Increasing Participation in Sport
Research Debrief

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Presentation Outline

- 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
BACKGROUND AND OBJECTIVES

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

- Serving the wider objective of increasing participation in sport
- Helping to inform Sport England’s 2008-2011 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

‘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

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

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

1. ‘CONFESSIONAL’ SCRAPBOOKS
   Attitudes to life, diary space, sporting history, views of sport and organised sport

2. JOIN A / CLUB TASK
   ‘Forcing’ respondents to try to join a club and note messages, triggers and barriers

3. DEPTH INTERVIEWS
   Exploring key insights from the scrapbook and Sport England messages and concepts

Unlocking insight beyond just a ‘snapshot’
Scrapbooks were ‘confessional’ and closely charted attitudes to life, free time, club membership, sport and **organised** sport.

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Lapsed and Non Organised targets were also given the task to ‘join a club’ and feedback 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.

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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
Unsurprisingly, lives are busy and diaries are well-packed.

How they are actually ‘packed’ is entirely subjective.

- Home
- Work
- Social life
- Kids
- Education
- Family
- Love life
- Hobbies

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

MACRO ISSUES

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
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’

MACRO ISSUES

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

Comparison sites

‘Play before you buy’

Virtual tours and user generated info
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

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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.
Meanwhile, barriers to sport are more subjective and circumstantial. These are more arbitrary and less easy to fit to segments.

**SPORT IN CONTEXT**

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 want new members...

...but they are also inherently ‘exclusive’ - especially when teams are strong and established

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’.
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.
- “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

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 shows

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

Have a look, have a taste - bring a friend

We do want new members

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.

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

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
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.

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.

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’.
Concepts in general

- Concepts that reach across segments
Concepts / features which allow flexibility always resonate.

There are numerous ways that this can be delivered in concepts.

- 'Flexible Access'
- 'Scope to Taste & Experiment'
- 'Moderated Commitment'

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

- **'FLEXIBLE ACCESS'**
- **'MODERATED COMMITMENT'**
- **'SCOPE TO TASTE & EXPERIMENT'**
- **'TASTER SESSIONS'**
- **NO BOOKING FOR A WHOLE TERM**
- **LIGHT ON DRESS / EQUIPT.**
- **AFTER WORK**
- **PLAY WHEN YOU CAN**
- **BIG TEAM SO W/E'S STILL FREE**
- **PRE-P(L)AY vs CONTRACT**
- **DAYTIME OR EVENING PLAY**

These can be worked in almost any offer

VOUCHER / DISCOUNT

FREE 3 MONTH TRIAL

TRIAL SESSIONS

OPEN DAYS A LA FRESHERS

+DISCOUNTED TRIAL

These can be worked in almost any offer

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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

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...

Otherwise put, many are only spoken to when they’re already ‘at the door’...

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

“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
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!
- **Avoid Goading or Preaching** e.g. “Think you can cut it?”; “It’s time you shaped up!”
- **Be Credible**: hyperbole is OK—but overpromise e.g. turning ‘sociable’ into Lonely Hearts
- **Seek to Challenge the Baggage** around club sport

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

- LACKS CLARITY and SINGLE MINDENESS... and little BENEFIT
- GOADING or PREACHING
- NOT CREDIBLE
- NOT CHALLENGING CLUB ‘BAGGAGE’

Get in the swing

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.

A night on the tiles

Got enough puff to actually play?

Make a pass at the boss

Life's a treadmill for a busy mum
Meanwhile, gyms offer useful lessons for clubs and organised sport. While a competitor, gyms are a useful source for messages and concepts. A contrast can show sport’s benefits in sharp relief!

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

Performance: a means to show you ‘still have it’

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

Exertion and fitness

Diversion Release Escape

A very ‘masculine’ and forceful take on sport: a club natural!
Allowing Kev to still believe that on the pitch, he’s still Jamie

Am I going to be good at it or will I look like a fool as a beginner?

Are players going to take it seriously - whatever level they play it at?

Are there going to be some good laughs and a decent atmosphere?

Am I going to be able to let off a bit of aggression and get my ‘winner’s fix’?

Performance

Socialising

Diversion

Release

Escape

Belonging

Core Needs from Club Sport

Key considerations for successful concepts for Kevs
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

**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
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

Beginner’s Golf

+++SOCIABLE, MASCULINE, COMMUNAL
++TALKABLY COMPETITIVE but private - so ‘unexposed’ as a novice
+Relaxed dress code

- Just for Fun? Never!!!!!
- Suspicions that ‘bribes’ e.g. tickets attract ‘just anybody’

“Golf is the footballer’s other sport. It’s football with silly trousers.” KEV
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
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.
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

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 xxxxx FC.

When did you last score at the weekend?

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

- Lacking sense of any BENEFIT
  - Gentle ‘Dad pun’ feels very off target

- SOCIAL/
  BELONGING is ‘take out’, not message

++ Playing well to Kev’s ‘inner lad’.
++ Masculine, bantering humour

Get in the swing

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“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?”

“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”.

“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”.

+ Placing club sport in its competitor set!

+ Dialling up communal

+ Social and pub

- Off target: olde worlde turn of phrase undermines resonant social/communal message!
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’

FAMILY RESPONSIBILITIES

• Pre-school childcare

FINANCIAL LIMITATIONS

• Financial hardship
• Other needs

“We’ve started walking much more - not because of health, but because petrol is so expensive!”

LEANNE

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 Leanne's

- Am I going to have fun and will they be friendly to me?
- Is it something that I can do able to do with the kids?
- Is it going to cost a lot?
- Will they be far too competitive and athletic - toned and beautiful?
- Will it help going to help me to lose the baby weight?

Socialising and Belonging

Exertion and fitness

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)
  - Workplace case study

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

Leanne: idea 3

- Club + Creche
  - 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

Leanne: idea 4

- Discounted membership
  - Leanne with children
  - Young mum classes and crèche facilities
  - Run early evening or early morning
  - You take part in swimming, aerobics, gym with other young mums whilst kids can go to the crèche or if they are a bit older take part in supervised sports activities
  - Price as little as £1.99 an hour
  - If you are a leisure centre member, 5 hours per week in the crèche for free

Leanne: idea 5

- 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 get into more competitive environment
  - Find out more through www.getbackinto.co.uk
  - Source: Get Back Into Campaign
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

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

+++Discounted membership

++Leisure card

+++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 admits 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 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

- Raises fears about high standards
- Low on reassurance

+ Relevant cost message

- Very cryptic
- Benefit buried

+ Social cues i.e. ‘another side of me’

+ Relevant ‘return to’ message
+ ‘Can do’ tone

If your Dad is still playing tobbie at fifty, 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 xxxx for more details.

At least something is free

A night on the tiles
“You stopped thinking of yourself when your baby was born, and now life’s a real juggling act”.

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.

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

- Strong empathy
- Empathy

- Urgent, over competitive feel
Involvement of children

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

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
Looking for practical benefits rather than deep emotional rewards

Could this be ‘me-time’ – a change if not an escape from mum-time?

Is it something that I can do with the children to hand or as a group – something where they will gain too?

Are they going to be serious and extra competitive rather than fun? I’m not in my best shape!

Will it help going to help me to become more active and fit?

Exertion and fitness

Diversion
Release
Escape

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ACTIVATION CONCEPTS
Six specific activation concepts explored with Alison

**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
  - Run a whom case study

**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
ACTIVATION CONCEPTS

Six specific activation concepts explored with Alison

**Alison: idea 3**

- 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

**COACHING, KIDS TO HAND**

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

- 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**

- 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
- Find out more through [www.getbackinto.co.uk](http://www.getbackinto.co.uk)

**GETBACK INTO**

**Alison: idea 5**

- 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

**ATSCHOOL PLAY**
ACTIVATION CONCEPTS

Concepts which ‘wrap around’ or involve children resonate well

Any ideas which allow this feel resonant to Alison

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

+++ 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 - offering a benefit to mother and children
Likewise, as elsewhere, any ideas which offer flexibility resonate. Flexible access can help sport break into child-dominated diaries.

- **EVENING BADMINTON**
  - +++++ **EXERTION/FITNESS**
  - +++ Accommodates **CHILDREN**
  - +Light **DIVERSION** i.e. ‘escape the kids’
  - +Mild **SOCIAL** element: ‘glass of wine’

- **FLEXIBLE COACHING**
  - ++ **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.**
Informality and ‘easing in’ to sport can also reassure

Two ideas help challenge the club’s ‘hard exterior’

++ 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

++ 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

While less instinctively wary of clubs than Leanne, Alison is equally drawn to ideas that help tackle the ingoing club ‘baggage’
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 can present sport as an extension of parenting

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

B07 ALISON

Keeping one thing in the air is easy!

Life’s a treadmill for a busy mum

+ ‘Can do’ feel
  + Resonates with ‘realities of the job’

- Low on benefit

+ Empathic...

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

"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."

"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".

- Flexibility around children
- Emphasis on informality
- Playing down the obligation to compete

- Labouring the social dimension
  ‘New friends’ and ‘glass of wine’- less relevant to Alison vs Leanne
A03 CHLOE

makes me feel happy and in control of my weight (means I can eat chocolate + puff pastry and not feel too bad!)

Henley Centre Headlight Vision
Clubs 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’.
The gym’s ‘work out’ and ‘release’ are central.

- **Is this activity going to help me take my mind off the stresses of work?**
- **Am I going to stand out ‘like a lemon’? I can recover my form…but only with time.**
- **Is this going to give me the workout I need to help retain my figure?**
- **Might I rediscover my competitive streak? Might I experience the pleasure of the win?**
- **Exertion and fitness**
  - **Diversion**
  - **Release**
  - **Escape**
- **Performance**
ACTIVATION CONCEPTS

Five specific activation concepts explored with Chloe

Chloe: idea 1

- 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
- More project

Chloe: idea 2

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

Chloe: idea 3

- 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

- Saturdays in April
- Turn up for trial sessions in a number of sports, tennis, badminton or table tennis
- No need to book or commit
Five specific activation concepts explored with Chloe

Chloe: idea 5

- 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
++ DISCOUNTED GYM

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

++Hard to argue with a bargain…!
+Chance to TASTE & EXPERIMENT
+Lightening commitment burden

BUT Chloe is not notably budget conscious: ‘free’ can indeed suggest ‘low budget’

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

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Similarly, ideas that circumvent club baggage also resonate.

**Work sport and ‘Get Back Into’ both break down club barriers**

**WORKPLACE PLAY**
- Work is a prime focus for Chloe
- Offers EXERTION/ FITNESS
- ‘Shortcuts’ CLUB BAGGAGE
- PERFORMANCE / COMPETITION are ready built-in...and easier to surface

**GET BACK INTO**
- 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.
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
A number of useful pointers from example communication

- **Work context**
  - appeals in principle...
  - **BUT** ‘saucy’ humour lacks credibility

- **Work context**
  - **BUT** lacks credibility by playing to ‘girlie’ stereotypes e.g. ‘gossip’

**Make a pass at the boss**

**Same gossip – different water cooler**
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.

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.

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.

- Emphasis on informality
- Playing down the obligation to compete

+ Flexibility around children

- Labouring the social dimension ‘New friends’ and ‘glass of wine’- less relevant to Alison vs Leanne
Like Kev, Jamie is in many ways a club natural.

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.

**Exertion and fitness:** A way to feel and look good

**Performance:** Airing the competitive streak

**Socialising Belonging:** A meeting place for friends

**Diversion**

**Release**

**Escape**
Jamie wants the opportunity to ‘belong’ to a successful team where he can show effort and success on pitch.
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

**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?

**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
Five specific activation concepts explored with Jamie

**Jamie: idea 4**
- 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**
- 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
Ideas that ‘reverse’ existing social/interest groups into sport are perceived as an ‘easy’, natural way in

**Pub League**

++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

**Work Sport**

++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’
Some concepts fail to deliver to Jamie’s key needs

Summer cricket has niche appeal 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
- Why play cricket? ‘Any standard welcome’ is weak on PERFORMANCE / COMPETITION
- LACKS SERIOUSNESS - ‘fun’ vs ‘playing to win’

**Extreme Sport**
- **EXERTION** - opportunity to do something extreme & challenging
- LACKS RELEVANCE - what does Jamie doesn’t like football?
- IMPractical - not local; infrequent opportunities
- PERFORMANCE - do I need prior experience? What if I’m no good?
While clearly a daily interest, the idea of consciously seeking partners via sport wholly lacks credibility.

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

- Latent self-consciousness
- Lacks performance cues - unable to show aggression ‘with girls around’; sports likely to be ‘watered down’
- Sacrifices competition - No prospect of ‘going into battle and conquering’

+ Interesting in principle, but...
**Communication Mini-Brief**

Jamie is generally confident and, like Kev, a potential ‘club natural’

**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 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 encouraging, not intimidating.

Humorous and light banter - not in-joke.

Uncomplicated and gimmick-free.

Laddish.

In many ways, Jamie is a ‘young Kev’
**A02 JAMIE**

**COMMUNICATION – LESSONS FROM THE EXECUTIONS**

A number of useful pointers from example communication

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**Give yourself a lift this weekend**

**Tackle that big issue this weekend**

**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 xxxx Leisure Centre.**

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**+ RELEVANT - acknowledges the performance and exertion ‘high’ that Jamie gets from sport**

**- IRRELEVANT for Jamie - he is young & care-free and has no ‘big issues’**

**+ Competitive, exertion, fitness**

**- Lacks social group aspect**

**- Preaches/ dictates ‘parent speak’**
“join this successful adult rugby team & help defend the championship trophy they picked up last year”

“keep fit and replace flab with muscle”

“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”.

+ COMPETITIVE - playing for trophies and wants to defend title
+ CHALLENGING - adult, over 18yr club so not child’s play
+ RELEVANT MESSAGE that conveys the importance Jamie places on of FITNESS and self image
+ SOCIAL
+ Dials up the appeal of rivalry camaraderie & banter
C11 PHILIP

It allows you to burn off calories that you eat.

It allows you to bond with other people.
C11 PHILIP

NEEDS FROM SPORT IN GENERAL

Philip seeks a combination of fitness and emotional benefits

Staying fit as a long term ‘insurance policy’ is the main driver

Looking for sport to improve HEALTH & FITNESS as well as offering SOCIALISING / BELONGING - expanding the social.

All the while, seeking PERFORMANCE / COMPETITION

Diversion
Release
Escape:
Me time - for mental wellbeing

Performance:
to prove that I’ve still got what it takes

Socialising
Belonging:
to meet other people like me

Exertion
and
Fitness
To preserve after health & stay young

A balanced approach to club sport - drawing in similar measure on each of sport’s functional and emotional benefits
Combining fitness with the well mapped emotional benefits of sport

- Are they going to be a welcoming bunch? Could the two of us play as a couple?
- Will there be other people of my standard?
- Is this going to be more stress - or is it going to be ‘down time’ from work?
- Is this the workout I need to fight the middle age decline?

Key considerations for successful concepts for Philips

Performance:
Exertion and fitness

Socialising
Belonging

Escape
ACTIVATION CONCEPTS
Four specific activation concepts explored with Philip

Philip: idea 2

- Everyday cycling
- Downloadable local routes for you and your family
- Keep a record of all your activities, routes and events through 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

- 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

- 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

- 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
Ideas that can allow sport to be enjoyed as couples meet a lifestage need to find new interests and reconnect

**SPORT WITH PARTNER**

+++ Offers EXERTION & FITNESS
+++ SOCIABLE: mixed doubles subtly implies scope for new friends
+++ SHARED WITH PARTNER
+CONVENIENT - via local, Sundays
+PERFORMANCE is an option via potential for coaching to improve

**EVERYDAY CYCLING**

+++SHARED WITH PARTNER and able to accommodate divergent levels of fitness
+Offers EXERTION & FITNESS
+Option for PERFORMANCE AND COMPETITION
ACTIVATION CONCEPTS

Other concepts are less appeal...

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

+ VETS TEAMS

+ Scope for PERFORMANCE - / COMPETITION... within limits
+ SOCIAL/ BELONGING
+ ‘Large squad’ lightens sense of COMMITMENT- removing the fear of ‘letting others down’

- SOLO GOLF

- LACKS A SOCIAL DIMENSION - perpetuating if not celebrating solo play(!)
- LACKS CREDIBILITY - Common doubts about the quality of any offer that would truly allow customers to turn up and ride...

- DISONANT SOCIAL ANGLE: little interest in ‘meeting other Dads’ (vs other couples)
COMMUNICATION MINI-BRIEF
Philip seeks health and social benefits - think of partner as much as self

WHO IS HE?
Philip has been long been committed to career and to sport. His work is still demanding, but the children ‘fleeing the nest’ has released more time for reconnecting with his partner.

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

WHAT IS THE INSIGHT?
Philip is committed to sport because of anxieties about long term health - family history focusing the mind.

He and his wife have more time together now since the children left - and would like to find interests and activities to share as a couple - whatever the pace.

WHAT IS THE CLUB PROPOSITION?
A relaxed, sociable set up that for fitness and sociable time together as a couple.

WHY BELIEVE IT?
A good work-out
Activities for both abilities
Sociable crowd
Not hence needs to be taken of the partner alongside Philip

WHAT IS THE DESIRED RESPONSE?
Their sport is taken seriously - not just for a laugh - but at the same time they are enjoying themselves and they are a sociable crowd.

That's something for my wife too - not just me.

WHAT TONE OF VOICE?
Aspirational and respectful - not chatty or 'matey'.

Encouraging and reassuring - appealing to a less sport-savvy partner

Avoiding goading - 'can you still cut it'?

The most mature of the segments, meriting a 'gentle' approach
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.

Try some blue-sky thinking:

+ Relevant fitness message - ‘still got it’
- Can instil fear - implies he is old and perhaps past it

+ Suggests ‘escape from work’ - a trigger for sport
- Rarely understood as being about sport...vs holidays

- URGENT tone tends to unsettle
- Some sense of ‘goading’
You already know that staying fit is important... 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.

“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 entitled to priority bookings with our personal fitness trainers between 12 & 2pm, giving you a chance to work out before going back to work”

**EMPATHIC** - conveys an understanding of the importance of health and fitness
**RELEVANT** - a healthy retirement is one of Philip’s aspirations

“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”

**CONVENIENT & FLEXIBLE** : work is still a priority, so sport needs to fit around it

*Disliked as presumptuous:*
*Mid-life crisis is about HEALTH*
The Way Forward

- ACTIVATING CLUB 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.

E.G. ‘TASTER SESSIONS’

‘FLEXIBLE ACCESS’

E.G. NO BOOKING FOR A WHOLE TERM

‘MODERATED COMMITMENT’

E.G. DAYTIME OR EVENING PLAY

‘SCOPE TO TASTE & EXPERIMENT’
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.
**THE WAY FORWARD**

**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
THE WAY FORWARD

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.

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.

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In sum, several of the concepts show potential to activate club sport.
**ACTIVATION CONCEPTS**

Going forward, new concepts should seek to play to segment needs

- **KEV B09**
  - Relevance: Performance
  - Socialising
  - Belonging
  - Diversion
  - Release
  - Escape

- **LEANNE A04**
  - Relevance: Exertion and fitness
  - Socialising
  - Belonging

- **ALISON B07**
  - Relevance: Performance
  - Socialising
  - Belonging

- **JAMIE A02**
  - Relevance: Exertion and fitness
  - Socialising
  - Belonging
  - Diversion
  - Release
  - Escape

- **CHLOE A03**
  - Relevance: Diversion
  - Release
  - Escape
  - Performance
  - Socialising
  - Belonging

- **PHILIP C11**
  - Relevance: Exertion and fitness
  - Socialising
  - Belonging
  - Diversion
  - Release
  - Escape

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THE WAY FORWARD

- **Performance**
- **Socialising**
- **Belonging**
- **Diversion**
- **Release**
- **Escape**

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Lastly, communication in general needs to avoid common 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

Club Sport needs to make its case as lifestyle choice, just as any other.
Increasing Participation in Sport
Research Debrief

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