



Digital Advertising Plan

Shooting Starz Ltd

Katie Rumble

M00841017

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1. Executive Summary

This digital advertising marketing plan focuses on promoting a sports coaching business. Shooting Starz, “aim to encourage the participation of young people in sport at all levels” (Starz, 2023). This advertising plan aims to create clear deliverables and goals that will expand the company’s exposure in a new location whilst encouraging a minimum of 50 sign-ups from the target audience for their new 5ives league in Ealing. This plan will include a review of the current business landscape, line-up and distribution, and an analysis of the competition. This marketing plan also includes a PESTLE and SWOT analysis which highlight the weaknesses and threats posed to the company’s success.

Current threats and weaknesses identified include an oversaturated industry with competition from companies offering the same services, products and experience, a lack of social media presence and a functional website which needs to be updated regularly. Other weaknesses and threats include policies and procedures that come with working with under eighteens, the cost-of-living crisis impacting the audience’s disposable income, social perception through online reviews and media and social problems like cultural limitations and gender inequality. Copies of the PESTLE and SWOT analysis can be found in Figures 2 and 3.

Therefore, this advertising plan integrates the RACE framework, designed to provide a “simple structure for companies to develop a digital marketing plan which meets the challenges of reaching and engaging online audiences to prompt conversion to online or offline sales” (Chaffey, 2022). This framework is structured around a classic marketing funnel accessible in Figure 1. This plan details the stages of this funnel, including a ‘Plan’ section where SMART objectives and goals are set, a ‘Reach’ section that is “aimed at building awareness and visibility of the brand, products and services” (Chaffey, 2022), an ‘Act’ section that is designed to “generate online leads that can then be nurtured on the ‘path-to-purchase’” (Chaffey, 2022), a ‘Convert’ section which is “aimed at conversion to sale”

(Chaffey, 2022), a ‘Engage’ section that is “aimed at long-term customer engagement and communications” (Chaffey, 2022), which develop long-term relationships and customer loyalty with first time buyers and finally a ‘Conclusion and Recommendations’ section.

FIGURE 1: RACE Funnel, Dave Chaffey, (Chaffey, 2022).



2. Business Landscape

2.1. Market Description

Providing service within sports is a market oversaturated with companies providing the same experience, products, and services. With 64% of UK adults being overweight or obese (Baker, 2023), it is crucial to instil healthy habits into children to prevent them from leading an unhealthy lifestyle. Sports coaching companies offer these skills from a young age, and it is well-researched that sports improve children’s lives in various ways beyond health, too - from self-esteem and social skills to maintaining discipline and working as a team (Mahaseth, 2016). However, the business landscape and market description of this industry is complicated and busy. With more than twenty sports coaching companies in southwest

London alone, competition is high (Google, 2023). More than 192,000 people work in the industry (Clark, 2022), and over 90% of children participate in sports once a week (Statista Research Department, 2022), meaning there is a high demand for sports services. Sports services also contribute highly to the economy, contributing £39 billion in the UK, with a significant portion “from grassroots sports” (Sport England, n.d.). Once dominated by men, the industry has recently seen a shift with increased female participation. Sport England set up the ‘This Girl Can’ campaign in 2015, and since female participation has begun to rise. Girls have “1.3 million fewer opportunities to play high school sports than boys” (Women's Sports Foundation, 2023); therefore, companies offering girls a pathway to continue playing sports at every age are well sought after. Starz offers many sub-divisions in which they offer services in educational, football, gymnastics, netball, multi-sport/activity and more. Having a wide range of sports available makes them competitive within the industry as they offer more than just football, the most popular sport in the UK (Fleck, 2022).

The target market for Shooting Starz is varied due to the industry. Their participants are under 18 and cannot be targeted. Therefore, the target audience for the company is parents or guardians of school aged children. These parents are aged 35-45 (Office for National Statistics, 2020), sitting both as Millennials and Generation X who have a disposable income.

2.2. Line-up Review

Services currently offered to consumers include educational coaching (after-school clubs, half-term camps, PE lessons), football (development sessions, team training and games, GK sessions, 1-1s, elite training academy), netball (development sessions, team training and games), gymnastics (working through badges in lessons) and recreational sports leagues like Netball High 5ives and Football Friday 5ives. The experience in these sessions is from qualified coaches with a wide range of experiences. Parents and carers can enrol their child

on a service for a fee. Other products include uniforms, spare and training kits, and accessories like beanies. This advertising plan focuses on introducing a new service, Football 5ives in Ealing – a new location for the successful recreational league. The differentiation this offers customers is a new location (possibly closer than current services), new set-up, new staff and the chance to join a leading sports coaching company. With over 30% of children participating in football at least once per week (Statista Research Department, 2022), although the industry is oversaturated, there is enough demand to set up a new location in an area currently untouched by the company. Differentiation among competitors, however, is more complicated. Many competitors are offering similar services. However, at Starz, parents can pay extra for a qualified coach rather than being parent-led, like most recreational sides.

2.3. Distribution Review

Websites, social media, and word of mouth recommendations are the main distribution tactics and channels used to promote services and products. Although finished to a high standard, the main website is outdated (Shooting Starz, 2023). However, it does hold relevant information regarding services and products, contact details and a FAQs page. The website is used to communicate facts to an audience, with the option to communicate via email or other applications. On social media, there is a business Facebook page, a Twitter account, and an Instagram account. These channels are used to interact with parents and carers, showcasing media taken at different services and community engagements like “player of the month” (Shooting Starz, 2023). To introduce a new service, email marketing, an updated website, and a stronger, more consistent social media strategy is necessary to ensure SMART goals and objectives will be achieved.

2.4. Competition Review

A PESTLE (Figure 2) and SWOT (Figure 3) analysis have been conducted to analyse the levels of competition, threats and weaknesses affecting the business' success launching its new 5ives service. To stand out and succeed, Starz must use their reputation to gain an advantage over competitors. A direct competitor in the area includes Rocks Lane which offers "football, tennis and netball" in three locations around southwest London (Rocks Lane, 2017). As both a physical and digital competitor, an analysis of the competitor company must be kept updated to maintain and acquire new customers (Chaffey & Ellis-Chadwick, 2019) by ensuring services and products are kept up to date. Audiences can easily choose different services, including sports not offered at Starz, like Tennis, or activities that are not sport related. Fee prices are also a threat to the company. Although high fees are necessary to ensure a standard of coaching and facilities provided, competitors can offer similar services at a lower price. The cost-of-living crisis is a massive threat to the company; less disposable income for every family means that the expensive luxury services offered at Starz may not be a priority. Therefore, it is essential to create a digital advertising plan that puts Starz above the competition, focusing on the experience and benefits children receive rather than competitive or flexible prices.

Figure 2: PESTLE Analysis

P	E	S	T	L	E
political	economic	social	technological	legal	environmental
<ul style="list-style-type: none"> sports laws for children obesity crisis + pledge funding for sports facilities labour laws for staff campaigns like this girl can etc. 	<ul style="list-style-type: none"> cost of living crisis labour shortage inflation rents rising products cost more to make equipment more expensive will fees need to raise? does the audience have a disposable income? 	<ul style="list-style-type: none"> the population of the area - how many children are around? career attitudes, do staff want to work in the industry? safety emphasis health emphasis - people want to be healthier cultural barriers - do certain cultures limit children playing sports - especially girls? attitudes towards sports - girls want to play more, more of a push for girls to play sports can we facilitate women playing sports to higher ages? 	<ul style="list-style-type: none"> equipment - what equipment is offered, and is there any that provides competitiveness? facilities - ANPR car parks, water bottle stations, upgraded changing rooms social media - what edge do we have? do all of audience have access to internet, mobile phones to access apps etc 	<ul style="list-style-type: none"> discrimination laws - are staff adhering? employment laws - hours worked, self-employed v PAYE, what benefits are offered? safeguarding - child protection laws health and safety, first aid laws 	<ul style="list-style-type: none"> weather and climate - outdoor facilities, aim to play in all weathers but more extreme weathers mean more cancellations - less money facilities need to not damage environment, be kept to a good standard

Figure 3: SWOT Analysis

strengths	weaknesses
<ul style="list-style-type: none"> large audience a large number of staff qualified staff for every sport range of sports location facilities relationships with facilities + academies brand image is strong great reviews and feedback from parents + students strong business foundations multiple sub-divisions sell branded products working website 	<ul style="list-style-type: none"> oversaturated industry not all staff are as qualified as they could be don't own their location/facilities low followers online the website is not updated regularly social media is not consistent / no plan only operating in one area of London connections with professional sports clubs outside of football aren't strong not organised - sub-divisions aren't clear no indoor facilities - weather permitting
opportunities	threats
<ul style="list-style-type: none"> expand location sell more products new, stronger relationships with academies, facilities, audience increase staff intake more qualified staff popular online presence mobile application updated website expand services+ sub-divisions introduce new sports more full time staff own their own location 	<ul style="list-style-type: none"> competition - many companies offering similar services multiple companies in the same area gender inequality - girls don't play sports as much as boys, limits audience cost of living crisis - parents can't afford to pay for the services safeguarding policies, child protection laws, working with u18 means a lot of regulations which can limit content labour shortage - not enough people to fill roles/people not qualified enough for roles social perception - bad reviews weather

3. Plan

3.1. Planning and Governance

The current digital marketing strategy includes a website, Facebook page, and an Instagram and Twitter account. None of these channels are being used to their potential and act as information channels instead of advertising channels. The new 5ives service being launched will begin in September 2023; therefore, a detailed digital advertisement plan will be developed and run in 6 months. This digital advertisement plan aims to increase following and engagement on social accounts, understand and work with KPIs and SEO on the website and use paid online advertising to market locally to the target audience.

3.2. Goals and Measurement

SMART Goals are a driving force in business, known as “the glue that holds teams and their efforts together” (Conzemius & O’Neil, 2009). They allow companies to set clear, achievable objectives. It is unusual for a small-scale sports coaching company to have full-time staff, and often as small businesses, they do not have the budget to employ media strategists. Starz, however, have a handful of full-time staff working on the organisational and admin side of the business due to its considerable growth. Currently, these staff work in multiple roles, including website design and social media strategy. This is currently limiting its success; therefore, it is crucial to recognise that the company will struggle to succeed in its advertising plan without measurable and achievable goals that detail a clear path on how they will get there.

As seen in Figure 4, the SMART goals include 50 sign-ups to the 5ives league, increasing the Instagram following from 1,636 to 2,000, increasing the Facebook page likes from 251 to 300 and increasing Twitter followers from 195 to 300 in the space of 6 months. This social media goal is achievable and will increase company’s exposure to a broader audience. Updating the

website and managing KPIs and SEO are also included in the specific goals. These goals are measurable using either the social media analytics tools or through google analytics or in-house measuring services. To do this successfully, however, current staff will need metrics and analytics training, and a social media strategist/content planner will need to be employed (even on a short-term basis) to create a strategy that will engage new followers as their current one is not engaging new audiences. These goals can be met in 6 months if these things are considered and implemented within the first six weeks of the timeline.

Figure 4: SMART Goals and Objectives

<u>SPECIFIC</u>		WHAT DO YOU WANT TO ACCOMPLISH?
S	<ul style="list-style-type: none"> • 50 sign-ups to Sives league • increase Instagram following to 2,000 • Increase Twitter following to 300 • Increase Facebook likes to 500 • website clicks increase 20% • SEO keywords increase for basic terms 	
<u>MEASURABLE</u>		HOW CAN YOU MEASURE PROGRESS?
M	<ul style="list-style-type: none"> • measured monthly using social networking analytics tools • sign-ups recorded in house • website KPIs measured via website site • SEO measured via Google Analytics 	
<u>ACHIEVABLE</u>		HOW CAN THE GOAL BE ACCOMPLISHED?
A	<ul style="list-style-type: none"> • training current admin staff to understand how to analyse metrics • employment of social media strategist 	
<u>RELEVANT</u>		WHY ARE WE SETTING THIS GOAL?
R	<ul style="list-style-type: none"> • to increase the exposure of the company to audiences in Ealing • beyond • help drive company reputation and sign-ups through awareness • set up reputation and fanbase for future launches 	
<u>TIME BOUND</u>		WHAT'S THE DEADLINE. IS IT REALISTIC?
T	<ul style="list-style-type: none"> • 6-month timeline • now: finalise advertising strategy • social media strategy, update website • work on SEO • 6 weeks: train staff and employ a strategist • 6 months: review success • strategies 	

3.3. Media

Currently, there has yet to be a strategic digital media plan. Social media posts are sporadic and don't follow consistent branding or content themes. However, posts are well received among current followers, often enticing shares, likes, and comments. Before the launch of 5ives, social media must be up to date with consistent branding and themes to entice potential sign-ups to the league. A consistent social media strategy and visual identity help customers evaluate judgement, credibility, distinctiveness, and reputation (Kaur & Kaur, 2021), creating competitiveness. Internal capabilities include scheduling and posting content, sharing media, and interacting with followers. External capabilities must be sought to create a successful social media strategy, visual identity creation, graphic design, editing and website updates. As stated in the SMART goals, a social media strategist/content planner will need to be employed, and current staff will need updated training.

3.4. Content

Chaffey describes the importance of content marketing as a way of “unifying all digital marketing” (Chaffey & Smith, 2022); however, there is no content marketing strategy in place at Shooting Starz. Content posted across all platforms include a promotional video about the company and general updates about fixtures and players of the month. To hit the SMART goals set, a content marketing strategy and content planning calendar must be introduced to manage and explore the effectiveness of social media marketing and paid online advertising. A content marketing strategy is crucial to further the company's online success as it is “changing the way companies sell and communicate with its target audience” (Vinerean, 2017) and will drive sign-ups to the 5ives league while increasing engagement. This strategy will also positively affect any paid online advertising, making it easier to track and evaluate its effectiveness regularly, keeping costs low. Metrics that will be measured across all online

platforms with a focus on the website will include page views, amount of time spent on website, likes and shares, mentions and comments and unique visitors.

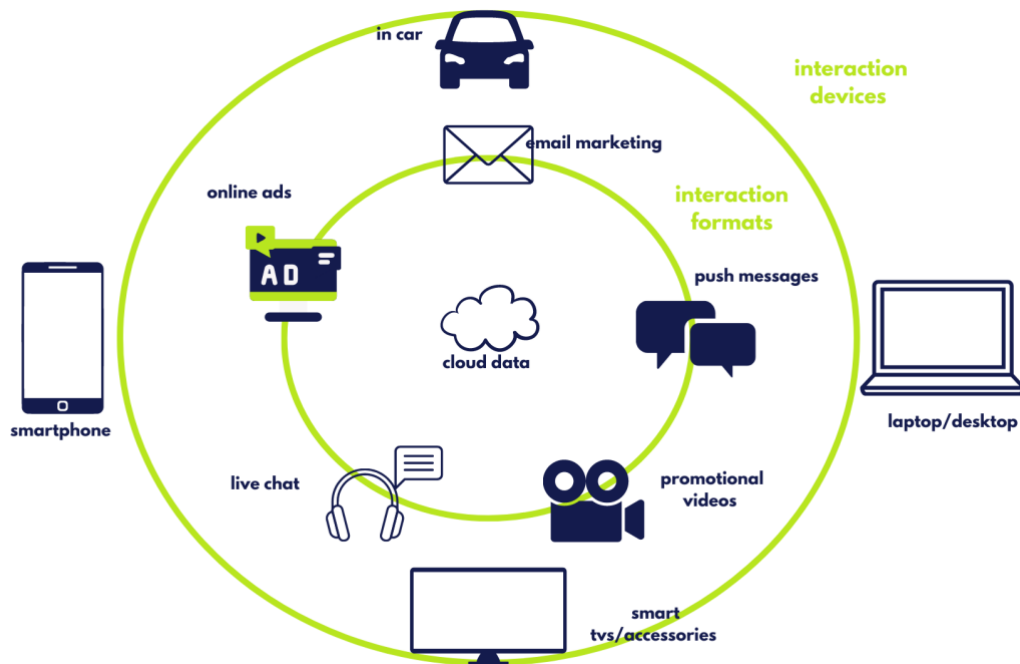
3.5. Experience

With customers able to experience similar products and services, “all organisations must have an effective internet presence to prosper, or ... even to survive” (Chaffey, et al., 2009). Starz can go one step further with its current audience, and therefore it is essential that when interacting with the company online, they are offered a unique experience. To achieve this, they must take advantage of personalisation tools. With a focus on website experience, this plan sets out to achieve a personalised email marketing service where when a user hits the landing page, they are offered the chance to sign up for an email subscription where they will be sent further details about the company, services, and products offered, even offering a discount code on their first purchase. The content marketing strategy will manage the success of this and may help retain audiences and boost sales, bookings, and sign-ups.

3.6. Conversational Messaging

Conversational messaging is offered through a ‘contact us’ page and a ‘live chat’ function (Shooting Starz, 2023). Creating an email marketing service will advance the scale of conversational messaging and marketing available; although many “proclaim the ‘death of email’, it is still a key digital channel and important in supporting conversational marketing” (Chaffey & Smith, 2022). Figure 5 presents personalised ‘digital communication options’ which ‘support relationship development with online audiences’ (Chaffey & Smith, 2022). These options are based on accessibility research of the target audience and would be best to consider for a solid conversational messaging and marketing plan.

Figure 5: Personalised Digital Communication Options



4. Reach

4.1. Planning and Governance

The company's key brand message is "encouraging the participation of young people in sport at all levels" (Shooting Starz, 2023). To be successful in this, the audience reach must be expanded. To expand this, this advertising plan includes online advertising, SEO, KPI management and a social media marketing plan and content calendar.

4.2. Goals and Measurement

To measure audience reach reliably and set out a new strategy, evaluating current reach statistics and working with distribution partners is vital. Analytics on the website can be used to evaluate current audience reach along with internal analytical tools provided by Instagram, Facebook, and Twitter. Reach goals link to all SMART goals set and, when put together, will enable Starz to hit its objectives. Paid adverts on social media will be measured using included tools.

4.3. Media

To maximise reach, keyword search will be implemented, allowing Starz to run paid google ads to increase how often they are shown in search results. Keywords like ‘sports’, ‘club’, ‘football’, ‘gymnastics’, ‘netball’, ‘summer camp’ and more will ensure that more people see the company in their first search results. This will lower competition and increase reach. Paid online advertisements are costly but will benefit the website’s traffic and direct audiences to sign up for the 5ives league. Paid social advertisements will drive audience engagement across socials and turn potential customers into company fans through exciting content. Promoting the company via promotional videos and content will allow audiences to interact easily. Organic and paid influencer marketing is irrelevant to this company and its target audience; however, brand ambassadors could be. This could be discussed at the end of the six-month timeline once all goals have been achieved.

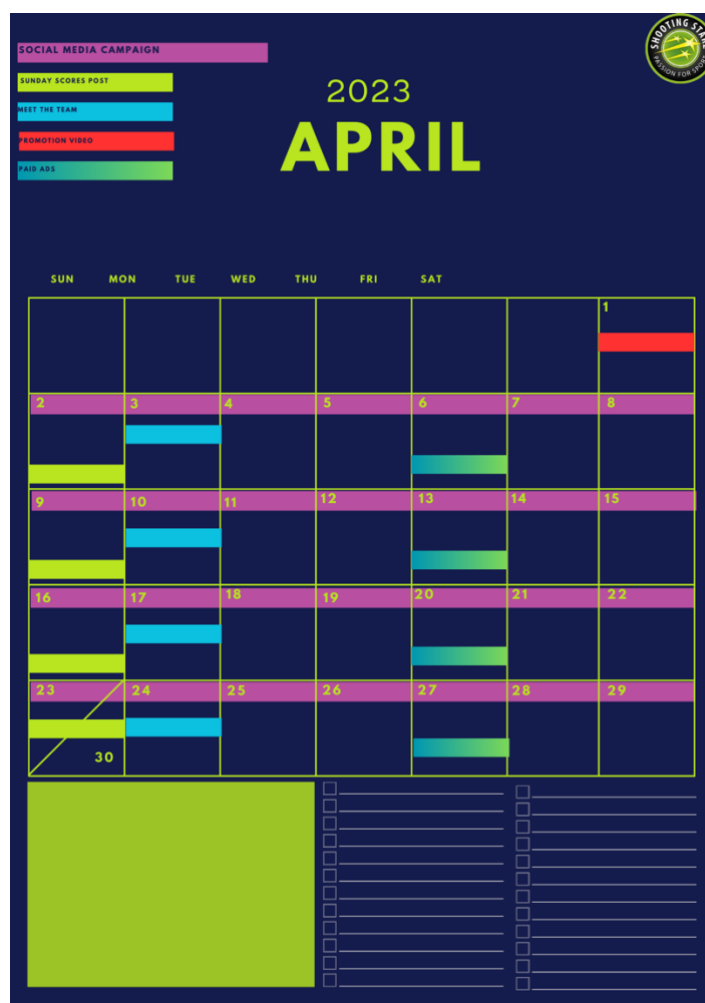
4.4. Content

TOFU content, designed to “establish a connection with target audience early in their buying stage” (Barry, 2014), will be utilised throughout social media paid advertisements. Promoting the company, rather than the service, entices customers based on brand messaging rather than the service being sold. From there, they will be encouraged to visit social pages and the website to see the services offered. Promotional videos like what is already on the website will be made shorter and shared wider across multiple platforms to show what Starz is and what they stand for, with punchy, exciting scenes that excite audiences and potential customers.

5. Act

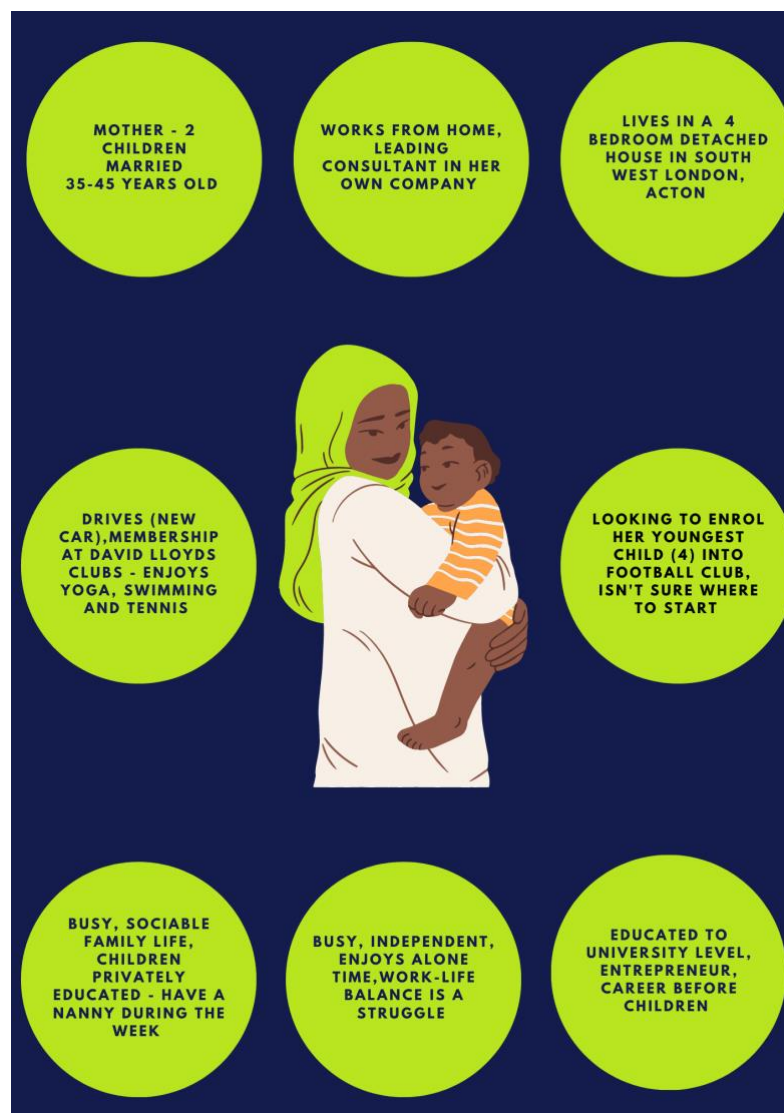
MOFU content will be implemented during the ACT stage. This includes “engaging the audience with the brand on its website or other online presence to encourage them to interact with the company” (Chaffey & Ellis-Chadwick, 2019). The social media campaign will be implemented here via all three channels currently used. Alongside paid ads, organic content will be generated through media collected at the site. Content generated will include topics like behind the scenes, inside the clubhouse, meeting the team, the facilities and footage from training and games. A month’s content calendar can be accessed in Figure 6.

Figure 6: April 2023 Content Calendar



Directly engaging with customers at this stage will develop trust that will push them to the engagement stage of the buying process. Replying to comments and shares, answering direct messages, and providing space for opinions are simple ways. Creating aesthetically pleasing well-branded content of a good standard is also essential. It encourages users to enjoy consuming the company's content rather than feeling that it is just there to sell them a service. A customer persona, a "common user type" (Chaffey, 2007), has been designed to develop a strategic plan to engage the specific target audience. This can be accessed in Figure 7.

Figure 7: Customer Persona



6. Convert

To “achieve conversion to generate sales on web presences and offline” (Chaffey & Smith, 2022), turning the customers gained through Reach and Act into sign-ups for the 5ives service is essential. Online and offline BOFU content will be used to achieve this. Online integration at this stage will be providing links to the sign-up page on social media, the website and in email marketing alongside paid ads advertising the service. Offline integration will rely on reviews from parents currently attending the 5ives league in Acton, word-of-mouth and encouraging staff to tell parents at sessions. After “identifying which stage of the buying process a customer is” and to encourage conversions further, “serving highly relevant content, just when and where customers need it” (Chaffey & Smith, 2022) is essential, therefore emails marketing the service will include a discount code that will bring the price of the first session of service down. To manage this, KPIs will be managed alongside sign-up numbers.

7. Engage

The last stage of the advertising plan is creating a long-term customer engagement strategy. In this, the final section of the RACE Funnel focuses on turning customers into repeat customers and loyal fans by “building customer relationships through time to achieve retention goals” (Chaffey & Smith, 2022). To do this, a focus on personalised loyalty schemes will be introduced. Email marketing to customers will include a digital loyalty card to unlock discounts on kits and sessions. In doing this, the company will receive earned media. The long-term customer engagement strategy must be re-visited and updated every few months if growth is substantial.

8. Conclusion and Recommendations

Creating a digital advertising marketing plan is essential for businesses in every industry as it provides the basics needed to gain new customers and take them on a buying journey. For Starz, this is vital to achieving the success of their 5ives league, expanding their exposure in a new area and positioning them above competitors. Sports coaching companies are often led by small teams. Therefore encouraging Starz to utilise the size and ability of their team to implement a digital marketing plan is crucial to their success beyond the next six months. Digital marketing technologies allow companies to reach wider audiences in more locations at a lower cost that is more accessible to all. The RACE framework allowed this plan to be split into clear sections. From this, each section has its own set of goals, objectives and deliverables that are easily managed. As Starz continues to grow their audience and services, this plan will need to be reviewed and updated to update the type of digital marketing needed to access its audience.

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