

## **1.0 Introduction**

Squash New Zealand in conjunction with the Management Research Centre, University of Waikato, have undertaken a benchmarking comparison study of the 11 squash districts in New Zealand. The objective of this study was to compare each districts relative performance, with an aim to expanding to include individual clubs in the future.

Squash New Zealand provided the majority of the raw data in which the benchmarking comparison could be undertaken. In future studies this information may be collected direct from the districts using questionnaires.

### **1.1 Ratios – the Basis for Comparison**

Most of the raw data supplied from Squash New Zealand has been converted into ratios. A ratio facilitates comparison because it permits the results of two related items to be considered on the same scale.

### **1.2 Interrelationship of Ratios**

An understanding of the interrelationship of ratios is important in tracing areas that may need attention in each district. A poor performance in one area may be offset by an above average performance in another area to produce an acceptable result for the “bottom line”. However, if the poor performance in that area was improved, a district would find an even better result for the “bottom line” - therefore all poor results warrant investigation. For example, even if your results are above the median for Ratio 1, Total Income, this is no guarantee that the performance in all areas is satisfactory.

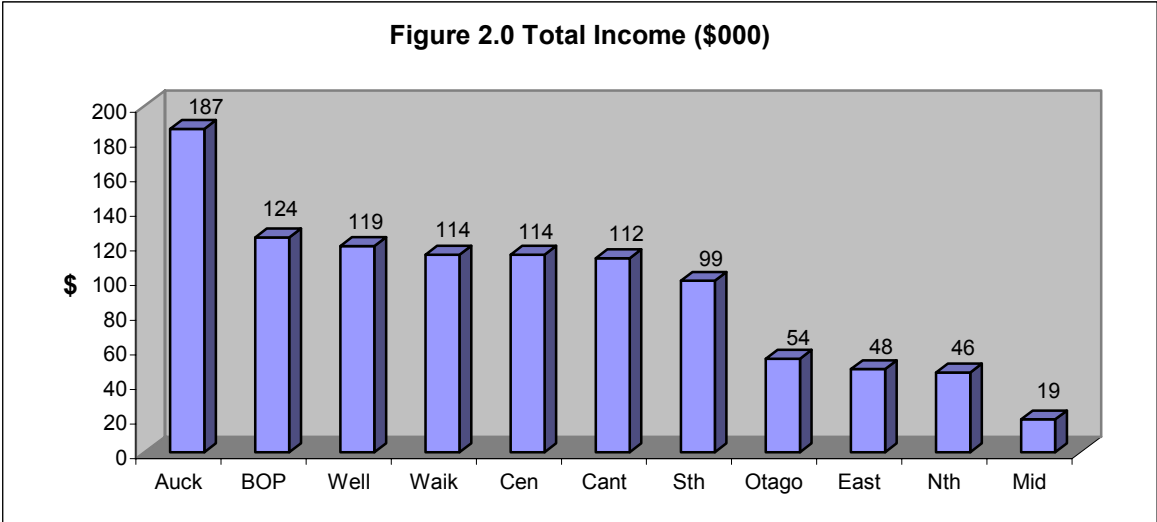
One key ratio and basic “yardstick” for performance is Ratio 9, Net Surplus as a percentage of total income. Results for Ratio 9 Net surplus as a percentage of total income, can be improved by increasing the level of efficiency or margins; either the level of total income needs to increase, without a similar percentage increase in expenses, or the costs associated with the current level of total income needs to be reduced.

## 2.0 Summary of All Participants

This section will outline results of all districts operating under Squash New Zealand. It will focus on direct comparisons between the regions by illustrating results through graphs, tables, and written analysis.

### 2.1 Total Income

The Auckland district clearly totaled more income this last financial year as shown in Figure 2.0. The graph also illustrates that two districts (Eastern & Northland) had relatively low total income turnovers but however had good positive net surplus returns<sup>1</sup> as will be noted later.

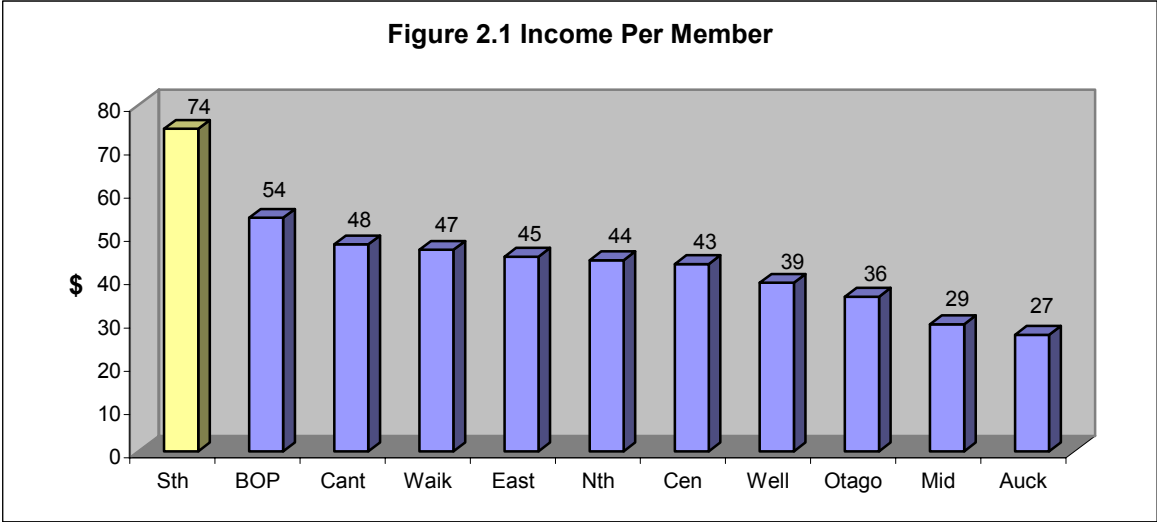


As illustrated in figure 2.1 a far different outcome arises when total income per club member in the region is calculated. Southland district has considerably higher total income per member returns than all other regions. It has almost three times that of the Auckland district. It should be noted that the Southland district has spent a considerable amount of their income on development costs (72%) this past year, and if those development costs were closer to median for all districts (38% development costs) Southland would likely be the top performing district in terms of net surplus returns.<sup>1</sup>

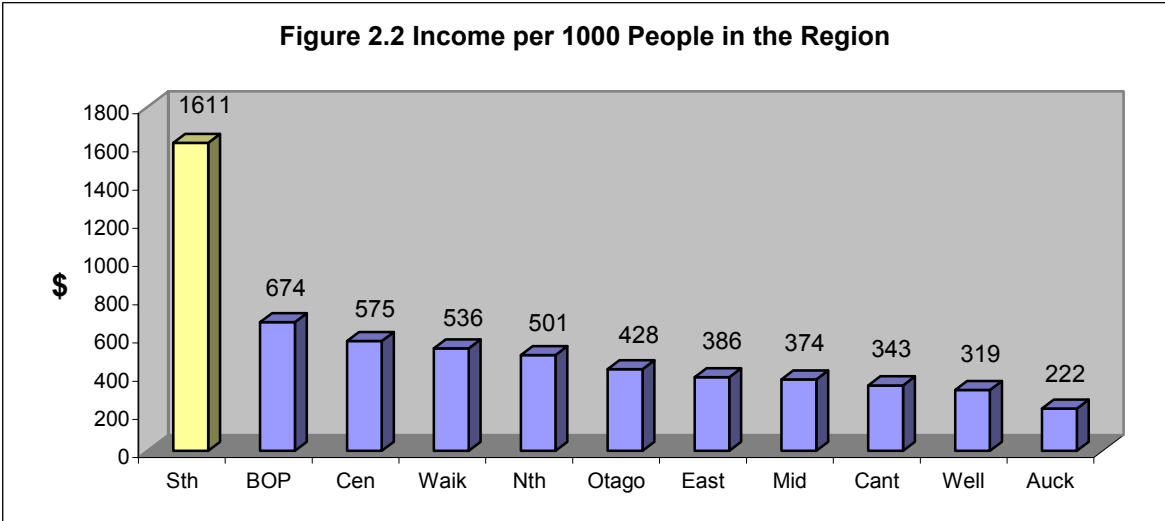
In the two following graphs and throughout the remainder of the report the ratio results for Southland will be shaded yellow so as to recognize that the Southland district is the best

<sup>1</sup> As a % of total income

performing region in terms of 'income per member' and 'income per 1000 people in the region' as is shown in Figures 2.1 and 2.2.

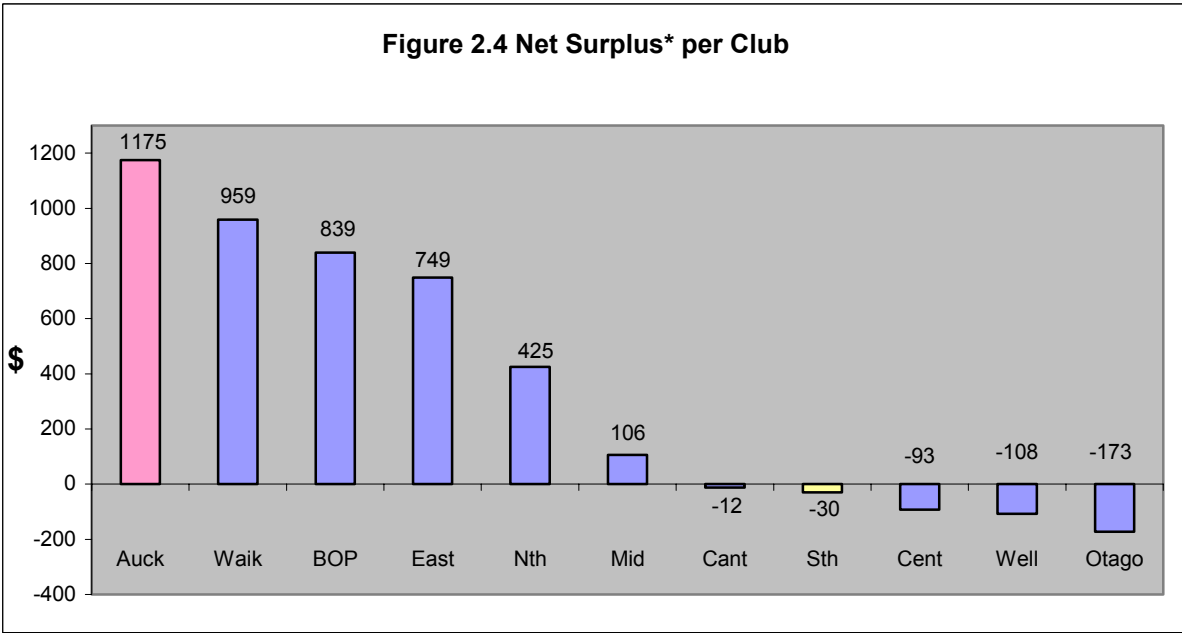
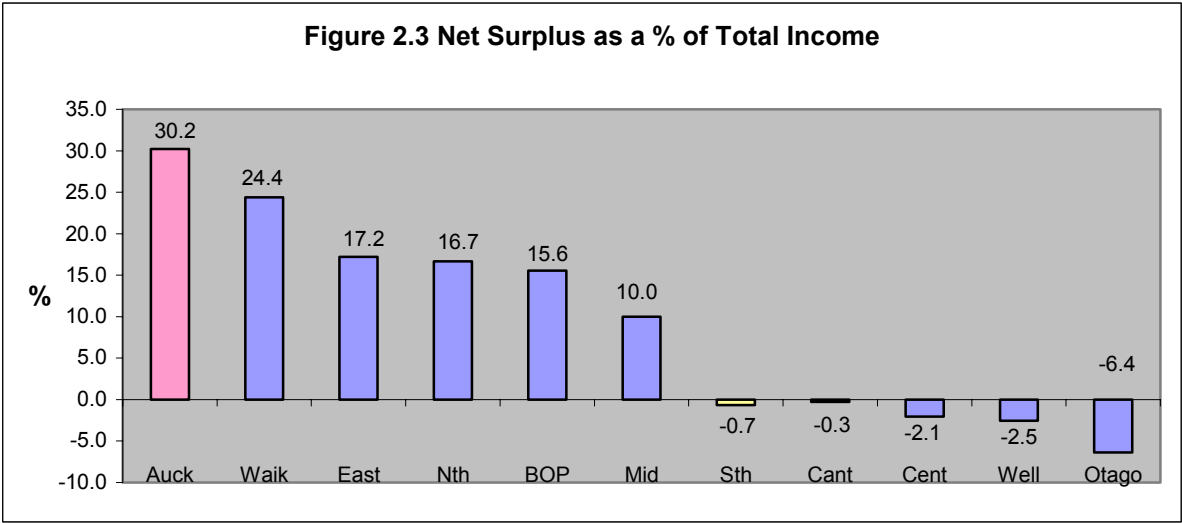


In Figure 2.2 we again see that the Southland district has significantly higher income per 1000 people than all other regions. The result is quite significant especially when compared to Auckland, Waikato, and the Eastern district (these three districts have the best performing net surplus returns as a percentage of income).



## 2.2 Net Surplus (as a % of total income)

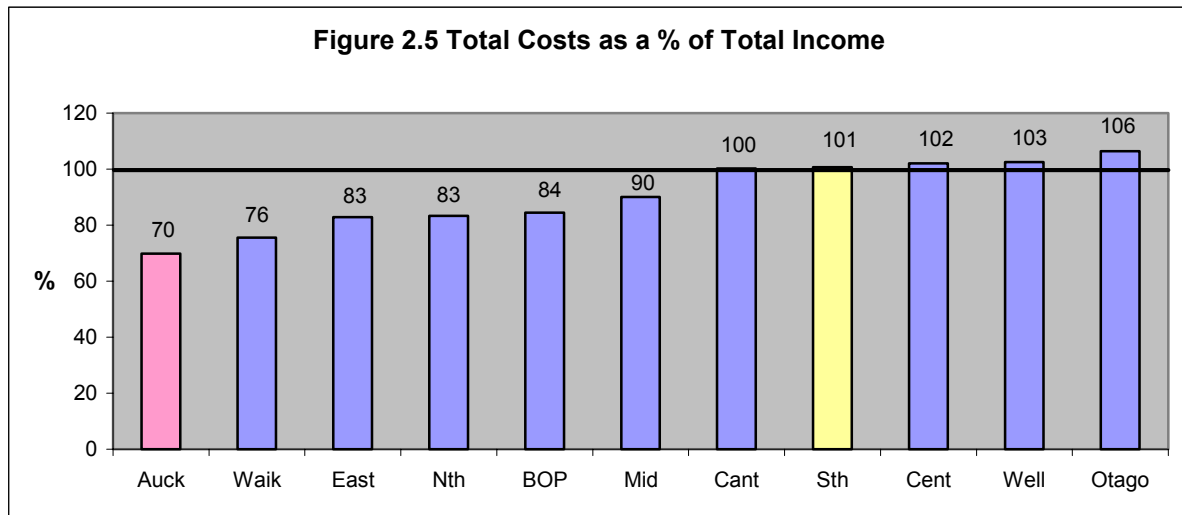
Net surplus return is the result of income less costs. From Figure 2.3 we see clearly how the Auckland district (and to an extent the Waikato district) are the best performing regions in terms of net surplus returns (as a % of total income). Further benchmarking analysis will determine the key factors that Districts should target if their objectives focus on increasing net surplus returns. Throughout the remainder of this report the ratio results for Auckland will be shaded red so as to recognize that the Auckland district is the best performing district in terms of net surplus return as a percentage of total income.



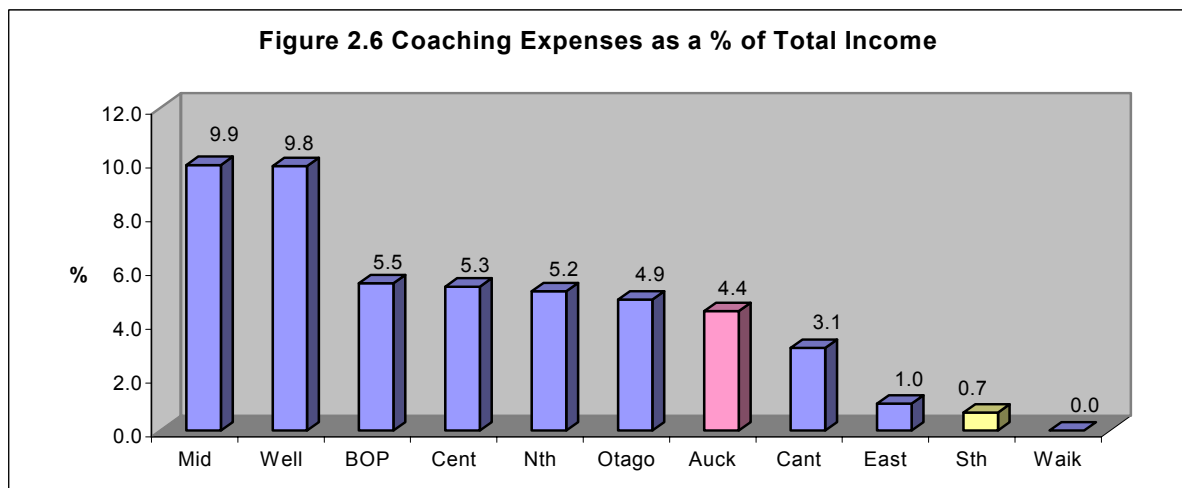
\* As a percentage of total income

## 2.3 Total Expenses

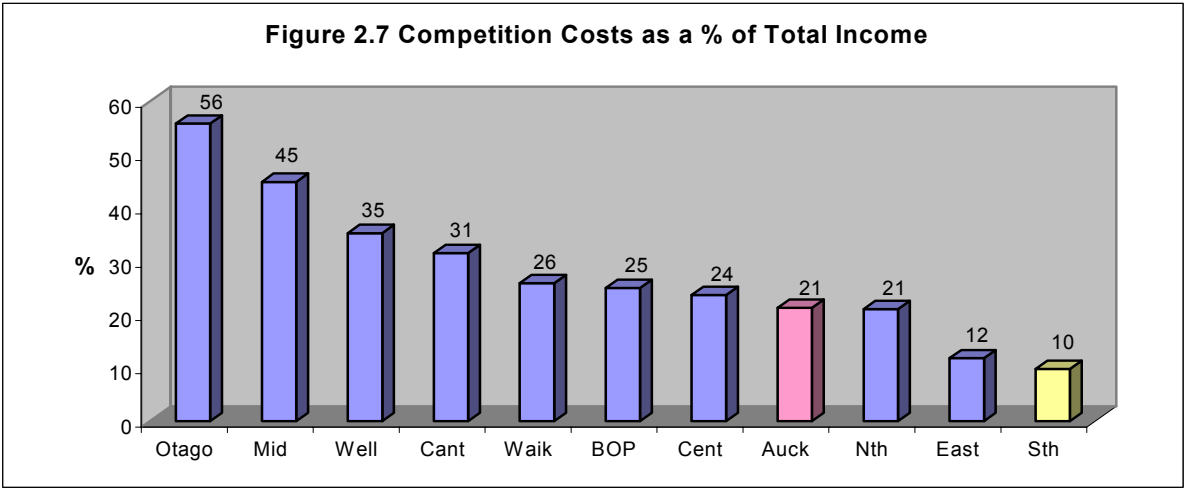
From Figure 2.5 it clearly illustrates how Auckland and Waikato had considerably lower costs resulting in higher net surplus returns as shown in the previous section.



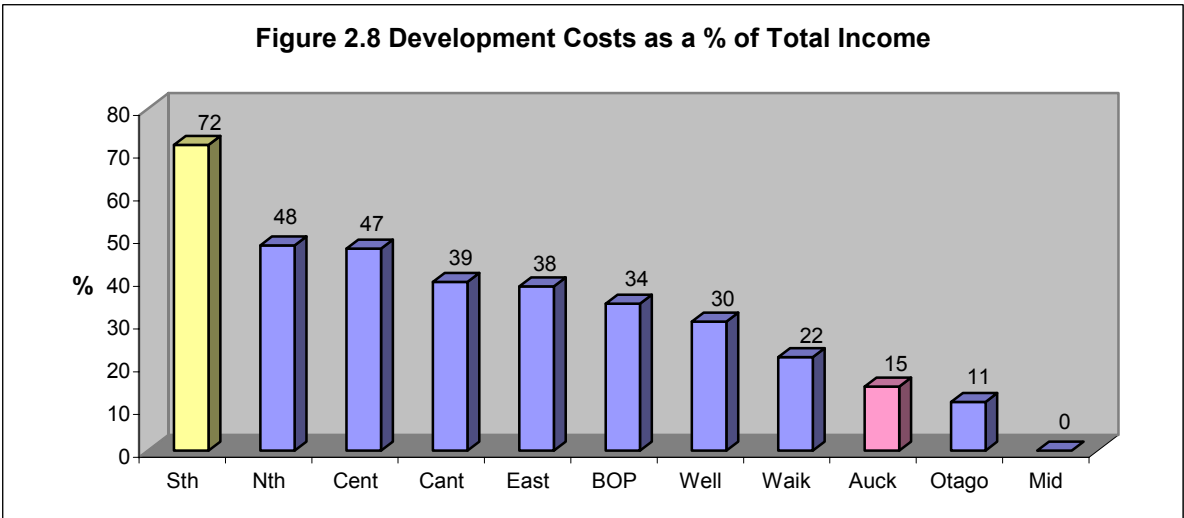
In particular, the coaching expenses for Waikato and Auckland (best performing districts in terms of net surplus return<sup>2</sup>) were distinctively lower than the other regions. Competition costs had a similar outcome, and these results are shown in Figures 2.6 and 2.7. In addition, Southland had the lowest competition costs and second lowest coaching expense as shown in the following graphs.



<sup>2</sup> As a % of total income



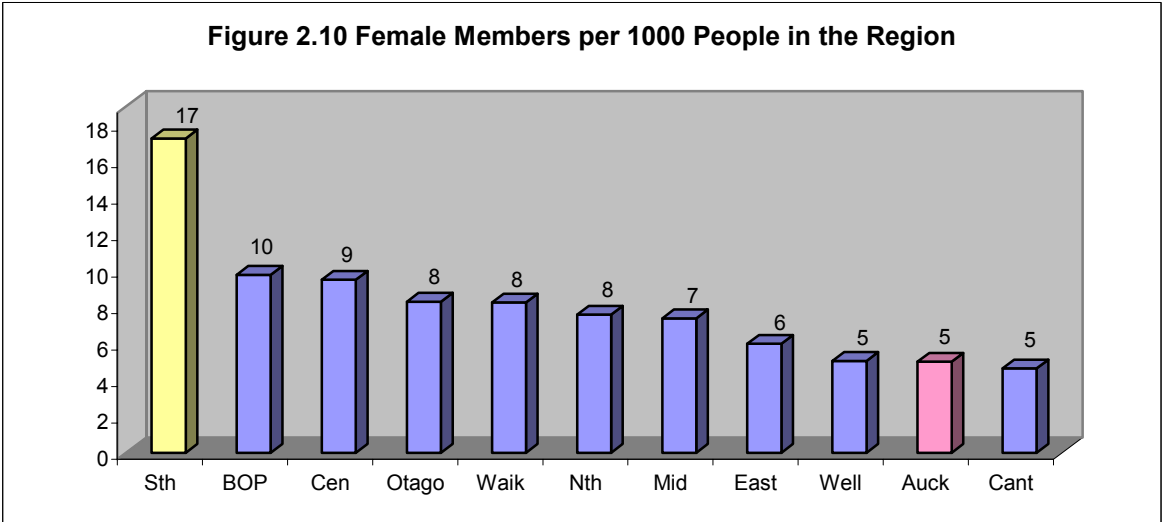
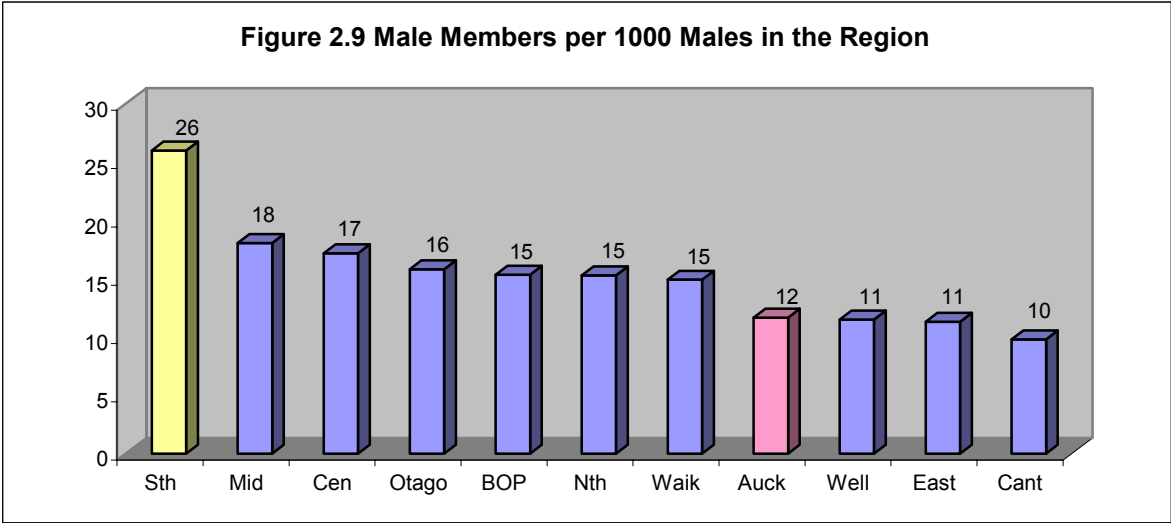
Two districts that were returning a negative net surplus return<sup>3</sup>, a large proportion of their expenses were attributed to development costs<sup>4</sup> which suggested a 'short term pain' for 'long term gain' strategy. However Figure 2.8 illustrates that Northland and Eastern districts also proportioned more than a third of their income to development costs but still had approximately 17% net surplus return<sup>5</sup> as previously seen in section 2.2.



<sup>3</sup> Southland & Central  
<sup>4</sup> 72% & 47% respectively  
<sup>5</sup> As a percentage of total income

**2.4 Club Membership per 1000 People in the Region**

An analysis comparing membership numbers in terms of the total number of people in a particular region is detailed in Figures 2.9 and 2.10 below. In both cases Southland had the highest number of members per 1000 people in their particular region. In fact, the Southland figure is more than twice that of Auckland, Wellington, and Canterbury in terms of the male population. In regards to the female population Southland has more than three times the numbers than Auckland, Wellington, and Canterbury.



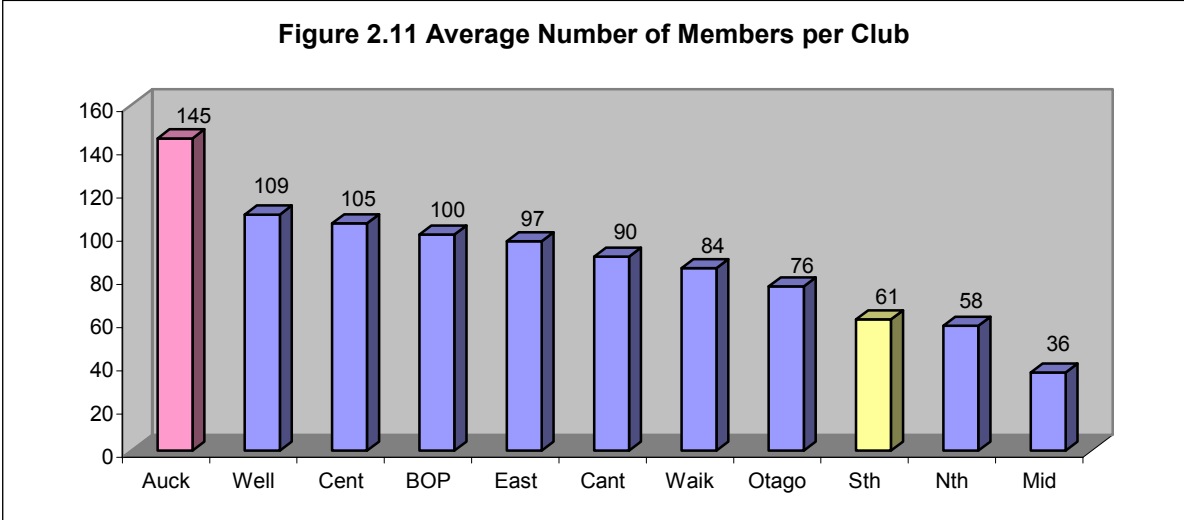
When breaking down the male population further, the junior and senior males in Southland had the highest squash membership participation per 1000 people in the region. Thirty three out of every 1000 junior and senior aged males in Southland were members of a squash club. Compare this with Canterbury where only 10 out of every 1000 men were members (see Appendix 2.1).

Some interesting points are raised in regards to Southland having significantly higher ratios in terms of members per 1000 people in the region. From the questions below further investigation may be required.

- Could this be the result of a higher average income for people in Southland?
- Could this be as a result of the more extreme winter conditions causing people in Southland to seek more indoor sports?
- Could it be that the large amount of development costs this year has increased membership numbers substantially?
- Or could it be new innovative marketing methods that have made membership numbers increase more than other districts?

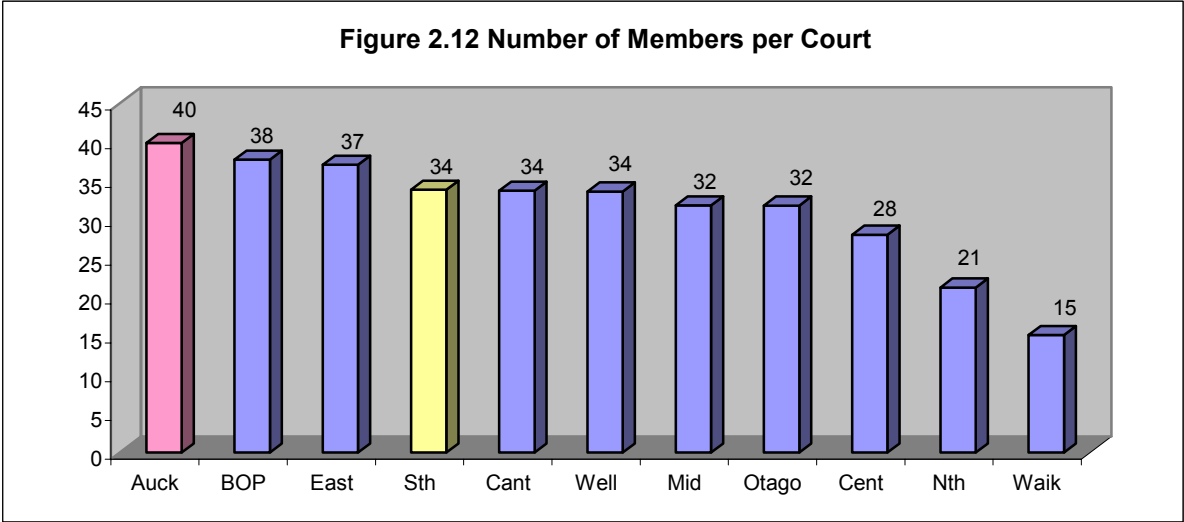
### 2.5 Member Profile

Figure 2.11 illustrates clearly how Auckland has on average the largest club memberships. The interesting point is that the Bay of Plenty district has the fourth highest average number of members (as shown in Figure 2.11 below) but also the second highest income total of all districts (see section 2.1). Bay of Plenty is also only second to Southland in income per member (section 2.1).



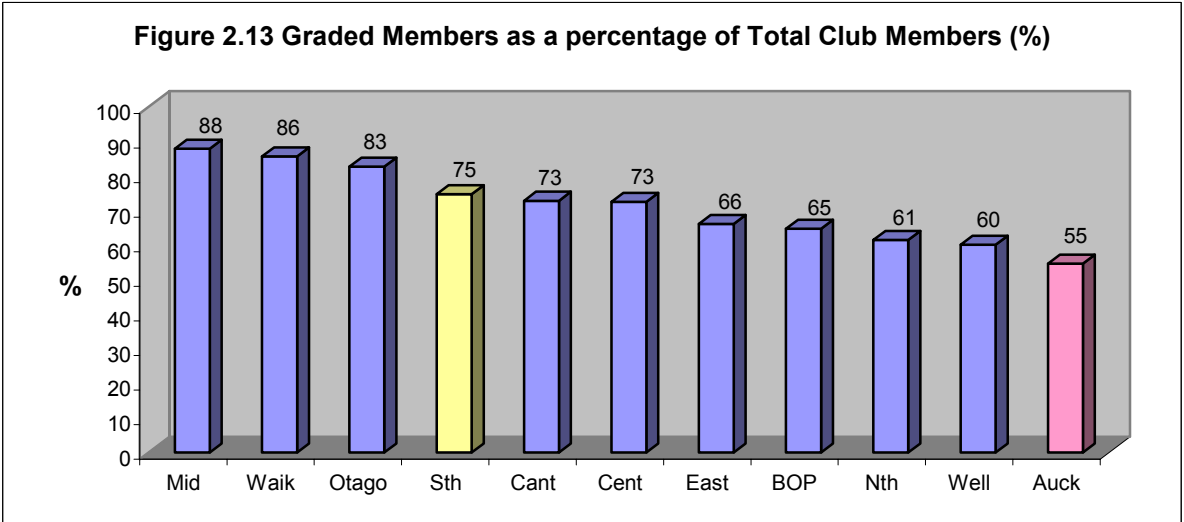
In terms of the number of members per number of courts, 8 districts have similar results ranging from 32 - 40 members per court as seen in Figure 2.12. Waikato and to an extent Northland, have significantly lower average numbers, where the average member per court ratio for Waikato is more than half that of those 8 districts whose size range from 32-40.

Waikato members therefore have a more plentiful supply of courts and so have the ability to play and practice more often. This also suggests that both Waikato and Northland have the potential to increase membership numbers by possibly promoting the greater availability of courts in their respective regions as compared to other districts.



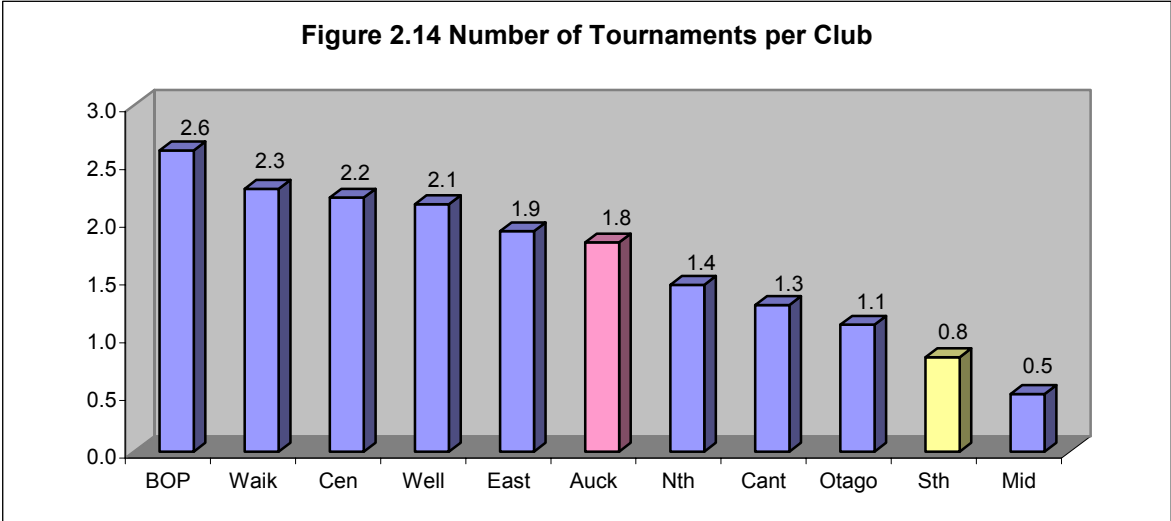
**2.6 Grading List Members**

Auckland have nearly twice the number of graded players than Waikato (who have the second highest number of graded players), but as we see in Figure 2.13, these graded players in Auckland only make up 55% of all club members in their district. It shows a large number of members in Auckland play squash possibly on a part-time basis for fitness and/or social reasons.

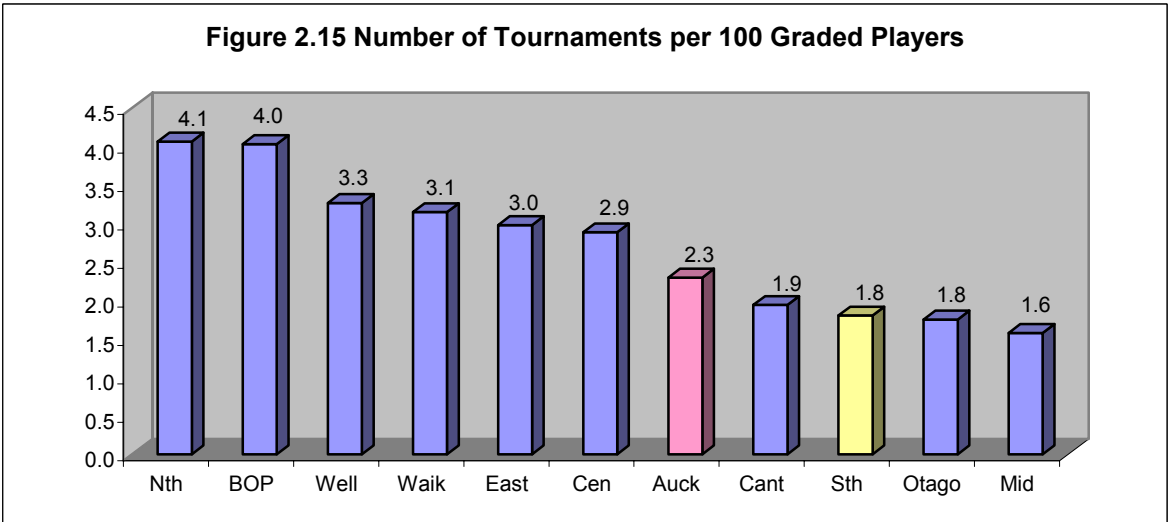


**2.7 Tournaments**

Auckland and Hamilton hold the most tournaments throughout the calendar year. When the districts are compared relative to the number of graded players, and the number of clubs in the region, the South Island districts are well below the median. Figure 2.14 illustrates this point in terms of the number of tournaments per club.



Again we find in Figure 2.15 these same four South Island districts are towards the lower end of the scale in terms of the number of tournaments per 100 graded players. It is interesting to note that apart from the Midlands district the other three districts all have negative net surplus returns.<sup>6</sup>



<sup>6</sup> As a % of total income

## 2.8 Employed Staffing Resources

Different levels of staffing and working hours within each district was attained and so a staff resource index was used. A forty hour week was 1.0 on the index.

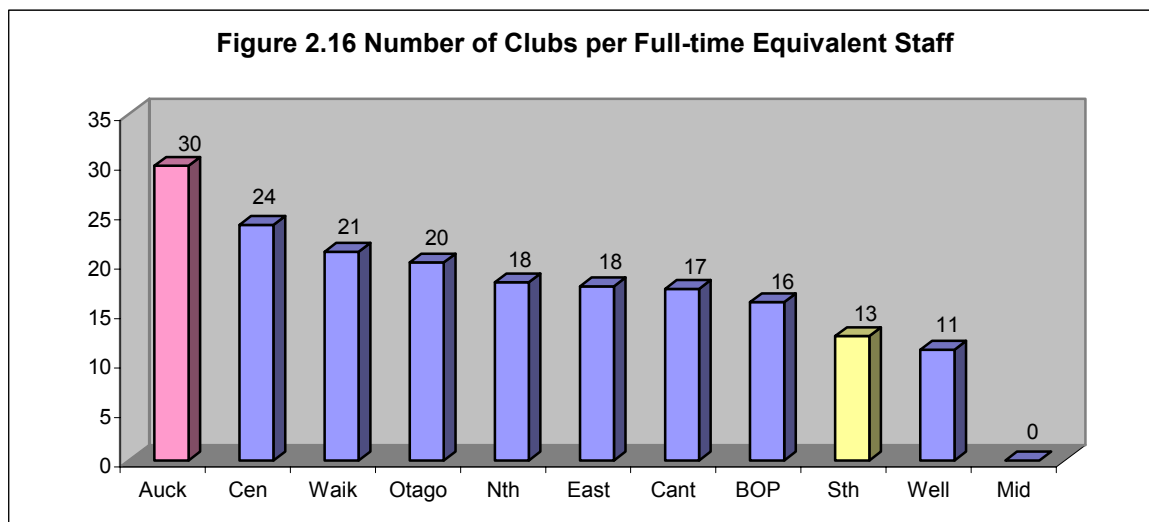


Figure 2.16 above illustrates that the Auckland district had a significantly larger responsibility in terms of the number of clubs in the region per paid staffing resource. To an extent Waikato had a similar scenario and these two districts were the best performing districts in terms of net surplus return.<sup>7</sup>

A point to note is that the top three districts in terms of income per member (Southland, Canterbury, Bay of Plenty)<sup>8</sup> are shown in Figure 2.16 to have less responsibility in terms of the number of clubs in the region.

<sup>7</sup> As a percentage of total income.

<sup>8</sup> see Section 2.1

## Appendix 1: District Personnel and Financial Data

### App. 1.0 Club Membership

<b>CLUB MEMBERSHIP (per 2002 Financial Report)</b>							
<b>District</b>	<b>S/Male</b>	<b>S/Female</b>	<b>J/Male</b>	<b>J/Female</b>	<b>F/Masters</b>	<b>M/Masters</b>	<b>Total</b>
Northland	237	154	213	90	110	237	1041
Auckland	2071	1061	1325	649	437	1393	6936
Bay of Plenty	525	406	349	224	286	510	2300
Waikato	570	305	273	170	416	715	2449
Central	605	359	403	242	349	672	2630
Eastern	268	175	141	81	122	279	1066
Wellington	945	469	486	192	299	668	3059
Canterbury	563	297	315	129	335	696	2335
Midlands	182	93	91	30	63	191	650
Otago	397	251	150	58	225	438	1519
Southland	265	211	227	110	208	315	1336
<b>Total</b>	<b>6628</b>	<b>3781</b>	<b>3973</b>	<b>1975</b>	<b>2850</b>	<b>6114</b>	<b>25321</b>

### App. 1.1 Graded Members

<b>MEMBERS BY GRADING LIST (as at 30 September 2003)</b>							
<b>District</b>	<b>S/Male</b>	<b>S/Female</b>	<b>J/Male U/19</b>	<b>J/Female U/19</b>	<b>M/Female</b>	<b>M/Male</b>	<b>Total</b>
Northland	100	44	104	45	110	237	640
Auckland	902	450	459	149	437	1393	3790
Bay of Plenty	263	230	130	70	286	510	1489
Waikato	345	284	245	93	416	715	2098
Central	267	198	292	129	349	672	1907
Eastern	114	70	75	45	122	279	705
Wellington	315	195	280	81	299	668	1838
Canterbury	269	176	165	59	335	696	1700
Midlands	138	75	75	29	63	191	571
Otago	267	161	119	46	225	438	1256
Southland	152	117	147	59	208	315	998
<b>Total</b>	<b>3132</b>	<b>2000</b>	<b>2091</b>	<b>805</b>	<b>2850</b>	<b>6114</b>	<b>16992</b>

### App. 1.2 Number of Clubs

<b>NUMBER OF CLUBS</b>			
<b>District</b>	<b>Affiliated</b>	<b>Non Affiliated</b>	<b>Total</b>
Northland	14	4	18
Auckland	33	15	48
Bay of Plenty	19	4	23
Waikato	28	1	29
Central	25		25
Eastern	10	1	11
Wellington	27	1	28
Canterbury	25	1	26
Midlands	8	10	18
Otago	19	1	20
<b>Total</b>	<b>230</b>	<b>38</b>	<b>268</b>

### App. 1.3 Number of Courts per District

<b>NUMBER OF COURTS</b>				
<b>District</b>	<b>Affiliated</b>	<b>Non Affiliated</b>	<b>Public Courts</b>	<b>Total</b>
Northland	31	15	3	49
Auckland	119	16	39	174
Bay of Plenty	51	10	-	61
Waikato	72	2	3	77
Central	70	5	3	78
Eastern	32	3	3	38
Wellington	79	2	10	91
Canterbury	61	-	8	69
Midlands	25	18	-	43
Otago	39	2	-	41
Southland	38	-	4	42
<b>Total</b>	<b>617</b>	<b>73</b>	<b>73</b>	<b>763</b>

### App.1.4 Paid Resources per Week

<b>PAID RESOURCE HOURS PER WEEK (average)</b>					
<b>District</b>	<b>Admin</b>	<b>Development</b>	<b>Other</b>	<b>Head Count (excl. District Coach)</b>	<b>Index</b>
Northland	10	20	10	1	1.00
Auckland	32.5	25	7	2	1.61
Bay of Plenty	20	37.5		2	1.44
Waikato	15	40		2	1.38
Central	12	30		2	1.05
Eastern	10	15		2	0.63
Wellington	25	75		4	2.50
Canterbury	20	40		2	1.50
Midlands	0	0		0	0.00
Otago	0	40		1	1.00
Southland	40	30		3	1.75
<b>Total</b>	<b>184.5</b>	<b>352.5</b>	<b>17</b>	<b>21</b>	

### App. 1.5 A Grade Players

<b>A GRADE PLAYERS (as at 30 September 2003)</b>			
<b>District</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Northland	2	2	4
Auckland	39	34	73
Bay of Plenty	13	7	20
Waikato	12	8	20
Central	9	3	12
Eastern	3	2	5
Wellington	17	10	27
Canterbury	14	6	20
Midlands	3	1	4
Otago	6	2	8
Southland	6	2	8
<b>Total</b>	<b>124</b>	<b>77</b>	<b>201</b>

### App. 1.6 N.Z Squad Members

<b><u>NEW ZEALAND SQUAD MEMBERS (as at 30 September 2003)</u></b>			
<b>District</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Northland	4	4	8
Auckland	13	9	22
Bay of Plenty	8	4	12
Waikato	4	2	6
Central	4	2	6
Eastern	2	1	3
Wellington	8	3	11
Canterbury	4	1	5
Midlands	2	0	2
Otago	3	2	5
Southland	2	1	3
<b>Total</b>	<b>54</b>	<b>29</b>	<b>83</b>

### App. 1.7 Accredited Referees

<b><u>ACCREDITED REFEREES (as at 30 September 2003)</u></b>				
<b>District</b>	<b>District</b>	<b>National</b>	<b>World</b>	<b>Total</b>
Northland	18	1		19
Auckland	20	4		24
Bay of Plenty	16			16
Waikato	8	1		9
Central	13			13
Eastern	9	1		10
Wellington	12	8	1	21
Canterbury	5	9		14
Midlands	3	3		6
Otago	15			15
Southland	2	1		3
<b>Total</b>	<b>121</b>	<b>28</b>	<b>1</b>	<b>150</b>

### App. 1.8 Accredited Coaches

<b><u>ACCREDITED COACHES (as at 30 September 2003)</u></b>			
<b>District</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Total</b>
Northland	5		5
Auckland	23	9	32
Bay of Plenty	15	3	18
Waikato	24	8	32
Central	14	2	16
Eastern	10		10
Wellington	19	6	25
Canterbury	10	5	15
Midlands	12	1	13
Otago	23	3	26
Southland	13	1	14
<b>Total</b>	<b>168</b>	<b>38</b>	<b>206</b>

## Appendix 2

### App. 2.0 Ratio List

#### REGIONAL PERFORMANCE

1.	Total income			\$
2.	less Coaching expenses	)		%
3.	less Development costs	)		%
4.	less Competitions	)	As a percentage	%
5.	less Governance costs	)	of total income	%
6.	less High Performance expenses	)		%
7.	less Administration / Financial costs	)		%
8.	Total expenses	)		%
9.	= Net surplus	)		%

#### CLUB PROFILE

10.	Total income per total number of clubs in the region	\$
11.	Net surplus per total number of clubs in the region	\$

#### MEMBER PROFILE

12.	Total number of members per club	No.
13.	Total number of members per court	No.

#### GRADING LIST MEMBERS

14.	Grading list members as a percentage of total club members	%
15.	Graded players per court	No.
16.	Graded players per referee	No.
17.	Graded players per coach	No.

#### SOURCE OF INCOME (as a percentage of total income)

18.	Grants / Funding	\$
19.	Sponsorship	\$
20.	Levies / SEM	\$
21.	Other income	\$

### **COMPETITION HEALTH**

- |     |  |     |
|-----|--|-----|
| 22. | Number of tournaments per District           | No. |
| 23. | Number of tournaments per number of Clubs    | No. |
| 24. | Number of National Events per District       | No. |
| 25. | Number of tournaments per 100 graded players | No. |

### **MEMBERSHIP NUMBERS PER 1000 PEOPLE IN THE REGION**

- |     |   |     |
|-----|---|-----|
| 26. | Junior male members per 1000 junior males in the region       | No. |
| 27. | Junior female members per 1000 junior females in the region   | No. |
| 28. | Senior male members per 1000 senior males in the region       | No. |
| 29. | Senior female members per 1000 senior females in the region   | No. |
| 30. | Masters male members per 1000 masters males in the region     | No. |
| 31. | Masters female members per 1000 masters females in the region | No. |
| 32. | Total male club members per 1000 males in the region          | No. |
| 33. | Total female club members per 1000 males in the region        | No. |
| 34. | Total members per 1000 people in the region                   | No. |

### **EMPLOYED RESOURCES**

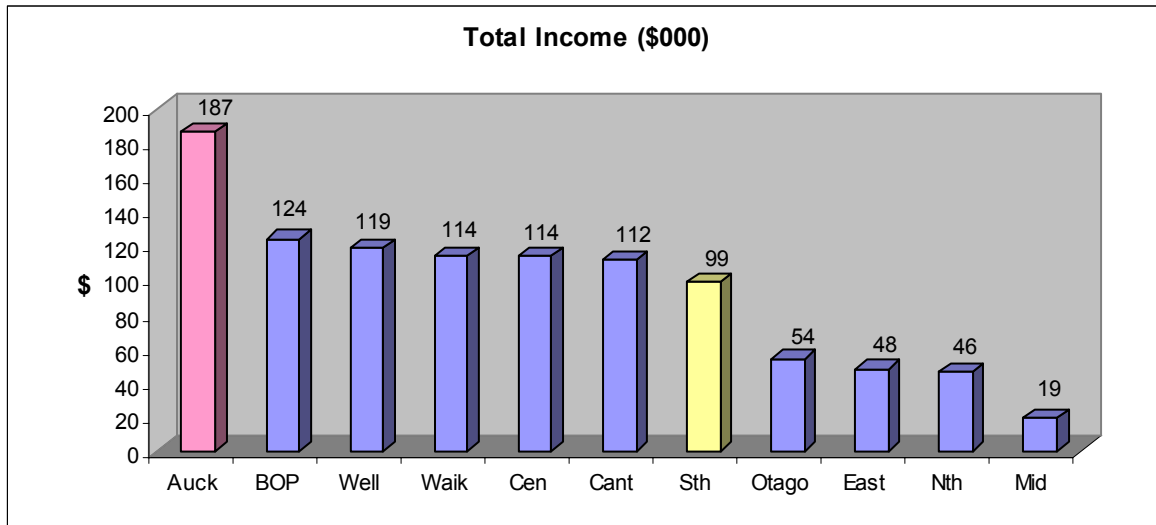
- |     |   |     |
|-----|---|-----|
| 35. | Total number of members per fulltime equivalent staff | No. |
| 36. | Total number of Clubs per fulltime equivalent staff   | No. |

### **SUPPLEMENTARY INFORMATION**

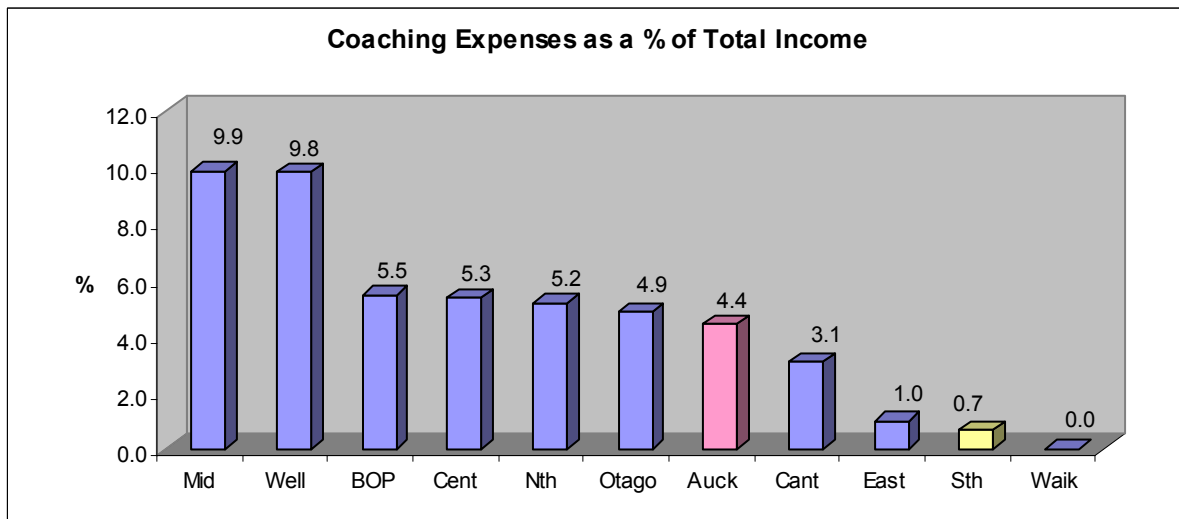
- |     |  |    |
|-----|--|----|
| 37. | Sponsorship per club member                | \$ |
| 38. | Total income per club member               | \$ |
| 39. | Total income per 1000 people in the region | \$ |

## App. 2.1 Ratio Results by District Comparison

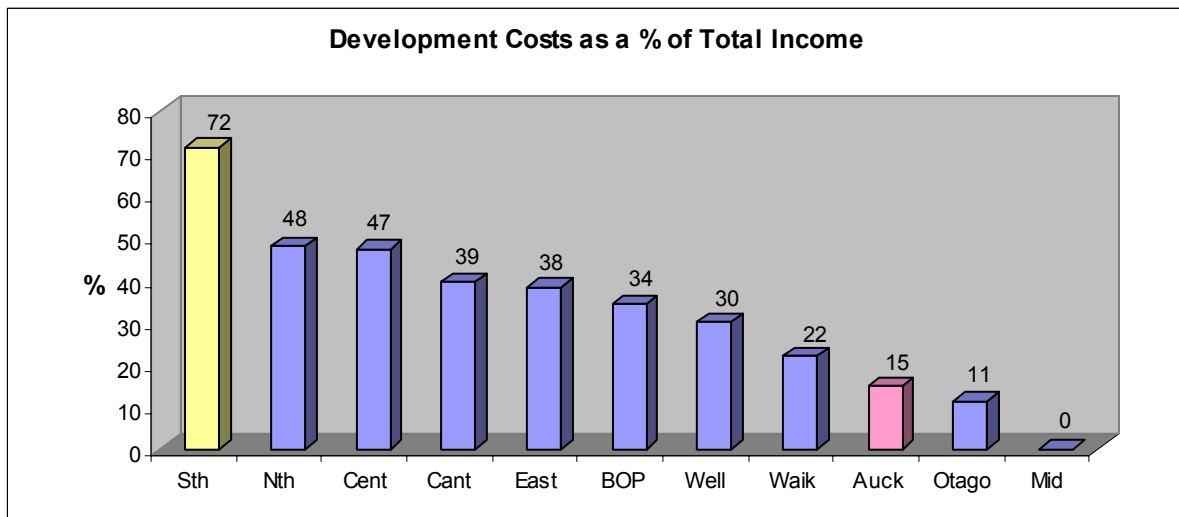
### Ratio 1



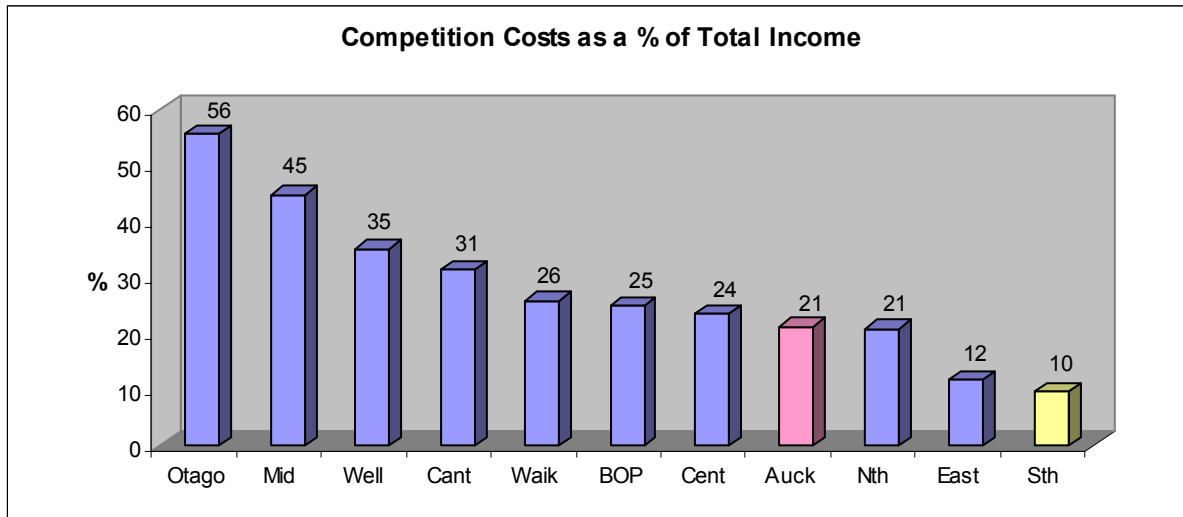
### Ratio 2



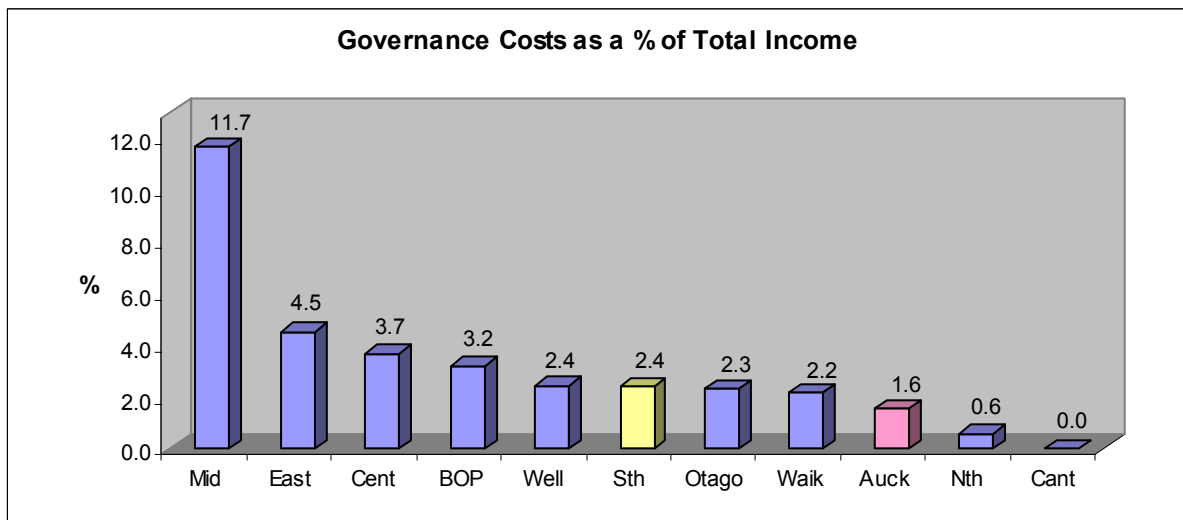
### Ratio 3



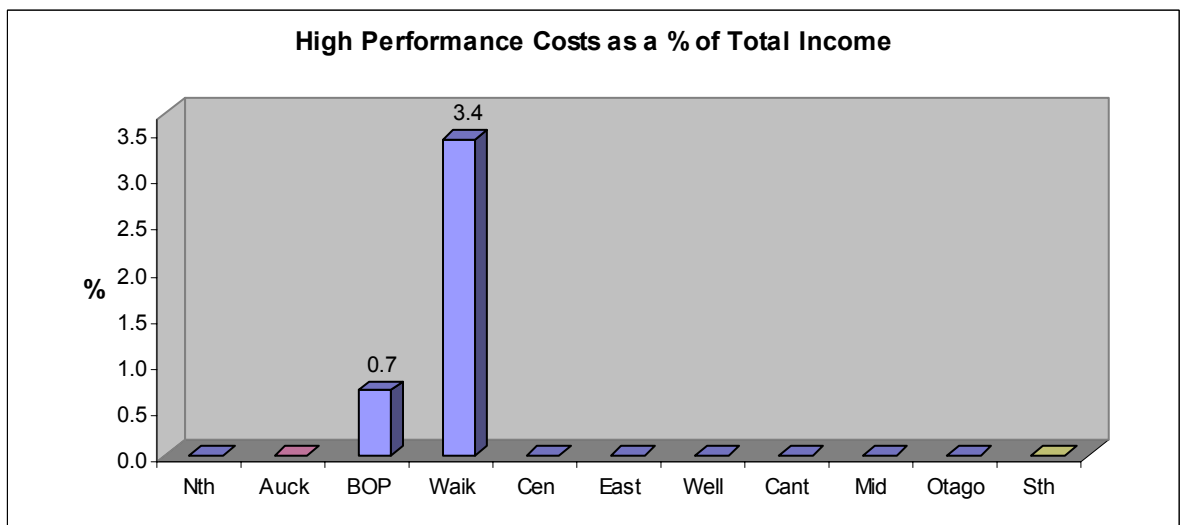
#### Ratio 4



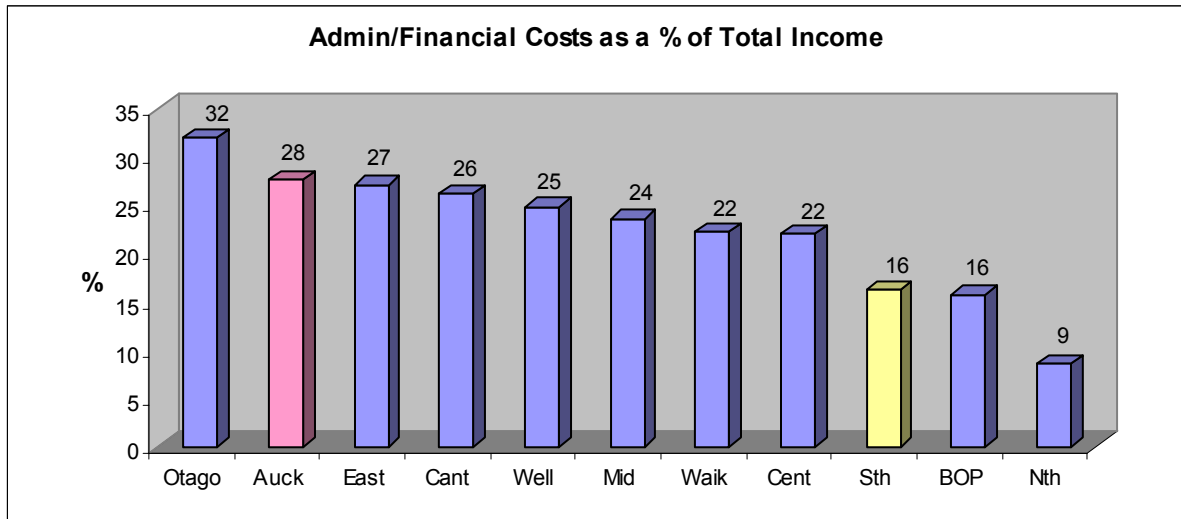
#### Ratio 5



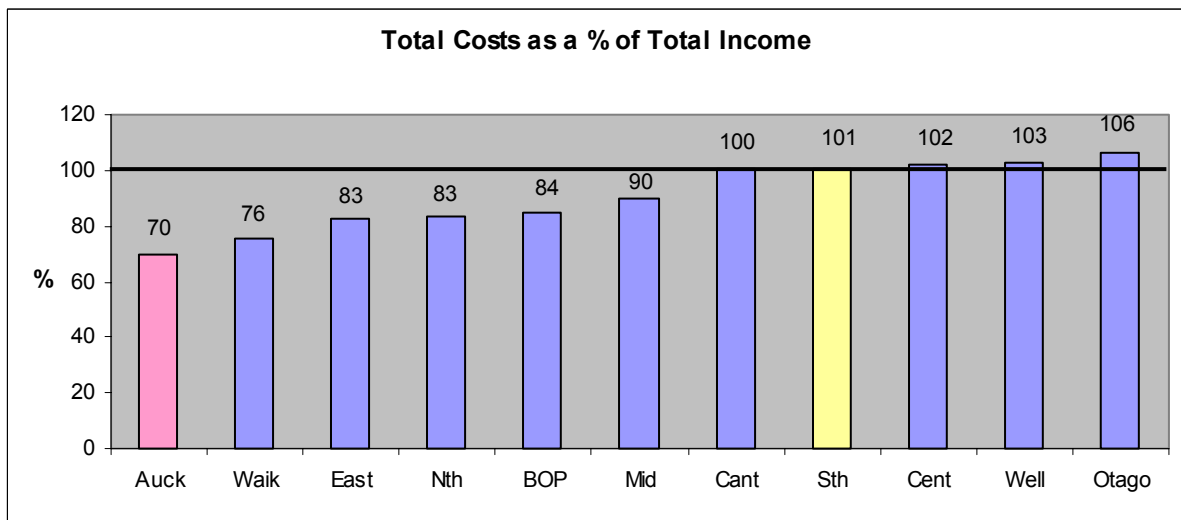
#### Ratio 6



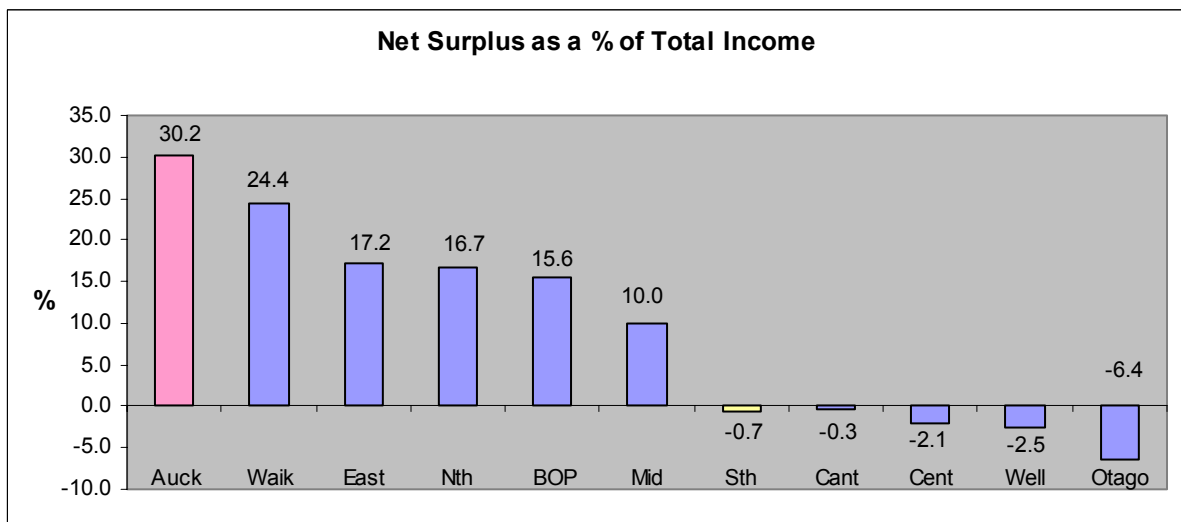
**Ratio 7**



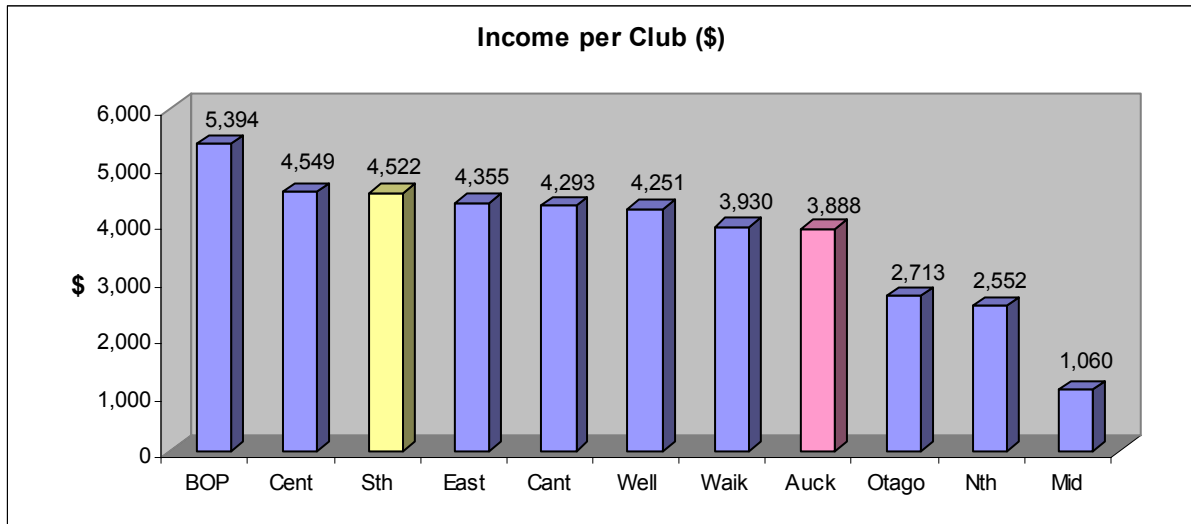
**Ratio 8**



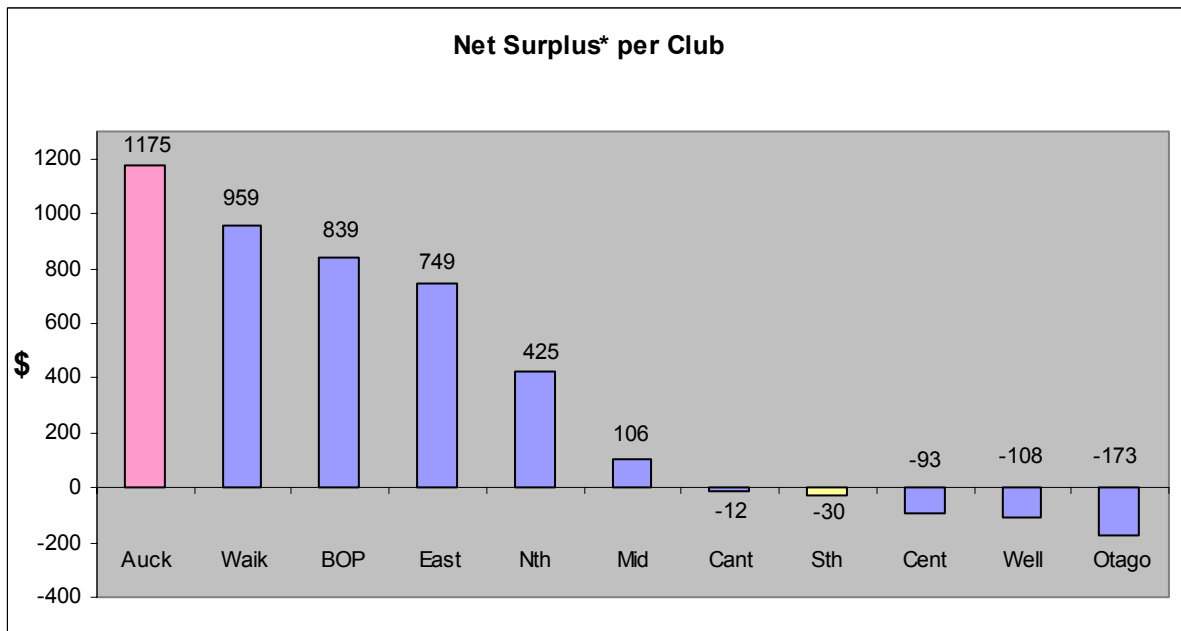
**Ratio 9**



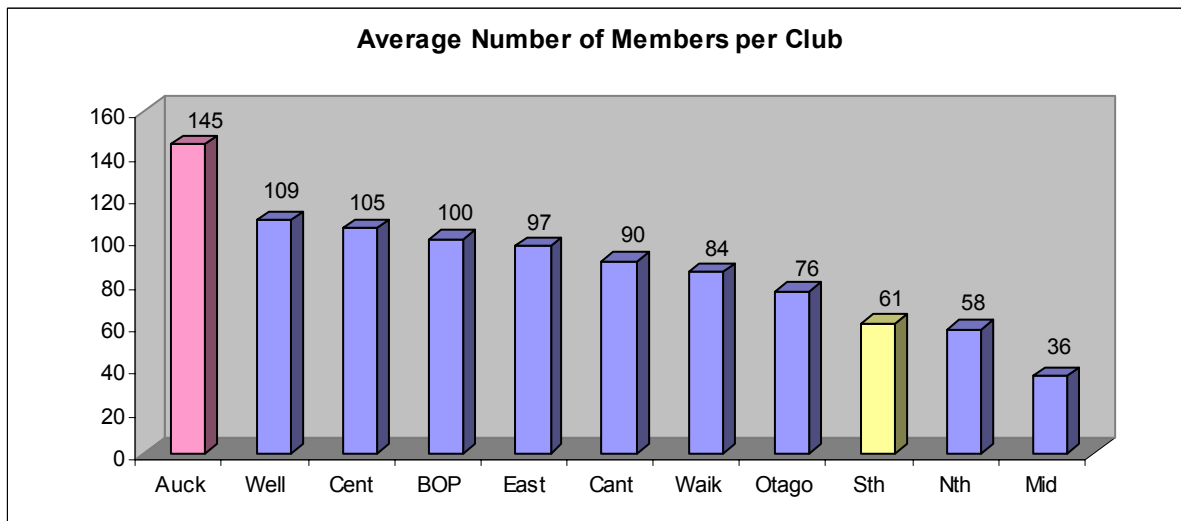
**Ratio 10**



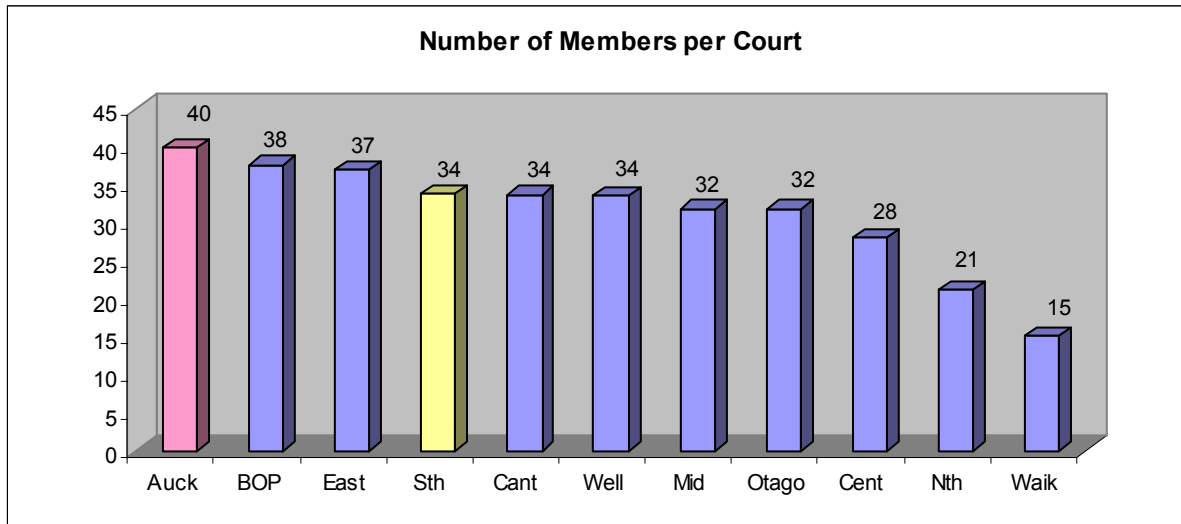
**Ratio 11**



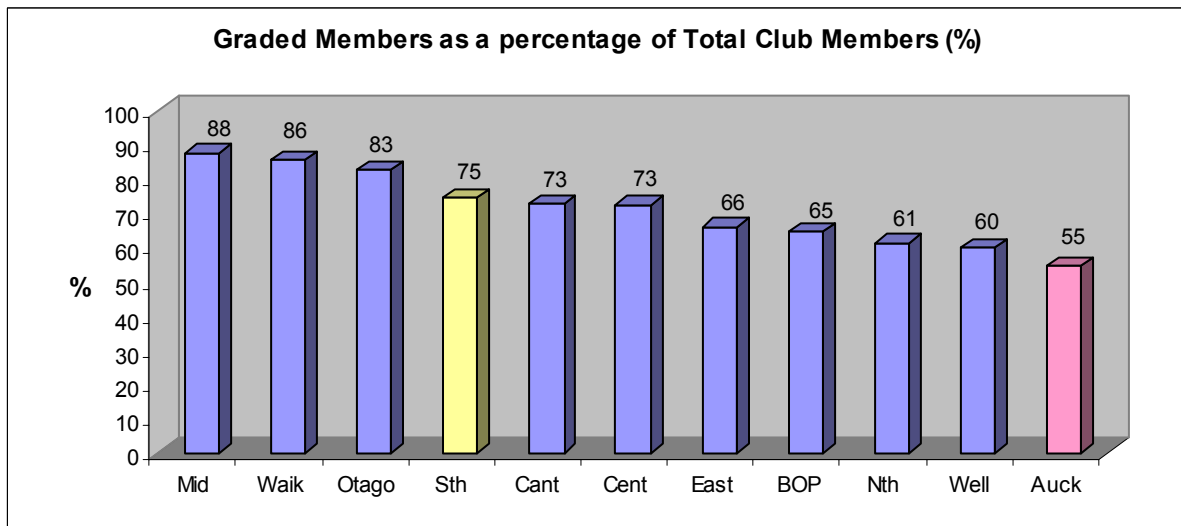
**Ratio 12**



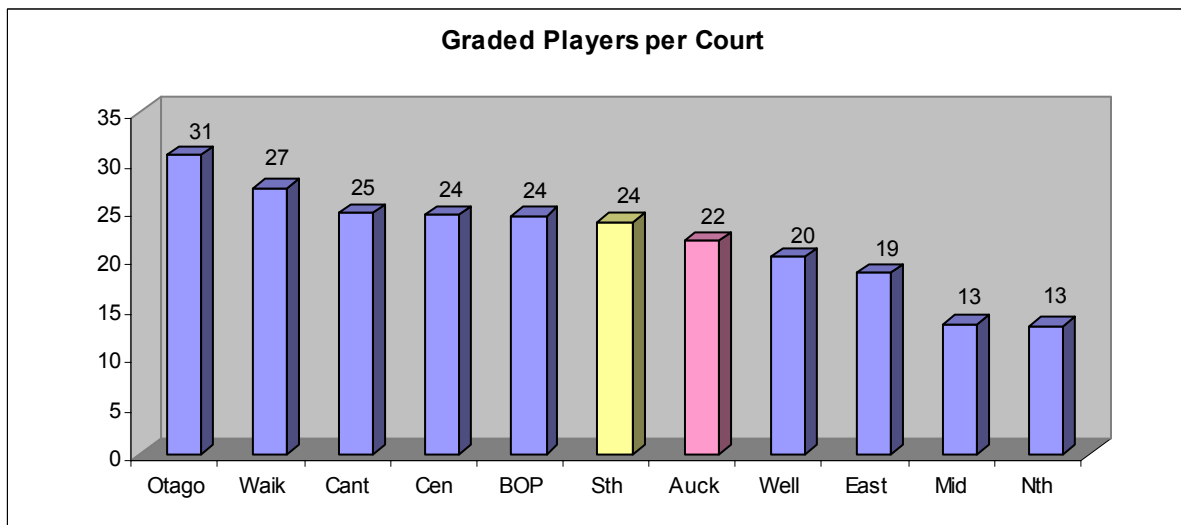
### Ratio 13



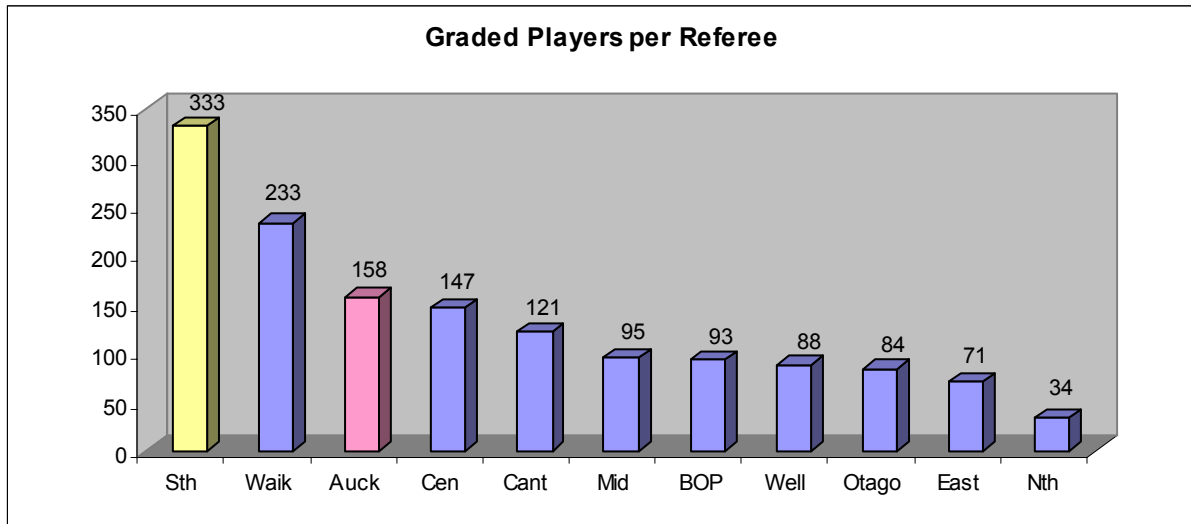
### Ratio 14



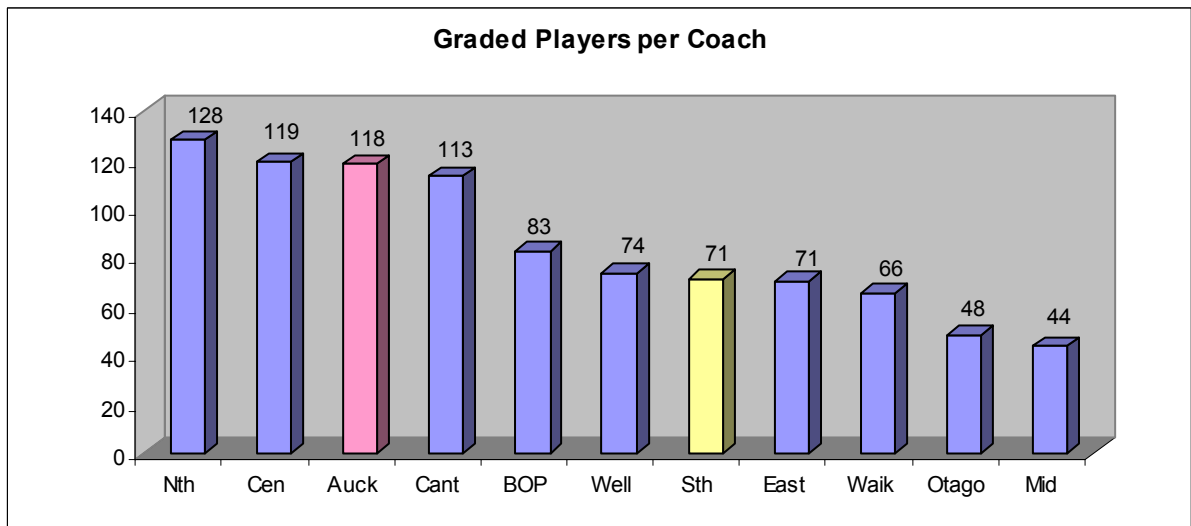
### Ratio 15



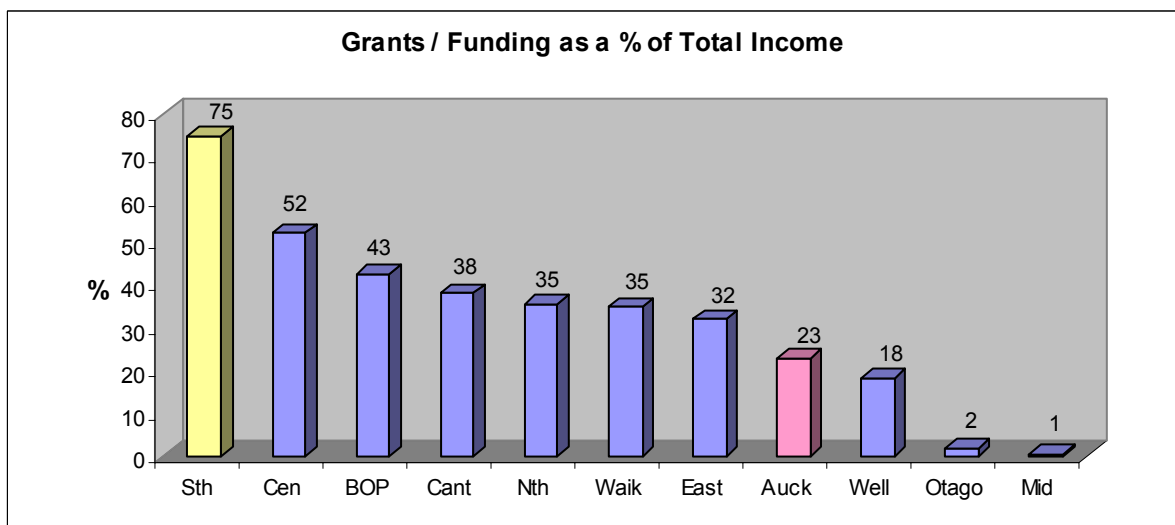
### Ratio 16



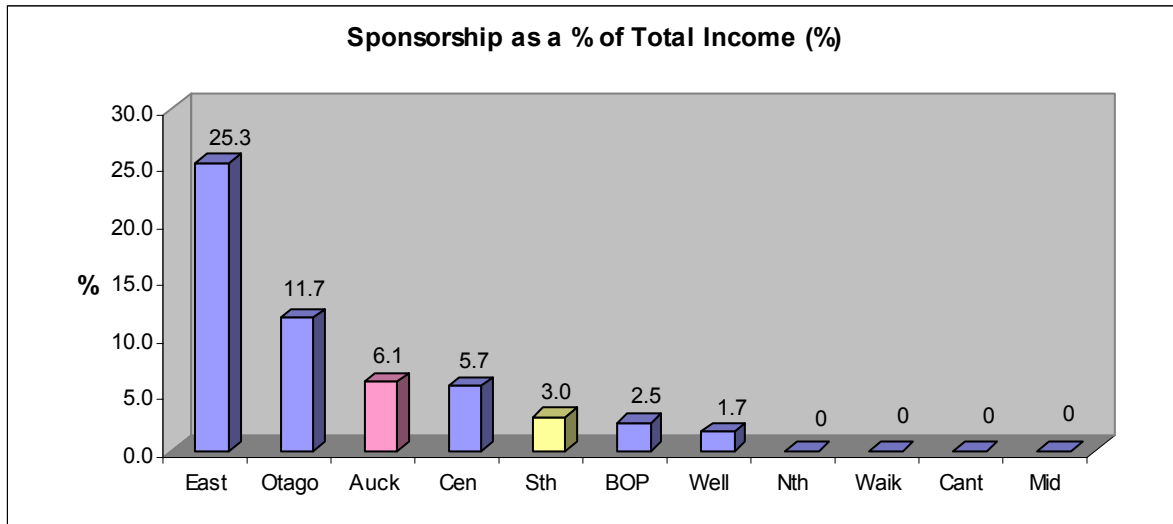
### Ratio 17



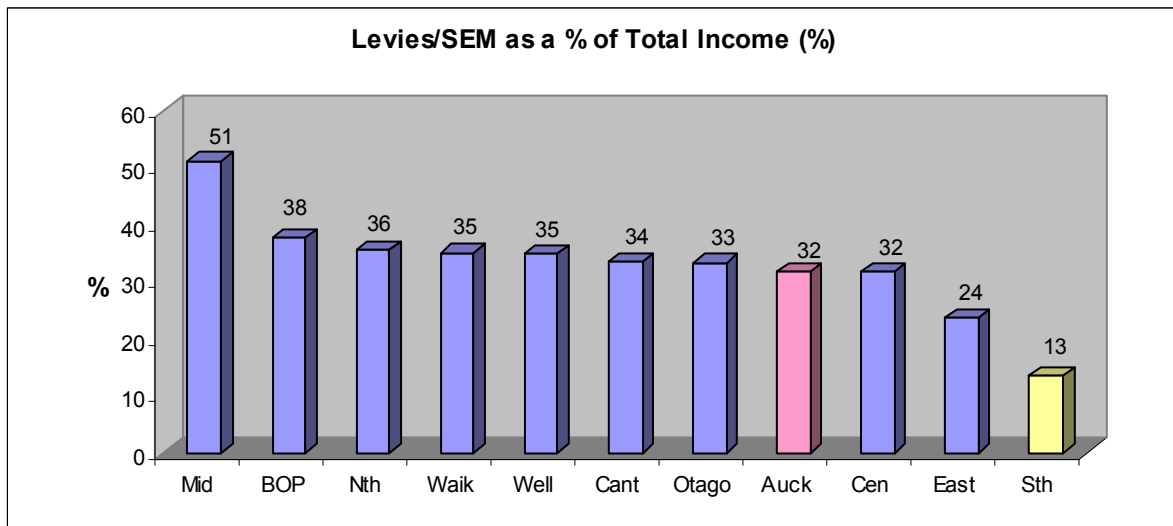
### Ratio 18



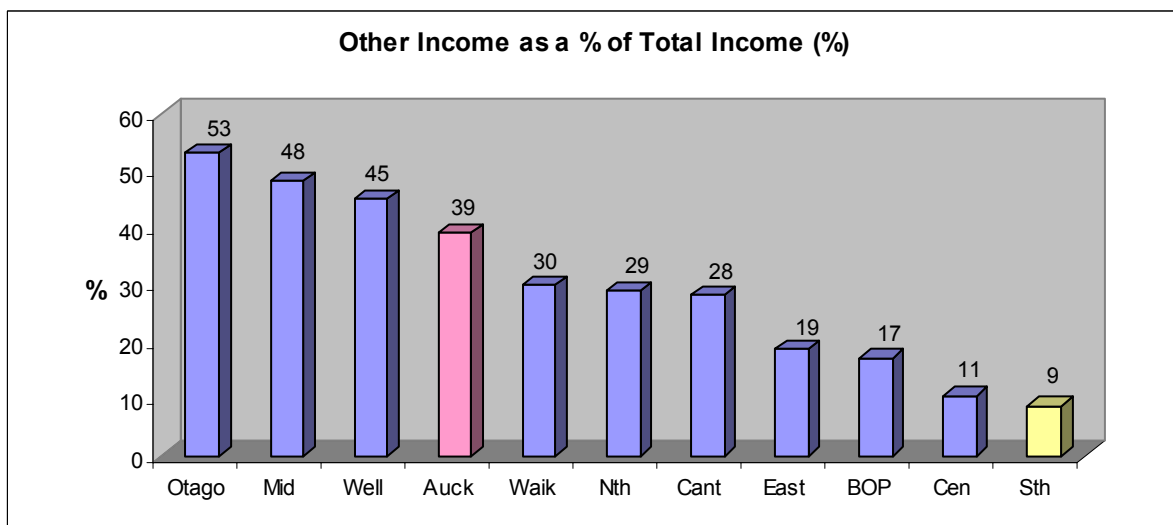
### Ratio 19



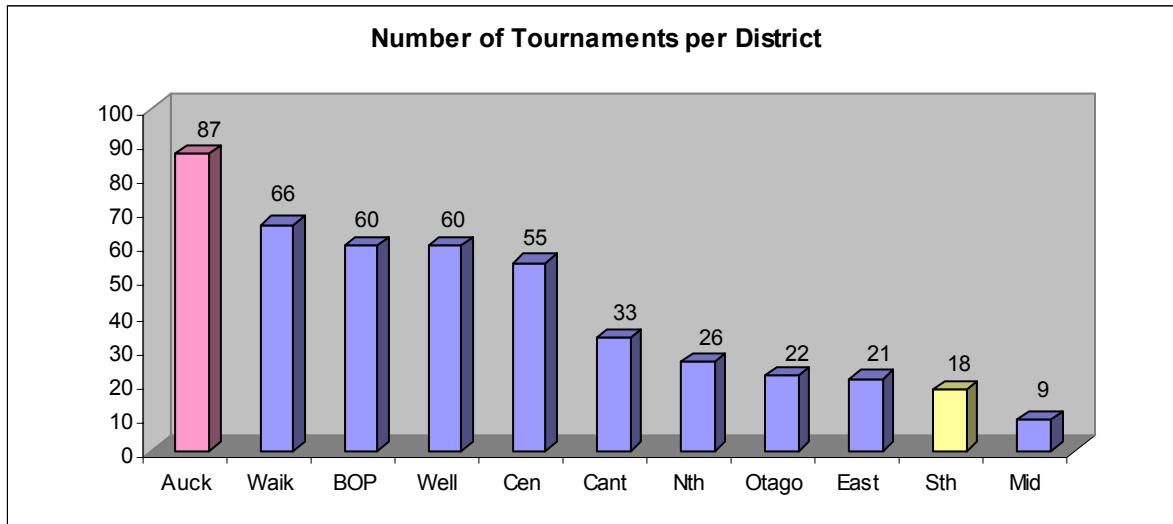
### Ratio 20



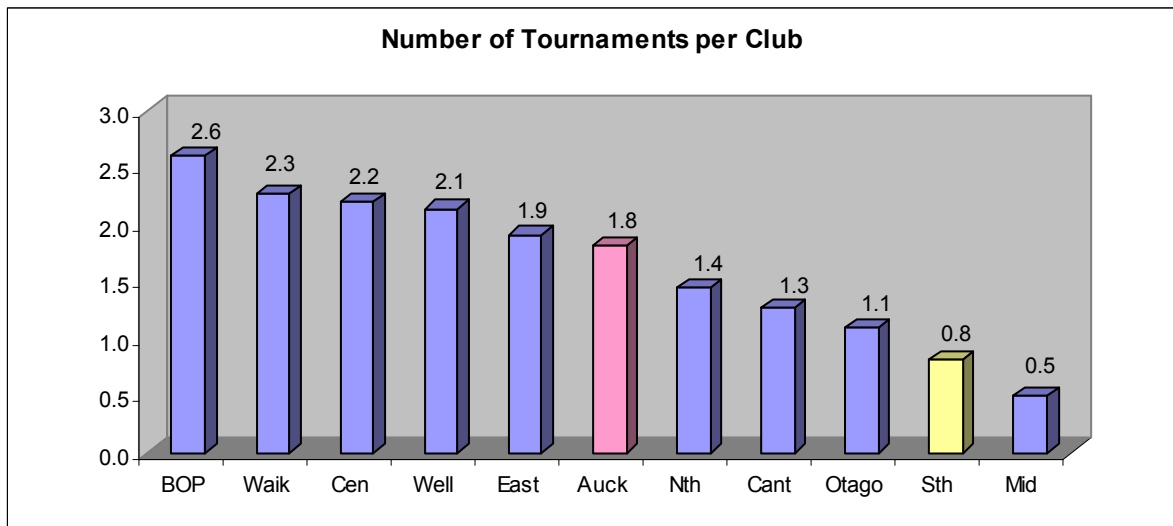
### Ratio 21



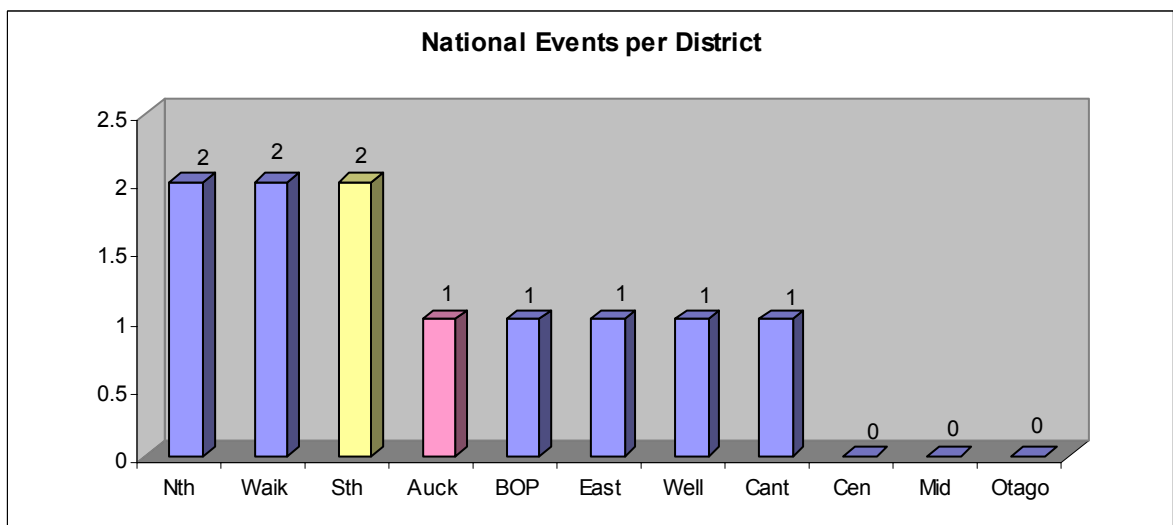
### Ratio 22



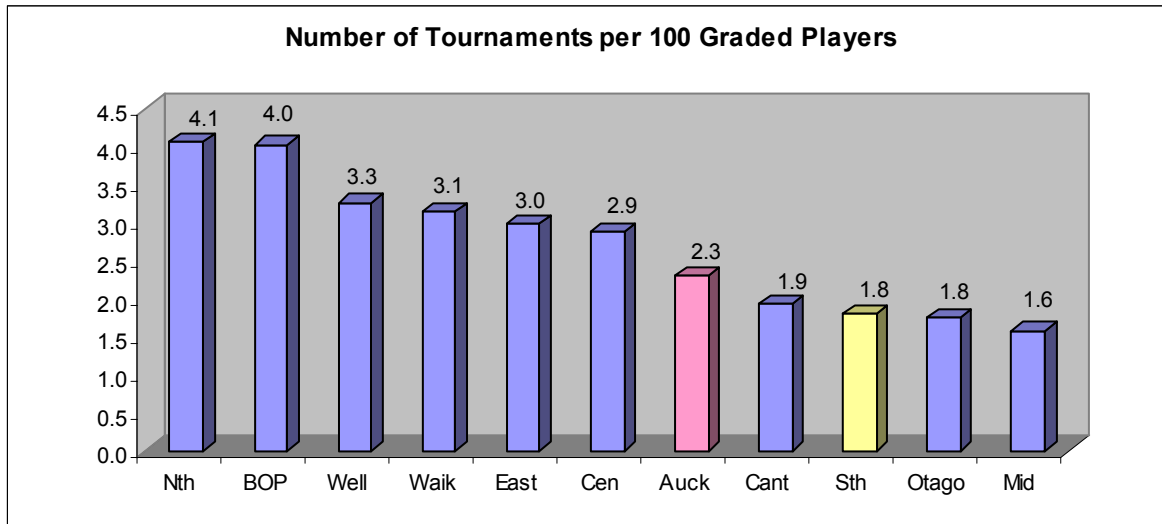
### Ratio 23



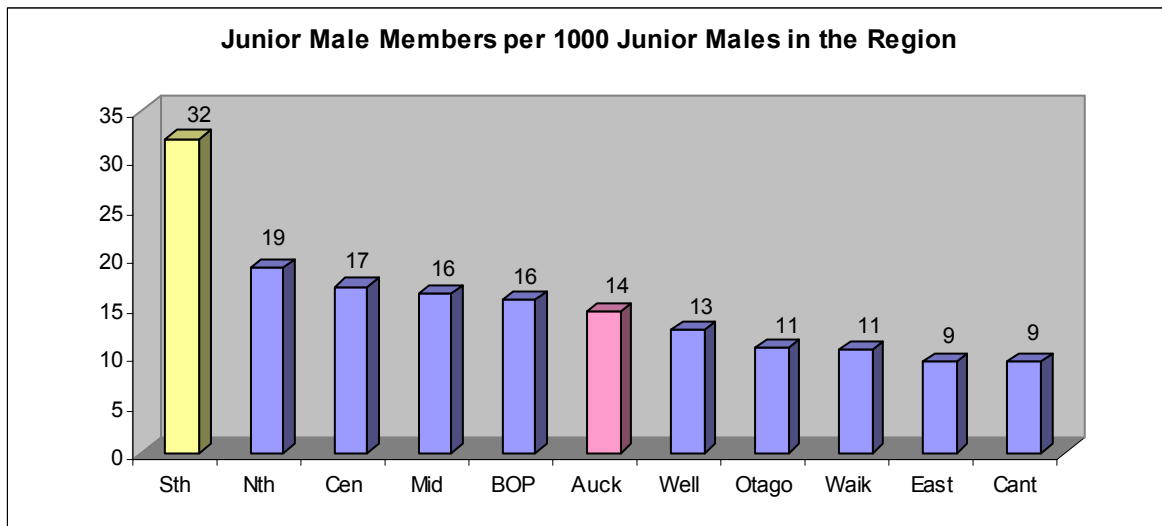
### Ratio 24



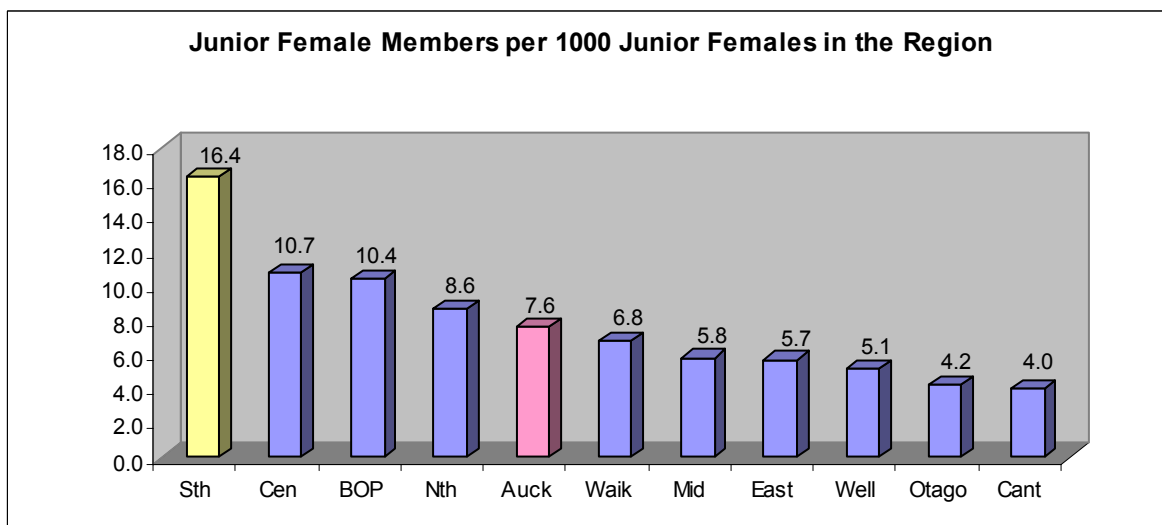
### Ratio 25



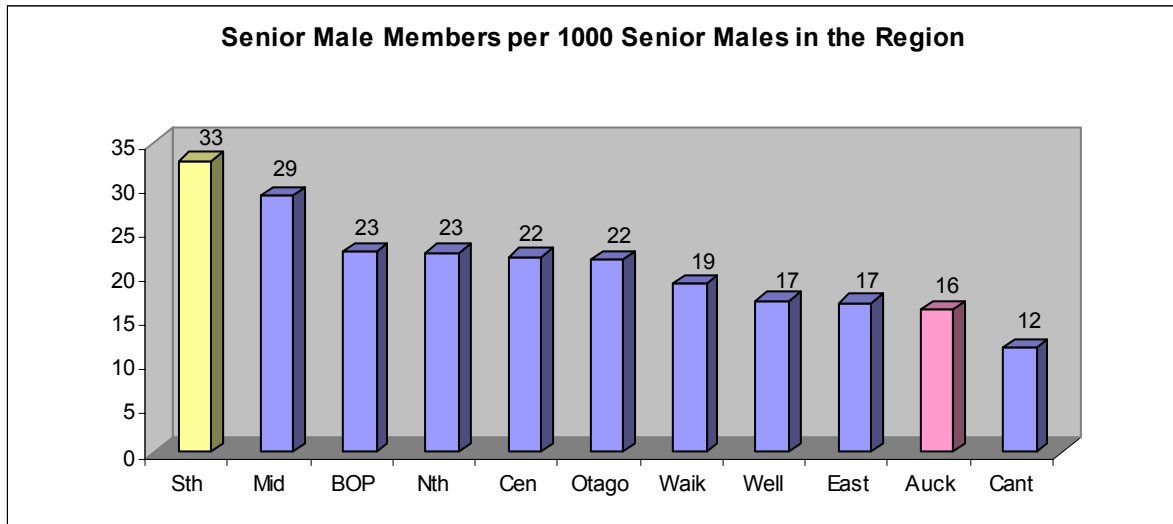
### Ratio 26



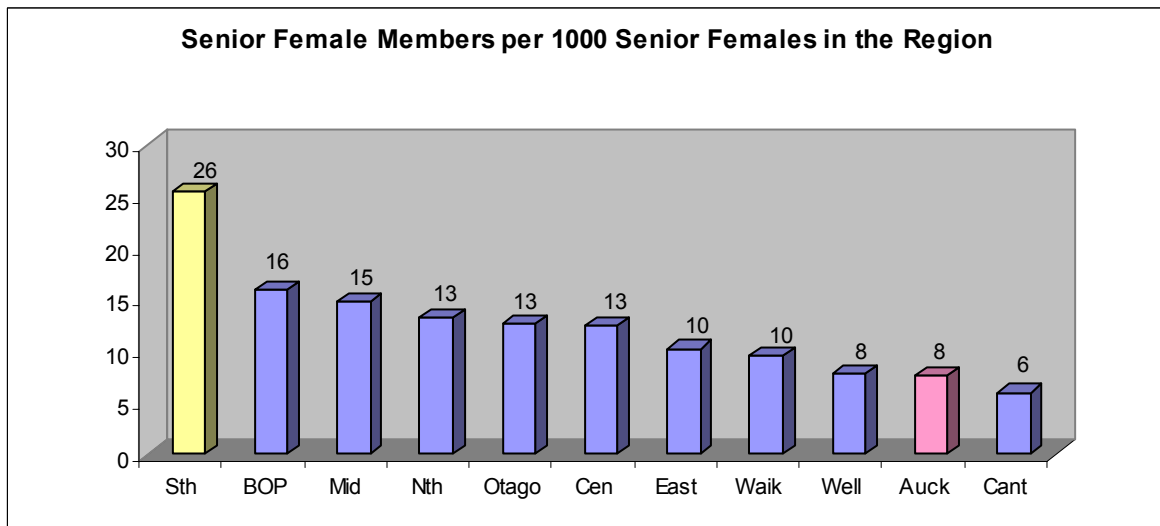
### Ratio 27



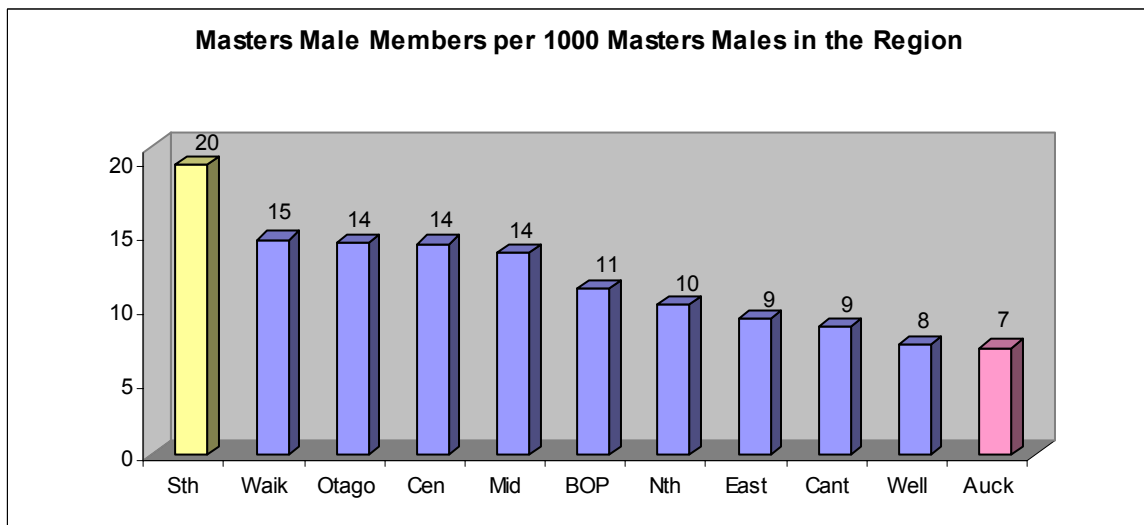
### Ratio 28



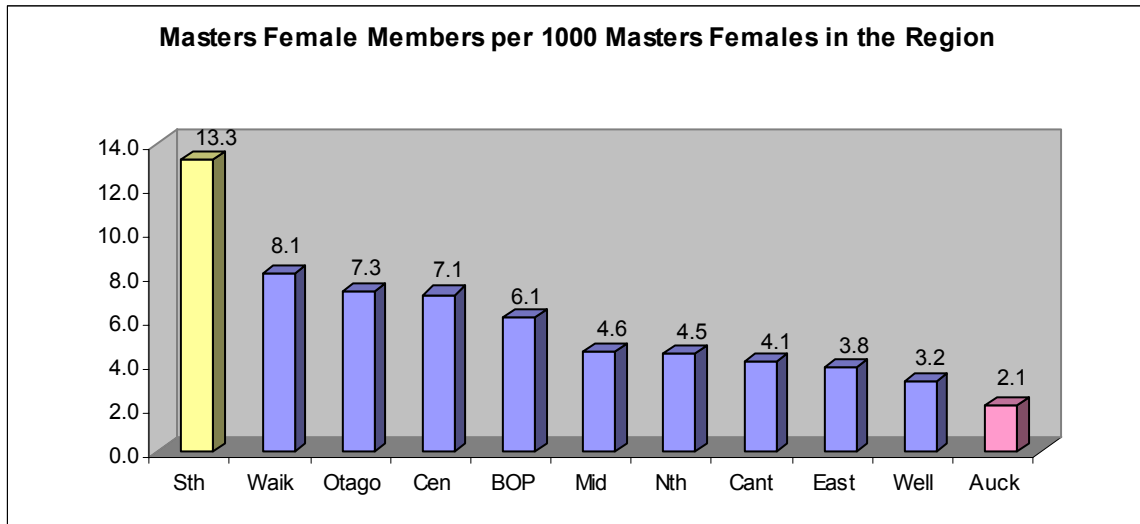
### Ratio 29



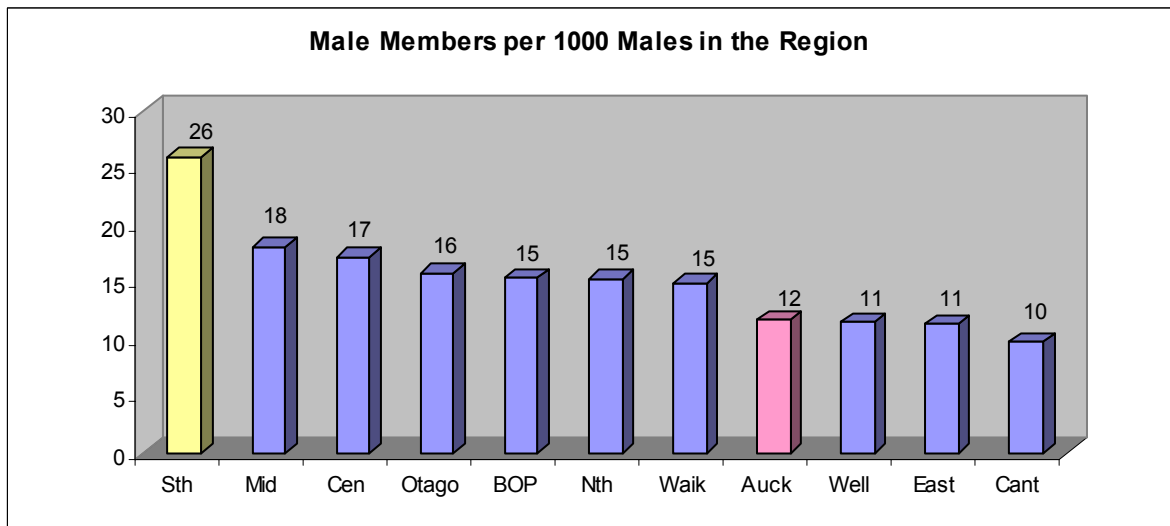
### Ratio 30



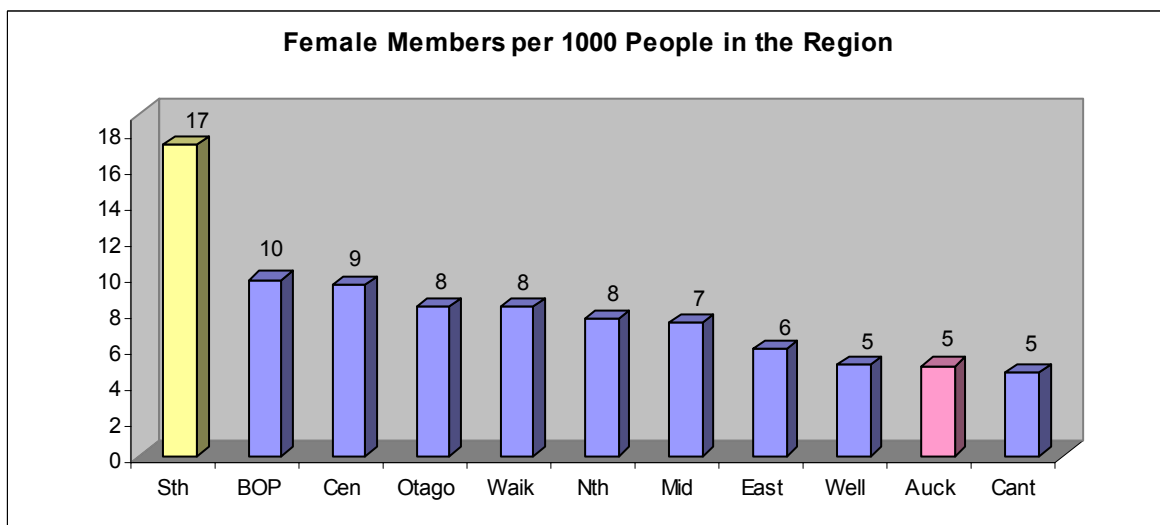
### Ratio 31



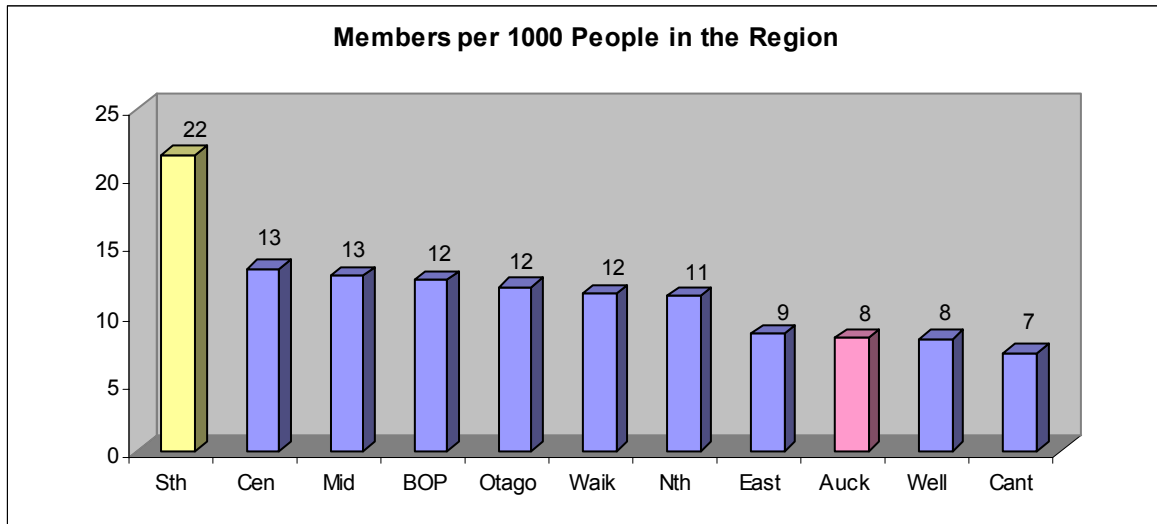
### Ratio 32



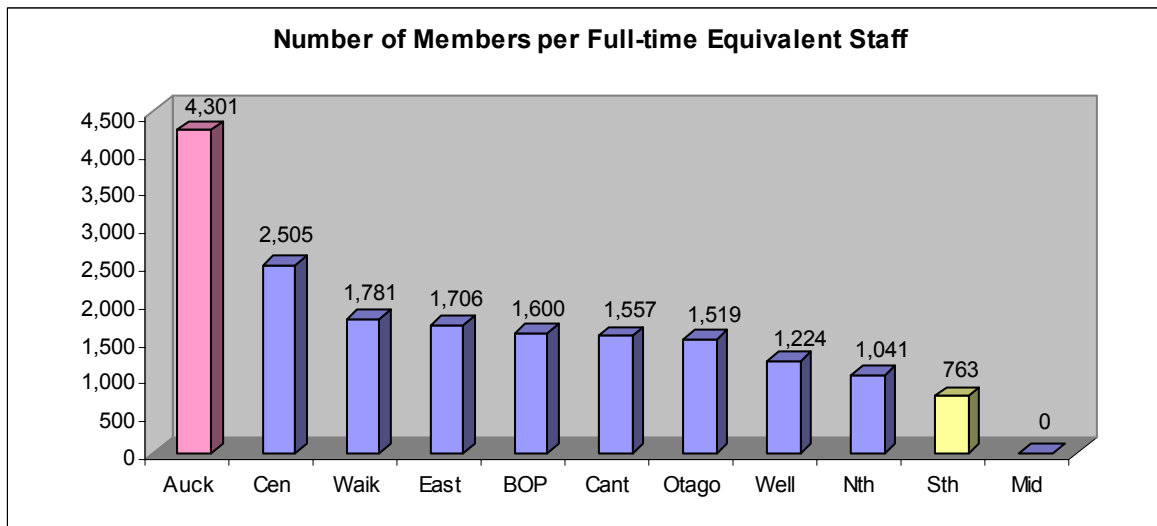
### Ratio 33



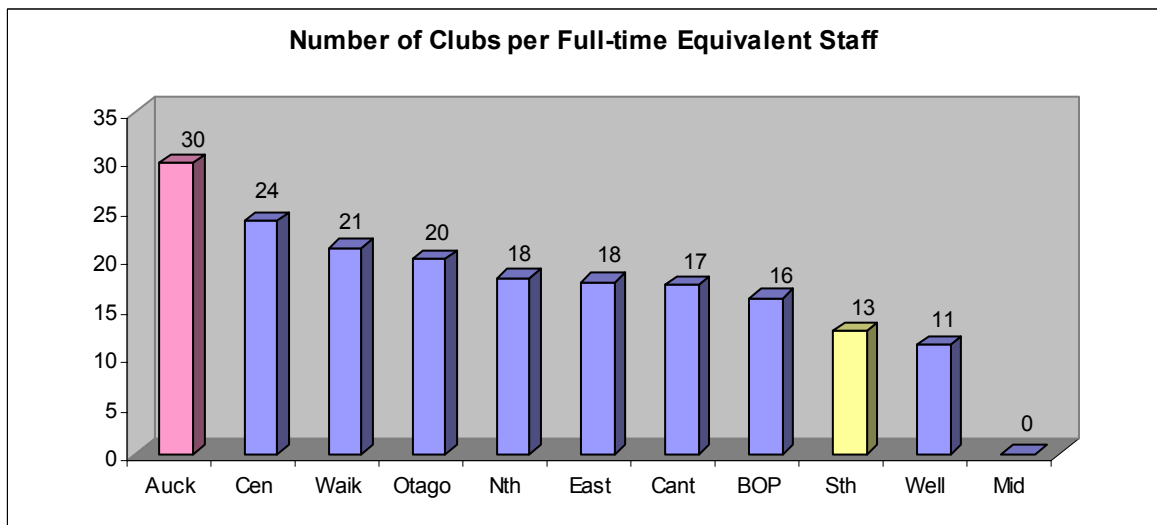
### Ratio 34



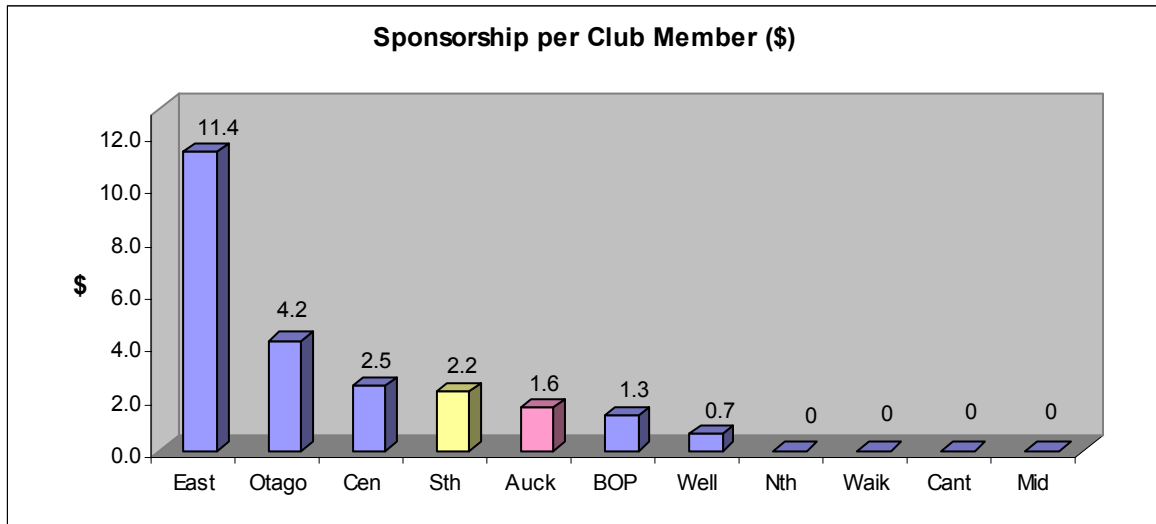
### Ratio 35



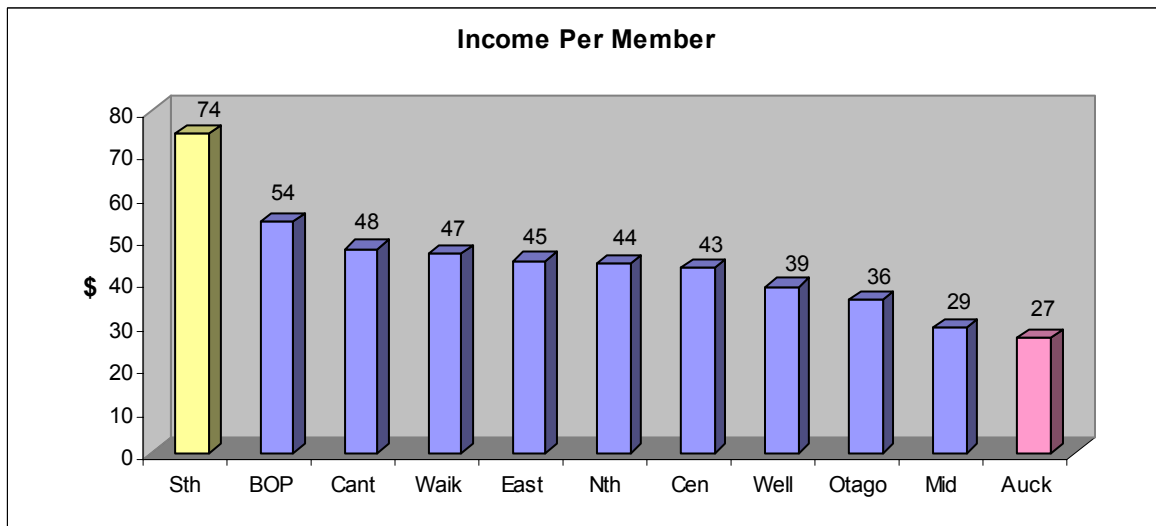
### Ratio 36



### Ratio 37



### Ratio 38



### Ratio 39

