

The Profile: Events, Media & Marketing



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Introduction

Event Planning and Management

This section of the module will give you a general overview of how to organise, promote and run a successful tennis tournament. (Formats and regulations are detailed in the *Tennis Competitions and Tournament* Module). These strategies can be applied to all tournaments that you organise, however you may like to include additional information that will assist you with your organisation.

Please note that some tournaments have specific requirements that you need to follow, there are separate publications available outlining these requirements.

These tournaments include:

- Mens/Womens Professional Tour
- ITF tournaments
- Tennis Australia National Points tournaments, etc

A Successful Tournament

There are three vital ingredients that you need to follow when organising an event, these include:

1. Thorough planning
2. Organisation
3. Skilled personnel/committee members

If you follow these three simple ingredients then you are on your way to organising a successful event.

There are many other factors that must be taken into consideration during the planning stages of an event, these include:

- Timing
- The management committee
- The tournament director
- The officials (umpires, ballpersons and court services)
- Finances
- Publicity
- Promotion/advertising
- Sponsorship
- Sanctioning

Planning the Event

Why have an Event?

It is important that the Management Committee are clear about why the event is being held and what the club/centre or association aims to achieve from such an event.

Why is the event being held?

What does the club/centre or association want to achieve by holding the event?

The event could have a number of desired outcomes, which may include:

- To provide an avenue for competition for all levels of players
- To promote tennis to newcomers
- To give benefits to sponsors

- To obtain media coverage of your club/ centre or association

Who is the Event for?

The second question that the Management Committee must address is, who is the event for?

Is the event for:

- Club/centre or association members/non-members
- Competitors
- Spectators
- Supporters
- Sponsors
- Media

Who is the event for?

Once this has been answered, the event can be planned with the target group in mind.

Where and When?

Once the above three questions have been answered the Management Group need to address where and when the event will be held.

Where is the event going to be held?

When is the event being held?

Sanctioning

A sanction must be obtained from your state/territory Member Association or Tennis Australia to conduct an event.

Tennis Australia is responsible for sanctioning, regulating and controlling the following:

- International matches
- Australian/National Championships
- Interstate matches
- Matches involving professional players
- Junior National Points Ranking Tournaments

Deciding Tournament Events

It is vitally important when planning a tournament to consider carefully:

- DATES available
- COURTS available, match and practice
- EVENTS to be played
- SIZE OF EVENT DRAWS, open or restricted
- MAXIMUM number of events a player may enter

Venues/Facilities

All venues and their facilities should be inspected early to:

- Ensure sufficient number and standard of courts to cater for planned events/entries
- Identify repairs and maintenance to be completed
- Ensure adequate facilities for players, catering, etc

Volunteers

- Experienced volunteers should be approached early for assistance
- Consider training inexperienced younger people to take over roles in the future

Further information on volunteers can be obtained from the *Recruiting Volunteers* module.

Tournament Entry Forms

It is important when running a tournament, to consider the nature and layout of the entry form. Effectively, this is the only correspondence your tournament staff will have with potential competitors. Make sure that entry forms are legible and very basic to understand. The less the competitor has to fill out the better.

Entry forms should detail:

- Specific gradings for events

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- Eligibility for graded events
- Corresponding entry fee for each event
- Close of entry date clearly visible
- Adequate space for competitors' details

Receiving Entries

A systematic thorough plan should be implemented for the receipt and recording of entries and the receipting and banking of entry fees. Further information on banking can be obtained in *Financial Management* module.)

A Master Entry Recording Sheet can be developed or a computer recording system can be used (See below). Information recorded on the Master Entry Recording Sheet will vary according to the number of events within the tournament but may include:

- Player's full name
- Date of birth (if events have age restrictions)
- Events entered
- Name of doubles partner

Entry forms should be filed alphabetically.

Entry lists for each individual event can then be compiled in alphabetical order and distributed to selectors for seeding purposes.

Entry Recording Sheet

Name No.	Open			A Grade			B Grade			Junior	
	M	L	X	M	L	X	M	L	X	B	G
	S D	S D	S D	S D	S D	S D	S D	S D	S D	S D	S D
1. Patricia Coleman		X4									
2. Stuart Lawson							X14			X14	
3. Patricia Ryan								X5			X5
4. Susan Shean		X1									
5. Mary Turner								X3			X3

Scheduling of Matches

Match Time Allocation

The length of time required for matches will depend on many factors. A general rule is to allocate 1 hour or 1 1/2 hours up to the quarter finals then 1 1/2 hours for each match thereafter.

The Time Draw

Once the draws have been made it is easy to use the Master Planning Worksheet to transfer times to the draw sheets. This enables all players to know when, where and on what day their matches are scheduled.

Court Schedule

Once the tournament commences it is necessary to have a court schedule at each venue to maintain control over the tournament. The first day's schedule should be posted the day before the tournament commences. The daily schedule can be done in one of two ways.

1. Time allocation

If an advanced time draw has been done, then every match will have been allocated a time/day/venue. It is simply a matter of transferring players' names from the draw sheets onto a court scheduling master sheet for use in the event office.

For example:

8.00am				
BS 10	BS 10	BS 10	BS 10	BS 10
Smith	Williams	Martin	Russell	Garcia
Vs	Vs	Vs	Vs	Vs
Brown	Sanders	Anderson	Weeks	Patterson
9.00am				
GS 10	GS 10	GS 10	GS 10	GS 10
Green	Jordan	Cannon	Jones	Preston
Vs	Vs	Vs	Vs	Vs
Thomas	Danyo	Harris	Wilson	Wilcox

2. Followed by system

Matches are allocated to numbered courts with the first match on each court given a starting time and all other matches on the court listed as followed by. This information should be available the day before matches are played.

Court 6

10 GS 10.00 am O. KAY V S.B. WRIGHT
 10 GS followed by K. BURRA V J. WRENT
 10 BS followed by S. WEEKS V M. DAY
 10 BS followed by B. COOL V U. WARM

Scheduling Tips

- Schedule largest draws first
- Always schedule singles before doubles
- If possible attempt to schedule no more than 2 singles and 1 doubles match per player per day
- Consider limiting the number of events a player may enter to one singles and one doubles. This is particularly necessary if conducting the tournament over a short period of time or if conducting feed-in championships. Tournaments allowing players to compete in two singles and doubles events are asking for serious scheduling conflicts and rescheduling problems
- Scheduling should ensure that all players are treated equally e.g. a full round completed in a day
- Scheduling should ensure that all players receive adequate rest between matches

- Individual match times for each event should be posted at least one round ahead of play. This will avoid players needing to ask the time of their next match
- Try to avoid, where possible, players having first and last match on any day

Ball Allocation

As a minimum, three new balls should be provided for each main draw singles and doubles match with three new balls for any 3rd set. Feed-in championship matches should be provided with good used balls for matches up to the quarter finals then new balls from the quarter final onwards.

Formula for determining number of balls required.

A = Number of matches for which new balls will be provided

B = $A \div 3$ to allow for matches which go to three sets

A + B = Number of balls required

Event Operation

If the planning has been thorough and the event committee personnel are fully conversant with the tournament plan, all will run smoothly. It is wise to conduct a meeting two or three days in advance of the tournament to check that all necessary plans and facilities are ready for operation. Run through the tournament checklist (see page 9-10) to ensure nothing has been overlooked. Ensure that all personnel are fully conversant with their duties and will be on site early.

A to Z Events Checklist

A to Z of Events

Accommodation	Draws	First aid kit
Age groups	Doctor	Face painting
Balls, make sure you have the right type for the surface being used	Draw size	Gifts for the management committee
Best banner competition	Drinks	Hospitality committee
Billeting	Dates of event	Housing/hotels
Blank draw	Donations	Ice
Budget	Events	ITF events
Ball Persons & Supervisors	Entries	Insurance
Banner	Entry fees	Insect repellent
Chief of Umpires	Entry forms	Invitations to player functions (include sponsors)
Committee	Evacuation Procedure	Job descriptions for personnel
Code of conduct	Evaluation survey	Lights
Catering	Emergency numbers	Lost and found
Court, hire including a contract	Equipment needed	Lunches for volunteers
Chairs for players on court	Entry forms for the next event	Local television
Change rooms	Finance	Management committee
Court schedule and allocation	Fees	Media awareness
Court Services	Facilities on court	Medical facilities
Cleaning	Facilities off court	Multiple venues
Charity	First aid kit	Marquees/caravans
Coach on site	Feed-in championship	Map of court layout
Court services (water)	Follow-Up	Mini fanfest
Clinics	Flags	Message board
Competitions	Fundraiser	Mobile phones
Clipboards	Formats to be used	Massage therapist
	Functions	
	Fax machine	
	Food on site	

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Marketing ideas	committee	Sunscreen
Number of matches per day	Repairs and maintenance	Security (if needed)
Notice board	Rubbish bins	Sponsors to advertise
Number of events entered	Registration time	Tournament box
Nets	Restaurant maps	Telephone
Net Straps	Review the event (player meeting)	Time draw
Publicity	Raffle tickets	Transport
Presentation	Reserved signs	Trophies
Practice courts	Results to media	Tournament report
Practice balls	Seating - player/pubic	Toilets/amenities
Planning	Sanctioning	Tournament management software
Player kits	Sawdust	Tournament philosophy
Parking	Sponsorship	Tournament director
Physiotherapist	Seedings	Target market for the event
PA system	Surface	Timeline tasks to be completed
Pro shop	Signage	Tickets for entrance
Plastic bags for ice (injuries)	Singles sticks	Transport schedule
Petty cash	Showers	Tournament desk
Promotion to schools	Stationery	Towels
Paperweights	Schedule - Event Schedule	Table cloth for award ceremony
Player party	- Match Schedule	Thank you, notes
Plants and flowers	- Practice Schedule	Tournament T-shirts
Pre event publicity	Squeegees	Tournament control clock
Photography	Stringer	Umpires
Photocopier	Sponsors signage	Umpires' chairs
Player gifts	Scoreboard reporting (corkboard)	Uniforms
Portable microphone	Scorers	Volunteer transport
Personal invitations	Sponsor gifts	Water
Plan B	Supply lists	Wet weather plan
Recommendations	Staff to dry courts	Walkie talkies
Referee	Shade	Whiteout
Responsibilities of	Send information on entry	

Satellite, Futures and Challenger Tournaments

Event officials

Has your club thought about having qualified umpires at your club event? Major benefits include:

- The use of official umpires gives an added presence to the event
- There is less pressure on the players if they do not have to worry about keeping the score and making decisions when the ball is close to the line
- The umpire's announcements help spectators to get involved as they know the score
- The organisers can find out how a match is going without asking a player an awkward question
- There will be fewer problems for the organising committee to worry about
- Decisions given by qualified umpires help the players to learn the rules
- The umpires will be happy to discuss the rules of tennis and code of conduct with any locals who want to improve their knowledge of the game.

Further information on tournament officials can be obtained in the 'Tournament Regulations, Coach Education and Member Protection By-Law' module.

Advice on Running Satellite/Futures

Challenger Tournaments

Tennis Australia, in conjunction with State/ Territory Member Associations, conduct men's and women's Satellite, Futures and Challenger tournaments throughout each year.

Tennis Australia underwrite these tournaments and the venues are decided by Tennis Australia in consultation with Member Associations. Administration is coordinated through Tennis Australia.

Tennis Australia provides the Tournament Director/Administrator, the Referee and the Chair Umpires on site at each event, who are responsible for the running of the tournament. However, host venues have certain responsibilities in event operations, in the areas of match, site, player services, functions and administration/finance.

Clubs or regional venues, which apply to conduct a Satellite, Futures or Challenger event, should be aware of the rules and regulations pertaining to such events as set by the ITF, ATP and WTA. These requirements are to be met by all venues conducting men's and women's professional tennis events worldwide.

When a venue is selected to conduct an event, guidelines are provided to assist them in ensuring the event is conducted professionally. Full assistance is given by Tennis Australia to ensure the event is successful, and conducted according to the rules of the governing body.

Computers & Technology

Clubs/centres and associations are increasingly recognising the valuable role a computer can play. Many tasks performed by committee's and event staff can be more effectively controlled, by using a computer. This allows more time to spend on the planning and development of their activity.

There are few groups that would not benefit from computerisation. However, before deciding to install a computer, club/centre & association officials need to know exactly what a computer can do for them.

Some common computer applications include:

- Word-processing (correspondence, reports, minutes, etc.)
- Spreadsheets and database (financial management)
- Mailing lists
- Membership lists
- Reservation of facilities
- Tournament scheduling
- Desktop publishing (newsletters, booklets and manuals)
- Inventory of supplies
- Employee records
- Maintenance of facilities and equipment

Seek professional advice when making your choice. Don't invest if you are not prepared to train people to use the equipment – include training and maintenance services in the budget.

Media Relations

Publicity

Publicity has a part to play in all local club/centre or association administration. It can help in the following ways:

- (1) Informing people about the club/centre or association activities
- (2) Focusing attention on special events and programs
- (3) Raise public support; particularly useful when a club/centre or association is raising funds
- (4) Making the club/centre or association better known when the club/centre or association wishes to broaden its membership
- (5) By informing the public of club and interclub results

One of the best ways to achieve regular publicity is through the local newspaper. There is no substitute for the regular appearance of news about a club/centre or association at a local level.

If your State/Territory Member Association has a newsletter or newspaper, make sure to inform them of your initiatives. Radio, in areas where there is a local community radio station, can also be successful in publicising your club/centre or association's activities.

It is recommended that once an efficient and regular contact has been established with the local press it is better to invite the journalist to a meeting, or supply the basic facts and let him/her write the story than to attempt to write it yourself. However, this is not always possible.

The following page outlines the basic rules in writing a media release.

Media Relations

A club/centre or association or tournament management group can improve the profile of the club/centre or association, an event and tennis itself by providing NEWSWORTHY information to the media.

It is also helpful for clubs/centres and associations to establish positive working relationships with the local media in particular, with local newspapers.

There are numerous ways to do this – from introductory phone calls to lunch meetings, tennis days and tournaments. The most important thing is to always have something to say and something to offer when you make any contact.

A club/centre or association should refrain from attempting to solicit a "free ad". Any information intended for publication must have interest to the media outlets' respective markets.

Media Releases

The media release is not the only way to attract attention, but the formulation of one can help focus on key messages and ensure fundamental details like "who, what, where, when and why" are covered accurately by the reporter.

This can also help include more information in an article if a newspaper or TV organization simply sends a photographer or cameraman to a tournament, event or program. In short, the best way to attract coverage for a particular tournament event or program is to focus on the most interesting, or unusual aspect.

For example, the information presented below would be suitable at the beginning of a media release:

Australia's former top-ranked woman, Nicole Bradtke, will feature in an exhibition match against leading local players at the club where her career started, Beaumaris Lawn Tennis Club on Monday, 24 November.

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The match has been organised to coincide with the Club's annual under-age tournament, which attracts the State's best juniors... (continue with relevant details).

The information presented below would be more suitable towards the bottom of the media release:

Beumaris Lawn Tennis Club will hold its annual under-age tournament on Monday, November 24, from 9 am. Admission will be free and refreshments will be available.

Always ensure any correspondence is typed, short and to the point and make sure there is a contact name and number at the bottom. It is advisable to also include an after-hours contact number.

If you do not know who you should address the media release to, ring the newspaper, radio or TV station to check the appropriate journalist's name, title, contact number, fax, and email address. In many cases, this will be either the sports editor, tennis writer, picture editor's assistant, or chief-of-staff. If in doubt, it often helps to speak to the chief-of-staff's secretary, who may be able to direct you to the most appropriate area.

If addressing anything personally ALWAYS make sure you have the correct spelling and title. Always be on the lookout for potential photo opportunities. For example, four members of the one family may be competing in the same tournament, or an up-and-coming contestant may be the son of a former leading player or local identity.

How to Write a Media Release

Here are the basic rules:

- (1) Be prompt – get the story in as soon after the event as possible
- (2) Type the story. Make sure that all names and initials are printed
- (3) Present the news in short, snappy headlines, so that the recipients attention is immediately attracted
- (4) Keep the report short and to the point. The first sentence is the most important and should contain the essence of the story. Give the conclusion first, then arrange the story in descending order of importance in case the story is cut. Your message could be lost if it is buried in the middle or at the end of the release. Keep sentences and paragraphs short and crisp to aid impact and digestion. Use direct rather than indirect speech and active rather than passive voice. Keep adjectives down to a minimum. Make sure all facts are correct – do not hesitate to check and double check – and that the spelling of names is clear.
- (5) Use simple and easily understood language, because that is the style in which it will be presented
- (6) Do not try to cram too many facts into one story. It may be preferable to write two separate stories, perhaps holding one over for a few days if it will still be immediate and newsworthy
- (7) Always ask and then follow the advice of the professionals. Find out the style of the local newspapers and then copy it
- (8) Be prompt and topical. This point cannot be repeated too often, old news is dead news
- (9) If there is a message the club/centre or association wishes to publicise regularly, then think of various interesting ways it can be reused. Use the same facts, the same essential idea, but tell it in as many different ways as you can think.
- (10) Check the media deadlines as weekly papers often only take stories for that week up until a certain day
- (11) Provide interesting photographs for the press if you can
- (12) Give the contact number of people who may be able to provide further information
- (13) Deliver the release personally to the contact journalist or fax or email direct to the sports section
- (14) As a general rule, the release should be given out simultaneously to all branches of the media.

(Best Practice Media Release pg 16).

The Duties of a Tennis Public Relations Officer can include:

- (1) Contacting the media with ideas for stories
- (2) Advising the media of newsworthy events such as tournaments, programs etc.
- (3) Acting as a go-between for journalists in arranging interviews with spokespeople in your club/centre or association
- (4) Giving journalists useful background information
- (5) Answering questions or providing information such as statistics or policy details
- (6) Promoting coming events in advance
- (7) Assisting the media when they attend club/ centre or association meetings or special events
- (8) Advising your club/centre or association on the best times and methods of getting publicity for an issue
- (9) Suggesting other communication methods, such as a newsletter, information literature or special promotions
- (10) Organising promotional activities such as open days, displays or membership drives
- (11) Overseeing the production of public relations material such as newsletters, information literature and media releases
- (12) Monitoring and improving internal communications within your club/centre or association
- (13) In some cases, assisting in the preparation of submissions or lobbying measures directed at government agencies
- (14) Monitoring general public or community opinion and advising your club/centre or association of actions needed to maintain good public relations.

Results and Draws

Newspapers, in particular, often provide a useful service by publishing results and draws. To enhance your chances of getting your results included, check with the sports editor or his/her assistant to establish the copy deadline, the style in which the media outlet would like to receive the data and the mode of delivery – for example, fax, hand-delivered, email or telephone.

ALWAYS comply with deadlines. If you or your club/centre or association can build up a rapport and a reputation for reliability, your efforts will pay off more regularly.

Best practice – media release

Media Release

Thursday, 11 October 2001

Top Six Seeds Rocket Through To Quarters

The top six seeds of the Australian Unity International, being held at Dalby and District Tennis Association in Dalby, advanced to the quarterfinals today (11 October) after triumphing over their second round opponents.

West Australian Jaymon Crabb was the only seeded player to face some trouble after Queensland qualifier Johnny Stamenovic stretched the No.2 seed to three sets. Crabb will play Irish Davis Cup representative and No.5 seed Peter Clarke in their quarterfinal clash. The two unseeded players remaining in the tournament, rising star Todd Reid (NSW) and Marc Kimmich (Qld) will both face tough opponents in their next matches. Currently ranked 16 in ITF junior singles rankings, Reid is set to take on the more experienced third seed, Scott Draper (QLD), while Kimmich will battle against last week's finalist in Rockhampton and No.4 seed Peter Luczak (Vic). The other quarter final clash to take place before the weekend should be a close encounter between last week's singles champion, Todd Larkham and No.6 seed Joseph Sirianni.

Second round results – Thursday 11 October

[2] Jaymon Crabb (WA) d q Johnny Stamenovic (QLD) 62 26 64

[3] Scott Draper (QLD) d Ralph Grambow (GER) 63 61

[4] Peter Luczak (VIC) d David Hodge (QLD) 63 63

[1] Todd Larkham (ACT) d q Matthew Koch (QLD) 63 62

[6] Joseph Sirianni (VIC) d q Jason Sellin (QLD) 62 61

[5] Peter Clarke (IRL) d Brett Hunter (VIC) 64 75

Best Practice – Media Notification

Media Notification
Wednesday 9 May, 2001

'Fitzy' Meets Juniors in Launceston

Nine-time Grand Slam doubles champion and Australia's Davis Cup Captain, John Fitzgerald, will visit Tasmania on Saturday 12 May to meet and train with aspiring junior players.

In his role as MILO Tennis Ambassador, 'Fitzy' will visit Launceston for a special training session with the MILO Project 12 Squad. The MILO Project 12 Squads are groups of 11 and 12 year-old girls and boys who have been identified as some of the most talented young players in the state. Each week they get together for elite training sessions with top coaches such as Simon Youl, himself a former top 100-ranked player.

'Fitzy' will join in the training session with the MILO Project 12 Squad, following which he will be available to speak with the media.

DATE: Saturday May 12, 2001

TIME: Between 11am and 12 noon

VENUE: Launceston Indoor Sports Arena
23 Racecourse Crescent
LAUNCESTON

Marketing

What is marketing?

The following section of the module details relevant and important information about marketing your club and/or events.

Marketing is the process of matching up a product or service with people who want to purchase or participate in it. These people are referred to as 'the market'. Marketing is also a planned approach to "sell" your product or service.

Through the marketing plan, the elements of membership, sponsorship and volunteer recruitment are looked at. You are selling your club/centre or association to these markets. Sport, leisure and recreation are extremely marketable products. They have a head start over many consumer products because the public already sees them as healthy and worthwhile ways to spend time and money.

However, with so many recreational options now available, it is unwise to sit back and wait until people stumble across the club/centre or association. You have to make them want to take part in your activity or sign up as a club/centre or association member. This process of persuasion is known as marketing.

Marketing is not just "hard sell". It is relatively hard work that, if well planned, can be very rewarding.

It includes:

- Analysing the needs of the effected people/companies
- Product/program development
- Setting performance criteria
- Development of product/program delivery
- Estimating the price required and the price people/companies are willing to pay
- Deciding on the best forms of promotion
- Estimating the strength of any competition

The product you are marketing is your own club/centre or association – or the activity around which the club/centre or association is based. Therefore it stands to reason that you must present whatever you are offering in a positive light.

What Should a Club/Centre or Association do?

Each area of marketing must be broken down and considered separately as part of the club/centre or associations aims.

Asking the following questions may help:

- What is our product and do the public understand it?
- Who are our target market – who would be interested?
- Are we in there for the long haul? Marketing is not a fundraising drive
- How could we best promote it to the public?
- Do we have the work force to implement our plans?

Who carries out the Marketing?

One person should be responsible for the implementation of the marketing plan. This could be the club/centre or associations chairperson, the development officer or a specially appointed individual. This person heads a team or committee, which constantly assesses the club/centre or associations marketing strategies to ensure it continues to have a product/service with a related market.

Marketing Strategies

The Eight Marketing Strategies

Marketing is made up of the following stages:

1. Defining the product/service
2. Defining the target market
3. Defining the target market's needs
4. Establishing required return on investment
5. Setting objectives
6. Developing the marketing strategies
7. Compiling the marketing plan
8. Delivering the goods

1. Defining the Product/Service

Before you can undertake any marketing you need to identify and know the product or service you are offering. If you can not identify and define what it is you are marketing, it is unlikely that anyone else will be able to.

Define the product in relation to your club/centre or association and its aims e.g. if a tennis club/centre or association is wanting to attract new members and directs its marketing efforts too much towards the game, more people may take up tennis - but they may join another club/centre or association.

Think about the particular benefits and attractions of participating in your activity. Sometimes, products can be in the form of special events such as competitions, fun days and social events that can be promoted through marketing campaigns. *Example of a product/service is a daytime tennis competition.*

2. Defining the Target Market

When trying to identify the target market, consider the following list:

- Gender
- Age groups
- Single people or couples
- Families
- Occupation
- Ethnic groups
- Religious background
- Educational background
- Location – town or suburb
- Other leisure interests
- Time available for leisure

- Availability of money for leisure activities

A general rule is to ask:

- Who are they?
- Where are they from?
- What are their interests?
- How can we reach them?
- Why should they be interested in what we have to offer?

Example of a target market is non-working shift working men and women.

3. Defining the Target Market's Needs

Having established your target markets you now need to determine what their needs will be. Once established you will need to determine whether the products and services you intend to offer will satisfy those needs.

The questions to be asked in the case, of junior coaching would be:

- What does a 13-year-old require of a coaching program?
- What do his or her parents require from the coaching program?
- If I was to sponsor this event what would I require?
- If I was a newspaper editor what would I want in terms of editorial content?
- For what reasons do I donate to this cause?
- For what reasons would I not donate to the cause?

Once the target market's requirements are clear the club/centre or association needs to have another look at its products/services to see if they satisfy those requirements in their current form. It may be that they need to be altered somewhat to ensure their attractiveness to that audience.

4. Establishing Required Return on Investment

As already mentioned, your club/centre or association will be required to put considerable effort into the marketing program. The effort the club/centre or association contributes to this area will mean less time to do other things around the club/centre or association. The club/centre or association may have to decide which of the two efforts is the most valuable if it cannot sustain both programs. When making this assessment everyone must be realistic about the possible end result.

Another cost may be the alteration to a program or service to suit an external audience. Is the return going to make the alteration worth instigating? If the decision is made to proceed with the marketing effort the next decision is to determine the actual return to the club/centre or association required. Again if the club/centre or association is to make the effort, what can it realistically expect in return. Is this return satisfactory? Do not aim too high, but equally, do not aim too low. Make sure the price you charge is acceptable to the audience.

5. Setting Objectives

You must have a clear idea of what you are trying to achieve through marketing. Do you want to increase the numbers playing at your club/centre or association or do you want to identify individuals that will develop into world champions. Your decisions will have a major impact on the type of marketing plan you produce.

Your objectives might be to:

- Increase participation
- Increase club/centre or association membership
- Increase volunteers
- Raise media profile
- Obtain sponsorship for one or more teams
- Increase achievement/performance goals

- Improvement in facilities and services entry into other competitions or leagues

Example – The objective might be to get more people to play tennis during the day.

6. Developing the Marketing Action Plan

When your objectives are clear, it is time to develop a marketing action plan. Remember you need to be able to reach your target audience – be aware of:

- Where they live?
- Where they shop?
- What they read?
- What they listen to?
- Where they work?

The key is to work out what is important to each group and tailor your plan of action accordingly. Don't forget to consider the price of your "product" or service – it should be in line with what your target group can afford to spend. What are the issues that will influence your group's participation?

Your step by step action plan might take the following sequence:

- Gain the attention of the audience
- Ensure they are interested by referring to their needs
- Show them how you can satisfy their needs
- Encourage them to take action to satisfy their needs.

Example – The action plan might be to generate interest through local newspaper, promote through local sports centres etc.

7. Compiling the Marketing Plan

Once you have worked out your marketing strategy, you should prepare a marketing plan that outlines the steps you intend taking to implement the strategy. The marketing plan is simply a written document outlining what you intend to do. This plan should include:

- A description of your target market and of the product/service you are selling to this market
- A summary of your marketing objectives
- The strategies by which you intend targeting this market

The club/centre or associations administrators can refer to it regularly to ensure the club/centre or association is meeting its objectives.

Example – Product/Service: Daytime tennis competition.

Target Market: Non-working/shift working men and women.

Objective: To get more people to play tennis during the day

Action Plan: Generate interest through local newspaper, promote through local sports centres etc.

8. Delivering the Goods

The chosen marketing representative must now ensure the plan is implemented.

Additional Marketing Strategies for Large Clubs/Centres or Associations

For larger clubs/centres or associations or large-scale projects you will probably need to compile a more detailed document.

In addition to the 8 marketing strategies you should consider including the following information in your marketing plan:

a) **Executive Summary:** this is the overview of the marketing plan, which serves as a summary for club/centre or associations executives and members. It serves as an introduction to your marketing strategy – but is always written last. It should be short, concise and focus on the highlights of the plan. As a general rule, the summary should fit on one page (two at the very most) - if it is any longer, it is not a summary.

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b) **Situational Analysis** – this determines your club/centre or association’s position within the current environment. It should include a three-way analysis:

1. The market situation (the size/ prominence of your club/centre or association in relation to others, the number of club/centre or associations in competition, the potential for enlarging the club, the stability or changing nature of the recreation market in your area).
2. Internal analysis (assessment of your club/centre or associations strengths and weaknesses).
3. External analysis (potential opportunities and threats to your club/centre or association, why your club/centre or association has the competitive advantage or how it can develop one).

c) **Marketing Mix** – this is simply an outline of your strategy for implementing the plan. Consider your marketing mix - give a brief description of these four components:

- Product/service
- Price
- Promotion
- Position

d) **Budgets, controls and accountability**– developing and implementing a marketing and promotion strategy will require financial outlay. You should ensure that this plan is incorporated into the club/centre or associations annual budget.

Once completed, the marketing plan will become an invaluable resource for the club/centre or association. It can be used in the form of a prospectus that is given to a potential sponsor, government departments when seeking grants and to potential new members.