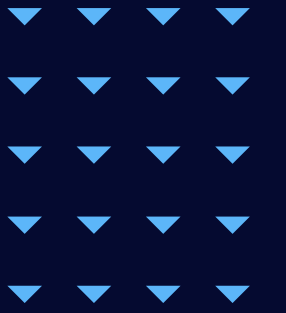




We Are Open



# Getting your MIX RIGHT To the target Market

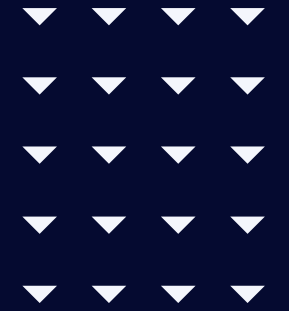
Rebecca Kinraid





## ABOUT ME

I am a communicator .  
I am a storyteller .  
I specialise in engagement.



# Rebecca Kinraid

Public Relations Professional with twenty years experience.

Ten years working with membership organisations to increase engagement. Multi -award winning expert. In 2024 I won a Public Relations Award for my work on Hornby Club - A Customer Communications Award.

Nice to meet you





# IN THE BACKGROUND

The Hornby Club has gone through a huge transformation . I wont be going into every detail and objective over the past six years. The biggest issues were Covid and the delayed redevelopment .

Perhaps for ANOTHERday.





# STRATEGY MATTERS

Every year the Hornby Club develops a communications and marketing strategy. It's a time to review on the year that was and decide priorities for the year ahead.

Things to consider are:

- Objectives
- Audiences
- Tactics
- Measurement

Today we are going to focus on AUDIENCES





# Discovering your target audience





## CONSIDER

Demographic: age, gender, income, career.

Psychographic: personality, hobbies, opinions, values, lifestyle .

Geographic: Where they live, Culture, language, location

Behavioural: spending habits, loyalty to brand, interactions with your brand .

# Building a full picture



# First impressions

Six years ago, I walked into Hornby Club for the first time.  
My first impressions were:

A friendly group, looking to take on a massive expansion project with lofty goals.  
Looking around, the typical member was over 60 years and enjoyed day drinking.  
The staff were passionate about their Club and staff retention was excellent.

## What's your first impression of your members?

- How would you confirm this first impression is correct?
- Take a minute to think about what the first impressions of your club would be and who your members are?
- Is this accurate – is there more to discover?



2019





## STAFF WORKSHOPS

How do they perceive the Club?  
How would they describe the typical customer?  
What do these customers like and what do they not?

## DESK RESEARCH

What does Google tell you about your Club.  
What are people saying about you?  
How would you describe these customers?

## MEMBER SURVEY

Ask your members who they are.  
Why do they visit your club?  
What are their interests?  
What do they like about the club?  
What don't like about the club.

## REVIEW

## MEMBER DATA

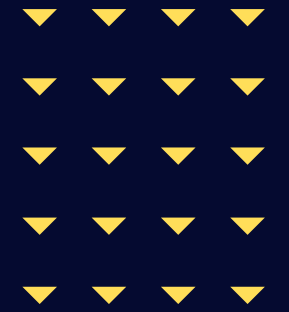
Use membership data to find out the basic demographics of your members, alongside how often they are visiting the Club.



# How do you define your current audience?



# Once we dug deeper- Here's what we heard...



## NOT A MEN'S CLUB

The use of 'men' in the Hornby Workingmen's Club was considered outdated

## OVER 65 YEARS

The membership was largely over the age of 65 years and preferred printed written communications.

## BELONGING MATTERS

Members joined because their parents had been members, they wanted a place they felt belonging.

## SOCALISING KEY

They visited the Hornby Club to be social. To connect. They enjoyed the Sections and club activities.





**THE NEXT GEN**  
Men and Women  
35-55 years



**FAMILIES**  
Children

## Who did They Want to Attract?

The Club needed new members and younger ones to ensure the future viability of the Club. The new build would go a long way to attracting new members but they needed to do more!





## THEY THOUGHT

The club was for old men. They didn't know how to join, why to join or what was on offer.

## THEY ARE

Parents with young children.

Aged 35-55.

Live and work in surrounding area. Drink alcohol.

Like to socialise and eat out.

Like to bring children out for dinner.

Have never joined a club.

# Target Audiences

Let's break down the target groups and what we know about them from research.

# WHAT DO YOU OFFER YOUR TARGET MARKET?



Think for a minute and list what it is you offer for the group I just described.

now...

Think about how you are telling that group what you have to offer?

Is it reaching them?

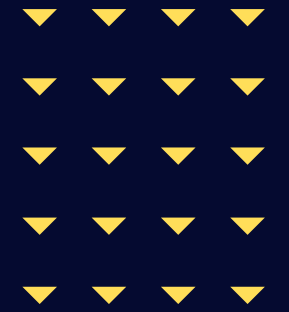
Are they interested?

Do you need to be doing more?!





OK... BUT WHAT ABOUT OUR LOYAL  
MEMBERS? WE DONT WANT TO PUT  
THEM OFF!



# YOU CANT STOP CHANGE. YOU MUST EMBRACE IT.

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The overarching strategy for Hornby Club was to meet the needs of existing members, while attracting families and younger members to join the Club.

Our strategy was simple and involved three components. Transparency, consistency, and a targeted approach.

Key to the strategy was the division of existing and future members. We decided to treat both audiences separately to ensure that existing members never felt pushed aside or old news and that future members could be marketed to with our new proposition .



# TRANSPARENCY, CONSISTENCY, AND A TARGETED APPROACH.

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Transparency: Always be honest and upfront . Communicate regularly and openly with your members.

Consistency: All communications need to be regular and be consistent in approach.

Targeted: Not all communications are for every platform . Think about your audiences and how they like to receive information .



**THE NUMBER ONE REASON TO IDENTIFY  
YOUR AUDIENCE IS TO COMMUNICATE  
AND ENGAGE EFFECTIVELY.**





# Why engagement and communication to members is important and should be a priority.

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Retain membership: an informed membership is a happy one.

Grow membership: Get the word out about your club and all the great things it has to offer .

Word of mouth: If your members have a story to tell, they will share it. Give them the info they need to shout from the roof top.

Increased activity at the Club: If you members are aware of your activities the are more likely to attend .

Increase revenue: More members, More activity, More Revenue

Engagement is more valuable than reach. Engage in a meaningful way with your members and your target audience.



# COMMUNICATION TOOLS

The Hornby Club has a variety of Communication Tools. Let's take a look at how they are used and who they are for ...



# ENAGAGING OUR AUDIENCES

## DAILY, WEEKLY AND MONTHLY

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Monthly Printed Newsletter

Website

Posters around Club

TV Screens around Club

AGM Booklet

Advertising - Local paper

Monthly Digital Newsletter

Facebook and Instagram

Video - shared in Club and digital

Fortnightly Mail Out to members

Events - New Member Drivers

Google Reviews

Photography - aspirational

Advertising - digital

# HOW DO WE TAILOR THESE TOOLS FOR A MIXED AUDIENCE?

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Take everyone on a journey with you - your old and new members. Everyone is important .

In your efforts to attract new members - you must continue to maintain your communications for your older members. Consistency is key.

Create content that matters - it doesn't have to appeal to all, just your target audience.

Segregate your audiences and tailor content for each where possible.

Use all the platforms available to you. How can you duplicate content and use on other channels?

Create a monthly content schedule and stick to your deliverables.

Combining traditional and modern communications activities

Take time - This requires daily and weekly effort . There are no short cuts.



# WHEN I FIRST WALKED INTO THE HORNBY CLUB



Going back to that first day I walked into the Hornby Club, I knew the team was committed to achieving their goals. They wanted to make this work and so did the members.

From day one, the Hornby Club has strived for transparency with its members. It has taken them on this journey - to grow the Hornby Club.

The older members are ambassadors and must represent the club to welcome new members.

# Challenges with opposing target audiences.

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- Hard to find a middle ground. The sweet spot to share info and market the Club.
- You might not always get it right.
- Some older members and staff will want to keep things the way they were – this is hard to navigate.
- In open comms spaces, like social media, you will be challenged when an audience doesn't agree with you. This causes difficulties responding in a public forum.



# Overcoming these challenges with meaningful engagement.

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- It takes time, effort and patience to work on improved member comms, especially while working with two different audience types.
- Trial and error is important . Test out new platforms and new ways of communicating . Give these platforms room and time to grow.
- Accept that it might not always be easy. Have a plan, stick to it and do your best to navigate through these challenges. Noone gets it right all the time .
- Consider how people absorb information . Tell your story in multiple ways – video, print, photography, visually, online and in person.

# Overcoming these challenges with meaningful engagement.

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- Dealing with older/stuck in their ways members is a challenge. Some tactics include:
  - Sitting down individually with concerned members (never in a group)
  - Create a future focused comms update and ask for consultation or feedback (sometimes it is as simple as being heard).
  - Consider an offering that is tailored specifically for your older/long time members.
  - Try not to delete or hide unsatisfactory comments. Responding shows that you care and are open for feedback (good and bad). Respond with a solution, speak with the complainant offline or offer further investigation.
  - When you are announcing change – prepare responses – this enables thoughtful and head on solutions.



# ON A BUDGET?

Full transparency. The Hornby Club uses agencies to achieve results. These include a graphic designer, web developer and me.

If you are doing it yourself. Some helpful tools would include...

- Canvato design your posters - load up a brand pack and you are on your way.
- Train a staff member in social media management- lots of great short courses online. Check out the Classroom.co.nz
- Work with a graphic designer to develop templates and a brand guideline going forward. Choose a small/independent operator.
- Choose platforms that can be duplicated... for example Website, social media, posters - same content.
- Write a newsletter quarterly instead of monthly to reduce cost.
- Don't print - send newsletter digitally.
- Create posters that can be edited each year - All Blacks, Cricket, Melbourne Cup etc
- Upgrade your phone and watch YouTube for tips on how to take better photos.
- Take your time – get it right.



# DOES IT WORK?

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For the Hornby Club, there were three results that indicate the success of the strategy, they are, an increase in membership, retention of existing members, and a growth in active users of the Club enjoying and engaging with the facilities. On all three, Hornby Club has more than achieved success

Good things take time. This has been five years in the making. Success has been born from a clear strategy and direction, team commitment, consistency of messaging and delivery and a love of the Hornby Club from its members and Board.





# SUCCESS AND MEASUREMENT

Membership has increased from 7,500 to 12,000 since the completion of the development.

Membership of existing members was largely retained which enabled growth of the membership rate, and the Club is busy, performing well, with an 42% increase in revenue.

All communications are well received by members, there is great engagement across social platforms and reviews on google are positive with a 4.3-star average across 1400 reviews.

The Club's monthly newsletter has grown from a distribution of 2000 to 8000.

Comparing March 2020, with today, the Club has increased its Facebook following from 1650 to 5300 followers. Post engagement is up 193% and reach has increased from 21,000 per month to 37,000. The largest demographic of followers is now aged 35-44 and are women.

2500 people attended the official opening and 1000 joined or renewed their membership over the promotion. A 40% increase in revenue for the opening weekend.

The face of membership is changing. More families are frequenting the Club and the younger demographics are increasing.



We Are Open

# Thank You

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