



runningsports

Sport England supporting clubs and volunteers

promoting and marketing your club



what is runningsports?

The runningsports programme has been created, and is funded, by Sport England for the benefit of volunteers working in sport.

The runningsports programme provides products and services in a variety of formats to support the work undertaken by volunteers and sports development officers. From Role Outlines, Top Tips and Quick Guides through to workbooks, workshops, e-learning and qualifications, the range of resources supports three key themes of club and volunteer development:

- governance and administration
- finance and funding
- volunteers and volunteer management.

For further information about runningsports, visit

www.runningsports.org

or call 0800-363 373.



Throughout this Quick Guide, reference is made to 'clubs'. This term is used to include all sports organisations, such as leagues, county and area associations and other community groups that provide opportunities, whether in an organised setting, or a more informal environment.

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what is marketing?

Marketing is matching what your club offers, or could offer, with what your target market (eg potential players or volunteers) requires.

Marketing, therefore, covers an extremely broad field, including:

- researching what your target market requires or needs
- developing a product or service that meets those requirements or needs
- communicating the benefits of the product or service to the target audience
- ensuring a process is in place to actually deliver the product or service.

The range of activities covered by marketing is traditionally called the **marketing mix** or sometimes referred to as **the four Ps**:

- **Product** – the product or service provided.
- **Price** – the cost of the product and how it is paid for.

- **Place** – where and how the product or service is delivered.

- **Promotion** – how you communicate about the product or service available to those who may want it.

The promotion part of the mix is usually the one that generates most focus and interest for those involved in marketing. It is important to keep in mind, though, that if your product or service (the element you are offering to your target market) has not been designed and developed to match a specific and known requirement or need, then no amount of promotion will help. Likewise, if you do not fully understand the interests, motivations and characteristics of those you are promoting to (or, if you prefer, communicating with), your promotion is likely to suffer or be completely ineffective.

The subject of marketing is a broad one, and the topics of understanding a market and developing a product can be complex, so this guide will focus on the promotional communications aspects of marketing your club.

what is promotion?

Promotion is all about communication – communicating your club's information to the target market in a way the market, or segment of the market, will find attractive. This means you need to communicate the benefits of your offer (to be gained through participating or volunteering at your club, or at a specific event etc) in a way that matches the needs, interests and requirements of that target market.

Within marketing, promotion fulfils two key roles, it:

- ensures those in your audience who already have an interest in your sport are aware of what your club is offering (or the specific aspect of it you wish to promote – eg an event, the opportunity to volunteer)
- entices a bigger audience to take an interest in your offering, by telling them about benefits they might not have realised were available.

why promote?

The answer to this question will vary, depending on whether you want to simply raise awareness or want a specific response. You could promote with a view to generating responses such as:

- volunteers offering their time and skills to the club
- more supporters attending club fixtures and expanding the social aspect of the club
- people spending more time socialising through your club's events
- more people joining to learn the sport
- competent players joining to compete for your club
- financial donations from:
 - individuals with an affiliation or connection with the club

- sponsorship from local companies or perhaps a company that a club member is employed by
- grants from funding bodies.

In general, your promotion will be much more effective if you decide on just one aim for the promotion and, therefore, just one message. Most of the people you are trying to communicate with will be dealing with, or be the target for, many different messages every day.

Make sure your message is simple, easy to understand and attractive to your target market.

A flyer or poster trying to do too many different things, ranging from requesting money to attracting players, will end up with the main message being crowded out by all the others, and people will not know what it is trying to say.

action plan

The action plan for your club should:

- identify key aims for your club that you can address through promotion
- establish a budget for promotional activity and give someone in the club responsibility for promotion. It is an important role, so it is worth spending time trying to find someone with the necessary skills
- decide on a standard look for your promotional material. You should stick with the same fonts, logo and general appearance on flyers, leaflets and adverts. It is worth spending time getting it right
- develop your primary (or value) proposition for each of your campaigns. The primary proposition is the main proposal that is made in the promotion or marketing communications materials. This will be the

benefit the target market can expect to gain from the product, brand or service featured. Your proposition will be the basis for the headline and any text in any adverts you produce. An example of a proposition you might choose to promote your club could be 'by participating in sport at our club, you will get fit and be healthier, while having fun'.

- If you do not already have someone, find an individual with the technical skills to run your club website (a great potential role for a volunteer). This person will need to work closely with the person responsible for your promotions.
- Keep a log of all promotional items; for example, a scrapbook of press cuttings or records of the results of promotions you run. This information will prove very useful when designing future promotions and will assist with finding a sponsor.

who do I promote to?

Identify your audience. Having clearly established why you are promoting your club, the next stage is to form a clear idea of who you are promoting to.

players

If you are an adult club recruiting new participants, you could promote your club to those potential participants who live in your nearby community. You will need to take different approaches to attract: beginners; those who have not participated for a while, perhaps since school; experienced

sportspeople; and people who are interested in various levels of competition. If you are trying to recruit into youth teams, you may find it more effective to target the young people's parents and the young people themselves separately. To promote effectively, you will need to clearly identify the group that each specific campaign is targeted at, and tailor it to that group.

volunteers

If you need volunteers with specific skills, a little time spent thinking about how you can find people with those skills may save money, when compared to targeting too general an

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audience. It will also save time later when you do not have to filter out inappropriate responses. A well-targeted promotion will often be more economical and efficient than a wider-ranging one. For example, if your club has many willing Level 1 coaches, but needs a Level 2 coach, a targeted mailing to recently qualified coaches at this level may prove more successful than an advert in a newspaper.

Check out the series of Role Outlines on the running**sports** website at [www.running**sports**.org](http://www.runningsports.org)

sponsorship

If you are seeking sponsorship from a particular local company, going via a contact within that company, perhaps someone known to a member of your club, might give the approach more weight. If you don't have a contact, then it is worth spending time finding out who the appropriate person is and his or her correct contact details. By writing to him or her by name, your letter or email stands much less chance of being left in a forgotten pile by someone who is unsure of who to pass it to. Company receptionists are often able to give

information about who is the best person to contact for a specific enquiry.

research your audience

In some instances, you may want to conduct a little market research to find out which specific audience will be the most appropriate target for your promotional aim.

You should build up a 'portrait' of your prospective audience, where you define them by whichever categories are appropriate. You will almost certainly want to have a clear age, and perhaps gender, in mind, and may want to consider factors such as income, marital status, education and any sporting skills, passions or qualifications. By having a clear prospect portrait for each of your promotional campaigns and tailoring the material to this audience, your promotion will be much more effective.

A firm idea of who you are promoting to will be very important as we move on to selecting the promotional strategies and techniques you use.

what should my promotions say?

A general rule to follow when producing promotional material is to always talk in terms of benefits, rather than just features.

If you were requesting sponsorship for team kit from a company, you would talk about the high visibility their brand would have (the benefit), rather than it being an opportunity for their name to appear on your shirts (the feature). Similarly, if you wanted new players, you would talk about their enjoyment of the sport

and the new skills to be learnt (the benefits), rather than just the fixture schedules, training times and facilities (the features).

The following table shows some further examples of features and their associated benefits. If there is proof to validate and back up the benefit you are leading your promotion with, this should be included in any promotional materials. Your benefits and proof should form a stimulus, encouraging your target market to think of your club in the positive way you want them to, and then to respond to your promotion.

Feature	Benefit	Proof
Club open day	Quick and effective way to try before you commit, and find out if you like the sport.	Past success (ie testimonial from a member who joined the club in this way).
Accredited and vetted coaches	Young people will learn valuable skills in a safe, secure sports environment.	Coaches' qualifications.

To test whether you are really talking in benefits, you can use the 'so what?' test.

Read the promotional material you have written back to yourself and ask the question 'so what does the reader stand to gain from this?' If you are talking in terms of benefits, there should be no further explanation needed; the best promotional material is fully focused on what is in it for the reader.

how do I reach my audience?

Along with the many different reasons to promote, there are also many different ways to promote your club. For example, a selectively targeted mailing with a formal letter may be best if you are trying to secure sponsorship, but would not encourage young people to participate. For that, you would be better putting up posters in schools, or posting an advert on a social network site.

You may want to conduct some small-scale test campaigns to see which gives the best response. If you keep track of the responses to your promotions, you will be able to compare them with future promotions to see which are the most successful.

To build your club brand, stick to a recognisable style across all your promotions. Use the same font and logo, if you have one.

Some of the different methods you might use to promote your club are outlined on the following pages. Each one is more or less

suited to different promotional aims and target audiences. In each case, the design and content of your promotional material is clearly important, as is its placement. You need to consider, carefully, how you can maximise the return on your promotion by looking at where you place it and, thus, who will see it.

flyers

You may want to produce a promotional flyer, either to distribute by hand at strategic locations, at an event, or to send by mail along with a letter. Whatever you choose, the important point here is that the flyer must be dynamic, relevant and brief. Keep in mind how the readers are going to deal with their flyer. It may have come through the post unsolicited, or they may have picked it up with a little curiosity, but limited real interest. Either way, in most cases, your flyer will only be given the briefest of glances. This is why it is important to realise that flyers are not brochures. Brochures are 'slower' and more detailed documents that are provided to people who have expressed an interest in what you

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already have to offer. Flyers are about attracting the attention and interest of the 'cold' recipient for the first time.

- Employ an engaging and striking headline. Do not confuse the reader with excessive and competing information: keep it simple and only use relevant pictures. Try to achieve what is referred to as 'picture/word lock', where the words and pictures work together to convey the proposition more effectively than if the words appeared without the pictures, or vice versa.
- When using pictures make sure they are high quality both in terms of conveying the image of your club (don't use photographs of middle-aged males if you are trying to attract more women and girls) and check out the quality of the resolution (a photograph on a screen may not look as good when it is printed). The **runningsports** website has a library of images for you to use free of charge at www.runningsports.org

- Aim to either instigate an immediate response (eg calling a number) or, at the very least, for the flyer to be kept rather than thrown away.

- Create a striking headline.
- Use images to attract your audience.
- Describe the benefits.
- Include contact details for more information.

You could start by looking at flyers you have received in the mail or picked up elsewhere. Why not select a couple that you found particularly effective or simply liked the design of and use some of their techniques in your flyer? Likewise, select a couple that you didn't find effective and bear this in mind when writing your own.

Pros	Cons
If it's a general promotional leaflet, it can have quite a long shelf life.	If it's promoting a specific event then it may have a short shelf life.
It can be put straight into people's hands so you know they have received the information.	It may just be thrown away.

posters

Appropriately positioned posters can be an effective and low-cost means of communicating messages.

Consider where your poster will appear. A busy club or library notice board may require a completely different approach to a poster in a window or on an outside wall. In the former, there is no guarantee that your poster will be seen, as other posters overlap and cover up elements of your message, to say nothing of the competition you will have for the reader's attention. However, in the latter location,

people may take the time to read the poster if the headline is attractive, so you might be able to use more words on this type of poster to communicate your message.

Enhance your poster with relevant pictures of the types of people you are trying to attract.

At the bottom of the poster, after you have explained all the benefits, include a clear 'call to action'. A call to action is a simple instruction to your target audience, telling them

what to do next. The call to action could be to buy a product, join, indicate interest, call a number, post a form etc.

Posters can be a cost-effective way of getting your message across.

press releases and local radio

Press releases and press information can be hard work to produce. However, they can be a great way to promote your message for a minimal cost.

Many local newspapers and radio stations are happy to receive press releases, especially if they have something genuinely interesting to report.

You are more likely to get coverage if you bear the following in mind:

- Find out what the deadline, word count and format are.
- Keep the press release to one side of A4 and give facts, not comment.
- Avoid making it read like an advertisement.
- Many local newspapers and radio shows will have an idea of themes they are covering in the future – asking for a schedule of such themes may help you to submit an appropriate press release at a time when it will be of interest to the publication/show.
- If sending the press release as an email, make sure you put the subject of the piece in the subject line, not just 'press release'. Attach the release as a Word document, but very briefly explain what it is in the main email.

- Include the headline, subject, organisation, location, benefits, applications, details and source.
- The subject of the press release should appear within the first paragraph of the press release.
- The opening paragraph is the most important and should summarise the whole story – it may be that all the publication or radio station uses is that one line or paragraph, so make sure all vital information is included.
- The headline should relate to the subject, but doesn't need to convey full details, just enough to attract interest (eg 'Local sports club receives tax breaks worth £1000').
- Add a quotation to the press release only if the person quoted has authority and his or her comments add value to the story.
- End the piece with the name and contact details of the writer. Make sure there will be someone available with the authority to answer any queries about the press release between submitting it and when the paper goes to print or the radio programme is broadcast.

adverts in local newspapers

Adverts in the local press allow you to reach a relatively wide audience and give you full control of your message; however, there could be a cost implication.

Choose the newspaper that you will place your advert in, based on the newspapers that your target market reads. It is, after all, these people that you are trying to influence.

Advertise more than once in order to create a real impact. People often overlook the advert the first time they see it, so you may need to advertise several times for the promotion to be successful. If you do a series of adverts, each advert must make the same offer – repetition is vital if you want your promotion to be successful, as it will make it much more memorable. Similarly, if you maintain a consistent look to your adverts (the same font and logo should always be used), recognition and response will increase.

- Ensure the text supports the headline.
- Be direct and persuasive; this is no time to be modest.
- Use pictures only if they add value to the overall impact.
- Tell people what it is that you want them to do next (eg enquire for more information, come to a training session, contact the club secretary).

direct mail

Direct mail can be an effective tool if used properly; however, it is often misused. It should be used only when you want to get a response or want the recipient to take some action, not for raising general awareness. The average success rate, in terms of response to direct mail, is less than 2%. That means, for every 100 people that you mail to, you might only achieve a success rate of two responses – and that is if you are doing it very well!

Here are a few pointers, which can help you to increase the number of people responding:

- Be very clear about whom you are mailing to. Begin by ensuring that the person you address your direct mail to is named and

is the individual to whom your promotion is most relevant. Much direct mail becomes junk mail because it has been sent to the wrong person. If writing to companies, telephone beforehand and ensure you have the contact details of the most appropriate recipient.

- Avoid information overload. With direct mail, you have to be very specific about your promotional offer. Most people you mail to will have, at best, only a few moments to consider it. If you have given them so much information that they cannot get a clear picture of your proposition, then the chances are they will not consider any of them and throw it away.
- Keep in mind that this is not a formal letter. Many people make the mistake of writing a formal letter for their direct mail. The letter's role is that of the salesperson: it is there to make punchy points as fast as possible and to excite and involve readers so they feel impelled to respond.
- Imagine your reader as a specific individual and address him or her personally – this is not a general letter, nor must appear as such. Use a personal tone and lots of 'you' and 'your', rather than 'our' and 'us'. Remember, this is about them!
- Include all the benefits that support your offer – this is not the time to be modest; really push your proposition.
- Involve and engage the reader – use anecdotes and stories, rather than drab and informative text.
- Use a headline that has a benefit-based proposition in it (the main thing that is in it for them) that will catch their eye and their interest (eg 'Receive one month's free membership').

- Include a PS – although it may seem like a gimmick, research shows this is the first thing that gets read, so put the whole proposition in the PS again, but still encourage them to read the rest of the letter.
- Highlight the key points using bold, italics and underlining to make them stand out when the reader scans the letter.
- Develop a strong, clear call to action, telling them what you want them to do next. Direct mail is an expensive means of promotion if you are simply giving general information (and is completely ineffective in raising awareness). Direct mail is about direct response.
- Check to see if it convinces you – if you do not believe in it, then do not expect your audience to either. If it does not excite you, then it will not excite them.
- Check all the mechanics to ensure they work; make sure the website you have directed them to is working, the number you have asked them to phone works and the people who will answer the phone know what to say. Many campaigns run by big businesses have fallen flat due to the people taking calls knowing nothing about the campaign. Make sure the return address is correct and that it will get to the right person.

Direct mail gets your message in front of the right people.

events

In some instances, putting on an event may be the best means of promoting your club.

Having an event to advertise can also strengthen your other promotional material by giving you something very specific to promote and a clear response to ask of your target audience – to come to the event.

If you have past experience of organising events, you will already be aware of the large amount of work that goes on behind the scenes. If you decide to put on an event, plan it well!

To help an event run smoothly:

- consider what the aims and objectives of the event are
- decide what, when, where, who and how
- set up an event committee
- appoint an event coordinator
- set a budget and establish the financial viability of your event
- identify the functional areas and nominate coordinators for each one
- create an event overview and plan out the course of action
- have regular updates and progress reports
- constantly review your objectives, event plan and overview to ensure you are on track
- regularly and repeatedly promote the event to ensure people come along
- provide event briefings
- expect the unexpected
- be prepared to deal with issues that come up on the day

- plan for the post-event clear-up
- evaluate and review the event planning for next time.

Events can generate interest in the club locally, and it may be easier to get free press coverage for something tangible.

For more detailed information regarding events, check out the **runningsports** Quick Guides and Top Tips on the **runningsports** website at www.runningsports.org

website

Your club may already have a presence on the web that you can use as a means of promotion. Alternatively, you may be looking to start a site from scratch. Whichever applies to you, here are some tips to consider when you use a website to promote your club:

- Set your objectives – what do you want your site to do? Keep these objectives in mind all the time when putting your site together.
- Look at other websites and list what works and what doesn't. Some are designed extremely well, are attractive and easy to use. Others are cluttered and difficult to navigate. Draw up a list of the most effective elements and the things you like, and apply them to your website.
- Make your site interesting to the casual browser. Ask yourself 'what would attract attention and pull a visitor in, to encourage them to find out more about my club?'
- What will a typical visitor want to know about your club? Remember, the information should sell the benefits of joining, supporting or volunteering for your club or, for example, of offering financial support. People use websites when they want to seek out specific information, so all the key information must be clearly displayed and easy to find (eg 'contact us', membership information).
- Your website will be written in a different style to posters, flyers or other promotional material, as visitors to your site have chosen to come there. So, whereas other promotional materials will often focus on one promotional proposition, it is important the website contains all propositions and information. This is not to say a website should make all the propositions at the same time and in the same place – it is essential the site is well structured and easy to navigate, so visitors can quickly find the specific information they want.
- Structure your site sensibly and make it easy to work through.
- Keep it text-light. It is tempting to try to write down everything there is to say about the club. However, remember visitors to your site will be reading on-screen, so give the information in a brief and easy-to-read, simple format.
- Watch out for irrelevant and time-consuming pictures and graphics (eg animated logos and video). This may not apply to your site, but putting in complicated features can slow the load time considerably. Remember that, while more and more visitors to your site will have broadband, many may not and a site that takes a long time to load can prove very frustrating, especially if the slow speed is due to something irrelevant or purely decorative.
- Use frequently asked questions (FAQs) and provide interaction if you can; for

example, allowing visitors to submit their own new questions. FAQs should provide answers to common questions people may ask about the club, such as:

- Who is the club suitable for?
- What level of knowledge or skills do I need to become a member?
- Where are the matches/practices held?
- What time do matches/practices start and finish?
- Is there a joining fee and, if so, how much is it?
- Is parking available?
- Is any specific equipment necessary?
- Who do I contact to volunteer at the club?

- If you can, make your site interactive in any way, such as providing a registration form for people to complete. This can help to draw people in to your site and make them feel more involved.

- If people have read the information on your site and are interested in, for example, attending a practice session, what do they do now? Should they send a cheque, call a telephone number, complete the online registration form or turn up at a specific session? Ensure this information is displayed prominently on the relevant pages. Having lots of visitors to your site is great, but unless you can convert them into players, supporters, volunteers, donors or sponsors, you are not achieving your aim.

- Make sure your 'back office' works. If you have told people to call a telephone number, make sure there will be someone to answer it and provide information during the hours you specify. If you have an online registration form to request further information, make sure that if people do complete the form, they will receive the information you have promised.

- Promote your website address on your own written material. Don't forget that one of the most effective ways to promote your website is by using all the written material you produce. So include the website's address on all flyers, posters, adverts etc.

- Promote your website by placing links on other websites. You can exchange links with other appropriate sites and organisations to increase the number of visitors to your site. If there are any local area information websites or ones relating specifically to your club's sport, these may be good places to see if you can have a link added. For example, talk to your local volunteer centre if you wish to advertise a volunteering opportunity on www.do-it.org (the national site for volunteer recruitment) or your local county sports partnership or national governing body.

- Update and maintain your website regularly. There is nothing worse than seeing out-of-date information on a website. Ensure you keep all the information up to date and remove anything out of date as soon as it is obsolete.

Remember that the number of people visiting your site are the equivalent of shoppers looking in the window.

social media

what is it?

Social media is a general term for the use of websites and web-based technologies that allow the creation and exchange of user-generated content.

These websites can broadly be split into three groups as shown in the diagram below:



Social news sites provide users with the opportunity to submit, discuss and vote on news stories. For example, StumbleUpon describes itself as a recommendation engine. It allows you to find and share websites filtered according to your interests, your friends' interests and the interests of 'people like you'. Using the ratings users give websites, StumbleUpon claims to present users with websites already rated for quality according to your profile/interests. Another example is Digg – a website that allows its community to submit and rate web content and comment, share or 'hide' it. This ranks web content by popularity and recency, as well as topic.

User-generated content sites exist to allow web users to publish their own content (the most successful examples being YouTube or blogging sites like Blogger). YouTube was founded in 2005 and reported in 2010 that 24 hours of new videos are uploaded to the site every minute.

Social networks provide a forum for individuals and groups to socialise on the Internet. The fastest-growing network is probably Facebook, started in 2006; it had 500 million active users worldwide by 2010. Approximately 23 million of those were in the UK. Of those, approximately 15 million are adults and an estimated 1.3 million are sport lovers.

The key to all these technologies is interactivity and the development of a two-way dialogue between the marketers and the recipients of the marketing message. Users can vote/comment/discuss/rate/add to the content provided by the organisation.

why use it for my club?

It creates an interactive online presence for your club. If your club already has a website, its importance in terms of search engine rankings can only be improved by organically occurring links to your site appearing on social media sites.

It allows you to keep everyone involved in your club informed. For instance, you will be able to report the latest news, events, matches, league rankings, fund-raising activities and appeals as quickly as you can post the information, and get immediate feedback from users about what you're doing.

It's a free marketing tool for your club. Apart from engaging with people already involved in your club, social media allows information you publish to be found easily by potential volunteers and participants. The viral nature of social media means awareness is raised naturally, by recommendation or referral.

how do I get started?

Don't just create a group/page on Facebook, a video on YouTube or pictures on Flickr and expect the community to come flocking to you. The key is to start by engaging with your existing volunteers and participants and supporters of your club through the online environment(s) they already use. Lots of online communities are already thriving, and joining these communities as a club or club representative requires a small amount of effort and could reap rewards for your club. Survey your members to determine where the majority of their online activity takes place. Your first priority should be to join the same networks as your existing members with a view to engaging like-minded people who are not yet involved with your club.

To reach out to new members/communities, first and foremost learn what you can about the online community you want to engage with. Observe how other, similar organisations are using the tools of social media and how the online community you want to engage interacts. For instance, join a network you're interested in that might also be relevant to people interested in your club. Observe how they interact and what excites and enlivens the community, so you can tailor your interaction accordingly.

easy first steps

- Make sure press and media interest in your club extends beyond traditional print media by publishing your press releases to online news forums as well as sending them to newspapers and magazines.
- Set your club up on Facebook and use the page to interact with your existing members, volunteers, officials and supporters. (Detailed instructions on how to set up a Facebook page or group for your club are available as a set of Top Tips from www.runningsports.org)
- Point people towards your online social presence through your existing communications (eg include 'follow us on Twitter' or 'find us on Facebook' icons/links in your e-newsletters).
- Set up a Twitter account, follow people and organisations your club is interested in and tweet (post) your club's activities/events/pictures. Your followers should grow organically if you encourage your existing supporters to follow the club.

glossary of social media terms

Blog: Derived from 'web log', blogs are usually posted by individuals and made up of commentaries, videos, podcasts or graphic content. They have many purposes, ranging from personal online diaries to posts on behalf of a company or organisation linking to other useful web content.

Podcast: A series of audio or video files available on the Internet for users to watch or listen to.

Viral: The passing on of Internet content from websites/users to other sites or users – such content may take the form of video clips, interactive Flash games, brandable software or images.

maintaining momentum

One thing to remember in all your promotion is that you should not expect a massive response to any one promotional campaign. Even professionally developed promotion only draws a response of a few per cent, so do not be disheartened if you cannot see immediate results. It may take time to learn which promotions are most effective for your club.

Keep on putting out your promotional material and awareness of your club will increase – you

should start to see your promotional aims beginning to be fulfilled.

You will find that ongoing promotion is much more effective than a one-off campaign. The first time readers see an advert in a local paper or glance at a poster in a window, they may not take much notice. But if you keep on promoting your club and making your brand visible, then you will gain increased recognition.

measuring effectiveness and planning for the future

If you are going to carry out ongoing promotion for your club, it will be worth finding out which of your promotions work best. This will enable you to make future promotions more effective.

Professional marketers often use what are called 'campaign codes' to track and measure individual adverts and mailings (eg asking someone to quote a code or number in their reply), but the easiest way to measure the effectiveness of your different promotions will be simply to ask each new participant or volunteer how they found out about the club.

Financial backing will usually be clearly traceable to specific letters or events, so finding out that information will be easy.

With information about what is and what is not working, you can tailor future promotions and hopefully make them even more effective. You may find certain poster sites especially effective, for example, or people from a particular area more likely to volunteer. Perhaps one style of letter is much more effective at securing sponsorship than another, or a particular time of year may generate more responses (particularly likely if your sport is a seasonal one, or if you are recruiting for young people, in which case the school calendar becomes relevant).

If you see your promotion as an ongoing activity, constantly recording its effectiveness, learning from it and adjusting your tactics accordingly, you will find it encouraging to see your promotions become more efficient and effective year on year.

useful contacts

Sport and Recreation Alliance

Burwood House
14–16 Caxton Street
London SW1H 0QT
Tel: 020-7976 3900
Website: www.sportandrecreation.org.uk

Child Protection in Sport Unit

NSPCC National Training Centre
3 Gilmour Close
Beaumont Leys
Leicester LE4 1EZ
Tel: 0116-234 7278
Website: www.thecpsu.org.uk

county sports partnerships

For a complete list of county sports partnerships, check out the Sport England website at www.sportengland.org and search for 'county sports partnerships'.

English Federation of Disability Sport

SportPark
3 Oakwood Drive
Loughborough
Leicestershire
LE11 3QF
Tel: 01509-227 750
Website: www.efds.co.uk

National Association for Voluntary and Community Action (NAVCA)

The Tower
2 Furnival Square
Sheffield S1 4QL
Tel: 0114-278 6636
Website: www.navca.org.uk

National Council for Voluntary Youth Services

3rd Floor
Lancaster House
33 Islington High Street
London N1 9LH
Tel: 020-7278 1041
Website: www.ncvys.org.uk

national governing bodies of sport

For a complete list of national governing bodies, check out the Sport England website at www.sportengland.org and search for 'national governing bodies'.

SkillsActive

Castlewood House
77–91 New Oxford Street
London WC1A 1DG
Tel: 020-7632 2000
Website: www.skillsactive.com

Sport England

3rd Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 020-7273 1551
Website: www.sportengland.org

Sport Northern Ireland

House of Sport
2a Upper Malone Road
Belfast BT9 5LA
Tel: 028-9038 1222
Website: www.sportni.net

Sporting Equals

1301 Stratford Road
Hall Green
Birmingham B28 9HH
Tel: 0121-777 1375
Website: www.sportingequals.com

sports coach UK

Chelsea Close
Off Amberley Road
Armley
Leeds LS12 4HP
Tel: 0113-274 4802
Website: www.sportscoachuk.org

sportscotland

Doges
Templeton on the Green
62 Templeton Street
Glasgow G40 1DA
Tel: 0141-534 6500
Website: www.sportscotland.org.uk

Sport Wales

Sophia Gardens
Cardiff CF11 9SW
Tel: 0845-045 0904
Website: www.sportwales.org.uk

Sports Leaders UK

23-25 Linford Forum
Rockingham Drive
Linford Wood
Milton Keynes MK14 6LY
Tel: 01908-689 180
Website: www.sportsleaders.org

Volunteering England

Regents Wharf
8 All Saints Street
London N1 9RL
Tel: 0845-305 6979
Website: www.volunteering.org.uk

Women's Sport and Fitness Foundation

3rd Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 020-7273 1740
Website: www.wsff.org.uk

Youth Sport Trust

SportPark
3 Oakwood Drive
Loughborough
Leicestershire LE11 3QF
Tel: 01509-226 600
Website: www.youthsporttrust.org

more help from runningsports

This Quick Guide is one of a series that has been created to provide information about some of the key sports volunteer roles, and information and solutions on topics that have an impact on sports volunteers.

Log on to the **runningsports** website to find everything you need to help you with:

- **governance and administration**
- **finance and funding**
- **volunteers and volunteer management.**

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To become a Network Member, log on to the **runningsports** website and click on the 'Register as a Network Member' icon on the front page.

For further information on this or other titles in this series, contact **runningsports**:

- **telephone: 0800-363 373**
- **email: info@runningsports.org**
- **website: www.runningsports.org**



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