



F'14 MOCK MARKETING PLAN TEMPLATE

23 May 2013

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- Theme of the F'14 Marketing Plan template is 'evolve and evaluate'.
- Centre has been anticipating change to a c-gaming facility:
 - Primary goal was to maintain current customer base. Majority of marketing initiatives were in-centre oriented; for the most part, this approach was successful
 - With conversion to c-gaming, time to evolve marketing initiatives, to grow the customer base. Marketing initiatives will be specifically targeted against Women who are (i) Infrequent Players, (ii) New Players, and (iii) Regular Players. Some legacy activities have been successful; enhance vs cancel these activities. Hence, an evolution
 - Performance of each initiative will be measured in terms of its impact on the attendance and spend vs. the cost to execute. This ROI analysis will fulfill the 'evaluate' mandate of this plan.

- Compared with previous years' marketing activities, the most significant changes for F'14 are: (i) budget allocation by target, and (ii) greater emphasis on externally promoting the customer experience.
- All marketing initiatives will establish/reinforce the 'Social Me Time' customer experience:
 - a sociable, fun experience where women can get away from the daily pressures and indulge themselves
 - friendly, welcoming environment where players feel right at home and part of a community
 - good food, good fun, good friends...and the opportunity to play games of chance.

- Converted to a c-gaming in XXXXXX, 201X. As a c-gaming facility, offers electronic and paper Bingo, electronic POD games (including two Progressive games), electronic TapTix, and paper BOTs.
- While there are plans to introduce electronic RDB and e-Shutter Bingo, these products are not available at this time. No other new products are anticipated for F'14.
- There are currently XX fixed Bingo terminals in the centre, and XX TapTix dispensers; centre capacity for session bingo is XXX.
- It is the only Bingo/Gaming centre in the immediate vicinity.
- Other gaming options in the area include XXXXX.

- The area offers similar types of entertainment options as other smaller towns/cities across the province – movies, restaurants
- XX local charities
- 2011/2012 performance metrics provide a longer term view only:

Performance Metrics			
	2011	2012	%Δ
Attendance			
Matinee			
Main/Evening			
Late			
Total			
Average Spend			
Revenue			

- Results were achieved while maintaining an average prize board of XX%.
- Highest/lowest attendance by session; any changes between 2011 and 2012? Any rationale for these changes? (program, jackpots, etc)
- Average spend by session varied from \$XXX for Matinee to \$XXX for Late Night and \$XXX for Evening. ***Look for patterns – e.g., Matinee sessions well attended but significantly lower average spend***

- Offered a free Buffet Dinner to all customers purchasing a book for the Saturday Main session during both 2011 and 2012
- In addition to the Buffets, launched a Happy Hour every Friday from 5-7 pm, offering free appetizers in the TapTix lounge.
- *Are there fluctuations in attendance on a monthly/seasonal basis? If so, what are they? A significant fluctuation would be considered significant if a given month represented <7% or >9% of annual attendance.*
- Average spend data for 2011 and 2012 were tracked by product/session. It is noted that BOTs represented XX% of average spend during this time frame.

- The shift from traditional BOTs to TapTix has cut margins on this product from ~30% to 10%. Significantly higher churn rates will be required, therefore, to generate the same level of absolute profit.
- Loyalty program currently has XXXXX members. *Is the program being used for communication purposes or just to reward customers?*
- *Have a website? Informational or inspirational? Does content appeal primarily to Regular Players or would it be appealing to Infrequent/New Players – and make them want to visit? Does the site have CMS? Are graphics appealing to women; incorporate images of women having fun?*
- *What percentage of the Customer base is estimated to be comprised of Regular (at least weekly) vs. Infrequent Players? Does that percentage vary by session and/or day of the week?*

- *What is the demographic profile of the customer base? Gender? Age? Does it vary by session and/or day of the week?*
- *Has the introduction of TapTix changed the visitor profile? If so, how?*
- *Any significant re-structuring from a staffing perspective. If so, how? Gender/Age/Experience? Do staff members wear uniforms? Receive training in customer service?*
- *Any changes to F&B offerings? Applying for a liquor license?*
- *Has past marketing spend been weighted towards in-centre initiatives or externally?*

- *Have an established brand identity and/or tagline? Are brand identity and tagline used consistently?*
- *What F'14 Marketing commitments that have already been made, and what are their respective budgets?*
- Under the new c-gaming contract, will need to work closely with OLG on approvals for various marketing initiatives. As such, activities will need to be planned with timelines that address this need for approvals.
- 5% Marketing Fund – HST?

- This section is designed to highlight the Strengths, Weaknesses, Opportunities, and Threats facing the Centre, and should incorporate the key findings from the Situation Analysis. While not all criteria outlined below will apply to all centres, they are offered as thought-starters. Similarly, there may be other criteria that would be unique to a particular centre.

Strengths	Weaknesses
Opportunities	Threats

POTENTIAL STRENGTHS

- Strong base of Regular customers
- No significant peaks/valleys in terms of attendance, spend or revenue on a monthly basis – business is relatively flat/consistent on a year round basis
- Significant changes to staffing, resulting in a considerably younger staff
- Layout encourages ‘drop-in’ visits to TapTix lounge and the F&B area
- Centre is exceptionally clean and tidy
- Staff are welcoming and many know customers
- Exterior signage signals that there is something new and different
- Entranceway is inviting and ‘female-friendly’
- Limited entertainment options in the community
- No other gaming facilities in the immediate vicinity
- Excellent F&B offerings
- Well-established Brand Identity
- All POD games appeal to customers

POTENTIAL WEAKNESSES

- Very little exterior signage; nothing to call attention to ‘there’s something new inside’
- Entranceway requires more female-friendly touches – colours, greenery, etc
- No Loyalty program in place
- Loyalty program database is not being used for marketing purposes.
- Loyalty program database requires updating in order to validate data integrity
- Previous marketing efforts have not been analyzed from an ROI perspective
- Previous allocation of marketing resources skewed to existing players vs. expanding player base
- Food & beverage area looks/feels dated.
- No clearly defined area where customers can sit and have a bite to eat
- Some POD games are not satisfying customers from play-value or value-for-money perspectives

POTENTIAL OPPORTUNITIES

- Conversion to c-gaming represents an opportunity to attract new, younger customers (while not alienating core) as well as lapsed Bingo players
- Focus allocation of marketing resources in order to cost effectively maximize impact against key prospects
- Currently measure average spend by product only; need to measure by session as well
- There is an opportunity to overhaul the food and beverage offerings
- While there are some Charity posters in the lobby and Charity logos on screens, there is an opportunity to enhance Charity component – both externally and in-centre

POTENTIAL THREATS

- Uncertain economic conditions could limit future discretionary spending
- Aging demographic within the community, with little/no growth amongst younger groups
- New competitive entries into entertainment category
- Cannot rely on future revenue growth coming from increased average spend
- Since BOTs represented +XX% of average spend in 2011-2012, the transition to TapTix is integral to future success
- Centre profitability could be compromised if TapTix churn does not increase sufficiently to offset reduced margins
- BOT Event Card sales have declined since the introduction of POD. It will be critical, therefore, that POD games are highly appealing to players over time

DEMOGRAPHICS

- Quantitative research provided profiles of current and potential player:

	Current	Potential
Gender	71% Female	71% Female
Age		
18-24	8%	11%*
25-34	20%	21%*
35-44	18%	18%
45-54	25%	26%
55+	30%	24%
Household Income		
<\$25K	18%	16%
\$25-75K	51%	45%
>75K	23%	25%
N/A	8%	15%
Education		
High School	41%	34%
Community College	36%	38%
University +	20%	28%
Employment Status		
Full-time	36%	34%
Part-time	10%	12%
Retired	18%	17%
Homemaker	11%	9%
Unemployed	9%	7%

ATTITUDES, BEHAVIOUR, AND MOTIVATIONS

- Pollara research also revealed the following insights with respect to the attitudes, behaviours and motivations of current and prospective bingo players:
 - It's important to get out and meet others in social situations
 - Enjoy playing social games with friends
 - Enjoy taking on new challenges and try new leisure activities
 - Tradition is relatively important
 - Like games of chance
 - Relatively satisfied with life achievements
 - Not overly superstitious.

ATTITUDES, BEHAVIOUR, AND MOTIVATIONS

- The social experience, having fun and a chance to win prizes are the top first-time motivators for bingo players in Ontario:
 - 49% were motivated to join friends or family who were going to play (and this social aspect continues to motivate 33% of players)
 - 15% thought bingo might be fun (25% of current players indicate that fun is a key reason why they continue to play)
 - 17% were motivated by the prizes (amongst current players, the chance to win is motivational to 25%)

ATTITUDES, BEHAVIOUR, AND MOTIVATIONS

- These research findings, coupled with industry consultation and input lead to the development of ‘Social Me Time’ to define the customer experience:
 - “Social Me Time” – the time when women can leave the pressures of daily life behind and indulge themselves. When they can have time to themselves, but feel part of a community of like-minded individuals. When they can kick back with friends in a comfortable environment, have some fun, have a bite to eat, and participate in the games of chance that they love. And, when they leave, they feel that they have indeed treated themselves to an afternoon/evening out and have received good value for their money.

MEDIA HABITS

- Based on PMB data (Print Measurement Bureau – independent media research) current and prospective bingo players exhibit the following media habits:
 - 80% watch TV on a daily basis
 - 60% listen to the Radio on a daily basis
 - 60% read local community papers
 - 50% are online (but are very selective in their use)
 - Approximately 40% read magazines – but these tend to be U.S. titles
 - <40% read daily newspapers
 - Do not travel much on a weekly basis

1. Achieve the following revenue targets:
 - a. \$XXXXXX Gross Sales
 - b. \$XXXXXX Net Win
2. Maintain average spend of \$XXX for session Bingo players and achieve \$200/day for TapTix terminals
3. Increase session Bingo attendance by +X%
4. Establish and deliver 'Social Me Time' Experience
5. Increase membership in Loyalty program by XX%

1. Focus marketing budgets and activities against the following target groups, in order of priority:
 - a. Players who currently attend <Centre> less than once a month. These individuals are predisposed to bingo/gaming and need to be given a reason to visit more frequently. Demographically, focus on Women 25-44 with \$25-75K HHI and some post secondary education
 - b. New players – as noted earlier, attracting new players is essential to the long term success of <Centre>. Demographically, the best prospects are Women 18-44 with \$25-75K HHI, have post secondary education and work full or part time
 - c. Regular players – while this group is clearly important to <Centre>, marketing efforts should be focused on ensuring that their in-centre experience is consistently positive.
2. Evolve initiatives that have been successful against regular customers in the past by incorporating outreach activities to attract new customers.

3. Focus marketing activities on days of the week that are currently underdeveloped from an attendance perspective.
4. Ensure that advertising messages incorporate a balance between promotional offering and consistent communication of 'Social Me Time' experience, and that language is appropriate for new/infrequent players. Include website url and 'play responsibly' message in all communications.
5. Maximize effectiveness of Loyalty program – to both communicate with Infrequent players and ensure that all players are rewarded appropriately for their loyalty.
6. Maximize the charitable component of Charitable Gaming, both externally and in-centre.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

1. EXTERIOR SIGNAGE

- Primary Target: Infrequent and New Players
- There is little/no evidence of this from the outside of the building changes have taken place.
- Strong, female-friendly marquee signage will be installed on the building as well as flags/banners on the perimeter of the parking lot. These banners will be used to promote the entire experience waiting inside...fun, food, bingo, TapTix. To the extent possible, female images will be incorporated.
- Shrubs or flower planters will be installed around the main entrance, in order to soften the look.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

2. F&B

- Primary Target: Infrequent and New Players
- Secondary Target: Regular Players
- Snack bar area will evolve into more fulsome F&B; menu offerings to be more casual café oriented. Branding the F&B offerings will serve to elevate its status and allow for succinct (yet appealing) language for external communications.
- Will provide a designated area where customers can eat in what would be considered more café-like surroundings.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

3. WEBSITE UPGRADE

- Primary Target: Infrequent, New, and Regular Players
- Website provides timely information for Regular players. There is an opportunity, however, to enhance the site in order to evolve it from an informational to inspirational communications channel. The following upgrades will be made:
 - Incorporate section on what New players, in particular, can expect to experience – good food, good fun, good friends
 - Include images of women 18-44 having fun – with other women – in the centre and accompany with ‘indulge/treat yourself’ copy
 - Promote the marketing initiatives outlined in following sections
 - Provide more information about the local charities – particularly how their efforts benefit the community.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

4. 'SOCIAL ME TIME' DESTINATION ADVERTISING

- Primary Target: Infrequent and New Players
- Radio, Newspaper, and Online advertising will be used to promote the experience – with an emphasis on Radio and Online. Radio stations incorporate an appropriately themed call-in contest overlay to the media buy (e.g. 5th caller wins a 'Bingo with your BFFs' prize package – where the prize would be a voucher for 4 people to play regular Bingo program, have dinner, and receive \$10 in TapTix/POD play. Estimated value = \$150).
- TV is an effective medium through which to reach the target; if local TV is available, its use should be considered
- Radio stations that generate strong reach against Females 18-49 (demographic measured by BBM) will be used. Reach Plans (25% of weight allocated to Breakfast, Day, Drive, and Evening) will be purchased; 2 spots per day, per station x 7 days – for a total of 14 spots per station, per week.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

- Local Community Paper tends to be more widely read by the target. Half-page, full colour ads will be impactful and project a good image
- All of the above media provide Online advertising opportunities; a budget will be assigned for this activity which will be allocated on the basis of the strongest proposals. Centre's website will promote this as well.
- Pending options available via the OLG Marketing Toolbox, Radio creative will be produced by the respective stations and will incorporate the following key messages:
 - Treat yourself to some 'me time' at <Centre>
 - Electronic and paper Bingo and other games of chance
 - Good food, good friends, good fun
 - Address
 - <Centre> Brand ID and tagline
 - Please play responsibly

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

5. GIRLS NIGHT OUT <WEDNESDAYS>

- Primary Target: New Players
- Secondary Target: Infrequent and Regular Players
- Girls Night Out Wednesdays is designed specifically to attract new players to. The intent is to provide these new players with the opportunity to have dinner with their friends and experience a (shorter), less expensive bingo session – the ‘trial’ size as it were. Dinner and one regular book will be priced at \$25.
- Since new players often feel that a bingo session can be too long, consideration will be given to shortening the Wednesday evening session. Dinner will be served from 6:00-7:00 pm, with the session 7:00-9:00 pm. TapTix will be available before/after the session.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

- All women in attendance will be entered into a draw for \$100 worth of spa treatments.
- Radio, Newspaper, and Online Banner Ad advertising will promote this initiative. Over the course of the quarter 8 weeks of Radio, 4 newspaper insertions, and 12 weeks of Online Banner Ads will be scheduled
- Radio spots will be purchased on the top 2-3 stations in the area for Women 18-44. In order to maximize reach/frequency against the target, 4 spots per day, per station, will be purchased Mondays-Wednesdays.
- Local community paper(s) will be used; if there is more than one paper, consider using on an alternating basis as there is considerable duplication of readership. Half-page, full colour ads will be placed for impact and image.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

- All of the above media provide Online advertising opportunities and will be asked for proposals; spending will be allocated on the basis of the strongest proposals. Centre's website would also promote this initiative.
- Pending options available via the OLG Marketing Toolbox, Radio creative will be produced by the respective stations and would incorporate the following key messages:
 - Come join us for Girls Night Out at <Centre>
 - Only \$25 gets you all regular bingo games and dinner
 - Kick back with friends
 - Draw for spa treatments from XXXXXXXX
 - Address
 - Brand ID and tagline
 - Please play responsibly

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

- All new players will be encouraged to enroll in the Loyalty program (ensure that application form includes email address). 'Thanks for joining us' emails will be sent out on a weekly basis, along with a bounce back coupon for \$10 of TapTix play. In order to minimize financial liability, coupons will carry a short expiration date (30 days). Since these will be delivered electronically, the expiry date can be customized.
- While this initiative will be supported with external media for a 12-week period it will, pending favourable results, continue indefinitely without media support but with retention of weekly spa draws.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

6. ALL WORK AND NO PLAY....

- Primary Target: Infrequent and New Players who are employed full or part time
- Secondary: Regular Players who are employed full or part time
- 46% of current and potential bingo players are employed on a full or part-time basis. As such, there is an opportunity to build external advertising/promotional support around this theme – specifically, the idea of treating one's co-workers to a night out
- This initiative will include Direct Mail, Radio, and Online advertising. A DM package will be sent to all major employers in the area (including flyer that can be posted on site). Radio advertising will be booked on the top 2-3 stations for the entire 12-week period and will promote the opportunity for listeners to win one of 12 prize packages to treat up to 10 of their co-workers to a night out. (Estimated value = \$375 x 12 weeks = \$4500)

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

- Online banner ads will be placed on each of the radio stations' websites; the contest will also be promoted on the Centre's website.
- Pending options available via the OLG Marketing Toolbox, Radio creative will be produced by the respective stations and will incorporate the following key messages:
 - You work hard, so take some time to treat yourself – and your co-workers – to a night out
 - Have dinner and then have fun with a session of Bingo and our TapTix games
 - Address
 - Brand ID and tagline
 - Please play responsibly

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

7. FREE BUFFETS/BBQS

- Primary Target: Infrequent, New and Regular Players
- Free Buffets/BBQs can be a successful feature; having said that, they (i) are expensive to operate, and (ii) tend to be used only as a means of rewarding Regular players (and possibly Infrequent) as opposed to attracting New players.
- Free Buffets/BBQs will become a monthly feature – perhaps the first Saturday of each month, and be supported via local Radio advertising.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

- Radio will be booked for the Thursdays/Fridays prior to each monthly Buffet. Key messaging will include:
 - Start your Saturday night off right with a free Buffet
 - First XXX customers have dinner on us
 - Bring your friends for a fun night out
 - Address/time
 - Brand ID and tagline
 - Please play responsibly
- New players will be encouraged to enroll in Loyalty program, and provided with \$10 bounce back coupon for TapTix/POD.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

8. LOYALTY ENROLMENT/RE-ENROLMENT DRIVE

- Primary Target: Infrequent, New and Regular Players
- Loyalty program will become a more active marketing tool for communicating with Infrequent and New players.
- New enrollees will receive a 'thanks for joining' email and bounce back coupon for \$10 worth of TapTix/POD play. (Form will include email address and privacy notices)
- Data will be monitored regularly; 'we've missed you email' sent to anyone who has not swiped their card in over 1 month. Initial email will contain information about upcoming events. Following 2 months of inactivity, tactical incentive coupon (F&B related) will be included.
- Email blasts will be sent to all members before the start of any promotion

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

9. FUNDRAISER OUTREACH

- Primary Target: New Players
- We will approach various not-for-profits (that are not currently associated with the centre) via Direct Mail, offering them the opportunity to hold their next fund-raising event(s) at the Centre.
- Since the not-for-profit will be responsible for selling all tickets, etc, the only cost will be for the initial DM package.

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

10. CHARITY ENHANCEMENT

- Primary Target: New, Infrequent, Regular Players
- The following activities will be considered to enhance the charitable component:
 - Posters will be installed in all of the washrooms, on the back of the stall doors. Posters will be printed to 13"x17" and will profile the work of one charity. Ideally, over the course of a year, all charities associated with the centre will be profiled.
 - There is an opportunity to contact Newad and/or Zoom Media to lease some of the space to their clients as a form of revenue generation. (Note that both Newad and Zoom Media use 13"x17" dimensions)

CGAO 7. POTENTIAL MARKETING TACTICS/ACTION PLAN

- A series of 'advertorials' in the local community newspaper(s) will profile the work of one of the charities involved with the centre. One charity will be featured each month; we will sponsor the ad. A ½ page unit will be considered in order to ensure good presence on the page.
- We will place PSA ads in programs/publications that may have an under 18 readership. Rather than promote any gaming, or the centre itself (neither of which would be acceptable), these ads will be used to thank our customers for the money that they raise for the specific charity.

BUDGET BY ACTIVITY/TARGET

Activity	Projected Cost	Budget Allocation		
		New	Infrequent	Regular
Exterior Signage	\$5000	\$2500	\$2500	
Website Upgrade	\$5000	\$2000	\$2000	\$1000
Social Me Time				
• Production	\$1500	\$750	\$750	
• Media	\$20000	\$10000	\$10000	
• Contest Overlay	\$1500	\$750	\$750	
Girls Night Out				
• Production	\$1500	\$750	\$750	
• Media	\$15,000	\$7500	\$7500	
• Spa Draws	\$2600	\$1000	\$1000	\$600
• Bounce Back Coupons	\$1000	\$1000		
Christmas/New Year's Promo				
• In-Centre	\$2000			\$2000
All Work and No Play...				
• Production	\$2000	\$750	\$750	\$500
• Media	\$16000	\$6000	\$6000	\$4000
• Bounce Back Coupons	\$1200	\$1200		
• Prize Packages	\$4500	\$1750	\$1750	\$1000
Free Buffet/BBQ				
• Food	\$9000	\$3000	\$3000	\$3000
• Media	\$9000	\$4500	\$4500	
Loyalty Enrol/Re-enrol				
• Tactical Offers	\$1000	\$250	\$250	\$500
• Redemptions	\$4000		\$4000	
	\$2500			\$2500
Fundraiser Outreach				
▪ DM	\$750	\$750		
In-Centre Gifts & Decorations	\$2500	\$500	\$500	\$1500
Charity PR				
▪ Newspaper Ads	\$7200	\$3000	\$3000	\$1200
PSAs				
▪ Production & Media	\$5000	\$2000	\$2000	\$1000

BUDGET BY ACTIVITY/QUARTER

Activity	Q1	Q2	Q3	Q4
Exterior Signage	\$5000			
Website Upgrade	\$5000			
Social Me Time		\$23,000		
Girls Night Out			\$18,900	\$1200
Christmas/New Year's Promo			\$2000	
All Work and No Play				\$23,700
Free Buffets		\$6000	\$6000	\$6000
Loyalty Program		\$2500	\$2500	\$2500
Fundraiser Outreach		\$250	\$500	
In-Centre Gifts & Decorations	\$400	\$400	\$1200	\$500
Charity PR		\$2400	\$2400	\$2400
PSAs		\$2000	\$2000	\$1000
Total	\$10,400	\$36,550	\$35,500	\$37,300

F'14 MOCK MARKETING PLAN TEMPLATE