

Making your leisure and community centres vibrant, visible and viable

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Sports Marketing Network



Where is all this coming from...

Marketing and customer service workshops for

- Rugby Football Union, Football Association, Sports Council Wales, England Squash, Scottish Association of Local Sports Councils, Rugby Football League, Amateur Boxing Association, SkillsActive, Sport England, ISRM, England Athletics, England Netball, Welsh Rugby Union, British Speedway, UniBond League, Universities, 18 County Sports Partnerships and 45+ local authorities and more than 1,800 sports clubs

Lots of good club and centre visits, brilliant experiences and great people...and some less so!

Welcoming centres...

more customers and **more** money

- Focus on your customers and their needs and then work to attract and retain them to support your centre
- Your membership and revenue will then grow and long-term you will have a **viable** centre

Grow vibrancy, visibility and viability of centres

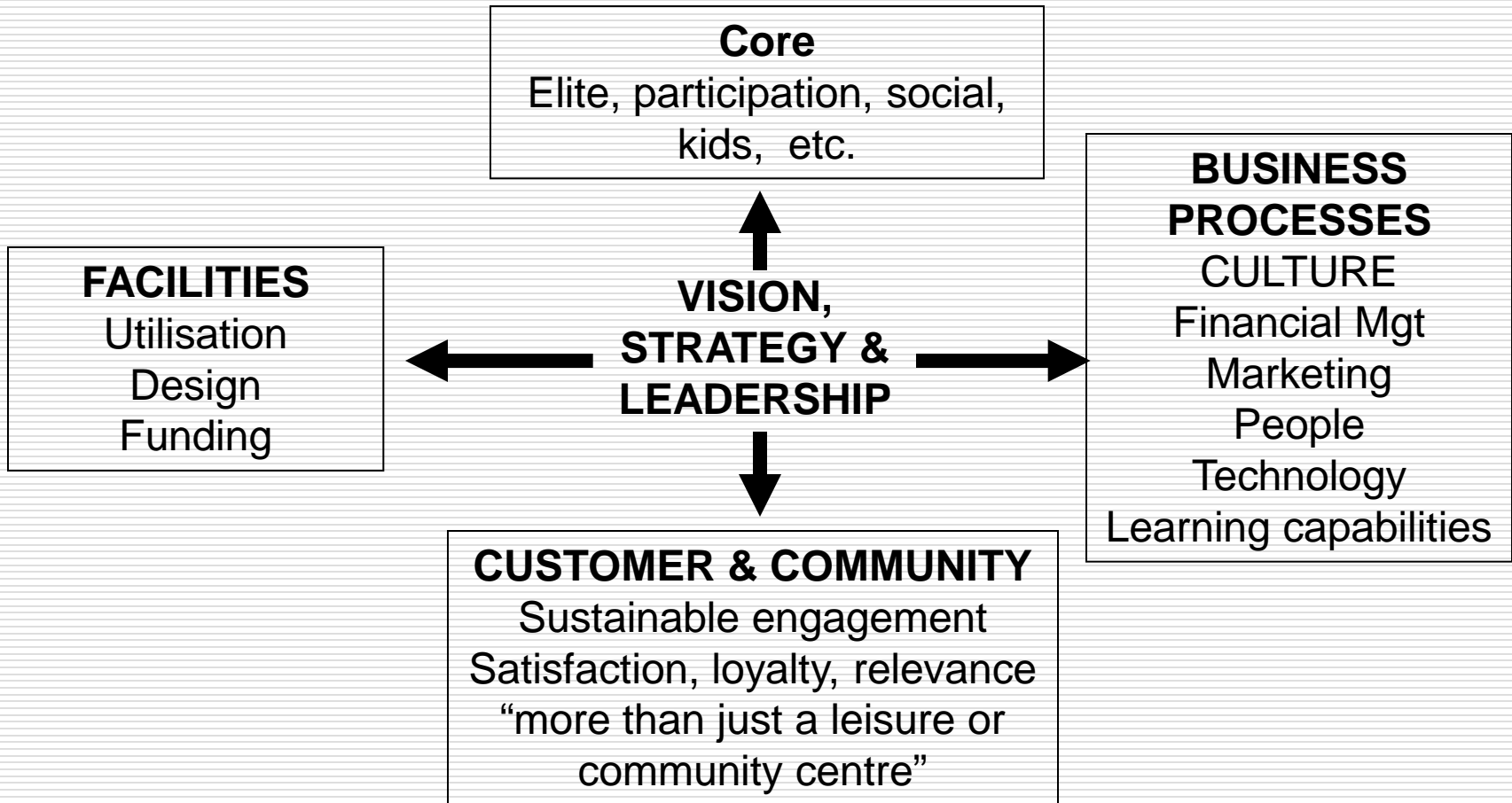
□ *A successful centre is*

vibrant through the activities and events the and centre creates

visible through its communication with members, supporters, partners

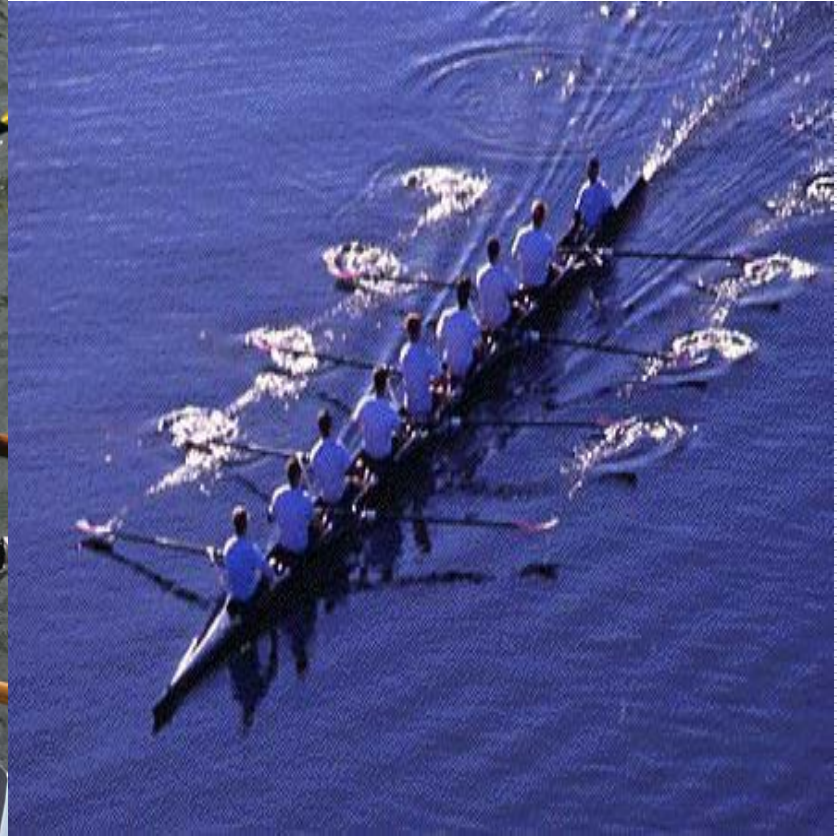
viable - with funding under pressure centres must diversify their revenue streams

Community Centre Enterprise



What is your centre for?

Are you all rowing in the **same** direction?



6 words you rarely see in this sector

Fun

Trust

Passion

Customer

Technology

Innovation

Why marketing matters...

- ❑ If you retain 90% of your members/customers every year, you'll have lost more than one third in year 4. You will have lost almost 60% if you retain 80% every year
- ❑ David Lloyd retains 72% per year
- ❑ What's **your** retention rate?

Marketing in community and leisure... an image problem?

- ❑ Wrong perceptions/misunderstanding
- ❑ Lack of market knowledge
- ❑ Lack of strategic planning and guidance
- ❑ Time and manpower
- ❑ 'Sell and make' approach
- ❑ Lack of relevant skills

“Well, marketing is just a flyer”

What is 'marketing'

'listening to people's lives'
'everything you do'

We are ALL marketers

Where's your customer focus?

1. We are completely focused on our customers, and we are aware of their different needs and we work hard to satisfy those needs. We constantly listen to our customers and make improvements whenever we can and when we can't we explain why.
2. We are getting increasingly customer focused although the whole organisation may not be as customer-focused as we would like. We know how we want to improve and we are working hard to get there
3. We need to focus less on internal and political issues and more on the customer
4. We rarely talk about customers - do we really know who they are?
5. We are a community/leisure centre - why are we talking about customers?

SMN's 4Com model

- **Community Marketing–
Packaging the passion**
 - *Community*
 - *Communication*
 - *WelCOMing*
 - *Computer*

Community

- Become a focal point within your community and go to the places, from schools to Women's Institutes, wherever your target audiences are

Communication

People are being bombarded with literally hundreds of messages every day

Flyers in libraries or inside your centres, have very little effect

Develop strong and relevant communication programmes

Speak their language

Wel**COM**ing

- Sports must ensure that they are places where newcomers feel welcome and recommend to friends and family. Remember, we are competing with Sky, Starbucks and even B&Q

Computer

We must embrace new technology and use whenever we can to communicate with our target audiences.

Use new media to Inform and Engage

The WHOLE experience

- Think of the whole experience of joining/booking a class/session:
(Moment Mapping)
 - Decision to attend
 - Seek information
 - Booking
 - Transport
 - Experience at your centre
 - Do you make them *love* you
 - Ask/listen

Treat ALL customers as individuals



Events...develop a vibrant centre

4 key areas:

Sport

Social

Community

Corporate

3 objectives for events:

Generate money

Attract new people

Develop a welcoming centre

12,339 dogs (and their 'owners')
participate in the Great North Dog Walk



All night handball...the coolest show in town (or the village)

The handball club in Haarby Denmark (pop. 5000) organises twice a year an all night handball festival aimed at 16-20 year olds (both boys and girls)

It starts at 8pm Friday and finishes at 8am Saturday

250 people play and they all share breakfast in the morning

Non-Sports Partners



Raising the centre's local profile

- Many people perceive community/leisure centres as a place of no relevance to them!
- How big a percentage of your local community know your centre exists?
- How many know where you are?
- How many have been?
- Finally, what reception would they get and would they want to come back if they came to a class, event or just to have a look?

Audience first...

'You' marketing **not** 'me' marketing

- ❑ Benefits not features
- ❑ Remember different segments = different benefits
- ❑ Right media + right message = SUCCES
- ❑ Inform and Engage
- ❑ 24% of people stop donating to charities 'due to lack of information'

The Notice Board is Dead!



The New Media World

- Paid (posters, flyers, ads)
- Owned (Website, texts)
- Earned (Social media, PR)

How do **you** communicate?

Website

Email

FaceBook

MySpace

Bebo

Text

'Phone

Twitter

Blog

Vlogs

Chat room

Podcast

Rating sites

Forum

YouTube

PR (off/online)

RSS feeds

Flyers/letters

Posters

Ads

The **Online** Centre

where friends, members, fans,
never-beens, community, etc.
can chat, learn, get involved...

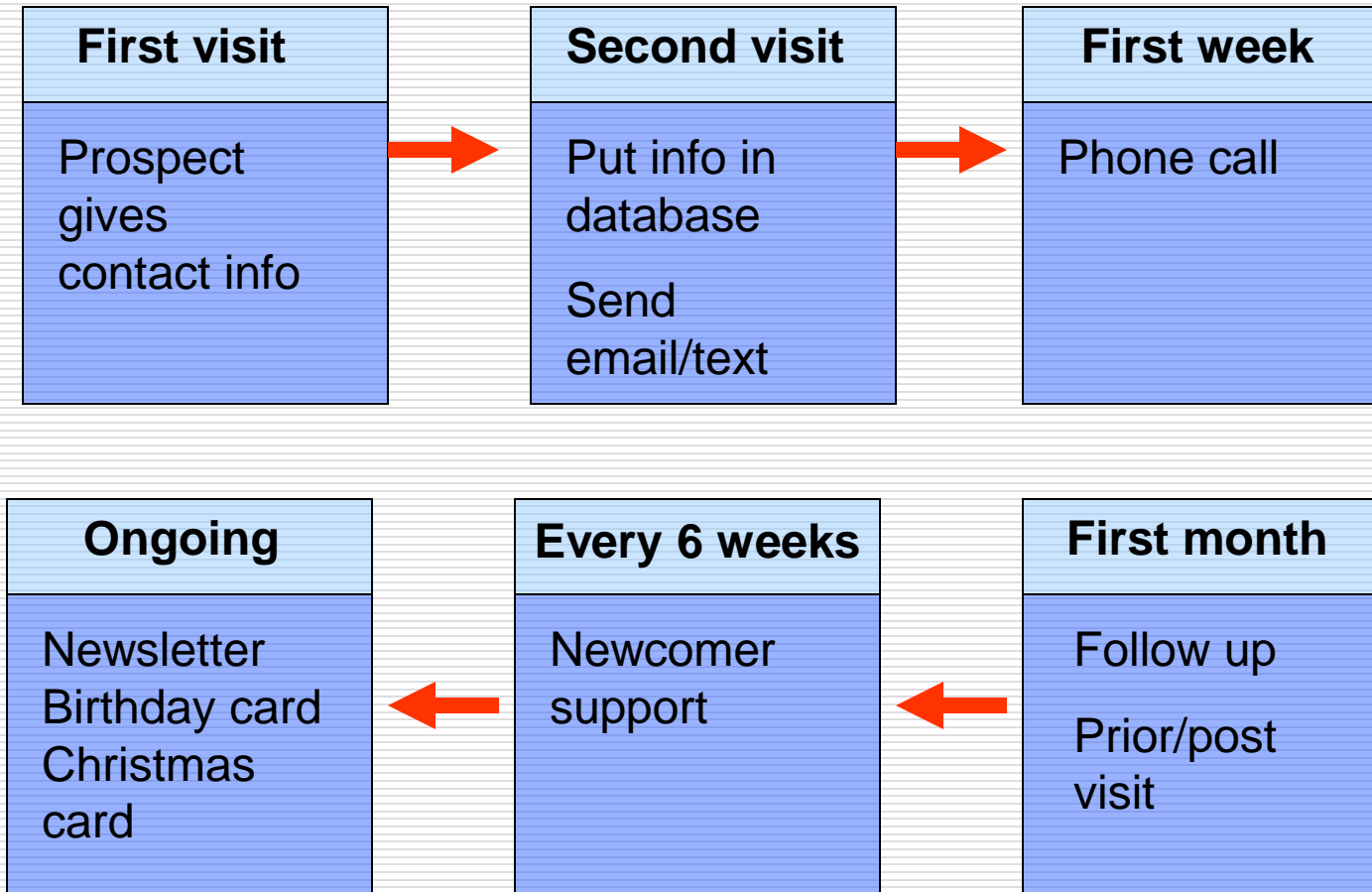
whenever and **wherever** they
want and in much
bigger numbers

Close the loop

- There's no point getting people through the front door if the back door is wide open:
 - Lack of follow up
 - No place for feedback
 - Little focus on customer service

From out-reach to in-reach

Getting to know you...



The customer profit

$$\begin{aligned} &\text{customer experience} \\ &\quad \text{minus} \\ &\text{customer sacrifice} \\ &= \\ &\text{customer profit} \end{aligned}$$

Excellent customer service...

passion

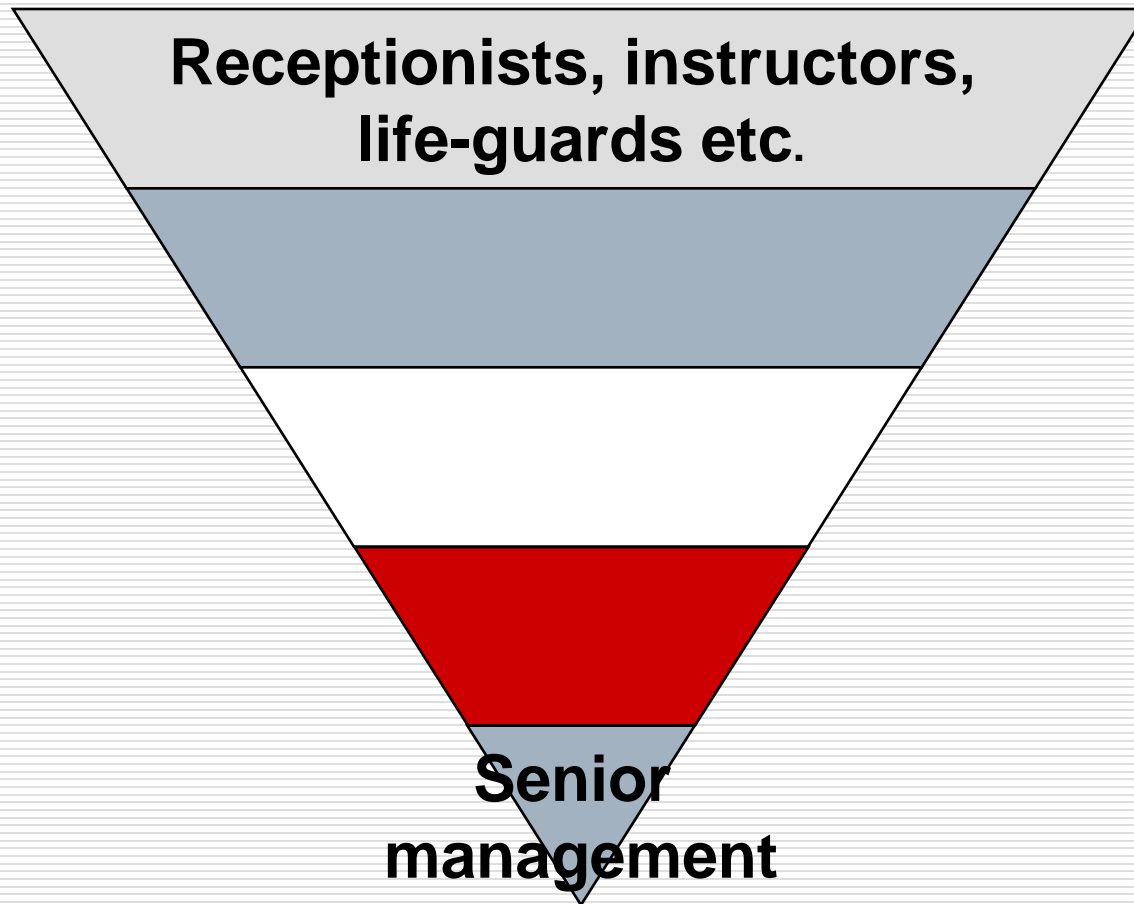
or

process

or

both?

Turn the pyramid upside down



"You cannot improve one thing by 1000% but you can improve 1000 little things by 1%"

"Coffee stains on the flip trays tell the customer that we don't service our engines properly"

Jan Carlzon, former Chief Executive, Scandinavian Airlines

**“Man who doesn’t smile, should
not work in leisure or
community centre”**

Chinese proverb (from Yorkshire)

Let's stay in touch...

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