

For the leisure, family & visitor attraction industry Through Coronavirus (COVID-19) Closures

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You Have 5 Missions

Mission 1: Pulling Back

Mission 2: Time To Reflect

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Contact Us For Full Marketing Audit

This guide is here to help you direct your marketing for the next 6 weeks.

It's written specifically for the Family Attraction and Leisure industries by a team of experts.

If you follow this guide from start to finish, you're looking at creating a marketing plan that could be the difference between failure and success.

We get it, marketing is the last thing on your mind. It doesn't make sense to promote your venue when it's closed indefinitely and uncertainty is rife. Even if you do continue communicating with your customers, they're unlikely to be receptive. They're not going to pay attention to something they have no intention of booking.

But this doesn't mean it's time to abandon marketing; it's time for a change in approach. Circumstances are out of your hands, but you can use this period to be more prepared than you've ever been.

It's no secret that hardship creates opportunity. This guide puts your venue on the front foot, positioning your business for when consumers start spending again.

Follow the 5 stages and sleep easy knowing you've done everything you can, and more than your competition.

Mission 1: Pulling Back

Ask yourself, in times of hardship, how do some animals react? They hibernate. They wait out the winter and emerge in the plentiful summer.

Your first task is about rising above the chaos and creating a safe and comfortable place for you to plan your next steps from.

This stage is designed to defend your brand position, protect you financially and bolster your business with additional support.

Customers and Your Brand Position:

Communication, communication, communication. Be upfront and honest with your customers. It doesn't matter how you tell them, but you need to get a message to them.

Communicating Your Closure:

It's time to let people know, even if you've been shut for a while, it's worth touching base. Remember, marketing is about staying in the mind of your customers.

Explain why you've shut and that you're planning to reopen. There's a lot of uncertainty in the air, it makes people uncomfortable. By providing some certainty about the future of your venue, you're empowering people to have something to look forward to.

However you choose to communicate: email, social media, messenger or text; don't be afraid to ask for something! Perhaps you want them to continue supporting you on social media, or maybe you want them to consider booking when you reopen. Whatever it is, you won't get without asking.

Just remember to communicate like an authentic human being. You'll be surprised by the levels of empathy and support you receive from reminding people that your venue is run by people first and foremost.

Shutting Your Operation Down:

Consumers hate nothing more than an inconsistent message. Before you communicate your closure, you need to pause any scheduled communications. If you're working a couple months in advance, then there's probably quite a few to suspend.

It's painful, but you don't want to invite negative attention from customers assuming you're still open a couple of weeks down the line.

This doesn't mean you shouldn't communicate at all, just that your approach needs to

change.

Whilst you're planning your next steps, we'd recommend maintaining a social media presence that focuses on engaging with and adding value to your customer's lives.

Think, what can we do to help our community?

Reducing Costs:

Your main priority is reducing costs. There's no point spending when you can't get results. We aren't suggesting defaulting on payments, but you need to work out where you can save money. Your marketing are split into three categories:

People

This is your internal team. These costs are difficult to mitigate and we have a moral responsibility to support our workers where we can.

Service

These are the fees associated with agencies, software and third parties that we accrue on a fixed basis. Remember to support your business network where you can!

Delivery

These costs are the budgets attached to any advertising activity: online, radio, print.

Make a list of these costs and spend some time cancelling the non-essentials and negotiating with suppliers. Many companies are offering payment pauses, discounts and support packages over this testing period.

By clearing out the deadweight, you're building a stronger understanding of where your marketing spend is going. You're likely to have a few payments you'd forgotten about. If you're an active venue. you could be saving yourself £1000s per month; not a bad start.

Support for your business

The government has announced unprecedented support for businesses hit the hardest in this crisis. You need to keep an eye on what's available to you. It could be the boost that ensures your survival.

For more details and links to live updates on these schemes:

More Details & Updates Available Here

Mission 1: Complete!

If you've followed the 3 steps, you should be feeling calmer already. You've created a bubble that protects you from the immediate problems and you've minimised your losses; reputationally and financially.

You're now ready to move onto the next stage, you're one step closer to conquering this.

Mission 1 Checklist:

Communicated Closure with Customers Cancelled Any Upcoming Campaigns Created Costs Lists Cancelled or Delayed Costs

Explored Support Options

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Mission 2: Time To Reflect

It's time to understand your business a little better. Let's face it, none of us know our data as well as we should. But working in such a dynamic industry means there's always something else to do. This is your opportunity to develop a rock solid understanding of how your venue's marketing has performed in the past, and more importantly, why.

It's also an opportunity to take a look at the competition and the industry as a whole. You'll either realise what a great job you're doing, or learn where you could improve. Both sound pretty good from where we're sitting.

There's no point collecting data if you don't know what it means. We are going to split your data into two streams: Overview and Platform. By the end of this stage you'll understand how both sets can help inform you going forward.

Don't worry if you can't find all the data you need, just work with what you've got. If you need a more in-depth review, you can sign-up for one of our Marketing Audits here:

Sign Up For Full Audit Here

Overview

When understanding your business' relationship with marketing, you need to start at the top. There's no point diving into the nitty gritty without a baseline understanding of your headline figures.

This section will help you get to grips with the key numbers that will inform your masterpiece marketing strategy going forward. You can access our self-audit worksheet here:

Access Self Audit Worksheet Here

When you've completed your analysis, it should look something like this:

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Title	Description	Total	Comments
Year to Date Revenue	Your total revenue figure for the year to date.	£1,671,764.36	6.4% Decrease from 18/19. Likely due to improved weather.
Year to Date Bookings	Your total bookings figures for the year to date.	108,760	Higher than expected. Are we making the most of our POS print?
Average Booking Value	On average, how much do our customers spend per booking? (YTD Revenue / YTD Book- ings)	£15.37	This is high. Most popular product costs £11.95. We must be upselling well.
Customer Return Rate	How often do our customers visit per year? (YTD Bookings / YTD Unique Customers)	1.46	This is high. Due to a lack of competition in the local area, this could be higher. Review engagement activity.
Customer Yearly Value	How much is a customer worth per year? (Average Booking Value x Customer Return Rate)	£22.44	We can spend £8 per customer acquisition.
High Revenue Products	The products that generate the most revenue	1. 1HR Experience 2. 2HR Experience 3. Family Time	As expected. We need to focus more on pushing a 2HR upsell on 1HR tickets.
Low Revenue Products	The products that generate the least revenue	1. ASD 2. Toddler Time 3. Sleepover	Community based products.
High Revenue Months	The months that generate the most revenue	1. February 2. October 3. January	February half-term consistently best performer. Feb/Oct align with half-term holidays. January is surprising, perhaps we need to focus here.
Low Revenue Months	The months that generate the least revenue	1. March 2. December 3. June	March is just after the busy February period, we may have saturated our customer base and need to look elsewhere. December parent's are saving money for Christmas. Increase focus on gift vouchers. June just before summer holidays. Increase focus on school trips.
High Booking Months	The months that generate the most bookings	1. February 2. January 3. August	August due to the length of month and holiday throughout. Focus on increasing average order value here?
Low Booking Months	The months that generate the least bookings	1. March 2. June 3. September	September due to post-summer holiday drop.

(remember figures will vary depending on your type of attraction)

You don't need to do anything specific with this data right now. Just keep it to hand. You're one step closer to have a concrete understanding of what makes your venue tick.

Platform Specific Data

Whilst headline figures are great for helping you understand the bigger picture, they don't tell you what's happening on the front lines. Understanding Platform data helps you dig a lot deeper into what's working for you.

Marketing is everywhere, the modern world is saturated with methods of communicating with your customers. Platform data is specific to these advertising platforms. Examples include:

Email Facebook Advertising Google Advertising Youtube Advertising Social Media Influencer Third Party/Affiliate (web) Television/OTT Radio Print/Newspaper Outdoor Print

We can evaluate the performance of platforms by understanding the data behind them. If we know how effective the platform is, we know if the platform is profitable for us.

Keeping track of key metrics when you're active on multiple platforms is tricky. To make things easier here's a cheat sheet with the minimum key metrics for the most popular platforms:

Metrics Cheat Sheet

You're probably aware that certains types of marketing are impossible to track. Typically non-digital/traditional forms of marketing are impossible to directly appraise. Lots of people assume the solution is to attach a discount code and track it's usage.

Don't.

You're better off using these types of advertising to focus on a specific topic or product. If you run a print and radio campaign on family bookings, appraise the campaign by comparing your family ticket sales numbers month on month and year on year. If your campaign focusses on a certain customer demographic, view how many bookings you are getting from that group. Don't rush into damaging your brand by discounting.

It's time to start stripping the data from your platforms. Your analysis is going to look something like this.

Presenting your data clearly is 90% of the battle of understanding it.

Now you know where to look, you can start collecting your data. Don't get bogged down in the details. Understanding your numbers can quickly become a never-ending rabbit hole, stick to the headline metrics and only dig deeper if you have to.

Platform Data Analysis

Now you've collected and organised your platform data, you should be starting to understand what's working and what's not. To cement your understanding, it's time to combine a few metrics to see how things are working.

You can use this formula to estimate the profitability of ANY channel that isn't being automatically tracked, combine the following three bits of information:

E-Commerce Conversion Rate Average Order Value Cost per Click

Using the numbers above, we know that:

3 out of every 100 web visitors make a purchase. Our average purchase value is £80.00 Our email platform cost per click is £0.30.

This tells us:

Every 100 web visitors costs us £30. 3 out of 100 will make a booking The average total booking value of these 3 bookings is £240. This is a Return on Ad Spend (ROAS) of 700% or x7

Apply this logic to some of your platforms. Are there any surprises?

Just remember, because something isn't directly profitable, it doesn't mean it isn't an important contributor. It's important to look at soft metrics like engagements too. Soft metrics are critical because they establish behaviours that signal intent.

For example, when analysing your organic social media look at:

- Reach rates to show you how many people are seeing your content

- Post engagement (likes, shares, reactions, comments) to show you how valuable your audience finds your content

- Audience growth rate to show how quickly you are gaining followers and growing your brand.

Keep this insight close to hand, it's going to be vital when planning your post Covid-19 strategy.

Competitor Analysis

Normally, we'd recommend a full competitor analysis. But chances are, your competitors aren't advertising right now. However, that doesn't mean you should skip over it entirely.

You still need to understand what makes your competitors tick. Instead of focusing on the details, it's better to take more of a birds eye view.

We'd recommend identifying three different competitors:

- 1. Geographically Close (That attraction down the road)
- 2. Industry Leader (The biggest and the one with the most cash)
- 3. Desirable (Who do you aspire to be like? Who's got the X-Factor?)

Once you've picked your three targets, it's time to engage in some light analysis. Don't worry about going in-depth. You just need to understand the basics. Answer these questions for each of your competitors.

- Who does their venue appeal to?
- Does their brand fit their venue?
- What's their pricing strategy? How does it compare to yours?
- How many ticket options do they have?
- What's good about their website?
- Where could they improve their website?
- What type of content do they post on their social media?
- Do they use a lot of imagery and video?

Once you've collected all this information, try comparing your competitors against each other. You'll quickly recognise what you're doing well and where you could improve.

Mission 2: Complete!

Throughout this stage you've been compiling data to better understand your business. If you've followed the three stages, you'll be feeling one of two ways:

You'll be feeling empowered, data is awesome! You'll be feeling confused, what are you supposed to do with all this?

If you're feeling confused, don't worry. It might not seem like it now, but you'll have started to make links that will become invaluable when writing your reopening strategy.

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Speaking of strategy...

Mission 2 Checklist:

Collected General Data

Completed General Analysis

Collected Platform Data

Completed Platform Analysis

🔀 Conducted Competitor Analysis

Mission 3: Strategy

Good strategy is about moving with purpose, not flailing in the dark. This section is designed to ensure you are focusing your attention in the right place.

By the end of this stage your reopening campaign will have a rock solid roadmap to communicate with your team.

We will focus on:

- Target Audience (who are you communicating with?)
- Campaign Messaging (what are you trying to say?)
- Goals, Objectives, Strategies and Action Points (plotting a path from the abstract to activity)

Campaign Basics

Before we dive into the planning process.Your post Coronavirus marketing strategy should:

- Avoid date specific activity, nobody knows when this will end
- Run your campaign for two months from reopening
- Be reactive with your budgets, consumers won't start spending straight away, but when they do, it will be a tidal wave.

It's essential to have a clear plan. Nobody can predict the future, so don't try. Your strategy doesn't need to be perfect, it needs to function.

Make decisions and trust your gut.

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Target Audience

Successful campaigns start with understanding your audience. It's not immediately obvious why having defined personas is essential. You're probably intuitively aware of your customer base and understand their behaviours naturally. So why are they vital?

By formalising these groups as personas, you are enabling communication.

It's likely that the majority of your marketing activity is completed by someone other than you. Establishing personas allow you to seamlessly convey your target audience, ensuring consistency and saving you time.

View Persona Example

When creating your own customer personas, your information should come from a variety of sources:

- Online Research
- Existing Customer Data
- Customer Interviews
- Speaking to Your Team

We'd recommend creating at least three of your own customer personas. Just remember, they aren't real people, personas are representations of your customer groups.

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Campaign Messaging

You understand who you're communicating with, but you need to focus your message. It's tempting to try and communicate everything at once, but there's a problem:

Consumer's have a limited attention span and low capacity for retaining information.

If you attempt to bombard a potential customer with 20 product options or mixed messages, you'll lose them forever.

When the Covid-19 restrictions end, and companies ramp up their advertising, your customer's time is a commodity you won't have...

You need to keep things simple.

Effective marketing focuses on a clear and understandable message. To keep your focus clear, structure your message like this:

Trampoline Client Covid-19 Reopening Campaign

Message 1: Message 2: Message 3: (if applicable)	The ULTIMATE Coronavirus Bounce Back Experience!					
	Message 2:	Message 1:	Message 3: (if applicable)			
BOUNCE BACK with the ultimate BOUNCE BACK to Birthday's with in- BOUNCE BACK this Summer with family experience! credible party packages! XXXXXXX!			BOUNCE BACK this Summer with XXXXXXX!			
Persona: Young Families Persona: Middle Income Mums Persona: Summer Activity Seeker	Persona: Middle Income Mums Pers	Persona: Young Families P	Persona: Summer Activity Seekers			
Product: Family Ticket Product: Birthday Parties Product: General Sessions	Product: Birthday Parties	Product: Family Ticket	Product: General Sessions			

You've got one shot at planning your reopening campaign, you need to get things right. Before plotting your campaign message, it's vital to concentrate your efforts. Revisit your analysis and unlock your focus with these questions:

1. What were your best selling products and when? (these are likely to appeal to new customers)

2. Are there any gaps in the market? (what do you offer that your competitors don't?) 3. What do you do better than your competitors (what's your USP?)

4. What do you think your customer personas want? (intuition can lead to powerful results)

5. What do you want your customers to think of you? (What quality would make your experience desirable?)

6. What product is most profitable? (what generates the most revenue for the least effort)

7. What are consumers going to want post Covid-19?

Nobody can decide your marketing messages for you, you know your business best. Just remember; there are no right or wrong answers. You've studied the data, you've examined the competition and you've considered your customers, trust your intuition and go with what feels right.

Setting Clear Goals & Objectives

Now you've set your messaging, it's time to tie this all together.

One of the biggest mistakes we see in the leisure and family attraction industry is not setting clear outcomes. Do not underestimate the value of targets. Targets enable us to gauge our progress, make decisions and understand where and how we are performing.

Without establishing targets, your success depends on luck.

Each of your messaging focuses needs to be accompanied by:

- 1. Goals
- 2. Objectives
- 3. Platforms
- 4. Strategies
- 5. Targets
- 6. Action Points

Goals: Goals are broad overviews of what you want to achieve. They indicate your intended overall outcome.

Objectives: Objectives are S.M.A.R.T (specific, measurable, attainable, relevant and time based) targets. Objectives are the things your need to achieve to reach your goals.

Platforms: These are the platforms you are going to use to communicate with your audience. You can add or remove platforms as required.

Strategies: Strategies address how you are going to satisfy your objectives via your platforms. They are different paths of activity to reach your objectives.

Targets: These are the objectives specific to the platforms you are using. They will help you gauge the contribution and success of the targets.

Action Points: Action points are the specific steps you need to take to achieve your strategy. Your action points should be constantly developing as you become aware of new information.

You should create a high level campaign sheet for each of your messaging focuses. We'd recommend picking between 1-3 goals per campaign.

Campaign Focus	The Ultimate Coronavirus Bounce Back Experience		
Date	TBD		
Target Audience	Young Families Middle Income Families Summer Activity Seekers (if applicable)		
Goal:	1. To position XXXXXXXX as a place to celebrate the end of Covid-19 restrictions 2. To Increase Family Ticket Awareness and Sales 3. To Kickstart Birthday Party Bookings		
Objectives:	1. 1800 Family Ticket Sales (Month 1) 2. 80 Birthday Party Bookings (Month 2) 3. Increase Year on Year Bookings by 18%		

Strategies	Targets	Action Points
Web	10% Conv Rate <30% Bounce Rate £44 AOV	Create Banner Advertising Add Family Upsell Options Create Parties Landing Page Create Reopening Landing Page
Email	18% Open Rate 1.5% CTR	Create Birthday Parties Email Series Create Reopening Email Series
Facebook Ads:	300 Purchases 20 ROAS	Create Birthday Parties Retargeting Campaign Create Birthday Parties TOF Campaign Create Reopening TOF Campaign
Google Ads	50 Purchases £0.75 (CPC)	Create Birthday Parties Campaign Create Reopening Campaign
Social Media	2.5% Engagement Rate 100K Reach	Focus Schedule on 80% Engagement and 20% Sales Curate Content Where Possible
Third Party/ Affiliate	50 Purchases	Update Site Listings
Print	20K Impressions	Create Advertorial Piece (Copy and Graphic)

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Mission 3: Complete!

You've plotted your path and your campaign is beginning to take shape. You should be feeling excited!

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There's still a lot of work to do; but the hardcore thinking is done.

It's time to start breathing life into your strategy.

Mission 3 Checklist:

Filled in Customer Personas
Created Campaign Messaging
Set Goals
Set Objectives
Created Strategies
Created Action Points

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Mission 4: Preparations

The battle lines are drawn, it's time to prepare your campaigns for lift off. Up until this point, everything has been theoretical. It's time to roll up your sleeves and get stuck into creating your campaign.

The preparation stage has two areas of activity:

- Campaign Preparation
- Measurement and Reporting

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Campaign Preparations

When bringing your campaign to life, communication is key.

The first step is identifying who needs to do what. Family Attraction and Leisure Centres tend to run their marketing departments in three different ways:

- 1. In-House Marketing Manager/Team (production managed in-house)
- 2. Marketing Manager/Team (production outsourced)
- **3.** Outsourced to Agency (fully outsourced)

Depending on the model used, you'll have processes in place. We would recommend using your strategy sheets to communicate the high-level information and kickstart the production process. You've built up a wealth of information and understanding, don't be afraid to share it!

Don't be afraid to be flexible, invite suggestions to improve your campaigns, perhaps you've overlooked something.

Once you've informed your team of your plans, you need to agree to the next steps. You need to establish:

- 1. Budgets (how much it's going to cost you in production and in ad budget)
- 2. Content Plans (what imagery/video content are you going to use?)
- 3. Platform specific targets (what do you need to achieve)
- 4. First Draft Dates (when the campaigns will be ready to launch)

Once you've compiled all this information, you need to project manage it to completion. Missing deadlines is a sure fire way to a poor campaign delivery. We recommend using a project management system like Trello or monday.com to keep everything on track, but ultimately:

Find a system that works for you.

If you're the one responsible for the strategy, production and delivery, it's a good idea to report to a third party. It will keep you on track!

Things will change and the end result won't perfectly mirror your original vision. This isn't negative. it's natural for your campaigns to evolve as they begin to take shape.

Once your campaign production is underway, it's time to make sure your reporting infrastructure to receive data.

Measurement and Reporting

Depending on your campaign objectives you've set, your reporting structure will vary. You need to ensure you can track your key metrics.

There's two stages to getting this process right :

- Measurement/Tracking
- Reporting

Measurement and Tracking

When measuring your campaigns, we are going back to the two previous data sets we looked at in Mission 2:

- Overviewl
- Platform

Your campaign objectives probably relate to your general datasets. You're probably already tracking this via your booking/venue management software.

Your platform data is likely being tracked within the platform itself. You're not tracking this directly against your objectives, but proactive monitoring will give you an early indication of how your campaign is performing. Take some time to explore the platforms you are using. Get comfortable with it's reporting features.

If you're working with an agency; don't be afraid to ask for the reports you want to see.

To ensure you're correctly measuring your data, you need to have your digital tracking setup. Getting it right can be tricky, don't be afraid to consult an expert if you're struggling.

Reporting

To make sure you're reporting stays on track, you need to have a template setup in advance. We'd recommend a monthly report template that tracks everything, with a specific space for your campaign objectives.

By keeping track of your general and platform specific data monthly, you'll start to see patterns that will inform your activity going forward.

Do not underestimate the importance of keeping this information up-to-date!

Create a template that tracks:

- 1. Your Overview Data
- 2. Your Objectives
- 3. Your Platforms
- **4. Additional Comments**

Mission 4: Complete!

Your campaign preparation should now be in full swing. You, or your team should be stuck into the production and the campaign should be assuming an identity of its own.

> MISSION COMPLETE!

You're incredibly close to lift-off, just one more push.

Mission 4 Checklist:

Briefed Production Team
Decided Platform Budgets
Created Content Plans
Set Deadlines for First Drafts
Setup/Tested Measurements
Created Reporting Template

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Mission 5: Launching and Optimisation

You've made it to the final stage. Your social media posts should be scheduled, your facebook ads in draft, your email campaigns ready to send. All systems are go. But Stop!

Before launching any campaigns, there's several steps you need to take:

Inform Your Customer Service Team

If your campaign focuses on a specific product, they're going to see an increase in enquiries. Help them get ahead of the game by sharing the campaign with them.

Proof, Proof and Proof Again

We've seen it countless times, typos in outbound communications damage your brand. You need to proof ALL of your outbound communication. Don't miss anything by using the checklist below:

Use Our Proofing Checklist

Test Drive the Customer Journey

It's time to take your campaign for a test drive. Imagine you're a customer. Follow through the marketing process, make some test purchases and get to grips with how your customers will interact with your brand.

Press the Big Red Button

This moment is the culmination of all of the work you've put together throughout this process. It's time to press that big red button!

You've got two options, go into the communication platforms you're using and switch your comms live, or, give the go ahead to your team.

This is a BIG moment, just don't congratulate yourself too soon. Your work isn't done yet...

Ongoing optimisation

Even after launch it's important to keep optimising your campaigns. Whilst you've prepared thoroughly, you can never fully predict how a campaign will perform.

Keep an eye on your data, if something isn't working make a change. If something is working well, could it be even better?

Review your campaign's progress and platform at least once a week.

Mission 5 Checklist:

Informed your Customer Service Team
 Proofed, Proofed and Proofed Again
 Customer Journey Test Driven
 Pressed the Big Red Button

YOU'VE MADE IT!



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What Next?

When your campaign is finished, it's time to evaluate and start the process again. Start by collecting your data and understanding the why. Try writing down a list of three things that went well and three things that didn't.

What would you have done differently?

Developing a strong understanding of your campaign performance will be vital when planning your next set of campaigns.

When it's time to start planning again, cycle back to stage 2 of this guide. We'd recommend planning 3-6 months in advance.

A Note From Mama

Thankyou for downloading our Marketing guide for surviving the Coronavirus. These are tough times for everybody in the Leisure and Family Attraction industry but together we will come out the other side stronger.

We are doing everything we can to support our clients and the industry during this time. You can find further resources to help with your Marketing on our online blog that is constantly being updated with helpful guides, tips and news.

We would also like to extend a personal invitation to you to join our Facebook group exclusively for Marketing in the Leisure and Visitor Attraction industry. In this community you can discuss ideas, ask questions, seek advice and communicate with fellow marketers in the industry. It's well worth joining!

Join The Network

At MAMA Marketing we pride ourselves on providing the highest quality Marketing services we can tailored specifically for you and your industry. As a specialised agency we can offer you a wealth of industry experience you won't find elsewhere. We are always looking for driven businesses who want to go places. Take a look at our website for further information or drop us an email directly at <u>ozzy@mama.marketing</u> or <u>nicola@mama.marketing</u> where we look forward to hearing from you!

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