PROINSIGHT
SMARTAUDIT**



RESEARCH

Proinsight Research Ltd
Metal Box Factory (MBF) , Unit 527/9,30
Great Guildford Street,
Borough, London, SE1 0HS

proinsight.org