

A Duty Manager's Toolkit

Marketing Techniques To Develop Service Planning And Programming



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Introduction and Background



- Session developed from work undertaken for Sport England (Yorkshire) Investment Strategy – Part of a longer workshop.
- Context for the Research
 - Increasing participation – Holy Grail
 - Since 1987 sports participation in the UK has been static. The GHS of 1987, 1993, 1996 and 2002 reveal what can best be described as a flat line in sports participation.
- Research Question - Is there a relationship between investment and participation?

Introduction and Background



- **Findings**

- Inconclusive ! – Investment not the sole determinant of a project's success
- 75% of the Projects were concerned with **MARKET PENETRATION**, the provision of existing opportunities to existing customers.
- Little focus on **Market Development** or **Product Development**
- Need to think about a portfolio approach when "investing." – Need for risk and innovation

The Marketing Challenge

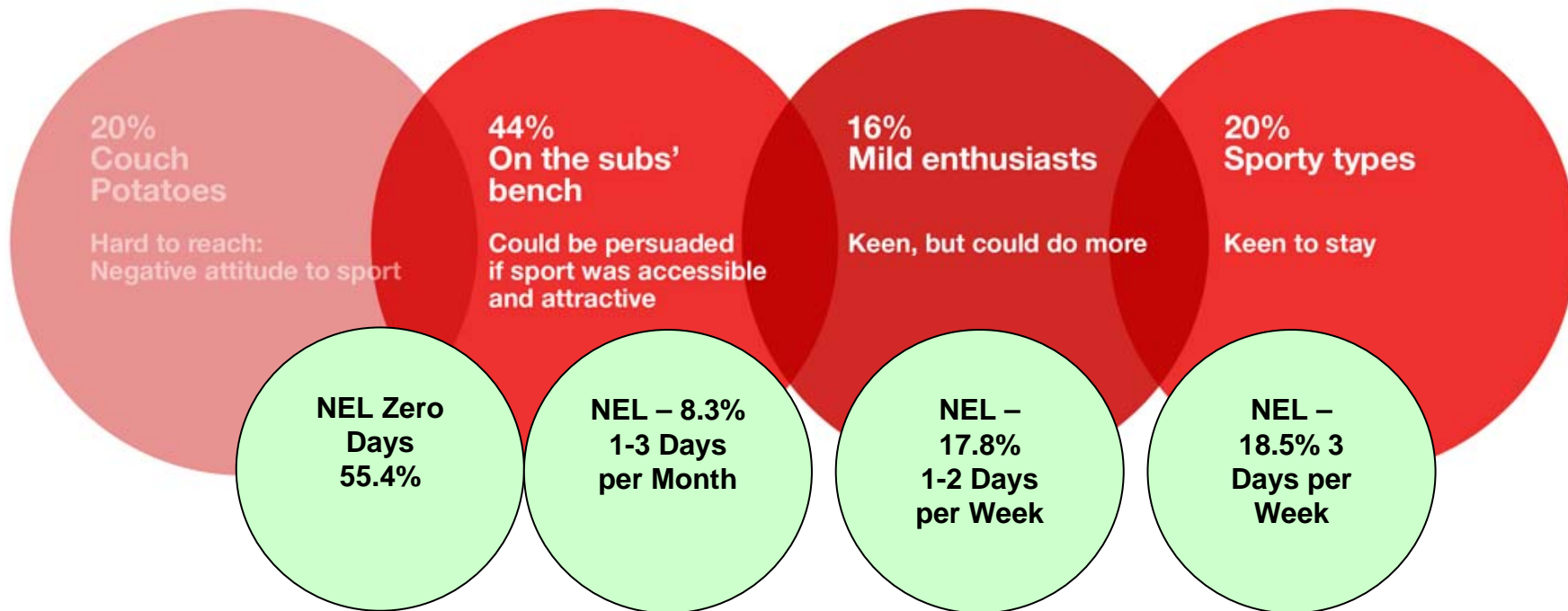
- Active People Survey – Nationally on average 21% of the population do 3 x 30 minutes of moderate physical activity per week.
 - Sheffield 18.6% **(53.6%)**
 - Rotherham 18.7% **(57%)**
 - Derby 20.4% **(51.6%)**
 - Three Rivers 22.9% **(44.2%)**
- **% of the population who are sedentary**
- **We have a shared marketing objective to increase participation by 1% each year. And to close the gap in participation by under-represented groups**



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The Market for Sport and Active Recreation North East Lincolnshire





Developing Marketing Strategies to Grow Participation

Ansoff's Matrix

Markets and Market Segmentation



- **Market** – identification of specific needs and wants.. and the ability to pay (Market Demand)
- **Market Segmentation** – about dividing the diverse market into sub markets (grouping customers with similar needs) and developing a tailored marketing mix.
- Public Sector largely segment by Socio Demographic and Geographic profile (but also Lifestyle / Personality/Behavioural approaches)
- [Segmenting the Sport and Active Recreation Market](#)
- Discussion Point – Segmenting the Swimming Market

Ansoff Matrix

Ansoff Matrix		Products	
		Existing	New
MARKETS	Existing	Market Penetration <i>Same people doing More</i>	Product Development <i>New ideas Same People</i>
	New	Market Development <i>New people same ideas</i>	Diversification <i>New people new ideas</i>



Ansoff Matrix Applied to Sport

Ansoff Matrix		Products	
		Existing	New
MARKETS	Existing	Market Penetration	
	New		

- "Business as usual"
- "More of the same"
- Moving "subs bench" and "mild enthusiasts" towards 3 times per week
- **Total swims and other visits**

Example Strategies

- Pricing discounts and Leisure Card Schemes
- Fitness Membership
- Pinching from competitors !
- Facility Improvements – Ensuring access to quality facilities - (Standards Approach)
- Pathways to elite sport

Ansoff Matrix Applied to Sport

Ansoff Matrix		Products	
		Existing	New
MARKETS	Existing		
	New	Market Development	

- Finding **new customers** for **existing products**
- Assumes you know your current market !

Example Strategies

- GP Referral
- Work with other agencies – Health, Crime, Education
- Participation Events – Race for Life
- Focus on removing barriers and outreach work
- Existing work where we are still learning

Ansoff Matrix Applied to Sport

Ansoff Matrix		Products	
		Existing	New
MARKETS	Existing		Product Development
	New		

- Product Extension
- Product Replacement and Innovation

Strategies

- New types of exercise classes
- New forms of sport – street sports, Parkour (Free running), Urban Golf
- **Some Facility Development – Innovation** – e.g Snow domes
- Linked to Product Lifecycle

Ansoff Matrix Applied to Sport

Ansoff Matrix		Products	
		Existing	New
MARKETS	Existing		
	New		Diversification

- New Products into New Markets
- Still reasonably close to core competences

Strategies

- Shifting from the language of sport to **physical activity**
- Partnerships and Strategic alliances
- Workplace Health / Active Travel / Green Gyms
- Motivational Interviewing and Psychological support – New worker roles for
- Raising awareness of health benefits / supporting behavioural change

Practical Work – Service Planning Activity



- In your group discuss strategies that you have for your Facility aimed at increasing participation
- Place Project on 'post it' note
- Agree which quadrant of the Ansoff Matrix best describes the strategy proposed.

Assessment of Risk



- Is the project consistent with strategic objectives
- Future Assumptions ? External factors (Controllability)
- Do we have the skills and resources (Can we acquire them)
- Can we adequately Product test / Service development
- High level commitment
- Adverse reaction – Partners, Customers, Existing projects
- Financial Risk – Assumptions, availability of funding, under writing etc

Summary



- The idea of using the Ansoff Matrix is aimed at generating discussion, encouraging creativity, innovation and risk taking (options for the future)
- The tools are not meant to be prescriptive, not a replacement for sound judgement and experience – does it feel right and is it "do able"