



# Scottish Rugby Moving Clubs Forward Workshop

## How to: Business Development Manager

### CASE STUDY

#### LINLITHGOW RFC

#### BUSINESS DEVELOPMENT MANAGER

##### Background

Helen Morrison was engaged by the club 12 months ago as their Business Development Officer. She had vast experience of working with Charities, Volunteers as well as leadership skills having twice been a CEO of a Charity.

Her role was to work with the existing group of volunteers and to create procedures within the “business” which would focus on Communication, Finance, Development and Planning, Marketing and Events.

It was recognised that “changes” would need to take place and it was also recognised that “change” wouldn’t always be accepted. Helen’s role was to try and to take people with her as she brought about the changes and inevitably introduced new people into the “business” who had the required skills

Before starting on any of her activities Helen spoke with a wide range of “stakeholders” from across the club (and beyond) to get their impressions of the club, what they thought worked and what they thought didn’t.

##### Outcomes

Finance – Helen worked with the Treasurer and Book Keeper to introduce technology into the club which increased efficiency and saved a huge amount of time.

Development and Planning - The Club didn’t have any strategy about where it was going and what it wanted to achieve. Working with a wide range of “stakeholders” Helen created a “vision” for the club which shaped the direction in which the club was heading.

Sponsorship – Helens Target was to increase sponsorship (cash and in kind) by £10,000 and she succeeded in increasing it by £28,000.

Communication – The club didn’t have a coherent communication strategy and Helen worked with the club to improve the messaging, the segmentation of the data base (who was sent which information) and the frequency of messaging. Her target was to increase the likes on Facebook by 25% (she achieved 71%) and her target on the web site was 10% more hits (she increased it by 100%)

Marketing – Helen advertised through the club’s data base and was able to form a marketing group with 4 people who were involved with the club and who worked in marketing. They worked to create a consistent brand and identity for the club and were able to create new/engaging marketing materials for the club