

Benchmarking 2007 Comparison: Squash New Zealand



WAIKATO MANAGEMENT SCHOOL
Te Raupapa
Management Research Centre

CONFIDENTIALITY / LIABILITY

The information contained in this report is provided by the Management Research Centre for use by the client. The client may copy and distribute this information for internal business use or to external business partners. However, any general public release of the information must first be approved by the Management Research Centre.

In the event of any misrepresentation of the results by the client to any third party the Management Research Centre reserves the right to disclose all the information provided in this report to the third party.

The Management Research Centre does not accept liability for any loss or damage incurred as a result of the client or any third party relying or acting on the information contained in this report.

For any additional information contact

The Manager
Management Research Centre
The University of Waikato
Private Bag 3105
Hamilton
New Zealand

Table of Contents	Page
1.0 Introduction	4
1.1 Ratios – the basis for comparison	4
1.2 Interrelationship of ratios.....	4
2.0 Summary of all Squash districts.....	5
3.0 Summary of All Participants.....	7
3.1 Total income.....	7
3.2 Total expenses.....	9
3.3 Club membership per 1000 people in the region.....	12
3.4 Member profile.....	15
3.5 Graded club members.....	15
3.6 Sources of income.....	17
Appendix 1.0.....	20
1.1 Ratio List.....	20
1.2 Ratio Results by District Comparison.....	22

1.0 Introduction

Squash New Zealand in conjunction with the Management Research Centre, University of Waikato has again undertaken a benchmarking comparison study of the 11 Squash Districts in New Zealand. From four previous studies undertaken 2002, 2003, 2004, and 2005, financial and personnel data will be compared with 2006 financial and personnel data, resulting in a snapshot of each district. This positions each district within New Zealand on a 'level playing field.' In future studies, benchmarking results will be compared with previous year's results which in turn will provide valuable information on the progress of each district.

1.1 Ratios – the basis for comparison

Squash New Zealand provided all the financial and personnel data which was then 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 average for ratio 1, Total Income, this is no guarantee that the performance in all areas is satisfactory.

Points to Note

The comparison of results for years 2002, 2003, 2004, 2005, and 2006, are visually portrayed throughout the report in graphs. It should be noted that the 2006 results are directly compared to the corresponding districts results of 2002, 2003, 2004, and 2005. That is, those who read this years study will see the highest performing districts of 2006 ranked in descending order (purple coloured bar). Their 2005 results (aqua bar), 2004 results (yellow bar), 2003 results (crimson bar), and 2002 results (blue bar) will be graphed next to their 2006 result.

2.0 Summary of all Squash districts

When combining all the comparison results for the districts for years 2002 to 2006, there are a number of key differences found as seen in Table 2.0

Table 2.0: Summary of 2002 - 2006 results for all districts combined (Average).

Key Ratios	2002	2003	2004	2005	2006	2002-2006*
Total income	\$94,154	\$111,618	\$141,299	\$134,844	155,303	65 %
Coaching expenses ¹	4.5 %	7.1 %	6.1 %	12.0 %	14.1	213 %
Development costs ¹	33 %	34 %	29 %	29 %	25 %	(24 %)
Competitions ¹	28 %	31 %	32 %	24 %	20 %	(29 %)
Admin./Financial costs ¹	22 %	19 %	22 %	28 %	28 %	27 %
Total expenses ¹	91 %	97 %	96 %	102 %	98 %	7.7 %
Net surplus ¹	9.3 %	0.1 %	3.5 %	(3.4 %)	0.4 %	(96 %)
Income per number of members per district	\$44	\$57	\$72	\$75	\$77	75 %
No. of members per club	87	84	86	80	83	(4.6 %)
Grants / Funding ¹	32 %	40 %	50 %	49 %	53 %	66 %
Sponsorship ¹	5.1 %	3.2 %	1.6 %	1.5 %	2.1 %	(59 %)
Levies / SEM ¹	33 %	28 %	23 %	22 %	23 %	(30 %)
Other income ¹	30 %	29 %	26 %	27 %	22 %	(27 %)
Jun. male members/1000 jun. males in the district	15.2	14.4	14.9	14.6	14.9	(2 %)
Jun. female members/ 1000 jun. females in the district	7.8	7.7	7.4	6.9	7.4	(5 %)
Total male members/ 1000 males in the district	15.2	14.4	15.1	13.8	14.2	(6.6 %)
Total female members/ per 1000 females in the district	8.1	7.9	8.0	7.1	7.2	(11 %)

* Overall % increase / decrease

¹ As a percentage of total income

As noted in Table 2.0 above, there has been a 65% increase in total income on average over all the districts since the year the first study was undertaken (2002). On average in 2002 the average total income for all districts was \$94,154. In 2006 the districts combined averaged \$155,303. It was shown that districts in general were utilising the grants available to them thus increasing income overall. Even from the previous year (2005) there was a 15% increase in total income as compared to the 2006 results. Thus, a large increase in income per club member has risen 75% since the first study in 2002.

Over the five years the table shows districts reducing development and competition costs and focussing more on coaching and administration costs. In addition, districts are spending their income as net surplus overall has reduced. Membership numbers overall have dropped per 1000 people in the country, and this was reflected in the total number of members per club over the five years. There was however an increase from the 2005 results in terms of membership numbers.

A summary of each district will now be presented in the next section.

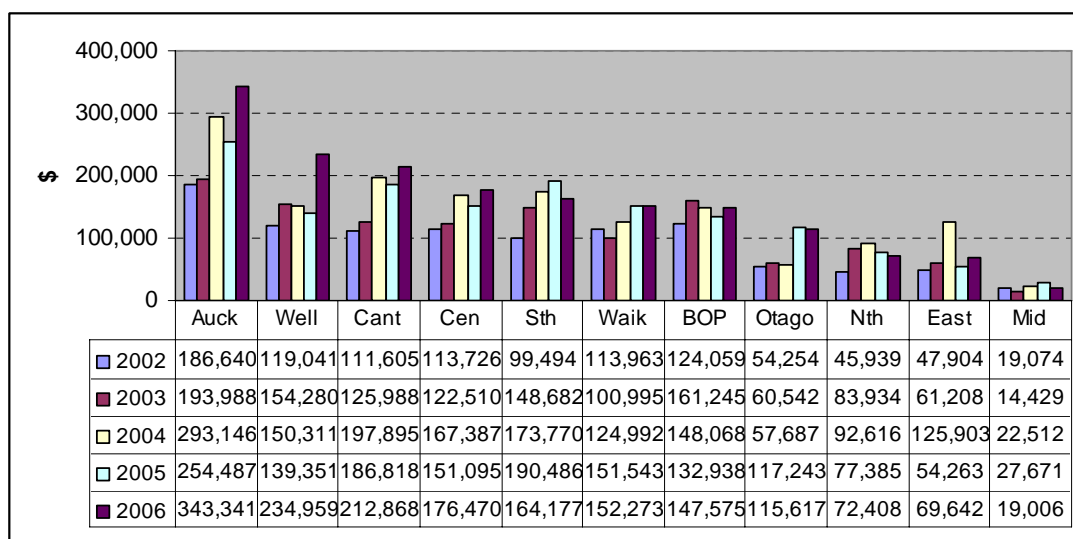
3.0 Summary of All Participants

This section will outline results of all districts operating under Squash New Zealand. It will focus on ratio results for all districts and will help illustrate where they currently stand in terms of the other districts.

3.1 Total income

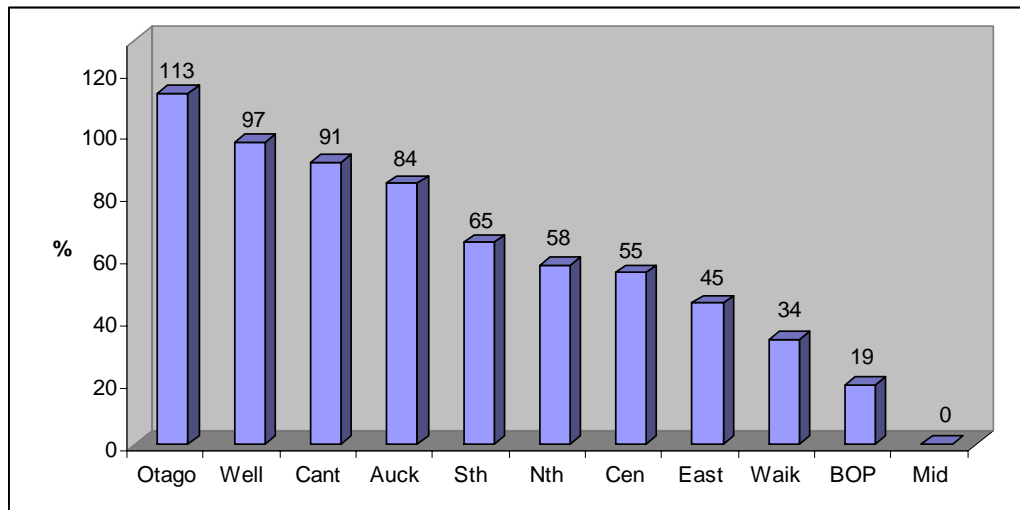
Auckland continued to have the highest total income for the 2006 year. In fact, Auckland and Wellington significantly increased their total income from the previous 2005 result. Wellington utilised grants and funding, whilst Auckland increased their grants and sponsorship funding.

Figure 3.1: Total income (\$)



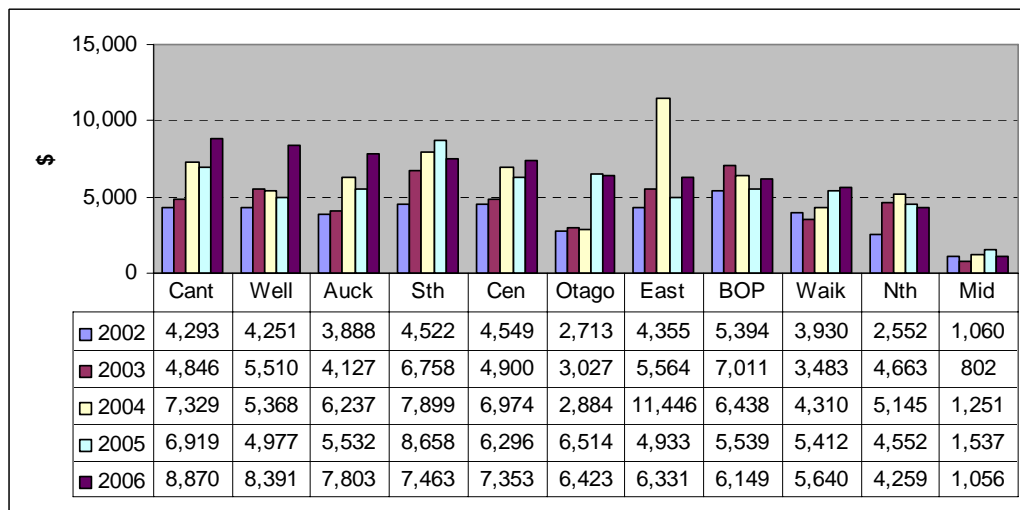
When comparing the current 2006 totals with those of the original 2002 results, all districts were able to increase their total income except Midlands. Figure 3.2 illustrates how Otago, Wellington, Canterbury and Auckland have seen significant increases from their 2002 income, with Wellington having a considerable increase from their 2005 income.

Figure 3.2: Percentage increase of total income from the 2002 figure to the 2006 figure (%)



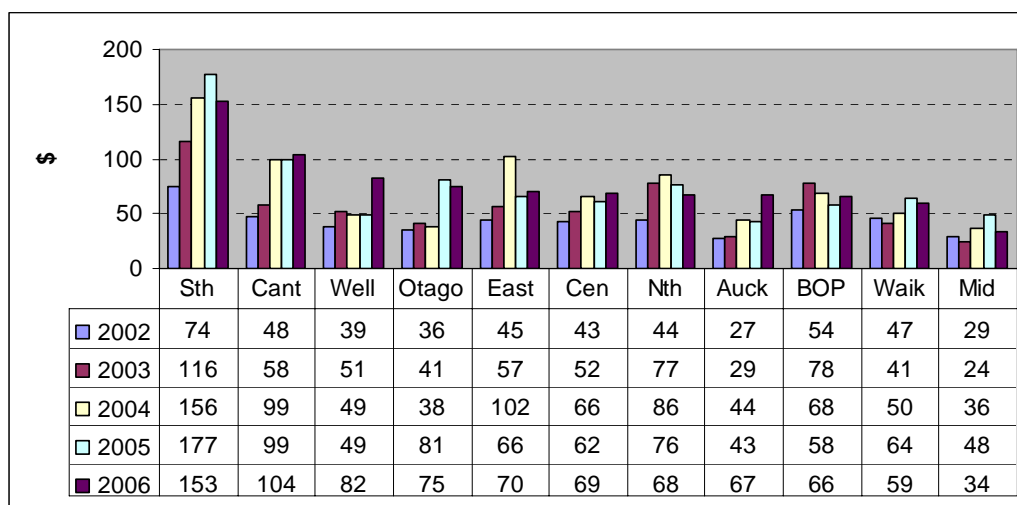
When comparing total income per number of clubs in the district, Canterbury has the largest amount as shown in Figure 3.3. Wellington and Auckland came significantly closer to Canterbury from the previous year, thus generally all districts saw an increase.

Figure 3.3 Total income per number of clubs in the district (\$)



When comparing total income per number of club members in the district, again Southland, followed by Canterbury and Wellington were the highest as shown in Figure 3.4. In general, an overall increase amongst all districts in income per club member has been continuous since the first study in 2002.

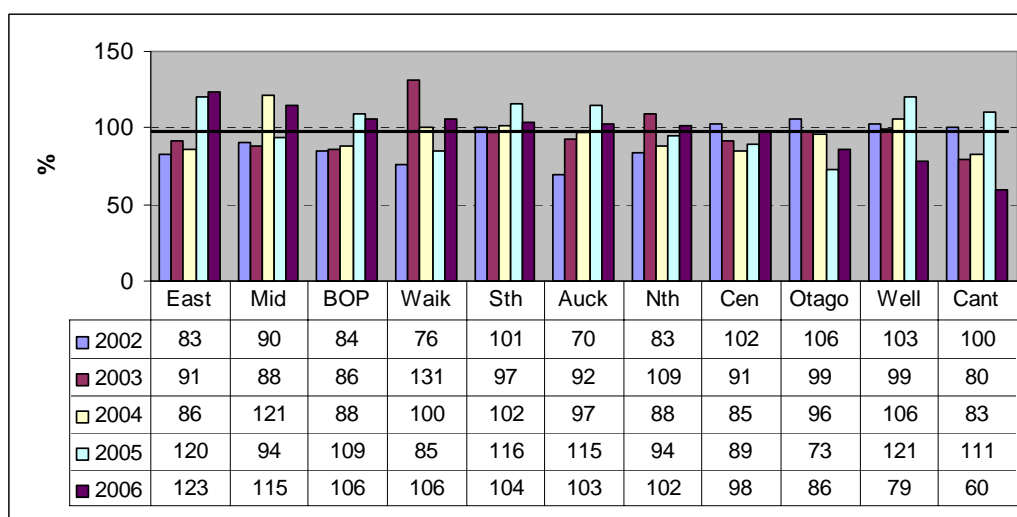
Figure 3.4: Total income per club member in the district (\$)



3.2 Total expenses

As illustrated in Figure 3.5, total expenses (as a % of total income) saw the majority of districts utilise their total income on their costs. In fact two-thirds of the districts undertook this method, with Eastern and Midlands having the largest costs as a percentage of total income for 2006.

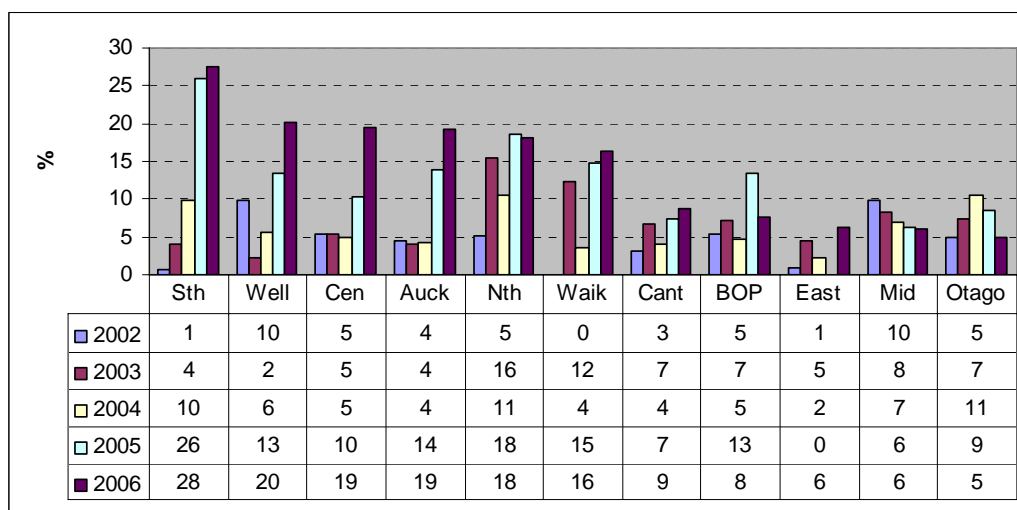
Figure 3.5: Total Costs as a percentage of total income (%)



From Figure 3.6 we find Southland once again dedicating more income resources to coaching costs than other districts in N.Z. Previously Waikato and Northland had the highest coaching costs as a percentage of their total income but Figure 3.6 now

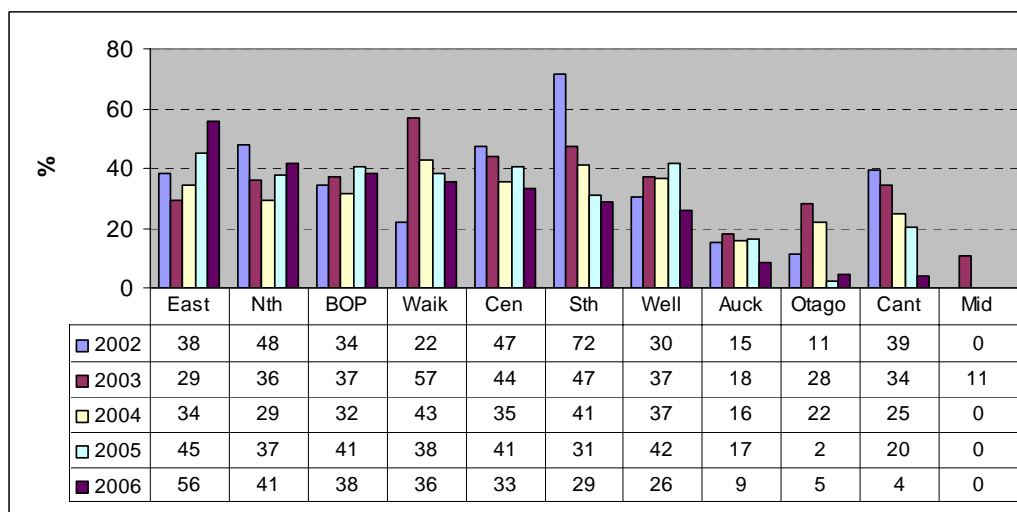
indicates that Wellington, Central, and Auckland have increased their coaching costs significantly to now rank second, third, and fourth behind Southland.

Figure 3.6: Coaching costs as a percentage of total income (%)



In terms of development costs (as a % of total income) Eastern once again heads the list as shown in Figure 3.7. In fact apart from Eastern and Northland, all the other districts reduced their development costs as a percentage of total income from the previous year.

Figure 3.7: Development costs as a percentage of total income (%)



Midlands continues to have the highest competition costs (as a % of total income) as shown in Figure 3.8. Since the first study in 2002 only Midlands, Auckland, and

Southland have increased their competition costs as a percentage of their total income, whilst the others have declined.

Figure 3.8 Competition costs as a percentage of total income (%)

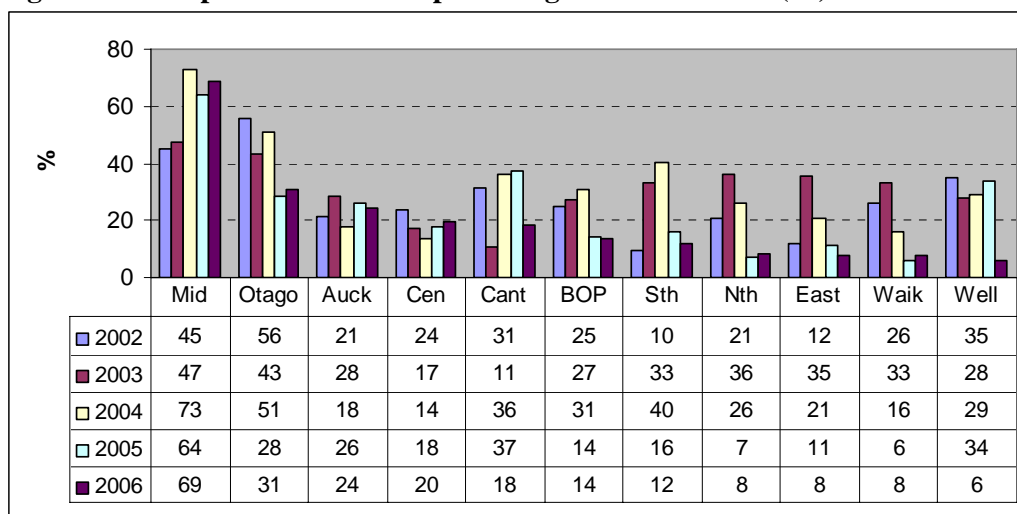
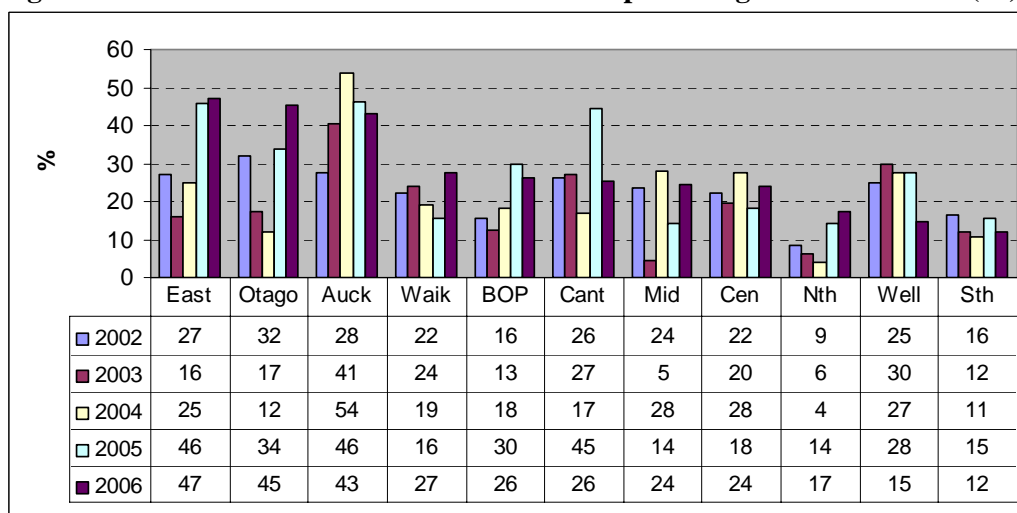


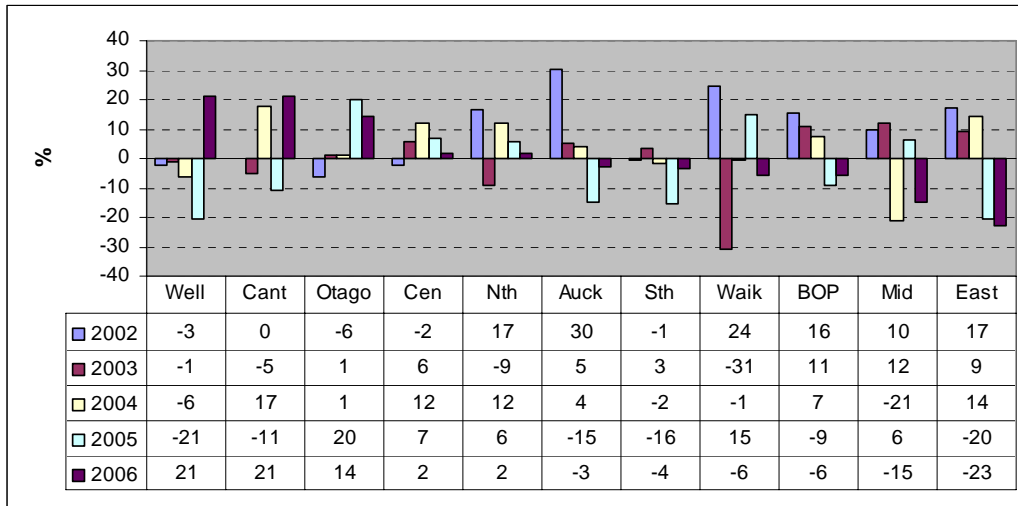
Figure 3.9 below illustrates the administration/financial costs (as a % of total income). Significant increases from the previous year were shown in Otago, Waikato, and Midlands districts, but Eastern and Auckland continue to have a significant percentage of their total income go towards administration/financial costs.

Figure 3.9: Administration / Financial costs as a percentage of total income (%)



In terms of net surplus (as a % of total income) we again notice considerable changes from the previous four studies. In Figure 3.10 Wellington and Canterbury last year had the largest net surplus (as a % of total income), whilst at the other end of the scale Eastern once again had the lowest figure.

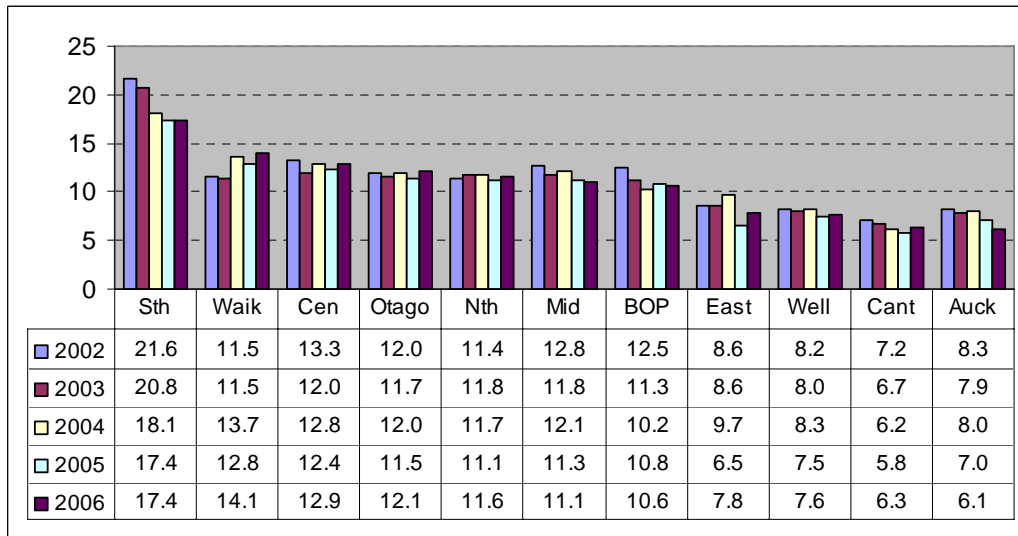
Figure 3.10: Net surplus as a percentage of total income (%)



3.3 Club membership per 1000 people in the region

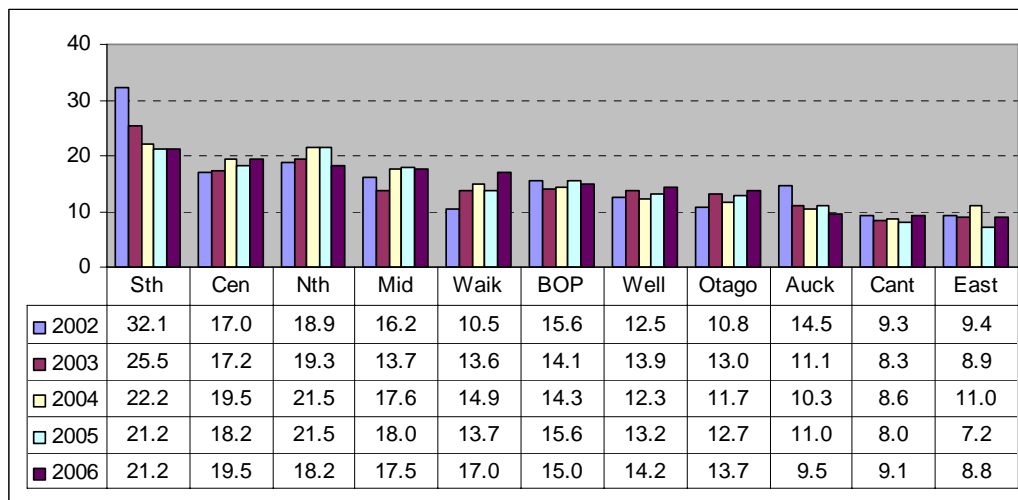
When comparing membership numbers (per 1000 people in the district) from the previous years figures, there is on average a rise in membership numbers. Southland remained steady from the preceding years result (2005), as previously there had been a steady decline from 2002-2004, but still remains the district with the highest amount of members per thousand people in the district.

Figure 3.11: Total members per 1000 people in the district



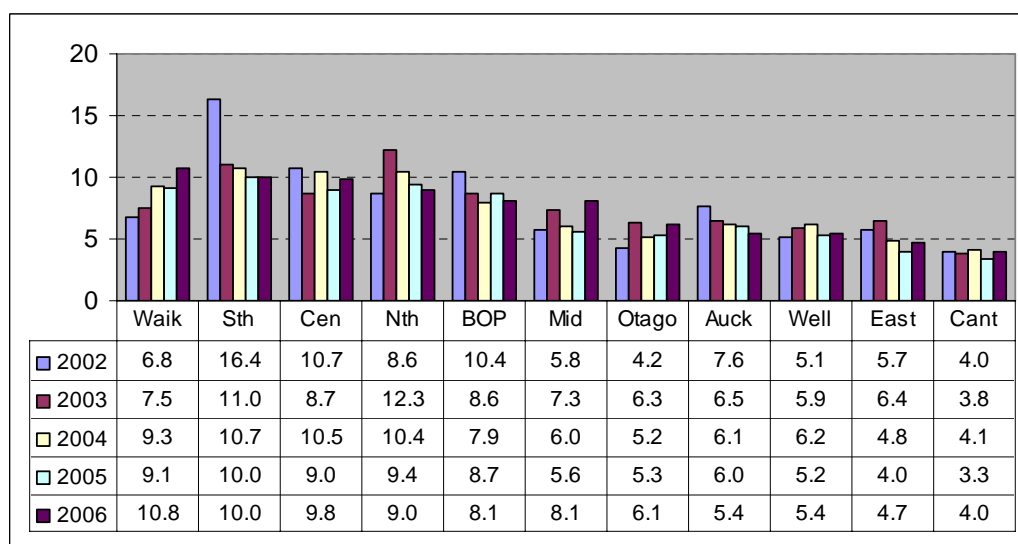
In Figure 3.12, Southland and Central had the highest result, whereas Northland had a fall in junior male numbers per thousand junior males. In addition, Midlands, Bay of Plenty, and Auckland also saw slight declines as from the previous year's results.

Figure 3.12: Junior male members per 1000 junior males in the district



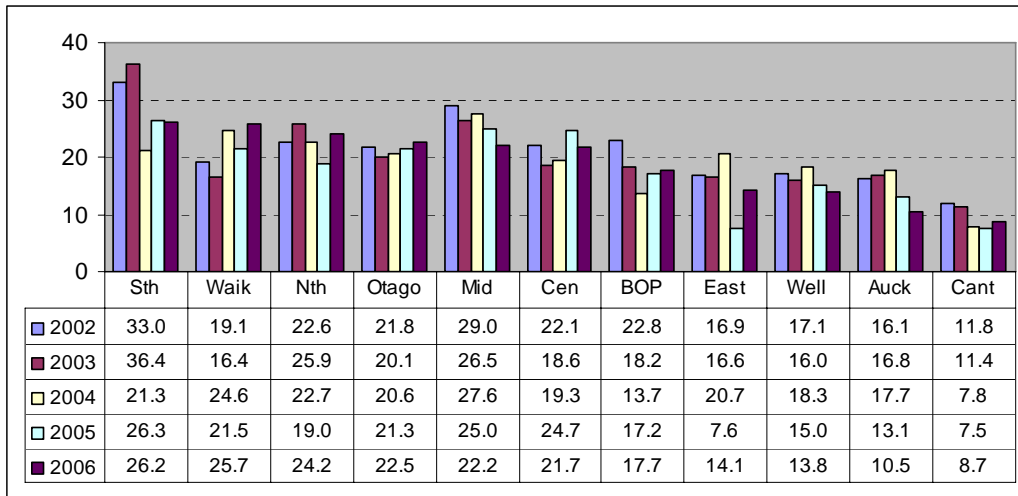
As seen in Figure 3.12 above, Waikato also had an increase in junior female numbers per thousand junior females in the district as shown in Figure 3.13. Only Northland, Bay of Plenty, and Auckland saw a decline in these numbers with all other districts seeing an increase.

Figure 3.13: Junior female members per 1000 junior females in the district



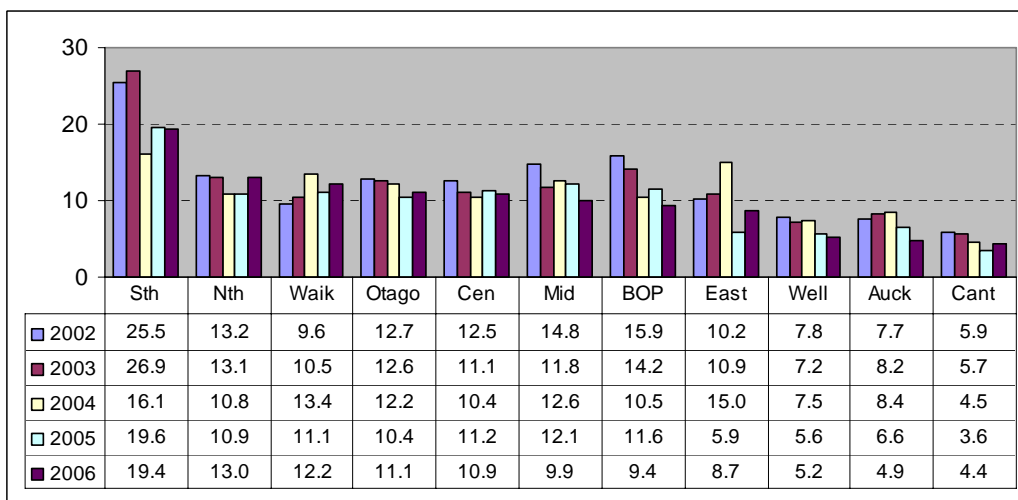
As from the previous year's results (2005), there were only minimal changes seen in both the master's members per thousand master's members in the districts. However, in terms of senior male members per 1000 senior males in the district, Waikato, Northland, and Eastern had large increases as shown in Figure 3.14. In fact, Waikato and Northland came close to Southland who had the highest figure, whilst again we saw a decline in the areas of Auckland, Midlands, and Wellington.

Figure 3.14: Senior male members per 1000 senior males in the district



In regards to senior female members per thousand senior females in the district, Southland still has a clear majority. Northland and Waikato also saw a steady increase from the previous year leaping them to second and third behind Southland.

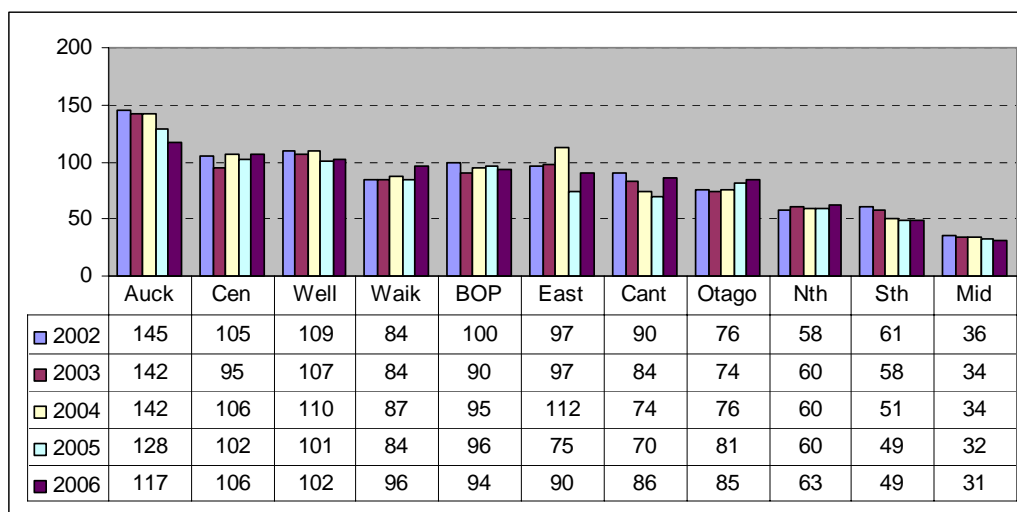
Figure 3.15: Senior female members per 1000 senior females in the district



3.4 Member profile

In terms of the number of members per club there has been an overall slight increase from the previous 2005 result as shown in Figure 3.16. Apart from Auckland which saw a slight decrease, figures are up from 2005. Waikato, Eastern, and Canterbury, saw the largest increases but overall it was more positive than the previous year.

Figure 3.16: Average number of members per club



3.5 Graded club members

In terms of graded players as a percentage of total membership in each district Figure 3.17 illustrates the large increase for the Midlands district. Eastern was the only district to see a decline whilst Southland remained steady.

Figure 3.17: Graded players as a percentage of total membership (%)

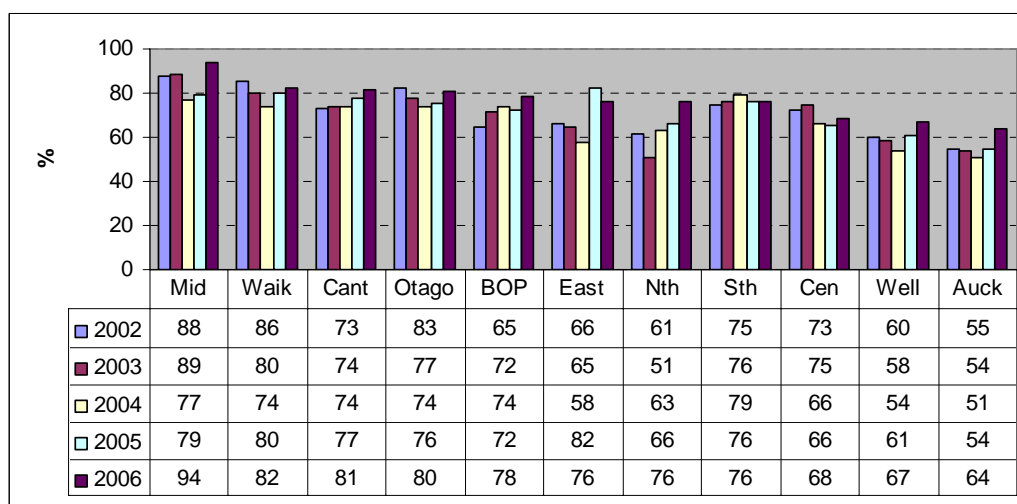
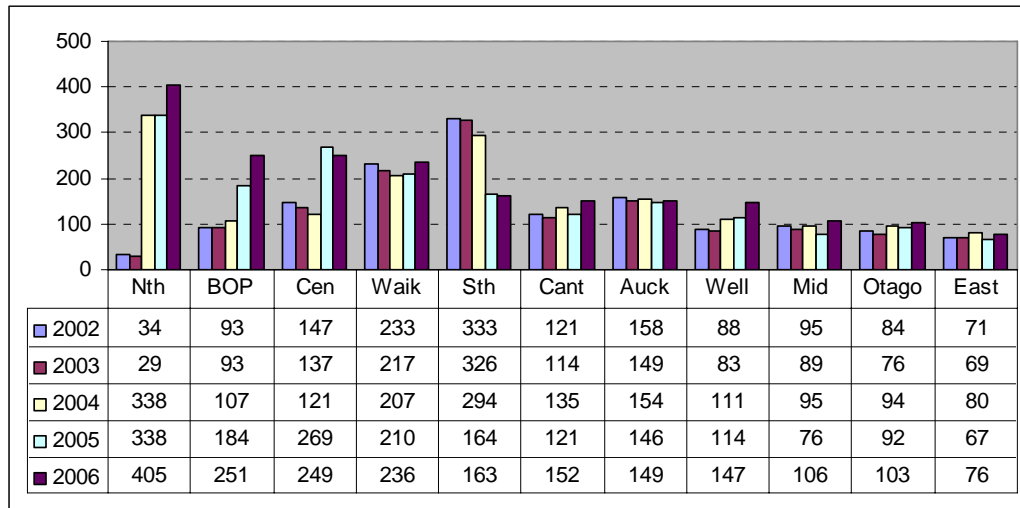


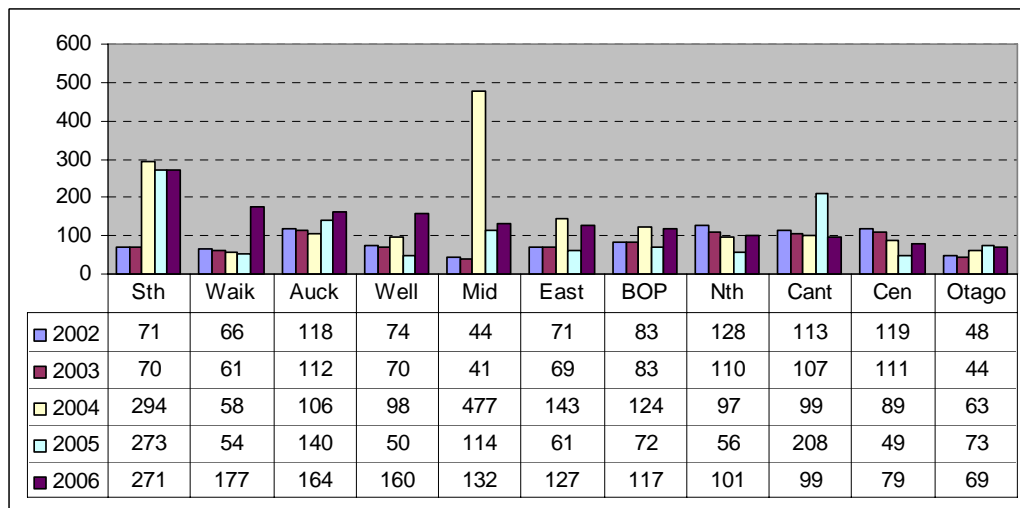
Figure 3.18 illustrates an increase of graded players per accredited referees in the districts. Northland has been the highest for the past few years, and the last year saw another increase. Bay of Plenty was the other district with a large increase from the previous year.

Figure 3.18: Graded players per number of accredited referees in the district



In terms of graded members per number of accredited coaches, Southland continues to have the highest ratio as shown in Figure 3.19. Waikato and Wellington saw a large increase, whilst Canterbury addressed this issue resulting in a significant drop from the previous year.

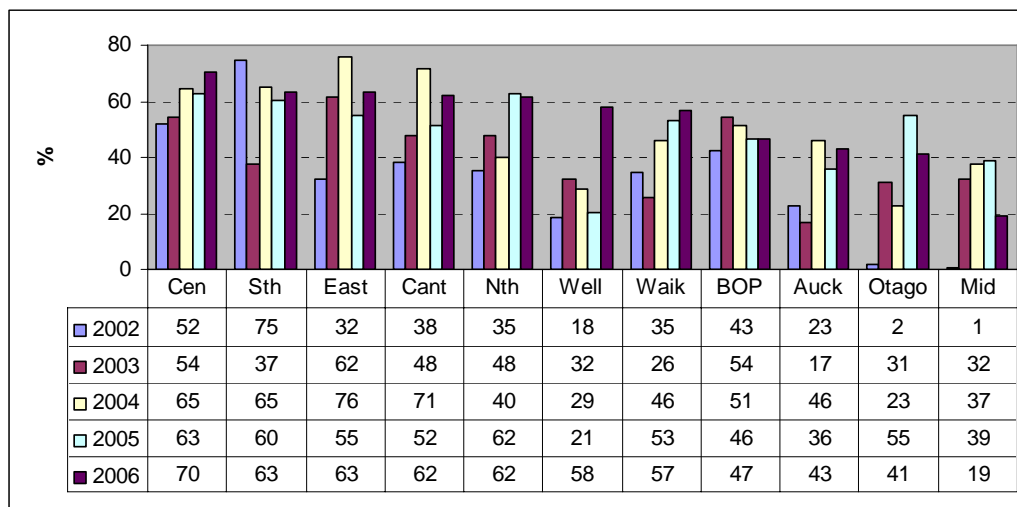
Figure 3.19: Graded players per number of accredited coaches in the district



3.6 Sources of income

The comparison results in terms of the sources of income for each district are noted in this section. In terms of grants/funding as a percentage of total income, most districts saw increases from the previous year. As noted earlier in the report, Wellington saw a significant increase with more than half their income coming from this source as compared to just over quarter of their income from the previous year.

Figure 3.20: Grants/funding as a percentage of total income (%)



Sponsorship was again sparingly utilised by most districts, as Auckland and Midlands continued to increase their figure from the previous year. Only Otago, Central and Wellington were the other districts to take advantage of sponsorship last year.

Figure 3.21: Sponsorship as a percentage of total income (%)

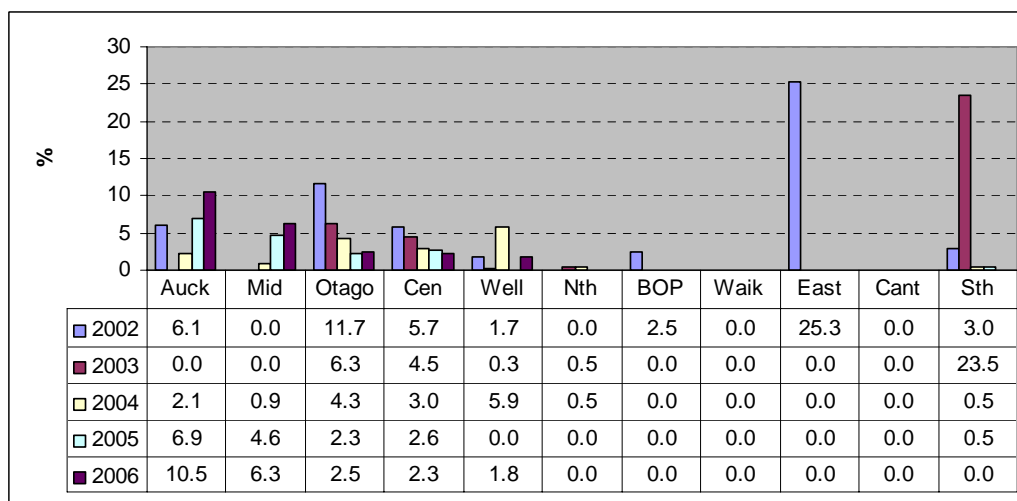


Figure 3.22 provides an overall breakdown of each South Islands districts income. That is, each coloured bar represents the percentage that particular income was in terms of total income collected for that district. Figure 3.23 on the following page outlines the overall breakdown of each North Islands districts income. Midlands was the district in the South Island to notice a significant difference in income make-up from the previous 2005 result. Wellington was the North Island district that noticed a considerable difference in income make-up from their 2005 as a result of their increase in grants from the past year. Overall, only slight differences were noted by most districts.

Figure 3.22: Percentage breakdown of income for South Island districts for years 2002 – 2006 (%)

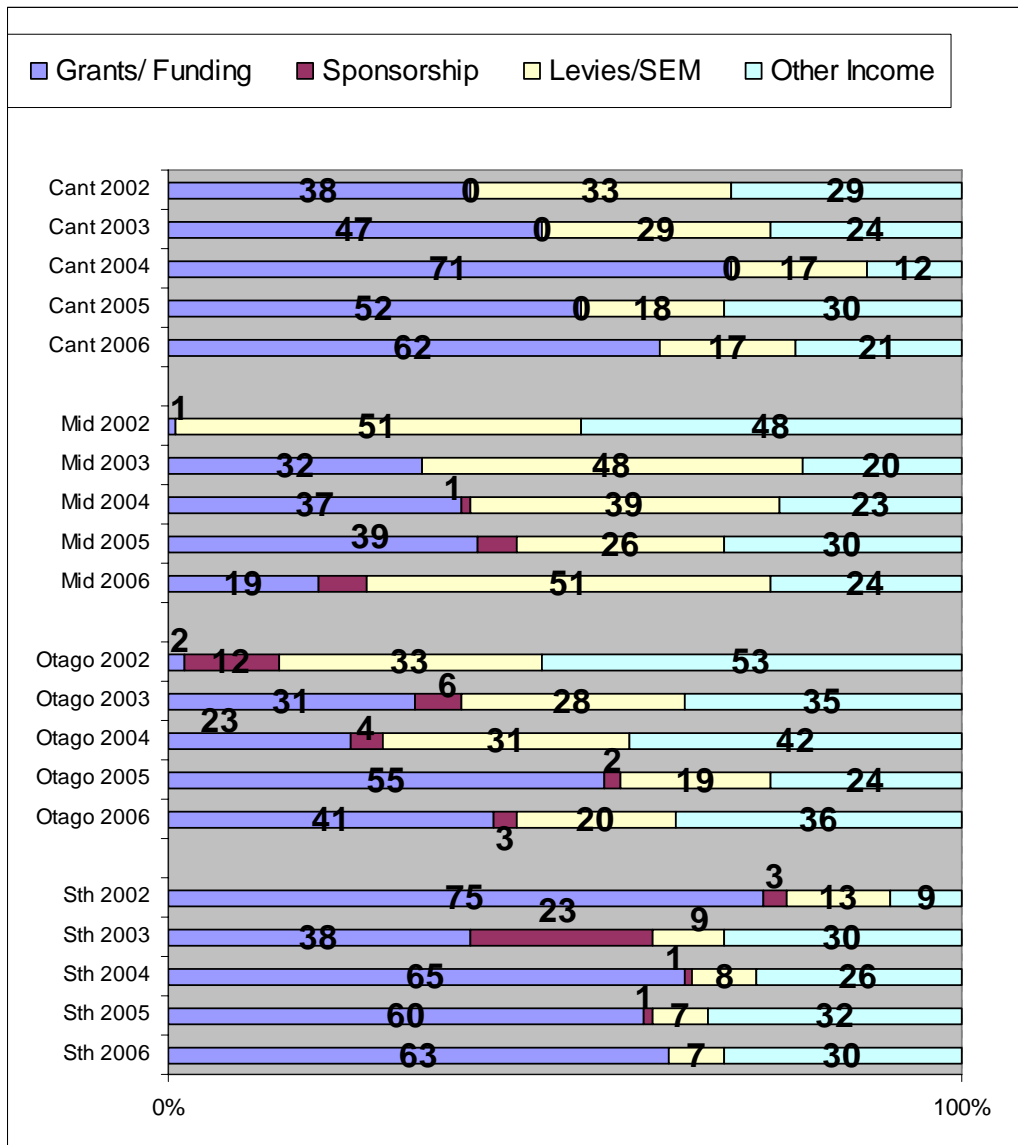
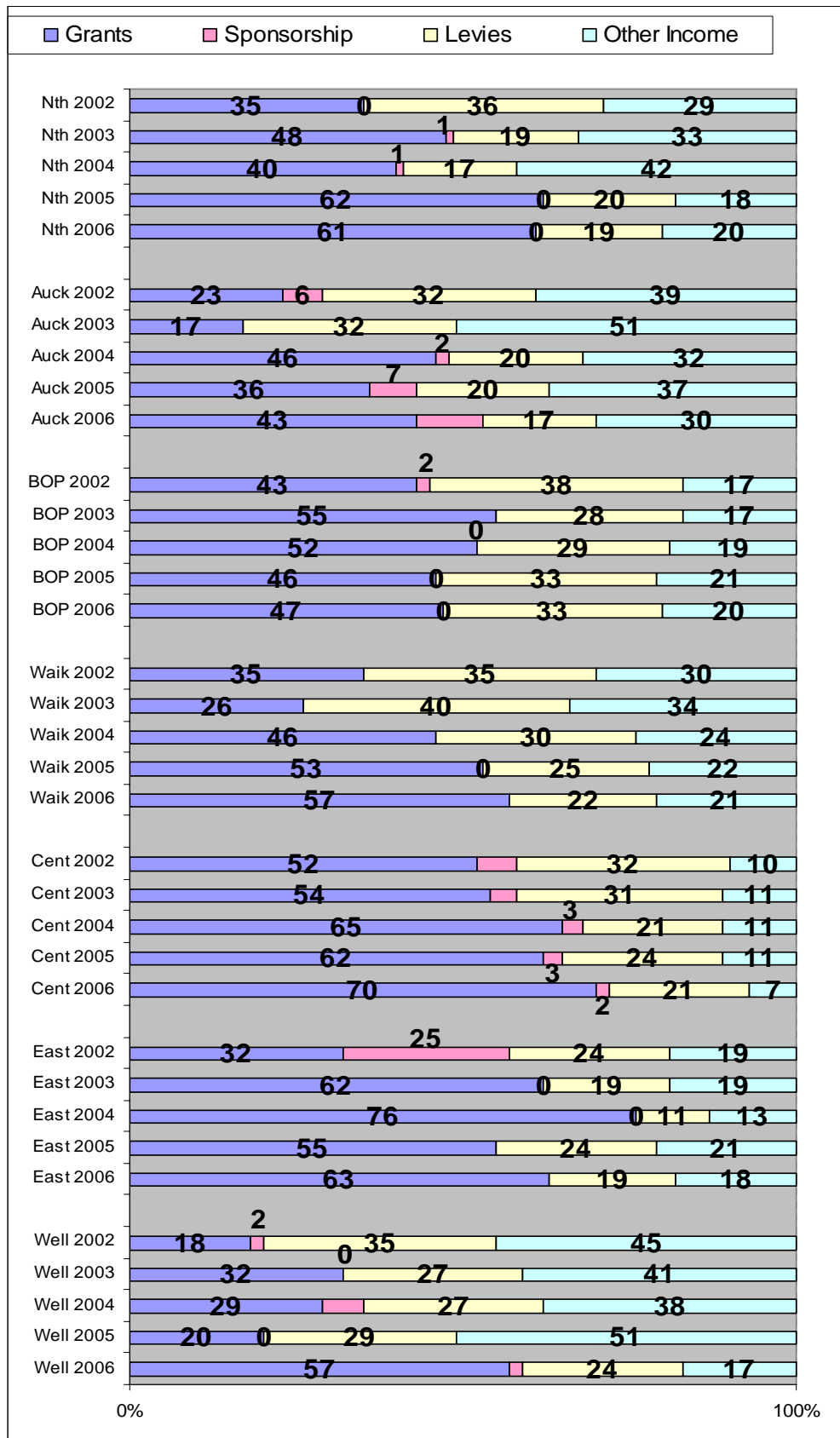


Figure 3.23: Percentage breakdown of income for North Island districts for years 2002 – 2006 (%)



Appendix 1.0

App. 1.1 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 in the district | No. |

MEMBERSHIP NUMBERS PER 1000 PEOPLE IN THE REGION

- | | | |
|-----|---------------------------|-----|
| 26. | Junior male | No. |
| 27. | Junior female | No. |
| 28. | Senior male | No. |
| 29. | Senior female | No. |
| 30. | Masters male | No. |
| 31. | Masters female | No. |
| 32. | Total male club members | No. |
| 33. | Total female club members | No. |
| 34. | Total members | No. |

EMPLOYED RESOURCES

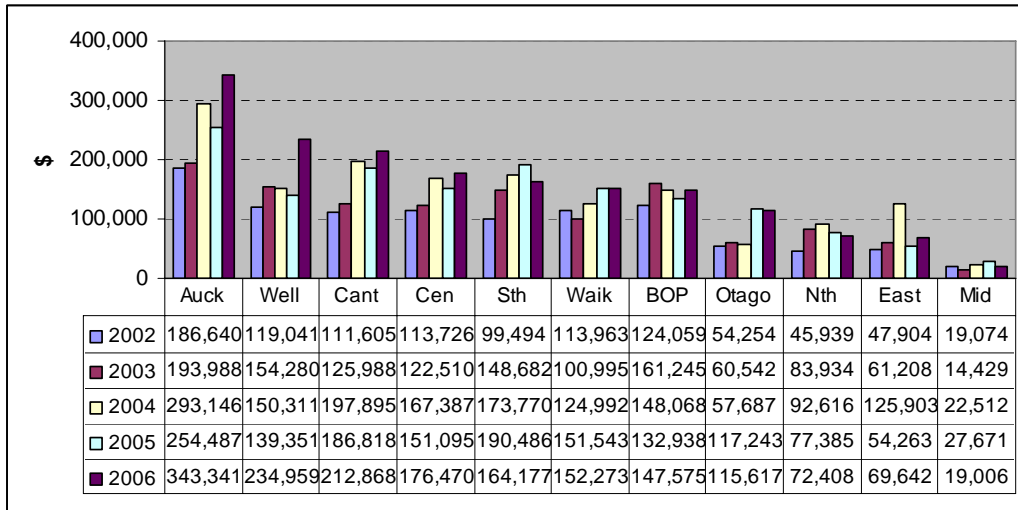
- | | | |
|-----|---|-----|
| 35. | Total number of members per fulltime equivalent staff | No. |
| 36. | Total number of Clubs per fulltime equivalent staff | No. |

SUPPLEMENTARY INFORMATION

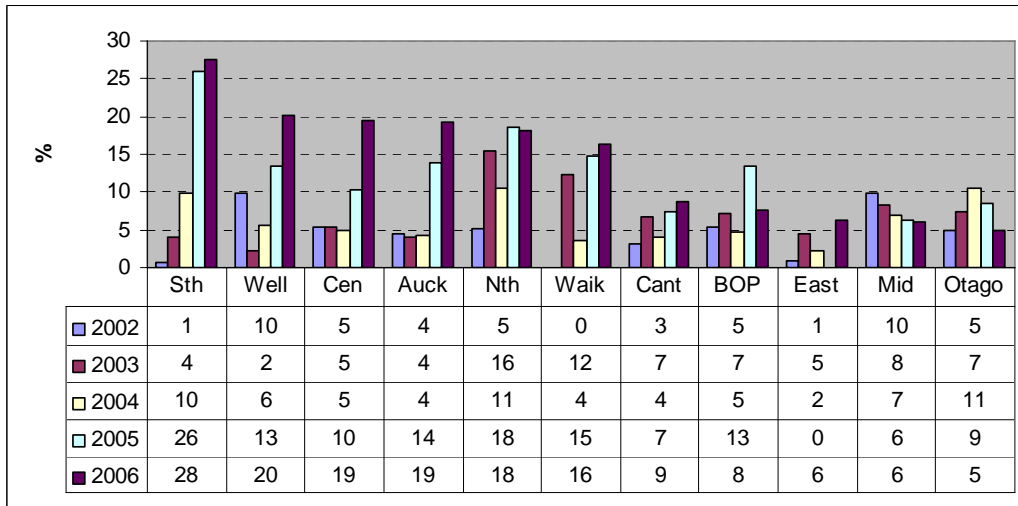
- | | | |
|-----|--|----|
| 37. | Sponsorship per club member | \$ |
| 38. | Total income per club member | \$ |
| 39. | Total income per 1000 people in the district | \$ |

App. 1.2 Ratio Results by District Comparison

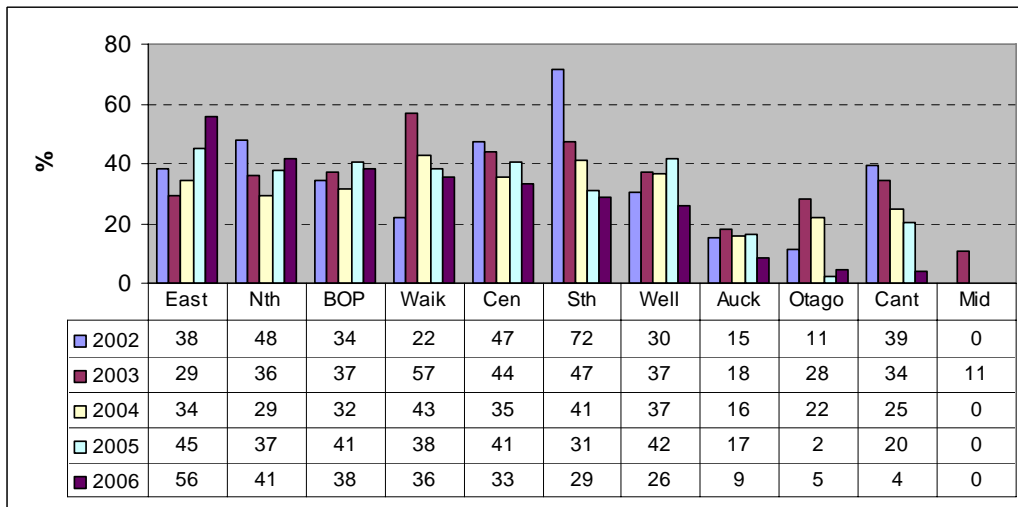
Ratio 1: Total income (\$)



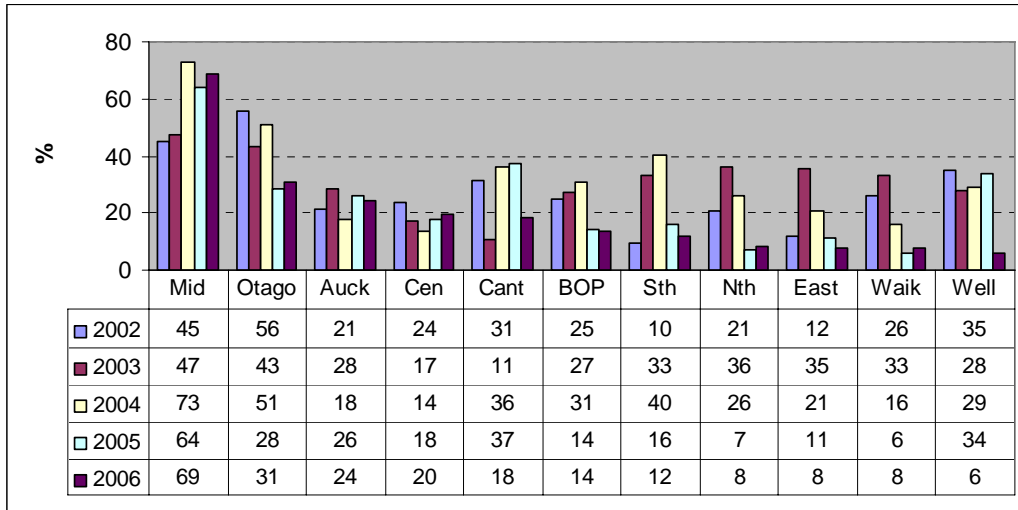
Ratio 2: Coaching expenses as a % of total income



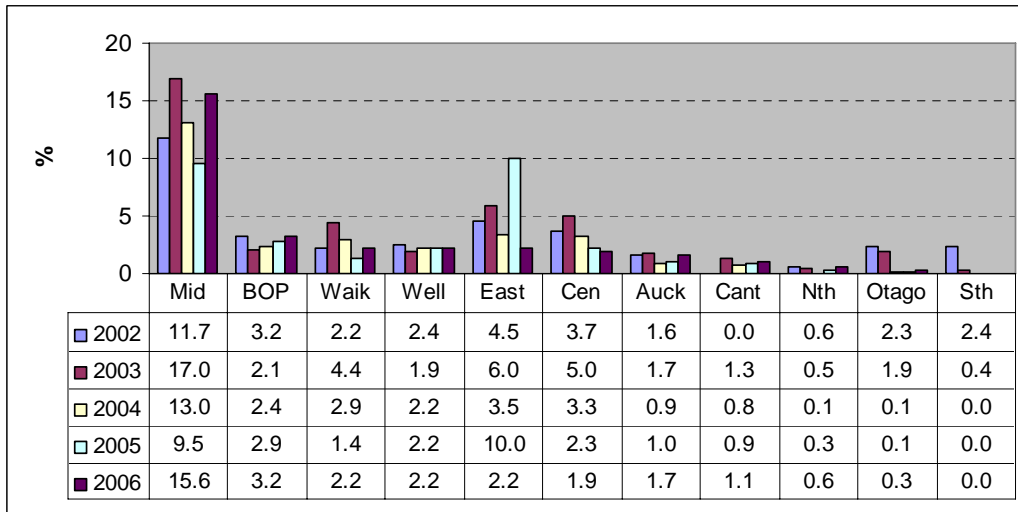
Ratio 3: Development costs as a % of total income



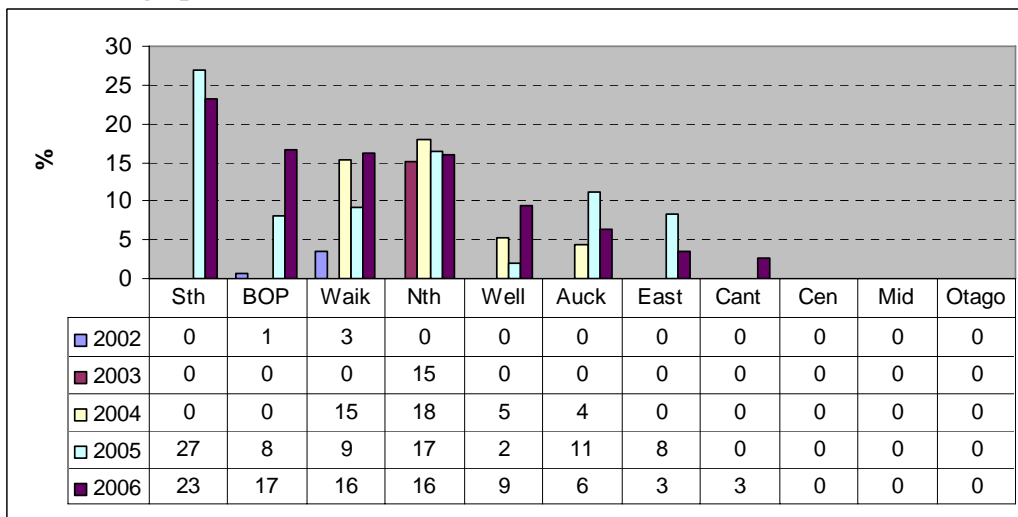
Ratio 4: Competition costs as a % of total income



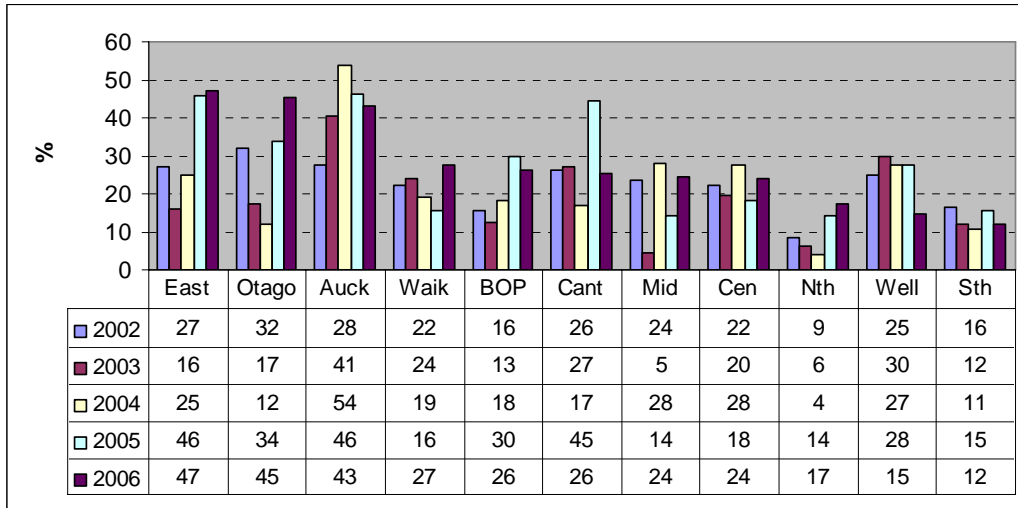
Ratio 5: Governance costs as a % of total income



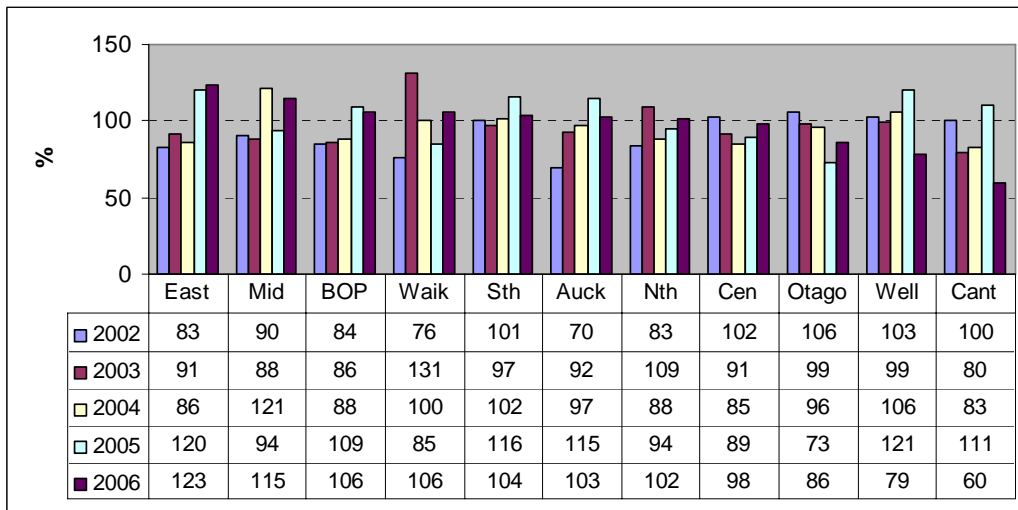
Ratio 6: High performance costs as a % of total income



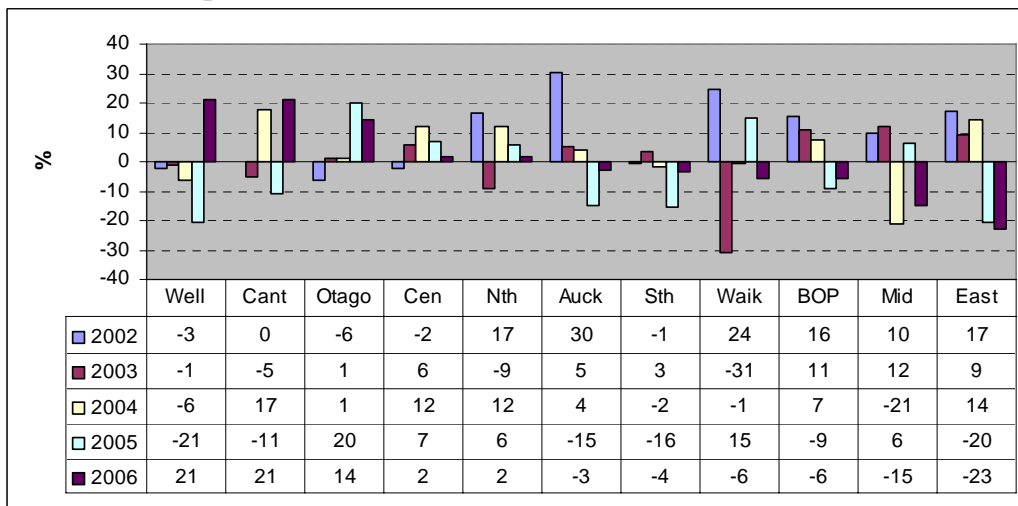
Ratio 7: Administration / financial costs as a % of total income



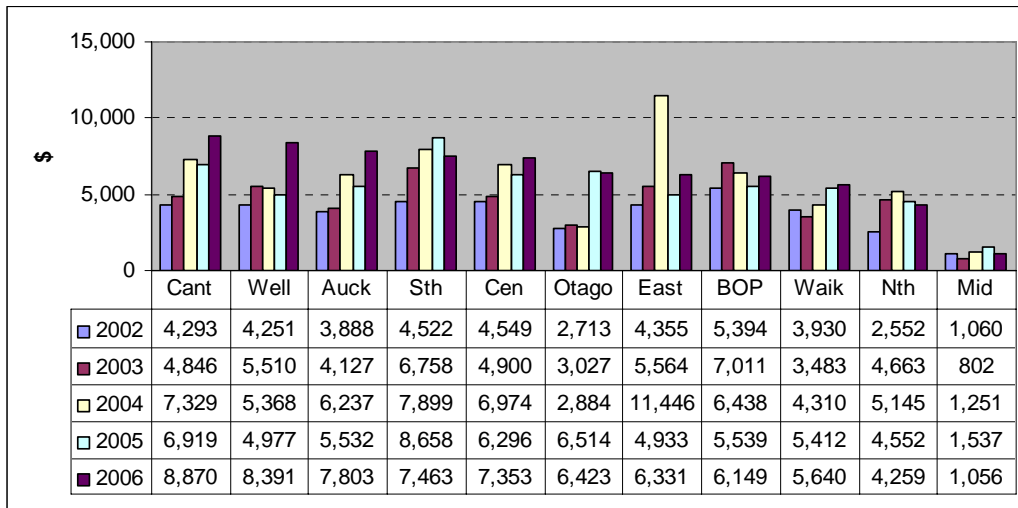
Ratio 8: Total costs as a % of total income



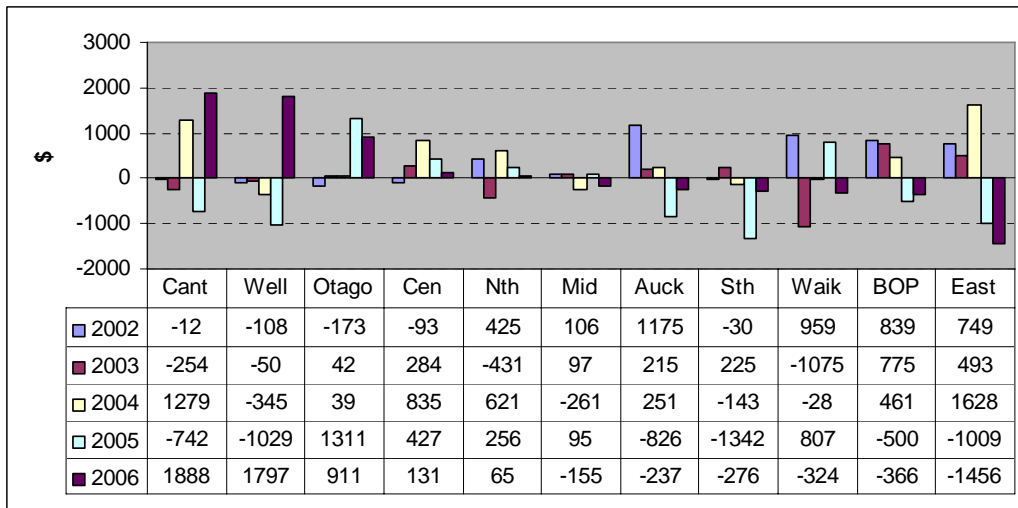
Ratio 9: Net surplus as a % of total income



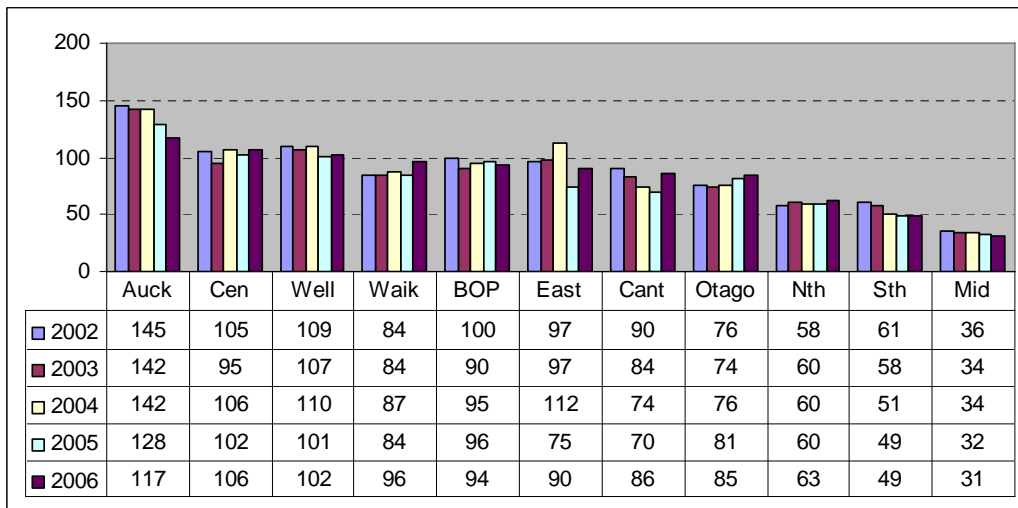
Ratio 10: Total income per club



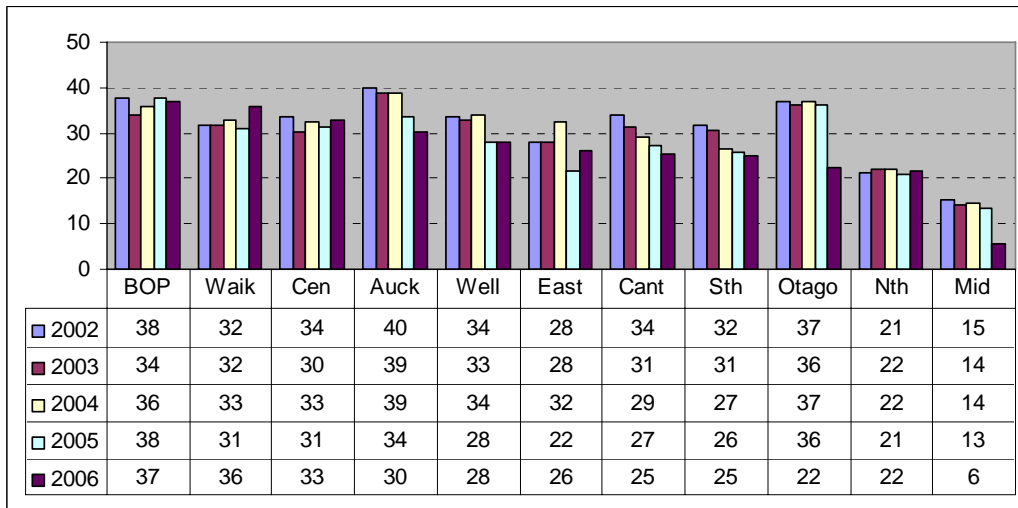
Ratio 11: Net surplus per club



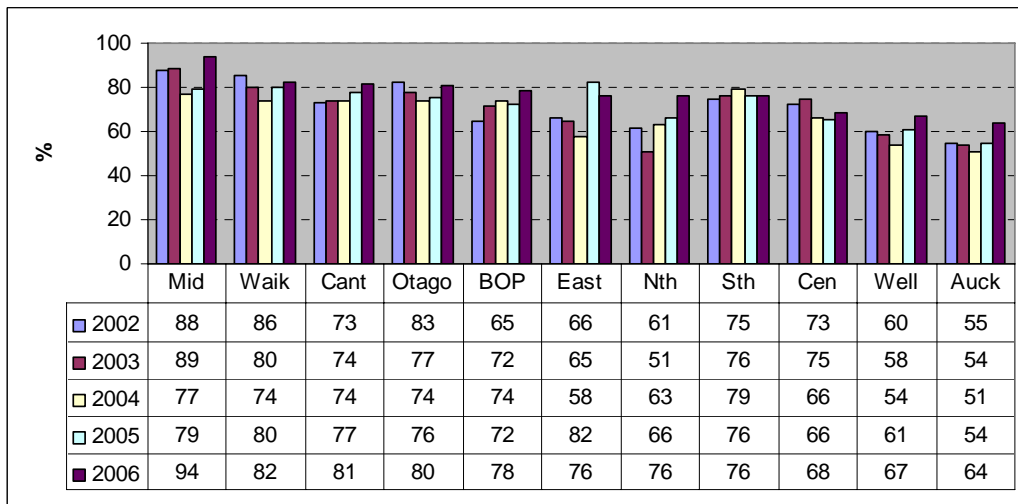
Ratio 12: Average number of members per club



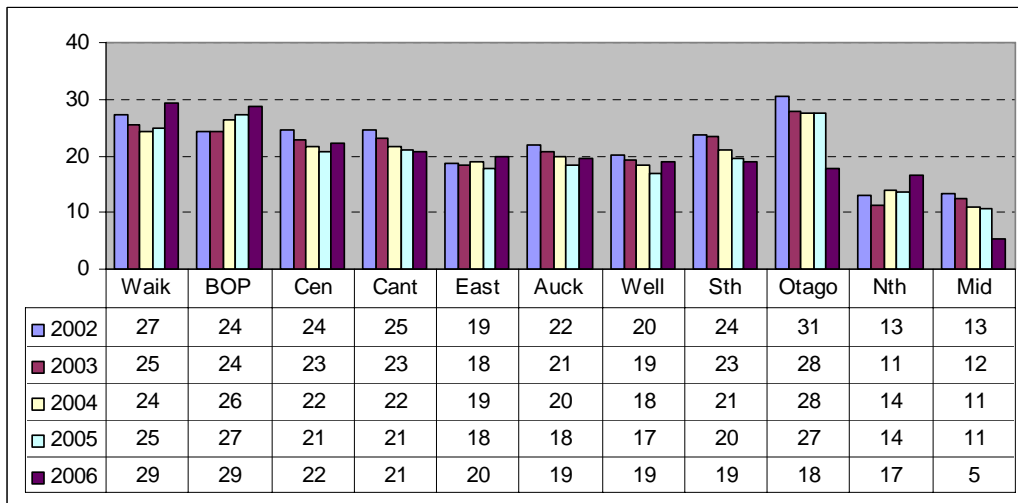
Ratio 13: Number of members per court



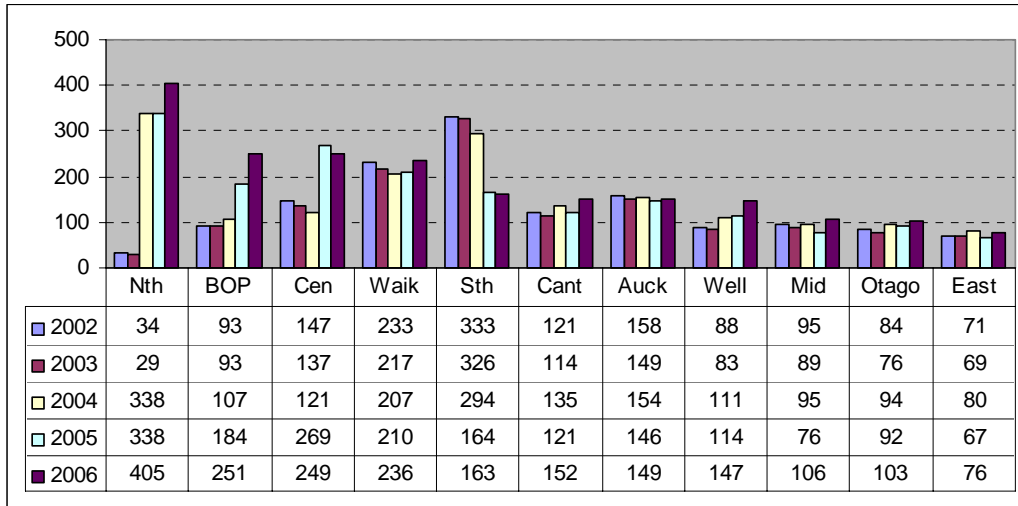
Ratio 14: Graded members as a percentage of total club members



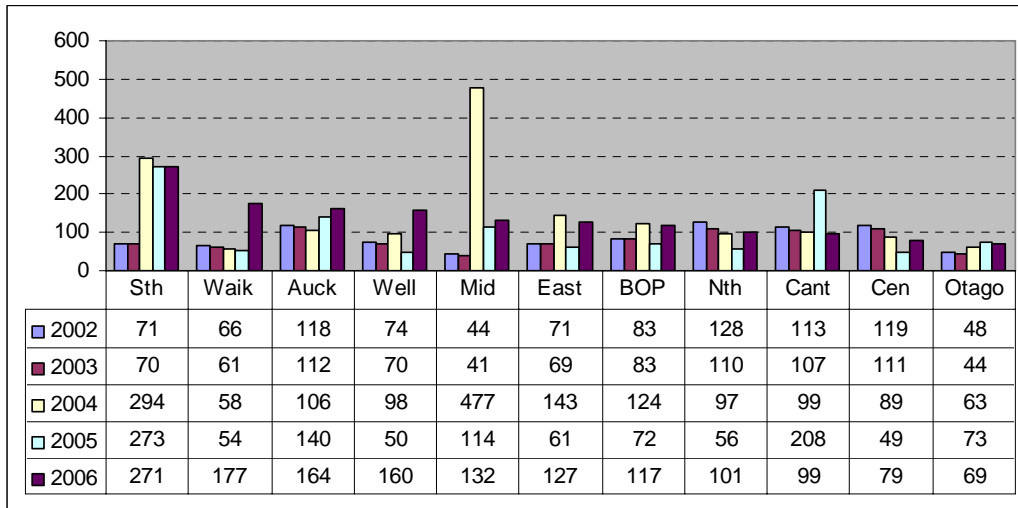
Ratio 15: Graded players per court



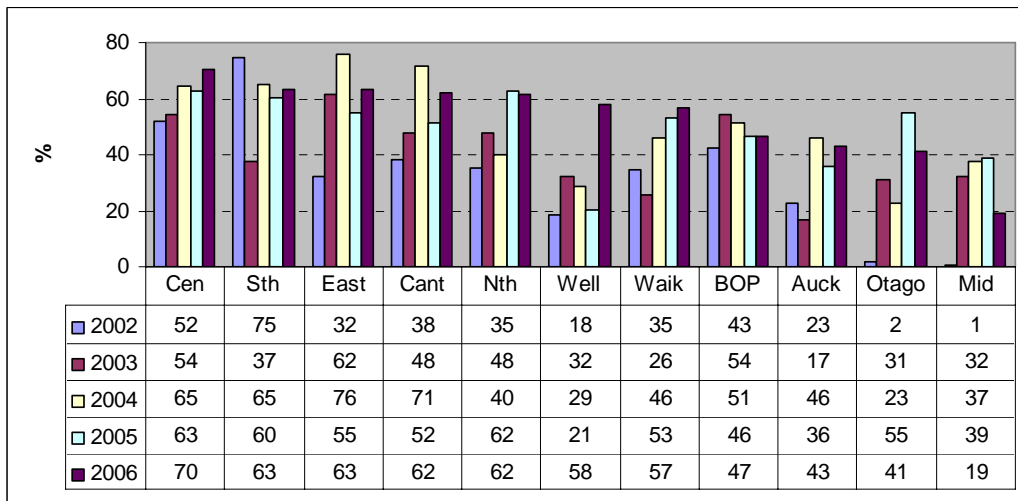
Ratio 16: Graded players per referee



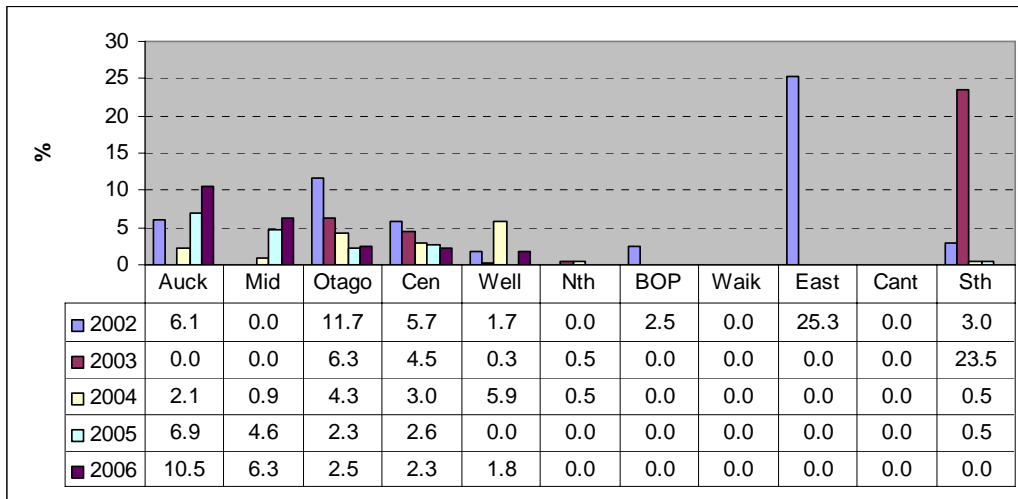
Ratio 17: Graded players per coach



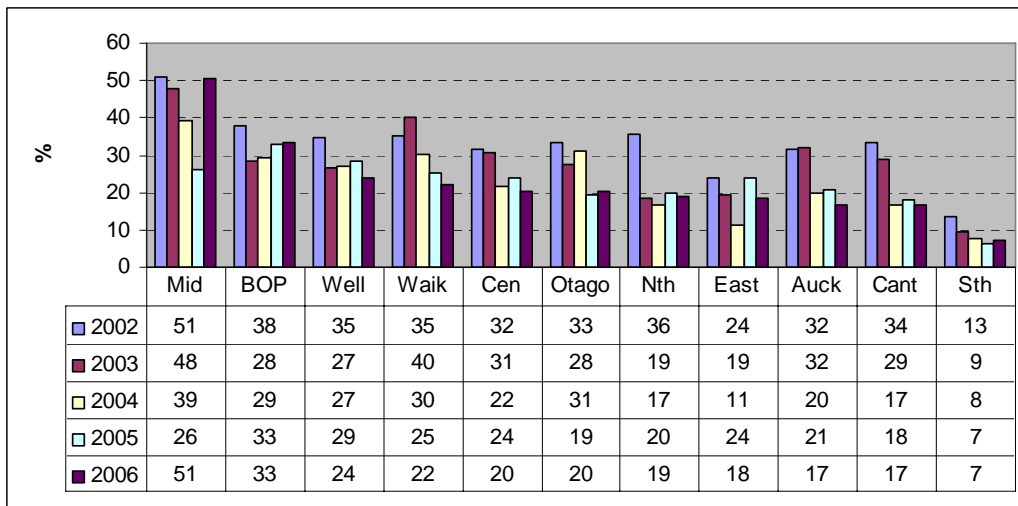
Ratio 18: Grants / funding as a percentage of total income



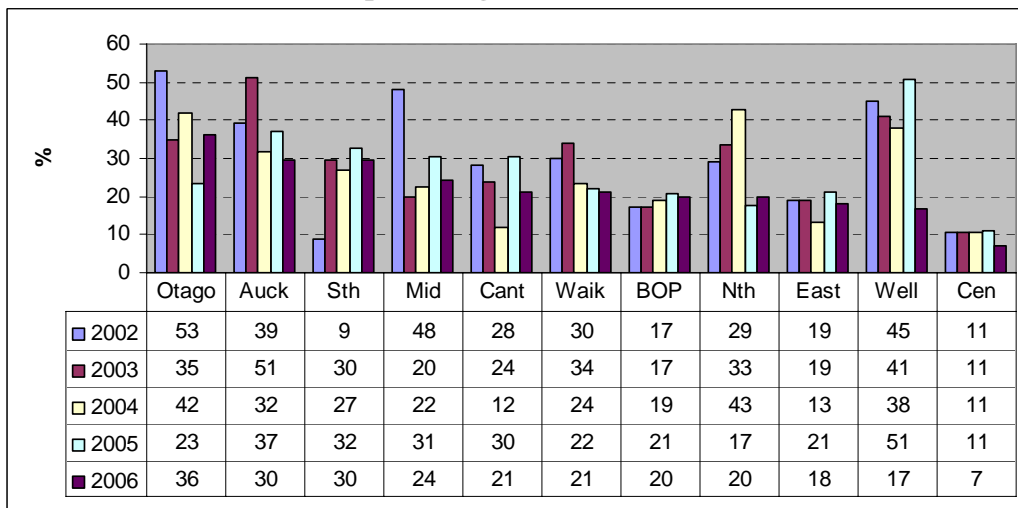
Ratio 19: Sponsorship as a percentage of total income



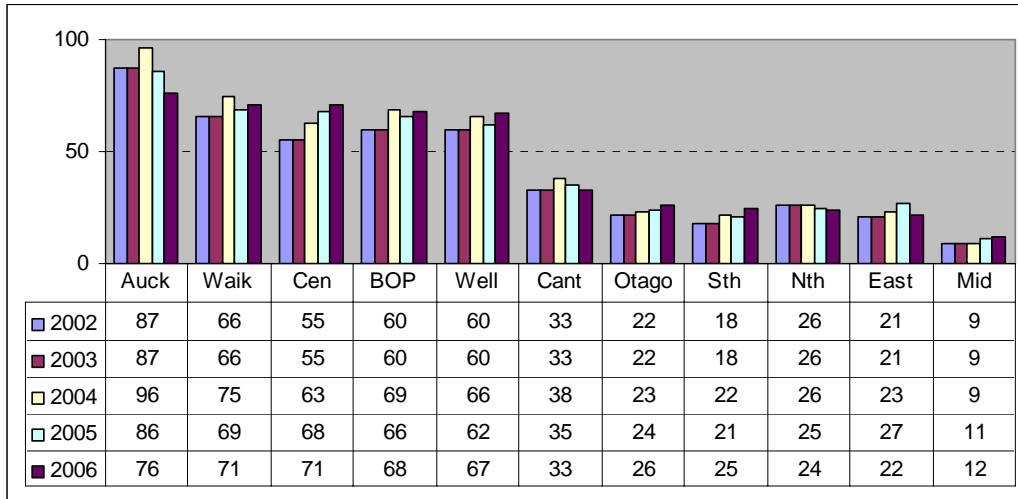
Ratio 20: Levies / SEM as a percentage of total income



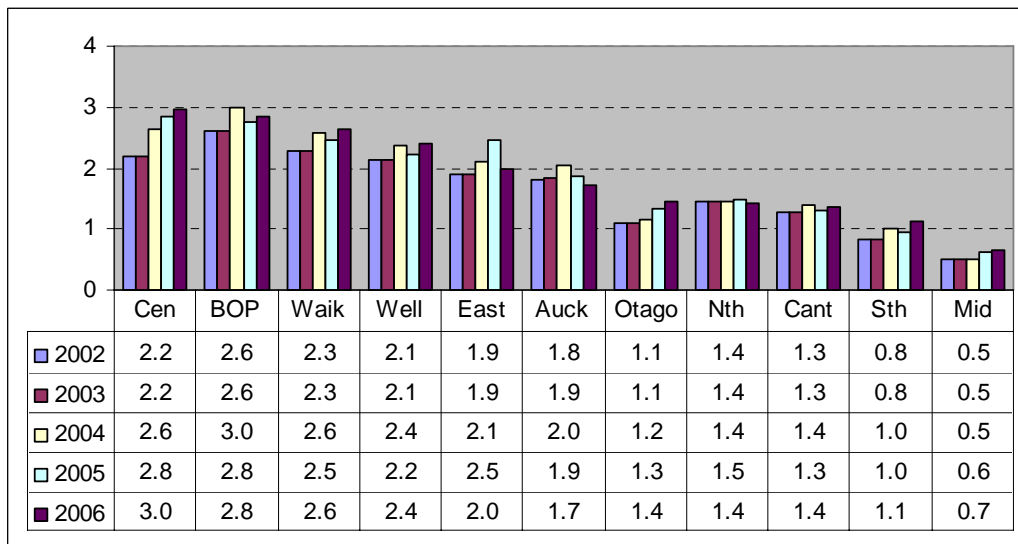
Ratio 21: Other income as a percentage of total income



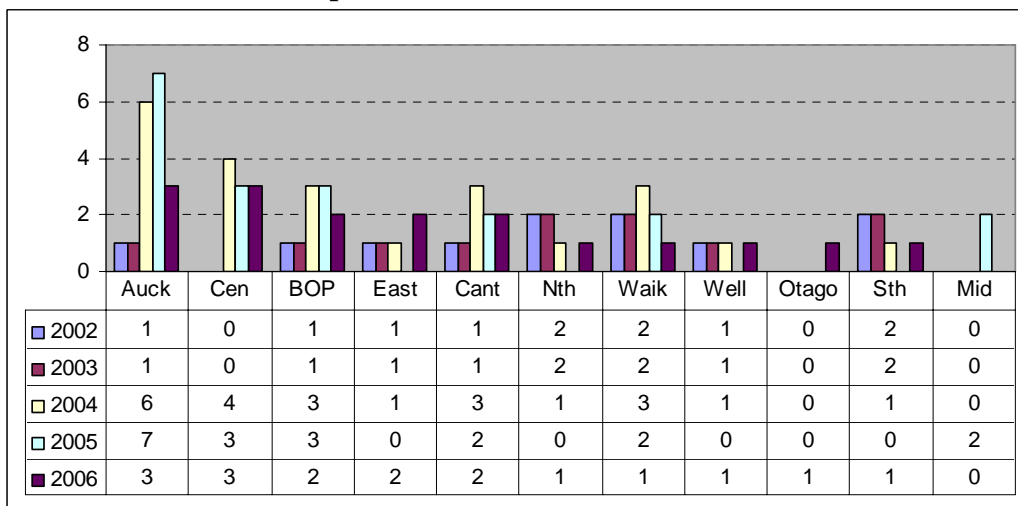
Ratio 22: Number of tournaments per district



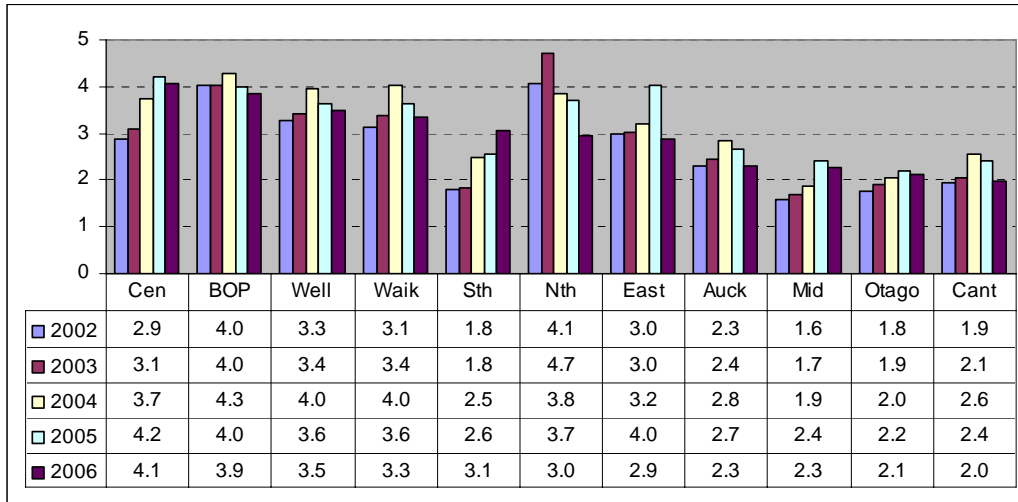
Ratio 23: Number of tournaments per club



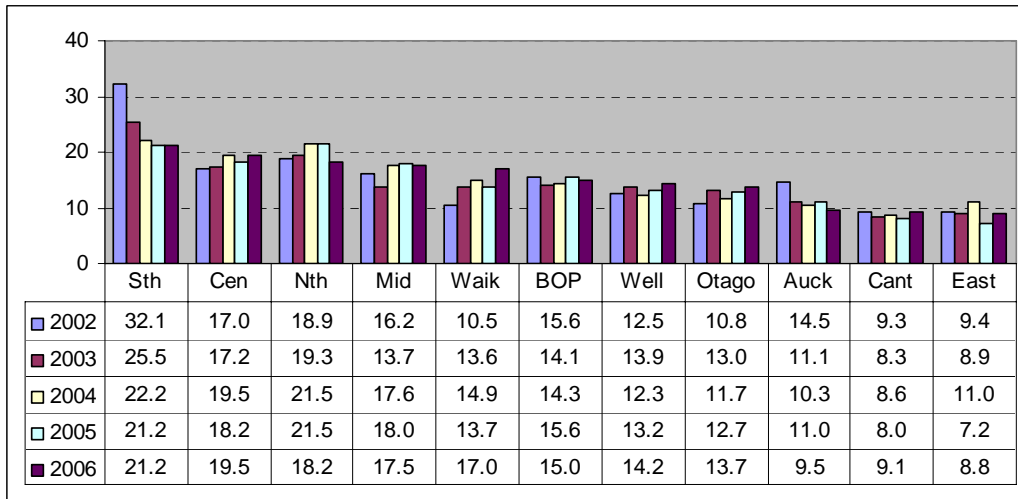
Ratio 24: National events per district



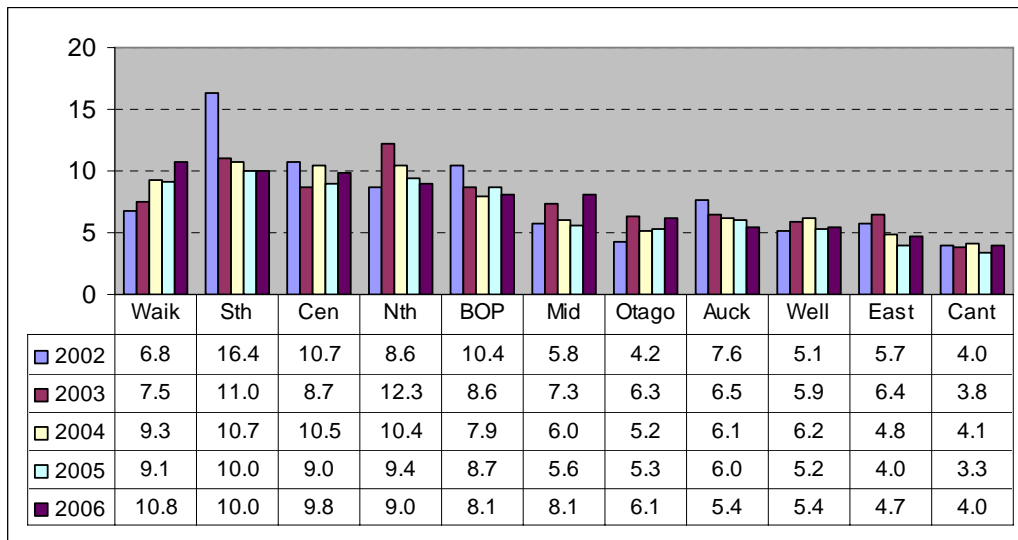
Ratio 25: Number of tournaments per 100 graded players



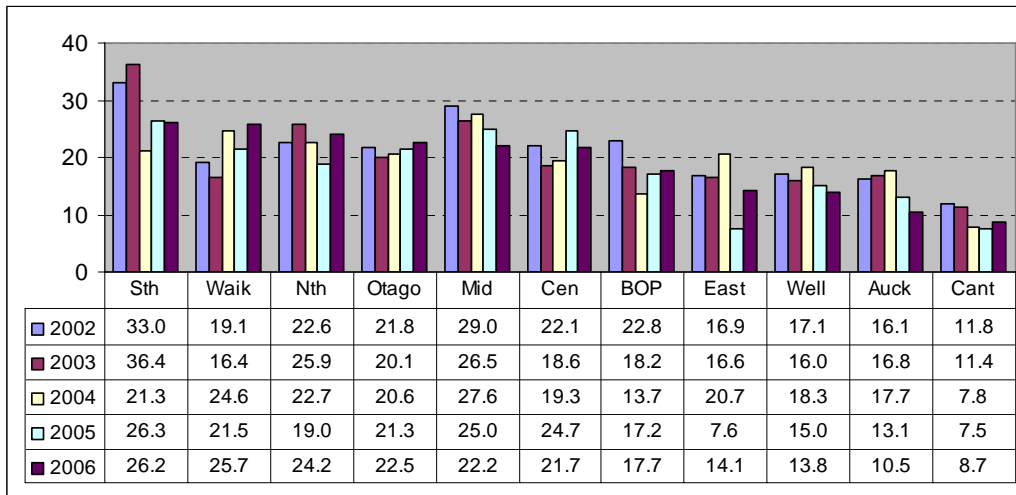
Ratio 26: Junior male members per 1000 junior males in the region



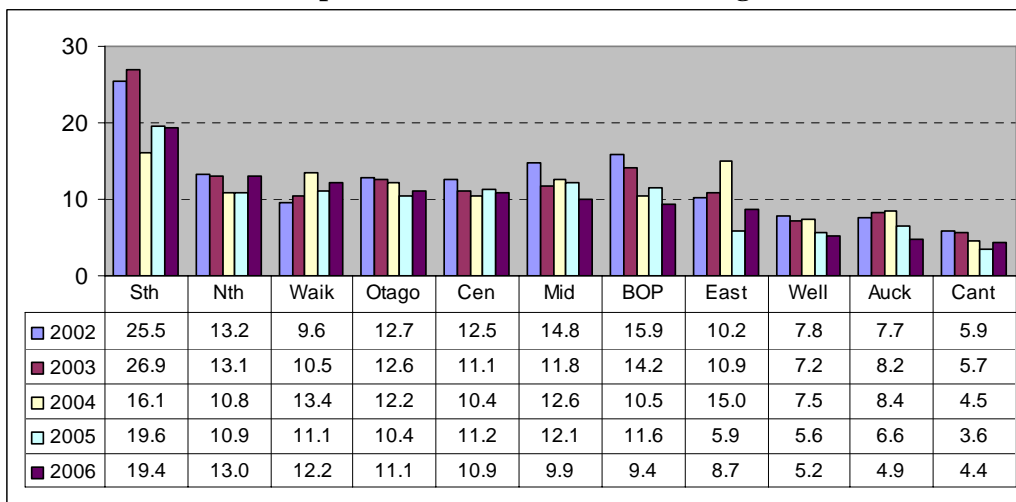
Ratio 27: Junior female members per 1000 junior females in the region



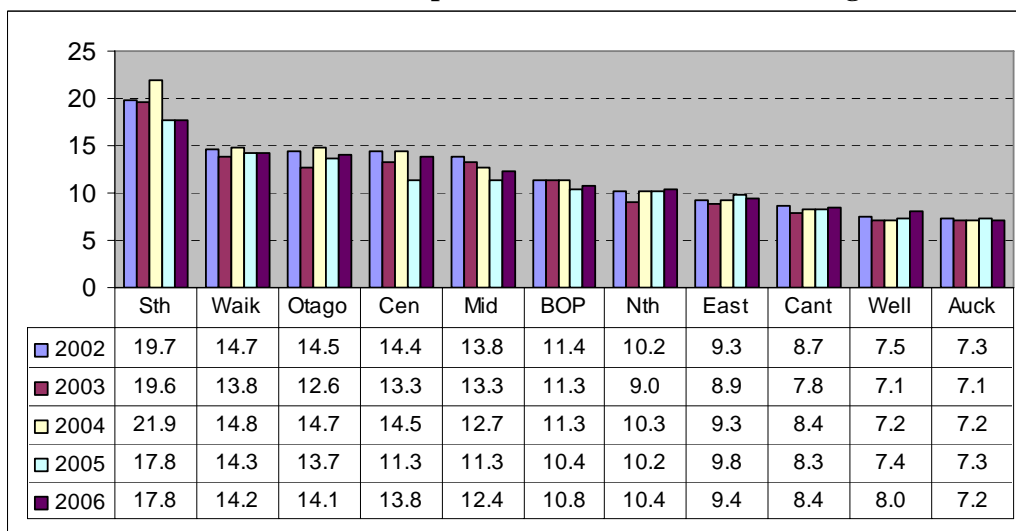
Ratio 28: Senior male members per 1000 senior males in the region



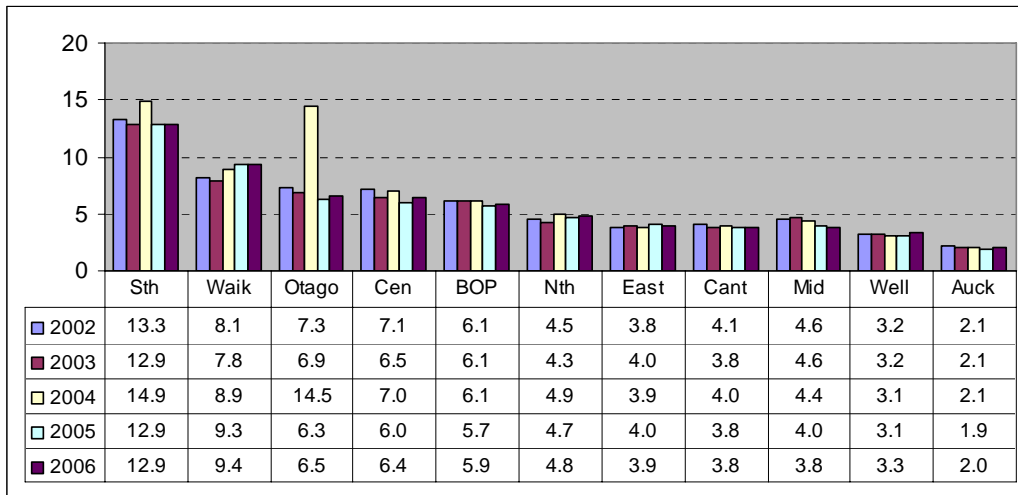
Ratio 29: Senior females per 1000 senior females in the region



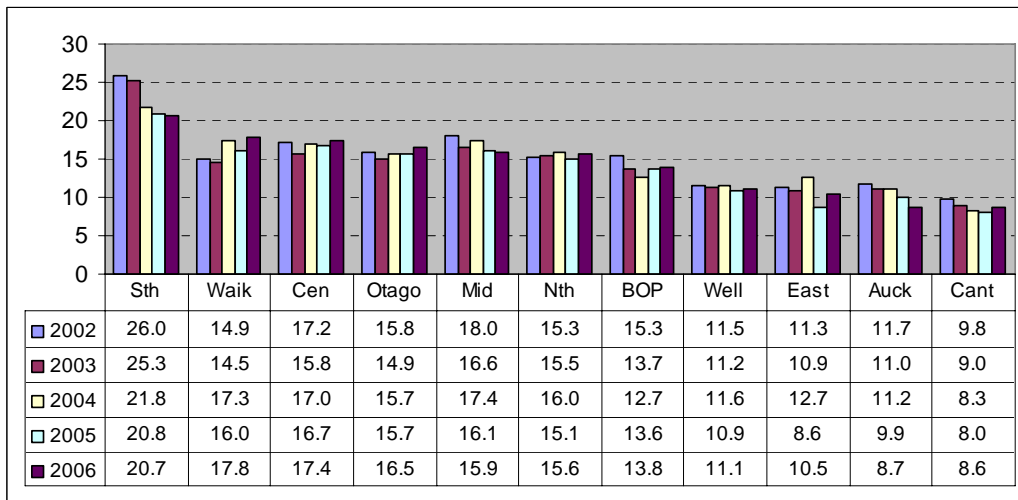
Ratio 30: Masters male members per 1000 masters males in the region



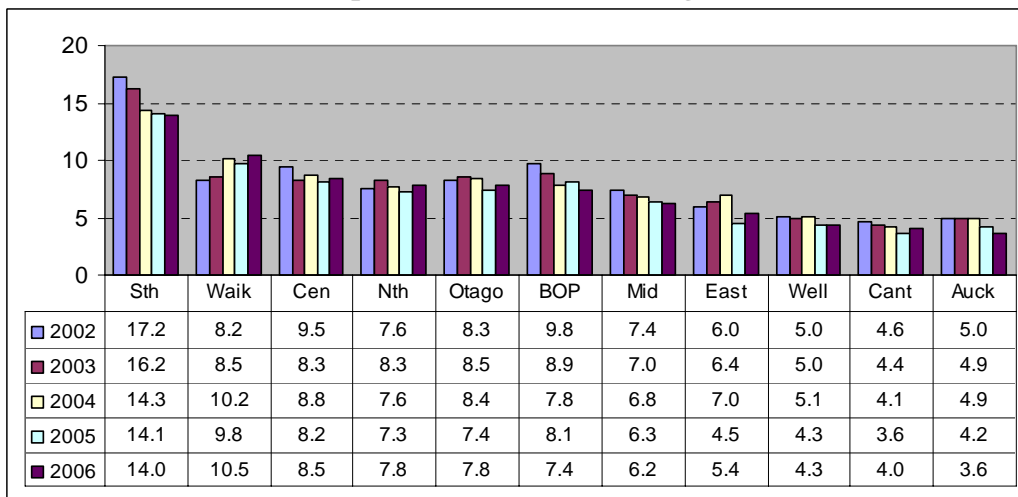
Ratio 31: Masters female members per 1000 masters females in the region



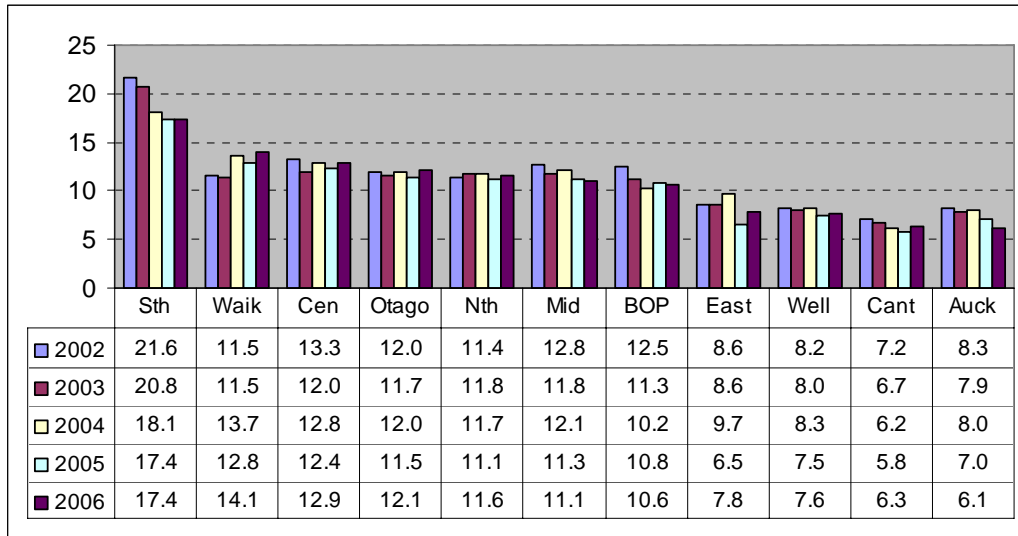
Ratio 32: Male members per 1000 males in the region



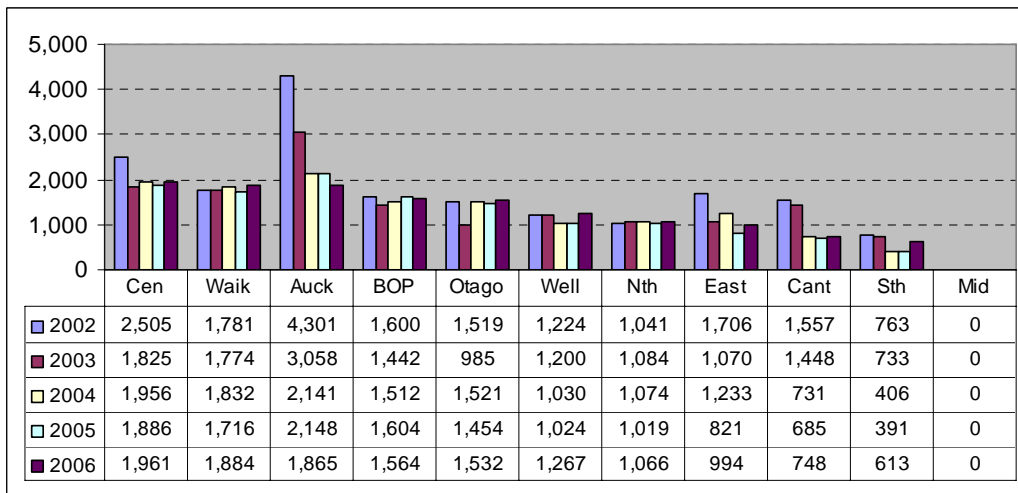
Ratio 33: Female members per 1000 females in the region



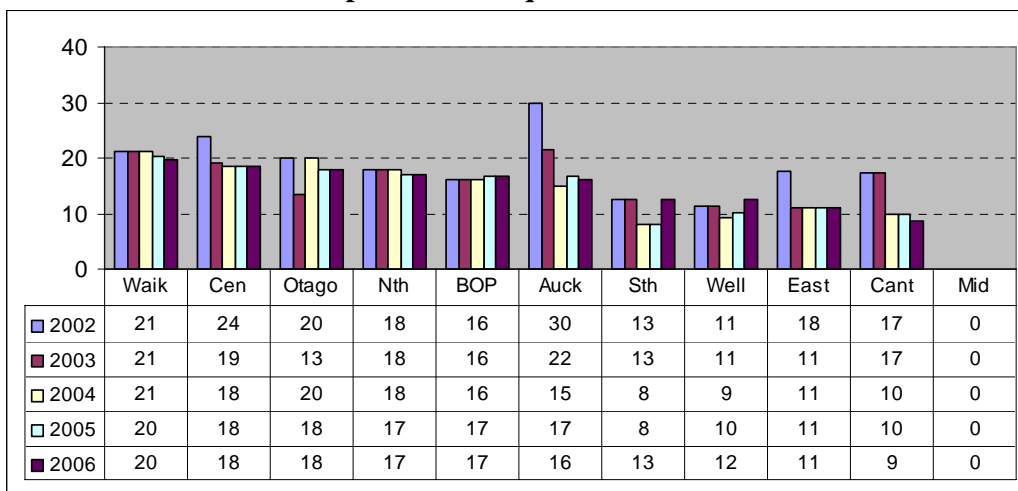
Ratio 34: Members per 1000 people in the region



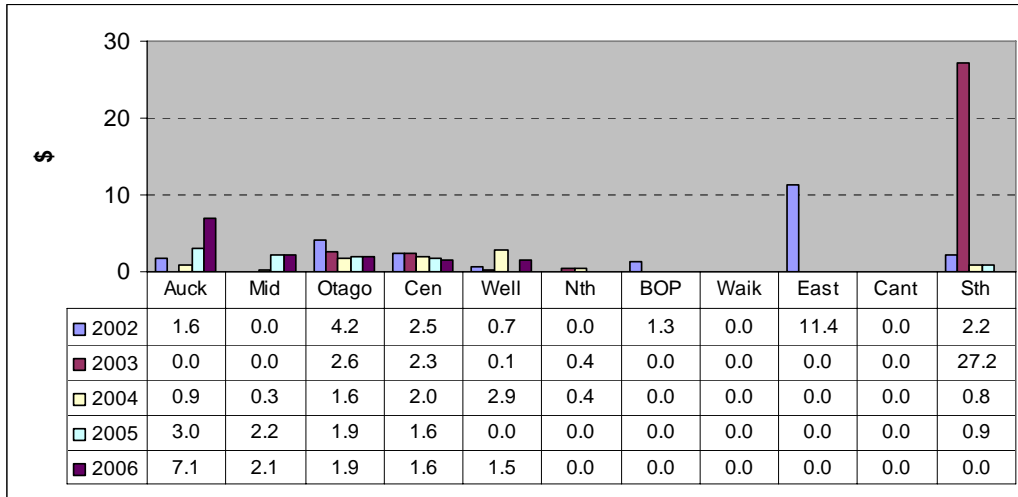
Ratio 35: Number of members per fulltime equivalent staff



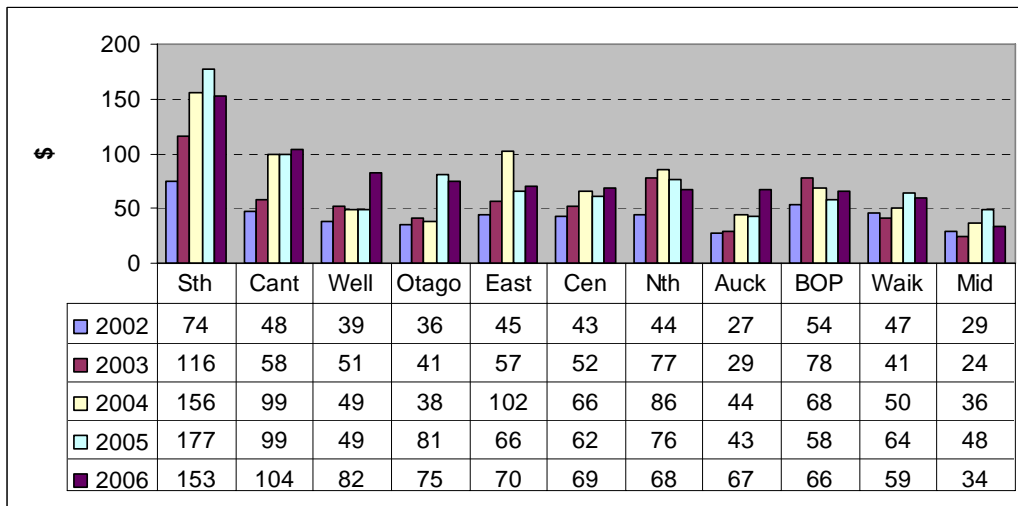
Ratio 36: Number of clubs per fulltime equivalent staff



Ratio 37: Sponsorship dollars per club member



Ratio 38: Total income per club member



Ratio 39: Total income per 1000 people in the region

