

WHITEPAPER

BUSINESS INTELLIGENCE

SOLUTION FOR CLUBS



THIS WHITEPAPER AT A GLANCE

This whitepaper discusses the business value of implementing a business intelligence solution at clubs and provides a brief introduction to Professional Advantage's pre-packaged business intelligence offering for clubs – ClubIntel.

Specifically this white paper discusses:

1. What is Business Intelligence
2. Why Clubs need Business Intelligence
3. How to approach the implementation of a Business Intelligence solution
4. Professional Advantage's ClubIntel



Note: Clubs referred to in this document are registered clubs, such as Leagues, RSL, Workers or Recreational clubs.

INTRODUCTION

A number of important decisions are made in clubs each day. Some decisions are based on information extracted from their line of business (LOB) systems and some based on personal experience and intuition.

In many clubs the reliance on accumulated knowledge in order to make a business decision is quite high. However, the experience and accumulated knowledge take time to develop and is the domain of few individuals. So what happens when these experienced people leave the club?

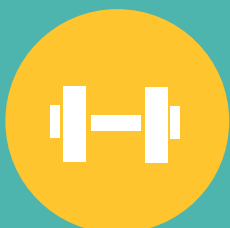
A way of addressing this problem is to relay on facts from LOB systems when making the decisions. However getting all the information together is not easy. Clubs use a number of LOB systems to manage their businesses, such as membership, gaming, point of sale, gym and financial.

While some clubs LOB systems have some reporting capabilities they each come with their own set of rules, data structures and standards. Modifications to existing reports or adding new reports based on specific business requirements is difficult and requires specialist skills and an understanding of the underlying data structures.

In addition, reports generated from these LOB systems provide a silo view of the club's business. To make informed decisions, a consolidated view of all business critical information is required.

Clubs that try to get this consolidated view typically manually export critical information from multiple systems, then consolidate and format the information in a spreadsheet. This is highly manual and time consuming process prone to errors and requires considerable resources. Often by the time management receives reports, the information is out of date.

A Business Intelligence (BI) system addresses these issues and provides users with information and tools required to maximise their competitive advantage. A well designed and implemented BI system will enable club users to report on, analyse and optimise club operations to reduce costs and increase revenue. The information provided by BI system may be used to support strategic and tactical decisions such as campaign management or improving members' satisfaction as well as daily operational decisions designed to quickly respond to changing business conditions.



WHAT IS BUSINESS INTELLIGENCE?

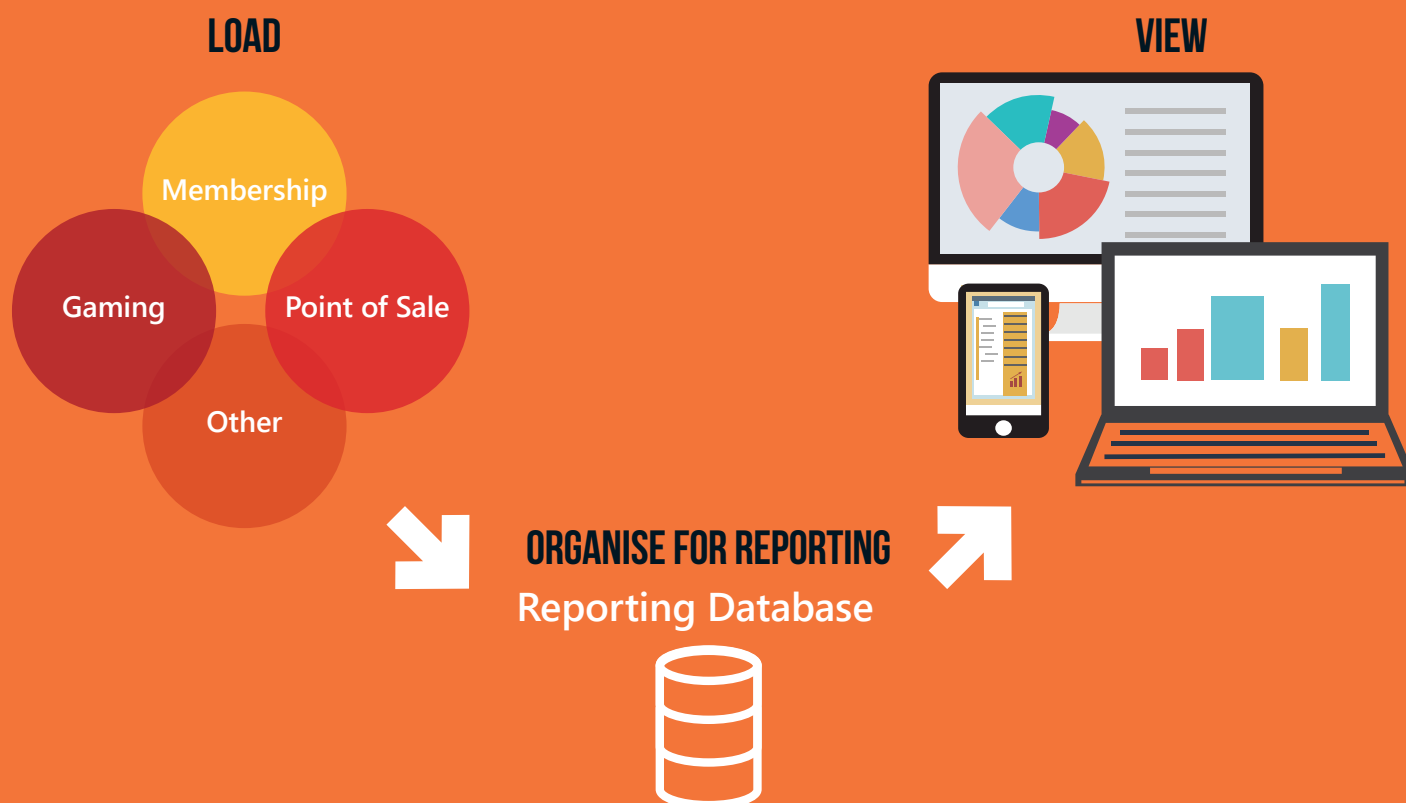
Business Intelligence (BI) encompasses the use of data to drive insight and gain a competitive advantage. A BI solution is a set of concepts, methods and technologies for gathering, storing and analysing data to help clubs make better business decisions. With a BI solution clubs will be able to turn information into knowledge and knowledge into financial gains.

The main characteristics of a BI solution for clubs are:

- Single point of access to all business critical information
- Consolidated information from multiple data sources
- Centralised business logic
- Timely answer to business questions
- Right information targeted to right audience (users)
- Consistent reporting approach across the club

The main components of a BI solution are:

- Extract, Transform and Load (ETL) packages to combine and link information from various sources into a centralised database (data warehouse)
- Centralised Data Warehouse to support relational, pre-defined reports
- Analytical platform to support dashboards, what if and ad-hoc analytical reporting





WHY CLUBS NEED BUSINESS INTELLIGENCE?

BI is the key to leveraging the wealth of data that accumulates in a club's line of business systems. With BI, non-technical users can quickly analyse and pinpoint what drives their business activity. This can help reduce cost, increase revenue and improve members' satisfaction.

For example:

- Because clubs' management have self-service access to relevant reports the club no longer needs to prepare and send paper reports. This provides savings in printing and postage costs.
- Because club business users can design their own queries and reports the report backlog and delays are eliminated and the IT resources can focus on other value add tasks.
- Because club business users have access to solid facts and figures they are able to better design their service and offerings and focus on valuable members.
- Because club business users can analyse the success rate of marketing campaigns and they can tailor products/services and promotional activities to target audience.

While many of these benefits are clearly quantifiable some of the more intangible ones such as improved communication throughout club, improved job satisfaction or sharing intellectual capital can give a club the greatest edge over their competitors.

There are also the unpredictable benefits resulting from discoveries made by creative users. For example, based on insight on members' spending habits, clubs can introduce a new service program that results in increased revenue. A BI system allows users to challenge assumptions with factual information.

AN APPROACH TO THE IMPLEMENTATION OF A BUSINESS INTELLIGENCE SOLUTION

The Professional Advantage (PA) approach to the implementation of a BI solution is based on working with clubs to define a tailored BI strategy and implementation roadmap based on each club's business requirements and priorities, then work with them to incrementally build their solution.

The implementation of a BI solution should not be approached as a one big project. Rather it should be a set of many smaller projects that incrementally extend a club's BI solution based on a predefined but flexible BI strategy and an implementation road map. A phased, incremental approach to the final solution will ensure that a club's immediate and long term BI requirements are satisfied whilst delivering tangible business benefits and ROI at each phase.

PA designs BI solutions using top to bottom approach. The typical process of designing a BI solution is described below:

- Identify subject area(s) to be analysed
- Identify main business questions to address selected business areas
- Identify main stakeholders and required delivery mechanism
- Define priorities and create a BI solution implementation roadmap
- Design BI platform to support answering the identified main business questions
- Identify sources for all necessary data and rules for combining and linking the data



BUSINESS INTELLIGENCE PRESENTATION LAYER

A BI system should be a key component of a club's IT framework. However the BI environment includes more than just its technology platform. Clubs have different occupational groups or internal cultures and each of which has a characteristic decision making style. An effective BI system fits into a club's human and cultural dimensions as well as technical platform.

The human and cultural dimension should be especially considered when planning how information is delivered to end users.

The table below lists the main BI stakeholders group and appropriate report delivery matrix:

ROLE	REPORT TYPE	COMMENT
Business Decision Makers (executives and managers)	Fixed Reports and Dashboards	Business Decision Makers monitor performance by viewing high level/summarised reports, KPIs and dashboards published to web. The information must be easy to understand, timely and accurate.
Analysts	Ad-hoc reports, What if analysis, Report Writing, Queries	Analysts create and publish reports, KPIs and dashboards. They use powerful tools to perform detailed analysis: drill down/around, data mining and statistical analysis.
Information Workers	Flexible Reporting - Drill Down, Parameters	Information Workers view and interact with predefined, parameterised web reports and ad-hoc reports published to web.
Line Workers	Fixed Reports	Line Workers view predefined reports published to web or printed that display information on relevant subject area only.

PROFESSIONAL ADVANTAGE'S BI SOLUTION FOR CLUBS – CLUBINTEL

ClubIntel provides a BI platform that allows a club's management to analyse the club's overall performance by combining data from various lines of business into a single point of reference. This gives clubs a complete view into club operations that has not been generally available to them.

ClubIntel is designed to provide clubs an easy and cost effective start to building their own BI solution. It provides platform for consolidating and reporting on membership, gaming and point of sale information and it can be easily extended to include data from other systems such as Gym, Financial, Events Management or similar.

Some of the benefits of ClubIntel are:

- Single view of members across all business units
- Easy identification of top selling products and spin off sales
- Improved marketing and personalised service by profiling members activities across the club
- Better staff scheduling by matching of labour (cost) with activities (revenue)
- Improved planning through analysis of historical performance (year on year, month on month and other time based reporting)
- Immediate insight into business performance
- Accurate and timely consolidated reporting
- Reduced time and effort to create specific reports
- Reduced dependence on skill of key people
- Leverage the investment in the existing systems



CONCLUSION

The 21st century is a complex place to conduct business. Clubs' members have many choices and are more informed than ever before. The competition today is fierce. Members' loyalty cannot be taken for granted any more. Clubs need to react quickly to changing business conditions and to do that they need up to date and relevant information.

The issue for most clubs is that this information is inaccessible to all but a few technical resources. Everyone else relies on these masters of data to run queries and produce reports. So many opportunities may have been missed while waiting for the right information.

BI is the key to leveraging this wealth of information accumulated in clubs over time. With Professional Advantage's ClubIntel is easier than ever to get on a journey of building your BI system.

The self-service approach to information will provide the greatest benefits. With direct access to clean and reliable information, club business users can develop effective response that helps their club reach their strategic and operational goals.





Enabling *High Performance* Workplaces

About Professional Advantage

Professional Advantage is one of Australia's most awarded solutions providers, with over 20 years experience in helping organisations improve their business systems through industry leading software solutions. Our 250-strong team in 6 offices across Australia and internationally has successfully worked with over 1000 organisations.

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