

Accountability and Visibility Translate to Cost Savings for Leisure Operator

Arden Leisure employs around 4,500 full-time and casual staff. Their impressive asset portfolio includes Dreamworld, WhiteWater World and SkyPoint theme parks and attractions, AMF and Kingpin Bowling, d'Albora Marinas, Goodlife Health Clubs, as well as Main Event, which is a collection of family entertainment assets in the United States.

In 2008, mounting labour costs and the burden of managing a large, diverse workforce with manual systems influenced the decision to automate the processes surrounding scheduling and Time and Attendance. Sanjeev Malhotra, Group Manager of Audit and Compliance at Arden Leisure headed up the team responsible for finding an automated solution. "Escalating labour costs made it easy to cost justify. We estimated a 10 month return on investment across the business", says Molhotra.

The project team reviewed 8 vendors against a comprehensive checklist of requirements. A key requirement was the need to integrate with their Preceda Payroll System in order to eliminate manual timesheet entry and award interpretation.

A Solution for Complex Requirements

"Our requirements were complex. The solution had to meet the needs of the individual businesses within the group", explained Molhotra. A shortlist was quickly established and TimeTEQ from RITEQ selected. "We selected TimeTEQ because it represented the best value across the business — it was the most flexible solution and could be implemented in all locations without major enhancements", says Molhotra.

The Pilot Began

Arden Leisure opted for a staged rollout and an initial Pilot program began across a number of AMF bowling centres. The Pilot was an excellent opportunity for the project team to familiarise themselves with the extensive functionality within TimeTEQ and also scope any modifications that were required. "The people at RITEQ were very helpful and responsive to our needs, which ensured the project was completed on time", says Molhotra.

Once the AMF Bowling Group was completed, the rollout continued across Dreamworld, Whitewater World, d'Albora Marinas and the project concluded with the Goodlife Health Clubs.

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Arden Leisure



Managing Labour Costs with Increased Visibility

The workforce across the business is seasonal, and if labour budgets are not closely monitored, budget blowouts can occur. In the Dreamworld location alone, staff numbers increase to 1,700 during peak holiday times. “Managers are now accountable for labour budgets. The shift costs and budgets are immediately visible — they can view the labour costs during the scheduling process and they are accountable for scheduling decisions”, says Molhotra.

The increased visibility allows the finance team at head office to review budget blowouts if they occur, and to immediately be able to drill down and find the reason for the discrepancy. Weather has a significant impact on workforce requirements, and on unseasonably warm days more staff may be needed to service customer demand.” TimeTEQ is an agile tool, allowing us to find appropriate staff at short notice to meet demand or to de-roster when it rains”, says Molhotra.

Before implementing TimeTEQ it was impossible for Ardent Leisure to keep track of labour schedules or ensure appropriate staff levels were achieved across all assets. “Previously, we had instances where surplus staff were rostered to work before attractions opened. This no longer happens; we have the right number of staff in the right place at the right time to service our customers’ needs”, says Molhotra.

At Dreamworld, TimeTEQ has been integrated with the Micros Point of Sale (POS) system in the food and beverage area. “When a staff member logs in and out of the Point of Sale system this information is passed to TimeTEQ, which supports our flexible scheduling requirements and eliminates time theft”, explains Molhotra.

Errors Minimised

A completely automated system has seen errors drastically reduced. Information is now available in real time which supports informed decision making for everyone. “Before TimeTEQ was installed, we were relying on information that was outdated when we received it. We now have complete real time visibility across all venues”, says Molhotra.

Impressive Return On Investment

Prior to implementing TimeTEQ, Ardent Leisure prepared a business case taking into account the hard dollar savings they expected across all group assets. They projected a 10-month return on their investment across the group. “We hadn’t anticipated the labour savings would be as impressive as they are. TimeTEQ has delivered a seven-month ROI and everyone is delighted”, says Molhotra.

Ardent Leisure have successfully achieved what they set out to accomplish — a completely automated Workforce Management solution.



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