

Introduction

Summary

This unit is about developing a framework which describes your organisation's customers and how your organisation intends to market its products or services (or both). This unit is for non-marketing specialists, and includes identifying where specialist expertise may be needed.

The term 'customer' includes internal and external customers of the organisation or part of the organisation that the manager is responsible for. 'Customers' could also refer to the clubs or communities with whom you are working as well as individuals.

This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit F4.

The unit is divided into two parts:

The first part (page 2) describes what you have to do and how you should behave.

The second part (pages 3 - 4) describes the knowledge and understanding you must have.

Target Group

The unit is for experienced leisure managers and sports development professionals with considerable autonomy in their job roles.

The National Standard

Outcomes

You must:

1. Identify and assess the customer groups and needs you want to serve and the benefits to the customer of using your products and/or services.
2. Set out your aims, targets and conditions for success.
3. Evaluate the need for branding or a special identity, including values, to capture a niche position in the market or a premium price.
4. Identify the specific products and/or services you are going to sell and how they are going to be priced.
5. Identify the ways in which you are going to sell your products and/or services and communicate with customers.
6. Identify the main phases of activity that you are going to go through to get started, and any priority actions.
7. Identify the areas in which you will need specialist expertise help in marketing and/or selling.
8. Identify the type and quantity of physical and financial resources needed and where to get them.
9. Identify any risks associated with marketing and selling your products and/or services and how to manage these.
10. Identify a process for regularly reviewing and updating the framework.

Behaviours

You must show you are consistently:

1. Recognising changes in circumstances promptly and adjusting plans and activities accordingly.
2. Seeking out and acting on new business opportunities.
3. Prioritising objectives and planning work to make best use of time and resources.
4. Developing systems to gather and manage information and knowledge effectively, efficiently and ethically.
5. Identifying clearly the value and benefits to people of a proposed course of action.
6. Anticipating likely future scenarios based on a realistic analysis of trends and developments.
7. Demonstrating a clear understanding of different customers and their needs.

What you must know and understand

To be competent in this unit, you must know and understand the following

General knowledge and understanding

- K1 How to identify different customer groups and their needs
- K2 How to relate the benefits of using your products and/or services to identified customer needs
- K3 The importance of setting clear, demanding but achievable marketing aims and targets and conditions for success and how to do so effectively
- K4 Principles of and techniques used for branding a product or service
- K5 Principles which underpin pricing strategies
- K6 Different channels for selling your product and/or service, their advantages and disadvantages, costs and benefits
- K7 Different methods for communicating with customers and the associated advantages and disadvantages, costs and benefits
- K8 Types of specialist marketing and sales expertise
- K9 The types and sources of physical and financial resource which might be required to support the marketing/selling of products and/or services
- K10 The type of risks associated with particular marketing and selling approaches and ways in which these risks can be managed
- K11 The importance of regularly reviewing and, if necessary, revising the overall framework and how to do so effectively

Sport and Active leisure Specific Knowledge and Understanding

- K12 The sector(s) and market(s) in which your organisation works
- K13 Legal, regulatory and other restrictions that may affect your plans

Knowledge and Understanding Relevant to Your Organisation

- K14 Your organisation's products and/or services, associated technology and processes
- K15 Your organisation's overall vision, objectives and plans
- K16 Information on your market(s), including competitors, and customers
- K17 Available resources to support the framework
- K18 Who and how to consult in developing the framework

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K19 Your organisation's attitude to risk

K20 Specialist expertise available to your organisation