

Outcomes

- To ensure that marketing activity is maximised
- To effectively communicate marketing activity with the whole community, both to users and non users
- To ensure that a variety of marketing methods are used to increase income and usage

PLAN

How do you plan to market your programme and facilities?

EXAMPLES OF BEST PRACTICE

- Relevant plans
- Marketing and promotional plan
- Governing body's
- Market segmentation
- Demographic and socio
- Social media and blogging
- Economy
- 7 Ps
- Competitor analysis
- SWOT analysis
- Internal environmental
- Performance measurement
- Procedures and policy standards

GUIDANCE

- Does the centre's marketing plan link to relevant organisation objectives including corporate, business and financial plans
- Is there a documented marketing/ promotional plan in place which highlights all planned activities with costs and resources allocated; such as leaflets, promotions, financial and physical resources, responsibilities, distribution and evaluation
- Have individual governing body sport plans been considered when developing the marketing plan and activity
- Are the management staff aware of market segregation; is the marketing mix planned to match the expectations of those customers in the targeted segments
- Have the management team researched local and national demographics; have they been considered within the marketing plan and activity
- Has the organisation considered different methods of marketing media to assist in reaching their target market, such as texting, websites, emails, social net workings site, face book and twitter
- Has the organisation considered the current economy which may affect the business plan such as economic downturn, including on a national and international level
- Have the '7P's' product, place, price, promotion, people, process and physical evidence, been considered when developing the marketing plan and activity
- Does the organisation review itself against its competitors, has a comprehensive competitors analysis been undertaken, including price, activity and against non sporting organisations
- Has the organisation completed a strengths, weaknesses, opportunities and threats (SWOT) analysis and recorded the findings on an action plan
- Does the organisation understand the environment within which they are working, such as private contractor or leisure trust including contractual and operational constraints; have they been considered within the marketing plan
- Have relevant key performance indicators (KPI's) been identified and targets set to measure the effectiveness of the marketing activity
- Are procedures and policies clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customer

DO**How do you ensure that your marketing activity will reach everyone within the local community?****EXAMPLES OF BEST PRACTICE**

- Marketing responsibility
- Partnership working
- Target markets
- Market segmentation and penetration
- Brand and brand standards
- Product lifecycle
- Pricing
- Promotional planner budget
- Public relations
- Marketing communication

GUIDANCE

- Has the organisation defined responsibilities for marketing; are all responsibilities clearly identified in the staffing structure
- Are there clear job descriptions and person specifications for all roles in marketing
- Are there good examples of working in partnership with other organisations or services to assist in the delivery of the marketing activity
- Has the organisation identified their target markets following demographic analysis
- Does the organisation have a understanding of the link between market segmentation and increasing market penetration across the whole community
- Has the organisation developed a key brand to ensure a corporate image is portrayed on all marketing media, such as leaflets, posters, letter heads, uniform and websites
- Has a brand standard guide been developed to ensure corporate consistency across all marketing material, such as logos, font type, font size and colour
- Does the organisation understand and manage their products based upon their lifecycle
- Is pricing used to assist the organisation in delivering their aims and achieving their objectives, such as concessionary prices, different member options, leisure card, pay and play and multi tickets
- Is the marketing activity within the promotional plan linked back to the centre's budget; has the promotional spend for the year been accurately costed with all potential variations of graphic design, website design and social media considered
- Are public relations based on clear outcome requirements and linked back to the centre's budget
- Have clear links been made between the marketing communication and the resulting sales

What external influences and best practice do you use to develop effective marketing activity?**EXAMPLES OF BEST PRACTICE**

- Industry best practice
- Professional membership
- Data protection
- Copyright
- Trademarks

GUIDANCE

- Do the management take into consideration industry best practice and latest trends and initiatives when developing the marketing plan and activities
- Do staff attend industry seminars and conferences
- Are staff members of professional bodies, such as Chartered Institute of Marketing (CIM)
- Are the staff aware of the data protection act and their responsibilities in ensuring customer information is stored securely and not shared with third parties
- Are the staff aware of copyright and trademarks in relation to marketing and promotional activity

What resources have you in place to deliver your marketing?

EXAMPLES OF BEST PRACTICE

- Budget
- Resources
- Internal and external expertise
- Partners to support delivery
- Marketing media
- Community engagement
- Outreach plan
- Sales promotion
- Stakeholder engagement
- Non user
- Staff incentives
- Procedures and policy systems

GUIDANCE

- Has the organisation defined the marketing spend within the financial budget; does the budget consider all aspects, such as printing costs, stationery, postage, license fees and staff
- Have adequate and appropriate human resources, such as time and staff been allocated to the delivery of marketing plan
- Is internal and external expertise used to deliver market activity
- Have potential partners been identified that could assist in delivering marketing activity
- Is a variety of different marketing media used to deliver the marketing activity, such as social media, e-marketing, direct mail, referral campaigns, newspaper advertising, newsletters, radio, texting, staff uniform and audio visual
- Do the staff have a good knowledge of the local community and are they actively involved within it in a day to day capacity
- Is there an outreach plan in place that determines when and where community engagement takes place
- Are regular promotions delivered both internally to existing customers and externally to target non users
- Are there processes in place to communicate with all stakeholders to address and deliver their needs
- Are surveys undertaken that assist the organisation to identify non user needs and requirements
- Are incentives in place to encourage staff to deliver the marketing activity and push sales, such as commission

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Business plan
- Performance measurement
- Sales targets
- Membership targets
- Media monitoring
- Promotional activity evaluation
- Market segmentation
- User and non user surveys
- E- comms
- Public relations

GUIDANCE

- Does the organisation measure their achievement against the objectives of the business plan
- Have Key Performance Indicators (KPI's) been developed to measure the business

- Are sales and usage targets measured against actual performance and/ or previous performance
- Are membership numbers increasing and how is this measured
- Have processes been developed to ensure that all forms of media used are monitored in terms of effectiveness to determine future decisions
- Is there a process in place to measure the success of promotional activity that is delivered
- Is market penetration and its benefits measured against segments of the market
- Are achievement against previous user and non-user surveys measured
- Does the organisation measure achievement against previous 'Google Analytic Reports' , 'Search Engine Optimisation' and 'Social Media Metrics'
- Are public relations achievements measured

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Business plan
- Marketing plan
- Performance monitoring and measurement
- Memberships
- Promotions
- Staff reviews
- Staff feedback
- Staff and stakeholder ideas
- Research
- Active people survey
- Procedures and policy systems

GUIDANCE

- Are regular reviews of the business plan undertaken to monitor progress and achievement
- Is the marketing plan reviewed against targets, does the centre amend targets based on current performance
- Are regular performance reviews undertaken that identify trends and are the findings actioned
- Are actions taken in relation to measured targets and retention performance data
- Is the promotional activity working; if so, is the promotional activity repeated
- Are regular staff meetings held to discuss outcomes and amend and develop future plans
- Does the organisation share success with the staff and are marketing strategies amended as a result of staff feedback
- Are staff and stakeholders encouraged to come forward with new ideas that could improve the member and customer experience
- Is research carried out to ascertain value and success particularly around lifestyle change
- Is the data within the Active People Survey results reviewed to ascertain if the marketing activity is making a difference
- Do management have a process in place to regularly review and update relevant procedure and policy systems

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Performance measurement
- Marketing plan
- Usage
- Customer testimonials
- Increased income



- Community participation
- Media coverage

GUIDANCE

- Can the centre demonstrate that the organisational and site targets and KPI's are being achieved as a result of the marketing activity
- Do the KPI's indicate that the marketing plan will be achieved
- Is centre's usage increasing
- Are customers telling you and others about the difference the communication is having
- Can the management demonstrate financial improvements year on year; has income increased across a range of departments within the centre
- Can the organisation demonstrate that the community participation is increasing, including the centre's target market
- Is the data within the Active People Survey improving
- Has the centre increased its media coverage, such as local newspaper editorial, radio and television coverage and national journal coverage