

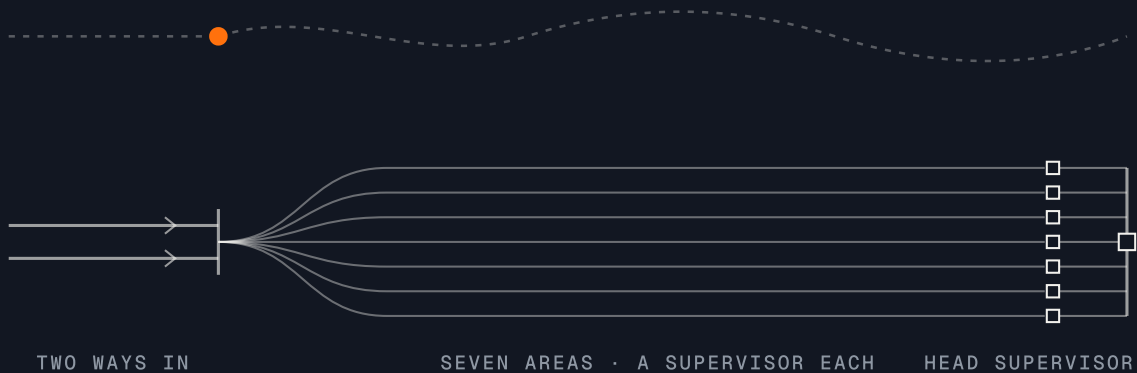


FORNAX EXECUTION CONSULTING

CASE RECORD · FEC-C02

Opening a much bigger second park, without the old way of running breaking.

LEISURE COMPANY · GULF REGION (GCC)



WHAT THE COMPANY WANTED TO DO NEXT

Open a separate adult waterpark at a new site, built for 500–1,000 guests a day and 50–100 staff, without stretching the way the children's park was run further than it could handle.

THE PLAN

Open a separate adult waterpark at a new site, built for 500–1,000 guests a day and 50–100 staff, without stretching the way the children's park was run further than it could handle.

OPERATING JUDGMENT

☐ PROCEED

☒ PROCEED AFTER CHANGES

☐ DO NOT PROCEED

The company was not yet ready to carry the expansion. 8 of the 9 parts we examined were not ready for it.

CHANGE / BUILD

CHANGED · 3

- ENTRY
- INCIDENT REPORTING
- STAFFING

BUILT · 6

- AREAS & SUPERVISORS
- CHAIN OF COMMAND
- STEP-BY-STEP PROCEDURES
- SAFETY SYSTEM
- STAFF TRAINING
- STOCK TRACKING

PROOF

Guests a day each way of running handled

300–400 →
800–1,000

SEEN ON SITE

DIFFERENT PARKS · OLD MODEL → NEW MODEL

Safety checks completed

70–85% →
95–100%

SEEN ON SITE → MOBARO RECORDS

DIFFERENT PARKS · OLD PRACTICE → NEW SYSTEM

Incidents properly recorded

40–60% →
90–100%

SEEN ON SITE + MANAGEMENT'S REPORTS → MOBARO RECORDS

DIFFERENT PARKS · OLD PRACTICE → NEW SYSTEM

CHILDREN'S PARK · ONE WAY IN, RUN ON HABIT



ADULT PARK · TWO WAYS IN, SEVEN AREAS, EACH WITH A SUPERVISOR



TWO WAYS IN

SEVEN AREAS · A SUPERVISOR EACH

HEAD SUPERVISOR

What does this company need to become to execute its next stage, grow stronger, and create more value through it?

01

Can the company carry the plan?

02

What needs to change or be built?

03

How does the company become stronger through it?

WHY IT MADE SENSE

The children's park was doing well, and revenue was climbing. Opening an adult park was the right move.

But the adult park was not a bigger children's park. It was a separate park on a new site, with new rides, two to three times as many guests, and 50–100 staff instead of 10–20. Everything the company had was built for the first park.

8 of 9

parts of the business we examined were not ready for the expansion.

WHAT THE NEXT STAGE REQUIRED FROM THE COMPANY

01

A separate way of running a park built for 500–1,000 guests a day and 50–100 staff.

02

Set areas of work, each with a supervisor and enough staff for busy and quiet times.

03

A chain of command, including for emergencies, that works without the founder there.

04

Written procedures that new staff can learn from.

05

More than one way in for guests.

06

Safety checks that are always done and recorded, and every incident recorded.

07

Staff scheduled around the busiest times, and stock that is tracked.

Can the company carry the plan?

Not yet.

8 of the 9 parts of the business we examined were not ready for the expansion.

What we found

10

01	HOW MANY GUESTS	The children's park was already close to its practical limit at around 300–400 guests a day. The new park needed to handle as many as 1,000 a day.
02	WAYS OF WORKING	Most of the park's work ran on habits people had learned over time. Ticketing, lifeguard rotations, cleaning, safety checks and staff handovers were not properly written down.
03	MANAGING STAFF	The informal way of managing 10–20 staff would not work with 50–100 staff. There was no clear line of who reports to whom, and nothing written down about what supervisors could decide on their own.
04	SAFETY CHECKS	Safety checks were being completed only 70–85% of the time.
05	INCIDENTS	Only 40–60% of incidents were being properly recorded.
06	EMERGENCIES	Emergency response still depended on the founder being there. There was no set chain of command, saying who takes charge, that could work without him.
07	ENTRY	Guests could only get in one way, by booking. With the number of guests planned for the new park, that single way in was expected to cause serious hold-ups at the entrance.
08	STOCK	There was no proper system to keep track of stock: chlorine, uniforms, food and drink stock, cleaning materials and other supplies that get used up.
09	STAFFING	Staff were not scheduled around the busiest times and places. At the new park's size, that would have meant too many people in some areas and too few in others.
10	MEASURES	Nothing measured safety, guest numbers or service, and what guests said was not collected in any set way.

The company as it was, and what would have stopped the plan

THE PLAN · GUESTS A DAY

CHILDREN'S PARK

ADULT PARK · PLANNED



The problem: the adult park brings far more guests.

WHAT WE FOUND · HOW THE COMPANY WORKED, BEFORE AND AFTER · DRAWN FROM OUR RECORDS OF THE WORK

What needs to change or be built?

Some parts of the company had to work differently. Others did not exist yet.

CHANGED What had to work differently

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
01 ENTRY · REDESIGNED	Guests could only get in by booking, through a single way in.	→	Entry became two separate ways in: guests who booked ahead have their booking checked at the entrance, and walk-in guests use self-service kiosks. The queues were split as well, with new signs, barriers and staff positions designed for the busiest times.
02 INCIDENT REPORTING · REBUILT	Only 40–60% of incidents were properly recorded, on paper.	→	Every incident now has to be recorded digitally when it happens: what happened, where, who was involved, what was done and what follow-up is needed. Emergency practice drills are planned and tracked in the same system.
03 STAFFING · PLANNED AROUND BUSY TIMES	Staff were not scheduled around the busiest times and places.	→	We worked out when the adult park would be busiest, from the children's park's own attendance, adjusted for the new park: weekends, public holidays and school holidays. Staff schedules were planned around those times, with a minimum number of staff in each area.

BUILT

What did not exist yet

06

WHAT WAS THERE BEFORE

HOW IT WORKS NOW

04

AREAS & SUPERVISORS · SET UP

The children's park ran on 10–20 staff managed informally, with no set areas and no clear line of who reports to whom.

→

The park's work was split into seven clear areas: Entry & Ticketing, Ride Operations, Lifeguard Coverage, Food & Beverage, Cleaning & Maintenance, Guest Services and Supervision. Each area was given a minimum number of staff for busy and quiet times, a supervisor, clear duties, and a clear line of who it answers to. Every frontline job got written duties, a standard to meet and a set route for passing problems up.

05

CHAIN OF COMMAND · BUILT

Supervisors were unsure what they could decide, and emergencies depended on the founder being there.

→

Each area's supervisor reported to a Head Supervisor. Supervisors were told in writing what they could decide themselves and what they had to pass up. Who takes charge in an emergency, at every level, when the founder or the Head Supervisor is not there, was written down and built into the safety system.

06

STEP-BY-STEP PROCEDURES · WRITTEN

Ticketing, lifeguard rotations, cleaning, safety checks and staff handovers ran on habit. Nothing was written down.

→

We wrote step-by-step procedures for ticketing and entry, lifeguard rotations and positioning, cleaning and maintenance, guest complaints, staff handovers and emergency response. Each one sets out what the work is for, the steps, what done properly looks like, when to pass a problem up, and why each step is there.

07

SAFETY SYSTEM · PUT IN PLACE

Safety checks were done by habit, with nothing recorded, and were completed only 70–85% of the time.

→

FEC recommended running safety checks on a proven, ready-made specialist platform instead of building new software from scratch. The client then got Mobaro, a platform of that kind, following that recommendation.

08

STAFF TRAINING · DELIVERED

Most staff at the new park had never worked at the children's park, and there was nothing written down to learn from.

→

New staff were trained on the safety procedures and on Mobaro before they started work at the new park: first on the written procedures, then on site.

BUILT

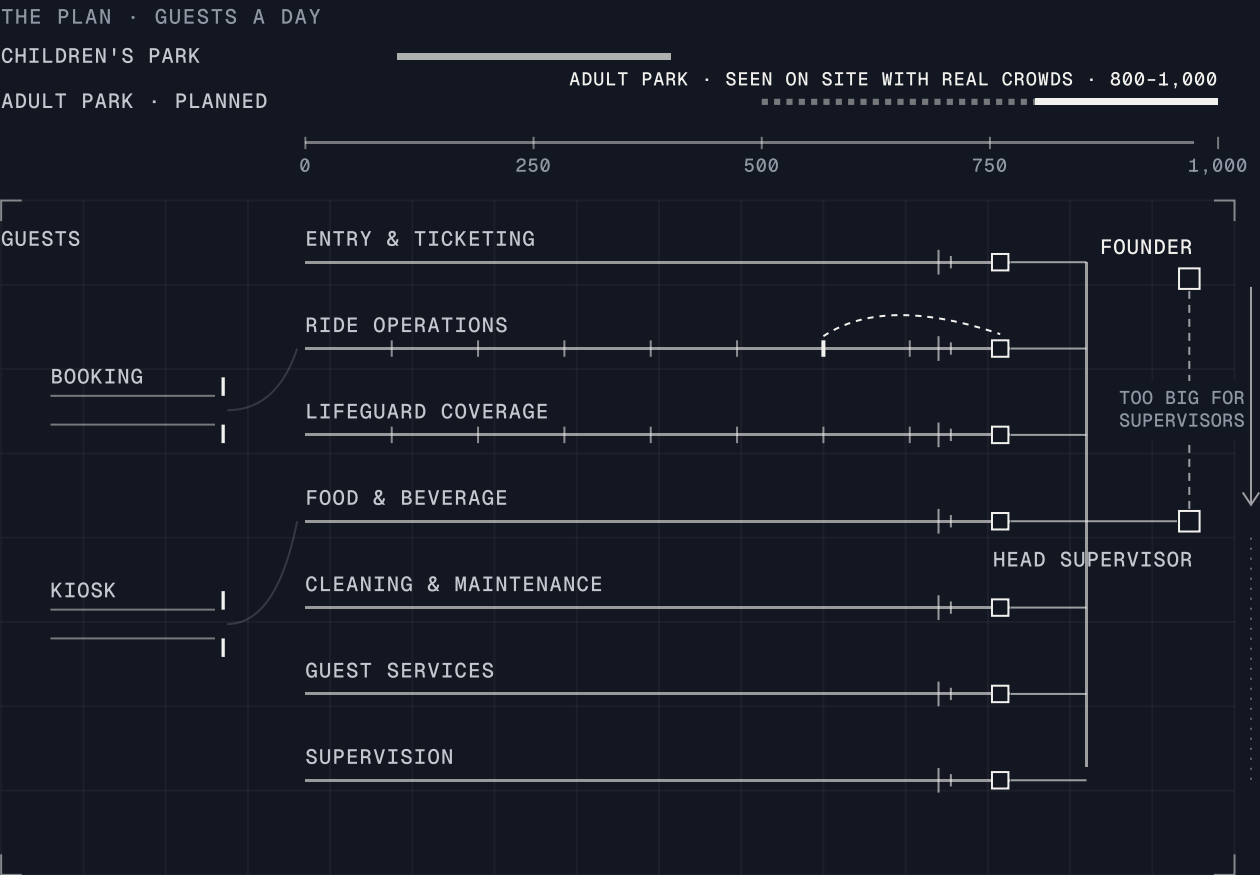
What did not exist yet

CONTINUED

	WHAT WAS THERE BEFORE		HOW IT WORKS NOW
09	Nothing kept track of chlorine, uniforms, food and drink, or cleaning supplies.	→	A stock-tracking system was installed for every kind of supply. Each one has a set stock level and a point at which to reorder, and every item taken out is recorded by area and date, so buying is based on actual use rather than memory.

STOCK TRACKING · BUILT

The company after the changes



After: the adult park, handling 800-1,000 guests a day.

The company after the changes · HOW THE COMPANY WORKED, BEFORE AND AFTER · DRAWN FROM OUR RECORDS OF THE WORK

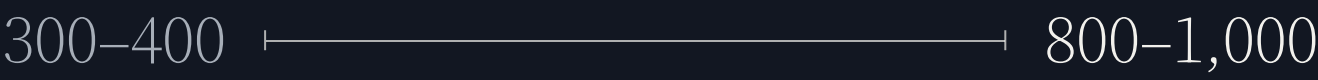
The new state, checked

Every figure with where it started, where it ended, how it was measured, and what limits it.

Guests a day each way of running handled

CHILDREN'S PARK · EXISTING MODEL

ADULT PARK · NEW OPERATING MODEL



SOURCE

CHILDREN'S PARK · MOST IT COULD HANDLE, SEEN ON SITE

→

ADULT PARK · SEEN ON SITE WITH REAL CROWDS

HOW IT WAS MEASURED

After the new setup of areas, supervisors and staff levels was in place, the adult park handled 800-1,000 guests a day without things breaking down.

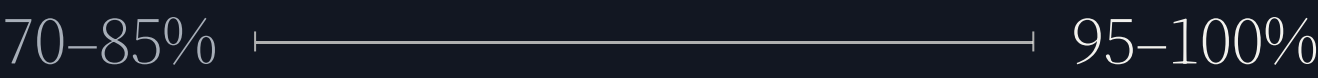
WHAT IT CAN AND CANNOT PROVE

These figures come from different parks. They compare how many guests the children's-park model handled with what the adult park handled after the new operating model was put in place. They do not show a same-site increase from 300-400 to 800-1,000. The result came from all the changes together, not one alone.

Safety checks completed

CHILDREN'S PARK · EXISTING PRACTICE

ADULT PARK · NEW SAFETY SYSTEM



SOURCE

CHILDREN'S PARK · SEEN ON SITE

→

ADULT PARK · MOBARO RECORDS

HOW IT WAS MEASURED

At the adult park, the digital safety system showed that 95-100% of checks were completed, even though the new park was running with far more guests and staff.

WHAT IT CAN AND CANNOT PROVE

Different parks: these compare the children's park's old practice with the adult park's new system, not one park measured twice. The client chose Mobaro on FEC's advice, and the result came from procedures, software, alerts and training together, not software alone. Safety checks at the children's park were done by habit with nothing recorded, so this was measured by watching.

Incident reporting

CHILDREN'S PARK · EXISTING PRACTICE

ADULT PARK · NEW SAFETY SYSTEM



SOURCE

SEEN ON SITE + MANAGEMENT'S REPORTS

→

ADULT PARK · MOBARO RECORDS

HOW IT WAS MEASURED

Reporting every incident became required, and each one was recorded digitally on the spot, as it happened.

WHAT IT CAN AND CANNOT PROVE

Different parks: the children's park's old practice compared with the adult park's new system, not one park measured twice.

More results from our work with this company

Time to get each guest through entry

3–6 minutes per guest at the smaller children's park →
2–4 minutes per guest with adult-park crowds

TIMED ON SITE

Without the entry redesign, the old way in was forecast to take 8–15 minutes per guest with the new park's guest numbers.

Queue wait

30–60 minutes **FORECAST IF NOTHING HAD CHANGED** → 15–
30 minutes seen on site with adult-park crowds

FORECAST → TIMED ON SITE

The children's park had seen 10–20 minute waits with far fewer guests, so that number cannot fairly be compared with the adult park.

Staff coordination

10–20 staff, managed informally → 50–100 staff
working with clear areas, supervisors and reporting
rules

SEEN ON SITE BY FEC

Staff coordination remained stable while the operation moved from roughly 10–20 staff at the children's park to 50–100 at the adult park.

How does the company become stronger through it?

WHAT REMAINS INSIDE THE COMPANY

AREAS & SUPERVISORS · SET UP

Each area's supervisor, within the area's written limits.

CHAIN OF COMMAND · BUILT

The Head Supervisor and the area supervisors. Only what is too big for supervisors goes to the founder.

STEP-BY-STEP PROCEDURES · WRITTEN

Every new hire at the adult park learns from the written procedures, not from habits they never saw.

SAFETY SYSTEM · PUT IN PLACE

The supervisors: every completed check is time-stamped, and a missed check alerts the supervisor in charge.

INCIDENT REPORTING · REBUILT

The supervisors, who see every open incident as it happens.

STRONGER AFTERWARD

The adult park runs on its own operating model, built for its size, not a stretched copy of the children's park.

Everyday decisions and emergency command no longer depend on the founder being at the park.

New staff learn from written procedures, not from habits they never saw.

Safety checks and incidents are recorded by a system, not left to habit.

Staffing and buying are planned from records of busy times and actual use.

The intervention ends. The operating state remains.

How we know

Every number in this record, where it comes from, and what it cannot prove.

	SOURCE	WHAT IT SHOWS	WHAT IT CANNOT PROVE
01	CHILDREN'S PARK · SEEN ON SITE	The most the children's park could handle (300–400 guests a day), and its safety checks (70–85%), from watching the park and its daily reports.	Safety checks were done by habit with nothing recorded, so this was measured by watching.
02	ADULT PARK · SEEN ON SITE WITH REAL CROWDS	800–1,000 guests a day handled without things breaking down.	These figures come from different parks. They compare how many guests the children's-park model handled with what the adult park handled after the new operating model was put in place. They do not show a same-site increase from 300–400 to 800–1,000. The result came from all the changes together, not one alone.
03	ADULT PARK · MOBARO RECORDS	Safety checks 95–100% completed, and 90–100% of incidents recorded.	Different parks: these compare the children's park's old practice with the adult park's new system, not one park measured twice. The client chose Mobaro on FEC's advice, and the result came from procedures, software, alerts and training together, not software alone.
04	SEEN ON SITE + MANAGEMENT'S REPORTS	Only 40–60% of incidents recorded at the children's park.	
05	TIMED ON SITE	Entry down from 3–6 to 2–4 minutes per guest, and queues of 15–30 minutes at the adult park.	The children's park was timed with far fewer guests, so its numbers cannot fairly be compared.
06	FORECAST	8–15 minutes per guest at entry and 30–60 minute queues at the new park's numbers, if nothing had changed.	Worked out from what we found before the changes. Not measured.
07	SEEN ON SITE BY FEC	Staff coordination remained stable while the operation moved from roughly 10–20 staff at the children's park to 50–100 at the adult park.	

What does this company need to become to
execute its next stage, grow stronger, and create
more value through it?

Bring us the plan.

Tell us what the company is trying to do next. Every review is handled in confidence.

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