



City of San Diego

**City of San Diego
Park and Recreation Department
Golf Division**

**Marketing Plan
Outline**

**Business Plan Update Committee Meeting
March 8, 2012**



Rationale

- A division-wide Marketing plan provides needed structure to drive rounds and increase revenues for the Golf Division
 - Outreach efforts are necessary to enhance communication channels, build customer base, increase play, & increase revenues
- Plan will be developed in support of the Business Plan's mission statement, vision and goals
- Net result is division-wide and course-specific recommendations driven by the Golf Division
- Objective is to build database of customers, design flexible strategies to penetrate market share and increase both rounds & branding opportunities



Strategic Planning

- An all-course strategic planning session is first step to:
 - Determine each facility's unique brand, goals, vision, strengths & weaknesses
 - Create a unique & identifiable "experience" for each facility
 - Develop key messages and brand identity
 - The outcome of this session will serve as the foundation for all marketing efforts moving forward and will identify:
 - Market conditions
 - Target markets
 - Strategic partners
 - Media Sources
 - Follow-up
 - Competition
 - Branding strategies
 - Customer feedback
 - Implementation schedules
 - Measurement



Areas of Focus

- Strategic Partnerships
 - Develop & formalize a cache of strategic partners
 - Cross-promotional marketing efforts, Web links, database sharing, on-site presence at events, etc.
 - Farmers Insurance Open, Century Club, hotel partners, equipment manufactures, Convention Center, industry leaders
- Familiarization (FAM) Tours
 - Acquaint key groups with our properties
 - Tournament directors, corporate HR depts., event planners, community leaders, golf associations, industry publications
 - Design tours that include golf, behind-the-scenes access, presentations of on course improvements and the experience



Areas of Focus

- Direct Communication with Customers
 - Monthly newsletter, e-mail blasts, on-site presence at events
 - Key is to build database and promptly communicate information
 - Make promotional appearances at events and host others
- Public Relations
 - Comprehensive annual PR plan should be developed and implemented to keep courses in the news
 - Media days on courses, quarterly press releases with course updates & current events
 - Local and national outreach
- Advertising
 - Local, regional and national plan to drive rounds
 - Golf industry & travel publications



Areas of Focus

- Collateral Materials
 - New (rack and other) brochures, videos, fliers, golf guides and other methods of promoting the course should be developed
 - Brand/message consistency is important
- Web site
 - Professionally designed with new photos and information
 - Increase the interactive capabilities & branding elements of the site
- Social Media
 - Create/refine social media presence; ensure brand consistency
 - Built-in process and promotional flexibility to change as social media market changes



Areas of Focus

- Yield Management
 - Key component of successful marketing efforts will be the ability to have flexibility with respect to yield management
 - Determine best possible ways to utilize capacity and design programs/policies to address options
 - A flexible, strategic yield management program will provide new revenue opportunities while maintaining the ability to manage potential capacity issues
- Bundling
 - Package a round of golf with a cart, lunch, bucket of balls, etc
 - Local and national marketing targets
 - Provide incentives to drive repeat play (merchandise, discounts, etc.)



Implementation

- Phase one
 - Determine participants of and conduct strategic planning session
 - Develop marketing plan to include elements listed above
 - Build database; first e-mail blast and newsletter
- Phase two
 - Advertising schedule developed and initiated
 - Press releases drafted and distributed
 - FAM tours organized
- Phase three
 - Strategic partnerships defined and activated
 - Web site reconstructed and launched