



COLLEGE UNIT

## Business Plan

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# INTRODUCTION

## Strategy

For Forrest Hills to really thrive, serious thought must be put into not just how to advertise, but how a whole strategy needs to be developed to establish Forrest Hills as a developing business and realise its huge potential. This Business Plan is to fulfil two main objectives:

1. A collection of ideas and staged strategy to utilise to develop Forrest Hills

This plan will go through 3 key stages that are important to constructing a professional and large functioning business, with emphasis on the practical implementations for Forrest Hills. This is necessary to help think about the long term - whilst advertising and events provide interest and business for a short term, this plan is here to set out strategy that will grow the business over a longer period of time, resulting in a more complete and stable business as a result.

2. Handbook to refer to on Marketing tips

This plan will provide not only strategic ideas but the marketing thinking behind the activities, and therefore will provide helpful tips as advice for other marketing practices beyond stated in this plan. Therefore it will be a file that be continually used and referenced to on many occasions over a long period of time.

## Personal Note

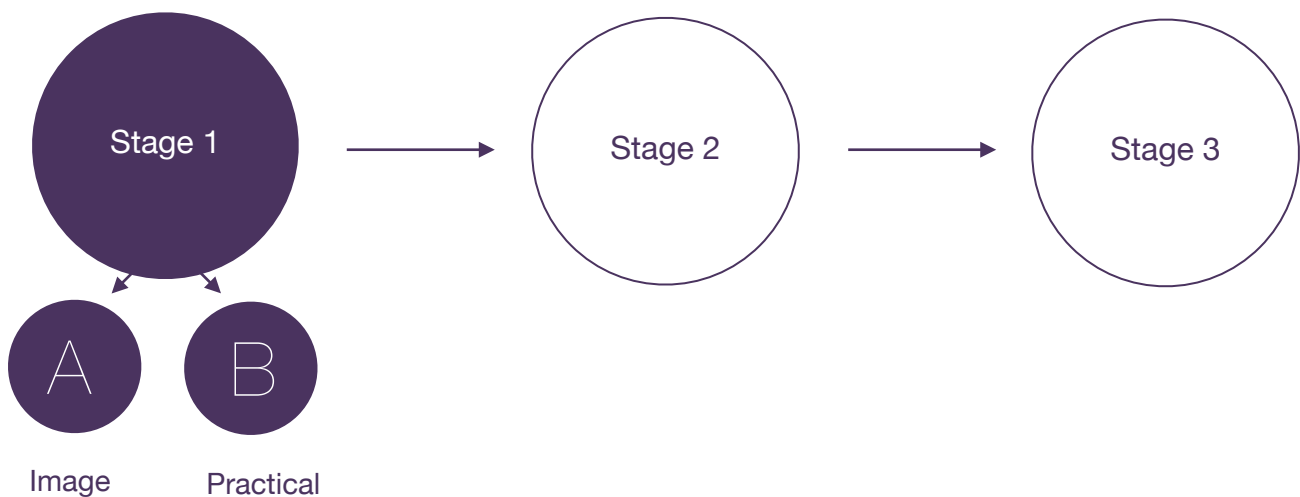
I thought it would be good to develop a potential strategy and business plan for Forrest Hills, that will include information, practical tips and an idea on how to develop Forrest Hills further. I will try to include explanation and reasoning when needed, and provide some ideas that can be acted upon straight away and simply, and others that might take more time, dedication and funds - however I will outline this as I go. I'm hoping this file will give ideas and advice for the long term, so when I'm not available this will be a useful tool to use. I also want to help demonstrate how marketing can be done by anyone in a business and you don't need to be a marketing expert - hopefully the information here will help teach some basics and show how this can be done within Forrest Hills.

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# STAGE 1

Before any of the ‘traditional’ marketing can begin (advertising), many steps are needed to build and establish Forrest Hills as a **approachable**, **professional**, and a fully functioning **business**.

Stage 1 encompasses building and creating a consistent image, while ensuring all is being done to provide consumers with the best experience. Making sure their route to purchase and contact with the business is as easy and simple as possible, so customers are not only satisfied with the product, but become confident with using the business. While this in turn generates more business (word of mouth), it most importantly builds the platform on which to advertise and create more business. Without the initial stage, advertising might make some initial short term benefit, but if the business structure and usability isn't very sound, then the newly reached customers will quickly turn away. A business will want to make sure they are fully accommodating to their customer needs, and providing that their experience with them is as easy and best as possible. Therefore, Stage 1 is split into two areas: Image and Practical.





## Stage 1 : Image

A consistent image gives **confidence** and **power** behind a brand\*. When an image is **consistent**, everything a business does feeds back its **brand identity**. For example, a single activity that Forrest Hills Golf does, will represent the overall 'Forrest Hills' brand and thus **adds value** to the whole image of Forrest Hills.

*\*Brand = An identifying mark of a business that conveys its image and values to consumers (more than just a logo)*

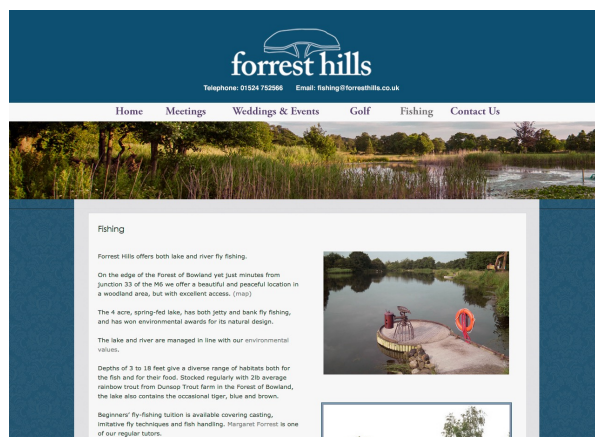
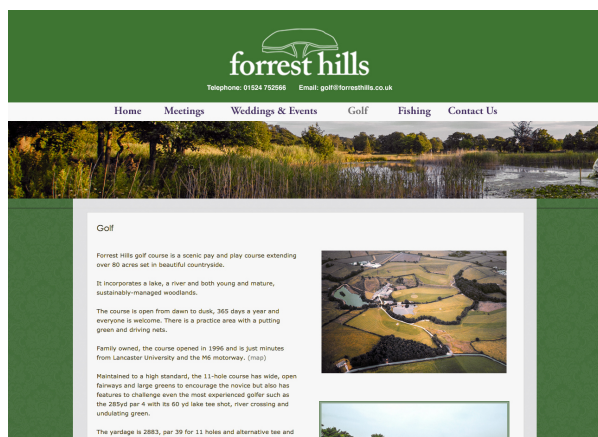
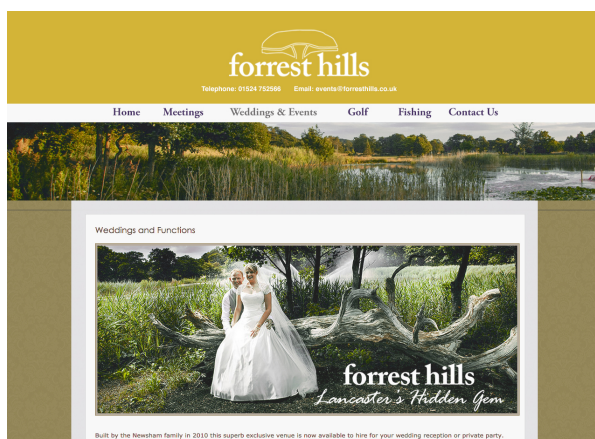
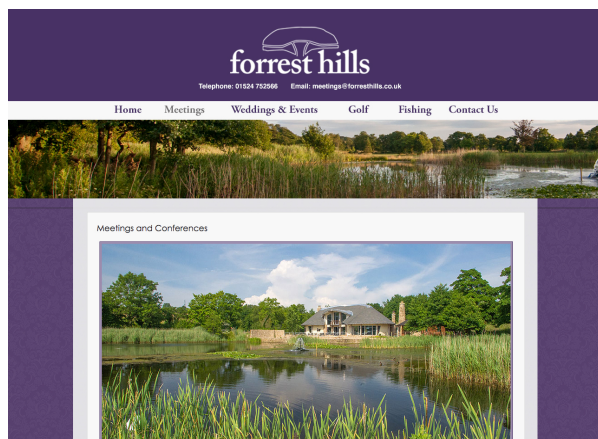
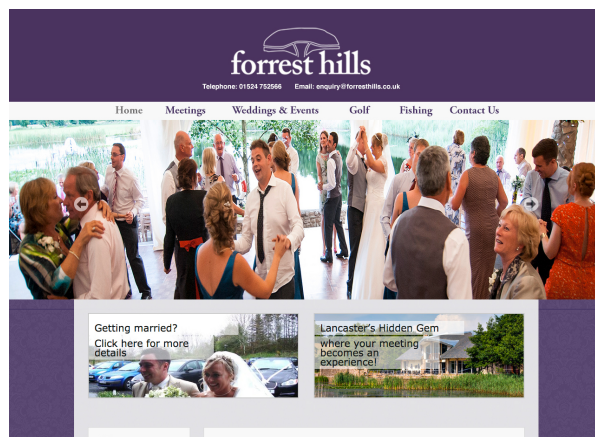
To do this, all visual imagery used by Forrest Hills need to adhere to a certain style and voice. As established from the 3 Facebook pages, there was a separation between the different sections of Forrest Hills - Meetings, Golf and Fishing. Too add to this, there is another section for weddings and events which has also been made autonomous. Therefore this needs to be carefully marketed to avoid confusion and better help tailor services to the specific audiences. By splitting Forrest Hills like this, it allows the business to attract different segments of people (such as fishermen over the age of 60 and young business entrepreneurs) without contention between them - as each are catered for. The current individual logos are shown below (with a gold one made for weddings and events).



By using the same logo for each aspect allows each section to add value to the over all brand - while the different colours and tag lines allow Forrest Hills to differentiate their offering. This idea is something that should be conveyed across all communications that Forrest Hills do. For example, if this was left solely of the use of Facebook and never used anywhere else, consumers would be confused and have mixed ideas on the identity of Forest Hills. Therefore I would suggest this imagery and style should be used throughout all posters, adverts, websites, notices etc to maintain the consistency and professionalism. An example of how this can be done through the website can be seen in the mock ups on the next page.

## NOTE:

- The website pages are split by the 4 key areas of business
- The home page has a general email for all enquiries (enquiry@forresthills.co.uk)
- Each section has its own email e.g. events@forresthills.co.uk, golf@forresthills.co.uk
- Each section uses its own colour
- Enlarged images of these can be found in the appendix at the back of the file



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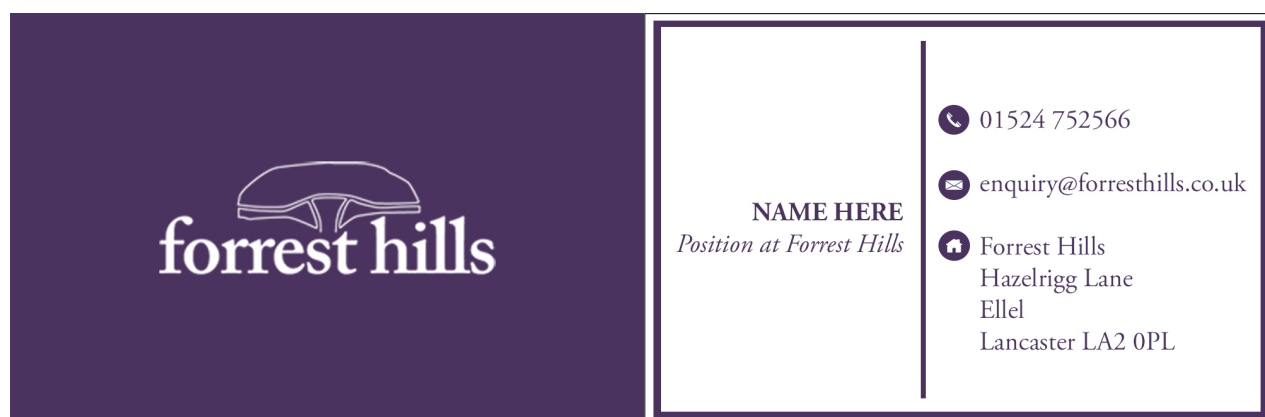
## WEBSITE

The website needs to contain all the information a customer might need to interest them in enquiring. Therefore content needs to be clear and precise by being regally updated - as a website is often the main contact point between customer and a business for information. For instance, golfers visiting the site need to be aware of how they pay, how much, if there is any membership available, if there any upcoming events, are there any specific rules, can they hire clubs and balls (if so where - and is this clear when at the site?) etc.

The website should be the hub for everything linked with the business - therefore Facebook feeds, links to trip advisor reviews and google maps should all be associated with the specific pages. This will also then help consumers interact with the brand on various social medias - e.g. stay up to date on events through Facebook.

## OTHER MEDIA

As mentioned before, the key to marketing an image is consistency, and therefore this needs to be continued through all types of media. For instance, even Business Cards should adhere to the image of a brand, so it can add value to the overall Forrest Hills brand perception from customers. Here are two examples:



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The first example would be a generic card for all at Forrest Hills, not specific to any section but holding the main image of the brand. The second shows what it could look like if you had cards for each section (i.e. golf) - and is consistent with the overall branding. This idea is what should be used throughout all media - posters, flyers, booklets, notices, online etc for the brand to build value.

## FONT AND COLOURS

The Font that has been used so far in all media materials is:

Adobe Garamond Pro

where **Bold** it used for titles, **Regular** for main body of text and *Italic* for subheadings

The colours used are:



## NOTICES

Below is a example of a template for notices that fits with the brand theme (fishing example):







## Stage 1 : Practical

By assuring all things practical are done **with care and consideration**, a consumer will feel **comfortable** with a brand. Businesses want to make sure that it is as **easy as possible** for the customer to purchase, with little to no work on their behalf. Otherwise you not only confuse customers, but can put them off buying - whether they are first time customers or as a repeated purchase.

The practical things might often be things that don't take up much time, money or effort, but are often forgotten as they are deemed non-important. However, when reaching new customers (especially with a new brand / company they've not used before), they need to be clearly shown and directed through any purchase cycle.

### SIGNS

One example of how this works in reality for Forrest Hills is through signs. As a customer enters the site, it will need to be really clear to what they need to do / where they need to go for their particular activity. Using signs to point to the car park, place of payment, first tee, fishing pond, clubs to hire etc are paramount to making it as easy for the customer as possible. Not only does it perceive Forrest Hills as professional, welcoming and in touch with their customers, if a customer cannot find what they need they might be reluctant to come back - and conversely will view Forrest Hills as 'not really knowing what they are doing' and not confident in the brand.

### EMAILS

Creating a separate email for each activity again is another simple set to make it as easy as possible for customers to contact the business. Not only from an administrative point of view would it make it simpler, but customers are then aware that their specific activity has a dedicated email thus they perceive a dedicated staff team that are catering for their needs.

### PAYMENT

Although ideally you would want payments being made through staff members to ensure payments, due to the high cost of staffing, other forms of payment need to be used with consideration. With the *Honesty Box* solution, as aforementioned you need to make it as easy as possible for customers to make the payment. To do this, there could be a notice that clearly explains what the customer needs to do - including pricing (with discounts e.g students need to write down their purple card number). Within the payment slip, its worth trying to get as much data from the customer as possible - simply adding date and time can tell you a lot about your customers and their purchasing behaviour (more on this in the next section). Another solution alongside the *Honest Box*, could be to install an *ATM* that charges for consumer use (which gives you a profit too).

Another option would be to install a *green-fee ticket machine*, that would allow customers to use coins, cash and card to make payments for their game of golf / fishing. However this could potentially be quite costly, and

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further research into it would be needed. One other avenue worth considering is online payments - especially for the meetings and events side of the business - although for golf and fishing it would only be applicable for membership / block payments.

## **NOTICE BOARD**

One great way of reaching customers is when they are using the payment space - using the notice board as a key platform to share updated information on pricing, events, any news etc. One way this can be used is with the scorecards - that not only do they also adhere to the image mentioned before, but it has a space to help consumers find their way around the course, info for further contact, club membership, or potentially a space for adverts that could be sold to other businesses. Furthering this idea, the noticeboard itself could be used for adverts from other business to make profit or to share advertising with them (e.g. swapping adverts with a hotel - they advertise you while you advertise them).

## **DATA COLLECTION**

This is one of the most important, but also one of the most disregarded aspects of practical marketing. In order to target customers and create the most effective advertising, businesses need to have a strong understanding of the type of customer they are currently attracting, and the ideal target market for their business. Without this, advertising not only becomes general in nature of the advert itself, but has to be mass marketed across all types of consumers - therefore resulting in a general advertisement that reaches little of the target market, essentially wasting time and money on people who aren't interested in the services on offer.

However, research and data collection can be very simple and doesn't require lots of leg work, just simple changes to find out more about your customers. We will use the example of Golf to explore this area.

### **1. Add more details to be filled in with the payment slip**

By ensuring the customer notes how many are playing in the group, the date and the time, already a lot of insight can be drawn from this information. For example, if golfers tend to play in large groups, advertising can be targeted towards larger group day outs (such as business outings, stag do's, group deals such as 4 for price of 3). Additionally, if the date and times of people playing are collected it becomes possible to spot trends - if it's mainly weekends, how can you encourage customers to play in the week? If it's mainly in the morning, can you introduce some evening rates for golf? If there is a day in which hardly any golfers come down could you create a special rate for that day? e.g. Wicked Wednesdays.

### **2. Questionnaire**

A simple questionnaire can provide a huge amount of useful data to understand your customers. Just including questions to find out a customer's demographic (age and gender) you can gather lots of helpful information to use for advertising purposes. If you know the main group(s) of ages, then you can not only use social media tools to target those ranges more specifically, but place advertisements in the types of places they will be - e.g. reaching students through adverts on campus, on buses and through partnerships with a university society. Yet moreover a questionnaire will allow you to gauge the type of thoughts customers have on your product offering - whether they play golf as a on-off activity, a weekly activity, or something they do with their mates, whether they would be interested in golf membership, are they happy with the prices, are they happy with the payment options, would they like to partake in competitions and tournaments, whether

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they would like to know about golfing lessons etc. This will provide you will huge amounts of information to then make worth while advertising and make changes you know your customers would appreciate.

To encourage customers to partake in the questionnaire, it could be placed on the notice board with the incentive that one entrant will receive a prize. Get the customer to add their email address as the contact for letting them know if they've won - and this will be extra useful for other uses (see next section).

### 3. Collect Emails

By collecting a database of emails, customers can be directly informed of the latest club information, deals, events etc. Even by simply reminding the customer of your presence it will increase your brand awareness and likelihood of a returning customer. A notice could be made for people to put down their email address if they want to receive the weekly/bi-weekly/monthly email - yet to get more emails, it can be tied in with the aforementioned questionnaire. By stating that entering the prize draw through the questionnaire that it means Forrest Hills can contact them through that address with club information, it will enable a much larger contact base than asking direct for emails. Alongside the potential of sending a regular email, specific emails could be sent with the beginning of a new event, to encourage the customer to come down and participate.

### 4. Money flow

Another aspect that is already in place but could be used to collect information is through looking at the *Honesty Box* at how regularly particular people play (through the slips), but also which weeks / months provide the best income, and does a particular event bring in lots of new customers?

## LOCAL AREA CONTACTS

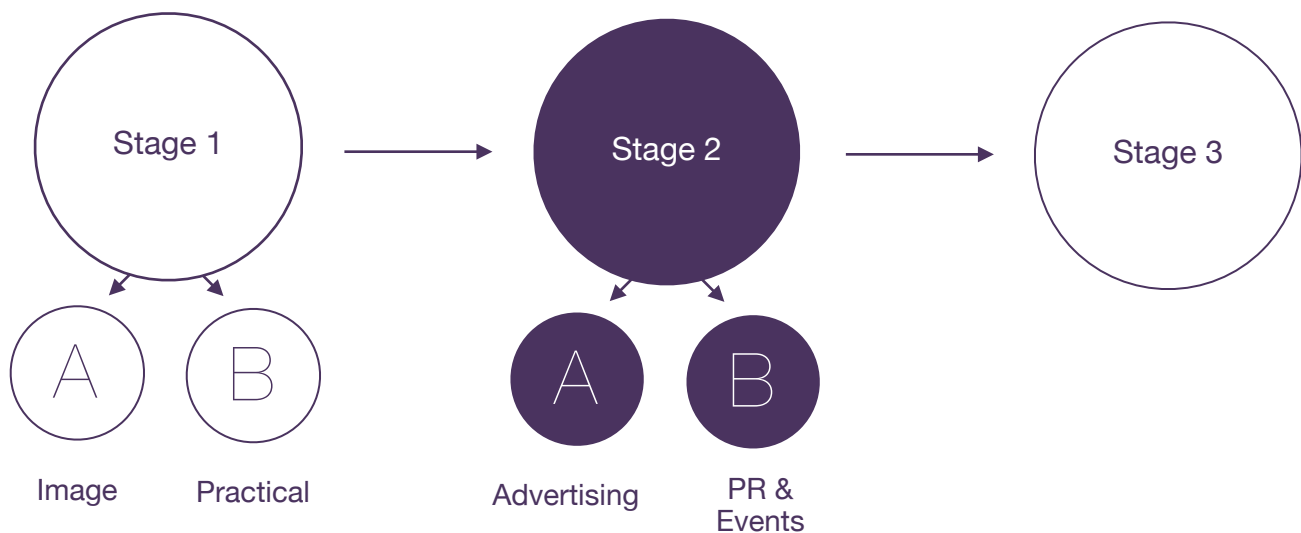
To further the local status of Forrest Hills, joining the *Lancaster Chamber of Commerce* can connect you with many local businesses in the area and help you in finding business partnerships (expanded on later in the next section). Being big in the local area means you need to be connected to those around you for mutual support and help.

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# STAGE 2

Advertising is **just one stage** of marketing - and its function is to be a tool that enables businesses to primarily **reach new markets** and customers. When performed correctly, it can produce fantastic immediate results - but note that it is often a **short-term gain**.

Now we have built the foundations of Stage 1, Stage 2 focuses on developing the initial awareness of the brand, and customer base involved with it. Especially with a new brand, customers will have little knowledge or understand of it, therefore Stage 2 is necessary to show to customers who and what the brand is about, not only what they offer, but their values, professionalism and stature. Stage 2 is split into two sections: Advertising and PR & Events. While the two overlap, there is a distinctive purpose for each and provide businesses with very different types of consumer interaction.





## Stage 2: Advertising

There are countless ways to advertise a business - the important thing is choosing the right **platform**, at the right **time**, at the right **place** to the right **people**.

Because there are so many options, it can be difficult to know what to do - especially knowing how to get value for money. Therefore we will subhead the various types and examples of each that could be useful for Forrest Hills.

### TRADITIONAL

Traditional advertising is a broad term that encompassed mostly print communications such as flyers, brochures, posters and billboards. This type of medium is great for brand awareness - making your company known to a wide audience that might have not come in contact with you before and it's useful in promoting an event or a specific deal. However this type of communication requires no interaction with the consumer, and they are passive in receiving the message. Regardless, if you need to get your name known in the local area, traditional print media methods are fantastic. Here are a couple of examples of how traditional advertising can be used for Forrest Hills:

#### 1. Brochures

These are a simple way to include lots of information that can be widely distributed. Working with hotels, pubs, visitor information services etc, these can be placed in locations to help establish Forrest Hills as a local business landmark within Lancaster. While flyers would gain a large reach of audience, brochures enable you to display a much larger amount of information about the general business rather than for one specific promotion. This type of advertisement would be targeted more towards visitors or new comers to Lancaster.

#### 2. Bus Advertisement

While being a lot more expensive, a Bus advertisement in Lancaster would enable thousands of people to see the Forrest Hills brand. Whether as on the rear of the exterior of the bus, or as a poster inside, there is little other mediums where such a large amount of audiences would be reached. For Forrest Hills, this would really set it up with a dominant presence within Lancaster - especially as one of the main segment of bus travellers are students. If you want to get your name known in the local area, this is a fantastic way to do so - but it will cost a fair amount.

### DIRECT

This medium is mainly used to get audiences to try or think about a product for the first time. An example of this is doing surveys on a high street to understand peoples preferences or get them to try a product sample. One way this could be utilised would be through some kind of giveaway e.g. free vouchers or counters to be redeemed. Another avenue would be to use publicise at Fresher's Week at the **Fresher's Fair** to ensure high footfall and awareness of the Forrest Hills brand.

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## ONLINE

Online advertisements are another good way of building brand awareness as they can reach a high amount of viewers in a short period of time. Pricing varies considerably with online advertising - however if Forrest Hills would pursue online ads, they would need to be placed on websites that are local to Lancaster to try to reach the target market.

## SOCIAL MEDIA

Social media is a fantastic tool to interact with the consumer in a way not possible with other advertising / marketing mediums. Consumers are active (not just receiving a message) and want to have conversations and interactions with businesses. Therefore content posted on social media needs to invite the consumer to interact with it - wanting to achieve likes, comments and shares for the posts to go further and be seen by more audiences online. If a consumer is going to follow a business on social media, it will need to include things they are interested in - not always being updated with the latest price, but videos and photos that relate to the context that they might be interested in. This helps make the brand seem personal and human (not corporate) while maintaining the professionalism that all adds value to the brand's image. Again while social media can be an excellent way to develop relationships with customers and a larger audience base, the aim to always lead them to product purchase, thus time and effort on social media need to be in proportion to gaining more physical customers.

## PARTNERSHIPS

The mutual benefits that derive from partnerships can also be a fantastic way to not only achieve more brand awareness but also develop each brand with a strong Lancaster presence. These would entail linking up with a local business such as a hotel, pub or any other company that you can both promote each other. For example, with a pub partnership, it could entail their pub quiz prize being a round of golf, while at Forrest Hills if someone scores par on a particular hole they get a voucher for a free drink at the pub. For reference, here are the pub's in Lancaster that have a pub quiz: *The Bobbin*, *The Waterwitch*, *The White Cross*, *Revolution*, *George and Dragon*, *Ye Olde John O'Gaunt*, *Merchants*, *Sun Hotel and Bar*. A partnership can be as formal or informal as desired - it could simply be a swap of advertisements (flyers and posters) or it could be a long-term agreement where lots of work is followed between the two businesses - the big positive of partnerships is that they are free. Another example of a partnership that could work well in the Lancashire area that is worth thinking about is working with the *Lancaster Music Festival* by having an act perform at Forrest Hills and supplying a bar and catering alongside it. You can find out more at <http://www.lancastermusicfestival.com/>.

One other key place to note would be The Tourist Information Centre which would give Forrest Hills the opportunity to place a brochure or more information about the business for tourists to see.

## SPONSORSHIPS

These again can come in the form of formal or informal sponsorships - such as sponsoring a university society or local football club, or to use the example of a pub quiz again, their quiz could be called the 'Forrest Hills Weekly' where the prize also relates to a Forrest Hills product. Again sponsorship advertisements are good for brand awareness and show a brand commitment to a local venture, however depending on the degree of sponsorship, the cost can be high. Other suggestions for sponsorships include working with other businesses to create a holiday package, for work team building events or deals with a local golf/fishing shop.



## Stage 2: PR & Events

While advertising focuses on awareness, PR & Events involve consumers in **interacting** with the brand and their products, presenting a **physical face** and **experience** of what is on offer.

An event is a showcase of what a business can do and offer for its consumers. To hold an event that is successful takes a lot of preparation, advertising, time (and often money) to ensure that the brand is portrayed in the best light. A smooth, enjoyable, interactive event will convey a brand as competent and quality - while if it's unorganised and messy, it will only reflect badly on the brand; therefore if an event is held, it needs to be done well with every detail thought of and the use of plenty of resources. To best demonstrate how Forrest Hills could hold an event, this section will outline a plan for a 're-opening' event with notes on specific areas that would need attention.



### 'BRAND RE-OPENING'

With a new image being developed, this provides the opportunity for Forrest Hills to 're-open' all of its services - to show customers what can be offered and everything that Forrest Hills values and encompasses. This would be an events that would run over a whole day (Saturday) and would invite everyone of all ages to come down and be part of the event. To make it successful, plenty of advertising and work would need to be done to publicise the event to make sure there are plenty of attendees. Below is a possible outline for the event with more information under each heading for the activities that will take place.

#### CAR PARK

The car park will be the **hub** for the event. It will be where all the information is for what is on in the day, it will have a table of refreshments, and some staff to ensure people are welcomed. It can be decorated with balloons, a big Forrest Hills welcome banner, some bunting and some music to show the professionalism of the event. As people arrive they come to a welcome table with the day's schedule and flyers/brochures on what Forrest Hills offers. There will be room for a few stalls to be put up like a market - both for Forrest Hills but also for local companies to get involved such as the yummy cupcake company, doughnuts, bakery goods, Hog Roast etc. There would also be room for some children activities such as a Bouncy Castle, and some fête style stalls.

Start Time	Time Blocks
10:00 am	30m

# Event Schedule

## Forrest Hills 'Brand Re-Opening'

TIME	CAR PARK	RESOURCE CTR	PATIO	1ST HOLE	2ND HOLE	5TH HOLE	FISHING LAKE
10:00 am	Final Prep and Welcoming	Final Prep and Welcoming	Final Prep and Welcoming	Final Prep and Welcoming	Final Prep and Welcoming	Final Prep and Welcoming	Final Prep and Welcoming
10:30 am	Big Welcome	One Room Set up like Business Meetings / Tours / One rooms set up as gaming room	Bar & Food / Seating	Coaching 1	Open Golfing	Par Competition 1	Open Fishing
11:00 am	Stalls / Refreshments / Information / Children's Activities				Chipping Competition 1		Open Fishing
11:30 am					Open Golfing	Fishing Competition 1	
12:00 pm					Open Golfing	Par Competition 2	Open Fishing
12:30 pm					Chipping Competition 2		
1:00 pm				Open Golfing	Open Golfing	Open Fishing	
1:30 pm				Open Golfing	Par Competition 3	Fishing Competition 2	
2:00 pm				Coaching 2			Chipping Competition 3
2:30 pm				Open Golfing	Open Golfing	Open Fishing	
3:00 pm				Open Golfing	Par Competition 4	Open Fishing	
3:30 pm				Chipping Competition 4			Fishing Competition 3
4:00 pm	Open Golfing			Par Competition 5	Open Fishing		
4:30 pm	Open Golfing						
5:00 pm	BBQ / Acts & Performances	BBQ / Acts / Performances	Chipping Competition 5			Open Fishing	
5:30 pm						Open Golfing	Fishing Competition 4
6:00 pm			Open Fishing				
6:30 pm							
7:00 pm	Thanks for coming / Fireworks			Closed	Closed	Closed	Closed
7:30 pm							
8:00 pm	Final Thank you and Goodbye						
8:30 pm	All guests have left the premises	All guests have left the premises	All guests have left the premises	All guests have left the premises	All guests have left the premises	All guests have left the premises	All guests have left the premises



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## RESOURCE CENTRE

The Resource centre would be fully open for business customers to come and look around at what it can offer. One of the rooms could be set up as a business meeting to show off its capabilities, while another could be set up with a games console for another activity for children. This will show the versatility of the rooms and allow guests to look around without feeling pressured - while having staff near by to answer any questions they might have. Flyers and information sheets can be placed in each room to explain about the capabilities of each room.

## PATIO

This can be a space for guests to sit down and enjoy the view, while having access to buying drinks from the bar and food from catering. This is also the location where later in the evening a BBQ can be held (or get a local trader) and a couple of acts and bands could come to perform for the evening. Towards the end of the evening there could be fireworks to finish the celebrations and a chance to thank everyone for coming and promote Forrest Hills and how it can cater for many different occasions - something for everyone. This could also be the best time to present people with their prizes (from the mini competitions).

## 1ST HOLE

During the day, the 1st Hole of the golf course could be home to coaching (potentially from Simon Lucas) for anyone that would like some tips. He would be on the tee of the first hole, and depending on queue, give some tips and let them finish the hole. During gaps in the coaching times the hole would be open for anyone that wanted to have a go.

## 2ND HOLE

On the 2nd hole of the golf course every hour there could be a chipping competition (such as nearest the pin) with a little prize such as a free burger from the evening BBQ for each competition. Again while these competitions aren't running it would be open for guests to have a go. This would obviously need some staff supervision (to be developed on in a later section).

## 5TH HOLE

Again a competition can be held on this hole for anyone that manages to par the hole (like the Bare Bones competition) with another little prize for any successful players.

## FISHING LAKE

The fishing areas could also be open for tournaments segregated throughout the day, with someone on hand to help those who've never fished before to show them the basics.

## OTHER CONSIDERATIONS

### Staff

This day would need lots of staffing to help it run smoothly and make sure all the activities being run are being done so safely. Ideally you would need one staff member for each activity, in which they are clearly visible as staff (such as a Forrest Hills t-shirt and a High-vis jacket). A rotation system could be in place where every 30 minutes they swap station (with breaks programmed in) to ensure they maintain focus. One way to find people to employ could possibly be done from links with the university through their employment services, and it would

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be advisable to have a training evening to make sure everyone know what they are doing / and to know enough about Forrest Hills to talk about it if asked any questions.

## Publicity

To make sure there are lots of guest attending, publicity is key get people along. Firstly advertising through flyers throughout the Lancashire area - placing in local businesses and shops / places of interest / on the street / on campus / or potentially even through letterboxes, are many ways to get the word out. Another way to ensure guest is to involve other groups / businesses in the running of the event - such as bands, market stalls, coaches etc as they will want to invite people to see them and publicise the event themselves. Yet another way is to advertise through local radio, or through a local paper, as well as inviting them to come along and report on the event - whether as an article in the *Lancaster Guardian* or *SCAN* (University paper) or even getting live feed for radio at the event. For example if a company such as *Bay Radio* sponsored the event - not only could they help towards funds while we play their station on the event, they could be useful in running aspect of the event.

## Local Business Involvement

To further the ideas just mentioned, inviting or contacting the *Lancaster Chamber of Commerce* or *Lancaster Music Festival* or any businesses associated with it can be great way to ensure the success of the event. There are two reasons for this: firstly to have help and achieve numbers of guests, but also as an opportunity to showcase the potential Forrest Hills has to cater to local businesses for their meetings / retreats etc. Additionally asking food stalls and fete style stalls to partake in the event shouldn't cost you anything as their profit comes from the takings on the day.



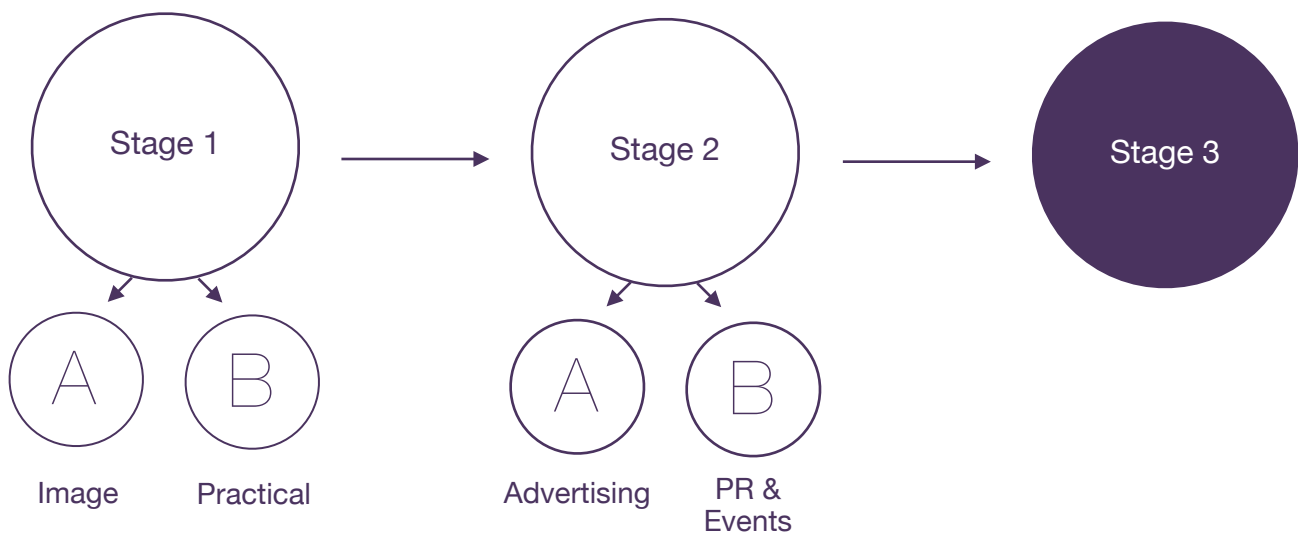
Having a large event like this will bring lots of attention to Forrest Hills, and not only make audiences aware that it exist, but all of what it has to offer too. It can also represent a **kick-board** for business - in terms of customers as well as the runnings of the physical company, it can be seen as a **fresh and exciting new venture** to accelerate the business into a **new era**.

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# STAGE 3

We've done all the ground work, and now we have new customers coming in. Stage 3 is just as important (if not the most important) stage as its all about **retaining customers** and **building** the customer base and satisfaction. This is when the real managing of a business comes in, but it can only happen because of the first two stages that have been all about developing.

Once now in a more positive position, the business needs to use its new foundations as leverage to maintaining its self as a professional and important business in the local area. This means building on established marketing, using tools such as social media, contacts with partners and interactions with customers to continue building the business and brand.



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# Stage 3: Building

## CONTINUED MARKETING

The main learning point from this stage is to take the marketing and advertising knowledge from the previous stages, and make sure there is a continued effort to reach new and existing customers. Without stage 3, using up valuable resources to get new customers would then be to waste as it would ignore the new customers and only be able to continue random advertising campaigns. One simple way of doing this is through email marketing - keeping your regular customers up to date with the latest information, events and deals. Again just like before, you want to make it as easy for them to continue being a customer, so reminding them of membership renewal, sending them an email about a new event - you do the work for them in giving them the information. Another tip is to reward customers that are regular / have used services before and **follow up** recent purchases with special and specific offers to get return buyers. An easy way of doing this is to reward membership only customers (see next section).

## MEMBERSHIPS

A great way to keep tabs on your customers; and in the case of golf or fishing knowing you have payment and business already made for the year. To attract new customers and those that maybe don't want to commit to a year membership - you could create tailored memberships that are cheaper but are more restricted (can only play on week days) or those that last for a shorter time period (1 or 3 months). If a customer is member then they will want to be more involved - and that's when competitions or special deals just for them (for any area of Forrest Hills business) will encourage them to become more loyal, become more attached to the brand, and thus not only be better customers themselves, but through Word of Mouth spread good reviews to others. Possibly the most effective but hardest marketing tools to utilise is Word of Mouth as the review comes from a trusted friend - so any way to achieve this is key.

As a first step to see test the popularity of memberships, a loyalty card scheme could be used e.g. when the have played 5 times they get the 6th free.

## SOCIAL MEDIA

Facebook is a great way to keep your customers up to date - and as mentioned earlier is a very interactive platform. Building an audience on social media can help maintain those customers for them to become loyal to your brand. It also can represent an online version of Word of Mouth, as users share content for their friends to see. A great existing Forrest Hills example is when a winner of the Forrest Hills cap shared the photo of him winning the prize - and the post reached around 200 people, which is 2x or 3x the reach of a regular post.

## LOOKING FORWARD

As the customer base grows and develops, the business needs to keep adapting and building to meet the demands of the customer. Here are some suggestions for the future:

- Opening up the Resource Centre as a 'club house' for the Fishermen and Golfers. With more customers it will become viable to employ a staff member to take their payments as well as orders from the bar and

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some snack. I know this was tried before, but if the drinks and snacks were a decent price, and the employees staff member also worked on other things while behind the counter (e.g. marketing) then it could be a viable option that would bring in additional revenue.

- Introducing Golf and Fishing memberships to build a loyal customer base that will be easy to contact / interact with. This then would enable merchandise to be favourable, such as club t-shirts or caps. Following on from this, internal competitions would be a great way to build this loyalty.
- Build a strong partnership with one or two local companies to do mutual business with. This benefits both parties and if the businesses are compatible then customers on one business will be like to try the product from the other business. This is also often a money free deal and just requires use of each others services.
- Dedicate a member of staff to pay close attention to the business' strategy and its progress. As a business grows, for one individual to manage both the practical runnings of the business and marketing / business growth, it becomes extremely difficult to manage and consequently stunts growth. Therefore this would mean having a delegated staff member to solely focus on marketing, looking after customers, business relations and advertising, while another staff member can focus upon the practical management of running the business on a day to day basis.

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## FINAL THOUGHTS

I hope this file is useful in the current as well as future time frame, and that it can be a piece of work that can be used to think about the future of Forest Hills. It should help you think through 3 things: 1. where Forrest Hills is currently heading, 2. the various paths of where Forrest Hills could go pursue, 3. an idea of the direction where you want Forrest Hills to go. I also hope that it is not filled with too much jargon or useless information, but if circumstances change in any way, I hope the general noting of tactics rather than just being specifically to Forrest Hills will still be useful. Yet in the same way, I hope the examples and suggestions in this plan spark some ideas and thoughts of ways Forrest Hills can develop and building into a thriving business.

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## CONTACT

This Business Plan was produced by Paul Shears

Mobile: 07545387312

Email: [paul.shears23@hotmail.com](mailto:paul.shears23@hotmail.com)

### **For the use of Forrest Hills**

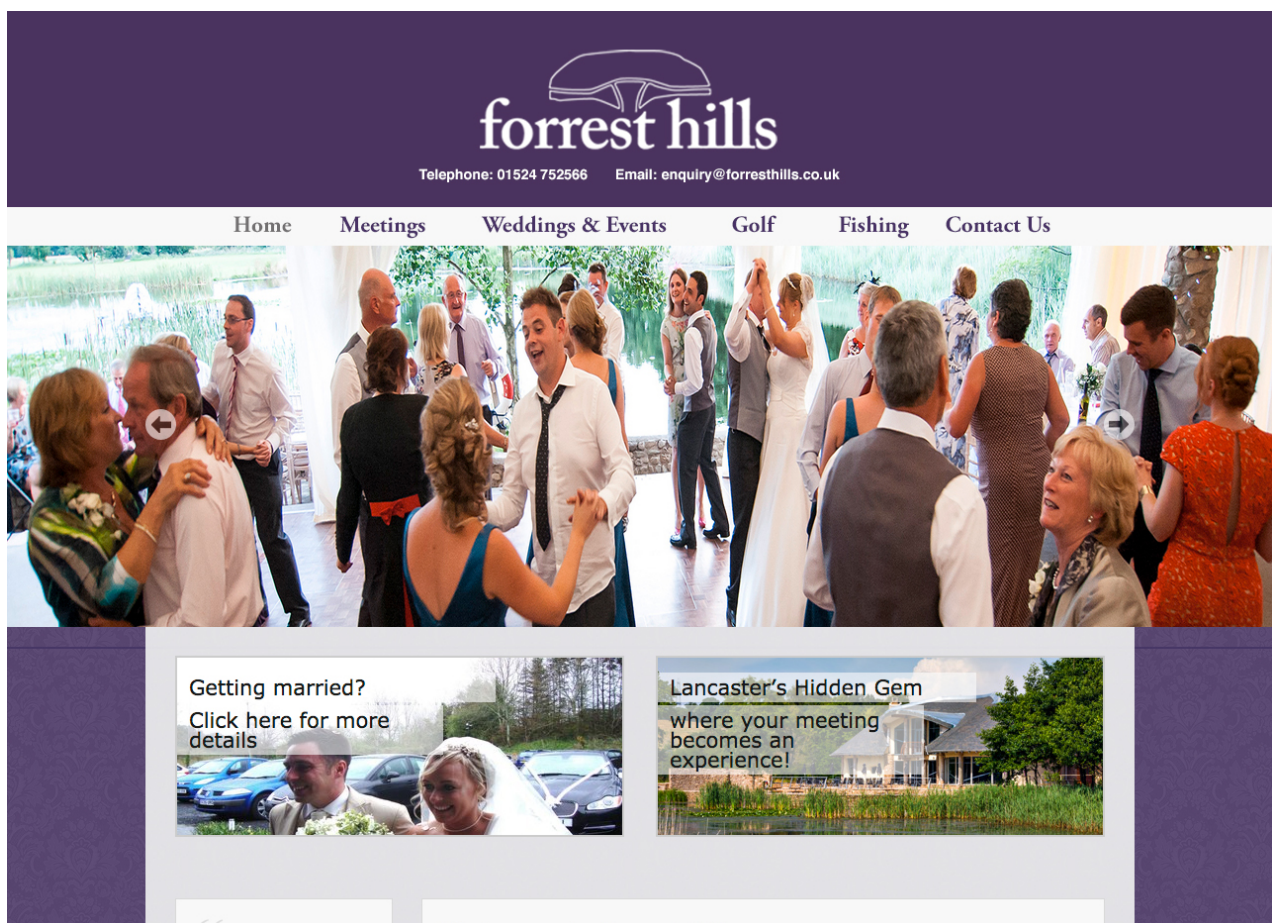
Hazelrigg Lane, Ellel

Lancaster LA2 0PL

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# APPENDIX

## Website Mockups







Telephone: 01524 752566 Email: [meetings@forresthills.co.uk](mailto:meetings@forresthills.co.uk)

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#### Meetings and Conferences



Telephone: 01524 752566 Email: [events@forresthills.co.uk](mailto:events@forresthills.co.uk)

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#### Weddings and Functions



Built by the Newsham family in 2010 this superb exclusive venue is now available to hire for your wedding reception or private party.  
The estate features the beautiful and historic building, landscaped gardens and a lake with a professional lake care and maintenance team.





Telephone: 01524 752566 Email: [golf@forresthills.co.uk](mailto:golf@forresthills.co.uk)

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## Golf

Forrest Hills golf course is a scenic pay and play course extending over 80 acres set in beautiful countryside.

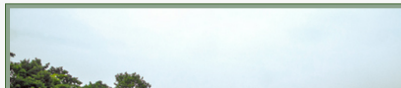
It incorporates a lake, a river and both young and mature, sustainably-managed woodlands.

The course is open from dawn to dusk, 365 days a year and everyone is welcome. There is a practice area with a putting green and driving nets.

Family owned, the course opened in 1996 and is just minutes from Lancaster University and the M6 motorway. ([map](#))

Maintained to a high standard, the 11-hole course has wide, open fairways and large greens to encourage the novice but also has features to challenge even the most experienced golfer such as the 285yd par 4 with its 60 yd lake tee shot, river crossing and undulating green.

The yardage is 2883, par 39 for 11 holes and alternative tee and six sections plus 5711 yds, par 70 for 20 holes.



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## Fishing

Forrest Hills offers both lake and river fly fishing.

On the edge of the Forest of Bowland yet just minutes from junction 33 of the M6 we offer a beautiful and peaceful location in a woodland area, but with excellent access. ([map](#))

The 4 acre, spring-fed lake, has both jetty and bank fly fishing, and has won environmental awards for its natural design.

The lake and river are managed in line with our environmental values.

Depths of 3 to 18 feet give a diverse range of habitats both for the fish and for their food. Stocked regularly with 2lb average rainbow trout from Dunsop Trout farm in the Forest of Bowland, the lake also contains the occasional tiger, blue and brown.

Beginners' fly-fishing tuition is available covering casting, imitative fly techniques and fish handling. Margaret Forrest is one of our regular tutors.

