

Annual Sales & Promotions Plan

2017 Army Bowling Managers Training



**Bowling
University**

TRAIN MORE. BE MORE.



Objectives



- Identify your center's opportunities for growth
 - Annual
 - Quarterly
 - Monthly
- Determine goal achieving activities
 - Strategic
 - Tactical

Long-Term Planning



Create your own “luck”

- Prepare!

“Luck is what happens when preparation meets opportunity”

-Lucius Annaeus Seneca

Fail to Plan, Plan to Fail



- Plan out the entire Year in advance
- Then drill down by the Quarter
- Then drill down by the Month

Planning at this level provides the roadmap to guide you along your path to achieving your goals.

Overcoming Obstacles



- Do you have a current Annual Plan?
- Do you Plan Quarterly?
- What are some of your obstacles?
- Today it is October 19th
 - What would your center be planning today?

Long-Term Planning



Why Take the Long View?

- Dangers of not focusing on Long-term
 - Stagnant Sales
 - Missed Opportunities for Growth (now & future)
 - Inventory Sitting Empty

Long-Term Planning



When a bowling center takes the long view about their business, they do it by:

- Creating an annual sales and promotion plan.
 - (Business Plan)
- Adhering to the plan.
- Referencing the plan continually.

Level Set



- Who has done a “Business Plan/Marketing” (Long-Term Plan)?
- Who has updated it for FY17 (Marines)?
- What are you doing with it?
- How often do you look back at it?

Long-Term Planning



- Long term planning
 - Determines the specific direction you want to go.
 - What you choose to do.
 - What it will take to get there.

Long-Term Planning



Long-Term Planning is comprised of:

- Goals
- Performance measures
- The resources needed (i.e. human resources, budget allocation, etc.).

Strategic vs Long-Term Planning



Strategic Planning = High-Level Planning

- SMART goals
- Specific actions

Long-Term Planning= Planning out an entire year, one year in advance.

- Creates a road map of action steps to follow
- Develops an opportunity-focused mindset

Long-Term Planning



5 Key Stages:

- Prepare.
- Gather.
- Plant.
- Nurture.
- Harvest.

Long-Term Planning



5 Key Stages:

Stage 1: Prepare.

- Identify annual goals.
- SWOT analysis
- Plan based on
 - last year's results
 - new opportunities for this year

Long-Term Planning



5 Key Stages:

Stage 2: **Gather**

- Identifying opportunities
- Defining the tactics for how to achieve the goal, taking into account:
- How long it will take to
 - Formulate a Plan
 - Create POS (Getting to Marketing)
 - Execute the Plan

Long-Term Planning



5 Key Stages:

Stage 2: **Gather**

- What months have the best opportunities and
- Breaking out a calendar and working backwards to figure out what activities need to be done when.

Long-Term Planning



5 Key Stages:

Step 3: Plant

- Begin planting seeds.
 - contacting prospects and customers, giving them information and fulfilling their needs such as providing a new club for their employees to join, or a place to host an event.

Long-Term Planning



5 Key Stages:

Step 4: Nurture

- Continuing to promote
 - Making calls and follow-up emails to promote a new club
 - Sending mailers out and posting events on social media.
 - Staying in touch with your prospects that you nurture the work you've already done in planting the seeds.

Long-Term Planning



5 Key Stages:

Step 5: Harvest

- This is the point that everyone wants to get to: Reap the rewards of hard work!
- Good News
 - If something isn't working one month, the plan can be tweaked as you go.

Long-Term Planning



- Strategy
 - Not always in your control
- Tactics
 - The specific things you do control

Watch out:

- Day-to-Day can get in the way!
- Plan must be prioritized as #1

Tactical Planning



- The plans that include the activities needed to reach the big-picture goals/objectives.
- This is the true implementation of the plan.
- These are activities that are specific to implementing the plan.

Tactical Planning



- Taking a complaint call may be a necessity for your center to shine in customer service, and it is an activity.
- However, it is not specific to your plan
- Still must be done.
- Not factored into the plan

Opportunity vs. Inventory



There are two ways of considering your center and you should focus your plan:

- Your inventory on any given day and within any given day part

or

- The opportunities available when you have more customers already in your center.

Which one will move you closer to your sales goals?

Opportunity vs. Inventory



Example Scenario:

- On Saturday's, your average is \$8,000 in revenues.
- On Tuesday's, it's traditionally slower, and the average revenue is \$2,000.

Which of these two holds the greater opportunity for growth?

Opportunity vs. Inventory



Example Scenario:

- There is more than one way to look at how to boost sales
- Weigh Saturday against Tuesday
 - Consider that you already have a packed center, so more opportunity exists.
 - It is relatively easier to take \$8,000 in revenues to \$12,000 based on more customers already in the center
 - Than it would be to double Tuesday's revenues to \$4,000 with just a few customers.

Opportunity vs. Inventory

- You will want to look at all day parts
- But it's just as important to consider
 - Where you can fill in gaps

AND

- Where you can boost existing sales opportunities.

Opportunity Breakout



Analyze these records and answer the following questions:

- Which months were you busiest?
- Which months did business volume slow down?
- What types of events were considered successful?
- What types of events were not successful?
- When is league activity highest? Lowest?
- Based on your analysis, what types of opportunities do you see available (i.e. months with slower activity, events, both strong and weak)?

Matching Tactics to Business Cycles



- Maintain the regular business your center gets each month
- Fill the open inventory that is available at various times.
 - Selecting—or Create—various programs to promote to accomplish this.
- The obvious place to start is with your leagues.
 - So for example, if league business slows in July, you would want to promote some special leagues for the slow-down period.

Matching Tactics to Business Cycles



- Keep in mind that certain times of the year are more fertile than others for particular prospects.
 - May-June is likely a time of high demand for high school post-prom and post-graduation events.
- Don't forget to analyze some of your current programs.
 - Is it the program or planning that is the cause for the poor performance.

Matching Tactics to Business Cycles



- Annual Goals
 - Driving up club & league business
 - Scheduling more birthday parties
 - Booking more group events
 - Conducting Bowling 2.0 classes
 - Growing casual play
 - Grow HU2B participation and offerings

Matching Tactics to Business Cycles



Basically, your tactical plan will comprise all of the activities that create fertile ground for sales

- Sales activity (inside & outside)
- Advertising
- E-mail
- Social Media
- Telemarketing (less every year)
- Interior messaging
- Sales collateral
- Networking
- Staff communication & motivation
- Giving tours

Annual Planning Summary



*The annual sales and promotions plan
(AF Business plan)*

Is like having a GPS to guide you on a road trip

- it simply helps you get to your destination.
- It must be referenced at every turn.

Quarterly Planning



Why bother, if you are handling your planning on a month-to-month basis?

There is merit to looking at your annual plan through a couple of lenses:

- Monthly, so you don't feel overwhelmed
- Quarterly, so you have a slightly larger “big-picture” view.

Quarterly Planning



Quarterly Planning = Prioritizing and Adjustments.

- Allows you to make adjustments and manage changes that may have not been evident when you set an annual goal.
- By planning each quarter, you're better able to keep on top of market trends.
- Creates urgency, because three months feels more like a deadline than does 12 months.

Quarterly Planning



Four times a year

In

- March
- June
- September
- December

You're Planning



July-September



October-December



January-March



April-June

Quarterly Planning



Take the time to set up your tracking

- Doesn't have to elaborate
- Stick to one system
- Don't get caught up in forms and spreadsheets
 - (it will take away from promotion and tactics)
 - Focus on moving from plan to action

Monthly Planning



Q: How do you eat an elephant?

Answer: one bite at a time.

Keep an eye on the big picture, but it is the incremental things you do—*the bites*—that get you to your goal.

Monthly Planning



Without Monthly Planning a couple of things can happen.

- The long-range goals that have been set can seem overwhelming.
- You get into the mindset of, “There’s plenty of time to do it!”

Top Reasons to have a Monthly Plan

- If you start planning today for activities to promote this month's sales, you are too late.
- Many people get caught up in the day to day operational activities that planning gets shoved into the back seat.

Top Reasons to have a Monthly Plan

- Most businesses and families set up their holiday events well in advance.
 - You want to be in the forefront of people’s minds at the times they’re thinking about these things, and generally, they are planning ahead. Therefore, so should you.

Monthly Planning



Top Reasons to have a Monthly Plan

- You're also peeling layers of stress off of yourself and your center,
- No wondering if you will get the bookings you need to reach your annual goal.

Top Reasons to have a Monthly Plan

- Marketing department needs time to make the creative part of your materials.

Monthly Opportunities



- Opportunities are the starting point to build the plan to include details (leagues/events).
- Once you have identified opportunities that's where the 30-60-90 method comes into play.
- 30-60-90 Defines the tactics to go after the opportunity.

30-60-90



Break down your annual into quarterly and monthly planning pieces.

In any given month you work on three months of the annual plan, so you are simultaneously working 90 days out each month.

- **(90) Formulating a plan of execution**
- **(60) Creating all the support material and collateral**
- **(30) Executing the plan**

30-60-90



While in this month	Formulate a plan of Execution for this month	Establish support and receive Collateral for this month	Execute the Plan created two months prior
January	March	February	January
February	April	March	February
March	May	April	March
April	June	May	April
May	July	June	May
June	August	July	June
July	September	August	July
August	October	September	August
September	November	October	September
October	December	November	October
November	January	December	November
December	February	January	December

Formulating your Plan



Identify Opportunities

- Obtain a calendar with holidays/events noted.
- Online research of significant dates.
 - Example: October, November, December.
- School websites, Affinity groups (Legion, VFW, Moose, ect)
- Various “awareness” of causes associated with particular months.
 - Example: National Childhood Obesity Awareness Month

Formulating your Plan



- Identify types of groups.
- Define categories, subcategories.
 - Ex. Corporate, social, nonprofit, youth
- Drill down and develop your subcategories.
 - Ex: Labor Day
 - Who is free to go bowling on Labor Day?

Formulating your Plan



- Define what would appeal to targeted groups and decide how to approach.
 - Best times
 - How you'll promote
 - Activities to perform

Thank You!



**LEARNING SO EFFECTIVE
YOU'LL NEED CROWD CONTROL.**



Fill Your Brain

Fill Your Lanes