

From sports club to community sport enterprise

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Where is all this coming from...

□ **Grow Your Club** workshops for

- Rugby Football Union, Football Association, Sports Council Wales, England Squash, Scottish Association of Local Sports Councils, SkillsActive, Sport England, England Athletics, England Netball, Welsh Rugby Union, British Speedway, UniBond League, Universities, 12 County Sports Partnerships and 45+ local authorities and almost 1,500 sports clubs

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



“Unwelcoming clubs”... a word from the Secretary of State

- “Let’s be honest, a lot of our clubs have got a very unwelcoming environment. They must develop a more supportive environment, making people feel more comfortable.”

Andy Burnham, Secretary of State for Culture, Media and Sport, (England Netball magazine)

...Sport England?

- “A modern network of sports clubs will be the centrepiece of people’s sporting experience”

Sport England Strategy 2008-2011



Make our clubs vibrant, visible and viable

□ ***A successful club is***

vibrant through the activities and events the club and centre creates

visible through its communication with members, supporters, sponsors

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



Welcoming clubs make more money

- Focus on your customers i.e. parents, players, supporters, sponsors, Council etc. and their needs and then work to attract and retain them to support your club
- Your revenue will then grow and long-term you will have a winning club, both on *and* off the pitch.



Customer focus is vital

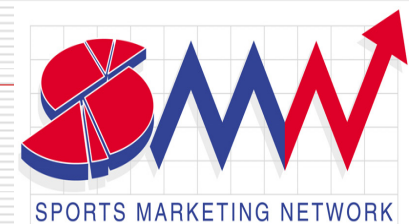
- If we are to increase sports participation and involvement, sport as a whole, must become much more marketing and customer focused and **develop skills and processes which support that**

A view from an English National League Rugby Union Club

"I have to admit that trying to get the management team to agree that we need more community involvement is difficult. There are entrenched views and it is taking time to get long-standing members to realise there is no future for "just a rugby club"

Malcolm Tempest, ex-Commercial Manager (volunteer)

Hull Ionians



The old mindset is not working

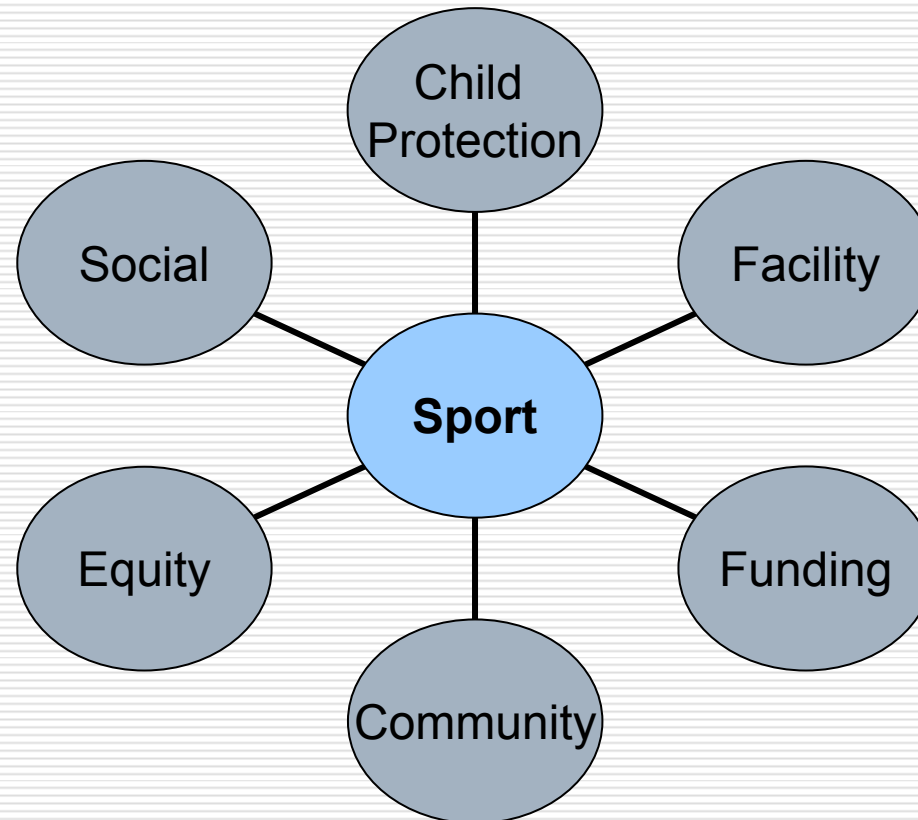
- ❑ Too many sports clubs are being run as 'just sports clubs' with everything else only there to support the sport
- ❑ Coaches should coach and not run the clubs
- ❑ Too many clubs have a

Give Us Money We Are Lazy culture

GUMWAL clubs



My Club



Better skills – better sport

- ❑ Approx. 45% of sports volunteers are NOT involved with coaching and do NOT receive any support to improve their skills
- ❑ Approx. 90% of leisure centre training budgets are spent on statutory training
- ❑ What is required is much stronger focus on **leadership, management, marketing, customer service, technology and community involvement**

Clubs as social enterprises... the way forward

- If sports clubs are to grow they will have to get away from “just being sports clubs” and become Community Sports Enterprises (CSEs) benefiting from introducing some of the principles applied within social enterprises**

Social enterprises... what's that?

- ❑ **"Social enterprises are business organisations that trade in the market with a social purpose"**
- ❑ **Enterprise orientated (the focus is on developing a culture which combines business planning and passion)**
- ❑ **Customer and community focused**
- ❑ **Profit is NOT a 'dirty' word because when they make a profit, that profit is put back into the enterprise**
- ❑ **They are liberated from other organisations' policies, bureaucracy and procedures**
- ❑ **They are recognised as entrepreneurial and dynamic**

Where there's a will, there's skill...

- ❑ ...the challenge is how to add enterprise culture and business skills into our community sports clubs
- ❑ ...passion without skills can be very dangerous
- ❑ the way forward:

Skilled Firebellies



Introducing the Community Sports Enterprise



Benefits of being a CSE

- You become better equipped to deliver sport
- Attracting and retaining good, skilled volunteers
- More relevant and become Hubs for their Communities
- From fund-raising to income generation
- Become vibrant and visible
- Easier to attract and retain good, skilled volunteers
- You become more relevant as a Hub for your Community
- You can incorporate a social agenda into the heart of the club
- You will have freedom and independence to make decisions and define priorities



Do you know where you are going?

- ❑ Eight rowers need to agree on the direction and speed, otherwise...
- ❑ Clubs must agree on the vision and three key objectives.
 - Simple exercise: Each person writes down their three key objectives for the club and then compare and agree
 - Rugby club parent: "Why is the 1st XV going away in coaches and the Juniors in their parents' cars"

Sports club volunteering so far

- ❑ Mates and former players (“he was a good striker and he’s retired, so he can run the bar”)
- ❑ Too much pressure on and work for too few people
- ❑ Focus on who is available within the club and NOT on what skills and attributes are required
- ❑ Fiefdoms, egos and no thank yous

The NEW volunteer...

- Has got specific skills etc. that the club requires
- Will volunteer to give something back and develop their skills. There has to be something in it for them
- Requires other volunteers to be as professional as they are
- Will probably volunteer for a few years
- Sources: Sponsors, colleges/universities, public sector, specialists
- Get younger people involved – sustainability
- 'Search for the Stars' programme.

New skills = training and new people

- What does your club stand for?
- Would you, hand on heart, recommend it?
- Volunteers are good at social and sports/coaching skills, less so at:
delegating, motivation, handling conflicts,
IT, marketing, building teams,
communication, strategic thinking, in short:

Leadership and Management

Your club...a welcoming place where people live their lives?



Customer service

A Welcoming Club:

- More than just a sports club
- Would you have your birthday party at your club?
- Note: change of pub landlord can mean 50% increase in turnover
- Learn from **Disney, Starbucks** and **Tesco**
- Greet and welcome newcomers



Successful clubs are Hubs for their Communities

- ❑ They run great sporting experiences for
 - ❑ Corporates
 - ❑ +45s
 - ❑ Disabled
 - ❑ "Fat blokes"
 - ❑ Stroke sufferers
- ❑ They run great social events for ALL the community
- ❑ They are vibrant, visible and viable

Five words you rarely see
in sports plans

Fun
Passion
Customer
Innovation
Technology



Club 'marketing' so far...

- ❑ "We've got somebody who does our marketing"
- ❑ "We printed some flyers last year, I think they are in that box over there"
- ❑ "Do we really want all these new people here, in my club?"
- ❑ "I just want to play my sport"
- ❑ "The Government/Council/Governing Body should give us some more money"

Getting the facilities right... (or as right as possible!)

- Designed *for* whom and *by* whom?
- Who manages: club/council/other?
- Are they welcoming (clean/tidy)?
- Are they and the management supportive of the notion of CSEs?
(great sporting and social experiences)

CSEs in practice

- Grow number of players/members using SMN's 4Com model
- **Community Marketing–
Packaging the passion**



Community

- Sports deliverers must become a focal point within their community and go to the places, from schools to WIs, wherever their target audiences are

Communication

In today's environment people are being bombarded with literally hundreds of messages every day and flyers in dispensers in libraries or inside sports centres, have very little effect. We must develop strong and relevant communication programmes as part of our community programme



WelCOMing

- Leisure centres 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. Applying targeted and relevant email and text messages, can have a dramatic effect and does not have to cost the earth



How **YOU** can help

- Sport can not solve this issue on its own**
- Too little support and training available for the 'non-sports' skills**
- The 'non-sport' volunteers feel isolated...help them to network and learn**
- Help your SDOs and other staff to understand CSEs and how to make life easier for them**
- Sports development must access skills and support from CVS, Business Link, FE/HE and...Sports Marketing Network**



SMN...all we do is about making sport vibrant, visible and viable

Grow Your Club

- workshop programme
- the Manual

Grow Your Leisure Centre

- Marketing your leisure centre
- How to provide excellent customer service

Marketing for Sports Development

- workshop programme



Let's stay in touch...

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