

About Us

At **change++** we help you achieve your business objectives by improving the way you manage information.

At whatever stage of a business process, we believe we can help you gather data more efficiently, report on it quickly, analyse it easily and present it clearly.

By listening to what you want to do and drawing on years of experience working with retail and leisure businesses, we can recommend the most cost-effective solution to your information systems needs.

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How David Lloyd Leisure got their stock figures into shape

Background

David Lloyd Leisure (DLL) is the UK's leading brand in racquets, health and fitness clubs. There are 55 clubs in the UK and Ireland including 41 with racquets facilities and membership exceeds 310,000. In addition to the sports facilities, David Lloyd Leisure clubs offer health and beauty spas, Lifestyle Medical Centres, café bars, crèches, nurseries and specialist sports shops.



The café bars are an integral part of the DLL service to members, but the internal stock spreadsheet system that was used to manage their food and beverage sales was acknowledged to be unsuited to business requirements. Additionally, over £100k per annum was being spent on outsourced stock auditing by an external supplier, which meant that regional and group reporting was only done on a monthly basis.

It was acknowledged that developing a system that could be managed in-house would not only reduce costs significantly, but allow more frequent weekly reporting and give DLL managers more control over their stock-holding and ordering. A proposal was developed to define the business requirements and the resulting document included the following within the project scope;

- Set up and maintenance of a centralised database containing details of food and beverage suppliers and products sold in clubs
- Decentralised (i.e. club level) data capture of stock management information required to produce interim and period end results for food and beverage for each club
- Calculation and submission of interim and period end results for food and beverages for each club
- Production of various period end reports by region and group and production of local reports for club use.

DLL briefed **change++** to propose a solution that would give individual clubs the facility to manage their own stock through browsers connected to the DLL Intranet.

Solution

The solution proposed by **change++** is based on a Maxiplan system for club level reporting and uses Business Objects for a number of Head Office reports that summarise club reports and provide an overview of F&B trading throughout the Group.

The Maxiplan system is available over the corporate intranet, 'Lloyd net'. Data on food and drinks suppliers and product costs is held centrally and replaces the previous individual club level spreadsheets that sometimes contained outdated information. Bar managers can

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now key in data to the system from checked delivery notes and automatically update their stock figures. Files of income data are fed from DLL's EPOS supplier directly into the Head Office system on a weekly basis and are immediately available for individual clubs to view. Club food and beverage managers can instantly access their club's stock breakdown, sales mix, deliveries received and stock summary for both food and drink products.

A weekly club summary gives the cash values of sales and the yield achieved, and further reports illustrate individual club performance over specified periods – weekly, monthly or year to date. Other reports also show actual use to till use, weekly sales against average sales for the period and weekly performance and variance.



At Head Office, the reports developed using Business Objects summarise much of the club level information. Although these have been written by **change++**, DLL business analysts will ultimately be able to create and customize their own reports.

Benefits

The major benefit of the system for David Lloyd Leisure is the speed with which the Head Office finance department can now access stock valuations and delivery data, for regional reporting. Instead of monthly reporting, information is now available on a weekly basis.

There is less paperwork, club transfers are secure and properly accounted for, and the overall response at club level is that managers just spend a maximum of 1½ hours per week processing stock related data, a saving on the time spent previously.

Feedback at the user training sessions attended by **change++** has been extremely positive with all club staff acknowledging the effectiveness of the system and its impact on the stock management information available to them.

Clearly, as all deliveries of stock, sales and closing stock are reconciled on the same system, stock control information is easily monitored. Stock usage and movements are readily identifiable and 'slippage' becomes more visible. Delivery information can be more efficiently reconciled with supplier invoices.

At Group level, head office staff have a much more reliable picture of closing stock levels and club delivery declarations.

According to DLL, the system has improved the club level monitoring of food and beverage stock within the Group and affords an accurate weekly view of stock results. DLL anticipate savings of at least £50K per annum as a result of implementing the system. Team members in the clubs are provided with a user-friendly system.

change++ have helped DLL develop a system that has the flexibility to expand with the business and DLL are encouraged by the initial results.