

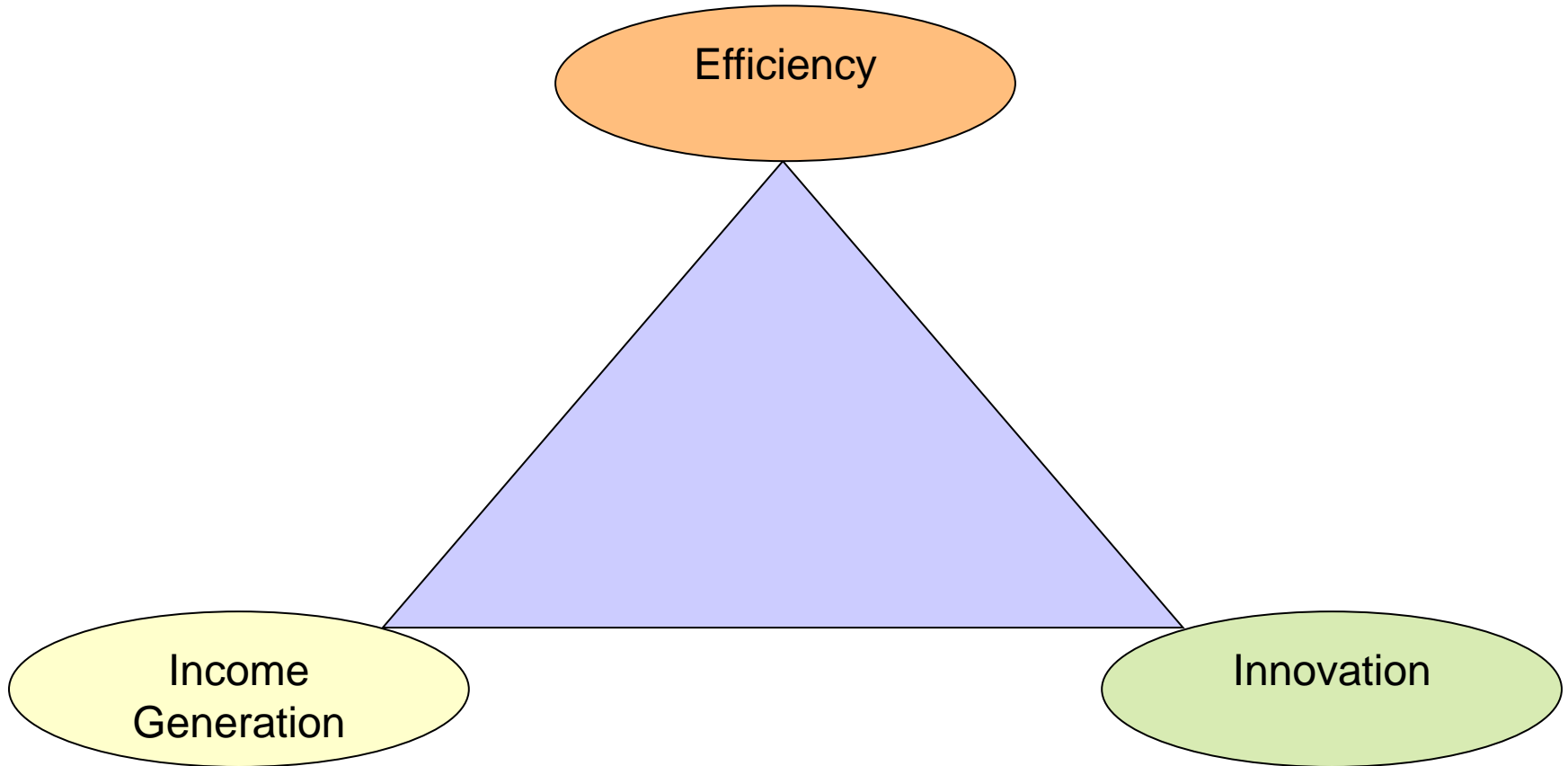


Sports and Leisure Demand Innovation

Andy Mudd

Head of APSE Solutions

Responding to austerity





Demand for leisure

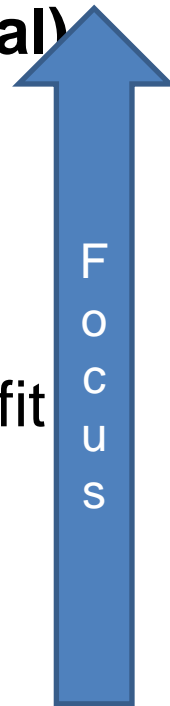
- What is the objective?
 - Commercial
 - Making some money?
 - Social policy
 - Saving some money?
- Who is the customer?
 - Individual
 - Society

Segmenting demand for local authority leisure



Individual (commercial)

- Active fit
- Inactive still fit
- Inactive no longer fit
- Inactive morbidly unfit



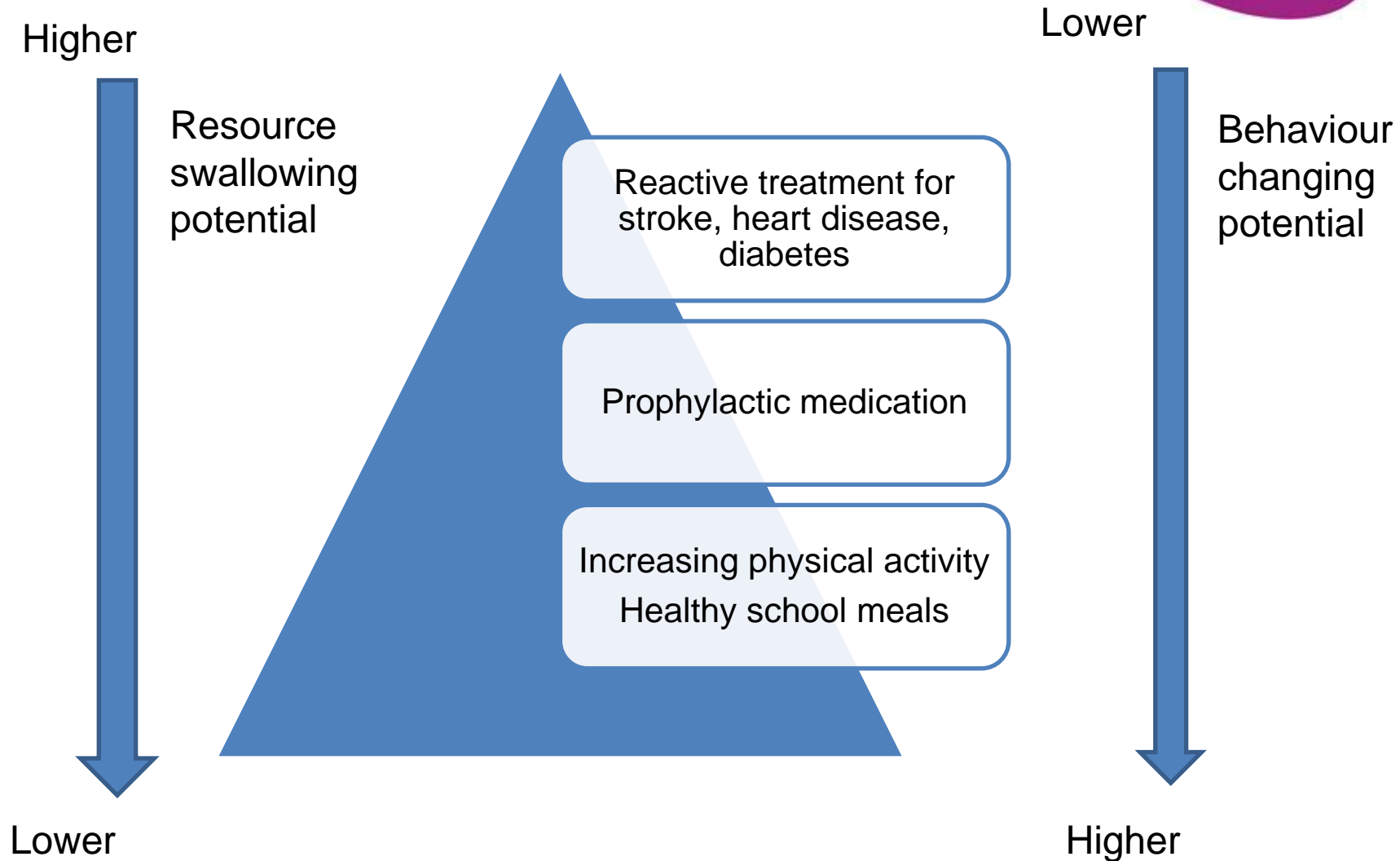
Society (Social Policy)

- Inactive morbidly unfit
- Inactive no longer fit
- Inactive fit
- Active fit

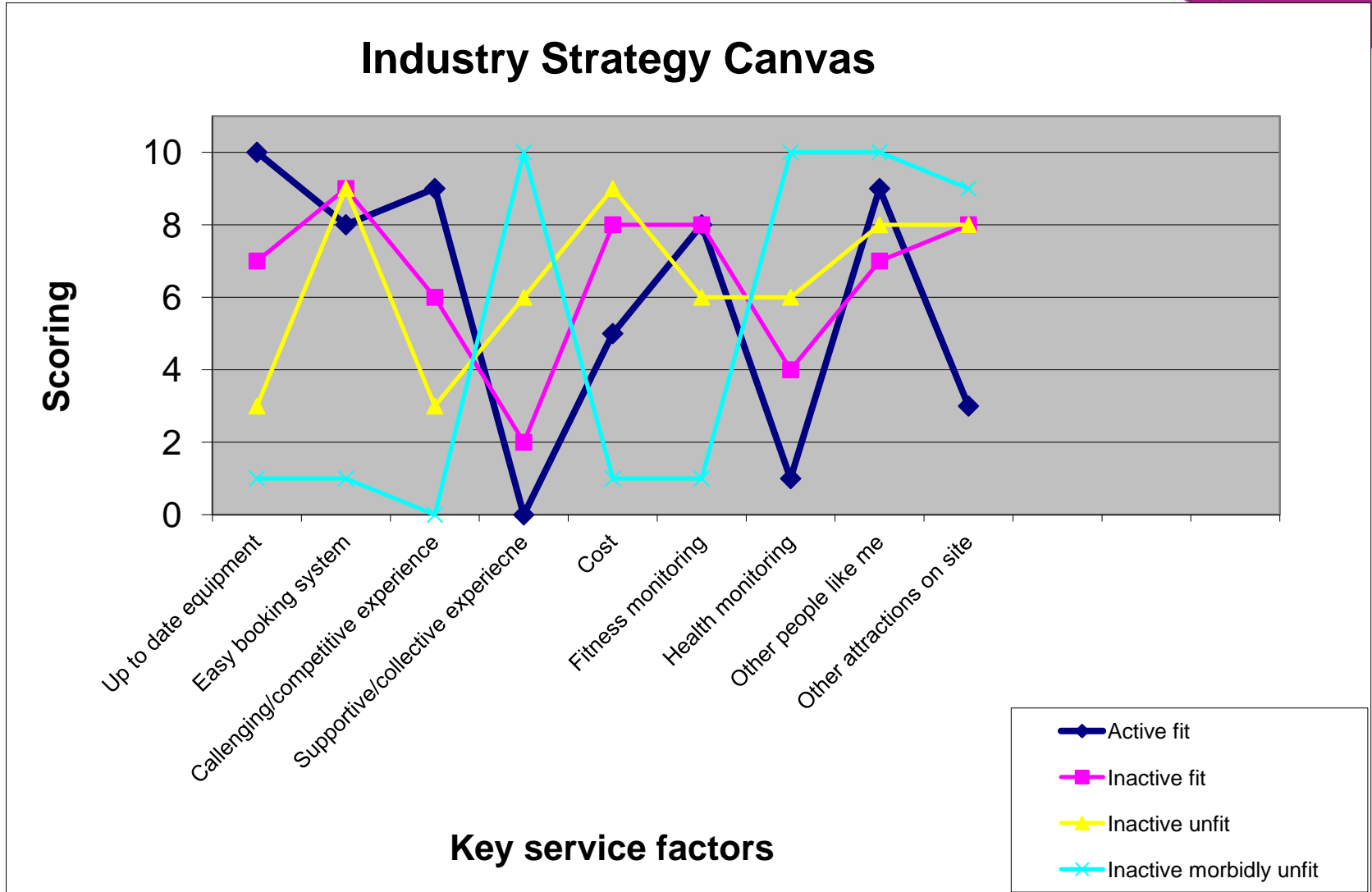
Where is your focus?

Can we afford it: tackling causes saves money

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Strategy canvas: Leisure



Some challenging questions



- Can we meet the requirements of gym bunnies and morbidly unfit at the same time?
- Where is the main focus?
- Are we about social policy or are we about commercial success?
- Could we shift focus to meet the needs of morbidly unfit without losing the gym bunnies?
- Can we be commercially successful and still meet social policy objectives?

Sources of income



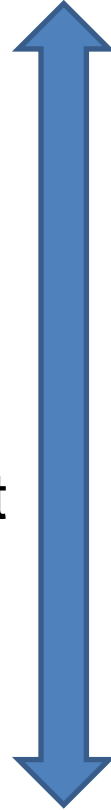
Utility focussed on narrow gym based offer

Market segment

- Active fit
- Inactive fit
- Inactive unfit
- Inactive morbidly unfit

Likely Source of funding

- Mostly commercial
- Still mostly commercial
- Mostly public
- Entirely public



Utility focussed on wider leisure (and beyond?) offer

Making a (business)case for public funding



- Where is the money?
 - NHS
- What would add utility to the money holder?
 - Saving on reactive spend
- So what are the key elements of service?
 - Clearly proven approach
 - Clear focus on social policy
 - Effective health (rather than fitness) focus
 - Attractive to segments who aren't attracted by the fitness element

But can we hang on to commercial customer as well?



- Maybe not the gym bunny
- But prevention is better than cure
- So the sooner we get them in

Some tentative conclusions



- Analyse and clarify who the customer is
- Understand the demand chain
- Think beyond industry boundaries
- See the bigger picture
- How sustainable is aping the private sector as a strategy
- Might it be better to emphasise and 'commercialise' something different?

Understanding Demand



‘Giving the people what they want is fundamentally and disastrously wrong. The people don’t know what they want...(Give) them something better’

Samuel ‘Roxy’ Rothapfel



Contact details

Andy Mudd, APSE Solutions, APSE

Email: AMudd@apse.org.uk

Association for Public Service Excellence

2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road,
Old Trafford, Manchester M32 0FP.

telephone: 0161 772 1810

fax: 0161 772 1811

web: www.apse.org.uk



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