



HenleyCentreHeadlightVision



## Increasing Participation in Sport Research Debrief

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## Presentation Outline

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- Introduction
  - Background and Objectives
  - Methodology & sample
- The context for all
  - Macro drivers across the sample
  - Cross-segment triggers and barriers to involvement in sport
  - Club sport – the challenge
  - Implications for concepts for all the segments
- Communication – generic and segment specific
- Concepts – generic and segment specific
- Segment briefs
  - Concepts and messages to help activate club membership
- Way Forward

The background is a vibrant green. Overlaid on this are several large, overlapping shapes in orange and teal. The orange shapes are primarily arrowheads pointing to the right, some of which are partially cut off by the edges of the frame. The teal shapes are more complex, appearing as curved, semi-circular forms that also overlap with the orange shapes and each other. The overall composition is dynamic and modern.

## Introduction

- BACKGROUND & OBJECTIVES
- METHODOLOGY & SAMPLE

## BACKGROUND AND OBJECTIVES

To identify messages and concepts to help activate sport in 6 segments

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Serving the wider objective of increasing participation in sport

Helping Sport England's 2008-2011 national strategy, boards and CSP's to get more people involved in organised sport

To form part of the Promoting Sport Toolkit, the web resource created to improve promotion and marketing of sport and active recreation

Building on the segmentation and providing actionable, practical insights to help better deliver sport

## BACKGROUND AND OBJECTIVES

In the process, getting under the skin of each of the 6 key segments

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'Getting to know' each and asking, in so many words...

What's your sporting 'back story' and what makes you 'tick'?

What excites you and what worries you about organised sport?

What do we need to tell you and how should we say it?

What kind of initiatives will work for you?

In effect, understanding the deeper emotional needs of our segments – and identifying how sport can respond to these

# RESEARCH OBJECTIVES – SPECIFICS

## Detailed question areas

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1

### Perceptions and appeal of organised sport

- What are people's perceptions of club sport?
- What could be done to make clubs more attractive to different segments?
- What would attract people into participating in organised sport? What is the level of interest in organised sport?
- What are the barriers to becoming involved in organised sport? (e.g. awareness, price, time commitment, scheduling, lack of interest, lack of relevant sporting offers)
- Types of sports that each segment would be more interested in participating in?

2

### Triggers and barriers to club sport

- How do people define clubs and club membership? How are clubs perceived?
- What is the level of interest among each segment in joining a sports club?
- What does it mean to be a member?
- What are the benefits of being a club member?
- What are the barriers to joining a club?
- How could club membership be more attractive?



## RESEARCH OBJECTIVES – SPECIFICS

### Detailed question areas

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3

#### Triggers and barriers to sustained participation

- What makes segments continue to take part in sport and what makes people drop out?
- What could be done to sustain participation?
  - Some work has already been done on this through the Henley Centre work. This research will expand this across the segments and specifically look at the impact of quality facility provision, coaching and volunteering

4

#### Response to key communication and activation projects

- Interest in existing projects aimed at different segments to encourage participation
- How successful are they in attracting people to take part?
- Which messages encourage and inspire each segment to do more sport? Why?
- Which types of messages / concepts do segments respond to positively?



# METHODOLOGY – OVERALL APPROACH

A mixed methodology of scrapbooks, tasks and depth interviews



## METHODOLOGY & SAMPLE – DETAIL

### 18 multi-tasked consumer 'scrapbooks'

Scrapbooks were 'confessional' and closely charted attitudes to life, free time, club membership, sport and organised sport

	London	Birmingham	Norfolk / Cambs.	Total
A02	Current	Lapsed	Non	3
A03	Non	Non	Lapsed	3
A04	Non	Lapsed	Current	3
B07	Lapsed	Current	Non	3
B09	Non	Current	Lapsed	3
C11	Lapsed	Non	Current	3
Total	6	6	6	18

Lapsed and Non Organised targets were also given the task to 'join a club' and feed back on the experience. Existing club members reported back on the workings of their club.

## METHODOLOGY & SAMPLE – DETAIL

12 x 1.5 hour face to face depth interviews

We chose 2 x respondents in each segment for interview – favouring those who weren't already member.

	London	Birmingham	Norfolk / Cambs.	Total
A02	Current	Lapsed	Non	2
A03	Non	Non	Lapsed	2
A04	Non	Lapsed	Current	2
B07	Lapsed	Current	Non	2
B09	Non	Current	Lapsed	2
C11	Lapsed	Non	Current	2
Total	4	4	4	12

Depth interviews directly explored messages and concepts – grounded in a much closer familiarity with respondent needs than any first time encounter would afford



Macro issues

- MACRO DRIVERS
- SPORT: TRIGGERS AND BARRIERS
- THE CHALLENGE FOR CLUB SPORT

## THE CONTEXT

Unsurprisingly, lives are busy and diaries are well-packed

How they are actually 'packed' is entirely subjective



Playing - or playing more - is rarely a priority for this target. While they are easier wins, simply shouting 'sport' will not convert them.

## THE CONTEXT

Free time is also in short supply and something closely guarded

Lifestyles may vary, but all tend to 'commoditise' their free time – and are often surprisingly reluctant to give it away

'My time'

'Wind down time'

'Our time'

'Time without the kids'

'Quality time'

Post-work downtime

Organised sport needs to compete for this free time – there is no automatic 'white space' in diaries

## THE CONTEXT

Moreover, sport is competing in a 'crowded market'

Few are short of leisure activities – and when time allows, these are just around the corner



Home  
entertainment



Socialising



Gym



Shopping

Sport faces the challenge of being just such an activity - and needs to make its case as lifestyle choice to challenge these

## THE CONTEXT

In this context, upfront 'commitment' is also less fashionable

With time shortages and mounting choices, consumers are wary of committing themselves to anything too soon.

Commitment needs to strike a balance

Embedded enough  
to motivate  
attendance and  
offset occasional  
lapsing...

Without being so  
'demanding' or  
lengthy to feel like a  
burden before you  
start

'Commitment is good', but organised sport needs to allow consumers flexibility and the chance to trial and observe – like any other sector

## THE CONTEXT

Indeed 'trial' and observe are very much the received wisdom

This is an age of 'looking before you leap'

**moneysupermarket.com**  
the price comparison site

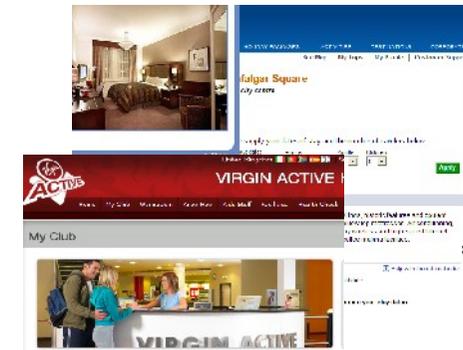
**RateMyTeachers.co.uk**  
Teacher Ratings By Students and Parents

**MoneySavingExpert.com**  
FREE TO USE FREE OF ADS UK CONSUMER REVENUE

Comparison sites



'Play before you buy'



Virtual tours and user generated info

In many respects, club sport needs to offer this – just as the gym, spa or bank do!

## SPORT IN CONTEXT

There are a finite triggers to playing sport for all

Their weight varies according to any segment's needs

**DIVERSION /  
RELEASE / ESCAPE**

The buzz of  
exertion,  
adrenaline and  
'letting off steam'



**PERFORMANCE**

that feeling of  
having played  
well...and scored  
a winner



**SOCIAL LIFE /  
BELONGING**

the feeling of being  
part of a unit  
...togetherness,  
banter, friendships



**EXERTION / FITNESS**

Feeling healthy  
and sleeping well;  
fighting 'the  
wobble'



These are a useful template for highlighting what individual segments want needs to be 'dialled up' in concepts and messages for them

## SPORT IN CONTEXT

How these triggers then 'flex' varies according to the segment

Each of 4 components expand/shrink according to their importance

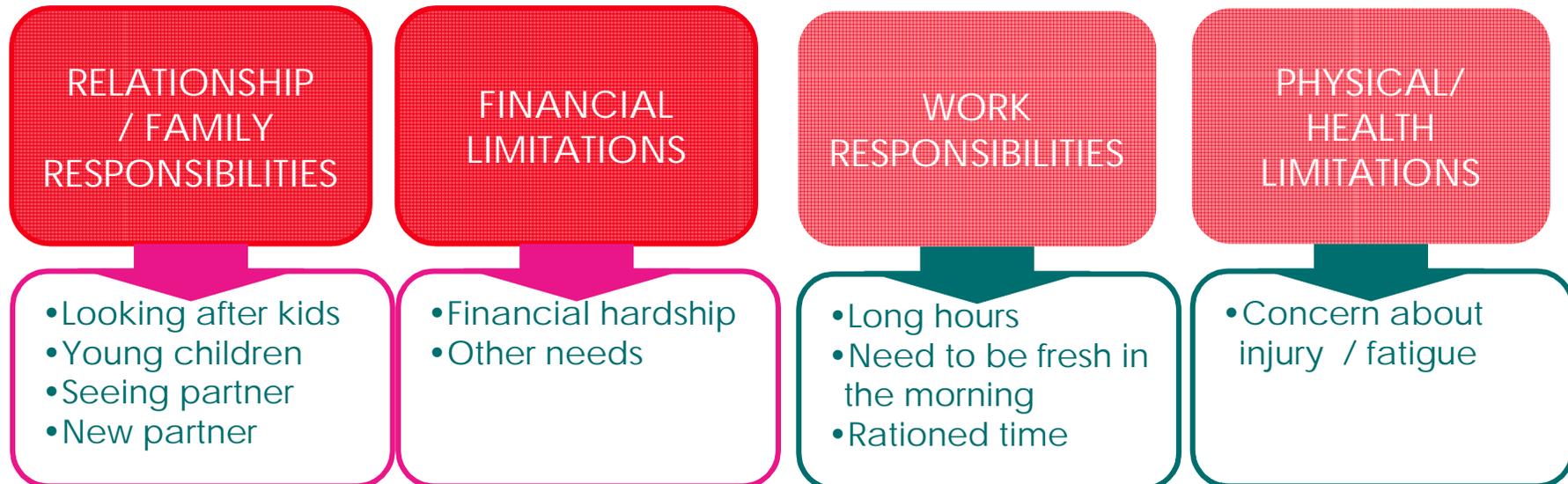


We return to this model at the segment level to illustrate segment cues

## SPORT IN CONTEXT

Meanwhile, barriers to sport are more subjective and circumstantial

These are more arbitrary and less easy to fit to segments



Barriers that do have a bearing on specific segments are for Leanne – where FINANCIAL and FAMILY (childcare) combine. For Alison, FAMILY is also naturally a kind of barrier.

## CLUBS AND ORGANISED SPORT

The prospect of sport 'clubs' raises real challenges across segments

Put crudely, 'clubs' or 'teams' can be contradictory creatures – and the bricks and mortar club is beginning to feel challenged



Clubs are a natural agent for activating sport as already in place. But their built-in limits need to be noted - with thought also given to more fluid, less formal structures... not just 'bricks and mortar'.

## CLUBS AND ORGANISED SPORT

Indeed clubs present numerous barriers to clubs across segments

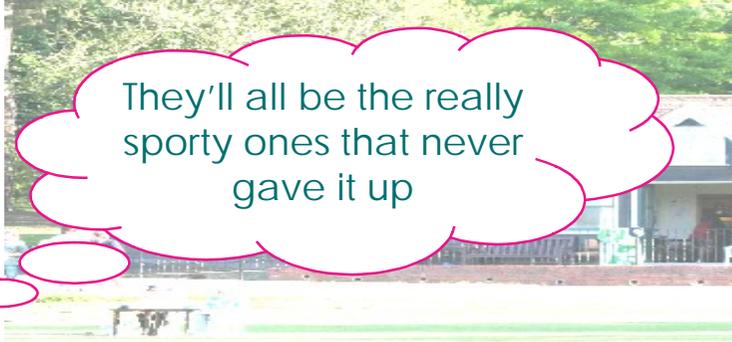
These are GENERIC across segments and can be heard from 'both sides of the fence': club members and non members

They're only for accomplished, committed players

They're likely to judge new faces and really scrutinise play

They only want certain new people

They're likely to be close knit and wary of new faces



They'll all be the really sporty ones that never gave it up



Trip hazard



"If somebody's not good, we won't talk to them" KEV

Any concept or communication that relies on 'clubs' hence needs to challenge these expectations as a matter of course

## CLUBS AND ORGANISED SPORT

As such, ideas and messages need to reassure about club 'baggage'

Being transparent about level and opportunity – managing expectations

They're only for accomplished, committed players

We play at x LEVEL and we don't ask the earth

They're likely to judge new faces and really scrutinise play

Have a look, have a taste – bring a friend

They only want certain new people

We do want new members

They're likely to be close knit and wary of new shows

We are friendly...but not cliquey!

Addressing these barriers feels like good practice for any established clubs seeking to activate more club sport

## CLUBS AND ORGANISED SPORT

We might also look beyond club sport to see what's happening elsewhere

Increasingly, the people are the club...not just 'members' of it

THE ALPHA COURSE  
explore the meaning of life [alpha.org](http://alpha.org)

proclaimers  
church without the boring bits!

Alternative  
Religion



'Guerrilla' & grass roots  
activities

I Knit



Book / hobby  
clubs

It may be worth looking how other institutions create loose but real affiliation beyond bricks and mortar and then superimpose a club

## CLUBS AND ORGANISED SPORT

Organised sport can work in a similar mould-breaking fashion

Many of these are consumer-led: created by or for a modern customer



Tracyway Work League Division 1

Pos	Team	Pld	Won	Drawn	Lost	For	Against	Points	Diff
1st	Sporting Arena	12	10	1	1	50	45	31	+5
2nd	Adah	12	8	0	4	72	26	24	+46
3rd	Adah Athletic	12	3	0	9	31	17	9	+14
4th	Adah Athletic	12	2	0	10	28	81	6	-53
5th	Tracyway Athletic	12	4	0	8	24	75	12	-51



justgiving™



Branded 'plug in' leagues

Identity sport

Work sports

Semi-official...  
...to cult sport

Unlikely to activate in large numbers...but worth studying as a model for bypassing or supplementing the existing system

## THE CONTEXT – IMPLIICATIONS FOR IDEAS AND MESSAGES

The context highlights some important lessons for ideation

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1

Macro trends show consumers lack time and are less willing to commit. Organised sport can gain by allowing all segments – without exception – time to trial, observe and experiment...before signing up.

2

Concepts and messages need to play to generic sports 'triggers' – which flex according to segment but are present across each. Club Sport is a lifestyle option that needs to make its case as much as any other.

3

Clubs can be agents, but all segments need reassurance about them – something that feels like good practice. Other looser formats might also be explored – in line with a move away from 'bricks and mortar'.

The image features a vibrant pink background. On the left side, there is a vertical strip containing a complex pattern of overlapping geometric shapes in shades of teal, lime green, and white. The rest of the page is dominated by several large, white, stylized arrow shapes pointing to the right. These arrows are layered, with some appearing behind others. The text 'Concepts in general' is centered within one of the larger arrows. Below this, the text '-CONCEPTS THAT REACH ACROSS SEGMENTS' is written in white, uppercase letters.

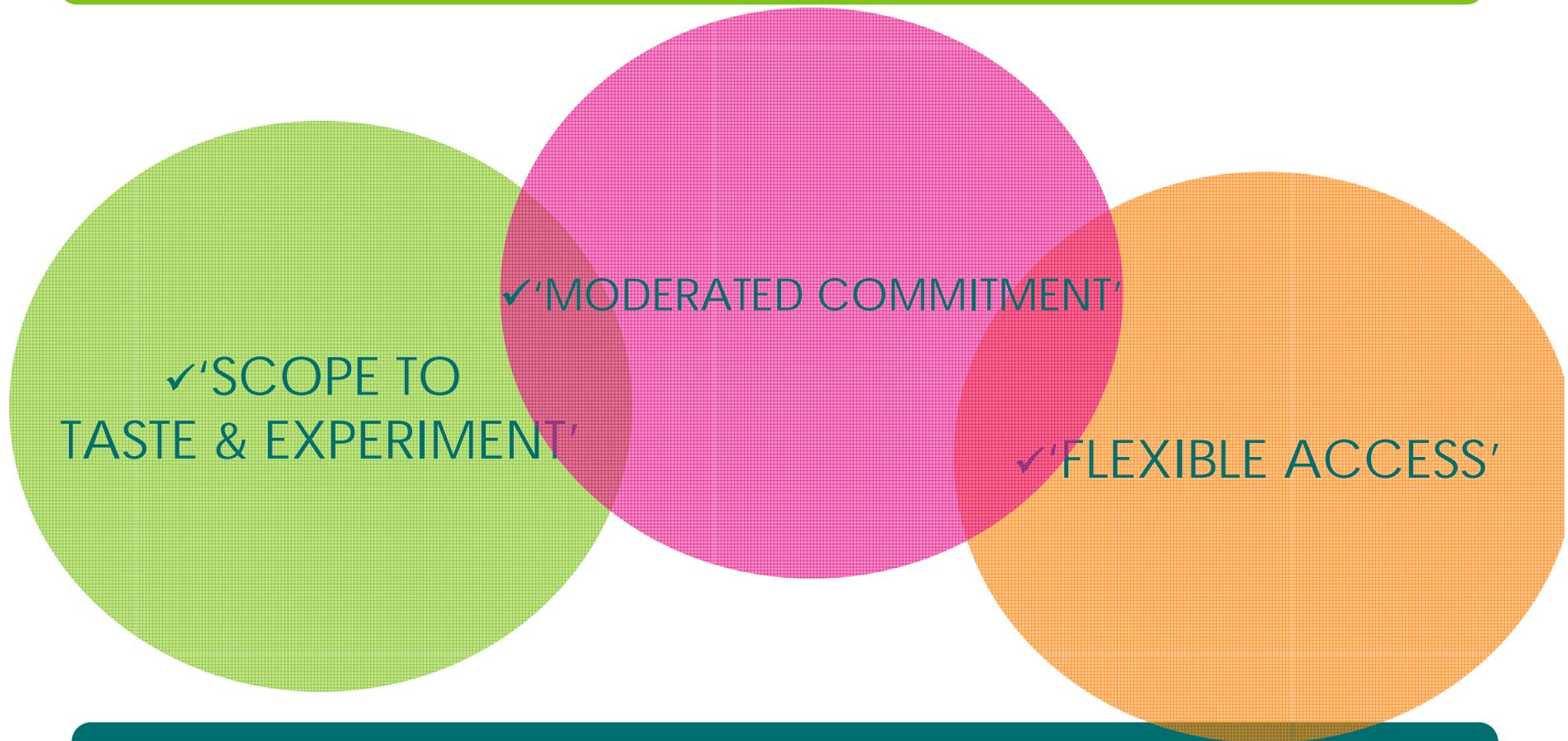
Concepts in general

-CONCEPTS THAT REACH  
ACROSS SEGMENTS

## CONCEPTS FOR ALL SEGMENTS

Concepts / features which allow flexibility always resonate

There are numerous ways that this can be delivered in concepts

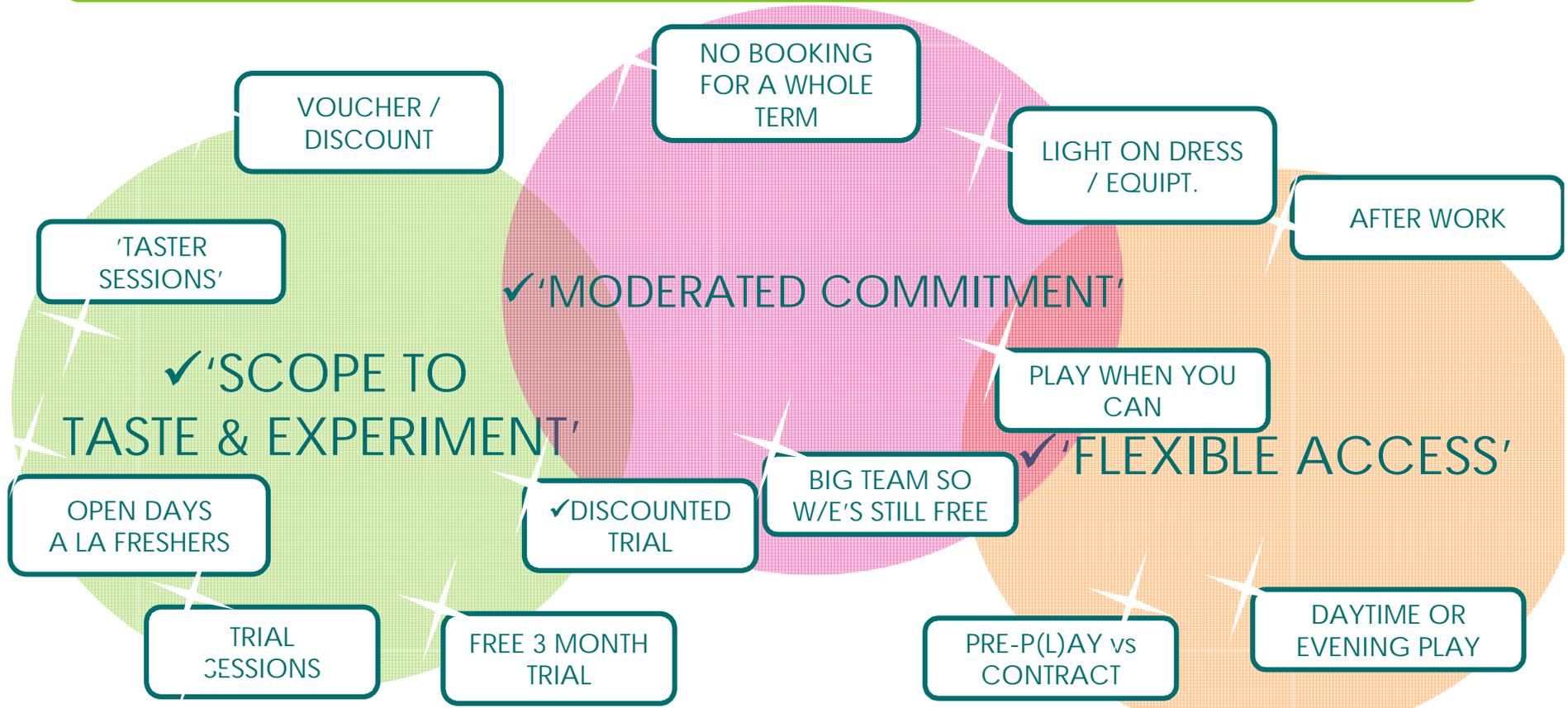


In many ways, these feel like components of any rounded offer

# CONCEPTS FOR ALL SEGMENTS

Concepts / features which allow flexibility always resonate

All told, making it more flexible and less of a hazard to play



These can be worked in almost any offer

## CONCEPTS FOR ALL SEGMENTS

The 'Get Back Into Formula' also plays across segments

Reminding segments of 'good times' – if good times there were – can have a powerful effect...WHEN conviction and belief are in place

**YOUR SPORTING DAYS DON'T HAVE TO BE A FADING MEMORY**

**GETBACKINTO**

Do you ever wish you could getbackinto that active lifestyle you used to have - but feel you have lost touch with sport and find it hard to be more active?

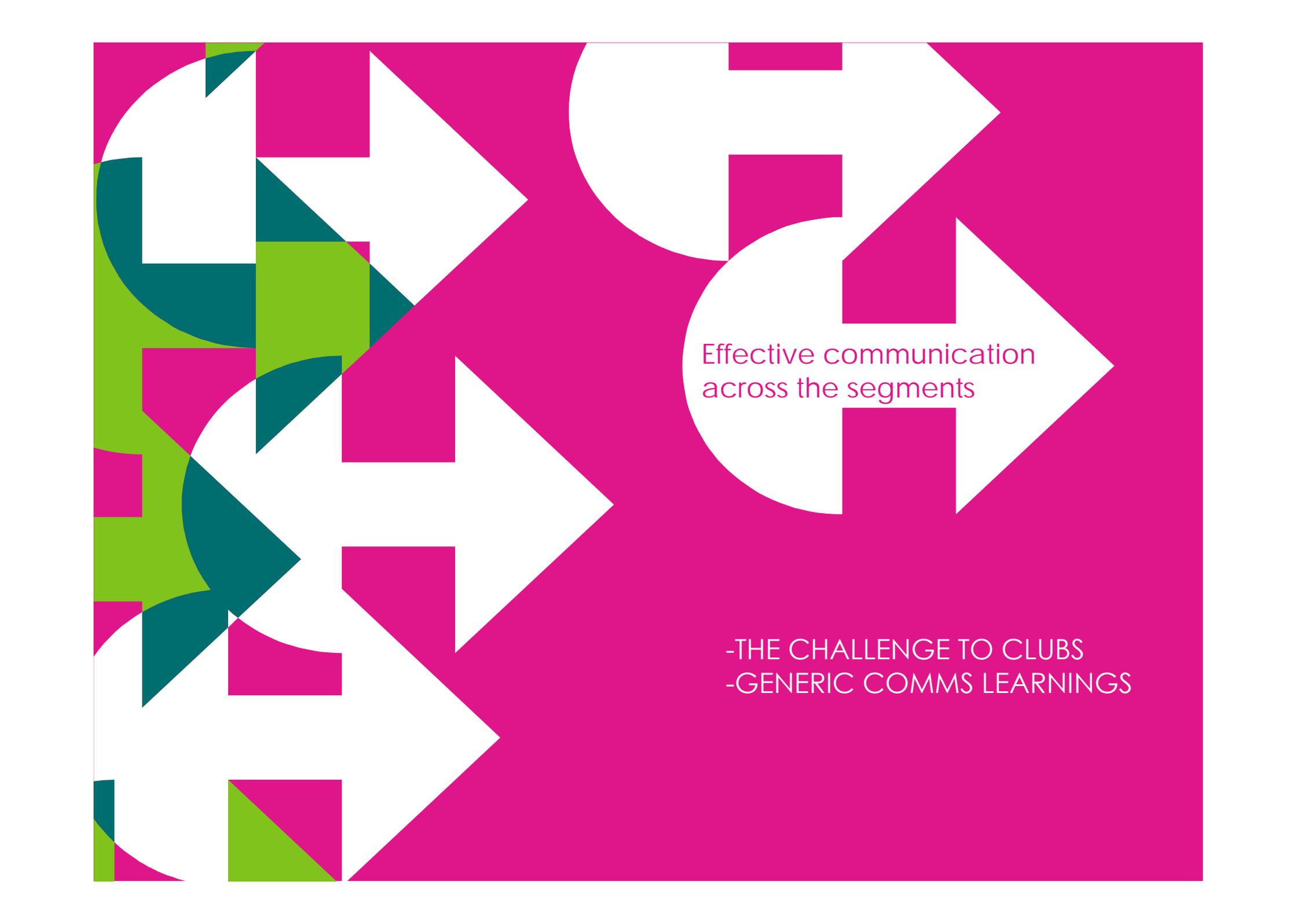
**Tuesday 6th May 7pm**

The Dome Leisure Centre,  
Bury Road, Mildenhall  
Contact 01638 717737



Can successfully cue past known benefits of sport if these have been experienced...though for many, the benefits will need to be dialled up

Worth rolling out to all segments – though 'usual rules apply' in terms of those important generic reassurances about clubs, commitment, etc



Effective communication  
across the segments

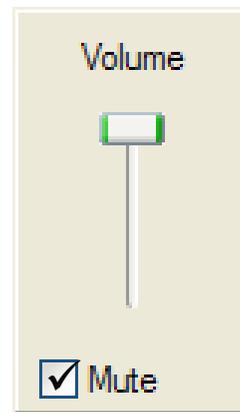
-THE CHALLENGE TO CLUBS  
-GENERIC COMMS LEARNINGS

## COMMUNICATION ACROSS SEGMENTS

Tasking reveals that club communication tends to lack impact

Many rely on potential players being already in the loop, and tend to resort to very on 'low impact' communication

Channels almost always fall to :  
WORD OF MOUTH and FRIENDS  
OF FRIENDS.  
Communication assumes  
consumers are 'warm' and  
benefits known...



...and gaps abound re what's  
available in the area...and at  
what standard: at a sport or  
area level

Otherwise put, many are only  
spoken too when they're  
already 'at the door'...

"I don't want to be harsh, but  
most of the leaflets make parish  
magazines look like Cosmo"

This confirms the case for breaking moulds and focussing comms:  
Why play club sport? What's available? Where would do it?



## COMMUNICATION ACROSS SEGMENTS

To reach out to any of the six segments, comms needs to raise its game

1

Making the case for clubs: pushing **benefits and reasons to believe**

2

Exploring channels beyond flyer and notice board; new networks

3

Tackling the club sports **competitor set**: not other clubs but TV, GYM..etc



In all, standing out in a crowded market

## COMMUNICATION ACROSS SEGMENTS

Club sport needs to communicate credibly and motivate

There are a number of 'rules of thumb' for all segments

Strive for **CLARITY** and **SINGLE MINDEDNESS** in communication: less is more!

VS

It's the Parish magazine

Avoid **GOADING** or **PREACHING** e.g. "Think you can cut it?"; "It's time you shaped up!"

VS

I don't think I can cut it, really

Be **CREDIBLE**: hyperbole is OK- but overpromise e.g. turning 'sociable' into Lonely Hearts

VS

I'll turn up and look like Johnny No Mates

Seek to **CHALLENGE THE BAGGAGE** around club sport

VS

Gold medallists only? (etc)

It's not enough to just 'open the doors' to segments: they need reasons to believe and reassurance

# COMMUNICATION ACROSS SEGMENTS

## Examples of hazards from comms across the segments



Get in the swing



A night on the tiles

✗ LACKS CLARITY and SINGLE MINDEDNESS... and little BENEFIT



If you can just about manage a round of golf, but not necessarily a round with Ricky Hatton, it's time to work on your fitness.



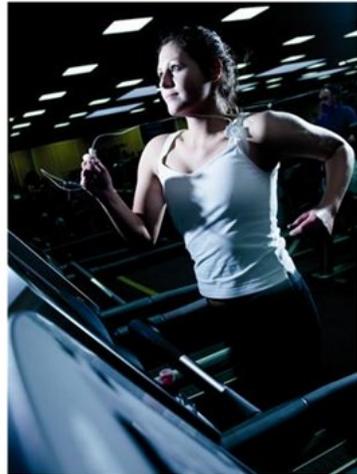
Got enough puff to actually play?

✗ GOADING or PREACHING



Make a pass at the boss

✗ NOT CREDIBLE



Life's a treadmill for a busy mum

✗ NOT CHALLENGING CLUB 'BAGGAGE'



## COMMUNICATION ACROSS SEGMENTS

Meanwhile, gyms offer useful lessons for clubs and organised sport

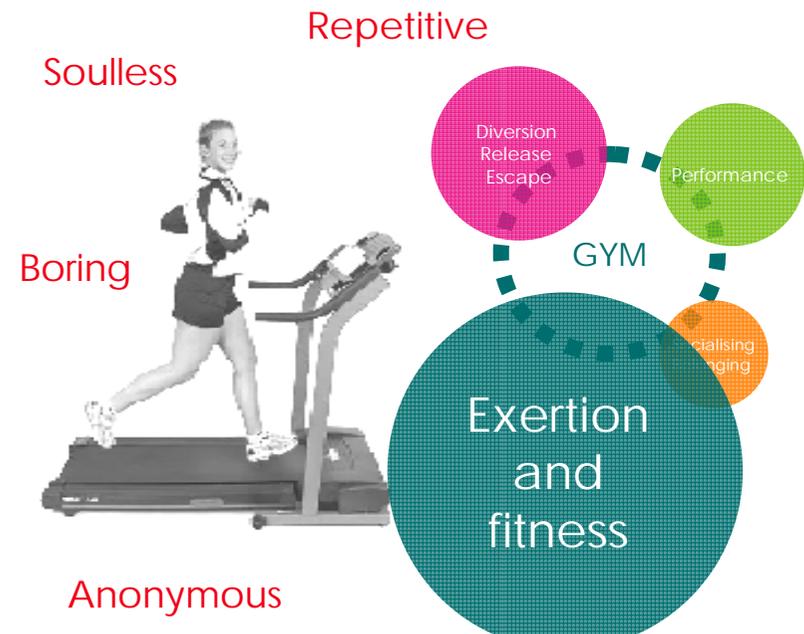
A competitor – but a source of inspiration and contrast too

Winning over traditionally activity-averse audiences

Dialling up a benefits – diversion and exertion

Accommodating time and family pressures, childcare

Communicating and engaging with the target



While a competitor, gyms are a useful source for messages and concepts. A contrast can show sport's benefits in sharp relief!

The image features a vibrant pink background. On the left side, there is a vertical strip containing a complex, overlapping pattern of geometric shapes in shades of teal, lime green, and white. To the right of this strip, several large, white, stylized arrow shapes point towards the right. One of these arrows is significantly larger than the others and contains the text 'Segment detail' in a pink font. Below this large arrow, the text 'THE 'BRIEF': MINI BRIEF: NEEDS -CONCEPTS AND MESSAGES' is written in a white, sans-serif font.

Segment detail

THE 'BRIEF':  
MINI BRIEF: NEEDS  
-CONCEPTS AND MESSAGES

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B09 KEV



## CORE NEEDS FROM CLUB SPORT

Kev is 'club sport' par excellence: sociable but highly competitive

Sport is about (still) competing and bonding

A strong need for **PERFORMANCE** – competition – and a desire for **COMMUNAL** feeling drives his involvement

Message and concepts need to dial these up – though standard rules apply for any Kev outside the club

Diversion  
Release  
Escape



Exertion  
and  
fitness

Performance:  
a means to  
show you  
'still have it'

Socialising  
Belonging :  
sport is a time  
to see friends...though  
we'd never admit it

A very 'masculine' and forceful take on sport: a club natural!



# CORE NEEDS FROM CLUB SPORT

## Key considerations for successful concepts for Kevs



Allowing Kev to still believe that on the pitch, he's still Jamie

# ACTIVATION CONCEPTS

## Four specific activation concepts explored with Kev

### Kev: idea 3

### Xbox League

- Over 35s football 5 a side leagues through Xbox PowerLeague
- League already set up – the organisers do it for you
- Only play for 50 mins – less tiring
- Emphasis on fun but still get competition
- Teams from local pubs, work places
- Advertise in local pubs, social clubs, church groups and workplaces
- Use Friends Reunited or Facebook to hook up with old school friends
- Choice to play on weekday evenings or weekends
- Take part in league and get reduced tickets for local football teams
- Source: Hull case study

### Kev: idea 4

### Martial arts

- Can't commit to a team – try out martial arts
- Bring voucher for free taster session for you and a mate.
- Receive a discount for first five sessions

### Kev: idea 2

### Beginner's Golf

- Take up golf
- Free 8 beginner sessions at your local club
- Relaxed dress code; just need to wear trousers and polo shirt



### Kev: idea 5

### Box Circuit

- Try out "box-a-circuits"
- All the benefits of boxing, get fitter, tone up and release some of that aggression
- Sessions held on Monday and Wednesday at local authority centre; turn up to either
- Qualified boxing coaches ensure improvement
- Advertised at supermarkets, DIY shops, pubs and local newspapers

## ACTIVATION CONCEPTS

Two play to Kev's desire to stick to what he knows – and be competitive

COMMUNAL and COMPETITIVE ideas shine through



Xbox League

- ✓✓✓ SOCIABLE, MASCULINE  
COMMUNAL...per se and  
via social hubs: pub / work
- ✓✓Competitive
- ✓Sport I am good at
- ✓Flexible and OFF-THE PEG
- ✓Shorter games: 50 minutes

- ✗ Just for Fun? Never!!!!!!
- ✗Suspicious that 'bribes' e.g.  
tickets attract 'just anybody'



Beginner's Golf

- ✓✓✓ SOCIABLE, MASCULINE,  
COMMUNAL
- ✓✓TALKABLY COMPETITIVE but  
private - so 'unexposed' as  
a novice
- ✓Relaxed dress code

"Golf is the footballer's other sport. It's  
football with silly trousers." KEV



## ACTIVATION CONCEPTS

Those which strike out from the social crowd are less compelling

Martial arts play to Kev's masculine AGGRESSION...but lack the SOCIAL hooks he tends to crave from organised sport

✓?  
Martial arts

- ✓✓✓ MASCULINE: i.e. fighting and self defence
- ✓✓ AGGRESSION-release
- ✓✓ No team letdowns
- ✓ A practical skill

- × NO SOCIAL / BELONGING
- × Fear of being a novice / beginner as OUT OF SPORTING COMFORT ZONE
- × Self consciousness
- × Heavy on the spiritual



-?  
Box-a-circuits

- ✓✓ MASCULINE: boxing brand halo and kudos
- ✓ AGGRESSION-release?
- ✓ A top-up sport?

- × Novelty sport
- × Fear of exposure
- × Self consciousness
- × NO SOCIAL / BELONGING

## COMMUNICATION MINI-BRIEF

Comms should note that Kev is the most club-oriented of our segments

**WHO IS HE?**

Kev is Jamie 20 years on: he has family responsibilities and a tiring job – but is still fundamentally a ‘lad’ and a consummate ‘man’s man’.

He preferred sport to most other things at school – and still feels he can show ‘flashes of magic’.

**WHAT IS THE INSIGHT?**

There is nothing quite like the laugh you have with a team when everyone’s playing well together and we get a win.

YOU FEEL THIS  
FRIENDSHIP – **BUT**  
**YOU’D NEVER SAY IT**  
**ALOUD.**

**WHAT IS THE CLUB PROPOSITION?**

A place where we win, let off aggression – and laugh.

**WHY BELIEVE IT?**  
Competitive and serious play - not ‘just for fun’

Friendly and communal- but not in each other’s pockets.  
Open to new joiners.



## COMMUNICATION MINI-BRIEF

Kev can be pushed – but until he's 'in' he is as shy as any other segment

### WHAT IS THE DESIRED RESPONSE?

They seem like a decent crowd who take it seriously... but they're not a closed shop. They won't 'rip me to pieces' if I'm not perfect from day one.

### WHAT TONE OF VOICE?

Challenging - but encouragingly, not intimidating.

Humorous and light banter - not in-joke.

Uncomplicated and gimmick-free.

'Bloke', not lager lout.

A delicate balance between exclusive and inclusive

# COMMUNICATION – LESSONS FROM THE EXECUTIONS

A number of useful pointers from example communication



When did you last score at the weekend?



**Got enough puff to actually play?**  
 Alright, we're not exactly the Premiership, but we have a good laugh and a kick about. If you think you can still hack it, come and prove it at xxxxxxx FC.



Get in the swing

- ✓✓ Playing well to Kev's 'inner lad'.
- ✓✓ Masculine, bantering humour

- ✗ **GOADING**
- Can you hack it? ...perfect for members – intimidating to potentials!

- ✓ **SOCIAL / BELONGING** is 'take out', not message

- ✗ Lacking sense of any **BENEFIT**
- ✗ Gentle 'Dad pun' feels very off target

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

### Other points from copy / mock up proposition

“Looking for something more inspiring this weekend than a wander round the supermarket and an evening in front of Big Celebrity Jungle Dancer on Ice?”

✓ Placing club sport in its competitor set!

“There will be free refreshments and a chance to watch that evening’s UEFA Cup semi-final on the big screen at the end of the session”.

✓ Dialling up COMMUNAL

“Matches will be played at a variety of venues ...all of them will be near enough to a local hostelry to allow thirsts to be quenched at the close of play”.

✓ SOCIAL AND PUB

✗ Off target: olde worlde turn of phrase undermines resonant SOCIAL / COMMUNAL message! →

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A04 LEANNE



## NEEDS FROM SPORT IN GENERAL

Leanne is more intimidated by club sport than any other segment

She needs most reassurance on club sport and is not a club 'natural'

Looking for a rewarding **SOCIAL** – dimension from sport, tapping the fun remembered from sport past

Driven too by body-image related **FITNESS** needs: striving to regain that pre-childbirth glamour



A challenge to win over, but 'once in', one to really benefit

## NEEDS FROM SPORT IN GENERAL

Leanne also has specific barriers to consider: childcare and cash

Cover for childcare; affordable and few 'sunk costs'



These are enough of an issue that they very much merit being addressed by activation concepts and messages

# CORE NEEDS FROM CLUB SPORT

## Key considerations for successful concepts for Leannes



Reassurance is the watchword here.

# ACTIVATION CONCEPTS

## Five specific activation concepts explored with Leanne

### Leanne: idea 1

Women only sessions

- Women only sessions at your local centre
- Play badminton or tennis – all you need is trainers, equipment provided
- Local coaches there to support you, not to push you
- Classes are for women like you – it's about fun not ability
- Don't need to book for a whole term – juts play when you can
- Day or evening classes
- Concession rate available (£3 per hour)
- Westway case study

Region Title Heading 10/02/2008

14

### Leanne: idea 2

Leisure card

- Need motivation?
- Motivate yourself with "x" leisure card system, £2 a swim
- Swim or go to aqua fit classes 10 times in six weeks and get free dance exercise class and a copy of a dance exercise DVD so you can practice at home.
- Or alternatively you can cash in your classes for vouchers for the centre café
- From training

Region Title Heading 10/02/2008

15

Club + Creche

Get back into

### Leanne: idea 3

Discounted membership

- Can't afford gym membership
- Join local private or public gym free for three months – there will be one in your area
- Includes classes
- After three months join gym on discounted price
- Receive booklets outlining exercise programmes to fit your needs
- Advertised through posters in local area, web and local media
- Regular motivational texts and emails – join Facebook groups to discuss progress
- HSFP project

### Leanne: idea 4

- Leannes with children
- Young mum classes and crèche facilities
- Run early weekday evenings or at the weekend
- You can take part in swimming, aerobics, gym with other young mums while kids can go to the crèche or if they are a bit older take part in supervised sports activities
- From as little as £1.30 an hour
- If you are a leisure centre member, 2 hours per week in the crèche for free
- Training

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### Leanne: idea 5

- Want to get back into sport
- Try out a new sport or get back into one you use to play
- Local opportunities for relaxed non competitive sessions – from there can continue in social, fun sessions or get into more competitive environment
- Fine out more through [www.getbackinto.co.uk](http://www.getbackinto.co.uk)
- Source: Get Back into Campaign

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## ACTIVATION CONCEPTS

Concepts that dial up social and 'fun' play very well with Leanne

Emphasis on 'women like you' – in it for fun first



WOMEN ONLY SESSIONS

- ✓✓ **SOCIAL**: 'women like you'
- ✓✓ REASSURES RE COMPETITION
- ✓✓ **FINANCE**: no racket needed  
'Fun'... 'support'
- ✓ Flexible access



GET BACK INTO

- ✓✓ **GENERIC APPEAL** of 'G.B.I.'
- ✓✓✓ **SOCIAL**
- ✓✓ REASSURES RE COMPETITION  
i.e. 'at your own pace'...

In effect making sport not a chore but a social outlet



## ACTIVATION CONCEPTS

Leanne's material / practical pressures are important to address

FINANCE and FAMILY well addressed by these concepts

✓✓✓✓✓  
CLUB & CRECHE

✓✓✓  
Discounted  
membership

✓✓  
Leisure card

- ✓✓✓ FINANCE-friendly: £1.30/h
- ✓✓✓ FITNESS-related sport
- ✓✓ SOCIAL: Other young mums
- ✓✓ Flexible times
- ✓ Children at close rein

- ✓✓✓ FINANCE-friendly
- ✓ Motivational texts

This said, important not to let finance obscure her benefits / triggers.

## COMMUNICATION MINI-BRIEF

Leanne is the most sensitive of the segments - softly, softly.

**WHO IS SHE?**

Leanne is a full-time mum but is on top of things enough that she'll admit she's often bored.

She has good friends – but her world, is 'kids, kids and kids'.

Leanne was good at sport at school – but dropped everything when the children entered the story.

**WHAT IS THE INSIGHT?**

Leanne 'needs  
Some fresh air'.

She's lost a bit of her 'spark' since becoming a mother.

She feels less confident and wants to still catch a look across the room on evenings out with the girls.

**WHAT IS THE CLUB PROPOSITION?**

A friendly, fun social outlet that's fighting baby weight.

**WHY BELIEVE IT?**

Mums like you – not athletes.  
Never judge you – in it for the fun.

Child friendly / flexible and not expensive.



## COMMUNICATION MINI-BRIEF

Communication needs to work hard to reassure and not intimidate

---

### WHAT IS THE DESIRED RESPONSE?

They're a normal crowd and they have great fun. Who needs a gym?

That's something I could do and talk about that isn't just about the kids.

### WHAT TONE OF VOICE?

Empathic and 'Can-do' and empowering.

Understanding but not patronising.

'Down to earth – but not 'kitchen sink'.

In many respect, 'club first, sports club later'.

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

A number of useful pointers from example communication



*At least something is free*

- ✗ Raises fears about high standards
- ✗ Low on reassurance

✓ Relevant cost message



*A night on the tiles*

- ✗ Very cryptic
- ✗ Benefit buried

✓ Social cues i.e. 'another side of me'



If your Dad is still playing tootie at titty, why shouldn't you keep playing netball? Keep fit, have fun and meet new friends without having to join an expensive gym. Call Tina on xxxxx for more details

- ✓ Relevant 'return to' message
- ✓ 'Can do' tone

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

Other points from copy / mock up proposition

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"You stopped thinking of yourself when your baby was born, and now life's a real juggling act".

✓ Strong empathy

While you concentrate on toning up that tummy... The crèche is available so that mums can take an hour for themselves ...We know how expensive parenthood can be we've kept our charges low.

✓ Empathy

Make the most of the time you have, and stay fit for both your sakes.

✗ Urgent, over competitive feel

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B07 ALISON



## CORE NEEDS FROM CLUB SPORT

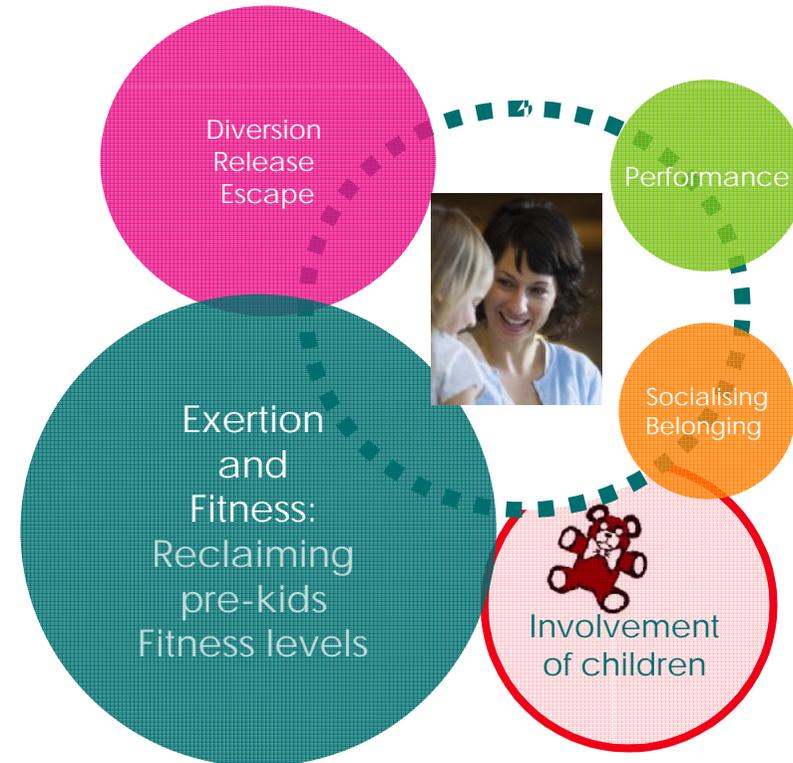
For Alison club sport can be a complement to a fulfilled home life

As with Leanne, post-maternity fitness and children remain central

Looking for gentle **EXERTION**  
and **FITNESS** – the idea of  
regaining fitness after  
motherhood

Simultaneously seeking club  
experiences relevant too for the  
**CHILDREN**

A sense of down time and  
**RELEASE** – 'down time'. Unlike  
Leanne though, the **SOCIAL**  
benefits of sport less relevant.



All told the club is for fitness and child-oriented fun

# CORE NEEDS FROM CLUB SPORT

## Key considerations for successful concepts for Alison



Looking for practical benefits – not deep emotional rewards

# ACTIVATION CONCEPTS

## Six specific activation concepts explored with Alison

### RUNNING SISTERS

#### Alison: idea 1

- Join “Running Sisters”
- Running club, run by local women like you
- Sessions all about fitness, self-confidence and most importantly enjoyment.
- Anyone welcome, can either walk, jog or run
- Small groups very friendly
- Only cost £2 per session, £18 membership and get discount in local running shop

• Hal Aitken case study



Welcome to  
**Brighton & Hove Running Sisters**

Home  
News  
**Who/What/When:**  
Beginners Course  
**Regular Events**  
Contact Us  
Links  
Links  
Healthcare 2-8

#### Welcome

We are a women-only running group based in the city of Brighton and Hove.

Our aim is to provide a sociable, fun and safe environment for women of all ages and abilities to participate in healthy exercise.

If you would like to join us please feel free to come to one of our weekly sessions on Thursday evening.

We meet at Central Hove Rugby Club - Hove Recreation Ground, 124 St Leonards Road, Hove for a Saturday run.

Our next beginners course will start on Thursday 24th April 2008 at Hove Rugby Club about 10.30am at Recreation Ground, Hove.



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### EVENING BADMINTON

#### Alison: idea 2

- Escape kids – evening badminton
- Just turn up and play
- Don't need partner, loads of people to play with
- Opportunities to join in local leagues – but only if you want
- Always time for a glass of wine afterwards

• Source: Training / Get back into campaign



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## ACTIVATION CONCEPTS

## Six specific activation concepts explored with Alison

## Alison: idea 3

COACHING,  
KIDS TO HAND

- Tennis coaching at your local tennis club
- 10-12 on weekday – women only
- Includes coaching and matches
- You join, kids get discounted membership for after school sessions
- While the kids are playing you could either catch up with your friends or have another game
- Training / Westway

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## Alison: idea 3, Example of women only tennis sessions

FLEXIBLE  
COACHING

- Women-only sessions
- These are suitable for beginners and intermediates. These are coach-lead, run twice a week and are not bookable. Just come along and play!  
Monday 10am – 12 noon (16 player sessions)  
Wednesday 10am – 12 noon (16 player sessions)  
Price: £10 (£6.50 concessions)

## Evening session:

- Thursday 6pm – 7pm (4 player session)  
Price: £8 (£5.20 concessions)

## Alison: Idea 4

GET BACK INTO

- Want to get back into sport
- Try out a new sport or get back into one you use to play
- Local opportunities for relaxed non competitive sessions – from there can continue in social, fun sessions or got into more competitive environment
- Fine out more through [www.getbackinto.co.uk](http://www.getbackinto.co.uk)

## Alison: idea 5

AT SCHOOL  
PLAY

- Turn up an hour early to pick up your kids from school
- Take part in badminton in the school hall for an hour
- Stay afterwards for coffee and a chat with the other mums



## ACTIVATION CONCEPTS

Concepts which 'wrap around' or involve children resonate well

Any ideas which allow this feel resonant to Alison

✓✓✓✓✓  
AT SCHOOL PLAY

- ✓✓✓ EXERTION/FITNESS via gentle sport  
- Badminton is beginner-friendly
- ✓✓✓ Built around **CHILDREN'S** routines
- ✓✓✓ **CHILDREN** close to hand
- ✓ Light **SOCIAL** element: 'chat'

✓✓✓✓  
COACHING –  
KIDS TO HAND

- ✓✓✓ EXERTION/FITNESS with guidance
- ✓✓✓ **CHILDREN** directly benefit
- ✓✓ **CHILDREN** close to hand
- ✓ Light **SOCIAL** element

Representing club sport that is not an escape from parenting but its complement w- offering a benefit to mother and children

## ACTIVATION CONCEPTS

Likewise, as elsewhere, any ideas which offer flexibility resonate

Flexible access can help sport break into child-dominated diaries

✓✓✓✓  
EVENING  
BADMINTON

✓✓  
FLEXIBLE  
COACHING

- ✓✓✓ EXERTION/FITNESS
- ✓✓✓ Accommodates **CHILDREN**
- ✓ Light **DIVERSION** i.e. 'escape the kids'
- ✓ Mild **SOCIAL** element: 'glass of wine'

- ✓✓✓ EXERTION/FITNESS
- ✓✓ Reassures on competition via beginners and intermediates i.e. i.e. not expecting champions

Flexibility is a cross-segment driver, but especially resonant for parents of young children

## ACTIVATION CONCEPTS

Informality and 'easing in' to sport to can also reassure

Two ideas help challenge the club's 'hard exterior'

✓✓✓✓  
RUNNING SISTERS

- ✓✓✓✓ A powerful, textbook challenge to fears that clubs are elite and/or uninviting : 'women like you', 'for enjoyment', 'walk or run'
- ✓✓ EXERTION/FITNESS
- ✓ Mild **SOCIAL** element: friendly

✓✓  
GET BACK INTO

- ✓✓ Generic appeal of 'G.B.I.' – provided past club sport experiences are positive
- ✓✓ Reassures re COMPETITION i.e. 'at your own pace'... 'for fun'
- ✓✓ Source of EXERTION / FITNESS

While less instinctively wary of clubs than Leanne, Alison is equally drawn to ideas that help tackle the ingoing club 'baggage'

## COMMUNICATION MINI-BRIEF

Alison's needs from sport are pragmatic – fitness and kids

### WHO IS SHE?

Alison is a 'full-time mum' but thoroughly enjoying it. The children are a proxy career – tiring but highly rewarding.

She has a good social life and doesn't feel financial pressure.

Alison had mixed experiences of team sport at school – though remained active until childbirth.

### WHAT IS THE INSIGHT?

Alison is pragmatic and wants to recover the levels of fitness she knew before having children.

While 'me' still counts, the best activities include or benefit the children – rather than 'escape' them.

Alison doesn't need a new social life – as she is very content with her circle.

### WHAT IS THE CLUB PROPOSITION?

A place for fun and fitness – and something I can easily fit around the children.

### WHY BELIEVE IT?

A gentle workout.  
A crowd who can be 'in it for the fun'.

Child-flexible...and the kids can even get involved sometimes.



## COMMUNICATION MINI-BRIEF

### Communication can present sport as an extension of parenting

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#### WHAT IS THE DESIRED RESPONSE?

That's where I can get a fix of fitness and a little 'down time'.

That wouldn't mean sacrificing time for the children – and it might even benefit them too. Why not?

#### WHAT TONE OF VOICE?

Inviting and open handed: 'why not?'.

Practical and pragmatic.  
Appealing to the parent – not just the individual.

Not embattled or 'escapist' - attuned to the pleasures of parenthood.

Club as fitness provider and part of the parenting toolkit

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

A number of useful pointers from example communication



*Keeping one thing in the air is easy!*



✓ 'Can do' feel  
✓ Resonates with  
'realities of the job'

✗ Low on benefit



*Life's a treadmill for a busy mum*



✓ Empathic...

✗ An embattled vs  
happy mother(!)  
✗ Low on benefit  
✗ Suggests a very  
competitive scene

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

Other points from detailed copy / mock up proposition

"Our off-peak memberships are just right... for those who want to fit in an aerobics class between dropping off the children and picking up the dry cleaning".

"Most of our dance and fitness classes don't start until 9.30am to suit those with school runs to cope with, while our afternoon sessions end at 2.30pm"



Flexibility around children

"We have informal sessions at 8pm every Thursday, so come and dry out those demon drop shots and long-lost lobs. And if it rekindles that competitive urge we can offer coaching sessions, an internal league and even a chance to play for the centre's own team.

- ✓ Emphasis on informality
- ✓ Playing down the obligation to compete

"At the end of the session, whatever the final score, you can relax with a glass of wine and your new friends in our comfortable bar".

✗ Labouring the social dimension  
'New friends' and 'glass of wine' – less relevant to Alison vs Leanne

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A03 CHLOE



## CORE NEEDS FROM CLUB SPORT

Chloe's heartland is the gym – the point of comparison for club sport

Club sport can deliver fitness - with emotional gains the gym lacks

Looking for **EXERTION** and **FITNESS** to meet the needs of a very body-conscious phase in life – something the gym already delivers.

A need for **DIVERSION** and 'time out' from a pressurised working life that's starting to take off.

A sense of **PERFORMANCE / COMPETITION** can also appeal, tapping into past success.



Organised club hence becomes the 'gym with a soul'

# CORE NEEDS FROM CLUB SPORT

## Key considerations for successful concepts for Alison



The gym's 'work out' and 'release' are central.

## ACTIVATION CONCEPTS

## Five specific activation concepts explored with Chloe

## Chloe: idea 1

## DISCOUNTED GYM

- Join local private or public gym free for three months – there will be one in your area
- Includes classes
- After three months join on discounted price
- Receive booklets outlining exercise programmes to fit your needs
- Advertised through posters in local area, web and local media
- Regular motivational texts and emails – join Facebook groups to discuss progress
- W8FF project

## Chloe: idea 2

## GET BACK INTO

- Want to get back into sport
- Try out a new sport or get back into one you use to play
- Local opportunities for relaxed non competitive sessions – from there can continue in social, fun sessions or got into more competitive environment
- Fine out more through [www.getbackinto.co.uk](http://www.getbackinto.co.uk)

• Source: Get Back Into Campaign

## Chloe: idea 3

## OPEN DAY

- New to the area?
- Club open day
- Remember freshers fair?
- Open day for different clubs, representing a wide number of sports, held at your local leisure centre, local park or shopping centre
- While you are there pick up flyers for free taster session

## Chloe: idea 4

## TRIAL SESSIONS

- Saturdays in April
- Turn up for trial sessions in a number of sports, tennis, badminton or table tennis
- No need to book or commit



## ACTIVATION CONCEPTS

### Five specific activation concepts explored with Chloe

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#### Chloe: idea 5

WORKPLACE  
SPORT

- Workplace schemes
- Try out mixed softball and netball
- Get to know your colleagues outside the meeting room
- Don't need to commit for the whole season – just play when you can
- And it's free – work pay (and organise)

## ACTIVATION CONCEPTS

Ideas that encourage 'trial' appeal - though no more for Chloe than others

These feel like 'good sense' rather than distinct activation ideas

✓✓  
TRIAL SESSIONS

✓✓  
OPEN DAYS

- ✓✓ Offering valued TASTE & EXPERIMENT
- ✓✓ Lightening the commitment load
- ✓✓ Offsetting assumed CLUB BAGGAGE

✓  
DISCOUNTED GYM

- ✓Hard to argue with a bargain...!
- ✓Chance to TASTE & EXPERIMENT
- ✓Lightening commitment burden

BUT Chloe is not notably budget conscious: 'free' can suggest 'low budget'

As elsewhere, these feel like supporting features open to any concepts rather than specific concepts for Chloe only



## ACTIVATION CONCEPTS

Similarly, ideas that circumvent club baggage also resonate

Work sport and 'Get Back Into' both break down club barriers

✓✓✓  
WORKPLACE PLAY

✓✓✓  
GET BACK INTO

- ✓✓✓ Work is a prime focus for Chloe
- ✓✓✓ Offers EXERTION/FITNESS
- ✓✓✓ 'Shortcuts' CLUB BAGGAGE
- ✓✓✓ PERFORMANCE / COMPETITION are ready built-in...and easier to surface

- ✓✓ Generic appeal of 'G.B.I.'
- ✓✓ TAPPING into Chloe's often positive memories of sport...which carry her through to the gym

While both are relevant to Chloe, these are likely to have generic appeal since they challenge club baggage, by being more about participants than club



## COMMUNICATION MINI-BRIEF

### For Chloe, club sport needs to challenge the gym

#### WHO IS SHE?

Chloe is career minded and independent – with a full social life and few responsibilities.

She is disciplined about gym-based activities and works hard to stay slim and fight the effects of good nights out.

She enjoyed sport at school – and was rather good at netball.

#### WHAT IS THE INSIGHT?

For all of its service in helping Chloe keep fit, the gym is purely functional and rather soulless – with few emotional benefits. It can be boring.

Chloe also has positive memories of sport at school which she is beginning to feel nostalgic about.

#### WHAT IS THE CLUB PROPOSITION?

The gym with a soul.  
The fitness the gym gives, with the added lift of really getting away from work and the thrill of winning.

#### WHY BELIEVE IT?

Vigorous exercise  
Work-friendly access  
Scope to compete – not just fun.

Goals not treadmills.



## COMMUNICATION MINI-BRIEF

While in communication can afford to be less timid about sport in general

### WHAT IS THE DESIRED RESPONSE?

That's what I could do instead of a gym session – getting the same intense exercise in a more rewarding environment.

That's where I might recapture my old competitive streak.

### WHAT TONE OF VOICE?

'Can do' and motivating

Gently challenging the trappings of the gym

Credible, professional vs girliness, frivolity, sauce

Club sport hence is more varied and more rewarding than the gym

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

A number of useful pointers from example communication



*Make a pass at the boss*

✓ Work context appeals in principle...

✗ BUT 'saucy' humour lacks credibility



*Same gossip – different water cooler*

✓ Work context...

✗ Lacks credibility by playing to girlie stereotypes re 'gossip'

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

Other insights from detailed copy / mock up proposition

Need a break from the office routine? Fancy a new challenge? Looking to shed a few pounds before heading for the beach in that new swimsuit? Whatever the question, Anyplace Sports Club has the answer.



Flexibility around children

Members can drop in at any time for a coffee or a drink and a snack, making it an ideal place for informal work meetings or to catch up with some quiet reading.

- ✓ Emphasis on informality
- ✓ Playing down the obligation to compete

A range of classes and activities that are designed to fit in with your busy lifestyle and put you in control of your own fitness.

✗ Labouring the social dimension  
‘New friends’ and ‘glass of wine’ – less relevant to Alison vs Leanne

---

A02 JAMIE



CORE NEEDS FROM CLUB SPORT

Jamie feels more attuned to club sport than any other segment

Sport is about self-achievement, acceptance and camaraderie

A strong need for **PERFORMANCE** – competition & glory – and commitment from players who do play.

A pleasure in **SOCIALISING** and **BELONGING** – on and off the pitch.

**FITNESS** for a body-conscious stage in life.

Diversion  
Release  
Escape

Performance:  
Airing the  
competitive streak

Exertion and fitness:  
A way to feel and  
look good

Socialising  
Belonging :  
A meeting place for  
friends



Like Kev, Jamie is in many ways a club natural



## CORE NEEDS FROM CLUB SPORT

### Key considerations for successful concepts for Jamies



Jamie wants the opportunity to 'belong' to a successful team where he will give 110% effort and commitment

## ACTIVATION CONCEPTS

## Five specific activation concepts explored with Jamie

**Jamie: idea 1****Pub League**

- Yates, Weatherspoons, Lloyds, Revolution; do these sound like your typical Friday night out?
- Join football leagues organised by these pubs
- Five-a-side leagues; all you need to do is sign up at bar and fixtures list sent to you
- Games every Thursday / Wednesday
- Visit the pub afterwards for discounted food and VIP queue jumping at the weekend

• From training materials

**Jamie: idea 2****Meet Girls**

- Do you want to meet girls?
- Mixed gender sessions including running, volleyball and basketball
- Mainly 18-25 year olds, all local people
- Find out more through local gyms or up-to-date website
- Every session is followed by drinks in the bar
- Take place weekday evening and occasional weekend trips – fancy Bournemouth beach in the sun?

• From training materials / Get back into campaign

**Jamie: idea 3****Summer Cricket**

- For Jamies playing football
- Learn more about playing cricket in the summer and running clubs to improve your fitness during the season
- Opportunities advertised through football leagues (websites, changing rooms, club bars)
- Cricket and running clubs welcome any standard – teams cater for all abilities
- Go with a football mate, it will be more fun
- Turn up for the first four sessions; it's free, then pay and play – manage your expenses, just like you manage your mobile phone

• From training materials



## ACTIVATION CONCEPTS

### Five specific activation concepts explored with Jamie

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#### Jamie: idea 4

#### Work Sport

- Want to play football with work mates?
- No hassle or long term commitment
- Play when you can
- Company manager organises
- Leagues happen straight after work
- Beat your local rivals
- From training materials

#### Jamie: idea 5

#### Extreme Sport

- Don't like football or rugby?
- Try out extreme sports such as power kiting, bouldering
- If there are no local opportunities, weekend trips away are possible
- Costs are affordable

## ACTIVATION CONCEPTS

Socially-based offers hold plenty of appeal to Jamie

Ideas that 'reverse' existing social/ interest groups into sport are perceived as an 'easy', natural way in



Pub League



Work Sport

- ✓✓✓ SOCIABLE, MASCULINE  
COMMUNAL...taps into natural  
existing social hub
- ✓✓✓ Competitive
- ✓✓ Easy & convenient – it is  
organised by the pub & local
- ✓ Frequent weekly games
- ✓ Celebratory drinks at pub after
- ✓ Appealing incentives – food  
discounts & queue jumping

- ✓✓✓ SOCIABLE, COMMUNAL –  
taps into existing interest group
- ✓✓ Innately COMPETITIVE –  
creates rivalry between  
companies and strengthens  
working relationships
- ✓ ACCESSIBLE/ CONVENIENT –  
organised for you, around you
- ✓ Circumvents club 'baggage'

## ACTIVATION CONCEPTS

Some concepts fail to deliver to Jamie's key needs

Summer cricket has limited appeal to only converted Jamies while extreme sport seems more of a blue sky offer

-?

Summer Cricket

- ✓✓✓ **FITNESS** – maintaining physique off season
- ✓ **FREE TRIAL SESSIONS** – affordable - doesn't place demand on limited finances

- × 'Any standard welcome' is weak on **PERFORMANCE / COMPETITION**
- × **LACKS SERIOUSNESS** – mentions 'fun' vs 'playing to win'

-?

Extreme Sport

- ✓ **EXERTION** – opportunity to do something extreme & challenging

- × **LACKS RELEVANCE** – what Jamie doesn't like football?
- × **IMPRACTICAL** – not local and infrequent opportunities
- × **PERFORMANCE** – do I need prior experience? What if I'm no good?



## ACTIVATION CONCEPTS

### Others are felt to be inappropriate altogether

While clearly a daily interest, the idea of explicitly finding partners via sport wholly lacks credibility

"Are you serious?!... it sounds like a dating service! I can manage on my own thanks!"



×

Meet Girls

✓ Interesting in principle, but...

- × Latent self-consciousness
- × Lacks PERFORMANCE – unable to show aggression 'with girls around'; sports likely to be 'watered down'
- × Sacrifices COMPETITION – No prospect of 'going into battle and conquering'



Jamie is the most confident of the segments and the most club orientated

### WHO IS HE?

Jamie is a 'classic' carefree lad. His focus in life is socialising with his 'mates' and going out 'on the pull'.

He has self-confidence and belief in his ability to play sport – having only recently left school where he played to a high standard.

### WHAT IS THE INSIGHT?

Jamie wants to belong to a team where he is regarded as one of the lads and where there is a real sense of camaraderie.

He wants to be respected and praised by his peers.

He also wants to look good and get noticed by girls

### WHAT IS THE CLUB PROPOSITION?

A place where we come together, give it our everything and have a laugh

#### WHY BELIEVE IT?

Competitive and serious play - not 'just for fun'

Friendly and open minded to new players - but you have to be committed.



COMMUNICATION MINI-BRIEF

Communication can be provocative but needs to avoid intimidating

WHAT IS THE DESIRED  
RESPONSE?

Me and a few mates  
could give them a try.

They seem like a  
decent crowd who  
take it seriously.

It might help with the  
six pack, too.

WHAT TONE OF  
VOICE?

Challenging - but  
encouragingly, not  
intimidating.

Humorous and light  
banter - not in-joke.

Uncomplicated and  
gimmick-free.

Laddish.

In many ways, Jamie is a 'young Kev'

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

A number of useful pointers from example communication



*Give yourself a lift this weekend*

✓ RELEVANT – acknowledges the performance and exertion 'high' that Jamie gets from sport



Tackle that big issue this weekend

✗ IRRELEVANT for Jamie – he is young & care-free and has no 'big issues'



OK, don't forget XBOX as it's brilliant, but try Kick Boxing anyway for speed, strength and stamina. It feels good and it looks even better. New classes with expert tuition at xxxxx Leisure Centre.

✓ Competitive, exertion, fitness

✗ Lacks social group aspect  
✗ Preaches/ dictates in parental manner



## COMMUNICATION – LESSONS FROM THE EXECUTIONS

Other points from copy / mock up proposition

"join this successful adult rugby team & help defend the championship trophy they picked up last year"



- ✓ COMPETITIVE – plays for trophies and wants to defend title
- ✓ SERIOUS & CHALLENGING - adult, over 18yr club so not child's play

"keep fit and replace flab with muscle"



- ✓ RELEVANT MESSAGE that conveys the importance Jamie places on of FITNESS and self image

"well-organised social club with satellite sports coverage & a well-stocked bar - an ideal place to remind your team-mates about that devastating break down the right wing while replacing those vital fluids at the end of the game".



- ✓ SOCIAL
- ✓ Dials up the appeal of rivalry camaraderie & banter

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C11 PHILIP



## NEEDS FROM SPORT IN GENERAL

Philip desires the combination of a fitness activity and 'me/ partner' time

Staying fit and healthy to maintain his youth is the main driver

Looking for an enjoyable, leisurely sport that will improve HEALTH & FITNESS as well as offer an opportunity to expand social circle

Wants to take the sport fairly seriously – to get good and have a bit of competition



Philip has a balanced approach to sport – with a range of requirements that each bear fairly equal importance

# CORE NEEDS FROM CLUB SPORT

## Key considerations for successful concepts for Philips



## ACTIVATION CONCEPTS

## Four specific activation concepts explored with Philip

## Philip: idea 2

Everyday  
Cycling

- Everyday cycling
- Downloadable local routes for you and your family
- Keep a record of all your activities, routes and events through [www.everydaycycling.com](http://www.everydaycycling.com)
- If you want to take it more seriously use the site to find out more about competitive opportunities and cycle clubs

## Philip: idea 3

## Vet Teams

- Missing playing team sport?
- Veterans teams in football, rugby or cricket
- Emphasis on the social aspect and not the winning
- A large squad so you don't have to give away all your weekends
- Still enter competitions with other vet teams
- Many players have sons and daughters that play for junior teams – it's a great way to meet other Dads

## Philip: idea 4

## Solo Golf

- Want to play golf but no one to play with?
- Turn up at your local club, on a pay and play basis and the secretary will organise someone to play with you
- No need to book
- Advertised in local gyms, workplaces and through the web

## Philip: idea 5

## Sport with Partner

- Children getting older? Can spend more time you partner?
- Mixed tennis doubles on Sunday mornings at your local tennis club
- Coach will ensure you play couples of similar standard
- Great way to meet new people
- Book for 5 or 10 week sessions



## ACTIVATION CONCEPTS

Two concepts were particularly attractive to Philip

Concepts that offer the opportunity to spend time with partner and enjoy sport together hold large appeal

✓✓✓✓  
SPORT WITH PARTNER

- ✓✓ **RELEVANT TO TARGET** – children left home & time to get to know wife again
- ✓✓ **SOCIABLE**: mixed doubles suggests make new friends subtly
- ✓ **CONVENIENT** – local, Sunday mornings
- ✓ **COMMITMENT** – short or longer term option
- ✓ **PERFORMANCE** – coach to help improve
- ✓ Builds on health & fitness

✓✓✓  
EVERYDAY CYCLING

- ✓✓ **PARTNER INCLUSIVE** – opportunity to spend quality time with wife
- ✓ Builds on **health & fitness**
- ✓ **COMPETITIVE OPTION** - important offer that is felt to be attractive



## ACTIVATION CONCEPTS

Other concepts fail to appeal...

Concepts that imply that Philip needs a helping hand at making friends are shrugged off

✓  
VET TEAM

- ✓ SOFTLY COMPETITIVE – competitions but not all about winning
- ✓ SOCIABLE
- ✓ Large squad – takes the stress off letting others down

× PATRONISING & IRRELEVANT offer to 'meet other Dads'

×  
SOLO GOLF

- × LACKS SOCIAL OFFER – implies isn't capable of meeting friends
- × UNSUSTAINABLE – how could they guarantee availability with 'no need to book'?!

Philip takes his health & fitness seriously and is open to the offer of ways in which to improve on it

### WHO IS HE?

Philip's focus has recently shifted away from his children as they become less dependent & flee the nest which gives him more time for himself and partner

He has always been sporty and fairly fit and he worries about getting old and ill health



### WHAT IS THE INSIGHT?

Philip wants a sport that he can enjoy without the stress of commitment and pressure to perform

He wants to build on his fitness and improve on his skills

Whilst he takes sport fairly seriously, he wants a relaxed experience

### WHAT IS THE CLUB PROPOSITION?

A well organised, relaxed, sociable place

### WHY BELIEVE IT?

xxx

Philip is scared about ill health so care must be taken to comfort and encourage him

---

WHAT IS THE DESIRED RESPONSE?

They take their sport fairly seriously – not just doing it for a laugh – but at the same time they are enjoying themselves and they are a sociable crowd.

My partner & I could meet other couples there

WHAT TONE OF VOICE?

Fairly formal but welcoming and empowering

# COMMUNICATION – LESSONS FROM THE EXECUTIONS

A number of useful pointers from example communication



If they claim you're over the hill, just race them to the bottom



✓ Relevant fitness message – 'still got it'

✗ Installs some fear - implies he is old & perhaps past it



Try some blue-sky thinking



✓ Suggests 'escape' - a trigger of sport

✗ Somewhat irrelevant to target – life is actually quite good right now



If you can just about manage a round of golf, but not necessarily a round with Ricky Hatton, it's time to work on your fitness. Join the gym at xxxxxxxxxxxx Health Club and one of our experienced team will tailor a programme to enhance both your fitness and your performance in your chosen sport.



✗ GOADING – message fails to motivate

## COMMUNICATION – LESSONS FROM THE EXECUTIONS

### Other points from copy / mock up proposition

"You already know that staying fit is important – and at Anytown Sports Village we want to help you to do just that..

While that well-deserved retirement may still seem a long way off, staying fit now is a good way to make sure you are able to enjoy it when it arrives".

- ✓ EMPATHETIC – conveys an understanding of the importance of health & fitness to Philip
- ✓ RELEVANT – retirement is and do want to enjoy it!

"Team sports are also catered for, with football and cricket sides competing in local leagues and always on the look out for new players, experienced or otherwise"

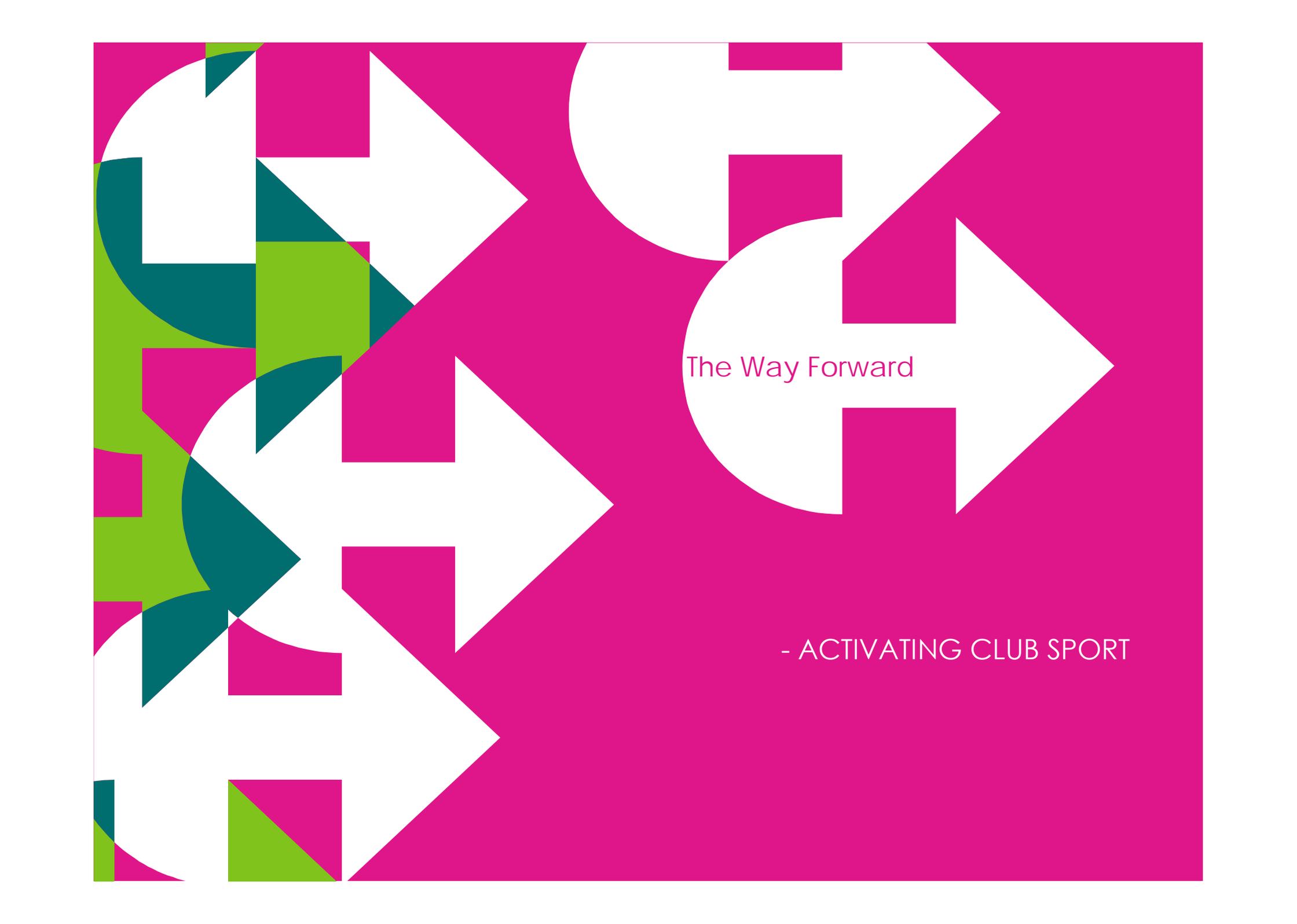
- ✓ COMPETITIVE option is attractive – chance to get back in it and redeem that youth!

"Early morning, adults-only swimming sessions means you can fit in as many lengths as you like on the way to the office...our executive club members are entitles to priority bookings with our personal fitness trainers between 12 & 2pm, giving you a chance to work out before going back to work"

- ✓ RELEVANT – CONVENIENT & FLEXIBLE - work is still a priority to Philip and is demanding of time so sport needs to fit around it

"If your idea of a mid-life crisis is trying to decide whether to play football for the office five-a-side team or go for a long Sunday run, then welcome to the club"

- ✗ IRRELEVANT & PRESUMPTUOUS

The image features a vibrant pink background. On the left side, there is a vertical strip containing overlapping geometric shapes in shades of teal, lime green, and white. The rest of the page is dominated by several large, white, stylized arrow shapes pointing to the right. The text 'The Way Forward' is centered within the largest of these arrows. Below this, the text '- ACTIVATING CLUB SPORT' is positioned in the lower right area of the page.

The Way Forward

- ACTIVATING CLUB SPORT

## ACTIVATING SPORT

The context suggests clubs need to accommodate today's lifestyles

Macro trends show consumers lack time and are shy of early commitment. Clubs can gain by allowing all segments to TRIAL, OBSERVE & EXPERIMENT. There is everything to gain by building such features into concepts.



## ACTIVATING SPORT

Concepts and messages need to really make a case for sport

Concepts and messages need to play to generic sports 'triggers' – which flex according to segment but are present across each. Club Sport is a lifestyle option that needs to make its case as much as any other.



Diversion  
Release  
Escape

Performance



(Organised)  
Sport

Exertion  
and  
fitness

Socialising  
Belonging



ACTIVATING SPORT

Clubs can be the 'agents'....but 'baggage' needs to be addressed

All segments need reassurance on club 'baggage' – something that ought to be good practice. Any club seeking new members needs to communicate its presence, its openness, its 'offer' and its level.

**1**  
Communicating per se and:  
**benefits** and  
**reasons to believe**



**2**  
Being listed and visible – relying less on word of mouth



**3**  
Tackling club baggage: we do want you...come and join us



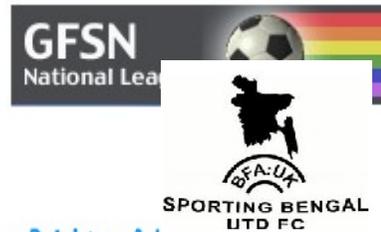
**4**  
Competing against other lifestyle choices – not just other clubs



ACTIVATING SPORT

Worth also thinking about activating sport aside the cub system

Looser formats based on interest group or workplace - away from bricks and mortar - are likely to reap benefits.



Tuesday Work League Division 2

Pos	Team	Pk	W	D	L	GF	GA	PTS	Diff
1st	Sparking Areas	10	10	1	4	60	45	31	+15
2nd	ASA	12	8	0	4	77	58	24	+19
3rd	Adur Athletics	12	8	0	4	51	47	24	+4
4th	Brighton Running	12	4	0	8	26	31	12	-5
5th	ICSW (non)	17	5	0	12	64	72	15	-8
6th	U18								



Branded 'plug in' leagues

Identity sport

Work sports

Semi-official...  
...to outright cult sport

## ACTIVATING SPORT

Meanwhile, gyms are a helpful lesson...and a revealing contrast

Worth learning from gyms – the other organised 'sport'!

Winning over traditionally activity-averse audiences

Dialling up a benefits – diversion and exertion

Accommodating time and family pressures, childcare

Communicating and engaging with the target

Despite delivering little, bar

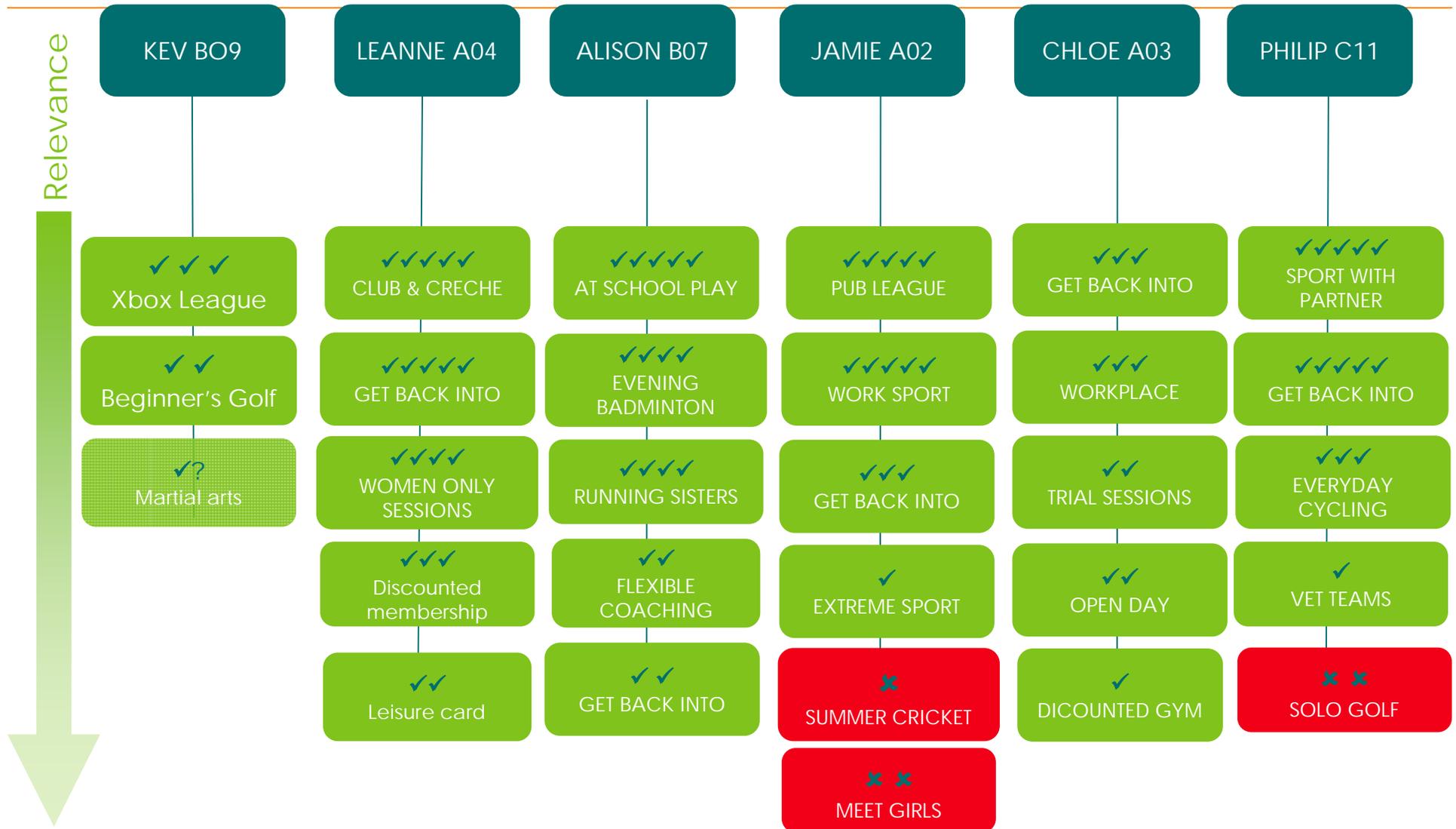


Exertion and fitness

They feel ripe for a challenge.

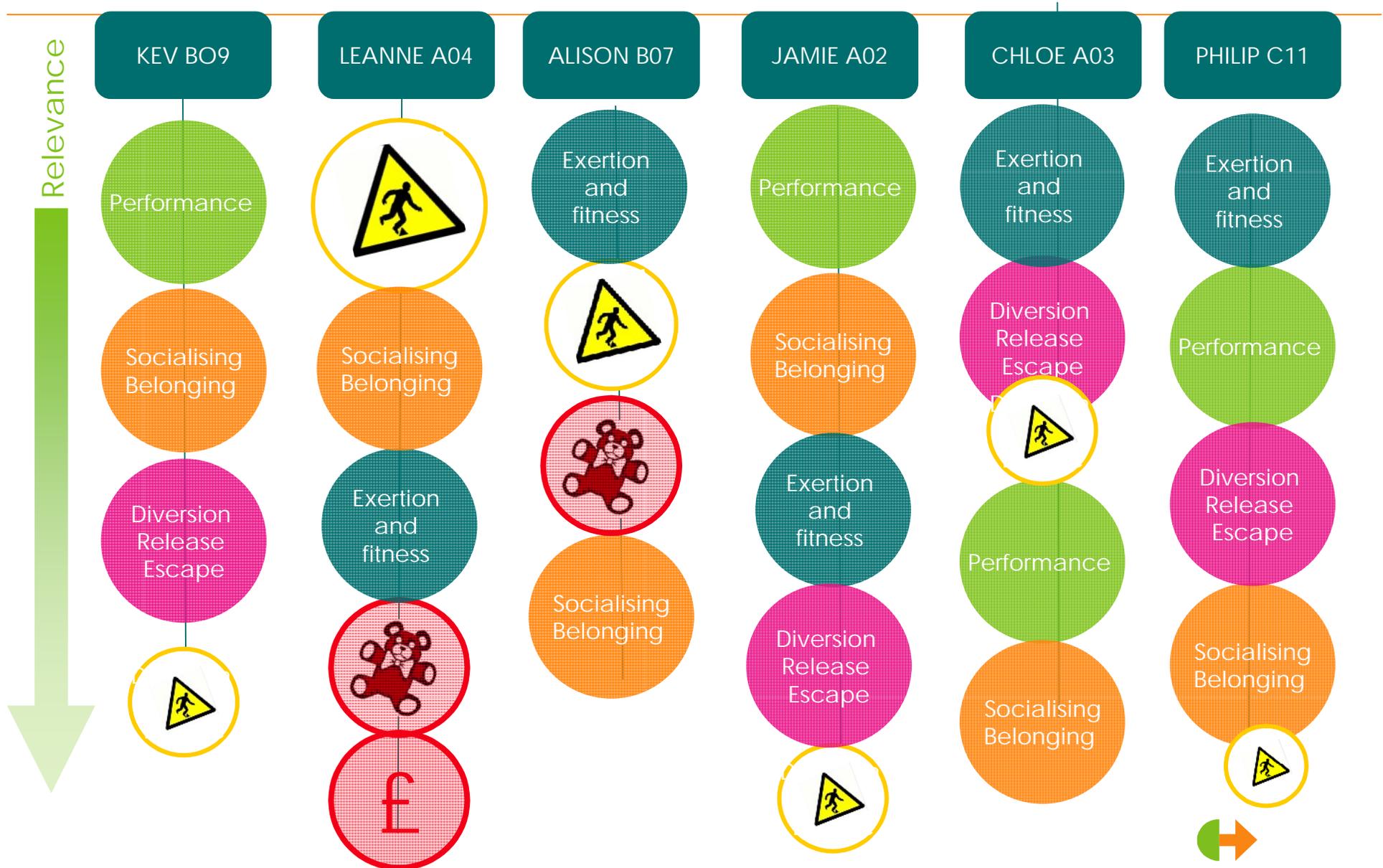
ACTIVATION CONCEPTS

Several of the concepts show potential to activate club sport



ACTIVATION CONCEPTS

Further concepts going forward should play to segment needs



## COMMUNICATING THE CLUB OFFER

Communication in general needs to avoid bad habits

All communication could benefit from observing a few 'rules of thumb' across our segments

Strive for **CLARITY** and **SINGLE MINDEDNESS** in communication: less is more!

Avoid **GOADING** or **PREACHING**  
e.g. "Think you can cut it?"; "It's time you shaped up!"

Be **CREDIBLE**:  
hyperbole is fine - but overpromise  
e.g. Don't turn 'sociable' into Lonely Hearts

Seek to **CHALLENGE THE BAGGAGE** around club sport



## COMMUNICATING THE CLUB OFFER

Lastly, the club is a different comms proposition for each segment.

KEV BO9

### WHAT IS THE CLUB PROPOSITION?

A place where we win, let off aggression – and laugh.

### WHY BELIEVE IT?

Competitive and serious play - not 'just for fun'

Friendly and communal- but not in each other's pockets.  
Open to new joiners.

LEANNE A04

### WHAT IS THE CLUB PROPOSITION?

A friendly, fun social outlet that's fighting baby weight.

### WHY BELIEVE IT?

Mums like you – not athletes. Never judge you – in it for the fun of it.

Child friendly / flexible and not expensive.





HenleyCentreHeadlightVision



## Increasing Participation in Sport Research Debrief

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