



# **Kingborough Bowls Club**

## **Marketing Plan**

**2011-2012**

Approved by Club Board of Management:

September 2011

## **Executive Summary**

The Kingborough Bowls Club is a not for profit sporting club with function facilities. The Club is located at 1615 Channel Highway, Margate within the Kingborough Municipality south of Hobart. The Club offers facilities for social and Pennant bowls competitors, provides a member and function bar, and function facilities. It is planned that, depending on funding being confirmed, an Indoor Bowls Centre is to be built and be operational in April 2012.

At this present time club revenue is primarily dependant on members and functions. By following this marketing plan, revenue streams are to be increased and diversified through: social and corporate bowls, sponsorship, improved bar margins, functions, indoor bowls centre operations and maintenance of member stability.

The Club's mission is to be a professional Club, providing a friendly and social Club atmosphere, offering opportunities for current Club members and all members of the general community to: participate in the game of bowls (indoor and outdoor), and to obtain corporate and private usage of its modern facilities. The Club's mission statement is: "To provide a positive bowls environment, so that the players within the club can reach their potential and be the best they can and enjoy the experience."

People of all ages are the targets for the game of bowls. Club members (including social members), not for profit organisations, business/corporate organisations and other sporting and social clubs and the general public are the targets for functions. Business organisations are the target for sponsorship. The target area is the Municipality of Kingborough and surrounding areas.

There is a competitive market for bowls with many established clubs in surrounding areas. Indirect competitors include other sporting and social organisations. The market for functions is also very competitive, with main competitors including wineries, hotels with function facilities and other clubs with function facilities.

To be successful in this market, the Club needs to increase awareness among the community of the availability of function facilities and the game of bowls. It must also maintain and foster an image that focuses on a friendly and social yet competitive and professional environment.

Although it is recognised that the promotions budget is relatively small, the promotional activities for the Club will include:

- Database marketing.
- Advertising via: The Kingborough Chronicle, Huon News, Mercury, radio (non paid ABC radio endorsement or community radio), direct mail, outdoor signage and indoor signage.
- Stay in touch marketing: Newsletters, Sponsor letters, email.
- Referral Marketing: Introduce a friend and sponsor campaigns.
- Public relations: Press releases, presentations.
- Sponsorship
- Website

These promotional activities will support the product, price and distribution strategies established in this marketing plan.

It is recommended that the Club support all the marketing activities in this plan in an attempt to increase revenue for the forthcoming year.

## INTRODUCTION

This marketing plan has been prepared by the Kingborough Bowls Club, located at 1615 Channel Highway, Margate, Tasmania.

The purpose of this plan is to:

**A)** Continue to increase and diversify Club revenue streams to achieve financial stability by:

- Marketing the sport of Lawn Bowls to increase new participants - with the aim of ultimately converting to members - in the bowls season, specifically in the forms of corporate bowls and social bowls. This will also maintain the utilisation of the current two grass greens and the proposed indoor bowls centre.
- Club membership drive.
- Establishing sponsorship agreements - both 'in-kind' and monetary - and ongoing relationships with sponsors.
- Marketing the availability of the Kingborough Bowls Club, including the proposed indoor bowls centre, to the corporate, general and sporting community for functions and activities (within licensing and council regulations) to establish regular bookings.
- Improve bar margins.

**B)** Maintain member stability (current member base of approximately 260) by:

- Continuing to provide a friendly and social Club atmosphere and fostering the unified culture of the Club.
- Maintain competitive and social indoor and outdoor bowls, co-ordinated in a professional manner.
- Encourage and support members with coaching programs enabling them to play at their highest level.
- Maintain and enhance respected standing within the Tasmanian Bowling Fraternity.
- Developing and encouraging a sportsmanlike culture.

- Maintaining comfortable Club facilities, amenities and first-class greens.
- Promoting availability of Club facilities to members as a benefit.
- Encouraging member involvement in Club activities and recognise and reward dedicated members.
- Increasing winter activities - both bowls and social.
- Improving internal communications.
- Decreasing reliance on member generated income (addressed in purpose A above).

The Club wishes to portray an image as a modern progressive business and a sporting and social facility to the general community. In adopting a professional marketing strategy, the Club will be promoted as such.

The Senior Vice President will be initially responsible for co-ordinating the human and physical resources required for the implementation of marketing strategies, with the assistance of the Board and relevant sub committees formed for specific activities. Following the building of the indoor bowls centre a Marketing Manager is to be appointed to work with the Senior Vice President in the continuance of the implementation of marketing strategies.

The implementation of this plan is specific for the period August 2011 – July 2012 and once established is considered an ongoing project. The plan will be reviewed and updated at the end of this period.

# SITUATION ANALYSIS

## Market Analysis

### Business/Market Definition

The Kingborough Bowls Club operates within the sport and recreation and licensed social clubs business market.

### Market Size

Bowls has traditionally been a sport participated in by middle to mature aged individuals, ranging from 45-80 years, given the increase in the ageing population that is set to continue over the next 20 years, the market for Bowls is increasing.

The Kingborough Municipality comprises residents and many businesses ranging from retail to corporations.

The market for bowls is moderate and quite competitive.

### Market Potential

There is a potential for widening the average age of Bowls members to obtain more members in the 15-45 age group. The promotion of the Club via the recruitment of more social members (corporate bowlers), the building of the indoor centre and offering the sport as an alternative to students attending all High Schools within the Municipality will help in achieving this goal.

The market for functions targeting the corporate, general and sporting community is a strong area for continued growth within the Club, and has been a relatively good revenue stream to date.

## **Market Structure**

There are a number of Bowls Clubs in direct competition with the Kingborough Bowls Club: Taroona, Sandy Bay, Huonville, Cygnet, Franklin, Geeveston, Bruny Island and Dover. The majority of these Clubs have indicated their support for the building of an indoor bowls centre.

Direct competition in the area of functions consists of:

- Other clubs (sporting and other) with function facilities
- Wineries with function facilities
- Hotels with function facilities

## **Market Trends**

Despite increase in ageing population, member numbers have been increasing over the past five years.

The corporate community in recent years have focussed on human resources; the importance of company culture and staff motivation. This has lead to an increase in the number of recreational 'team-building' activities companies partake in with their employees outside of work. The demand for this has been evident in the number of business teams participating in the Friday summer season social bowls nights. This factor should continue to be taken advantage of to increase demand for participation in social bowls and use of Clubrooms for functions.

Media coverage of national and international bowls events and any current affairs style coverage of the game in general may boost interest and demand for the game.

## **Environmental Analysis**

There is a wide range of ages and incomes living in the Kingborough Municipality. There are many professionals working in the area given the number of businesses.

It is noted that the predominant age of full members tends to be 50 years and over. It is hoped that this member demographic can be widened to include younger people. However, younger age groups have busy work and social schedules to compete with and often are committed to and prefer more high-energy sports. Additionally, younger people may be concerned about being at a place where there is obviously a large proportion of older people, and the perception that bowls is for the older community. It also may not be considered 'cool' or acceptable by their peers.

Taking the social and corporate bowls approach to recruiting new players, has helped in reducing some of these barriers to attracting the younger demographic as they are playing with their peers.

### **Economic Factors**

The overall economy is good, with little sign of inflation and interest rate increases.

Prices of memberships have remained steady. The aim is to secure strong revenue streams that will in the future lead to reduced/cheaper membership fees. The introduction of a 5% discount for full family memberships will provide a further inducement for family memberships.

### **Technological Factors**

Use of the Internet needs to be exploited by producing a Website for the Club. This will simplify processes and resources in communicating with members, the general community and sponsors. Specifically in:

- Making information available to members (such as rosters and notices),

- Providing function information and booking ability,
- Recognising, promoting and linking to sponsor websites,
- Provide a means for the community to access information regarding the Club thus establishing more personal relationships with much larger number of customers,
- Faster more accurate feedback may provide ideas for improvements and innovations.

Our Website is under construction and is to be implemented in mid 2011.

## **Natural Factors**

Lawn Bowls is held outdoors, thus the game is seasonal and restricted to the summer months, with the season beginning in October and ending in March. During the winter months, due to the cold and wet weather, indoor bowls is very popular and with the building of an indoor bowls centre this should create the environment to play the sport all year round.

## **Cultural Factors**

Lawn Bowls has long been an Australian participated sport. Traditionally Clubs were predominantly male and continue to be so. Bowls tends to be perceived by the general community as a 'retirement sport' for older participants, which may be a barrier to attracting younger members. The culture of the game of Bowls itself is somewhat antiquated in the setting of rules, such that women's competitive games (Pennant) are restricted to be played during the day on a weekday. This prevents recruitment of the younger modern working women at Pennant status, and only enhances the perception that the game is for the retired.

## **Legal/political Factors**

Political factors influencing the way in which the Club conducts its business:

- Internal related political factors such as selection protocol & codes of conduct.

Legal factors influencing the way in which the Club conducts its business:

- Licensing restrictions.
- Kingborough Council regulations.
- Privacy Act regarding member information.
- Insurance for visitor/casual games and people on premises.
- Health and safety (e.g. provision of shaded areas to help prevent skin cancer)
- Food preparation regulations - catering for functions and members and supply of BBQ's etc.
- Rules governing not for profit organisations.
- Wheelchair access.
- Australia/Tasmania Bowls Laws/regulations that may affect the way in which the Club conducts its business.

# **Company Analysis**

## **Company Mission**

The Kingborough Bowls Club's mission is to be a professional Club, providing a friendly and social Club atmosphere, offering opportunities for current Club members and the general community to: participate in the game of bowls, and to obtain corporate and private usage of its modern facilities.

“To provide a positive bowls environment, so that the players within the Club can reach their potential and be the best they can and enjoy the experience.”

## **Assessment of Marketing Organisation**

### **Product**

The Kingborough Bowls Club is a social sports Club in the game of bowls. The Club offers the service of coaching programs and the ability to play bowls at various levels including: competitive Pennant, social and corporate. It also offers the opportunity to play the game of Petanque. The Club provides bar and clubhouse facilities which are available for Club specific, private and corporate events/meetings/functions.

### **Price**

A penetration pricing strategy is employed (i.e. attempting to sell to the whole market at one low price) as customers/members are price sensitive and there are many other Clubs to compete with. The aim is to maintain a margin that provides cheaper prices than the market and is supported by volunteer labour.

### **Membership fees:**

<b>Membership Type</b>	<b>Entitlement</b>	<b>Cost</b>
Full	Pennant, social playing & voting rights	\$220
Junior	U/18, Pennant, social playing	Equal to BTS capitation fee
New Bowler	1 <sup>st</sup> year Pennant at KBC	\$110
Special	Club Social Competitions, social lawn bowls	\$110
Special	Petanque	\$50
Social	Bar & lounge	\$10

Prices are comparable to other clubs. An incentive discount exists of \$20 off the full membership price if paid by 30 June each year. Also, to encourage more family members to the Club, a 5% discount is provided if two or more full family members renew or join. In 2011-12, membership prices remain the same as 2010-11 despite Bowls Tasmania increases to affiliation fees. The Club membership year is 1 August to 31 July.

### **Bar prices:**

Bar prices are perceived as cheap compared to other bars in the Kingborough area. Bar prices are comparable, if not slightly cheaper than other clubs and are differed for functions and for members.

### **Function prices:**

<b>Hire Option</b>	<b>Cost</b>
Room Hire (all day – 8 hours)	\$200
Room Hire (1/2 day – 4 hours)	\$150
Room Hire (night only) – n/a if club caters	\$150
Kitchen	\$100 or \$150
Bond	\$200
Catering (as per selection)	\$15 to \$25 per person
Wages: Bar	\$18 per hour
Equipment Hire	tba
Deposit	\$100
Security (additional fee as quoted)	tba

Function prices are relatively cheap compared with competitors whose business is dedicated to functions. Function prices are comparable to other clubs. No bond or room hire is charged for full member functions.

### **Distribution (Place)**

The Kingborough Bowls Club is located at 1615 Channel Highway, Margate. The two bowling greens whereupon the game of bowls is played are conveniently located onsite at the Club. Pennant games often require travel to compete at other southern Clubs, where members car-pool to and from the destination. Bar and function facilities are also contained within the Club at this address. A terrain for the game of petanque is located onsite at the Club. The Club and bar is typically open for practice and social visits during business hours on weekdays, extending to approximately 8pm. On Saturday's the Club and bar is open for Pennant bowls and social visits from 11am to around 8pm. The Club is available on specific days and times for social/corporate bowls, meetings and function bookings – these timetables are made available to the public and enquirers.

## **Promotion**

Some press advertising and mail-out flyers have been implemented to promote social corporate bowls. Direct Database Marketing and 'Stay In Touch' Marketing (e.g. Newsletters, Sponsor letters, email) has proven successful and will continue to be utilised. Public Relations activities (press releases and presentations) will be implemented where necessary as circumstances arise. The Kingborough Chronicle and Huon News (local newspapers) have provided annual publicity for the beginning of the bowls season. Personal selling has been engaged in by members to recruit new players/members and to introduce teams to social corporate bowls. This Referral Marketing and word of mouth promotion seems to be successful.

## **Assessment of Brand Image**

It is believed that the Club is highly respected by the bowling fraternity and generally perceived as friendly and organised with a range of bowls competitions (social and competitive), meeting rooms and good function facilities.

## **Assessment of Relative Strengths and Weaknesses**

### **Strengths**

- Friendly atmosphere.
- Potential for success.
- Growing Club.
- Prime location within the community.
- Pennant teams for all levels of bowlers.
- Long standing tradition.
- Strong pro active Board of Management.
- Quality grass greens.
- Strong identity within the community.
- Financially sound.

- Licensed premises.
- Dedicated volunteers.
- Sizeable asset.
- Modern facilities.
- Strong membership.
- Formally growing.
- Potential of expertise within the membership.
- Good pool of sponsors.
- Site proximity to highway

## **Weaknesses**

- Lack of member involvement in Club activities and management.
- Site proximity to highway and tidal waters.
- Car parking limitations.
- Lack of off season revenue.
- Lack of strong management structure.
- Lack of player promotion.
- Limited income streams.
- Internal apathy from members.
- Poor communication mechanisms.
- All grades not practicing together.
- Reliance on bar turn-over for income.
- No succession planning.

## **Customer Analysis**

Although there is a wide range of members from young to old, it has been noticed that male members are primarily aged 45-80 years, whereas the older members (over 60 years) tends to be female. Dedicated members consist mainly of Pennant competitors.

Other segments consist of younger players aged approximately 20-45 years, competing in the social corporate roster. The segment playing social corporate bowls has remained constant at 60 participants in 2010-11. There is the opportunity to convert these social players to members. Sunday social bowls is to be implemented in 2011-12 and will add yet another segment to the mix. The different needs and wants of the younger and corporate segments have been recognised to maximise the possibility of retaining these people as members or simply to ensure their annual attendance in their selected competition (most likely corporate bowls).

The younger age groups are less willing to give up their weekend time to compete in Pennant Bowls and are more likely to already have sporting/other commitments on weekends. The Club is restricted in the ability to convert younger female players - that are competing in social corporate bowls - to members to compete in Pennant Bowls due to the restrictions set by Bowls Tasmania that game days are during business hours. At this point in time the focus on this younger segment is with the aim to generate a keen interest in the sport of lawn bowls and have them commit to participate annually in social corporate bowls or social bowls bookings, rather than attempting conversion to Pennant Bowls. Although some recruitment to Pennant Bowls has occurred, it is envisaged that in the long term we will see greater numbers transferring to Pennant Bowls and Full Membership.

Another segment includes members of the general public (often visitors to the area) who wish to call in for one-off casual games outside of competitions. It is considered that this segment is the lower priority in attracting at this point in time, with the major focus on recruiting through the social competitions.

Other customers to be considered are those that want use of the Club's facilities for functions and meetings. As a result of the increased numbers of functions at the club in 2010-11, a regular customer base that utilises the Club's facilities is beginning to be established. Segments to be targeted include: Club members, not for profit organisations, business/corporate organisations, other sporting organisations, other social Clubs (that do not have their own facilities) and the general public. It is anticipated that the facilities will be utilised by these segments for: training and team building occasions, meetings and celebratory functions (e.g. Anniversaries, birthdays, Christmas dinners, awards nights, fundraising nights etc.).

Targeting segments outside of members for functions depends upon the successful introduction of the indoor bowls centre. With more members of the community utilising this new facility it will provide more opportunities for people to view the club and decide on using the facilities for celebratory functions etc.

## Competitor Analysis

The main direct competitors are other Bowls Clubs in surrounding suburbs. These include:

- Sandy Bay
- Taroona
- Huonville
- Franklin
- Geeveston
- Cygnet
- Bruny Island
- Dover

These Clubs provide the same service of the game of bowls and clubrooms to potential bowls players. These Clubs prevent the Kingborough Bowls Club from accessing potential players/members that reside in the suburbs where other Clubs exist. These Clubs are all licensed and have function facilities. The Kingborough Bowls Club is at an advantage with very modern facilities and with an indoor bowls centre, will become the hub of bowling south of Hobart. The Kingborough Bowls Club has the advantage of having two first class greens – the best greens in the area. The other clubs are limited to one or two greens. The location of the Kingborough Bowls Club enables players to come straight from the most populated and fastest growing areas of the Municipality. Kingborough Bowls Club is now ‘known’ as a professional club that opens it’s doors to young social players (in the form of corporate & social bowls). Other clubs are slow or limited in being able to access a large population but Kingborough’s advantage is that it is well established in offering and running these activities.

Indirect competitors in this area include other sporting and social organisations with a member base. The barrier to attracting younger members is potentially competitor offerings of more physical sports and an established younger membership base.

Direct competition in the area of functions consists of:

- Other clubs (sporting and other) with function facilities
- Wineries with function facilities
- Hotels with function facilities

Local wineries and Hotels with function facilities, have the advantage of being established in the marketplace in the area of functions, and have long been promoting this service that they provide. They would have a dedicated set of customers and regular bookings with a professional to solely manage this area. They would also have built a reliable reputation. Other clubs (sporting and other) with function facilities may well have the advantages aforementioned, but it is assumed that the majority would have promoted and run functions in an adhoc manner with usage focussed on members.

## SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>➤ Friendly atmosphere.</li> <li>➤ Potential for success.</li> <li>➤ Growing Club.</li> <li>➤ Prime location within the community.</li> <li>➤ Pennant teams for all levels of bowlers.</li> <li>➤ Long standing tradition.</li> <li>➤ Strong pro active Board of Management.</li> <li>➤ Quality grass greens.</li> <li>➤ Strong identity within the community.</li> <li>➤ Financially sound.</li> <li>➤ Licenced premises.</li> <li>➤ Dedicated volunteers.</li> <li>➤ Sizeable asset.</li> <li>➤ Modern facilities.</li> <li>➤ Strong membership.</li> <li>➤ Formally growing.</li> <li>➤ Potential of expertise within the membership.</li> <li>➤ Good pool of sponsors.</li> <li>➤ Site proximity to highway</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lack of member involvement in Club activities and management.</li> <li>➤ Site proximity to highway and tidal waters.</li> <li>➤ Car parking limitations.</li> <li>➤ Lack of off season revenue.</li> <li>➤ Lack of strong management structure.</li> <li>➤ Lack of player promotion.</li> <li>➤ Limited income streams.</li> <li>➤ Internal apathy from members.</li> <li>➤ Poor communication mechanisms.</li> <li>➤ All grades not practicing together.</li> <li>➤ Reliance on bar turn-over for income.</li> <li>➤ No succession planning.</li> </ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>➤ Consolidate new revenue generating streams.</li> <li>➤ Increased winter activities.</li> <li>➤ Expand facilities.</li> <li>➤ Greater involvement with the community.</li> <li>➤ New management structure.</li> <li>➤ Attract new members.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Licensing and council regulations.</li> <li>➤ Losing control of premises.</li> <li>➤ Other competing sporting/leisure/social activities (especially in Winter).</li> <li>➤ Apathy of Bowls Tasmania.</li> <li>➤ No administrative focal point for Club.</li> <li>➤ Another Club starting in Kingborough.</li> <li>➤ Ageing Club members.</li> <li>➤ Lack of expertise.</li> <li>➤ Lack of cash flow.</li> <li>➤ Finance to fund major developments.</li> <li>➤ Vandalism.</li> <li>➤ Neighbour complaints.</li> <li>➤ Loss of playing/Pennant members.</li> </ul>

# OBJECTIVES

## Company's Mission Statement

“To provide a positive bowls environment, so that the players within the club can reach their potential and be the best they can and enjoy the experience.”

The Kingborough Bowls Club's mission is to be a professional Club, providing a friendly and social Club atmosphere, offering opportunities for current Club members and all members of the general community to: participate in the game of bowls, and to obtain corporate and private usage of its modern facilities.

## Company's Objectives

### *Long Term Objectives*

- To ensure the club continues to have representation in the ‘A’ and ‘B’ Grade Pennant competitions.
- To maintain and enhance the Club's respected standing within the Tasmanian Bowling Fraternity.
- To develop and encourage a competitive and sportsmanlike culture within the club.
- To provide a friendly, social and professional Club atmosphere for members and visitors to enjoy.
- To promote the club as a progressive and sustainable sporting/social facility/Club.
- To explore the future development of the club.
- To maintain two first class greens.

### *Short Term Objectives*

- To encourage members to take an active part in the activities of the Club.
- To develop a club recruitment and player retention program for strong membership growth.
- To develop and improve prospective/current revenue raising streams for the maintenance of a financially viable club.

- To compile and communicate club pennant selection and coaching policies.
- To review and improve Club internal and external communications.
- To compile up to date club job descriptions and operational policies.
- To continue the improvement of club facilities.

## **Marketing Objectives**

### ***Product/Service objectives:***

- To provide members and visitors with competitive and social games of lawn bowls.
- To provide members, organisations and the general community with comfortable and practical function facilities.

### ***Price objectives:***

- To maintain membership prices at an affordable level.
- To increase registration prices but maintain weekly prices for social corporate bowls rosters
- To maintain prices for social and corporate bowls bookings.
- To maintain prices for use of facilities for functions and meetings.
- To maintain the sponsorship pricing structure.
- To adjust pricing for beverages so that prices among ranges are consistent (e.g. all heavy beers the same price rather than varying between brands).

### ***Distribution objectives:***

- To meet member and social player's expectations in terms of the co-ordination and delivery of bowls games.
- To meet expectations of members, organisations and the general community in terms of the provision and co-ordination of functions.
- To meet sponsor expectations in terms of recognition on Club premises and promotion of products/services.

### ***Promotion objectives:***

While maintaining and fostering an image that focuses on a friendly and social yet competitive and professional environment, the promotion objectives aim:

- To increase the full membership numbers by at least 10% from last year's quantity.
- To increase the social corporate participant numbers by at least 20% from last year's quantity.
- To increase the social bowls numbers by at least 20% from last year's quantity.
- To increase function bookings by at least 10% from last year's quantity.
- To increase sponsorship relationships and contributions by at least 20% from last year's quantity.

## **Marketing Strategies**

Membership has been maintained over the previous year (approximately 260 members), so there is a desire to increase full members. Social corporate bowls participants slightly increased during the 2010-11 season. Social bowls participants/bookings has been established but had low numbers in 2010-11. Revenue raised via functions also increased over the past year. Sponsorship revenue via signage remains consistent (\$6,000 in 2010-11) but other sponsorship (either cash or in-kind) needs to be addressed in the 2011-12 season (aim for \$10,000).

The Club wishes to increase revenue while maintaining a focus on a friendly and social yet competitive and professional environment.

Marketing will focus particularly on young people (15-45) living and working in the Kingborough Municipality.

The message about the Kingborough Bowls Club will be communicated by a number of activities including: newspaper advertising and editorial, direct mail, promotional banner, brochures, website, promotional material (branded merchandise – e.g. stubby holders), Club signage, unaddressed pamphlet delivery, email, within sponsors place of business.

The aim is to build a good name for the Club as a fun and friendly place to play social sport, to increase awareness of the game and facilities offered by the Club, and ultimately to obtain new members and social players and function bookings and corporate support within the business district.

The Club has recently joined the Good Sports Program to assist it in focussing more on young people and families and creating a safe atmosphere where participation rates are increased and Club management practices are improved.

# TARGET MARKET

## Market Segments

The main market segments for the Kingborough Bowls Club based on the services offered are: people interested in participating in social sporting activities, and individuals and organisations that require the use of function facilities and/or Club facilities in general.

Further refinement of market segments for bowls consist of:

- Younger players aged approximately 15-45 years.
- Middle-aged players primarily aged 45-60 years.
- Older players aged 60+.
- Visitors to the Municipality for one-off casual and Pennant games.

Further refinement of market segments for functions and meetings consist of:

- Club members.
- Not for profit organisations.
- Business/corporate organisations.
- Sporting organisations/Clubs (without own function facilities).
- Other miscellaneous social Clubs (without own function facilities).
- The general community.

Further refinement of market segments for use of Club facilities consist of:

- Community & not for profit organisations.
- Clubs (sporting & other) that do not have a Club premises.
- The general community.

Further refinement of market segments for sponsorship consists of:

- Business/corporate organisations.

Focus will be on these segments that are based in the Kingborough Municipality and surrounding areas.

## **Target Market**

Young and middle aged people (in regard to bowls) and organisations (in regard to functions, meetings and sponsorship) in the Kingborough Municipality and surrounding areas will be the primary targets for this marketing plan.

Older people (in regard to bowls) and the general community (in regard to functions) in the Kingborough Municipality and surrounding areas will be the secondary targets for this marketing plan.

## **Positioning**

The public will view the Kingborough Bowls Club as a fun, friendly and social, yet competitive and professional place to play bowls, with well-organised and modern function facilities.

# MARKETING STRATEGY

## Product Strategy

The services offered by Kingborough Bowls Club include:

- The game of Bowls (outdoor Pennant, corporate and social).
- The game of Petanque.

The products offered by Kingborough Bowls Club include:

- Clubroom facilities available to hire for functions, meetings and general use.
- Alcohol sales via the member bar and function bar (beer, wine and spirits).

## Price Strategy

The prices are to remain competitive, and at times cheaper than other Bowls Clubs and Organisations hiring function facilities in the greater Kingborough area.

Membership prices are:

Full	Pennant, social playing & voting rights	\$220
Junior	U/18, Pennant, social playing	Equal to BTS capitation fee
New Bowler	1 <sup>st</sup> year Pennant at KBC	\$110
Special	Club Social Competitions, social lawn bowls	\$110
Special	Petanque	\$50
Social	Bar & lounge	\$10

The average social roster prices are: \$5 per game and \$10 registration.

The average function prices are affordable.

The average bar prices are marginally below our competitors.

## **Place (Distribution) Strategy**

Kingborough Bowls Club is located north of Margate, which is convenient to most people in Kingston, Blackmans Bay, Snug, Huonville and surrounding suburbs. A continued effort will be made to update facilities and amenities to ensure comfort, functionality and aesthetic appeal and to promote a modern and professional image.

## **Promotion Strategy**

The promotional strategy for the Kingborough Bowls Club aims to promote the Club as a fun, friendly and social, yet competitive and professional place to play bowls, with well-organised and modern function facilities.

### **CLUB MISSION STATEMENT :**

“To provide a positive bowls environment, so that the players within the Club can reach their potential and be the best they can and enjoy the experience.”

Given the Club mission statement, the overall theme/slogan will be flexible, with a focus on enjoying the bowls experience.

The activities to be used for this campaign period are as follows:

### ***Database Marketing***

- Database marketing is the use of lists of existing and targeted non-customers to communicate by letter or email.

#### **➤ Current Member Database**

- Include details as set in constitution (category/type of member, Name, address, phone number, email address, DOB, etc.
- Update to include all current members.

➤ **Social Player Database**

- Maintain database from information collected at registration and player surveys.
- Will be simplified from previous season to include: type of player (social, corporate, casual), the team (e.g. work team, team constructed of friends etc.), name, address, phone number, email address etc.

➤ **Expressions of interest database**

- Spreadsheet maintained with details of casual enquirers for bowls (Pennant & corporate) and bookings (functions, meetings, social & corporate bowls). All phone enquiries to be passed on to the relevant area for follow up.
- Collect information: name, address/email address (preferred option), nature of enquiry etc.

➤ **Functions Database**

- Established database with past bookings.
- Database includes potential customers that have expressed interest.
- Current booking database information includes: name, phone, address, email, organisation, all booking details (function purpose, number of people, price paid, special considerations, decoration, catering etc), potential function needs (e.g. corporate training, quiz night, Christmas party, awards night etc.)

➤ **Sponsor database**

- Maintain database of existing sponsors and all relevant agreement details.
- Maintain database of potential sponsors and include: what the Club can offer, what the Club would like in return.

***Advertising***

Broadcast advertising to communicate to 'the masses'.

- **Newspapers – Kingborough Chronicle & Huon News**
  - Advertise in bowls related features to announce season start and encourage social corporate bowls participants.
  - Utilise community notices section (advertising should be free) to announce social days & rosters.
  - Publish Pennant and social bowls results.
  
- **Radio**
  - Promote social corporate bowls and season launch.
  
- **Direct Mail**
  - Target local businesses and residents with general Club information (brochures promoting all products/services) in an attempt to recruit additional participants. The nature of direct mail demands a response from recipients, thus details to register/contact the club need to be included.
  
- **Outdoor**
  - Utilise the space around the Club that is facing the road to communicate what is going on and what we are about.
  - Erect a "social corporate bowls" banner in public view on the fence facing the road.
  - Scoreboard sponsor recognition.
  - Bowls mats sponsor recognition.
  - General sponsor signage.
  
- **Indoor**
  - Posters promoting relevant club events/competitions to place on notice boards of other Clubs and organisations.
  - Sponsor board to recognise and promote sponsors.

### ***Website***

Using the Internet to communicate and conduct functions and transactions enabling commercial activities with the club.

- Information for members – rosters etc.
- Information for general public – products & services available
- General information about the Club

### ***Stay In-Touch Marketing***

Stay in-touch with customers, keeping them updated with information. Keeping contact will build a relationship and increase the possibility of returning customers/players and sponsors.

#### **➤ Newsletters**

- Sent monthly (Pennant season) and quarterly (off season) to full and social members, containing relevant information as to what is going on in the Club from including: administrative, bowls specific, activities and functions.
- Annual Report sent to sponsors to inform how and to what quantity of people their brand was exposed throughout the season etc.

#### **➤ Functions**

- End of Season Trophy and Presentation evening for members and to include and recognise sponsors.

### ***Referral Marketing***

Referrals are the most powerful influence on consumer choice.

- Construct an 'Introduce a Friend' campaign' for members. Incentives may be required.
- Seek testimonials from happy function customers and include in direct mail campaigns. May need incentive (feedback forms).
- Seek referrals from members for potential sponsors.

- Seek referrals for potential clubs/organisations to utilise Club facilities in bowls off-season.

### ***Public Relations***

PR is a credible form of promotion to compliment advertising and other promotional efforts.

- **Press Releases**

- Construct press releases to announce major achievements, awards etc

- **Presentations**

- To appropriate sporting clubs such as cricket, football, hockey etc.
- To compatible organisations such as Rotary, Apex, Lions etc.
- Develop professional presentations – PowerPoint, detailing Club etc.

### ***Sponsorship***

Seek sponsorship from relevant business organisations where a mutual benefit to the Club and sponsor will result. See appendices attached for sponsorship packages.

## BUDGET

### Promotional Budget

<b>Tactic</b>	<b>When</b>	<b>Cost: Production +</b>	<b>Media/ Distribution</b>	<b>Total</b>
<b>Database Marketing</b>				
Current Member Database	Ongoing	0	0	\$0.00
Social Player Database	Ongoing	0	0	\$0.00
Expressions of Interest Database	Ongoing	0	0	\$0.00
Functions Database	Ongoing	0	0	\$0.00
Sponsor Database	Ongoing	0	0	\$0.00
<b>Advertising</b>				
Kingborough Chronicle – Season opening, corporate & social bowls	September - October	0	Kingborough Community	\$100.00
Kingborough Chronicle & Huon News - Community Notices	Ongoing	0	Kingborough Community	\$0.00

Community Radio	September - March	0	0	\$0.00
Direct Mail - Brochures	Sept/October	1000 (sponsored)	200 - 400	\$1,200.00
Outdoor - "KBC" Illuminated sign	Ongoing	0	0	\$1,000.00
Outdoor - Banner 'social & corporate bowls'	September	200	0	\$200.00
Indoor - Posters	Ongoing	200	Members & visitors	\$200.00
Indoor - Mission Statement	September/ October	200	0	\$200.00
Indoor - Sponsor Board	October & Ongoing	300	0	\$300.00
<b>E Commerce</b>				
Website	September	300	0	\$300.00
<b>Stay In Touch Marketing</b>				
Newsletter - member	Monthly (6) Quarterly (2)	0	0	\$800.00
Trophy night	April 2012	Function cost	0	\$500.00
<b>Referral Marketing</b>				
Member referrals for potential sponsors	Ongoing	200	0	\$200.00
<b>Public</b>				

<b>Relations</b>				
Press Releases	Ongoing	0	0	\$0.00
<b>TOTAL</b>				<b>\$5,000.00</b>

## IMPLEMENTATION

### Implementation Schedule (DRAFT)

Activity	When	Who Responsible
<b>September</b>		
Newsletters	Last week, monthly Bowls season (6) Quarterly off season (2)	Secretary, President
Kingborough Chronicle – Community Notices Corporate & social bowls and season opening	2 <sup>nd</sup> week	Secretary, Treasurer
Radio	Biannually – before each corporate bowls roster	Secretary, Treasurer
Outdoor – Social & corporate bowls Banner	3 <sup>rd</sup> Week	Treasurer
Sponsorship	Ongoing	Senior Vice President & John Walker
Indoor - Mission Statement	2 <sup>nd</sup> Week	President
Website	Last week	Treasurer
<b>October</b>		
Referral marketing – Introduce a Friend	Ongoing	Senior Vice President
Referral marketing – Introduce a sponsor	Ongoing	Senior Vice President
Kingborough Chronicle - Feature Ad.	October	Senior Vice President
Kingborough Chronicle - Publish bowls results (Pennant)	Weekly	Secretary

<b>November</b>		
Indoor – sponsor board	Once sponsors confirmed	Senior Vice President, Secretary, President
<b>December</b>		
Kingborough Chronicle – Community Notices corporate bowls	2 <sup>nd</sup> week	Corporate bowls Coordinator
<b>January</b>		
Community radio	Biannually – before each corporate bowls roster	Corporate bowls Coordinator
Press Releases – Kingborough Chronicle - Announce 2 <sup>nd</sup> corporate bowls comp.	1 <sup>st</sup> Week	Corporate bowls Coordinator
<b>February</b>		
No initial implementation of specific strategies. Focus on ongoing tasks.		
Newspapers, radio, media releases – IBC proposed opening		Chairman, IBC Sub Committee, President, Secretary
<b>March</b>		
No initial implementation of specific strategies. Focus on ongoing tasks.		
<b>April</b>		
Stay in touch Marketing - End of season Trophy night and presentations	After finals	Catering Committee, Secretary, President
Club facilities made available to other clubs/organisations	After finals	Secretary, President
<b>May</b>		

No initial implementation of specific strategies. Focus on ongoing tasks.		
<b>June</b>		
No initial implementation of specific strategies. Focus on ongoing tasks.		
<b>July</b>		
Public Relations - Presentations	Start month begin campaign.	Secretary, President, Treasurer & Board members

# CONTROL PROCEDURES

## Measuring Effectiveness

### *Product/Service objectives*

- An end of season survey will be conducted to determine whether members and visitors feel they have been provided with competitive and social outdoor bowls.
- An end of season volunteer meeting (debrief) will be held to determine areas for improvement in service delivery.
- General discussion with structured questions will be held with members, organisations and the general community after functions to determine whether the Club is meeting the need of providing comfortable and practical function facilities.

### *Price objectives*

- Compare Club member prices to other Bowls Clubs, survey members and review costs (incurred by the Club) to determine whether to maintain membership prices at the current level.
- Compare Club social bowls prices to other Bowls Clubs (if any clubs introduce such an organised scheme), survey participants and review costs (incurred by the Club) to determine whether to maintain, increase or decrease prices.
- Compare Club function prices to other function facilities and analyse profit margins to review prices for use of facilities for functions.
- Compare Club alcohol prices to pubs and clubs to determine any necessary increase on alcohol margins.

### *Distribution objectives*

- Survey member and social player's to determine the extent to which their expectations are being met in terms of the co-ordination and delivery of bowls games.
- Survey members, organisations and the general community that have held functions to assess whether expectations in terms of the provision and co-ordination of functions are being met.

- Liaise with sponsors to ensure expectations are being met in terms of sponsor recognition on Club premises.

***Promotion objectives***

- Informal discussions with people utilising the Club to determine customer perception of Club image/brand - a friendly and social yet competitive and professional environment.
- Compare membership numbers to previous year to determine whether 10% increase has been achieved.
- Compare previous year social corporate participant numbers to determine whether 20% increase has been achieved.
- Compare previous year social bowls numbers to determine whether 20% increase has been achieved.
- Compare previous year function bookings and profit to determine whether 10% increase has been achieved.
- Compare sponsorship contributions to previous years to assess whether 20% increase has been achieved.

## CONCLUSION

The written marketing plan for the Kingborough Bowls Club has now come to an end. This report has set out a plan for the Club's marketing strategy for the next twelve months. Keeping in mind the limited budget, a clear list of objectives, target audience, marketing strategy, budget, implementation and control procedures have been suggested. It is now up to the Club Board of Management and Marketing Manager (following appointment) to agree and implement this plan. This is the responsibility of the Senior Vice President and the Board of Management. It is believed that following this plan will assist in the growth of Club revenue, achieve all the objectives and foster the public perception of the Kingborough Bowls Club as a fun, friendly and social, yet competitive and professional place to play bowls, with well-organised and modern function facilities.

# **KINGBOROUGH BOWLS CLUB SPONSORSHIP PROFILE**

## **Relationship between the Club & Sponsor:**

We seek to develop and maintain a professional reciprocal relationship with your business to ensure mutual benefits by improving business for both parties.

Revenues raised from sponsorship will be utilised to assist in the day to day running of the Club, the Club's continued external promotion and expansion, and maintenance of modern facilities.

We wish to help you to meet your objectives and receive maximum exposure of your brand's product/service. We are open to any suggestions that you may have to help us market your business. Your organisation's association and participation with the Club will provide considerable promotion and networking opportunities, thus assisting in sourcing new customers. We would also love to introduce you and your staff to the bowls experience!

## **The Audience your brand is exposed to:**

The Club presently has a membership base consisting approximately 150 full members and 110 social members.

The full membership base consists 70% males and 30% females aged 26–80 years, with the following age breakdowns:

- Aged 20-40 = 4%
- Aged 40-60 = 14%
- Aged 60 plus = 82%

18% of members are currently employed, of those employed 32% own and run their own business. 62% of members are retired and 20% are housewives. The social membership base consists 60% males and 40% females predominantly aged 20 - 50 years. The majority of Club working members work in the Kingborough Municipality.

All club members are active people with a variety of interests and hobbies including: investing, gardening, exercise, health, a wide range of sports, photography, travel, building, dining, wine, music, motor cars, cooking, computers, reading, fishing, dancing, hunting, films, theatre, alternative medicine, arts and crafts, bird watching, farming and bushwalking.

Your brand and support is not only recognised by our members.

- We conduct weekly social corporate bowls consisting 60 competitors.
- We hold a number of Corporate Bowls sessions throughout the season, hosting up to 40 people at a time where your company is recognised by local business people.
- Our club hosts over 3000 male and female registered bowlers from southern clubs during the bowls season.
- The Club is also home to Kingston Rotary and the Channel Darts Association.

## **Club Details:**

### **An Overview**

Kingborough Bowls Club was established in 1952 and today maintains two excellent lawn bowling greens and a modern club house on a 2ha site some 2km north of Margate on the Channel Highway (approximately 6km south of Kingston). The Club services the ever growing suburban areas of Kingston, Blackmans Bay, Margate, Snug and the Channel region. The Channel Highway adjacent to the Club, carries significant traffic travelling to and from the Channel area and does provide an ideal outlet for sponsor identification.

The Club presently has over 150 active Pennant bowlers (five mens' teams on Saturdays, three Midweek and four ladies teams), and some 110 social and special bowling members. Each Pennant game during the summer brings bowlers from other clubs to our greens.

On Friday nights local corporate teams enjoy a business houses bowls roster game that all participants seem to greatly enjoy, especially as its just enough to relieve the tensions after a hard week. The game is followed by a BBQ and social chat. A social bowls game for other players is also enjoyed on Sundays.

The Club also conducts three (3) STBA (Southern Tasmania Bowls Association) carnivals per year (again bringing bowlers and supporters from southern clubs to our venue to participate in these events).

We are actively trying to increase participation in the sport and promote the Club as a pleasant environment to play the game of lawn bowls, as well as a venue to meet fellow Kingborough citizens.

The club rooms and surrounds are “ever on the improve”, and we try to have the community use our facilities where ever possible. The clubrooms are continually used for meetings, seminars, darts club games, other group activities (for which we can cater) and for weddings, birthday parties etc. All these activities mean that there are many persons actually frequenting the clubrooms and car park. We consider it is an ideal venue for any sponsor to utilise to carry their message to regular Club users and visitors.

During the winter, dart games are held as part of Channel Association roster and Kingborough Rotary meet at the clubrooms on a Monday night. We have also recently established a Petanque terrain at the Club and expect it will develop and bring in a new range of members as its existence becomes known in the next few months to the community.

## **The Future**

The Club has developed a Strategic Plan to guide future development and is in the last planning stages of providing the first indoor bowls centre in the southern suburbs. This type of development is designed to provide bowlers in the wider Hobart area, and especially the Channel and Huon area, with a facility that can be utilised summer and winter, day and night. It will provide an excellent venue for advertising a business. Subject to Government funding, the centre is hoped to come to fruition in the next twelve months and will attract we foresee, major local and interstate bowls events.

## **Sponsorship Terms/Agreement:**

Sponsorship arrangements can run for a minimum of one year up to any period of time. Ideally we seek commitments for three years so as to amortise possible advertising costs over an extended period for your benefit. Additionally, we wish to develop lasting relationships such that we can help you to maximise the benefits to your business.

Cash sponsorship will certainly be appreciated such that we may utilise the funds for our development. Alternatively, in-kind support is more than acceptable if the product/service offered is one that the Club is able to utilise.

Once again, we invite you to join us in discussions to ensure we maximise the benefits of our services and facilities to maximise your sales and marketing objectives. The following proposed sponsorship packages are by all means negotiable for this reason.

## **SPONSORSHIP PACKAGES**

### **Platinum Sponsor**

Sponsor Investment: \$3000 – \$5000 per year plus one off cost of signage production.

#### **Sponsor Benefits:**

- Product/business category exclusivity
- Space to place Advertisements and Promotions in the Club Newsletter
- Name & Logo on all club correspondence
- Name & Logo on all relevant club advertising and Club website
- Business logo on shirts of Pennant competitors if \$5000 investment (150 competitors)
- Product display/brochures within the Club
- Trade display at Club Carnivals
- Circulation of loyalty cards or similar to members and social players.
- Invitation to hold presentations on product/business to members
- Reduced rates for use of Club facilities for functions, conferences, meetings, training, social occasions, customer social days etc.
- 2 x Corporate bowls days throughout the season
- 4 free social memberships of the Club each year
- Invitations to 2 company representatives and partners to the Club Christmas dinner in July and to a sponsors function during the bowls season
- Invitations to 2 company representatives and partners to the Club Trophy night and end of season dinner
- The right to promote your business as a Club sponsor
- The Club will actively promote your business and endorse your product/service wherever possible

#### ***Signage***

- Green Signage (1000m high x 2400mm wide) (\$820 approximate cost)  
AND/OR
- Business name & logo on all Scoreboards (8 per green: \$380 approximate cost, or 24 in total: \$800 approximate cost) (540 mm high x 490mm wide) AND/OR
- Business name & logo on all Bowls Mats (16 per green: \$620 approximate cost, or 48 in total: \$1200 approximate cost)
- Business name & logo recognition on Sponsor Board inside the Club.

## **Gold Club Sponsor**

Sponsor Investment: \$2000 - \$3000 per year and one off cost of signage production.

### **Sponsor Benefits:**

- Space to place Advertisements and Promotions in the Club Newsletter
- Name & Logo on all club correspondence
- Name & Logo on all relevant club advertising and Club website
- Naming rights to competitions where your sponsorship product is used for prizes.
- Circulation of loyalty cards or similar to members and social players.
- Invitation to hold presentations on product/business to members
- Reduced rates for use of Club facilities for functions, conferences, meetings, training, social occasions, customer social days etc.
- 1 x Corporate bowls day throughout the season
- 2 x social memberships of the Club each year
- Invitations to 2 company representatives and partners to the Club Christmas dinner in July and to a sponsors function during the bowls season
- Invitations to 2 company representatives and partners to the Club Trophy night and end of season dinner
- The right to promote your business as a Club sponsor
- The Club will actively promote your business and endorse your product/service wherever possible.

### ***Signage***

- Green Signage (1000m high x 2400mm wide) (\$820 approximate cost)  
AND/OR
- Business name & logo on all Scoreboards (8 per green: \$380 approximate cost, or 24 in total: \$800 approximate cost) (540 mm high x 490mm wide) AND/OR
- Business name & logo on all Bowls Mats (16 per green: \$620 approximate cost, or 48 in total: \$1200 approximate cost)
- Business name & logo recognition on Sponsor Board inside the Club

## **Silver Club Sponsor**

Sponsor Investment: \$1200 - \$2000 per year and one off cost of signage production

### **Sponsor Benefits:**

- Space to place Advertisements and Promotions in the Club Newsletter
- Name & Logo on all relevant club correspondence
- Naming rights to Carnivals where your sponsorship product is used for prizes.
- Circulation of loyalty cards or similar to members and social players.
- Reduced rates for use of Club facilities for functions, conferences, meetings, training, social occasions, customer social days etc.
- 1 x Corporate bowls day throughout the season
- 2 x social membership of the Club each year
- Invitations to 2 company representatives and partners to the Club Christmas dinner in July and to a sponsors function during the bowls season
- Invitations to 2 company representatives and partners to the Club Trophy night and end of season dinner
- The right to promote your business as a Club sponsor
- The Club will actively promote your business and endorse your product/service wherever possible

### ***Signage***

- Green Signage (1000mm high x 2400mm wide) (\$820 approximate cost)  
AND/OR
- Business name & logo on all Scoreboards (8 per green: \$380 approximate cost, or 24 in total: \$800 approximate cost) (540 mm high x 490mm wide) AND/OR
- Business name & logo on all Bowls Mats (16 per green: \$620 approximate cost, or 48 in total: \$1200 approximate cost)
- Business name & logo recognition on Sponsor Board inside the Club

## **Bronze Club Sponsor**

Sponsor Investment: \$1000 per year and one off cost of signage production

### **Sponsor Benefits:**

- Space to place Advertisements and Promotions in the Club Newsletter
- Reduced rates for use of Club facilities for functions, conferences, meetings, training, social occasions, customer social days etc.
- 1 x Corporate bowls day throughout the season
- 2 x social membership of the Club each year
- Invitations to 1 company representative and partner (or other company representative) to the Club Christmas dinner in July and to a sponsors function during the bowls season
- Invitations to 2 company representatives and partners to the Club Trophy night and end of season dinner
- The right to promote your business as a Club sponsor
- The Club will actively promote your business and endorse your product/service wherever possible

### ***Signage***

- Green Signage (1000mm high x 2400mm wide) (\$820 approximate cost)  
AND/OR
- Business name & logo on all Scoreboards (8 per green: \$380 approximate cost, or 24 in total: \$800 approximate cost) (540 mm high x 490mm wide) AND/OR
- Business name & logo on all Bowls Mats (16 per green: \$620 approximate cost, or 48 in total: \$1200 approximate cost)
- Business name & logo recognition on Sponsor Board inside the Club

## SPONSORSHIP AGREEMENT

Between Kingborough Bowls Club and.....(Sponsor)

The above parties agree to enter into a (please tick)...

Platinum Sponsor

Gold Sponsor

Silver Sponsor

Bronze Sponsor

Partnership agreement in accordance with the KBC sponsorship package and any specific arrangements made.

Kingborough Bowls Club agrees to provide the following sponsorship benefits:

*(Insert details)*

In return the Sponsor will provide:

*(Insert details of financial or in-kind arrangement):*

Signed for and on behalf of the Kingborough Bowls Club by:

Allan Sculthorpe, President .....

Signed for and on behalf of .....(Sponsor Business) by:

.....(Insert name and position)

On .....Day of .....2011