

## Imagination

*A strike in marketing communications*

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## FOREWORD

In the last months of my internship at Sense Advertising, the majority of my time was dedicated to writing this thesis. After four years of studying, this thesis is my final assignment to finish my International Commercial Communications Bachelor. The subject of this report was suggested to me by my company supervisor, Gary Woodward. Mainly because once the report was completed, the new strategy would be implemented straight away. This was a great motivation to make this advisory report as good as possible.

Hard work was needed to accomplish the result that lies in front of you. This has been my first experience in writing a report like this individually. I could not have done it if I was not supported by my supervisors in the way they did.

I want to thank Martin Karemaker, my university supervisor, for his guidance during the process, which was very helpful to me. Our Skype conversations resulted in new inspiration and reassuring feedback every time.

Gary Woodward gave me time, trust and guidance to complete this assignment. I am very thankful for that, it has been an enjoyable and educational experience to work at Sense Advertising.

Ronald Voorn has been very helpful with finding suitable literature. Without his help I would not have learned as much as I did now.

## MANAGEMENT SUMMARY

This advisory report is written for Rowans Leisure Centre in North London. The leisure centre is well-known in (North) London and offers their customers different types of entertainment, such as bowling and karaoke. They recently added the option to hire a suite at the centre. Their request to Sense Advertising is to create a marketing communication strategy for their suites. Because the suites are not as known by people, as they prefer. In addition, the suites are not rented to full capacity. These problems resulted in the following problem 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? By researching the company and its surroundings, literature on marketing communication strategies and profitable target groups, the research question will be answered in this report. The report consists of two parts: one part describes the recommended strategy and the second part is a communication plan. The strategy needs to be applied when having contact with the client and the communication plan is designed to gain clients and communicate the strategy to potential customers.

The overall strategy for Rowans Leisure Centre's marketing communications is to make it possible for potential customers to imagine their event being held in the suite. IMAGINE is the keyword in this strategy. This strategy is effective because, once a potential customer has a visual in mind of their event being held in one of Rowans Leisure Centre's suites, they continue adding ideas to that image. They build their perfect event based on that first image in mind. The perfect circumstances to make them imagine that picture in mind, must be created during the first communication phases with the client. Two principles are given with their range of advices. The first principle is to help the client imagine that picture in mind. This by anticipating on the narrative a customer creates when making a behavioral decision. To be able to have a view on that narrative the company has to know its customer. This can be done by using three advices: 1.1 add questions to the enquiry form, 1.2 a pre-meeting questionnaire and 1.3 an online tool. The second principle for the advices is to keep the potential customers from being distracted during the imagination process. This can be done by giving the customer the information in a sequence. This helps them imagine and visualize their event being held in Rowans Leisure Centre. Taking away possible worries that the client may have, is a part of the second principle as well. The advices in this category are: 2.1 mention the costs, 2.2 a practical script, 2.3 "can you imagine?" and 2.4 combine services to get the party started.

There are four important trends given to implement when letting the suites. A live Twitter screen, the possibility to personalize the suites to the client's wishes, getting rid of the "big bad company" image and respond to the health issues nowadays. These trends will make the company a flexible party to do business with; its image will be more up-to-date and its customers will feel more unique.

The communication plan focuses on three target groups: corporate event planners (north London), professional event planners for events up to 500 people and occasional event planners for all different kinds of events, such as birthdays and fashion shows. The goal is to have at least one booking a week for the suites. The target groups need to be informed and a dialogue needs to be started with the corporate event planners to build a bridge between both companies. A big opening event for the suites will make the target groups aware of the suite hire option and a dialogue can be started with, the in potential most rewarding target group, corporate event planners.

The results, costs and proceedings are given at each single advice. This makes the advices easy and clearly to implement. The recommended order to implement the advices is to start with the opening event and the additions to the webpage, followed by the first principle of the strategy and thereafter the second principle. This will improve the effectiveness of the given advices.

Rowans Leisure Centre decided to enlarge their product range by offering their customers the ability to hire a suite. This new product requires a different way of approaching customers than the current way of advertising. Sense Advertising has been consulted to develop a marketing communication strategy for the target audience to make this product expansion a success.

After research is done on the company and its surrounding, developments in the branch and possible target groups. The following question can be answered: 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?

The most effective strategy to use is to make the potential customers imagine their event being hosted at Rowans Leisure Centre's suites. The most profitable target group is corporate event planners in London. This report clarifies how to use this strategy and how to approach the (other) target group(s) which will result in more revenue for the hall hire.

This report can be divided into two different parts. Part I contains information about the strategy and how to implement it in different phases. Part II will clarify the target audiences and how to communicate with them.

The advices in this report are given in a practical way, to make the content applicable from the beginning.

The costs given are based on a estimation of previous work and average prices. No rights can be derived from this information.



## OVERALL STRATEGY

This advisory report is based on the imagination strategy, as described below. The different advices, explained in the next chapter, all contribute to implementing this strategy. The strategy takes mainly place at the beginning of the contact with the client. This is a crucial phase to win the clients over and to come to the overall goal: increase the suite hiring which will result in better sales and more profit.

The marketing communications strategy for Rowans Leisure Centre is to make it possible for potential customers to imagine their event being held in the suite. IMAGINE is the keyword in this strategy. If potential customers do not see their event being held in the suites they will not book the suites. So we help them imagine.

Before we can make the customers imagine a picture of their event being hosted in Rowans Leisure Centre's suites, the optimal state of mind needs to be created. This means that a couple of things need to be taken care of to create the most fertile state of mind to imagine.

### Two principles

The perfect circumstances to make them imagine that picture must be created during communication with the client. There are different ways to help customers imagine a certain situation. It is very effective to help customers create their own narrative about a situation related to a product. Numerous studies in social psychology are based on the assumption that in many instances, consumers are likely to construct their own narrative in the course of making a judgment or behavioral decision. (R.S. Wyer Jr. et al. 2008) . A narrative of a customer is for example when they imagine using a product, the effect of using the product and the reactions of their environment on using the product. In this customer narrative, we want the outcome to be positive for Rowans Leisure Centre. To be able to anticipate on the narrative, the company has to get to know the customer they are dealing with. This is the first category of advices. The advices in this category are taking place around the first phase of contact with the client (the different client contact phases are described hereafter). The category of advices will help Rowans Leisure Centre's representative to be able to get in the minds of the customers and help them imagine. The representative can prepare to imagine with them and help them create a suitable narrative. To know as much, as soon as possible about the customer's wishes will give a better view on the goal the client has in mind (their perfect narrative/picture). This is very helpful to make to cooperation a big success and convince the client of booking a suite at Rowans Leisure Centre.

Another study suggests that people who encounter information that describes a sequence of events are likely to form visual images of the events that describe the sequence, thereby generating a visually coded episode model of the sequence as a whole. (Wyer et al. 2002). This means for the marketing communication strategy that the information given to the customer needs to be in the sequence of the event. This will help them visualize and imagine their event being held at Rowans Leisure Centre. Therefore, there cannot be any distracting factors going on in the mind of the customer. The strategy contains a second category of advices to make the customer focus on imagining that picture. The advices in the second and last category advise to make sure other issues do not distract the customer. This will benefit the sequence course of the information they will be confronted with.

To receive the given information in a sequence, the customer's mind has to be free and not filled with worries. Worries they can have can concern the budget, practical issues or people at the event having fun or not. The advices in this category will withhold the customers from worrying about (practical) issues and makes them focused on the imagination process.

It is very important to be able to influence the first impression of the event that the customer creates in mind. The company can build towards the perfect image together with the client, but a start needs to be made by the customer itself (with help of the company). An event planner, a professional or an occasional one, puts its reputation at stake when they are planning an event, so their need to succeed is very high. So is Rowans Leisure Centre's need to make the event a big success. It is important to let the customer know you are both on the same team and that you will build towards the perfect image of the event together. All advices given will contribute to create that perfect image in the customer's mind.

## **Why choose this strategy?**

Once a potential customer has a visual in mind of their event being held in one of Rowans Leisure Centre's suites, they continue adding ideas to that image. They build their perfect event based on that first image in mind. For example:

In the first place, they have an impression of Rowans Leisure Centre and they see the suite.

Secondly, (if all is well) they imagine that their event is hosted in Rowans Leisure Centre (first image of the event hosted in Rowans Leisure Centre).

Thirdly, they start to see more possibilities given by the venue that will contribute to making the event a success such as a separated corner in the suite, that they think that can serve as a VIP area (adding ideas to that image).

The strategy is created to make sure "all is well" in the second part of the customer's thought process. At this specific decision moment in the consumer's thought, it is of great importance that it turns out positively for Rowans Leisure Centre. The perfect circumstances need to be created to make that moment of imagination possible. When using this strategy, you can achieve a fundamental change in the mind of your customer, which will result in more bookings for the suites. With this strategy, you combine the customer's and Rowans Leisure Centre's best interests.

Described here are the phases the clients go through during their contact with Rowans Leisure Centre and their importance for the strategy.

## **Potential customer phases**

The strategy needs to be implemented at the right moment to get the best possible result. During contact with potential customers, there are different phases every customer goes through. Certain advices are necessary in a specific customer phase. The advices in the next chapter focus on the first two phases. These phases have the biggest influence on the decision to book a suite at Rowans Leisure Centre and therefore increase their income. The crucial phases in the marketing communications process are:

1) Online research and first contact with Rowans Leisure Centre. In this phase, the client will visit Rowans Leisure Centre's website, looks for additional information and prepares for the viewing of the suites.



2) Viewing of the suites. In this phase, the focus needs to be on the appearance of the leisure centre, the available facilities and of course the suites themselves. In this phase, the customer will decide if the venue is suitable for the event they want to host.

3) Preparing the quotation. In this phase, the focus will be on the preconditions and the practical possibilities. Once the client and Rowans Leisure Centre's representative agree, a quotation will be made and signed. In this phase, the practical issues are being focused on.

4) Confirmation about the agreements and deployment of third parties. The actual completion and planning of the event will be taken care of in this phase. This will concern issues such as the look of the event and the catering.

As mentioned before, the strategy focuses on the beginning of the contact with the client. Most advices will take place in phases one and two.

## **Types of customers**

When applying the strategy, there are two types of customers within the target groups to take into account. The group of customers who knows exactly what kind of event they want and have all the details in mind. The other group of customers is looking for creative input and only has an overall view on how the event should be like in the end.

The first mentioned group of customers is the hardest to influence. This is because the picture of their event is already in their mind. Once Rowans Leisure Centre's suite fits in the picture, the customers are satisfied. The hardest work comes when the suite does not fit in the picture. To win these clients over, is going to be a hard job. But the advices later on in the report will help the company to win these clients over.

The second type of customers are customers who have an idea of how the event must be like in the end, but they have no particular ideas how to complete their overall goal. An overall goal of the customer can be that the event has to be fun, exclusive or informative. This customer is looking for ideas and suggestions to come to their goal of the event. There are also customers who do not have a goal in mind and just want the event to be fun. These customers need a lot of guidance in the process. This costs a lot of time, but can be profitable for Rowans Leisure Centre as well. Because they can shape the event from the beginning in a profitable way for the company.

The advices given in the report are adjusted on these two types of customers. When an advice needs to be adjusted to a specific type of customer, it will be mentioned by the concerned advice.

## 1 GET IN TO THE MIND OF THE CUSTOMER

As written before, this category of advices is necessary to be able to get in the mind of the customer and thus being able to anticipate on the customer's created narrative. Knowledge about the customer gives the ability to empathize in their situation and gives the company the possibility to anticipate on the narrative of the customer, in a positive way.

As a company, you want to know how the perfect picture/narrative of the event looks like in the eyes of your customer. When you have a view on that "perfect image/narrative", you can find opportunities where you can convince the customer think that Rowans Leisure Centre's suites are perfectly suitable for the event. It helps you to give tailored suggestions, which will contribute to a positive outcome for the company in the customer's decision.

When a company knows its customers well, it is easier to understand what kind of considerations the customer makes. Thereby Rowans Leisure Centre can turn these considerations to a profitable situation for both parties.

Getting to know the customer will give a view on their wishes, needs and way of thinking regarding to the event. Your collaboration with the client will be much better because, you know the goal the customer has in mind and you can anticipate on that. The customer will notice that you have put in a lot effort to get to know their wishes and needs. This will make the customer more likely to trust the company with their event.

We have to gather as much information as soon as possible. This will give you time to prepare for a meeting with the customer. The better you can empathize in your client straight away, the happier the client.

How can you get in to your customer's mind and participate in their narrative, to help them imagine their event being hosted in Rowans Leisure Centre?

### 1.1 Add questions to enquiry form

The information gathering can already start at the point where the potential customer fills in an enquiry form on the website. At the moment there is only practical information asked in the form. We advise to add some questions to the form that tells more about the client's needs regarding the look and result of the event. Planning an event is exiting and can be stressful as well, adding some opinion questions to the enquiry form can be helpful. Of course, this does not mean to make the form twice as long. Adding two or three question should be enough. These questions will include how the customer would like the suites to look, or what kind of style or theme the event has. The questions need to be related to the look and feel of the event, in order to gain helpful information.

#### Results

When applying this advice, you have straight from the beginning a better view on what type of customer you are dealing with. You will know if it is a customer with a clear view on how the event must be like, or a customer that is looking for inspiration to fill in the event. When you have more information about the client's view on the look and feel of the event, you can give a tailored advice. The customer will get enthusiastic about the suitable options for the event and will be more likely able to imagine their event being held in one of the suites. The obtained information will give the company the opportunity to prepare the suite when the client is coming for a viewing. You can add or remove things in the suite to make a good first impression. This will make it easier for the customer to imagine their event being held at Rowans Leisure Centre.

When the client is visiting for a viewing, you can make suggestions that are related to the answers in the enquiry form. Hereby you directly connect to the narrative the customer is creating and make the

suite more suitable for the client. This will also show that you are well prepared and this contributes to a positive experience of the client and more efficient co-operation. For these results to be optimal, advice 1.2 is required.

#### **To do**

This advice is very easy to implement in the current situation. The following needs to be done:

- The questions need to be thought of;
- The questions need to be added to the current enquiry form on the webpage . The potential customer can possibly not have a view on the event yet. Therefore this question will not be obligated to be filled in to continue the booking;
- After gathering the information, an employee needs to study the answers to be able to use them during a meeting with the customer.

#### **Costs**

The costs of this advice is very low and this advice is very easy to implement.

It will take an hour of a communication specialist to think of the right questions to gather the wanted information. A communication specialist at Sense Advertising charges a rate of £65 an hour.

To implement the questions in the current enquiry form on the website will take an hour as well. A web designer at Sense Advertising costs £35 an hour.

This will come to a total of **£100** for this advice.

There will be no returning costs for this advice (changes or additions afterwards excluded).

## **1.2 A pre-meeting questionnaire**

In the current enquiry form, there is only room for a couple of extra questions as explained above. However, the more information you have about the customer beforehand the better. That is why we advise to send the potential customer another form to fill in after both parties confirmed to a meeting.

This pre-meeting questionnaire will contain specific questions about how potential customers wish the event to look like, if he or she is experienced in organizing events and the company's role during the co-operation. The questionnaire will consist out of more or less ten questions (this in collaboration with Rowans Leisure Centre). A link will be sent to the customer's email address and he or she will be asked to fill in the pre-meeting questionnaire, at least two days before the meeting.

#### **Result**

The results of this second advice are a lot like the results described at advice 1.1. However, with the pre-meeting questionnaire there is the ability to gather information that is more useful. Therefore, it allows the company to give an even better tailored advice and to be well prepared.

The gained information can be used to optimize the co-operation because, you are aware of the expectations and experience of the customer. This will make the cooperation as efficient as possible.

#### **To do**

This advice requires a couple of things to be done before it can be implemented; it is a very simple way to gain very important information.

- The pre-meeting questionnaire needs to be thought of;
- The pre-meeting questionnaire needs to be digitized and designed;

- A representative of Rowans Leisure Centre needs to send the questionnaire to the potential customer at least a week before the meeting;
- After gathering the information a representative of Rowans Leisure Centre needs to analyze the information before the meeting.

### Costs

The costs of this advice is very low, especially when looking at the efficiency that you are able to reach.

It will take two hours to think of the questions to gather the needed information. A communication specialist at Sense Advertising will cost £130 for the job (£65 an hour times two).

A web designer will need four hours to design and format the questionnaire. A web designer at Sense Advertising will cost £140 to do that job (£35 an hour times four).

This will come to a total of **£270**.

There will be no returning costs for this advice (changes or additions afterwards excluded).

## 1.3 Online tool

Visual stimuli will help the client imagine their event being held at Rowans Leisure Centre. They actually see a preview of their event in a model of the suites that they created themselves. An online tool will be placed on the website and allows customers to plan the look and feel of their event.

Using this tool, the customers are able to remove elements, adjust lightning and add their wishes to a 3D model of the suite. They will be able to print their design and share it with friends or involved parties. An employee of Rowans Leisure Centre will receive a version of the created model as well. This is another way of getting a better view on the customers mind and wishes of the event. This tool will make sure the customer is well prepared and will inspire them to make the event a great success. Because the tool forces the customer to think about the different options they have.



The tool will possibly look like the example given underneath. There are many options with this tool, different applications are available and the eventual version will be decided in consultation with Rowans Leisure Centre.

### Results

When receiving the client's event-model, you have a very clear view on how the customer wants the event to look like in the end. Even when a client did not add many details, or left many things open, the company will know that the client is looking for inspiration. In addition, customers will appreciate suggestions to help them shape the event.

This will help them create their own narrative in the suite, because they can visually see their event in the way they want and this encourages the client to use their imagination. The tool makes it easy for event planners to have an idea of the possibilities at Rowans Leisure Centre. It will be fun to do as well. In addition, it shows that Rowans Leisure Centre gives them the optimal opportunity to make planning the event as easy and fun as possible. The tool will show the client that Rowans Leisure Centre is up to date on digital possibilities. That gives the client confidence about other digital possibilities regarding the event.

**To do**

To implement this advice there will be some meetings with Sense Advertising necessary to get to know Rowans Leisure Centre's wishes. Sense Advertising will be taking care of implementing the online tool. The actual "To do's" depend on the final version Rowans Leisure Centre chooses to implement.

**Costs**

The costs of implementing this advice depend on the final version Rowans Leisure Centre wants to implement on their website. There will be hours needed from a web designer at Sense Advertising to integrate the tool in the website. This designer has a rate of £35 an hour. In addition, costs need to be reserved for the actual license to use the tool online.

The total costs can be defined after consultation with Sense Advertising.

## 2 FOCUS ON IMAGINATION

Once you know your customer, a new range of advices is needed to make the clients imagine their event being held at the suites of Rowans Leisure Centre. This advice is a further stadium in the client contact, the viewing of the suite and planning the event. It is based on taking away the worries of your customer regarding the event and plan the event in the sequence of the course of the event. This will make it easier for the customer to focus on the image of the event being held in Rowans Leisure Centre's suites.

Worries that the client may have can involve practical things like the budget or if people are going to find the venue. They can worry about things like if the guests are going to have fun at the event as well. Planning an event can be very stressful, even when you are a professional. There are many things to be organized, it is always a challenge to make the event a success. Therefore, the mind of the planner is full of thoughts, considerations and worries. These worries or thoughts are distractions from imagination. When planning the event in the order of the event sequence it will help them to imagine. Because "customers will encounter information that describes a sequence of events likely to form visual images of the events that describe the sequence." This is described in a study by Wyer et al (2002).

The aim is to make distracting thoughts from the sequence become less important. In addition, it will make the customers focus on the joy of planning an event and will make them enthusiastic about the suite.

The more focused the customers are, the more opportunities they will see. For example, when the suite is too light, a worried customer will rather think of cancelling the suite. On the other hand, a focused customer with fewer worries in mind will think this can be solved with fabric draperies. This gives the suites a better chance of fitting in the image of the customer.

How can Rowans Leisure Centre take away the customer's worries and provide information in the sequence of the event, to help them focus on imagining their event being hosted in Rowans Leisure Centre?

### 2.1 Mention the costs

When showing the suites to a customer and you have not mentioned the budget, it can influence the customer in a bad way. For example when the customer is positive about the suite, they withhold themselves from being enthusiastic because they do not know the costs yet. The customer prevents himself from being disappointed when the costs are revealed.

That is why we advise to give a guideline for the budget before the customer sees the suites. This can be a quick conversation beforehand or during the walk towards the suites. The representative of Rowans Leisure Centre can reassure the customer that the budget would not be a problem and that the exact costs will be discussed later on. Of course, only in case it would not be a problem. Good sales and people skills are required to estimate the way to approach the client.

There is an exception when it comes to taking this advice; when the customer has no budget limit. Most of the time you will notice this straight away or they will tell you. In this case, do not mention the costs and suggest everything you can do in order to make them enthusiastic!

The customers that have a detailed view on how the event must look like, often have a better idea of how much the costs will be. This because they have done research and are more prepared. You can mention the costs to this type of customer. When you know about the wishes the customer has, (gained information from the previous category of advices), you can more or less estimate the budget range of the client. This knowledge will help you approaching the client in the right way. When a client has no specific ideas in mind about the details of the event, the budget can be briefly

mentioned, but note that it depends on the requests the client has. A wide estimation will be enough for this type of customers.

### **Results**

When the customer is reassured that the money issues will roughly be alright and will be discussed later on, the customer is less distracted while looking at the suites. This gives them the opportunity to imagine. Everything that will be shown to the customer after mentioning the budget, they believe is within reach. This can make them enthusiastic about the suite instead of being worried if they can afford it. A representative can also give better tailored advice because you know more or less what they can afford; this will prevent you from disappointing the customer.

### **To do**

It will not be much work implement this advice. The only thing is to make sure that the budget is mentioned before showing the suites. To be able to know to start this conversation, you have to have people skills and a feeling for sales.

- An (internal) sales training

### **Costs**

When a member of staff can give a sales training to other employees, it will cost more or less three hours with an internal rate. To send an employee to do a training, it will cost the amount of hours the training takes, with an internal rate.

When sales training needs to be given by an external company the cost differ from £50 for a four-hour course to £1,500 for an 18 hours course per person. (Enzine Articles, what should a sales training cost, in terms of money, time and results. On February 04, 2007).

## **2.2 A practical script**

The company can take some of the worries from the customers away by creating a script for the practical proceedings. It is important to mention the script to the client during the viewing. In case they were thinking about practical issues while looking at the suites, it will bring back their focus on imagination.

The script will contain information about the practical proceedings, in the order of the course of the event. It will contain information such as the amount of time they have to prepare the event, a route map where customers can park their cars; these are all proceedings that are more or less the same for every event. This script can be found on the website as well.

### **Result**

The result of this advice will be that Rowans Leisure Centre comes across well organized. In addition, the potential customer will feel relieved not to worry about practical things. This will make their minds more focused on imagining their event being held at Rowans Leisure Centre.

The script being in order of the course of the event will help them imagine using the sequence method (as described at the beginning of this chapter and in the strategy description).

### **To do**

To implement this practical script in the procedure of the suite hire sales will not cost a lot of time. It needs to be mentioned and explained during the client meeting. Other proceedings that need to be done are:

- Gathering information from previous events with practical proceedings;

- Making the actual script;
- Adding the script to the website.

#### **Costs**

This advice will cost an internal rate of time from an employee, to gather information about returning procedures. Or this can be researched by a communication specialist at Sense Advertising with a rate of £195 (three hours work with a rate of £65 an hour). The design will be done as well by the communication specialist.

A web designer at Sense Adverting will need one hour to add the script to the website with a rate of £35.

This will come to a total of **£35 or £230**.

There will be no returning costs for this advice (changes or additions afterwards excluded).

### **2.3 “Can you imagine?”**

This advice needs to be applied during meeting the client. When showing a client the suites, it is very important to begin at the beginning of the event. Start by showing/telling where people can park their cars, followed by showing where guests can hang their coats. Show the client the suite and tell the options in order of the course of the event. We advise to use the words “can you imagine...?” regularly in the conversation. This is a way to make a suggestion that the customer may like. For example: “can you imagine your VIP guests sitting in this area with a glass of champagne?”

When dealing with a customer that has a detailed view on his or her wishes (gained information from the previous advice category) the representative can fill in the information that is known about the wishes of the customer.

#### **Results**

Practicing this advice will appeal to the imagination of the client. In the optimal situation the client can really imagine their VIP area in the corner of the suite, as mentioned before as an example.

Making use of showing the suite and telling the possible options in the sequences of an event will appeal to the imagination of the customer. This will contribute to them imagining their event being held at Rowans Leisure Centre.

#### **To do**

All that needs to be done to implement this advice is:

- Use the given words.

#### **Costs**

This will not require any costs, unless a sales training is required for the representative of Rowans Leisure Centre. The costs of a sales training are given at advice 2.1 Mention the costs.



## 2.4 Combine services to get the party started

A concern that many party planners have is: if people are going to have fun at the event. A situation where the guests are looking bored, not talking to each other and are eager to go home, crosses a planner's mind at least one time. Many event planners are looking for a fun activity to get the party started. Rowans Leisure Centre has multiple opportunities to make the guest have fun straight away! That is why we advise to combine the services that Rowans Leisure Centre has to offer. It can be a lot of fun to place a karaoke booth in the suite to make events livelier. A representative can suggest this when a customer is planning a party, an entertaining event, or even when a corporate event needs a casual activity.

This combination of services can be suggested during the viewing of the suites, or in a later client contact phase.

Clients that are looking for some inspiration to fill in their event will be happy to hear about this option. When you know you are dealing with a customer like this, try to make them enthusiastic about combining the services as soon as possible. In the first meeting for example, this will increase the chance of a client booking a suite. Clients with a clear view on their event will be less impressed by this suggestion. However, it is necessary to mention it to both customer types; because it can be the extra information they are looking for.

### Result

When you suggest combining services, the customer will have a visual in mind of their guest singing and having fun for example. This contributes to the imagination of the event being hosted in one of the suites.

Your customer will also not be worrying about the guests having fun or not. This will make them less distracted from imagining their event hosted at Rowans Leisure Centre. This way it is more likely they will book the suite.

### To do

There is not much that needs to be done to combine the services that Rowans Leisure Centre provides. It depends on the services the customer wants to combine. Underneath are the general to do's for every service written.

- The services and their extra costs need to be listed to give the customer an overview;
- The services need to be prepared before the event starts;
- The options to combine services need to be added to the website.

### Costs

The costs depend on what services are combined.

To list the services with their prices, will cost an employee of the leisure centre two hours, with an internal rate an hour.

To prepare the services before the event starts will cost an employee more or less one and a half hour, with an internal rate per hour.

The adjustments to the website will take a web designer at Sense Advertising one hour, with a rate of £35 an hour.

This will come to a total of **£35**.

There will be no returning costs for this advice (changes or additions afterwards excluded).

There are different trends in the branch of hall hire and event hosting. The trends differ from social media implementation to ways to decorate venues. The trends feasible for Rowans Leisure Centre's situation are written underneath.

## Twitter screen

A trend for big and small events is a prominent screen with Twitter feeds regarding the event. This screen shows the Tweets of people attending or talking about the event. The Tweets appear on the screen live after people posted a comment.



Image 2: Example Twitter screen. Image from: <http://info.triqle.eu/services/twitter-on-screens/>

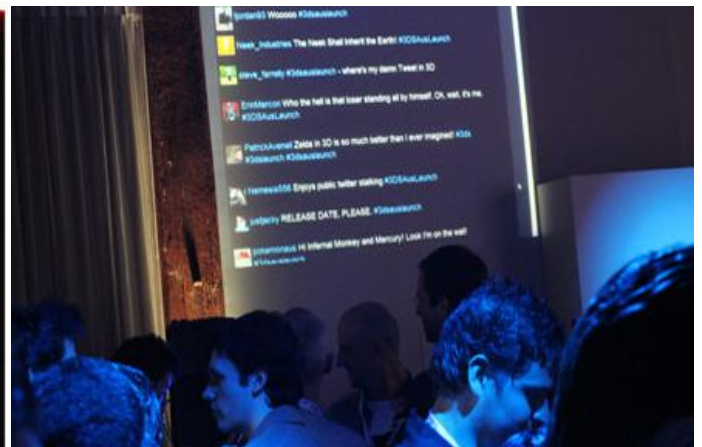


Image 3: Example Twitter screen. Image from: <http://uk.gamespot.com/news/nintendo-3ds-sydney-launch-photos-6298300>

Rowans Leisure Centre can easily implement this trend by placing a prominent screen in the suite. The guests of the event can Tweet their comments and people seem to experience it as a fun activity during an event. This trend is implementable at all different kinds of events such as parties, meetings, conferences, birthdays, presentations etcetera. Irrelevant posts are easy to remove and you can adjust the layout of the page to the style of the event. (Triqle, event intelligence. 2011)

### Result

By implementing this trend, Rowans Leisure Centre will increase their amount of followers on their own Twitter account. It will increase the audience interaction with the company and among the guests as well. Another big benefit of this trend is that the followers of the guests will be reached as well. This trend is very good for the awareness of Rowans Leisure Centre itself and the new option to hire a suite. In addition, it is fun for the guests as well!

### To do

Implementing this trend will not require much effort. A big screen is already present at the venue, only a dashboard needs to be made for Rowans Leisure Centre's Twitter account.

- The screen/beamer needs to be prepared before the event;

- An account (dextr) /dashboard needs to be created, different styles are possible for this, and are given on: <http://www.eventmanagerblog.com/event-management/visualize-twitter-at-events> (Dextr, second Twitter screen. 2012);
- A general check has to be done before the event takes place.

### Costs

This trend has very low costs to implement. One of the current staff members can create an account or deck for the Tweets. Free applications for this are offered online. (Dextr, second Twitter screen. 2012)

A company can be hired to install the live Twitter screen as well. This will cost Rowans Leisure Centre £600 at Trigle Event Intelligence, a company that covers Europe. (Trigle, event intelligence. 2011)

This will come to an optional minimum of £600 or 3 hours of staff member time with an internal rate. There will be no returning costs for this advice (changes or additions afterwards excluded).

### Personalize

You can notice the trend of personalizing everywhere. You can customize your own shoes and even your mobile phone if you would like to. Customers get used to the fact that they can influence the way a product will look like in the end. In times of crisis customers know that companies are happy with new clientele. They know that the customer is important for the company and that the company will do as much as possible to keep the customer happy. The customer will expect more from the company.

Rowans Leisure Centre can implement this trend by offering the suite like the customers want it to be. It is important to offer customers the possibility to personalize the venue to their wishes by telling and showing the customer what kind of possibilities there are regarding the decoration of the suite, like special lightning, fabric draperies and props. Therewith the company gives the customer the opportunity to personalize the “product”.

As can be seen in the picture beneath it can make a big difference to a venue when a professional company decorates it. The customer can decide the style and look, and the decoration company makes sure this style will come across.



A company called Reveries does this transformation; they are covering venues in London.

Image 4: Hall decorations by Reveries. Image from: <http://www.reveriesevents.co.uk/>

## **Result**

By showing the different possibilities to the customer, the chance is bigger that they will book a suite because they are not restricted to the current look and feel of the suites. Showing the customer different options will make Rowans Leisure Centre a flexible company to do business with. By personalizing the event a satisfied customer is more likely, and satisfied customers will lead to more customers. After different events are held in the suites, you can use the pictures to show to potential clients how many different possibilities the venue has. In addition, you can show that there will be a suitable look for almost every occasion. People want their event to be special. With this way of customizing the suites for them, they will have the feeling that is not just “another event”. On the contrary, that many people made much effort to make it a successful event like no other.

## **To do**

A decoration company needs to be hired for these suite transformations. This is very convenient for Rowans Leisure Centre because it can be offered to the customers without extra work and costs. We advise to contact a couple of different companies like Reveries and gather information about special deals for collaborating.

- Information needs to be gathered about companies in this branch;
- Special deals need to be made with the company Rowans Leisure Centre wants to work with;
- An overview needs to be made of the possibilities that a customer can choose from;
- During a meeting with the customer the different options need to be shown.

## **Costs**

The costs of the decoration will be added to the quotation of the customer. The company to hire will have visual material to show the customers their options. Time needs to be invested to find the best company to co-operate with. This will take five hours from a staff member, with an internal rate. The costs of the decorations itself depend on the wishes of the client. A rough estimation of the costs for the Studio Suite is about £1,000 for wall draperies, £1,000 for ceiling draperies and £300 for adjusted lightning. The costs are exclusive VAT, transport and setup costs. For a total suite transformation, this will come down to roughly £5,000 (excl.) on the quotation of the customer.

This will come to a total of 5 hours staff member time with an internal rate.

There will be no returning costs for this advice (changes or additions afterwards excluded).

## **“The big bad company”**

According to Julius Solaris, a marketing professional dedicated to social media and events, “the hottest venue for 2012 is our living room or backyard”. The thought behind this trend is to have an intimate event with a personal touch. This to show your guests you have made a lot of effort to make them enjoy the event. The feeling of working together with a “big bad company” that only wants to earn money from the event can make people decide to host the event at home.

Rowans Leisure Centre can anticipate to this trend by communicating to the (potential) customers in a way they feel unique, at home and comfortable. The last thing they want to notice is that the suite hire is a routine job. Personal contact with the company is very important for the customer. Make sure every customer has a contact person, this person will be up to date about everything regarding the event. While communicating it can be helpful to refer to previous meetings where you spoke and had some ideas. Or tell the customer that you thought about an idea or solution for a problem that you faced the last time you spoke (only in case you really did of course). Calling the customer by his or her name can be helpful as well in order to create a more personal way of doing business. Avoid

lines such as: “what we normally/usually do...” this does not show uniqueness for each event hosted by Rowans Leisure Centre.

### **Result**

When the customer feels unique while doing business Rowans Leisure Centre, both parties can achieve a lot more to make the collaboration a success. The client will share more ideas, problems and wishes, where the contact person can anticipate on. In addition, when you go a step further to please your client, you will have a happy customer and great word of mouth advertising.

### **To do**

The things to do to be able to implement this trend will be taking place during contact with the customer.

- Invest time in every single customer, to be able to think with them;
- Every customer needs to have the same contact person during the process;
- During communicating with the customer: mention previous meetings and shared ideas
- During communicating with the customer: use his or her name;
- During communicating with the customer: avoid sentences such as “what we normally/usually do...”.

### **Costs**

The costs for implementing this trend will mostly be hours to train staff members to implement the “To do’s”. This will be a one-hour meeting with all staff members who have meetings with the customers, with an internal rate.

This will come to a total of 5 hours staff time with an internal rate.

There will be no returning costs for this advice (changes or additions afterwards excluded).

## **Health**

An important consumer trend is that people are more focused on being healthy and use tools to keep track on their health status (Trendwatching.com. 2011). There is much more known about the results of not living a healthy life. People are more and more convinced to choose a healthy lifestyle. It has become a bigger part of people’s lives. This means working out, eating healthy and an active lifestyle are brought to the attention a lot. This is done by brands, companies and the government. Generally seen, bowling alleys do not have the image of being very healthy. The activities most of the time are combined with alcohol and fried snacks. (Firstresearch.com. 2012).

This can possibly keep potential customers from thinking about hiring a suite at Rowans Leisure Centre. Therefore, it is important to give the potential customers a different or broader view on Rowans Leisure Centre. This can be done by using fresh colors, emphasize the active part of the activities while communicating. Bright, outside, energetic and shots of healthy snacks on the window screens will contribute to a more active and healthy view on Rowans Leisure Centre.

While planning an event with customers, it is important to give them the opportunity to be able to choose a healthy snack platter as well. Add photos of healthy snacks to the webpage of the hall hire to attract people who are looking for a different way of snacking.

## Result

This will show that Rowans Leisure Centre is more than just a bowling alley and that the company cares about health and an active lifestyle. This can contribute to the all-round image that Rowans Leisure Centre needs to have when offering its client more products. When the company offers this to the customers, Rowans Leisure Centre will be suitable to host more different events.

## To do

- Adjustments need to be made in the communications;
- Outside shots of active people need to be (taken) displayed on the screens that will be placed in the front of the venue;
- Suggestions for healthy food needs to be listed ;
- The necessities for the food to serve needs to be purchased in advance of the event;
- Preparations need to be done to be able to serve the agreed food.

## Costs

The adjustments that need to be made in the current communications can be done by a communication specialist at Sense Advertising. This will cost £260 for the job (£65 an hour times four).

The animations for the screen that will be placed in front of the venue still need to be made, so this will not cause extra costs.

The kitchen staff needs to invest time to list the options they can offer the customers. This will take an hour for two staff members with an internal rate.

Preparation costs and the bought necessities will be charged to the customer. To make the special menu for the client will cost extra time of the kitchen personnel; this will be earned back at the same time. The hours needed depend on the agreed menu of the customer. These hours will have an internal rate.

This will come to a total of **£260**.

There will be no returning costs for this advice (changes or additions afterwards excluded).



### Situation

Rowans Leisure Centre is well-known in the North of London. Since the beginning of 2012 Rowans Leisure Centre added a new product to offer its clients. Two suites are available for hire, the Grand Suite and the Studio Suite. The Grand Suite has the capacity to host 50 to 300 people and the Studio Suite can host 20 to 110 people. Both suites can be rented exclusively for 500 guests, with bowling alley inclusive. "To hire a venue for this amount of people including the entertainment possibility is hard to find in London, we are the only one." According to the general manager at Rowans Leisure Centre, Terry Harrison. Especially combined with the convenient location the centre has. Rowans Leisure Centre has asked Sense Advertising to create a marketing communications plan to make the suites profitable straight away.

### Communication problem

At the moment there are not enough people hiring the suites. The suites are most of the time empty, this is something Rowans Leisure Centre wants to see changed. The communication problem is that people do not know about the suite hire option. Rowans Leisure Centre has to position itself in the venue hire branch to be in the minds of potential customers. The communication problem needs to be solved with the use of an as little budget as possible. This because Rowans Leisure Centre has already spent a budget on the current communications Sense Advertising has implemented.

### Goals

The goals for Rowans Leisure Centre's communication are: a) making people aware that they can hire a suite at Rowans Leisure Centre and b) making people enthusiastic about the suites and c) creating a unique selling point for the suites at Rowans Leisure Centre.

The effect we want the communications to have is that people think about Rowans Leisure Centre's suites when they are looking for a venue to host their event in. "The aim is to have customers to book the suites at least once every week." said Terry Harrison, the general manager of Rowans Leisure Centre. People need to be enthusiastic about hiring the suite and return to for their following events. We want people afterwards to feel like Rowans Leisure Centre's representative has done everything to make the event a big success for every guest.

### Analyze target audience

After a possible target audience research, the three audiences described underneath seemed to be the most profitable to approach. The target audiences are analyzed on their knowledge about and attitude towards Rowans Leisure Centre, their information needs, demographics and media behavior. The relative information for the communication plan is summarized underneath. The most important target audiences we want to reach are:



### **Corporate event planners (north London)**

#### **Knowledge about Rowans Leisure Centre**

Their opinion about Rowans Leisure Centre will differ per person. They might be familiar with Rowans Leisure Centre because of its location next to the public transport station of Finsbury Park. They could have visited or know Rowans Leisure Centre for other purposes than the suite hire, such as bowling or karaoke. They will not directly think of Rowans Leisure Centre to hire suites in, because they are not associated with corporate activities but with leisure. This target group will have knowledge about event planning, in small and medium companies event planning is most of the time done by someone as a second task. So their knowledge about event planning is not on a high professional level. They can be looking for inspiration to shape the event in the way they want it to be.

#### **Information needs**

The need for information about the suites is about the capacity, location, look, possibilities and costs. The event they want to host can be for different purposes such as team building, promotion parties or client meetings.

#### **Demographics**

These (part-time/occasional) event planners work mostly for companies located in North London. They live in London and in surrounding areas. They travel by public transport to go to work, such as the tube, bus or train. They work fulltime from 9 am to 6/7 pm. Their age is between 25 and 40. They have an above average level of education.

#### **Media behavior**

This target group does a lot of research online; businesspeople are used to use the internet to arrange events. They read the free tabloids in the morning and watch television after work hours. They will be familiar with magazines such as The Economist, The Wall Street Journal, BusinessWeek Magazine and Entrepreneur Magazine.

### **Professional event planners for events up to 500 people**

#### **Knowledge about Rowans**

This target audience will probably know Rowans Leisure Centre from its leisure activities. The suite hire will be new for the most of them. They are willing to have a look at the venue besides the fact whether they like the leisure centre. Because they work commissioned by a client, their attitude will be open towards the suites.

#### **Information needs**

This target audience wants practical information. They work for someone else and have a clear view on what they want. The information they need will regard capacity, budget and the look of the suites. As this is a new venue in North London, they want to visit the suites to see if they can use them for their clients. They may want some information about the possibilities to work together because this target audience will be looking for a venue multiple times a year.

#### **Demographics**

This target audience is hard to indentify. Event planning is a relative new branch and there is not one specific event planner. Their clients can be spread over the United Kingdom and have different requirements. The event planners we want to reach are living in (North) London and are between 25 and 40 years old. The events they plan have to be for groups between 20 and 500 people. The planners have a degree in event planning or a related industry. There are event planners that work for a company or planners that have their sole proprietorship.

#### Media behavior

Event planners often use websites that link event planners to venue owners, such as [venues.org.uk](http://venues.org.uk) and [venuereservations.co.uk](http://venuereservations.co.uk). They will search based on the area, capacity and if the occasion is suitable for the venue. They are very digital orientated; blogs, magazines and trends are an inspiration for the way they organize events. They use social media and other platforms to promote their events and to stay up to date.

#### **Occasional event planners**

##### Knowledge about Rowans Leisure Centre

This target audience will know about the existence of Rowans Leisure Centre. They know Rowans Leisure Centre for its leisure activities and location. The suite hire will most of the time not be known by this target audience. This target audience consists of the current visitors of the leisure centre as well. Their attitude towards Rowans Leisure Centre is generally seen positive.

##### Information needs

This target group will be interested in how the suites look like and what kind of possibilities they have to offer. The people who plan these occasional events are most of the time looking for something special of original to do during the event. This target group is looking for some inspiration to plan their events. Practical information is also needed, such as budget and capacity.

##### Demographics

This target group lives in the surroundings of North London. They are between 25 and 45 years old. Their level of education differs, as well as their experience in event planning.

#### Media behavior

The occasional event planner can be everyone that wants to celebrate their birthday in a venue, has a fashion show to host or is looking for a place to get friends together. It is very difficult to describe their media behavior, because it is very broad and divergent. These planners will look on the internet for venues on websites such as [venues.org.uk](http://venues.org.uk) and [venuereservations.co.uk](http://venuereservations.co.uk). They will search based on the area, capacity and if the occasion is suitable for the venue. As written before, this target group can be current visitors of Rowans Leisure Centre. We can reach them with communications placed within or in the surrounding of the leisure centre.

## **Target group goals**

Rowans Leisure Centre wants an event to be hosted in the suites at least once a week. That is a total of at least 52 events a year. The target groups contribute to this amount with a percentage.

#### **Corporate event planners (north London)**

We want a corporate event planner to book a suite at Rowans Leisure Centre at least once a year. With a total for this target group of 24 events a year, 16 companies need to be affiliated to Rowans Leisure Centre (with an average of 1,5 bookings per company a year). Starting from the moment the communication plan is executed by the Rowans Leisure Centre and Sense Advertising, this target group will provide 46 percent of all the bookings a year.

### **Professional event planners for events up to 500 people**

We want professional event planners to book a suite at Rowans Leisure Centre at least once in their career, with a total for this target audience of eight events a year. Starting from the moment the communication plan is activated by Rowans Leisure Centre and Sense Advertising, this target group will provide 15 percent of all the bookings a year.

### **Occasional event planners**

We want occasional event planners to book a suite at Rowans Leisure Centre when the venue suits their wishes. We want the total amount of the occasional event planners to be 20 events a year. Starting from the moment the communication plan is executed by Rowans Leisure Centre and Sense Advertising, this target group will provide 39 percent of all the booking a year.

## **Communication strategy per target group**

Looking at the competitors (annex page 17) we can conclude that Rowans Leisure Centre needs to handle the suite hire in a more professional way than they do now. The current level of professionalism is already higher than the competitors. By exploiting this in the communication, a unique selling point is formed. Besides this unique selling point strategy, a strategy per target group is necessary as well.

The strategies are based on the communication grid of Van Ruler, which can be found in the annex on page 21.

### **Corporate event planners (north London)**

We want to create a long term relationship with this target group. Because once this target group is reached and satisfied, they are more likely to book the suites again. Because businesses have more than one occasion for an event a year and mostly have a standard venue to host their event in, we want that standard venue to be Rowans Leisure Centre.

Rowans Leisure Centre needs to invest in them by giving them the opportunity to have a dialogue to ask what Rowans Leisure Centre has to offer and create consensus with them. The purpose is to build a bridge between the two companies. Shaping this target audience is needed to convince them that the suites are suitable for the events they want to host. Shaping is also needed to give Rowans Leisure Centre a more corporate image rather than the leisure image in the customers mind.

### **Professional event planners for events up to 500 people**

This target group needs to be informed about the possibility of the suite hire at Rowans Leisure Centre because they do not know about this possibility. These professional planners will contact the venue if they want more information or a viewing.

It is good to build a relationship with this target group because they can provide multiple events a year. The additional strategy for this target group is to start a dialogue to invest in the relationship with them.

### **Occasional event planners**

These occasional event planners need to be informed about the suite hire option at Rowans Leisure Centre. This can be people that already visit(ed) the centre. They do not need to be convinced about the centre. The information can be brought to them when they are present at Rowans Leisure Centre.

For the occasional planner who does not know about the existence of Rowans Leisure Centre, information and persuasion is needed; information about the existence of the centre and persuasion to make them book the suites.

## Message per target group

### Corporate event planners (north London)

Rowans Leisure Centre has the perfect suites for your corporate events.  
You can add a bit of leisure to your corporate event if you wish.  
Can you imagine your corporate event being held here?

The tone of voice is corporate and professional. Rowans Leisure Centre has to show this target group to be a professional business partner. The target audience must know that Rowans Leisure Centre's suites are suited to host a corporate event and a more fun orientated event as well. But the principle should be corporate tone of voice.

### Professional event planners for events up to 500 people

Ever thought about Rowans hosting your event?  
The American retro style is present, will your guests attend?  
Can you imagine your event being held at Rowans?  
Suite looking for original event.

The tone of voice for this target group can be more casual than the corporate target group, but still has to stay professional. The professional event planners must be surprised by Rowans Leisure Centre. A more experimental tone of voice like the last sentence can work for this target group very well, because they are more experienced in reading communications. This mostly because of their age and the amount of confrontations they already had with advisements. (Rossiter and Bellman. 2005).

### Occasional event planners

Planning an event? Rowans already started planning yours!  
Hire a suite including creative ideas for the event!  
Suite hire at Rowans including great ideas to entertain your guests!  
Can you imagine your event being held at Rowans?

The tone of voice for this target group is spontaneous and creative. We want them to believe that Rowans Leisure Centre can provide good ideas to make the event a success for all the guests! This will appeal to people who plan an event and need inspiration to fill the event.

## Media and action plan

### Additions

We advise to make the additions in the tone of voice as described above under “message per target group” on page 29.

### Grand opening event

We advise to organize a grand venue opening party for interested parties, all three target groups will be invited for this event. This will give interested parties the opportunity to view the suites and get to know the atmosphere of Rowans Leisure Centre. Champagne, finger food, music, live Tweet deck and bowling will be provided. It will be a sophisticated party with a hint of entertainment. A personal approach gives Rowans Leisure Centre a chance to start a dialogue with the interested parties about possibilities and create consensus with them. This event should represent the event opportunities at Rowans Leisure Centre and create a relationship with the corporate and professional event planners.

An email alert with invitations will be sent to about 5,000 email addresses. The invitations will be sent to inter alia companies in North London, customers of Rowans Leisure Centre and professional event planners. We advise to invite the guests in a personal way by adding their names to the invitation.

A reminder for the suite opening event must be sent one and a half week before the event.

An invitation for the opening and a RSVP link must be placed on the website.

The email addresses and names of the guests will be collected when they hang their coats. When they give their coats, they will be asked to write down their details on a small form (displayed beside) that will be attached to their coats. When they leave, an employee will ask if they enjoyed the event and if they may approach them for news and offers in the future. When they say “Yes”, the part that they filled in will be ripped off the form and added to the digital potential client list. When a guest says “No”, they will receive their coat and their details. This way Rowans Leisure Centre collects details of the guests who want more information when interested in the suites. This is valuable information when it comes to approaching customers in the right way.

After a week a “thank you for attending” email will be sent to the gathered email addresses, including the question if they are planning an event and if they want to make an appointment with Rowans Leisure Centre’s representative to discuss the opportunities.

Collecting the email addresses can be done by every event taking place in the suites. Approval of the event planner is needed.

### As empty as possible

When using visual material of the suites in the communications, it is important to keep pictures as empty as possible. For example when you want to show the customer what kind of furniture can be present in the suite. Make a separate picture of the furniture and place it next to the suite picture so the customer knows it is optional and not a part of the suite.

With keeping the pictures as empty as possible you prevent the customer from being distracted by details they do not like about the suite. This gives them a

○
<b>87</b>
 <b>Suite Opening</b>
Name:.....
Surname:.....
.....
Email:.....
.....

Image 5: Preview of wardrobe card. Designed by Sense Advertising

more open view on the suites and customers are able to fill the picture in for themselves. When a customer sees a thing in the picture they do not like they tend to see the whole picture in a less positive way.

The pictures on the website only show the suites and no people. We advise to add a picture with a host who is welcoming guests at an event. This will make it easier for the potential customers to relate to the host on the picture. This contributes to the strategy in the first part of this report, to make the customers imagine their event in Rowans Leisure Centre.

## **Additional media activities**

### **Corporate event planners (north London)**

On the suite hire webpage, more corporate and professional looking images must be added. Images of people in suits and an image of a meeting in a corporate setting will improve the corporate look of the page.

### **Professional event planners for events up to 500 people**

We advise to add Rowans Leisure Centre's suites to a venue website(s) that links event planners to venue owners. In the annex on page 19, the different websites with their prices, terms and conditions are listed. We advise to subscribe to [venues.org.uk](https://venues.org.uk). This website has a newsletter and a Twitter account with a lot of professional event planners as followers. The opening invitation will be placed on the homepage (half a million visitors monthly), in the newsletter (54.000 users in UK & Ireland) and posted on their Twitter account (3.000 followers).

### **Occasional event planners**



Currently the visitors of Rowans Leisure Centre are exposed to different notifications about the suite hire. Offline banner on the premises Rowans Leisure Centre is located in and indoor and window posters.

The current customers can be reached by adding a notification on the receipt. When they check if the receipt is correct they will be reminded of the opportunity of the suite hire at Rowans Leisure Centre.

## Planning

All above described additional media and activities need to be implemented as soon as possible to get the best result straight away. This will cause a lot of work in week 23, the schedule shows the tolerance of implementation the different activities have.

The advices given in the first part of the report need to be implemented at the moment the client enters the concerning client phase as described at each individual advice.

					
<b>Additional communications planning</b>					
2012	week 23	week 24	week 25	week 26	week 27
<b>Important dates</b>			22nd Suite Opening		
Activities communication plan					
Event related					
Wardrobe cards					
Notification on website					
Sent invitations					
Sent reminder					
Sent 'thank you email'					
Message per target group					
Additions on webpage					
Registration venue website					
Receipt notification					
Activity done by:					
Sense Advertising					
Rowans Leisure Centre					
Both parties are suited					
Activity deadline					

## Costs

The costs of the advices given in the first part of the report are given at the relevant advices. The costs for the communication plan are displayed underneath.

### Opening related

The costs of the communications to prepare for the event will cost a communication specialist at Sense Advertising two hours for each activity (invitation, reminder and 'thank you' email), six hours in total. This will be a total of **£390** (six hours with a rate of £65 an hour).

To design the wardrobe cards and print them will take a communication specialist at Sense Advertising three hours with a rate of £65. The print costs depend on the amount of visitors and the way Rowans Leisure Centre wants the cards to look like. These costs will more or less be £70. This will come to a total for the wardrobe cards of **£200**.

An invitation and an RSVP link on the website will costs a web designer at Sense Advertising two hours to place and design. This will come to a total of **£70** (£35 times two hours).

The total costs to prepare for the suite opening will be **£660**.

### As empty as possible

This will cost a communication specialist at Sense Advertising two hours. With a rate of £65 an hour.

This will come at a total of **£130** (£65 an hour times two).

### Message per target group

The costs for this advice are based on the costs for the current communications, as they need to be redesigned, printed and installed again.

The current communications consist of five printed pieces, only three of them will need to be adjusted. Examples can be found in the annex on page 10 and 11(images 11,12 and 13).

To replace the offline banner outside of Rowans Leisure Centre will cost £105, the window banner will cost £300 and the big indoor poster cost £650. The time needed to redesign them, will cost three hours of a communication specialist at Sense Advertising, a piece. The installation costs of all three pieces will be £250.

The total costs of the adjustments per target group will be **£1,890**.

### Additions on webpage

To add images to the website will cost a web designer a Sense Advertising one hour with a rate of £35 an hour.

The right images need to be chosen, this will cost a communication specialist at Sense Advertising one hour with a rate of £65.

This will come to a total of **£100** (£35 plus £65).

### Registration venue website

When subscribing to venues.org.uk will cost £500 for half a year. A communication specialist will need two hours to provide the right information, images and subscribe to the website. A communication specialist at Sense Advertising will cost £65 an hour.

This will come to a total of **£130** (£65 times two hours).



**Receipt notification**

To add a notification to the receipt will cost an employee of Rowans Leisure Centre an hour or less with an internal rate.

This will come to maximum of one hour internal rate.

**Evaluation**

The results of this communication plan can be tested on the goals Rowans Leisure Centre has set. This must be done a year after implementing the given advices. When a minimum of one event per week is booked at the suites, the goal is achieved. The aim is to have more than a booking a week. We estimate that during the holidays such as Christmas the enquiries will increase. Most companies will organize events at the end of the year. This busy period will heighten the average amount of bookings. The ratio in which target groups contribute to the total amount of bookings is not important when it comes to achieving the goal.

Once the goal is achieved, there is always room for growth. The more bookings the better. Therefore we recommend a yearly meeting with Sense Advertising to see where there is room to grow. Both parties can share their experiences regarding this communication plan and additions can be made.

## CONCLUSIONS AND RECOMMENDATIONS

The main question of this report; 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? can be answered. As described before, the best target audience to approach is corporate event planners. The best strategy to use is the imagination strategy. Once the target group is reached the strategy must be used. The order of implementing the given advices, is of great importance to get the best possible result. Underneath is described which advices need to be implemented as soon as possible and which can be implemented later on without losing efficiency.

We advise to start planning the opening event straight away. This advice will be effective from the beginning. The awareness of the suite hire will increase, the dialogue with the target audience will be started and the details from interested parties will be gathered. These are very important developments at the beginning of a product launch. This advice needs to be focused on as soon as possible.

When a guest receives an invitation, there is a big chance that Rowans Leisure Centre's website will be consulted to gain information. Therefore we advise to implement the adjustments to the website in the same period of time as the invitations will be sent. Adding the corporate look/page for the suite hire information has priority. The floor planner tool can be implemented after the suite opening. The casual appearance of the website can withhold corporate event planner from being interested. Compared to the tool, which is an extra service to offer clients, they will not decide negatively in its absence.

After the suite opening, the enquiries will increase. It is of great importance to make sure the enquiry forms are ready to use by that time and that the gained information will be used to implement the strategy. The implementation of the strategy can start when there are interested potential customers. The strategy will contribute to making potential customers become paying customers.

The first principle of the strategy, to get in the minds of the customer and anticipate in their narrative and therewith being able to give a tailored advice, has priority. This is because the first impression of Rowans Leisure Centre must be good to keep the customer interested.

The second principle of the strategy is an advantaged range of advices. Being able to make a customer imagine their event being held in Rowans Leisure Centre by guiding a customer in a sequence through the sales process requires a great set of skills. This can be done when part one is well executed. Therefore principle one needs to be sufficient to implement the second.

Suite hire has only recently become available for customers. Therefore we advise to wait making any adjustments to the current communications. The communications fulfill to their requirements and it is quite an investment to adjust the communications without being able to really see the effect they have.

The above given order will contribute to the effectiveness of the advices. When the situation of Rowans Leisure Centre changes, a different course of action can be needed. That is why the advices are given in a way that they can be implemented independently from one another. When this situation occurs, we recommend to consult a communication specialist at Sense Advertising to help advise how to anticipate on the new situation. Depending on the situation a new research may be needed. Therefore keeping Sense Advertising posted about developments is recommended to keep on improving the suite hire.

## AFTERWORD

Looking back on the experience of writing this thesis, it all went smoothly without any unsolvable complications. The timing of writing this thesis was very interesting because there were a lot of developments related to the company, going on during the writing process. This required of me to adjust the report to the developments every single time. Sometimes this was complicated because some issues were not important anymore after I already wrote about it or researched them. This shows that some problems solve themselves! It kept me really focused as well, because I simply could not lose track. Sometimes it was hard to work on a strategy that was already started by someone else. Luckily I was able and allowed to choose my own directions in this process and the current situation did not obstruct my strategy in a single way.

I have experienced that I can do a job like this on my own, but I would rather work together with others. Working in a team motivates me in a challenging way. During my stay abroad, I did not have a lot of contact with my fellow students about my thesis. Most of them had different deadlines. This caused that I could not share difficulties which I was facing while writing this report with someone in a comparable situation. It was a good experience to sort a lot of things out by myself.

I am very satisfied to end my Bachelor in International Commercial Communications in this way and hopefully you have enjoyed reading my thesis.

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Kind Regards,

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London, 06-'12