

Quest 2016 – Gplus 11

Marketing, Research & Communications

Guidance Notes

Issue 4 - July 2016



Outcomes

- To ensure that marketing activity is maximised across pricing, programming, product development, promotion, place and partnerships.
- To effectively communicate marketing activity with the whole community, both to users, target audiences together with non-users
- To ensure that a variety of marketing methods are used to increase income and usage
- Market research data is being turned into real customer insight, shaping service delivery and leading to positive impacts in increasing and retaining market share

Suggested Guidance

| PLAN |
|--|
| How do you plan to market your service? |
| EXAMPLES OF BEST PRACTICE <ul style="list-style-type: none">• Marketing plan links to corporate, business and financial Plans• Customer and market research links to business plan• Planned approach to customer and market research• Marketing and communications promotional plan• Management and staff understand the value of research• Key motivations why customers use the service and non-users do not• Documented marketing/ promotional plan detailing activities, costs and resources• National Governing Bodies Plans• National, regional and local research has been considered• Previous user and non-user research• Market segmentation/ marketing mix• Local and national demographic and socio economics• Different methods of marketing media used• Local and national economy |

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- 7 Ps considered
- Competitor Analysis
- SWOT analysis
- Target market
- Operational Environment
- Performance measurement
- Procedures and policy standards

SUGGESTED GUIDANCE

- Does the marketing plan link to relevant organisation objectives including corporate, business and financial plans
- Are there clear identifiable links to customer and market research within the business plan; do the links add value to the service's overall aims and objectives
- Is there a planned approach to customer and market research which includes users, non-users and competitors and involves the use of primary and secondary research methods
- Is a marketing and communications plan in place that uses the findings of the research to identify how to reach target markets in the catchment area and the key messages to be delivered
- Do management and staff understand the value and the need to gather customer, catchment, market and research data to establish total market size and levels of latent demand for services and products
- Do management and staff understand the key motivations as to why current customers use the service and why potential ones do not
- Is there a documented marketing/ promotional plan in place which highlights all planned activities with costs and resources allocated
- Have individual governing body's sport plans been considered when developing the marketing plan and activity
- Has a wide variety of existing national, regional and local research data been considered as part of the market and research plan, such as:
 - Sport England Active People/Active Lives Survey
 - Sport England Market Segmentation Tool and Toolkit
 - Taking Part Survey
 - Acorn and Mosaic demographic analysis
 - Census data
 - Local community surveys
 - Partner data/surveys
- Have the results from previous user and non- user research been considered as part of the market and research plan
- Are the management staff aware of market segregation; is the marketing mix planned to match the expectations of those customers in the targeted segments

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- 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 media sites, Face book and twitter
- Has the organisation considered the current local and national 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/partnerships, process and physical evidence; been considered when developing the marketing plan and activity
- Does the organisation review itself against its competitors where appropriate, has a comprehensive competitor 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 know who their target market is; are they aligned to business plan objectives
- 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 customers

DO

How do you ensure that your marketing activity will reach everyone within the local community?

EXAMPLES OF BEST PRACTICE

- Marketing responsibility
- Job descriptions and specifications
- Partnership working
- Target markets
- Market segmentation and penetration
- Key brand to ensure corporate image
- Brand standards guide
- Product lifecycle
- Pricing
- Promotional plan linked to budget
- Public relations
- Links between marketing communication and results

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SUGGESTED 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 an 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 a promotional plan linked back to the 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 budget
- Have clear links been made between the marketing communication and the resulting sales, occupancy numbers

How do you use and communicate your findings in relation to promoting the service to customers?

EXAMPLES OF BEST PRACTICE

- Business plan context and marketing strategy
- Customers and market research plans
- User behaviour and market position
- Customer data
- Customer and stakeholders communication

SUGGESTED GUIDANCE

- Can management describe the 'golden thread' and where aims and objectives have been included within the business plan that directly reflect feedback received through market research; for example a reduction in activity prices to bring the costs in line with other local facilities and changes in activities project management, product development or programming as a result of research findings
- Are the management and staff aware of the customer and market research plans and do they understand how these plans can contribute to the future planning of the service and marketing communications
- Are management and staff aware of the behaviours of their current users, potential users in the catchment and their market position compared to competitors and other providers

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- Is customer data held by the service used to contribute to the marketing activity - to upsell , cross-sell or promote referrals
- Does the organisation communicate to staff, customers and other stakeholders its commitment to appropriate research and marketing and the value of the information received to the future of the service

What external influences and best practice do you use to develop effective marketing activity?

EXAMPLES OF BEST PRACTICE

- Industry best practice
- Professional membership
- Staff attend seminars and conferences
- Data protection
- Copyright and trademarks
- National Benchmarking Service
- Net Promoter Score(NPS) for customers and /or partners
- Quest benchmarking
- Survey tools and research methods

SUGGESTED GUIDANCE

- Do the management take into consideration industry best practice and latest trends and initiatives when developing the marketing plan and activities
- Are staff members of professional bodies, such as Chartered Institute of Marketing (CIM)
- Do staff attend industry seminars and conferences and is specific training provided to upskill and develop staff
- 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
- Has the centre undertaken a national benchmarking survey (NBS) within the past 3 years
- Have schemes, such as the Net Promoter Score (NPS), been considered to help measure the overall effectiveness in terms of inspiring customer/partner loyalty
- Have tools such as the Quest benchmarking scheme been considered to compare customer information with other centres
- Does the service make use of tools such as Survey Monkey and other on line research methods

What resources have you in place to deliver your marketing?

EXAMPLES OF BEST PRACTICE

- Marketing spend and resources
- CRM Systems
- Internal and external expertise

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- Partners to support delivery
- Marketing media
- Knowledge of local community and community engagement
- Outreach plan
- Regular promotions
- Stakeholder communication processes
- Non user surveys
- Staff incentives
- Marketing training, support and advice

SUGGESTED GUIDANCE

- Has the organisation defined the marketing spend within the financial budget; Have adequate and appropriate resources, such as time, finance and staff been allocated to the delivery of marketing plan and research
- Are CRM systems in place to help understand the current customers, where they come from, what they participate in and how often
- Is internal and external expertise used to deliver market activity
- Have potential partners been identified that could assist in delivering the aims and objectives detailed within the marketing and research plans
- Is a variety of different marketing media used to deliver communications/promotional 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
- Have appropriate staff received training in marketing, market research and appropriate CRM/software systems

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Marketing and business plan objectives
- Financial performance
- Market penetration and market segmentation

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- Benchmarking
- Performance measurement
- Sales and usage targets
- Membership targets
- Promotional activity evaluation
- User and non-user surveys
- Social Media metric tools
- Public relations

SUGGESTED GUIDANCE

- Does the organisation measure their achievement against the objectives of the marketing and wider business plan
- Does the organisation measure financial performance of marketing communications
- Does the organisation measure its customer database against the local catchment to ascertain its success in market penetration – for example, is the database reflective of the local population? Is market penetration and its benefits measured against segments of the market
- Does the organisation conduct any benchmarking against other similar organisations through external organisations, such as Quest, APSE, SPORTA, and CSPN
- 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
- Is there a process in place to measure the success of promotional activity that is delivered
- Are changes 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
- Research plan
- Review of findings from research
- Actions from research added to Improvement Plan

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- Performance monitoring and measurement
- Targets and retention data
- Promotions
- Media monitoring
- Staff meetings
- Staff feedback
- Staff and stakeholder ideas
- National trends
- Procedures and policy systems

SUGGESTED 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 on current performance
- Does the service regularly review research plans to check progress and achievement
- Does the service conduct regular reviews of the findings from research and use this to influence the business plan aims and objectives and identify developments to the service, is data turned into genuine insight and action planning
- Are there examples of findings from research being added to an improvement plan and implemented
- 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
- Have processes been developed to ensure that all forms of media, including social media, used are monitored and reviewed in terms of effectiveness to determine future decisions
- 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 or improve the efficiency and effectiveness of the supply chain
- Do the management have an understanding of national trends which could assist to influence local marketing and activity
- Do management have a process in place to regularly review and update procedures and policy systems

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Targets and KPIs achieved

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- Marketing plan achieved
- Customer and market research
- Usage/ participation
- Customer testimonials
- Financial improvements
- Community participation
- Active People/ Active Lives Survey
- Media coverage
- Social Media

SUGGESTED GUIDANCE

- Can the service demonstrate that the organisational purpose and specific site or project 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 and that targets and key performance indicators are being achieved as a result of the outcomes from the market and research plans
- As a result of the customer and market research plans is the organisation delivering a better customer and partner service; for example is satisfaction improving, retention improving, attrition reducing, loyalty increasing and delivering a service that meets the community needs and wants
- Is usage/participation increasing due to the marketing and promotional activity
- Are customers telling you and others about the difference the communication is having; can the service demonstrate that customers and others are telling you about the good service that you provide. Can value and success particularly around lifestyle change be demonstrated
- Can the management demonstrate financial improvements year on year; has income increased across the service
- Can the organisation demonstrate that the community participation, or other health targets is improving, including the service's specific target markets
- Is the data within the Active People Survey results reviewed to ascertain if the marketing activity is making a difference
- Has the service increased its media/PR coverage, such as local newspaper editorial, radio and television coverage and national journal coverage
- Has the service increased its social media followers, including Facebook and twitter