Fitzroy Football Club Marketing Strategy





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2. Executive Summary

We at United Consultants have created quite a dynamic and thorough marketing strategy for the Fitzroy Football Club. Within the strategy, we have made mention to Fitzroy's current market position, the clubs location and the competition that is nearby that may affect Fitzroy production. We have outlined Fitzroy's strengths that we want to maximise, weaknesses to minimise, opportunities to capitalise on and threats we want to avoid.

We have then used Fitzroy's current mission and vision statements and created a survey relevant to what the club wants. This was distributed to the supporters with 110 responses. We have then outlined some of the key findings from the survey that helped develop our SMART objectives for the club. We have listed five key objectives, in order of importance that we feel need to be implemented and monitored over the next three years.

Following, we have created a market action plan. Within this we have stated the tactics we want to implement for the specific objectives, the dates we think they should be implemented, measures to be seen at the end of each period and whom we think should be responsible for each objective. With the objectives and tactics we created, we ensured that there would be no extra costs involved for the club, instead trying to leverage the use of sponsors or connections the club may have.

Lastly, we have then provided our recommendations for the club, which we think they should use and implement over the next three years along with an appendix of further key relevant data the club may want to see.

We at United Consultants believe we have created a relevant, dynamic, thorough and cost friendly marketing strategy with all objectives being easily able to achieve by the end of 2019.





3. Introduction

We at United Consultants INC have been given the opportunity to work alongside the historic Fitzroy Football club. In doing so, we will look to improve their marketing opportunities. The club have a proud history and a great relationship with the fans, but as a consultancy group, we believe the advice given throughout this document will increase the clubs' efficiency in those areas.

Throughout this marketing strategy, we have investigated the clubs' history and conducted a situational analysis. In doing so, we have recognised the current strengths, weakness, opportunities and threats that are posed to the club.

After conducting market research through the use of in-depth interviews, observational analysis and a custom survey, we have contained valuable information to pass on to Fitzroy. The findings of our research are displayed for Fitzroy to further interpret and analyse beyond the presentation.

We have also used this information to create five SMART objectives, where we believe the club can improve in the next three years. If Fitzroy successfully implement the tactics posed by United Consultants INC, we strongly believe the club will increase revenue, as well as improving the general match day support.

This strategy has a major focus on the involvement of women at Fitzroy, the support for volunteers, the running of events and relationship with the Brisbane Lions.

A range of info graphics, tables, graphs and text have been used to display all of the appropriate information, and we are confident the information provided in this document will be extremely beneficial for the club.





4. Club overview and current market position

4.1 Financials

Below is a brief overview of the clubs financials for 2015 and 2016. In 2015 it was noted that Fitzroy brought in \$186,742 in income. Less their expenditure that was \$158,679, leads to a net income of \$28,063, quite a solid base for the club leading into the 2016 season.

In 2016, it was slightly different. The club brought in \$182,348 in income, a difference of \$4,394 from 2015. Less their expenditure which was \$171,769, an increase of \$13,090, lead to a net income of \$10,579, down \$17,484 from 2015.

It is important to note that in 2016, the club introduced two new women's sides, meaning the club needed to spend more money, to ensure growth in the long run.

It is hoped at the end of the 2017 season that the differences have narrowed and seeing an increase in net income for the club.







4.2 Marketing position

The Fitzroy Football Club is located in the heart of Fitzroy, just outside the inner city of Melbourne. The location of Brunswick Street Oval creates a great marketing position for the club, with an opportunity to gain more fans that are close to the area.

Fitzroy is a very historic suburb in the outskirts of the city and the club is a proud representation of this. Currently, the fan demographic is somewhat older than other VAFA sides, with many of the supporters dating back to the clubs time in the VFL. However, there is an opportunity to gain a younger demographic of fans, which we would like to capture. In recent years, Fitzroy has become a popular suburb within the younger millennials. Our market strategy delivers tactics to enhance this relationship, and gain an even spread of ages throughout the membership numbers.

The older generation of fans from Fitzroy have been contributors since the club merged with the Brisbane Lions, and their constant support of the club will continue to be cherished. But whilst continuing this relationship, the Roys need to latch onto the new market of fans, and create an even spread of demographics across the supporter base.

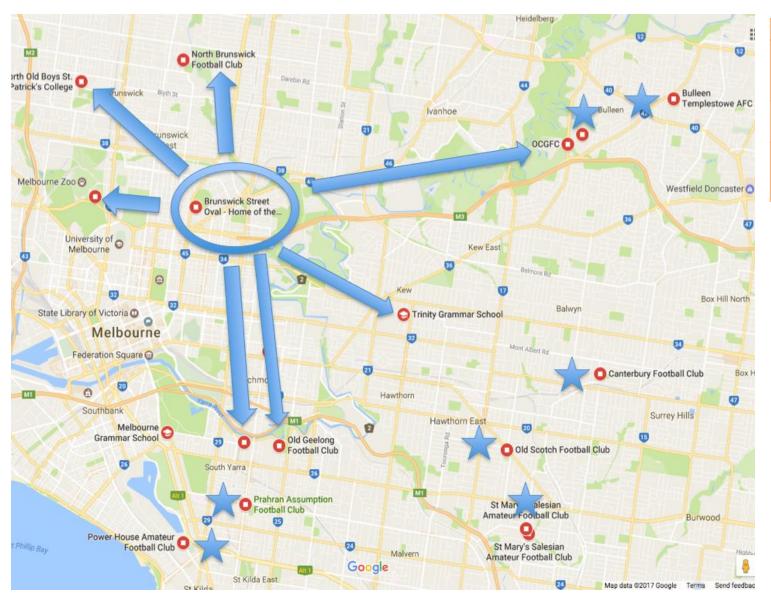
The older fans see this as a great opportunity to help the club grow and can potentially return to its former glory, so donations and membership numbers from the older generation tend to be higher than the younger demographic.

Fitzroy Football club is surrounded by other VAFA clubs in neighbouring suburbs, so it makes it harder to gain more fans from different areas. Therefore, we see this as an opportunity for Fitzroy to be unique, and stand out from the pack. In the survey conducted for our market research, we asked if the fans would like to see a stronger connection between the Fitzroy Football Club and the Brisbane Lions. Due to the positive feedback, we at United Consultants INC think this relationship could really help the Roys gain a stronger fan base from the younger generation.





4.3 Location









4.4 Competition/ League



Now in Premier B, the second highest division within the Victorian Amateur Football Association (VAFA).

4.5 Premierships







4.6 Membership numbers



more than 3400 followers



more than 2300 followers



more than 360 followers



circulation 545; weekly (during season) or monthly (outside)



400+ members





SWOT ANALYSIS

STRENGTHS

- 1. Location in the City area with ease of access
- 2. Social Media
- 3. Fan base
- 4. Financial stability
- 5. Well known name to use to capitalise on

WEAKNESSES

- Lack of volunteers
- 2. Don't own clubrooms
- 3. Membership packages
- No alcohol during games
- 5. Premier B

OPPORTUNITIES

- 1. Brisbane connection
- 2. Womens team
- 3. Communication with fans
- 4. Sponsorship
- 5. Attract younger generation of fans

THREATS

- 1. Council
- 2. Can't pay players
- 3. Clubs nearby
- 4. Lose support of younger generation
- 5. Relegation





5. Methodology and research design

At United Consultants, we constructed a market research proposal detailing the tools and method that we believed would provide us and Fitzroy FC with the best feedback to ensure we make informed decisions to help the club better market their specific needs.

We believed that using a survey, observation and conducting at least three in depth interviews with the club would provide us with the results we desired, to make those informed decisions for the club.

After doing plenty of research into the clubs various documents such as:

- 1. Annual Report
- 2. Strategic plans
- 3. Recent surveys
- 4. Other crucial documentation

We felt we obtained the right information to create our various research design tools to help us find some key information to help us provide the club with some crucial marketing recommendations.

5.1 Interviews

The first step in our process towards providing marketing recommendations was to conduct in depth interviews with Fitzroy. Our first interview was conducted in the early stages of the semester at Holmesglen, outlining what we were planning on doing for the club and receiving timely feedback from Fitzroy about what they specifically needed.

We conducted our second interview through the middle of the semester, meeting Kate at one of their home games, to see how everything was run, but to also provide an update as to how we were going as a group and whether we needed to change any





plans we had and also receive feedback from Kate.

Our final interview was at the back end of the semester, this was conducted at Holmesglen, using the time to provide Kate with an update, informing her of when we will be presenting and receiving any final feedback before we completed our marketing strategy.

We feel that the in depth interviews were a great research tool as it provided us a chance to speak to Kate directly, along with getting an understanding of what the board member's wanted in order to correctly choose which parts of the club need to be better marketed.

5.2 Observation

Our second market research design tool we used was an observation. We thought that going to a game would give us a better understanding of what occurs on game day, with regard to the volunteers, location, the product and other various aspects. We conducted the observation on the 22nd of April, going to Fitzroy's first home game and observing all aspects of the day.

5.3 Survey

Our final research design tool was the survey. After conducting all of our prior meetings and observation, we wrote a survey with 24 questions based off the clubs marketing needs. This was our most important research tool as it provided us with an understanding of how all the supporters of the club felt in regard to the various questions asked. We sent out the survey on the 5th of May with it closing on the 12th. This way we ensured everyone would get the survey done in a short amount of time, which they did. There were 110 responses that have provided us at United Consultants some great feedback and an understanding of what our marketing recommendations should be.





6. Marketing Mission

FITZROY FC STRATEGIC PLAN

VISION:

GREAT FOOTBALL, GREAT COMMUNITY, GREAT CULTURE.

MISSION:

TO ACHIEVE SUCCESS, FITZROY PROVIDES AN OUTSTANDING FOOTBALL ENVIRONMENT AND CLUB CULTURE FOR PLAYERS, MEMBERS, SUPPORTERS AND SPONSORS.





7. Market research findings / data presentation

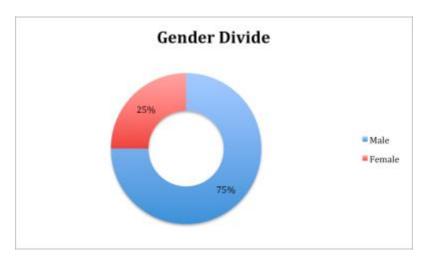


Figure 7.1: Gender Divide

The sample from survey concludes that 25% of Fitzroy supporters are female.

As reflected in our SMART objectives, this is an area we are looking to increase making Fitzroy a more inclusive club.

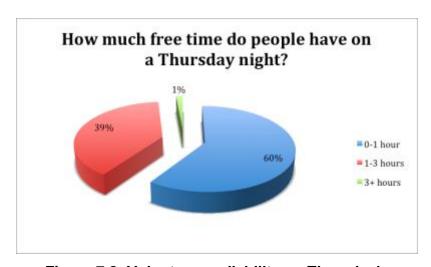


Figure 7.2: Volunteer availability on Thursday's

Survey results concluded that the majority of Fitzroy supporters are unable to volunteer large portions of time on a Thursday night.







Figure 7.3: Volunteer availability on Saturday's

Survey results concluded that 70% of Fitzroy supporters have between 1 to 5 hours available on a Saturday.



Figure 7.4: Membership

Out of the 110 responses, 63 came from members and 46 from non-members. This provided us with an even spread of data across the survey.







Figure 7.5: Membership

Survey results suggest that members are happy with the value for money in terms of membership. However, 46 of the respondents are not members, therefore we believe this result may be misleading.

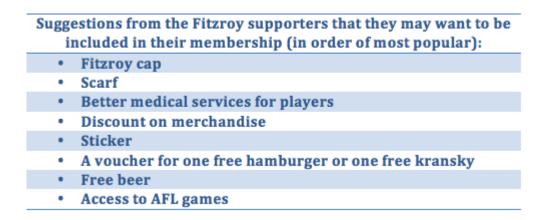


Figure 7.6: Membership Suggestions

In order to boost membership sales, supporters would like to see the above benefits included in their membership package.





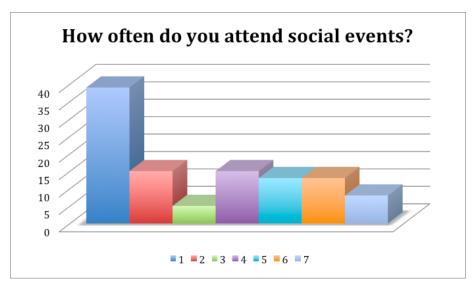


Figure 7.7: Social Events

The survey suggests that the majority of Fitzroy supporters do not currently attend social events on offer.

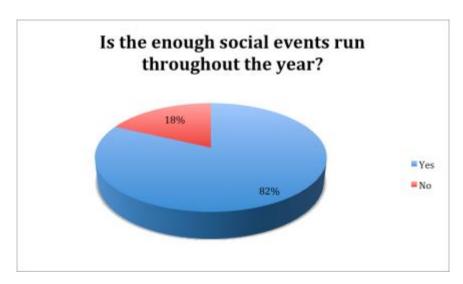


Figure 7.8: Number of Social Events

Fitzroy supporters mutually agree that there is enough social events run throughout the year.





Suggestions for any events the Fitzroy supporter would attend if the club ran or changed (in order of popularity):

Fitzroy ALL past players day

Trivia night

More integration between all teams

Get proper club rooms for players and supporter instead of shared amenity

Figure 7.9: Social Event Suggestions

In order to increase social event attendance, supporters would like to see the above suggestions implemented.

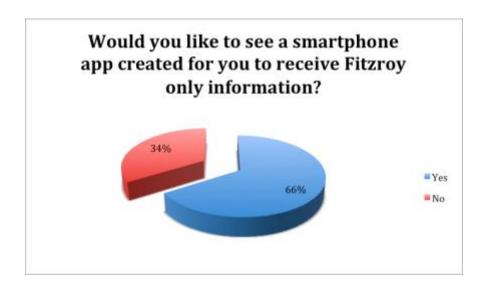


Figure 7.10: Smartphone app

The majority of Fitzroy supporters would like to receive their information via a smartphone app in the future. This is reflective of technological advancements and the budding young community we want to target.





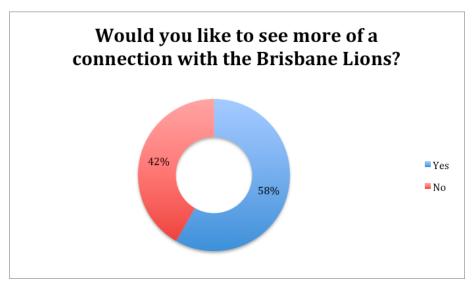


Figure 7.11 Brisbane Lions Connection

Over half of Fitzroy supporters want to strengthen the connection with the Brisbane Lions.





8. Marketing objectives

Table 8.1

SMART Objective 1: Increase amount of volunteers

SPECIFIC

Acquire a broader range of volunteers to even the spread of work conducted

around the club.

MEASURABLE

By a shared workload among the Fitzroy community. Less reliance on current volunteers with new faces helping around the club.

ACHIEVABLE

- By implementing a volunteer of the month award, appropriate recognition will be given to those who donate their time to the club.
- This award will include a discount meal at the Royal Derby Hotel and a post on social media for fans to appreciate their hard work.

REALISTIC

This objective should be implemented immediately and steadily monitored over the coming three years. As mentioned, this should see the workload decrease for current volunteers and a wide range of supporters will be seen contributing to the club.

TIME

- Workload of regulars has reduced by 25% by the end of 2017
- Reduced by 50% by the end of 2018
- Shared equally amongst a wide demographic of Fitzroy supporters by the end of 2019





2017

Table 8.2

SMART Objective 2: Strengthen the connection with the Brisbane Lions				
SPECIFIC	Despite some sensitivity within the club, an increased connection with the Brisbane Lions will see Fitzroy's supporter base widen on the back of their AFL status.			
MEASURABLE	Monitor the spike of social media followings after Brisbane related tactics have been implemented.			
ACHIEVABLE	 Develop a public relationship with the Brisbane Lions via social media Share interesting and engaging Brisbane Lions content on Facebook and Twitter 			
REALISTIC	In return, if Brisbane could share Fitzroy content on Facebook and Twitter, which would reach a population of 172,000 people.			
TIME	We would like to begin this relationship immediately and hope to expand over the next three years (2017-2019). Even if it takes Brisbane three years to share Fitzroy content, the extreme reach			





that it will provide will be worth the wait.

Table 8.3

SMART Objective 3: Increase number of women at the club

SPECIFIC

Instead of having a 75% male support base, we would like this to become an even split of 50% with females.

MEASURABLE

At the end of 2019, conduct another survey to discover what percentages of females support the club.

ACHIEVABLE

- Greater coverage of Women's football
 2017
 sides via social media
- Weekly public invitations for women

 (partners, mothers, sisters, daughters
 etc.) to attend match reports at the clubrooms post game.

REALISTIC

With the two new women's teams introduced, it is expected the number of women present at the club will increase. However, we want to maximise women involvement by including all females throughout the community.

TIME

We want this implemented immediately and monitored throughout the coming three seasons (2017-2019).





Table 8.4

SMART Objective 4: Increase membership numbers

SPECIFIC

Achieve an increase of 25% in membership sales in the next three years.

MEASURABLE

By the end of 2019, discover how many new members have signed up since the implementation of the strategy.

ACHIEVABLE

 Add value to the membership packages through additional promotional items. 2018

REALISTIC

We think that adding more value to the memberships makes purchasing more enticing. For example:

- Within the ordinary membership (\$45.00), we suggest an inclusion of a
 Fitzroy Cap (purchase price of \$10.00) and a stubby holder (purchase price
 of \$5.00), totalling \$15.00 in purchases; the club will still result in a \$30.00
 profit when a supporter buys a membership. We hope with these inclusions,
 it will entice the younger generation to buy.
- Within the Gold Lion membership (\$175.00), on top of the current beneficial products, we suggest the inclusion of an admission ticket to a Brisbane Lions game in Melbourne. Due to the strengthened relationship with the Lions, hopefully the ticket will be donated and free of cost for Fitzroy. The gesture should encourage Fitzroy supporters to purchase superior membership.

TIME

These offers should be promoted at the conclusion of the 2017 season, so that fans are aware of the benefits available from 2018 and beyond.





Table 8.5

SMART Objective 5: Improve events run			
SPECIFIC	Make social events more inclusive to all demographics and relevant to the interests of the supporters.		
MEASURABLE	We would like to see a significant spike in attendances along with a sales increase e.g tickets, drinks, food etc.		
ACHIEVABLE	 Implement some suggestions from supporters from the survey. Create an event and personally invite a wider range of supporters. (E.g, sending personal invitations via facebook) Monitor feedback of the events via social media. 2018 		
REALISTIC	By introducing the events suggested by the supporters, these activities will of specific interest to the Fitzroy fans, guaranteeing more attendees. Furthermore, by sending personal invitations, members of the Fitzroy community will feel more valued and enticed to attend, resulting in greater revenue for the club.		
TIME	We feel with the 2017 calendar already set, this could be a major focus for the future seasons, starting in 2018.		





9. Marketing Action Plan/ Management Plan

SMART OBJECTIVE	TACTICS	DATES	MANAGEMENT / RESPONSIBILITY
1. Increase amount of volunteers	 By implementing a volunteer of the month award, appropriate recognition will be given to those who donate their time to the club. This award will include a discount meal at the Royal Derby Hotel and a post on social media for fans to appreciate their hard work. 	2017	Social & Community Director - Anita Roper
2. Strengthen the connection with the Brisbane Lions	 Develop a public relationship with the Brisbane Lions via social media Share interesting and engaging Brisbane Lions content on Facebook and Twitter 	2017	An entire board effort will be required to communicate with the Lions including the president, vice-president, secretary, treasurer, marketers, social and communications managers.
3. Increase number of women at the club	- Greater coverage of Women's football sides via social media - Weekly public invitations for women (partners, mothers, sisters, daughters etc.) to attend match reports at the clubrooms post game.	2017	Media & Communications Director - Kate Nolan Social & Community Director - Anita Roper





4. Increase membership numbers	- Add value to the membership packages through additional promotional items.	2018	Membership & Marketing Director - Kevin Sharp Treasurer - Michael Smale
5. Improve events run	- Implement some suggestions from supporters from the survey. - Create an event and personally invite a wider range of supporters. (E.g, sending personal invitations via facebook) - Monitor feedback of the events via social media.	2018 2018 2018	Media & Communications Director - Kate Nolan Social & Community Director - Anita Roper Membership & Marketing Director - Kevin Sharp





10. Marketing budget

The implementation of this marketing strategy will provide no additional costs to Fitzroy's current production. Our aim was to provide Fitzroy a strategy that incurred no extra costs to try and generate larger revenues for the club.

We believe tactics such as:

- General admission ticket to a Brisbane Lions game in Melbourne
 - Discount meal at the Royal Derby Hotel

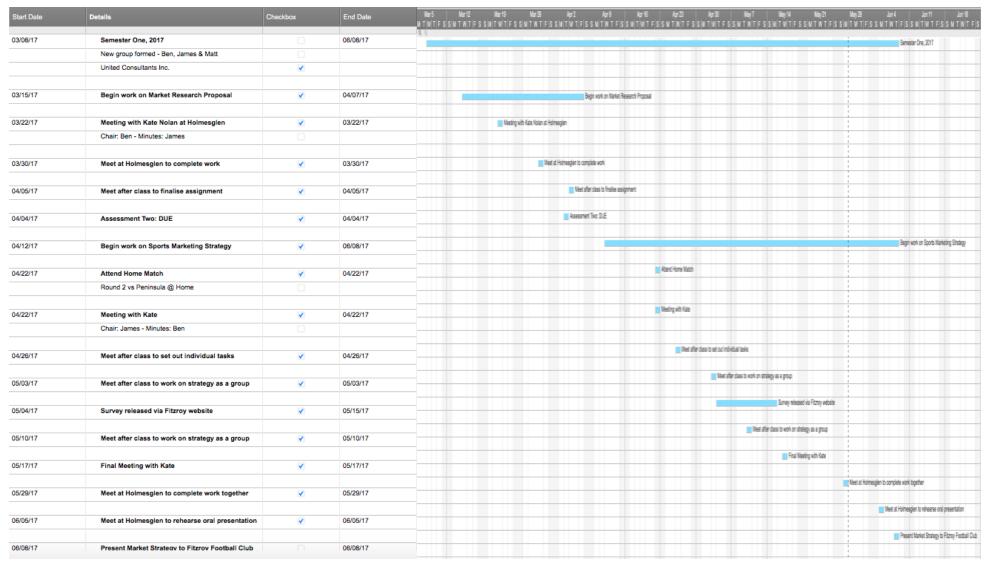
will be either donations due to the strengthened relationship with the Brisbane Lions or leveraging a sponsor that will help the club but also help the business of the hotel.







11. GANTT Chart







12. Conclusion

After thorough research and investigation, we at United Consultants INC have developed a marketing strategy, which will increase the productivity of Fitzroy Football Club in the VAFA.

It was important to understand the strengths, weaknesses, opportunities and threats of the club within the league, allowing us to develop appropriate strategies to improve their market position.

The five SMART objectives recognised are areas where Fitzroy can improve the way the club is run, and if the tactics are put into place, it will pay dividends in years to come. We have acknowledged the current success of Fitzroy and their rich history, which holds the club in a very strong position as is, but minor tweaks to the production of the club could see massive benefits off the field.

We are extremely confident the information provided throughout the document will be simple for the club to apply in practice, but at a minimum, this research is valuable content for the club to reflect on in 2017 and beyond.

We truly appreciate the time and efforts members of Fitzroy have put in throughout our research, as none of this would have been possible without their assistance.







13. Marketing recommendations

MARKETING RECOMMONDATIONS

INCREASE VOLUNTEERS

By increasing volunteer recognition with the implementation of a volunteer of the month award being a discount meal at the Royal Derby Hotel. We recommend implementing as soon as possible. (2017)

STRENGTHEN CONNECTION WITH THE BRISBANE LIONS

Use social media networks to enhance the public relationship between the clubs. We recommend implementing as soon as possible. (2017)

INCREASE NUMBER OF WOMEN AT THE CLUB

With the increase of women's sport, we will provide a greater coverage of the women's teams via social media and will look to invite all females back to the club on a regular basis. We recommend implementing as soon as possible (2017), with a gradual increase until the end of 2019.

INCREASE MEMBERSHIP NUMBERS

Make current membership packages more enticing by adding value through additional promotional items. We recommend implementing in 2018 after thorough planning occurs.

IMPROVE EVENTS RUN

Communicate with supporters on various platforms to monitor their opinions regarding events and implement strategies to make each event enjoyable for a range of people within the community. We recommend implementing in 2018 after thorough planning occurs.



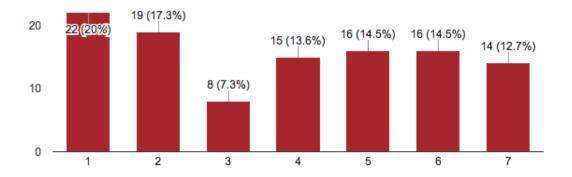


14. Appendix

Figure 14.1 Social Events

1. How likely are you to attend a social function on match day?

110 responses

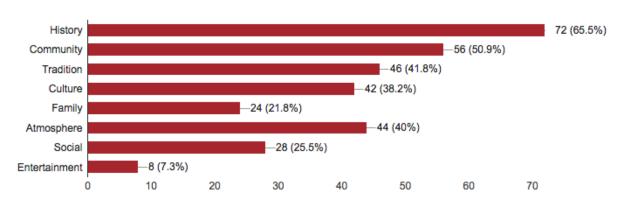


Further to the results, it is quite an even spread in regards to attendance to game day social events.

Figure 14.2 Best thing about Fitzroy

4. Select the three things you love most about the Fitzroy Football Club:

110 responses



It is clear that Fitzroy supporters love the history of the club. We believe strengthening the connection with the Brisbane Lions is something the club can use to benefit themselves.

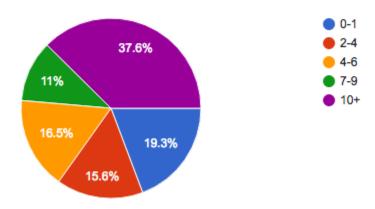




Figure 14.3 Game Attendance

1. How often do you attend game/s during the year?

109 responses

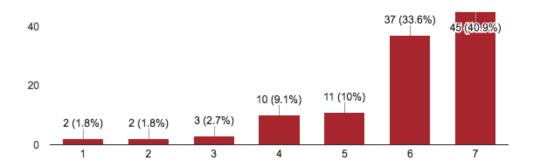


With nearly 38% of Fitzroy supporters attending 10+ games a year, we think trying to entice some of those supporters to help volunteers could be very beneficial for the club.

Figure 14.4 Media Production

11. I feel like Fitzroy Football Club keeps me updated with what is happening at the club.

110 responses



With relation to Fitzroy's media production, the supporters feel they are always in the loop with what is happening at the club.

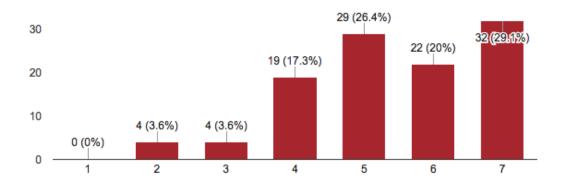




Figure 14.5 Media Production

16. The Fitzroy Football Club website is easy to navigate, allowing me to make purchases and check results with ease.

110 responses



The Fitzroy supporters feel the website is fairly easy to navigate and they can make purchases with ease.



