London School of English
Monthly KPIs

THE LONDON
SCHOOL OF
ENGLISH
SINCE 1912

Introduction

Purpose

This report is written to help board members understand the current state and trajectory of LSE KPI's as defined at the start of 2023. The report is split into two sections: the main KPIs and an Appendix featuring additional graphics and commentary.

Comments

The September edition is the seventh edition of the Monthly KPI's Report and as such, the KPI's, visualisations, and format is subject to change. Any feedback would be greatly appreciated and used to improve future editions.
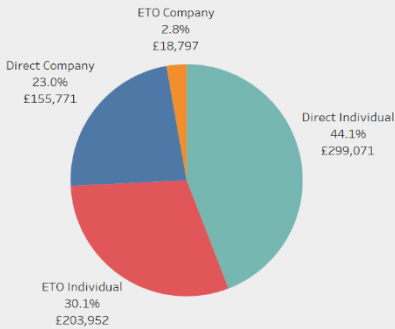
Core KPIs

Finance

Profit & Loss		MONTH - SEPTEMBER							YTD						
		Actual (£)	Budget (£)	Var v Budget (£)	Var v Budget %	LY (£)	Var v LY (£)	Var v LY %	Actual (£)	Budget (£)	Var v Budget (£)	Var v Budget %	LY (£)	Var v LY (£)	Var v LY %
Revenue - Courses		292,120	383,000	-90,880	-23.7%	303,873	-11,753	-3.9%	2,695,665	2,844,400	-148,735	-5.2%	1,838,108	857,557	46.7%
Revenue - Other		36,948	25,200	11,748	46.6%	24,986	11,962	47.9%	254,613	187,740	66,873	35.6%	148,784	105,829	71.1%
Revenue - Total		329,067	408,200	-79,133	-19.4%	328,859	208	0.1%	2,950,278	3,032,140	-81,862	-2.7%	1,986,892	963,386	48.5%
Staff Costs (Permanent)		-165,290	-150,083	-15,207	-10.1%	-128,172	-37,118	-29.0%	-1,397,647	-1,281,097	-116,550	-9.1%	-972,856	-424,791	-43.7%
Staff Costs (Freelancers)		-47,231	-50,000	2,769	5.5%	-30,640	-16,591	-54.1%	-306,165	-372,500	66,335	17.8%	-291,009	-15,156	-5.2%
Other Costs		-116,692	-126,884	10,192	8.0%	-102,666	-14,026	-13.7%	-1,023,387	-1,090,937	67,550	6.2%	-787,523	-235,864	-30.0%
Total Costs		-329,213	-326,967	-2,246	-0.7%	-261,478	-67,735	-25.9%	-2,727,199	-2,744,534	17,335	0.6%	-2,051,388	-675,811	-32.9%
Net Profit		-146	81,233	-81,379		67,381	-67,527		223,079	287,606	-64,527			-64,496	287,575
Net Profit Margin (%)		0.0%	19.9%			20.5%			7.6%	9.5%			-3.2%		

Covenant Calculation			
	Month (£)	Quarterly (Rolling) (£)	12 Month (Rolling) (£)
Adjusted Profit / (Loss)	35,463	282,112	716,253
% of Interest cover	426%	1128%	674%

Cash	
	Month (£)
Operational	523,279
Escrow	408,893
Total	932,171

Revenue

Booked in 2022 for Delivery in 2023

ETO Company
2.8%
£18,797

Direct Company
23.0%
£155,771

Direct Individual
44.1%
£299,071

ETO Individual
30.1%
£203,952

Booked in 2023 for Delivery in 2023

ETO Company
6.3%
£157,199

Direct Company
16.3%
£407,511

Direct Individual
51.9%
£1,298,710

ETO Individual
25.5%
£638,959
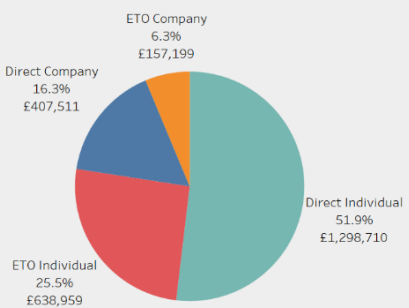
Booked in August 2023 for Delivery in 2023

ETO Company
0.4%
£840

Direct Company
11.1%
£21,464

ETO Individual
22.4%
£43,357

Direct Individual
66.1%
£127,753
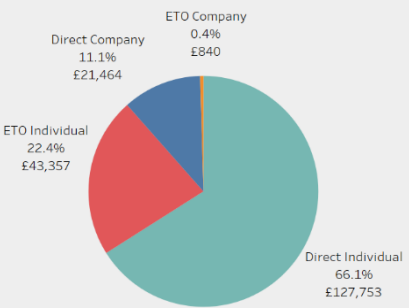
Product Mix Delivered in 2022

LEN
2.9%
£55,521

IEL
3.2%
£60,349

IND
10.7%
£202,382

BP25
26.3%
£496,125

GE20
55.8%
£1,050,647
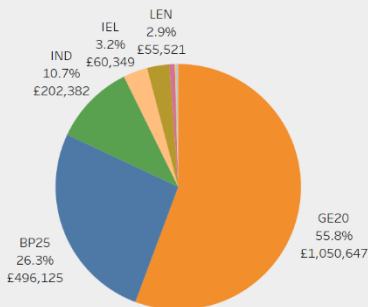
Product Mix Delivered 2023YTD

IEL
3.1%
£87,530

LEN
4.7%
£132,424

IND
11.7%
£329,741

BP25
23.7%
£670,486

GE20
55.4%
£1,567,472
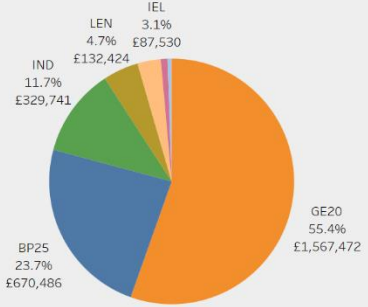
Product Mix Delivered Sep 2023

IEL
1.62%
£4,290

LEN
3.62%
£9,587

IND
7.13%
£18,889

BP25
25.69%
£68,018

GE20
61.94%
£164,008

Average Revenue per Student HPG

2023 Average = £1,702

2022 Average = £1,548

2016-19 Average = £1,402

£1,569

£1,788

Avg Revenue per Student

Month Course Booked In

Jan 22 Feb 22 Mar 22 Apr 22 May 22 Jun 22 Jul 22 Aug 22 Sept 22 Oct 22 Nov 22 Dec 22 Jan 23 Feb 23 Mar 23 Apr 23 May 23 Jun 23 Jul 23 Aug 23 Sept 23
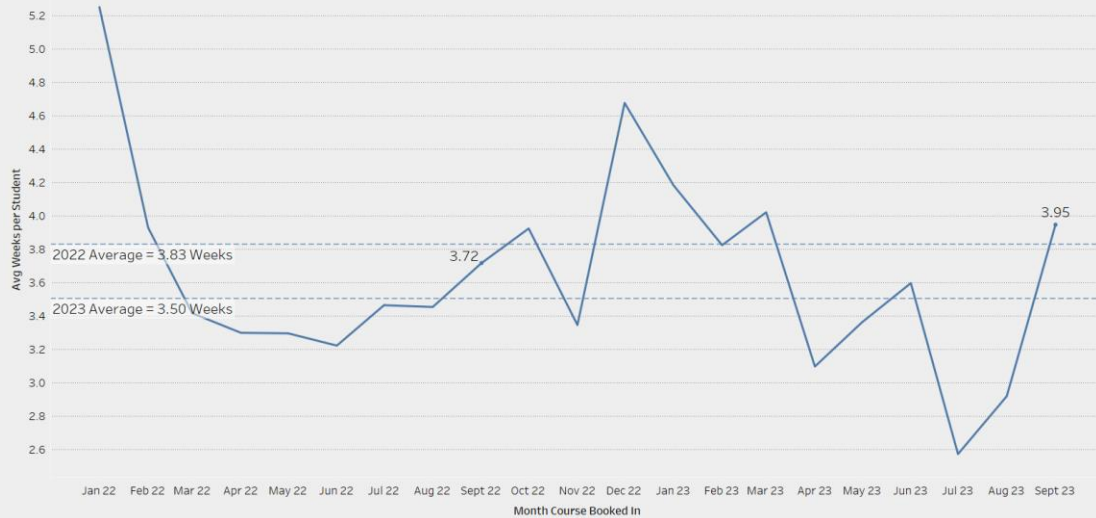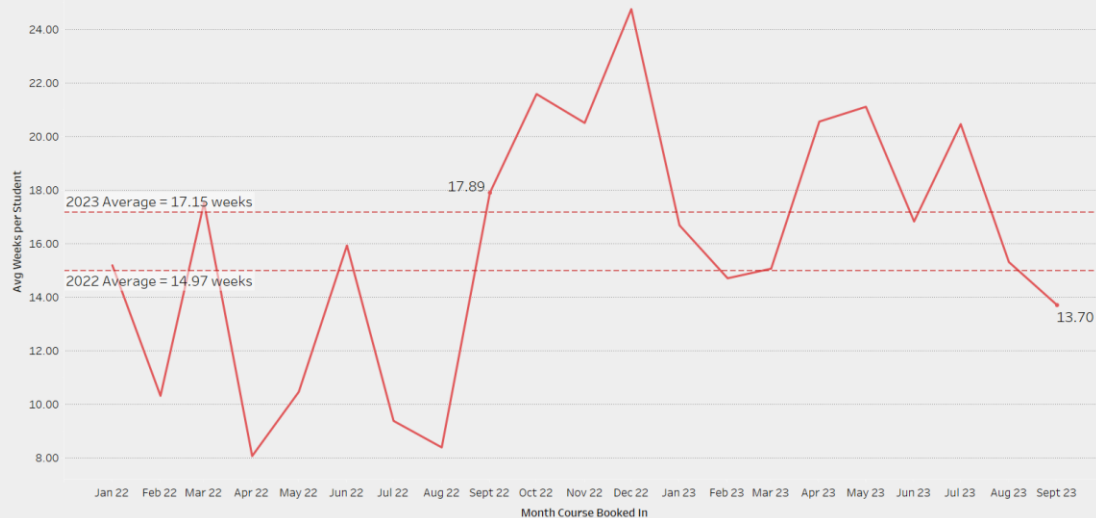
£2,200

£2,000

£1,800

£1,600

£1,400

£1,200
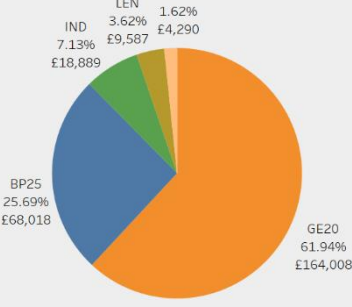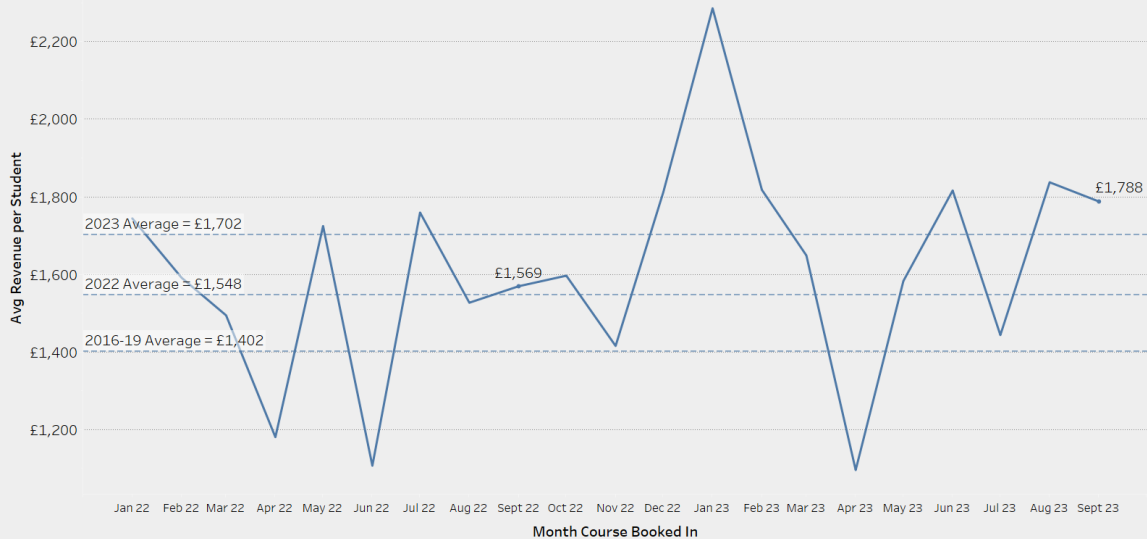
Average Revenue per Student LSE-Online
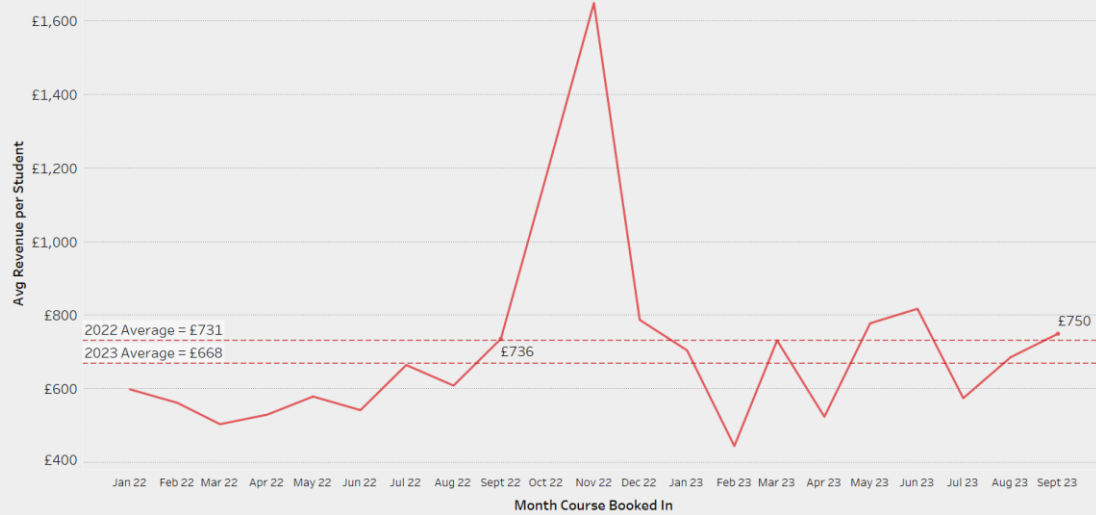
Average Booking Weeks per Student HPG

Average Booking Weeks per Student LSE-Online

Operations

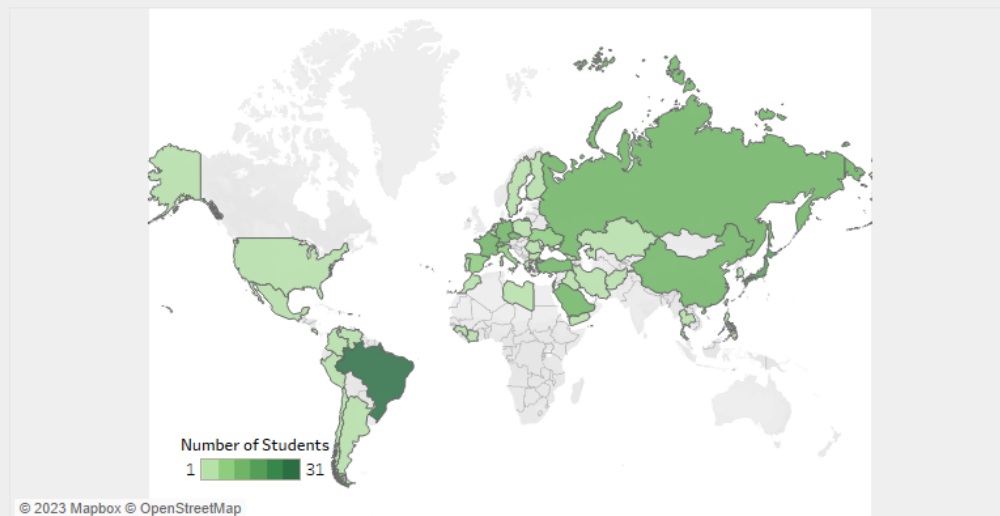### Classroom Utilisation AM (SEP 23)

- Target, 79%
- Unused Classrooms, 34.8%
- Actual Classrooms Used, 65.2%

Classroom Utilisation PM (SEP 23)

- Target, 79%
- Unused Classrooms, 33.9%
- Actual Classrooms Used, 66.1%

Seat & Classroom Utilisation 2023 YTD

- Classroom Utilisation
- Seat Utilisation (OF CLASSROOMS USED)
- SU Target
- CU Target

Seat Utilisation AM (SEP 23)

- Target, 80%
- Unused seats as % of CU, 27.8%
- Actual Seats Used as % of CU, 72.2%

Seat Utilisation PM (SEP 23)

- Target, 80%
- Unused seats as % of CU, 45.1%
- Actual Seats Used as % of CU, 54.9%

Trainer Utilisation Wks 36-39 (SEP 23)

- 9.6%
- 8.3%
- 5.6%
- 9.7%
- 66.8%

- Teaching Hours (Normal + Overtime)
- Cover/Development
- Black Ops
- Holiday
- Other (Sickness, Unpaid, Other)

Trainer Utilisation 2023 YTD

- 5.3%
- 8.7%
- 4.5%
- 9.0%
- 72.5%

- Teaching Hours (Normal + Overtime)
- Cover/Development
- Black Ops
- Holiday
- Other (Sickness, Unpaid, Other)

2023 YTD Trainer Utilisation

- Teaching Hours
- Cover/Development
- Black Ops
- Holiday
- Other Sickness, Unpaid, Other

See page 14 for a detailed breakdown of trainer utilisation

Nationalities at HPG Map

© 2023 Mapbox © OpenStreetMap

Number of Students
1 — 31

Number of Unique Nationalities Monthly

Month at the School
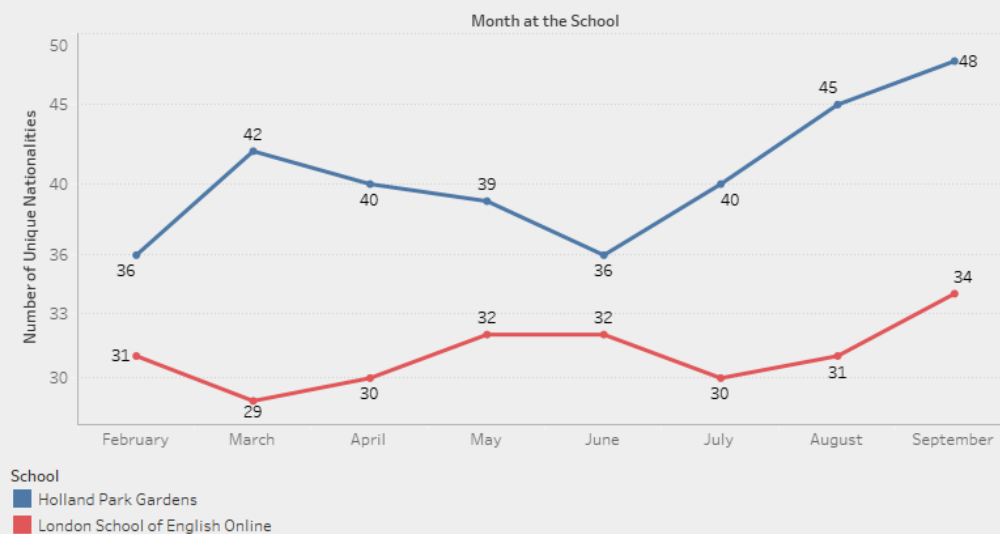
School
- Holland Park Gardens
- London School of English Online

Objective: No country with **>10%** of overall students at the school in any given month.

Top 10 Nationalities HPG

Nationality		% / Count
Brazilian	🇧🇷	8.33% / 17
Japanese	🇯🇵	7.84% / 16
Czech	🇨🇿	7.35% / 15
Chinese	🇨🇳	6.86% / 14
Turkish	🇹🇷	6.37% / 13
French	🇫🇷	5.88% / 12
Russian	🇷🇺	5.88% / 12
Saudi	🇸🇦	5.39% / 11
German	🇩🇪	4.90% / 10
Spanish	🇪🇸	4.90% / 10

Top 10 Nationalities LSE-OL

Nationality		% / Count
Russian	🇷🇺	15.27% / 20
German	🇩🇪	13.74% / 18
French	🇫🇷	8.40% / 11
Japanese	🇯🇵	7.63% / 10
Italian	🇮🇹	6.87% / 9
Togolese	🇹🇬	6.11% / 8
Indian	🇮🇳	5.34% / 7
Swiss	🇨🇭	5.34% / 7
Brazilian	🇧🇷	4.58% / 6
British	🇬🇧	3.05% / 4

Accommodation

Capacity of PCV

Month Avg. = 95%

- PCV Week 1: 100.00%
- PCV Week 2: 100.00%
- PCV Week 3: 100.00%
- PCV Week 4: 80.00%

Proportion of Available Capacity Occupied (%)
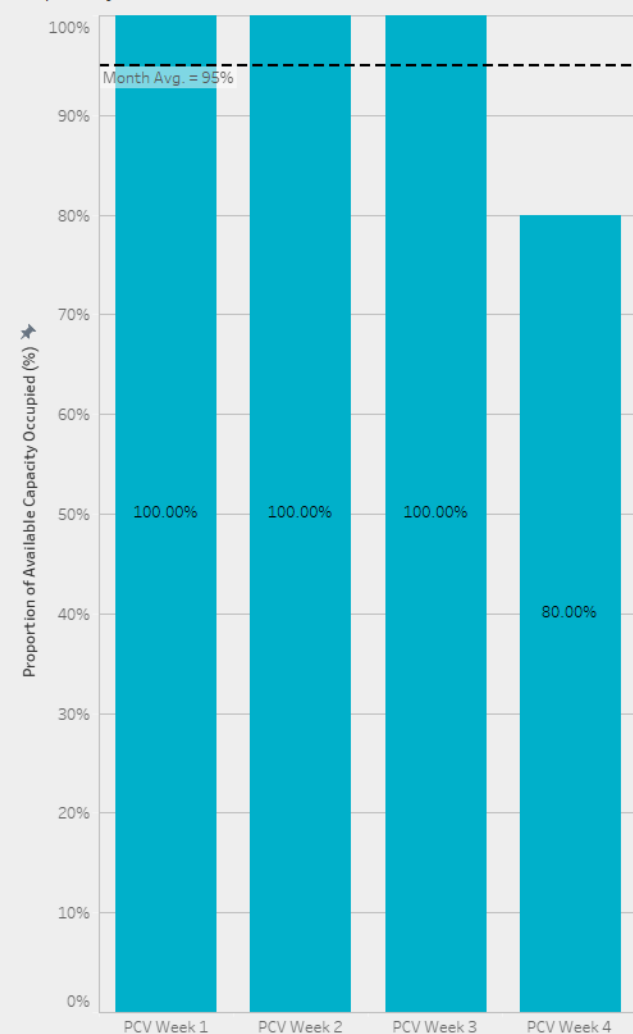
Capacity of Silver Homestay

Month Avg. = 48%

- Silver Week 1: 50.00%
- Silver Week 2: 51.13%
- Silver Week 3: 42.86%
- Silver Week 4: 47.14%

Proportion of Available Capacity Occupied (%)
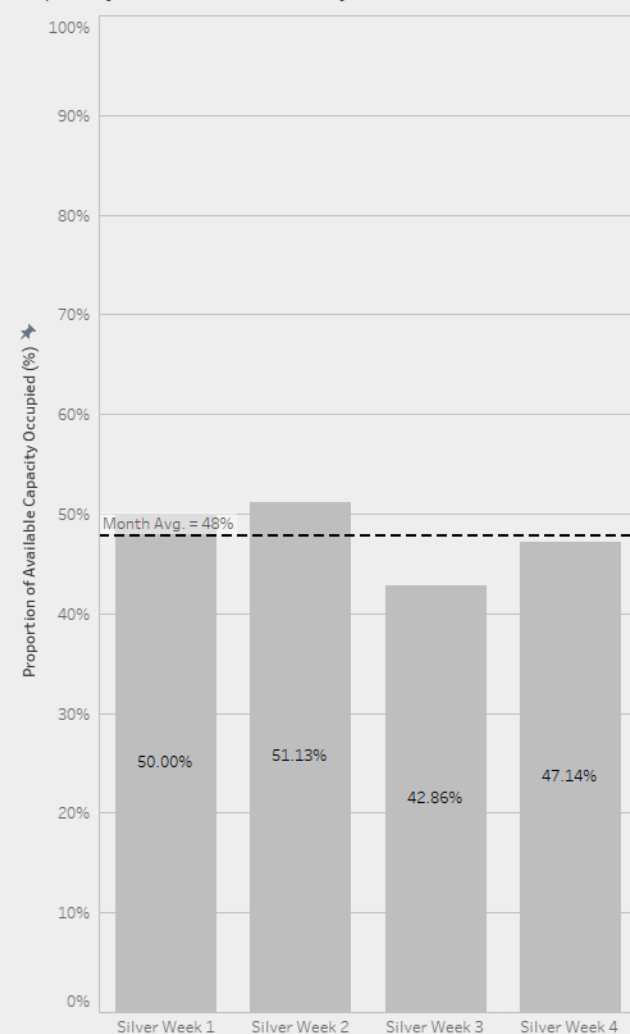
Capacity of Gold Homestay

Month Avg. = 20%

- Gold Week 1: 16.59%
- Gold Week 2: 21.83%
- Gold Week 3: 21.95%
- Gold Week 4: 21.60%

Proportion of Available Capacity Occupied (%)
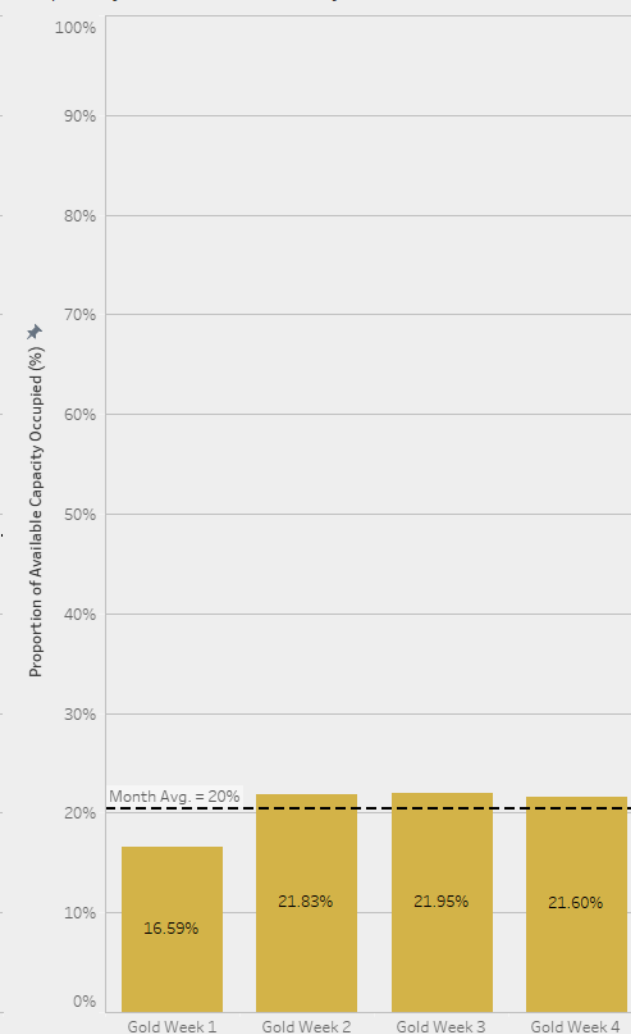
Appendix

Graphs beyond this point do not form part of the main business KPIs and are instead intended as surplus information that may be interesting or useful to stakeholders. Indicators may vary month-to-month.

Sales & Marketing

LEAD GENERATION
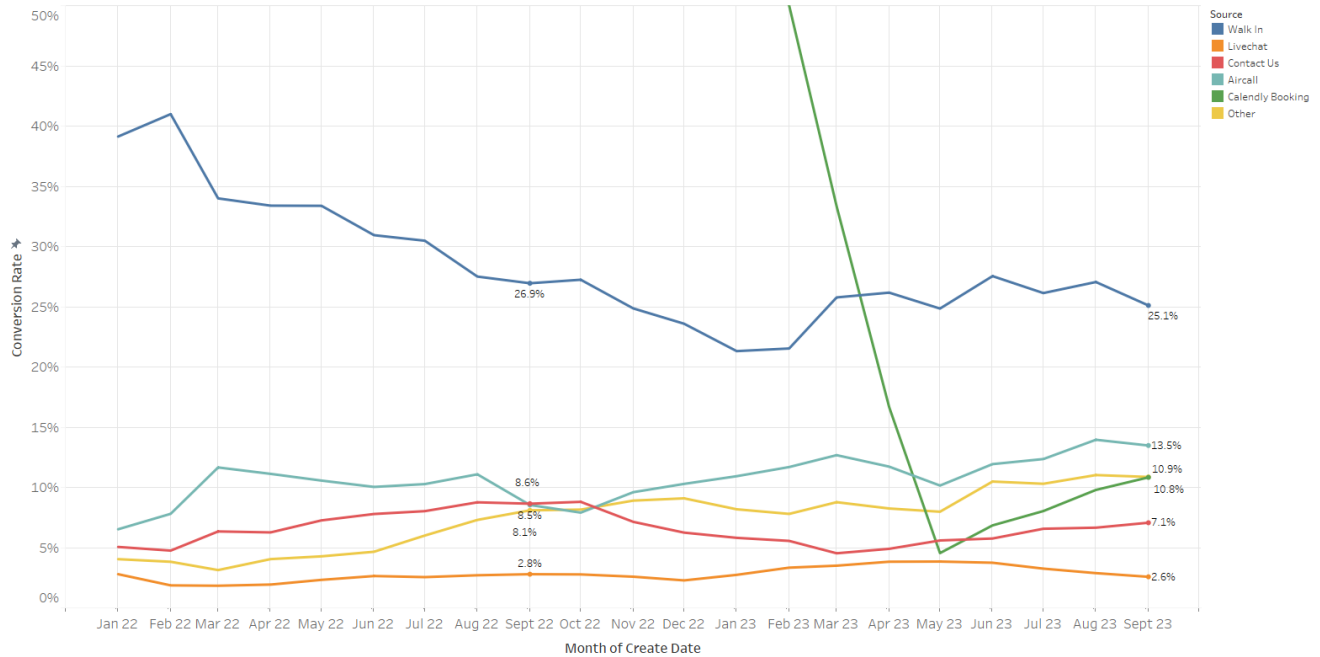

Conversion Rate for All Leads

*Figure 1: **Lead Conversion Rate for all leads created each month.** Month that the lead was created in is displayed on the x-axis and conversion rate on the y-axis. See notes below to find out how the target was calculated.*

Conversion rate is defined as the total number of leads that led to a booking divided by the total number of leads in Salesforce that were created during the same period. "Other" leads contain Aircall leads.

The target level will change each month. It is calculated as the 6-month rolling average conversion rate scaled up or down relative to how far above or below forecast we were in terms of revenue over the last 6 months.

Conversion Rate by Lead Source

*Figure 2: **Lead Conversion Rate by Lead Source.** Month that the lead was created in is displayed on the x-axis and conversion rate on the y-axis. See the legend for the lead source key.*

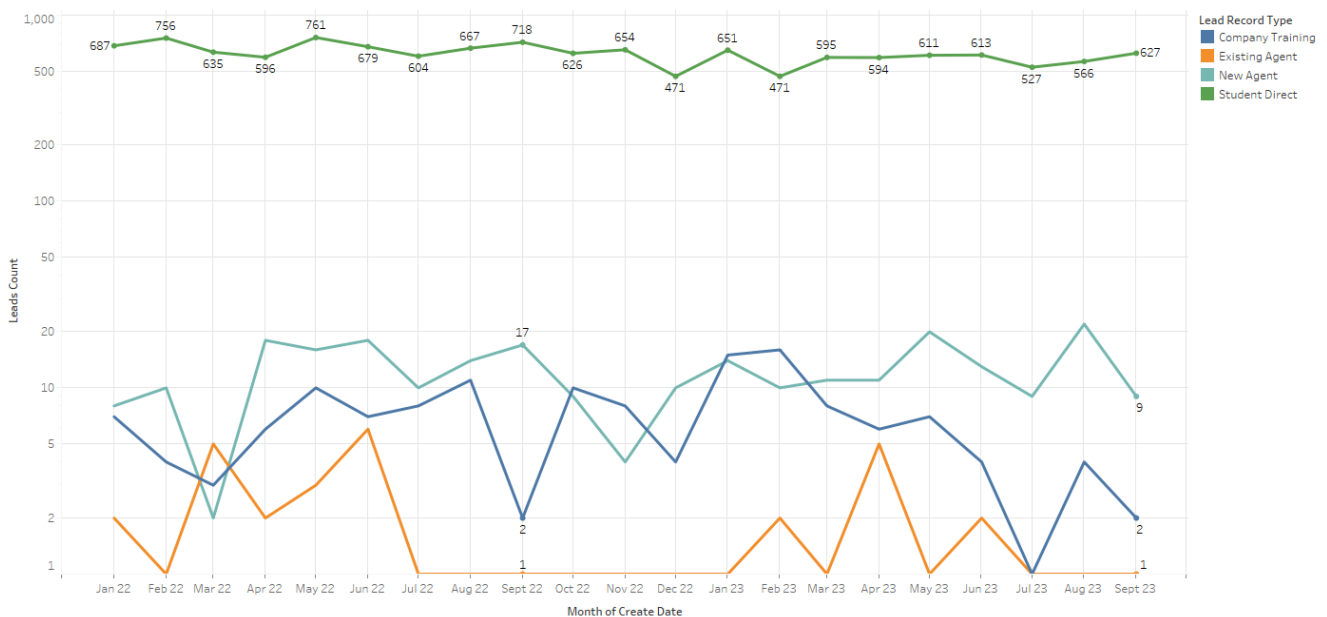The lines for each lead source represent a six-month rolling average value.

Leads Created

*Figure 3: **Leads created each month by Lead Source.** See the legend for source information.*

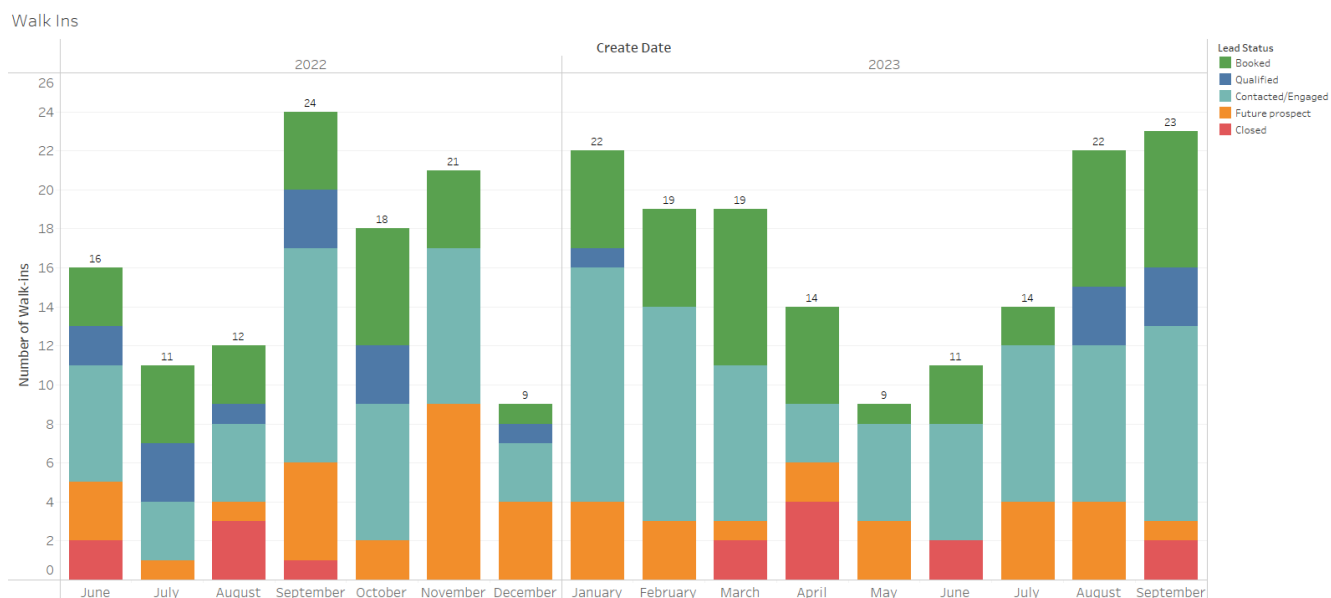Please note that the y-axis is displayed using an exponential scale.

Appendix   10

Walk Ins

*Figure 4: **Total Number of Walk-ins by Lead Stage and Create Month**. This visualises the change in the total number of walk-ins over the past 16 months and the composition of their Lead Stage (a measure of lead progression).*

OPPORTUNITY GENERATION

*Figure 5: **Last 3 Months Opportunities Generated by Record Type and Stage 2022 vs 2023**. This graph shows the differences between the value and stage of opportunities generated in the most recent 3 months this year vs the same months in 2022 across record types (agent, direct or corporate).*

Appendix 11

Figure 6: **Opportunities Won by Opportunity Record Type.** *Each row represents the total value of opportunities won for each record type. The black lines represent the target level.*

The targets were deduced by calculating the proportion of total revenue in 2022 that won opportunities from each record type constituted, pro-rated by 2023 monthly forecasted revenue.

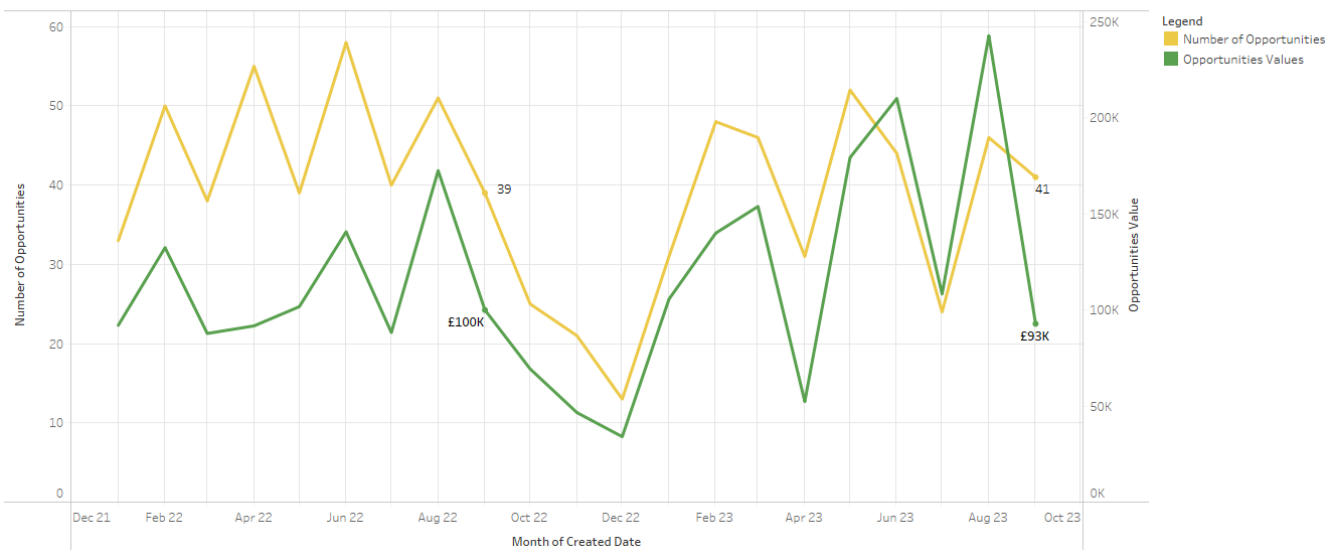Figure 7: **Number and Value of Opportunities Created by Month.** *The left axis represents the number of opportunities created per month and the right axis represents the corresponding total value of those opportunities.*

Appendix   **12**

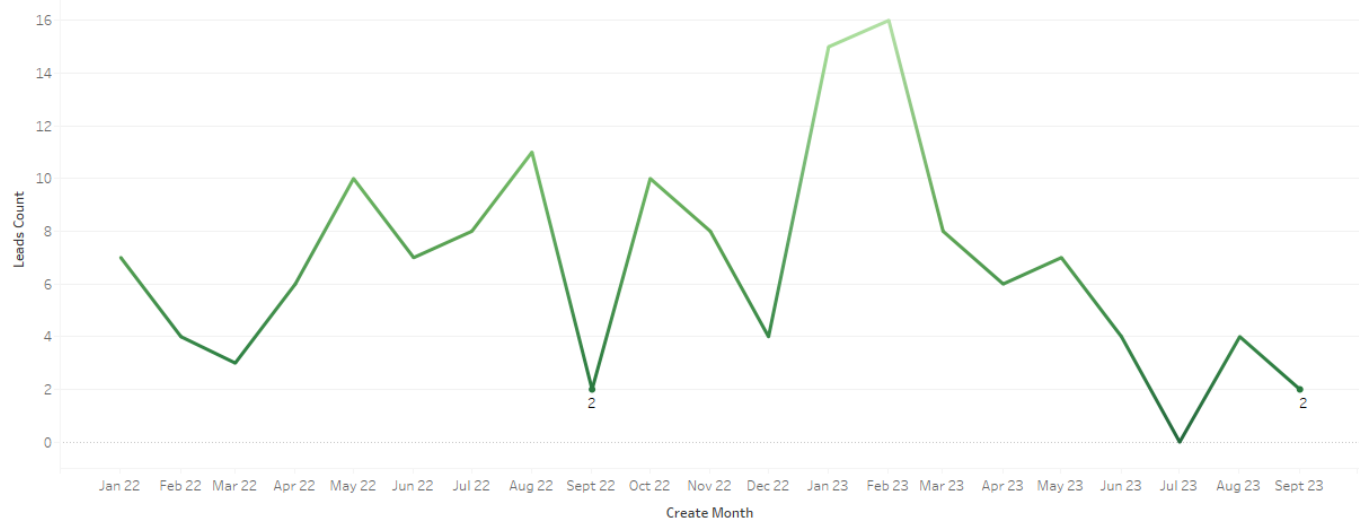# SPECIALS

Company Training Leads Created

*Figure 8: **Specials Leads Created.** Company Training leads created each month with month created on the x-axis and number of company training leads created on the y-axis.*

Specials Opportunities September 2023

Stage	Account Name	Opportunity Name	Opportunity Owner	Amount Net Net
Closed Won	Buckinghamshire Council	LSIC Working across Cultures 1 day United Kingdom October 2023	Faeza Afzal	Null
Proposal/Price Quote	Bahwan Veolia Water	LSO General + Business English 6 licenses Oman Sept 2023	Hina Khan	1,110

*Figure 9: **Corporate (Specials) Opportunities Created in September 2023**. This table lists the new organisations engaged in September 2023 sorted by opportunity stage and value.*

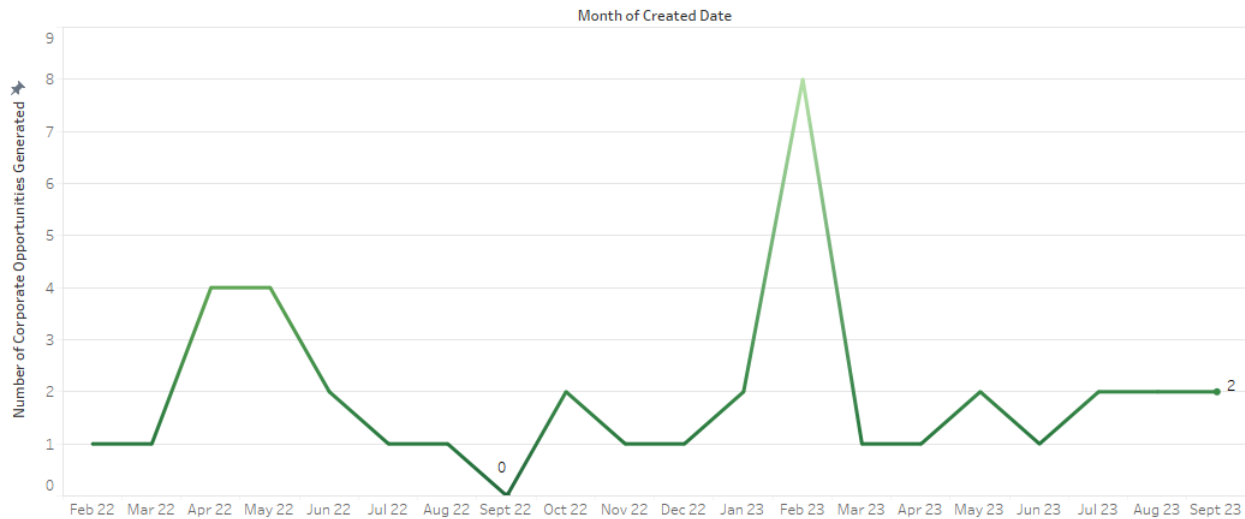## Monthly Specials Opportunities Generated 2022-23

*Figure 10: **Number of Specials Opportunities Generated 2022-23**. This graph shows the number of corporate opportunities generated per month since the start of 2022 with the Create Month on the x-axis and Number of Leads Generated on the y-axis.*

Appendix   **13**

Operations

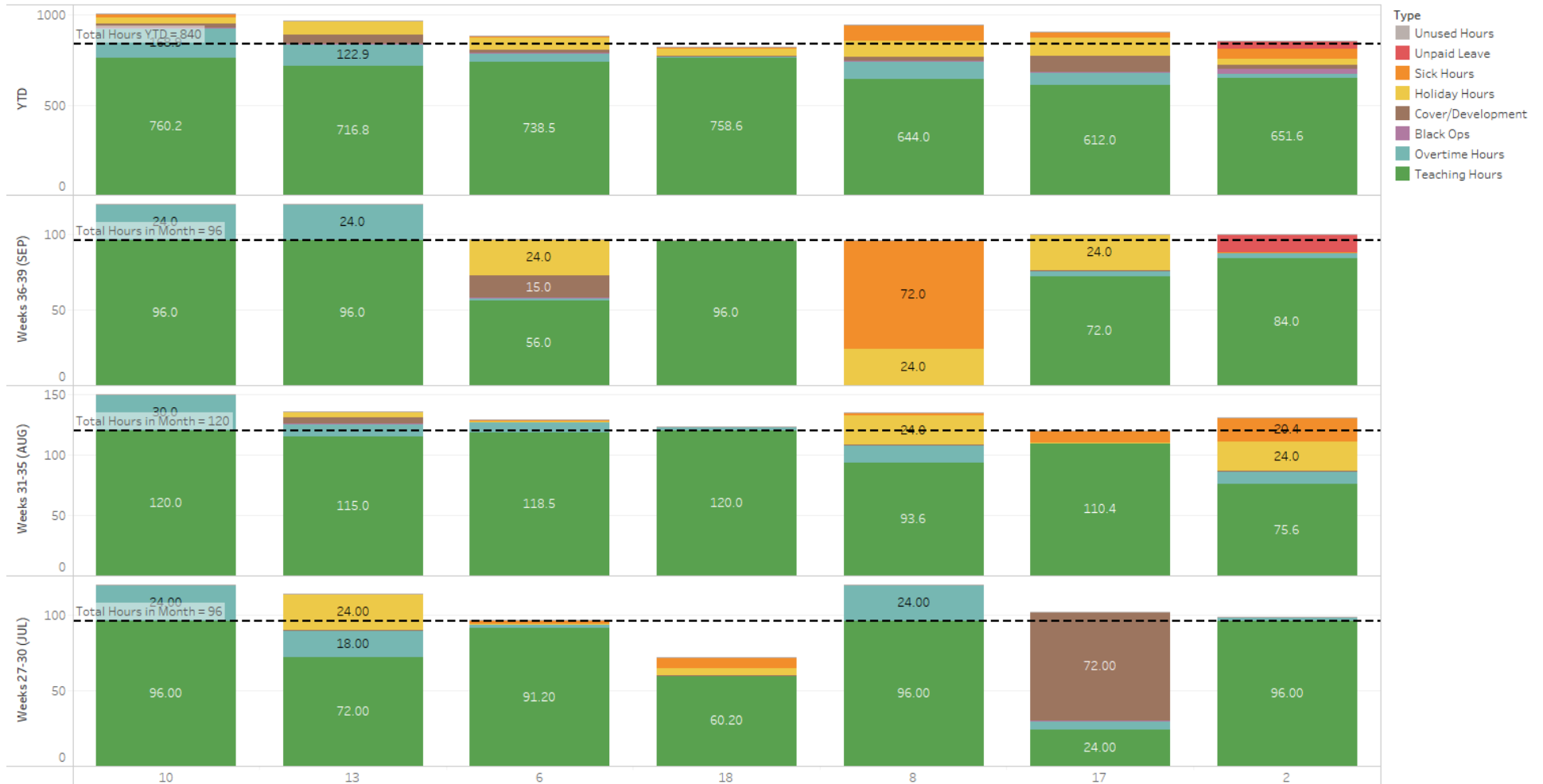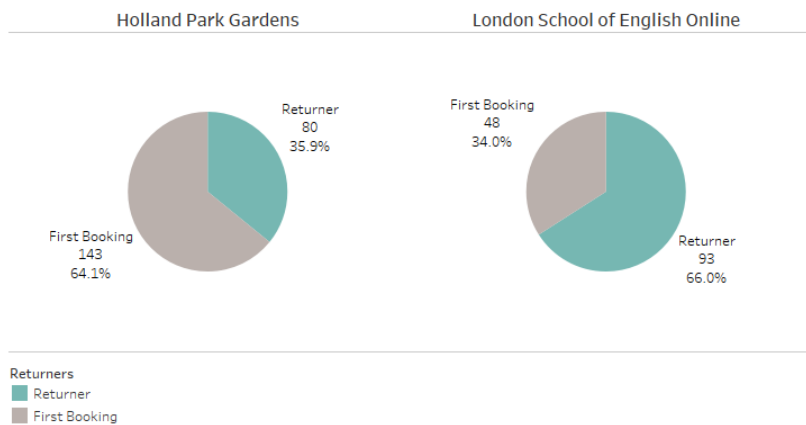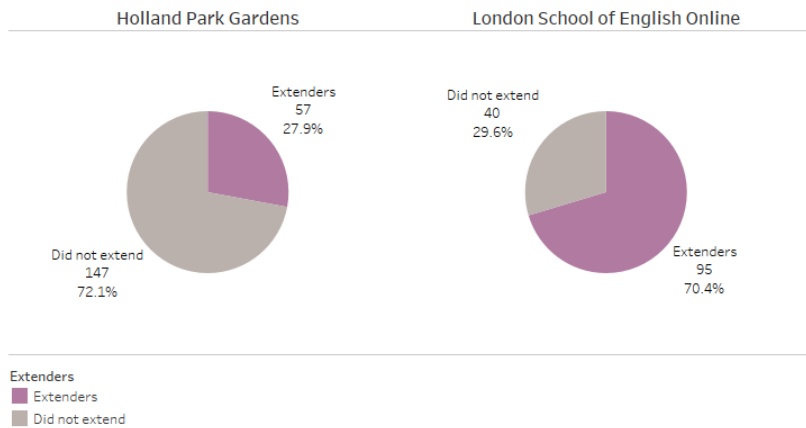## TRAINER UTILISATION

Permanent Staff Trainer Hours YTD '23

*Figure 11: **Trainer Utilisation YTD.** The y-axis displays Hours Worked for each period. The graph is sorted by total teaching hours (Teaching Hours + Overtime Hours) YTD in descending order. Dashed lines display total working hours contracted. Trainer names are anonymised.*
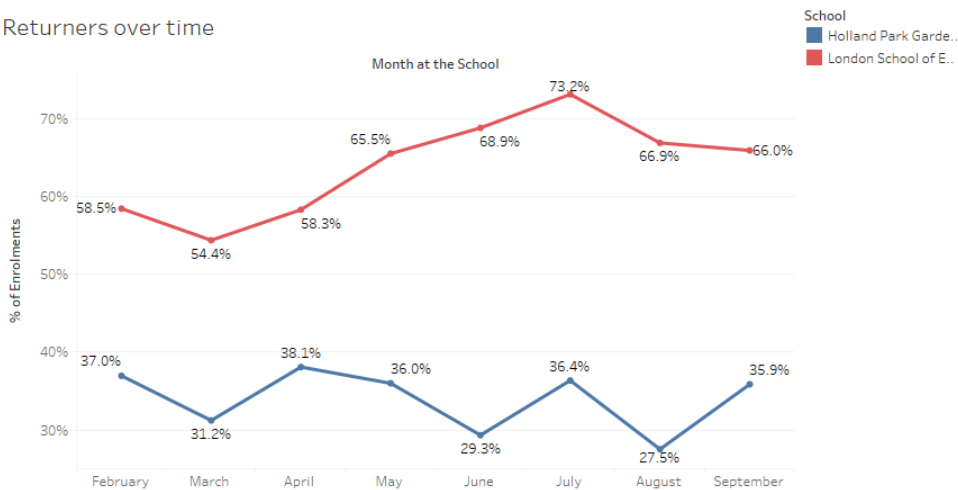
Appendix
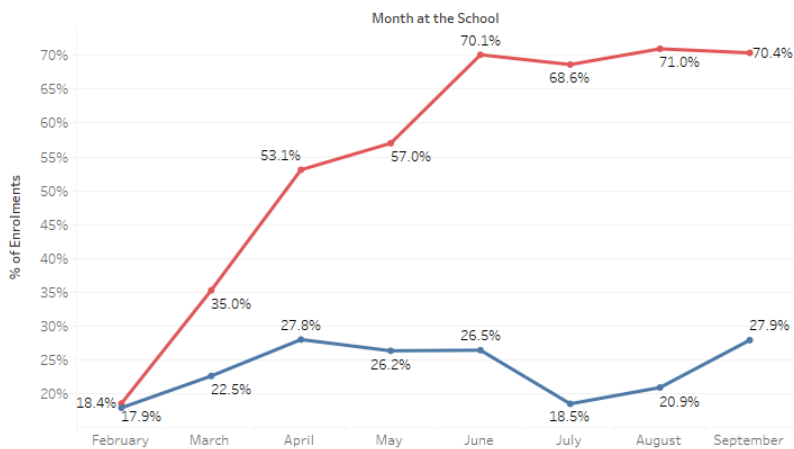
ALUMNI AND EXTENSIONS

*Figure 12: **Returners and Extenders**. The pie charts represent the proportion of students who have taken a booking with us previously (returner) and those who decided to extend their enrolment with us (extender). The line charts map these statistics across Month at the School.*

Due to its configuration, the 'Extenders' indicator is becoming progressively more accurate since its creation in Salesforce in February 2023. Therefore, the increase of 17.9% to 68.6% for LSE-Online students is likely to be overstated. Instead, it is more likely that the figures for June to August are closer to the truth.

Appendix