

EMD UK Strategic Aims 2019-2021

Vision: A healthier Nation through Exercise

Mission: To increase participation in group exercise by supporting teachers and organisations to deliver excellence

The strategic aims have evolved following board feedback and further review. They need to be read in conjunction with the attached KPI structure and Sport England contractual targets and measures.

EMD UK has 90% of its income secured for the next 2 years and the following aims are underpinned by the principle of it continuing to optimise funding opportunities whilst increasing commercially relevant activities at a proportionate rate.

Strategic Aim	Measure	Base line	19/20	20/21	Sources
Grow EMD UKs direct reach to instructors by 15% year on year.	Email addresses	10,000	15% Growth	15% Growth	Civi, classfinder
	Classfinder sign ups	N/A	1200 (included in the growth above)	1200 (included in the growth above)	Classfinder
Establish EMD UK as the expert voice for group exercise.	Increase in social media followers and written / verbal opportunities to comment on the sector.	14700 followers	30% increase in SM followers. 6 published articles and 6 public speaking slots / presentations	30% increase in SM followers. 9 published articles and 6 public speaking slots / presentations	Facebook, Twitter, Insta and classfinder. News clippings and speaking opportunities.
Provide high quality, great value products, service and support to instructors.	Member satisfaction	N/A	70%	75%	Member (TIM) Survey, classfinder
	Participant satisfaction	72%	73%	75%	Participant survey

The KPIs

EMD UK's Sport England KPIs have already been set for the next two years as part of the funding submission.

Instructor reach

The Sport England KPIs include EMD UK's direct reach to instructors growing by circa 10% year on year (1000 in 19/20 and 1000 in 20/21). The targets above have been stretched in order to comfortably reach the Sport England KPI. An indirect reach to instructors will be set as an indicator to EMD UK direct reach. This KPI will also reflect EMD UK's growing member and partner reach.

Establish EMD UK as the expert voice of group exercise.

The 30% year on year increase in social media followers and the growth in written and verbal opportunities reflect the 19/20 marketing KPIs. Whilst not the only ones, these are good, measurable indicators that can be used to identify progress against this aim.

Provide high quality, great value products, service and support to instructors

The member and participation satisfaction KPIs are written into the Sport England submission and will act as strong indicators as to the service and value provided by EMD UK.

The Strategic Activities

The strategic activities have been reviewed to ensure that they have a direct impact on the KPIs. The activities detailed on the following page meet that requirement or are one of these Sport England programmes:

Theme 1: Instructor support, education and development

- Programme 1: Instructor Support
- Programme 2: Education & Development

Theme 2: Sector reach and influence

- Programme 3: Insight & Technology
- Programme 4: Organisational Support

The strategic activities have also been assessed against the resources needed to deliver them. Recent recruitment means that all activities are deliverable within the latest team structure and will sit in individual and team work programmes.

1 Grow EMD UK's direct reach to instructors by 15% year on year.

No.	Activity	Sport England Programme
1	Investigate and action partnerships with (or acquisition of) instructor databases / organisations	1
2	Launch, commercialise and position classfinder as the hub for attracting and retaining instructors	1, 3
3	Generate workforce insight to better understand market size, demographics and needs	3
4	Grow the organisational membership and improve access / communication to their workforce	1,2,4
5	Identify actions needed to deliver phases 2 and 3 post launch.	1

2 Establish EMD UK as the expert voice for group exercise

No.	Activity	Sport England Programme
1	Deliver voice of group exercise campaign	1
2	Actively promote best practice through media channels and seek opportunities to lead on key issues affecting the industry.	2
3	Build partnerships with industry stakeholders to grow the reach and footprint of EMD UK and ensure that the group exercise sector is considered in relevant policy making processes.	1
4	Have a suite of responses ready to immediately react to strategically beneficial, sector-based news stories	
5	Review and optimise the role, positioning and activity of FitgroupUK as a brand and as a vehicle in driving EMD UK's profile and mission.	3
6	Review and optimise the distribution of bursaries whilst maintaining targeted bursaries / projects to underrepresented communities in the sector	1, 2

3 Provide high quality, great value products, service and support to instructors

No.	Activity	Sport England Programme
1	Generate insight to understand what the workforce (brands and instructors) require and would value from EMD UK and use to focus attention upon the product and service proposition	3
2	Establish processes to enable easy interaction with customers, gain intelligence and make the customer journey a positive and simple one	3
3	Evolve the organisational membership and consultancy service to appeal to a wider market	3, 4
4	Develop and roll out commercially managed soft skills CPD courses	3, 2
5	Investigate and action strategic partnerships to increase the influence of the Academy	
6	Revisit Dance the Distance model and explore viable options for a flagship campaign	
7	Investigate funding support for an incubator service to explore ideas that will drive participation in group exercise	3

