

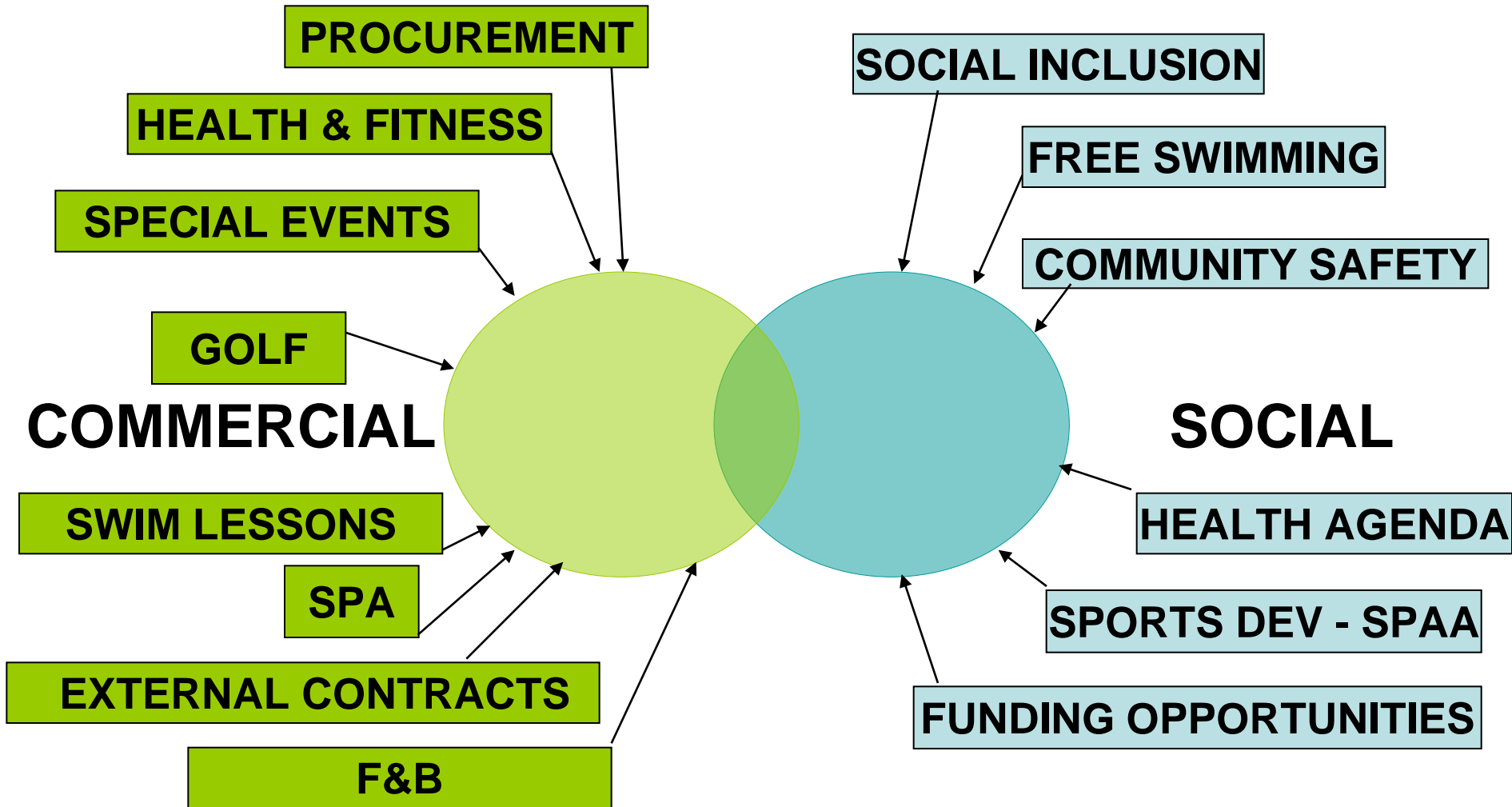
W I G A N  
LEISURE & CULTURE  
T R U S T

# **Michael Lyons**

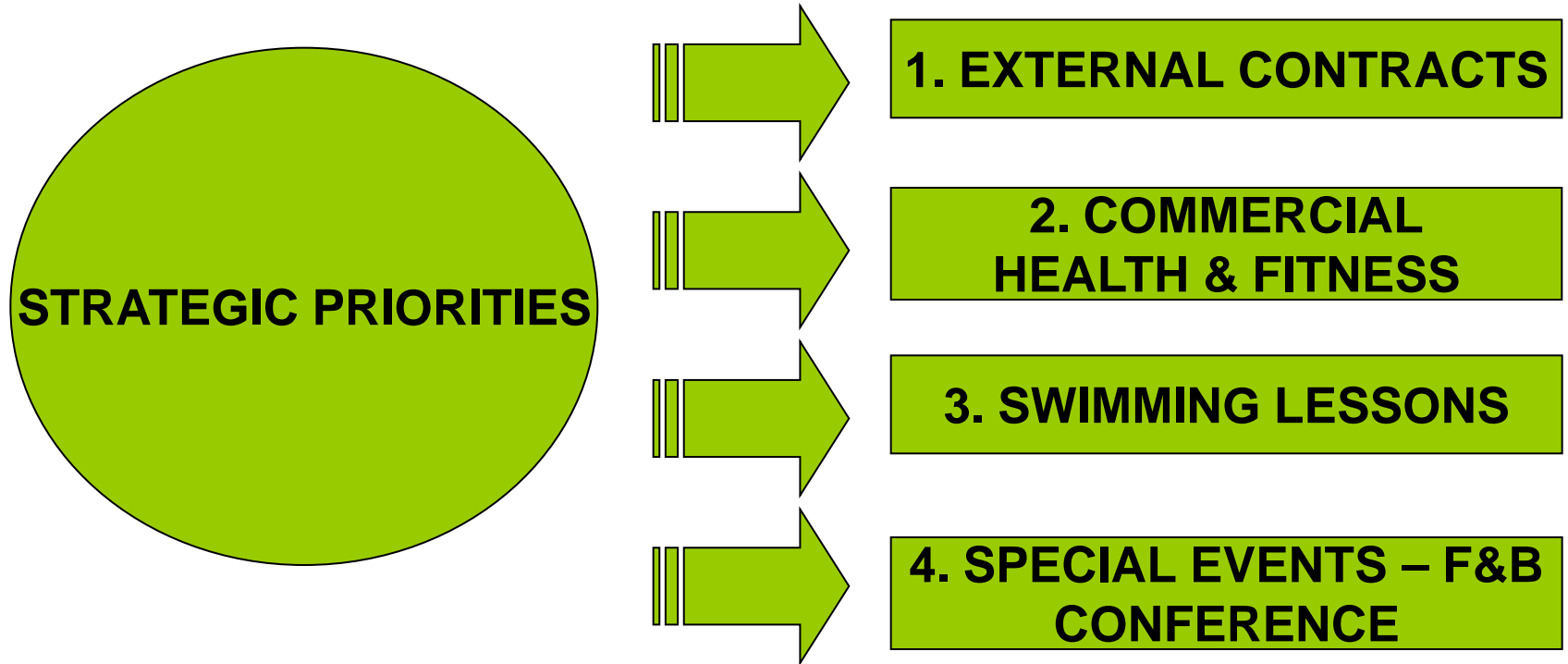
**Commercial Manager – Wigan  
Leisure & Culture Trust**

**DEVELOPING A MORE COMMERCIAL  
APPROACH TO LEISURE**

# STRIKING A BALANCE



# STRATEGIC FOCUS



**TODAY'S PRESENTATION - FOCUS ON COMMERCIAL  
HEALTH & FITNESS**

# **THE CATALYST FOR CHANGE**

**2006/07 PLANS ANNOUNCED FOR**

**LEIGH SPORTS VILLAGE £83m (OPENED 2008)**

**NEW JOINT SERVICE CENTRE £64m (UNDER CONSTRUCTION)**

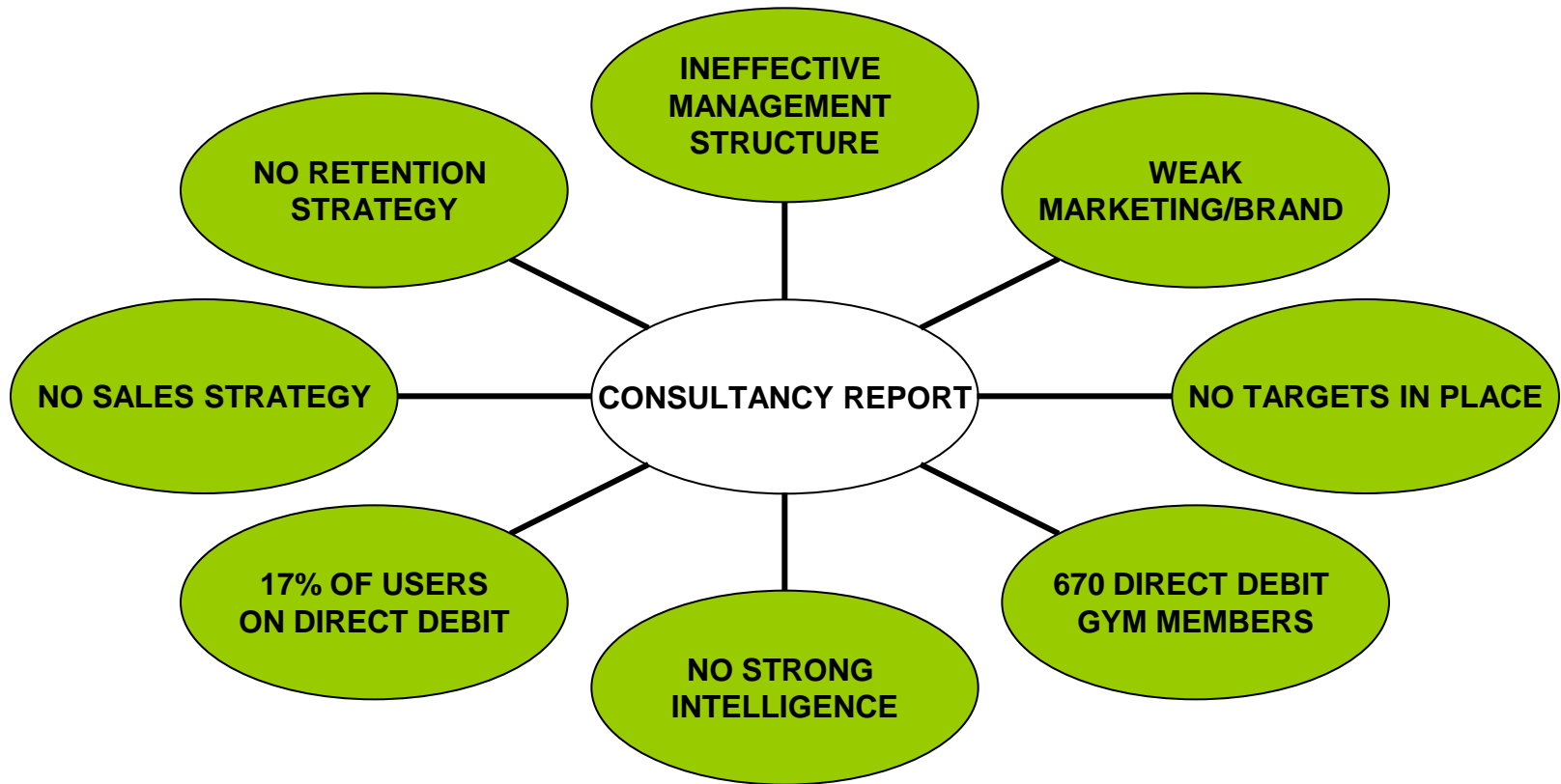


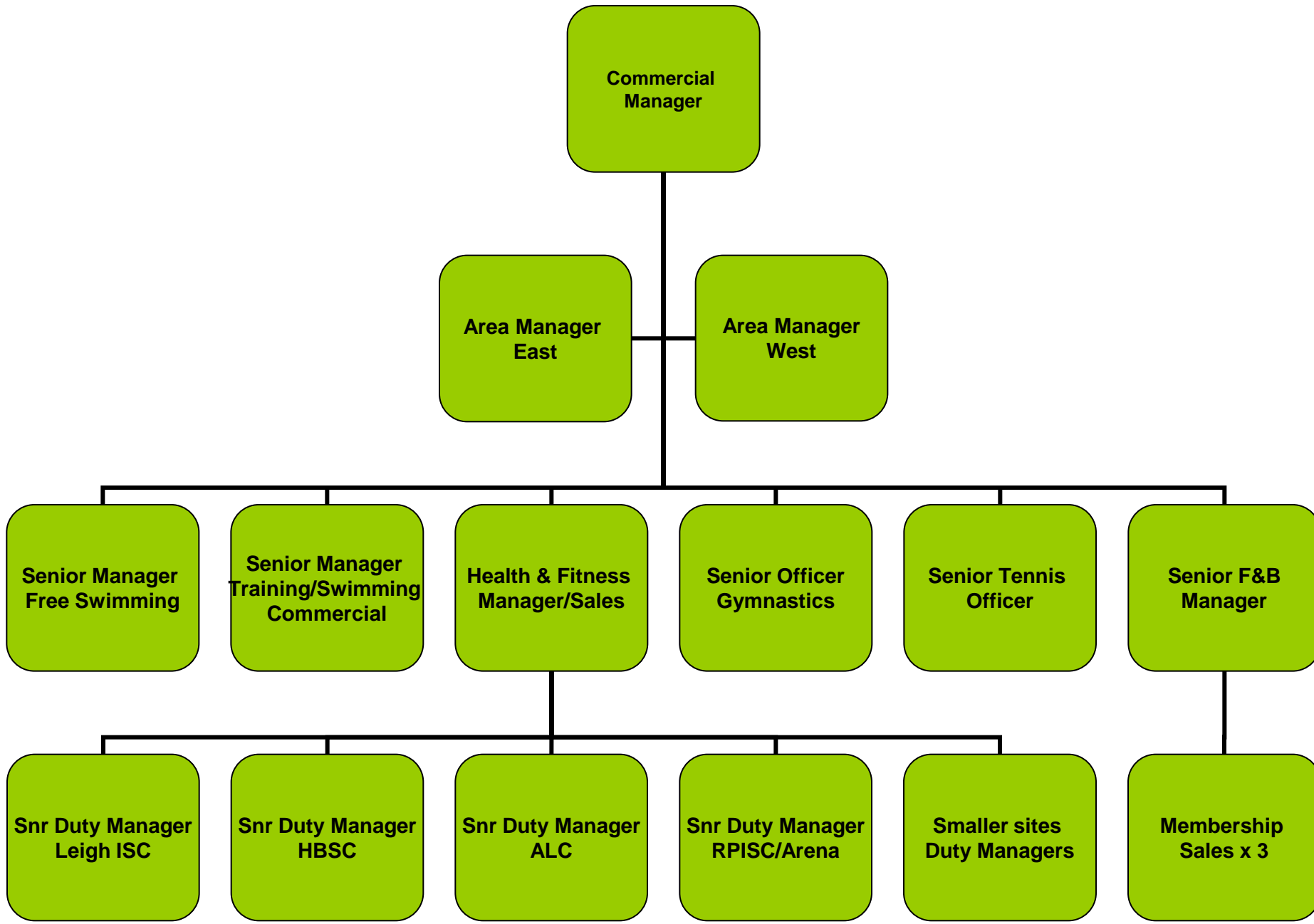
**WLCT - PREFERRED OPERATOR?**



**NEEDED TO REDUCE CURRENT STAFFING COSTS  
AND IMPROVE HEALTH & FITNESS PERFORMANCE**

# HIGHLIGHTING THE GAPS

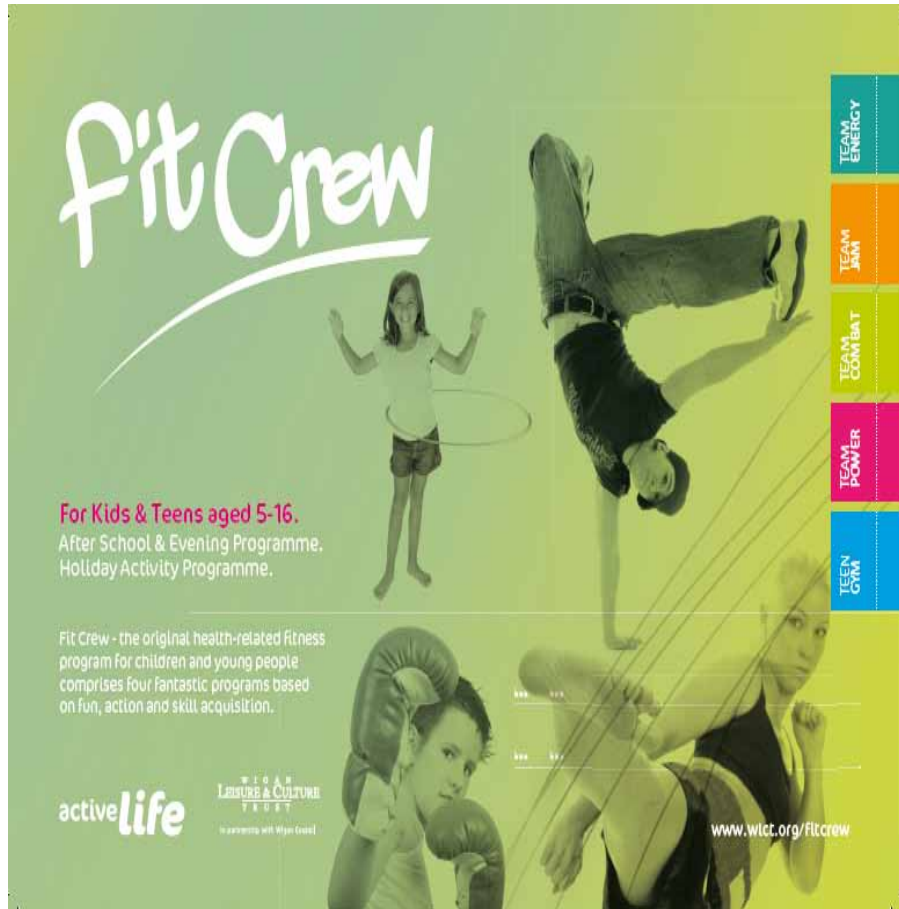




# THE PROCESSES

- **Re-brand Profile**  
**Memberships/Corporate**
- **Develop a Sales Strategy/Targets**
- **Implement Sales Training**
- **Membership Retention Training**
- **Introduce Mystery Visit Programme**
- **Develop a Commercial Marketing Strategy**
- **Increase Marketing resource/Invest**

# RE-BRANDING



**Fit Crew**

For Kids & Teens aged 5-16.  
After School & Evening Programme.  
Holiday Activity Programme.

Fit Crew - the original health-related fitness program for children and young people comprises four fantastic programs based on fun, action and skill acquisition.

active life  
WIGAN LEISURE & CULTURE TRUST  
in partnership with Wigan Council

TEAM ENERGY  
TEAM JAM  
TEAM COMBAT  
TEAM POWER  
TEEN GYM

www.wlct.org/fitcrew



 5-16 yrs <b>Fit Crew Membership</b>	 <b>Off Peak Membership</b>	 <b>Profiles Membership</b>
 <b>Profiles &amp; Motiv8 Membership</b>	 <b>Joint Membership</b>	 <b>Family Membership</b>

**Profiles Health & Fitness Memberships**

Health & Fitness Memberships

6 membership packages for a healthier lifestyle  
sign up today  
[www.wlct.org/profiles](http://www.wlct.org/profiles)

active life  
WIGAN LEISURE & CULTURE TRUST  
in partnership with Wigan Council

fia

- 4 COMMERCIAL CAMPAIGNS PER YEAR
- 3-4 LEAD GENERATION CAMPAIGNS
- CLEAR CALL TO ACTION !!
- MORE EFFECTIVE RESEARCH – TARGETED MARKETING



# COMMISSION STRUCTURE

- TARGETS FED BACK THROUGH SALES STRATEGY SHEET DAILY
- REPORT SENT TO COMMERCIAL MANAGER

## Up to 100% Target

General Memberships - £5.00

Joint Membership - £7.50

Family - £7.50

## Above Target

General Memberships - £7.50

Joint Membership - £10

Family - £10

# CHALLENGING OUTDATED DELIVERY METHODS

**•TRADITIONAL  
ROLES/RESPONSIBILITIES**

**•EMBEDDED PROCESSES  
& PROCEDURES**

**• BEHAVIOUR/VALUES**



**DEVELOP BUSINESS  
FOCUSED ROLES**

**E.G**

**RECEPTIONISTS**

- MANAGE SALES ENQUIRIES**
- SELL BEST DEAL FOR  
CUSTOMER**
- TOUR FACILITIES**
- FOLLOW UP CALLS**
- AWARE OF CAMPAIGNS &  
DRIVE THEM**

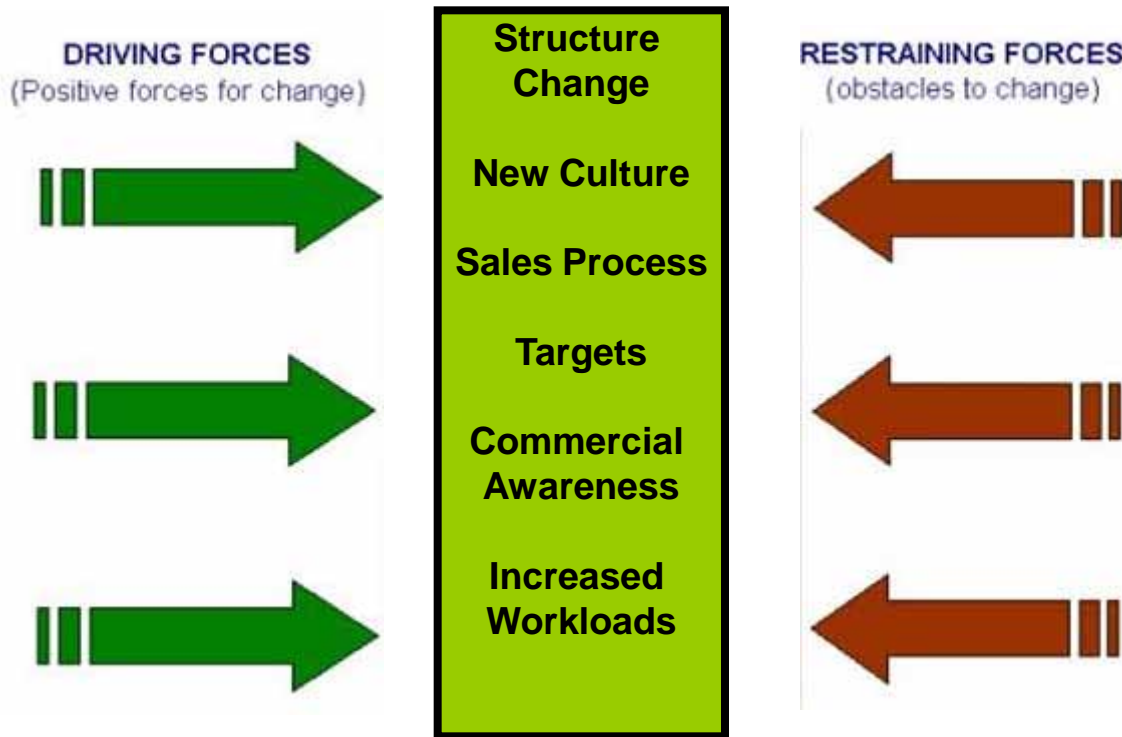
**DUTY MANAGERS**

- AWARE OF INCOME/SALES  
TARGETS**
- TOUR FACILITIES**
- PART OF BUSINESS  
PLANNING PROCESS**

**BUT WE'VE ALWAYS DONE IT THIS WAY !**



# MANAGING THE CHANGE PROCESS



# RESULTS

- **CULTURE SLOWLY CHANGING**
- **2,500+ MEMBERS ON DIRECT DEBIT – 73% Growth**
- **RETENTION 97%**
- **64% OF CUSTOMER BASE NOW ON DIRECT DEBIT**
- **MANAGERS MORE FOCUSED ON BUSINESS GOALS/OUTCOMES**
- **CUSTOMERS NOW ABLE TO JOIN ONLINE (FAST DD)**
- **INTRODUCED PROFILES JOURNEY (5 POINT INDUCTION)**
- **INTRODUCED COMMISSION**
- **DEVELOPED MORE STRATEGIC MARKETING/BRANDING**
- **STRONG SALES STRATEGY IN PLACE**