

Digital Strategy

In fulfilment of the requirement of the CIM Level 6 Module
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Task 1A: Organisation Summary

Organisation Name

Singleton Park Gym (SPG) is located by the Singleton Park Campus at the International Sports Village. It is part of Sport Swansea which falls under Commercial Services branch of the Estates and Facilities Management directorate at Swansea University.

Type of Organisation

The SPG is the gym facility located within the International Sport Village that includes an outdoor track, and indoor athletic centre. It sits within Sport Swansea, the sports offering of Swansea University. This includes student sport and teams, facilities, and elite athletic/events. Swansea University (includes all ventures) is a not for profit, higher education institution. While all elements of Sport Swansea have separate functions and teams to run each function, they all work together to provide sport/fitness opportunities to the Swansea University and Swansea community.

Size of Organisation

Sport Swansea has 35 direct employees who work between the two facilities at the Singleton Park and Swansea Bay campuses. Whilst the department itself is small, other directorates within The University structure contribute significantly to the operations of the facilities; including the Estates and Facilities directorate, which manages the facilities and acts as the marketing function, and external bodies such as Swansea Students' Union who promote student sport teams and events. As the marketing professional for Sport Swansea in Estates and Facilities management, I will consider the Sport Swansea SPG facility and commercial programs as they directly relate to the sports department under Estates and Facilities Management.

Products and Services

Sport Swansea provides gym facilities and membership across two campuses, fitness classes, sports events, school sport days, training and playing facilities for University Sport teams (run by the Students Union), venues for University sporting events and pitches for league teams to play various sports. The SPG site within the International Sports Village at the Singleton Park campus. The extensive facilities include an athletic track with stand seating, ITC facility, two fully equipped gyms, and three gymnasiums for floor sports, outdoor pitches for football and rugby and outdoor hard courts. The SPG includes membership to the gym, sessions on the outdoor track and fitness classes.

Customer Base

The gym is a B2C with the main customer base being staff and students at Swansea University, the general community, and local sports groups, such as the Swansea Harriers.

Main Competitors

There are several competing facilities that offer similar products within Swansea. These include the LC2, Simply Gym, The Gym and various Crossfit facilities around the city. These are all in direct competition with SPG in increasing local users and facility memberships, although no other major track facilities exist within the area.

Notes

Moving towards 2020 Swansea University has an ambitious strategic vision which includes "becoming a UK top 30-ranked university by 2018 and extend our global reach" (Swansea University, 2017). Sport Swansea is currently developing a detailed strategic plan going towards 2020 that reflects the universities ambitions, developing the two sites into world-class facilities, and increasing community (university and local) participation through health and wellbeing initiatives.

Task 1B: Discuss FOUR future trends in the areas of both search engine marketing and social media marketing

Digital media tools have provided a multitude of ways to reach the key audiences and according to Dwyer et al (2009) provide a fundamental way to not only market new products, but also explore new markets. Digital is an area that is constantly changing and evolving in line with technology. This evolution also includes how the public engage with digital tools and by extension the companies that use them to engage with the public. As the public's relationship to technology is changing, their relationship to companies is changing as well making it necessary to companies to ensure they are reaching the public in innovative and new ways utilising the relevant tools.

Two such areas that keep developing are that of Search Engine Marketing and Social Media Marketing. The development of these areas have altered the way consumers interact with brands making it necessary for organisations to understand not only the current uses of Search Engine Marketing and Social Media Marketing but also the future direction of these key digital areas.

Search Engine Marketing is the promotion of the websites to increase their visibility, using both organic (Search Engine Optimisation) techniques, and paid advertising channels (Rende, 2017). Social Media Marketing refers to the use of social media tools to market brands to consumers (Holt, 2016). Both areas are linked, with brands using both techniques in their digital marketing mix. They also have common techniques that can be used to attract the consumer while being widely different. In general SEM and SMM both utilise big data to understand what the consumer wants with the aim to develop more innovative marketing campaigns (Chen et al., 2012, Scott, 2016). Display, how the content is shown on desktops, mobile, tablet etc., is also very key for both areas as the consumer can interact with organisations on multiple devices. These are also both images and video led with graphic making up a large part of content that is engaged with (Scott, 2016).

Everything is changing in the marketing landscape with integration as the key: either through different digital tools and/or digital and traditional content. As technology is changing, so are consumers interests, wants and needs, and organisations are increasingly needing to use both SEM and SMM in innovative ways.

Search Engine Marketing

Voice: Voice searching is increasing in popularity, with users more often bypassing text entry for searches than ever before ("How Popular is Voice Search?," 2017). In addition to the more mature Siri and Google Assistant mobile applications, and the increase in automotive apps, connected home hubs, such as Amazon's "Alexa" and Google's "Google Home" devices were seen to be breakaway trends at this year's Consumer Electronics Show (CES) (Nordrum, 2017), with Alexa being the highest seller for Amazon during the Christmas 2016 period. The adoption of such devices, and the continued rise of voice assistants on mobile devices, is predicted to continue to increase in the short-to-medium term, with voice predicted to account for 30-50% of global web searches by 2020 (Olson, 2016; Sullivan, 2016).

Voice searches often use natural language, rather than typically short, keyword searching that comprises many typed text searches (Guy, 2016), providing both challenges and opportunities for organic (Search Engine Optimisation; SEO) and paid (Search Engine Marketing; SEM) search marketing techniques. By targeting long-tailed keywords in content on web pages, websites can increase the search relevance to these natural language inputs that are associated with voice searching (Virji, 2016; Vukanovic, 2016). This can increase prominence in listings, and may in-turn increase web traffic to the site. Updating, maintaining and optimising google business listings, which are often indexed first for voice commands such as "Find X near me", can also provide contextual information on location, opening times and business type/speciality, and may direct additional traffic to both websites and physical sites. This may be particularly important for users of devices that use voice as the primary tool for dialogue (Google Home, Alexa, Sonos One) as they provide far less opportunity to browse potential links (Bowden, 2017; Ramakrishnan et al., 2017), and may exclude content (including paid content) where traditional keywords are used.

Voice search through natural language can also provide context to searches (Aleksic et al., 2015; Scheiner et al., 2016), with questions such as “Is X a better buy than Y” vs “Where can I buy Y” providing different contexts despite containing the same key words. In the first example, a user is most likely undecided or researching potential products (Useful for a review site, for example), whereas the user in the second example is more likely to be actively seeking purchase of a product. This additional context over simple keywords can help sites target different users based on their motivations, and the product or service the company offers, potentially driving increased traffic (Agrawal, 2017).

The majority of voice searches, and increasingly online purchasing, are conducted using tablets and mobile phones, with mobile devices the primary browsing device of most people (Cullen, 2016). As such it is becoming more essential that webpages are optimised for mobile devices. While voice searches present an important avenue to improve web visibility of companies by increasing the visibility of highly ranked pages, poorly optimised pages are more likely to lead to visitors quickly navigating back to the search page (Agius, 2016). This increase in site bounce rate can harm PageRank listings, an in-turn decrease visibility of the site.

Personalisation: Consumers have an increased amount of digital noise that they need to wade through daily, and to reach out to them, organisations need to develop new techniques that engage them both before and after purchase (Handley, 2016; Price, 2017). Personalisation of the customer experience using large datasets on customer habits and trends is an emerging trend in marketing, and provides an update to the traditional notion of customer service (Handley, 2016; Rust and Huang, 2014). By providing directed, relevant information to consumers, and demonstrating continued support after purchase, companies can increase awareness and confidence in their brand and differentiate themselves in increasingly crowded markets.

Effective analysis of big data (large volume data sets consisting of huge numbers of customer interactions) is beginning to allow organisations to better implement personalisation by understanding market trends, and how different demographics, and previous browsing/shopping habits can be used to predict the behaviours and interests of users (Neumann, 2016; Rust and Huang, 2014). In turn, these predictions can be applied to users, and tailored to the user (through demographic information, browsing habits, or buying habits from tracked previous interactions), delivering a more personalised experience containing information relevant to the consumer, which they are more likely to interact with (Artun and Levin, 2015; Handley, 2016).

This is also becoming more deeply connected with customer context, with a greater ability to integrate preferences, trends and habits into targeting marketing to users in different stages of the customer decision journey (Lemon, 2016; Ramos, 2016; Reynolds, 2015). By understanding whether the user is browsing, researching, or actively looking to purchase, marketers can micro-target different strategies and advertisements to users which provide information relevant to their intentions and habits (Artun and Levin, 2015; Cowell, 2016), which can engage potential customers.

However, this analysis, predictions and application of consumer data can be particularly difficult to implement, and until recently required the construction of complex statistical models (such as neural or ‘learning’ network models) which slowed uptake of micro-targeted personalisation (Crownpeak, 2016; Pridmore and Hämäläinen, 2017). While adoption has so far been limited, there are progressively more businesses are integrating these models and systems into their overall marketing strategy. This trend is likely to continue, and is set to become more mainstream with the release of new platforms such as Google’s Optimise 360 which integrates natively with analytics and allows advanced targeting for customer experiences: from ads in AdWords through to the providers’ website experience. Additionally, IBM’s Watson has also been used for personalisation of marketing. These more accessible tools are likely to pave the way for personalisation in the over the coming year.

Social Media Marketing

Ephemeral Content: As personalisation is increasing, what attracts/engages the consumer is changing. Many consumers now are looking for brands that are engaging, that tell a story, that they can relate to on an emotional level. The curiosity behind time-sensitive (ephemeral) content is a powerful tool for brands to utilise. “From Snapchat, Instagram or Facebook Stories, users feel a sense of exclusivity when viewing

short, sharp bursts of time sensitive content” (O’Brien, 2017). This creates the idea in a consumer’s mind that it content which is meant to be something special, a story that is exclusive to those who know where to look.

This can create a connection to the consumer by bringing the brand to life: creating a shared experience for the consumer and the brand, and creating a more authentic narrative for brands through content such as behind-the-scenes sneak-peeks (O’Brien, 2017; Wade, 2017). This content leaves an impression on the consumer, and is often memorable. Much of this content is deployed solely on social networks now bypassing the Search Engines allowing organisations to capture the consumer in unique ways (Wade, 2017). This type of content is best integrated with other elements because it is so quick and directing the consumer to social sites or a website will keep them on their journey increase the touch points leading to conversion or maintaining their interest.

Ephemeral content is also the key type of content used on Snapchat which currently has around 10 billion daily video views making a key way to reach the younger demographic of millennials and generation Z (Sheetrit, 2017). This is a key demographic for marketers, making it important to interact with them on their level: telling stories that are creative, innovate and disappear within 24 hours, generating a feeling of exclusivity. This also allows for brands to control/ redeveloped the customer journey moving the consumer from the ephemeral content to social content, to website, and ultimately to purchase.

Social Commerce: The customer journey is developing into one that is less linear, the way they purchase products or place them in their digital baskets need to change. The Business Directory (2017) defines social commerce as, ‘A form of electronic commerce which uses social networks to assist in the buying of selling of products. This type of commerce utilises user rating, referrals, online communities and social advertising to facilitate online shopping.’ As previously mentioned, millennials are growing increasingly distrustful of traditional advertising making engagement and the development of communities a key way to sell to them.

According to Mindy Chahal (2016), ‘Nearly a third of online shoppers (31%) say they are using these channels to browse for new items to buy. Facebook is the most popular network people are using (26%), followed by Instagram (8%) and Pinterest (6%).’ Consumers increasingly want that engagement, they want to know that when they go to a Facebook page to leave a comment or message someone will reply to them soon.

By developing the option of purchasing or booking something directly via a social page also removes the need for organisations to have a website, and many smaller businesses rely on social commerce platforms and social media outlets to conduct business. Currently Pinterest is leading the way in the development of social commerce feature over 10 billion buyable products on the site with around 75% of users saying they purchased something they saw on the site (Business Insider, 2016).

Even as direct purchases are still mainly from organisation websites, social commerce is having a large influence on purchasing decisions and the customer decision making journey. Through the development of a social community, consumers can engage with peers to get word of mouth referral (advocacy) that holds weight with many customers. It also allows the consumers the ability to engage with the organisation in a timely fashion helping them feel valued. The product story is able to have a large effect on this area, with content being generated by the consumer as much as the organisation thus creating brand champions, retaining current customers and acquiring new ones.

Task 1C: Assess the current and future uses of both search engine marketing and social media marketing in relation to the acquisition and retention of customers for your chosen organisation.

External Audit

Table 1: Initial assessment of the external environment using a PESTEL test, providing insights on the macro environmental factors that could impact The Sport Village

Political	Brexit, 1.3B Swansea Regeneration project (government backed), university hierarchical organisation
Economic	Reduced funding for HE, government funding Swansea Bay, reduced council funding, lack of disposable income, saturation in the wellness market

Social	Personalisation, community, increased interaction, fitness/wellness popular but need value for money
Technological	Need for digital engagement and community, user generated content
Environmental	Ethical Marketing
Legal	Partnerships in facility use, liability to for classes, DGPR

Before assessing the current uses of SEM and SMM in relations to the SPG, it is necessary to have an internal audit of the current digital climate using The 10Cs of marketing for the modern economy as developed by Richard Gay (Chaffey and Hanlon, 2017). Table 2 will look at the 10 elements laid out in the 10Cs model in relation to the current digital climate at the SPG.

Table 2: 10Cs of marketing for the modern economy for SPG, summary

	Current Situation	How it could be enhanced
Customer	- Has a general understanding of the customer; staff, students and general community with some sub segments. - Does not have clear development of customer personas - recent Sport Swansea survey (n=1100) highlighted shortfalls in facility offerings and engagement, with median satisfaction and recommendation scores of 5 out of 10. - participants provided the following four suggestions to improve the service: to increased variety of class offers, more wellness suggestions such as challenge or recipes, increase the value proposition of offerings and more interaction (digital and face-to-face) between organisation and members.	- develop clear customer personas - focus on interaction with the customers on a digital level
Corporate Culture	- A hierarchical culture with a top down approach that comes in large organisations. Needs to invest in empowering all employees to engage with content development and customer engagement. - Not currently a digital first climate but feedback surveys have suggested the necessity to develop a digital first customer led approach.	- train and empower staff - develop cross functional teams
Convience	- Currently developing an online system for membership purchases and fitness class bookings - At the moment customers have to go into the Sports Village to purchase a membership and email or go to reception to sign-up for a class. - in development of an analytics system to understand customer behaviours, this is not something the Sports Village has had previously	- develop an online purchasing and booking system - develop systems that allow greater personalisation
Competition	- Key local competition are: LC2, Village Gym, The Gym, Simply Gym. - All gyms have online booking systems and visual digital channels that interact with the audience, some more so than others. - Fitness industry is focused on the wellbeing aspect and creating communities for customers. It is about interaction and engagement providing the customer a glimpse of what to expect at their facility or with their trainers while providing expertise is living well.	- to create content that competes with competitors
Communications	-key channels include website, Facebook and Twitter - tone of voice changes depending on the content so student, community or promotional. - issues is lack of clear voice, lack of key messages get out clearly, lack of digital channels to use, lack of relevant metrics on customers (ie/ no online bookings information).	- expand channels - develop a clear voice that is distinct for areas but all similar
Consistency	-the service is moderately good but there is a difference based upon who is giving it. -issue could be that the social channels for student sport are linked to that of gym and facilities	- develop more streamlined communications for interacting with customers
Creative Content	-content is very text heavy and the same -need for more creative content that shows the distinction between offerings -content needs to be more visual, story driven, timely and personalised	- develop visual content -empower staff to participate in content development

Customisation	-website very generate but does have separate sections for areas of interest. - due to the backend capabilities customisation is difficult (this backend is dictated but by the University)	- develop linkages and stories between digital channels that can be personalised
Coordination	- lack of integration between digital channels. - teams do not communicate with each other creating overlap with content and lack of cohesion	- create3 a cross-functional team - use a CMS to coordinate campaigns
Control	-lack of analytics to understand behaviours, choices etc - analytics that are used are basic but do provide a starting point for understanding	- increase use of analytics with monthly reviews and 3month audits

Overall the current organisations is not digital first, with the uses of SEM and SMM uses for the SPG are few and far between. While the website has recently been redeveloped to be more engaging, it is not optimised for mobile or SEO, and the social channels are currently being redeveloped, there is however almost no SMM used at its current form. However, the SPG digital channels can be seen as a blank slate where best practice of SEM and SMM can be implemented from processes, to strategic, to implementation, to evaluation.

Future Developments

There is great opportunity to develop the future direction of digital at the Sports Village. One key area is to look at and develop strategic frameworks for SEM and SMM development that includes Chaffey's RACE Model and the Customer Decision Journey. Because it is a blank canvas, there is great opportunity to develop into something unique, efficient and effective capitalising on trends such as personalisation, social commerce, and ephemeral content.

Utilising best practice ideas to develop the digital channels include; content that is creative and informative, personalisation of the customer journey in relation to wellness, development of an app and online booking system including notifications to rebook a favourite class, developing a website for voice searching, using channels such as Snapchat and Instagram stories to develop a narrative, develop a community online for the customers and empower staff to get involved in the generation of content because they are the experts.

With SPG there is an opportunity to understand, personalize, craft and engaging with the customer deciding to buy the service. As a very visual area, using highly visible content to showcase SV will be imperative. Utilizing tools such as Snapchat, Facebook, Instagram and Pinterest will be key factors in not only interacting with the customer, but also understanding them. With so many people now using social media for communication, different messages will need to be crafted for each tool but also demographic. Creating campaigns around these channels will be able to showcase the assets of the sports centre, as it is important to reach the audience with new ideas in new and creative ways. This can include; virtual tour of the grounds, a Facebook live demonstration of a new machine, Snapchat your SPG story or using a specially developed hashtag to be part of the conversation.

Sport can also be a collaborative experience people give tips and tricks on how to do certain things. It is important to build a community around the sports culture; this can be done using online forums where they can discuss with each other. This audience can be a great source for gaining feedback and even polling on what new class or piece of equipment they should get it. It is a great way to be close to the audience and listen to what they want. Using an interactive newsletter that includes information about the events, new advances at the centre and interesting stories is a very good tool in bring the community together but also gaining feedback for the marketing function. Videos can be embedded into the newsletter, links to articles, photo galleries, polls and comment areas can all create an atmosphere for the audience to participate and us to send out interesting information that will be listened to. It also creates a feedback loop where ideas can be given to the team and used to further improve and spark ideas for innovation.

Task 2A – Outline two digital marketing objective to guide the use of search engine marketing and social media marketing for your chosen organisation

The current digital situation of the SV is one of protentional, protentional to, grow, innovate, be an industry leader and to utilise digital strategies to best complete the objectives. Swansea University has implemented a 2020 strategy for development and expansion, and includes further developing the and increasing the overall community including student experience.

In relation to the Sports Village, the key aim of the university provide place where wellbeing and wellness is an integral part of life on campus but also fostering it in the community. Based upon the main university ambitions, Sport Swansea has developed strategic marketing objectives that will aid in the achievement overarching university goals:

- Sport Swansea will develop an updated fitness and wellbeing offering to foster Swansea University as a centre for sport and wellbeing in the community by 2020
- Enhance the presence and reputation of the brand and offerings through digital and printed formats while achieving a positive ROI on all promotional activities
- Break down sporting/wellbeing stereotypes and ensure the community able to relate to key messages of sport and fitness

Search Engine Marketing and Social Media Marketing Objectives

- To increase traffic to the website and in turn membership purchases conversions by 20% in 2018 through a variety of digital techniques. These techniques include redevelopment of the website, creation of digital content that will lead the consumers on a journey to/through the brand, and remarketing techniques to show the consumer what they have been looking for all the while increasing the awareness of the offering and converting that awareness to sales.
- To increase online bookings by 50% for fitness classes through engagement strategies and the development of a community in 2018. These engagement strategies will include the personalisation of content like recommend fitness bookings, digital convenience in bookings and creative content that position the facilities as local experts.

Crossing over, the content will focus on being graphic led appealing to a mass audience that is both aspiration and unique. Techniques of personalisation will be employed including that of remarketing and understanding the consumer to show them what they are looking for with minimal effort. The use of content like that of ephemeral content will lead the consumer on a journey with the brand that is authentic giving them a feel of what training in these facilities could be like. There is a understanding that fitness is personal and users need to be comfortable with where they are paying their money but also spending their time making the development of a authentic community atmosphere crucial in the usage of digital content for search engine and social media marketing purposes so the consumer feels like comfortable and their goals are cared about not just they are a consumer the facility is trying to market to.

Task 2B: Recommend a digital marketing strategy and subsequent tactical mix for the chosen organisation, to deliver on two proposed objectives discussed in Task 2 (a).

Digital is still a relatively new area with many organisations still developing the tools best to fully realise a digital first approach, or integrated digital approach. It does have to be noted that there has been a fundamental shift to how marketing now works with more power given to the consumers through the creation of content without prior approval of the organisation which does displace some

brand power for an organisation that needs to be taken into consideration when developing a digital strategy of any kind (Kietzmann et al, 2011).

Strategy is key in the growth of any organisation, it set out clear objectives and plans how to achieve the necessary KPS. Chaffey and Jones (2017) says, 'plans help businesses to prioritise, set goal and resource the right level to hit targets. Without structured plans, there is a danger you will be subject to "shiny object syndrome" always chasing your tail.'

There are numerous strategies that can be used to develop a digital strategy but in essence it is similar to that of a traditional marketing strategy that includes a future direction, goals, strategic options to achieve those goals, development of the marketing mix and implementation (Chaffey, 2010). The overall layout of the digital marketing strategy will remain that of SOSTAC (Situation Analysis, Objectives, Strategy, Tactics, Action, Control), which will be developed using Jobbers (1995) marketing theory. This has been chosen as the most all-encompassing examination of the components making it the most conducive to the implementation of the messaging as it will allow for a successful implementation.

Digital Strategy

Selecting the optimal digital marketing strategy for customer acquisition and retention is a key element in developing a marketing strategy. To achieve our core objectives a number of different digital marketing strategies were considered:

The Honeycomb strategy as developed by Kietzmann *et al* (2011) provides the building blocks of identity, presence, conversations, sharing, relationships, reputations and groups that allow digital marketing managers the ability engage effectively with their customers through a clear understanding of needs and wants. However, the scope of the honeycomb model is likely to be too broad due to the targeted purchasing and *physical* product usage in this use case.

The RACE model (Chaffey and Ellis- Chadwick, 2000) outlines the following four steps to support the business objectives that is used for digital but can also incorporate traditional marketing into the marketing mix: **1) Reach:** building brand awareness, **2) Interact:** connecting with the audience through engagement and interaction, **3) Convert:** the customers to convert, either through purchases or leads, **4) Engage:** building relationships with the customers

McKinsey's customer decision journey (Court *et al.*, 2009) looks at a non-linear approach that looks to align, link, lock and create an advocacy loop for retention and word of mouth promotion of the customer. This is similar to the customer journey component of the RACE model, but isn't as comprehensive in feeding into wider strategy as the RACE model, and as such, the RACE model was selected as the model of choice.

Reach: The first in the RACE model is reach, the building of the brand to the desired audience. This stage is the development of content for customers to see this includes the search engine tools and social media tools to best showcase the brand to the desired audience.

Objective 1 is to drive more traffic to the website to convert into sales on the soon to be developed booking system. This will include a detailed consideration to the SEO to incorporate natural language support to improve visibility for non-traditional web searching such as by voice. The website will also be redeveloped to include better native support for a wider gamut of devices, with emphasis on redeveloping mobile accessible components, reducing potential bounce rates and ensuring greater exposure through the relevant search engines.

The development of social media marketing will be necessary to engage with customers, and increase directs to the website with visual, story driven content that is essential to the development of the customer journey digitally (Chaffey, 2010). This will include videos include a behind the scenes of the

gym, graphics, infographics related to fitness, and blog content from professional athletes and trainers. Additionally, paid-for digital and social media advertising will also be used to drive brand awareness with innovative adverts on channels that will appeal to the customer, including leveraging advanced targeting of advertisement through AdWords and Google Optimise.

It is through this content that the awareness will be developed for the SPG, underlining it as an elite fitness facility that not only provides facilities through membership, but is also accessible and caring, guiding the customer through their fitness journey. Key messages will focus on fitness and wellbeing in a location that isn't just a gym but a community that will help the customer on their fitness journey.

This also partially feeds in to objective 2 (focusing on the retention of customers through fitness class attendance), allowing for the recapture of users who purchase memberships, but do not actively use the facilities. While this objective fits best with the fourth step of 'Engage' it is important to reach out to this subset of the membership and make them come back so they are more likely to become advocates for the SPG, and continue to provide value from renewed membership when they get value themselves from the experience.

Through personalisation and the recommendation of classes that may also fit users' interests, SPG can increase the awareness of the other offerings that the facilities can provide, increasing the perceived value of membership to a user (feeding into objective 1 and 2 KPIs) and further driving advocacy through both word-of-mouth, and sharing of content or stories through social such as Facebook, Pinterest or Instagram. The key messages for this objective is that the staff understand needs and these new offerings could enhance the gym experience and help reach fitness goals.

Act: The second stage of RACE that focuses on how the brand will interact with the customers. The key aim at this stage is the development of customer personas or segmentation. There are three key demographic audiences that the SPG is targeting: University Students, University Staff and the Swansea Community. These segments contain a mix of athletes (and aspiring athletes), and casual users. These casual users are the focus of marketing efforts, as they may want to be fit for personal reasons, but are not dedicated athletes and are less likely to actively seek out exercise outlets. Some users in this group may be hesitant of purchasing a gym membership, but if provided with a fitness/wellbeing offer that makes them comfortable they are more likely to purchase a membership and participate in classes. While casual users within these groups have similar end goals, they require different strategies to engage and convert:

University Students – This group are very transient with an average customer life span of three years. They are budget conscious, image conscious and are millennials meaning they are very digitally active. To engage with this group, it is necessary to develop content on channels like Snapchat and Instagram that are visual and tell a story while also being authentic (Smith, 2010).

University Staff – This group already receives considerable content from the university through its internal email and board systems, making communications through these channels more likely to be lost to noise. However, as they work directly by the facility they are a key market for memberships. These are professionals or academics who need to know they are getting value for money, making the need for personalised, efficient work-outs, and out of working hours options, key. They can be engaged through multiple channels, including social media such as Twitter and Facebook, and internal channels (email, staff boards), but content has to grab attention to cut through the noise, and demonstrate the value of the facilities to appeal to them.

Community – this is the groups that require the greatest input to form initial brand awareness and interaction, with many seeing the SPG as the *University Gym* not a gym for everyone. Through the brand awareness strategies outlined in REACH, we aim to demonstrate that they are facilities for all which can provide help achieving their fitness goals, and provide a community feel through personalised support. Through a digital mix that focuses on communicating the expertise of the staff and showcasing the benefits of this facility, it should be possible to target this group effectively, and

convert into memberships. It will focus on that feel of anyone can reach their fitness goals with support and enthusiasm, along with making exercise fun. This content will focus on not only the customer needs, but how to develop the greatest amount of interaction with them before they choose to make a purchase. This is will be done through personalisation and marketing on digital channels along with creating click though content that takes them to items that they care about. Video and graphics will be important tools to showcase the calibre of the facilities and expertise of the staff while welcoming the customers to engage with the product as through storytelling as an engaging customer experience (Kevany, 2014).

Convert: The third element of the strategy is about the purchase. For the two objectives convert means two different things; one is the purchase of the membership, two is the repeat or new attendance of fitness classes. To achieve the necessary conversion, the digital marketing tools need to directly lead the customer to the booking site with communication focusing on improvement, wellness, fitness, community, this is the place to achieve your goals, and wellbeing. The use of analytics will be crucial to monitor success as it will show the click though rates that lead to the desired conversions, but also those who may have made it close to purchase but stop before completion.

For objective 2 the convert stage will be the repeated fitness classes sign-ups which will be done via personalised communication. This can be recommendations or we noticed you haven't been to this class for a while communications. A weekly increase in participate will be a key indicator of success as classes need to be full if the investment into them and instructors is to continue.

Engage: This is the final strategic stage that focuses on the retention of the customer. This relates to objective 2, both with participation in fitness classes and retention of members when their membership renewals are due. A customer engagement plan will be developed to ensure that all target personas are being interacted with through the tools that reach them best.

Through the development of personalisation strategies within the booking system, the gym will recommend classes that match with workout patterns. Support with the development of recipes and 30-day challenges that can be shared via social networks may further increase reach. The development of digital, and physical, community feeling is key, making users feel comfortable attending workouts or sessions, and making them comfortable using online booking systems. As Dahlstrom (2013) says, 'companies will want to use techniques such as design thinking to shape their customer experiences.' In develop designer focused, digitally led content the experiences of the customer outside the gym will shape into the interactive community that is needed. To retain the customers, SPG needs to develop a digital community that customers can use to interact with. Ultimately, the development of an app is envisioned, and able to personalise the experience, and recommendations to the customer does, but in the interim a mix of e-newsletters, online portals, and social commerce concepts will be the main tools used to engage and retain the customers.

Tactical Activities

To achieve the strategic objectives marketing mix of tactical activities needs to be developed. A tactical marketing mix traditionally uses the 7Ps as updated by Booms and Bitner (1981) which includes product, promotion, price, place, people, process and physical evidence. This section outlines the digital activities that will be used to best achieve the objectives.

Product: This is the facilities and fitness classes. Through the development of a digital content that showcases the expertise available, and the benefits of exercise to health and wellbeing.

Price: This will not alter but it is the added value that will be promoted through social media marketing that will increase the desirability of the product. Through the addition of personalised content, the customer is receiving the value-added benefits to help make their goals a reality and not just exercise at the facilities. Though this added value the customers retention is likely to be greater, and users may participate in new offerings more effectively over time by development of the relationship (Durkin, 2013)

Place: Many of the activities used will be focused on the website and social media channels. There will also be direct PPC, Adwords and remarketing used for advertising that will use geo and behavioural targeting to reach the desired audience. E-newsletters and direct messaging devices will be employed for current users tailored to their specific needs. These will be placed in locations where the call to action direct the user to either the website for a membership purchase or for booking a fitness class.

Promotion: Table 2.1 describes the digital promotion and place for the strategy

Activity	Audience	Promotion
E-Marketing	Current Users	The development of a personalized database that will send out automated mailers depending on the needs of the customer including booking your favorite class now, happy birthday etc. There will also be exclusive recopies and exercise challenges.
Video/Graphic led	Perspective and Current Users	Develop suggestion videos, a day in the life of a trainer, new class plugs, what it like to participate interactive content to make the gym more accessible. Graphics will focus on what is happening, new developments and could include competitions.
Interactive User Groups	Current Users	Create online groups where users can share experiences and connect as a community. The gym can understand what they want/like and offer that to them with special class, trainer led events etc.
Personalized Information	Perspective and Current Users	Through the development of an app users would be able to update goals and track progress. Staff will be able to understand the current workout needs and customize the approach which works best for the user. It will also engagement with them presenting the information that they want to give them the value for what they are doing. This will be key in retention of gym users to make the experience enjoyable for them but also show them how they are progressing.
Easy class sign-ups and recommendations	Current Users	By the development of an online booking system, users will be able to easily sign-up for their favorite class with recommendations of others. Reminders will also go out to book now, updates on time and instructors will be included as well.
Portal/app	Current Users	The development of this app will be the key piece to the retention of users with much of the activity directing users to this portal. This will also be a key area to retrieve data on the customers that will information the personalisation of activity going forward.
Content journey driven story ie/blog content	Perspective and Current Users	The development of story-like content that will connect to all areas will drive engagement to purchasing a membership. This content will focus on wellbeing areas positioning the Sports Village as experts. Focusing on a story for select products/the brand will connect the consumers to the product and include them in the process (Kevany, 2014)
PPC adverts and call to actions	Perspective Users (Community focus)	Pay-to-pay is increasingly the norm for reaching the target audience (Hootsuite, 2017). With the correct call to action and geo-targeting this will reach the desired audience multiple times.
SEO and voice optimization and mobile optimization	Perspective and Current Users	The website will be retooled to be SEO and Voice search focused. Display will be a key driver ensure that it maintains the necessary updated technological functions to best engage with the customer (Agrwal, 2017)

*Please note that all the above segment will have content developed for that of staff, students and community users.

People: There will be a variety of stakeholders that will be involved from marketing staff to Senior Management to facilities staff. Empowering the facility staff can enhance customer services, driving retention and influencing the customer advocacy digitally. Customer personas have been developed within the digital marketing strategy to create a user experience that is beyond expectation.

Process: Currently the organisations is not digitally led and requires a change management process to alter the culture of the SPG to one that is digitally lead the customer focused. Development plans for planning, audits and CPD for staff will be put in place to ensure a successful strategy.

Physical Evidence: The online experience as outlined in the strategy will be one of inclusivity and engagement allowing customers to also create their own content, developing ownership over their

online experience (Morgan et al, 2014). The SPG will connect with the customer fitness journeys both physically in the gym and outside of the gym digitally creating content that is relevant to what they are aiming to achieve.

Task 2C: explain how the recommended digital marketing tactics could be integrated into the organisations wider marketing communications activities

Chaffey and Ellis-Chadwick (2000, p. 662) define integrated marketing communications as ‘the coordination of communications channels to deliver a clear, consistent message.’. The advent of digital tools that can be used in the marketing mix are becoming more important to marketers, and work alongside more traditional offline approaches, although it is key that campaigns that use both approaches are consistent and coherent with each other. Indeed, Chaffey (2010) asserts that if there is a lack of integration internally, the customer journey will suffer, and the customer may lose interest amid confused messaging. One of the key points of ‘10C’s of Digital Marketing’ is the use of auditing tools that focus on integration and cohesion of messages.

With that in mind the utilisation of a Continuous Improvement Plan (CIM, 2014, p134) using the Plan, Do, Act, Check cycle for development is necessary. This cycle will be the key to staying relevant in the industry through the process of benchmarking key factors, action planning, and ensuring these plans are carried out. By the benchmarking of key factors, the marketing team will be able to ensure the correct messages are going out to the correct audience, on the correct channel, at the correct times, with provisions in to be agile and change course as needed.

Integration

While digital is a key factor for marketing to acquire customers and retain current ones, traditional mechanisms also are important. With the SPG much of the community demographic in the immediate area of Sketty are over the age of 50 and will be looking to traditional sources as much as digital. One way to ensure this is that of a high level integrated marketing plan that can adapt to the key strategic needs while providing clarity of the messages across all the relevant channels (Hooley et al, 2012).

This will be achieved through integration between print and digital campaigns, following the same content and design cues in line with SPG brand standards. The messages will be the same and for tracking purchase codes will be included to know how many went from the advert to the digital space. The stories that will be shared digitally will continue in print on brochures available at the facility and around the target area giving continuity across channels and building a unified brand.

The online personalisation of a fitness plan and recommend classes will be promoted physically at the gym by the trainers with encouragement to digitally participate. In terms of the step four, ENGAGE, an Instagram or social wall will be seen going into the gym linking the in the digital community with that of the physical gym community.

Messaging Position

However, to ensure that there will be integration of traditional and digital there needs to be a way to manage the messaging position so all staff have a broad understanding of what is meant to be achieved and communicated. First staff will be provided with digital training, increasing their ability to contribute to the process, and helping them feel empowered to get involved. This will aid in digital employee advocacy further developing the digital community and further meeting the strategic objectives.

Policies will be implemented that ensure all staff are utilising the correct tools and messages in accordance with brand guidelines and strategy. Dashboard tools will be put in place with staff being trained on them so there is a clear messaging going out to the staff members who have a hand in digital. These dashboards will aid in teams understanding of what each other is doing to create a cross-

functional team that works together, which is a key factor of strategic success (Chaffy, 2010). This can include tools such as Hootsuite, Asana etc. which will supply a project management dashboard for all members to access showing timelines for key events/messages.

Kotter's 8 Step process

No matter how much you put through change, it is key to have buy-in from staff. Moving towards an integrated digital led strategy requires a paradigm shift in thinking and management of marketing activities. There also needs to be a shift in the culture of the administration of professional departments of the University, towards greater understand of digital in the customer journey and the collaboration necessary to implement a cohesive digital strategy. To achieve this, a change management program needs to be developed utilizing Kotter's 8-Step Process (Figure 2). This process involves progressing through eight steps of a program, which to understand and manage the fundamental errors which businesses often make during periods of change. In doing so, this can allow the changes to be enacted while not shying away from the messiness of change (Kotter, 1996).

It is important to keep in mind however when looking to change an organization, many change management programs fail in part because of leadership issues, communication issues and lack of buy-in from the staff (Tidd and Bessant 1997). There is however a real, identified need to changing the process of data sharing to inform metrics throughout the university.



Figure 2: Kotter's 8 Step Organizational Change Model

Step 1: Establish a sense of urgency: There is becoming apparent that a digital first strategy in the way to engage and retain a customer base. Currently the University is developing a new strategy that will be looking ahead to 2020 with individual departments are also going through change management programs of their own in order to best work in a digital led approach making in an opportune time for SPG to engage in developing and changing working processes.

Step2: Create a guiding coalition: This will include developing Sport Swansea into a brand that works interdepartmentally and interdisciplinary with all the functions to ensure that everyone is working together for the same goal. On a university level, it will need to be done through cross-departmental committees that will look at how ensure information is being shared. Ideally SPG will develop a fitness brand out of the process making it more of its own entity thus creating less confusion with the other aspects of the parent brands.

Step 3: Developing a vision and strategy: This has already been developed but the key for the teams will be explaining why it is necessary to further develop the metrics that are analyzed, along with ensuring sufficient sharing practices.

Step 4: Communicating the change vision: This step will need to be spearheaded by internal marketing to ensure all employees understand the digital strategy moving forward and participate in the development of community showcasing their expertise in developing innovative/interactive content that will engage/appeal to the customers.

Step 5: Empowering broad-based action: It will be important for the leadership team at this stage to work with the communications to understand what might be preventing change. While SPG is very aware of the need to grow it is important for complete buy-in for this process. This will be done through the development of team forums and meetings.

Step 6: Generating short-term wins: This will be seen slowly though the increase in memberships and class participation in addition to online engagement with content.

Step 7: Consolidating gains and producing more change: Through the encouragement and check-points the staff will be able to see the returns so when the implantation of the change comes it will be more welcome. This stage is the actual change to the process and what is trying to be achieved. At this point in the process, it is hoped that there will be increased buy in from staff and they will welcome the process.

Step 8: Anchoring new approaches in the culture: This step will look at the feedback from the staff and find out how this change is working. It is expected that once the short-term wins are seen by staff, they will feel enthusiastic to keep going creating innovative content.

This program will ensure the staff become part of one team and are fully on board with the changes. This process is one that will focus on the development of the change so that it will be a change that will stay in the organization helping it reach the university's overall objectives by making sound decisions. While this model has been specifically discussed relating to local Sport Swansea/SPG, the university could benefit and create digital first culture.

Metrics



- Marketing metrics are;
 - Qualitative and quantitative, statistically derived indicators of the effectiveness of marketing activities (Farris et al., 2009)
 - Created through analysis of customer data (analytics).
 - Provides an objective view of the business landscape
- Digital Metrics;
 - Relate to the objectives
 - Reflect the customer actions/behaviours
 - Not be a 'vanity' metric but an accurate representation of the market place (Rappaport, 2014)



Why

Metrics allow for more effective comparison of approaches across different times and locations

- Vital tool in understand customers promotional activities, and goal/objectives
- Need to be used and interpreted correctly, and in context to effectively understand results

(Farris et al., 2009)

Digital

- used to examine the effectiveness of online activities
- can be specific to users wants/needs
- need to be picky as there is an abundance of digital metrics

(Dwyer et al., 2009)

Monitoring and adaptation of marketing strategies need to be quicker, speed which digital metrics is acquired is faster (Chaffey & Ellis-Chadwick, 2016).

SPG Metrics		
Activity	Objective	Key Metrics
E-Marketing Newsletter	Acquire/Retain	CTR, Open Rates
Video/Graphic Content	Acquire	Engagement (Shares, Participation), CTR, Views
Interactive User Groups	Retain	Engagement (Comments, User Content), Users
Personalised Fitness Information	Retain	CTR, Interaction (Downloads, Bookings), Repeat Access
Digital Bookings and Recommendations	Acquire/ Retain	Repeat Visits, Bookings, Time Spent on Portal
Digital Portal / App	Acquire/Retain	Repeat Visits, Engagement (Comments, Downloads) , Time
Storytelling Content	Acquire	Engagement (Shares, Comments, Views), CTR
PPC Adverts	Acquire	CTR, Conversion, Memberships Purchases
SEO, VOICE, Display Optimisation	Acquire	CTR, Time of Website, Conversions to Purchases, Repeat Visits

Objectives

- 1) To increase traffic to the website and in turn membership purchases conversions by 20% in 2018
- 2) To increase repeat online bookings by 50% for fitness classes through engagement strategies and the development of a community in 2018

Acquire

- To generate more interest in website leading purchases
- Generating interest in classes leading to more participation

Retain

- Create digital community that is personalised to fitness needs
- Keep users as members and have them participate in new things

Activities developed to enhance the experience through personalisation and stories thus increasing achievement of objectives (Rapport, 2014)

Metrics, Why



Key Metrics
CTR, Open Rates
Engagement (Shares, Participation), CTR, Views
Engagement (Comments, User Content), Users
CTR, Interaction (Downloads, Bookings), Repeat Access
Repeat Visits, Bookings, Time Spent on Portal
Repeat Visits, Engagement (Comments, Downloads) , Time
Engagement (Shares, Comments, Views), CTR
CTR, Conversion, Memberships Purchases
CTR, Time of Website, Conversions to Purchases, Repeat Visits

- Provide a full image of how the digital channels are working
- Includes a mixture of metrics that relate to KPIs of acquiring and retention
- Allow for informed decisions on activities and how they are working
- Increasing the brand profile
- Develop a overall customer journey that builds on digital and merges with physical act of going to the gym
- Engagement activities to increase the participation with current users and increase the brand awareness for perspective users



Building impressions of uses to develop tailored campaigns come from:

- site histories
 - product browsing histories
 - Engagement via social media likes, follows, comments and shares
- (Lops et al., 2010).

Personalized campaigns target user groups who have shown previous interest, interest in competitors, or current users. To that need to use/understand metrics from;

- targeted e-shots
- in-site advertisements
- promotion through social media outlets

This leads to greater sales conversion than over blanket coverage (Whitmey, 2012)

Need to create a personal customer journey that engages, creates a comfortable/caring space to achieve fitness and wellbeing goal.

Strategy and KPIs



- Overarching Sports Strategy includes strands to;
 - Increase wellbeing of staff and students
 - Provide a wellbeing/fitness function for community
 - Breakdown the stereotype of fitness and athletics making it accessible to everyone
 - Develop the fitness offering to key income generating section for the organisation
 - Develop into a digitally led organisation
- Digital KPIs link to main strategy
 - Bounce rates
 - Pages per website visit
 - Conversion rates – purchases and class attendance
 - Engagement rates
 - Unique visitors/fans
 - Word of month/customer advocacy of facility
 - Community shares
 - Increased brand awareness
 - Increase facility usage
 - Retention of users – keep them after one or two visits to the gym



To reach digital KPIs/achieve objectives need to:

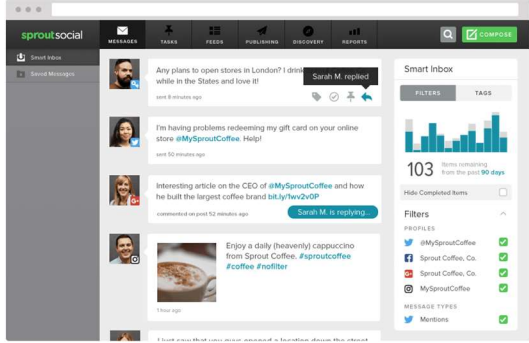
- 1) Develop Awareness with the public
- 2) Increase social involvement
- 3) Developing to engagement with the brand digitally
- 4) Moves to advocacy from customers

(Rapport, 2014)

Why?

- Fosters a digital community
- Creates added value for members with personalisation that leads to an increase in reputation as caring experts in the field
- Makes fitness accessible
- Being an income generating arm of the University, important when HE funding is being cut
- Bring the discussed strategic strands to reality.
- Makes the organisation more digitally led (aim of main university strategy)

Analytics Tools



- Marketing Information System (MKIS)
- Facebook, Twitter, Instagram Analytics
- Google Analytics
- Salesforce
- Social Media Management Dashboard I.E. Hootsuite or Sprout Social
- Project Management system I.E. Asnsa

Sprout Social Dashboard - <https://sproutsocial.com/features/social-media-engagement>



Digital is 'always on' meaning marketers need to have tools in place to successfully analysis activities which ensures that there is an ability to understand quickly what the audience prefers and adapt as necessary (Jones, 2017).

There are many dashboards and analytics tools available to use, but the activity/metrics chosen will drive the dashboard.

The development of a MKIS is key because it will hold all the relevant data (or contents on where to request them), metrics, competition analysis, branding guide, strategic plan and other key information/tools that marketers may need allowing for clear decision making (Hooley et al 2012)

Key Tools For Use



- 1) Google Analytics
 - Allows for a detailed real time understanding of the website users including length of time on site
- 2) Salesforce
 - Provides the ability to track marketing activities to leads to sales and repeat customers. Analytics for e-newsletters, sales, and incomplete sales
- 3) Sprout Social
 - Provides a clear management tool to monitor social engagement and manage creative content
- 4) Secondary
 - Direct analytics from social networks will provide a deep glance at the individual tools based on advice from above reports
- 5) MKIS
 - Where reports are housed along with strategy/planning documents allowing for a monitoring of how analytics are relating directly to the KPIs/strategic objectives



Salesforce Dashboard https://resources.docs.salesforce.com/206/latest/en-us/sfdc/pdf/salesforce_dashboard_samples.pdf



- 1) Free, allows for an understand of website users/direct conversion but issue with customisation (Trimmer, 2016)
- 2) One location to monitor customer journey, predictive metrics for key engagement, data management, sales to leads to conversion and direct link of marketing activities to sales. Dashboard and reports will provide a holistic image of campaign (Salesforce, 2017)
- 3) Has a team audit trails, teamwork project strands, categorize messages, automate/plan content, generate real-time reports on activities (Sprout Social, 2017)
- 4) Specific to channel, will help to understand specific tool needs
- 5) One location to manage all reports and understand how links to strategy

What it Will Inform



- Metrics are an invaluable tool for any marketer when it comes to understanding customers, promotional activities, and goals/objectives (Farris, 2009)
- They provide an understanding of where we are coming from and where we are going
- Allow an understanding of the customer needs, wants, likes and dislikes guiding to a personal journey with the brand
- Able to understand if activities are working to achieve objectives

	How metrics will inform
Objective 1	- Understand if users are going to website and why - How best to direct to website and alter activities if needed - Is there an increase in traffic and sales? If not alter course - Is awareness for the brand increasing, what content is aiding that that increase - Understanding what type of customer to target and where to reach them
Objective 2	- Are customers staying with the gym - Personalising their or experience to their needs - Do customers like the new offerings - Development of an involved advocate who will then promote offerings on our behalf - Maintain position as an industry expert



Outlined metrics are meant to:

- Aid in the understanding of the customer and their journey because getting the correct message to the correct consumer requires detailed metrics (Wyner, 2013)
- Have all the information to make the best decisions for the organisation to ensure brand reputation and increased profit (McDonald, 2010)
- Show growth patterns assisting with trend recognition and forecasting (Jones, 2017)
- Allow for constant benchmarking against relevant KPIs allowing for option to pivot if needed while ensuring positive ROI (Chaffey and Ellis-Chadwick, 2010)

How it Will Inform



- Help SPG stay ahead of the trends developing innovative content as a industry leader
- Allow for a greater understanding of the customer
 - Develop new content to reach them
 - Develop content relevant to them
 - Tailor messages to them
- Review the RACE strategy of Reach, Act, Convert, Engage
 - Are the right customers being reached?
 - Are they interacting/aware of the brand?
 - Are they going to the website and purchasing memberships?
 - Are they rebooking to classes and using online tools?



Race Model - <https://slidemodel.com/templates/race-digital-marketing-planning-framework-powerpoint-template/>



How organisation interact with the public has changed with digital so necessary for clear understanding of customers (Kietzmann et al.)

Competition in the fitness industry with SPG needing to be ahead of the competition:

- Understating trends
- Creating value for money/time
- Developing content that is of value to the customer blocking out the noise
- Clarity in offer/expectations

Engage is long-term customer relationships which in fitness is key because customers need to be retained/use the product over time

Positive WOM (ACT/ENGAGE) makes customers comfortable (fitness journeys are personal) to part with money/time

(Chaffey, 2017)

Future and Change



- How will this link to future activities?
 - Advance the strategic plan
 - Create a digital led climate
 - Understanding of the customer drive forward new indicatives
 - Allow for informed decision making
- How will this activate change?
 - Short-term wins
 - Empower employees to get involved but showing progress
 - Implementation of a change program to create a digital first culture
 - Create and engaging customer journey
 - Create urgency and show vision



Kotter's 8-Step Change Process

The diagram illustrates Kotter's 8-Step Change Process as a staircase of eight steps, grouped into three phases:

- Creating the climate for change (Steps 1-3):**
 - 1. Create urgency
 - 2. Form a powerful coalition
 - 3. Create a vision for change
- Engaging & enabling the organisation (Steps 4-6):**
 - 4. Communicate the vision
 - 5. Empower action
 - 6. Create quick wins
- Implementing & sustaining for change (Steps 7-8):**
 - 7. Build on the change
 - 8. Make it stick

Successful promotional activity needs to further the organisational strategy (McDonald, 2010). Metrics will inform if KPIs are being achieved against the strategy.

Current strategy focuses on;

- Engagement
- Inclusivity
- Income generating

Millennials developing into big marketing for fitness and HE and need digital content to be; authentic, relatable and graphic (Smith, 2010)

Organisation needs to keep up with advances and developed into a **digital first** organisation

Period of change at the University with metrics reflecting this need including staff buy-in.

Implement cultural change in organisation through Kotter 8-step program, note many change programs can fail (Tidd and Bessant 1997)

Actionable Results



1. Develop a strategic plan utilizing the RACE model actioning digital activity
2. Led SPG to be a digital first organization
3. Position SPG as experts with innovative content targeting relevant customer segments
4. Utilize analytics and CMS tools to maintain an understanding of campaign leading to ongoing developments
5. Create a digital presence that acquires and retains customers through an understanding of future trends and current metrics



1) Without adequate plans marketers will be 'chasing tails', need to understand market, where SPG needs to go, and how

2) If not digital first, will be left behind – income and brand loss

3) Fitness is personal, customers' need to trust facility/trainers. Need to know recognise value in memberships/facility

4) Have detailed understanding of customers and how best to create interesting digital content appealing to them. Create effective and efficient processes.

5) Booking/ purchasing moving online, need to develop a digital presence allowing for achieving objectives, retaining happy customers and WOM/increased brand awareness to acquire new ones

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