

IMAGINATION IS
MORE IMPORTANT
THAN KNOWLEDGE

Annex

Imagination

A strike in marketing communications

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Organization

Rowans Leisure Centre is one of the most well-known leisure centers in North London. It is located next to the tube, bus and national rail station Finsbury Park. This is a very important asset of the leisure centre, as bowling alleys in the centre of London are not very convenient to reach most of the time. Rowans Leisure Centre is easy to find and perfectly reachable for travelers from the wider surroundings of London as well. It is located in a beautiful property with a very rich history. An old cinema was rebuilt in the late 90's into the current Leisure Centre.

Rowans Leisure Centre's main product are their ten pin bowling alleys. This is combined with a retro American style throughout the whole centre. The company hosts many additional activities besides bowling such as: pool, karaoke, table tennis, gaming and sports events. The leisure centre has snacks and beverages from licensed bars to offer their visitors.

Rowans Leisure Centre offers the possibility to host children's bowling parties with their favorite food, drinks and a birthday package. DJ nights are organized at the leisure centre regularly and on Mondays there is a special Student Funday with discounts and offers for students.

Rowans Leisure Centre has more or less 25 employees supported by five managers. They all work as hard as possible to make sure their guests can enjoy the activities. The employees have different areas they work in: security, reception, food, beverages as well as organizational aspects. The organization has a top-down driven culture where new suggestions and developments are appreciated. Generally seen, they work with a young team and the company is very well organized. Partly because Rowans Leisure Centre has existed for more than 30 years and partly because of a focused management team.



Image 6: The Grand Suite at Rowans Leisure Centre. Photographs by Sam Peach



Image 7: The Studio Suite at Rowans Leisure Centre. Photographs by Sam Peach

Rowans Leisure Centre offers two suites for hire; they are on the top floor of the leisure centre. Both suites are clearly different from each other. One suite is a studio with a mirror wall and a beautifully arched decorated ceiling. This particular suite has a capacity for 20 to 130 people. The other suite is bigger and has the space to host 75 to 300 people. This suite contains a bar, dance floor and various raised seating areas. Both areas can be hired as well, the top floor of Rowans Leisure Centre can host up to 500 people.

Marketing

Sense Advertising does the current marketing communication activities as well. In the annex on page 10, you can find an overview of the previous work related to the suite hire. Rowans Leisure Centre and Sense Advertising make perfect use of the leisure center's location by advertising on the premises. This is visible for a large amount of travelers to and from Finsbury Park station. The centre co-operates with companies in the same area by offering the clients discount when they combine services of the companies.

The marketing strategy is broad because the services that Rowans Leisure Centre is offering are for a wide range of people to enjoy. By advertising with their different products, they approach their different target groups. Such as the big screens for football fanciers and birthday parties for parents and children. The Student Funday on Monday is aimed to gain more visitors on Monday and attract students as the name suggests. The available private karaoke booth caters for groups on a regular night out.

The website is focused on customers under the age of 40. The use of colors and images gives the website a young and lively look, for example, the use of cartoon images. The style Rowans Leisure Centre has is represented in the website as well. The suite webpage is clear and contains all the information needed. The page appeals more to people who are planning a leisure event rather than a corporate event. This is caused by making use of very bright colors and referring to parties in the written text. The ability to book services online is very convenient for the visitors.

The use of Twitter and Facebook is well utilised. There is a good balance between selling, informing and entertaining. We would advise to post more regularly, because the last posts are outdated. This will contribute to keeping the brand foremost in the mind of the consumer.

A visitor notices the Retro American style in the centre straight away. This is conveyed by neon light, music and attributes choice in the building. Such as Retro American graphics and a jukebox. When entering, the leisure centre seems quite dark. This contributes to the marketing communication strategy of creating a very different atmosphere to make the customers engrossed in the leisure center's own world.

PROBLEM DEFINITION

Rowans Leisure Centre has consulted Sense Advertising to invent a marketing communication strategy for their new product. Recently Rowans Leisure Centre added the possibility to hire a suite to host an event in. More information about the suites and the leisure centre itself can be found in the annex on page 3.

The problem the leisure centre is facing is that the suites are not rented to full capacity. The communication problem is that people do not know about this new option. The question they asked Sense Advertising to solve is: How can Rowans Leisure Centre generate more income right away, by approaching which target group(s) and which marketing communication strategy is the most effective to use?

Rowans Leisure Centre's management aims for at least one suite booking a week. This is a minimum goal. They prefer to co-operate with parties that will book a suite regularly, so they are more certain of having an amount of bookings a year. The goals need to be reached with a limited budget. This because Rowans Leisure Centre has already spent a budget on the current communications Sense Advertising has implemented.

The environmental factor that plays a role in this problem is the economical crisis. This can withhold potential customers from booking an external suite at Rowans Leisure Centre. They may choose to host their event at home or using a part of their company office. The needs and wishes of the target audience play an important role as well, to be able to reach the goal the centre has. They depend on these needs and wishes when it comes to a customer booking a suite or not.

The critical success factor we are facing while solving this problem is the willingness of customers to book a suite. That is the most important factor the strategy relays on to succeed. The strategy must be designed to make potential customers book the suite at least once a week. Rowans Leisure Centre's team must be willing to implement the strategy to reach the goals.

PLAN OF ACTION

The aforementioned problem description is the base for this following plan of action.

Overall goal

The overall goal is to answer this question: How can Rowans Leisure Centre generate more income right away, by approaching which target group(s) and which marketing communication strategy is the most effective to use?

Making customers book a suite at Rowans Leisure Centre is the foundation for the strategy. This can be achieved by advising the leisure centre about the best way of using marketing communication. This will concern choice of target group and way of approach.

Sub questions

The general question, as named before, can be answered with the right interpretation of the necessary information. The needed information is divided in the sub questions written underneath. By answering these sub questions, the right strategy can be formed.

- 1) What kind of strategies were used in comparable situations to Rowans Leisure Centre?
- 2) Which strategy fits best to implement in the current communications of Rowans Leisure Centre?
- 3) What other possibilities are there to solve this problem?
- 4) What kinds of studies are done that can contribute to solving the problem?
- 5) What are the strengths, weaknesses, opportunities and threats of Rowans Leisure Centre?
- 6) What are the local, national and international competitors doing to make customers hire their available spaces?
- 7) What are the trends in the hall hire branch?
- 8) What are the groups to target and what are their needs?
- 9) What are the possibilities and limits that Rowans leisure centre has regarding hall renting?

Planned activities

Different types of research need to be done to answer the sub questions. The types of research are literature, desk and field research. Finding the right literature and articles to base advice on is a part of literature research. Desk research is done by gathering information that is available in print or published online. Field research can consist of interviewing involved parties, a questionnaire or observations. Underneath you can find what kind of information needs to be gathered using which type of research.

Literature research

This part of the research has to be done to create the best possible marketing communications strategy. The literature must consist of studies and theories in the marketing communication branch. That will give a good view on the possible strategies to use and the studies that already have been done. The information found will be used to base the strategy on.

The sub questions that will be answered with this type of research are: 1, 2, 3 and 4.

Desk research

Desk research is needed to be able to get the company and its surroundings in perspective. The information will tell more about the strength, weaknesses, opportunities and threats of Rowans Leisure Centre. These key elements are used to base the strategy on.

The trends in the hall hire and event-planning branch need to be researched as well. The additional information can be collected by field research.

An analysis to map the competitors will be part of this research as well. Information about the locations, types of halls, terms and conditions should be gathered to distinguish Rowans Leisure Centre from its competitors.

The potential target groups will be analysed using desk research. Field research will be done if additional information is needed. This can be needed to get a better view on which target group is the most profitable to approach.

The sub questions that will be answered with this type of research are: 5, 6, 7 and 8

Field research

Field research will be done in case more information is needed regarding the target groups and the trends in the hall hire branch. It will be needed to get a view on Rowans Leisure Centre and the possibilities and limits they have. It is a very good way of doing research to get to know more about the branch Rowans Leisure Centre entered. To answer questions such as: is it just renting or is it organizing events as well?

The sub question that will be answered with this type of research is: 10 and possibly additional information for sub questions 5, 7 and 8.

A planning of the activities is given on the next page.

Week	13	14	15	16	17	18	19	20	21	22	23
Appointments Martin Karemaker	Skype	Skype	-Skype -Send chapter to check	Skype	Skype	-Skype -Send chapter to check	Skype	-Mon: Hand in concept version -Skype	Skype	Skype	-Mon: before 3am (London) FINAL DEADLINE
Activities besides daily company proceedings	-Adjust PoA -Starting on desk research	Answer subq: 1 and 2	Field research	-Field research -Answer subq: 3,4 and 5 -Process feedback	Answer subq: 5, 6 and 7	Desk research	-Desk research -Answer subq: 7 . 8 and 9 -Process feedback	Write summary	-Layout -Process feedback	-Process feedback	Fingers crossed..
Company Supervision	Intern mentor feedback		Intern mentor feedback		Intern mentor feedback		Inter mentor feedback		Intern mentor feedback		

INTERVIEW GENERAL MANAGER ROWANS LEISURE CENTRE

Interview with: Terry Harrison, general manager Rowans Leisure Centre.

Interviewed by: Evanne van de Wetering.

On: 23-05-2012 at Rowans Leisure Centre, Finsbury Park, London.

This interview is a summary of the relevant information.

E. van de Wetering: What are the reactions of people when you show them the suites?

T. Harrison: "Really good, they are surprised how beautiful they are. "

E. van de Wetering: What kind of people is hiring the suites at the moment?

T. Harrison: "All different kind of people, we have had a father planning a big birthday party for his daughter. And next week will Top Shop host a fashion show and a party afterwards. So, all different kind of people."

E. van de Wetering: Are there more purposes people hire the suites for?

T. Harrison: "People can use the suites for all kinds of events. It does not matter to us. Although, we have had a couple of workshop trainers asking if we want to co-operate with them, but they want us to find the participants for the workshop, that is not the way we want to co-operate with other parties."

E. van de Wetering: What would be the ideal situation that people rent the suites for?

T. Harrison: "The situation is not very important. Returning customers would be perfect, so we more or less know what they want. This way we do not have to invest a lot of time in getting to know their wishes. Returning customers such as companies with the more bigger events for 200 people."

E. van de Wetering: What kind of problems are you facing during the process with the clients?

T. Harrison: "Some people are a bit scared of the amount of space in the suites. They seem to think is it a lot of work to plan an event in suites like ours. But most of the people really like the suites and book them after seeing them. But the problem is that people do not know about the option yet."

E. van de Wetering: What are the specialties of Rowans Leisure Centre?

T. Harrison: "To hire a venue for this amount of people inclusive the entertainment possibility is hard to find in London, we are the only one."

E. van de Wetering: What kind of ideas do you have regarding a marketing communication strategy?

T. Harrison: "No specific ideas to be honest, I think people need to get to know the option. I think they will notice the option after a bit more time."

E. van de Wetering: Are there any company developments at the moment?

T. Harrison: "We are thinking about adding a Softplay area to our products to entertain children. But nothing that affects the hall hire."

E. van de Wetering: Is it possible to combine services that Rowans Leisure Centre is offering? For example place a karaoke booth in the suite?

T. Harrison: "That should not be a problem."

E. van de Wetering: How many bookings a month is it you are aiming for? What is reasonable?

T. Harrison: " We aim to have a couple of events a week, but at least one a week."

PREVIOUS WORK

The given communication plan is partly based on the previous work done by Sense Advertising. The designs for the banners and posters and the online aspects were designed before the described marketing strategy was chosen. Every product was designed in consultation with a representative of Rowans Leisure Centre. In this chapter, you will find an explanation of the decisions made.

Both suites are clearly different from each other. One suite is a studio with a mirror wall and a beautifully arched decorated ceiling. This suite has the capacity to host 20 to 130 people. The other suite is bigger and the capacity for up to 75 to 300 people, this suite contains a bar, dance floor and different seating areas. Both areas can be hired as well. The top floor of Rowans Leisure Centre can host up to 500 people.

Firstly, the Logo's for the two suites were designed. The differences between the suites had to be clear but not too obvious. This is why the suites have different names, but the logos are the same style. Clarity was a keyword during the designing process. The logos had to reflect the style of Rowans Leisure Centre's current logo. Therefore, the central word/image in the middle with one word above and one underneath is the used template. Symmetry is important in the design as well, as shown underneath. The logos are used while communicating about the suites. The logos are displayed next to the entrances of the suites as well, in large poster size.



Image 8: Logo Rowans Leisure Centre. Image from: www.rowans.co.uk

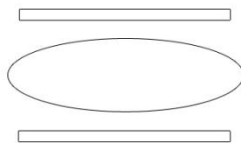


Image 9: Logo The Grand Suite. By Sense Advertising

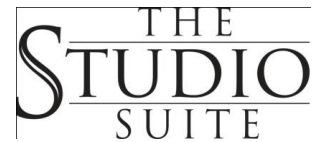


Image 10: Logo The Studio Suite. By Sense Advertising

After designing the logos, the offline banner displayed in front of Rowans Leisure Centre had priority. To make clear to passing people that the leisure centre offers the possibility to rent suites. The banner had to be obviously visible and contain the message: suites for hire at Rowans Leisure Centre.



Image 11: Offline banner at Rowans Leisure Centre. Photograph by Sense Advertising.

The message has to stand out compared to the large amount of other communications near the Finsbury Park Underground station area. This explains the color yellow and the black characters.

An image of the offline banner displayed on Rowans Leisure Centre's.

To support the offline banner, print and posters with more information were needed. As you can see in the image above there is a poster displayed behind the window. Underneath you find the poster shown more closely.



Image 12: Poster in window. Photograph by Sense Advertising.

In this poster the color yellow is used again, but this time to emphasize the characters compared to their background. The poster gives the viewer more information about the suite hire. For example, the poster tells that there are two different suites to hire and that one is bigger than the other one. The poster shows images and the names of both suites. The details have the purpose to make the viewer interested in the suites and look for more information on the website or enter the premises to generate more information.

To reach the current customers there is a poster near the entrance of the both suites. This is in an area that customers regularly pass. This poster has a recognizable look from the banner on the outside of the building. Its purpose is to make people curious about the suites. They also happen to be very close to the suites so they can pop in for a look if they want to.



Image 13: Communications inside Rowans Leisure Centre. Photograph by: Sense Advertising.

There is also a brochure with more information about what kind of events can be organised in the suites. The brochure contains a lot of practical information as well, for example transport links, how to book a suite and the capacity of the suites. Underneath are the different pages displayed.

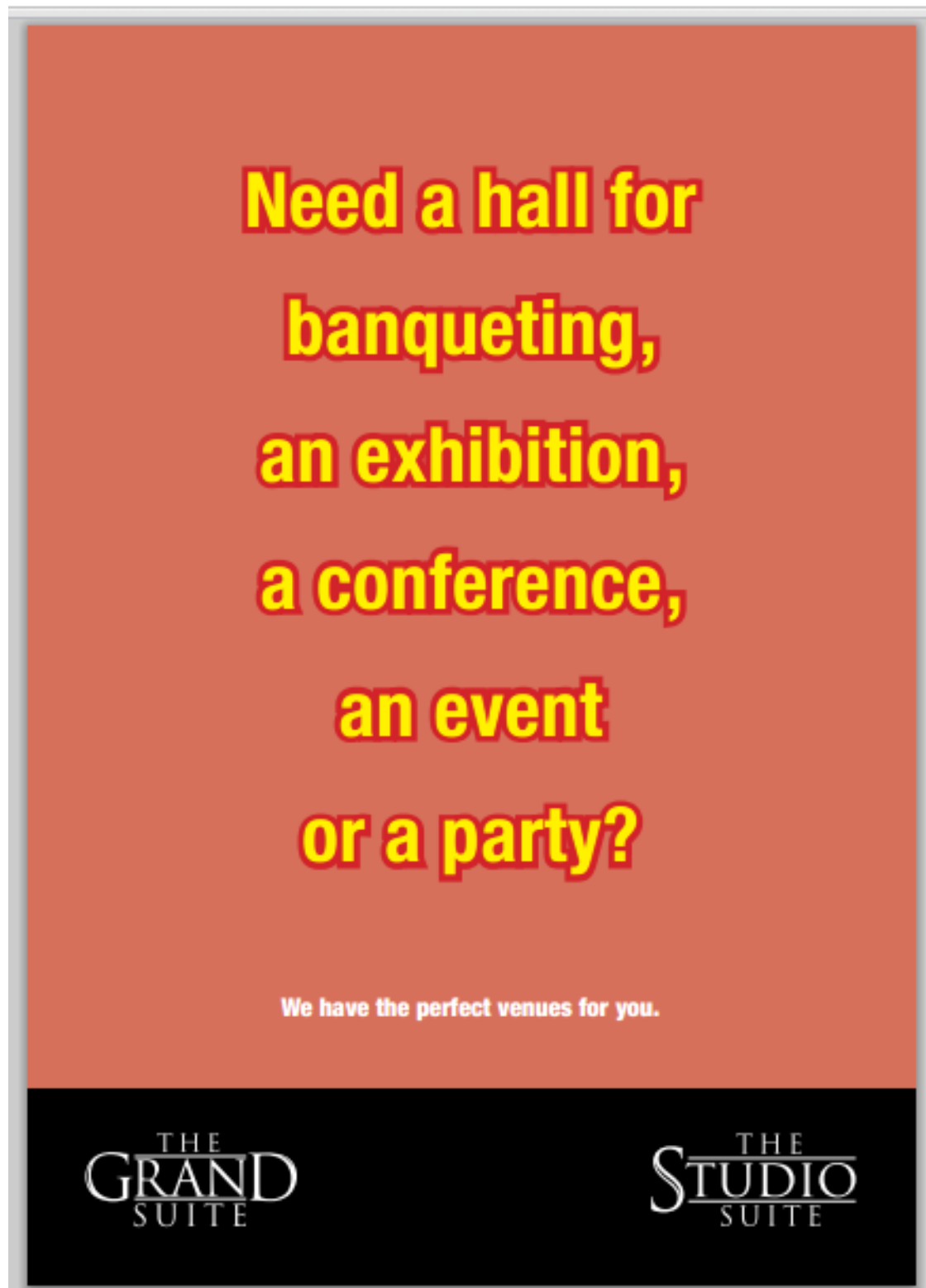


Image 14: Brochure suite hire 1/4. Design by Sense Advertising.



THE GRAND SUITE

Introducing The Grand Suite at Rowans. An impressive and spacial room with everything in place to make sure your large party, banquet, business function or exhibition is a great success.

This venue has the room capacity perfect for larger events. A great floor span which can perfectly accommodate large numbers, whether for dining at a party event or for an exhibition.

With an impressive dance floor, various raised seating areas and roomy bar space, you'll be confident everyone can enjoy themselves in comfort.

The room also has it's own private entrance to the street, designated areas for a band, and an independent DJ booth.

As well as being able to organise some private bowling if you wish, Rowans can also arrange other entertainment for you, as we have access to some good bands and DJ's.

Many ways to plan your event with all the space you need.



- ★ **Food and drinks / Full catering or buffet can be arranged.**
- ★ **Private 10 pin bowling (optional, on request)**
- ★ **Drinks licence available up to 4 am**
- ★ **Band / DJ organised on request**
- ★ **Space for 50 - 300 people**

Image 15: Brochure suite hire 2/4. Design by Sense Advertising.

THE STUDIO SUITE

A unique environment for
the perfect event.



- ★ **Food and drinks / Catering choices on request**
- ★ **Private 10 pin bowling (optional, on request)**
- ★ **Drinks licence available up to 4 am**
- ★ **Space for 20 - 110 people**

There's something really special about The Studio at Rowans. A magnificent space to hold your party or event in.

A party celebration with friends? A business bonding get-together, an exhibition or a fashion event perhaps?

Whatever your function, you'll find The Studio Suite perfect for your needs. A medium-sized venue which allows for 20 to 110 people.

A great airy space with natural daylight and real character which is reflected in the beautifully arched decorated ceiling - a real feature for the venue.

It all adds to the cosiness of this special place.

Located within our upstairs area and boasting an amazing floor to ceiling mirrored wall, perfect for those who want their party or event to feel doubly popular!

Image 16: Brochure suite hire 3/4. Design by Sense Advertising.

ENTRANCES

The Grand Suite has it's own separate, private entrance which is located to the side of the main bowling centre front entrance. Entrance to the Studio Suite is also separate but is reached through the main entrance to the Centre.

For larger events that will be using both The Grand Suite and The Studio Suite combined, the separate and private entrance will be available.

PRIVATE BOWLING

Why not have some fun and finish off your event or conference with a few games of bowling?

If you are in a large group this can easily be arranged for you in our private upper floor bowling alley which you can easily get to from both our Suites.

For smaller parties we can reserve some lanes in the main bowling area downstairs. Either way it will be a great way to finish off your time at Rowans in style.

TRANSPORT LINKS

Rowans is based directly opposite Finsbury Park Tube, Railway and Bus station with very easy routes to all mainline stations.

As it is a hub for many lines and routes it is also very convenient for travelling to and from places outside London as well.

EUSTON / KINGS CROSS - 8 MINS
VICTORIA - 15 MINS • MOORGATE - 18 MINS
CHARING CROSS - 21 MINS
WATERLOO - 24 MINS • PADDINGTON - 26 MINS

So wherever you come from for your function with us, you'll be able to get home with minimum hassle. You can also pick up a taxi outside Finsbury Park tube station.



For more details please call:
020 8809 5511, E-mail: info@rowans.co.uk
or for more information visit rowans.co.uk.



24 BOWLING LANES ★ 17 POOL TABLES ★ MUSIC & DANCE ★ KARAOKE ★ TABLE TENNIS ★ ROWANS.CO.UK

Image 17: Brochure suite hire 4/4. Design by Sense Advertising.

The layout matches with the other communication tools. Many images of the suites are used in the brochure to give the viewer a better idea of what the suites look like. The colors that are used in the brochure match the American- retro style that the brand Rowans Leisure Centre expresses.

A separate suite webpage is designed to integrate the suites on the website. The online designs are comparable with the communication tools as shown above, The current website has a banner that refers the customers, who click on the banner, to the suite hire webpage. This page provides them with all the information they need, without getting distracted by other products, images or irrelevant information.

With these designs in mind a communication plan, for Rowans Leisure Centre's suite hire was invented.

COMPETITORS

Most of the competitors are small businesses that offer a hall to hire as a secondary service. For example, churches who offer their meeting room or community centers that offer their workshop area. Most of the halls that the competitors offer are smaller than the halls of Rowans Leisure Centre.

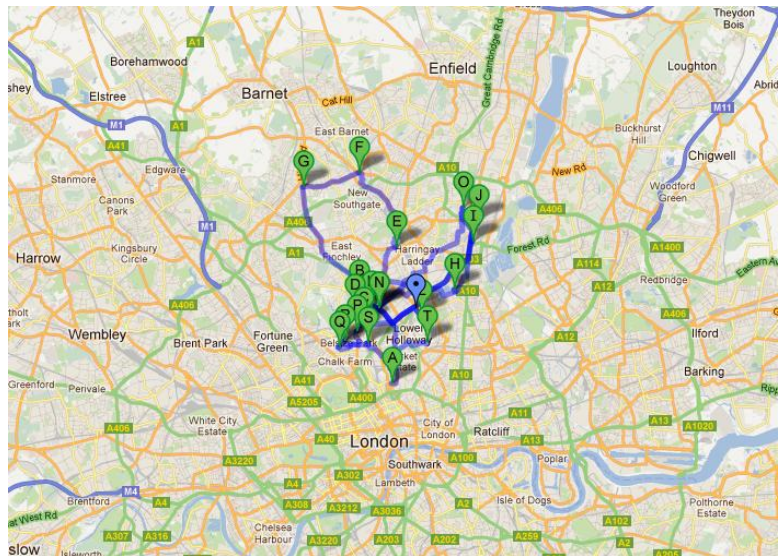
Location

There are multiple opportunities to hire a hall in the surroundings of Rowans Leisure Centre in North London. The map below shows the locations of the competitors with the blue arrow representing Rowans Leisure Centre.

Rowans Leisure Center's location is a very important asset, because it is close to many public transport links and the centre is very easy to find because it is located beside the underground station. This distinguishes Rowans Leisure Centre from its competitors. Only one of their competitors is as close to an underground station as Rowans Leisure Centre is.

Costs

The costs to hire a hall in the surrounding area has an average of £34.09 an hour. Most of the time people hire a hall for a couple of hours in the afternoon. While looking at the prices for four hours and no additional services the average costs are £162,50. The prices differ when an event takes place in the weekend or during the week. In some cases, if a customer wants to hire furniture as well, they will be charged. The competitors sometimes include food, drinks and material in their prices, but most of the time the customers will be charged for these additional services. In other cases, customers can get a discount if they are a member of a certain group or if they have hired the hall before. One competitor charges a caretaker fee of £30; this is not a very common cost. The Excel file at the end of this chapter includes all the terms, prices and conditions listed.



Terms and conditions

Rowans Leisure Centre's competitors handle different terms and conditions. Some of them ask their customers to bring their own drinks, others offer an all included price and in some halls, people are not allowed to drink alcohol at all. Tables and chairs are more often present in the hall, rather than the beamer, sound system or kitchen facilities.

Some of the competitors ask for cleaning costs, others require the customers to clean the hall themselves and if it is not done properly, they will charge them. The more professional competitors include the cleaning in the price and hire someone to clean the hall themselves. A deposit is always required however the amount of the deposit differs from an hourly rate to £100. In some cases, a caretaker is required to be able to hire the hall. In other cases there is a minimum amount of hours to rent - the average minimum rental amount for most venues is three.

	A	B	C	D	E	F	G
1	Name	Address	Phone	Website	Price p/h	Tot. (4hours)	Extra costs
2	London Canal Museum	12-13 New Wharf Road, N1 9RT	020 7713 0836	http://www.canalmuseum.org.uk/venue/index.html	50	445	Start rate is 245 pounds after that 50 pounds per hour. On fridays and saturdays +100 pounds
3	Lauderdale House	Highgate Hill, N6 5HG	020 8348 8716	http://www.lauderdalehouse.co.uk/page.asp?ID=30&PID=9	40	160	If it needs cleaning minus 37 pounds of the deposit.
4	Kemble Hall	15 Kemble Rd, N17 9UJ	020 8808 6644	http://www.kemblehall.php and www.smarystottenham.org	38,5	154	No loud music and maximum till 9 pm. Including tables and chairs.
5	St Thomas Church	The corner of St Thomas's Road & Monsell Road, N4 2QP	078 7643 3398	http://www.stthomaschurch.info/hall.htm	15	60	alcohol. 80 people till 22:30. Not on sundays. Large hall (meeting room 10 p.h.) with kitchen facilities.
6	United Grace	722 Holloway Road, N19 3NH,	020 7281 6298	http://northlondonhallhire.webs.com/about.htm	30	120	5pm Thursdays and Saturdays = 9am to 10pm
7	Gumtree Hall Hire Funmi	Tottenham, Haringey,	079 8511 7103	http://www.gumtree.com/p/community/hall-hire-conference-room-office-workspace-training-rooms-workshop-rooms-for-immediate-hire/94226525	40	160	
8	Hall For Hire in Tottenham Colin	117, Bruce Grove, N17 6UR	07816 977254	http://www.gumtree.com/p/business-services/hall-for-hire-in-tottenham-north-london/85900636	30	120	50 deposit and the rest to pay at the date itself. No other terms and conditions
9	The carAf centre	27-30 Cheriton, NWS 4EZ	020 7284 0030	http://www.thecarafcentre.org/pdf/ROOM%20HIRE%20POLICY%20-%20online.pdf	15	60	35 pounds incl chairs. 10am - 6pm Monday to Friday; accessibility outside these times may be available by special request.
10	Elfrida Rathbone Camden	7 Dowdney Close, NWS 2BP	020 7424 1601	www.elfridac Camden.org.uk	45	179	10% discount for bookings of four hours and more. Rooms are available from 9.30am to 9.30pm 7 days a week (except bank holidays). Additional caretaking cost of 30 pounds. Kitchen use available.
11	Aberdeen Centre	22/24 Highbury Grove, N5 2EA	020 7354 9809	http://www.aberdeen-centre.org.uk/london-commercial-property/offices/north-	22	88	22 pounds + vat p/h or 165 pounds + vat per day for non Workspace customers.
12	Queens Crescent Library	165 Queens Crescent, NWS 4HH	020 7974 6252	camden.gov.uk	52	260	The minimum hire period is 3 hours and we charge an extra hour for attendant cover to open and close the building. after 7pm on weekdays, after 5pm on Saturdays and all day.
13	QCCA	45 Ashdown Crescent, NWS 4QE	020 7267 6635	info@qcca.org.uk	60	280	Discount possible.
14	Halgrave hall	Hargrave Road London, N19 5SP	020 7263 5174		15	90	100 pounds deposit. Max 60 people. Caretaker fee is 30 pounds. Alcohol only with licence.
15	Voluntary Action Camden	293-299 Kentish Town Road, London NWS 2TJ	020 7284 6550	www.facebook.com/voluntaryactioncamden	24,75	99	Members get 66 % discount.
16							
17							
18	Avarage costs				34,09	162,50	

VENUE WEBSITES

Nowadays many websites link event planners to venue owners. On these websites, different venues are listed per area. As an event planner, you can add a search to the website based on the area, type of event and party amount. When a venue is listed on these websites, event planners are able to find halls with more ease. Being listed on these websites is good for the Search Engine Optimization of www.rowans.co.uk as well. With a good SEO, your website will appear higher in the search results on Google. The SEO of [rowans.co.uk](http://www.rowans.co.uk) will increase when sites link to Rowans Leisure Centre's site. Underneath is an overview of the sites where Rowans Leisure Centre can place their suites on. The terms, conditions and costs are written by each website.

Website	Costs	Terms and conditions
www.viewlondon.co.uk		Log in details at Rowans
www.venuereservations.co.uk	None	- The website is a contract catering company. Therefore, you have to arrange the catering via them. + You will get a free placement and promotion from a proactive sales team.
www.gumtree.co.uk	£5 pounds for 30 days (+/- £60 a year)	+Your venue will be placed under the category: services > entertainment > venues and nightclubs.
www.crazycowevents.co.uk	£120 a year 10% commission for leads generated	+ You can add three pictures + The venue will be placed in multiple categories for example: wedding receptions, private rooms and birthdays.
www.venues.org	£60 a month Offer 1: £600 a year Offer 2: £300 for 5 months. Offer 3: £45.00 plus VAT per month for a 3 month trial listing	+ A placement will consist of 200 words, great amount of pictures, a map and a "contact now" button. + Listed special offers can be placed on the homepage free. + Endless amount of categories to place the venue in based on; type of event, location and party size. + News will be posted on a Twitter account with 3.000 followers including a lot of event planners. + Including Rowans Leisure Centre's details in a monthly newsletter with 54,000 users. + An amount of 5.000 sales leads a week for registered members.
www.familiesonline.co.uk	Basic: £35 + VAT a year Enhanced: £70 + VAT a year	- A basic listing will consist of your contact details and a brief description of your business. - An enhanced entry will allow you to submit up to 120 words about your company, to be included with your contact details.
www.weddingvenues.co.uk	Free trail for 3 months £225 a year	+ A listing includes 15 photos, contact details, brochure request and enquiry form. + 1.5 million page views a month.
www.hitched.co.uk	£549 + vat a year	+ A listing consists of contact details, 50

	£100 discount if you place a link of the website on Rowans.co.uk	images, 150-word description and six key bullet points. + A guarantee of at least one wedding/reception in the first months. Or else the following years free of charge. + 20,000 direct request every month.
www.partyoffers.co.uk	£95.00 a year	+ Listing includes an individual micro-web page with contact details, company logo, company description of 200 words and 5 images.
http://www.ultimatevenue.com/venues-in-london-n.html	Written commentary pack: Free Photo pack: £200 a year Panoramic pack: £300 a year	Written commentary pack: description and venue details. Photo pack: description, venue details, 6 photos and a preferential listing. Panoramic pack: description, venue details, 6 photos, listed first on results page and two panoramic photos.

COMMUNICATION GRID VAN RULER

This explanation of the communication grid is a summary of the relevant information for the described situation in the enclosed advisory report. A full version can be found in an article by B. van Ruler (2004), The communication grid: an introduction of a model of four communication strategies. On page 139 and 140. Pdf is online available on:
http://professionalprofiles.pbworks.com/f/betteke_van_ruleri_artikkel.pdf

The communication grid of B. van Ruler is designed to choose a strategy for communicating with a target audience. With the communication goals in mind a decision needs to be made between two-way or one-way traffic. Likewise a decision needs to be made about the purpose of communicating. This can be to influence the target audience or just to reveal your message.

The results of the previous mentioned decisions will lead to the right strategy in the communication grid.

The information strategy consists of informing the target group about your message. This is done by one-way traffic. This strategy asks for a clear message and an information seeking audience.

The persuasion strategy is the base for advertising and propaganda. The purpose of this strategy is to create a favourable basis for a relationship with stakeholders. This strategy is used to influence the attitude, decisions and knowledge of the target group.

The dialogue strategy is about seeking consultation with stakeholders with the purpose of developing policies. It requires informational messages from both sides and an aware public.

Consensus creation deals with building bridges between the organization and the environment or between employees (Dozier, 1992). This requires an active audience with the need to negotiate with the company (Ruler, B. van. (2004)).

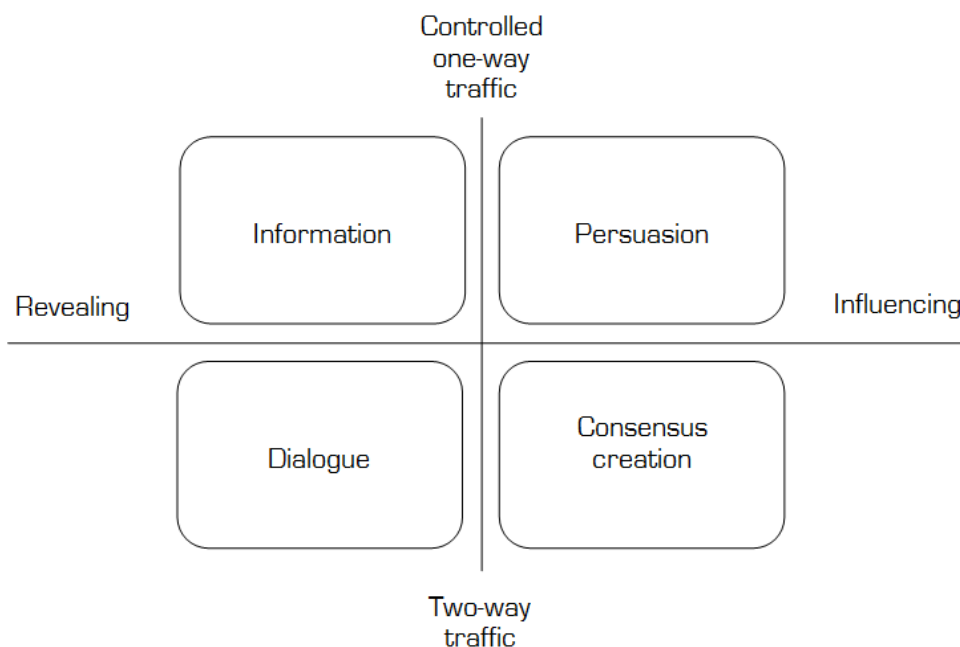


Image 19: The communication grid.140 B. van Ruler / Public Relations Review 30 (2004) 123–143

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- Image 2: Example Twitter screen. Image from: <http://info.triqle.eu/services/twitter-on-screens/>
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- Image 5: Preview of wardrobe card. Designed by Sense Advertising
- Image 6: The Grand Suite at Rowans Leisure Centre. Photographs by Sam Peach
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- Image 9: Logo The Grand Suite. By Sense Advertising
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- Image 14: Brochure suite hire 1/4. Design by Sense Advertising.
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- Image 16: Brochure suite hire 3/4. Design by Sense Advertising.
- Image 17: Brochure suite hire 4/4. Design by Sense Advertising.
- Image 18: Overview competitors on map. Image by Sense Advertising.
- Image 19: The communication grid.140 B. van Ruler / Public Relations Review 30 (2004) 123–143 on: http://professionalprofiles.pbworks.com/f/betteke_van_ruleri_artikkel.pdf