

Marketing Audit Summary

Outline

The following provides an outline of this document:

- 1) Overview & process
- 2) Review of what is working, what is not working, & changes going forward
- 3) Recommendations
- 4) 2023 Customer Journey Touchpoints
- 5) 2023 Promotional Schedule

Overview & Process

From January to February 2023, Kreative Solutions worked with the Whitewater Aquatic and Fitness Center to audit the 2021 Marketing Strategy.

Our initial consultation on January 12th, 2023 focused on:

- Reviewing the last three years of membership data,
- Discussing what tactics are being used to target new members and what is working,
- Reviewing marketing efforts so far and ways to improve,
- Outlining recommendations and changes going forward.

Following the first consultation, Kreative Solutions

- Drafted this summary, February content calendar, & March Content Calendar
- Gained access to the various accounts to evaluate efforts and analytics
- Designed email template
- Revised the marketing guide with an updated promotional & campaign schedule.

Our second consultation on February 7th focused on:

- Gain insights from new employee
- Define new member checklist & exit survey
- Define referral program & campaign schedule
- Demo website member signup & events

Following the first consultation, Kreative Solutions

- Provided guidance on new brochure
- Defined Social Media Policy & send meeting follow-up documents

Our final consultation focused on:

- Start Instagram & verify Google Business Brochure
- Add survey link to non-renewing template
- Bookmark new member checklist on front desk computer

Current vs. Future Implementation

The Marketing Memo by Eric Boettcher provides a detailed account of what has happened, what is working, and what can be improved. The table below summarizes what is working (+) vs. what is not working (-) on the left and the right provides changes going forward.

What is Working vs. is not Working	Changes Going Forward
+ Sharing announcements on the website	<ul style="list-style-type: none"> • Share how to subscribe to announcement guide with members
+ Actively using Facebook to share announcements, events & cancellations	<ul style="list-style-type: none"> • Content calendar to consistently share what followers are looking for (ex: Monday weekly fitness class roundup & Thursday open swim schedule) and more of what we offer (ex: Friday Feature & Wednesday Did You Know)
- Few testimonials (little user-generated content, only owned content)	<ul style="list-style-type: none"> • Aim for one testimonial per month to share on the 1st Tuesday of the month
- No member success story (little user-generated content, only owned content)	<ul style="list-style-type: none"> • Aim for one member success story to share on the 3rd Tuesday of the month • Give a t-shirt for sharing their story
- Only a Facebook channel	<ul style="list-style-type: none"> • Add Instagram for younger audience
- Not utilizing Google Business	<ul style="list-style-type: none"> • Post the monthly fitness schedule • Post events/programs as needed • Share review link with members
- Day passes are still down since pre COVID	<ul style="list-style-type: none"> • Incorporate day pass promotions into campaign schedule to increase volume
+ Schedule a tour, try the day for free	<ul style="list-style-type: none"> • Share this on social monthly/quarterly
+ Fitness classes included in membership	<ul style="list-style-type: none"> • This is a huge differentiator so promote it. Share a "did you know" every month on social media
+ Word-of-mouth	<ul style="list-style-type: none"> • Give each member ___ free guest passes each month/quarter/year • Define referral program - Refer a friend for an annual membership & get one month free
+ Improve Email Marketing Open Rates	<ul style="list-style-type: none"> • Send to WAFC members only • Define routine email sections • Incentive opens with a special offer. • Outline 12-month exclusive offers • Clean up email list every December
Direct Mail	<ul style="list-style-type: none"> • Target new potential members – Segment neighborhoods and send postcard with a free day pass to different addresses each month/quarter

Recommendations

Membership

- 1) Set specific goals.
 - a. Increase revenue by \$20,000 in 2023
 - b. Bring in 300 new members in 2023
 - c. Increase day passes with incentives & campaigns.
- 2) Create [New Member Checklist](#) for the front desk and always ask new members, "How did you hear about us?"
- 3) Automate an exit process for members.
 - a. Currently, members get a 10-day renewal notice.
 - b. Once membership expires, send a "We want you back! What can we do?" [email with a survey](#) to understand why they left & what would bring them back.
 - c. Semi-annually segment a list of non-renewals and send them a "Would you like to give the WAFC another try? Visit us with this free day pass."
- 4) Current members are the best source of new members, so create a referral program.
 - a. Give each member ___ free guest passes each month/quarter/year.
 - b. Refer a friend for an annual membership & get one month free.

Year	Avg. Members
2020	1515
2021	1628
2022	1850
2023	~ 2,150

Partnership & Cross Promotion

- 1) Develop new partnerships
 - a. UW-Whitewater - Partner so students use the WAFC when UWW is at capacity.
 - b. Connect with Student Rental companies to offer a free week to new renters.
 - c. Senior Center Membership – Give a free membership
 - d. WUSD & City – Discounted employee membership
- 2) Outreach to local businesses to increase sponsorship and include a WAFC discount for participating lane sponsors (5 out of 8 lines are currently sponsored)
- 3) Increase cross promotion.
 - a. Park & Recreation – Be present at all events
 - i. Discover Whitewater Series – Table and day pass giveaway
 - ii. Concert in the Park – Day pass giveaway
 - b. W3 - Attend farmers markets with day pass giveaways
 - c. University - Continue Family Fest Table with day pass giveaways
 - d. Reach out to the Whitewater Chamber to see if they would include upcoming programs, events, and promotions in their newsletter
 - e. Send upcoming programs, events, promotions, and updates to the City of Whitewater PR contact to share on the City social media

Marketing Recommendations

- 1) Outline campaign schedule to execute promotions & giveaways on a regular basis.
- 2) Make existing promotions known by posting announcements on the website, sharing on social media, or including in the email newsletter
 - a. Groupon for a 10 pack of day passes
- 3) Promote free community nights to encourage new visitors.

2023 Customer Journey

The following is an updated customer journey that is also listed in the marketing guide:

Stage	How to Target
Awareness	<ul style="list-style-type: none"> • SEO • Referral & city/school partnership • Social media • Press releases (example: 24/7 access) • Direct mail – Holiday card with free guest pass • Health fairs – As applicable • Job fairs – High school or college for lifeguards & front desk • Referral program – Refer a friend & guest pass each month • City Guide • University Community Showcase • Partnerships – WUSD, City, and maybe University • Summer Big Rig Event – People who attended got day passes • Parks & Recreation cross promotion • On-campus flyer promotion for lifeguards
Interest	<ul style="list-style-type: none"> • Website • Social media • Member testimonials and/or success stories • Brochure • Galleries, video tours, & images
Consideration	<ul style="list-style-type: none"> • Pricing matrix • Testimonials & reviews • Brochures & flyers • Member introduction phone calls and/or appointments • Daily pass for classes and/or center access
Purchase	<ul style="list-style-type: none"> • In-person membership sign-up meeting
Loyalty	<ul style="list-style-type: none"> • Member-focused guidance and customer service • Training & coaching • Referral program • Newsletter – add exclusive offers • Social Media

Promotion Strategy

Owned Promotional Channels & Content Distribution

The following table lists “owned” promotional channels, details the frequency of updates and specifies which type of content is appropriate for that channel.

Channel	Frequency	Content
Website	As needed	<ul style="list-style-type: none"> • Add copy & content to pages. • Update announcements
RecDesk	Weekly/monthly	<ul style="list-style-type: none"> • Update swim/class schedule • Update calendar of events
Facebook & Instagram	3-5 posts/week	Follow content calendar: <ul style="list-style-type: none"> • 1 Monthly Fitness Schedule • Monday Fitness Class Schedules • Thursday Open Class Schedule • Friday Feature of Amenities & Classes • Wednesday Promotions & DYK • 1st Tuesday Testimonials • 2nd Tuesday Staff Highlight • 3rd Tuesday Member Success • Integration of campaign schedule
Email	Monthly	<ul style="list-style-type: none"> • Classes, open swim, & hours
GoogleMyBusiness	Monthly	<ul style="list-style-type: none"> • Monthly fitness schedule • Upcoming events & programs
Direct Mail	Semi-annual	<ul style="list-style-type: none"> • Mail a postcard to local residents offering a free daily pass to check out the center • December win-back postcards

Partner Promotional Channels & Content Distribution

The following table lists “partner” promotional channels, details the frequency of updates and specifies which type of content is appropriate for that channel. For cross-promotion, it is best to share the partners original content than repost as your own.

Channel	Frequency	• Content
Facebook	As-needed	<ul style="list-style-type: none"> • Share content from the original source and mention the source in the share (i.e., City of Whitewater, Seniors in the Park, etc.)
Banner	As-needed	<ul style="list-style-type: none"> • Share newsletters
Park & Rec Newsletter	Monthly	<ul style="list-style-type: none"> • Calendar of events & swim lessons • Highlight amenities and offerings • Have a presence at P&R events