

BRIEF

Project name	England Squash Membership Brand Relaunch and Campaign 2023	Date of brief	14/09/2023
Business Area	Membership and Customer Experience With implications across all business areas.	Project deadline	June 2024
Stakeholder(s)	England Squash members, potential members, clubs, coaches and county associations	Approved by	Mark Williams
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Background	<p>England Squash is the National Governing Body (NGB) for the sport of squash in England. It is our overarching objective to promote squash on the national stage as an inclusive and enjoyable sport for anyone of any background to take part in, at whatever level. The responsibilities of the organisation span a wide range of functions, including:</p> <ul style="list-style-type: none"> • Participation – more people playing squash more regularly – with a focus on diversity and young people. • Competitions and events – supporting competitive play from local leagues to high profile sanctioned competitions and major events. • Membership and affiliation – providing a meaningful and relevant membership package for clubs and individual members to be ‘part of England Squash’. • Coaching and education – supporting the workforce on the ground, ensuring we have a skilled and knowledgeable community of coaches, volunteers and referees to enable the sport to thrive. • Talent and high performance – creating a pathway from grassroots to elite. • Commercial – ensuring that our organisation remains sustainable, via self-generated revenue. <p>We are 18 months into delivering our current ‘Squash in a Changing World’ strategy (2021-25) and are working hard to meet our participation and diversity targets and build a stronger, more commercially sustainable organisation fit for the short, medium, and long term.</p> <p>England Squash’s current membership model involves clubs collecting data from their members and passing it on to England Squash. The clubs therefore ‘decide’ how many members England Squash has and controls the data. There are issues with connectivity, data accuracy and consistency.</p> <p>In line with our strategic priorities of increasing participation, enhancing diversity, and the need to become more financially sustainable, England Squash is moving to a new ‘direct’ membership model in April 2024 with the aim to:</p> <ul style="list-style-type: none"> • appeal to a broader range of new and existing players and supporters
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- allow England Squash to create and sustain a direct relationship with our members
- nurture and build upon existing relationships with clubs and counties
- ease the administration burden for clubs and for England Squash.

This new direct membership model has drawn on member and club insight data (including member and club survey data) and on a review of approaches adopted by other NGBs and membership bodies.

Currently England Squash membership and affiliation has the following categories:

- 1) [England Squash player membership](#) (adult and junior)
- 2) [England Squash club/venue affiliation](#)
- 3) [England Squash Coaches Club membership](#)

Below is a draft snapshot of what the new membership and affiliation model might look like across the three categories above (note that names are working titles):

Clubs	Adult				Junior	Coach
Club affiliation*	Compete	Play	Support	Digital	Youth	Coaches Club
Court fee only £75/court (6 court cap)	£25-30/year (£2.08-£2.50/month)	£15/year (£1.25/month)	£10/year (£0.83/month)	Free	£15/year (£1.25/month)	£65/year (£5.42/month)
Aimed at active squash clubs	Aimed at committed / competitive adult players	Aimed at casual players	Aimed at parents, players, ex players, fans volunteers etc	Aimed at casual players and those new to the sport	Aimed at all junior players	Aimed at active coaches

Given the significant changes to the scheme and the impact on clubs/venues, players, counties and coaches, we recognise that this is a significant cultural change for the squash community. Excellent communication, clear messaging and a relevant and relatable visual identity will be vital to the success of the scheme.

The change has been announced and we are communicating on a regular basis with all key stakeholder groups to ensure a smooth transition. Given the significance and scale of the change, we recognise that the new scheme may not be universally popular or understood, and we must work hard to explain the rationale, the benefits and create membership advocates across the squash community.

Creating a distinctive brand identity for membership and affiliation, together with a compelling marketing campaign and associated resources will be critical in building

	<p>understanding of the scheme and confidence in both the scheme and England Squash.</p> <p>For many members, the communications and/or brand identity <i>are</i> the membership product, so this needs to be front and centre. (i.e. for those for whom 'giving back to the sport' is important, the communications about where their money will go will be a vital part of the value proposition).</p> <p>Similarly, the brand identity should be very clear in demonstrating the 'community' angle as that will be key to demonstrating the value of membership.</p> <p>Emphasising our aspiration to diversify our membership, which will require a tailoring of brand identify and messaging (how we talk about and promote the sport, as well as membership and the organisation more widely) is also important.</p> <p>As a result, England Squash is seeking external support to:</p> <ul style="list-style-type: none"> • create a strong and memorable brand identity for the new membership and affiliation scheme that resonates with the target audiences This should include resources and visual assets that can be used by both England Squash and stakeholders across the squash community to promote the new scheme (e.g. clubs and counties) • create and execute an impactful campaign to engage the target audience from March 2024 (one month out of launch).
Insight / context	<p><u>THE NEW MEMBERSHIP SCHEME</u></p> <p>Following feedback from clubs and counties in late 2021, England Squash undertook a full review of its membership and affiliation scheme in early 2022. This independent review included consultation with a wide range of stakeholder groups including clubs, counties and individual members. The key recommendation from the review was to develop a new model for membership and affiliation.</p> <p><u>The new model and the value proposition</u></p> <p>We know that the key to attracting and retaining individual members and affiliated clubs is a compelling value proposition. Members and clubs tell us that that three main themes impact the perception of 'value':</p> <ul style="list-style-type: none"> • being part of the squash community • giving back to the squash community and helping to grow the game; and • specific membership benefits to individual members and affiliated clubs. <p>The existing value proposition to clubs and members focuses primarily on the latter of these. However, insight indicates that the former two may play a greater role in the perceived value of membership and affiliation to individuals and clubs.</p> <p>Direct player membership</p>

The current membership model for individual players primarily attracts those who play squash within an affiliated club, usually competitively.

The new scheme will offer a range of categories of individual player membership, which are targeted at specific segments of existing and potential members. Each category has a specific value proposition and is associated with a suitable membership fee as follows:

Free/digital* (£0)

- Designed to facilitate engagement with potential members.
- Potentially not marketed as a 'membership', but rather as an option for those who are not yet ready for membership.
- Focus is on 'funnelling' people into membership and into the squash community.

Support* (price TBC)

- Designed for those who do not actively play squash but who are otherwise involved with the game and want to be a part of, or give back to, the squash community, e.g. volunteers or parents.
- Focus is on being part of the squash community and helping to grow the game.

Play* (price TBC)

- Designed to appeal to casual, social and recreational players, whether they play as part of a club or in a leisure centre environment.
- May include the opportunity to play competitive squash in local leagues
- Focus is on being part of the squash community.

Compete* (price TBC)

- Designed to appeal to competitive squash players who are active at club and county level.
- May be required for participation in England Squash and county tournaments?
- Focus is on providing enhanced direct and relevant benefits to members in return for a higher price.

Youth* (price TBC)

- Designed to appeal to junior players at all levels of play.
- Focus is on integrating young players into the squash community, with direct benefits to help players to improve their skills.

**All working titles*

Coach membership

The current Coaches Club model will broadly stay the same. Currently, all coaches

	<p>receive free England Squash player membership in addition to their existing Coaches Club benefits package - they will continue to receive player membership for free and will include the benefits associated with the 'Compete' membership.</p> <p>Affiliation for clubs and venues</p> <p>Affiliated clubs include small and large membership-based clubs with their own squash courts, multi-sport clubs with squash courts, clubs that do not have their own courts, and leisure centres and other venues with courts for pay and play use.</p> <p>Currently all England Squash affiliated clubs pay annual court fees at £55 per court (capped at £220) plus £12.50 for playing members aged 19+ and £10 for under 19s. Under the new scheme, clubs will just pay annual court fees (TBC) which means their overall affiliation fee will be significantly reduced.</p> <p>The scheme will offer different categories of affiliation for different types of club and venue which will allow England Squash to create a suitable value proposition for each category. It is designed to allow England Squash to support clubs and venues, and to work with them to grow the game.</p>
Project /campaign objectives	<p>Phase 1: Brand identity objectives</p> <ul style="list-style-type: none"> • To create an impactful and memorable brand identity that leads to: <ul style="list-style-type: none"> ○ improved/positive perceptions amongst the target audiences ○ strengthened brand presence within the squash community ○ long-term loyalty, trust and advocacy amongst members. <p>Phase 2: Marketing campaign objectives</p> <ul style="list-style-type: none"> • To deliver an effective marketing campaign across a range of channels that: <ul style="list-style-type: none"> ○ Demonstrates the value of the new scheme to existing direct members and affiliated clubs/venues leading to increased retention/renewals ○ Drives visibility and increases awareness to lapsed members and non-members/unaffiliated clubs and venues leading to an increase in acquisition. ○ Articulates how membership contributes to and supports the squash community and positions England Squash membership as a great way to 'give back' to the game.
Target audience(s)	<p>The primary target audience for the campaign is existing members and clubs on the current scheme:</p> <ul style="list-style-type: none"> ○ Current direct player members (c.1,210) ○ Current player members via an affiliated club (c.24,348) ○ Current affiliated clubs and venues (c.500) ○ Current existing Coaches Club members (c.895) <p>The secondary target audience is lapsed and prospective members and clubs/venues:</p> <ul style="list-style-type: none"> ○ Lapsed and prospective player members ○ Lapsed and prospective affiliated clubs and venues

	<ul style="list-style-type: none"> o Lapsed and prospective Coaches Club members
<p>Approach</p>	<p>The successful agency will be fully briefed on the new membership scheme before work commences which will include insight on the sport, the target audiences and the challenges.</p> <p>Phase 1 – Brand identify The agency will work closely with England Squash to create a brand/visual identity based on insight that includes:</p> <ul style="list-style-type: none"> o Brand principles o Positioning o Packaging o Plus, a suite of on-brand campaign visual content and resources to aid effective promotion of the marketing campaign (Phase 2) as well as for external influencers/membership advocates to promote the campaign. <p><i>Considerations:</i></p> <ul style="list-style-type: none"> o From insight, there are three main themes that impact the perceived value of membership and affiliation to individuals and clubs: <ol style="list-style-type: none"> 1) being part of the squash community 2) giving back to the squash community and helping to grow the game; 3) specific benefits to members and affiliated clubs. o The new membership prices are exceptional value. o We are finalising a tailored and distinctive benefits package for each product that will include memberships for SQUASHTV, Squash Skills and SquashLevels, as well as money-can't buy experiences (e.g sessions with the National Coach at the British Open) plus pre-sale event tickets and kit discounts. o The branding should be aligned to the wider England Squash brand. o The branding will be used across a wide range of online and offline platforms including the England Squash website and each membership landing page, partner websites and affiliates, email campaigns, England Squash social media channels, social media influencers, offline marketing collateral (e.g pop-banners) etc. o Whilst the Coaches Club membership package isn't changing, the current logo will need redesigning so it works in harmony with the other membership products. o The brand should evolve and adapt over time as we learn what resonates with the target audiences. <p>Phase 2: creation and execution of a marketing campaign in spring 2024</p> <ul style="list-style-type: none"> o To create an effective strategy/plan for a distinctive campaign that connects the target audience in a new and authentic way across all possible customer touchpoints (including squash influencers/organisations).

	<ul style="list-style-type: none"> ○ To create, execute and manage the advertising campaign across all channels. <p><i>Considerations:</i></p> <ul style="list-style-type: none"> ○ There is an opportunity to launch a two-week 'membership is coming' campaign ahead of the launch campaign in April 2024. ○ From Sport England insight, we understand there are 1.2m people who play or have played squash in the last year, yet our influence within this group is relatively small, with just 26,000 direct paying members and 87,000 website accounts. ○ We can only communicate via email to 24% of all current direct members (6,444 out of 26,453) ○ We have a large email database of lapsed members that we can target. ○ The majority of current England Squash members are male and in the 40-60 years-old age bracket. ○ We should predominantly target selected geographical areas with the highest proportion of squash clubs. ○ A club/venue's affiliation (together with its members' England Squash player membership) can expire at any time of the year. On 1 April 2024, the majority of current clubs/venues and members will still have a (legacy) affiliation/membership. For this audience, the focus will be about demonstrating the value of the new benefits package, so that when their current membership expires, they renew (a breakdown of renewal distribution will be provided). ○ Key to the success of the campaign will be to recruit/engage squash influencers/advocates as membership ambassadors to help amplify the message. Equally, using squash organisations/equipment providers as affiliates should be considered (depending on budget).
<p>England Squash brand alignment</p>	<ul style="list-style-type: none"> • <i>Connecting</i> – connecting with the squash community to engage existing/new audiences and creating a loyal fan base. • <i>Adventurous</i> – finding new creative ways to market membership and engage existing and new audiences. • <i>Driving</i> – drive the sport to become more diverse given the diverse range of player products / and drive a connection with those (e.g membership advocates) helping to 'convert' current / non-members • <i>Together</i> - to unite the squash community and make them feel like they belong/feel part of something
<p>Deliverables/ outputs</p>	<p>The project deliverables are set out as follows. Please note, this is not an exhaustive list and will need to be fully scoped out by the successful agency:</p> <p>Phase 1 – create a brand identity to include;</p> <ul style="list-style-type: none"> • <u>Brand principles:</u> <ul style="list-style-type: none"> ○ Purpose ○ Mission ○ Vision

	<ul style="list-style-type: none"> ○ Values ● <u>Positioning:</u> <ul style="list-style-type: none"> ○ Create a unique selling proposition for membership overall and each product. ○ Messaging to use when talking about England Squash membership and affiliation overall and the messaging for each category (e.g player membership) and each product (e.g 'Compete'). ○ Brand voice and tone, social, email, and product content messaging, slogan or tagline, ad copy, and page(s) landing copy. ● <u>Packaging:</u> <ul style="list-style-type: none"> ○ its overall name / each of the product names ○ logos (an overarching logo and then one for each product) ○ colour palette ○ other visual elements like photography / illustrations ● <u>Brand guidelines and tone of voice guidance</u> ● <u>Campaign content and campaign messaging</u> (including press releases) <p>Phase 2 – create and execute a campaign (spring 2024)</p> <ul style="list-style-type: none"> ● Manage and execute an awareness campaign to engage and convert the target audience. ● Manage advertising spend cross-platform (social, Google, affiliates etc) and set up campaign tracking. ● Produce a comprehensive report on campaign performance together with recommendations for future campaigns. ● Track/produce insight on changes in perceptions of squash amongst the target audience post campaign.
Measures of success	<p>Phase 1 - brand identity Key indicators including awareness, recognition, loyalty, and advocacy (measured through a brand scorecard).</p> <p>Phase 2 – marketing campaign</p> <ul style="list-style-type: none"> ● Number of affiliated clubs due for renewal renewing. ● Number of members that were part of an affiliated club (whose renewal lapsed) transferring to the new scheme. ● Number of direct playing members whose membership was due for renewal renewing. ● Increase in web users to the membership landing pages. ● Interactions/conversions from the digital campaign e.g social/ads/finder itself. ● Number of digital outputs/coverage. ● Affiliate referrals. ● Social media engagement and reach. ● Social listening metrics (number of hashtags/mentions/reach of mentions). ● Social media mentions with positive sentiment.

	<ul style="list-style-type: none"> • Change in perceptions of membership amongst the target audience from the beginning to end of the campaign (baseline required before the campaign starts to track perceptions). • Brand affinity metrics (time spent on the new membership platform / membership brand search volume)
Risks and challenges	<ul style="list-style-type: none"> • Slow adoption of the scheme amongst clubs and members who were due to renew. • Whilst this project is a priority for the team, we are a small organisation and therefore capacity may be limited.
Timings	<p>Indicative timings as follows:</p> <ul style="list-style-type: none"> • Pitches due - 9/10/2023 • Appointment of successful agency – 23/10/2023 • Branding completion deadline – 20 December • Campaign planning and execution – mid January-June • Project completion date – May/June 2024
Budget	<p>£50k to include:</p> <ul style="list-style-type: none"> • All branding (principles, positioning, packaging/design, brand guidelines, and campaign content) • Marketing campaign (including campaign management fees and ad spend, PR).