



STRATEGIC COMMUNICATION PLAN 2010-2011

Student involvement in sports



Irene Aldersma, irenealdersma@yahoo.com, 20052684, 5CM

Thesis supervisor: Mrs. E.C.J. Nieuweboer

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The Hague University of Applied Science

Executive Summary

In the academic year 2009-2010, both field and desk research have been conducted for The Hague University's Sports Department. This research is important for the Sports Department because it provides inside information about the target group, which can be applied to (future) communication strategies. The main goal was to find out which communication and marketing instruments can be applied to increase participation within their target group and create more awareness for the sports activities. The target group that is being researched contain all students studying at The Hague University (THU). To find out what the students know, think, want or do, with regard to exercising at THU, an online survey has been conducted.

The key findings, which can be drawn from the research, are that although many students are involved into the sports activities offered at the Sports Office, a large group stays behind. One part of the surveyed students does not know enough about the sports on offer. The other group does want to exercise, but only when it is not too expensive and time-consuming. The research done shows the interest of the students in the sports activities and how they perceive the promotional activities. The website and trial lessons were proven to be important factors but also two elements which are not very well known among the students or applied as an effective instrument by the Sports Department. The brochure and portal announcements are recognised as an important medium for the students. Furthermore, the students like to receive newsletters via e-mail, read posted messages on Hyves or Facebook or find information on the website of the Sports Department.

The solutions to the researched categories are included in the communication plan, which gives direction on specific instruments and can be implemented by the Sports Department. It states that for the creation of consistent promotional material the internal skills at the Sports Department can be developed and that with the knowledge available in THU many changes can be made. Also with little financial resources available. To be able to engage the student to the sports on offer an effective usage of the promotional activities is very important. Therefore, the content on the website and internet messages needs to be consistent and modern. Finally, new sports and cultural projects in the city of The Hague can encourage sports participation and provide a platform to generate (free) awareness for the Sports Office.

THU is the only institute in The Hague that has sports facilities. Therefore, THU should keep investing in this service provided for the students. Students do want to participate in sports activities. They only need to receive the right messages that attract them to the sports on offer. This strategic communication plan, written for the Sports Department, include information on how to send those right messages.

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Preface

This thesis is submitted in the requirements for a Dutch Bachelor's Degree of European Studies at The Hague University (THU). It contains work done in the academic year of 2009-2010. Peter in den Bosch (Head of the Sports Department) and me has chosen the subject of this report. Since 2006, I am a member of the student sports council that provided me the opportunity to learn more about the sports facilities at THU. Besides, I have been able to combine studying and the organisation of sports events, leading teams and arranging all kinds of other facilities for students. Because of my work in the Sports Office, I discovered my interest in the combination of sports and communication. This has created the ideal situation to find out in my final project how these two elements could be formed in a coherent communication plan.

I truly hope that my thesis, including the communication plan provide a valuable overview of all the opportunities for the Sports Department.

Because I moved from The Hague to Nijmegen during my writing process I want to thank my 'hotels' Tijs and Berber for their hospitality for when I had appointments at THU. Of course, I would like to thank my parents, sister and friends for the trust and support during my study programme European Studies and Marc for his help and motivation to finish everything in good order.

Finally, many thanks go out to both Mrs. Nieuweboer and Peter in den Bosch. I have experienced a precise and critical supervision which was needed to be able to learn from the process of writing my final thesis.

Irene Aldersma

April 2010

1. Introduction THU Student Sports 2009-2010

How can it be that the activities organised by the Sports Office seem to be unknown to some students despite the effort made to spread the information as well as possible? Are the activities on the regular offer still enough for the students of THU or is the student interested in other sports and activities?

These are the questions posed by the Head of the Sports Department. For these questions, an answer needs to be found.

In the academic year of 2007-2008, a student of The Hague University (THU) conducted research for the Sports Office. The main topics of this research were: an overview of the organisational structure, a comparison with other Sports Offices in The Netherlands and a survey among sports pass owners of THU Sports Office. The following tasks were assigned to the Sports Office from the results of the research report:

Task		Changes until 2010
1	More recognition for the Student Sports Council	None
2	Promotion in introduction week	Stand in Atrium during introduction week (September & January)
3	Organisation of more events by the sports council	None
4	Research on Sports Office on a regular basis (every 2 years)	Current research 2009-2010
5	Activation of "mail-to-all" system	A customer database with email addresses is created > used once
6	Re-introduction of sports magazine SPORTIFO	Decided to make it digital > never developed
7	Student Sport and city council	11 February 2010 introduction trial The Hague Student card. (see chapter 2)

Table 1: Assigned task Anne van den Berge 2007/2008 Research-report Sports Office

Two years ago, the research done was by means of a student satisfaction survey for pass owners only. This report elaborates on 'Task 4' (Research Sports Office on regular basis). For the Sports Office it is important to know what the students think who are not yet involved in sports activities organised by the Sports Office. To know how this particular group can be involved in sports activities, an analysis is very important. In short, this paper firstly explains which external factors can be useful for the Sports Office (Chapter 2). Secondly, this report has a strong international focus to research not only national students but include also the opinion of another important target group namely, the international students (Chapter 2 and 3). Thirdly, the results of this year's research present a better insight on how the communication strategy, used by the Sports Office, is perceived by the students (Chapter 3 and 4). In conclusion, through research on the above-mentioned areas, problems and bottlenecks will become more comprehensible. The outcome of the research is visible throughout the report and is found again in the appendix. Recommendations for the Sports Department are presented in a communication plan (Chapter 4). This chapter includes as well how follow-up research should be carried out.

The chapters will carry out the main objective of this report, which has been formulated in the following central question:

Which communication and marketing instruments can be applied and implemented by The Hague University's Sports Department to increase participation within their target group, and create more awareness for the sports activities?

In order to give an answer to the central question the following sub questions have been formulated:

- What is the Sports Office?
 - what is it;
 - what do they do;
 - organisational structure;
 - mission and culture.
- What is the Sports Office offering?
 - facilities;
 - performance.
- What internal and external developments affect the sports activities at THU?
 - who is involved;
 - publicity;
 - evaluation.
- What is the attitude of the target group regarding the sports on offer?
 - who is the target group;
 - awareness, knowledge.
 - what are the characteristics;
- What is the role of the communication within the Sports Office?
 - impact;
 - satisfaction.

The following definitions are expressed in the report:

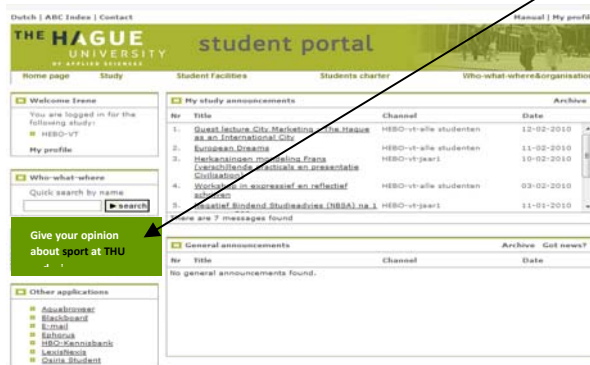
Sports Office: the office where all activities are scheduled and the students can enrol for the sports activities (front office)

Sports Department: the official name as used in the logo that represents the organisation (back-office)

Sports facilities: sports hall, football pitch, tennis court, fitness centre

Verbs used to subscribe the usage of the sports on offer: to do sports, exercise, fitness

To be able to answer the central question, research information should measure the current identity of the Sports Office and solve the actual communication problems. Alongside the investigation within THU, several interviews took place with the Head of the Sports Department and similar organisations in The Netherlands. To realise proper statements and suggestions for the Sports Office it was necessary to conduct a quantitative online survey. 7th January 2010 the survey named: "SURVEY THU STUDENT SPORTS 2009-2010" was launched. This quantitative online survey was visible for 3½ weeks until 3rd February 2010. The survey was accessible through the web portal and only for students of The Hague University (total of students THU= ± 20.000). During the 3½ weeks, students following regular studies in Dutch and English could click on the banner (icon) on the portal that linked to the online survey.



Source: www.portal.hhs.nl

The questionnaire consisted of the following question categories:

- General knowledge
- Involvement, attitude and preference
- Level of satisfaction
- Opinion
- Promotion and communication
- Background details

The total scores of the questionnaire and justification of the response:

- The Dutch version of the questionnaire is completed by 173 students;
- The English version is completed by 68 students;

The data used to compile this research is based on a total of **241** submitted files

Table 1.2.1. shows an overview of language, gender, study location (only asked to Dutch students), study year and type of accommodation. It provides background characteristics that form the basis for the rest of the results.

Characteristic	Respondents percentage
Language	
Dutch	72%
English	28%
Gender	
Male	38%
Female	62%
Location	
Hoofdvestiging (Main building of THU)	89%
Laan van Poot	7%
Delft	3%
Zoetermeer	1%
Study year	
First year	31%
Second year	26%
Third year	25%
Fourth year	14%
Fifth year or higher	5%
Accommodation	
Rented accommodation	55%
Live at home (or live with parents)	45%

Table 2: Characteristics respondents

The Sports Office is located at The Hague University's main building. Therefore, more students at this location responded to the survey, as this group is more aware of the existence of the Sports Office. Students from other locations that answered the questionnaire mentioned that the possibility to exercise at THU (main building) is unknown to them. Just like the annual THU Student Survey the 'Reflector' ("Reflector", 2009, p. 13) more females than males responded.

The Dutch survey had the highest response from students from the courses Food & Dietetics, European Studies (HEBO) and Facility Management. For the English version, this was International Business and Management Studies and European Studies (English stream). In chapter 3, the characteristics of these groups are described.

** Exchange students are not surveyed in this research. Information about this target group is composed through face-to-face contact during the introduction market or individual remarks made in the Sports Office.*

2. Sports Office Situation Analysis

This chapter presents general information about the Sports Office at The Hague University. These background details are needed to understand the following chapters, as well as being a basis for the analysed results of the 'SURVEY THU STUDENT SPORTS 2009-2010'. Furthermore, this chapter provides information about sports projects and activities in The Hague that are of interest to the target group of the Sports Office.

2.1. Internal analysis: Sports Office

2.1.1. Description Sports Department

Since fourteen years, students at The Hague University can exploit the sports facilities both in the university owned sports centres and in other locations in The Hague. Students can buy their sports pass, fitness pass, combi pass (fitness pass & sports pass) or spinning pass in the Sports Office located at the Oval, room 0.72. Certified instructors teach all lessons.

During the academic year 2009-2010, the Sports Office offers a programme, which includes the following aspects:

- **weekly classes/training sessions (with instructor):** subscription is not compulsory.
- **free sessions (without instructor):** subscription is not compulsory.
- **courses (with instructor):** subscription at the Sports Office.
- **internal leagues (with instructor):** subscription at the Sports Office.
- **events:** page 11 in the sports brochure.

The programme will be realised in two ways:

1. Activities organised and authorised by the Sports Office.
2. External sports centres with which the Sports Office has made concrete deals. Students must show their sports- or fitness pass and pay a reduced fee.

Table 3: Sports programme 2009-2010, p.5

The sports facilities are not only for THU students. The products also are for employees of THU, external students (from other universities) and alumni students (until 1 year after graduation). This particular group pays a slightly higher fee. Chapter 3 Communication Analysis, will elaborate more on a description of the target group, its characteristics and attributes. In the organisational structure of THU, the Sports Department comes under the Student Services Department. They support the Sports Department where needed. The Head of the Sports Department takes care of all activities, sales and events that the Office explores.

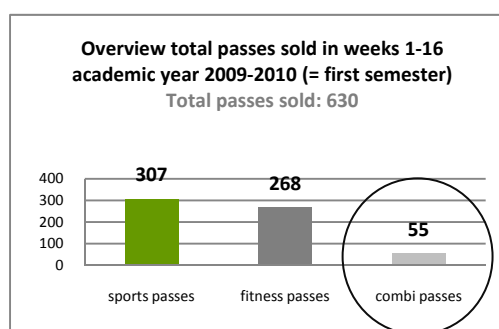


Organisation chart Sports Department

Apart from the Head of the Sports Department, there is another group that represents the Sports Department, namely, the student sports council. For the academic year of 2009-2010 the sports council consists of eight Dutch members. The council members also cooperate in activities such as the organisation of events, P.R. activities and desk activities. At this moment, only Dutch students can apply to be a member of this council. According to the brochure, students can contact the council for questions, problems and suggestions, but there is no special platform for students to post ideas or remarks. The council does not have a comprehensible name and image, and the e-mail address sportraad@hhs.nl is not communicated in the sports brochure or exploit by the council. The members are not consistently assigned with an individual task/function, like P.R., chair or financial. It are random students from different kinds of study programmes. There is no professional available to develop modern promotional material.

2.1.2. Mission statement and developments within the Sports Department

The mission statement of the Sports Department is to offer sports activities in THU that keep the students active during their studies. For the student it can be a cheap way to stay in shape or the perfect pastime in between the lessons. The Sports Office believes in the activities offered, therefore, it is important to make the students aware of the possibilities available at THU. The Sports Office is always listening to the wishes and ideas of the students. These ideas mainly come from students that are already involved in sports. Remarks can only be made personally in the Sports Office or via e-mail (hogeschoolsport@hhs.nl). In September 2009, the Sports Office introduced a new product: the combi pass. This pass is a combination of the sports pass and fitness pass and gives the student unlimited access to all classes, training sessions and to the gym facilities. Previously, students that wanted to join both classes, needed to buy both passes. This combi pass supports the possibility to perform in more sports for a lower fee. Graph 2.1.1. shows an overview of the total passes sold in 2009, divided in sport pass, fitness pass and combi pass. Around 10% of the passes sold in 2009 are combi passes. Expected is that this percentage will grow in the coming years.

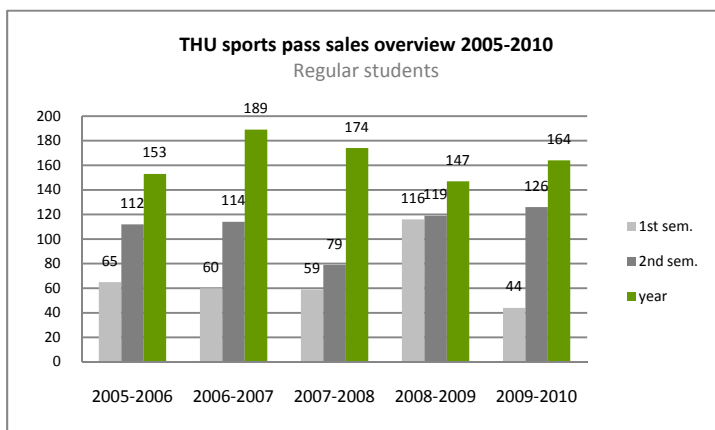


Graph 2.1.1.
Source: Sport members database 2009-2010

Although the Sports Office has limited resources and manpower available, the ambition is to offer enough facilities and a variety of sports activities, with a maximum use of the available capacity. The Sports Office is always prepared and motivated for changes to satisfy the demands of the students.

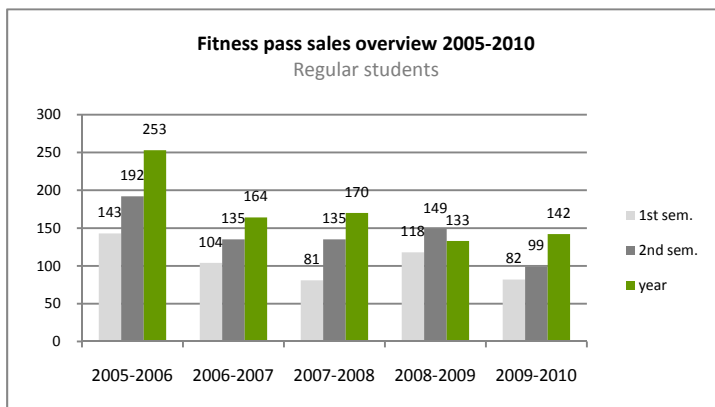
2.1.3. Overview sports passes and fitness passes 2005-2010

This chapter provides sales figures of the Sports Department to show the developments in interest for the products offered in the Sports Office. In graph 2.1.2. the total sales of passes from the academic year 2005 until the first semester of 2010 (regular students only) are visible. Information about the pass owners is collected in the Sports Office's database SPORTiFO. However, it is not possible to filter data like e-mail addresses and information as pictured in graph 2.1.4. Therefore that information is archived in a separate excel file. The file can be updated and applied to archive next year's details. Nevertheless, it is more recommendable and efficient to create a database, which provides more functions to filter the required data.



Graph 2.1.2.

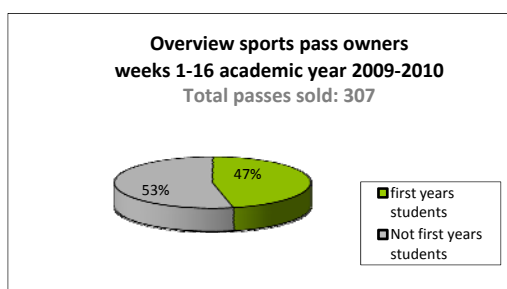
In 2009-2010, the year pass and second semester pass have had great interest. It is advantageous to buy a year pass is in the beginning of the year. The second semester had a boost because of the introduced Hague Student card (See chapter 2.2.)



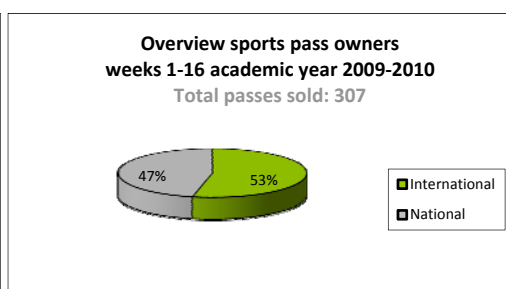
Graph 2.1.3.

Although in 2009-2010 more regular students bought a year pass than in 2008-2009, the total sales of the fitness pass decreased with almost 20%. When including the sales of the combi pass the pass declined with almost 10%.

These numbers match the results of the student sports survey where many students complained about the charges of the fitness pass. For coming years this can cause a decrease in the amount of participants. The more students that complain about the charges the fewer students will buy a fitness pass.

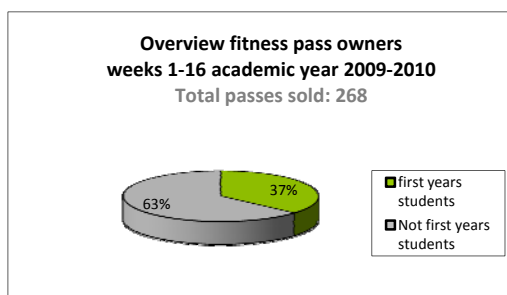


Graph 2.1.4.

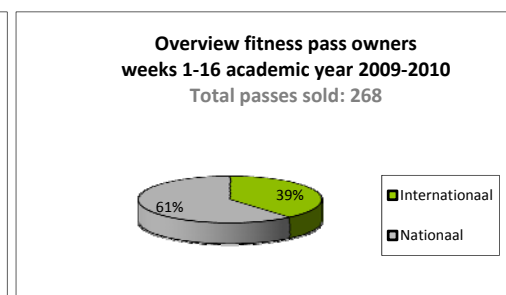


Graph 2.1.5.

Graph 2.1.4. shows a distribution of more passes to international students in the first semester. 29% of the international students in the chart are exchange students (Sports database, 2009). An anonymous remark in student sports survey states: *"improve your communication especially to the international students; they come here without any information about services at THU"*. It is noticed in the Sports Office, that this group also has more questions about the sports facilities at the beginning of each semester.

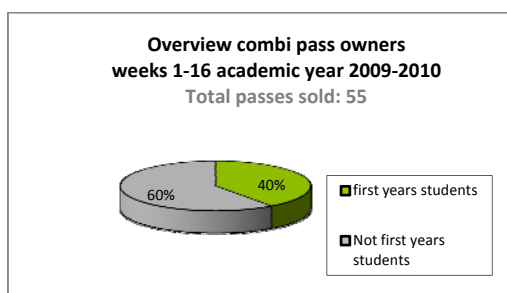


Graph 2.1.6.

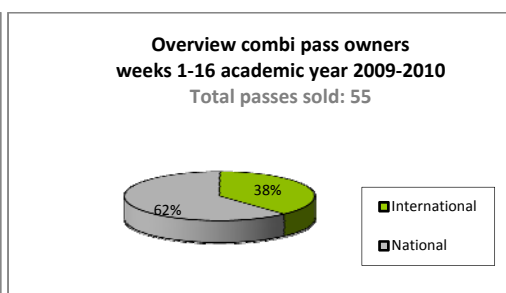


Graph 2.1.7.

Graph 2.1.7. pictures that, in contrast with the sports passes, the Sports Office sold more fitness passes to Dutch students. The results did not show why Dutch students are more interested in the fitness pass. The results only showed that many students are renewing the fitness pass. The figures of the combi pass are similar to those of the fitness pass. Students that last year bought both a sports pass and a fitness pass can benefit from this new product.



Graph 2.1.8.



Graph 2.1.9.

Source: Sports members' database weeks 1-16, academic year 2009-2010

The following figures show the outcome of the research: 'SURVEY THU STUDENT SPORTS 2009-2010', which is justified in previous chapter 2.1. 241 students of THU (national and international) respond the survey questions.

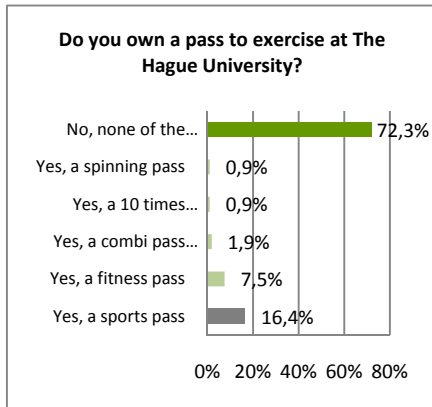


Figure 1.

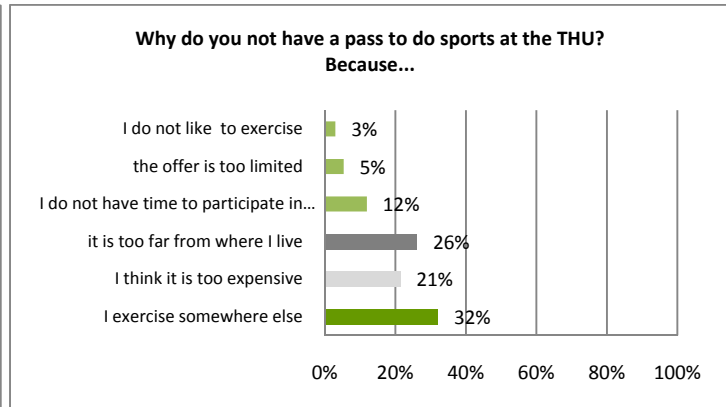


Figure 2.

In the survey, most students that have a pass, own a sports pass (16.4%). 72.3% enters not to be in the possession of a pass to exercise at THU. The following reasons are declared: students exercise somewhere else (32%), students still live at home and practice sports in their hometown, the international students thinks the pass is too expensive. Those who answered: 'I do not have time to exercise', specified to be first year students and wanted first to see if there is enough time for leisure and sports alongside studying. Many students specified other reasons. A great percentage said not knowing enough about the sports on offer in THU. The most surprising reason given by female respondents was the desire to exercise in a female restricted environment (fitness for women's only). Chapter 3 describes more information about these declarations.

2.1.4. Evaluation Sports Department and the sports activities

Chapter 3. Communication Analysis, describes more detailed the communication objectives of the Sports Department. This chapter however, stresses the knowledge of the target group about the organisation and attitude with respect to the organisation (Vos, Otte, Linders, 2003, p.43). This information is necessary to conclude if the Sports Department needs to change its communicative approach or not.

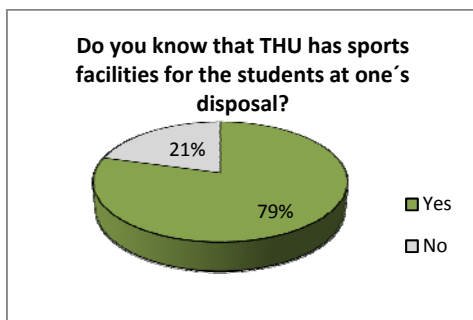


Figure 3.

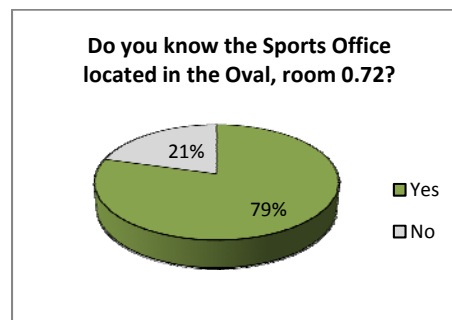


Figure 4.

The figures on the previous page present that the sports activities offered in THU are directly associated with the Sports Office. It indicates that the students know where to go when there is an interest in a sports activity. From the 21% of the surveyed students is a large group studying at another location of THU. According to these students the possibility to do sports at THU main location is not promoted in these locations.

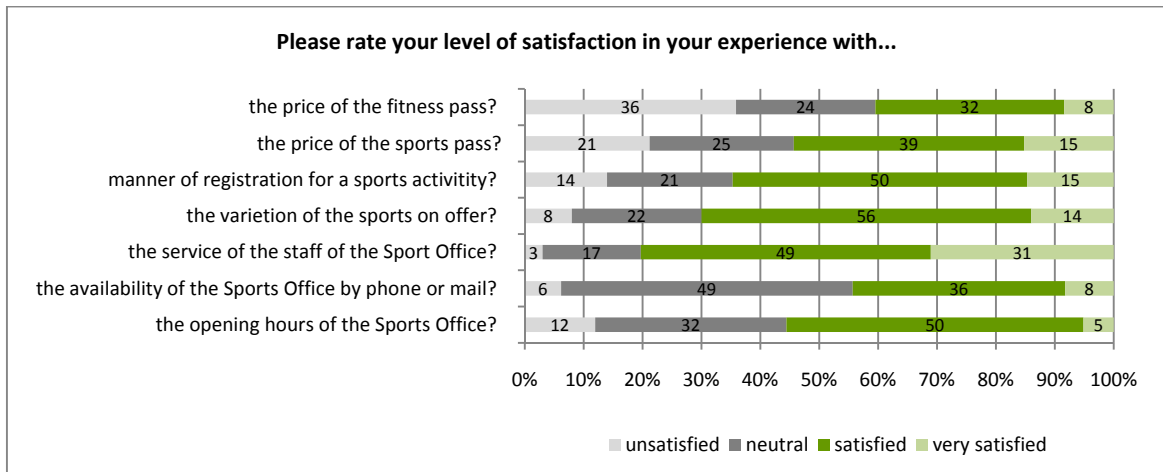


Figure 5.

In comparison with the results of the research done two years ago, the majority of the answers (in Figure 4) remained of equal satisfaction. However, the category 'price' shows differences in. Two years ago the pass owners were very satisfied with the charges of both passes. The results in Figure 5 demonstrates enough satisfaction for the sports passes but a large percentage of the students are not satisfied with the fee for the fitness pass. Both the results of the Dutch students as the international students show that the students believe the fee for a fitness pass is too high for the hours that the fitness centre is open (39%). The made remark was that the fitness centre is opening too late in the morning (11.00 a.m.). Students do want to fitness before class. Other fitness centres in The Hague are opening from 07.00 a.m. till 23.00 p.m. and are open in weekends (FitnessFirst, 2010). The service of the staff in the Sports Office scores very high, 80% is (very) satisfied. An anonymous remark in the students sports survey states (2009-2010): *"Although it's sometimes unclear where certain sports activities/courses take place, after asking I got friendly replies"*.

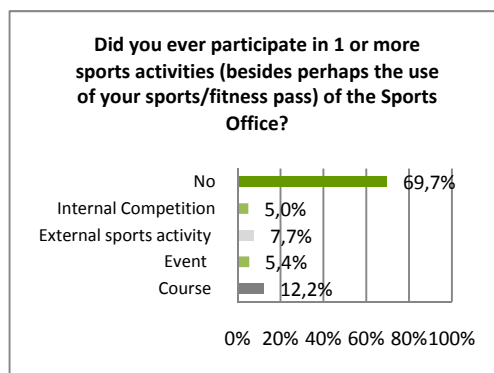


Figure 6.

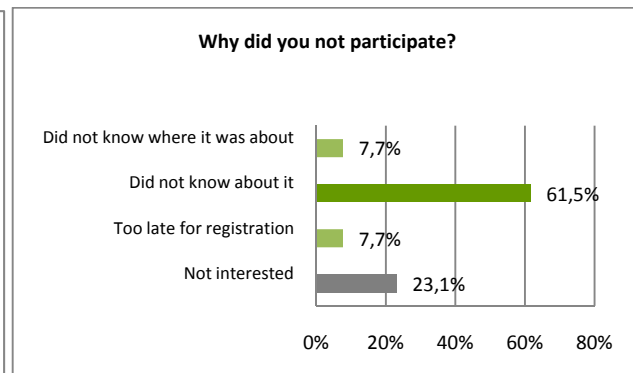


Figure 7.

From the respondents 61.5% reveals to be unknown with the fact that the Sports Office also organises events or internal competitions/leagues next to the regular offer. Other reasons are that most pass owners believe it is too expensive to participate in other events too. Furthermore, the majority admits not having enough time to join any other sports activities. The problem of students with not enough time to join the sports activities cannot be solved by the Sports Office. Exercising next to studying is an option and an extra service for the students. It is not compulsory to participate. It remains the student's decision what kinds of activities have their priority.

2.1.5. Sport preference

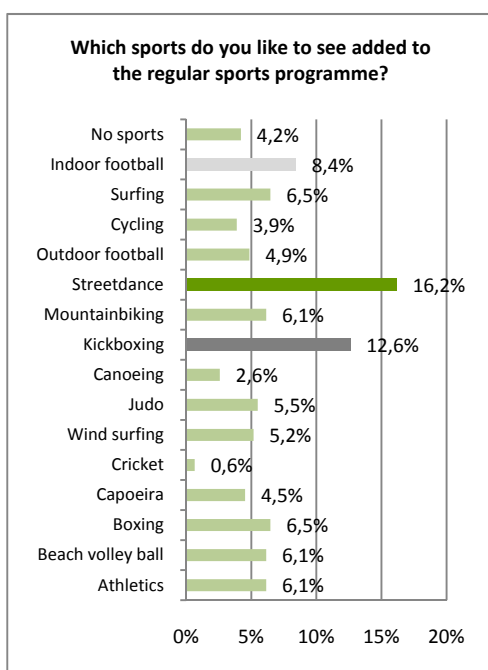


Figure 8.

Streetdance and Kickboxing (16.2% and 12.6%) was the most common answer given to the question "which sports students would like to add to the sports programme". The Dutch students third favorite was boxing and the international students third favourite was to add more indoor football. In the category "other sports", students named swimming (international) and kitesurfing (national). Although the beach is near and provides many sportive activities, the Sports Office does not offer any beach games and activities. An option is to offer for example kitesurf clinics starting from the month April. In 2009 the Sports Office added the sport ZUMBA to the regular offer due to high demand and interest of the target group in this sport.

Although the figure does not show high interest in the brazilian sport 'Capoeira', many students expressed at the desk of the Sports Office, the desire to see 'Capoeira' classes added to the sports programme. New classes can be introduced in the beginning of the academic year 2010-2011 but only when there is enough capacity to offer new sports. Offering trial lessons is an "active measurement" to test the interest in new sports. Introducing Streetdance will be an extension of the existing women sports (like Bodypump or Total body workout). Kickboxing has never been offered in the regular offer. Both sports do not require special (expensive) equipments.

A broad overview of the 'open' answers given to these (and other) questions can be found in the appendices.

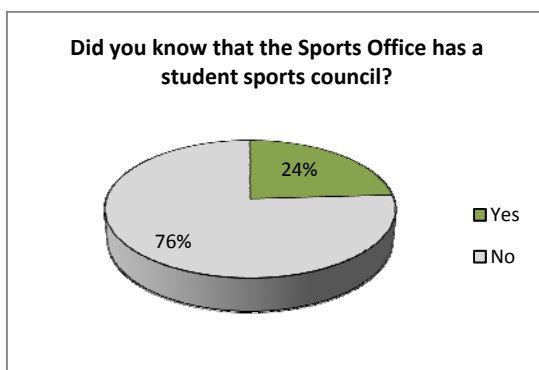


Figure 9.

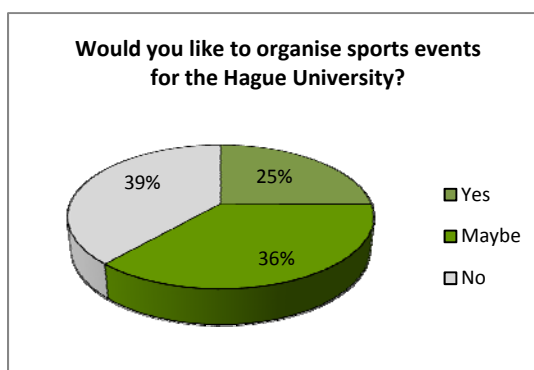


Figure 10.

Just like the results of 2007-2008, 76% of those surveyed do not know the existence of the student sports council. The sports council is only known through the presentation of the members in the brochure. Neither the website (besides the Dutch webpage) nor other activities give the impression that the student council exists. 36% of the students indicates they maybe like to join the student sports council. Students like to organise events but only when knowing how much time it will cost or when a compensation is given. The international students are more willing to organise sports events for THU than the Dutch students. At this moment there is only a Dutch sports council. When foreign students can join the council, all student target groups will be represented. This can conclude in an easier contact with the international student to attract more students to the events and the sports on offer. More about other possible collaborations is written in chapter 3.2.

2.2. External analysis: Development of sports for students in The Netherlands

In Dutch society, there is a great interest for projects in the direction of education and sports. National stimulation and projects have been facilitating this collaboration. It is however difficult to encourage new initiatives in sports activities or perhaps provide extra possibilities for the sportive students because of the restricted facilities and capacity ("Rapportage sport 2008", 2008. p.43).

One organisation that does care about the development of student sports in The Netherlands is Stichting Studentensport Nederland (SSN). This is a national collaboration of local sports councils and universities sports offices. SNN is a direct representative of 70,000 sports pass owners in The Netherlands. The advantages for sports councils, which have a contract with the SNN, are (among others) that pass owners can participate in the "Groot Nederlands Studenten Kampioenschap" (GNSK) – translated – Dutch Student Championships. In a conference in October 2009 the Sports federation NOC*NSF, the national HBO-council (HBO-Raad) and the Association of Universities (VSNU) discussed about the topic students sports in HBO studies. According to HBO council chairman Doekle Terpstra;

“Student sports in The Netherlands are not well arranged and developed in every student city. In the coming years there will be a strong focus on student sports (“HBO-raad, VSNU en NOC*NSF gaan voor studentensport”, 2009, section, nieuws). The SSN is organising many events during the year. Events that the Sports Office can include to the list of events, which are organised on a yearly basis. For the Sports Office it is important to explore the possibilities and advantages of the contract with the SSN.

Other developments in student sports are noticeable on local level in The Hague. Politicians and policy makers are pleased to improve public health and social cohesion via sports. If these developments continue in the coming years, the sports industry could have a promising future (“Rapportage sport 2008”, 2008. p.43). In 2009, the city of The Hague started to make plans, which have a strong focus on sport, education and youth. Four subjects in these developments are interesting for the Sports Office:

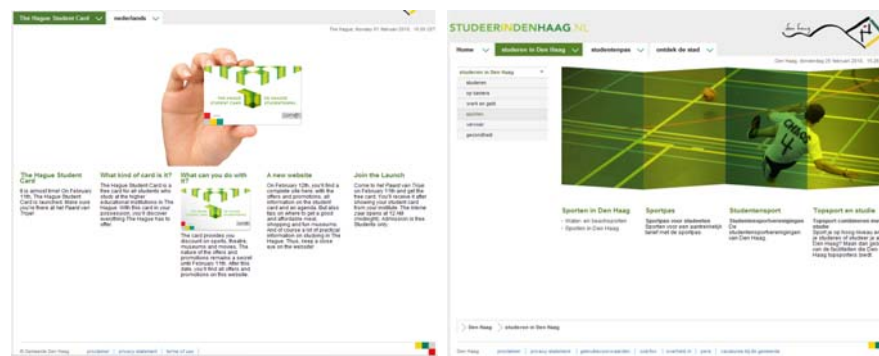
- The Hague Student card
- Leiden University College Campus The Hague: Global Challenges
- Sports campus ‘Zuiderpark’ The Hague
- Happy Student – Introduction The Hague

2.2.1. The Hague Student card

By the end of 2009, the city council of The Hague decided to make a budget of 10,000 euro available for sport and cultural initiatives. With this money, the city created *The Hague Student card*.



At this moment this card is free available for a maximum of 3,000 students studying at one of the institutions for higher education in The Hague. The introduction of the card has a test period until September 2010. In this period, the card will be adjusted as well as possible to the needs of the students. The initiative fits the policy of the city council to connect more students to the city. Deputy Mayor Sander Dekker (Education, Youth and Sport) says: “The Hague would like to bind higher education to the city. This is important for the future and the economy of our city. Young talent needs to feel at home in The Hague. With good studies and housing/accommodation, the city is providing more and more student facilities. The Hague Student card shows that the city is also offering many facilities in the areas of sports and culture.” (“Den Haag lanceert De Haagse Studentenpas”, 2010, section, nieuws) ACKU and the Library The Hague are also an initiator of this concept. The Hague University, INHolland, Royal Academy of Fine Arts, Royal Conservatoire, University of Hospitality Management, Fontys and The Institute of Social Studies (ISS) are as well supporting the initiative.



A new webpage was launched together with The Hague Student card, on 11th February 2010. (www.dehaagsestudentenpas.nl) The arrangement made with the Sports Office is that a maximum of 75 external- and 450 internal students can make use of a 50 % discount with the 'The Hague Student card'. This arrangement is a trial until the end of the academic year 2009-2010 and only applies to those students buying a sports pass. From 11th February until 11th March, around 30 THU students took advantage of this offer. In the beginning of the academic year 2010-2011 all students in The Hague will receive the card (around 30,000 students).

OPPORTUNITY*

The Sports Office can take advantage of this offer to attract more students of THU as well as external students to the facilities at THU. The 'Student card' creates the ideal situation to promote the activities at other universities without a competitive perspective and extra expenses. Besides, because of the increasing number of student applications at THU, the Sports Office can attract more students <2008-19,522>2009-20,214> (HBO-raad, 2009, section, inschrijvingen).

2.2.2. Leiden University College Campus The Hague (LUCH): Global Challenges

In September 2010, Leiden University College in The Hague will be introduced ("Leiden University College in Den Haag in september 2010 van start", 2009). The College is a three years bachelor study for students from all over the world. In September 125 students will be accepted. In coming years this number can grow to 200 students per year. This project is for 4 million euro's subsidised by Leiden University and 12 million euro from the city of The Hague is invested in housing.

On 26th February, student accommodator DUWO started with the construction of 122 semi-permanent student houses in The Hague University's district, Stamkartstraat. ("Bouw studentenwoningen LUCHT", 2010). Students of this programme can make use of the facilities available at The Hague University; located near the residential facilities, as well as they have access to all of Leiden University's sports facilities.



OPPORTUNITY *

The facilities of THU are next to the accommodation of the students. It is likely that the students will consider joining the sports activities at THU. The offer does not extend as far as the facilities at Leiden University but in regards to location, the Sports Office has an advantage. To attract the students the plans for promotional activities have to be clear and coherent. All communication instruments used for the promotion of this project need to be up-to-date (o.a. website).

2.2.3. Sports Campus 'Zuiderpark' The Hague

A unique Sport Campus will be created by the end of 2013 in The Hague's Zuiderpark. Separate facilities will be built for professional sports, beach sports and gymnastics on the spot of the former ADO stadium. The Academy of Sport Studies at The Hague University and ROC Mondriaan will also join the new complex. According to Deputy Mayor Sander Dekker, "The Sport Campus will become like the Papendal National Sport Centre (located in Arnhem) in the Randstad. It will set the standard for knowledge about sport. Professional and amateur athletes will have all kinds of possibilities to develop their talents." ("Hague Sport Campus in Zuiderpark", 2010, section, students and expats) Construction works is expected to start at the end of 2011 and complete by the end of 2013. In the Sports Campus, a variety of sports events will be organised. Besides the events organised for the professional sportsmen, easy accessible events can be organised by the local community.



Drawings of the Sport campus 'Zuiderpark'

OPPORTUNITY *

The location of this Sports Campus is not very far from The Hague University. It provides the Sports Office opportunities to offer more outdoor events and activities. The present experience in the Campus can be used to improve the future plans and strategies of the Sports Office.

2.2.4. Happy Student – Introduction The Hague

Apart from the introduction week at THU starting in the first week of the academic year, 'Happy Student – Introduction The Hague' will be organised by the city of The Hague and ACKU. This is an introduction for all the students in The Hague and highlights all kinds of activities for the students. The Sports Department is invited to be part of this event to promote its activities. The introduction week is an opportunity to present the Sports Office as well as the sports council. Being available during this week's will be good for the image of the Sports Office and the sports council and makes the (new) student aware of the existence of the sports facilities at THU.

THREATS*

The largest threats for the Sports Department, which can also form a risk for the above-mentioned external developments, are the restricted facilities and limited financial resources. Although the city of The Hague is now investing in student sports facilities, it cannot be arranged on short notice. All projects are new and applied on trial. When more students are going to participate in sports, the projects will accomplish their goal but at this moment, the facilities might not be satisfactory enough to supply in this new demand. The amount of promotion needs to fit into the available capacity in THU and in the external facilities in The Hague.

Finally, a threat for the Sports Department is that when the city of The Hague stimulates all sports accommodations to promote the facilities, students will become more aware of other possibilities, besides the accommodations at THU. Becoming more aware is on one hand an opportunity for the Sports Office but on the other hand a threat. When students get more conscious of other sports on offer they as well will compare the charges and services. Concise marketing objectives are important to anticipate in these developments.

This website shows almost all facilities for students in The Hague, including the sports facilities. Through easy navigation and a broad variety of topics, lots of information is available:

<http://www.denhaagstudentenstad.nl/en/home>

3. Communication Analysis

This chapter provides the communication analysis. The information of chapter 2 and chapter 3 is combined in chapter 4. Swot-Analysis.

3.1. Target group analysis

Before the role of communication can be explained, the most important characteristics and attributes of the target group should be analysed. The more is known about the target group, the better the communication objectives can be described (Vos, Otte, Linders, 2003, p. 61). The focus of the communication plan for the Sports Office is on (potential) customers. "Customer" is narrowed down in this research to only students at The Hague University.

This particular group can be divided into the following subgroups:

- Full-time students Dutch courses (Dual students Dutch courses & Master programme)
 - Full-time students English courses (& Master programme)
 - Exchange students
 - Pass owners Dutch courses
 - Pass owners English courses
- Marketing target group

The group is divided into Dutch courses and English courses because the communication needs to be adjusted to be understood by the two groups. Language and interest are the most important factors for this division. The communication target group is the group where the Sports Office needs to focus its promotional activities on. The marketing target group (in this context) is the group that already has a pass to participate in sports at THU. That group is in fact the user/buyer (Michels, 2001, p. 106). Generally, the communication target group is larger than the marketing target group because it covers all the students at THU. The majority of the students share common characteristics, even though each individual is different in some way. Although it is not necessarily to split the students of THU into individual characteristics, according to sales records, the Sports Office attracts high interest from international students in the programmes IBMS, LAW and HEBO. For Dutch students these are the courses: Food & Dietetics, European Studies (HEBO) and Facility Management. The students in these courses are (likely) more active next to their classes and more involved into social activities.

Although it may not be the focus for the Sports Office (and this research) chapter 2 described which opportunities could be gained when including the target group *external students*. External students are as well able to practice sports at THU but more important this group will also receive 'The Hague Student card' in September 2010. The Sports Office will be promoted through the promotional activities of this pass. The group external students is a small group that studies somewhere else in The Hague (or elsewhere) and mainly know the Sports Office through friends or via portal announcements on their university's portal.

3.2. Intermediaries

The Hague University offers many kinds of study programmes and has a great diversity of people. The Sports Office offers its services to all the students at THU and tries to reach all those students. The Sports Office is however not able to know what all 20,000 students think and where to reach all those students. At THU there are study organisations and student unions that are organised for- and by the THU students. These groups know what is happening in their study environment and know when and how to approach the students in their particular surroundings. The organisations are able to operate as intermediaries for the Sports Office. They form the link between the students and the Sports Office (Vos, Otte, Linders, 2003, p.45). Although only 10% of those who completed the survey are a member of a study organisation, applying indirect communications via intermediaries can be an effective and efficient way of communicating with the target group. All organisations are founded for the same reasons, namely, to help, guide, inform and entertain the students to make their student life as joyful as possible. Through the research for the Sports Office is known which courses are more interested in participating in sports. In collaboration, those student organisations are able to exchange knowledge and experience.

In the appendix, a list of all study organisations and student unions is included.

3.3. The role of communication

The inserted communication at the Sports Office is influencing knowledge, attitude and behavioural patterns within the target group. The following figures show if the Sports Office aimed their messages on the right target group and how they are perceived (Nieuweboer, 2008, ppt CRTwk1, p.19). The conclusion explains what contribution communication does make to the process. This process can be described through research that adds valuable insight into the communication process. According to Stoldt, Dittmore and Branvold (2006, p.5) the value of the internet interaction (including social network pages) is a key tool for sports communications.

However, Figure 3. shows that the Sports Office's website was not recognised as an important medium for students to get informed about the sports on offer.

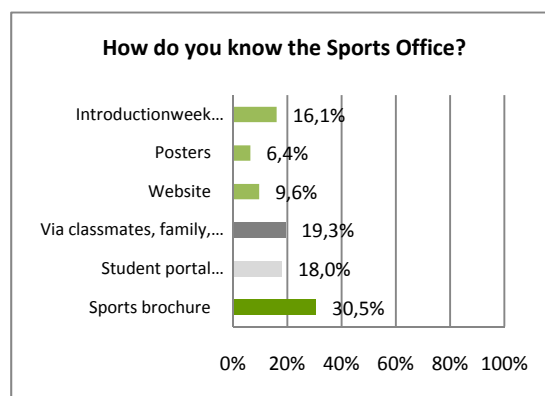


Figure 11.

The sports brochure is the most popular medium (30.5%) for these students. In the research of 2007-2008 the option 'Student portal announcements' was not available. It appears 18% of the students have been reading the portal announcements concerning news from the Sports Office. Compared to the research 2007-2008 there is a small progression on recognition for the introduction week (from 11% to 16.1%). In the open questions students stressed that promotional activities during the introduction week do attract their attention. Besides, providing free trial lessons in the beginning of the year are appreciated by the students. Nevertheless, many students said to be unknown with this option. The trial lessons are only promoted in the sports brochure. During the introduction week the focus is on making students aware of the existence of the sports on offer. There is no special flyer or poster that indicates the possibility to join these free lessons.

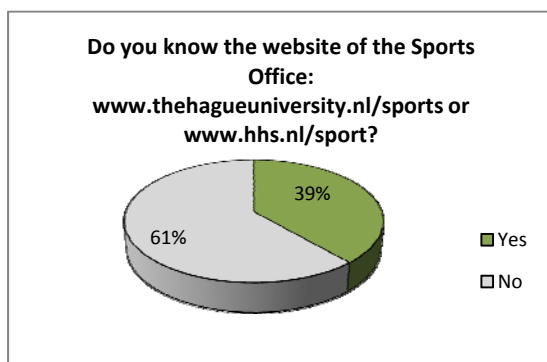


Figure 12.

Figure 12. states that more than half of those surveyed do not know of the existence of the website of the Sports Office. This means that students find other sources more important to find information about sports activities or that the website is not visible enough to stimulate their search to such events.

Students can enter the website on the student webportal <https://portal.hhs.nl>: StudentFacilities> Culture, Sport and Leisure> Hogeschool sports. Especially the content on the international sports website is very poor. The Dutch version has more content. Students gave as remarks in the open questions that short videos are attractive on a website and that the tool "visitors count", can indicate how many people viewed the website. Information regarding other activities organised in THU or organised by external organisations (not study related), are most noticed through the student portal messages (48.7%). The Sports Office is in the possession of all e-mail addresses of the pass owners but at this moment this excel file is not operative for promotional activities. 7.5% of the students gets informed about the activities through social networks like Hyves and Facebook. The 'open answers' revealed that promotional activities through these social networks are appreciated. The results of THU 'Reflector' student survey 2009 exposed that the majority of the students know the 'Reflector' via the received e-mails concerning the investigation. One third knows the 'Reflector' through the student portal announcement and 22% via a postal card, which the students received at home (Reflector, 2009, p.15). This turnout explains the high impact of email messages on the students. Promoting the facilities via the students e-mail messages (mail-to-all system) and social network pages is a cheap and easy way of promoting the sports on offer.

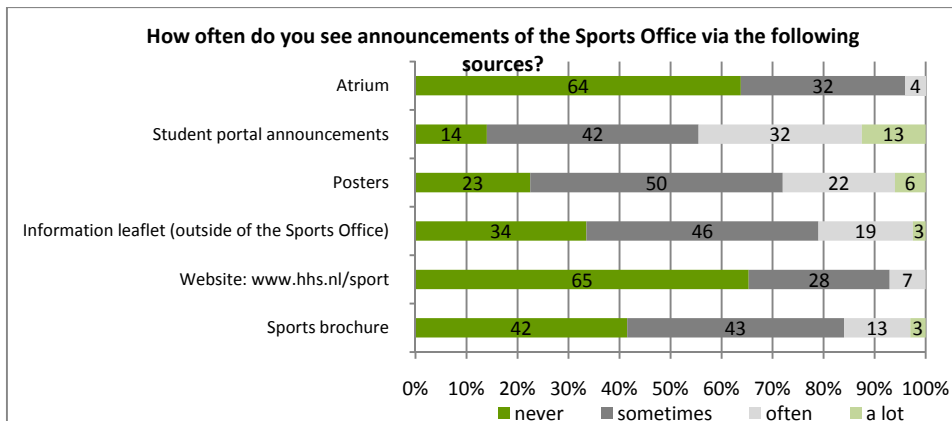


Figure 13.

According to Figure 13., 43% of the students reads the sports brochure sometimes. Since the brochure is an annual edition, the students might read this once in the beginning of the year. However, this brochure is always present and available in the Sports Office. The student portal announcements have the highest impact on the students. 55% sees the announcements often to a lot. This implicates again that internet messages have a strong impact on the students.

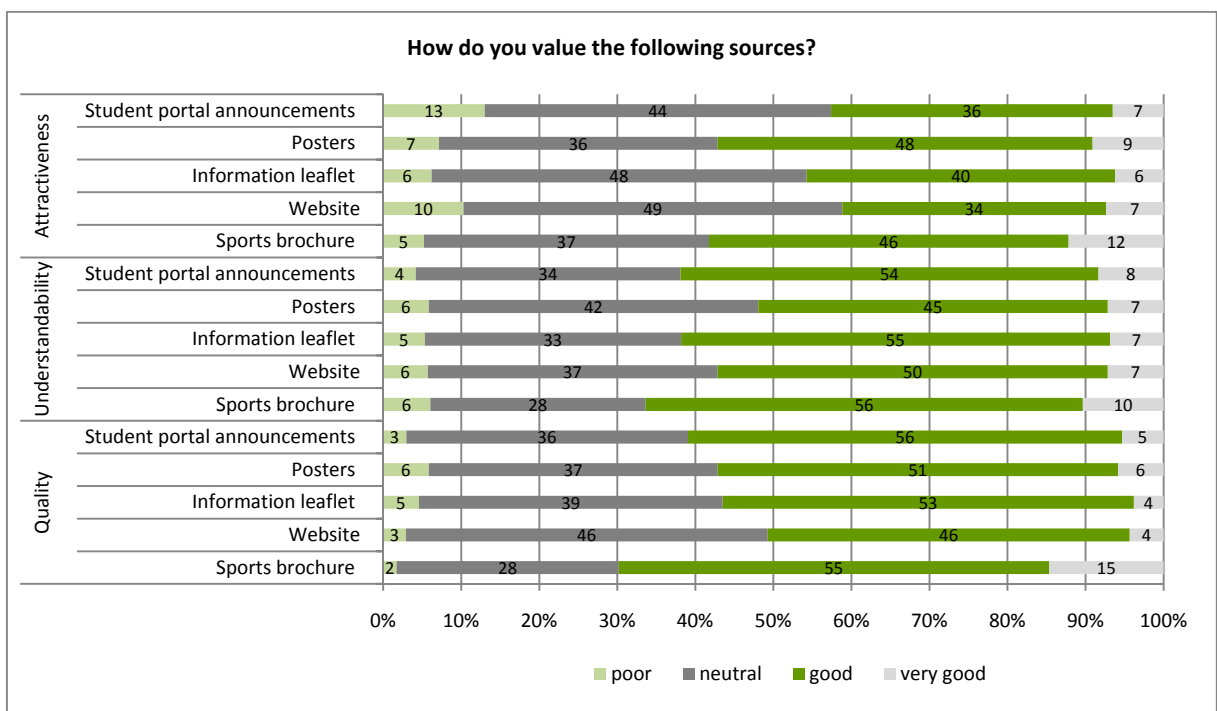


Figure 14.

The valuation of the different media types that the Sports Office uses are visible in Figure 14. The sports brochure has the highest valuation in all categories and scores best in the category 'quality'. The website has the lowest valuation in the category 'attractiveness'. Only 41% values this source (very) good. The students expect to see more on the website that attracts their attention.

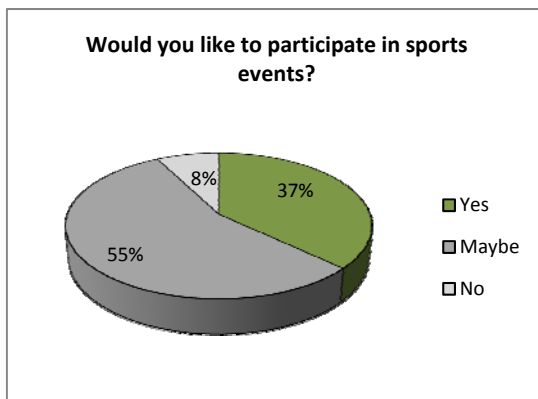


Figure 15.

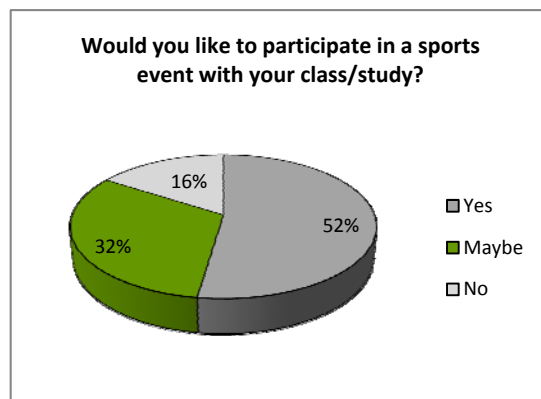


Figure 16.

Sports events are activities where students do want to spend time on, as shown in Figures 15. and 16. In Figure 15, 37% of those surveyed, like to participate in sports events. The 55% that gives a “maybe” is because the question did not ask directly in what kind of sports activities students want to participate. Not all events will be approved or preferred by all students. Nonetheless it proves for the Sports Office that students do want to be active next to their study and do want to participate in sports events. Most surprisingly are the results of the question in Figure 16; 52% of the students would like to participate in sports event with their class or study. This can either be that students want to have more organised in within their study programme or want to create a better relationship or bond with their classmates.

However, the Sports Office organises events for all the students studying at THU. This means that it does not organise events per class. This can be done per academy or by a group of students. The Sports Office can facilitate the groups in sports equipment which can be used for individual sports initiatives.

The following chapter provides a SWOT-Analyses which provides an overview of all the information which is obtained from the research.

4. SWOT- Analyses

For the decision of where in the communication plan the emphasis should be made, the SWOT-matrix provides an accurate overview. Please note that not only the strengths and weaknesses of the organisation are given but also the strengths and weaknesses of the promotional activities in the Sports Department. To gain a better insight into the situation in total, the results of the communication analyses is also included. The confrontation matrix (4.2.) presents which areas should be connected to solve the discovered problems of the Sports Department. The most important areas are listed in the confrontation matrix. The strategy is created with the information of these chapters and formed into a coherent communication plan (chapter 5).

4.1. SWOT- matrix

Strengths

- S1. Distribution of more sports passes to international students
- S2. The Sports Office is always listening to the wishes and ideas of the students
- S3. In 2009-2010 the year sports pass and second semester sports pass have had great interest
- S4. Good service and friendliness Sports Office
- S5. Introduction of the combi pass (sports-&fitness pass)☐
- S6. Student like to see added new sports to the sports programme
- S7. The Sports Office is since 2009 more visible in the Atrium during introduction week (demonstrations)☐
- S8. Most of current communications also available in English
- S9. The sports brochure is attractive and understandable for the students
- S10. The portal announcements are noticed and read by the students
- S11. Free trial lessons are appreciated

Weaknesses

- W1. Decline in sales fitness passes
- W2. No possibility to extent capacity of the sports facilities
- W3. Poor and inefficient computerisation
- W4. No digital registration system for students
- W5. Small organisation means less manpower available
- W6. No professional available to develop modern promotional material
- W7. Events and activities (besides the sports/fitness pass) are unknown to students
- W8. Unknown sports council
- W9. Only Dutch studies presented in the Sports Council
- W10. Students (main building) know the Sports Office but do not know enough about the offer (free trial lessons are unknown)
- W11. Students of other locations do not know about the facilities
- W12. No concrete and consistent promotional tasks for the sports council
- W13. No special platform for students to post ideas
- W14. Content on English website is limited
- W15. Opening hour's fitness (no fitness before 11.00 a.m.)

Opportunities

- O1. Increased interest and stimulation for health, sports and culture in the city of The Hague
- O2. Promoting the sports on offer to all students in The Hague via The Hague Student card
- O3. 125 foreign students arrive, new LUCTH starting September 2010 (next to THU)
- O4. The possibility to fitness in a female restricted environment (fitness for women's only)
- O5. Happy Student – introduction The Hague
- O6. The possibility for students to subscribe into the sports events organised by the SSN
- O7. THU is introducing official social network platforms; Hyves/Facebook for promoting activities and to network with the students
- O8. Internal collaboration with intermediaries
- O9. Internship or research assignment for students to apply more skilled manpower
- O10. International students would like to organise events
- O11. Students want to participate in events with class
- O12. Sports campus 'Zuiderpark' The Hague (2013)
- O13. Increasing number of student applications at THU (2008-19.522>2009-20.214)

Threats

- T1. Students exercise somewhere else
- T2. Limited financial resources
- T3. Restricted facilities
- T4. Changes in needs and desires of students in the sports offer (other hours, other kind of sports)
- T5. Competitive sport facilities in The Hague (student prices or discount with The Hague Student card)
- T6. The effort of the city of The Hague to turn The Hague into a student city is for the long run, image cannot be changed in 1 year

4.2. Confrontation matrix

- 1. O10 + W3,W4,W5,W6 = Internship or research assignment for students to apply more skilled manpower to solve the inefficient computerisation and the lack of professionalism to create modern promotional material.
- 2. S5,O5 + W1, W15 = Fitness for women's only, a better promotion of the last year's introduced combi pass (fitness pass and sports pass) and a change in the opening hours of the fitness can have a positive impact on the declining sales of the fitness passes.
- 3. S10,O8,O9 + W7 = Through more announcements on the student portal, a post on Hyves or Facebook or the collaboration with intermediaries, the events and activities of the sports office will be better presented and known by the target group.
- 4. O11 + W9 = International students would like to organise events but only Dutch students are presented in the sports council. When making it possible for international students to be a member, the Sports Department will have more choice to obtain motivated students.
- 5. S1,O2 + T2 = In 2009-2010 the year sports pass and second semester sports pass have had great interest. It can make a great effort to the limited financial resources available at the Sports Office when promoting this pass to all students in The Hague via The Hague Student card (in coming years).
- 6. S11,S6 + W10 = Free trial lessons are appreciated by the students and will have a positive impact for the promotion of the sports on offer. Besides, it provides an opportunity to introduce new sports to the sports programme. More attention to the promotion of the trial lessons.

5. Communication Plan

In this chapter the preconditions for the communication proposal and communication objectives is presented as well as the final communication plan.

5.1. Communication objectives

The goal for the communication strategy of the Sports Office as stated in chapter 1 is: ***“Which communication and marketing instruments can be applied and implemented by The Hague University’s Sports Department to increase participation within their target group, and create more awareness for the sports activities?”*** For the Sports Department, it may be necessary to propose a number of restrictions, which relate to the above-mentioned goal (Vos, Otte, Linders, 2003, p. 53). Budgetary limitation is the most important restriction for the Sports Office. The Sports Office does not have an extra budget available for promotional activities. Nevertheless, THU has many resources at one’s disposal that can be at help to realise such activities. Resources like knowledge and experience which are available in the university. Chapter 5.3 gives a broaden clarification on the budget. Besides the communication goal, the communication objectives describe more specific the desired effect. The objectives must be concrete, quantified, timed and measurable and define what one wishes to achieve on the part of the audience (Nieuweboer, 2008, ppt CRTwk2 p.17). It affects the factors knowledge, attitude and behaviour. For every target group has been given one or two objectives in the scheme written below.

Target group	Objectives
Full-time students Dutch courses (& Master programme) Dual students Dutch courses	<ul style="list-style-type: none"> • 20% of the students will know the Sports Office through the demonstrations and promotional activities during the first two weeks of the academic year 2010-2011 • 3% of the students at THU will participate in the free trial lessons
Full-time students English courses (& Master programme)	<ul style="list-style-type: none"> • 40% of the foreign students are able to find elaborated content on the English webpage and a webpage more equal to the Dutch version in the first semester of 2010-2011
Exchange students	<ul style="list-style-type: none"> • During the introduction week in September and February 2010-2011, 70% of the exchange students will be informed about- or engaged to the possibility to do sports at THU
Pass owners Dutch courses Pass owners English courses	<ul style="list-style-type: none"> • 30% of the fitness pass owners and 40% of the sports pass owners (this year’s pass owners) can read information about the new offer 2010-2011 by June 2010, via e-mail messages • 80% of the pass owners that apply for a pass in September 2010 will know via e-mail when the Sports Office organises events, will be presented to the Student Sports Council and is able to apply to be a member of the Sports Council
*External students	<ul style="list-style-type: none"> • 10% of the in total 30.000 students in The Hague will be aware of the possibility to exercise at THU’s Sports Office(through The Hague Student card) from September to December 2010

Table 3: Communication objectives

5.2. Communication strategy, instruments and planning

Via the organisational analysis, SWOT-matrix and communication objectives, the communication strategy can be realised. At this moment, the Sports Department does not have a documented communication strategy to execute their objectives. The current strategy is made throughout the year when this is needed. For example when organising an event or developing new activities. There is no annual plan ready that outlines the main points of next year's approach. This means that a new strategy should be realised that includes previous strategies made. The Head of the Sports Office should monitor the strategy and the tasks can be divided among the students of the sports council. The following overview implicates the communication strategy followed by the instruments, which are needed to execute the strategy and a planning that indicate when the strategy should be implemented. The stated planning provides only an indication. The Sports Department can improve the planning to a more precisely overview. This plan applies only to the instruments, which have the highest priority for the Sports Department.

OVERVIEW COMMUNICATION PLANNING	
<i>Academic year 2010-2011</i>	
1. Sports Department: internal processes	
1.1. Computerisation	
Strategy	
	<ul style="list-style-type: none"> – The internal skills and experience (inside the Sports Office) in computer programmes which are needed to develop consistent and modern promotional material. (a.o. Photoshop) – Store information in the computer or system
Instruments	
	<ul style="list-style-type: none"> – Computer course Photoshop for the Head of the Sports Department – Internship project or as project for ECTS-points, for a student from the course programme ICT and Media
Planning	
	<ul style="list-style-type: none"> – 2010: develop a plan to include skilled students which support the Sports Office – 2011: choose if the computer course is necessary when the skilled students are not reached/available
1.2. Registration	
Strategy	
	<ul style="list-style-type: none"> – Modernise the database SPORTIFO to be able to process the details of the pass holders more efficiently and to have easy access to the details including the e-mail addresses of the students

- Direct digital registration directly at the desk of the Sports Office

Instruments

- 2 computers/laptops available at the registration desk of the Sports Office
- New created database (by a skilled student in the ICT programme)

Planning

- 2010: the desire to modernising the internal system is known for many years at THU but no follow-up has succeeded
- 2011: from February 2011 a student can develop a new database, computers should be facilitated by THU

1.3. Student Sports Council (Appendix 4: poster examples to announce the need for new sports council members)

Strategy

- Emphasise the existence of the Student Sports Council and create an image for the council which should be used consistently in all messages
- Include foreign students or collaborate with foreign study organisation within THU
- Try to include new board members from the courses: ICT, HEBO, Facility Management, Food & Dietetics, IBMS, Multimedia design, CM

Instruments

- Create a comprehensible name and image like: The Hague Student Sports Council (HSSC), or in Dutch; Haagse Studenten Sport Raad (HSSR)
- Presentation on the website, newsletter and brochure. Usage of contact address: sportraad@hhs.nl
- Visible and available: face-to-face contact with the target group
- Announce the need for new board members via posters and portal messages: first- or second year's students only

Planning

- 2010: June and September, announcement for new board member
- 2010: September-October presentation on (a.o.) website
- 2011: throughout the academic year develop visibility and availability of the council

1.4. Internship or research assignments

Strategy

- Generate internship projects or research assignments for students at THU or HALO students (Sports Management) to apply more professional manpower

Instruments

- Topics: event management, sports marketing, university sports, sports communication

Planning
<ul style="list-style-type: none"> – 2010: research which areas in the Sports Department have priority and prepare a concrete assignment, start searching for students for in 2011 – 2011: appoint a student
2. Sports programme: products and activities
2.1. Combi pass (Marketing/communication strategy)
Strategy
<ul style="list-style-type: none"> – Create more awareness for the combi pass – Discount arrangements for the combi pass too when using The Hague Student card (THSC). It is expected that the sales of the combi pass will grow in following years.
Instruments
<ul style="list-style-type: none"> – Posters, website, portal announcements, newsletter SPORTiFO (mail-to-all system) – Via the promotional activities of The Hague Student card
Planning
<ul style="list-style-type: none"> – 2010: May-June, discuss the possibilities for including the combi pass into (THSC) offer with The Hague City Council – 2011: September, present promotional activities to support the combi pass
2.2. Fitness pass (marketing instrument)
Strategy
<ul style="list-style-type: none"> – The possibility to participate in fitness training for women's only – Minimise changes in the fee (fitness pass is too expensive for many students)
Instruments
<ul style="list-style-type: none"> – Fitness strategy/ policy (fitness trainers)
Planning
<ul style="list-style-type: none"> – 2010: June, discuss the option to realise fitness training women's only; September, start pilot of two hours per week – 2011: decide whether it is valuable to offer the option in the fitness
2.3. Sports pass
Strategy
<ul style="list-style-type: none"> – Create more awareness for the sports via internal- and external promotional activities (THSC)
Instruments
<ul style="list-style-type: none"> – Demonstrations, posters, newsletter, flyers, brochures, webpage – Via promotional activities THSC; website, information leaflet,

Planning
– 2010: May-June, discuss the procedure around the promotional activities of the city council
2.4. Free trial lessons
Strategy
– Generate more awareness for the free trial lessons in the first two weeks of a new semester to introduce the student to the sports on offer
Instruments
– Introduction week; flyer actions, announcements on webpage and on the student portal, poster in and around the Sports Office
Planning
– 2010: August-September start promotion trial weeks
– 2011: January-February start promotion trial weeks
3. Projects: internal in THU and on local level
3.1. Introduction week
Strategy
– Demonstrations and a Sports Office stand as been presented last September and February 2009-2010
– Happy Students
Instruments
– Sports stand and fitness demonstrations, active sports council to attract and inform the (new) students
– Small sports stand facilitated by ACKU and the city of The Hague, banners, flags, information brochures, members of the sports council (for the 'Happy Students' introduction week)
Planning
– 2010: May-June, discuss the promotional activities for academic year 2010-2011 in meeting sports council, make an inventory of available students
– 2010: August-September, active and available sports council which promote the sports on offer at THU
3.2. The Hague Student card
Strategy
– Create more awareness for the sports pass via internal- and external promotional activities (THSC)
Instruments
– Demonstrations, posters, newsletter, flyers, brochures, webpage

- Via promotional activities THSC; website, information leaflet,

Planning

- 2010: May-June, discuss the procedure around the promotional activities of the city council

3.3. LUCTH

Strategy

- Attract the students of LUCTH to the sports facilities at THU

Instruments

- Tour in the university, brochures in the pigeonholes of the students, free trial lessons
- Special price for LUCTH students (price of a THU student)

Planning

- 2010: May-June, discuss the marketing and communication for the LUCTH students
- 2010: September, start promotional activities and invite the students to the free trial lessons

.4. Intermediaries

Strategy

- Collaborate with the study organisations/unions at THU (exchange of knowledge and experience)

Instruments

- Invite all chairs of the study organisations in the Sports Café at THU for a discussion of the possibilities in sports events and activities. (exchange of ideas and remarks) Executed by the students sports council
- Inform the organisations via e-mail about the sports on offer and sports events

Planning

- 2010: initiate meetings with the study organisation
- 2011: evaluate meeting and modify further planning

4. Communication: promotional activities

4.1. Website

Strategy

- Develop/extent content on both Dutch webpage as English webpage (English has priority)
- Insert possibility to make remarks or post ideas on the webpage to involve the target group

Instruments

- Check which developments can be arranged on short notice or should be executed by a skilled student on project basis

Planning

- 2010: collect and develop content for on the webpage and decide how to create an attractive and interactive webpage
- 2011: launch of extended webpage and evaluate if the content does appeal enough to the target group

4.2. Social networks

Strategy

- Post information about events on the official Hyves and Facebook pages of THU
- Hyves and/or Facebook Sports Office

Instruments

- <http://www.facebook.com/photos.php?id=1420640531#!/pages/The-Hague-Netherlands/The-Hague-University-of-Applied-Sciences/313806797467>
- <http://haagsehogeschool.hyves.nl>

Planning

- 2010: May-June, verify how the Sports Office can post information or make a separate page
- 2010-2011: post on regular basis events and news about the Sports Office

4.3. Digital newsletter SPORTiFO

Strategy

- Send digital newsletter to all pass owners to generate more awareness for the services and connect with the target group (4 times per year)

Instruments

- Via regular e-mail messages, learn how to create a digital newsletter or assign a skilled student
- Usage of the e-mail addresses when other news to the students (introduction of events to generate more participants)

Planning

- 2010: October, send out the first digital newsletter to the pass owners which subscribed so far

5.3. Budget

An important part of the communication plan is to compile a budget (Michels, 2001, p. 116). As stated in chapter 4.1.: “*Budgetary limitation is the most important restriction for the Sports Office*”. It is therefore difficult to stress what will be an adequate communication budget for the organisation. The strategy can be implemented with very little financial resources. The Sports Office will benefit from the experience and knowledge of internal resources available at THU and the exchange of ideas from motivated students. The anticipated costs per activity can be estimated when the events or activities are being accomplished.

Budget items:

- Time
- Expertise
- Capacity
- Manpower
- Costs for printing and other promotional activities
- Other expenses

5.4. Evaluation

This final chapter (before the conclusion) will elaborate on the last phase in the communication plan: evaluation. For the Sports Office it is valuable to measure if the introduced strategy did deliver its “return on investment”. What was the effect of the activities? Was the strategy concrete and coherent enough to perform well? To know if the strategy, as mentioned in chapter 4.3. was well implemented, a follow-up research should point out the judgements of the target group. If the strategy is planned correctly, the communication tactics will have been performed according to schedule (Herlé&Rustema, 2005, p. 190). The planning can be modified for next year’s processes as well. A follow-up research that includes a student satisfaction survey can start in 2012. In conclusion, is it recommendable to have smaller evaluations every semester of an academic year. This provides the opportunity to adjust the strategy in time.

2011: evaluation on ‘strategic communication plan’ and develop new annual P.R./Communication plan

2012-2013: start follow-up student satisfaction surveys (templates in appendix)

6. Conclusion

Every year the sports activities offered at THU attract many students. Students that are interested in exercising besides studying and that are satisfied with the current offer. Doing sports at THU is an extra service provided for the students. It is not compulsory to participate and it remains the student's decision what kinds of activities have their priority. Nevertheless, there are also a large number of students that do not know about the sports on offer. To find out how to reach this particular group research has been conducted. The main objective of this research was to find out which communication and marketing instruments can be applied and implemented by The Hague University's Sports Department to increase participation within their target group, and create more awareness for the sports activities.

This has been researched with the use of the results of the online 'SURVEY THU STUDENT SPORTS 2009-2010'. A total of 241 submitted files were completed by students studying in a Dutch or in an English course programme. The questionnaire was available for all students studying at The Hague University (THU), except for exchange student. The results of this survey together with the internal and external analysis provided the answers to the main objective and sub questions. The overall conclusion indicates that the majority of the students at THU (main building) are aware of the existence of the Sports Office but do not know enough about what the Sports Office can offer them. The research produced the following results.

Desk research identified that in the second semester of the academic year 2009-2010, 'The Hague Student card' had a positive impact on the sales of the sports pass. The Sports Office should benefit from the advantages of this card, which is an initiative of the city of The Hague to connect students more to the city. The card can apply as well to the in 2009 introduced combi pass (fitness pass and sports pass) which sales is expected to grow in coming years. In 2009, the city of The Hague started to make plans with a strong focus on (a.o.) sport. Four subjects in these developments are interesting for the Sports Office: The Hague Student card, Leiden University College Campus The Hague, Sports campus 'Zuiderpark' The Hague and Happy Student – Introduction The Hague. These projects create the ideal situation to promote the activities offered at THU via other resources without extra expenses. It makes the target group aware of the possibilities and attracts them to participate in sports.

The results of the survey showed that many students were not satisfied about the fee of the fitness pass. The Sports Department needs to try not to increase the fee of the fitness pass, unless it expects to see a significant growth in sales of the combi pass that can cover a possible decrease in sales of the fitness pass. One of the questionnaires categories was 'involvement, attitude and preference'.

The majority of the students stated not to know that the Sports Department has a student sports council. Many foreign students would like to organise sports events but at this moment, only Dutch students can apply to be a member of the council. When making it possible for international students to be a member, the Sports Department will have more choice to obtain motivated students. Another way to reach (for example) the foreign students is to apply to the study organisations. They form the link between the students and the Sports Office and can operate as intermediaries for a more effective way of communicating with the target group.

In the category 'promotion and communication' the sports brochure and portal announcements are recognised as an important medium for the students to get informed about the sports on offer. Furthermore, the students like to receive information/newsletters via e-mail, read posted messages on Hyves or Facebook or find information on the website of the Sports Department. With a database which has easy access to all the e-mail addresses of the pass owners, a digital newsletters can be send out more efficiently. On Hyves or Facebook pages, news can be quickly posted to keep the students up-to-date. The website appeared to be unknown to many surveyed students or valued low in 'attractiveness'. The information on the website (English webpage) can consist of a more prominent content and visual appearance. During the introduction week, promotional activities do attract student's attention and free trial lessons in the beginning of a semester are highly appreciated (but uninformed). The communication plan states that for the creation of consistent and modern promotional material the internal skills at the Sports Department can be developed. This is possible with the support of students of the study programme ICT and Media in a construction of an internship, a project for ECT-points or as a member of the sports council.

The keywords, which have been selected for the communication plan, are "Active and Attractive".

Remain "active" within the Sports Department when organising and developing the promotional activities, to "attract" new participants!

Be "attractive" in the expression of the promotional activities and the "active" students will get involved into sports!

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➤ APPENDIX 1: Overview open question “SURVEY THU STUDENT SPORTS 2009-2010”

➤ APPENDIX 2: Intermediaries THU

➤ APPENDIX 3:

1. Overview survey questions (Dutch & English versions)
2. Results ‘SURVEY THU STUDENT SPORTS 2009-2010’

➤ APPENDIX 4: Posters to announce the need for new sports council members in the
Sports Office

APPENDIX 1:

Overview open question “SURVEY THU STUDENT SPORTS 2009-2010”

6. Why do you not have a pass to sport at the HHs?

NEDERLANDSE ANTWOORDEN>

- de openingstijden van de fitness zijn te laat voor mij
- de regeling van mijn sport is niet voordelig genoeg
- de sporten die ik leuk vind, worden overdag aangeboden als ik les heb
- heb sport nu nog niet in mijn schoolrooster ingepland
- het aanbod is mij nog niet bekend
- het is niet altijd open
- ik doe de HALO, dus sport al veel
- Ik doe zaalvoetbal en we hebben in ons team genoeg sportpassen
- ik geef zelf les
- ik heb een sportpas gehad en sport nu ergens anders
- ik heb er nog bij stilgestaan
- ik heb nog geen tijd gehad om de pas aan te vragen i.v.m. knieblesure, was het wel al van plan
- ik na de lessen geen zin meer heb om te sporten
- ik neem binnenkort een pas
- ik wist niet van het bestaan af
- ik woon pas sinds kort in den haag
- Ik zit op roeien. Hiervoor heb je geen sportpas nodig.
- niet bekend met de sport aanbod
- niet direct uitnodigend om te gaan sporten, moet meer promotie plaatsvinden
- niet wist dat het kon
- Nog geen, denk erover er weer een aan te schaffen
- promotie is onvoldoende, geen inzicht in prijzen en dergelijke (Site onoverzichtelijk, überhaupt niet te vinden)
- wel gehad, nu geen zin meer
- wilde me inschrijven voor futsal... kreeg te horen dat alleen mannen zich kunnen inschrijven
- zou graag alleen met dames willen sporten alleen die mogelijkheid is er niet

8. Why did you not participated in 1 or more sports activities (besides perhaps the use of your sports/fitness pass)?

NEDERLANDSE ANTWOORDEN>

- de tijden komen nooit uit
- er is alleen een mannencompetitie futsal
- extra hoge kosten buiten de combipas om
- Geen tijd (dit antwoord= 4x aangegeven)
- ging niet meer door
- Ik heb er niet altijd geld voor, daarnaast werk ik (duale opleiding)
- ik sport al genoeg
- te duur
- zit pas net op school

ENGLISH ANSWERS>

- didn't know they had these events
- expensive
- haven't had the time yet
- Not allowed by the department and once I was too late to sign up (Lack of availability)
- Time is not suitable
- times mixed(class and sports)

9. Which sports do you like to add to the regular sports offer?

DUTCH AND ENGLISH ANSWERS COMBINED>

- indoor hockey
- kite surfing
- dance related sports
- pole fitness
- taekwondo
- running group

14. Do you have any suggestions or remarks concerning the promotion of the sports activities?

NEDERLANDSE ANTWOORDEN>

- Meer proeflessen geven
- 1 of 2 gratis proeflessen aanbieden om te kijken of mensen het wat vinden
- 1. Bijvoorbeeld een fitweek organiseren veel activiteiten in de aula & duidelijk aangeven dat er veel sportmogelijkheden zijn op de hhs. 2. poster in de lift 3. bij studieverenigingen of duwo/stadion
- Als het mogelijk is, de openingstijden van de fitnesszaal te veranderen. Namelijk vroeger open en later dicht.
- Demonstraties geven of open avonden houden.
- een banner op de studenten/medewerkers/docenten portal. flyeren van de informatiebrochures of benadrukken bij de introductieweek.
- Een kortingsactie voor diverse sportactiviteiten door middel van het uitdelen van flyers.
- een werkende website (huidige ligt plat), en zorg dat de sporten ook echt te doen zijn! Wat heb ik aan een sportpas als de leukste sporten overdag worden gegeven, wanneer ik les heb of stage loop?
- Folder mag wat meer info. Korte filmpjes over sporten. Gemiddelde drukte op internet aangeven. HHS-sportkleding (als u die niet heeft)
- Goedkoper maken en langere openingstijden
- Grotere Posters, aantrekkelijkere berichten op de portal (qua titel aantrekkelijker maken)
- Het zou leuk zijn als de activiteitenraad een wintersportreis organiseert, ik ben ooit mee geweest met zo'n reis van de sportraad van de Erasmus uni uit Rotterdam, dat was een groot succes
- Ik denk dat het vooral mond op mond gaat. Poster ophangen bij het CMV zitje. Veel mensen weten niet eens dat het bestaat, dus iets organiseren bij de ingang van de school
- Ik heb weleens mee gedaan aan een gratis proefles op school! Dat vond ik een heel goed idee!
- In Atrium een les laten zien
- Kom eens een klas binnen en houd een praatje.
- Meer competitie met andere scholen en meer teams
- Meer informatie geven en beter werven want ik wist niet dat je kunt sporten op de hhs terwijl ik in mijn 3de studiejaar zit
- meer lessen!
- meer op de portal plaatsen
- meer sportactiviteiten met de gehele klas/opleiding
- Op locatie delft is het niet duidelijk wat er qua sport allemaal op de HHS gebeurt. Het zou een goede toevoeging zijn om ook sport in Delft te organiseren
- posters hangen die duidelijk in het zicht hangen, meer via H/TV publiceren --> door promofilmpjes door de studenten te laten maken.
- probeer dames fitness/sportdag te plannen gegarandeerd een succes!
- Uitbreiding van openingstijden en fitness aanbod
- Volgens mij kan (2x per jaar) flyeren een hoop mensen overhalen ook een keer te gaan kijken.
- wanneer je een sportpas aanschaft zijn er weinig activiteiten die gratis zijn, alle leuke sporten moet je bijbetalen. Jammer, dit is de reden waarom ik n fitnesspas heb aangeschaft ipv n sportpas
- Wat meer aparte sporten aan het aanbod toevoegen!

ENGLISH ANSWERS>

- Attract students by giving more free trial classes and more advertisement
- e-mails to the student e-mail addresses
- I advise that you can organize some badminton games or competition because there are many badminton fans in the school.
- I believe the sports office does its marketing well. The one remark I have is that it's unclear sometimes where certain sports activities/courses take place. After asking I got friendly replies though
- I think the price is inappropriate. It is expensive for students. Especially, the price for the second semester is too high.
- If you start sending extra information per e-mail to the students who have a sports pass, I think everyone would read it, as I read every inbox message that I have in my student account
- improve your communication especially to the international students. They come here without any information about that, I think you should provide more information maybe at the introduction day.
- Increase seat for trips. Less rules to use the facilities
- It will be better to have more propagandistic work for the sports activities, like a casual public speech or intro in the hall
- Make an even better balance between fun&professional and make sure the language is correct
- Maybe some sport announcements could be played on the video wall in the atrium
- more outgoing activities for exchange students. My previous school in Austria actually did offer all exchange students mountain climbing and also organized for us to go for skiing/ snowboarding.
- send e-mails every now and then with what passes you offer, I have only been told once in my first year and I don't know this anymore!
- There are too many leaflets and brochures outside the sports office which makes it confusing. Meanwhile in my opinion they should be very concise. Thank you.
- There could be some fun events where everyone people could participate without paying anything, like some competition

APPENDIX 2:

Intermediaries THU

Overview study organisations THU 2009-2010

Angstrom	Technische Natuurkunde	Delft		www.angstrom.nl	thr-angstrom@hhs.nl
Atlantis*	Civiele Techniek/ Bouwkunde	Den Haag	SL 8.81	www.svatlantis.dds.nl	atlantis@hhs.nl
Bedrijfskundig Genootschap	Technische Bedrijfskunde	Delft		www.bgrijswijk.nl	thr-bg@hhs.nl
Contractie	Bewegingstechnologie	Den Haag			commissie.contractie@gmail.com
ETKV*	Elektrotechniek	Delft		www.etkv.nl	bestuur@etkv.nl
Equinox	Technische Informatica	Delft		www.svequinox.nl	thr-equinox@hhs.nl
Fibonacci	Bedrijfskunde	Delft		http://svfibonacci.hyves.net/	svbwfibonacci@gmail.com
HEBOS	HEBO	Den Haag	OV 2.43	www.hebos.nl	hebosboard@gmail.com
Heros Vitalis	HALO	Den Haag		ssvherosvitalis.hyves.nl	herosvitalis@gmail.com
Impuls	Werktuigbouwkunde	Delft		www.sv-impuls.nl	thrimpuls@gmail.com
Ohmega	Elektrotechniek	Delft		http://ohmega.thrijswijk.nl	thr-ohmega@hhs.nl
Orbita	AC/BE (AFM)	Den Haag		www.orbita-hhs.nl	info@orbita-hhs.nl
ProXcess	Process & Food Technology	Den Haag		www.proxcess.nl	info@proxcess.nl
SIM	ICT & Media	Den Haag	SL 4.03	www.svsim.nl	info@svsim.nl
StuVee	Sociale Professions	Den Haag		www.stuvee.nl	info@stuvee.nl
THESO	HEBO	Den Haag	OV 2.43		thesoboard@gmail.com
Via Forma	IPO	Den Haag		www.viaforma.net	bestuur@viaforma.net
*rood =	niet actief				

Overview student unions 2009-2010

Dynamica	Den Haag		www.dynamicsv.nl	info@dynamicsv.nl
Eurasia	Den Haag	070-4457874	www.euriasv.nl	info@euriasv.nl
H.S.C. INTAC van Zwindregt	Den Haag	070-4020720	www.intac.nl	info@intac.nl
SV INTAC International	Den Haag		www.the-pub.info	thepub.board@gmail.com
Haagsche Studenten Vereniging	Den Haag	070-3646743	www.haagsestudent.nl	senaat@haagsestudent.nl
Haagse Studentenvakbond	Den Haag		www.haagsestudentenvakbond.nl	info@haagsestudentenvakbond.nl
Hexagon	Den Haag	070-4457874	www.svhexagon.nl	studentenvereniging.hexagon@gmail.com

Hindoe Studenten Forum Nederland	Den Haag	070-4457871	www.hsf.nl	denhaag@hsfn.nl
Interaccess	Den Haag	070-4458833	www.inter-access.nl	info@inter-access.nl
Mashriq	Den Haag	070-4457871	www.mashriq.nl	info@mashriq.nl
NOVA	Delft		www.sv-nova.nl	nova@hhs.nl
Pallas Athene	Den Haag		www.pallas-athene.nl	bestuur@pallas-athene.nl
Pelargos	Den Haag	070-4457871	www.pelargos.nl	bestuur@pelargos.nl

APPENDIX 3:

1. Overview survey questions (Dutch & English versions)

2. Results 'SURVEY THU STUDENT SPORTS 2009-2010'

Overview survey questions: English version

- 1 Do you know that THU has sports facilities for the students at one's disposal?
☐ Yes
☐ No
- 2 Do you know the Sports Office located in the Oval, room 0.72?
☐ Yes
☐ No
- 3 How do you know the Sports Office? (Check max. 2 that apply)
☐ Sports brochure
☐ Student portal announcements
☐ Via classmates, family, friends
☐ Website
☐ Posters
☐ Introduction week (tour in school or sports stand in the Atrium)
☐ Other
- 4 Please rate your level of satisfaction in your experience with ...
unsatisfied neutral satisfied very satisfied
the opening hours of the Sports Office?
the availability of the Sports Office by phone or mail?
the service and professionalism of the staff of the Sport Office?
the variation of the sports on offer?
the manner the of registration for a sports activity?
- 5 Do you own a pass to exercise at The Hague University?
☐ Yes, a sports pass
☐ Yes, a fitness pass
☐ Yes, a combi pass (sports pass & fitness pass)
☐ Yes, a 10 times fitness pass
☐ No, none of the passes
- 6 Why do you not have a pass to do sports at THU? Because... (Check max. 2 that apply)
☐ I exercise somewhere else
☐ I think it is too expensive
☐ I do not have time to participate in sports
☐ the offer is too limited
☐ I do not like to exercise
☐ Other, please specify
- 7 Did you ever participate in one or more sports activities (besides perhaps the use of your sports/fitness pass) of the Sports Office?
☐ Course (like; break dance, salsa, etc.)
☐ Internal Competition/ League
☐ External sports activity (like; climbing, snowworld, swimming, etc.)
☐ Event
☐ No
- 8 Why did you not participate?
☐ Not interested
☐ Too late for registration
☐ Did not know about it
☐ Did not know where it was about
☐ Other, please specify
- 9 Which sports do you like to see added to the regular sports programme? (Check max. 2 that apply)
☐ Athletics
☐ Beach volley ball
☐ Boxing
☐ Capoeira
☐ Cricket
☐ Surfing
☐ Judo
☐ Canoeing
☐ Kickboxing
☐ Mountain biking

- ☐ Street dance
☐ Outdoor football
☐ Cycling
☐ Indoor football
☐ Other, please specify:
☐ No sports
- 10 Do you know the website of the Sports Office: www.thehagueuniversity.nl/sports/?
☐ Yes
☐ No
- 11 At what place does information regarding activities at school attract your attention most? (I.e. activities not related to your study)
☐ Student portal announcements
☐ Facebook/Hyves
☐ H/TV
☐ Posters
☐ Mail announcements
- 12 How often do you see announcements of the Sports Office via the following sources?
never sometimes often a lot
Sports brochure
Website: www.hhs.nl/sport
Information leaflet (outside of the Sports Office)
Posters
Student portal announcements
- 13 How do you value the sources in.... quality/understand ability/attractiveness
poor neutral good very well
Sport brochure
Website: www.hhs.nl/sport
Information leaflet (outside of the Sports Office)
Posters
Student portal announcements
- 14 Do you have any suggestions or remarks concerning the promotion of the sports activities?
(open)
- 15 Did you know that the Sports Office has a student sports council?
☐ Yes
☐ No
- 16 Would you like to organise sports events for The Hague University?
☐ Yes
☐ Maybe
☐ No
- 17 Would you like to participate in sport events?
☐ Yes
☐ Maybe
☐ No
- 18 Would you like to participate in sports events with your class?
☐ Yes
☐ Maybe
☐ No
- 19 I am a.....
☐ Male
☐ Female
- 20 In which study programme are you enrolled?
- 21 What year are you in?
☐ First year
☐ Second year
☐ Third year
☐ Fourth year
☐ Fifth year or higher
- 22 Are you a member of a student organisation/association?
☐ Yes I am a member, namely:
☐ No

Overview survey questions: Dutch version

- 1 Ben je bekend met het sportaanbod op De Haagse Hogeschool?
 - ☐ Ja
 - ☐ Nee
- 2 Ken je Bureau Hogeschoolsport op de hoofdvestiging OV.0.72?
 - ☐ Ja
 - ☐ Nee
- 3 Hoe ken je Bureau Hogeschoolsport voornamelijk (Max. 2 antwoorden)
 - ☐ Sportbrochure
 - ☐ Hogeschoolberichten op de studentenportal
 - ☐ Via klasgenoten, familie, vrienden
 - ☐ Website
 - ☐ Posters
 - ☐ Introductieweek (rondleiding of sportstand in het Atrium)
 - ☐ Anders, namelijk:
- 4 Hoe tevreden ben je over...

heel ontevreden ontevreden neutraal tevreden heel tevreden Weet niet/nvt
- 4.1 de openingstijden van Bureau Hogeschoolsport
- 4.2 de bereikbaarheid telefonisch en/of per mail?
- 4.3 de service en professionaliteit van de medewerkers?
- 4.4 de keuzemogelijkheden binnen het sportaanbod?
- 4.5 de manier van inschrijven voor sportactiviteiten?
- 4.6 de prijsstelling van de sportpas?
- 4.7 de prijsstelling van de fitnesspas?
- 5 Ben je in het bezit van een pas om te sporten op de Haagse Hogeschool? (meerdere antwoorden mogelijk)
 - ☐ Ja, een Sportpas
 - ☐ Ja, een Combipas (sport&fitness)
 - ☐ Ja, een Knipkaart (10x) Fitness
 - ☐ Ja, een Fitnesspas
 - ☐ Ja, een Spinningpas
 - ☐ Nee, geen enkele pas
- 6 Waarom heb je geen pas om te sporten op de Haagse Hogeschool? (Max. 2 antwoorden) Omdat...
 - ☐ ik al ergens anders sport
 - ☐ ik de pas te duur vind
 - ☐ het te ver van mijn woonadres is
 - ☐ ik geen tijd heb om te sporten
 - ☐ er te weinig aanbod is op de HHS
 - ☐ ik geen zin heb om te sporten
 - ☐ anders, namelijk:
- 7 Heb je wel eens deelgenomen aan een 1 of meer sportactiviteiten (naast eventueel het gebruik van je sport/fitnesspas) van of via Bureau Hogeschoolsport? (meerdere antwoorden mogelijk)
 - ☐ Cursus
 - ☐ Interne Competitie
 - ☐ Evenement (bijv: Wintersportreis, Batavierenrace, CPC, etc.)
 - ☐ Externe sportactiviteit (bijv: klimmen, SnowWorld, zwemmen, etc.)
 - ☐ Nee
- 8 Waarom heb je hier niet aan deelgenomen?
 - ☐ Geen interesse
 - ☐ Was te laat met inschrijven
 - ☐ Was hier niet van op de hoogte
 - ☐ Wist niet goed waar het over ging
 - ☐ Anders, namelijk:
- 9 Welke sporten zou jij graag aan het sportaanbod toevoegen?(Max. 2 antwoorden)
 - ☐ Atletiek
 - ☐ Beach volleybal
 - ☐ Boksen
 - ☐ Capoeira
 - ☐ Golf surfen/Windsurfen
 - ☐ Judo
 - ☐ Kanoën
 - ☐ Kickboksen
 - ☐ Mountainbiken
 - ☐ Streetdance
 - ☐ Veldvoetbal
 - ☐ Wielrennen

- 10 Ben je bekend met de website van Bureau Hogeschoolsport: www.hhs.nl/sport?
☐ Ja
☐ Nee
- 11 Op welke plek valt informatie met betrekking tot activiteiten (niet studiegerelateerd) in school jou het meest op?
☐ Berichten op de portal
☐ Hyves
☐ Facebook
☐ H/TV
☐ Mailberichten
☐ Posters
☐ Atrium (studentenkrant)
☐ Via de studievereniging
☐ Anders
- 12 Hoe vaak zie je informatieberichten van Bureau Hogeschoolsport via onderstaande bronnen?

	nooit	soms	vaak	heel vaak
Sportbrochure				
Website: www.hhs.nl/sport				
Informatiefolders (voor de deur van het sportbureau)				
Posters				
Portal berichten				
Atrium (studentenkrant)				
- 13 Hoe waardeer je de bronnen? Kwaliteit/duidelijkheid/aantrekkelijkheid

	slecht	neutraal	goed	zeer goed
Sportbrochure				
Website: www.hhs.nl/sport				
Informatiefolders (voor de deur van het sportbureau)				
Posters				
Portal berichten				
- 14 Heb je nog ideeën of opmerkingen over hoe de promotie van de sportactiviteiten verbeterd kan worden?
- 15 Wist je dat Bureau Hogeschoolsport een studenten sportraad heeft?
☐ Ja
☐ Nee
- 16 Zou je het leuk vinden om zelf sportevenementen te organiseren voor de HHs?
☐ Ja
☐ Misschien
☐ Nee
- 17 Zou je zelf aan sportevenementen mee willen doen?
☐ Ja
☐ Misschien
☐ Nee
- 18 Zou je het leuk vinden om met je klas/opleiding aan sportevenementen deel te nemen?
☐ Ja
☐ Misschien
☐ Nee
- 19 Ik ben een...
☐ Man
☐ Vrouw
- 20 Welke opleiding volg je? (lijst studies)
- 21 Welke opleidingsvariant volg je?
☐ Voltijd
☐ Deeltijd
☐ Duaal
- 22 In welk studiejaar zit je?
☐ eerste jaar
☐ tweede jaar
☐ derde jaar
☐ vierde jaar
☐ vijfde jaar of hoger
- 23 Op welke vestiging volg je hoofdzakelijk onderwijs?
☐ Hoofdvestiging
☐ Laan van Poot
☐ Delft
☐ Zoetermeer
- 24 Ben je lid van een studentenorganisatie of studievereniging?
☐ Ja, ik ben lid van
☐ Nee
- 25 Ik ben...
☐ Thuiswonend
☐ Uitwonend

The survey results are a combination of the English and Dutch results

- The Dutch version of the questionnaire has been completed by 173 students;
- The English version is completed by 68 students;

The actual inspected data is a sum up of the total amount of files: **241**

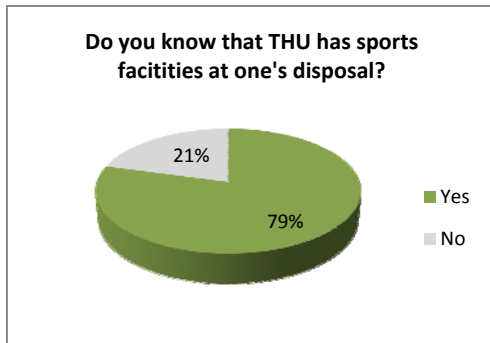


Figure 1.

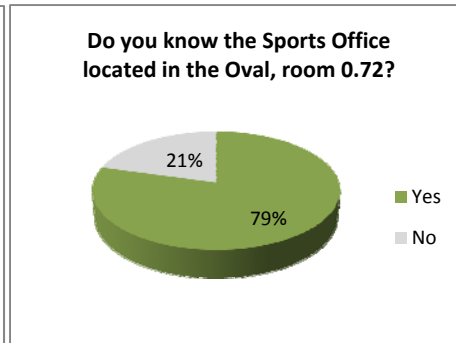


Figure 2.

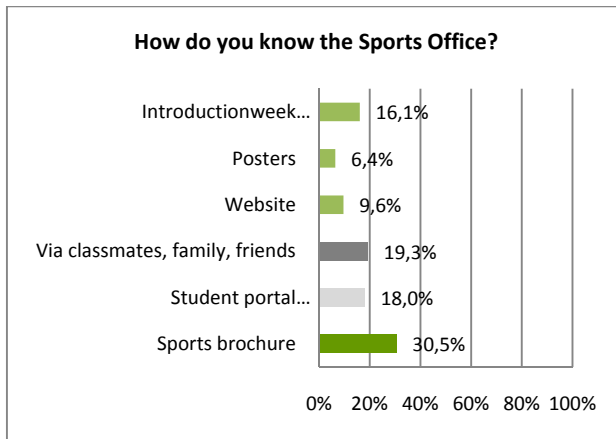


Figure 3.

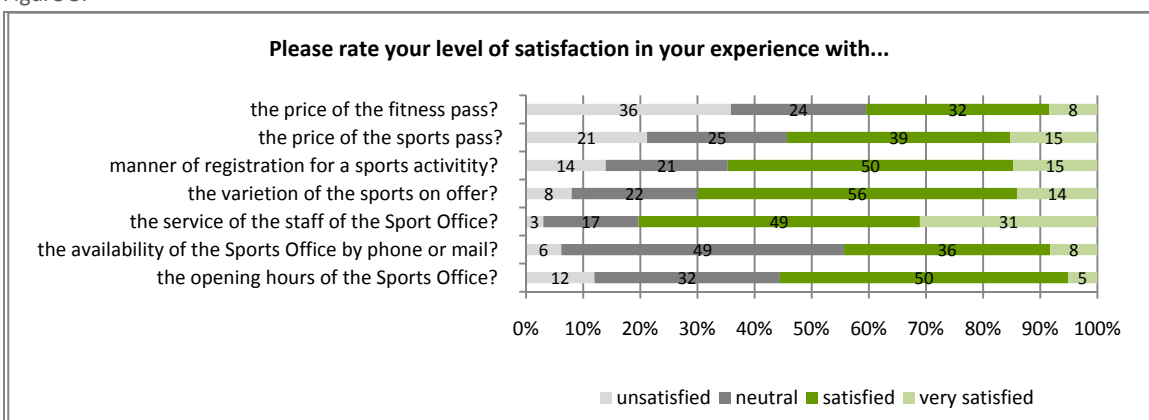


Figure 4.

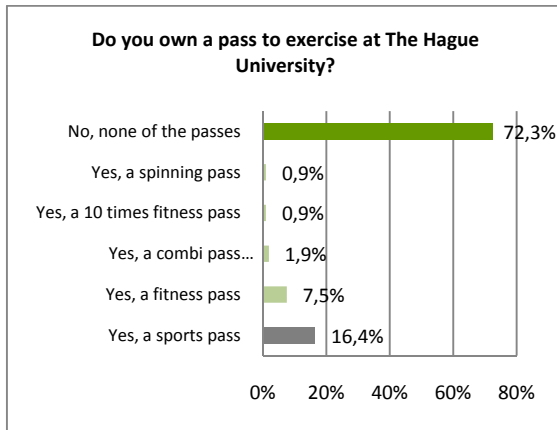


Figure 5.

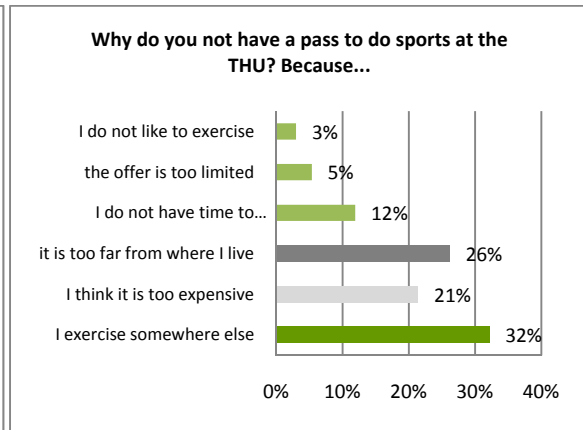


Figure 6.

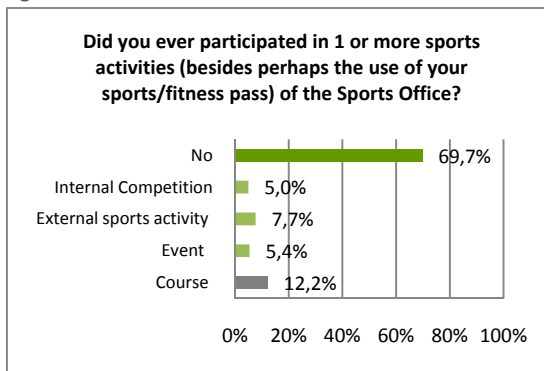


Figure 7.

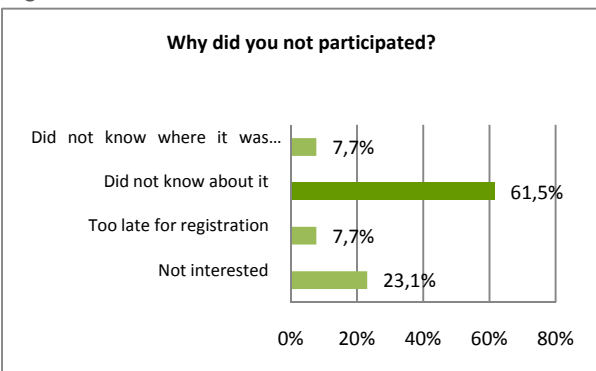


Figure 8.

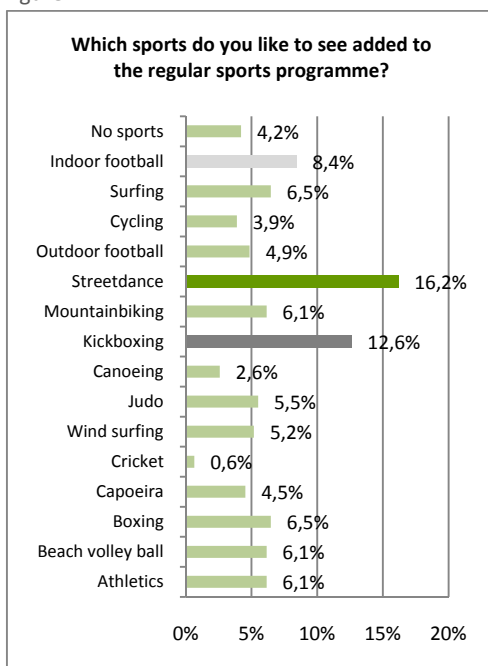


Figure 9.

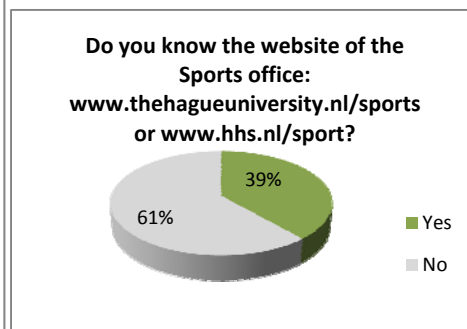


Figure 10.

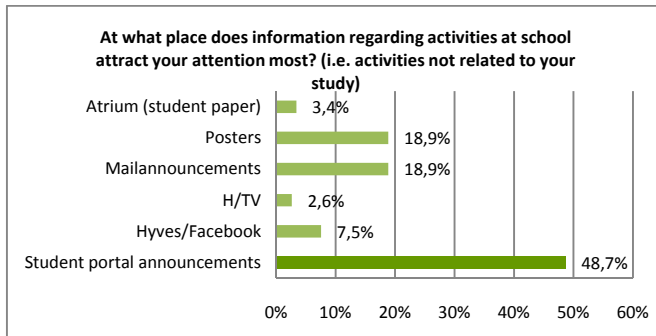


Figure 11.

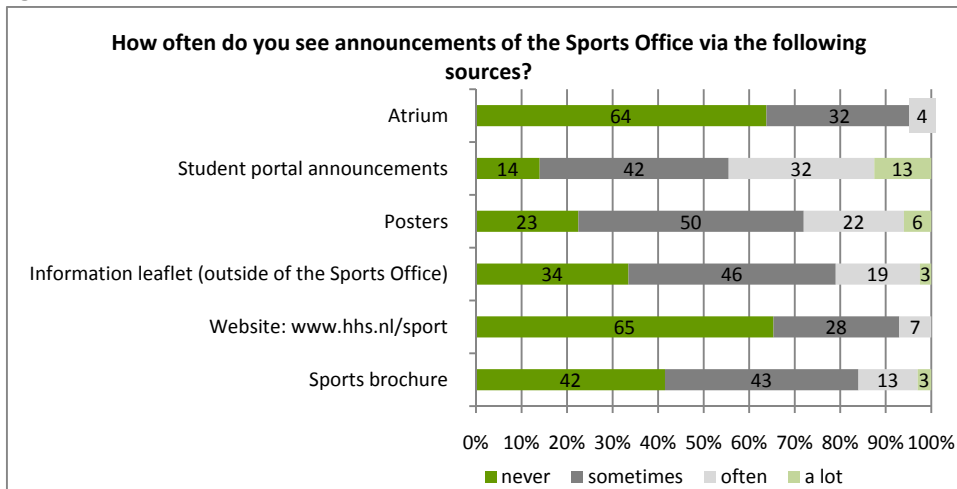


Figure 12.

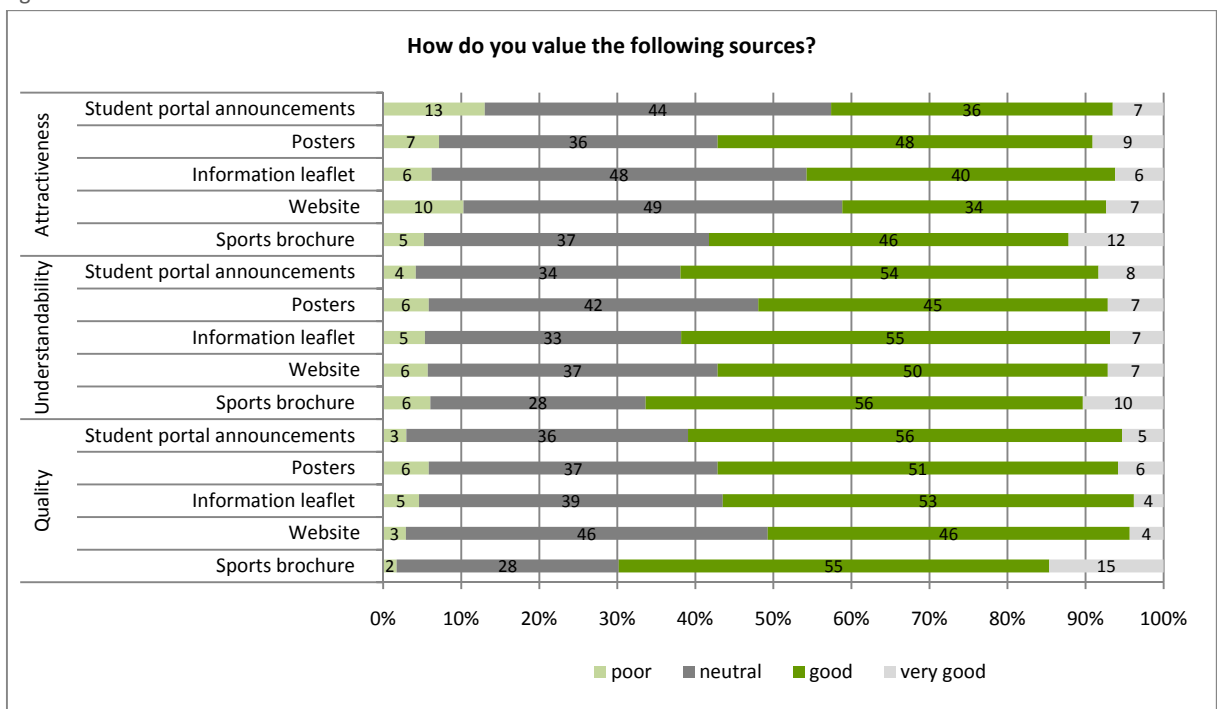


Figure 13.

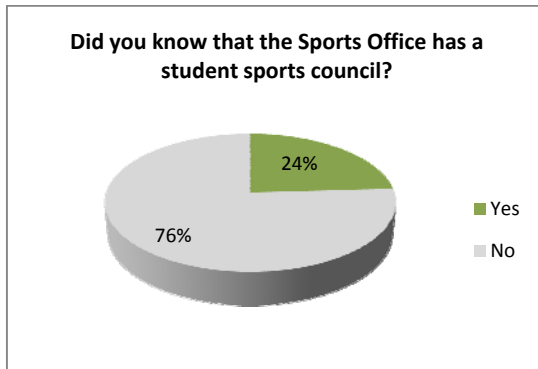


Figure 14.

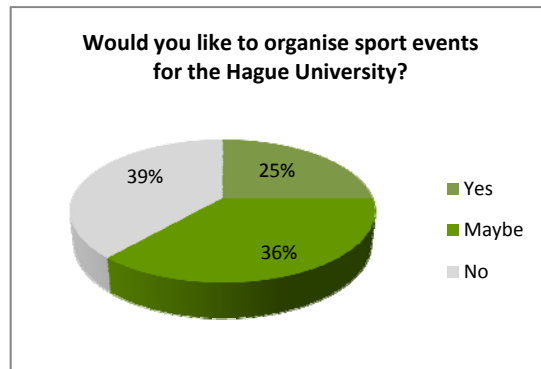


Figure 15.

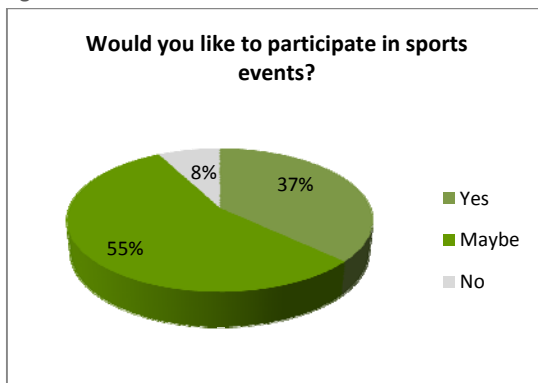


Figure 16.

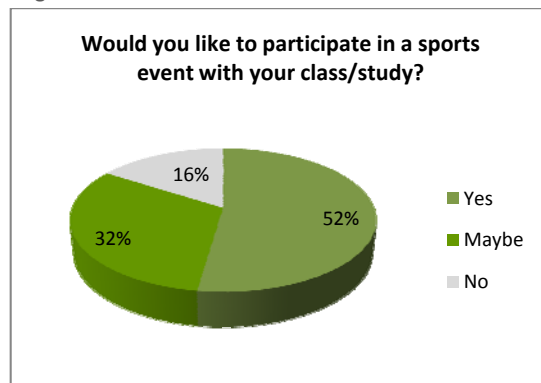


Figure 17.

APPENDIX 4:

Posters to announce the need for new sports council members in the Sports Office

Set of 3 poster with different images. Start sentence: *Today you organise a*

Dutch



English



Coloured

