



## West Dunbartonshire Leisure – Net Promoter Score

### ***Customer Consultation undertaken and report written by Georgina Wardrop, West Dunbartonshire Leisure.***

Over the course of a week in January 2014, a further Customer Consultation process was undertaken in all three West Dunbartonshire Leisure sites (The Meadow Centre, The Play Drome & The Vale of Leven Pool) in order to engage our customers' opinions of the leisure facilities provided to the general public of West Dunbartonshire and beyond.

This consultation process has been undertaken after a £411,000 investment in West Dunbartonshire Leisure's three main site gyms. It is therefore important to note that many of the respondents to this survey were focussed mainly on the gym facilities and a variety of comments reflect this.

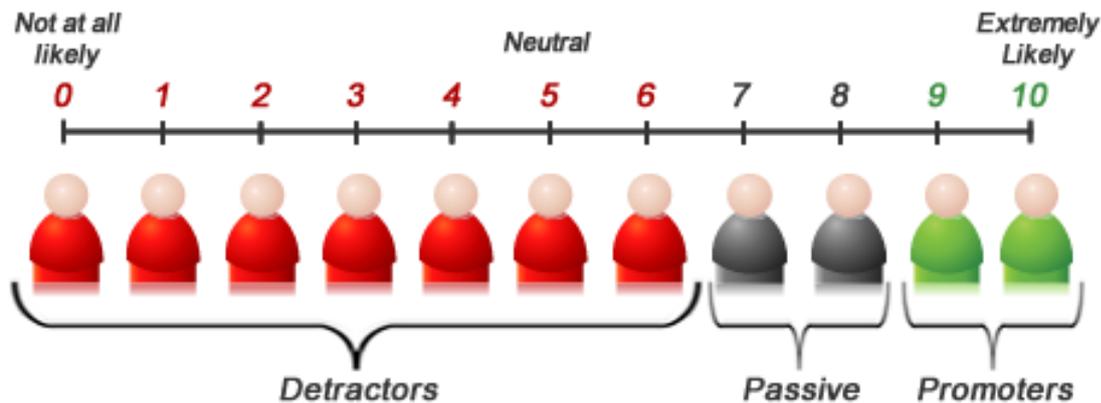
This consultation was undertaken by means of asking one simple question: *"How likely would you be to recommend West Dunbartonshire Leisure to a friend or colleague where 0 is not at all and 10 is extremely likely?"*

Our customers responded on a 0-10 point rating scale.

This consultation was carried out in order give West Dunbartonshire Leisure an updated Net Promoter Score which can be tracked over a period of time, revealing individual site performance and targeting areas for improvement in the eyes of West Dunbartonshire Leisure's customers.

This report can be regarded a follow up to West Dunbartonshire Leisure's June 2013 report, providing an update on customers' views on investments made and enabling the process of tracking satisfaction within West Dunbartonshire Leisure's clientele.

The Net Promoter Score, or NPS as it shall be referred to in this report, is based on the fundamental idea that each and every company's customer base can be divided into three categories: Promoters, Passives, and Detractors.



$$\text{Net Promoter Score} = \% \text{ promoters} - \% \text{ Detractors}$$

- **Promoters** (score 9-10) are loyal enthusiasts who will keep buying and refer others, fuelling growth.
- **Passives** (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- **Detractors** (score 0-6) are unhappy customers who can damage our brand and impede growth through negative word-of-mouth.

The NPS is calculated by taking the percentage of customers who are Promoters and subtracting the percentage of those who are Detractors.

This Customer Consultation was carried out by speaking face-to-face with our customers, obtaining their rating scores of the facility they were using, and gaining additional comments both positive and negative in order to benefit future development work within West Dunbartonshire Leisure.

Further consultation was carried out by creating an online survey and promoting this via our social media networks, specifically West Dunbartonshire Leisure's new Facebook Page. 34 results were accumulated, and vastly reflect (if not duplicate) those collected face to face within the three main sites.

It is important to note that the question was asked to a wide range of our customer base; this included regular members and non-members encompassing the diversity of our service users in terms of age, gender, ethnicity, disability, religion and sexuality.

## Individual Site Results:

### The Play Drome:

The Customer Consultation of The Play Drome was undertaken both at the Reception area as customers entered and left the building and at the pod desk in the new gym facility. 100 responses were gathered, consisting of respondents using all areas of the facility (Poolside, Dryside, Fitness Suite, Health Suite and Swimming Lessons).

### Results:

Respondents (Total)	Promoters (9-10)	Detractors (0-6)	Passives (7-8)	NPS
100	58	9	33	49

### Comments:

The main positive themes running through customers' opinions of The Play Drome were in relation to the investment made in the Gym. Various comments were left regarding the satisfaction in this investment and the new look of the facility which is undoubtedly pleasing to the eye. Members of staff were praised for their professionalism and many customers noted the staff as being extremely friendly and helpful. Customers regarded the facility to now provide value for money in terms of its All Inclusive Membership.

However, in terms of negative themes, it is clear that one of the main negative aspects of the changes made to The Play Drome is the provision of changing facilities. Customers are generally not satisfied with the changing rooms being downstairs for the gym, and on poolside for male sauna users. It is also vital to mention that many members feel the weights area in the gym needs to be bigger, with a larger selection of free weights, bars and benches, as this area can become very cramped at peak times. The lack of toilet facilities upstairs by the gym was also a cause for concern within The Play Drome's clientele. A few respondents suggested there should be a wider variety of classes, specifically later on during the evening, as many cannot attend due to timings of classes being very tight to finishing times within employment.

As visible from these scores, the investment made to The Play Drome has more than certainly attracted a large number of Promoters to the centre. However, it must be noted that many customers spoken to during this consultation are considering their options in terms of new competition shortly opening in the area.

One comment epitomises the result of The Play Drome, writing: 'Since it has been renovated it has become more welcoming and motivating'.

## The Meadow Centre:

The Customer Consultation of The Meadow Centre was undertaken mainly upstairs in the newly refurbished Gym and Dance Studio areas as these were the busiest areas of the centre at the time of consultation. However, respondents were often users of the whole facility (Poolside, Dryside, Fitness Suite and Health Suite). 100 responses were gathered as follows.

### Results:

Respondents (Total)	Promoters (9-10)	Detractors (0-6)	Passives (7-8)	NPS
100	65	5	30	60

### Comments:

Once again, it has to be said that the variety of positive comments relating to the new investment in the gym are plentiful, with customers continually praising the improvements made in terms of its impressive looks. One customer commented that the gym looks impressive, much more spacious and bright; while another was of the opinion that the gym looks much better aesthetically, a vast improvement to the old gym. A variety of comments in terms of staff professionalism are again noted, with customers happy with the great advice given and the help towards achieving their goals.

The most prominent negative theme was in relation to size of the strength area in the gym. Many customers suggested the cardio section takes up far too much space and that the weights area could be bigger, with a lack of machinery in this area. Many customers noted the lack of a Dip Bar in the Meadow Centre while others suggested they wanted a Pull-Up Station, Deadlift Mats and 35kg Dumbbells. Some comments were left in relation to the removal of Abductor/Adductor machines which were popular before the refurbishment. Members also commented on faults already existing within the new cardio equipment.

As visible here, The Meadow Centre has a vast number of Promoters who are happy with the services provided, in particular the investment made in the gym; the main issue being the weights area which may have converted respondents to being Passive or Detractors.

One comment epitomises this sentiment within The Meadow Centre: "Big difference from old gym, just needing tweaked."

## The Vale of Leven Pool:

The Customer Consultation of The Vale of Leven Pool was undertaken both at the Reception area as customers entered and left the building and at the pod desk in the new gym facility. 100 responses were gathered, consisting of respondents using all areas of the facility.

### Results:

<b>Respondents (Total)</b>	<b>Promoters (9-10)</b>	<b>Detractors (0-6)</b>	<b>Passives (7-8)</b>	<b>NPS</b>
<b>100</b>	<b>59</b>	<b>11</b>	<b>30</b>	<b>48</b>

### Comments:

The main positive theme running through the customer opinions' of The Vale of Leven Pool once again relates to the vast improvement in its gym facility; with many comments relating to it being "a lovely environment to train in – nice and bright." Many respondents were happy with the improved equipment in the gym. Fitness class users praised the variety of classes offered and the great value for money in terms of the All Inclusive Membership. Again, outstanding customer service provided by West Dunbartonshire Leisure staff was noted with comments relating to staff being extremely approachable and knowledgeable in their roles.

In similarity to both The Play Drome and The Meadow Centre; the main negative theme relates to the lack of space within the strength section. A variety of comments were noted in terms of there being a bottle neck at the weights section, especially at busy times, with customers commenting that they could not complete their free weight workout at certain times of the day. One respondent suggested that the rearranging of functional and strength areas would create some space as the layout could be much better. Another user commented on the functional equipment taking up far too much room and causing a lack of space at the weights section. This in turn reflected functional area users' worries on users with heavy weights training in very close proximity whilst training on mats directly beside the weights section. In terms of Poolside, customers' negative comments related to the cleanliness of the changing areas, but praised the new showers installed within the facility.

As clearly visible from these results, the investment made by West Dunbartonshire Leisure in terms of its newly refurbished gym facility and changing areas have been vastly welcomed by customers attending The Vale of Leven Pool. However, those considered Detractors to the centre relate mostly in terms of the space within specific areas of the gym. It must be noted however, that many customers surveyed in this consultation were also users of the Meadow Centre, and therefore comparisons are inevitable.

## Results Summary:

The results below show the accumulative NPS score for WD Leisure's main facilities.

Facility	Respondents (Total)	Promoters (9-10)	Detractors (0-6)	Passives (7-8)	NPS
The Play Drome	100	58	9	33	49
The Meadow Centre	100	65	5	30	60
The Vale of Leven	100	59	11	30	48
<b>WD Leisure</b>	<b>300</b>	<b>61%</b>	<b>8%</b>	<b>31%</b>	<b>53</b>

The NPS score of 53 is an excellent result when benchmarked against other businesses and competitors. The table below shows a sample of Net Promoter Scores from 2012:

Business	NPS Score
 <b>Apple Inc.</b>	<b>72</b>
	<b>52</b>
<b>UK local authority Leisure providers</b>	<b>28</b>
<b>UK Leisure Trusts</b>	<b>13</b>
<b>Private Health &amp; Fitness Clubs</b>	<b>-17</b>
<b>UK Health &amp; Fitness average</b>	<b>21</b>

Please note: sample sizes are probably far higher than the number achieved in our consultation.

## Results Comparison to June 2013 Consultation:

June 2013, pre-investment results:

Facility	Respondents (Total)	Promoters (9-10)	Detractors (0-6)	Passives (7-8)	NPS
The Play Drome	100	38	24	38	14
The Meadow Centre	100	54	14	32	40
The Vale of Leven	100	64	1	35	63
<b>WD Leisure</b>	<b>300</b>	<b>52%</b>	<b>13%</b>	<b>35%</b>	<b>39</b>

January 2014, after £411,000 investment in West Dunbartonshire Leisure's gyms:

Facility	Respondents (Total)	Promoters (9-10)	Detractors (0-6)	Passives (7-8)	NPS
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It is therefore evident that the investment made in the gym provision within the three centres has vastly improved the Net Promoter Score of West Dunbartonshire Leisure.