





# IFA26 evolve.



**iFA** INTERNATIONAL  
FRANCHISE  
ASSOCIATION

# DATA ACTIVATION: FROM INSIGHTS TO ACTION ACROSS THE FRANCHISE SYSTEM



**Scott Klososky**  
Founder  
Future Point of View



**Theo Millward**  
Director/CEO  
Swimtime UK/FranScape

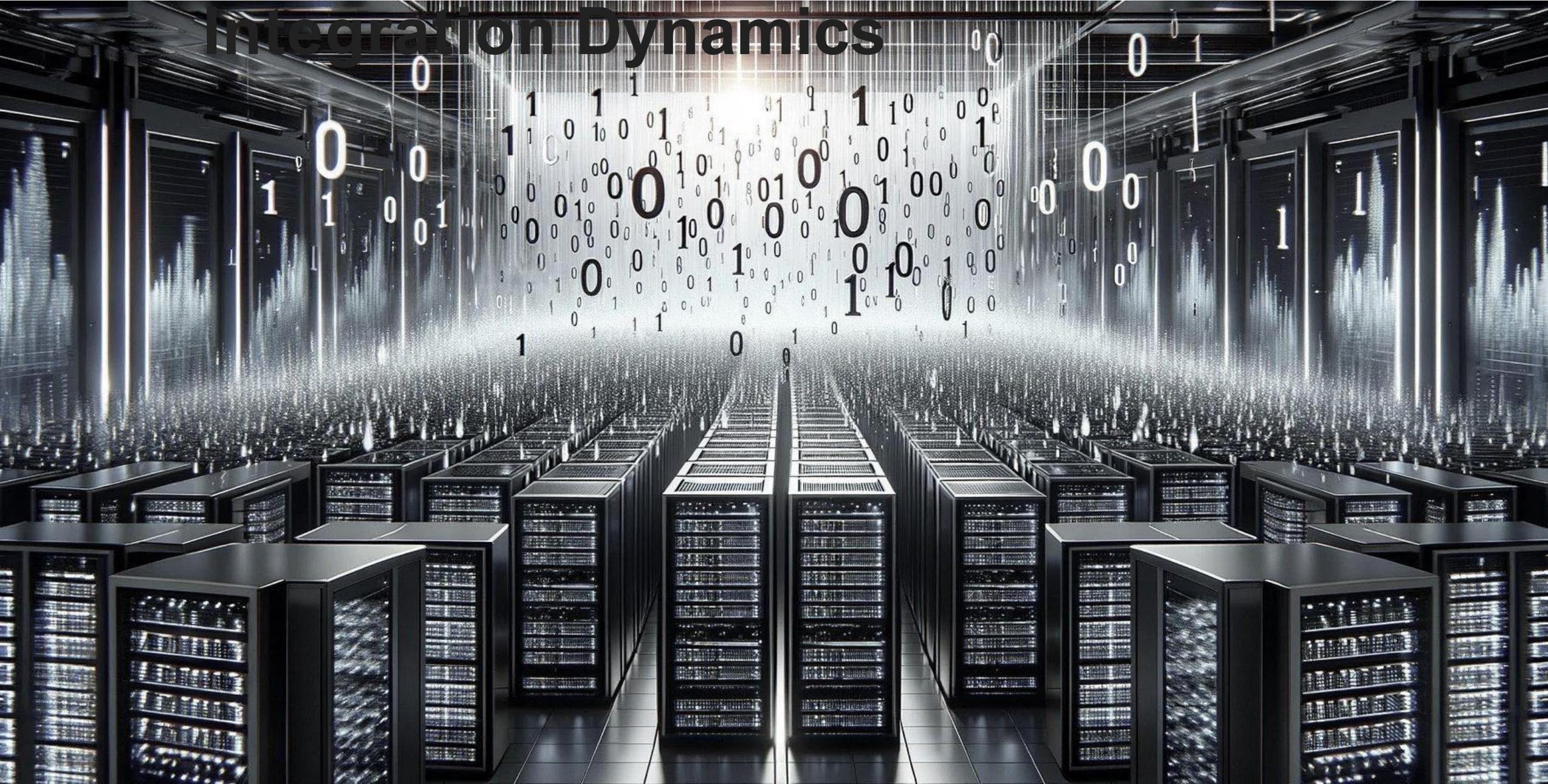
# Data Activation: From Insights to Action Across the Franchise System



Future Point of  View

Scott Klososky

## Integration Dynamics



## Pre 2023

Minimum data gathered for the purpose

Data/Information creates insights for people

Expensive/difficult to harvest and retain institutional knowledge (KM systems)

Heavy focus on structured data, and central storage to create analytics

Vast percentage of analytics used for looking in the past or present

Self-serve analytics is a difficult and niche skill

An organization's unique internal data inventory valuable only for in house use

Human judgement and inspection are primarily responsible for data governance

## Post 2025

Preemptive, extensive data gathering to train AI models

Data/Information trains AI models to create much better insights for people & AI's

AI platforms can be trained easily and create a KM system inexpensively

Decentralized unstructured data, pictures, video, recordings to power AI analytics

New capabilities for AI driven predictive and prescriptive analytics

AI-powered data tools allow us ALL to "talk" to the data and get whatever we want

Owned data inventory can now be sold for training others AI engines

AI oversight is primarily responsible for enforcing data governance policies

# Use Case One

**Theo  
Millward**  
Swimtime UK,  
Franscape



# Practical Applications of AI in Franchising

2016

SWIM  
TIME

25

YEARS

150

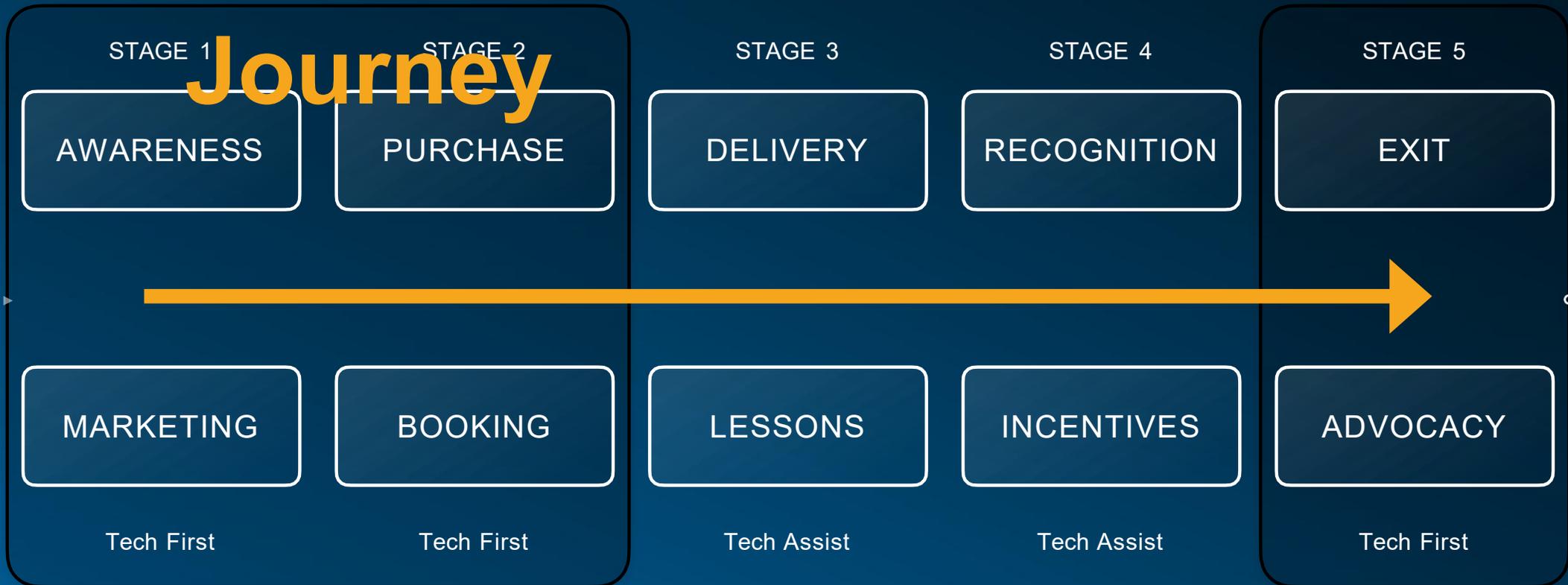
LOCATIONS

10 million

LESSONS

**No one cares that you  
are a Franchise**

# Typical Customer Journey



# Teachers



90%

AVERAGE

5%

EXCEPTIONAL TALENT

5%

TRULY AWFUL

FRANCHISOR



FRANCHISEE A



FRANCHISEE B



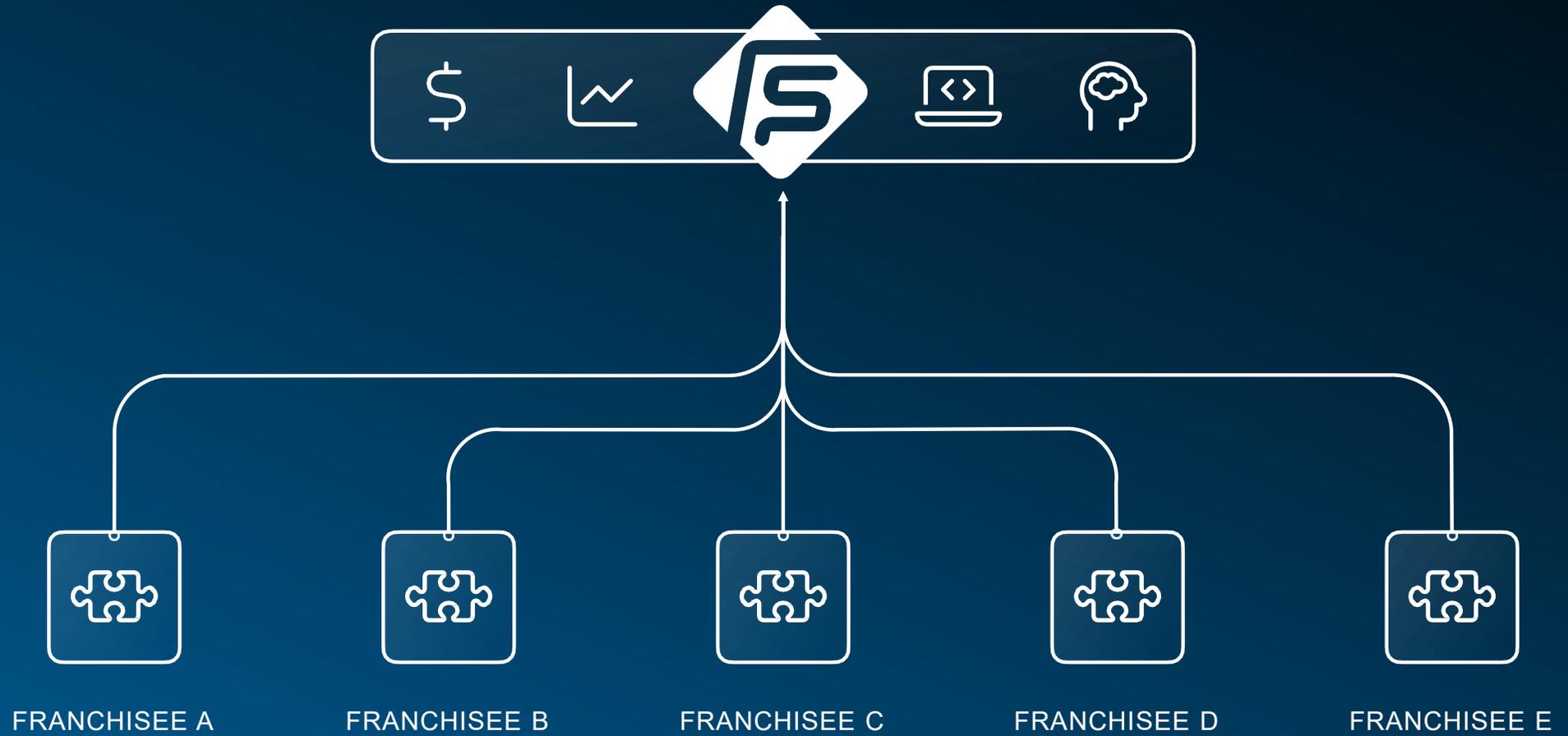
FRANCHISEE C



FRANCHISEE D



FRANCHISEE E



**Customer First,  
Franchisee Second.**

# What we know

- Customers **expect** a fast mobile first experience
- Simple and easy is key
- Customers will pay a **premium**





24

STEPS

150

LOCATIONS

4000+

CLASSES

### Knowledge base

Configure

Create article

Knowledge base: Swimtime Knowledge Base

URL: <https://kb.swimtime.org/knowledge-base>

Manage

Analyze

Time Range: 01/08/2025 to 01/10/2025

### Article Health

ARTICLE	VIEWS	AVG. TIME ON ARTICLE	HELPFUL RATING
<a href="#">Which Class Do I Book?</a>	6,567	121 seconds	16
<a href="#">Lessons: Where, when, how much and how do I book?</a>	508	62 seconds	1
<a href="#">How Do I Use "My Pass"?</a>	416	94 seconds	3
<a href="#">Monthly Plan - Leaving Swimtime</a>	410	2.7 minutes	0
<a href="#">Contacting Your Local Swimtime Office (Existing Custo...</a>	335	51 seconds	0
<a href="#">How Do I Switch to Monthly Payments?</a>	306	3.8 minutes	0





## Learning to swim is a skill for life

Swimming lessons with Swimtime are fun, engaging and delivered to an industry leading standard so you can rest assured that your swimmer will have everything they need to have fun and stay safe in the pool.

# Analytics

## Total Interactions



## Unique Users



# Data/AI Progress Into the Future

## Into the Future



# Data/AI Progress Into the Future

## Today

AI tools imbedded in a small number of apps

Light regulation of content/information ownership & data privacy

Data cleansing, normalization and completeness is difficult and expensive

Data architectures and frameworks change slowly because of massive modernization effort and risk

Central data stores needed in order to facilitate data science and BI

Human data scientists

Low percentage of real time visibility into the overall organization because of the difficulty gathering & analyzing big data in real time

## Tomorrow

AI is present anywhere there is computing (Apps, devices, appliances, buildings, etc.)

More legal and regulatory clarity, enforcement through "Auditor AI's"

AI engines will do these services easily and inexpensively in the background

Architecture becomes dynamically driven by AI and reconfigures automatically to meet changing business requirements

Distributed data stores can be easily handled with AI learning crawlers

Co-working citizen and AI data scientists

Digital Twin of an organization is possible with AI tools providing real time data visualization

# Data/AI Decision Science

High

↑  
**ACCURACY/QUALITY**

Low



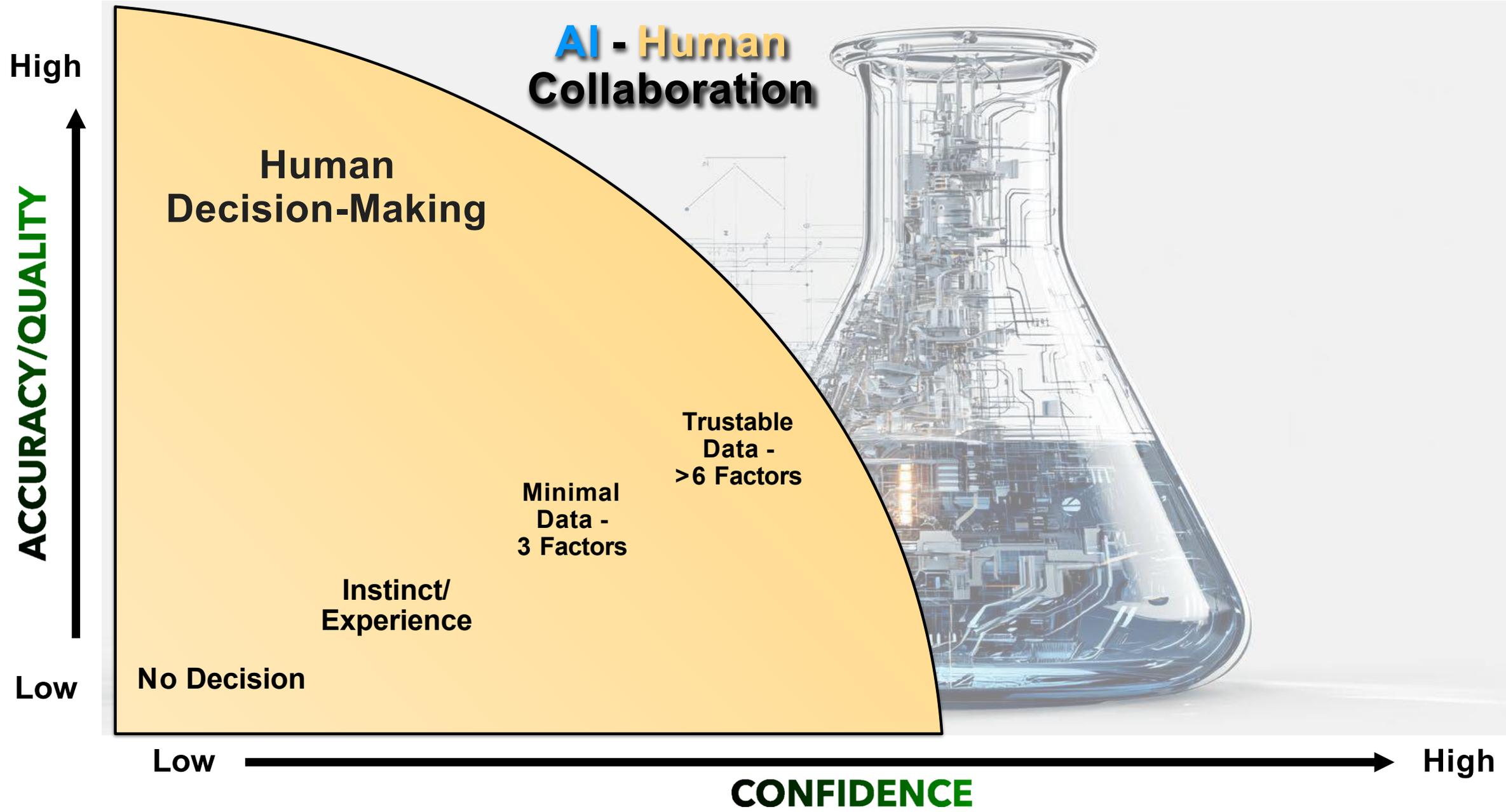
Low

→

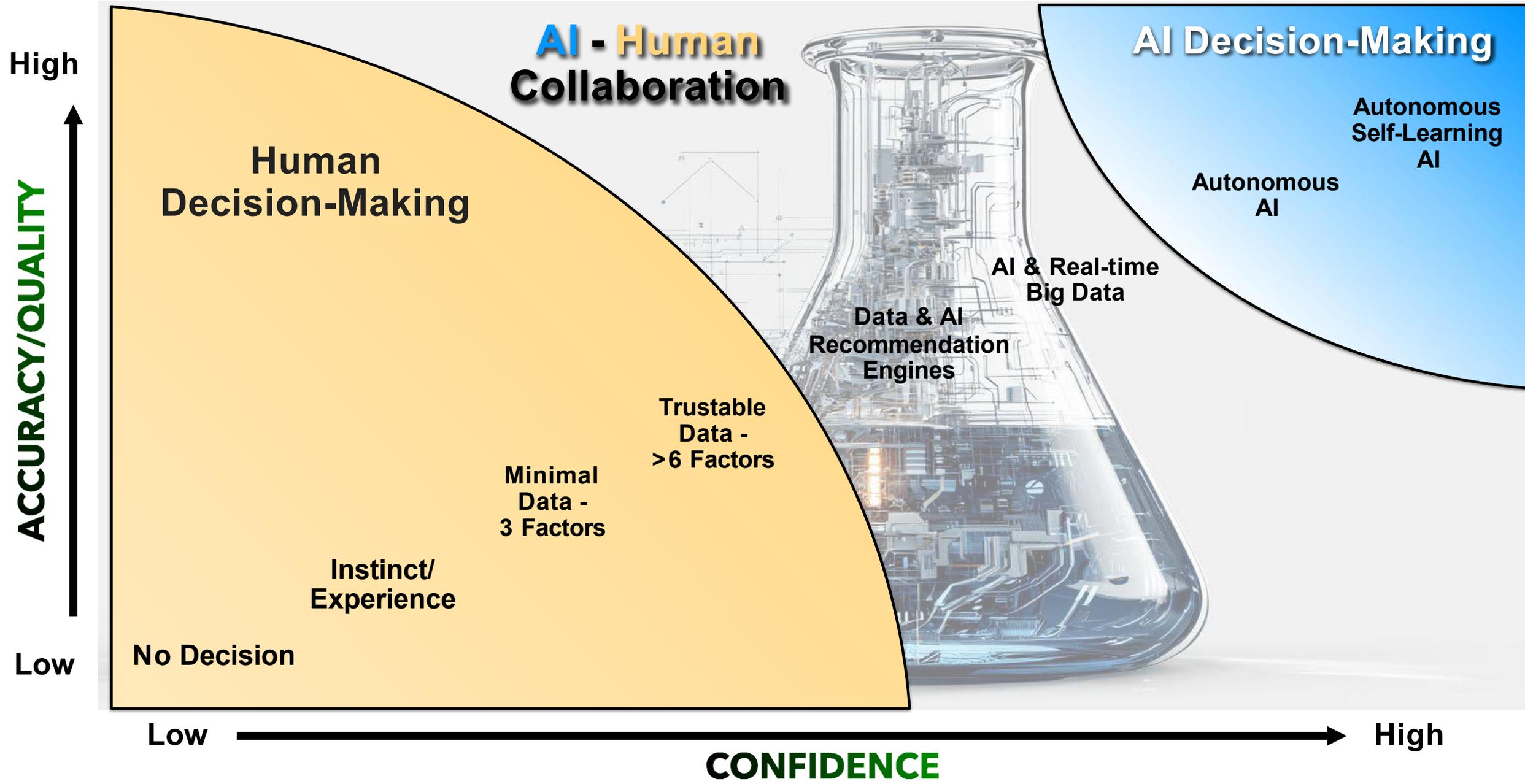
High

**CONFIDENCE**

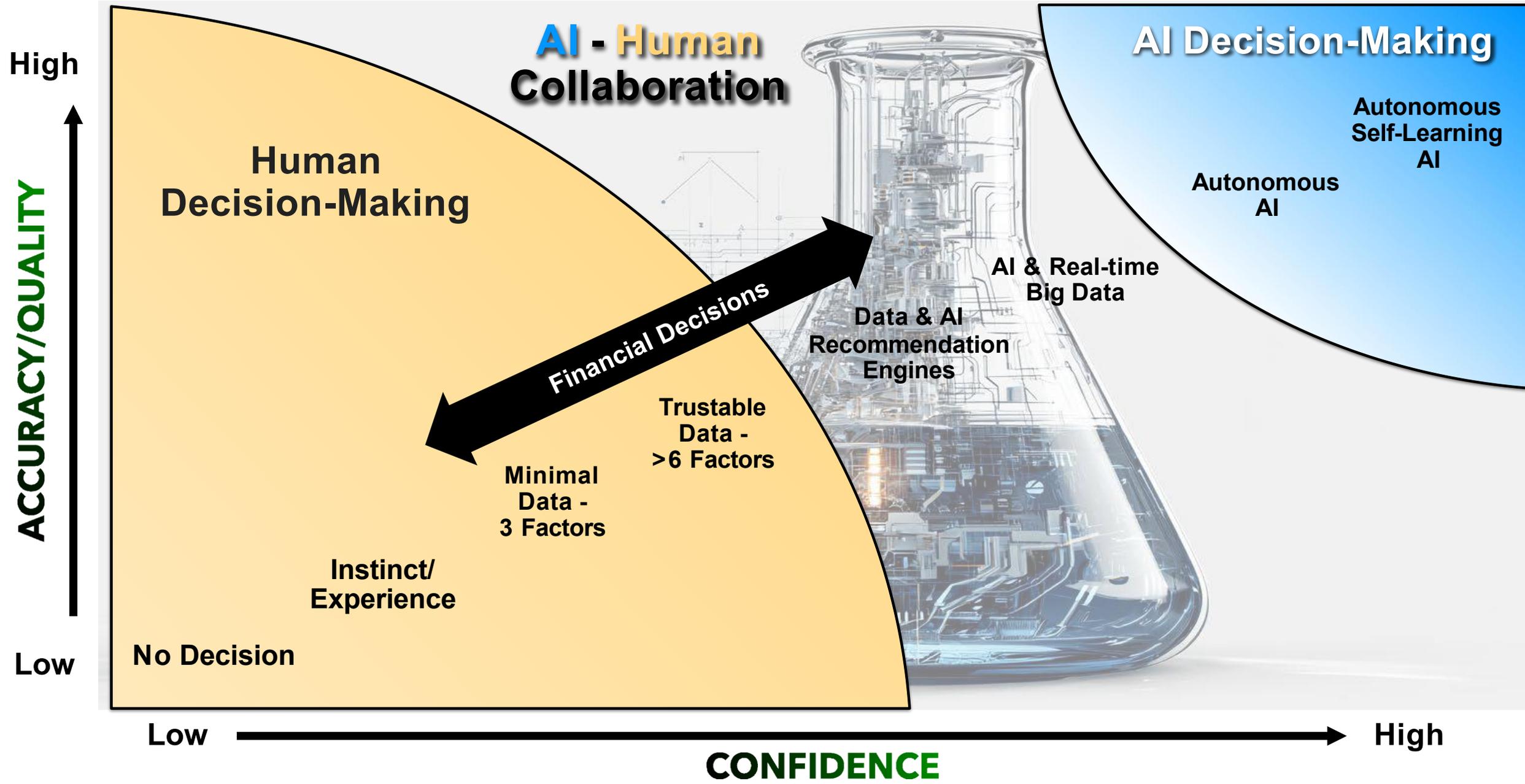
# Data/AI Decision Science



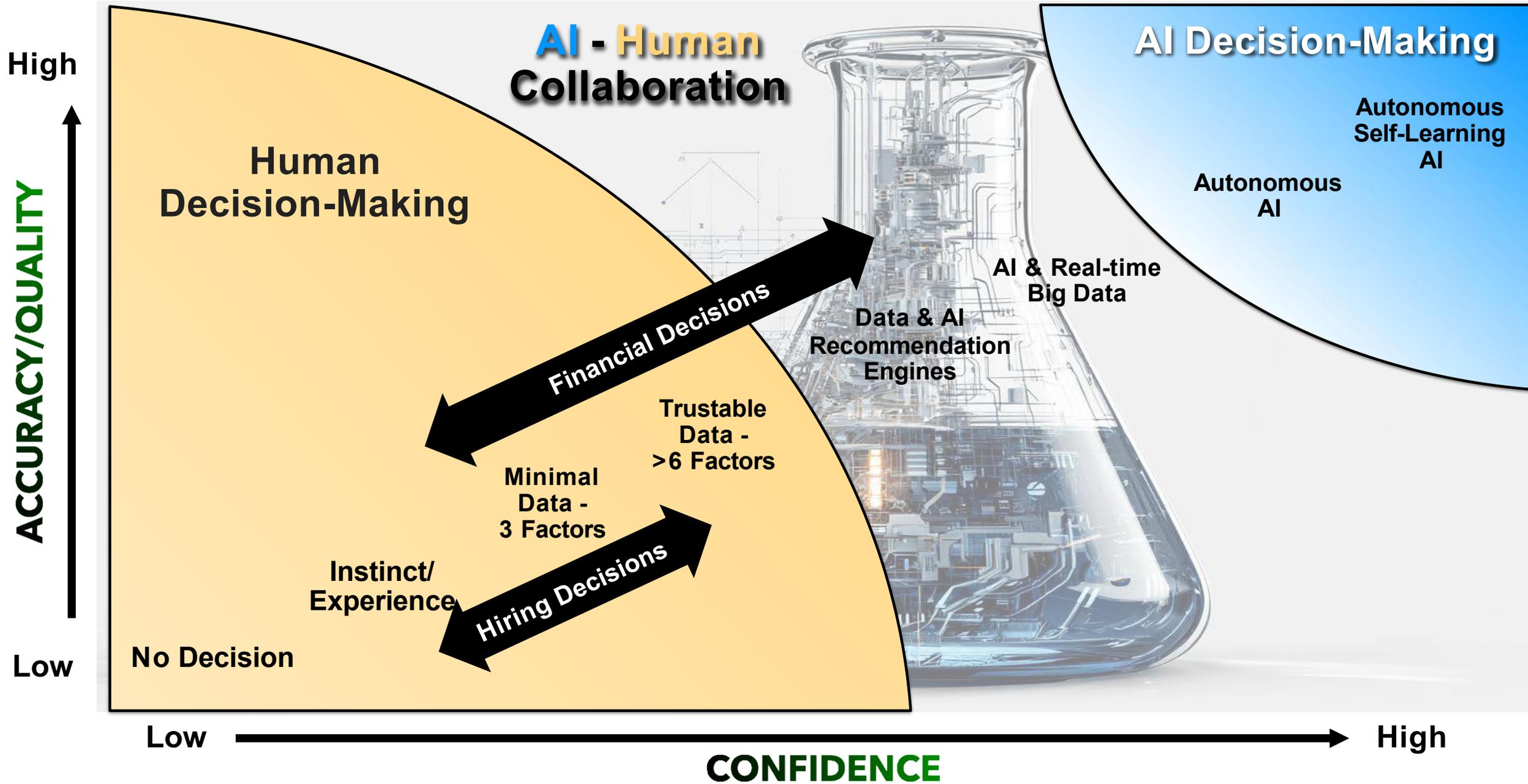
# Data/AI Decision Science



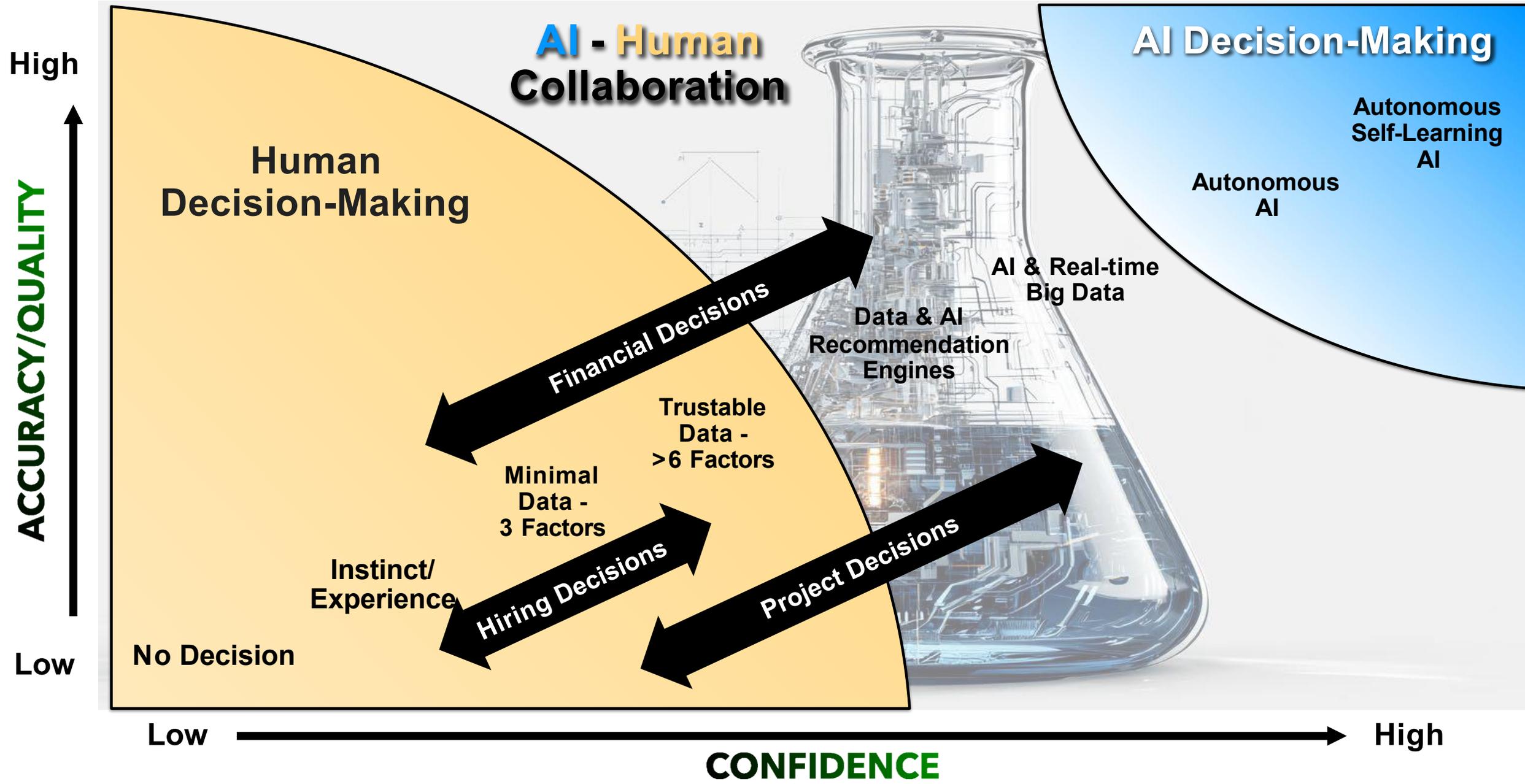
# Data/AI Decision Science



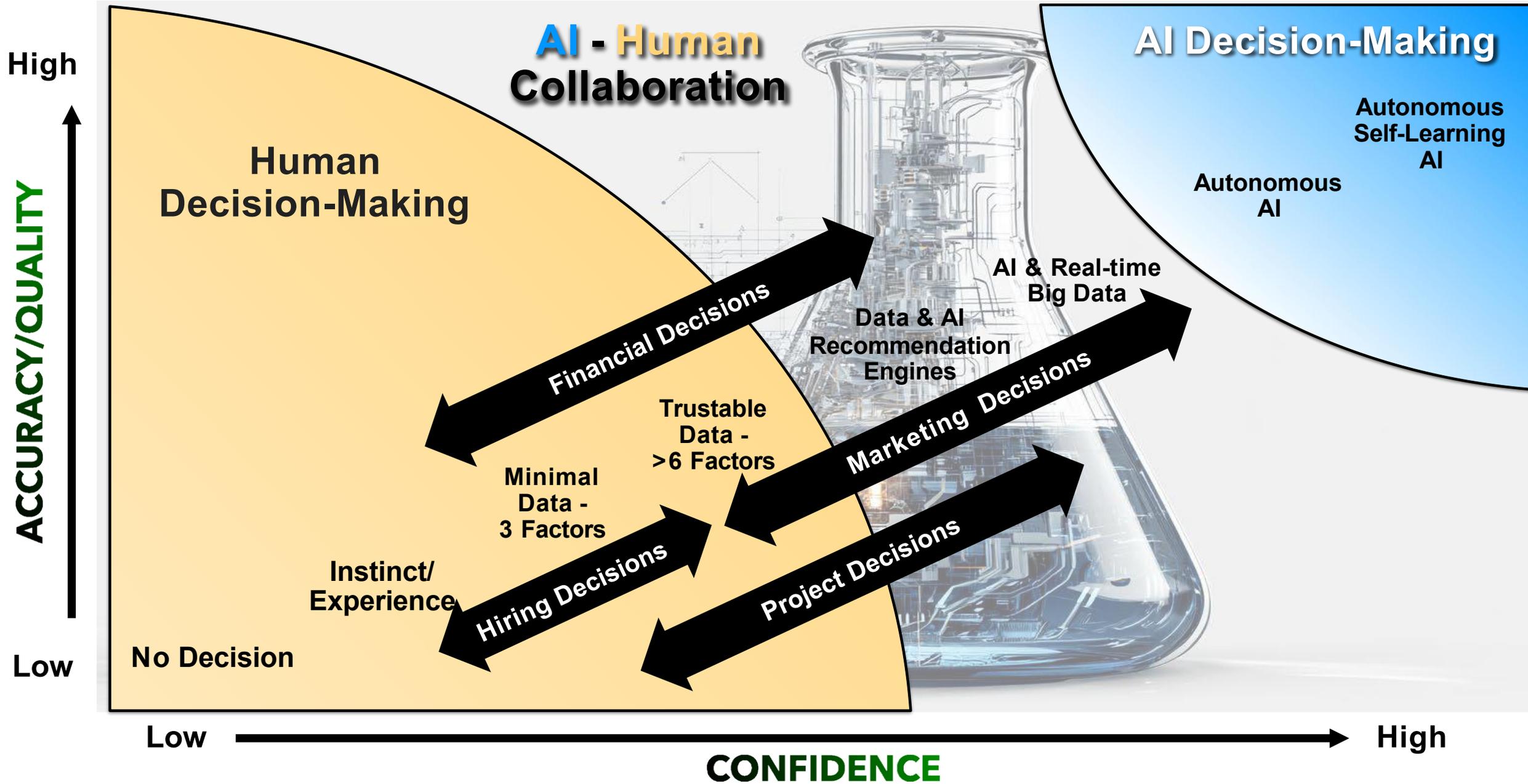
# Data/AI Decision Science



# Data/AI Decision Science



# Data/AI Decision Science





TABL

E

**AI Enhanced Diagnostic Analytics:**

What are new diagnostic analytics that could help us better operate a franchise system?

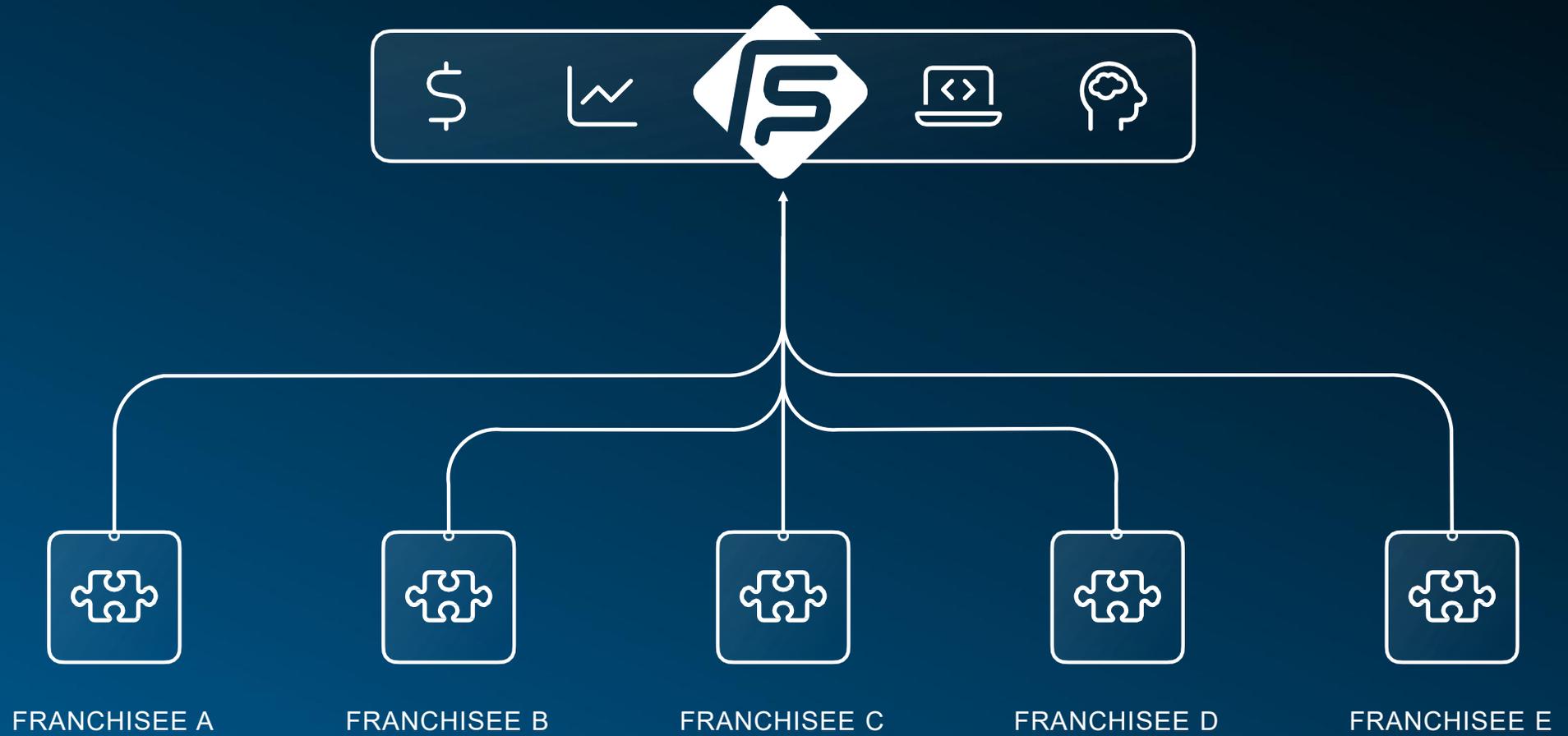
IDEA  
TION

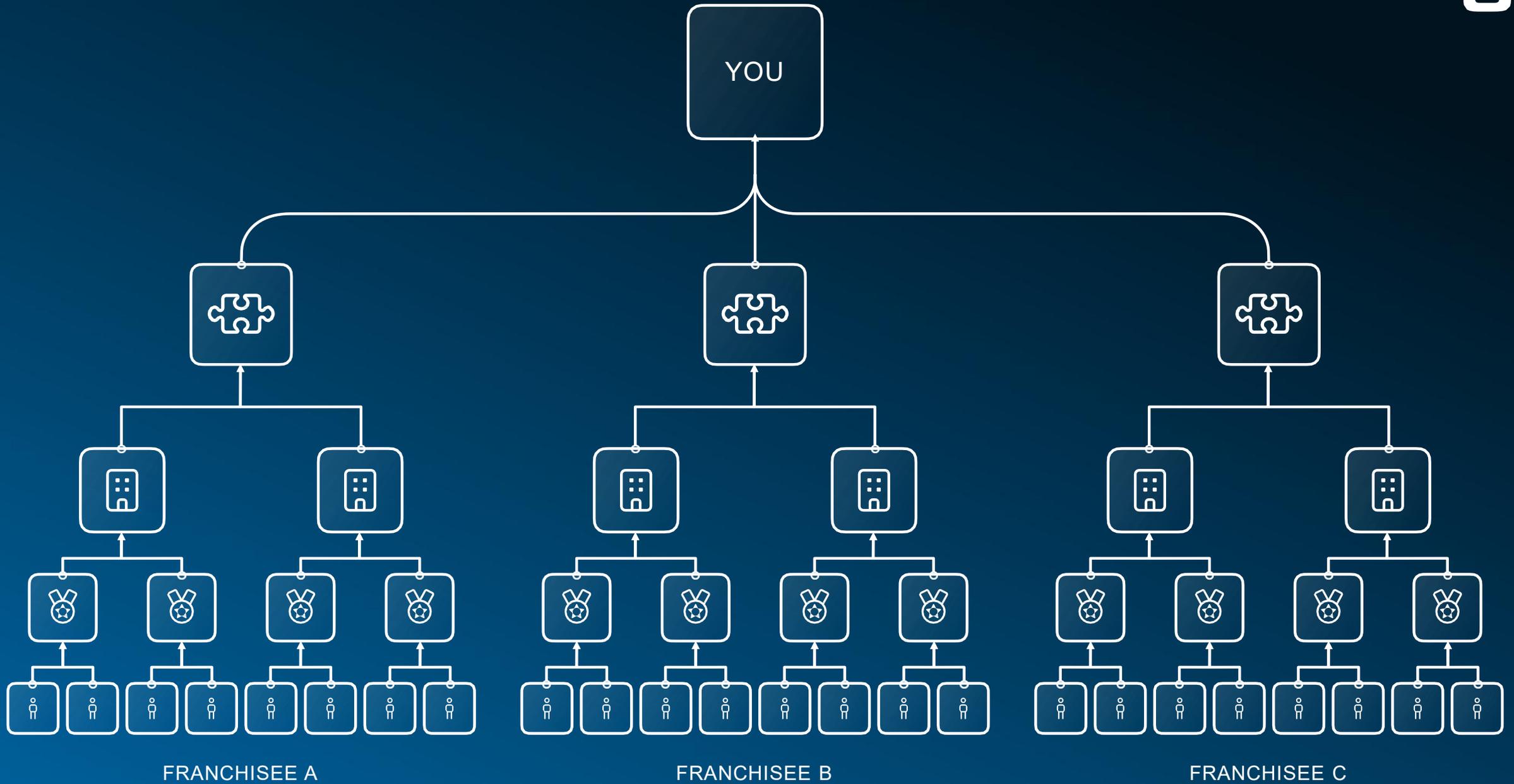
What could we analyze we simply do not today?

S

# Use Case Two

# Unit Level Economics







07:38 Mo

100%



Search everything...

Certificates

Book

MM



Dashboard



Bookings



Waiting



Plans



Transactions



Customers



Consumers



Courses



Classes



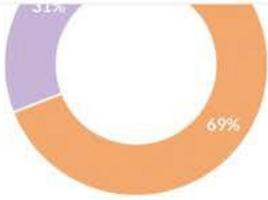
Lessons



Franchisees

Franchisee ID

Occupancy  
Unoccupied



155

Hot Leads

380

Lessons Today

### Franchisee Summary

Select a franchisee name to show their respective dashboard figures.

#### Franchisee Summary

Name	Active Consumers	Occupancy	Waiting List	Hot Leads	Active Plans	Total Plans Amount	Revenue MTD	Outstand
[Franchisee Name]	1	21%	3	2	1	100	1000	1000
[Franchisee Name]	2	67%	0	0	2	200	2000	2000
[Franchisee Name]	3	65%	3	1	3	300	3000	3000
[Franchisee Name]	4	76%	20	2	4	400	4000	4000
[Franchisee Name]	5	77%	39	5	5	500	5000	5000
[Franchisee Name]	6	66%	121	39	6	600	6000	6000
[Franchisee Name]	7	53%	20	12	7	700	7000	7000
[Franchisee Name]	8	79%	25	11	8	800	8000	8000
[Franchisee Name]	9	60%	3	1	9	900	9000	9000
[Franchisee Name]	10	57%	7	3	10	1000	10000	10000
[Franchisee Name]	11	85%	23	4	11	1100	11000	11000
[Franchisee Name]	12	32%	1	0	12	1200	12000	12000

34 rows

For more information on how dashboards work, visit: <https://kb.franscape.io/knowledge/new-dashboards>. For assistance please use Franbot, or contact [support@franscape.io](mailto:support@franscape.io).



- Transactions
- Customers
- Consumers
- Courses
- Classes
- Lessons
- Franchisees
- Instructors
- Venues
- Business Settings
- Email
- SMS

Search everything...

Certificates Book MM

# Venues 119

Filter Venue Groups New Venue

**ACTIVE**  
**222**

**NET INCOME**  
**£5,147,829**

**GROSS PROFIT**  
**£465,552**

NAME	TOTAL NI	GP	CURRENT TOTAL NI	CURRENT GP	LESSONS OCCUPANCY	REMAINING SPACES	TERRITORY
Wingfield Sports Centre	£155,372.17	£67,894.15	£24,179.65	£10,324.02	80%	68	👁️ 🔍 🗑️
London Sports Village	£84,784.74	£66,884.92	£21,295.72	£16,544.98	62%	44	👁️ 🔍 🗑️
Wingfield Sports Village	£179,821.39	£64,215.66	£29,868.87	£9,530.46	67%	204	👁️ 🔍 🗑️
Wingfield Sports Village	£184,877.09	£64,145.95	£28,029.94	£9,975.85	75%	37	👁️ 🔍 🗑️
Wingfield Sports Village	£256,186.84	£60,128.96	£32,576.70	£6,577.31	67%	54	👁️ 🔍 🗑️
Wingfield Sports Village	£142,196.25	£52,442.32	£16,718.79	£6,064.17	68%	42	👁️ 🔍 🗑️
Wingfield Sports Village	£138,309.81	£49,401.98	£24,398.69	£8,908.28	79%	83	👁️ 🔍 🗑️
Wingfield Sports Village	£168,251.95	£44,459.19	£21,672.81	£5,653.32	76%	26	👁️ 🔍 🗑️
Wingfield Sports Village	£155,732.44	£41,968.44	£19,780.73	£5,332.11	76%	24	👁️ 🔍 🗑️
Wingfield Sports Village	£135,517.68	£41,441.01	£19,205.47	£5,764.92	76%	21	👁️ 🔍 🗑️
London Sports Village	£46,126.90	£38,563.22	£10,851.34	£9,072.00	34%	276	👁️ 🔍 🗑️
London Sports Village	£86,865.08	£36,923.07	£14,968.39	£6,970.16	73%	89	👁️ 🔍 🗑️
Wingfield Sports Village	£100,067.79	£36,710.15	£15,737.88	£6,434.69	82%	30	👁️ 🔍 🗑️
Wingfield Sports Village	£116,505.44	£35,991.35	£15,018.52	£4,257.05	79%	46	👁️ 🔍 🗑️
Wingfield Sports Village	£135,916.43	£35,717.66	£18,910.27	£5,032.52	78%	19	👁️ 🔍 🗑️





Search everything...

Certificates

Book

MM

# Classes 3935

Filter

All Finished In Progress Upcoming

- Dashboard
- Bookings
- Waiting
- Plans
- Transactions
- Customers
- Consumers
- Courses
- Classes
- Lessons
- Franchisees

COURSE	CLASS	AVAILABILITY	OCCUPANCY	WAITING	CONSUMERS	TRIALS	NEXT LESSON	MONTHLY	ROLLOVER	TOTAL NET INCOME	GROSS PROFIT
1st Feb - 28th Feb (1 to 1)	Fridays at 4:30 PM	<span style="color: green;">🟢</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: green;">✔</span>	£25.00	£4.44		
1st Feb - 28th Feb (1 to 1)	Sundays at 5:00 PM	<span style="color: orange;">🟡</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: green;">✔</span>	£25.00	£4.44		
1st Feb - 28th Feb (1 to 1)	Saturdays at 5:00 PM	<span style="color: green;">🟢</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: green;">✔</span>	£50.00	£28.88		
5th Jan - 15th Feb (1 to 1)	Wednesdays at 3:00 PM	<span style="color: red;">🔴</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: green;">✔</span>	£29.00	£5.56		
1st Feb - 28th Feb (1 to 1)	Mondays at 6:00 PM	<span style="color: red;">🔴</span>	0 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: green;">✔</span>	£0.00	£0.00		
1st Feb - 28th Feb (2 to 1)	Thursdays at 10:00 AM	<span style="color: green;">🟢</span>	2 / 2	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£31.25	£8.16		
1st Feb - 28th Feb (1 to 1)	Saturdays at 5:30 PM	<span style="color: green;">🟢</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£28.75	£6.44		
1st Feb - 28th Feb (1 to 1)	Fridays at 4:30 PM	<span style="color: green;">🟢</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£28.75	£6.44		
1st Feb - 28th Feb (1 to 1)	Saturdays at 4:30 PM	<span style="color: green;">🟢</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£55.00	£10.70		
1st Feb - 28th Feb (1 to 1)	Thursdays at 5:00 PM	<span style="color: red;">🔴</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£28.75	£6.44		
1st Feb - 28th Feb (1 to 1)	Thursdays at 5:00 PM	<span style="color: red;">🔴</span>	0 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£0.00	£0.00		
1st Feb - 28th Feb (1 to 1)	Thursdays at 8:30 AM	<span style="color: green;">🟢</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£110.00	£21.40		
1st Feb - 28th Feb (2 to 1)	Mondays at 7:00 PM	<span style="color: green;">🟢</span>	2 / 2	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: red;">✘</span>	£66.67	£19.67		
1st Feb - 28th Feb (2 to 1)	Mondays at 6:30 PM	<span style="color: green;">🟢</span>	2 / 2	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: green;">✔</span>	£31.67	£13.84		
1st Feb - 28th Feb (1 to 1)	Sundays at 5:30 PM	<span style="color: green;">🟢</span>	1 / 1	0	N/A	<span style="color: grey;">🔒</span>	<span style="color: green;">✔</span>	£25.00	£4.44		

1-15 of 3,935 results.





Search everything...

Certificates

Book

MM



Dashboard



Bookings



Waiting



Plans



Transactions



Customers



Consumers



Courses



Classes



Lessons



Franchisees



Admin User

Aaminah Ejaz

Consumers:

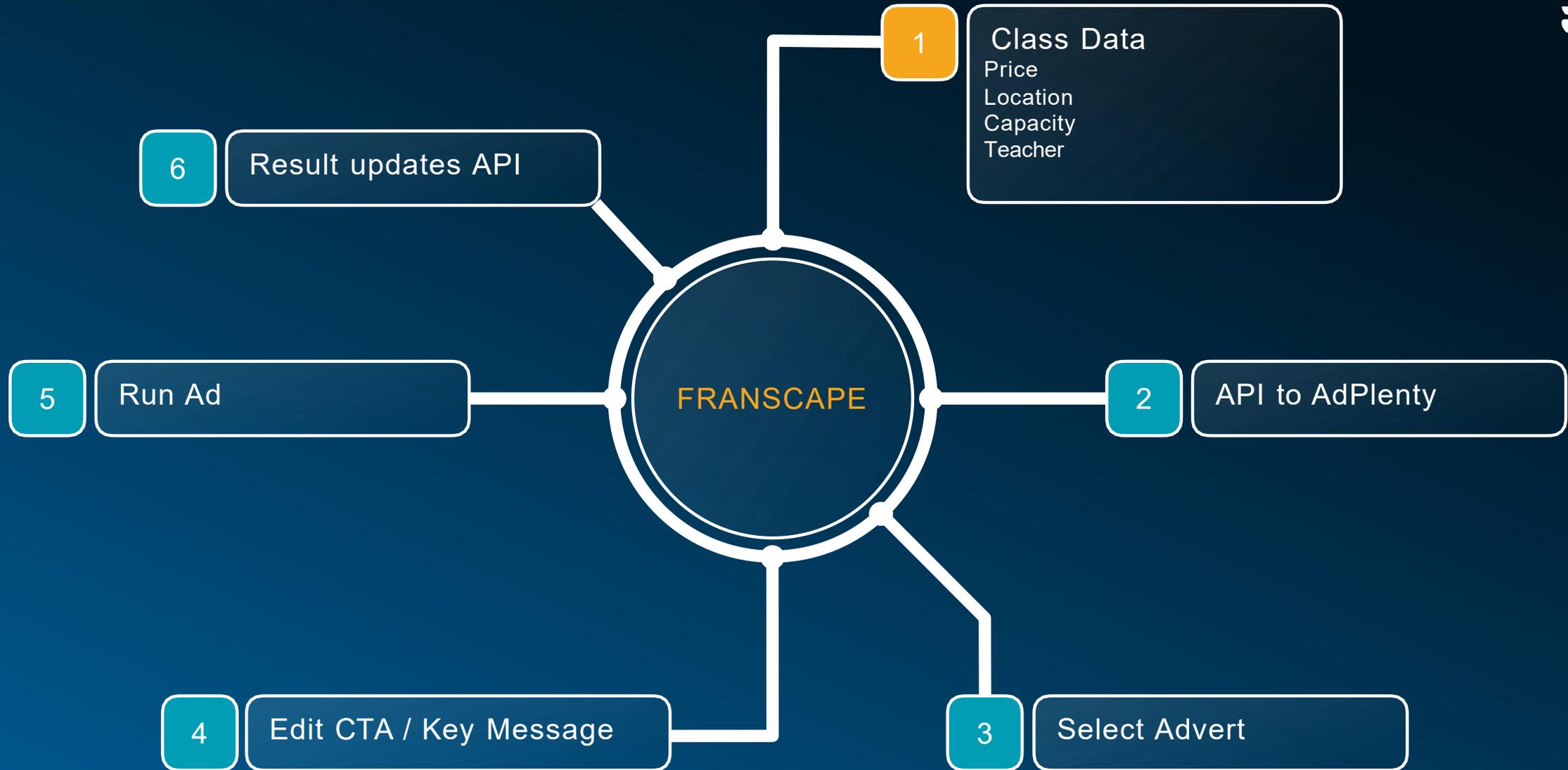
- Information
- Cards 1
- Consumers 2
- Classes
- Plans 1
- Orders 0
- Notes 0
- Documents 0
- Memberships
- Contacts 0
- Transactions 11
- Franchisees 1
- Email Logs
- SMS Logs

Transactions

Add Payment Stripe Payment Add Charge Add Credit Filter

ID	DATE	TYPE	NOTES	AMOUNT	BALANCE	
2143142	5 Feb 2026	Credit	006: Swimtime Lancashire Cancelled Lesson #1215182, Thursday 5th February, 19:30 PM, Adult Ladies	£10.30	£10.30	🔍 🗑️
2038395	5 Oct 2025	Payment	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	stripe £39.49	£0.00	🔍 📄 🗑️
2038394	5 Oct 2025	Charge	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	£39.49	£39.49	🔍 🗑️
2011632	5 Sep 2025	Payment	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	stripe £39.49	£0.00	🔍 📄 🗑️
2011631	5 Sep 2025	Charge	006: Swimtime Lancashire Monthly payment. CL16571-172985 Adult Ladies - Thursdays 7:30 PM.	£39.49	£39.49	🔍 🗑️
1990779	5 Aug 2025	Payment	006: Swimtime Lancashire Monthly payment. CL16225-170156 Adult Ladies - Thursdays 7:30 PM.	stripe £29.19	£0.00	🔍 📄 🗑️
1990778	5 Aug 2025	Charge	006: Swimtime Lancashire Monthly payment. CL16225-170156 Adult Ladies - Thursdays 7:30 PM.	£39.49	£29.19	🔍 🗑️





Free trial lesson

## Available lessons at Village Hotels Blackpool

**Book now**  
Village Hotels Blackpool

[Book now](#)

Free trial lesson

## Ready to Get Started?

Lessons available now at **Dalmeny Resort Hotel**

**Book now**  
Dalmeny Resort Hotel

[Book now](#)

Village Hotels Blackpool  
Book now

Book now

Dalmeny Resort Hotel  
Book now

Book now

**1,397 NEW  
CUSTOMERS**

September 2025

# New Client Acquisition

<i>CHANNEL</i>	<i>IND AVERAGE*</i>	<i>SWIMTIME*</i>
Google Ads PPC	£15.00 - £35.00	£3.66
META	£20.00 - £40.00	£6.47

\*Advertising spend per booking.





TABL

E

IDEA

TION

S

**AI Enhanced Predictive Analytics:**

What are results we could predict that would help us avoid future problems or expand future successes?

FPOV



TABL

E

IDEA

TION

S

## AI Enhanced Trend Analysis:

Ideate trends we have not been analyzed in the past that could help us see actionable information for improvements



“

**Begin with the end in mind. Having an end in mind is no guarantee you'll reach it, but not having an end in mind is a guarantee you wont.**

— The Daily Stoic —



**The “Organizational Mind” *the AI Roadmap Destination***



**The “Organizational Mind” *the AI Roadmap Destination***

**Intelligence Layer: Thinking**

*Starts with a brain*

**Software Layer: Mechanistic**

*Starts with a scaffold*

**Data Layer: A Fluid Asset**

**Infrastructure Layer: Digital Power Utility**

**Intelligence Layer: Thinking**

*Starts with a brain*

**Software Layer: Mechanistic**

*Starts with a scaffold*

**Imbedded** 

**Data Layer: A Fluid Asset**

**Imbedded** 

**Infrastructure Layer: Digital Power Utility**

**Imbedded** 

**Intelligence Layer: Thinking**

*Starts with a brain*

**Software Layer: Mechanistic**

*Starts with a scaffold*

**Imbedded** 

The software layer will continue to be  
the main arbiter of data assets

**Data Layer: A Fluid Asset**

**Imbedded** 

**Infrastructure Layer: Digital Power Utility**

**Imbedded** 

**Intelligence Layer: Thinking**

*Starts with a brain*

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*Starts with a scaffold*

**Imbedded** 

The software layer will continue to be the main arbiter of data assets

**Data Layer: A Fluid Asset**

**Imbedded** 

Powers both layers and uptime will be even more critical because of user dependency

**Infrastructure Layer: Digital Power Utility**

**Imbedded** 

**Intelligence Layer: Thinking**

*Starts with a brain*

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*Starts with a scaffold*

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The software layer will continue to be the main arbiter of data assets

**Data Layer: A Fluid Asset**

Imbedded 

Powers both layers and uptime will be even more critical because of user dependency

**Infrastructure Layer: Digital Power Utility**

Imbedded 

Requires a heavy amount of compute

**Intelligence Layer: Thinking**

*Starts with a brain*

**Software Layer: Mechanistic**

*Starts with a scaffold*

Imbedded 

Provides training & directs automation

Pulls high value from data assets

Requires a heavy amount of compute

The software layer will continue to be the main arbiter of data assets

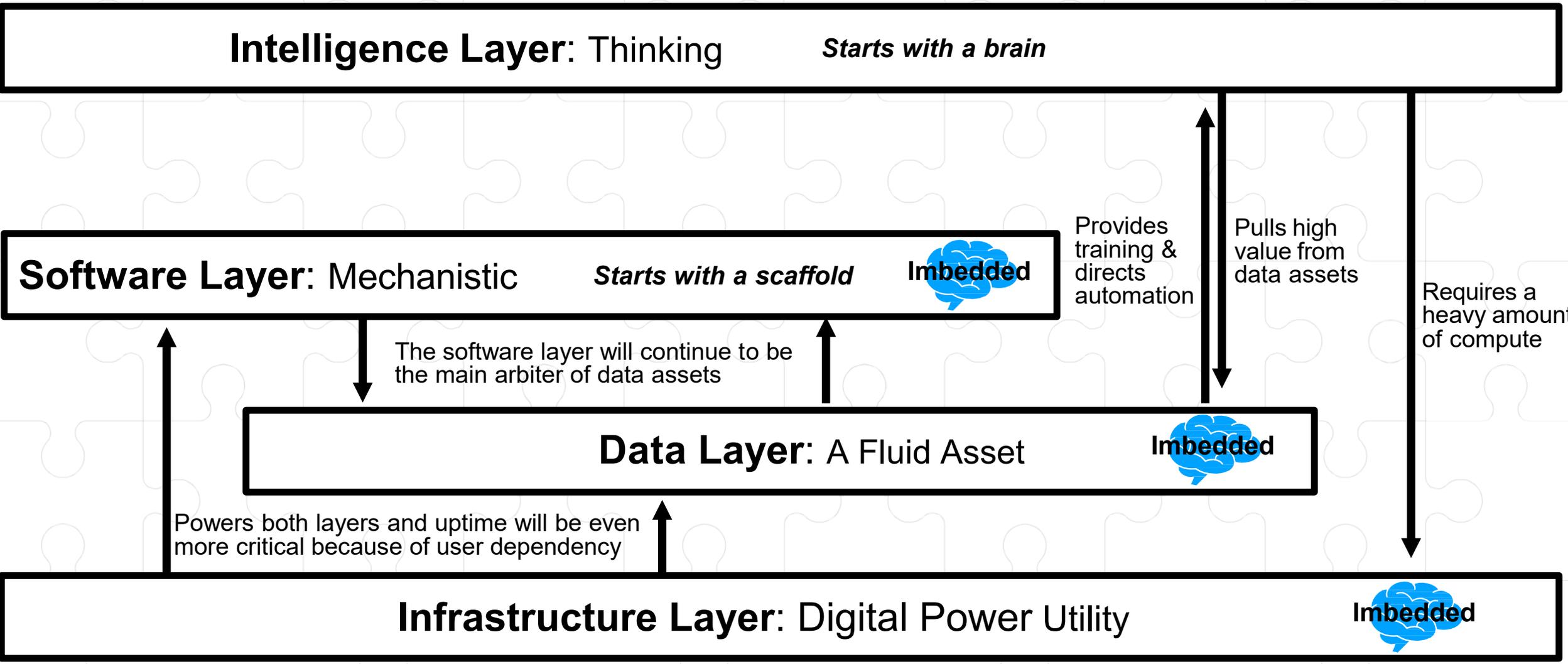
**Data Layer: A Fluid Asset**

Imbedded 

Powers both layers and uptime will be even more critical because of user dependency

**Infrastructure Layer: Digital Power Utility**

Imbedded 



**Intelligence Layer: Thinking**

*Starts with a brain*

- Business needs for decision-making
- Advanced automation
- Knowledge store & delivery
- Advanced analytics

**Software Layer: Mechanistic**

*Starts with a scaffold*

**Imbedded**

Provides training & directs automation

Pulls high value from data assets

The software layer will continue to be the main arbiter of data assets

**Data Layer: A Fluid Asset**

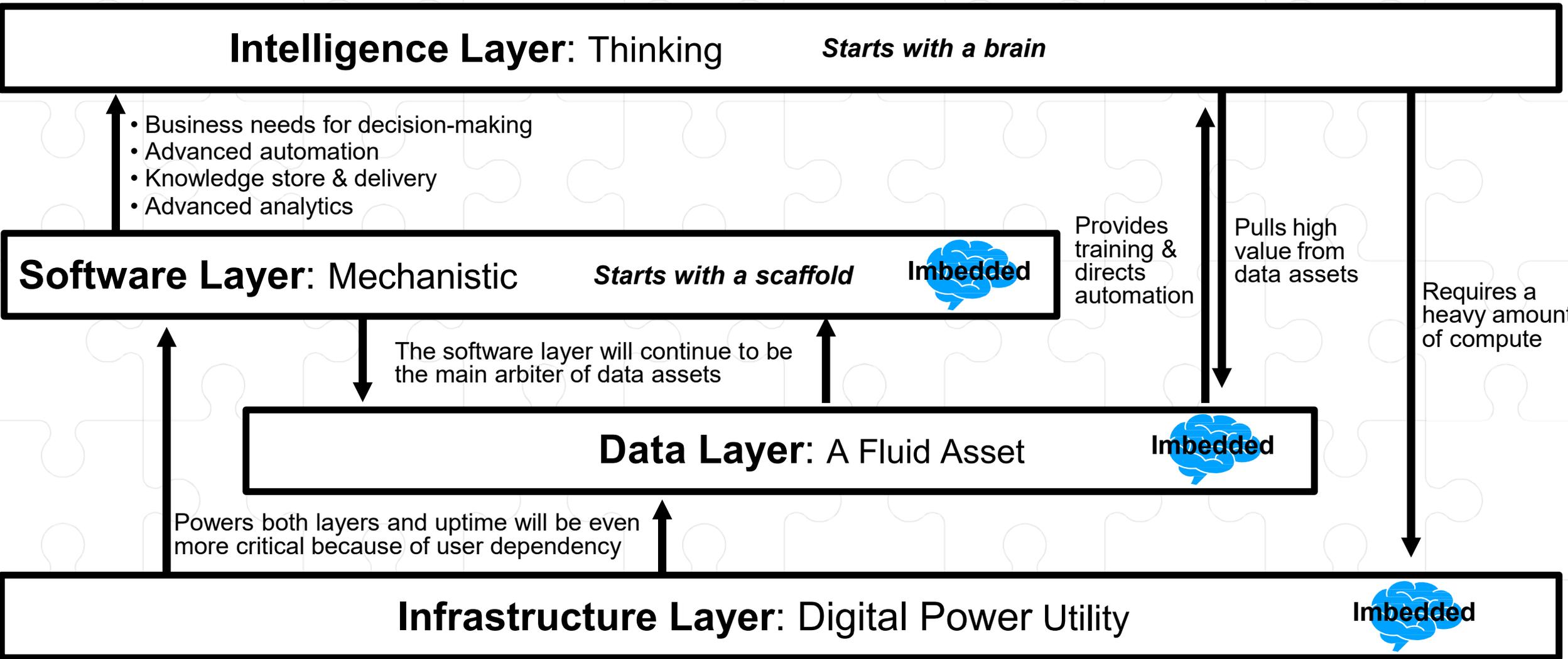
**Imbedded**

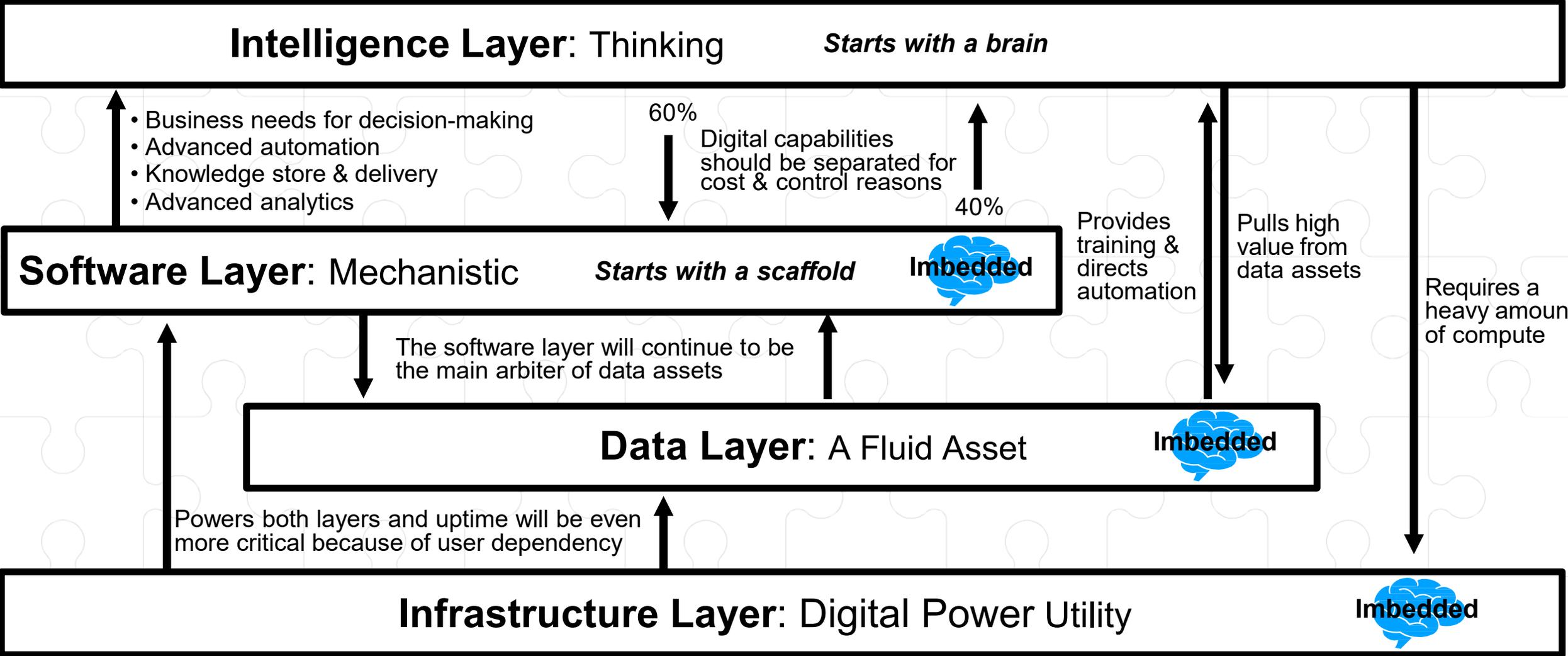
Powers both layers and uptime will be even more critical because of user dependency

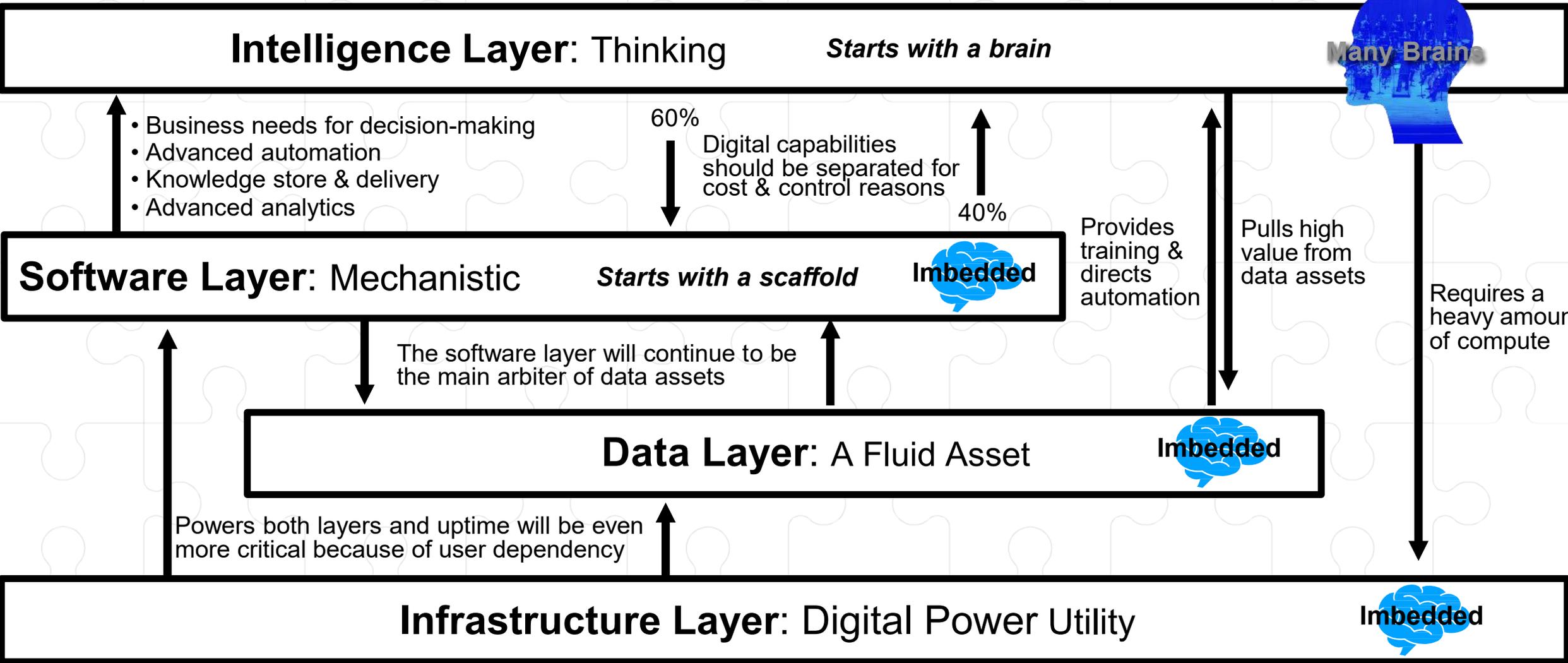
**Infrastructure Layer: Digital Power Utility**

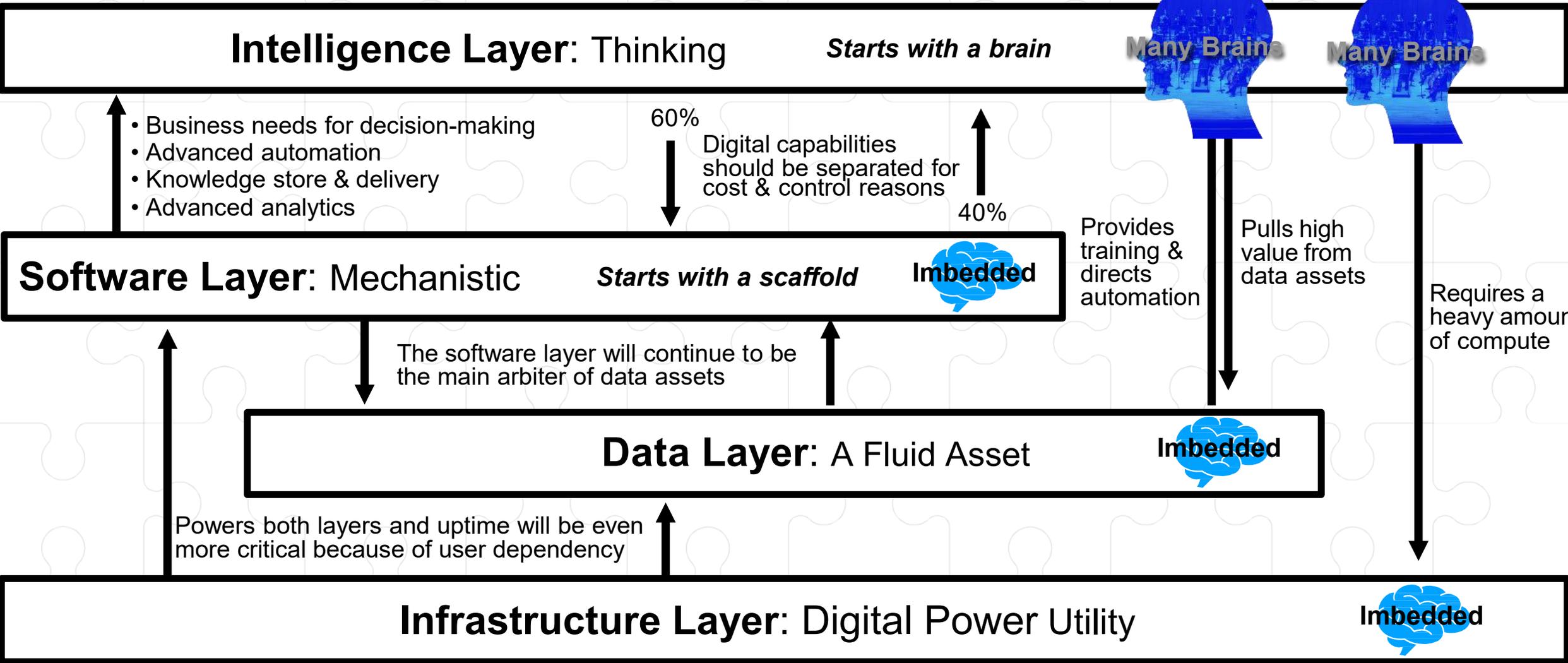
**Imbedded**

Requires a heavy amount of compute









# Human Capital

As time goes on, users will access the software and data layers through the Intelligence layer almost exclusively

## Intelligence Layer: Thinking

*Starts with a brain*

Many Brains      Many Brains

- Business needs for decision-making
- Advanced automation
- Knowledge store & delivery
- Advanced analytics

60% Digital capabilities should be separated for cost & control reasons

40%

## Software Layer: Mechanistic

*Starts with a scaffold*

Imbedded

Provides training & directs automation

Pulls high value from data assets

Requires a heavy amount of compute

The software layer will continue to be the main arbiter of data assets

## Data Layer: A Fluid Asset

Imbedded

Powers both layers and uptime will be even more critical because of user dependency

## Infrastructure Layer: Digital Power Utility

Imbedded

**Data & knowledge, are  
the DNA of the Synthetic  
Organizational Mind**

