# THE PERFECT DELIVERY

A MARKETING RESOURCE KIT FOR BOWLS CLUBS

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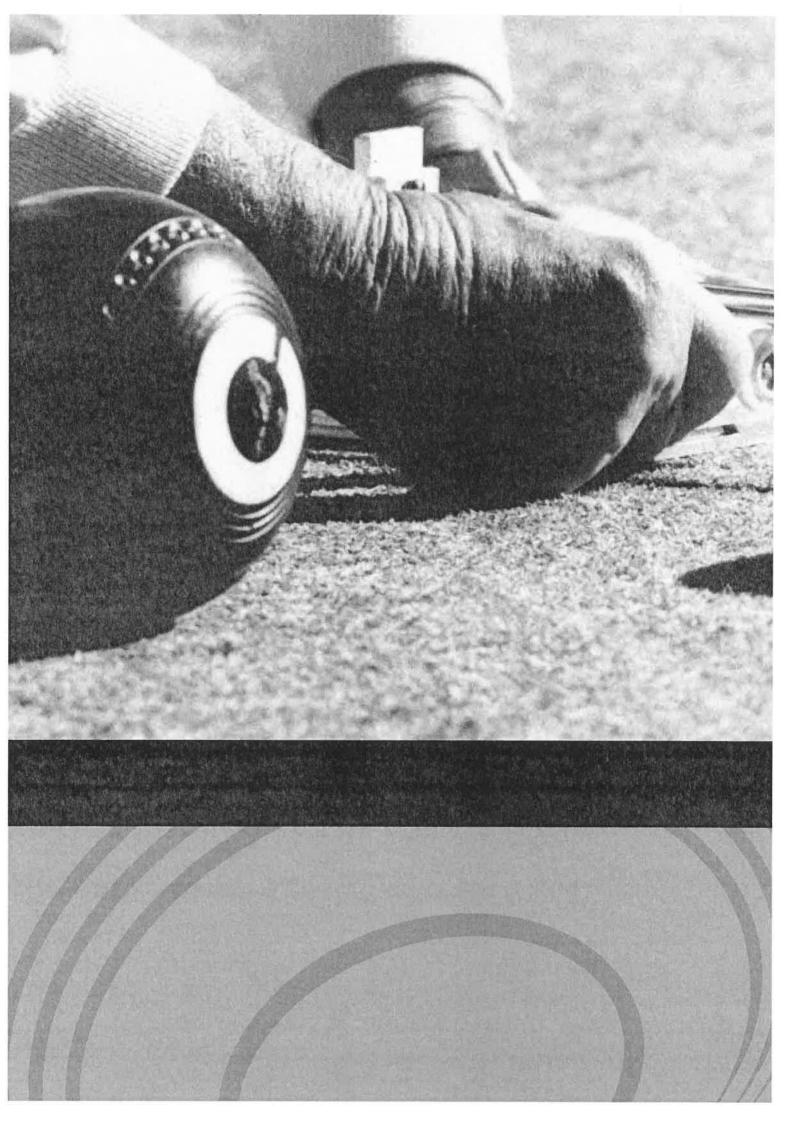
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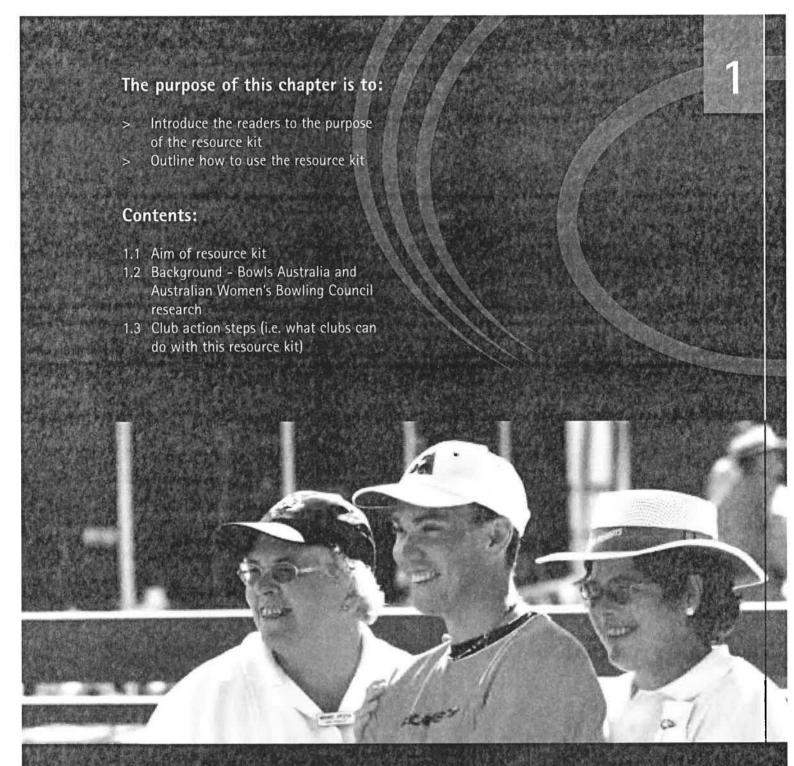
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#### DISCLAIMER

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# INTRODUCTION

"Every day is a great day at the bowls club."

### INTRODUCTION

Traditionally, bowls has been one of the largest participant sports in Australia.

Today, however, bowls faces the challenge of addressing a dwindling membership rate.

Bowls is losing members at the rate of almost five per cent a year. This decline has affected the sport in many ways, with the most obvious being the closure of numerous clubs in both city and rural areas.

As a result, the sport and its members need to commit to a sustained national marketing program to increase participation rates and change the public image of bowls.

For such a program to be successful it requires all levels of the sport — the national body, state and territory associations, individual clubs and their members — to work together to achieve common objectives.

However, the real key to success lies within individual clubs and rests with the sport's most significant asset — its current members.

This resource kit has been developed to help you and your fellow members promote bowls as a vibrant, fresh and exciting sport that can be enjoyed by all ages.

We urge you to use the ideas and tools in this resource kit and trust that you find it a useful ally in your efforts to market your club, and the wonderful sport of bowls, within your local community.

#### 1.1 Aim of resource kit

Bowls Australia Inc and the state and territory associations have developed this resource kit to encourage and help bowls clubs take a leading role in marketing the sport.

The aim of this resource kit is to:

- encourage bowls club administrators to promote their club and the sport of bowls
- provide practical marketing ideas and tools for bowls club administrators that will help them to attract more participants to the sport
- encourage clubs to promote a consistent image for the sport of bowls in Australia.

# 1.2 Background – Bowls Australia and AWBC research

A major market research study was conducted for Bowls Australia and the Australian Women's Bowling Council (AWBC) in 1998. This study surveyed bowlers and non-bowlers throughout Australia.

The research found that only 12 per cent of people have ever tried bowls. This is much lower than golf and tennis. If more people try bowls, even just once, the belief is that the number of bowlers will increase significantly.



Promote bowls as a vibrant, fresh and exciting sport.



The research found that people do not play bowls because they perceive it as:

- old fashioned
- only for retirees
- for people who are not athletic or cannot play other sports
- too slow, taking too long to play, and not really exercise
- not requiring much skill and not very challenging.

Therefore, for many people, the decision to consider taking up bowls requires them to overcome numerous hurdles.

Of course, people who play bowls know otherwise and appreciate the sport's many virtues including the fact that bowls is:

- a skillful and challenging sport
- enjoyable and contributes to fitness levels
- a very sociable and friendly sport.

Indeed, on a positive note, bowls enjoys a very high 'conversion rate' — that is, almost half the people who try bowls end up playing on a regular basis.

Another important finding in the market research was that existing bowlers are the main source of new players — highlighting the need for current club members to help attract new participants to the sport.

#### 1.3 Club action steps

Bowls Australia and the state and territory associations have developed *The Perfect Delivery* as a user friendly resource kit, which encourages the user to read sections that are relevant to specific club needs.

It is not intended to be a document that is read from cover to cover. Rather, club administrators are encouraged to familiarise themselves with the content and then read areas of particular interest.

When your club plans to undertake a particular marketing activity then *The Perfect Delivery* resource kit can be used as a useful guide.

The resource kit material is based on ideas and activities sourced from successful bowls clubs, other sports, and government agencies that are devoted to sport development and participation.

Importantly, Bowls Australia and the state and territory associations have prepared samples of flyers, posters, advertisements, media releases and other resources that will enhance your marketing efforts. Templates of these samples are provided on the CD-ROM that accompanies this resource kit.

There are also numerous other sources of assistance for clubs including your state/territory association, local and state government, as well as the Federal Government's Club Development Network (refer to chapter 10). We encourage you to share *The Perfect Delivery* resource kit with others in the management team at your club and all those involved in club promotional activities.

## INTRODUCTION

# A step-by-step guide to using *The Perfect Delivery* resource kit follows:

#### First step

Form a marketing committee. Where possible, have a team of at least two men and two women (i.e. capable, energetic, hardworking, enthusiastic, and with an interest in marketing the sport and club).

Remember to enjoy the marketing process.

#### Second step

Familiarise yourself with the resource kit contents.

Bowls Australia and the state and territory associations request that all club administrators familiarise themselves with the resource kit. The resource kit does not have to be read from cover to cover, in fact club administrators are encouraged to use it like a reference book. When a bowls club plans to undertake a marketing event or activity, use the resource kit as a guide.

#### Third step

Decide on a marketing activity or event (i.e. open day).

#### Fourth step

Use the resource kit to develop a plan.

#### Fifth step

Use the resource kit as a guide to gain ideas and help you develop items such as suggested promotional flyers and advertisements.

#### Sixth step

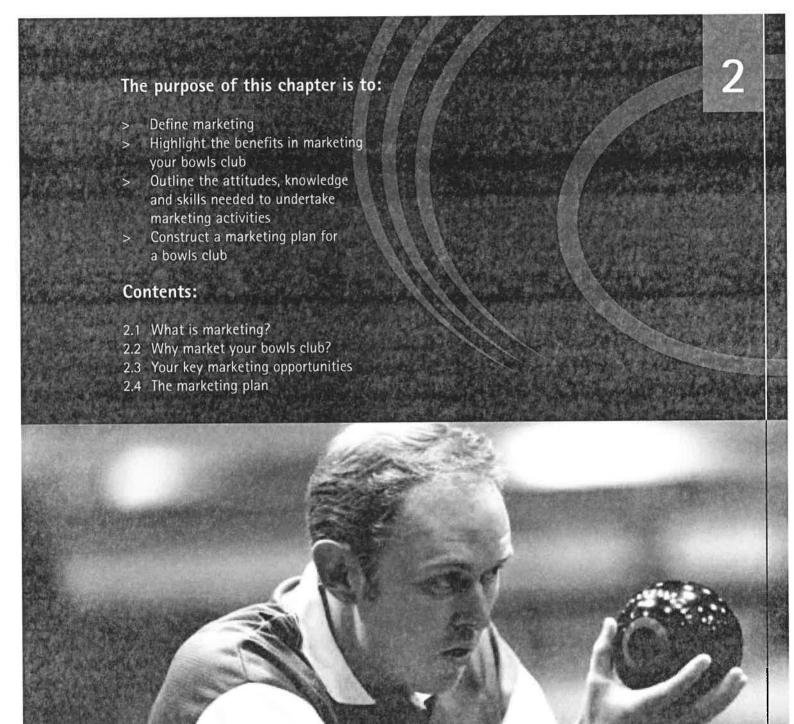
Conduct the event.

#### Seventh step

Evaluate the event.



Establish a marketing committee. Recruit capable, energetic and hardworking members. Remember to enjoy the marketing process.



MARKETING YOUR CLUB

"Never lose sight of what you set out to achieve."

# MARKETING YOUR CLUB

#### 2.1 What is marketing?

There are many definitions of marketing, however in its simplest form it is:

'The process of matching a product or service with its market.'

For a bowls club this means matching the sport of bowls and the club (the 'product') with members of your local community (the 'market').

The more 'match making' your club can do, the more members you will attract.

# 2.2 Why market your bowls club?

Marketing can help your bowls club to:

- increase membership
- increase overall participation
- recruit volunteers
- increase funds via membership and associated activities which can be used to undertake further marketing activities
- create and maintain a positive image
- increase the number of coaches and officials
- engender support from the public
- keep member costs/fees to a reasonable minimum.

# HELPFUL HINT

"Since we have been strategic in our marketing approach, it has made a world of difference, we have increased our membership by five per cent."

Bowls Club President

# 2.3 Your key marketing opportunities

For bowls clubs there are four key 'marketing opportunities' through which you can increase participation in events or activities and/or increase your membership base. These are:

- > Retain existing members by providing an environment within the club that keeps your members satisfied.
- Sell more to existing members by marketing specific activities or events to your members to gain a higher participation rate (e.g. you might market your club's coaching program to gain greater involvement from existing members).
- > Regain lapsed members by developing activities that encourage former members to return to the club.
- > Attract new members by developing marketing strategies that attract potential bowlers to the sport and your club.

To begin marketing your club or a specific activity at your club you need to devote time to:

- develop a marketing plan
- develop a marketing budget
- demonstrate a personal commitment to increasing participation

- brief your club's marketing or event 'team' fully
- implement the marketing plan
- discuss the progress of the plan with your 'team'
- review the success of the plan with the 'team' and management.

#### 2.4 The marketing plan

The marketing plan is simply a written document outlining a plan of action. Keeping your marketing plan simple is one of the keys to success. Some of the elements that need to be considered in your plan include:

- Product is the promotion based on the club as a whole, a specific event, a specific club program, etc.? List the benefits of the club, event or program, e.g. meet new friends, exercise, learn a new skill, accredited coaching, etc.
- > Target audience who are you trying to reach and why? Is your marketing aimed at 35-45 year old women, junior members, etc.? Consider gender, age, marital status, occupation, location, etc. when determining your target audience.
- > Your objectives in developing a marketing plan you need to state your objectives. These objectives must be measurable, in terms of a target or targets, and have a time frame in which to achieve the target or targets.

# MARKETING YOUR CLUB

#### Examples include:

- increase member participation in certain activities, e.g. club coaching program, twilight bowls evening, rock'n'roll night
- increase the 'conversion rate' of people who try bowls at the club and then become a member
- increase the club's revenue over a certain period, e.g. increased social functions and increasing bar sales, fundraising, etc.
- improve the community's perception of bowls and the club
- increase the number of junior members at the club.
- > Budget determine how much you have to spend on the marketing activity or promotion.

- Campaign period and season determine how long the promotional campaign will last and how seasonal trends might affect your plans, e.g. one green closed for renovations, etc.
- > Region determine how large your 'prime marketing area' is, e.g. how far will people travel to participate in activities at your club?
- Marketing strategies what tools will you use to realise your marketing objectives, e.g. advertising, direct mail campaigns, promotions, publicity, member incentives, etc.?

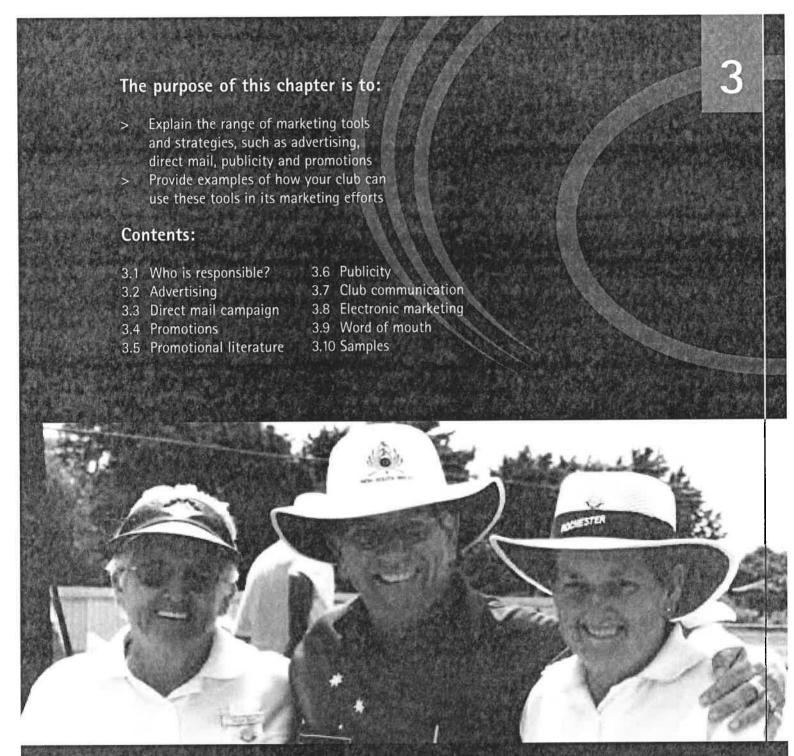
### HELPFUL HINT

Seek outside help if needed.
Free sources may include:
state or regional departments of
sport; local government; other bowls
club administrators; sponsors; and
other sporting club administrators.

#### A basic marketing plan for a particular event might look like this:

Product/service	Twilight Bowls Corporate Competition
Target market	Men and women corporate Never played bowls
<i>Objective</i>	To encourage the target group to a positive bowling experience and consider playing bowls more regularly
Strategy	Promotional flyers delivered to businesses in the area. Target specific businesses, i.e. personal approach.

A plan for marketing the club as a whole over a 12 month period, or a plan for large scale projects, will require a more detailed document. Refer to appendix A for an example of a marketing plan for a bowls club.



"A club member: the best advertisement for your club."

Having developed your marketing plan it is time to take a closer look at the tools and strategies you might use to realise your objectives.

There are numerous elements that can make up your strategy and these include:

- advertising
- direct mail campaigns
- promotions
- publicity
- in-club promotions
- member incentives
- club communications.

The elements that are likely to play the most prominent role in marketing your club and its activities to potential bowlers are advertising, direct mail, promotions and publicity.

#### 3.1 Who is responsible?

It is recommended that every bowls club establish a marketing committee.

It is also recommended that the committee members you identify are keen to contribute and may possess other qualities such as:

- hardworking
- capable
- enthusiastic/energetic
- fresh, vibrant and positive
- an interest in marketing.

Refer to sample 3.1 for an example of a marketing committee's terms of reference.

Three roles which the marketing committee may create are: publicity officer, marketing officer and membership officer. Providing a detailed job description ensures that the volunteer's role is clarified. Refer to samples 3.2 - 3.4 for examples of volunteer job descriptions.



#### 3.2 Advertising

There are many advertising mediums through which you can market your club and its activities, including newspapers, local magazines, newsletters, radio, local cinemas and outdoor billboards.

The most effective of these for bowls club marketing — in terms of both penetration and cost — is your local newspaper.

## 3.2.1 Basic elements of an advertisement

The basic requirements of an advertisement are to:

- tell who you are
- tell what you do
- tell where you are to be found
- explain the benefits you offer the potential customer.

#### 3.2.2 Advertising with impact

Your advertisements need to give potential bowlers a reason to come to the club for their recreational needs. They can also make current members proud to belong to the club.

Research shows that potential customers move from a position of total unawareness; to interest; to a desire for more information; to taking further action; before 'buying' a product or service.

As such, your club advertising must meet the following criteria:

- > Command attention grab the reader's attention with the headline and layout of the advertisement.
- > Hold interest the subject matter must appeal to the reader's wants or needs and do so quickly and concisely.
- Create desire create a desire for the product or service by outlining how the features will benefit the customer.
- Lead to action lead the reader into taking the desired action with directions such as 'visit the club today', 'present this coupon at the club for your free coaching lesson', 'telephone to book your spot today'.

#### 3.2.3 Newspaper advertising

Most clubs — whether metropolitan or regional — will find that their local newspaper is an effective starting point for advertising the club and its activities.

It is also important to recognise the influence of foreign language newspapers as these can allow you to target people from specific ethnic backgrounds.

If your potential customer base has a strong cultural influence then part of your advertising strategies should be aimed at targets within this group.

Just as critical as where you advertise is the frequency of your advertising. A single advertisement may increase new membership enquiries temporarily, but steady membership growth will only be achieved through a regular and consistent advertising campaign.

Clubs will find that they can gain advertising discounts by booking a sequence of advertisements at any one time.

Such a strategy may also give you the opportunity to negotiate some 'free' editorial coverage in the publication concerned.

# 3.2.4 Preparing an advertisement for the local newspaper

When you are drafting an advertisement it is essential that you keep it simple and have a clear understanding of what is the most important message you want to get across.

Remember the look of the advertisement on the page is just as important as its content.

Significantly, five times as many people will read the headline as read the body text — so put your proposition in the headline.

The headline must:

- attract attention to the advertisement
- be brief and to the point
- select the audience you want to attract

- identify the product or service
- provide a benefit to the customer.

The main body text of the advertisement should include:

- the product (e.g. open day, twilight competition)
- benefits of trying bowls or coming to your club
- descriptions, prices, savings
- guarantees or testimonials.

The 'action line' should prompt an immediate response. For example, set a time limit for any advertised specials to create immediacy. The 'action line' should be followed by:

- club address and phone number
- a contact name to personalise the service and enable immediate attention
- hours the club is open
- parking facilities.

Advertisements should identify the prospects, then inform and tell them of the benefits of the product or service. Use words such as 'you', 'your interests', 'your health' and 'your friends'. Show you care about the potential customer.

Make the message exciting, offer something new, better, less expensive or more effective. Avoid using the word 'cheap', but instead talk about bowls as being economical, inexpensive and value for money.

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Remember to keep the advertisement short and simple and follow these guidelines:

- > Create impact for maximum visual impact roughly divide the advertisement into three sections — one third each for the headline, illustration and body copy (illustrations such as bowls can be provided by the newspaper's art department or by the club).
- > **Keep in proportion** consider the proportions of the ingredients of your advertisement. Try different sizes and positions to achieve the best visual effect when constructing the advertisement (the advertising department at the newspaper should be willing to help you with this).
- > **Proof read** the advertisement several times and have other members give their impression.
- > Check the details make sure it is complete and correct in every way before forwarding it to the paper. Or, if the paper is typesetting it for you, make sure you check it before it is printed.

Refer to samples 3.5.1 – 3.5.5 for examples of local newspaper advertisements.



Make the message exciting by offering something new, better, less expensive or more effective.

# 3.2.5 A checklist for advertisement placement

The following points serve as a checklist for placing an advertisement in your local paper:

- > Budget check the cost of the advertisement or advertising schedule (a series of advertisements) with the publication and ensure it is within your budget. Determine whether there is an extra charge if the newspaper's art department prepares the ad for you.
- > **Timing** agree upon the dates for publication.
- Size agree on the best size of advertisement to achieve the desired results, e.g. do you need a quarter page advertisement or two column width. If you are conducting a campaign on a limited budget it is often better to use smaller advertisements and place them in the newspaper more often.
- Position choose the best location in the publication for meeting the specific needs of the campaign and be consistent with your advertisement placement throughout the campaign in order to help generate awareness. For example, you might advertise a special ladies' bowls day in the 'lifestyle' pages of the local newspaper. A campaign targeting male businessmen may appear in the motoring pages or another appropriate section.

- Consistency ensure there is consistency in all of your advertising so that your club develops a 'brand image' that is instantly and easily recognisable.
- Sponsorship consider securing a sponsor to assist with the advertising costs, e.g. a local business. In return, the sponsor would receive recognition in the advertisement.

Finally, research the alternatives to local newspaper advertising in your area. For example, many schools have weekly bulletins in which advertising space is very cost effective. Community newsletters, local business newsletters, neighbourhood watch newsletters and real estate brochures are other publications worth considering when developing your advertising strategy.

#### HELPFUL HINT



Ensure there is consistency in all of your advertising so that your club develops a 'brand image' that is easily recognisable. Bowls Australia encourages all clubs to use the samples provided in this resource kit to help develop a broad 'national brand image' for bowls throughout Australia.

#### 3.2.6 Radio advertising

Radio advertising is another tool that can be used effectively as part of your marketing strategy.

Regional bowls clubs in particular will find local radio stations worth considering.

In major cities, commercial networks will have too broad a reach to make radio advertising effective for an individual club, however, local community radio stations should be considered in your plans.

Most local community stations have bulletins through which clubs can advertise up-coming activities or events free-of-charge.

Many of the elements covered under newspaper advertising also apply to developing a radio advertising campaign. These include: develop an advertisement that has impact; consider your budget; develop a placement schedule (amount of air time) with particular emphasis on radio shows that will reach your target audience; and, ensure there is consistency so your club develops a 'brand image'.

#### 3.2.7 Local cinemas

Local cinema advertising may also be worth considering, particularly in regional areas and those metropolitan clubs that have small suburban theatres nearby.

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Often the material that has been prepared for a newspaper advertisement can be applied to cinema advertising with some minor adjustments.

As with other forms of advertising, do not forget to consider your target audience and only place the advertisement with movies that your target audience is likely to be watching.

#### 3.2.8 Outdoor billboards

Many bowls clubs are located on a main street or perhaps back onto a railway line where there is a high level of traffic flow past the club each day.

In such cases, clubs should consider erecting a billboard or good quality fence signage that promotes the club and its activities. Remember to ask your local government authority if a permit is required before erecting a billboard.

Other forms of local billboard advertising may also be worth considering based on their cost effectiveness. Refer to samples 3.12 and 3.13 for examples of an outdoor billboard.

#### 3.3 Direct mail campaign

Direct mail is one of the most effective marketing tools for reaching your target audience and by using modern computer databases, direct mail strategies are quite simple to develop and implement.

There are several items that fall under the banner of 'direct mail' including broad based letterbox drops within your local area.

However, the most effective form of direct mail is targeted to a specific customer in a personalised fashion. Your aim, therefore, should be to develop or obtain databases that can be used for direct mail campaigns. The key advantages of using personalised direct mail are:

- you can target a specific audience,
   e.g. females aged between 35 and 45
- it is a relatively cost effective form of marketing in terms of preparation and distribution
- it plays an important role in building a personal relationship with the customer, even if the specific offer is not taken at the time
- it can easily be targeted within specific geographic boundaries, e.g. within certain postcodes.

Of course, the key to effective direct mail marketing is to ensure that the database is kept up-to-date at all times. This also helps reduce the cost of direct mail campaigns by minimising money spent on mail that is undeliverable.

Specific mailing lists can usually be compiled from existing club records and an effective database program will allow customers to be 'grouped' based on categories such as gender, age, occupation, postcode, lapsed membership, past participants in an open day, etc.

To have the most effect, it is important that direct mail marketing is personal throughout its content, i.e. both the envelope and the letter are addressed to the individual with the letter starting 'Dear Bill' instead of 'Dear bowler'.

Keep the content of your direct mail correspondence concise and always ensure that spelling and grammar are correct.

Also, do not simply list the features of the services you are offering, but go on to describe how those features will benefit your potential customer.

Electronic mail (e-mail) can also be an effective tool as part of your direct mail campaign.

Refer to samples 3.6.1 and 3.6.2 for examples of the type of messages that may be conveyed in direct mail campaigns.

When undertaking a direct mail campaign your club will need to ensure that it is complying with the Federal Privacy Act.

#### 3.4 Promotions

There are numerous promotional activities that can be undertaken as part of the

strategy for building the participation rate and membership base at your club.

For example, your club could:

- be involved in local community fairs refer to sample 3.7 for a case study of a club promotion at a fair
- stage bowls demonstrations at the local shopping centre(s)
- develop a relationship with a local community service group (e.g. Rotary, Lions, Apex) with the aim of speaking at its meeting about bowls and inviting its members to come and try the sport
- develop themed promotions, e.g. Fathers
   Day, Mothers Day, Australia Day, etc.
- develop a relationship with a local business where you can both gain a marketing benefit, e.g. local car dealer or real estate agent advertises the club in its weekly local newspaper advertisements, sales booklet or newsletter, in return for advertising at the club and inclusion of promotional material in the club's communications with members.

Promotions need not be restricted to external activities and it is a good idea to stage promotional programs within the club, targeting your existing membership base. For example, if you are staging a special social evening or bowls activity at the club, you might set up a promotional display

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that will help raise awareness of the activity and encourage discussion and participation amongst your members.

Another form of internal promotion is a membership incentive scheme. Such a scheme could be based on the introduction of new members, with members who introduce new members during a certain period given a reward, e.g. 10 per cent off their annual club subscription for every new member. A special prize could also be awarded to the person who introduces the most new members.

#### 3.5 Promotional literature

Promotional flyers, posters and brochures are another effective and economical way of spreading information about the club and its activities.

Many of the rules that apply to advertising also apply to these forms of marketing, including the need to ensure your promotional literature is easy to read, precise, accurate and has a name and contact number for further information.

You also need to plan your distribution strategy and ensure that flyers, posters and brochures are located in prominent places.

For example, a flyer promoting an open day at your club might be placed in shop windows, community centres, medical waiting rooms, on library and supermarket noticeboards, etc. Refer to sample 3.8 for an example of a promotional day flyer.

#### 3.6 Publicity

Publicity is also an effective means of getting the public to take notice of your product or service. The chief advantage of using publicity is that it is *free*. By working with and through the media, the club has a great opportunity to raise its profile.

Publicity appears in editorial — or story — form in newspapers and magazines and in the non-commercial sectors of radio and television programs.

Publicity plays an important role for bowls and can be of assistance when clubs need to:

- inform people about bowls participation activities
- focus attention on special events and programs
- increase club recognition
- increase membership and participation
- inform the public of club and interclub results.

# HELPFUL HINT

When planning your flyer distribution strategy remember that a total of 56 per cent of Australians are members of their local library.

Source: Australian Bureau of Statistics, (2001).

The most effective way to achieve maximum publicity for your club is through the following forms of media:

- The local newspaper there is no substitute for the regular appearance of news about a club at a local level.
- Radio can also be a firm ally in publicising club activities, particularly in regional or metropolitan areas where there is a local community radio station.
- Newsletter if your state/territory association has a newsletter, be sure to inform them of any new or continuous club initiatives.
- Photographs when taking photographs be conscious of depicting members of varying ages. A reader who identifies with someone in such a photograph can be stimulated into becoming involved. Where possible, the photographs used for all promotions and publicity should reflect the membership of your club.

#### HELPFUL HINT



The best way to attract coverage for a particular event is to focus on the most interesting or unusual aspect.

#### 3.6.1 Media relations

To improve the profile of a club, an event and the game of bowls, a club or tournament management committee should:

- > Establish positive working relationships with the media and in particular with local newspaper journalists and/or editors.
- > Know the subject be prepared to answer questions. Ensure you have the correct spelling of club members' names.
- Believe in its appeal be prepared to 'sell' it to editors — there are many activities competing for the same newspaper space.
- Find out what the media want and supply it, i.e. if they want 150 words, do not write 400 words.
- Always comply with deadlines if the club can build a reputation for reliability, efforts will pay-off more regularly.

A media release is not the way to attract attention, but the information in a media release can help focus on key messages and ensure fundamental details like, 'who', 'what', 'where', 'when' and 'why' are covered accurately by the reporter.

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And, always be on the lookout for photo opportunities that may promote a club event and other bowls activities.

#### 3.6.2 Media release

Being able to write a media release is one of the most valuable skills when promoting. It is the most common and effective way to supply the media with information.

A media release can be used to inform the media – and through it the public – of your promotional event or activity. It can also be used to report on the event after it has been staged.

- > Writing a media release the ideal media release should answer five questions concerning an event. The easiest way to remember these is to use the 'Five Ws' formula:
  - what will or has happened?
  - where will/did it happen?
  - who will/did it happen to?
  - when will/did it happen?
  - why will/did it happen?
- Media release guidelines the following guidelines can be used when preparing a media release:
  - put the club's name at the head of the release or ideally put the release on club letterhead.
  - the words, 'Media Release', need to be prominently displayed at the

- top of the page, as well as the date of the release
- if you do not want the release to be published immediately, type an embargo date along the top
- type the release using double spacing
- put the most important fact in the first paragraph
- use short, snappy sentences and simple language
- ensure the information is current and topical – old news is no news
- check the media deadlines and keep to them
- use christian names, not initials, as well as surnames
- provide photographs where applicable – check media needs
- at the end of the release type the name, address and contact number of the person who can supply further information (ideally this should be the club's publicity officer so journalists recognise a consistent contact at the club)
- mail, fax or e-mail the release to the relevant journalist and follow-up with a phone call
- do not be discouraged if your release is not used — it may simply have been because there was not enough space on a particular day — and keep trying.

Refer to samples 3.9.1 – 3.9.3 for examples of event and open day media releases.

#### 3.7 Club communication

The public nature of a bowls club makes good internal and external communication essential. Clubs must be able to communicate and work with the following groups of people:

- players of all ages
- sponsors and supporters
- parents/schools
- committee members
- interested members of the public including media, sponsors, etc.

To achieve this, a club can:

- produce interesting and useful newsletters
- develop a club brochure and application form
- develop noticeboards that attract people's attention
- conduct regular club meetings.

Refer to sample 3.10 and 3.11 for examples of a club brochure and application form.

- competition/tournament results over the last month
- special news about events and club members, e.g. marriages and births
- sponsor advertising
- member/player profiles.

Ensure the newsletter is distributed widely to club members, media, sponsor contacts and the general public through:

- the club noticeboard
- community noticeboards
- direct mail
- library noticeboards
- supermarket noticeboards
- waiting rooms and schools
- other sporting clubs within the community
- service clubs within the area.

The club calendar should also be distributed to all members, sponsors and community groups, documenting the upcoming season's events. This will include dates, venues and descriptions of all club activities. The calendar allows members to plan ahead so they can attend club events.

#### 3.7.1 Newsletters

A newsletter should be used to ensure that club members are reminded of all upcoming events and kept informed about issues relating to the club and its members. Items that may be included in a newsletter include:

 announcement of upcoming events and activities

#### HELPFUL HINT



Bowls Australia produces 'High on Bowls' a newsletter for all bowlers in Australia. Ensure your club members receive this quality informative newsletter.



#### 3.7.2 Noticeboard checklist

See if you can answer yes to these questions about your club noticeboard:

- does your bowls club have a noticeboard?
- is it placed in a prominent part of the club?
- is it large enough to be of value for positive communication?
- does it have photographs of members playing bowls?
- does it have photographs of social events run by the club?
- is the club calendar displayed?
- does it have copies of the most recent club newsletter?
- does it have information on coaching within the club?
- are team ladders displayed?
- is there a person nominated to develop and maintain the noticeboard(s)?

Where possible your club should be able to answer "Yes" to the above questions.

It is important that the noticeboard is properly managed and kept in a tidy state.

#### 3.7.3 Club meetings

Committees within a club will hold meetings on a regular basis. It is important that other members are informed of issues or decisions arising from these meetings through the distribution of minutes and/or your club newsletter.

#### 3.8 Electronic marketing

#### 3.8.1 Web site

Clubs are encouraged to develop their own web sites on the internet. Many clubs may have members with a keen interest and expertise in this area. Information from your club newsletter and details of upcoming events can be included on the site. Also, if your club does establish a web site, be sure to list the address on all of your marketing materials. Finally, ensure the site is kept up-to-date to project the best image for your club.

#### 3.8.2 Electronic mail

Electronic mail (e-mail) is an effective tool for clubs to communicate with existing and potential members. For example, club newsletters or weekly results could be e-mailed to members. Application forms for membership or entry to tournaments can also be processed using e-mail.

#### 3.9 Word of mouth

'Word of mouth' is the oldest form of promotion. Encourage all club members to promote the benefits of the club and its services. If 10 people tell 20 people each, that means 200 people have heard of the promotion, event or activity.

Market research has shown that existing players are the main source of new participants for most sports and in particular bowls.

In fact, the research commissioned by Bowls Australia and the AWBC in 1998 suggested that 55 per cent of people that play the sport today were introduced by a friend or relative.

This fact highlights the power of 'word of mouth' as a marketing tool and underlines the need to harness the 'power' of the current bowls population in order to attract new bowls club members. Remember, the expression at the start of this chapter, "A club member: the best promotional tool for your club".

SAIVITLES

#### SAMPLE 3.1: MARKETING COMMITTEE'S TERMS OF REFERENCE

#### MARKETING COMMITTEE MEMBERS

Ideally, a minimum of two men and two women (who have qualities as listed below). It is helpful to include the following people at times — a club coach, members with special skills and experience in marketing.

#### **QUALITIES OF MARKETING COMMITTEE MEMBERS**

- hardworking
- capable
- enthusiastic/energetic
- fresh, vibrant and positive
- interest in marketing/promoting your club

#### AIM OF MARKETING COMMITTEE

- develop an annual marketing plan for the club
- implement the marketing plan
- undertake responsibility for the role of publicity officer, marketing officer and membership officer
- prepare regular reports to the board of directors or committee of management of the bowls club.

# Samples

#### **SAMPLE 3.2: PUBLICITY OFFICER JOB DESCRIPTION**

#### **VOLUNTEER PUBLICITY OFFICER JOB DESCRIPTION**

#### MAIN DUTIES AND RESPONSIBILITIES

- develop a public relations plan (local newspaper, radio, newsletters, photographs)
- work closely with the marketing officer
- write media releases concerning upcoming events, interesting personalities or club events
- co-ordinate arrangements for media coverage of club activities, players, recruits, etc.
- act as liaison person for media at all events
- get to know local journalists and media contacts
- co-ordinate the publication of club newsletters (with marketing officer)
- ensure the club noticeboard is maintained with relevant and current information,
   i.e. photographs from recent events, copies of media releases, etc.

#### SPECIAL SKILLS AND QUALITIES REQUIRED

- good communication/interpersonal skills
- logical clear thinker
- interested in improving the public relations and profile of the club

SHIVIFLES

#### SAMPLE 3.3: MARKETING OFFICER JOB DESCRIPTION

#### **VOLUNTEER MARKETING OFFICER JOB DESCRIPTION**

#### MAIN DUTIES AND RESPONSIBILITIES

- responsible for the implementation of the annual marketing plan developed by the marketing committee
- develop marketing plans for specific events
- work closely with the publicity officer (as required)
- organise promotional materials, e.g. promotional flyers, direct mail campaigns, advertisements, noticeboards, billboards, banners, etc.
- assist in the publication of club newsletters (with publicity officer)
- ensure the club maintains a community focus and is involved with schools, local government authority, community groups, etc.
- liaison with club publicity officer

#### SPECIAL SKILLS AND QUALITIES REQUIRED

- good communication/interpersonal skills
- logical clear thinker
- a keen interest in marketing the club

# Samples

#### **SAMPLE 3.4: MEMBERSHIP OFFICER JOB DESCRIPTION**

#### **VOLUNTEER MEMBERSHIP OFFICER JOB DESCRIPTION**

#### MAIN DUTIES AND RESPONSIBILITIES

- develop a range of strategies to increase membership, e.g. develop a membership plan as part of the marketing plan
- co-ordinate membership recruitment drives (with the marketing committee)
- develop a new member information package
- ensure all new or potential members receive a club membership information package/brochure
- ensure all new members are welcomed, e.g. develop a mentor system for new members, introduce new members to other members, invite new members personally to social functions, etc.
- ensure members' needs are met, i.e. survey members' needs
- maintain a membership database
- work closely with the publicity officer and marketing officer

#### SPECIAL SKILLS AND QUALITIES REQUIRED

- good communication/interpersonal skills
- approachable
- logical clear thinker
- interested in improving the public relations and profile of the club

SAIVITLES

#### SAMPLE 3.5.1: BEST BOWLS CLUB OPEN DAY PROMOTIONAL ADVERTISEMENT



### Yes...We are BIASED!

But you'll agree bowls is the best fun you can have on grass at the Best Bowls Club Open Day.

# **BEST BOWLS CLUB OPEN DAY**Sunday 16 August 10.00am - 4.00pm

- > Try lawn bowls and win fantastic prizes!
- > Free food and drink. Jazz band.
- > All ages welcome.
- > Special 'kids rink' with face painting, lucky-dips and a magic show.
- > Driving speed and accuracy competitions.

Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)

Supported by Flora Florists, TTT Tyres, Mac's Meats, Lucky Liquor, Sparkling Soft Drinks, Temptation Restaurant and Bev's Bakehouse.



### BEST BOWLS CLUB

Best Bowls Club 16 Station Street, Purple Hills VIC 3004 Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com

# Samples

### SAMPLE 3.5.2: BEST BOWLS CLUB OPEN DAY PROMOTIONAL ADVERTISEMENT



### How fast can you drive?

Test your driving skills at the Best Bowls Club Open Day

# **BEST BOWLS CLUB OPEN DAY**Sunday 16 August 10.00am - 4.00pm

- > Try lawn bowls and win fantastic prizes!
- > Free food and drink. Jazz band.
- > All ages welcome.
- > Special 'kids rink' with face painting, lucky-dips and a magic show.
- > Driving speed and accuracy competitions.

Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)

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#### BEST BOWLS CLUB

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#### SAMPLE 3.5.3: BEST BOWLS CLUB OPEN DAY PROMOTIONAL ADVERTISEMENT



### ROLL UP for family fun

Roll-up, roll-up for the best fun you can have on grass.

# **BEST BOWLS CLUB OPEN DAY**Sunday 16 August 10.00am - 4.00pm

- > Try lawn bowls and win fantastic prizes!
- > Free food and drink. Jazz band.
- > All ages welcome.
- > Special 'kids rink' with face painting, lucky-dips and a magic show.
- > Driving speed and accuracy competitions.

Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)

Supported by Flora Florists, TTT Tyres, Mac's Meats, Lucky Liquor, Sparkling Soft Drinks, Temptation Restaurant and Bev's Bakehouse.



### BEST BOWLS CLUB

Best Bowls Club 16 Station Street, Purple Hills VIC 3004
Tel: 6666-6644 Fax: 6666-6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com

# Samples

SAMPLE 3.5.4: BEST BOWLS CLUB MIXED TWILIGHT BOWLS PROMOTIONAL ADVERTISEMENT



### Yes...We are BIASED!

But you'll agree bowls is the best fun you can have on grass at the Best Bowls Club's Mixed Twilight Bowls.

# BEST BOWLS CLUB MIXED TWILIGHT BOWLS

7.00pm - 8.00pm Wednesdays 7 Nov - 13 Dec

- > Mixed triples. Supper provided.
- > Casual dress. All ages welcome.
- > All equipment and supper provided for just \$5.00 per session.
- > Play bowls in a casual and friendly environment.

Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)

Supported by Flora Florists, TTT Tyres, Mac's Meats, Lucky Liquor, Sparkling Soft Drinks, Temptation Restaurant and Bev's Bakehouse.



#### BEST BOWLS CLUB

Best Bowls Club 16 Station Street, Purple Hills VIC 3004 Tel: 6666-6644 Fax: 6666-6655 Email bestbowls@mail.com.au Website: www.bestbowlsclub.com

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# ROLL UP for family fun Roll-up, roll-up for the best fun you can have on grass.

BEST BOWLS CLUB
MIXED TWILIGHT BOWLS

7.00pm - 8.00pm Wednesdays 7 Nov - 13 Dec

- > Mixed triples. Supper provided.
- > Casual dress. All ages welcome.
- > All equipment and supper provided for just \$5.00 per session.
- > Play bowls in a casual and friendly environment.

Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)

Supported by Flora Florists, TTT Tyres, Mac's Meats, Lucky Liquor, Sparkling Soft Drinks, Temptation Restaurant and Bev's Bakehouse.



Best Bowls Club 16 Station Street, Purple Hills VIC 3004 Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com



#### SAMPLE 3.6.1: BEST BOWLS CLUB DIRECT MAIL CORRESPONDENCE



Best Bowls Club 16 Station Street, Purple Hills VIC 3004.
Tel: 6666-6644 Fax: 6666-6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com

15 October 2003

Mrs Jan Russell 28 Beaumont Street PURPLE HILLS VIC 3004

Dear Jan

Thank you for taking the time to visit the Best Bowls Club 'Open Day' recently and try your hand at bowls. From all reports you could soon be pressing for selection in the Australian team!

Next month the Best Bowls Club is starting a Mixed Twilight Bowls Competition where the emphasis will be on 'family fun'.

We would be delighted if you could come along and have a roll.

The Mixed Twilight Bowls Competition starts at 7.00pm on Wednesday 7 November and runs for six weeks each Wednesday through to 13 December. We play mixed triples which means you get plenty of opportunity to deliver that accurate draw shot of yours. Each session lasts an hour and will be followed by some supper in the club.

If you would like to bring some family or friends along we would love to see them as well. The dress is casual, there are no age restrictions (juniors are most welcome) and we will provide all your equipment. The total cost is just \$5.00 a session.

Last year our Mixed Twilight Bowls Competition was very popular — particularly with new bowlers — and some great friendships were formed on the green.

If you are interested in playing this great game in a casual and friendly environment, please give me a call on 8888 2288 (ah) or 0444 4444 4455 (mobile) and I will give you some more details.

We would be very happy to hear from you.

Kind regards

Lucy Fellows Membership Manager

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#### SAMPLE 3.6.2: BEST BOWLS CLUB DIRECT MAIL CORRESPONDENCE

### **©** BEST BOWLS CLUB

Best Bowls Club 16 Station Street, Purple Hills VIC 3004 Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.av Website: www.bestbowlsclub.com

22 August 2003

Mrs Jan Russell
28 Beaumont Street
PURPLE HILLS VIC 3004

Dear Jan

On the first Sunday in Spring the Best Bowls Club is staging a special 'Family Fun Day' to celebrate the start of a new season.

This is a great opportunity for you to try your hand at bowls in a relaxed and fun environment. There will be entertainment for children as well as adults and you'll also have the chance to win some fantastic prizes.

The Family Fun Day commences at 10.00am on Sunday 1 September and concludes at 4.00pm.

Apart from trying their hand at bowls on our special 'kids rink' there's face-painting, lucky-dips and a roving magician to entertain the younger ones.

On our 'competition rink' we will conduct a driving accuracy competition and give you the chance to see how fast you can deliver a bowl as we 'clock' your drive with a radar gun.

Local sporting and media celebrities will be in attendance, including Purple Hills football club captain, Andrew White, state hockey champion, Amy Reynolds, and Channel 8 newsreader, Sarah Brown. A jazz band will entertain the crowd and there is also free food and drinks.

If you would like any further information please give me a call on 8888 2288 (ah) or 0444 4444 4455 (mobile).

Overall it promises to be a great day and we would be delighted if you, your family and friends could join us for a roll.

Kind regards

Lucy Fellows Membership Manager

#### **SAMPLE 3.7: CLUB PROMOTION AT LOCAL FAIR**

#### CASE STUDY

#### Bowls display by the "Best Bowls Club" at the local fair

The club organised a 14 metre short mat and then borrowed eight,  $2m \times 2m$  tongue and groove floor partitions that had three  $10cm \times 5cm$  bearers. (The club subsequently bought these panels which they now rent to other clubs).

The club requested a reasonably level site, 16m x 7m. The base was constructed and levelled with the help of a member who was a retired builder. A tent/marqueé was placed over the mat to keep it dry, to provide shade and to attract attention to the site. A local company covered the cost of this through sponsorship.

They erected a second, smaller tent that housed photos of the club and brochures promoting the club. A television and video player were also set up to show videos of the game being played. The state association and a local bowls shop provided large banners and a sign was constructed to thank all the sponsors.

Club members were rostered every two hours at the display. A target mat was used to run a two-hour competition, with those scoring the most points receiving a prize worth \$10. Club members on the display were active in encouraging the public to try their skill.

As a result of the activity the club collected 29 names of people interested in playing bowls. Since the display the club has conducted two Sunday mornings of 'Introduction to Bowls' from which five new members have been gained and a further five are likely to join. The club will be running the promotion again in future years.

# ROLL UP for family fun

Roll-up, roll-up for the best fun you can have on grass.

# BEST BOWLS CLUB OPEN DAY Sunday 16 August 10.00am - 4.00pm

- > Try lawn bowls and win fantastic prizes!
- > Free food and drink. Jazz band.
- > All ages welcome.
- > Special 'kids rink' with face painting, lucky-dips and a magic show.
- > Driving speed and accuracy competitions.

Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)

Supported by Flora Florists, TTT Tyres, Mac's Meats, Lucky Liquor, Sparkling Soft Drinks, Temptation Restaurant and Bev's Bakehouse.

#### BEST BOWLS CLUB

Best Bowls Club 16 Station Street, Purple Hills VIC 3004
Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com

#### SAMPLE 3.9.1: BEST BOWLS CLUB OPEN DAY RELEASE



#### BEST BOWLS CLUB

Best Bowls Club 16 Station Street, Purple Hills VIC 3004 Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com

MEDIA RELEASE
1 AUGUST 2003

# BOWLS 'OPEN DAY' PROMISES LOADS OF FAMILY FUN

The Best Bowls Club 'Open Day' to be staged on Sunday 16 August promises something for everyone according to club president Bill Smith.

Now an annual event, the popular Open Day provides a great opportunity for members of the community to try their hand at lawn bowls in a fun environment — as well as the chance to win some fantastic prizes.

The Open Day commences at 10.00am and concludes at 4.00pm at the Best Bowls Club in Station Street, Purple Hills.

"We really are catering for everyone this year with plenty of entertainment for children as well as adults of all ages," Bill Smith said.

"We're looking forward to a big roll-up and a great day.

"Apart from trying their hand at bowls on our special 'kids rink' there's face-painting, lucky-dips and a roving magician to entertain the younger ones.

"Older children and adults of all ages can try their hand at bowls with some expert guidance from our club members. There's also the chance to win great prizes on our 'competition rink'.

"This rink will feature a driving accuracy competition and the chance to see how fast you can deliver a bowl as we 'clock' your drive with a radar gun."

Participants will have the opportunity to mix with local sporting and media celebrities, including Black Hills football club captain, Andrew White, state hockey champion, Amy Reynolds, and Channel 8 newsreader, Sarah Brown.

A jazz band will also entertain the crowd and there is free food and drinks.

Reigning Best Bowls Club singles champions Marion Davis and John Jones will demonstrate their skills at 3.00pm.

The Open Day is being supported by numerous local businesses including Flora Florists, TTT Tyres, Mac's Meats, Lucky Liquor, Sparkling Soft Drinks, Temptation Restaurant and Bev's Bakehouse.

For further information: Alex Black - Best Bowls Club Publicity Officer Tel: 7777 7777 (home) Tel: 6666 6644 (club) Tel: 0444 4444 5544 (mobile)

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#### SAMPLE 3.9.2: BEST BOWLS CLUB EVENT PREVIEW RELEASE

### **BEST BOWLS CLUB**

Best Bowls Club 16 Station Street, Purple Hills VIC 3004

Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.au Websile: www.bestbowlsclub.com

MEDIA RELEASE 23 JULY 2003

#### JONES SET TO DEFEND BEST BOWLS CLUB SINGLES CROWN

John Jones faces one of his toughest challenges as he starts his campaign to win back-to-back club singles titles at the Best Bowls Club next week.

The 48-year-old architect faces a field of 68 fellow club members including several teenagers who are all keen to secure the mantle of the club's best male bowler.

On current form there is no reason why Jones — who also won the singles championship in 1994 and 1996 — can't again take the title. A long standing skip in the club's No.1 pennant team, Jones has been a prolific performer in club championship events and has claimed three pairs titles as well as two fours crowns.

However, he will face plenty of tough opposition, especially from fellow pennant skips Mike Smith, Mark Davis and Bill Johnston who are all in his half of the draw.

The club has also attracted a number of young bowlers in the last 12 months and several are likely to push for the coveted singles crown including 17-year-old John Duggan, Craig Adams (19), Shane Brown (22) and Allan Leonard (24).

The Best Bowls Club singles championship commences on Wednesday August 1 and is staged over eight weeks, concluding on Wednesday September 26. The format is a straight knock-out with the winner of each game the first to score 21 shots.

For further information: Alex Black - Best Bowls Club Publicity Officer Tel: 7777 7777 (home) Tel: 6666 6644 (club) Tel: 0444 4444 5544 (mobile)

#### SAMPLE 3.9.3: BEST BOWLS CLUB EVENT RESULTS RELEASE



Best Bowls Club 16 Station Street, Purple Hills VIC 3004
Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com

MEDIA RELEASE 1 AUGUST 2003 - 5.30pm

#### DAVIS SURVIVES FIRST ROUND IN BEST BOWLS CLUB SINGLES

Marion Davis has made a shaky start to the defence of her Best Bowls Club singles championship title after beating Lisa Smith by just two shots in the opening round today (1 August 2003).

Davis, who is chasing her fourth title having also won in 1996 and 1998, had to call on all her experience before overcoming a plucky Smith 21-19.

The reigning champion trailed by three shots late in the encounter, but rallied to win four of the last five ends to claim the match.

"It was a very tough game and a good opener to the club's singles championship," Davis said afterwards.

"Lisa drew very well throughout. She kept the pressure on me and some of her conversion shots were excellent."

A member of the club's division two pennant side, Smith said she was pleased to get so close to the club's reigning champion.

"Marion is a champion player and to be quite honest I was thrilled that I was able to get so close to taking the match."

Jones now moves on to a Round 2 encounter with 2000 club pairs winner, Anne Taylor.

The biggest upset of day one was the defeat of 1999 singles champion Catherine Brown. Susan Allan — a 24-year-old who started bowls last November — defeated Brown in a one-sided affair 21-9.

#### RESULTS

Best Bowls Club Women's Singles Championship Best Bowls Club

Wednesday 1 August 2003

Round 1: M Davis 21 bt L Smith 19, S Allan 21 bt C Brown 9, V Rogers 21 bt M Johnston 14, l Taylor 21 bt G Ferguson 6; A Taylor 21 bt R Cooper 20, N Payne 21 bt B Mossop 13, B Carter 21 bt J Dennis 4, R Jeffs 21 bt M Cooper 18.

For further information: Alex Black - Best Bowls Club Publicity Officer Tel: 7777 7777 (home) Tel: 6666 6644 (club) Tel: 0444 4444 5544 (mobile)

bowls membership. The club also has family and single play an occasional casual game, are required to take out social membership for those who simply wish to enjoy the Keen competition bowlers, and those who simply want to club's facilities without gracing the greens.

Social Men's Bowls Types of membership:

Family Bowls Ladies Bowls

Junior Bowls

Social Family

club's fully accredited coach free-of-charge. All new bowling members are given three lessons with the

Membership - \$15.00. Membership - \$75.00; Junior (Under 18) Bowls and hold an executive position on the club's committee bowling member is able to vote at all general meetings They are also free to practice when rinks are available. A club championships, club tournaments and social games A bowling member is eligible to participate in pennant, The annual fee for bowling membership is: Men's and Ladies Bowls Memhership - \$50.00; Family Bowls

are not allowed to vote or hold an executive position on the facilities, except for the bowling greens. Social members A social member is eligible to use any of the club's \$20,00 for an individual or \$35.00 for a family. club's committee. The annual fee for social membership is

SAMPLE 3.10: CLUB PROMOTIONAL BROCHURE

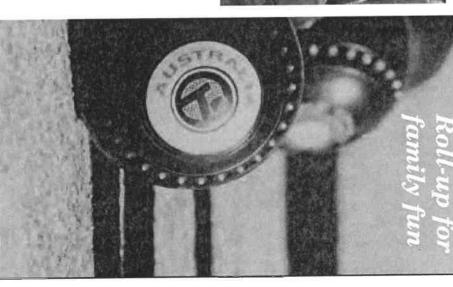


Tel: 03) 6666 6644 Purple Hills VIC 3004 Email: bestbowls@mail.com.au Fax: 03) 6666 6655 16 Station Street Best Bowls Club Inc

Web: www.bestbowlsclub.com

Temptation Restaurant and Bev's Bakehouse. The Best Bowls Club is supported by Flora Florists, TTT Tyres, Mac's Meats, Lucky Liquor, Sparkling Soft Drinks,





• BEST BOWLS CLUB

SAIVIFLES

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#### SAMPLE 3.10: CLUB PROMOTIONAL BROCHURE



enjoying the club's superb facilities and relaxed social At the Best Bowls Club you're always welcome — whether your interest is in the wonderful game of bowls or simply

Today, the club has more than 400 male and female Hills community. clubs in the state and a prominent part of the local Purple humble beginnings to become one of the major bowling

Established in 1908, the Best Bowls Club has grown from

a turther 100 are social members. rinks and well-equipped change-room and locker facilities The club has three full-size greens providing a total of 24

members. Of these, some 300 are bowling members and

to hire the club's facilities for special events. features an excellent à la carte menu. Members are able and casual lounge areas as well as a function room. The Inside, the clubhouse includes two bar areas, a large bistro bistro is open for lunch and dinner seven days a week and

club's doorstep and the train station some 500 metres Ideally positioned in the heart of Purple Hills, the club is the Purple Hills shopping strip is just a five-minute walk away. Car parking for 150 cars is available on-site, while readily accessed by public transport with a bus stop at the

Overall, the Best Bowls Club boasts superb modern club spirit facilities, a pleasant atmosphere and a friendly and strong

> can be played between men and women of any age. At the Best Bowls Club it is not uncommon to have three One of the major attractions of bowls as a sport is that it

several ways) the person or team with the most shots counts them as shots. At the end of a game (determined person or team whose bowls are nearest to the jack bowls towards a small target ball (known as a jack). The Fundamentally, the game involves propelling a number of

century. One of its most famous exponents, Sir Francis approaching Spanish Armada in 1588. finishing his game before setting off to tackle the Drake, telt so strongly about the sport that he insisted on The sport has a history dating back to at least the 14th

there is no shortage of venues where you can 'have a roll' with some 300,000 bowlers playing the game through Bowls is the tifth largest participation sport in Australia 2200 clubs Australia-wide. In fact, for the travelling bowler,

in the Commonwealth Games. international program and is one of the few sports featured aspirations, the sport has a strong state, national and For the serious participant with high competitive

# Bowls - a brief background

same time. People with a physical disability can also play generations of the one family gracing the green at the

# Bowls at the Best Bowls Club

on both weekdays and weekends. The Best Bowls Club has an active social bowls program

staged on Wednesday evenings in the summer months to A highlight of this program is the Night Owls session cater for members who work or study.

championships in both men's, women's and mixed metropolitan pennant competition and conducts club club fields several teams in the state association's For those looking for a more competitive environment, the

throughout the country. hosts and entry into these is open to bowlers from The club also has a regular calendar of major events that it

and runs a dedicated schools program in the local area as well as coaching sessions specifically tailored for junior Best Bowls Club actively encourages junior membership

for adult members on an hourly basis for a small fee. accredited coach who is also available to conduct lessons These sessions are conducted by the club's fully

program. and other activities. Both bowling and non-bowling members are encouraged to participate in the club's social also organises bowls and non-bowls related trips, dinners with guest speakers, luncheons and bistro evenings. It functions throughout the year, including special breakfasts On the social front, Best Bowls Club conducts a series of

#### **SAMPLE 3.11: CLUB MEMBERSHIP APPLICATION FORM**

### BEST BOWLS CLUB

Best Bowls Club 16 Station Street, Purple Hills VIC 3004
Tel: 6666 6644 Fax: 6666 6655 Email: bestbowls@mail.com.au Website: www.bestbowlsclub.com

#### APPLICATION FOR MEMBERSHIP

#### Current Address: Postcode: Telephone: (Home) (Work) (Mobile) E-mail Address: Date of Birth: Occupation: Sex: Male/Female SECTION 2 - TYPE OF MEMBERSHIP (PLEASE TICK ONE) SOCIAL (\$20.00) FAMILY SOCIAL (\$35.00)MENS BOWLS LADIES BOWLS (\$50.00)(\$50.00) JUNIOR BOWLS FAMILY BOWLS (\$75.00) (\$15.00) Note: All fees include GST and are payable with application.

Christian Names:

#### SECTION 3 - REGISTRATION

SECTION 1 - PERSONAL DETAILS

Surname:

Dated this \_\_\_\_\_day of \_\_\_\_\_\_ 2003 Signature of applicant\_\_\_\_\_

PRIVACY STATEMENT: The Best Bowls Club Inc collects personal information about you from the information you provide in seeking membership of the club. This information is provided to the relevant state association to aid in the administration of the sport. The club/state association will not disclose your personal information to any other organisation or person without your consent. You have a right to access your personal information held by the club. Your rights in respect to personal information collected by the club are set out more fully in the Privacy Act 1998. Your personal information may be used by the club for marketing purposes to improve our services.

If you do not wish to receive marketing material and information about our promotions and services please tick the box.  $\Box$ 

OFFICE USE: DATE JOIN DATE APPROVED RCT NO. MEMB NO.

NOTE: The Privacy Statement provided as part of sample 3.11 is a guide only. Your club should seek its own legal advice in relation to the Federal Government's privacy legislation and how this affects your activities.

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SAMPLE 3.12: OPEN DAY OUTDOOR BILLBOARD

# How well can you drive?

Test your driving skills at the Best Bowls Club 'Open Day'.
Sunday 16 August 10.00am to 4.00pm

All ages welcome. Free food & drink. Prizes. Jazz band. Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)



SAMPLE 3.13: NIGHT OWLS OUTDOOR BILLBOARD

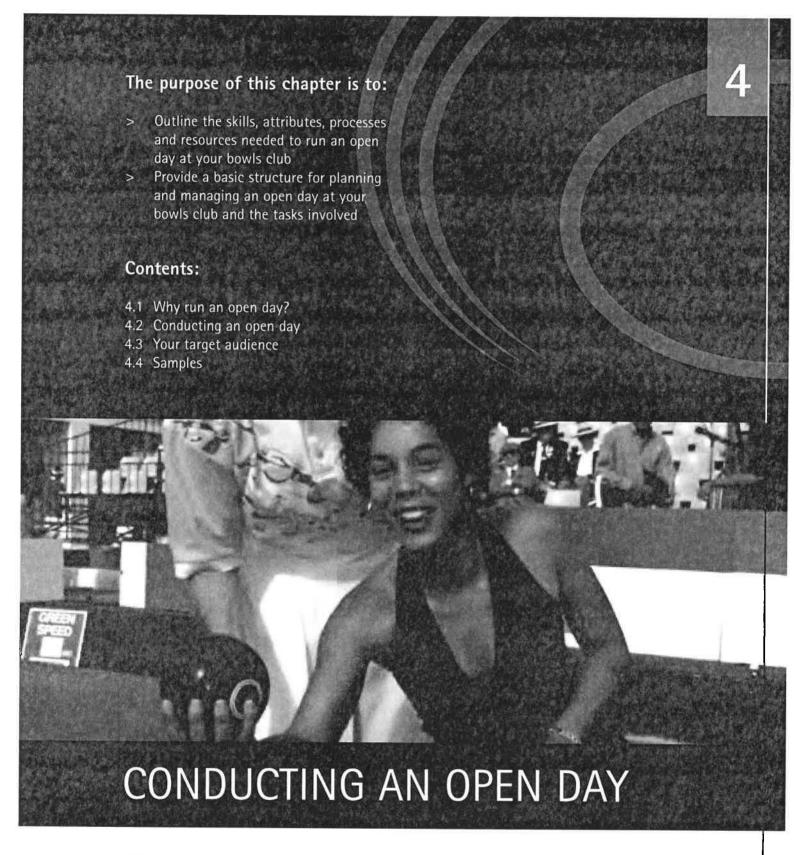
## What a Hoot!

Play 'Night Owls' bowls at the Best Bowls Club 7.00pm— 8.00pm Wednesdays

No experience required. Casual dress. All ages welcome. Equipment and supper provided.

Further information - Alex Black on 7777 7777 (home) or 6666 6644 (club)





"The club's open day is a fantastic opportunity for those new to bowls to enjoy the sport in a relaxed, fun and friendly environment. We have increased the profile of bowls in the community and gained new club members."

# CONDUCTING AN OPEN DAY

#### 4.1 Why run an open day?

It is important when planning an event to be clear about why the event is being held. The following are some of the potential reasons for running an event:

- to host a program to attract new members
- provide an activity for newcomers to try bowls
- provide an avenue for competition
- obtain media coverage for the club
- raise funds
- inform/educate the community about bowls
- provide a fun activity for members.

#### 4.2 Conducting an open day

There are many different types of promotional events. These include open days, school groups, community groups, theme days, night bowls, etc. This chapter outlines the areas to consider when conducting an open day, however, these areas need to be considered for all promotional events.

 determine who the event is for, e.g. the local community, members, potential members, local and visiting competitors, sponsors, media, juniors, parents, specific community or corporate groups, etc.

- determine the event details, i.e. dates, times, length, cost, equipment, etc.
- determine the event feasibility
- undertake the event planning and preparation (budget).

#### 4.2.1 Planning

One of the most important aspects of hosting an open day is the planning. Thorough planning and the establishment of a simple checklist means you will not only host a smooth event on the day, but you will also be left with a template for future events which can be reviewed and improved upon every time.

The first thing you will need to do is to set some dates for the various events you are planning to hold.

#### 4.2.2 Dates

You will need to give your committee two to three months, at the very least, to plan and promote the open day.

Ensure you have a wet weather strategy, i.e. an alternative date the following week or fortnight.

#### 4.2.3 Days/times

Open days and general bowls promotions should be run on weekends as this will maximise your target audience and the availability of potential helpers.



#### 4.2.4 Length of event

Again a number of factors come into consideration, but the number one priority is to leave your beginner bowlers with the urge to come and try again. A short, sharp and fun experience is most likely to achieve this goal.

#### 4.2.5 Prizes

Consider having a range of prizes or rewards for people taking part in the promotional event.

#### 4.2.6 Cost

Wherever possible, cost should be kept to a minimum. Funds are available through the Bowls Australia Club Grants Scheme (refer to chapter 9) and various other avenues to help clubs achieve this. Do not forget that sponsors may also be keen to be associated with your promotional event.

#### 4.2.7 Equipment

All equipment needs to be supplied and clubs, with the assistance of their members, should find they have plenty of bowls available. If additional bowls are not available, arrangements could be made with other clubs nearby or through your state/territory association. For open days, your host members should be prepared to loan guests their bowls.

#### 4.2.8 Insurance

Most club insurance policies will cover the club for anyone using the rinks and club facilities whether they are club members or not, however clubs are advised to check their policy details. A duty of care must be exercised such that visitors are not exposed to dangerous conditions, slippery floors, etc. Failure to do so may void your insurance.

#### 4.2.9 Coaching

Most clubs have qualified coaching personnel. If your club is short of such people, be aware that depending on the goals of your event, this may not be a problem.

Promotional events require promotional coaching where the emphasis is on playing and enjoying the game. The finer points can be addressed in subsequent sessions once the appetite has been whet.

If you are hosting an event for potential pennant players, then some friendly senior players from the club will often do an excellent job.

It is worth considering training some assistant coaches to assist the accredited coach on the day.

## CONDUCTING AN OPEN DAY

#### 4.2.10 Assistance

Make sure you recruit the most friendly and sociable members to get involved in your promotional event and, if possible, some members within your target age group. When recruiting these helpers it often helps if you target them personally:

"John, the club is looking for social and friendly people to assist with the club open day on November 5th and your name was put forward as an ideal ambassador for our club. Do you think you could help us out on the day?"

Relying on people to volunteer often results in attracting volunteers who are not the people you want.

Fully brief the recruited helpers so they know what is expected of them.

### HELPFUL HINT

A successful strategy adopted by some open day committees has been to have an experienced bowler as host for every two to five guests.

#### 4.2.11 Structure

Develop a structure for the promotional event so that it is well organised and runs smoothly. Include a social element off the rink.

#### 4.2.12 Make it fun

One of the keys to your promotional event is to make it fun. This is particularly the case for new bowlers. It is important that you present bowls as a fresh and vibrant sport and put to rest any preconceived ideas that the 'potential bowler' may have about the sport.

If you are staging an open day give it a 'carnival' or 'party' atmosphere. Elements such as a free barbecue, soft drinks, prizes, fun competitions, etc., are standard for these types of events.

Think about how you can make your day a little different. If you are trying to attract families why not offer entertainment for the children (apart from bowls) such as face painting, a jumping castle, animal farm, lucky dip, etc.

If your budget can afford it, have musicians or just play taped music to help create an atmosphere.

Try and involve some local personalities and highlight their involvement in your pre-event marketing campaign (with their permission of course).



#### 4.2.13 Competitions

There are numerous fun competitions that you could stage at a promotional event. These include competitions such as:

- > Closest to the jack winner is whoever plays the closest draw shot. Competition may require heats and a final.
- **Driving accuracy** may have two large targets (bowls) with a small target (jack) in the middle. Participants have three bowls each with points awarded for hitting targets (one point for large target and three for small). On the spot prizes for hitting the jack.
- Target bowls make a large archery style target that can be placed on the rink for a competition.
- > Fastest drive ask the local police station to bring a speed radar gun to the club so that you can conduct speed trials on participant's drives (why not invite the police station staff to a special bowls day while you are at it). If you can secure the station's participation, this makes a great story for the local paper and a good photo opportunity both for the club and the local police. This factor may help in 'selling' the concept to your local police station.

Refer to chapter 6 for further formats to consider.

#### 4.2.14 Marketing and promotion

Earlier in this document we outlined how to develop a marketing plan for a particular event and the type of strategies that can be applied to market your activities. Refer to chapter 3 when preparing and implementing the marketing plan for your open day.

#### 4.3 Your target audience

#### 4.3.1 Club members

The most certain way to ensure the success of your club's open day is to get all of your existing members to invite their friends, family and workmates to the club.

Challenge each club member to invite at least one non-member or group of non-members to the open day (see sample 4.1). It may be worthwhile staging a contest for members, with the member bringing the most guests winning a prize or a reduction in their club fees.

# CONDUCTING AN OPEN DAY

#### 4.3.2 Local community groups

Inviting groups of people can greatly increase the numbers attending your open day and people tend to feel more confident attending with a group of familiar people. There are many different types of groups that can be found in your local area, such as:

- Rotary or other service organisations
- RSL clubs if they do not have their own bowls club
- church groups, particularly as this is a Sunday activity, i.e. invite them out after church for lunch and a try at bowls
- sporting teams, e.g. local cricket, football, basketball teams; local billiard or darts groups
- ethnic social clubs
- disability groups
- indigenous groups
- Neighbourhood Watch
- community social groups, e.g. Parents without Partners

Check your local paper to see the range of community groups in your area.

To give your club every opportunity to be successful, you should make personal contact with external groups, rather than just sending out letters and promotional flyers.

#### 4.3.3 School groups

For those clubs that have hosted groups of students throughout the year, open days provide an excellent opportunity to invite the students back with their parents in tow. Contact the teacher or school principal you worked with and ask if you may circulate a flyer to parents.

#### 4.3.4 Retirement villages

Contact the activities co-ordinator at your local retirement villages and sell your open day as a chance for residents to try your club. Bowls is the perfect sport and social outlet for those living in retirement accommodation as they can participate together, staying active and socialising at the same time.

#### 4.3.5 General public

Refer to chapter 3 for strategies and tools you can use to attract members of the public to your open day.

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# Samples

#### SAMPLE 4.1: OPEN DAY INFORMATION SHEET TO EXISTING MEMBERS

Many clubs have used and issued the following information sheet to the club's existing members to encourage them to invite people to attend an upcoming open day.

#### TO THE BEST BOWLS CLUB MEMBERS

### How did you get started in bowls?

# Did a friend or neighbour invite you, or did it happen over a beer or a cuppa?

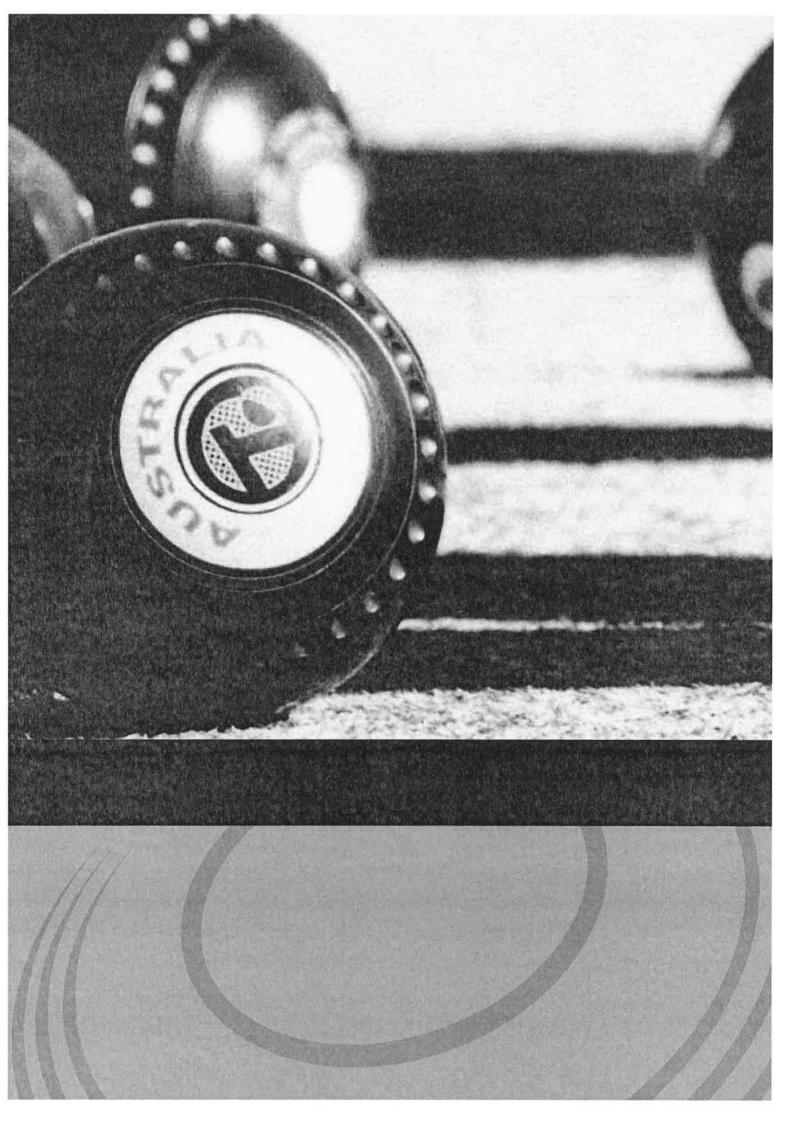
Now you have the opportunity to repay that kind action by introducing a friend, neighbour, workmate or relative to our game and our club.

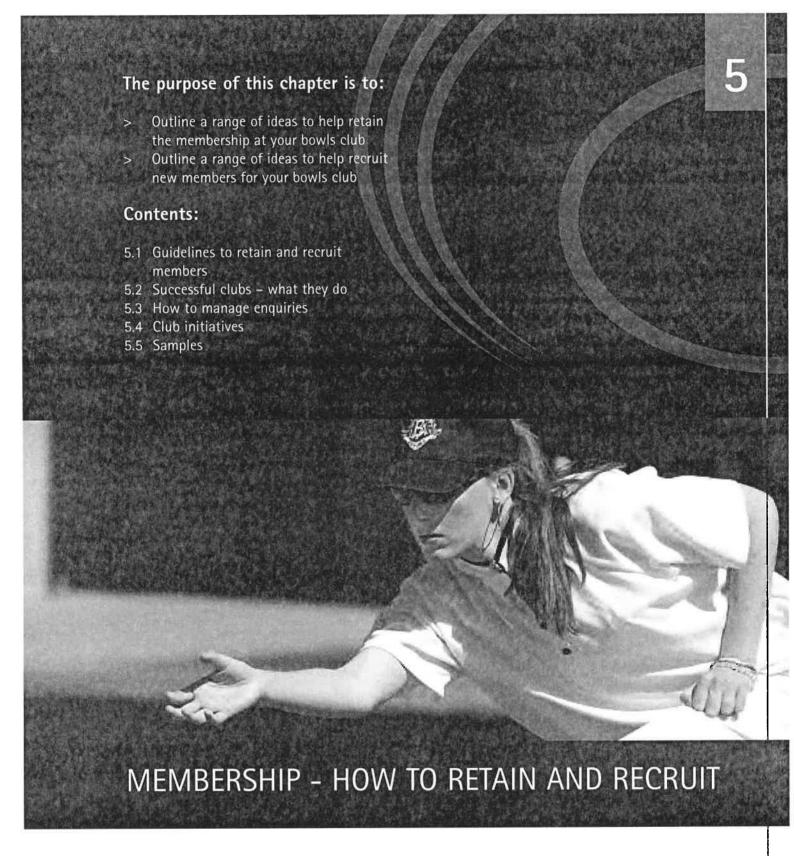
Bring them along on Sunday 16 October from 10am and we will make them feel welcome at our open day.

Free barbecue, premier league demonstrations, free coaching and cash prizes will make it a great day, but we need your help!

Talk about the club that we are all so proud of.

Brian Brown, President, Best Bowls Club





"The challenge is to keep people coming back."

#### MEMBERSHIP - HOW TO RETAIN AND RECRUIT

# 5.1 Guidelines to retain and recruit members

Members are 'the club'. It is important to look after members so that they will remain at your club and encourage other people to join as well. Listed below are a few items that can help retain and recruit members:

- set a yearly membership goal
- have a membership officer responsible for membership — this person would be a member of the marketing committee
- market your club in the local area in order to attract new members (refer to relevant sections of this resource)
- emphasise the facilities and benefits of the club
- welcome new members and help them fit into the club's social structure
- get to know members and the special skills and qualities they bring to the club
- involve members in decision making and the organisation of events
- keep membership details up-to-date use a computer database
- make sure members' contributions are acknowledged
- have annual social events to bring members together

- encourage members to bring friends to social events and competitions
- make sure your club caters for a wide cross section of your community (e.g. ethnic groups, people with disabilities, etc.)
- provide guidelines on behaviour and dress rather than strict rules and regulations — you want to encourage membership, not turn people off with an authoritarian attitude
- have information and contact numbers readily available for people who show an interest in your club.

An active recruitment program should be developed by all bowls clubs.

#### HELPFUL HINT



The marketing committee should be professional in its approach. It should build a strategy to recruit a given number of members within a 12-month period, e.g. five per cent.

However recruitment is not enough — membership retention must be incorporated within the recruitment program.

# 5.2 Successful clubs – what they do

The successful clubs, the ones with rising memberships in all categories, share some similar practices and characteristics. The successful clubs do as much as they can, systematically working to improve in all areas.

Listed below are known characteristics of successful clubs (refer to sample 5.1 to check how your club is progressing in this area).

# 5.2.1 Sound planning (short, medium and long term)

Have a plan for all major areas of the club. Success does not happen by chance — it happens by plan. Apart from a marketing plan, your club should develop a strategic business plan, recruitment plan, coach development plan, capital works plan, media plan, and cash flow plan.

# 5.2.2 Understand your club's strengths and weaknesses

Develop an understanding of your club's strengths, weaknesses, opportunities and threats in all areas of operation. To formulate a successful marketing plan a club must know itself and the environment in which it operates.

# **5.2.3** Designated marketing committee

Successful clubs have marketing committees.

A designated marketing committee will drive the recruitment process by formulating and executing the marketing plan, thus ensuring that recruitment remains a primary focus of the club.

Also having a designated membership officer as part of the marketing committee will guarantee that all communication from the state/territory association regarding recruitment will go directly to the most appropriate person. Refer to sample 3.1 for an example of a marketing committee's terms of reference, and sample 5.3 for questions for the marketing committee to consider.

# 5.2.4 Club knows its local community

The club has a firm understanding of its local community. The club knows the demographic make up and the groups that operate in its surrounding area. It understands their needs because it has asked them. The club knows where and how to target new members and has key contacts in the local government authority regarding grants, volunteer training and recreation planning.

### MEMBERSHIP - HOW TO RETAIN AND RECRUIT

### 5.2.5 Local community knows the club

The club is seen as a crucial part of the local community. This is apparent by the respect and assistance provided by the local government authority. News from the club appears in the local newspaper and in local government newsletters. Letterbox drops, displays at local events and shopping centres, posters and displays in shop windows and libraries, and personal presentations at local community group meetings are common occurrences.

# 5.2.6 Two-way effective communication with club members

Successful clubs communicate with their members, keeping them up-to-date on club news and participation opportunities and at the same time creating club pride, loyalty and identity. These clubs have club newsletters, ideally delivered directly to club members' homes; have regular mailouts to club members concerning annual meetings and major announcements; have up-to-date club bulletin boards; and, make regular announcements when participants are gathered (pennant days) at the club. Communication continues in the off season as well. Some clubs have their own web sites and electronic mail to communicate with their members - refer to chapter 3 for more details.

Effective communication also means actively seeking information and input from members. This can be in the way of feedback forms and suggestion boxes located in the club. However, this may best be done by simply taking the time to ask members about particular needs or by seeking feedback on issues as the opportunity arises. Refer to sample 5.4.

## 5.2.7 Club members recruit by 'word of mouth'

The vast majority of people who take up bowls do so because they know someone who plays. Knowing this, it is easy to see why happy club members are invaluable recruiting tools for your bowls club. Just think of the growth if every club member signed up one new member each season. Growing clubs have members who are recruiting friends and family into the club. Some clubs have offered formal financial incentives for recruiting new members. Many clubs have conducted special 'invite a friend' or 'family' nights. Other clubs offer 'two for one' memberships for partners or family memberships.

#### 5.2.8 Team of active volunteers

The successful clubs have a substantial number of volunteers who are happy in their role. The volunteer load is shared amongst many, preventing burnout.

# 5

#### 5.2.9 Something for everyone

There are a variety of opportunities at the club to suit almost anyone. This is both social and bowls related. Something different for juniors, mature age, families, sporting clubs, businesses, partners, people without partners, people with a disability, night competition bowlers, etc.

#### 5.2.10 Welcoming attitude

The club is physically accessible and there are no signs of prejudice and negative attitudes. The club has created a welcoming environment by establishing a policy of inclusion.

New members are immediately welcomed into the club. Some clubs have welcoming committees and designate a mentor to look after each new member.

# 5.2.11 Developed a relationship with local media

The club has developed a strong relationship with the local media. It has a designated publicity officer who stays in contact with local journalists and ensures that club news regularly appears in the local media.

#### 5.2.12 Strong social program

Social interaction has been identified as one of the sport's greatest strengths. Successful clubs have strong social programs as well as competitive programs. Social programs can include both bowls (family competitions) and non-bowls related activities (bingo, quiz nights, dances).

#### 5.3 How to manage enquiries

What happens when people make an enquiry about joining your club?

Consider the following strategies:

- Membership officer have someone allocated the role of membership officer from the marketing committee. Refer to sample 3.4 for a job description of a volunteer membership officer.
- Membership form develop a membership application form, which is displayed prominently at your club.
- Contacts display a list comprising the contact details of the club's committee members.

#### MEMBERSHIP - HOW TO RETAIN AND RECRUIT

- Information package develop a membership information package. This might include:
  - committee members' names
  - fees
  - facilities
  - availability of rinks
  - coach details
  - benefits of membership
  - calendar of events
  - the club handbook.
- > Follow-up enquiries with a letter explaining what your club can offer and the steps a potential member needs to take to join the club. Maybe include a special bonus if they join before a certain date. Have the membership officer follow-up the letter with a phone call.
- > Database it is important to keep membership enquiry information on a database, even if the enquiry does not lead to the person joining, as they can be sent newsletters and other relevant information which may lead to them joining at a later date.
- Club brochure a promotional club brochure outlining the benefits of being a member at your club may help attract a potential player (refer to sample 3.10).

#### 5.4 Club initiatives

Listed below are some initiatives that can play a role in recruiting and retaining members at your club.

#### 5.4.1 Member of the month

- have a member of the month board displayed in a prominent area at your club
- create criteria such as, display good sportsmanship, support the club, valued team member, etc.
- find a sponsor who can give a prize to monthly winners to add prestige to the award
- display the sponsor's name above the board and give the sponsor naming rights to these awards
- a photo of the monthly winners can be displayed with fun and interesting information about them, e.g. their favourite bowls player, bowls weakness, best results, etc.

#### 5.4.2 'Brother' or 'sister' club

- develop a link with another bowls club
- organise combined social functions
- share ideas with other clubs
- discuss problem areas and try to overcome them together
- hold occasional joint meetings
- hold friendly challenge events, e.g. quiz nights, fun tournaments, etc.

# 5.4.3 Junior/parent/grandparent program

Establish a junior/parent/grandparent program to allow for parents/grandparents and juniors to get together and have some organised practice games. Consider conducting these on Saturday mornings for two hours.

#### 5.4.4 Introductory membership

Develop an introductory membership category that includes free coaching. This removes the fear that many people have that they will not be good enough for your bowls club.

#### 5.4.5 Trial membership

As one of the existing barriers for non-members is the perceived level of commitment required in joining a club, give them the option of 'try before you buy'.

After a trial period, offer the participant the different club membership options.

#### 5.4.6 Open days

An open day continues to be the best means of recruitment and is an ideal way of providing an opportunity for people interested in joining your bowls club to 'sign on' and register their interest (refer to chapter 4 of this resource).

It is important that the committee members and people who hold positions at your club are present at these days so those potential members can meet these people and ask relevant questions.

#### 5.4.7 Flexible membership options

Consider an option that your club offers flexible membership categories, e.g. casual member, weekend, three monthly and six monthly.



Cater for the 'no strings' attached participant. These individuals want the opportunity to sample activities, without having to make a long term commitment.

#### SAMPLE 5.1: SUCCESSFUL CLUBS - A CHECKLIST

The successful clubs, the ones with rising memberships in all categories, share similar practices and characteristics. Successful clubs do as much as they can, systematically working to improve in all areas.

Sound planning (short, medium and long term)	Club runs promotions to enable club members to invite friends and family
Club knows its strengths and weaknesses	Club offers formal incentives for club
Club has a designated marketing	members to recruit new members
committee	Club has a team of active volunteers
Club has nominated a marketing officer	<ul> <li>New volunteers are always being recruited</li> </ul>
Club knows its local community	
Local community knows the club	Volunteers are trained, recognised and thanked
Club news consistently appears in local paper and council newsletter	Club has something for everyone
Letterbox drops, displays and personal presentations are common	<ul> <li>Club offers different products and services for different markets (groups)</li> </ul>
Two-way effective communication with club members	<ul> <li>A range of groups use our club for a variety of reasons</li> </ul>
Club produces regular club newsletter	Club is physically accessible
Club does a club mail-out to members on a regular basis	Club has a designated membership officer
Club bulletin board is up-to-date and effective	<ul> <li>Club has a welcoming committee and mentor program</li> </ul>
Club maintains communication with members in the off season	Club has developed a relationship with local media
Club actively seeks feedback from members	Club has a designated publicity officer
	Club has a strong social program
Club members recruit by 'word of mouth'	Club offers social bowls opportunities

How well did your club fare on the above checklist? How can you improve your club's marketing activities?

#### SAMPLE 5.2: LIST OF KEY CLUB PERSONNEL

POSITION	NAME	CONTACT DETAILS
President		
Secretary		
Treasurer		
Membership Officer		
Publicity Officer		
Marketing Officer		
Club Coach		
Social Co-ordinator		
Tournament Director		
Greens/Maintenance	Director	

#### SAMPLE 5.3: QUESTIONS FOR YOUR CLUB'S MARKETING COMMITTEE TO CONSIDER

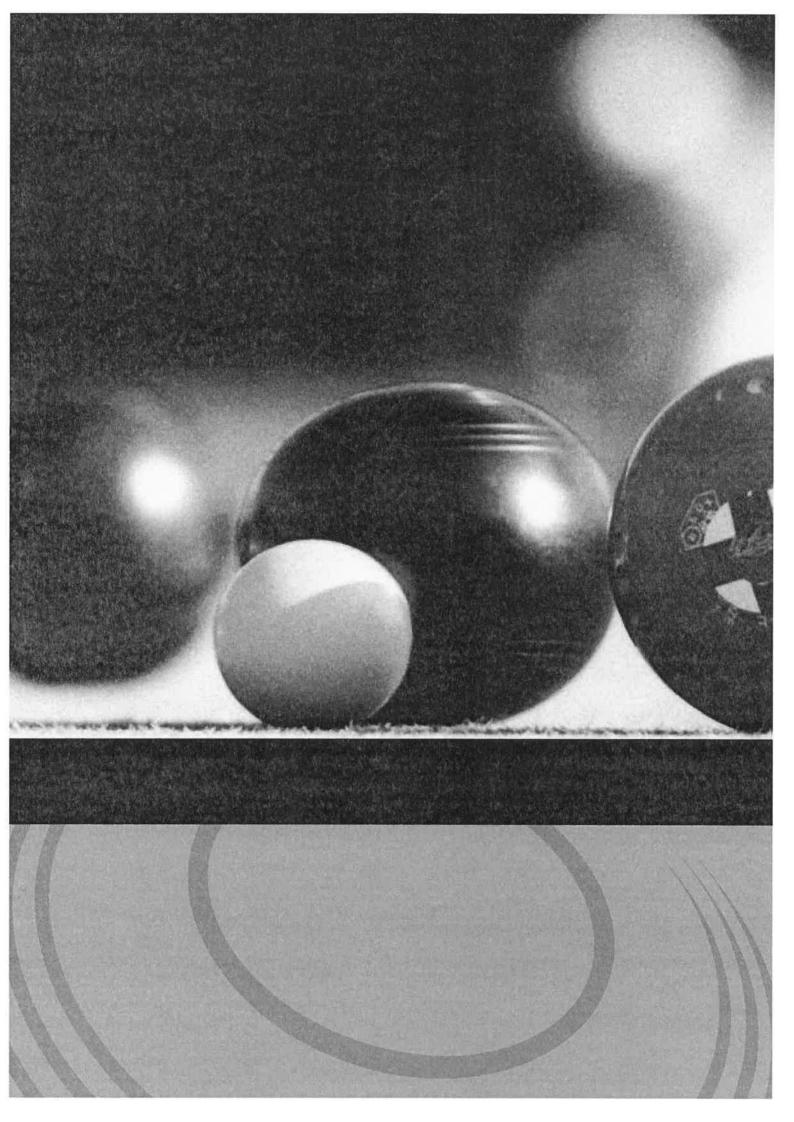
# One of the most essential questions for any club to consider if its membership is declining is:

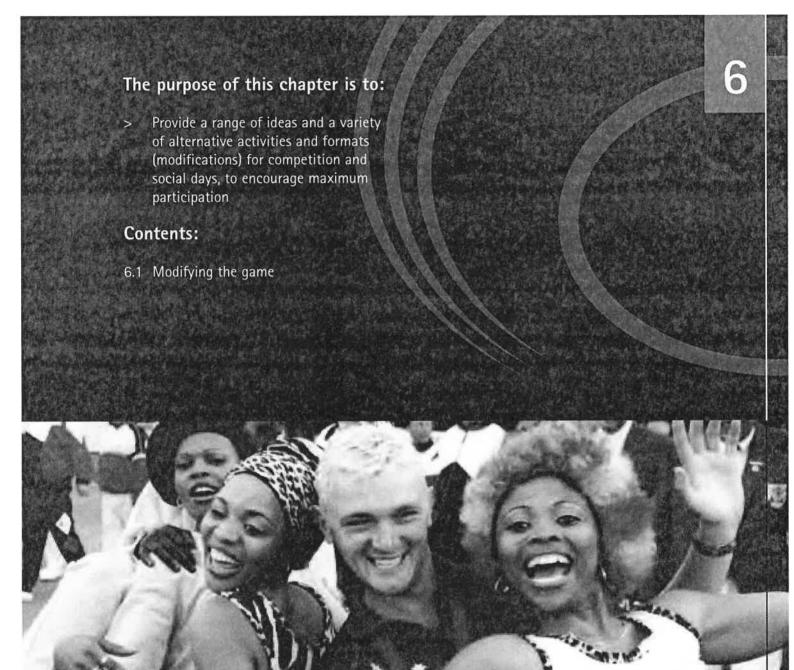
#### What is the true reason for the decline?

Once the problem(s) has been defined one needs to find a way to combat it. To do this, a strategic plan of operation must be formulated based on:

- Identifying the problem.
- Is it able to be rectified?
- If not, why not?
- What methods of membership promotion can be used to nullify the loss?
- Are they cost effective?
- Will the results address the immediate problem?
- Will the results achieve long term advantages?
- Are the same things being tried each time with little or no success?
- Are there ideas within this resource kit that can add variety to promoting your bowls club?
- Are the best people involved in promoting your bowls club?
- What advantage is there for the prospective member to join your club?

#### **SAMPLE 5.4: CLUB MEMBERSHIP SURVEY** Survey number: Dear fellow club member, your answers to the following questions will help us to improve the quality of services provided to you. The questions will take about five minutes to complete and your response will be treated in confidence. Please co-operate by completing the questions now and returning the survey to [insert a contact name and details]. Male Female 1. 56 - 65 2. Age group Under 25 26 - 45 66 - 75 46 -55 over 75 **OPTIONAL** 3. Address: Tel: Fax: E-mail: 4. Why did you join the club? 5. Have your reasons for joining been fulfilled? How did you first find out about the club? Which club activities/services do you currently use? What activities/services would you like more of? What facilities/activities/services would you like added/improved on? 10. Do you know any other individuals or families who would like to use our services? If so, please list their name and telephone number so that we may contact them.





FUN FORMATS - ALTERNATIVE ACTIVITIES

"A difference is a difference only when it makes a difference."

### FUN FORMATS - ALTERNATIVE ACTIVITIES

#### 6.1 Modifying the game

Market research has shown that the two main barriers to people taking up bowls are:

- the perceived amount of time that is required to play the sport
- a dated image reflected by a strict dress code.

While your club may be keen to recruit new pennant bowlers, it is important to realise that many people do not have the time or the desire to play pennant and initially, may just want to try bowls in a fun, relaxed social atmosphere.

The lifestyle needs of the community have changed — participants require a 'quest for excitement', which means that traditional activities and facilities need to change to attract new markets.

People you attract to the club may well graduate into the pennant ranks, but at first they may just be looking for a recreational activity.

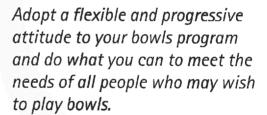
To meet that need for recreational activity, it is important that clubs introduce alternative formats and programs that allow people with little recreational time to participate in the sport.

People who are involved in 'modified versions of the game' must be made to feel welcome and be seen as vital to the continuing growth of your club. They should be treated as regular members and receive copies of the club newsletter and invitations to all club activities.

This chapter of *The Perfect Delivery* resource kit is devoted to outlining some ideas on modified activities for bowls.

The following are a few examples of modified formats that take into consideration the time and the recreational needs of the participants. Consider implementing some of these at your club in addition to your other services.

#### HELPFUL HINT



Promote bowls as an interesting, challenging and enjoyable sport with options to suit men and women of all ages and experience. There should be as much variety as possible to assist the promotional effort.

6!



#### 6.1.1 Twilight bowls

Twilight bowls is becoming popular during the summer months as it is preferable to be playing in the cooler hours of the evening rather than in the heat of the day. It also provides working people with an opportunity to play bowls other than on weekends. Players wear casual clothing (mufti) and play a game limited to two hours.

#### 6.1.2 Fast bowls

Play fast bowls - it is fast, physical and heaps of fun. The objective of fast bowls is to allow people to participate in a game of bowls that is over within a limited period, e.g. two hours.

#### Singles

Provide a setting where players rotate their opposition every 30 minutes, so, subject to numbers participating, you may play two, three or four opponents in a friendly singles game, taking up an equivalent amount of time as a normal singles match.

#### **Pairs**

Try a different approach — maybe use only two bowls each with all players up one end (helps the socialising) and after everyone completes their deliveries you all walk to the head to view the outcome and score accordingly. Determine your own time limits and set rules to suit your club and its members. Remember it is modified and it is fun.

#### 6.1.3 Sets play

This is a singles game played to the best of three sets, where every set is the first to seven points. It can take the form of sectional play for four to six bowlers to enable frequent rotation and limit the time of the program. Variations include playing five sets and also playing each set to nine points.

#### 6.1.4 Skins

Allocate four bowlers per rink with four bowls each. The bowl furthermost from the jack on each end is no longer playable. Continue with this pattern until only one bowler has any bowls to play and declare that bowler the winner.



There is a trend towards casual participation. People are becoming more interested in activities that they can do alone or without needing organised structures.

### FUN FORMATS - ALTERNATIVE ACTIVITIES

#### 6.1.5 Open draws

An open draw is a system by which the composition of the teams is determined by ballot. Some clubs use this system once a month on particular days. It has been found that the open draw day is often more popular than the other days during the month.

In addition, this system has special benefits for new bowlers, as it gives them an opportunity to play with and get to know a greater number of players.

It is also beneficial for players in the lower grades as it gives them a greater opportunity to play with and against players in higher grades.

#### 6.1.6 Driving competitions

A program providing a bit of 'bowl and giggle' could apply like this:

Three jacks are placed 20 centimetres (eight inches) apart and points are awarded as follows:

- points for hitting the middle jack
- points for going between the jacks without hitting a jack
- points for hitting one of the outside jacks.

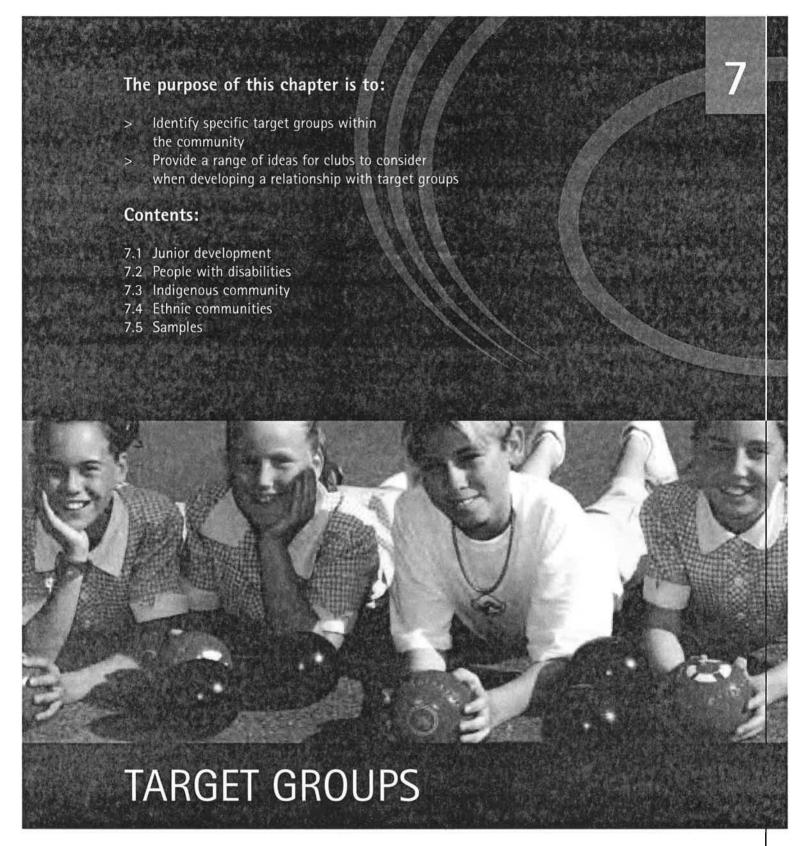
You can determine the number of points for each target.

The first player to gain 12 points wins the competition on that rink.



People are more likely to participate in activities that are readily accessible and do not require substantial training or the development of complex skills.

The 'instant gratification' syndrome.



"Make contact with target groups and be prepared to work together."

# TARGET GROUPS

#### 7.1 Junior development

It is important for all bowls clubs to welcome junior members and provide programs and activities that will encourage junior participants to take-up the sport.

Fostering junior bowlers is not only vital for the future of the sport, it also has the potential to bring a fresh and exciting new element to the fabric of your club.

Clubs that actively pursue junior development and schools programs have found the activity extremely rewarding for both the club and its members.

Bowls Australia supports the Australian Sports Commission's National Junior Sport Policy.

In line with this policy, the national body and state and territory associations encourage clubs to provide a logical progression of experiences that will assist young participants to develop fitness, skills, knowledge and positive attitudes through the sport of bowls.

When reviewing activities at your club consider whether you provide opportunities for juniors to:

- play modified bowls games (either at the club or through their school)
- be selected in talent squads to develop their sporting potential

 participate in bowls development programs/camps/exchanges for talented players to receive intensive instruction in bowls including at regional, state or national level.

# 7.1.1 What can your club do to encourage juniors?

Part of your marketing committee's plan should be devoted to attracting junior bowlers to the club.

A few elements your club may consider in order to encourage junior bowlers include:

- provide a modified bowls program for juniors
- develop a relationship with your local schools and a structured schools program
- develop a relationship with local youth groups e.g. scouts, guides, etc.
- form a junior committee and get young people actively involved in this committee
- encourage the club's coach to become more involved with juniors

# HELPFUL HINT

All young people should be able to play bowls at a level appropriate to their interests and abilities.



- listen to the ideas of juniors already at your club
- stage special promotional events that are specifically designed to attract junior participants
- encourage members to involve their children/grandchildren in activities at the club
- stage special parents/grandparents and children days.

#### 7.1.2 Modified bowls for juniors

When developing a junior program at your club it is important that you differentiate junior bowls from bowls for adults.

Children must be given the opportunity to play bowls with equipment and rules appropriately modified to take account of their level of ability and maturity. This enables young people to develop skills in a safe, rewarding and enjoyable environment.

When offering a program to young players:

- use tennis balls and jacks to enable young players to learn the correct underarm movement required to deliver a bowl
- gain access to small size bowls (i.e. less than size 3) as children will struggle if they are introduced to the sport with larger bowls

 remember that children have short attention spans so make your program short, sharp and fun.

#### 7.1.3 School programs

Clubs are strongly encouraged to develop a close relationship with the schools in their local area, as this is the best means of attracting junior bowlers to the club.

Some strategies to develop links with schools include:

- Survey members survey current members to find out which schools they have links with, i.e. there may be students or parents who can assist with introductions to local schools.
- Club contact nominate a club member who is prepared to be the contact for your schools program and help promote the club's activities and the schools program.
- > Review protocols find out about education protocols and systems:
  - for example, there are recommended ratios of adults to students that you will need to comply with
  - individual schools may have specific requirements for visitors, for example, you may need to sign in at the reception desk before going to class.

# TARGET GROUPS

- Contact schools contact your local schools to discuss how you can work together to provide better sporting opportunities for students and the opportunity for involvement in the sport of bowls. The club can give schools a bowls package that provides various opportunities and choices for a school to participate in bowls at your club.
- > Determine your offer identify what your club/association is able to offer the school (ensure you start small and can deliver what you offer). Such as:
  - conduct free clinics for schools
  - well-organised school demonstrations
  - run school holiday programs
  - conduct 'short mat bowls' at school fetes and offer free lessons
  - organise ability-based tournaments at the end of each term
  - distribute complimentary lesson vouchers or gift vouchers (great Christmas presents — refer to sample 7.5)
  - free 'come and try' vouchers
  - allow the school to utilise the club's facilities during or after school
  - your club could provide information on the club's facilities and competitions to pass on to students
  - encourage schools to use the green when there is low usage at your club
  - conduct open days for school groups

- the club president or a local high profile player could make a presentation or speak at a school assembly
- students could assist as volunteer officials in club tournaments and competitions.
- > Involve juniors involve current junior members of your club in promoting events held at the club.
- Scholarships provide a scholarship program open to students from local schools.
- > Teach the teachers the club coach or a suitable club member could work with school staff prior to a lesson to outline skills; take a small group of teachers for an informal session on how to teach the basic skills; conduct a sample lesson; or assist with a sport education unit.
- School expo the club coach could assist with the program or coaching at an expo or 'come and try' program at the school; conduct some free clinics; or coach a school team.

# 7.1.4 Rights and responsibilities of junior participants

Bowls Australia asks bowls clubs to be aware of the rights and responsibilities of junior participants in line with the



Australian Sports Commission's National Junior Sport Policy, which states that:

"All young Australians have the right to:

- enjoy sporting activities
- be treated with dignity
- experience a wide range of physical activities and sports
- prepare for sport participation
- participate at a level commensurate with their maturity and ability
- play according to rules and values appropriate to their level and development
- skilled and qualified leadership
- safe and healthy sporting environments
- share in leadership and decision making roles related to their sporting activities
- equal opportunity for successful participation.

All young Australians also have a responsibility to practice good sporting behaviour. This means to:

- play fairly and safely
- play by the rules
- co-operate with coach, team mates and opponents
- abide by decisions, without argument or bad temper
- applaud all good play, by own team and opponents
- not engage in practices that affect sporting performance (e.g. alcohol, tobacco, drug use)."

National Junior Sport Policy, Australian Sports Commission (1984)

# 7.1.5 Role of coaches and teachers

The Australian Sports Commission's National Junior Sport Policy also provides guidelines on the role of coaches and teachers in junior sports programs as follows:

"Coaches and teachers educate participants in the fundamentals and various techniques of a sport. Appropriately trained coaches and teachers are vital to quality junior sport development.

They have a special responsibility to foster positive attitudes towards physical activity and sport and to help young people develop sporting skills. They are a powerful influence on the continued involvement of juniors in sport.

Junior bowls coaches/teachers should:

- encourage enjoyment of sport
- cater for varying levels of ability so that all juniors have a 'fair go' (in practice and competition)
- provide equal encouragement to girls and boys to participate, acquire skills and develop confidence
- recognise and cater for groups with special needs
- recognise exceptionally talented juniors and give them the opportunity to develop their full potential
- prepare and conduct sessions based on sound coaching principles

# TARGET GROUPS

- set realistic standards and objectives for their juniors
- put more stress on effort than outcome
- provide safe playing conditions
- educate juniors and parents on health and safety in sport
- ensure that the consequences of inappropriate behaviour are clearly understood
- keep up to date on junior sport coaching developments
- set an example for good sporting behaviour."

National Junior Sport Policy, Australian Sports Commission (1984)

#### 7.2 People with disabilities

Bowls Australia is committed to providing opportunities for people with sensory, physical and intellectual disabilities to be involved in bowls.

In keeping with this commitment, Bowls Australia, with the support of its member clubs, aims to:

- make a variety of options available to people with disabilities at all levels of the sport — from recreational to competitive and from local to international
- develop a network and structure that provides a sound direction through which people with disabilities can compete and achieve

- promote and increase the profile and community awareness of bowls for people with disabilities
- encourage bowls clubs and associations to undertake or to be involved in programs for people with disabilities
- ensure players with disabilities are seen as 'bowls players' with the focus on their 'ability' and skill level rather than their disability.

#### HELPFUL HINT



It is a myth that bowlers with a disability cannot participate in activity for medical or safety reasons. In fact, there are very few disabilities that preclude a person from participating in bowls.

## 7.2.1 Why include people with disabilities?

People with a disability are a viable market sector worth pursuing in their own right.

There are many real benefits for clubs in encouraging people with a disability to become a member and these include:

> Revenue — bowlers with a disability are another source of revenue. They are often working or have other sources of disposable income and are able to make a financial contribution to the



club that is comparable to other members. They pay membership fees, attend social functions and support fundraising events.

- > Financial assistance grants are available to assist sporting clubs with implementing new programs, training personnel and redeveloping facilities to cater for people with a disability. Additionally, the community views clubs that actively encourage people with disabilities more favourably. Local government authorities, existing and potential sponsors, government agencies and other bodies will be more likely to support your club's activities.
- Extra volunteers not only are people with disabilities potential volunteers, so too are their friends, family and carers who may come to your club with them. New members full of enthusiasm and vigour can enhance your club's existing volunteer stocks with their skills and vision.
- Reinvigorate the club environment
   clubs are always looking for bowlers
  with drive, determination and
  enthusiasm. Bowlers with a disability
  have often overcome significant
  obstacles in their desire to participate.
  They are generally 'can do' people who
  can pass on their enthusiasm to others.
  Their value may be that they bring life
  experiences, enthusiasm and skills that
  inspire others and as such help create a
  new more positive atmosphere within
  the club.

Social benefits — friendships will develop between existing members and new members with disabilities, especially as existing members start to focus more on a new member's 'abilities' and not on his or her disability.

# 7.2.2 Will our club need to make special provisions?

Your club will not need to make special provisions to include people with a disability.

Members don't need special qualifications to coach or instruct people with disabilities. If your coaches have a good knowledge of bowls, then they should be able to instruct any person who wants to give the sport a go.

Including people with disabilities will not increase the club's duty of care and insurance premiums will not increase.

In terms of accessibility, it is important to take a critical look at the accessibility of your club — not only for recruiting people with a disability but for recruitment overall.

A club's accessibility is much more than a physical issue. In fact, you will often find that people with a disability will find a way to overcome physical barriers if they really want to participate in your club's activities.

# TARGET GROUPS

# 7.2.3 Encouraging people with a disability to participate

There are several things that your club can do to encourage people with a disability to play bowls at your club. These include:

- develop a policy that provides opportunities for players with disabilities, i.e. competition, coaching and facilities
- reduce possible physical barriers to players with disabilities, e.g. accessible rinks, facilities and amenities
- ensure any renovations or alterations abide by building regulations and consider disabled access
- invite people with disabilities to be part of open days and other club events and activities
- clubs should contact their local government authority or their state/territory disability education program coordinator for information on existing opportunities that clubs may be able to link into.

"The biggest barrier to inclusion for people with a disability is the handicap that attitudes place on their participation.

Attitudinal barriers are faced by people with a disability from the whole community for many reasons (including uncertainty, discomfort and insecurity) and primarily stem from lack of understanding and awareness. In order to provide an inclusive environment, positive attitudes need to be fostered and developed to cater for all people in the community."

'Opening Doors', getting people with a disability involved in sport and recreation, Australian Sports Commission (2000)

#### 7.3 Indigenous community

The 'Indigenous Sport Program' (ISP) combines the resources of the Aboriginal and Torres Strait Islander Commission (ATSIC) and the Australian Sports Commission to develop indigenous sport and recreation across Australia.

The ISP works to provide more opportunities for indigenous members of the community to participate in sport at all levels.



It employs 35 regional indigenous development officers who work with each of the 35 ATSIC Regional Councils. These development officers assist indigenous people and communities to try different sports and recreational activities.

Bowls clubs should contact their local government authority, or the indigenous sport coordinator at their state/territory department of sport and recreation, to enquire about programs they may be able to link into to attract indigenous community members to the sport.

#### 7.4 Ethnic communities

As outlined in earlier sections of *The Perfect Delivery*, club members should be aware of different ethnic groups that have a significant presence within your club's 'prime marketing area'.

If your potential customer base has a strong cultural influence there may be opportunities to work with these ethnic communities to encourage their participation in bowls. Under these circumstances, part of your marketing strategy should be aimed specifically at the local ethnic groups in your area. Importantly, any promotional materials targeting these groups need to be prepared in a way that clearly demonstrates your club's cultural diversity.

Your local government authority is a good place to start when marketing to different ethnic groups as it may already be conducting programs that your club can get involved in.

Remember, when welcoming people from different cultural backgrounds to your club, it helps to have an awareness of their customs and beliefs.

# Samples

#### SAMPLE 7.1: STEPS ON HOW TO CONTACT YOUR LOCAL SCHOOL

#### STEP 1

Telephone the school to check the name of the person to contact and obtain the correct contact details.

#### STEP 2

Generally, it is best to make first contact with the principal. Enquire about the school's policy for working with community sporting groups and ask if any specific needs have been identified by the school. Ask for the name of the sport or physical education co-ordinator.

#### STEP 3

Fax, write or send an e-mail to the sport or physical education co-ordinator. Introduce yourself and the club, list the services offered and provide your contact details.

#### STEP 4

Follow-up with a call to arrange a meeting (if they are interested in the offer).

#### STEP 5

Meet with the contact. Discuss the activities you can offer and the preferred activity for the school. Organise a time to plan the activity.

SAIVIPLES

#### SAMPLE 7.2: DEVELOPING A SCHOOLS PROGRAM

#### **PLANNING ACTIVITY**

The following checklist is designed to help you develop a schools program. Ensure that you have considered:

- name of the activity
- aim of the session (s)
- name and contact details of people involved
- venue
- date, time, length of activity, capacity (i.e. numbers you can accommodate)
- equipment needed and who to supply
- age, sex, specific experience of students
- ratio of students to staff
- principles to consider, e.g. fun, maximum participation
- role teachers will play in the activity
- behavioural expectations
- wet weather plan or sunsmart requirements
- safety/insurance
- special organisational requirements
- what back up resources and information can you leave to assist the teacher with bowls. Where can they access additional training?
- what information can you give students or leave with the teachers to assist students interested in contacting their local club?
- evaluation

Think of your first contact as a starting point – something to build on to improve co-operation and communication between your club or association and the school.

# Samples

#### SAMPLE 7.3: BOWLS IN SCHOOLS PROGRAM - A CASE STUDY

#### CASE STUDY

A 'Bowls in Schools' program has been operating successfully in Queensland under the name 'Kookabowls'.

The program provides primary and secondary students with the opportunity to learn the sport of bowls in their school's physical education program before visiting a bowls club to try the real thing.

The local bowls club provides equipment and materials that allow the students to develop basic bowls skills in the comfortable surrounds of their school activity area.

Delivery mats, indoor bowls and a user-friendly teacher's instruction manual are part of the program. The club also provides three carpet mats (7m x 1.2m) which serve as modified rinks as well as a scoring system.

The 'Bowls in Schools' program can run from four to 10 weeks. When the program is completed, the bowls club awards a certificate of participation and sends an invitation to the student and his/her family to be guests of the club.

The reception of the junior bowler and his/her family at the club is the most important phase in encouraging the student and family to become regular participants in bowls.

The three stages of the program are:

#### STEP 1

State association staff introduce the program to the regional sports officers and regional office of sport and recreation.

#### STEP 2

The bowls club purchases the 'Bowls in Schools' program equipment.

#### STEP 3

State association development staff contact and introduce the program to your local schools.

CHIMING

#### **SAMPLE 7.4: BOWLS IN SCHOOLS - THE BENEFITS**

#### **PLANNING ACTIVITY**

Primary and secondary school teachers choose bowls as a valuable school sport for the following reasons:

#### For the students

- bowls is a skillful, non-contact and low impact sport
- it is a sun safe activity, i.e. it can be played indoors or on a covered outdoor area
- there are no student size or strength limitations
- bowls provides a gender equity activity that develops a positive self-identity
- students develop hand eye co-ordination through the game of bowls
- bowls can be played as a team or an individual
- the game can be played in a friendly social environment
- bowls provides an environment for co-operative learning
- bowls can be played by children at any grade level.

#### For the teacher

- bowls is a skillful activity for the entire class at a reasonable cost
- students stay active throughout the entire lesson/program
- equipment is delivered and picked-up by the club
- a fully illustrated instructor's manual with work/study/activity sheets is provided
- bowls develops fine and gross motor skill co-ordination
- bowls is an excellent activity to adapt for students with a disability
- limited space is required to conduct a lesson/program
- students receive incentive awards and a certificate of participation as well as a family discount voucher
- where your club provides another sport on its premises, there can be a dual activity program conducted.

# Samples

#### **SAMPLE 7.5: CLUB GIFT VOUCHER - FRONT**

# Lucky Liquor, Sparkling Soft Drinks, Temptation Restaurant Supported by Flora Florists, TTT Tyres, Mac's Meats, 00.003 Gift Voucher and Bev's Bakehouse.

Best Bouls Club 16 Station Street, Purple Hills VIC 3004

• BEST BOWLS CLUB

Tel: 6666 6644 Fax: 6666 6655 Email: bestbouls@mail.com.ou Website: www.bestbouls.dub.com

#### SAMPLE 7.5: CLUB GIFT VOUCHER - BACK

# Best Bowls Club Gift Voucher

Best Bowls Club Gift Vouchers can be purchased at the Best Bowls Club office.

The holder of a Best Bowls Club Gift Voucher is entitled to purchase goods at the club to the value of that voucher.

membership, food and beverages. The voucher can be redeemed This includes bowls coaching lessons, bowls merchandise, club through the club office, or through the bar/bistro area.

The Best Bowls Club Gift Vouchers are not redeemable for cash and no change is given on the partial redemption of a voucher.

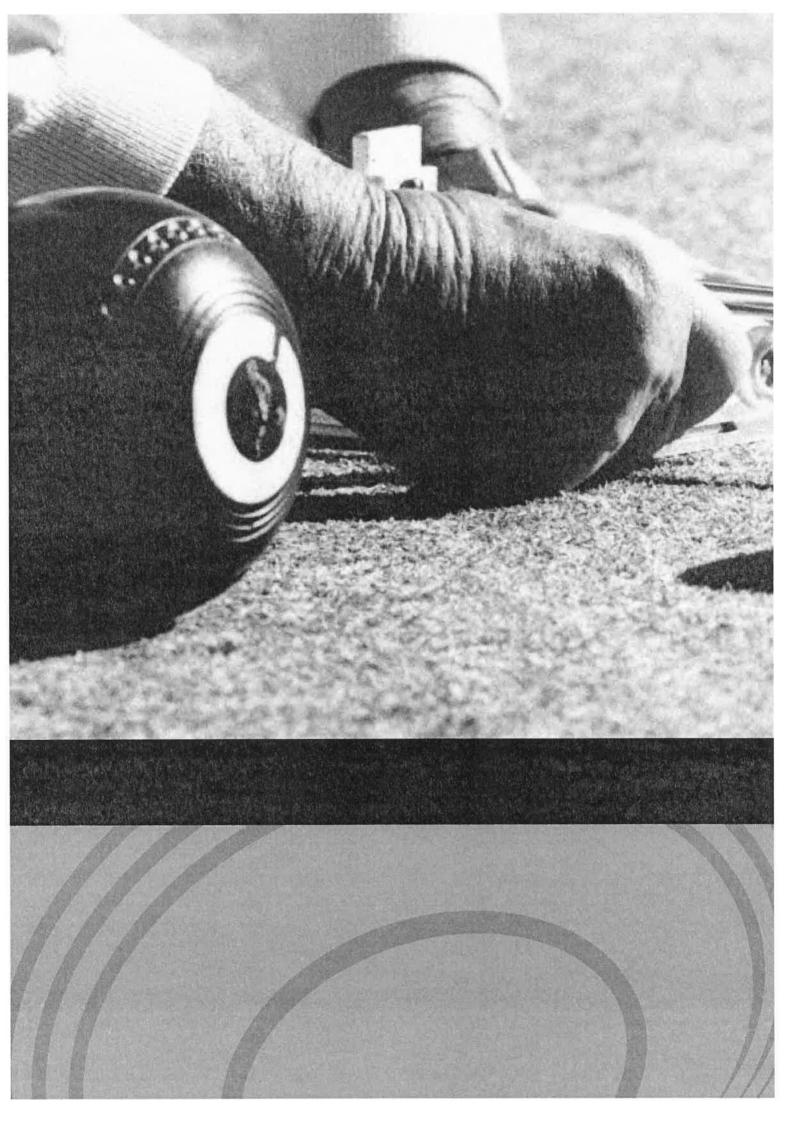
BBC Gift Voucher No. 2492

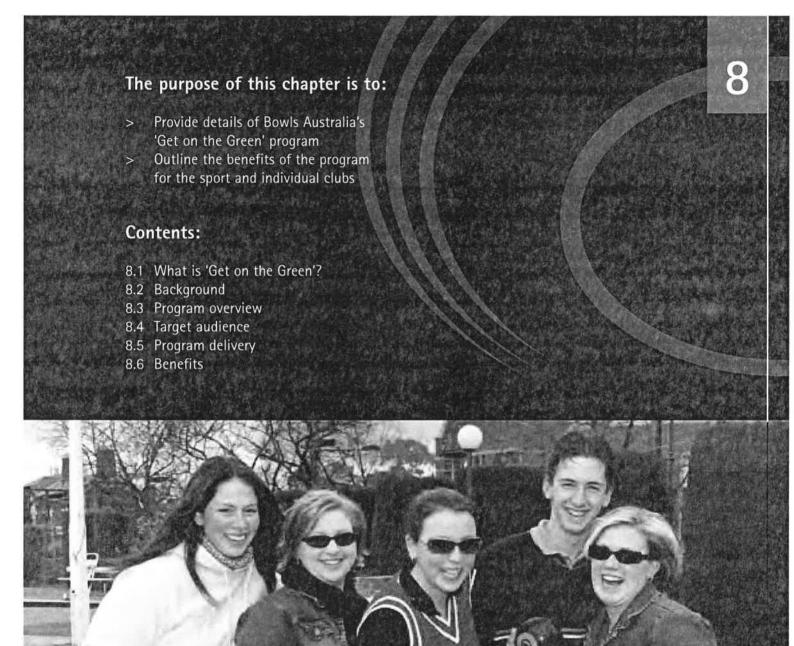
Date sold

Date redeemed

• BEST BOWLS CLUB







# 'GET ON THE GREEN'

"The 'Get on the Green' program will attract a whole new audience to the sport of lawn bowls."

# 'GET ON THE GREEN'

# 8.1 What is 'Get on the Green'?

'Get on the Green' is a national program developed to increase participation in the sport of bowls at the grassroots club level.

The aim of the program is to provide bowling clubs throughout Australia with an opportunity to increase both membership and revenue.

Carefully designed to attract new people to the sport, 'Get on the Green' allows participants to play a contemporary version of bowls that will encourage their conversion into traditional club membership.

The emphasis throughout the program is on introducing new or existing players to the social aspects of bowls in a casual, accessible and relaxed environment.

In 'Get on the Green', the social nature of the program is just as important as the physical challenge of playing the sport.

#### 8.2 Background

In 2002, the Australian Sports Commission (ASC) invited 22 sports to apply to be part of the Targeted Sports Participation Growth Program (TSPGP) and called on each of them to submit a detailed business plan as part of their funding applications.

Bowls Australia's application and business plan were approved and the sport will receive \$700,000 over three years (2003–2005) to support efforts to increase participation.

Through this funding the 'Get on the Green' program has been developed.

This is the first time that Bowls Australia has been able to take a position of national leadership in the development and implementation of a program designed specifically to address the issue of declining club membership.

Importantly, the program will provide real services at club level and practical assistance to club personnel in their efforts to attract new members.

#### 8.3 Program overview

The 'Get on the Green' program's main attraction is the opportunity to participate in a relaxed and easy-to-play sport environment. The casual and social nature of the program will prove to be just as important to participants as the challenge of playing bowls.

The program comprises the following elements:

- A structured program a six-week schedule of weekly 60-90 minute bowls sessions playing modified and traditional game formats. The program will be delivered on weekday evenings and non-peak weekend periods in the spring and summer.
- A fun atmosphere the playing environment is fun, fast-paced and designed to suit all skill levels — from beginners to experienced bowlers.



- Flexibility participants have the option of being involved as an individual or as part of a team in mixed games. New members have the option of registering on-line or inperson at their local club.
- Equipment supplied all bowls equipment will be provided by the club at no extra cost. Participants need only wear appropriate casual clothing and flat-soled shoes.
- > Free coaching free instructional coaching will be delivered on-site by professionally trained coaches and instructors. The coaching is optional and based on the individual's desired level of assistance.
- Membership 'Get on the Green' participants become restricted members of the bowls club, state/territory association and Bowls Australia.
- Welcome pack upon joining the program, members will receive a welcome letter from Bowls Australia outlining specific details, benefits and directions for further information as well as a 'Get on the Green' welcome pack.
- Event invitations participants will receive access to special events including social activities and an invitation to attend a specific club open day designed to provide an introduction to traditional competitive bowls formats.

#### 8.4 Target audience

The target audience for 'Get on the Green' is male and female participants in both metropolitan and regional areas of Australia.

Marketing activity and product packaging will be aimed at the 18-44 year-old new or existing social bowler who values both the recreational and social aspects of bowls participation.

In particular, marketing materials will highlight the casual, accessible and relaxed environment under which this bowls program will be conducted.

The long-term target is to increase club membership nationally by 75,000.

#### 8.5 Program delivery

With the support of the TSPGP funding, Bowls Australia will provide substantial resources so that club personnel have the skills and materials to conduct the 'Get on the Green' program.

Importantly, the program has been designed so that it does not conflict with existing membership growth initiatives conducted by either clubs or associations. Rather, it will enhance those initiatives.

# 'GET ON THE GREEN'

The program will be rolled out incrementally to select bowls clubs nationally in partnership with the state and territory associations. Commencing in spring 2003, it will be introduced to just 36 clubs in the first year so that it can be carefully evaluated and refined.

During the next three years 'Get on the Green' will grow to include 250 clubs by summer 2006.

Bowls Australia will provide all program resources and marketing materials and the state and territory associations will assist with training club staff and volunteers.

Participating clubs will be required to identify members who can assist with local promotion, event management, coaching and new member liaison. These volunteers will be provided with training, resources and a Bowls Australia uniform.

Bowls Australia will also evaluate the program at each club in order to facilitate a continuous improvement process that is responsive to participants' needs.

Finally, to encourage participants to make the transition to traditional club membership, each participating club will host an open day at the conclusion of the six-week 'Get on the Green' program. The open day will introduce participants to the more competitive elements of the game and showcase the benefits of on-going club membership.

Clubs can secure more information on the 'Get on the Green' program from www.qetonthegreen.com.au

#### 8.6 Benefits

The 'Get on the Green' program offers participating clubs both tangible and intangible benefits, as well as providing a number of flow-on benefits that will enhance the profile and position of bowls nationally. These benefits include:

- > Income for the sport membership for the six-week program will be \$55 (GST inclusive) per participant. This fee will be allocated as follows: bowls club \$39.60, Bowls Australia \$11.00, state/territory association \$4.40. All fees received by Bowls Australia are to be reinvested into the program.
- Increased club patronage the program will be delivered in time-slots that are traditionally off-peak for bowling clubs and targeted at a new audience. This will provide greater utilisation of the club's greens and will encourage flow-on club hospitality benefits such as an increase in food and beverage revenue.
- > National marketing a nationally designed, branded and marketed contemporary bowls program will help attract non-traditional participants to the sport and will increase club membership throughout Australia.





# THE CLUB GRANTS SCHEME

"The grant scheme was a huge success for our club. With the financial support of the scheme we secured a total of 30 new members. A very positive result."

## THE CLUB GRANTS SCHEME

# 9.1 What is the Bowls Australia Club Grants Scheme?

The Bowls Australia Club Grants Scheme provides financial support to metropolitan and regional bowls clubs to help them foster the sport of bowls and encourage membership growth.

The scheme plays a strong role in the promotion of both men's and women's bowls.

Bowls Australia sources funds for the grant scheme via the National Merchandising Program and the sale of Bowls Australia branded apparel.

# 9.2 How can your club benefit?

Your club benefits by receiving financial assistance to develop and stage promotional activities that are specifically designed to build the membership base of your bowls club.

Clubs are also provided with resource materials that will help you to develop these promotional activities and will assist you in preparing an application for funding.

#### 9.3 How the scheme works

Clubs apply for, and if successful, receive funds on a dollar for dollar basis for projects specifically designed to boost club membership.

All clubs, associations or zones are eligible to apply for funding and all membershipdriven programs are considered, including:

- open days
- shopping centre displays
- business group competitions
- letterbox drops
- direct mail campaigns
- school promotions
- other innovative membership generating ideas.

It is important to note that the funding is not for capital works, equipment or statewide open day programs.

Retrospective applications will not be considered.



"The project raised the profile of the club in the local community."

Extract from a Bowls Australia Club Grants Scheme evaluation form.





#### 9.4 How to apply

To apply, complete and forward the Bowls Australia Club Grants Scheme application form (which is available from your state/territory association).

Applications must be forwarded at least four weeks before the date of the event(s). Return your completed application form to

your state/territory association office via your local zone/district association.

Each application will be considered on its merits and your club contact will be notified of the outcome as soon as possible.

#### 9.5 Examples of club grants scheme programs

Name of program	Outcome	Comments
Junior and young adult recruiting committee	42 participants, 30 recruits continued to be coached by club coaches 30 extra members	Very positive result for the club
Membership drive	18 participants 5 new members	Radio advertising was not productive. Best advertising medium was letterbox drops.
Recruitment drive	13 participants 20 club members 8 new members	The project raised the profile of the club in the local community.
Australia Day bowls	300 participants 75 new members	Increased club membership.
Open day	60 participants 7 new members 11 new social members	There was a wide range in the age of the participants. A number of family groups.
Membership drive	40 on day 1 35 on day 2 35 new members	Increased our membership and attracted other club visitors.
Six week junior coaching clinic	14 new junior members	We propose to conduct another clinic next year.
Industrial challenge	72 participants 18 club members involved	New members. The long term benefits will be realised in the future. The club has agreed to conduct as an annual event.
Twilight Bowls Competition	20 participants 20 club members 5 new members	As a result a weekly twilight competition has commenced.

Samples

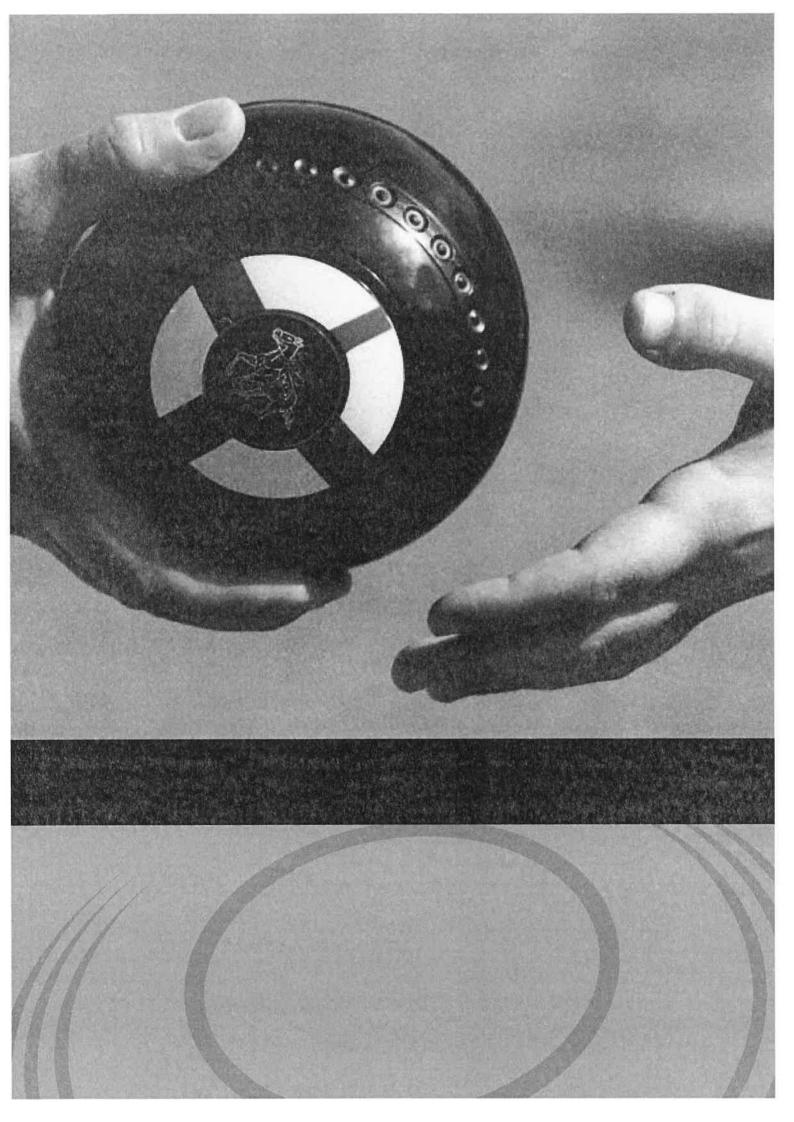
#### SAMPLE 9.1: BOWLS AUSTRALIA CLUB GRANTS SCHEME APPLICATION

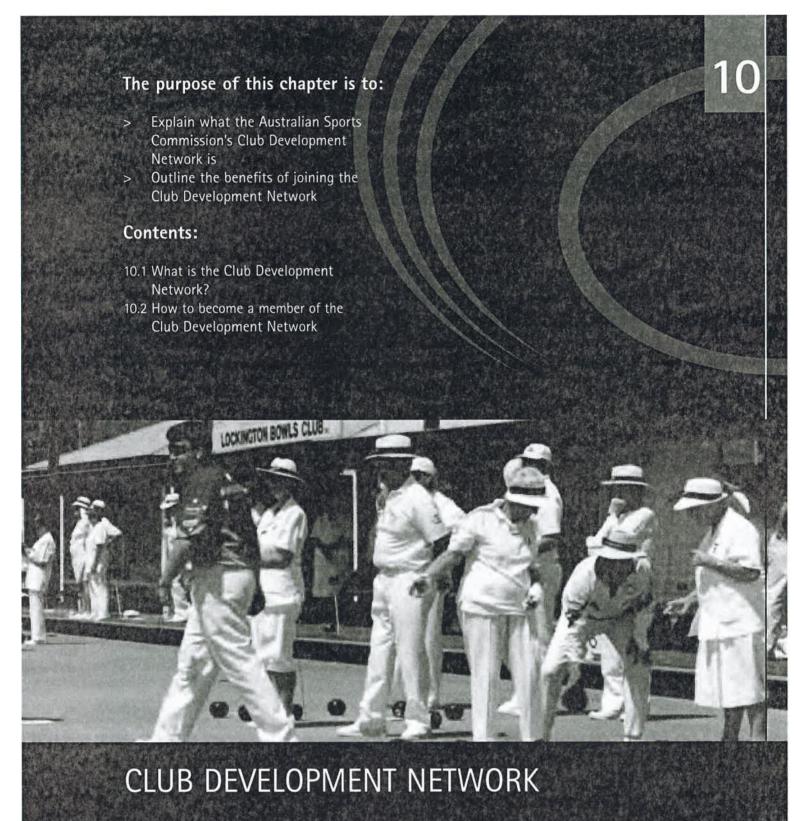
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This Application Form needs to be returned to your State or Territory Association you your local cone / district / association

## SAMPLE 9.1: BOWLS AUSTRALIA CLUB GRANTS SCHEME APPLICATION

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"The Australian Sports Commission (ASC) provides support for increasing the number of people of all ages involved in grassroots sports in clubs, schools and community environments through the Club Development Network."

#### **CLUB DEVELOPMENT NETWORK**

# 10.1 What is the Club Development Network?

To encourage more people to become involved in bowls, the sport and its clubs must work towards providing well-managed, good quality experiences.

In that regard, clubs throughout Australia should seriously consider becoming members of the Club Development Network. This is a free service provided by the Australian Sports Commission.

The program helps clubs improve their management practices so they can provide the best possible service to their members. The focus is on assisting clubs rather than judging their performance.

A successful well-run club needs a clear understanding of leadership, planning, people, overall performance and should have a strong member focus. These areas form the basis of the 'Club Development Checklist'.

On joining the Club Development Network, a club or association undertakes an internal review using a simple checklist. The checklist helps to identify how the club is performing in various aspects of its management and operation. It also highlights any areas that may require improvement and develops an action plan for addressing those areas.

Armed with this information, the club's members can access a specific web-based resource library, containing a wealth of user-friendly resources designed to help the club implement the agreed actions. The resources can be printed and used by club members.

Resources range from a template for developing a strategic plan right through to a fact sheet on how to run a safe sausage sizzle. Members also benefit from regular updates through the Club Development Network electronic newsletter, E-news. The newsletter covers a wide range of topics dealing with all aspects of running an effective club.

# 10.2 How to become a member of the Club Development Network

Joining the Club Development Network is a simple process. Membership is free to all clubs and can be obtained by logging onto the Australian Sports Commission's web site at www.activeaustralia.org/members.

You will receive a Club Development
Network member's number which you are
encouraged to distribute to those people
who are involved in the running of your
club. They will need to enter this number
each time they want access to the members'
area of the web site.



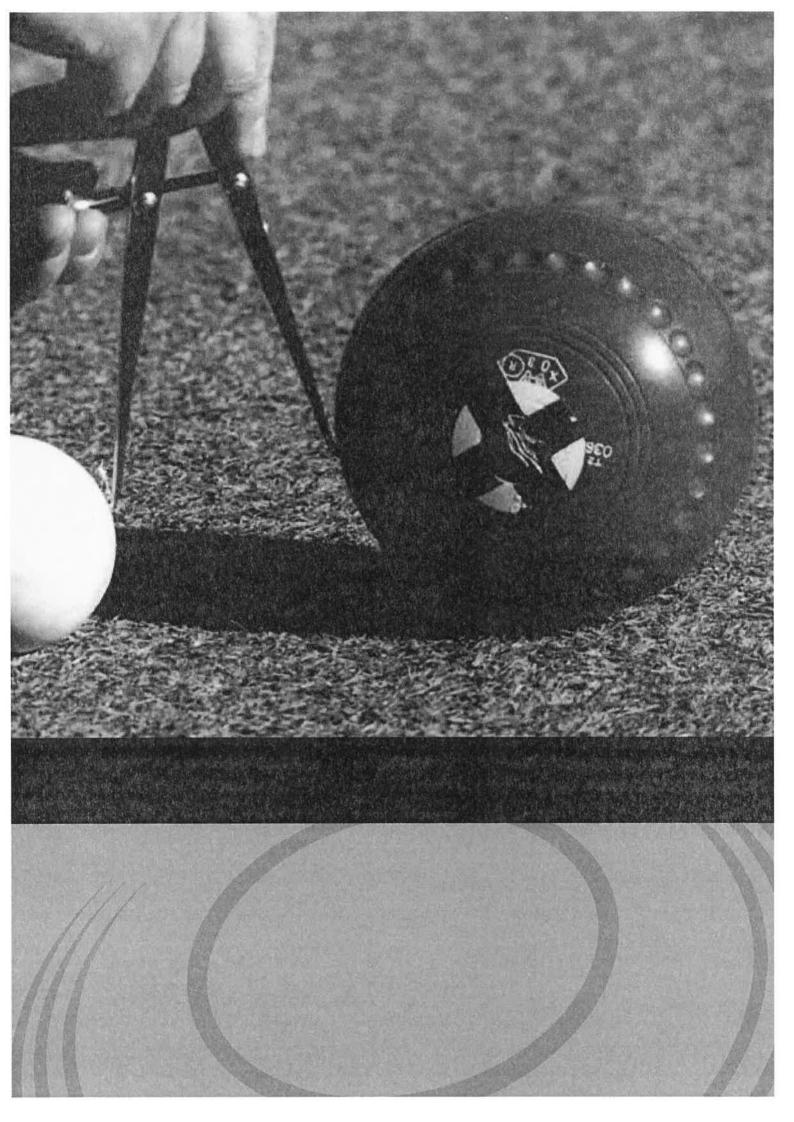
Once you have joined you can print a copy of the 'Club Development Checklist' and an action plan to help your club review the way it is currently operating and to consider ways of improving for the future. The checklist uses a plain-English approach to reviewing your club's performance.

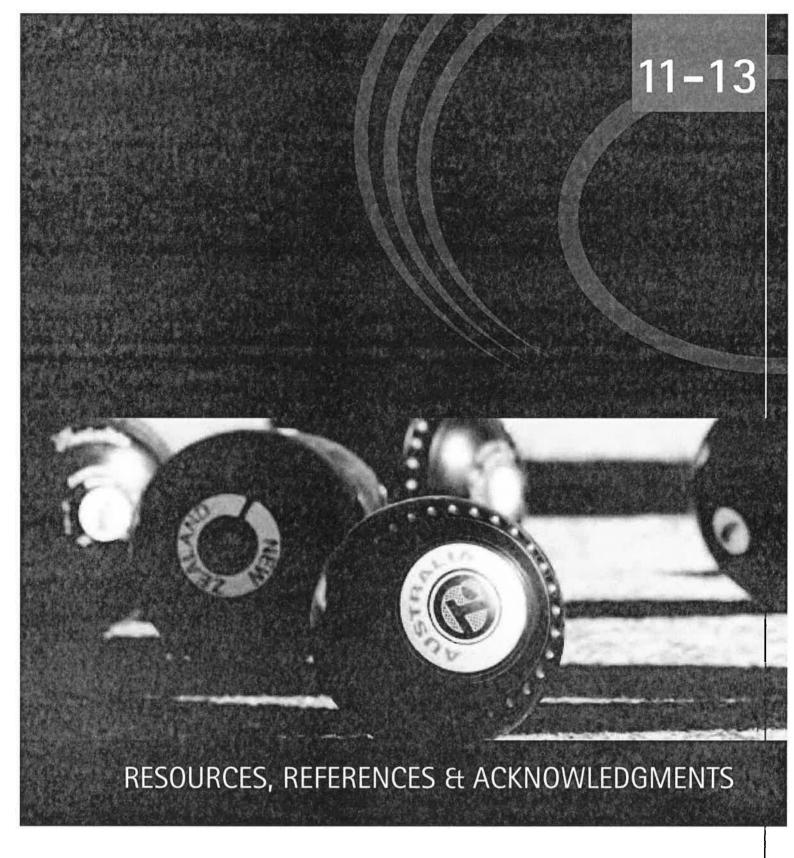
When your members have completed the checklist and developed an action plan you can access a wide range of useful resources from the resource library to help your club undertake its nominated actions.

Membership is continuous and the Club Development Network will assist your club with its succession planning. By having a continuous improvement plan in place your club can stay on track as it endeavours to provide the best possible service to your members.

For more information on the Club Development Network, phone the information line on 1300 130 121 or forward your request by email to club.development@ausport.gov.au







## RESOURCES, REFERENCES & ACKNOWLEDGMENTS

#### 11. RESOURCES

Bowls Australia and the state and territory associations have developed *The Perfect Delivery* as a marketing resource kit for bowls clubs. The kit provides practical marketing ideas and tools for bowls club administrators that will help them to attract more participants to the sport. There are a myriad of resources available that complement *The Perfect Delivery*. A number of these are listed below:

- High on Bowls newsletter the official newsletter of Bowls Australia
- state/territory association resources and publications
- your state or territory department of sport and recreation
- your local government authority
- the Australian Sports Commission's Volunteer Management Program
- the Australian Sports Commission's Club/Association Management Program

#### 11.1 Bowls Australia Inc.

Bowls Australia Inc PO Box 6087 HAWTHORN WEST VIC 3122

Telephone: 03 9819 2722 Facsimile: 03 9819 0955

Email: admin@bowlsaustralia.com.au Website: www.bowlsaustralia.com.au

## 11.2 State and territory bowls associations

Royal New South Wales Bowling Association Inc PO Box A2186

SYDNEY SOUTH NSW 1235 Telephone: 02 9283 4555

Facsimile: 02 9283 4252 Email: rnswba@rnswba.org.au Website: www.rnswba.org.au

New South Wales Women's Bow

## New South Wales Women's Bowling Association

7/309 Pitt Street SYDNEY NSW 2000 Telephone: 02 9267 7155 Facsimile: 02 9267 7254

Email: secretary@womensbowlsnsw.org Website: www.womensbowlsnsw.org

#### Royal Victorian Bowls Association Inc

Level 3, 21 Burwood Road HAWTHORN VIC 3122 Telephone: 03 9819 6177 Facsimile: 03 9819 5453 Email: rvba@bowlsvic.org.au Website: www.bowlsvic.org.au

#### Victorian Ladies Bowling Association

Ground Floor, 21 Burwood Road HAWTHORN VIC 3122 Telephone: 03 9819 1544 Facsimile: 03 9819 3966 Email: vlba@bowlsvic.org.au Website: www.bowlsvic.org.au



#### **Bowls Queensland**

PO Box 476 ALDERLEY QLD 4051 Telephone: 07 3355 9988 Facsimile: 07 3855 0010

Email: admin@bowls-queensland.org Website: www.bowls-queensland.org

#### Bowls SA Inc

PO Box 59 BROOKLYN PARK SA 5032 Telephone: 08 8234 7544 Facsimile: 08 8351 8220

Email: bowls-sa@bowls-sa.asn.au Website: www.bowls-sa.asn.au

#### Bowls WA

PO Box 123 OSBORNE PARK WA 6917 Telephone: 08 9242 1822 Facsimile: 08 9242 1866

Email: enquiries@bowlswa.com.au Website: www.bowlswa.com.au

#### Western Australian Ladies Bowling Association Inc

PO Box 6264
EAST PERTH WA 6892
Telephone: 08 9325 2121
Facsimile: 08 9221 2061
Email: walba@eftel.com.au

#### Tasmanian Bowls Council Inc

PO Box 1012 LAUNCESTON TAS 7250 Telephone: 03 6331 9920 Facsimile: 03 6334 3287 Email: bowlstas@bigpond.com

#### Tasmanian Women's Bowling Association Inc

53 Shoreline Drive HOWRAH TAS 7018 Telephone: 03 6247 8848 Facsimile: 03 6247 3130

#### ACT Bowls Association Inc

PO Box 103 O'CONNOR ACT 2602 Telephone: 02 6257 3560 Facsimile: 02 6262 9808 Email: bowlsact@ozemail.com.au

#### ACT Women's Bowling Association Inc

PO Box 144 O'CONNOR ACT 2602 Telephone: 02 6247 1344 Facsimile: 02 6247 1344 Email: actwba@funnelwebinternet.com.au

#### **Bowls NT**

GPO Box 728
DARWIN NT 0801
Telephone: 08 8941 1004
Facsimile: 08 8941 9020
Email: sjaant@octa4.net.au
Email: dsant@connexus.net.au

#### Northern Territory Ladies Bowling

Association Inc 7 Hayward Place DURACK NT 0830 Telephone: 08 8932 6012 Facsimile: 08 8932 4367

### RESOURCES, REFERENCES & ACKNOWLEDGMENTS

# 11.3 Club/Association Management Program and Volunteer Management Program

The Australian Sports Commission's Club/Association Management Program consists of the following modules:

- creating a club
- club/association planning
- committee management
- conducting meetings
- financial management
- sponsorship, fundraising and grants
- marketing and promoting sport and recreation
- event management
- legal issues and risk management.

For further information about the Club/Association Management Program or Volunteer Management Program resources please contact:

Distribution Officer
Publication Services
Australian Sports Commission
PO Box 176
Belconnen ACT 2616

Tel: (02) 6214 1915 Fax: (02) 6214 1995 E-mail: pubs@ausport.gov.au

Alternatively, visit the Australian Sports Commission website at www.activeaustralia.org/programs/

#### 12. REFERENCES

How your club can put its best foot forward Australian Sports Commission (1999)

Club/Association Management
Program – Marketing and Promoting
Sport and Recreation
Australian Sports Commission (2000)

Club/Association Management Program – Event Management Australian Sports Commission (2000)

Recruitment Strategy
Royal NSW Bowls Association Inc (1997)

How to recruit successfully Royal NSW Bowls Association Inc (2000)

How to recruit successfully WALBA (2000)

Solutions Report and Recruitment Strategy Compiled by the Royal Victorian Bowls Association Promotion Committee (August, 2000)

Opening Doors, getting people with a disability involved with sport and recreation Australian Sports Commission (2000)

Indigenous Sport Program
Australian Sports Commission website (2003)

Disability Education Program
Australian Sports Commission website (2003)

Providing strategic direction for the future growth of lawn bowls in Australia Bowls Australia and Australian Women's Bowling Council research (1998)

#### 13. ACKNOWLEDGMENTS

Bowls Australia Inc

Australian Women's Bowling Council

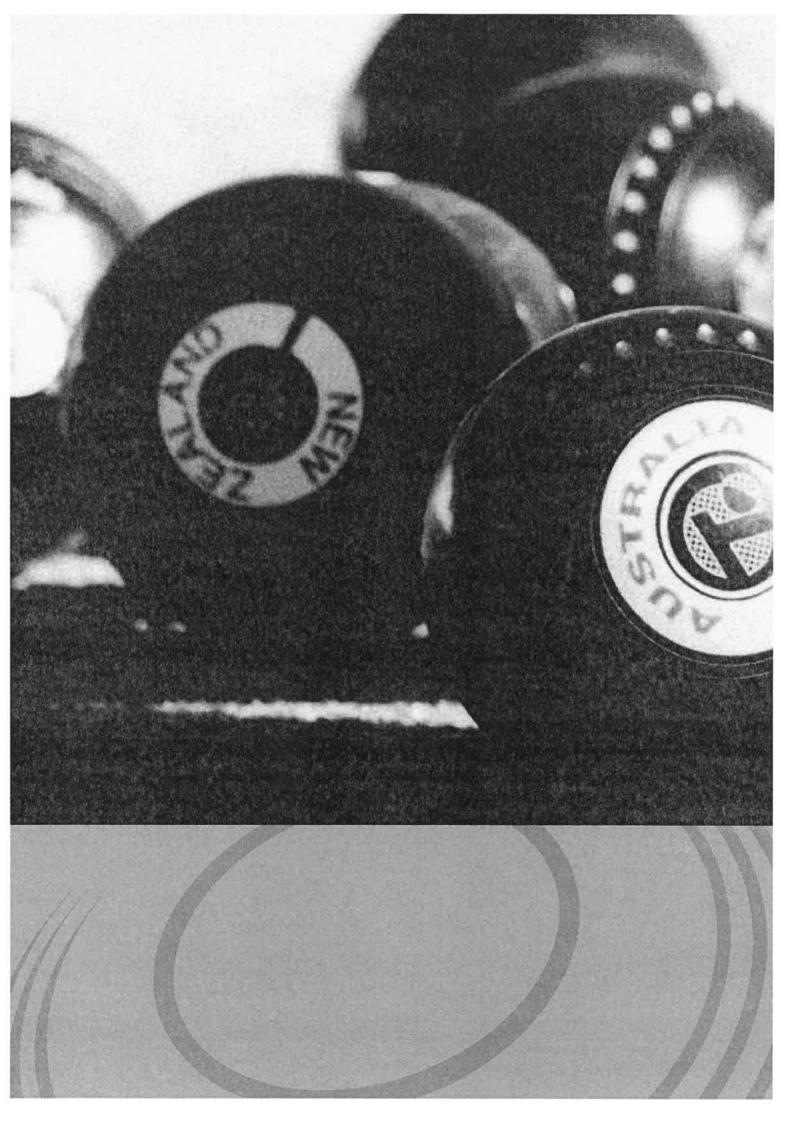
National Sport Development Committee

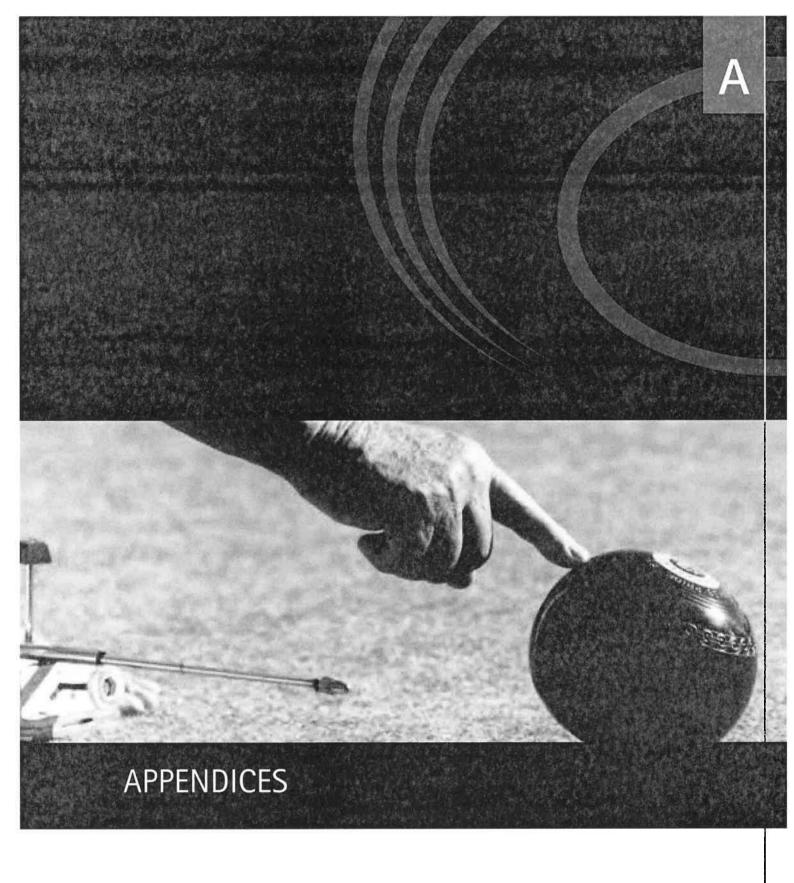
State/territory bowls associations

Executive officers and sport administrators of the state and territory bowls associations for:

- their involvement in the resource kit workshop
- assistance in editing of the final draft

Australian Sports Commission





### APPENDIX A: GENERIC MARKETING PLAN

This generic marketing plan has been developed as a guide for your club to develop its own marketing plan and customise accordingly.

#### **Summary**

The purpose of this plan is to document the strategies and approaches that will be followed by the 'Best Bowls Club' (BBC) for the next 12 months.

#### Step 1

Analyse external environment.

#### Step 2

Analyse the product, i.e. the BBC and the way it presents the sport of bowls.

#### Step 3

Determine target audiences.

#### Step 4

Determine the BBC's 'prime marketing area' – i.e. the geographic boundaries within which the BBC's marketing effort will be concentrated.

#### Step 5

Develop the marketing strategies.

#### Step 6

Develop a budget.

#### Step 7

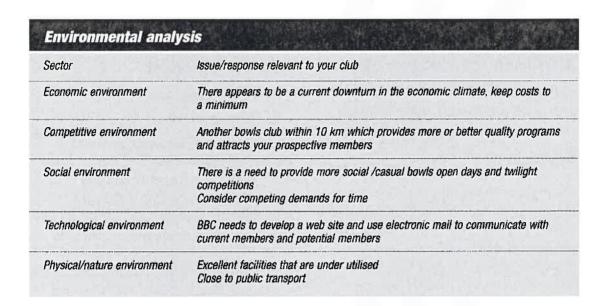
Evaluation of the marketing plan.

# STEP 1 Analyse external environment

The external environment consists of a number of sectors. The BBC has analysed each sector for relevant trends and identified how our bowls club might respond to those most likely to impact on the organisation in the next 12 months.

Some lifestyle changes the BBC has recognised (as part of the club planning workshops) are as follows:

- increased level of part-time and casual work
- people within the community have a 'quest for excitement', which means traditional activities (such as bowls) and facilities need to change to attract new participants
- people want 'instant gratification'—
   they are more likely to participate in
   activities that are readily accessible
   and do not require substantial training
   or the development of complex skills
- there is a trend towards casual participation — people are more interested in activities they can do alone or without organised structures
- these individuals want the opportunity to sample activities without having to make a long term commitment.



#### STEP 2

Analyse the product (i.e. the BBC) and the way it presents the sport of bowls.

#### The mission of the club

"To promote bowls as an enjoyable, healthy sport for people of all ages and ability levels in our community. To improve the image of bowls."

#### The objectives of the club

- Retain existing members by providing an environment within the club that keeps our members satisfied.
- 2. Sell more to existing members by

- marketing specific activities or events to our members to gain a higher participation rate.
- 3. Regain lapsed members by developing activities that encourage former members to return to the club.
- 4. Attract new members/bowlers by developing marketing strategies that attract potential bowlers to the sport and our club.
- 5. Develop the community's perception of BBC and the sport of bowls.
- 6. Increase the number of junior members at the club by a set percentage by a certain time, i.e. five per cent in next two years.
- 7. Increase overall club membership by a set percentage by a certain time, i.e. five per cent in next two years.

## APPENDIX A: GENERIC MARKETING PLAN

#### 'Best Bowls Club' SWOT analysis

The following ideas were identified at the BBC brainstorming session as part of the marketing planning process:

S = Strengths

W = Weaknesses

0 = Opportunities

T = Threats

#### Strengths

- strong club
- non-contact sport
- social
- skillful, challenging, enjoyable and contributes to fitness levels
- bowls can be played by all ages and standards (males and females)
- accessible and relatively inexpensive
- excellent facilities

#### Weaknesses

- image problem
- perceived time to play bowls
- low number of junior members

#### **Opportunities**

- provide and promote a range of new fun alternative formats and activities to attract the non-bowler
- promote the relaxation of dress codes

- develop a more attractive social calendar within the club
- opportunity to enhance the marketing activities of the club

#### Threats

other leisure and recreational pursuits,
 i.e. golf, computer, shopping, and other bowls clubs

## STEP 3 Determine target audiences

- existing members
- lapsed members
- juniors
- 35 55 year old males and females

# STEP 4 Determine the BBC's 'prime marketing area'

Determine the geographic boundaries within which the BBC's marketing effort will be concentrated.



### STEP 5 – Develop the marketing strategies

Strategies	Targets	Action	Resources
To form a marketing	Active and	To develop a marketing plan To appoint a publicity officer,	Marketing Committee
committee of five energetic Sub members	enthusiastic club members	marketing officer and membership officer	Volunteers
(objective 1, 2, 3, 4, 5, 6 and 7)			
o increase the number of	Juniors	Develop a junior program, which	Club Coach
uniors registered with the club by December 2004 (increase of five per cent)		offers a modified program through to talent identification coaching squads	Volunteers
		Links with local schools	Membership Officer
objective 4 and 6)			
To encourage the target groups of a positive bowls experience	Men and women Corporate	Conduct a twilight corporate bowls competition	Volunteers
nd consider playing bowls nore regularly	- Never played bowls	Promotional flyers delivered to businesses in the area	Marketing Officer
		Target specific businesses, i.e. personal approach	
objective 4 and 7)	, N	п.е. регоина арргоаот	a, and second distributed the straight of the second secon
To encourage non bowlers and amily members to play the	Families	Conduct two open days per year	Volunteers
game of bowls		Advertising in local newspaper, school and community	Marketing Officer Publicity Officer
		bulletins, etc.	Membership Officer
objective 4, 5 and 7)		Direct mail campaign Media release	Marketing Committee
		Outdoor billboard	warkeung committee
		Apply to state/territory	
		association for funding through the Club Grants Scheme	
Develop an internal and	Members and	Develop a club promotional	Marketing Committee
external communication	potential	brochure	
strategy	members	Regular newsletter, i.e. quarterly Updated noticeboard	
(objective 1, 2, 3, 4, 5, 6 and 7)		Develop a web site	
		Use e-mail for some club	
		communication as a trial	at a tradition at the state of
ncrease the 'conversion rate'	Potential bowlers	Adopt a number of flexible	Marketing Committee
of people who try bowls at the club and then become a	Potential new members	membership options Promote the corporate program	
member	.7101710070	Ensure there are a team of	
(abjective 4 and 2)		positive club members who can	
(objective 4 and 7)		assist with being hosts on open days etc.	

## APPENDIX A: GENERIC MARKETING PLAN

Strategies	Targets	Action	Resources
Encourage lapsed members to return to the club robjective 3, 5 and 7)	Lapsed members	Direct mail campaign highlighting changes at the club Survey lapsed players by telephone to determine why they left the club	Volun <b>teers</b> Memb <b>ership</b> Officer
To understand the needs of the neembers (and potential nembers) and change services to reflect these needs	Members and potential members	Conduct a member survey to ascertain the needs of current members	Volunteers Marketing Officer
objective 1, 2 and 7)	Potential bowlers	Introduce fun formats and alternative activities to encourage participation and the time commitment	Volunteers Marketing Committee
increase the club's revenue objective 1)	Club members Potential bowlers	Conduct casual twilight competition coinciding with a 'happy hour' at the bar afterwards Conduct regular fundraising functions	Marketing Committee
Improve the community's perception of bowls and the club Subjective 4 and 5)	Community at large	Commit to the Bowls Australia national promotional strategy, i.e. adopt the samples in the resource kit Develop a public relations strategy, i.e. develop a rapport with the local newspapers	Marketing Committee
Encourage existing club nembers to promote the sport objective 3, 4 and 7)	Club members	Provide member incentive schemes to attract new members or lapsed members	Marketing Committee Membership Officer
To embrace the Australian Sports Commission's continuous improvement model	Club members and potential members	Apply to become a member of the Australian Sports Commission's Club Development Network	Marketing Committee
Objective 1.2,3,4 and 5)			
Develop strong social calendar (objective 1,4,5 and 7)	Club members and potential members	Develop a program of fun and innovative social activities Promote program externally to potential members who have participated in open days, etc.	Marketing Committee

# STEP 6 Develop a budget

- determine how much money you have to spend on the annual marketing plan and allocate funds to particular projects
- identify potential/source of revenue to help meet some of the costs associated with marketing the club

#### STEP 7

## Evaluation of the marketing plan

The marketing plan will be evaluated in December of each year.

Questions to assist the marketing committee to evaluate the success of the marketing plan include:

- was a marketing committee established?
- was a marketing plan developed?
- was there an increase in membership?
- was there an increase in junior membership?
- did the BBC introduce a number of junior programs and were the targets met?
- did BBC retain its existing members?

- did BBC sell more to existing members?
- was there an increase in the participation rate at events, e.g. twilight competition, social functions, etc.
- did BBC regain lapsed members?
- did BBC attract new members/bowlers?
- were the targets met?
- did the BBC introduce some new alternative formats to attract new bowlers and encourage participation?
- did the alternative formats increase participation?
- did the BBC communicate better with its members, i.e. develop a regular newsletter, conduct surveys, install a 'suggestion box', etc.
- what was the feedback from the 'suggestion box'?
- did BBC become a member of the Club Development Network?
- did BBC enhance its position in the community through stronger marketing activity, more publicity, etc.
- did BBC establish and maintain a website?
- did the BBC stage two open days?
- were the open days successful?
- how can BBC improve on its marketing effort next year?

## APPENDIX B: SAMPLES INDEX

Chapter	Samples Samples		
3. Club marketing strategies	3.1 Marketing committee's terms of reference		
	3.2 Publicity officer job description		
	3.3 Marketing officer job description		
	3.4 Membership officer job description		
	3.5 Club advertisements		
	3.6 Direct mail campaign		
	3.7 Club promotion at local fair – case study		
	3.8 Open day promotional flyer		
	3.9 Media releases		
	3.10 Club promotional brochure		
	3.11 Club membership application form		
	3.12 Open day outdoor billboard		
	3.13 Night owls outdoor billboard		
4. Conducting an open day	4.1 Open day information sheet to existing members		
5. Membership - how to retain	5.1 Successful clubs – a checklist		
and recruit	5.2 List of key club personnel		
	5.3 Questions for your club's marketing committee to consider		
	5.4 Club membership survey		
7. <b>Target</b> groups	7.1 Steps on how to contact your local school		
	7.2 Developing a schools program		
	7.3 Bowls in schools program – case study		
	7.4 Bowls in schools the benefits		
	7.5 Club gift voucher		
9. The Club Grants Scheme	9.1 Bowls Australia Club Grants Scheme application		

#### APPENDIX B: SAMPLES INDEX

NOTE: Templates have been prepared for all of these samples. See Appendix C for a list of templates.

## APPENDIX C: TEMPLATES INDEX

Chapter	Samples
3. Club marketing strategies	3.1 Marketing committee's terms of reference
	3.2 Publicity officer job description
	3.3 Marketing officer job description
	3.4 Membership officer job description
	3.5 Club advertisements
	3.6 Direct mail campaign
	3.7 Club promotion at local fair — case study
	3.8 Open day promotional flyer
	3.9 Media releases
	3.10 Club promotional brochure
	3.11 Club membership application form
	3.12 Open day outdoor billboard
	3.13 Night owls outdoor billboard
4. Conducting an open day	4.1 Open day information sheet to existing members
5. Membership - how to retain	5.1 Successful clubs – a checklist
and recruit	5.2 List of key club personnel
	5.3 Questions for your club's marketing committee to consider
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7. Target groups	7.1 Steps on how to contact your local school
	7.2 Developing a schools program
	7.3 Bowls in schools program - case study
	7.4 Bowls in schools – the benefits
	7.5 Club gift voucher
7. The Club Grants Scheme	9.1 Bowls Australia Club Grants Scheme application

NOTE: These templates are provided in electronic format on the CD-ROM that accompanies this resource kit.

# APPENDIX D: HOW TO USE THE TEMPLATES CD-ROM

#### INTRODUCTION

The samples provided throughout The Perfect Delivery marketing resource kit are also provided as templates in an electronic format on the accompanying CD-ROM.

These templates allow you to use information from the samples that is of a *general nature* in preparing your club's own resources and marketing materials.

It is important to note that the information in most of the templates will need to be modified to suit your club's specific needs or activities.

In particular, some of the samples have been prepared for the fictitious 'Best Bowls Club'. Obviously, club members will need to replace any reference to the 'Best Bowls Club' with their own club logo and details.

Bowls Australia recommends that the 'master copy' of the CD-ROM always stays with *The Perfect Delivery* marketing resource kit and is not sent to graphic artists, printers or newspaper art departments.

Your club should make a copy or several copies of the CD-ROM in order to provide relevant artwork to graphic artists, printers or newspaper art departments. Companies that duplicate CD-ROMs can be found in the Yellow Pages phone directory under Multimedia Services. Alternatively, a graphic artist or retail printing/copying outlet should be able to help you.

The following pages outline the contents of the CD-ROM, how you should use those contents, and provides some case studies as examples.

#### CD CONTENTS

The contents of the CD-ROM that accompanies *The Perfect Delivery* marketing resource kit include the following:

#### **User Guide**

An electronic copy of this user guide (i.e. appendix D) is included on the CD-ROM in a Microsoft Word format.

#### The Perfect Delivery

A complete electronic copy of *The Perfect Delivery* marketing resource kit is supplied on the CD-ROM in an easy to read PDF format.

If hard copy pages from this resource kit need to be replaced at any stage they can be printed from this PDF document.

Also, if you would like to supply a hard copy of a sample (e.g. a club advertisement) to a graphic artist, or use a sample internally within your club, you can print the relevant page from this PDF document.



#### Templates — Club User

All of the text elements of the samples in *The Perfect Delivery* resource kit are on the CD-ROM and located in the folder titled *Templates — Club User.* They are enclosed as Microsoft Word documents.

The contents of this folder are designed to be used and modified by club members who are involved in marketing your club.

There are three types of files in this folder:

- those that are stand alone text file templates of samples
- those where the text file goes with other graphic elements in the sample (e.g. photographs and logos used in a club advertisement)
- a PDF file

An explanation of each of these files follows:

- > Stand alone text templates are templates of the samples that do not contain any graphic element or photographs (e.g. Sample 3.8.2 Best Bowls Club Event Preview Release). These are provided as straight text files. These files provide a complete template of each sample. The club user simply needs to modify the file to suit your club's specific requirements and then print the file on plain paper or on your club's letterhead.
- > Text with graphics templates are templates of the samples that do contain

graphic elements or photographs (e.g. the club advertisements). Only the text component of the sample is in this folder. For example, the text from Sample 3.5.1 Best Bowls Club Open Day Promotional Advertisement is in this folder, however the graphic elements are located in the Templates - Design Professional folder. You can make a copy of the text file for this sample and then modify it to suit your club's specific needs. You then simply provide the modified text file (by e-mail, on disk or as a hard copy) to your graphic artist, printer or newspaper art department together with the graphic elements located in the Templates -Design Professional folder.

PDF file template – this folder also contains a PDF file of Sample 9.1 Bowls Australia Club Grants Scheme Application Form. This document cannot be modified, but can be viewed and printed using Acrobat Reader.

#### Templates — Design Professional

This folder contains finished artwork and other files relevant to the samples that include graphic elements or photographs (e.g. the club advertisements).

These files are enclosed for use by a design professional — i.e. your club's graphic artist, printer or newspaper art department — in preparing your marketing materials.

You may not have the appropriate software on your computer to open the files in this folder.

# APPENDIX D: HOW TO USE THE TEMPLATES CD-ROM

The files in the *Templates* — *Design Professional* folder include:

- QuarkXpress files these are finished artwork files for each of the marketing material samples that include graphic elements or photographs (e.g. the club advertisements).
- Photo Files these files are generic bowls photos and are provided as high resolution TIFF files. They are enclosed for use by your club's graphic artist, printer or the local newspaper's art department to make your marketing materials visually attractive. The images include some of those used in the marketing material samples (e.g. the club advertisements). They also include various generic shots of bowls, scoreboards, a measure, etc.
- Font Files this folder contains the fonts (typefaces) that are used in the sample marketing materials (e.g. the club advertisements).

- PDF file PDF stands for Portable Document Format. It is software that allows the user to view complete documents that contain graphic elements or photos. In order to open and view a PDF file you will need Adobe Acrobat Reader software. This can be downloaded from the Adobe website at www.adobe.com/products/acrobat/read ermain.html free of charge.
- TIFF file TIFF files are used to store high quality scanned images. On this CD-ROM all of the TIFF files are individual photographs (see list of photographs on next page).
- Font file a font is a set of typed characters presented in a particular style and size (e.g. Times Roman). Because graphic artists use a wide range of fonts they need to provide these fonts to the printer for output. The font files on this CD-ROM contain all of the fonts used in the samples.

#### **DEFINITIONS**

The following types of files will be found on *The Perfect Delivery* CD-ROM:

- Text file these are files that contain text. On this CD-ROM they are Microsoft Word documents.
- QuarkXpress file this is software used by graphic artists to prepare page layouts. On this CD-ROM the QuarkXpress files provide finished artwork of the samples.



#### **PHOTOGRAPHS**

The photographs listed below have been placed on this CD-ROM for your use.

The images include some of those used in the marketing material samples (e.g. the club advertisements). They also include various generic shots of bowls, scoreboards, a measure, etc.

#### **CD-ROM Photographs**

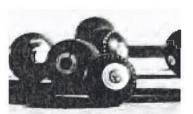
**Note:** Photos of people that appear in *The Perfect Delivery* resource kit samples have not been supplied for club use. Bowls Australia recommends that your club arranges for a professional photographer to take similar photographs of your club's members to support your marketing materials.



Single-Bowl.tif



Bowls-measure.tif



Bowls-front.tif



Bowls-measure-02.tif



Bowls-front-02.tif



Bowls-arial.tif



Scoreboard.tif

## APPENDIX D: HOW TO USE THE TEMPLATES CD-ROM

#### **CASE STUDIES**

## Case Study 1 — Producing an advertisement

The Suburban Bowls Club's marketing committee wants to produce an advertisement to appear in the local newspaper advertising its forthcoming open day.

It plans to prepare an advertisement similar in style to Sample 3.5.1 Best Bowls Club Open Day Promotional Advertisement.

The Suburban Bowls Club's marketing officer, Judy Flair, has made arrangements with the local newspaper for its art department to prepare the advertisement.

Judy wants to use the photo in sample 3.5.1 and the same layout. She provides the newspaper with the following items:

- a hard copy of sample 3.5.1 so the art department can see how she wants the advertisement to look.
- a copy of The Perfect Delivery CD-ROM (not the club's 'master copy') with the QuarkXpress file and the photo TIFF file on it.
- the Suburban Bowls Club's logo, address and contact details to replace the Best Bowls Club details at the bottom of the advertisement. Judy supplies this electronically, but she could have supplied a hard copy for the art department to scan.

A text file with the new text for the advertisement. Judy simply copied the sample 3.5.1 text file on the CD-ROM in the Templates — Club User folder and changed the details to suit the specific elements of the Suburban Bowls Club's open day. She changed the club, date and time details and the list of activities. She also put herself as the contact and listed the club's sponsors. She then e-mailed this file to the newspaper's art department.

Finally, Judy ensures that she sees a copy of the advertisement before it appears in the paper so she can check that all the details are correct.

## Case Study 2 — Producing a media release

The Suburban Bowls Club's marketing committee wants to produce a media release for the local newspaper to gain some pre-event publicity for the men's club singles championship.

It plans to prepare a media release similar in style to Sample 3.8.2 Best Bowls Club Event Preview Release.

The Suburban Bowls Club's publicity officer, John Wright, does some research on the event, last year's winner and the likely contenders in this year's field. He also finds out how many young bowlers are playing in the championship to highlight the youth angle.

John creates a new media release file by copying the sample 3.8.2 text file from the

CD-ROM in the *Templates — Club User* folder. Using the template as a guide he then prepares the media release using the background information he secured previously. John changes the date and contact details and then prepares the new release on an electronic version of the club's letterhead.

He then proof reads the media release before e-mailing it to his contact at the local paper. While John supplied this media release electronically, he could have printed a copy on the club's letterhead and sent it by post or delivered it personally to his newspaper contact. John also remembers to follow-up his contact to make sure the release has been received and read.

#### **IMPORTANT NOTE**

Bowls Australia recommends that the 'master copy' of *The Perfect Delivery* CD-ROM always stays with *The Perfect Delivery* marketing resource kit and is not sent to graphic artists, printers or newspaper art departments. Your club should make a copy or several copies of the CD-ROM in order to provide relevant artwork to graphic artists, printers or newspaper art departments. Companies that duplicate CD-ROMs can be found in the *Yellow Pages* phone directory under Multimedia Services. Alternatively, a graphic artist or retail printing/copying outlet should be able to help you.