

## **STUDIO2**

STUDIO2 is a new enterprise that had its beginnings in a small gym, STUDIO1, run by business partners and cousins James King and Mark Sheerin. James is a fully qualified Physiotherapist who still maintains his private practice in the centre of Belfast. Mark is a Judo master with several titles to his name. His wife Sally is a practitioner of alternative therapies. Their philosophy is based on holistic principles and genuine promotion of fitness activities to support healthy lifestyles.

Having conducted extensive market research, James and Mark opened a totally new and bigger venture, STUDIO2, in May 2014. STUDIO2 is located just outside Belfast and occupies premises that originally housed a small factory. Although there was considerable work involved in the redesign of the building, there was no doubt that the size and location was ideal and that the available parking facilities were an added bonus. The cousins seized the opportunity and with good business sense and hard work quickly established a very successful business that has gone from strength to strength within a very short period of time.

The centre boasts a fully resourced gym, a yoga studio, a large fitness suite with a boxing ring as well as four extremely well appointed therapy rooms that are available for full time rental.

STUDIO2 is open to the public seven days a week from 7:30 am until 9:30 pm Monday to Friday, from 7:30 am until 8pm on Saturday and from 8am until 6pm on Sundays.

James and Mark have overall responsibility for the management of STUDIO 2. They direct and control all aspects of the business and oversee all financial matters. The cousins have carefully built up their staffing levels in the past year. Mark's wife, Sally initially assumed the role of Assistant Manager but quickly realised that this 'on the ground' function required an additional senior staff member. David Cole was also appointed to the role of Assistant Manager in January 2015 and Sally and he now manage the day to day running of the business.

A range of personnel has been employed to operate the business. There are four receptionists, one full time and three part time. There are 16 full time staff members who work a 37 hour week and 10 part time staff who work a minimum of four shifts each week but mostly around six shifts. All staff members have a sports qualification and each has a range of expertise in different areas. They are deployed accordingly in the gym, yoga studio and fitness suite. Staff records are reviewed regularly to ensure the currency of staff qualifications.

External suitably qualified personnel can rent the yoga studio and fitness suite for private classes and specialist health and fitness activities. The four therapy rooms are rented on a full time basis for private therapists to run their businesses. These are currently used by a beauty therapist, a holistic complementary therapist, a chiropodist and an osteopath.

In addition to normal gym usage, activities promoted at the centre include, personal training, yoga, Pilates, aerobics, kick boxing, judo, martial arts, tai chi and keep fit. James and Mark have many plans for further developments but want to ensure that they do not expand too quickly in areas that may not be manageable.

From Monday to Friday, staff shifts are 7:30 -12:30, 12:30 – 5:30 and 5:30 – 9:30. On Saturdays the shifts are 7:30 – 12:00, 12:00 – 4:00 and 4:00 – 8pm. On Sundays the shifts run from 8:00am – 1:00pm and from 1:00pm until 6:00pm. Staff are expected to be available at least 10 minutes before each shift.

The Gym must be staffed by four staff members at all times and the Yoga Studio and the Fitness Suite by two members of staff when they are in use. There must also be two 'floating' members of staff to deal with gym inductions and general assistance. Scheduling staff and making sure that all areas are adequately covered at all times is problematic as leave, holidays and sickness must be taken into consideration.

James and Mark recognised that gym members really liked the chance to build additional activities into their exercise plans. They wanted to provide morning, afternoon and evening classes in yoga, tai chi, aerobics, Pilates, dance, kick boxing and judo at STUDIO2. However they were concerned that they should not offer too

many options to begin with. They decided that there would be no classes after 12 on Saturday and none at all on Sundays.

Classes are managed internally by STUDIO2 staff. The classes accommodate up to fifteen members, are one hour long and cater for different levels of participants – beginners, intermediate and advanced. Members of STUDIO 2 are allowed to attend free of charge but have to book in advance to secure a place for a session on a particular day. Each class must be staffed by one member of staff qualified in the area and one supporting member of staff. Five staff members are qualified to deliver Yoga classes, five staff can deliver Tai Chi and Pilates and three staff can deliver Judo. All staff can deliver Keep Fit classes that offer a range of exercises and programmes for different audiences.

James and Mark soon realised that this level of provision was not currently sustainable. They decided to limit the range of classes provided until they could fully estimate the demand. It was clear that yoga was by far the most sought after class and that many members were actually being turned away. They decided to offer the classes as shown in the table below.

They realised they would have to carefully note demand as this was likely to be variable. Again this was very difficult as no proper data existed relating to attendance at classes over a period of time.

	Morning	Time	Afternoon	Time	Evening	Time
<b>Monday</b>	Yoga-beginner	9:00-10:00	Yoga-intermediate	3-4	Yoga-advanced	7-8
	Pilates-beginner	11:00-12:00	Tai Chi-beginner	4-5	Keep Fit-beginner	8-9
<b>Tuesday</b>	Pilates-beginner	10-11	Keep Fit-beginner	2-3	Judo-beginner	6-7
	Yoga-intermediate	11-12	Pilates-advanced	3-4	Yoga-beginner	7-8
<b>Wednesday</b>	Tai Chi-intermediate	11:30-12:30	Yoga-beginner	2:30-3:30	Judo-intermediate	5:30-6:30
	Yoga-advanced	12:30-1:30	Pilates-intermediate	3:30-4:30	Keep Fit-intermediate	6:30-7:30
<b>Thursday</b>	Pilates-beginner	10:30-11:30	Tai Chi-advanced	1:30-2:30	Judo-advanced	5:30-6:30
	Keep Fit-intermediate	11:30-12:30	Pilates-intermediate	2:30-3:30	Pilates-intermediate	6:30-7:30
<b>Friday</b>	Yoga-advanced	11:30-12:30	Yoga-intermediate	30-40	Keep Fit-advanced	5:30-6:30
	Tai Chi-Advanced	12:30-1:30	Tai Chi-beginner	40 -50	Judo-intermediate	6:30-7:30
<b>Saturday</b>	Yoga-intermediate	9:00-10:00				
	Judo-beginner	10:00-11:00				
	Pilates-advanced	11:00-12:00				

Since the yoga and fitness suites were only being used internally for two one hour time slots on mornings, afternoon and evenings and not every day, there was considerable spare capacity in the resources. This afforded James and Mark the opportunity to rent out the yoga studio and fitness suite at an hourly rate, to external fitness instructors and organisations such as boxing clubs and athletic groups. This provides specialist classes for members of the public. It was decided that this type of rental should be for three, six or twelve month blocks. An initial deposit of one month's rent must be paid followed by monthly rental payments. Management of the rental arrangements includes invoicing and recording all payments.

Classes and activities run in this manner are open to the public as well as to STUDIO2 members. Classes last for one hour. Participants who sign up and pay for a full six week programme are given a 10% discount of the total cost. Alternatively participants may pay for each session attended.

The four therapy suites are rented for either six months or twelve months. This is less problematic and three of the original occupants continue to conduct their businesses successfully using the resources. Many of their clients are members of STUDIO2. Members of STUDIO2 who use the therapy facilities are entitled to a 5% discount on each treatment. Appointments for these facilities are in 30 min time slots. These facilities are not available on Sundays. Payment and the number of time slots required is dependent on the treatments booked.

James and Mark insist that STUDIO2 must have a single corporate image. They decided from the beginning that all appointments, bookings, payments and enquiries should go through a central reception point. This includes bookings, payments and appointments for any classes, training sessions or activities that are not part of membership and also includes the four independent therapists.

External agencies using the facilities and the four therapists pay a flat weekly fee to STUDIO2 for the handling of their appointments, bookings, payments and enquiries. This works well as they do not have to employ personnel themselves to deal with these issues and are free to get on with their primary function. However there is a

considerable workload placed on the receptionists and Sally and David frequently have to help out.

At present the facilities are almost fully booked and managing the allocation of resources and payments is proving to be quite difficult. James and Mark are constantly trying to assemble important information.

When an individual joins STUDIO2, they pay a membership fee for a period of either six months or twelve months. This is payable by one single payment (discounted at 5%) or by monthly instalments. Members can attend all internally run classes free of charge but must book in advance as there is limited availability (maximum number of fifteen in each session). Members must provide notice of one month if they wish to terminate their contract.

Members may also book externally run classes and training sessions but must follow the same procedure as a non-member.

A member of the public wishing to book an external class or training session must do so through the reception area.

All individuals attending any activity in STUDIO2 must be noted at reception on arrival. This is to ensure that there is a comprehensive record of the number of people in the building for Health and Safety purposes.

**Membership rates for Studio2 are as follows:**

	Twelve months		Six months	
	Monthly	Single payment	Monthly	Single payment
<b>Individual Membership</b>	<b>£30</b>	<b>£342</b>	<b>£32</b>	<b>£182..40</b>
<b>Off Peak</b>	<b>£24</b>	<b>£273.60</b>	<b>£26</b>	<b>£148.20</b>
<b>Concessionary (over 60)</b>	<b>£22</b>	<b>£250.80</b>	<b>£24</b>	<b>£136.80</b>
<b>Concessionary off peak (over 60)</b>	<b>£18</b>	<b>£205.20</b>	<b>£20</b>	<b>£114</b>
<b>Student</b>	<b>£16</b>	<b>£182.40</b>	<b>£18</b>	<b>£102.60</b>

Off peak access is from 8:30am-3pm Monday- Friday

James and Mark want to have flexibility regarding membership type and fee in the future because of economic fluctuations.

It is essential that careful records are properly maintained for all aspects of the business. This is proving to be a challenging aspect of the development of STUDIO2 as at present all records are paper based. While there are some computer facilities, they are limited and do not provide adequate management of the systems that are required. James and Mark have been advised of the complexity in designing a suitable system and would like to phase in important options over a period of time.

## **PROBLEM**

James and Mark would ultimately like a system that could be built with each different strand of the business managed separately but linked into an overall structure. They believe this would allow them to add on new developments in a gradual way and they are prepared to have the system developed an option at time.

## **TASK**

You must provide a solution presented on appropriate electronic media, such as CD and Podcast, to the specified problem that includes the following:

- A detailed project plan that reflects the actual project development;
- An explanation and justification of your approach to the development and design of your solution;
- A detailed User Requirements Specification;
- The design of your solution;
- An explanation of how you tested the design;
- An explanation of how you developed a desktop solution using a RDMS;
- The development and implementation of your solution using a selected software tool to connect the required database to the GUI for the specified problem;
- Documentation of the solution including the code to create and populate the supporting database; code to develop the solution; and an instructional user guide;
- A test plan;
- Sample documented test outcomes;
- An evaluation of your test procedures;
- A critical evaluation of your solution to the problem;