



BASKETBALL NSW PRESENTS



"HOW TO CREATE A BASIC MARKETING PLAN FOR BASKETBALL ASSOCIATIONS"



Produced by Basketball NSW Marketing, Communications and Commercial.

A resource for Basketball NSW Member Associations to assist in the development of their marketing strategy.



Please note that you can find this booklet and more information available online at www.nswbasketball.net.au

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INTRODUCTION

In today's environment, it is necessary for sports, and in our case, Basketball Associations, to advertise, communicate and provide the services they offer to the community in order to maintain and achieve growth in their organisations.

Basketball NSW provides this helpful manual to assist our associations in their quest to grow and become stronger.

We sincerely hope that you find the content and advice in this booklet helpful and valuable.

PURPOSE

The purpose of this material is to provide an introductory understanding into the principles, purposes and benefits of developing, adopting and implementing specific marketing strategies for your basketball association.

HOW TO USE THIS MANUAL

This manual is a starting point for you to improve the marketing performance of your association.

Basketball NSW recommends that this manual should be made available to all committee members, board members and staff.

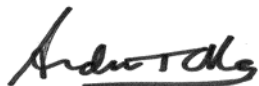
A copy of this manual can be found and downloaded from the Basketball NSW website.

Alternatively, please email me with a request for an emailed copy of this manual.

Basketball NSW suggests that a marketing sub-committee is formed, initially to review the contents of this manual, and your Association's current marketing practices.

Ultimately, the goal should be to develop a formal marketing plan which sets out the objectives, methods, implementation and evaluation of your marketing program, with the direct goal of growing your association.

Regards,



Andrew Tilley
Marketing & Communications Manager
Basketball New South Wales

ABOUT MARKETING

Marketing is about communicating your Association's activities and facilities to attract members, funds and other resources. It can be as simple as placing an ad in the local newspaper or as complex as repositioning your association in the market. Marketing focuses on finding out who your customer is and tailoring your activities to that market.

The purpose of marketing is to make a sale. It is more than just advertising, publicity or sponsorship and involves:

- finding a market for your product or activity (people, place)
- making your product desirable to that market (promotion, position)
- exchanging your product with that market for something that you value (price).

The marketing of sporting associations includes obvious activities like open days, advertising and events. But members and officials market the association whenever they take on their roles - often without being aware of it. A team in uniform playing fairly contributes to the good image of your association, as does a director who provides information about membership over the phone.

Benefits of marketing

1. Increases membership base and sales

The biggest benefit of all. Well planned, effective marketing will help you understand your customer and the marketplace - and lead to informed marketing decisions to help boost your membership.

2. Enhances reputation

Your association's image is one of your most valuable products or assets. A good image, created through effective marketing, attracts new members, appeals to potential sponsors and encourages people to participate.

3. Is value for money

Rather than the 'scattergun' approach of printing flyers and delivering to every home in the neighbourhood, planned marketing helps you to identify the most appropriate and cost-effective approach for your needs.

4. Creates opportunities

Through strategic networking and relationship building with members and the community, your associations could access new markets, sponsorship opportunities and form long-term alliances.

5. Raises awareness

Smart marketing increases your association's credibility within the community and helps potential members, parents and sponsors make better decisions on signing up or contributing funds and services to the association.

Case study: XYZ Basketball Association

Three top tips to retain members

1. New members induction - conduct a simple induction where new members can learn about your association including:

- Association facility tour highlighting amenities and restricted access areas
- Introductions to key personnel eg Manager, Board Chairman, President, Committee Members, Volunteers, Officials
- Equipment storage and usage
- Volunteer requirements
- Association season program and Constitution/By Laws

2. Membership surveys - create and distribute an Association Member's Survey.

- Gives members an opportunity to let the association know what they require
- Chance to receive feedback on the association's operations and activities
- Can cover areas such as member activities, member servicing, association communications, effectiveness of association operations and association facilities, change rooms, playing facilities, customer service, scheduling of games, grading of competitions and development opportunities

MARKETING CONCEPTS

Here are some important marketing concepts to help you identify and use target markets to increase membership, raise funds and attract sponsors for your association.

Market research: learn about your members

Market research should form the basis of all marketing activities. It helps you get to know who your members (and non-members) are – and why a person would want to become a member or attend an activity. It also helps you understand the environment you're operating in and about your competitors.

Market research can involve:

- Analysing existing information, like demographic data and research reports
- New research, where you develop surveys, hold focus groups or conduct interviews.

Existing information – where to look

1. Membership database

Your association has an existing membership database (in the Basketball NSW SportZman registration system). An analysis of this will reveal some basics about your customer and will also identify where new members are coming from. Also look for large groups of customers who have similar characteristics, live in the same geographic region or attend the same school, university or other institution.

2. Registration figures

Check the registration figures over the last 12-24 months. Do the numbers differ for different age groups? Have the numbers fallen? Is it gender differentiated? Is it geographic? Basketball NSW can help you with demographic and statistical information about your members.

3. Geographic area

Research your local area for institutions, schools, organisations, sporting grounds and other facilities that may support your association. This will give you general data on age groups, education, marital status, income and interests within the local area.

4. Australian Bureau of Statistics

If you require more detailed information about potential members, a good place to start is the Australia Bureau of Statistics publications. Check your local library or go to www.abs.gov.au.

New research – ideas for your association

5. Interview existing members

Find out why they joined your association. People join or not join for all sorts of reasons – social activities, the facilities, close to university or transport etc.

6. Interview lapsed members

Find out why members don't renew their registration.

7. Research other associations

Talk to neighbouring associations about their membership base. Basketball NSW can help your association with information about members in different areas of the state and nationally.

8. Interview potential members

If your plan is to attract a different market, talk to potential members about what would get them to join your association or attend an event.

Market research helps define your target market(s).

Target market

Put simply, marketing your activities to 'everyone' is inefficient. Not everyone wants the same thing and not everyone is alike. You'll be wasting time and resources with this approach.

Target marketing focuses your marketing activities on groups of people (or target markets) most likely to become a member.

Target markets are essentially groups of people with common characteristics. Some simple ways target markets could be defined includes residential address, sex, age group, occupation, education and interests. For example, children aged 5 to 12 years who go to school in a particular area could be a target market.

You can also more narrowly define target markets by using multiple or specific characteristics. This allows you to further focus marketing activities. For example, women under 40 years of age who are interested in abseiling.

So how do you select your target market(s)? Consider these factors:

1. Market research – builds a profile of your existing and potential members
2. Association objectives and business strategy – often set out target markets
3. Association constitution - may define membership classes.

Remember, you are looking to define who are your current target markets, in order to help make your marketing strategies more effective.

But you are also looking for potentially new target markets – to grow your membership.

Competitors and market positioning

How you position your club's image and what it offers is important when targeting a potential customer or sponsor or producing an event.

Where your association stands compared to your competitors also helps a target market understand and appreciate the value and choice offered.

For example a person looking for a week night basketball competition will compare an association's location, facilities, costs, reputation and time commitment with others in the area.

Here are some questions to ask to help position your association:

- How does your association compare with other organisations?
- What makes your association different from other associations?
- What are parents looking for in an activity?
- What do participants want in an event?
- What would a potential sponsor look for?
- Does your sport have the right image to recruit new members?

Marketing mix (the 5 Ps)

Marketing involves a combination of elements, commonly referred to in marketing terms as the 5 Ps. The research on your target market, what your association offers and where it is positioned within the market helps identify your association's marketing mix.

- 1. Product** - Having or producing a product or service required by others. This could be your sport, the association, the competitions, stalls or other activities on offer.
- 2. People** - Customers or the people who use the services or products on offer. Includes your employees, volunteers and members.
- 3. Price** - Pricing the product or service at market price. Includes membership fees and structure, discounts and the 'cost' of member's time.
- 4. Promotion** - Ensuring the potential customers are aware of your product. This can be advertising, publicity, sponsorship, brochures, posters or personal selling.
- 5. Place** - Where the product is bought. Includes where you train, compete (home and away) and other facilities on offer.

MARKETING PLAN

Today voluntary organisations are required to be more accountable and responsible than ever before. A marketing plan will help you, your members and funding authorities be aware of what you are doing and why. A well thought out and well-organised marketing plan is also a highly-regarded document for potential sponsors.

There are two types of marketing plans, strategic and tactical. Both link with your association's business plan, which sets the overall direction for the whole organisation.

- 1. Strategic marketing plans** - Usually covers a three-to-five year period and is based on your business plan. Valuable for developing ongoing programs and is essential if approaching sponsors for large amounts of money, or commitments that last for more than one season or event.
- 2. Tactical marketing plan** - This is an offshoot of a strategic marketing plan and is about real short-term actions such as ways to increase the number of association members this season.

Components of a marketing plan

Summary	Sums up your overall plan: <ul style="list-style-type: none">• Include a statement of your main aims and objectives• Advisable to write last
Table of contents	Helps readers find topics and information.

Introduction	Outline of what you plan to do.
Situation analysis	<ul style="list-style-type: none"> • What is the association's current situation? • How do these facts affect the plan? • Usually includes a SWOT analysis.
Target market analysis	Define your current market using the techniques in the 'targeting your market'. Section headings in this section include demographics - age, income, gender, ethnicity, geographics and psychology/lifestyle.
Problems and opportunities	<p>Use the results of your SWOT analysis:</p> <ul style="list-style-type: none"> • Should the organisation stay in the current market? • Can the product your association is offering compete effectively? • Are the current marketing mix strategies and tactics effective or should they be changed?
Objectives	<p>Use the SMART method to define your objectives:</p> <ul style="list-style-type: none"> • Specific – the more details about how, why and when the more successful the event or activity • Measurable – how do you know when you've succeeded? Can you measure its success? eg number of people signing-up, amount of funds raised, number of times people have inquired as a result of an advertisement • Achievable – ensure you have enough people, resources and time to perform the task • Realistic – are you able to reach your targets? Start with small objectives like increase numbers by 10% across the state or raise \$1,000 at wine and cheese night. • Timetabled – supply dates.
Marketing mix	Develop a marketing mix that will help you achieve your objectives. For most tactical marketing plans the emphasis will be on promotion.
Implementation and control	Describe how you are going to achieve each outcome, when it will be done and who will be responsible for a particular activity. This can be done in a timetable or schedule format.

EXAMPLE: NSW Sport and Recreation Running Your Association's Marketing: SWOT analysis

<p>Strengths</p> <p>When you look at the strengths, concentrate on the organisation itself and its ability to achieve the outcomes you want. Examples of strengths include:</p> <ul style="list-style-type: none"> ■ Strong financial base ■ Growth area for your product ■ Group of skilled volunteers ■ Support from local businesses ■ Support from local politicians ■ Support from local service organisations ■ Well equipped facility ■ Well structured committee ■ Enthusiastic and capable committee/staff 	<p>Weaknesses</p> <p>Weaknesses often appear as the direct opposite of the strengths listed above and include:</p> <ul style="list-style-type: none"> ■ Weak financial base ■ Diminishing need or desire for your product ■ Few volunteers ■ No support from local businesses ■ No support from local politicians ■ No support from local service organisations ■ Out of date ill equipped facility ■ Poor committee structure ■ Overworked and tired committee/staff ■ Fewer new members ■ Lack of interest in your sport
<p>Opportunities</p> <p>Opportunities refer to the possibilities of new growth because of the changes in the external environment and can include such things as:</p> <ul style="list-style-type: none"> ■ Promotion of sport by government authorities e.g. renewed 'Life be in it' campaign ■ New population of potential users moving into the area, housing estates with children ■ Grants by local authorities to encourage sport ■ Grants by state authorities to encourage sport ■ Grants by federal authorities to encourage sport ■ Organisations looking to sponsor local activities ■ Seasonal interest in particular sports, cricket in summer football in winter, or interest in all-round sport ■ International or national interests in sports e.g. Commonwealth or Olympic Games ■ Promotion of sport to different age group e.g. lawn bowls to teenagers ■ Promotion of sport to different gender e.g. football, to girls 	<p>Threats</p> <p>Threats, as with strengths and weaknesses the threats are often very similar to the opportunities. Examples of threats include:</p> <ul style="list-style-type: none"> ■ Organisations giving up sports sponsorship to concentrate on other areas ■ Seasonal interest in particular sports which is in direct competition with your own sport e.g. competing codes of football ■ Promotion of sport to different gender which competes with your sports interest e.g. netball and soccer for girls ■ Other interests including hobby groups, television, video games, school activities, part time work for teenagers and so on ■ Time related issues for example, competition for volunteers time, longer working hours, both parents working – children unable to attend, limited available free time for both children and parents ■ Other organisations with better facilities ■ Lack of knowledge and interest in your product/grant

Conduct a SWOT analysis for your organisation

NSW Sport and Recreation Running Your Club Marketing: Components of a marketing plan

COMPONENT	ACTION
Executive Summary	This marketing plan has been developed to help XYZ Basketball Association to increase the number of junior participants for the upcoming season
Table of Contents	<p>Introduction</p> <p>Situation analysis</p> <p>Target market analysis</p> <p>Problems and opportunities</p> <p>Objectives</p> <p>Marketing mix</p> <ul style="list-style-type: none"> ■ Product ■ Price ■ Promotion ■ Place ■ People <p>Implementation and control</p>
Introduction	
Situation analysis	<ul style="list-style-type: none"> ■ XYZ Basketball Association has been in operation for nearly 20 years ■ In the early years there were three teams in each age level competition ■ In the past eight years numbers have been steady with an average on only additional male and one female team in each age division ■ The community has had relatively stable families that have now grown older and fewer younger children have entered the community to sustain earlier numbers ■ Two years ago, a new affordable housing estate has opened in the region ■ This indicates that there are an increased number of children who new to the area that may not know of the association ■ There are two primary schools in the area. One state school and one private – these are both co-educational and have a defined sports curriculum ■ The state basketball association conduct basic training at both schools every second year and is due to conduct clinics this upcoming season
Target market analysis	<ul style="list-style-type: none"> ■ The target market of the association is all children aged between 5 and 14 ■ The main focus of the campaign will be the new housing estate
Problems and opportunities	<p>Problems</p> <ul style="list-style-type: none"> ■ The new residents are not aware of the association ■ Basketball is only played in the schools on an occasional basis ■ Few volunteers available to assist in promoting the association ■ Lack of trained coaches <p>Opportunities</p> <ul style="list-style-type: none"> ■ Large number of new children in the area ■ Former players now have children of their own in the area

	<p>■ State association is due to promote the game in the local schools in the next 12 months</p>
Objectives	To increase the number of junior participants so that there are two additional teams for each age division (male and female) during this upcoming season
Marketing mix	<p>Product: Participation in the local junior basketball competition</p> <p>Price:</p> <ul style="list-style-type: none"> - Financial- Playing fees, entry fees, registration fees, etc - Non-financial- Two hours training per week (weeknights) & Two hours competition per week (weekends) <p>Place: XYZ Basketball Association</p> <ul style="list-style-type: none"> - Good parking facilities- - Eight minutes drive from new estate - Bus stop for Route 34 across the road <p>People:</p> <ul style="list-style-type: none"> - Volunteers- Adequate to support one team in each division plus five teams - Recruitment Need to recruit additional coaches and volunteers to cover additional teams. <p>Promotion: Sign on day</p> <ul style="list-style-type: none"> - Flyers delivered to all houses on the new estate - Advert in local paper for two weeks prior - Address the school assemblies (get permission of principal) - Put flyer in school newsletter <p>Banner- Place outside club facilities for two weeks prior</p> <p>State Association- Provide general information flyers about basketball</p> <p>Senior players- Provide skills demonstration at school assembly and on sign on day</p> <p>Coaches- Provide short sample training session at the venue on sign on day.</p>
Implementation and control	<p>Implementation</p> <p>Flyers</p> <ul style="list-style-type: none"> – Printed one month prior to sign on day and distributed the weekend before <p>Advert</p> <ul style="list-style-type: none"> – In paper mid week before sign on day for two weeks – Send press release to local paper with Basketball related story to reinforce advert <p>Schools – Address students during week prior to sign on day</p> <p>State Association – Get commitment of support three months prior</p> <ul style="list-style-type: none"> – Confirm arrangements one month prior <p>Roster senior team and coaches to attend various promotions and sign on day.</p> <p>Control</p> <p>Produce checklist with all activities dates and responsibilities on and communicate this to all involved</p> <p>Find backup volunteers for all activities.</p>

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