

**SCOTTISH  
UNIVERSITIES SPORT**  
ACTIVE • COMPETITIVE • INNOVATIVE



# Marketing Strategy 2010-2012

Scottish Universities Sport  
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<b>Introduction</b>	This document outlines the SUS Marketing Strategy for the period 2010/2012. It is a revised and updated version of our previous strategy and encompasses the development SUS has made, as an organisation, over the last 12 months and where we wish to be by 2012.
<b>Background</b>	<p>Scottish Universities Sport (SUS) is a partnership of Scottish Universities, Sports Unions and Exercise Departments who aim to continually develop and improve their sport and physical activity programmes.</p> <p>We are the lead organisation for the delivery and development of active, competitive, innovative sport and physical activity for the tertiary education sector.</p> <p>We are a key part of the sporting landscape in Scotland. Outward-facing, SUS engages with key partners, linking effectively with NGBs, the Scottish Institute Network and other national bodies, and strives to reflect and represent the key part which Scotland's Universities can play in the nation's future sporting success, fitness and health.</p>
<b>Strapline</b>	<p>We are focus driven on our strap line of Active... Competitive... Innovative...</p> <p><i>Active</i> - the value of physical activity as part of a healthy lifestyle is irrefutable, and it is a key SUS project to promote, develop, and integrate physical activity programmes into wider University life, and thereafter into the consciousnesses of thousands of students, staff and local communities. With such a high percentage of Scotland's youth in Higher or Further Education, SUS will capitalise on the knowledgeable staff and excellent facilities in its member institutions.</p> <p><i>Competitive</i> - SUS strives to deliver an enjoyable, appropriate, and increasingly modern and professional sporting programme to students. Recognising 35 sports, SUS provides efficient, effective and reliable competitive structures, appropriate to the needs and requirements of the student competitors within them - whether they are beginners or at an elite level. The SUS network of Sports Development Coordinators, headed up by the SUS Sports Manager, is charged with the delivery of these sporting programmes against the policy and priorities set by the SUS Competitions Committee.</p> <p><i>Innovative</i> - SUS is an organisation which prides itself on its professional procedures, SUS will improve and streamline its operations throughout HE (and FE) in Scotland. Thinking and operating in new ways, SUS will rely heavily on a comprehensive and reliable communications network, and will develop models of good practise to be shared throughout the sector - including procedures to support and train key delivery personnel at grass roots level. Smart thinking from SUS will enable HE (and FE) Sport in Scotland to respond as a whole and in an effective manner.</p>
<b>SUS vision</b>	To improve the overall health and competitive success of our nation by creating and developing structured environments whereby our young people are empowered to succeed.
<b>SUS mission statement</b>	We aim to pro-actively engage our customer audiences about the benefits of sport and physical activity whilst providing competitive sport on a range of levels for Scotland's students. To do this we are innovative, flexible and dynamic in our working arrangements, across the sector, to best satisfy our customers needs.



**Staffing & Committee Structure**

We have 5 core operational staff, who manage the day to day operations and development of the SUS agenda. They are fully supported by an Executive Council who set our strategic policy and direction. Underneath our core staff there are separate volunteer sub-committees to assist the development of our key strategic areas:

- Competitions committee
- Physical activity committee
- Professional development committee

As part of our new marketing strategy a marketing sub group has been introduced to support the work done by SUS and raise our profile to our key stakeholders.

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**Current analysis**

The following analysis focuses on where SUS are right now and what current and potential challenges SUS will face over the next 12 months.

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**SUS core competency and competitive advantage**

The core competency and competitive advantage that SUS has over competitors is the size of our network and the core commitment to our vision and mission by our members. The closeness and locality of our network ensures that individuals develop positive and enhancing relationships with each other and this leads to:

- Excellent lines of communication throughout the organisation and its members
- This ensures that people are all working towards the same aims and objectives
- The sharing of best practice enables us to be more efficient and competent than our main competitors

This in turn allows SUS to develop a focused generic strategy of having clear objectives about what we do and what we offer to customers. This ensures a competitive advantage as we all focus on core business and do not allow distractions that could weaken our position

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**Brand valuation**

The SUS brand has been developed and enhanced over the last 5 years. Since its conception a clear set of branding guidelines have been established to manage its usage and development in order to strengthen the brand position in the eyes of our customers.

It has become an intangible asset to the organisation which gives us a unique identity and adds value to our offering in the eyes of our customers because they have a close emotional connection and attachment to the SUS vision and mission.

If Scottish Universities Sport (SUS) and Scottish Colleges Sport (SCS) were to merge over the next year there would need to be a major re-branding exercise, which would need to be carried out by a specialist agency working closely with the SUS executive. This in turn would have a relatively high replacement cost to devise, launch and develop the new brand. At present the SUS Marketing Group have decided against spending any more budget on developing the SUS brand until a clear strategic decision is made on this issue, as any spend would potentially be a waste of resource.

The following figures give an indication to the position of the SUS brand and are based on the interbrand valuation model:

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	Max score	SUS	BUCS
Leadership	25	22 uni level, 11 Scottish sport level	
Stability	15	11	
Market	10	Scottish uni 9, bucs 5, world 1	
Internationally	25	2	
Trend	10		
Support	10	8	
Protection	5	4	
	100		

## PESTLE

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• New administration</li> <li>• Focus on sport legacy (2012/2014)</li> <li>• Initiatives concerning health and fitness</li> <li>• Training and support for key workers</li> <li>• Vote for sport (SSA)</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Influenced by government priorities on resource allocation to sport</li> <li>• Major cuts in higher education budgets</li> <li>• Financial downturn has led to reduction in sponsorship &amp; advertising opportunities although private sector has more to spend than public</li> <li>• Shrinking economy - fight for our ££s</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Increased numbers wanting to attend university but less places</li> <li>• Growing health consciousness</li> <li>• Increases in sports participation - especially women</li> <li>• High expectations in sport provision which will be difficult to satisfy with cuts we face</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Advance in internet technology</li> <li>• New proactive and cheap social media</li> <li>• Technological development of health equipment</li> <li>• Cutting edge technology in the provision of applied sports science and sports medicine support</li> </ul>
<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Changes in H &amp; S affect individual institutions differently</li> <li>• If colleges come on board there may be legal issues regarding U18s needing addressed</li> <li>• More emphasis on disclosures and screening of staff / coaches / volunteers</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Sector is excellent at sharing best practice</li> <li>• Being green initiatives</li> </ul>

## SWOT

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Locality of SUS and relationship we have with members</li> <li>• Good reputation and links with all Scottish HE institutions</li> <li>• Well motivated staff</li> <li>• Wide ranges of activities / services</li> <li>• Strong brand</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Limited recognition at national and international level</li> <li>• Small staffing team - high dependence on volunteers</li> <li>• Lack of media promotion for university sport</li> <li>• Reliance on membership income / sponsorship</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Expanding markets through health agenda</li> <li>• Sponsorship and grants available</li> <li>• Closer working with sportscotland and NGBs</li> <li>• Develop through enhanced links with external organisations</li> <li>• Widen membership through FE links</li> <li>• Commonwealth and Olympic legacies</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Changes at UK level may affect SUS operation</li> <li>• Increased competition for resources and funding</li> <li>• Trend towards unhealthy nations</li> <li>• Limitations on paid staff support will constrain growth</li> </ul>

<b>Innovation audit</b>	<p>This area focuses on how innovative SUS are and whether the management structure is supportive of innovation.</p> <p>SUS stand by the strapline of active... competitive... innovative and this shines through in all that they do.</p> <p>SUS have a very supportive senior executive and management structure. The nature of our business - utilising full time professional staff alongside fresh thinking sports union presidents - allows a phenomenal amount of innovative ideas to be generated, appraised and implemented where appropriate.</p> <p>SUS are very fortunate that the nature of our business and our key customers are primarily great users of technology and innovation. By harnessing the youth of today and maximising potential through our skilled workforce we have been able to be innovators in the use of technology and have been at the forefront of developments within the sector. We have invested in key staff within and outwith SUS and through knowledge sharing of best practice have now expanded our use of new technologies across the sector.</p> <p>By maximising the opportunity created by social media SUS have:</p> <ul style="list-style-type: none"> <li>o broken down barriers with key customer segments</li> <li>o actively attracted, engaged and interacted new customers into profitable relationships</li> <li>o greatly reduced communication spend but increased what we say and how we say it</li> <li>o this in turn has greatly improved our online presence on a local, national and international scale</li> </ul>
<b>Customer</b>	<p>SUS has a diverse range of customers and stakeholders:</p> <ul style="list-style-type: none"> <li>o Students (both those interested and not interested in sport and physical activity and those working as Student Presidents)</li> <li>o Staff in Universities</li> <li>o Sports Departments</li> <li>o Sports Unions</li> <li>o Academics</li> <li>o Volunteers</li> <li>o SDCs / Event People etc...</li> <li>o FE Colleges</li> <li>o sportscotland</li> <li>o BUCS</li> <li>o Scottish Sports Association - SGBs</li> <li>o Physical Activity and Health agencies</li> <li>o Scottish Executive / Parliament</li> <li>o Local, national and international media</li> </ul>
<b>Competitor</b>	<p>Although SUS has no direct business competitors there are a number of indirect competitors that we must compete with in terms of provision, service and resource allocation</p> <ul style="list-style-type: none"> <li>o Compete with other pastimes to get people active - i.e. non-sporting, alcohol</li> <li>o Compete with other clubs to have people participate at University level - local sports clubs attracting students to compete for them</li> <li>o Competition for funding from other agencies</li> <li>o Competition from BUCS at UK level - sponsorship, resource allocation and professional development opportunities for our members</li> </ul>

## 7Ps

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<b>Product/ service</b>	<p>We are dedicated to creating opportunity for our members. We currently offer the following to our student audience:</p> <ul style="list-style-type: none"><li>○ The opportunity to represent Scotland in a variety of sports</li><li>○ Encourage you to be more physically active by providing:<ul style="list-style-type: none"><li>● Information &amp; advice on physical activity</li><li>● Events such as the SUS dance festival to get you active</li></ul></li><li>○ Increased recreational sport provision within institutions</li><li>○ Over 150 competitive events per year in over 35 competitive sports</li><li>○ Professional development opportunities</li><li>○ Volunteering opportunities</li></ul> <p>Other services we offer to our academic/ departmental customers are:</p> <ul style="list-style-type: none"><li>○ Seminars</li><li>○ Annual 2 day conference</li><li>○ Special interest groups/ forums for sharing of best practice</li><li>○ Lobbying powers</li></ul>
<b>Place</b>	<p>We deliver our opportunities across Scotland by utilising our network of member Universities and Colleges. By partnership working we share best practice, reduce expenditure and go directly to our customers.</p>
<b>Price</b>	<p>SUS is a membership based organisation. Membership fees are allocated in relation to institution size and focus on sport and recreation. As with any industry SUS is operated as a business and as such some professional development events are charged for in order to deliver the service that our members require. Income generation is very important to SUS and the majority of this is done through membership income, grants, sponsorship and advertising agreements with commercial third parties.</p>
<b>Promotion</b>	<p>One of the first things SUS did after conception was establish an easily recognisable brand consisting of logo, colour scheme and strap line. This was supported by a brand guidelines document to ensure its consistency and standardisation at all times.</p> <p>This has been developed to encompass not only SUS but our 35 competitive sports and Scottish Colleges Sport (SCS).</p> <p>SUS have ensured that brand guidelines are adhered to on all printed communications - flyers, posters, letterheads, annual reports, banners, flags and clothing range</p> <p>Other offline communication that is currently being utilised is:</p> <ul style="list-style-type: none"><li>○ CASIE the SUS mascot - is used to promote SUS at all events</li><li>○ SUS brand ambassadors - 6 key institutions have a SUS brand ambassador on a trial basis. This gives SUS more of a presence at institution level and interaction with students during freshers week, etc...</li></ul>

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**Promotion cont.**

- Recreational and competitive sport clothing range - through our supplier we are able to offer bespoke branded sportswear at a competitive price to supporters. This allows a more professional appearance to our representative teams and allows supporters to show their support for an organisation that they have an emotional connection with. By creating this customer loyalty SUS engages and retains supporters
- Word Of Mouth - SUS interacts with key stakeholders from local and national government, NGBs, sponsors and other external agencies.

Online communication that is currently being used and developed includes:

- [www.susport.org.uk](http://www.susport.org.uk) - the official website for Scottish Universities Sport. This site has been developed over the last year and encompasses features including an online shop. Customers/supporters also have the ability to sign up to our e-newsletter
- Social media - SUS have created and developed a significant online presence using facebook and twitter. We have registered ScotUniSport as a consistent name for our social media presence and this now inter-relates with our brand proposition. In addition ScotCollegesSport and SUSPAC have now also been registered to allow our sub-sections to develop their online presence
- Future develops for consideration are LinkedIn

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**People**

SUS operates with minimal full-time staff and therefore is dependent on volunteers to progress projects. We are very lucky in that our volunteers have a passion and belief in SUS and therefore are always excellent ambassadors. We value their skills and expertise greatly and therefore offer as many professional development opportunities as possible to enhance their skill sets.

In addition SUS maximises any networking opportunity where we can meet and expand our public portfolio to other key stakeholders

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**Processes**

As budgets and resources are limited SUS has recognised the need to invest in IT in order to increase efficiency and output to our customers. By employing social media, creating databases and using free online software SUS has maximised online exposure for little or no additional cost and has managed, in turn, to reduce expenditure on more traditional marketing communications.

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**Physical evidence**

This is an area we have looked to develop over the last 12 months. SUS originally was very well promoted to university staff and sports union presidents. We did not actively promote its unique selling points to its main user groups (i.e. students). This has been addressed by creating branded pop-ups to be displayed at institutions; have SUS brand ambassadors within institutions for people to talk to; create a range of flyers / posters around institutions for people to pick up and read; have adverts placed within institution literature / on TV screens / websites. The clothing range is another tangible asset that customers can see and purchase to feel part of our community.

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## SMART Objectives for 2010/2012

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<b>Objective 1</b>	Increase SUS online presence <ul style="list-style-type: none"><li>○ FB - ScotUniSport aim for 2500 members</li><li>○ FB - ScotCollegesSport aim for 200 members</li><li>○ FB - SUSPAC aim for 200 members</li><li>○ Twitter aim for 500</li><li>○ E-newsletter aim for 500 (drive traffic to it via social media)</li><li>○ Website 320,000 hits per month on average, increase by 20%</li><li>○ Research into viability of LinkedIn to raise our social networking presence</li></ul>
<b>Objective 2</b>	Conduct marketing / communications audit and update SUS strategy for 2010/2012
<b>Objective 3</b>	Develop local, national and international media database to promote SUS
<b>Objective 4</b>	Link Marketing Group work with SUS Advocacy Plan, in particular: <ul style="list-style-type: none"><li>○ Identify Political Champion</li><li>○ Media Lunch Launch</li><li>○ Identify Media Champion</li><li>○ Blues &amp; Colours Winners List / International Roll of Honour</li></ul>
<b>Objective 5</b>	Increase Offline presence <ul style="list-style-type: none"><li>○ Produce SUS Annual Review and send it out to all stakeholders (electronically &amp; in printed format)</li><li>○ Develop a number of brand ambassadors in individual institutions who will be proactive in promoting SUS and its activities.</li><li>○ Develop a range of posters and flyers to be used in member institutions</li><li>○ Increase SUS branding in member institutions</li><li>○ Increase brand profile through further utilisation of the clothing brand</li><li>○ Increase usage of CASIE to promote SUS brand further</li></ul>
<b>Objective 6</b>	Marketing group to work closely with all committees to promote all key SUS events <ul style="list-style-type: none"><li>○ SUS Christmas seminar<ul style="list-style-type: none"><li>• Help promote event by creating marketing literature</li><li>• Source potential sponsors advertisers</li></ul></li><li>○ SUS Annual conference<ul style="list-style-type: none"><li>• Help promote event by creating marketing literature</li><li>• Source potential sponsors advertisers</li><li>• Promotional items</li></ul></li><li>○ Active Age Festival<ul style="list-style-type: none"><li>• Help promote event by creating marketing literature</li><li>• Source potential sponsors advertisers</li></ul></li><li>○ Dance Festival<ul style="list-style-type: none"><li>• Help promote event by creating marketing literature</li><li>• Source potential sponsors advertisers</li></ul></li><li>○ SUS conference cup finals<ul style="list-style-type: none"><li>• Help promote event by creating marketing literature</li><li>• Source potential sponsors advertisers</li></ul></li></ul>

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<b>Objective 7</b>	Develop new sources of sponsorship income to help develop SUS events
<b>Objective 8</b>	Work with Scottish Colleges Sport to assist with any marketing requirements that they may have throughout the year

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## Action Plan

Objective	Action	Outcome	KPIs / Monitoring	Status	Individual Responsible
1	<p>Utilise various avenues of communication &amp; social networking.</p> <p>Promote SUS newsletter, facebook page and twitter to SUS members.</p> <p>Update SUS news page, facebook and twitter on a regular basis.</p> <p>Send SUS newsletter fortnightly.</p> <p>All SUs to sign up and verify club captain emails to newsletter</p> <p>In-depth review of LinkedIn as this may benefit SUS and solve our skills database issues</p>	<p>SUS is easily accessible to its members, interaction with members is high, SUS can promote events and news in effective manner, SUS has a strong online presence.</p> <p>SUS should have LinkedIn profile and so should staff</p>	<p>Baseline: c. 300 signed up for SUS E news. Aim for 500 subscribers.</p> <p>Baseline: c. 320,000 hits per month on average. 20% annual increase of hits on SUS website</p> <p>Target: get 2500 facebook fans on SUS page; 200 on ScotCollegesSport; 200 on SUSPAC.</p> <p>Baseline: c. 290 followers. Aim for 500 twitter followers</p> <p>Improved communication demonstrated through volume of correspondence through office</p>	<p>SUS e newsletter to be definitely distributed fortnightly.</p> <p>SUS news, facebook, twitter updated regularly.</p> <p>Separate online marketing strategy developed to increase work in this area.</p>	<p>GR - chair or marketing group</p> <p>SUS Staff</p>

2	Conduct a marketing / communications audit	A clear indication of how equitable SUS marketing activity is		Audit complete but actions to be taken forward	GR / JS
	Update SUS marketing strategy	A clear plan to drive SUS marketing activity		Marketing strategy almost complete	GR / JS
3	Develop database of media contacts	Improved communications streams	List complete, positive media support	SUS admin to take on compiling list	SUS Office
4	Link into Advocacy Action Plan	Action plan to promote SUS and sector activity	Plan implemented through group	Ongoing	JS
	Identify Political Champion	Political advocate to promote the work of SUS	Person identified and role agreed	Decision to wait until after elections	JS
	Media Lunch Launch	Event to market SUS activity to the media	Successful event completed	Plans starting to come together for this event	SUS Office / GR
	Identify Media Champion	High profile person to act as advocate for SUS	Person identified and role agreed	Mark Beaumont identified but role still to be agreed	GR / JS
	Blues & Colours Winners List	List to be able to celebrate achievements connected with SUS activity	List completed and kept up to date	Work still to be completed on this	SUS Office

5	<p>Create annual review document</p> <p>Develop a number of brand ambassadors</p> <p>Develop a range of posters / flyers</p> <p>Branding into member institutions</p>	<p>Aesthetically pleasing and informative summary of SUS activities and performance in 2010/2011 is available for SUS members, sponsors and partners</p> <p>Increased profile for SUS</p>	<p>Produce annual review in time for launch at Christmas Seminar</p> <p>Brand Ambassadors in 8 institutions</p> <p>Quality information produced and shared around the network</p> <p>Branding into 8 institutions</p>	<p>Annual reports for each committee already complete</p> <p>New branding to be sent to institutions</p>	<p>GR, JS</p> <p>SUS Office</p>
6	<p>Conference</p> <p>Seminar</p> <p>SUSPAC Events</p> <p>Increase Conference cup finals promotion</p>	<p>SUS members and wider audience experience a professional, enjoyable</p> <p>Increase participant, spectator and media coverage and informative event.</p>	<p>Baseline: Conference <i>c.</i> 150; Seminar <i>c.</i> 60 delegates. Active Age <i>c.</i> 100; Dance Festival <i>c.</i> 90; Workshops <i>c.</i> 15 attendees. 10% increase of attendees at Annual SUS events</p> <p>Feedback forms used to measure quality of all events</p>	<p>Conference to be held in St Andrews 2011</p> <p>Seminar 2010 cancelled</p> <p>Successful Dance Festival in 2010</p> <p>Active Age Festival in RGU August 2011</p> <p>Conference Cup Finals in Dundee 23/03/11</p>	<p>Marketing Group</p>

7	Develop new sources of sponsorship income to help develop SUS events	Money to support delivery of quality events	Baseline ? increase by ?%	Sponsorship deal with LLM but other opportunities also pursued	JS / GR
8	Work with Jenni at SCS to improve marketing for SCS	Jenni will bring task to group that she requires assistance with to raise profile of SCS			