



Village of Pinecrest

Parks and Recreation

Marketing Plan



2017

Index

Executive Summary	4
Community Center Overview	4
Mission	4
Vision	4
Organizational Goals	5
Marketing Plan Goals	5
Community Center Programs	5
Organizational Chart	6
Analysis	6
Situational Analysis	6
Internal Analysis	6
Strengths	6
Weaknesses	7
External Environmental Analysis	8
Opportunity	8
Threats	8
Sales by Service Analysis	8
Community Center Revenue	9
Program Profitability	10
Profitability by Program	10
Program Losses	11
Competitive Analysis	12
Customer Experience	12
Market Segmentation	15
Demographics	17
Channel	18
Pricing	18
Contractors	18
Advertising and Public Relations	18
Industry	19
Recommendations and Marketing Plan	22
Programming Tools	22
Strategies	24
Increased Awareness of Community Center	24
Increased Revenues	25
Optimization of Under Used Recreation Space	27

Attachments	27
Web Search Customer Experience	28
Pinecrest Sun Customer Experience	29
Email Blast Customer Experience	30



EXECUTIVE SUMMARY

The Village of Pinecrest Department of Parks & Recreation is a municipal recreation department that provides comprehensive year round sports and recreation programs for all ages. The department operates and maintains the Pinecrest Community Center, as well as seven community parks, offering a wealth of indoor and outdoor fun, including playgrounds, tennis and basketball courts, walking trails, athletic fields, green spaces, and recreational and leisure programming. Through these programs and facilities, the department enhances the overall quality of life for all citizens of Pinecrest.

The mission of this marketing plan is to develop a strategy to enhance public awareness about the community center through a comprehensive marketing campaign that will result in increased revenues in the form of new and renewed memberships at the gym and increase participation in classes, programs, and events. Each strategy outlined in this report is supported by a tactical plan for execution.

The Community Center revenues are made up of three categories, gym memberships, classes and other. Other includes revenues derived from concessions, room rentals, and sponsorships. These areas service all age groups. The membership revenues include approximately \$300,000 in fees, as well as approximately \$685,000 from fitness specific classes. When profitability was calculated (subtracting contractor fees from classes and the contracted fees to manage the gym) the gym generated just short of \$200,000 and classes generated \$165,000.

The Community Center is approximately ten years old and is currently undergoing a renovation, which includes improvements to the gym as well as plans to add a café an indoor playground, and outdoor playground. The renovation is underway and scheduled to be completed by spring of 2018.

PARKS AND RECREATION DEPARTMENT OVERVIEW

Mission

Creating lifelong memories for all ages within safe and well-maintained facilities through quality customer service and dedication.

Vision

Play today, remember forever.

Organizational Goals

1. Enhance the overall quality of life for individuals through programs, facilities, and special events
2. Promote wellness and awareness through programs and offerings
3. Promote the vision of the Village Council by serving efficiently and effectively in the eyes of the public
4. Increase retention of community center members, users and grow new users
5. Optimize utilization of usable recreation space
6. Program recreation for all ages

Marketing Plan Goals

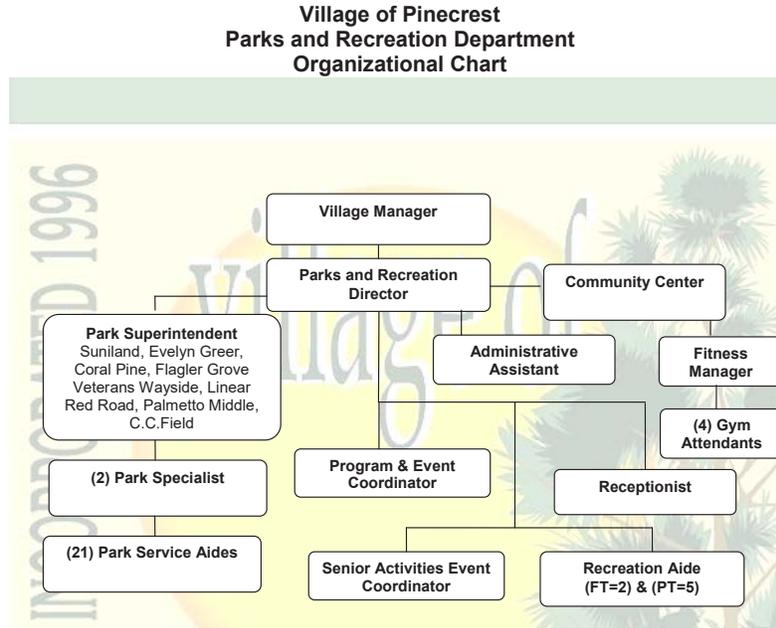
1. Increase awareness and promote services, programs, events, and facilities and measure all efforts
2. Increase revenues at the Community Center to break even or become profitable by increasing utilization by five percent for the next two years and incorporate competitive pricing into the top 20 programs
3. Optimize utilization of unusable recreation space at all facilities.

Community Center Programs

The Pinecrest Community Center provides a focal point for the community to meet and participate in personal enrichment programs. The state-of-the-art gym provides members with an opportunity to stay in shape with weight training programs, functional core training, high and low cardio-vascular exercises, dance, spinning and many other fitness programs.

The center offers a myriad of enrichment programs for children and adults with more than 37,000 in attendance per year. The center has two coordinators, one who programs classes, programs and events, and one who programs classes and events for senior citizens. Seniors partake in health and wellness screenings, fitness classes, lectures, tours, and play dominoes, bridge, and other games. The center also provides programs for infants and toddlers including Mommy & Me classes and preschool art sessions. The opportunities are thorough: Judo, Tai Chi, Sports Conditioning, Boot Camp training, Yoga, Fencing, Family and Stroller Fitness, SAT Preparation, Chinese 101, and many lecture series. Programming for special events at the community center include: Daddy Daughter Dance, Senior Health Fair, Senior Holiday Party, Bike Day and Senior Mobility Fair.

Organizational Chart



ANALYSIS

The operational analysis includes the findings and reviews for Situational Analysis, Sales by Service, Competitive Analysis, Customer Experience, Market Segmentation, Demographics, Channel Review, Pricing, Industry Trends Advertising, and Public Relations.

Situational Analysis

Internal Analysis

1. Strengths
 - a. Facilities and Customer Experience – Organization can attract consumers from all demographics. The facilities are lovely and well maintained. The one-on-one customer experiences are positive, and some team members are bilingual meeting the communication needs of most users.
 - b. Staff Continuity – The departmental staff, has been working together for over eight years and play off of each other’s strengths. This continuity leads to well-planned, highly organized programs and events.
 - c. A positive relationship with the community – The department has an extremely close relationship with the surrounding community. They have constant face-to-face contact with the market they serve and have

testimonials to support its efforts.

- d. Program/Event Sponsorships – The programming is vast and touches all demographics. The department possesses a large number of sponsorships from individuals and businesses in the community, which in turn enables the offering of top programs and events.
- e. Community Input – The Parks and Recreation Department administers a user survey to monitor the success of the programs at the community center being offered and to solicit input on the types of programs/activities the public would like to see incorporated into the program offerings.
- f. MindBody over RecTrac – Users requested classes be listed on the MindBody application. This transition has resulted in fewer registration related errors, comfortable class size management and transparency for payments.

2. Weaknesses

- a. Lack of Marketing Direction and Team Work – The Community Center has no formal plan in place that would allow the team to streamline efforts and maximize results. Fitness program registrations may be cyclical, and a campaign to drive results is suggested. An editorial calendar may be utilized to assist the recreation staff and communication team. Both departments would welcome a more formal partnership that should include a more comprehensive strategy along with regular production meetings.
- b. Customer Buying Experience – Registering online or from a web search is very difficult. The way the process is structured leads to extra steps that are cumbersome and not necessary often resulting in lost or unregistered participants. MindBody is easy to use and convenient, but does not link with RecTrac that makes program and revenue tracking difficult to manage. In addition, there are no linked search features on the Village calendar, leading to a poor buyer experience. Three examples have been included to demonstrate later in the report.
- c. Vendor Relations – Some classes are not profitable, and the reconciling of payments to instructors takes staff more than 8 hours every two weeks. Many of the vendors and instructors would like more marketing support by the Village to support the programs and increase users.
- d. Inconsistent naming of facilities is confusing – Recreation Center, Community Center, Wellness Center is used inconsistently on the website,

calendars, and the buyer has many opportunities for confusion regarding the wellness/fitness center name, brand, and location, specifically what happens there, the name, signage, and function.

External Environmental Analysis

3. Opportunities

- a. Youth Advisory Council (YAC) – The council would be able to offer feedback on the past and upcoming programs, from a teen perspective.
- b. Contractor Branding – Most vendors advertise their business brand and not the Community Center brand. Examples include dance, camps, fitness and sports teams. Consider developing a partnership with vendors that includes cooperative branding and co-marketing.
- c. New Trends – 1. The senior population is growing. 2. Many residents support environmental issues such as recycling and use of new technologies.

4. Threats

- a. Sedentary Youth – National studies have shown today’s youth are an inactive, sedentary group. This group would rather rest on a couch and play video games than be active and participate in a physical program.
- b. Competing Organizations – Other local organizations, offering facilities and resources that duplicate efforts or offer alternatives are competitors.

Sales by Service Analysis

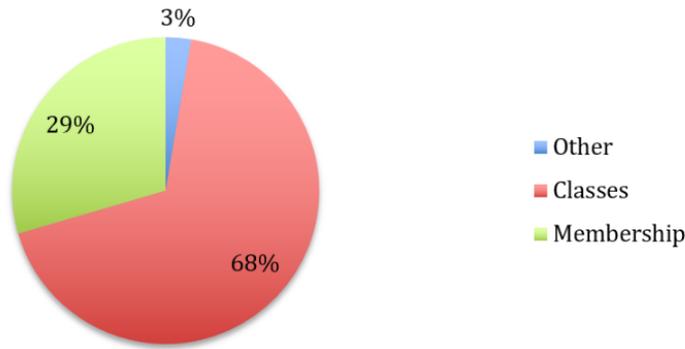
The Community Center revenue is broken down into three categories; Other, Classes and Memberships. The graphs below feature the actual numbers by category, followed by a graph with the percentages. The class revenues include camps, non-member classes and member class registration.

1. Community Center Revenue

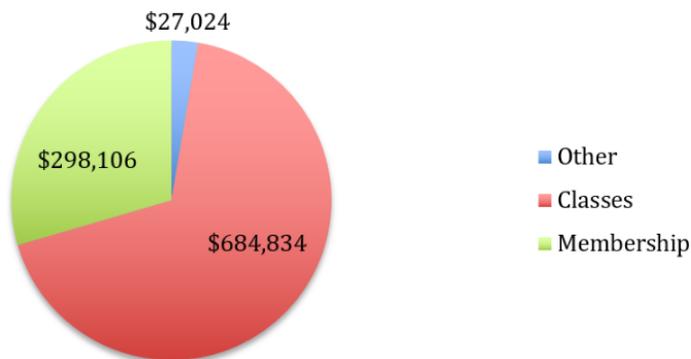
Program Revenue (FY2016)

Other	\$27,024
Classes	\$684,834
Membership	\$298,106
	\$1,009,964

Program Revenue FY2016



Program Revenue FY2016



ANALYSIS

2. Program Profitability

The profitability for classes was calculated by subtracting the contractual costs from the revenues generated for each service center. The revenue was then divided by the profit, making the profit 24%. Notably less than the 30% expected outlined in the contractor's agreement.

The gym membership profit was calculated by subtracting the \$92,000 gym vendor contract from the revenues.

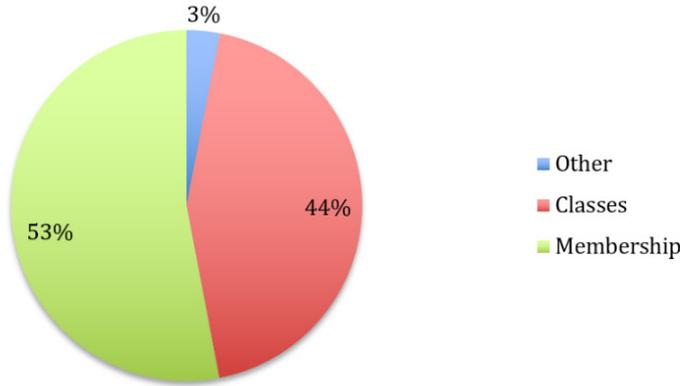
Below is also a graph demonstrating that classes make up only 44% of the profit of all the services, while the gym memberships generate 53% of the profitability. Therefore, Community Center memberships should be the focus of marketing efforts, followed by classes and then other.

3. Profitability by Program

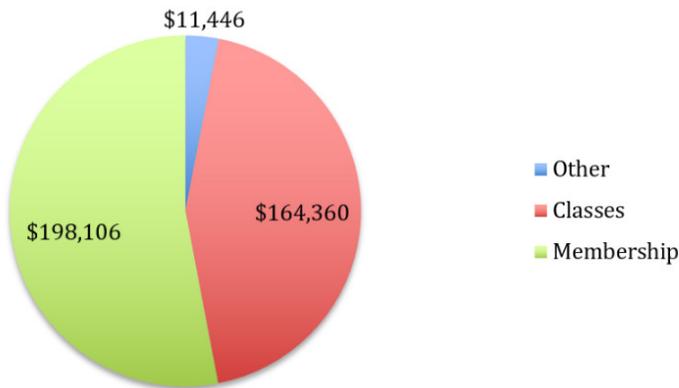
Other	\$11,446
Classes	\$164,360
Membership	\$198,106



Program Profits FY2016



Program Profits FY2016



4. Program Losses

A Mind Body report of classes and spinning classes for the period of October 1, 2016, to June 15, 2017, was reviewed. The report analyzed the fees generated, the number of attendees per class and the average revenues per class. There was a total of 1,778 classes, and 342 classes showed a loss, meaning we paid out more to instructors than was collected from users for 20% of the classes. Assuming each class instructor was paid \$40 or \$60, the total loss would be between \$5,000 and \$12,000. Included in the findings and recommendations in this marketing plan is a suggestion for classes and a guideline to be developed for evaluating classes quarterly and removing most

ANALYSIS

of the unprofitable classes. Support data is available for review if requested.

Competitive Analysis

This competitive analysis concentrated on the gym, as it is the largest profit center for the Community Center. When determining which businesses to review they were identified by a recommendation from the department staff and a web search as most purchases start with a web search. Four competitors are listed below.

1. Red Zone - This business is located in Pinecrest and Coral Gables, it is a woman only group personal training facility. They limit the classes to 21 people and include body composition analysis. They have three pricing programs \$108 per month for eight classes, Unlimited for \$139 or 10 Pass for \$179.
2. Alper Jewish Community Center- This is an extensive facility that is located in buildings in a campus setting. In addition to the school and preschool on the site, there is also a large theater, art facilities, fitness center, outdoor pool, tennis courts as well as a number of sports fields. The staff estimates approximately 700 of their 4,000 members are from Pinecrest, 17.5%. The monthly rate for an individual is \$55.
3. South Dade Family YMCA- The “Y” has undergone extensive renovations. It features a large fitness area, child watch room, youth and senior areas. The fees are \$85 for a household, \$73 for a couple, \$57 for an adult and \$46 for a senior membership.
4. Orange Theory- Located in Pinecrest offers interval training featuring cardio and strength training with heart monitors for high-level training. Individual sessions are \$28. Monthly rates range from \$69 to \$169 a month per person.

If an additional competitive analysis were to be completed for specific programs as opposed to facilities, there are numerous dance, yoga and martial arts studios in the area for the comparison.

Customer Experience

The customer experience is critical for attracting and keeping users at the Community Center. There are six steps in the buyers experience:

1. Need, Want, Problem
2. Awareness

3. Knowledge
4. Selection
5. Buy
6. Value

For existing customers utilizing the facilities and programs, the experience is very positive, as they are aware of the programs and facilities. Based on the results of the 2016 Citizen Survey, approximately 9% of respondents felt that the amount of information provided by the Village was lacking. This is a low percentage and very positive.

When the customer experience was documented, the results were not as positive. Locating the Pinecrest Community Center both physically and online is challenging. Signage is limited and not easily viewable from the road. In fact, the Pinecrest Gardens signage on a main road has no indication that the Pinecrest Community Center is adjacent. When searching online, it is difficult to locate Pinecrest Parks and Recreation Department without multiple clicks. Cumbersome online searches have a high abandonment rate leading to a poor registration experience.

The Community Center staff hears from new users, “I’ve lived here for years and didn’t know you were located here.” Improving community awareness should be high priority. The lack of awareness of the facility and programs should be easy to fix as the Village has all the resources to educate prospective customers. The second awareness challenge is a very poor online search experience. Priority should be given to correcting and improving the registration process by decreasing clicks.

Because multiple names and branding are used, there is confusion locating the site. What is it? Community Center, Wellness Center, Gym, Recreation Center. On the website, it is called a Wellness Center and in print, it is often referred to as a fitness center. Most people know what a fitness center or gym is. Most people do not know what a wellness center is and there is no clear name/ location identifying the Pinecrest Community Center that includes a fitness center/gym but not necessarily a wellness center. More confusion occurs in the wellness center that is also called the gym and branded by the contractor’s name Fitness Solutions. In the May edition of the Pinecrest Sun, the wellness center is listed, but there are no details about joining the wellness center that is also in the Community Center and managed by Fitness

Solutions, which appear to be uncoordinated, and often-individualized marketing efforts. Additionally, in print advertising and marketing, there is missing information like the address of the Community Center, pricing for the memberships, and a direct phone number. On the Village website, users are directed to the main village phone number.

There is some confusion on website and printed materials regarding the Community Centers brand. Here are some examples:

Community Center Website



Community Center Facebook Page, Company Shirts, Name Tags, Printed Forms for Registration



Classes and Registration online



Park Facility Rentals



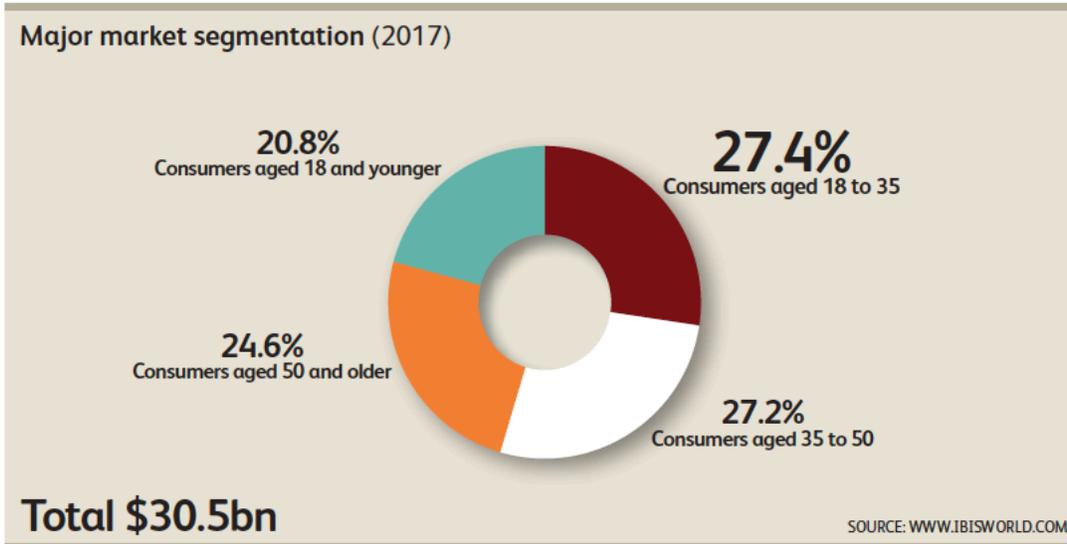
Fitness Solutions in the Community Center



Market Segmentation

Market segmentation is the process of dividing a broad consumer market, normally consisting of existing and potential customers, into sub-groups of consumers (known as segments) based on some shared characteristics.

The market segmentation for Village of Pinecrest has been identified by age range and residency of Pinecrest. The age ranges are (Youth) 17 years and under, (Adult) 19 to 64 years old and (Senior) 65 years and older. Residency is defined as those living in the Village of Pinecrest and non-residents defined as those living outside of Pinecrest.



Above are national averages for industry segmentation.

When individuals have more leisure time, they can allocate more time toward their fitness regimen, which spurs consumer demand for gym, classes, events, health and fitness club memberships.

The emergence of the budget-conscious gym member has also considerably changed the industry's landscape. A growing preference for readily accessible, smaller gyms with fewer amenities has benefited boutique gyms that cater to a local niche market.

As a whole, industry establishments are expected to grow at an annualized rate of 1.9%. Consumers who seek individualized fitness programs, specific fitness goals or are uncomfortable exercising in larger gyms have particularly favored small-scale gyms, which has boosted the number of industry locations over the period. This demand is expected to spur employment growth, as personalized trainers and superior customer service represent major points of competition for industry operators.

Furthermore, the number of obese individuals in the United States is increasing. According to a study by the Centers for Disease Control and Prevention, an estimated 42.0% of Americans will be considered obese by 2030.

According to national statistics personal trainers generate an estimated 12.1% of total revenue. Typically, gym, health and fitness clubs offer private trainers for individuals

or private groups. Over the next five years, demand for personal trainers is expected to rise, driven by time-strapped consumers who want to achieve their fitness goals quickly.

According to the Bureau of Labor Statistics, many gyms will focus on personal training services, which are being demanded by an increasingly active baby boomer population. For example, some gyms may offer personal training services to elderly individuals who require fitness classes tailored to their injuries and illnesses (e.g. chronic ailments such as arthritis).

Demand for services provided by the gym, health and fitness clubs industry is determined by a number of factors, including household disposable income, consumer confidence, leisure time availability, participation in recreation and sports, seasonal conditions, attitudes toward health and fitness and the cost of services relative to other recreation options. Household disposable income is particularly relevant to industry demand, as the level of disposable income within a household will determine the amount spent at fitness and recreational sports centers. As discretionary spending rises, demand for gyms and fitness clubs typically increases. Similarly, industry growth is impacted by consumer confidence, as an increase leads to higher demand and willingness to spend on the industry's services.

Demand for senior classes, clubs, and activities will be growing as the senior population retires.

Segmenting the groups is important when developing the strategy to increase sales. The easiest group of customers to influence is existing customers. Our goal is to retain as many existing customers as possible followed by prospects.

Demographics

Per the U.S. Census Bureau data, the population of Pinecrest is 19,444 (July 2016). There are 6,619 households and 77.4% are owner occupied. The average household income is \$128,966. It has a highly educated community with 95% being a high school graduate and 65% having higher education. The population is 50% white and 41% Hispanic.

Channel

The Village uses two sales channels online and direct sales.

Pricing

For the membership area of the business, there are more than ten different pricing options. Studies show that fewer membership options generate better results. Most demonstrate how a monthly fee on a reoccurring basis, with an easy cancellation, is the most beneficial for the user and the center. After the user signs up the first time, there is no annual paperwork.

Pricing for spinning and fitness classes were competitive with other fitness centers in the area. The daily and ten pass fee are priced correctly.

Seniors in the free aerobic/stretching class were informally interviewed, and we learned that many are willing to pay for more classes.

Contractors

Monthly reconciliation of contracts takes in excess of eight hours a month to process the invoices. There are no standardization of agreements and some spinning classes and some contractors are not profitable.

Advertising and Public Relations

The center utilizes the following advertising and public relations efforts for mass media, new media, and other.

Mass media

1. Newspaper
2. Quarterly Magazines: Pinecrest Sun, The Florida Villager Magazine for Pinecrest/Palmetto Bay/East Kendall and Coral Gables/South Miami
3. Direct Mail
4. Flyer and Posters at Village facilities
5. Community Newspapers: Pinecrest Tribune, Miami Herald, Coral Gables, Gazette, Cutler Bay, Kendall, Palmetto Bay, South Miami
6. Flyers distributed at the schools

New media

1. Website
2. Social media on Twitter, Facebook, and Instagram Campaigns
3. E-News
4. Search Engine Optimization (SEO)

Public relations

1. Press releases
2. Village wide events
3. Sponsored events

Other

1. Cross promotion with other departments
2. E-News
3. Branding on all vehicles
4. Logos on staff shirts
5. Banners on US-1 (for larger events)
6. E-News (internal publication)

Industry

According to International Health, Racquet and Sportsclub Association (IHRSA) data, the number of health club memberships in the United States grew at an annualized rate of 3.3% between 2012 and 2015.

Some gym, health, and fitness clubs have appealed to consumers on the basis of convenience by offering low-cost memberships with full operational hours. Comparatively, niche studios have appealed to consumers by offering classes within a community setting. Overall, memberships offered on a monthly basis with low cancellation fees have fared well over the five-year period. These low commitment options attract on-the-fence consumers and increase revenue from members who would otherwise evade industry establishments.

Over the five years to 2022, many baby boomers are expected to sign up for health club memberships, as they grow more health conscious due to their age and they have more time to work out. Consequently, industry revenue is forecast to grow at an annualized rate of 1.5% to \$32.8 billion in the five-year period.

The industry profit rate is 12%.

Industry at a Glance

Gym, Health & Fitness Clubs in 2017

Key Statistics
Snapshot

Revenue
\$30.5bn

Profit
\$3.9bn

Annual Growth 12-17
2.1%

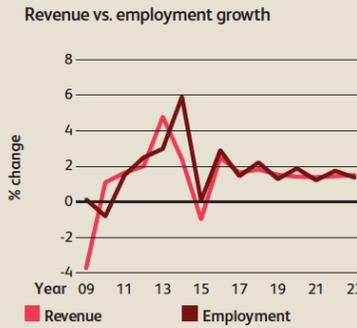
Wages
\$10.4bn

Annual Growth 17-22
1.5%

Businesses
97,646

Market Share
Fitness International LLC
6.3%

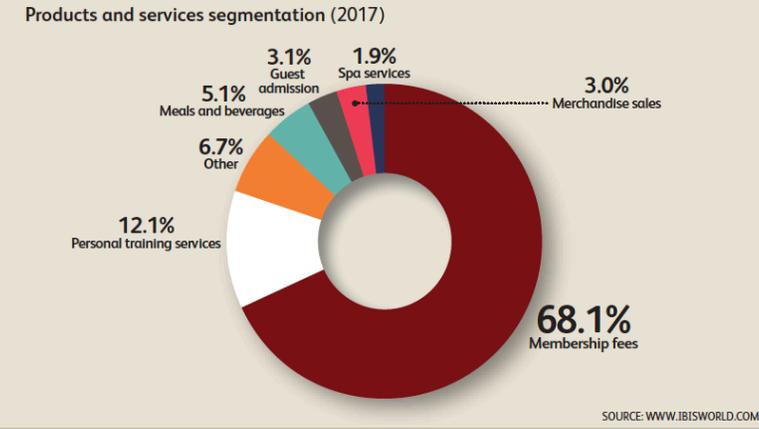
p. 24



Key External Drivers

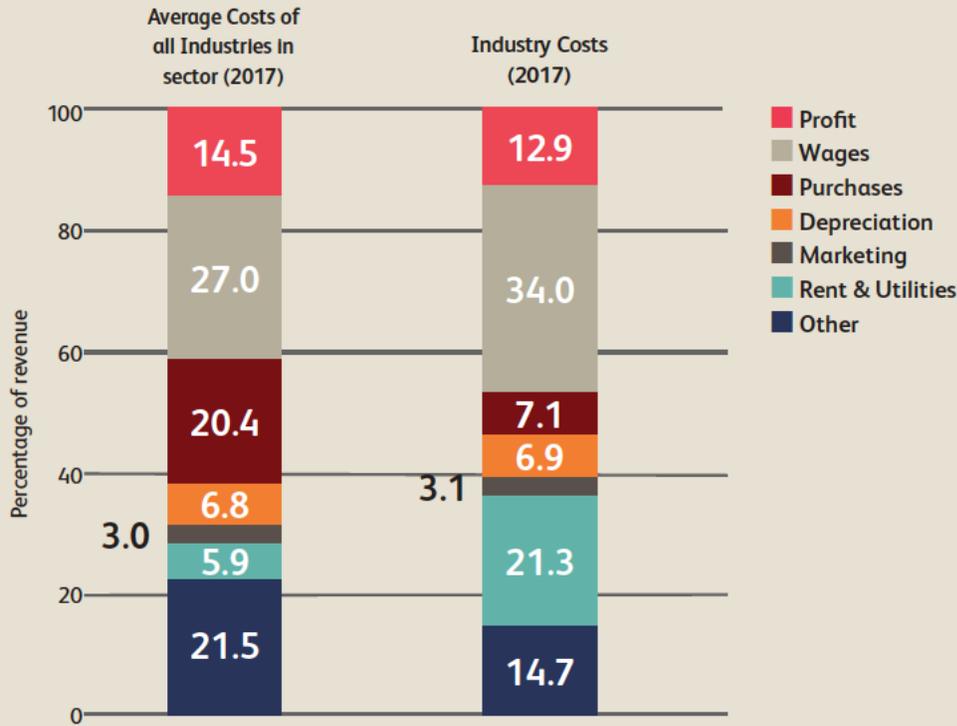
- Time spent on leisure and sports
- Participation in sports
- Per capita disposable income
- Number of adults aged 20 to 64
- Yield on 10-year Treasury note

p. 5



ANALYSIS

Sector vs. Industry Costs



SOURCE: WWW.IBISWORLD.COM

RECOMMENDATIONS AND MARKETING PLAN

This marketing plan outlines three strategies and accompanying tools for executing the marketing plan. Before the marketing plan can be implemented, the Community Center team and Communications team need to meet, agree on the strategy and work together to execute the plan. Each team has challenges driving the needed results alone. Together, working as a team, they have the resources and expertise to increase program participation and awareness. Suggest meeting bi-weekly following to establish deliverables and documenting the results.

Programming Tools

All programming should start with the Program Planning Sheet. This will assist the Community Center and Communications teams in developing the marketing plan, pricing strategy, and profitability strategy for each program.

We recommend selecting six programs per quarter to highlight, starting with the six most profitable operations because six is a manageable number.

RECOMMENDATIONS

Village of Pinecrest Program Planning Sheet				
Program # _____		Program Name _____		
Instructor _____		Room _____		
Class Date _____		Class Time _____		
Class Start Date _____		Class End Date _____		
Class Description				
Needs, Wants, Problems		Demographics of Target Market		
		Age Range:		
		Gender:		
		Other:		
		Other:		
Competitive Analysis				
Program Name	Fee	Better	Different	Other
Pinecrest Village				
1				
2				
3				
4				
Marketing		What is the "Pitch" to the User? (Headline for Ad) and Needed Information		
Website	<input type="checkbox"/>			
Pinecrest Sun	<input type="checkbox"/>			
Email Blast	<input type="checkbox"/>			
Newsletter	<input type="checkbox"/>			
SEO	<input type="checkbox"/>			
Cross Marketing	<input type="checkbox"/>			
Coupon	<input type="checkbox"/>			
Referral Program	<input type="checkbox"/>			
Bring a Friend	<input type="checkbox"/>			
MindBody Promp	<input type="checkbox"/>			
Other:	<input type="checkbox"/>	Cost for Program		
		# Enrolled to Break Even		
		% Profit		
		Price		
Retention Strategy and Marketing Efforts				

All efforts should be measured monthly. Registration numbers, surveys, and revenues will assess the effectiveness and success of the marketing plan. An increased awareness of facilities and programs will be a bi-product of the marketing efforts this will be accomplished through increased marketing efforts involving the development of an online presence, use of several social media outlets, and the distribution of printed materials and signage. Registration numbers along with website hits and social media requests will be used to measure the effectiveness of the efforts. Key Performance Indicators (KPI's) are included on the editorial calendar.

Editorial Calendar

The next step is to add all marketing efforts to the editorial calendar so both teams are clear of the marketing efforts, timeline, and responsible party for executing.

Pinecrest Community Center 2017 Editorial Calendar																		
GOALS																		
COST RECOVERY	Increase Revenues to Break Even or Profitability																	
RETENTION	Measure then Increase Retention by 5%																	
GROWTH	Enhance the lives of Pincrest Residents, measure current attendance, then Increase attendance by 5%																	
FACILITY UTILIZATION	Optimize room usage in Community Center and Recreation Centers																	
TEAM WORK	Develop a Partnership with the Communications Team and Recreation Team and Execute Plan																	
ANALYZE	Integrate Program Sheet, Develop Strategy, Execute Marketing, Measure Results																	
TIMELINE																		
QUARTER	Q2 2017				OCTOBER				Q3 2017				DECEMBER					
MONTH	SEPTEMBER								NOVEMBER									
WEEK	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31
BRAND																		
Review Brand Guide for Community Center																		
Implement brand guide on all Community Center and Village marketing																		
Define Brand Strategy for the Community Center																		
Monthly strategy meetings with Communications Team																		
Pincrest Sun branded for Community Center																		
Press releases and all print branded																		
Review signage options and develop strategy																		
All class materials contain brand logo																		
All support materials such as t-shirts contain logo																		
Mad Mini designed with Community Center brand																		
Develop sponsorship strategy and increase sponsorships																		
Mad Mini created with bi-weekly messages and links to information and registration																		
Execute and review user survey quarterly																		
Review and integrate mass media publications																		
PLANNING AND STRATEGY																		
Map out User Experience (online and direct)																		
Develop marketing plan to support goals and user experience																		
Measure retention rate for Membership																		
Draft list of programming focus (6 Programs)																		
Develop promotions so people buy more (COKE example)																		
Cross market with other Village operations																		
Develop marketing strategy per program																		
Review Google Analytics monthly																		
Integrate coupons, promotions, etc. during slow periods of time																		
All renewed vendor agreements contain brand requirements																		
FITNESS CENTER																		
Bi-weekly email blast feature																		
Review all classes and remove classes that loose money																		
Review pricing strategies and membership options																		
Google Post for all Events and Classes																		
Google Post for Events																		
Develop marketing campaign for new users																		
Coupon in Pincrest Sun or mailing for new residents																		
Coupon or day pass on website for new users																		
Facebook Post																		
Cross sell with Membership																		
Cross sell with Botanical Garden																		
Cross sell with classes																		
Twitter post																		
Instagram Campaign																		
Integrate coupons, promotions, etc. during slow periods of time																		
CLASSES																		
Review all classes and develop criteria for eliminating all non-profitable classes or pay instructor less for those classes																		
Develop easier payment calculating process for instructors																		
Develop marketing campaign for cross selling and new users																		
Assess class time and market to adults when at youth classes																		
Google post for Event																		
Google Post for Promotion																		

Strategies

The strategies are:

1. Increase awareness and promote services, programs, events, and facility and measure all efforts
2. Increase revenues at the Community Center to break even or become profitable by increasing utilization by five percent for the next two years and incorporate competitive pricing into the six programs per season
3. Optimize utilization of underused recreation space at village owned facilities.

Increased Awareness of Community Center

1. Develop a brand strategy and answer, “Who are we?”
 - a. Define the brand
 - b. Decide what logo to use and use it everywhere
2. Decide on a name for the Wellness Center (gym, fitness center, wellness center, community center, recreation center) and be consistent in the usage
3. Develop a brand strategy with vendors for consistency
 - a. Decide if the vendor can use their logo, co-brand with the Community Center, or use the Community Center logo
 - b. Decide if the vendor should co-brand Community Center on shirts and marketing materials
 - c. Develop a Facebook Partnership (social media) with each vendor and post on both sites (sharing)
 - d. Encourage a partnership with vendors to market and cross market classes. Define strategies, add to editorial calendar and execute
4. Maximize the E-News to recruit users to specific programs with good links for registration and reduce the number of links if possible
5. The current system for requesting marketing support from the communications team needs strengthening. This internal relationship is critical to the success of the Parks & Recreation Department.
 - a. Review the marketing request form with the Community Center team and the Communication Team
 - i. Define timelines
 - ii. Define accountability
 - iii. Define expectations
 - iv. Include a “request completed” communications tool
6. Review of Google Analytics Monthly and make changes to reach strategy goals

7. Streamline and improve the customer experience at the Pinecrest Community Center
 - a. Develop a unique link/site for Parks and Recreation with easily clickable links to the Fitness Solutions/ gym/ wellness center page
 - b. For all programs, review the website strategies, eliminate steps (clicks) and streamline the registration process
 - c. Create one master calendar for Parks and Recreation. Multiple calendars listed on the Village website leads to more confusion
 - d. Improve signage in the building for classes and fitness center
 - e. Recommend a page for the gym be clarified in the quarterly Pinecrest Sun and feature Memberships and classes
 - f. Recommend the pricing strategy be reviewed and reduced to three options maximum per category or age
8. Marketing plan designed for the unveiling of Community Center following construction (June 2018)

Increase Revenues

1. Review unprofitable classes quarterly and decide on attendance requirements, drop classes if decided
2. Recruit classes or develop new classes that drive attendance
3. Develop retention strategies for classes
 - a. Develop strategies, promotions, and marketing efforts to support each contractor
 - i. Two for one sale
 - i. Bring a friend promo
 - ii. Longer term purchase at a discount
4. Develop retention strategies for membership
5. Develop strategies to drive usage by season
 - a. Q1 heavy promotion
 - b. Q2 special pricing or incentives
 - c. Q3 multi-user passes when attendance is low
 - d. Cross selling incentive, personal training with membership
6. Remove steps for registration
 - a. Examine every step of the registration process and remove extra steps
7. Quarterly efforts to recruit new members

RECOMMENDATIONS

- a. Summer sale
- b. Christmas in July
- c. New Year promotions
- d. Black Friday Sale
- 8. Increase marketing efforts
 - a. Select a specific number of classes and develop a targeted marketing strategy
 - b. Develop a program overview/brochure for the Center
- 9. E-news
 - a. Excellent communication but key information is missing in current design
 - b. Ensure links work
 - c. Include promotions
- 10. Explore opportunities for external signage, sponsorship, themes at the Community Center
 - a. Consider sharing banner space at the Botanical Gardens since the Community Center is not visible because it is tucked behind the Gardens
- 11. Define target markets and market to the target markets
- 12. Recommend a competitive analysis be documented annually for top programs
- 13. Develop a marketing class for vendors on how to cross-market, market, etc. and a partnership be established, so there are combined efforts to fill the classes
- 14. If the class is not profitable after 90 days, the class needs to be reviewed
- 15. Develop promotions for users to buy more classes. Coke uses this practice for selling multiple 12 packs of soda. You pay less when you buy more. More quantity sales guarantee you will be drinking coke for a longer period of time. The same could be said for classes. A quantity buy guarantees the use the facilities and supports retention
- 16. Promotions and programming initiatives to increase usage during low attended hours, or low attended and new classes
- 17. Streamline agreements
 - a. Add re-location distance to agreement
 - b. Develop easier payment process
- 18. Develop campaign to drive memberships

Explore opportunities to utilize unused recreation space specifically in the parks multipurpose rooms.

1. Consider relocating the Senior programs to one of the community parks

Recreation Center rooms

- a. This would free up room space for additional classes and give the seniors a “place” of their own.
- b. Cooperative activities with other Senior Centers
- c. A small monthly fee for the Senior programs may help recover some cost for programs increase participation
- d. Facility currently underutilized during the hours 12 - 3pm
- e. A campaign to promote the gym for any non-user to a free day pass or class



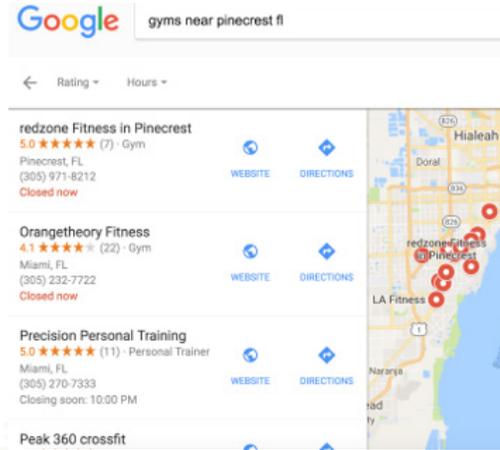
Online Search for Gym



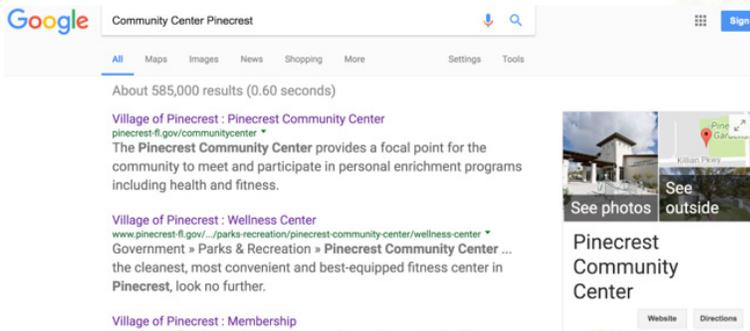
Meet Heather. She lives near Pincrest and is looking to start a physical fitness program. She did an online search looking at gyms. 80% of most purchases start with a search.

Typically people look for a fitness center 3-5 miles from where they live.

Heather may check out a couple but she will never learn of the Community Center Wellness Center because it is not listed.



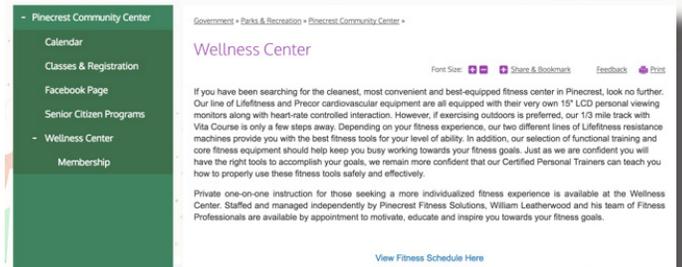
Let's hope someone told Heather about a great Community Center in Pincrest and she does a search by the name. Then the Community Center will be found, but nothing on how to join or pricing. She has to click on every link.



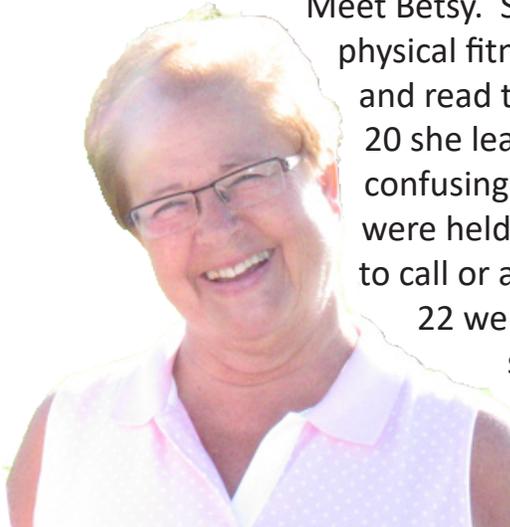
The fitness schedule is here and a lovely description but nothing to drive the buyer to come in, sign up, or attend.

This is an amazing opportunity for improvement.

Fewer steps of the sale with more information.



Pincrest Sun Search for a Gym



Meet Betsy. She lives in Pincrest and is looking to start a physical fitness program. She received the Pincrest Sun and read the Parks and Recreation section. On page 18 & 20 she learned about some classes, but it was a little confusing because she didn't know where the classes were held. She emailed as there was no phone number to call or address listed. Betsy is a senior so page 21 and 22 were also of interest. Here she found activities but some needed information was missing.

On page 20 the Pincrest Wellness Center is listed but there is no address so she was not sure where to go. When Betsy did an online search the Wellness Center was listed but again there was no address. She then called the phone number for more information.

[Government » Parks & Recreation » Pincrest Community Center »](#)

Wellness Center

Font Size: [+](#) [-](#) [Share & Bookmark](#) [Feedback](#) [Print](#)

If you have been searching for the cleanest, most convenient and best-equipped fitness center in Pincrest, look no further. Our line of Lifefitness and Precor cardiovascular equipment are all equipped with their very own 15" LCD personal viewing monitors along with heart-rate controlled interaction. However, if exercising outdoors is preferred, our 1/3 mile track with Vita Course is only a few steps away. Depending on your fitness experience, our two different lines of Lifefitness resistance machines provide you with the best fitness tools for your level of ability. In addition, our selection of functional training and core fitness equipment should help keep you busy working towards your fitness goals. Just as we are confident you will have the right tools to accomplish your goals, we remain more confident that our Certified Personal Trainers can teach you how to properly use these fitness tools safely and effectively.

Private one-on-one instruction for those seeking a more individualized fitness experience is available at the Wellness Center. Staffed and managed independently by Pincrest Fitness Solutions, William Leatherwood and his team of Fitness Professionals are available by appointment to motivate, educate and inspire you towards your fitness goals.

[View Fitness Schedule Here](#)

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
6:00 a.m.	6:00 to 7:00 a.m. Tomia Rick					7:30 to 8:30 a.m. Rick	
8:00 a.m.	8:15 to 9:15 a.m. Liz					8:30 to 9:30 a.m. Liz	9:00 to 10:00 a.m. Evelyn
9:00 a.m.	9:15 to 10:15 a.m. Michele					9:30 to 10:30 a.m. Therese	
10:00 a.m.	10:15 to 11:15 a.m. Michele						
6:00 p.m.							
6:00 p.m.	6:00 to 7:00 p.m. Rick						

Email Blast- Mad Mini



Meet Carol. She takes the spinning class on Wednesday and her daughter is in dance. She is a great user.



Every month Carol receives the newsletter. She looks it over and decides what to put her daughter into. She clicks on the link

4 8:30 AM Pure Dance Camp 8:30 AM Spinning - Meredith 9:00 AM Fun Camps 9:00 AM Sports Performance Training 9:30 AM Spinning - Meredith 10:00 AM Cafe Con Leche	5 8:00 AM Spinning - Leo 8:30 AM Pure Dance Camp 9:00 AM Fun Camps 9:00 AM Sports Performance Training 9:00 AM Spinning - Leo 10:30 AM Fitness Plus	6 8:30 AM Pure Dance Camp 9:00 AM Fun Camps 9:00 AM Sports Performance Training	7 8:30 AM Pure Dance Camp 9:00 AM Strength and Stretch 9:00 AM Fun Camps 9:15 AM Spinning - Michelle 6:00 PM Spinning - Rick
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Fun Camps
 Date: 07/06/2017 9:00 AM - 4:00 PM
 Location: Pincrest Community Center, 5855 Killian Drive, Pinecrest, Florida 33156
 Add to my Calendar
 Fun Camps - Ages 5 to 12 years
 Day: Monday through Friday
 Time: 9:00 a.m. to 4:00 p.m.
 Session: June 12 through August 18 (2 Week session)
 Magic: Bring magic to your child this summer. Learn the secrets of magic, juggling and clowning.
 Jurassic: A fun and educational adventure into the world of fossils and dinosaurs.
 Amazing Science: Discover the wonders of science through exciting experiments and projects.
 Fee: Please visit www.funamps.com for pricing and detailed information.

Carol clicked on the link to register and the link was broken.

Because Carol is a great customer she may overlook the broken link.

This www.pinecrest-fl.gov page can't be found

No webpage was found for the web address:
<http://www.pinecrest-fl.gov/Home/Components/Calendar/Event/15356/www.funamps.com>

HTTP ERROR 404

[Reload](#)