

# **Sun 'n Lake Improvement District**

**Sebring, FL**

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## **Marketing & Communications Plan**

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## INTRODUCTION

The Sun 'n Lake Improvement District ("Sun 'n Lake", "SnL", or "the Community") is known within the Sebring market area but may hold limited exposure within the broader Central Florida market area. However, the Sun n' Lake community profile can be strengthened beyond the local area to capture new leads for membership and real estate purchases by targeting key source markets outside the Florida market.

## OVERVIEW

A review of the Community's marketing and communications platform has confirmed that more can be done to spread the word about SnL's existing services, amenities, lifestyle experience, and value proposition. Even the world's most famous communities and clubs require consistent and continuous communication of their brand and attributes for their customers, members, guests, and prospects.

It is important to understand there is no 'special secret' to consumer marketing or membership recruitment. Community and Club recruitment is a process that requires constant attention; over time, the results will come. A key component of this brief is not just communication but, rather, communicating in the **right** way to the **right** people.

Sun 'n Lake must combine real estate marketing tactics with Club marketing and communication tactics in order to effectively reach target audience segments and encourage interest in the Community and Club. It comes down to one simple question, "Why aren't people lining up to join the Sun 'n Lake community?"

The answer: because the Club hasn't told enough people what they are missing.



## MARKETING AND COMMUNICATIONS OBJECTIVES

In order to communicate in the right way to the right people, Sun 'n Lake should identify and target five primary objectives:

### 1. Increase the Profile of Sun n' Lake

To increase the Community profile is to become known and grow the number of people who are aware of SnL's existence, location, and offerings. 'Being known' should be considered as a quantitative exercise, a function of raising brand awareness and expanding the Community's brand footprint.

### 2. Reorganize and Redeploy Marketing and Communications Efforts with an Acute Focus

A review of Sun 'n Lake's marketing avenues has confirmed that the Community's approach to communications must be untangled, disassembled, and reorganized in order to be redeployed more effectively.

### 3. Actively and Aggressively Market a "Golfing Lifestyle"

The golf operation and associated amenities are compelling, valuable assets. Community growth and marketing traction will develop through a reinvigorated focus on marketing a 'golfing lifestyle' through content marketing.

### 4. Leverage Real-Estate and Property to Pull Residents into the Community

Amidst various operations, the key point of commonality within the Sun n' Lake Community is property value. Attracting golfers and populating property share a symbiotic relationship that should be leveraged.

### 5. Develop and Implement Community Programming Aligned with Psychographic Profiles

Sun n' Lake community members are diverse and not all exhibit similar lifestyle patterns and interest, even when income levels are similar. It is important for the Club to communicate the marketing tactics that will resonate specifically with each segment by aligning SnL messaging with specific values, habits/preferences, and utilization.



## INCREASE THE PROFILE OF SUN 'N LAKE

To increase the Community profile is to become known and grow the number of people who are aware of SnL's existence, location, and offerings. 'Being known' should be considered as a quantitative exercise, a function of raising brand awareness and expanding the Community's brand footprint.

### RAISE BRAND AWARENESS

To accomplish the goal of increasing the Community profile within the Florida market and beyond, Sun 'n Lake must develop and implement a robust marketing and communications program designed to:

- Establish a clear and consistent brand identity.
- Increase the Community's brand awareness locally and in key target markets.
- Enhance the relationship between Community residents and Golf Club membership through an on-going communications program.

Sun 'n Lake requires broader, more frequent, and more consistent communications to become known to an expanded market base of potential consumers and likeminded individuals who 'fit' the Community demographic profile. The Community must simultaneously target two different prospective segments (potential residents interested in property value and potential golfers interested in a golfing lifestyle), funneling them into a communications program which clearly identifies the Sun n' Lake brand and effectively draws parallels between the brand and their lifestyles/habits/desires/interests.

Above all, communications and marketing collateral disseminated by the Community should provide clear, unequivocal answers to the following questions: (1) "Who are you?", (2) "What do you do?", and (3) "Why does it matter to me – why is it valuable for me to know of you?".

- The answer to the first question ("Who are you?") is the Community's brand identity, which must be drawn from Sun 'n Lake's existing identity, vision, mission, strategic goals/objectives, and to align self-evidently with the points therein with a view to enhancing each.



- The answer to the second question ("What do you do?") is Sun 'n Lake's core service offerings: products, amenities, activities, and Community lifestyle objectives.
- The answer to the third question ("Why are you valuable to me?") is the Community's value proposition, it should highlight key competitive advantages, strategic benefits, and special attributes which are uniquely afforded by being a member or resident of Sun 'n Lake.

The Club must seek to raise brand awareness by: targeting both residents and golfers alike; identifying and illustrating the symbiotic relationship between Community participation and property value; and sustaining engagement with these target segments by rewarding loyalty and utilization as well as emphasizing the formation of friendships within the Community.

Successful implementation of a rejuvenated marketing and communications program will not only support the core Golf Club membership, it will accelerate resident traffic, attract new homebuyer prospects and, when appropriate, provide the platform to promote the proposed new short-term development projects and capital funding goals.

## **EXPAND BRAND FOOTPRINT**

If a brand represents a small piece of real estate that one owns in the mind of its customers, the Club must leverage information gathered through the Market Analysis to further strengthen its existing marketing and communications program by expanding the reach of the Sun 'n Lake brand.

The Sun 'n Lake Improvement District should continue to build demand and awareness for memberships through three categories of activity: (a) online communication and marketing, (b) expanded public relations and relationship-building, and (c) special events and activities.

It is important to clarify that this strategy relies upon communication and not necessarily upon advertising the Community or Club. This communication approach emphasizes the 'communal' aspect of belonging to something special while increasing the awareness of activities and brand standards to members and residents of the Community, their friends, guests, and visitors.



## Online Communication and Marketing

The Community must focus efforts to expand its communication platform through continued development of a robust online presence and its capacity for digital branding and messaging. In this day and age, future Sun 'n Lake homeowners and Golf Club members are shopping before they ever leave their home, conducting research through the internet, and guiding their decisions based upon the content available to them online.

While SnL can supplement its marketing program with printed communications such as flyers, airport advertisements, postcards, and magazines, reliance on these forms of communication will be limited in scope, efficacy, and target-direct efficiency. The use of online communications capability is the most widespread and efficient means available to Sun 'n Lake for expanding brand awareness in a far-reaching, continuous, and cost-effective manner. Using the image of a three-legged stool, the SnL digital marketing platform must rest on a steady and reusable platform, which is the recently enhanced and improved Community website. Supporting the website are the three legs which are social media, programmed media placements designed to drive traffic to the website, and target-direct communications.

Social media represents the most extensive and constant method of communicating Sun n' Lake news and information to the broadest possible audience segments. Examples of the reach, efficiency and effectiveness of social media are countless and rely on communications originated by the Community. The Community and Club currently have official social media profiles developed on Facebook, Twitter, YouTube, and Instagram but are not actively posting to or participating in online discussions with a strategic frequency. SnL can expand its current mix of media and significantly enhance the use of its profiles through regularity, consistency, and variety of content.

Programmed media placement enables the Community to engage in a planned and carefully executed content marketing campaign. The key to such campaigns is the capability of news-makers or attention-capturing people, places or things – like Sun n' Lake – to provide an insatiable media community with interesting, timely, and informative content. This content takes the form of photographic images, human interest stories and news events. For a community like Sun 'n Lake with an expansive amenity and residential profile, content marketing must be planned, scheduled, and faithfully executed to eliminate knee-jerk and unplanned or unforeseen events from overtaking the planned script of releases and outbound messages. SnL must be mindful to focus content marketing efforts on primary assets and key value drivers, namely golf, fitness corner, and racquet sports facilities.





Target-direct communications are used by sophisticated brands to communicate directly with targeted audience segments that are historically responsive to the brand. An example of a target audience for Sun 'n Lake is previous guests (i.e. people who are acquainted with the Golf Club from previous visits or demonstrations of interest – such as having inquired about membership, having been recommended by existing members, and/or avid golfers living in or regularly visiting the Sebring market area). Because of their previous interaction, these market segments respond quickly to targeted personal invitations.

### **Expanded Public Relations and Relationship-Building**

The Community should seek to provide content for editorial use by golf and lifestyle media sources. Editorial stories are always more credible than paid ads in the eyes of the consumer; therefore, the SnL marketing program should include efforts directed at keeping the local media aware of news from the Community. Public relations success will not come from sending out quantities of information, but rather quality information. SnL should ensure the media knows it has experts available; for example, the Head Professional is available to offer playing tips and can be the source for trends in golf skills or the latest tennis fashion, or the Chef is available for cooking tips and lessons.

Sun 'n Lake should have a golf writer media list in their key target markets to send information about major developments and Community/Club improvements. Additionally, the Golf Club can open its course to golf writers to experience the course, thus allowing them to include it when crafting editorial coverage of the market area. A robust network of golf writers is a competitive advantage; this resource enables the Community to communicate the attributes that are most attractive to people who belong to the Golf Club.

### **Special Event Marketing**

Special competitions and strategic, targeted events at Sun 'n Lake – such as member-guest invitational tournaments, charity events, and local market club competitions that feature top players from 'neighbor clubs' in key local markets – are a great way to introduce prospects to the Community and Golf Club by allowing them to experience it firsthand. These unique events should focus on golf, tennis, and charity drives.



## REORGANIZE AND REDEPLOY MARKETING AND COMMUNICATIONS EFFORTS WITH AN ACUTE FOCUS

A review of Sun 'n Lake's marketing avenues has confirmed that the Community's approach to communications must be untangled, disassembled, and reorganized in order to be redeployed more effectively.

### REORGANIZE

Currently, one of the most significant weaknesses of the Sun 'n Lake marketing and communications platform is the inconsistency and irregularity with which it is communicating with external market segments. The Community's outward communications do not appear to subscribe to a regular, structured schedule and occur at irregular intervals, on varying platforms, about content touching on various topics at random.

This observation is particularly evident across the Community's varying social media outlets, for both the Snl Community and the SnL Golf Club. The Community's social media activity across these outlets appears to have fallen off the wagon: many of the social media pages for both the Club and Community have not been updated or received new posts since 2016 or 2017 while some social media sites like the Community's YouTube page are devoid of content altogether. The sites which are most current (i.e. Club and Community Facebook pages) seem to be updated infrequently or inconsistently or will receive a handful of updates at once followed by weeks without new content.

The Community must seek to identify, address, and resolve the issue of content consistency through three specific actions: assignment of responsibility, consolidation, and integration.

- Assignment of Responsibility: SnL must assign responsibility for marketing and communications activities and content dissemination tasks to a specific individual, party, or group.
- Consolidation: SnL must begin consolidating content into a systematized library that can be accessed, selected, and deployed at will.
- Integration: having been successfully and effectively updated during the time of this report, the District and Club websites should ideally become integrated in the long-term.





It may be the case that the district is experiencing substantial transition as certain personnel or staff members have transitioned away from the Community/Club into other jobs or roles elsewhere while other personnel or staff members have recently transitioned into their new jobs/roles within Sun 'n Lake. Regardless of the source of change or present challenges, as the saying goes: when it's nobody's problem, it's nobody's problem.

The road to success is paved with good intentions and that is true when it comes to creating content. There is much enthusiasm to get started, but soon daily responsibilities get in the way and content creation takes a back seat for more pressing, immediate marketing, communications, and/or membership tasks. To stay on track with content creation, SnL should consider the following recommendations:

- **Assign responsibility** to one person to manage specific communications such as content creation or regular updating of social media sites.
- **Develop a media content library** of all existing photography and video content. Add new photos and videos as they are taken/developed and sort the library by date, topic, and target market segment (i.e. current members, prospective members, past members, guests, younger members, older members, newer members, similar categorization of residents and homeowners, etc.).
- **Develop a content calendar** which summarizes communications deadlines for foreseeable Community/Club events, tournaments, activities, and happenings. Ideally this would be done on a monthly basis but can be done weekly.
- **Use post schedulers** on social media to upload the week's – or even month's – content at one time.
- **Consolidate** the Community's variety of promotional e-blasts, calls to action, and regular newsletter content into a copy-focused library so that the Club's dedicated staff member can quickly drag-and-drop content for newsletters, tweets, posts, or membership drives. On this point, regular updating of content need not always require new and original content; an organized content library affords variety, repetitive emphasis, and ease of development with the click of a button.
- **Integrate** the Community and Club websites into a cohesive website in the long-run. While they are separate components to the Sun 'n Lake experience, hosting separate website URLs can become burdensome from a logistical standpoint as it relates to access information, login credentials, user permissions, and the ability to cross-



populate or recycle posts across webpages – a valuable tool when focusing on Community-wide special events intended to link golf membership and resident homeownership.

As the Community and Club continue to progress through the Strategic Planning process, it may become necessary or appropriate for SnL to consider sourcing new or additional dedicated staff or personnel to support the availability of marketing resources for Community-wide use. If SnL chooses to consider this option, the Community should seek to identify specific problems and solutions with appropriate structures and channels in place prior to onboarding any new personnel or incurring additional costs for human resources.

## REDEPLOY

The Sun 'n Lake brand is known within the local market area, but the market is competitive. Based on the uniqueness of Sun 'n Lake as a Special Improvement District and the range of facilities and amenities it offers, the extent to which the Club competes with traditional stand-alone golf clubs in the local market is not significant. The Club must continue to communicate its points of market differentiation consistently, clearly, and repetitively to targeted market segments.

Key attributes which make Sun 'n Lake unique include:

- Championship golf course layouts, use all clubs in your bag.
- Fun and playable design, enjoyment and excitement.
- Quality conditions, excellent greens and meticulous maintenance.
- Excellent service, efficient operation with warm, friendly, welcoming and attentive staff to make your experience enjoyable and stress free.
- Exceptional value, offering a wide variety of pricing options that will fit within anyone's budget.
- Engaging community programs and social events that provide an excellent avenue to expand your social circle and experience new hobbies.
- Excellent value for amount paid for dues, menu pricing, and ancillary fees;



- Year-round enjoyment of the Community and Club through daily activities, classes, social groups, and utopian weather.

Sun n' Lake must also continue to drive home messaging related to the Community's mission, vision, core values, and strategic objectives. The most important message to consistently communicate to the market centers on Championship golf, competitive local pricing, cost-efficient real-estate value, as well as all-season use of Club facilities combined with a multifaceted dining experience and culture of like-minded residents and members.

One of the key questions potential homebuyers ask when evaluating various club communities is, *"How much will it cost per year?"* The annual cost to live in golf communities is very important to most prospective residents for SnL and competing communities. The annual cost to belong to Sun 'n Lake should be conveyed as a key competitive advantage of the SnL Community and should leverage the wide array of amenities, lifestyle activities, and opportunities to try new things as maximizing pre-existing property value (i.e. pool, fitness corner, tennis/pickleball/racquet, 36 holes of golf, etc.).

## ACUTE FOCUS

It is essential that marketing efforts be focused on promoting the Sun 'n Lake lifestyle in places which offer the Community the best exposure and value-for-money in terms of advertising dollars spent and time invested in promoting the Club Community and Central Florida as a desirable seasonal destination.

### Focus on Key Target Markets

The Market Analysis revealed telling information regarding geographic membership mapping, identifying primary draw-areas for current members' source-of-origin as well as primary and secondary markets existing outside the state of Florida. The already saturated member penetration in primary market areas will help to organically market Sun 'n Lake to new residents, since it is natural for prospective members to want to join a Community to which many of their neighbors already belong.



Critically important to the Club's future is the expansion of its market reach and increased communication avenues to target specific, high-probability market areas and segments of the population within these market areas that value a residential club community experience. Sun 'n Lake should continue to focus on owning the primary markets which have traditionally been strong feeder markets for existing Community and Club members. Additionally, the Club should seek to cultivate its brand awareness in secondary markets which match key demand metrics relating to income, golf participation, ownership of existing golf/country club memberships, and other key demographic factors identified in GGA's Market Analysis.

Markets that will provide the greatest opportunity for the Community and Club will be characterized by easy access to direct driving routes via the main Interstate highways 75 and 95, direct short-haul flights into local airports, higher golf participation rates, higher household incomes, and complementary seasonal weather patterns. An effective way to reach appropriate audiences in target markets is to become adept at developing digital brand packages complete with high-quality visuals and 'real life' stories about Sun 'n Lake that illustrate lifestyle similarities between market residents and current SnL members. These packages should be deployed to real-estate, golf, and fitness/wellness publications in source markets to serve as content for travel sites, health blogs, and lifestyle publicists.

### **Focus Marketing on Women**

Despite Sun 'n Lake's competitive pricing within the local market, the cost of belonging to any club in the modern day is significant for even the most highly-interested individuals. As a result, affordability and the ability to join as a couple have become increasingly relevant considerations for many seeking to change clubs or join anew. Similarly, the lifestyles of modern families have drastically changed in recent years with a notable decrease in availability of recreation/leisure time; time which was historically spent at clubs or on the golf course. Furthermore, the latest research suggests that women make 90% or more of property purchase decisions and those relating to the family social environment (i.e. where to buy a home, whether to pay for existing home-improvements, where to send children to school, whether to join a congregation or denomination, and which clubs to consider). In order to attract new members, it has become essential to offer an experience which is beneficial to families and conducive to enjoyment of the club under limited-time circumstances.

Since today's decision to join a community or club is an increasingly family decision, clubs must be attractive to women and their families more so today than in the past and many clubs have realized their amenities cannot be solely focused



on golf-related activities. GGA has observed the main amenities for consideration by golf clubs over the past five years are space for casual dining and socialization, health and fitness, technological changes to golf performance instruction, and racquet sports like tennis and pickleball.

However, engagement with families is not contingent upon capital deployment. If the individuals making 'buy' decisions about club communities are female, then SnL must, as an initial step, align its messaging, media selection, and programs to attract women first. Next, the women of the Community must be engaged to help with recruitment and retention programming through three key elements relating to the methods women use for collecting and sorting information:

- Web-based resources (websites, videos, photographic images, shareable content, and peer reviews). Social media, specifically Pinterest and Instagram, is a cost-effective and highly efficient way to reach women. The Community should seek to develop enhanced profiles on both platforms and focus on sharing original, female-centric content.
- Word-of-mouth (testimonials, social media, peer reviews on websites like Yelp and TripAdvisor). These testimonials can provide the perfect content for programmed media placement in target markets or in blog posts on the SnL Community or Club website pages.
- Parties, special events, and private functions (typically targeted at key annual events such as holidays, Community-wide hallmark celebrations, and charity drives).

Similarly, any Club or Community connections to local charities present a powerful opportunity to communicate the ways that the Club encourages, supports, and improves the lives of children or marginalized demographics in Central Florida by providing assistance to other charitable or educational organizations. Publicized articles, editorials, news stories, and press releases surrounding the Community's charity efforts not only provide insight into SnL's commitment to family but detail the Community's connection and contribution to local organizations. Content developed to raise awareness of such initiatives should focus on year-to-year fundraising contributions, social events and associated activities, and must call to attention the Community's commitment to a cause that is 'greater than us' and extends well-beyond SnL's 'front yard'.

Sun 'n Lake must ensure that it uses all marketing channels to communicate its strengths in food and beverage, family and junior-friendly activities, catering services, and social events to prospective female residents/members, making them aware of the variety of services and amenities available to them and their friends.



## ACTIVELY AND AGGRESSIVELY MARKET A “GOLFING LIFESTYLE”

The golf operation and associated amenities are compelling and valuable asset. Community growth and marketing traction will develop through a reinvigorated focus on marketing a 'golfing lifestyle' through content marketing.

### FOCUS MARKETING ON A “GOLFING LIFESTYLE”

GGA's review of the current Sun n' Lake's communications efforts have observed that the Club has the opportunity to improve its focus on marketing a golfing lifestyle. The Community should seek to increase its communications focus on golf through content marketing campaigns by way of social media – SnL must talk about golf, show golf, and celebrate golf within the Community and beyond. However, Sun 'n Lake must prepare to launch such campaigns by bolstering the aforementioned content library and stabilizing the content marketing concept.

#### Content Library

Content is required for every element of communication efforts. To keep customers engaged with the Sun 'n Lake brand, the Community will need a robust library of photography and videos which will be used across all media platforms. There are many areas of the property and facilities that can be the source of content: the golf course, spacious clubhouse, tennis and racquet programs, fitness and wellness corner, various dining venues, various properties recently developed or sold within the neighborhood, the capacity for hosting friends from out of town and meeting new ones. In today's world, consumers are not expecting slick and expensive productions. They prefer 'real', authentic, and genuine stories, much of this content can be produced by SnL staff or even golfers themselves.

The Sun 'n Lake Community and Golf Club must develop a catalogued content library, organized by subject in various formats. This will allow easy access when required. The newly improved and redesigned Golf Club website must continue to serve as a centralized, digital information hub which consolidates all Golf Club news and offers fresh, varied, and time-sensitive content. Some such content is shared periodically across the Community's various social media profiles but both the Community and Club should develop this content as it relates to golf events, golf social functions, golf courses, local golfers, introductory/developmental/skill enhancement programs, and Club specials, promotions, discounts, incentives,





and rewards. The cyclical nature of the content shared through these mediums allow members/residents and prospective members/residents to understand membership at Sun 'n Lake as an *experience* rather than a *service* – they are part of a living, growing, changing social and athletic environment to which they contribute, participate, and share in their experiences with others who are like them. The key on this type of content production, categorization, and dissemination is to focus on selling “experiences” rather than “amenities”, because experience is that which makes a lifestyle.

## Content Marketing

In the digital age, content is king. While different member demographics may engage with this content through different mediums, at varying frequencies, for distinct reasons, it is required for all forms of digital communications to keep consumers engaged with the Sun 'n Lake brand. It supports the notion that the Community/Club is an exciting, evolving, living entity to which they can contribute and participate. While ongoing content development may seem to be a daunting task, if it is thought about as simply telling short stories through photos, videos, and short copy, it becomes a much more manageable task.

All content should fall into one of three categories: **Educate. Entertain. Inform.** Consumers prefer content they deem genuine and authentic, gravitating to less-polished videos, shorter stories, and genuine experiences and anecdotes. So much of the content can be produced by the Club's staff. SnL is rife with potential content, examples of which include:

- “How to Play” each of the 36 golf holes, with each produced as separate pieces of content with local golfer insights.
- A video of the Club's head chef preparing his or her signature dish.
- Photos of members hoisting trophies from a Club tournament with a quick summary.
- Invitations to Club events and local event programs.
- Special recognition to an employee or member who has achieved recognition.
- A short story to thank and call attention to members or customers who voluntarily contribute to Club initiatives, Committees, or actively contribute to the local Community.
- An op-ed piece authored by a member or employee on why SnL is the ‘best-value experience’ in the area.



## LEVERAGE REAL-ESTATE AND PROPERTY TO PULL RESIDENTS INTO THE COMMUNITY

Amidst various operations, the key point of commonality within the Sun n' Lake Community is property value. Attracting golfers and populating property share a symbiotic relationship that should be leveraged.

### FOCUS ON PULLING RESIDENTS INTO THE COMMUNITY

Simply put, property = golfers. The Club must focus on pulling residents into the Community and selling properties. Residents of the Community are essential to the success of the Sun 'n Lake Operations as they will become customers, members, and patrons of the Golf Club, facilities, and amenities offered by Sun n' Lake. The Club's marketing and member recruitment efforts can leverage interest in real-estate ownership within the Sun 'n Lake community as a method of accessing potential new member leads and should seek to emphasize the importance of home and property values to members, residents, prospects, and guests/visitors.

### Nurture Relationships and Strategic Alliances with Real-Estate Brokers and Other Referral Sources

It is important for the Club to be 'plugged-in' to the local economy and have friendly relationships with key referral sources for targeted demographic and psychographic segments.

- Realtors, real estate communities, developers, mobile homes, apartments, condominiums, housing complexes, etc. in the immediate local area can be excellent referral sources for potential members and other revenue opportunities. As part of the membership marketing initiative, each year the Community/Club should update a group of local real estate brokers with the latest membership information and provide links to the latest membership package.
- The Club must educate these professionals on the types of memberships and privileges to the various membership categories that will be attractive to new homeowners. The suggested forum for these information sessions or events could be cocktail parties, happy hours, or promotional Community 'neighborhood' events with complimentary food and drink. The focus should be on individuals that are active in the Sebring community and other nearby communities.



- These referral sources, and others, should be coached by Sun 'n Lake on the benefits of homeownership at SnL and the attributes which emphasize the Community's location as advantageous.
- As an example, a strategic opportunity to capitalize on this type of relationship is presented by a potential marketing program with Highlands County to sell their lots (approximately 300) east of Cortez Road. In this type of program, Sun n' Lake would seek to help Highlands County sell real-estate and capture new residents while encouraging the promotion of SnL golf and facility access within the local community.

### **Look Beyond the Community**

Again, Sun n' Lake should seek to leverage the source-of-origin and primary + secondary markets identified in the GGA Market Analysis to identify, source, and target key feeder market areas which exhibit more favorable demographic characteristics for seasonal real-estate sales and Club utilization patterns.



## DEVELOP AND IMPLEMENT COMMUNITY PROGRAMMING ALIGNED WITH PSYCHOGRAPHIC PROFILES

The Market Analysis called to attention the high-likelihood that current Sun 'n Lake members fit into the lifestyle descriptions of these groups. Lifestyle messaging should elucidate similarities between these psychographic segments and the Community's/Club's existing members. Prospective members tend to join clubs where the majority of the membership display a similar lifestyle profile, recreational interests, and cultural background. The source markets identified in the Market Analysis represent some of the best opportunities to market SnL to an audience that can access the Club conveniently and has the financial means and interest to do so. For a more detailed description of the top psychographic groups, refer to the Market Analysis – Psychographic section.

Sun n' Lake community members are diverse and not all exhibit similar lifestyle patterns and interest, even when income levels are similar. It is important for the Club to communicate the marketing tactics that will resonate specifically with each segment by aligning SnL messaging with specific values, habits/preferences, and utilization.

### VALUES

Key psychographic profiles are detailed in the GGA Market Analysis and should be used as a key reference point for forming Sun 'n Lake volunteer groups and member/resident clubs such as:

- Creating SnL volunteer groups which pursue, coordinate, and execute similar works, events, and efforts as local community groups which might include groups such as: AARP, American Automobile Association, National Republican clubs, Conservative-leaning political groups, Christian churches/charities/youth groups, or veteran/naval/military/Support-the-Troops type organizations.
- Creating SnL clubs and interest groups on topics relevant to key psychographic profile interests which might include: gardening, national politics, automotive/roadster/car clubs, or groups to propose, plan, create, and moderate special events on key Americana holidays such as Easter Sunday, Fourth of July, Memorial Day, D-Day, Labor Day, Veteran's Day, Christmas, New Year's Day, etc. The Community might choose to focus on groups with a wealth of leisure time who will be interested to learn about nightly dining specials, weekly social events such as cards and walking groups, and may be interested in participating in the Community's charity and volunteer initiatives.



## HABITS/PREFERENCES

It is wise and appropriate for Sun n' Lake to leverage target-specific media for communications. Based on media consumption habits of the target audience(s), Sun n' Lake should plan to capture awareness through both paid and non-paid strategies.

- Print – the focus of print efforts should be in regional, credible golf, real-estate, travel, fitness, and lifestyle publications. The Community can also explore whether local newspapers or magazines in target markets have special issues with a focus on golf course living, whereby SnL would be featured as part of the editorial to complement any display advertising and/or source supplied photography. SnL should continue to value and enhance any existing relationships with local publications, magazines, and radio stations with established paid advertising programs. Other examples of print campaigns might include distribution of Community fliers/brochures at local leagues/associations/organizations or drafting monthly "Community view" columns in the local Sunday newspaper. The Community should also consider the "shareability" of its digital content which, if not printed by the member/resident themselves, can be easily forwarded in .PDF or print-ready format to others who may prefer print media.
- Facebook Paid Advertising Campaign – If the Community is to consider investing more in its marketing budget, it should consider paid advertising campaigns on Facebook roughly every other month. These campaigns should be monitored and analyzed for maximum efficacy and to ensure there is return on investment. Each campaign should have a different goal or focus that can range from increasing 'likes', to driving traffic to the website, or promoting a special or membership drive. The key benefit of this approach is the ability to control the type of people who see the campaign. SnL can be very specific in creating the target audience (age, gender, golfer, location, etc.) and hone in on the areas where the best opportunities lie. This focus is particularly effective because the Community only pays to advertise to the audience that meet the desired member profile. This will become very important to communicate future capital improvements that will come as a result of the strategic planning process.



## UTILIZATION

As stated within the Financial Plan, it is advisable that SnL develop and implement marketing programs that will drive customer loyalty and retention while enhancing utilization, examples of which include:

- Maintaining an organized customer list with the ability to track your most frequent customers will be invaluable to the Club's ability to convert high-potential membership candidates.
- Execute a homeowners survey for residents of the Sun 'n Lake neighborhood to gain insight on which amenities and services are important to them and could entice these families to join or use the Club more.
- Nurture relationships with real estate brokers, churches, large employers, and other referral sources, especially organizations with customers/patrons that align to the psychographic profile of Sun 'n Lake residents.
- 'My Best Friend' – Viral marketing program that enables existing golfers to promote the Course to friends. The goal here is to increase the audience of golfers and offer 'best friends' who have not played the course before a discount.
- 'Best Customer Recognition' – Recognize most frequent golfers with monthly and annual awards that encourage frequent and repeat play. For example, sports tickets or golf balls or all-the-coffee-you-can-drink for non-member golfers who play more than 20/40 rounds per year.
- 'Best Promoter Recognition' – Similar to the previous campaign, recognize the member(s) who most bring in the most guest play, with the same type of incentive at the end of the year.
- Charity specific promotions – SnL may choose to select a specific charitable cause to work specifically with for a period of time to donate a portion of every green fee package purchased toward the charity. This is an excellent platform that the Club should explore with other organizations with a reach and contact database of individuals within a key target demographic.
- Host a 'Pay-what-you-think-its-worth' day – This concept encourages golfers that have never played Sun 'n Lake to come out to the Course and play a round. Each golfer offers feedback on the course at the end of their round and pays the Course what they felt it was worth. The day should be structured to offer a fun and enjoyable experience on the Course. Check-in should be facilitated in the golf shop and fees for golf carts should apply. At the end of the round, there should be a location near the 18th green where staff solicits feedback and collects payment from





patrons based on their perceived value. It is important that tee time intervals are sizeable to ensure a quick round of golf, numerous marshals should be out on the course to ensure pace of play is moving and to pleasantly deal with any issues, and free beverages and snacks should be offered on certain holes, among other things.

- Test various 'nine and dine' programs to promote couples golf - Test the market on a Friday night when the Couples league is not being played as well as on a Sunday with a 'nine and dine' event for couples or parent and child/grandchild beginning at 4:00 to 4:30 p.m. The fee would be the twilight rate plus the dinner at full price which would include a food and beverage special.



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***Global Golf Advisors Inc.***

