

# **BATH CITY FC 1000BC STRATEGY: 2016/17 SEASON**

## **OVERVIEW**

### ***WHY***

1000BC exists to:

1. Increase average gates to 1000 over time
2. Engage a new generation of volunteers, drawn from existing and new supporters, to achieve this
3. Create a model of transparency, openness and accountability that will inspire and inform the future community-owned BCFC

### ***HOW***

4. We will measure and report outputs and outcomes as best we can
5. We will make lean and efficient use of volunteers' time, skills and enthusiasm, with particular focus on choosing appropriate channels among social, traditional media, physical print and experiential
6. We will always help motivated supporters to deliver good ideas

### ***WHO***

For the 2016/7 season, the 1000BC team will focus on increasing attendance from:

7. Casual Bath City supporters
8. Sports fans in BANES
9. Students
10. First-time visitors

## **THREE QUESTIONS**

### **1. MORE VS NEW**

We need to strike the right balance between, on the one hand, enticing people familiar with the club to come more often, and on the other, attracting new supporters to visit Twerton Park for the first time.

Both are important over the long term, but in 2016/17 we will focus primarily on encouraging those familiar with the club to come more often. We believe this will deliver results more quickly. That said, we will not ignore the long-term need to attract new supporters.

### **2. MEASUREMENT: OUTPUT VS OUTCOME**

We need to do our best to establish what is working by measuring outputs and outcomes.

It is easy to measure outputs (posters printed, videos made) but difficult to measure outcomes (how many people come to a match because of the outputs). The difficulty of measuring outcomes also varies from group to group. For example, an increase in student numbers can be tracked through data on concession tickets, whereas tracking an increase in “people from Oldfield Park” would require a series of surveys.

Regarding outputs, we will simply measure and publish what we are doing. Regarding outcomes, we will make use of concession data (i.e. students, OAPs, U16s), regular surveys, demographic data and other data collection methods to establish baselines, set targets and measure against them. Recognising the difficulties inherent in outcome measurement, however, we will use measurement to *assist and inform* rather than guide and drive our strategy.

### **3. BRANDING VS MARKETING VS SALES**

The 1000BC team has a range of experience across branding, marketing and sales. For each of the groups we are focusing on, we will seek the right balance of emphasis between branding (what is the message/proposition?), marketing (how do we define the group and how do we reach them?) and sales (promotions and offers).

## FOUR TARGET GROUPS

Group	Task	Where and how (channels)
<b>CASUAL BATH CITY SUPPORTERS</b> (Lead: Jon Bickley, working closely with Bob Chester)	Focus on retention Emphasis on sales	Paid Advertising Email Marketing Facebook Advertising Online season ticket sales Ticket packages
<b>SPORTS FANS IN BANES</b> (Lead: Michael Clayton)	Focus on retention, with some acquisition Emphasis on marketing	Local amateur sports clubs / leagues + professional - e.g. Rovers and Rugby. Children's Groups Paid Advertising Social Media Themed Matches (e.g. Rugby day)
<b>STUDENTS</b> (Lead: Marc Thomas)	Equal focus on retention and acquisition Emphasis on branding and marketing	Event-driven/Themed Matches: <ul style="list-style-type: none"> <li>● Freshers Fairs</li> <li>● Community Day</li> <li>● University Day</li> </ul> Student Ambassadors
<b>FIRST TIME VISITORS</b> (Lead: Oliver Holtaway)	Focus on acquisition Emphasis on branding	Brand-led Posters City centre/face-to-face Social Media Partnerships Video Targeted free ticket giveaways Printed guide

### CASUAL BATH CITY SUPPORTERS

*Paid Advertising:* Place 1/8 page ads on the back page of the Chronicle and online on the Thursday before home games. Estimated cost £1600 per season.

*Email Marketing:* Continue with newsletter and potentially add new, shorter matchday alerts/previews.

*Facebook Advertising:* Trial some inexpensive Facebook advertising to increase online reach.

*Online Season Ticket Sales:* quickly create an online payment portal for 2016/17 season ticket sales.

*Ticket packages:* The online payment portal can then be used to promote ticket packages, e.g. “Festive Five” or half-season tickets.

## **SPORTS FANS IN BANES**

*Paid Advertising:* As above, the paid advertising led by the “Casuals” lead would also reach Sports Fans in BANES

*Social Media:* Extend links and awareness with local amateur sports clubs and football fans through social media. Focus on the “real local football” theme - with an appeal to our ironic/authentic (we are not Man City) credentials.

*Children’s groups:* Building on the existing success of the children’s group offering developed by Bob Chester, we will target more youth sports teams and other children’s groups to come to Twerton Park.

*Themed Matchdays:* We can target particular groups by nominating certain matchdays as, say, “Rovers Day” and offering discounts or incentives for season ticket holders. Potential ideas include “Rugby Day”, “Exiles Day” (people who live away from their home club - encourage them to wear their own team’s kit - could happen on Non-League Day).

## **STUDENTS**

*Freshers’ Fairs:* In addition to the usual Foundation table, we will have a separate table solely focused on promoting the club.

*Community Day:* we will heavily promote Community Day, due to be held soon after Freshers Week, to students via posters, flyers, social media.

*Themed Matchday:* We propose holding a “University Day”, with additional entertainments and incentives for students, roughly one month after Community Day.

*Student Ambassadors:* before committing more resources to posters, email marketing, social media channels etc, we will recruit student ambassadors at the University of Bath, Bath Spa University and Bath College to help shape our approach, as they know better than us what will work.

## **FIRST TIME VISITORS**

*Brand-led posters:* we will place posters in the city centre that focus on the “Live Like a Local” brand message and emphasise striking visuals over detailed information. These will complement the existing match fixture posters, which will continue.

*Printed guide:* Create bumper info pack that answers all questions about Bath City FC = fixture list, directions and all details about club activities, inc Romans on Demand, Society & Supp Club details (could be sponsored by Minuteman Press).

*Social Media Partnerships:* continue the successful social media cross-promotional partnership with Independent Spirit and seek other opportunities with local, independent Bath businesses.

*Video:* create a video clip with the aim of bringing to life the “Bath City matchday/fan experience” for those who have never been.

*City Centre / Face to Face:* Look for simple, low-cost opportunities to increase Bath City’s visibility in the city centre, such as the pre-match city centre meetups (“March to the Match”)

*Targeted free ticket giveaways:* Explore opportunities to give 10-15 tickets away at certain matches for different local or professional groups, e.g. Creative Bath, Carers’ Centre, with the aim of bringing people who have never been before.

## **CHANNEL MANAGEMENT**

To ensure a joined-up approach, certain members of the team will take responsibility for coordinating activity across important channels.

Liaison with club for news = Bob Chester

Social media = ‘DP’

Media Relations = Marc Thomas

Community Day = Bob Chester

Poster Distribution = Oliver Holtaway

Website liaison = Michael Clayton

## **HELP 1000BC**

Want to help out with an idea you’ve read here? Have an idea that’s not covered? Please get in touch at [info@bigbathcitybid.org.uk](mailto:info@bigbathcitybid.org.uk). If you have the time and commitment to push an idea through, we will do whatever we can to help you achieve it.

## **ENDS**