
II. Club Management

2.a Roles and Responsibilities of the Board

The club's Board, consisting of the elected or appointed board members, in accordance with the constitution, has a responsibility to the club and its members. Each board member is expected to perform specific roles and act with the club's best interests at heart. This chapter will review such roles and responsibilities and emphasise the importance of the Board's accountability.

Responsibilities

The Board has the overall responsibility of seeing that the club runs smoothly and effectively. It controls the direction in which the club moves and acts to oversee day to day running of the club. The club's planning and goals are initiated and guided by the strategies implemented by these board members. Among these tasks they should also:

- Create and administer action plans
- Develop policies and procedures
- Keep the club's members informed of all club activities, including the outcome of executive meetings and forthcoming events through open communication, newsletters, e-mails and regular meetings
- Acknowledge the needs of club members
- Provide job descriptions for positions available within the club and assist with the recruitment of people for these positions
- Assist with the changeover of board members
- Provide opportunities for coaches and officials to obtain education and upgrade skills
- Evaluate the performances of the volunteers and/or professionals that run the club
- Ensure that funds raised are well managed and used to further develop the club and its members
- Ensure that the club is well represented within the hockey community, and ensure regular attendance at State/Provincial hockey meetings
- Maintain good relations within the local community

The Board is only successful if it works together as a team. This unifies the board giving it strength and worth. It allows for the talents of each member to be used to full potential by sharing the responsibility rather than duplicating tasks. Limitations or gaps within the group can be managed, and inadequacies resolved. Board members must be prepared to fulfil their duties and take the initiative to seek assistance should they need it.

Depending upon the specific appointment of the board members, their portfolios will differ with the tasks assigned as will expectations. However they should all:

- Be willing to accept responsibility
- Be enthusiastic and dedicated to the club

- Have strong leadership and communication skills
- Have a sound understanding of the Board and the roles within it
- Have good time management skills
- Be committed to the club's vision

More importantly, the people on the Board should be there because they want to make a difference and help the club achieve its goals.

Sub-committees can be formed to assist the Board member with specific portfolios. All actions proposed by the Sub-Committees should be pre-approved by the Board before they are undertaken, to ensure that the well-being of the club is maintained. However the Sub-Committees should be authorised to make operational decisions within their budget. The progress of the Sub-Committees should also be monitored by monthly reports submitted to the Board for review at Board meetings.

For a club to run efficiently, be it small or large, there is a fairly standard system of administration that should be followed. Depending on your club's policies there may be some differences in the structure of your Board and its sub-committees. The purpose of administration is to run the club in a coordinated way. Board members should approach the Board with any project or proposal they intend the club to undertake. This allows the Board to review and make any necessary recommendation to the proposal should they choose to accept it. It must be remembered that the club's activities are largely governed by the club's budget. The budget should be reviewed throughout the year and made available to each Board Member.

General Duties of the Board Members

At the very least the Board should aim for the following:

- Meet regularly- (monthly) to discuss the events within the club. It is the responsibility of each Board member to be present at each meeting. Meetings require a quorum to be present if motions are to be passed
 - Keep accurate minutes and distribute them to the Board and Subcommittee members
 - Ensure that the club is operating harmoniously and that there are no disgruntled members
 - Be aware of any changes to the game or within the league
 - Seek majority approval of the club membership before making any major commitments or changes to the club
 - Be alert to the possibilities of a new project or a new service that may be offered
 - Encourage members to attend at least one Board meeting
 - Submit a written report to the President prior to the next meeting for circulation to the Board
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Roles

The Board is traditionally comprised of the following elected/appointed members: President, Vice-President(s), Secretary, Treasurer and Directors (*See Board Structure Appendix 8*). Some clubs may not be suited to such a structure and should organise their Board to meet their needs, while understanding the necessity to be flexible in their approach.

In order for the Board to fulfill its duties, each director should learn and execute the individual duties of his or her portfolio and be familiar with the responsibilities of the other directors. The Board's implementation of its duties will result in efficient club meetings allowing the club to operate smoothly.

1. The President

The President is ultimately responsible for the club. The role of the President is to oversee the running of the club and its administration. This involves running club meetings and ensuring effective management of the Board and its sub-committees.

It should be understood that the duties of a Club President, regardless of the size of the club, are numerous and require considerable time and effort throughout his/her term in office. Some duties include:

- Acting as Chairman of all General and Board meetings
- Having a good understanding of the clubs constitution and policies
- Communicating all correspondence from regional or Provincial/State hockey associations to the membership
- Attending all provincial/zone hockey meetings, representing the Club
- Ensuring that all levies/membership fees are forwarded to the league organisation accordingly
- Seeing that information requested by the league or provincial association is promptly submitted and that all correspondence is acted upon
- Ensuring that the Board adhere to the proposed action plans and goals of the membership
- Serving as the club's representative in the community and attending functions at which the club is to be represented

In order to be a competent President the following attributes are required:

- To have leadership qualities
- To be a good communicator and listener
- To have the ability to delegate responsibilities
- To be unbiased and impartial
- To have the ability to make decisions
- To be a motivator
- To be well versed in the rules and procedures of the particular meeting

In the eyes of the members, the success of the club is the President's responsibility. As a Club President, one must be prepared to devote a lot of time to the club. It is the duty of the President to stimulate the interest and activity of both the Board and members on all occasions. The President is responsible for creating an image and conducting all the affairs of the club in a judicious manner.

A perceptive President delegates tasks and places trust and confidence in the Board. If possible, there should always be a close liaison between the serving President and the immediate Past President. The successor should be appointed from within the Board as he/she will already have a working knowledge of the Board and the club. A Vice-President can be groomed for such a role.

2. The Vice-President

In many instances, it is assumed that the Vice-President will become Club President. Thus it is the requirement of the Vice-President to become acquainted with all club activities and the duties of the President in order to prepare for a term in office. Vice-Presidents also have their portfolios. It may be to oversee other board members or special projects/event management, or recruitment and welcoming new members to the club.

Duties include:

- In the absence of the President, chairing meetings and representing the club whenever such occasion arises
- Liaising between the President and certain committees
- Fulfilling the requirements of the portfolio assigned
- Assisting and advising other Board members on their portfolios

The attributes of an efficient Vice-President are:

- Good communication skills
- Good organisational skills
- The ability to be concise
- Supportive of the President
- Developed leadership skills
- Effective decision-making

The efficiency with which these duties are performed will determine whether or not the Vice-President will be accepted by the club as future President.

3. The Secretary

The Club's Secretary controls the club's administrative procedure. He/she is the main link between the Board and the club's members. Usually the Secretary is the first point of contact an outsider has with the hockey club. The efficiency of the Secretary's work will be evident from the success of the club during his/her term of office. Before accepting the position, the Secretary should realise its many responsibilities.

The position of Secretary is one of the most important in any hockey club and the role of the Secretary embraces far more than simply keeping minutes of meetings. The Secretary has details

pertaining to club membership, events and team schedules as well as information regarding club meetings. To fulfil the position effectively, a Secretary should:

- Attend and record minutes of all General and Board meetings
- Assist the President in preparing agendas for meetings
- Send notice of upcoming meetings and circulate previous minutes and reports to the Board
- Examine all correspondence, directing it to the Board members concerned, and replying if necessary. Special attention should be given to all letters received from both national and regional offices
- Immediately after the election of board members, notify both the regional and league Executive Director of names, addresses and telephone numbers of the newly elected Board
- Be well informed as to the method of transferring members from one club to another
- Have a good knowledge of the club's policy and constitution
- Communicate information to the members

In order to be a competent Secretary the following attributes are necessary:

- Energetic and enthusiastic about hockey
- An effective communicator
- The ability to make decisions and act on opportunities
- Discretion
- The ability to delegate tasks
- Good organisational and leadership skills

It is essential that the Secretary has the necessary equipment for minute taking and recording scheduled activities that relate to the club. Stationery with the club's logo and contact details, a binder and filing system for keeping records, membership forms and information, phone and photocopier, and computer should all be accessible if the Secretary is to fulfil his/her role.

Maintaining records

Keeping records and correspondence usually falls under the Secretary's role. Usually there are records pertaining to meetings and activities involving the club, policies and changes that arise, discipline files and membership records. The club should retain these records for at least 10 years, and they can later be transferred to archives depending on the needs and size of the club.

A basic filing system need only consist of the following headings:

- Correspondence pending
- Outgoing correspondence
- Minutes of Annual General Meetings
- Minutes of Board Meetings
- Meeting Agendas
- Reports
- Transfers
- Accounts
- Personal
- Miscellaneous

Passing on information received and answering correspondence promptly and efficiently cannot be over-stressed. It is imperative to realise the importance of this and to answer correspondence

timeously. This helps keep correspondence up to date and organised for easy distribution. All correspondence should be recorded and filed accordingly.

The Secretary has the responsibility of keeping everyone well informed regarding meetings, decisions that have been made, club activities, as well as ensuring that tasks have been completed. Thus it is important that he/she has a close working relationship with the Club President and the Board.

4. The Treasurer

The role of the Treasurer is to manage all the income and expenditures pertaining to the club. It is advisable that the person filling this role has the adequate financial skills to fulfil this position. Without a well-supervised budget, a club could easily find itself in financial difficulty. The Treasurer's tasks include:

- Working with the Club President (and finance committee if established) in setting the annual budget for the club
- Planning for the club's financial future
- Keeping a tight control on all expenditures ensuring that no budgets are overrun
 - ┌ Making arrangements for signing officers for the club accounts. The Treasurer, the president and usually one other are appointed as signing officers. All financial transactions should require 2 signatures, one being that of the treasurer and one other signing officer.
- Setting up separate accounts for general and trust funds
- Recording all receipts and expenditures of general and trust funds
- Submitting all approved accounts to the Board for final approval
- Paying all bills
- Collecting membership dues- and notifying those with outstanding invoices
- Forwarding levies/payments to the League or Provincial association
- Preparing regular financial statements
- Arranging through the Board to appoint auditors for financial statements at year end

The attributes of a competent Treasurer are:

- Well organised
- Good record keeper
- Ability to handle money and cheques
- Integrity

The General Account is used by the club for most of its financial operations. It is from this account that most of the expenses are paid and revenue is entered. The Trust Account or Trust funds may be structured as Saving Accounts or used to fund special projects or events.

The club's revenue usually comes from membership dues. Some clubs are able to receive grants from within the community or the local government. Fundraising events and sponsorship can contribute to the club's revenue. It may not be required in every instance to provide a receipt for revenue received, however it is worth keeping a duplicate receipt book in case a receipt is required

to assist with the accounting. Deposits should be made as the revenue is received and its source clearly noted, especially when cash is in question.

Expenditures usually arise from: publishing newsletters or information flyers, stationery and supplies, telephone and postage, league and provincial dues, coaches and officials, meeting rooms, facility maintenance and general administrative costs. It is recommended that all expenses be paid by cheque, thereby providing a record of expenditure. All expenses should be approved by the board and minuted before payment is made. It is important that all accounts be paid promptly.

Budgets should be prepared for all club projects and submitted to the Treasurer for both reviewing and assisting the financial administration.

There are many accounting packages available which can simplify the club's accounting, and assist with preparing up-to-date monthly and annual budgets. (*Sample Budget - Appendix 9*)

5. Past President

The Past President can be a valuable asset to the club's administration. He/she has a great understanding of the club and its operations, based on his/her previous term in office. He/she may have valuable advice to offer the new President and the Board; however it is up to the current Board to institute what they believe is best for the club, even if this differs from the advice of the Past President.

The Past President can assist the President with meeting procedures and provide history on relevant club issues. The Board may welcome advice on the club program and the target goals outlined in the club's strategic plans. This can be useful in preventing pitfalls or the reinvention of the wheel.

6. Other Directors' Roles

The President, Secretary and Treasurer are the 3 most important roles within a club. Depending on the size of the club, you may wish to incorporate other members in order to assist with other functions. Other directors that you may want to include are:

- *Coaching Coordinator*: this position would ensure that all teams have coaches and provide information regarding coach education. It would also provide feedback to coaches throughout the season
- *Junior Coordinator*: is responsible for all junior teams and recruiting players; creates links with schools and community groups; ensures that there are capable coaches and assists with development of the more elite players; provides information to the players about forthcoming skill and selection camps; organises tournaments, tours and development squads
- *Umpiring Coordinator*: ensures that all club umpiring commitments within the league are covered; provides information regarding up coming umpiring clinics and assists and encourages club members to obtain their umpiring certification
- *Volunteer Coordinator*: recruits volunteers to assist with club functions; guides them and gives feedback to them

- *Fundraising /Sponsorship Coordinator*: seeks to increase external revenue for the club; organises raffles, trivia nights, and silent auctions; works closely with the volunteer and social Coordinator
- *Marketing Coordinator*: acts to promote the club and assists with recruiting and sponsorship; may also be responsible for publications or newsletters
- *Social Coordinator*: organises social functions for the club. This can vary from a simple BBQ to an end of season club dinner or farewell. Pub nights or theme nights can also be arranged as a fundraiser for both the club and teams that are touring. The social Coordinator works closely with the fundraising and volunteer co-ordinators
- *Communication Coordinator*: this position entails updating websites and producing club newsletters and the dissemination of information to the club members
- *Membership Coordinator*: responsible for updating and maintaining the clubs members database

It is not necessary to fill all these positions. These are recommendations and there may be other positions on the Board that your club feels are more important to fill than the ones mentioned. Many of the responsibilities can be undertaken by one Board member and the duties merged. However the converse can occur with one Board member taking up too many responsibilities, resulting in incomplete tasks or possible burnout.

Summary

As indicated in this chapter, the Board has the overall responsibility of running the club. It is essential that the Board operates in a reliable manner and performs the roles outlined for each Board member.

- The President, along with the Secretary and Treasurer have the responsibility of ensuring that the club operates in a productive and efficient manner.
- It is fundamental for the club's sustainability that each Board member has the appropriate skills to fulfil their position, to guide professionals and volunteers and to serve on the Board with the club's best interests in mind.

2.b Meetings

Meetings are necessary for successful Club Management. There are a number of meetings that you will have to either attend or run as part of the Board. The purpose of this chapter is to observe the different types of meetings that occur, the steps involved in running them and the ways to conduct them efficiently.

Meetings are an excellent opportunity to problem solve, generate club spirit, discuss issues and plan for both the immediate and long-term future of the club. There are various reasons for calling a meeting. Who attends the meetings, the type of meetings that occur, how formal they will be and how frequently they occur, will be dependent upon the purpose of the meeting.

There are three common types of meetings that you are likely to encounter. They are the Annual General Meeting (AGM), the Board Meeting and the Sub-committee meeting.

Board Meetings

The Board meetings are likely to be the most common meeting that you will be involved in. This entails the President and the board members getting together to review the club's progress and to deal with any issues or correspondence that has arisen since the last meeting. The content usually concerns events that have occurred or are happening at present. Each Board member usually presents a report (both in writing and verbally) detailing what has occurred within his/her portfolio since the last meeting. Policy issues, budgets and current projects are commonly seen as the major topics. These meetings often have an element of discussion arising from previous matters, which may recur and are up for debate in the future. These usually require a decision before the meeting is concluded. Board meetings are effective when all directors have had the opportunity to voice their opinions and the decision has been made by consensus.

Sub-committee Meetings

If the Board members have formed sub-committees to assist them with their portfolios they will be involved with them. Sub-committee meetings are generally less formal than Board meetings - however if a special project is being undertaken and budgets are involved, it is wise to record the minutes of each of these meetings as well as present the board with a monthly report. Such reports are important to keep members up to date with what is happening in the organisation. Sub-committees may not have the authority to make major decisions, these may have to be approved by the Board before any action can be taken.

Annual General Meeting (AGM)

The AGM is one of the most important meetings that a club is involved in. It is usually written into the constitution that such a meeting must occur. It takes on a more formal approach than the other meetings. These meetings are open to all members of the club. This is where voting for new Board members occurs and motions are passed.

Annual reports and financial statements are presented including reporting on the activities that the club has undertaken during the year. Only matters that have been mentioned on the Agenda can be discussed. It is usually required that at least a month's notice is given informing the members of the meeting and the motions to be discussed. In some instances a Special General Meeting is called to discuss an urgent matter - the specifications for such a meeting are usually found in the club's constitution.

The AGM is important as it is where the club members are able to vote on motions proposed by the Board and also vote in new Board members who they believe have the club's best interest in mind. However it is often difficult to get members to attend AGMs, and typically participation is poor. Thus you may want to entice members by informing them that food and refreshments will be served, or arrange the AGM so that it follows a club training session or precedes an award ceremony. By combining the AGM with another more attractive event, it may result in higher membership participation.

Running a Meeting

The person who runs the meetings is called the chairperson or simply the chair. This is usually the Club President who holds this role - however some clubs may choose to appoint or elect another person to undertake this role during meetings. The key to running a good meeting is time management. Starting meetings on time and keeping to the agenda will help to keep the meetings short. Time is valuable and nobody wants to be there longer than they need to be. It is up to the chairperson to keep things on track and move on when it is felt that the issues have been sufficiently discussed or whether more information and time are needed to make a decision. A prepared agenda and being up to date with the happenings within the club will give the chair the confidence to run an effective meeting.

A structured procedure is followed when running a meeting. An *Agenda* is prepared in advance which is used to plan the meeting and record the minutes. The Agenda lists the order that the meeting will follow and the items to be discussed. The Secretary (in consultation with the President) usually prepares the agenda and circulates it to the Board prior to the meeting. This gives all involved time to prepare in advance. (*See appendix 10*)

Before a meeting can begin - a *Quorum* must be present. A quorum is the minimum number of people that must be present (as stated in the constitution - usually half the number of the Board +

1) for the meeting to take place. Without this quorum the meeting and all the decisions made are not valid.

A *motion* is a formal recommendation presented to the meeting for discussion and sanction. Such motions are usually presented during the meeting to formalise a particular decision. Once a motion has been proposed, it is recorded in the minutes. The person who proposed the motion is noted, and then it is seconded by another Board member, who is also noted in the minutes. The motion should be specific and unambiguous and should be concise. Motions can be amended and then be presented and seconded by a third and fourth person. If the amendment is adopted it immediately replaces the original motion. If it is not accepted the original motion is revisited for further discussion.

Two types of decision-making processes may take place within the meeting - voting and consensus. Each Club may have different *voting* methods. The Chair should decide whether voting is done either by a show of hands (first by all those in favour of the motion, then by all those against whereby the majority wins), or by ballot (this is anonymous, with each person writing down for what or whom she/he is voting). This is usually used when electing members to positions of office. Voting is advantageous in that it is quick and everyone is able to participate.

Consensus implies that all members at the meeting must agree to a decision being made. This signifies a more cooperative approach. Usually the issue is debated and then as it draws to an end everyone is asked, "Do we agree on...." If the answer is yes then the issue is solved. If not alternatives should be offered. Those who are opposed may be willing to stand aside and allow the rest of the Board to carry out the proposed actions.

The *Minutes* of the meeting are recorded by the Secretary. The place, date and time of the meeting is recorded as is a list of the members who attended and a second list of any absentees. Following the format of the agenda, any issues that were discussed and any decisions that are made including actions to be taken are noted. All motions are written as presented stating who proposed and seconded them. The Secretary is also responsible for writing up the minutes before the next meeting and circulating them to the Board. This will remind the Board of any responsibilities that they need to act on. Timelines for actions should also be highlighted. (*See appendix 11*).

Summary

Meetings have an important function in Club Management. They allow issues to be discussed, problems to be resolved and information to be disseminated. A well-structured agenda helps to keep the meeting in order, and allows for effortless minute keeping. By following the procedure outlined, you can run efficient and effective meetings that will keep both the board and your members happy.

2.c Training and Facilitation of Paid and Voluntary Staff

For a club to be successful it must value its staff, as they are the backbone of the club. Training and developing your paid and voluntary staff leads to overall competency within your club. This can be the defining factor in your club's success both on and off the hockey field. This chapter looks at the benefits of training staff on the road to a successful hockey club.

Volunteers

A lot of emphasis is placed on volunteer support in sport. In many cases there is little or no funding available to clubs, which makes a club reliant upon volunteers. Who is out there to volunteer? Look within the membership and friends of the hockey family. It may surprise you to find that there are many people willing to volunteer. The people who volunteer can vary from students, parents, grandparents, business people, teachers, to many others who may or may not be linked to the club.

Volunteers who feel that they have made a difference to the club and have been recognised and rewarded are more likely to volunteer again. It is important to realise that having good volunteer practices within the club can contribute to the recruitment and retention of volunteers. It is up to the club to make volunteering seem worthwhile.

Planning plays an important role in the training and facilitation of your volunteers. Your club needs to determine which positions could be filled by volunteers. For instance, is it coaching, sitting on the Board, organising events, fundraising, or running the bar in the clubhouse?

Once the need for volunteers has been established, be clear about the demands of the position or what each volunteer is expected to do. This can be simplified by preparing a job description for each role or task that you would like filled (see chapter about Recruiting and Retention).

It is important to ensure that the job description fits the role that it partners. Don't make a position sound more elaborate than it is, or omit facts pertaining to the position. This will lead to dissatisfaction for the volunteer and can result in him/her either withdrawing from the position or giving a poor performance. A volunteer agreement can be established to give the role a more professional outlook. (*See appendix 12*)

Involvement

Each volunteer should be treated as a staff member and thus you should involve him or her in all aspects of the club -particularly aspects that pertain to their portfolio. They should be involved or consulted on decisions concerning their particular role. It is important to ensure that communication is seen as a priority. You can keep your volunteers involved by running regular meetings, communicating frequently face to face and through newsletters and bulletins. It is important to recognise that they may have other priorities outside of the club. Ensure that you

don't over burden them with tasks, even if they seem willing. This will ultimately lead to burnout. The club can take steps to avoid this by assigning a buddy or supervisor to each new volunteer, helping them to settle into their role and increasing their confidence.

Inviting two people to work on a task helps relieve the load of responsibility. This makes volunteering more attractive as volunteers feel that they are not out on a limb, but are working as part of a team, sharing responsibilities and ideas. The time commitment would also be reduced and would therefore seem more appealing. Knowing that you would only have to run the kiosk 6 out of the 12 weeks is more tempting than having to run it for all 12.

Volunteer Coordinator

It is highly recommended for a club to appoint a Volunteer Coordinator. He/she has the responsibility of planning a volunteer program and introducing volunteers to their jobs and to other members. He/she is the contact person to whom the volunteers can turn for assistance, for liaison and for feedback. The list of responsibilities also includes assessing the human resources needs for the club, ensuring that the right person is found for a particular job and smoothing out any mismatches that may occur. In addition the Volunteer Coordinator sees that all volunteers are recognised and rewarded for their contributions to the club.

Training

The club needs well-prepared and committed volunteers that display leadership qualities and who can share their vision. As a club, you cannot always expect every volunteer to have all the necessary skills to perform his/her tasks efficiently. Each job requires training in some shape or form. Be it a course to improve or build on expertise or a demonstration on how to water the turf, an induction period is necessary. The aspect of training varies in many degrees. Training for coaching may involve weekend seminars and on-field sessions, whereas training someone to collect tickets at a fundraising event may only involve assisting another volunteer until he/she feels confident enough to do the job on his/her own. Detailing the time requirements involved in each volunteer position will encourage people to help out, as they will then know what is expected of them. This will lead to more satisfied volunteers.

A friendly helpful environment is also fostered by a club that provides the means for their volunteers to develop new skills and access the necessary training opportunities to fulfil their roles more effectively. Volunteers that feel valued and have the skills to perform their tasks are more likely to continue to volunteer at the club. Training increases self-confidence and reduces the likelihood of stress. Meeting the needs of your volunteers is integral to their retention.

Volunteers can train to be accredited as umpires, coaches and administrators. Offering both newcomers and existing volunteers avenues to improve their skills further strengthens and develops the club within the hockey community. Coaching and umpiring courses are usually run through the

provincial/state hockey organisation or the national body. It is worthwhile contacting them prior to the start of the season to see when such courses are being run or alternatively, ask them to run such courses for your club. Having certified coaches and officials certainly makes the club more attractive to players and can encourage further player recruitment.

In addition to the hockey bodies, the local colleges and sporting organisations often run coaching theory courses that your members and volunteers can attend. If your club has specific needs, you should organise or add your own special training program.

Leadership, administrative and developmental courses may also be available through your Hockey association or other local organisations and colleges. Your volunteers should be both supported and encouraged.

On field support is also beneficial in the training of both staff and volunteers. Mentor programs have proved useful to coaches and umpires. Mentors are able to assist coaches/umpires in a less formal situation. This approach may be preferred to the classroom situation, as questions can be answered and assistance given at the time of the event rather than in a hypothetical situation.

This can also be seen in the position of an assistant coach who can gain valuable knowledge from working alongside someone more experienced. New coaches may be more confident in this situation as they are able to learn new skills as the season progresses. By using a coach that is currently coaching at the club or who has valuable coaching experience, the club can also offer introductory coaching sessions to its members. Such sessions may simply include basic drills, equipment and safety issues. As the coaches become more knowledgeable, you can then have a guest coach who will run the session. This principle can be applied to all aspects of the club - umpiring, fundraising, social events and any other staffed positions.

Paid staff

Many clubs exist solely with the help of volunteers. However if your club has expanded you may wish to employ someone to assist with the general management of the club. Furthermore you may recruit a coach for your premier team and pay him/her a coaching salary. Incorporating paid staff in a volunteer system can lead to a delicate situation, with the volunteers feeling of little worth. Paid staff is usually given greater responsibility and the expectation for them to perform is often much greater. Paid staff may in some instances be expected to work in more specialist/expert positions. They should always operate in a professional manner, fulfilling duties in a timely fashion and not offload tasks on to volunteers. However the opposite should not occur either. Just because they are being paid does not give the club the right to dump all tasks on them or make unrealistic demands on their time or skills. A paid coach may offer to assist a more junior coach, which should in no way infer that the coach should also attend every practice or game that the juniors are involved in.

The same training opportunities should exist for paid staff to further improve the skills and knowledge that they have. If personal development is not offered they will be left behind or overrun by others who have been fortunate enough to pursue such development. With changes

constantly occurring in hockey, it is to your advantage to be up-to-date with developments as they occur.

In many instances paid staff make the work of volunteers easier by providing support and information to the volunteers. Paid and voluntary staff may work together and assist each other with tasks; however the paid staff must not assume an elitist ideology as this may lead to apathy from the volunteers. Decision making power should be given to each person according to the role that they fulfil. Paid staff should remember that volunteers are dedicated people with a lot to contribute. Both parties should recognise that they have different knowledge, skills and roles to offer.

Effective time management of paid staff goes a long way to retaining them and operating an efficient and successful club.

Summary

Whether they are paid staff or volunteers, the club and its members should respect each of these individuals and acknowledge the time and effort that they give to the club. Volunteers are more likely to continue in their positions if clubs provide training and accreditation options to facilitate their task and increase their confidence.

Volunteer policies help the club manage their volunteers and recognise the value of volunteering in terms of achieving the aims and objectives of the club. It is important to focus on the 3 following aspects:

- Recruitment: the selection and rights and responsibilities of the volunteer
- Retention: supervision, support, training and accreditation
- Recognition: rewards and evaluation

To achieve success the club must provide a welcoming environment for all those who contribute to the club and recognise the work that is being done.

2.d Fundraising and Sponsorship

With limited funding and support hockey clubs often find it difficult to provide for their members without the members themselves having to bear the cost.

This chapter suggests ways that your hockey club may be able to raise money through fundraising and sponsorship.

Fundraising

Fundraising can be defined as raising money for specific club events or purchases for capital projects like a synthetic pitch. Be it tours or uniforms there are many ways that the club can go about achieving its targets such as:

- Membership fees
- Donations
- Community grants
- Raffles and lottery type events
- Fundraising dinners
- Hotdog stands
- Bake sales
- Car washes

The list can be as long as ones imagination and motivation. Fundraising requires planning to ensure that you have reliable strategy in place. It is not worth fundraising if the cost of raising funds outweighs the cost of the funds to be raised.

The first step that needs to be taken is to determine exactly why the funds are being raised. The club then needs to target a specific amount of money that they hope to raise. Once this has been established a budget and timelines with measurable objectives needs to be developed. Are there available resources to carry out the goal? Does the club have volunteers and/or facilities to hold the event? A detailed plan of action needs to be completed. Finally the fundraising event needs to take place.

Sample Fundraising Project

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| 1. Purpose: Indoor Hockey Tour |
| 2. Budget: \$2500 to be raised by Dec 15 th 2003 |
| 3. Strategy: Run concession stands at all home games until Dec 1 st and hold a trivia night at the club Nov 15 th (\$10 entry). Raffles and 50/50 draws at home games. Hold a Silent Auction at the Club dinner. |
| 4. Action: Use team members on a roster system to run concessions and trivia. Ask for volunteers to help with 50/50 and raffles at home games. All team members to provide items for Silent Auction. |

A successful fundraising campaign involves more than preparing a goal and a plan. It is important that there are enough people to help with the event. Some clubs may have a Fundraising Committee which organises the campaign and sets the ball in motion. However if you can spread the workload and have a few extra hands to help out leading up to the event, it will be easier for all involved. It is important that all involved are aware of the event and what their tasks entail as well as ensuring that they are committed to the project. Working to a timeline will help keep things on target.

The method of fundraising that you have selected should relate to the fundraising target. There is no use running a late evening social function if you are raising money for your juniors - make the event something that they can be involved in- i.e. washing cars, selling chocolates etc. It should be something that is not beyond the resources of the club or on a day where people are likely to be occupied with other events. It may be worth doing some research on what works well in your community or what is needed. There is no use trying to sell cookies when the girl guides are doing their cookie drive. The timing of your event is key to its success.

It would be a waste of time organising a fundraising event if no one knows about it. Make sure that you announce it at all club meetings, in the newsletter, on the website, in local newspapers and on local TV/radio stations as well as around the club. Those that are benefiting from the funds being raised should assist in publicising the events as widely as possible.

Donations

Donations are another means of obtaining money for the club. These are of a philanthropic nature, whereby the club may accept funds without offering a service or goods in return. People give donations for various reasons. There are charitable trusts and foundations, corporate companies and individuals who are willing to donate money to sports clubs. When seeking donations, the club should have a business proposal to present to prospective donors. This proposal should tell the donors what the club is about and why it would benefit from such a donation. Have a list of potential donors that you want to approach. It is important that you target the right donors. Usually they are people with an interest in Hockey or in what your hockey club has to offer them.

Don't forget the "Friends" of hockey, people who used to play or helped set up the club. You may find that there is a group of people who have a strong affiliation to the club or the game and are willing to donate a yearly amount. You can organise a special membership for such supporters, whereby they can donate specific amounts and perhaps offering them different levels of membership. In appreciation the club can hold an annual dinner in their honour or present them with tickets to an event.

Once you have compiled a list of possible donors approach them either personally with your proposal, or by mail and then follow it up in person. It is important to have the right people making the presentations. They should be knowledgeable about the club and its plans, as well as be prepared to answer any questions that are posed. Ensure that you thank donors for their time and

the contributions that they make. This can be done in person, at award ceremonies, through your newsletter or web site or with advertising. Donor recognition further encourages the relationship between the donor and the club, fostering the connection for future donations.

Remember that as with fundraising, you need to set goals, make plans to help you carry out your goal, determine the resources that are available, budget for the plan and the strategy that will raise the funds.

Grants

Grants are funds that you can apply for through established trusts or organisations. They usually require you to complete an application form that asks you to detail the reasons why you should receive the grant. The project that you are preparing needs to be outlined, listing its duration, who or what is involved, the budget associated with the project, and whether it is a once-off project and whether there will be funds to continue it when the grant money runs out. You need to plan and be clear about your objectives when completing your application form. There are usually many more applications vying for a share of the grant than there is money available, therefore it should not be prepared at the last minute.

Before applying for a grant, you should research the company or agency that is offering the grant and establish whether you are eligible to apply before completing your application form. Many grants have particular specifications and categories that need to be met if you are to be successful. Different grants are available for coaching, special events, equipment or junior initiatives- be sure to be thorough in your research. Ensure that you meet the requirements in order to not waste valuable time and resources.

There may be a number of grants available to your hockey club that you are not aware of. These grants may be through local community groups, local governments and councils, charities and trusts, corporate companies, sports authorities or even your governing hockey association.

It may be worthwhile preparing a calendar to remind you to request application forms and note the closing dates of applications. Give yourself enough time to adequately prepare your application, pay attention to detail and resolve any queries that you may have pertaining to the form.

Sponsorship

Sponsorship is an agreement or partnership between two parties, both of which seek mutual benefits. They usually involve a contract with specific conditions outlined for both parties. For your club to seek sponsorship you need to have something to offer to your potential sponsors. Like grants - the funds available for sponsorship are limited with many others making requests for the same resources that the sponsor has available.

Thus the approach you take must be well planned and researched. Who do you want to target as a potential sponsor? Are you a source of potential clients that can increase their profits? You as a club

need to determine if you and your members and supporters constitute the target market that a company is trying to attract. What benefits or opportunities can your hockey club offer? One notion to consider is the image of your club and then the products that would be suitable for your club to meet this image (for instance: if you have juniors then you may wish to associate yourself rather with a soft drink rather than an alcoholic beverage supplier).

As a hockey club you may be seeking the following sponsorship for an event:

- for a team
- to help with club finances
- purchase of equipment
- facilities rental
- accommodation or travel costs
- new programmes for members

Sponsorship may be arranged as products or services rather than money in exchange for the benefits your club has agreed to offer. The aim of most sponsors is to increase the productivity of their business. What is there that you can offer the sponsor? More than likely it will be exposure and the advertising or promotion of their product.

Attracting Sponsors

Potential sponsors are searching for people who are in the market for their merchandise and services. There are many companies who would be willing to sponsor your club. You have to show that the club has the potential and the capability of providing them with the benefits that they seek. Which companies do you think are likely to advertise or promote their products to your club and its supporters?

- Sporting companies
- Car dealerships
- Supermarkets
- Hockey Suppliers
- Banks and other financial companies
- Restaurants
- Information technology and telecommunications
- Soft drinks companies
- Warehouses
- Local shops in the neighbourhood

It may be easier to approach smaller companies rather than larger corporates who are constantly bombarded with requests. Smaller businesses may be more flexible in their budgeting whereas big corporations tend to allocate their funds at the start of the year rendering any other sponsorship proposal unsuccessful once the budget has been set.

Local business may not be able to spend money on advertising campaigns and may see this as an excellent opportunity for publicity and exposure. Your club and supporters would be more likely to patronise a business in the vicinity rather than have to travel great distances. Restaurants and food establishments may be more willing to provide club members and supporters with a discounted rate or 2 for 1 offers rather than offering money. Consider offering smaller sponsorship packages to a number of businesses who may find them more suitable and affordable, rather than asking for one lump sum of money from one potential sponsor. Offering services or goods as sponsorship is often

more appealing to smaller companies who may not be able to offer money, yet would still like to sponsor your club. Thus tailoring your proposal to suit the needs of your potential sponsors is worthy of consideration.

What can you offer...?

Once you have established which business would find your club and its supporters an ideal target market, the next step is determining what you can offer them. You need to convince them that it is more worthwhile to sponsor your club than to spend money on other forms of advertising and promotion. Depending on your club and its facilities you may be able to offer the following:

- Advertising space in the form of signage or banners at the ground or in the club room
 - Names and logos on team uniforms
 - Advertising in newsletters, flyers and websites
 - Names and logos on awards
 - Invitations to events offered by the club
 - Naming rights to teams and/or events
 - Onsite display and sales of merchandise
-

Sponsorship proposals

The sponsorship proposal is a well-planned presentation that is used to attract potential sponsors, detailing how a sponsorship will help both parties achieve their goals. There are many ways to present your proposal. You can present it as a video, a CD-ROM, in the mail or in person using visual aids if they are available. It is recommended that you make a verbal presentation as the first impression is often lasting. Ensure that both the presenter and the proposal are professional and well prepared.

Whichever method you choose, it is important to ensure that you have included the following:

- Background of the club and its membership.
- Contact person and contact details for the club
- Details of the club members and the supporters that are likely to be at your games and events that the sponsors will gain exposure from
- Details of the facilities that are available for the sponsors use
- Future plans that the club may have
- A budget for the event or program that you propose to run
- Details of the events or program that you seek the sponsorship for
- A list of what you will provide to the sponsors - advertising space, invitations to club dinners and information regarding all club events, etc.
- Benefits that the sponsor will gain by choosing to sponsor your club
- Details of achievements within the club

Be sure to have the correct contact details of the person to whom you are to present the program. Making an appointment will keep the relationship professional and let the potential sponsor know that you are serious in your endeavour to obtain sponsorship. Information prepared should be precise. The presenter needs to be well versed with what is being offered to the sponsor and comprehensive in expressing what you expect of them. The budget should also be clearly outlined, showing the sponsors that you have something of value to offer them.

Once the initial meeting has occurred, it is important to contact the potential sponsor to thank them for their time and inquire about the possibility of sponsorship. Be prepared to negotiate the proposal before it is accepted. It is important to be flexible to ensure that there are mutual benefits.

Once the terms have been agreed upon and the sponsorship contract has been signed it is important that you maintain contact with the sponsor. Keep them informed as to what is happening in the club. Invite them to events and forward any media exposure to them. If you have promised them something ensure that you follow through with it. It is far easier to keep a current sponsor and maintain a good relationship than have to search for a new sponsor. Present them with memorabilia or a club photo as a thank you. If you are running a project with the funds that have been provided, you need to keep them updated with regular reports and invite them to come and see for themselves how it is going. Don't be afraid to ask them for continued funding, particularly if they are pleased with the partnership.

Be loyal to your sponsor if they have treated you well and try not to seek other sponsors that compete with your current sponsor's product. If possible try to support your sponsor when purchasing merchandise that they handle or sell.

After an event or at the end of the season consider providing your sponsor with a report on how they helped the club. You may also want to include the number of people that attended the events and the exposure that it offered them. You may want to mention how things may be improved and where things may have gone wrong. Ask them for feed back on your club and whether they were satisfied with the money value of the arrangement. Were they happy with the agreement that was made?

Try not to be solely dependent on your sponsors. Should they decide not to sponsor the club the following year for some reason, be sure that you can carry on without their assistance. Don't be discouraged if at first you are not receiving any positive replies to your sponsorship proposals. There are many companies out there that can be approached and it is just a matter of coming across the right one. Timing is also important. Try to approach businesses before they set their budgets. Learn from any failed proposals and see how you can improve them. Ask corporations if they would consider other options or ways that would help you to be successful in the future, either with them or with other companies. Having a contact within a company or an organisation often helps you get

a foot in the door when asking for sponsorship. Ask around your club and see if any of your members can help in this way. They may either work in such a company or have a brother or neighbour working in such an organisation.

Whether it is a service, equipment or money that may available to you they will want something in return thus you will need to convey that you have value and worth on offer.

Aspects such as the media, the number of people that attend hockey games at the club and community contacts are seen to be of importance to the sponsor. Attention to detail and looking after your sponsor will enhance your relationship and the likelihood of retaining them as future sponsors.

Summary

Clubs are often more reliant on sponsorships and fundraising endeavours for long-term sustainability. With many other clubs and organisations vying for the same funds it is important to make your club stand out amongst the competition. Companies choose whom they wish to sponsor very carefully. Sensible planning and thorough research of companies and funding sources available to the club will help you to be more successful in securing funds and sponsorship.

2.e Marketing and Promotion

Marketing and Promotion can help you to establish your club in the hockey community. While marketing can be defined as a process of matching services or products with people who want to use or participate in them, promotion is the process of bringing these services and products to the attention of potential participants. With the increase in recreational activities it is becoming more important for clubs to use marketing and promotion as a means of keeping participants satisfied and interested in your club. This chapter looks at how you can use marketing and promotion as part of your plan to make your club more attractive to potential hockey players, volunteers and sponsors.

Marketing

Marketing can be viewed as “selling your club and its services”. Many clubs undertake marketing without realising it. Placing the club’s name in a sports directory, newspaper or phonebook is a fairly common kind of marketing. However there is more to it than just placing an advertisement. It should be a planned approach whereby the club creates and exchanges services with others. These “others” are referred to as “the market”.

It is part of the club’s collective plan to attract and retain members, volunteers and sponsors, develop program strategies and foster a pleasant environment. A marketing plan focuses on many of these aspects and sells the club to your members and to other potential members. Through advertising, promotion, sponsorship and publicity the club is constantly being marketed. These factors need to be blended in a thoroughly planned strategy if they are to be successful. Before you rush out and start marketing your club, it is important to know:

- What the club has to offer?
- Who you are planning to target?
- What it is that you are hoping to achieve?
- Are there resources available to help implement a marketing plan?

Since marketing can be defined in many ways it is important to understand the different ways in which it can be used. Listed are some examples:

- Offering new services to cater for a new market: e.g. offering a junior section when you have only been a senior club or entering a team in a recreational summer league
- Offering to send coaches to a coaching workshop
- Advertising in the local newspaper or listing the club in the phone book or sports directory
- Improving club facilities
- Providing a kiosk for refreshments during home games.
- Increasing membership fees to provide qualified umpires at all games.

Such examples are designed to cater for your members as well as improve the services being offered to them. They also incorporate the four marketing tools that are available for your club to use - product, price, promotion and place.

Product refers to the quality and accessibility of the service that the club provides i.e. league competitions and tours.

Price is the cost of participating in the activities provided by the club i.e. membership fees.

Promotion includes the avenues taken to advertise and promote the club - i.e. signs posted at community centres and schools.

Place is where the services or activities take place i.e. hockey pitch and clubhouses.

It is important that you incorporate all the components in your plan. Too often clubs focus on one or two aspects resulting in an imbalance in their marketing plan. Pricing is a delicate issue, as members will oppose fee increases unless they can see what benefits they will receive. Be sure to detail all planned improvements and benefits and circulate it amongst the membership to limit opposition against any fee increase.

Paid promotion has its place, however word of mouth and unsolicited club publicity serves the club in a more favourable way.

There are other variables that your club should consider in its marketing plan. These relate to both the existing and potential members:

- accessibility to facilities and services
- the environment that the club operates in
- the approach used to welcome new and existing members

These aspects directly affect the impressions and experiences that participants will encounter. By focusing more attention on these aspects, not only is it a cheaper way to promote the club, but it will directly influence the participant's decision to accept or refuse the services offered by the club. As marketing is customer focused, it is important to vary the marketing tools to satisfy the needs of the customer.

The marketing process can be intimidating especially to a new club that has many other aspects to consider. It can however be a very straightforward process if approached as a series of stages and it doesn't necessitate outside employment. The club can implement a marketing plan through the marketing portfolio. It is recommended that the Board member assigned to the marketing portfolio forms a subcommittee to assist him/her with this role. It is important that everyone who is involved knows what has to be done and the steps that have to be taken to carry out the plan.

Marketing stages

There are 5 stages that can be followed in Marketing:

1. Defining the service
2. Target markets

3. Objectives
4. Marketing strategy
5. Marketing plan

1. Defining the service

The first step is to identify what services the club has to offer. What attractions does your club have: a team in 1st division? a new water-based pitch?

Define the services according to your club plan, if you are trying to attract more juniors, let them know that there is a good club structure in existence and qualified coaches.

Try and be as explicit as possible about what the club has to offer, as this is your main selling tool. What makes your club so attractive in comparison to other clubs or other leisure activities?

2. Target Market

Target marketing involves offering specific services to specific groups of people. Defining the target market is a vital aspect in a successful marketing plan. In order to do this you may need to research the area that you are in or the people you are trying to attract. You will be more successful if you target the group that you are trying to attract and then focus on them. For example, if you want to provide a skills session for Under 12s you would not want to run it late in the evening, on a school night, when they would likely be going to bed. An after-school or weekend camp would be more practical.

A good way to determine your targets is to ask: who they are, where they are, what would interest them, how you can reach them and why they should be interested in joining your club?

This can be broken into categories by:

- | | |
|-------------|-------------------------------|
| ▫ Age group | ▫ Singles or families |
| ▫ Gender | ▫ Skill level |
| ▫ Location | ▫ Recreational or competitive |

From these categories try and identify their hockey needs:

- Family is it a family-orientated club or is there a junior component for their children?
- Juniors are they competitive or do they just want to have fun?
- Single do they want more social events and tours? Is a clubhouse important to them?
- Location Are there ample parking facilities? Is it easy to access via public transport?

This will help you understand and identify the needs of both potential and existing players. By identifying your target market you can help reduce costs and increase the level of satisfaction within the club. A player who is happy with the services offered by the club is more likely to share this knowledge with friends and family and entice them to join the club, than an unsatisfied player who may look for another club. It is important to remember to build your services around your members and their needs, rather than hoping that players will adapt to what your club has on offer.

3. Objectives

Your objectives are your club's aims that you identified in your club plan.

It is essential that you have a clear idea of what it is you are trying to achieve with your marketing plan. Your objectives may be the following:

- Increase in the membership
- Increase in the number of volunteers
- Increase in the number of members participating in club events
- Improve facilities
- Increase in the number of certified coaches or umpires in the club
- Obtain outside funding
- Increased participation by specified target groups - i.e. more U14, or more women's teams

The objectives that you choose will impact significantly on the type of marketing plan you follow.

4. Marketing strategy

Once you have clearly identified your objectives, you can start on the marketing strategy. The marketing strategy is the approach that you use to reach your market. Before you do this you need to know where to find them. In order to reach your target market, you need to know where they shop, where they go to school, where they buy their paper from, what radio station they listen to and where they work. It is important to work out what is important to each group and tailor your plan to their needs.

Don't forget the PRICE- what is the price of your membership fee? Does it fit your target market? Is it affordable to students? Is there a student price?

The strategy that you use to reach them may be to advertise within the local community, in the newspaper and on notice boards. Check that this is an avenue that can be used to access your target market.

5. Marketing Plan

Your marketing plan should be a detailed list of steps that you intend to use to implement your strategy.

An example may be:

Objective: to increase participation at skills camps

Target market: children under 16 and their parents

Service: skills and games camps run by national team players

Strategy: advertise to all junior members via the mail and to school teams and after school programs with leaflets. Also advertise in the local paper.

Cost benefit approach

This approach determines whether the input is outweighed by the outcome of marketing. Ideally if you are not going to exceed the efforts that will be put into the plan then it may be worth revising it or scrapping it completely.

There are monetary costs associated with marketing (advertising, staff, and time). This needs to be accounted for when completing your plan. A budget should be prepared detailing all costs involved and what the benefit would be from instituting the plan.

For example- if you want to raise funds for a tour (\$1000), you may calculate that running a car wash would require 200 cars to be washed at \$5 per car. However if you also need to purchase buckets and sponges and advertise the event, at a cost of \$160; you would need to calculate if it is worth running the car wash. In this instance you could hope to wash a few extra cars or have people bring their own buckets to offset the costs. Even if you only washed 100 cars and made \$500 - would this be worth it for the club or would the time and money be utilised more efficiently on another project?

Promotion

Promotion is a major component of the marketing strategy. This can be defined as the process by which the services that your club has to offer are brought to the attention of current and potential hockey players. As mentioned above the costs associated with promoting the services can be costly and the benefits difficult to assess. Thus it is crucial that the promotion matches the services, the market and the objectives that were identified.

There are many different forms of promotion, which vary from advertising in the local paper to making public announcements at the hockey field. Posters, radio adverts, brochures, Internet, displays, demonstrations, newspaper adverts and registering in phone directories are to name but a few examples of promotion.

The purpose of promotion is to create public awareness and interest in your club and the activities that you offer.

The Promoter

Traditionally most clubs don't have a Promotions officer. This generally falls to the Board member responsible for Marketing or anyone who has experience in this sector or is willing to help-out. Once the target market is understood, the Promoter can undertake the role of promoting the club and its services. Depending on the size of your club and its goals, it may be worth creating a long-term position for the Promoter. Whoever fills this role must have a sound understanding of the objectives that have been decided upon. It would also be helpful to form a committee to assist with the various tasks.

Steps of Promotion

To be able to conduct a successful promotional campaign the following guidelines should be followed:

1. Have a clear idea of what you want to achieve with your promotional campaign. This will assist you in planning your activities.
2. Create the right message for the people that you wish to target. What will attract them to the club? Ensure that you have information available to let any interested participants know how they can take part in the clubs activities i.e. what the training times are, the location of the pitch, number of teams etc.
3. Identify avenues that you will use to distribute your message. What would be the best medium for your target? Posters, t-shirts, balloons, hats, hockey demonstrations?
4. Create in the message the manner that is most suitable for persuading your audience to participate in your clubs activities.

It is wise to test your ideas on friends, family or current club members to see if they are favourably received. Ensure too that the club is prepared to handle the outcome of your campaign. If you are running a membership drive and recruit 30 new members, make sure that you will have a team for them to play in. If you are not prepared it will result in negative publicity for your club and could have the potential to harm future recruiting.

Promotional Media

1. The hockey pitch

If you share a pitch with another club or use one at the local community centre, this is your most accessible source of new members. When others (schools, other players, parents) are using the same pitch as your club, they can be targeted as potential new players, coaches or volunteers.

Promotion at the club, pitch or local community/leisure centre can be done at minimal or no cost and may target the audience that you have selected. Using notice boards or leaving flyers at the reception is an ideal way to post club information informing members of training times and upcoming events, as well as inviting new members to take part. Ensure that there is a contact name and number for anyone who may be interested in your activities. The same can also be done at local schools or youth groups that may have juniors that you can target.

If the community centre has a brochure or newsletter, ask if you can advertise the club in that. Most community centres have notice boards for various sports. Ask if you can establish a hockey corner, advertising the club, training times and events. If you have a club banner - try and display it as much as possible to give the club recognition and exposure.

During social events that occur outside of the clubhouse (pub nights, ten-pin bowling, team dinners, tours etc.) it is suggested that all members wear something with the club logo to further promote the club.

event. The advantage the newspapers have is that they are timely and have a large distribution. Newspapers can provide mediums for advertising events, results, supplements and photographs. Perhaps you could offer to write a weekly column or a review of the weekend matches that the club played in.

Brochures, newsletters and posters can also be used to promote the club. These are usually cheap to produce and can be formatted to meet your needs. Many can be done using a household computer and printer - eliminating publishing costs. They can also be widely distributed through club members both at their workplace and in their neighbourhood.

5. Radio and Television

The radio offers an excellent opportunity for on the spot broadcasting of announcements and results. Radio reports are usually short and concise. Most radio stations have community advertising, notice boards, scoreboard results and talkback programs that can be used to promote your club. The benefits being that a large audience can be reached within seconds.

Television is not used as often due to the high costs associated with advertising. If affordable it is a great medium. New TV stations are sometimes looking for human-interest stories, particularly if a celebrity is involved. They also do community service announcements in which you can promote your upcoming event. Broadcasting a hockey match or part of it on TV is invaluable, giving your club exposure and an excellent public relations opportunity. It is worth approaching a TV station to televise league finals or exhibition games.

6. Advertising

There are both advantages and disadvantages in advertising. The advantage being that it gives you a space to promote the club or event as you wish and can be fixed for a period of time; however the disadvantage is the cost associated with it. Costs can be minimised by advertising locally rather than regionally or nationally. There may be community newsletters or brochures that offer advertising at a minimal cost or some type of reciprocal arrangement. Posters and signs are the least expensive forms of advertising and can be produced on a computer or by running a competition.

When designing a poster or advertisement be sure to include the following: (*See appendix 14*)

- Club name
- Your logo
- Contact information
- A brief description of the club or event
- A picture if possible
- And if you have room why not throw in a catchy phrase!

When distributing your advertising consider your target market. What is it that you are focusing on? Children or adults? This will affect where you place your advertising. If you are attracting juniors,

an ad placed in the daily newspaper is likely to be wasted. Think where they are likely to visit or where they or their parents may be more likely to come across your poster or advert.

Advertising costs will undoubtedly be among the more expensive items on your budget. Your club depends on a successful advertising campaign. Costs are dependent upon quality, size and colours used in your advertisement. Ask yourself whether you will get the same response if it was in black and white? Or will the ad that you can afford be too small to be noticed? If you are having material printed it is worth calculating the price as it is often cheaper to print a lot of copies at the one time.

7. Internet

Electronic forms of media are becoming more widely recognised. The use of the internet and websites are an integral tool in promoting your club. It enables you to provide a great deal of information at a low cost. Colours and size are not a factor when deciding costs. Websites can provide instant information and allow further in-depth information to be distributed. A website can also be used to register members and review club pictures and events. It can be accessed from anywhere in the world, hence attracting people from outside your local area to your club.

To set up a website you need to choose a name for your site - i.e. Stars Hockey Club. You will have to do a name check to see if this name site is available. If so, you can register your site and set up an account for internet hosting, allowing outside users to access your webpage. You are also given a number of email addresses corresponding to your site name. For example if your website is www.starshockey.com; you can have corresponding e-mail addresses for the Board, president@starshockey.com , juniordevelopment@starshockey.com , etc.

If you don't have experience with websites there are several programs available to help you. There are companies that you can pay to set it up for you. However before you take that road, ask around the club as there may well be a few players or coaches who have Web experience. There are a number of service providers that offer free websites with a basic template to get you started. A little research may be worthwhile if you have not had any experience in this field.

(See appendix 15)

8. Special events

If the club is hosting or organising a major event, it may be easier to get media coverage. This will also be important in attracting people to your event. If you can get the media involved leading up to the event it can help serve as reminders to the public. If it is an important event, you may want to appoint a media liaison officer to ensure that media releases are distributed with ample time for announcement. He/she can also do a follow up report or send in results to the paper to let the public know how the event went and to thank them for their support.

Examples of special events include anniversary games, tours, tournaments, gala dinners, fundraising events, camps, clinics and open days. If the media is going to be involved, it is vital that the event is well planned and prepared; otherwise it could result in bad press for your club.

It may be worth preparing a media kit for reporters who don't know a lot about hockey. This should include a timetable of the events that are taking place, the basic rules, the names of the umpires, background information on top competitors, the event itself, and where results can be found as well as a contact person should they require further information. Perhaps a biography on the club if it is an anniversary, or of a player if they are about to play a milestone game. Information on past winners and heroes may be useful to them as well.

9. Displays and Demonstrations

Organising hockey demonstrations or setting up display tables can have a great impact on your target audience. Opportunities allowing people to take part in some aspects of hockey have been found to be successful, especially amongst juniors. Displays can be set up in shopping centres, the lobby of community and leisure centres, school open days and festivals depending on where your target audience is.

10. Personalised communications

This is still one of the most successful forms of promotion. This involves communication between people and groups. It can be an informal chat between staff or existing members communicating with potential members, or in the form of a presentation. This is a powerful medium as it is a live promotion. It can give your target audience first-hand insight to your club that conveys perceptions of friendliness and reliability and give the club credibility. Information can be exchanged freely without costs.

11. Strategies for increasing and maintaining membership

Without the membership the club would not exist, thus it is imperative that your club plan includes ways to increase and retain its members. Listed below are some strategies.

a) Strategies for increasing membership

This focuses on maximising the awareness of services offered and the accessibility to them.

This can be described using the following marketing tools:

- i. *Product*: creates opportunities and stimulus for potential players to come to your club to participate in the events being held. This can take the form of festivals, hosting events, player visits and camps. Develop a beginner's package with reduced membership fees or a collection of gear (stick, mouth guard and shin pads), giving them a reason to come and join your club. Try and modify existing services to attract new members.
- ii. *Place*: ensure that facilities are easily accessible. For children you may organise a car pool or an after school bus. Flexible schedules for juniors, proximity of location, car

parking space, water fountain and toilets need to be attractive to the potential member.

- iii. *Promotion*: Use media, newspaper, signage, word of mouth and Internet to promote your club. Promote both the tangible and intangible (the atmosphere and camaraderie that exist) benefits of your club. Have friendly and enthusiastic volunteers at events to give information and entice others to join.
- iv. *Price*: reduce the price for early registration or offer a two-week trial period so that new players can decide if your club suits their needs. Offer free products for signing up by a certain date. Use incentives to get new members to join.

b) *Strategies for maintaining memberships*

Keeping existing members at your club maintains strength and displays dependability. In some instances it is far easier to recruit new players than maintain existing members. Focusing your attention on your current members will give them the reassurance that you have their needs in mind.

- i. *Product*: Compile a questionnaire to determine if current members are satisfied with the activities and services in the club. Modify existing services based on the results of the questionnaire to maintain and increase their interest. It is no use having them complete a questionnaire to determine their needs and then not act on it. They will lose respect for the club if they feel that their input is not being acknowledged. If they have surpassed the current coach, look into finding a more experienced coach who can help them continue to improve and develop skills. Offer a recreational league or drop-in session one night a week to cater for those who aren't as competitive yet and would like a run around the pitch. Include fitness sessions during the preseason and continue them throughout the season if players feel that these are helpful.
 - ii. *Place*: assign lockers or parking spaces to loyal members. Allow priority turf bookings and training sessions.
 - iii. *Promotion*: reinforce membership through newsletters, special interest stories (number of goals scored or games played). Create coaching or mentoring roles for junior members. Give honorary status or life long memberships to loyal members.
 - iv. *Price*: Offer a financial incentive for early registration and family reduced rates for family memberships. If the club sells merchandise, offer a 10% discount to current members.
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Summary

Marketing and promotional strategies are beneficial in both retaining and recruiting members to your club. When conducting a marketing or promotional strategy be sure that you are aware of what your club has to offer that is attractive to others. Defining the target market and plan will allow your club to move on to the promotional stage. Whatever promotion you choose, make sure that it will reach your target audience. It is important to remember to consider and satisfy the needs of the people that you are trying to target. Their satisfaction reflects your club's success.

