



**BRITISH
JUDO**

Stakeholder Engagement
Strategy 2017-2021

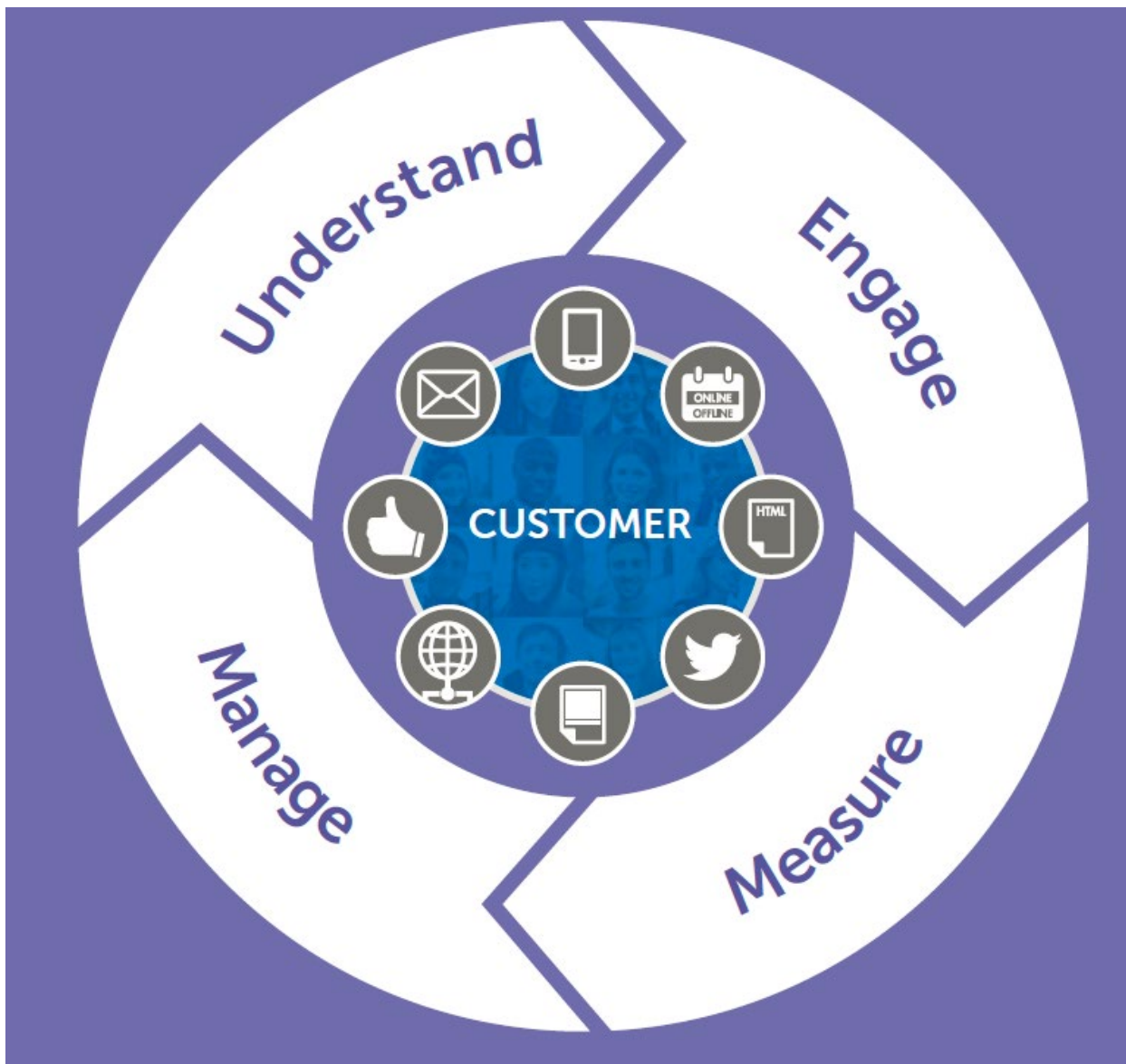
“...being member and customer focused as an association is more strongly rated by members and customers than an association’s reputation, subject matter expertise, reliability or need for local presence....”

What is engagement?

Engagement is all about connectedness, or creating a closer relationship with your audience, or in our case, our membership programme. Brands can be engaging by creating compelling ideas and useful content that people want to share and communicate with. Many brands measure engagement by using metrics such as page views and dwell time.

Engagement marketing is about connecting with our members:

1. As individuals,
2. Based on what they do,
3. Continuously over time,
4. Directed towards an outcome,
5. Everywhere they are



Engagement Marketing Platform

Personalisation

Powerful features to drive real-time interactions with targeted individuals through dynamically generated personalised communications across email, web, and mobile channels

Marketing Planning and Co-ordination

A marketing calendar that fuses campaign planning and execution in one place and helps the Marketing and Comms teams co-ordinate better, move faster and get better results than ever before.

Marketing Automation

Upon implementation of a new CRM, it will empower our team to quickly launch targeted communications to increase user satisfaction

Website

Our website is the home of all online membership engagement. This is where members go for information, event registration and ultimately, membership value.

Social Community

Social media channels are a great way to encourage membership engagement. It is vital that we share content that triggers conversation amongst our members.

Roadshows

We should never underestimate the value of face-to-face communication with our members, especially in the digital age.

Membership Insight

A marketing calendar that fuses campaign planning and execution in one place and helps the Marketing and Comms teams co-ordinate better, move faster and get better results than ever before.

Website

Our website is the home of all online membership engagement. This is where members go for information, event registration and ultimately, membership value. It takes more than just having a website to encourage membership engagement however. We need to be seen to constantly adapting to new technologies to ensure future user friendliness.

Interactive Design

Our website needs to be easily searchable with clean access to information. With more and more people accessing the website, we need to ensure that we are constantly adapting and developing to ensure that new features are added.

Fresh Content

The primary goal for any website is to get members to the website and keep them coming back for more. This means we need to offer fresh, up-to-date content that our members will find valuable.

Continuous Feedback

To ensure the future value of the website, we need to understand what our members value the most from the website, whether it be accessing the Events Calendar, reading about the Performance team winning medals in international competition or watching grading videos to understand what skill they need to master. Without understanding our end users preferences, we could be making changes to the website that do not resonate well with our audience. By including the website as part of the Membership Insight Survey, we will be able to continuously understand and develop.

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**BRITISH
JUDO**

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GB JUDO

SHOP



STARTING UNIVERSITY THIS MONTH? WHY NOT TRY OUT JUDO?

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Roadshows

Following the British Judo Association's (BJA) Governance Roadshow earlier this year, it has been decided that the Association would like to continue and enhance this level of engagement with our members. Our strategic action plan reflects the need to engage with our members on a more consistent basis to ensure satisfaction across the programme.

The engagement roadshows will start in 2018 with the aim of visiting an "area" on alternating months starting in February and will involve a wide range of stakeholders from across the Association. It will build on early feedback received and continue to foster a collaborative and stakeholder approach to ensure that the future development of the Association and its membership programme is fit for purpose over the course of the next Olympic/Paralympic cycle.

Strategic aims of the Roadshows:

- Reach and engage with the wider membership,
- Bring members together locally,
- Examine current themes and/or challenges,
- Gain feedback on activities and services,
- Provide an opportunity for members to meet the BJA team.

The roadshows will be headed up by our CEO Andrew Scoular and supported by key members of staff and Board members (subject to availability). We want to focus on the issues which are important to the members and take the opportunity to update members on key priorities within the Association. To ensure that the roadshows are customisable for each individual area, we are letting the areas feedback as to what topics and what staff they wish to attend the session. By giving the areas a voice, it allows them to gain maximum satisfaction from the event.

The Membership Roadshows could cover a variety of topics dependent on the members' requests such as:

- Membership
- Performance
- Participation
- Marketing/Comms
- Membership Insight
- CRM Development
- CRM training

The events will aim to provide members with an opportunity to:

- Find out about some of the early progress made towards the ambitions within the strategic plan launched in 2017,
- Meet with and raise questions with our CEO, senior staff and Board Members who will be present at various sessions,
- Take part in a masterclass with a GB coach and/or athlete (subject to availability).

To ensure that the events are as interactive for members as possible, they should be able to submit questions to be answered by the presenters, followed by the opportunity to ask questions on the evening. By submitting questions beforehand, we can prepare detailed responses but we will also expect plenty of discussion on the evening.

The roadshows will be free for members to attend by they must register online. If there is ever high demand for a specific event, we will look at the possibility of setting up a second event.

Input will be required from a range of stakeholders including all members of the Senior Leadership Team as well as the Home Countries (JudoScotland, Wales and Ireland) to ensure that we cover as wider base (and as many members) as possible.

Implementation Process:

September/October 2017: Confirm Board Meeting dates (This will ensure that the Chairman Ronnie Saez is in the country and can attend the roadshow).

October 2017: Offer the specific dates to the Area Chairs who can then communicate with their Committees and Clubs to gauge whether or not they would like to host us.

October/November 2017: Compile responses into a schedule of 2018 dates (Starting in February and taking place on alternating months – February, April, June, August etc). Sharon Hellend will then book the venue for the roadshow.

December 2017/January 2018: Communicate directly with the Chair to distinguish what topics they would like to be covered during the roadshow (This to take place 1-2 months before each roadshow). Communicate list of dates for members.

February 2018: Roadshows to begin. Video to be made from first meeting to demonstrate what members can expect from the roadshow; include video interviews from Area Chair, BJA staff member and attending members.

Over a period of two years, we would like to have visited each area at least once as part of the roadshows.

Membership Benefits

The most common answer in our recent membership survey stated that the best aspect of their membership was insurance - there were no other benefits to it.

The Marketing and Comms team have taken this advice on board and a result are actively looking to recruit national businesses that would be willing to team up with the Association to offer discounts to our members.

We currently work with five partners, who offer the following benefits to our programme:

Physique - 10% discount for members,
Adidas/CIMAC - Offered a judo suit for a competition prize which we have then had signed by the GB squad.
A-Plan - For every quote made by a BJA member, A-Plan will donate £5.00 to the British Judo Trust.

Ideally, we would be looking for a group of 5-6 organisations looking to come on board as a partner.

Merlin currently offer our members extensive discounts across a range of their attractions.



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**BRITISH
JUDO**

OFFICIAL SPORT INJURY PRODUCT SUPPLIER

British Judo are pleased to announce a new partnership with Physique Management.

The UK's leading sports injury and healthcare products supplier, Physique Management have everything you need to stay in top condition!

As an Official Partner to British Judo, we've managed to get our members an exclusive 10% discount on their products.



CLICK HERE FOR MORE INFORMATION

Membership Insight

Members now expect a greater level of customisation than ever before; across email and print communications, publication and research products, even in the user experience across our website and social media presence. It's becoming increasingly essential for sports organisations to respond to this need for individualised attention and information, catering to member's desires to receive exactly what they want, how they want it and when they want it.

By conducting regular membership surveys (ideally on an annual basis), it allows us to understand what our members value most about their membership – while highlighting those less popular benefits that may need to be enhanced or eliminated altogether.

The result of the survey will allow us to compare meaningful metrics to help guide strategic business, and more importantly, marketing decisions and comparative measures of success that can be tracked from year to year.

We need to ensure that we have buy-in from our members to ensure overall success and a higher completion rate. The most effective of achieving this is to involve them from the outset of the programme. By involving members within the decision-making processes of the survey, it gives the members an increasing sense of ownership and enthusiasm for the program and its results. This was achieved in 2017 by involving the newly-developed Club Forum, in which various clubs come together to discuss their membership packages and what their clubs want from the BJA.

Once the research is completed:

Once the survey has passed and all data has been collated, we need to present the results in a readable fashion for the members to demonstrate that we are acting on what they have reported to us. We need to investigate how exactly we should communicate the results whether it be through workshops (roadshows), webinars or infographic-based reports. We need to emphasise to members that we are always looking for ideas to further enhance the programme.

Through our actions post-survey, it will hopefully prove to our members the value of the research and demonstrate that we are listening to their needs to help shape the future development of the programme.

BRITISH JUDO
NATIONAL MEMBERSHIP INSIGHT SURVEY 2017
GET INVOLVED,
SPEAK UP,
MAKE A DIFFERENCE!

CLICK NOW TO COMPLETE THE SURVEY AND BE IN WITH YOUR CHANCE OF WINNING.....

(Image of two judo athletes in blue and white uniforms)

BRITISH JUDO

YOU SPEAK

WE LISTEN

TELL US MORE!

BRITISH JUDO MEMBERSHIP SURVEY 2017

CLICK NOW TO COMPLETE THE SURVEY AND BE IN WITH YOUR CHANCE OF WINNING.....

(Image of two judo athletes in blue and white uniforms)

BRITISH JUDO

YOU SPEAK

WE LISTEN

BRITISH JUDO MEMBERSHIP SURVEY 2017

CLICK NOW TO COMPLETE THE SURVEY AND BE IN WITH YOUR CHANCE OF WINNING.....

(Image of a group of judo athletes and staff in blue and white uniforms)

Competition/Promotion Schedule

Previously the BJA has ran very few competitions for our members. They do not necessarily have to be complicated competitions or promotions. A lot of the time they are just run through social media channels on a LIKE/SHARE basis with a winner selected at random.

Not only is it a quick win for the organisation, but it can offer a boost in terms of awareness and a connection with your audience.

Incentivise People to Follow: Great way for new audiences to follow our social media accounts. It gives them a strong reason to do so and incentivise their actions in exchange for a chance to win the prize we offer.

Competition Schedule for rest of 2017:

- September – Win Tickets to see upcoming Lego movie, Ninjago - <http://www.britishjudo.org.uk/win-tickets-lego-ninjago/>
- October – Win Signed GB Judo Judogi Competition
- November – Physique Member Competition and signed Athlete photos (Nekoda/Natalie/Chris)
- December – Physique Club Competition
- January 2018 - MuscleFood Competition - 2018 Diet food bundle

Forums – Club/Member/Youth Panel

Running a forum is an excellent way of creating a community and pulling members together on a frequent basis. It can be a place for members to discuss issues, share knowledge and best practice from within their clubs and relate back to the Association regarding a particular issue.

In the long term, providing a way for our members to be a part of a community can prove invaluable for:

- Improving communication, not only between the BJA and it's clubs, but between members as well.
- Improving collaboration between projects running in clubs,
- Customer/member retention,
- Member satisfaction - If we are seen to be dealing with the situations that arise from the Forums, it will give the clubs/members more confidence in the organisation that we are actively seeking to increase their satisfaction.
- Customer support,
- Building trust.

By running a forum for each the clubs, the members and the youth panel, we are able to gauge opinions and converse with a wide range of stakeholders and cover as wide a base as possible to understand the needs of our members.

CRM as an Engagement Tool

With the right tools in place, we can save a lot of time by automising specific processes which will save a lot of time on administration, whilst also interacting with our members on a more consistent basis.

Areas in which automisation will allow the BJA to closer engage with our membership database:

- a. Birthdays – Celebrate birthdays
- b. Membership renewals – Sent out 3 weeks in advance, followed by a second email a week before they are due to expire.
- c. Grade promotions - Upon their grade changing, members will receive a congratulatory email “Congratulations, you are now a Brown belt. If you are looking to move up another grade, you need to.....”
- d. Communicate with lapsed members – “We miss you a British Judo. You are missing out on great membership benefits as a result of your membership expiring. Renew now at...”
- e. Communicate with new members – After 2-3 weeks of their new membership with us, they will receive an email with a link to a short questionnaire asking how their experience with British Judo has been so far, what more can we do to help etc. “Thank you for joining British Judo.....can you take just a few minutes of your time to tell us about your experience.”

By tracking previous customer communication between member and the BJA, we can provide a personalised service and resolve issues faster with complete relationship information that is accessible in a single interface hub.

Email Marketing for Engagement:

1. Personalise your message

Stakeholders understand that email campaigns are sent out to the masses, but that doesn't mean that they want to feel like just another name on the list. When collecting emails from customers and members, we need to try and harvest as much additional information as we can about the member. Studies have shown that personalised email can increase open rates by as much as 14%! When composing our campaigns, we need to incorporate customisable fields to personalise each message. It's little details like this that can go a long way toward engaging our audience and encouraging follow through.

1. Welcome Email/Welcome Back

One of the most important tools in our email marketing toolbox should be an automated welcome email. A welcome email is the first friendly exchange between the BJA and the member. It sets the tone for future communications and encourages new members to engage with our Association. This can be used to cross sell or point the member in the direction of useful information such as membership benefits, JudoStore offers, ways of finding their nearest club, latest edition of Matside etc. Increasing membership engagement begins with the process of “onboarding” the new member. The top two methods of communication (email welcome and mailed welcome kit) have remained constant since 2010 according to the Membership Marketing Benchmarking Report 2016.

a. Keep subject lines on subject. It's all in the details so when sending a welcome back email, your subject line should be direct and simple. “Welcome back to British Judo, Ben” would suffice in this case. Personalisation should also be included within this.

b. Direct them where you want them to go. There's a time and a place from copy-heavy emails. Since they have just paid for their membership, our next goal should be to engage them on the website and the benefits of their membership. A big button with a clear call to action that drives the users to the site's homepage or members' area would be ideal.

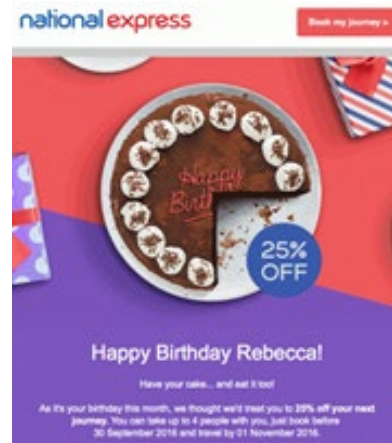
c. Opportunity to verify account information. Account information could be featured in a small sidebar including email, address, contact details and a link to make any changes necessary.

2. Birthday Celebrations

As a marketer, birthdays provide a great reason to initiate marketing promotions. Most organisations don't take the time to remember these things, let alone act on them. And by “act” we mean something as simple as a 15-second email. It makes a big difference, it stands out, it shows we care, and it's an important building block in the process of

building long-term value with a member and their organisation. It offers the BJA the opportunity to potentially cross-link with the JudoStore i.e. For today/this week, claim 10%-20% off at the JudoStore as a birthday gift.

EXAMPLES:



Recognising your member's birthday and incorporating this into our email communication can be a vital part of the member lifecycle and retention. Studies have shown that birthday emails have a 481% higher transaction rate than promotional emails, but they also help to reinforce consumer relationships, leading to increased brand loyalty.

The top five subject lines based on open rates are:

- A special gift for your birthday,
- Happy Birthday %%FIRSTNAME%%
- Happy Birthday From [Company]
- Your Special Birthday Bonus
- A special gift of 20% for your Birthday

Utilising the text within the email to specify, recognise and reinforce the relationship that we have with our members. For example, using emotive text such as "Because you are a valued member of the British Judo Association, we would like to take this opportunity to celebrate your birthday and present you with a coupon with our compliments. Happy birthday from British Judo!"

The emails offer the opportunity to reconnect with and engage lapsed customers.

2. Segment and understand your membership's behaviour

To ensure a more efficient delivery of our communication, the need to segment your email lists into smaller customer groups may be needed. The goal here is to provide a particular customer group with updates and promotions that are likely to resonate greatly with them. Members do not have the same needs and preferences, therefore the communications needs to differ. While we already undertake segmentation in a lesser degree by only sending Club e-News to club officials, when it comes to the specific campaigns relating to, for example, the JudoStore or female only, we can segment our membership database further.

An example of segmenting our database for JudoStore requirements:

- 1st/2nd time buyer,
- Repeated customer (3-5 previous transactions),
- Loyal customer (5-10 previous transactions),
- Gender (Male/Female)

3. Collect and maintain data at the right times

Periodically ask our members if their details are correct. This can be easily managed by incorporating an "Update Profile" link at the bottom of every email. Every 6-12 months, there could be the possibility of running a contest for anyone who updates their information to win a spot prize, to keep the organisations data correct.

4. Perform regular A/B testing to optimise open and click-through rates

A/B testing allows to understand what message resonates most effectively with your audiences and help to improve overall marketing performance. An effective example of A/B testing includes sending several variations of the same email with a different subject line to an audience split in half. From this, you can understand which subject line is most engaging with audiences.

You can A/B test numerous different aspects of our email marketing including subject line, from field, contact address (noreply@britishjudo.org.uk or communications@britishjudo.org.uk), content (textual or visual) and delivery time. We need to keep in mind that when utilising this technique, we are testing the impact of a single, isolated variable at a time. This way our experiments yield real insights that we can act on in the future.

Choose one A/B test type



5. Engage with lapsed members

Studies have shown that a third of associations continue to contact lapsed members indefinitely, continuing an upward trend since 2011. A former member is more likely to re-join the organisation compared to a totally new prospective member. Therefore, membership reinstatement is a significant component of the membership lifecycle. All members will someday leave, but many will come back if asked.

When looking at possible avenues to attract lapsed members we need to understand a number of areas:

a. Learn – “Look where you tripped and not where you fell”. Former members have the potential to be your most valuable resource to identify problems with our membership programme. Ask them why they did not continue and drill down beyond simply “It was too expensive”. Then use this information to keep more members engaged and win back those who have left.

b. Acknowledge – Address a former member as someone you know had a previous relationship with the BJA. Instead of asking a former member to “please join”, why not send out a greeting that says “We miss you!”.

6. SMS Inclusion

90% of text messages are read within three minutes of delivery. Text messages offers something different to the marketing mix as consumers are actively engaged in the content that they are receiving. The ability to send the “one-two” punch of email and text messaging allows you to send the right message at the right time to virtually all our customers (when required).

Text messaging is particularly effective for short, time sensitive communications such as our current use – Membership reminders. Like all communications, the ability to send text messages are entirely permission based. A clear incentivised call to action could offer the best way to promote our organisation. For example: “Text Judo to 313131 to receive 20% off your next order and join our texting list”.

Caution must be noted with SMS marketing as receiving promotional messages can often anger potential customers, who may believe promotional messages are more effective via email. SMS is more suited to customer service messages which lend themselves to the instant access nature of this channel.

Customer Retention – CRM for the Member/Club

- Quick resolution of support issues – Use case management functions with guided process flows and knowledge tools to quickly resolve issues.
- Targeted email communications – Personalised communication including newsletters, offers, event invitations and other communications that will engage with members.
- Manage renewals – Track key dates for memberships, contracts and other agreements and schedule automated messages around these dates that will increase retention.
- Prevent neglected accounts – Use automated processes to alert managers if no recent activity is detected on an account.
- Accessible anywhere – Users should be able to log in anywhere via web browser, mobile, tablet devices empowering everyone to be responsive.
- 24/7 web portal – Clients can access information online when our office is closed. An FAQ section can help answer any questions that the members may have in that period.
- Membership dashboard – Members can amend any information that the BJA holds about them along with changing any preferences that they hold in terms of communication subscriptions, notifications.
- Club's can manage their online ClubMark status application online and contact the BJA at any stage if they have an enquiry.
- Club's can download marketing materials specifically designed to promote their club – Replacing the Club Marketing Portal.
- Members/Clubs can download relevant documents that help assist with their membership.

International Relations

Throughout the 2017-2021 cycle, the British Judo Association want to contribute to the UK Sport International Relations Mission which including “Ensuring the UK has a strong, respected and supportive voice in international sport.”

We feel that through carefully prepared events and initiatives, we will be offer UK Sport a good return on their potential investment as well as increasing the presence of British Judo within the European and International judo landscape.

International Federation Objectives	Outcome Date
Work to influence and reform governance within an IJF and EJU specifically to ensure transparency together with equal and fair electoral processes	July 2020
Ensure continued engagement and collaboration with International and Continental Federation with regard to strategy, governance and financial reporting	August 2017
High Performance Objective	
Influence the decision making process for the inclusion of a Team event on the IF/ IOC Competition Programme for inclusion in 2024 Olympic Games	Ongoing
Develop VI Judo and establish British representatives to influence the future direction of VI Judo of the Paralympic Programme.	Ongoing
Major Events Objectives	
Develop a strategy for events that lead to a Grand Slam event in 2023 and potential World Championships in 2027	August 2020
Other	
Establish a network of CEOs from national federations to enhance knowledge sharing in Europe and the Commonwealth	July 2018
To develop a strong Commonwealth Country Alliance to work as a potential strong lobbying and developmental group in IJF.	December 2017

International Federations Meeting

With George Kerr’s 80th Birthday in September, this offers us the opportunity to raise the profile of the BJA so that it is recognised as a supporting and trusted partner to the IJF.

We would intend to use our President’s celebrations to invite senior members of the IJF to Edinburgh and London for these celebrations and plan key meetind around them. Our President, Dr George Kerr CBE is an Honorary member of the IJF and Hall of Fame inductee which will be the main driver to bring these high profile decision makers to the UK.

International Federation Staffing

There is increasing importance in National Governing Bodies’ senior staff maintaining and developing strong relationships with their International Federation counterparts.

We would like to establish a closer working relationship with the President and Director of Sport within the IJF to gain better access to decision makers on the direction of the sport and support for the major events planned in 2023-2027. We would try and establish this by meeting senior representatives from the IJF annually at this headquarters.

International Technical Officials

We would like to host an IJF referee certification course in the UK which will ensure that we have access to both the IJF's Referee Committee Chair and the Director of Competitions to better understand developments in scoring and adjudication. This is give us leverage to get us additional British Referees on the course and raise the quality and professionalism of judging in the sport. **Target date: March 2018**

We would also like to promote the high quality standards of technical officials in our sport by sending three referees to the annual assessment at an international course.