

Sustainable Marketing Plan 2026–2027:

Kirklands Community Centre

"The first choice for any village event"

Prepared for: The Board of Trustees

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Date: April 2026

Module: MARK504 Sustainable Marketing Planning



Executive Summary & SOSTAC Roadmap

Executive Summary:

This plan provides a roadmap for Kirklands to achieve sustainable growth by focusing on underutilised assets, digital engagement, and strategic programming. Key recommendations include:

- Situation: Leverage strong local presence but address weak digital footprint and reliance on grants (Bradford.gov.uk, 2019).
- Objectives: Increase earned income by 20% and hall occupancy by 15% by Q2 2027 (Office for National Statistics, 2021).
- Strategy: Adopt a 'Hub & Spoke' model, positioning Kirklands as a versatile village hub.
- Tactics: Implement a segmented digital marketing campaign and launch new 'after-dark' and 'well-being' event strands (Chaffey & Ellis-Chadwick, 2019).
- Actions: Deliver a phased action plan from Q3 2026 to Q2 2027.
- Controls: Track KPIs including booking revenue, social media engagement, and net promoter score (NPS).

Situational Analysis – External Macro Environment (PESTLE)

Factor	Key Trend & Implication for Kirklands
Political	Stable local governance but potential funding cuts. Implication: Reduce reliance on grants; diversify income (Bradford.gov.uk, 2019).
Economic	Cost-of-living crisis pressures disposable income. Implication: Offer value-driven memberships and low-cost community fridge services (Office for National Statistics, 2023).
Social	Growing demand for local wellbeing activities and social connection post-pandemic. Implication: Develop new health & wellness classes (Health for All, 2026).
Technological	High smartphone penetration. Poor digital presence limits reach. Implication: Invest in social media and website SEO (Chaffey & Ellis-Chadwick, 2019).
Legal	Compliance with Charities Act 2011 and Health & Safety. Implication: Ensure all planning is compliant; maintain excellent records.
Environmental	Growing community focus on sustainability. Implication: Promote green credentials, e.g., community fridge, energy-efficient upgrades (Richardson, 2019).

Situational Analysis - External Micro Environment (Porter's Five Forces)

• <i>Threat of New Entrants:</i> MEDIUM • Low barriers to entry for mobile fitness/yoga instructors. • Implication: Differentiate via unique facilities (e.g., bowling green) and a community-focused value proposition (Porter, 2008).	• <i>Bargaining Power of Buyers</i> HIGH • Local residents have multiple hall choices (e.g., Queens Hall, Burley). • Implication: Build loyalty through superior service, flexible booking, and a strong community brand (Kotler 2000).	• <i>Bargaining Power of Suppliers</i> LOW • Many suppliers for cleaning, maintenance, and utilities. • Implication: Maintain low costs by regularly tendering contracts and potentially using local suppliers (Richardson, 2019).	• <i>Threat of Substitutes:</i> HIGH • Online events, private homes, or other public spaces. • Implication: Emphasise the unique social and wellbeing benefits of in-person community gathering (New Local, 2025).	• <i>Rivalry Among Existing Competitors</i> HIGH • Direct competition from Queens Hall (Burley) and other local village halls. • Implication: Proactively market Kirklands' unique selling points (USPs): location, facilities, and community ethos.
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Situational Analysis - Internal Environment (VRIO & McKinsey 7S)

VRIO Analysis (Barney & Hesterly, 2014)

Resource/ Capability	Valuable?	Rare?	Imitable?	Organised?	Competitive Implication
Physical Building & Land	Yes	Yes	No	Yes	Sustained Advantage
Community Trust & "Village Focal Point"	Yes	Yes	No	Partially	Temporary Advantage -> Need to organise marketing.
Staff (Manager, Caretaker)	Yes	No	Yes	Yes	Parity
Digital Presence (Website, Social)	No	No	Yes	No	Competitive Disadvantage

McKinsey 7S Alignment (Waterman, Peters & Phillips, 1980)

- Hard Elements Well-Aligned:
Strategy (implicit), Structure (CIO),
Systems (Hallmaster booking).
- Soft Elements Weakly Aligned:
Shared Values (strong) but Skills
(digital), Style (proactive marketing),
and Staff (marketing capacity) are
lacking.

SWOT Analysis (Derived from PESTLE, Five Forces, VRIO)(Helms and Nixon, 2010)

Strengths	Weaknesses
- Prime central Menston location	- Very limited social media presence & engagement
- Unique assets: Bowling green, library, nursery	- Low weekday daytime hall occupancy
- Strong community trust & “village heart” reputation	- Reliance on grants for capital works
- Established Hallmaster booking system	- No dedicated marketing budget or staff hours
Opportunities	Threats
- Growing demand for local wellbeing activities (Health for All, 2026)	- Budget cuts to Bradford Council reducing signposting
- Leverage train station for wider regional audience (National Rail, 2026)	- Increasing energy costs squeezing margins
- Develop 'after-dark' programming for adults (e.g., clubs, socials)	- Aggressive pricing/events from Queens Hall, Burley
- Digital marketing to attract younger families	- Sustained high inflation reducing disposable income (Office for National Statistics, 2023)

TOWS Strategic Matrix (Weihrich, 1982)

	Internal Strengths (S)	Internal Weaknesses (W)
External Opportunities (O)	SO Strategy (Maxi-Maxi): Leverage 'Village Heart' brand (S3) to launch new Wellbeing & Social Series (O1) using in-house facilities (S2).	WO Strategy (Mini-Maxi): Address weak digital presence (W2,W5) by creating a low-cost social media campaign to reach families (O4).
External Threats (T)	ST Strategy (Maxi-Mini): Combat competitor threat (T3) by promoting unique, non-substitutable assets like the bowling green and library (S2).	WT Strategy (Mini-Mini): Minimise financial risk of new events (T4, T2) by starting with low-cost, ticketed pilots to test demand (W4).

Marketing Objectives (Derived from TOWS)

The objectives below are a direct result of the WO Strategy of my TOWS analysis. Both are SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) and should serve the mission of Kirklands as an environmentally friendly, viable village amenity (Doran, 1981).

1. Financial Sustainability Objective (WO Strategy)

- Increase total earned income from room hires and events by 20% (from a verified baseline), by Q2 2027.
- Measured by: Monthly Hallmaster revenue reports against 2025 baseline.

2. Customer & Occupancy Objective (WO & SO Strategy)

- Increase average weekly hall utilisation rate (evenings and weekends) by 15%, by Q2 2027.
- Measured by: Hallmaster booking system (room-hours used / total available hours).

3. Digital Engagement Objective (WO Strategy)

- Grow Kirklands' active social media following (Instagram & Facebook) by 500% and achieve an average engagement rate of 3.5%, by Q2 2027 (Chaffey and Ellis-Chadwick, 2019).
- Measured by: Native social media analytics and Meta Business Suite .

4. Customer Experience Objective (ST Strategy)

- Achieve a Net Promoter Score (NPS) of +50 from all regular hirers and event attendees, by Q2 2027 (Reichheld, 2003).
- Measured by: Post-event/quarterly digital survey (NPS 0-10 scale).

Overall Strategy & Strategic Options (Ansoff Matrix)

Chosen Overall Strategy: Market Penetration & Product Development

Based on the Ansoff Matrix (Ansoff, 1957), the risk-averse yet growth-focused strategy for Kirklands is:

1. Market Penetration (Primary): Grow share within existing Menston market. Tactics: Increase frequency of use by current users and convert non-users. Low risk.
2. Product Development (Secondary): Develop new 'events' and 'classes' for existing Menston market. Tactics: Launch 'After-Dark' (e.g., quiz nights, live music) and 'Wellbeing' series (e.g., yoga, mindfulness). Medium risk.

Explicitly Rejected Strategies:

- Market Development: Targeting new geographic markets (e.g., Leeds) is high-risk and would dilute the core 'village' brand proposition.
- Diversification: Creating entirely new products for new markets (e.g., a for-profit conference centre) is misaligned with the charitable mission and too high-risk.

This focused strategy mitigates risk, leverages existing assets, and directly addresses the objectives of occupancy and income growth (Lynch, 2021).

Segmentation, Targeting & Positioning (STP)

Segmentation Basis (Geodemographic & Psychographic)

- Geographic: Menston, Burley-in-Wharfedale, and immediate surrounding villages (within 5-mile radius).
- Demographic: Families (0-16yrs), Adults (35-65yrs), Seniors (65+yrs).
- Psychographic: Community-focused, value-conscious, seeking local convenience and social connection (New Local, 2025).

Target Audience Segments

PRIMARY: Value-Seeking Local Families (Segments 1 & 4)

- Needs: Affordable children's activities, party venues, parent socials.
- Current Perception: "Kirklands is for toddler groups and old folks."
- Desired Repositioning: "Kirklands is the go-to for fun, family-friendly village events."

SECONDARY: Socially-Motivated Adults (35-65) & Seniors (65+)

- Needs: Evening socials, wellbeing classes, lifelong learning.
- Current Perception: "There's nothing on in evenings at Kirklands."
- Desired Repositioning: "Kirklands is the vibrant hub for evening entertainment, clubs, and classes."

Positioning Statement:

To the people of Menaton and the villages around them, who want the convenient community experiences of their lives in a relatively affordable and enriching setting, Kirklands is the reliable and diversified village centre that has a quality mix of the traditional with the new and promising events that no other local venue matches my central, community essence (Kotler, 2000).

Value Proposition & Brand Pillars

Customer Value Proposition (CVP) Canvas

(Osterwalder et al., 2015)

Our CVP is designed to address the key 'pains' and create 'gains' for my target segments (Osterwalder et al., 2015).

Target Segment	Key 'Pains' (Customer Jobs)	Our 'Gain Creators' (Value Delivered)
Local Families	High cost of activities, hassle of travel, lack of local kids' events.	Affordable party packages, free children's library events, a central, easy-to-access location with free parking.
Local Adults	Boredom at home, social isolation, desire for fitness & learning.	Engaging evening socials (quiz, live music), a diverse wellbeing class schedule, and a warm, welcoming community space.

Three Core Brand Pillars for Kirklands

1. LOCAL & CONVENIENT: "Your village hub, just a short walk or drive away."
2. VIBRANT & WELCOMING: "A place for all ages, with a diverse and exciting programme of events."
3. VALUE-DRIVEN & TRUSTED: "High-quality experiences at accessible prices, run by the community, for the community."

These pillars will be the creative foundation for all external communications (Chaffey & Ellis-Chadwick, 2019).

Marketing Mix (7Ps) – Product, Price, Place, Promotion

(Grid layout for 7Ps – first 4) (Kotler, 2000)

P	Current State & Recommendation (Chaffey & Ellis-Chadwick, 2019; Richardson, 2019)
Product	Currently: Core offering is 'space for hire'. Recommendation: Productise into event strands. Launch 'Sunday Cinema Club' (family), 'Kirklands Live' (music/comedy), and 'Wellbeing Wednesdays' (yoga, mindfulness). This creates tangible products to market.
Price	Currently: Cost-plus pricing on room hire. Recommendation: Value-based & dynamic pricing. Maintain low cost for community groups, but introduce premium pricing for commercial hires (e.g., Pilates instructor) and introductory pricing for new events to stimulate trial.
Place	Currently: Physical location in Menston. Recommendation: Enhance 'Place' via digital. The website is now the 'digital front door'. Must be optimised for mobile, with clear calls-to-action (Book Hall, Buy Tickets). Integrate social media (Instagram) as a secondary, visual 'place' to engage customers (Chaffey & Ellis-Chadwick, 2019).
Promotion	Currently: Word-of-mouth and a TV screen in the foyer. Recommendation: Implement a targeted digital-first promotion strategy (see next slide). Use Facebook ads (low budget) targeting Menston postcodes, and an organic content calendar for Instagram featuring user-generated content.

Marketing Mix (7Ps) – People, Process, Physical Evidence

(Grid layout for 7Ps – final 3)

P	Current State & Recommendation (Bitner, 1992; Chaffey & Ellis-Chadwick, 2019)
People	Currently: Dedicated but overstretched staff. Recommendation: Invest in volunteer 'Kirklands Champions' to assist with event set-up, welcome desk, and social media content creation. Train all staff and volunteers in a consistent, friendly, 'customer-first' service standard (Richardson, 2019).
Process	Currently: Functional online booking via Hallmaster, but a manual process for events. Recommendation: Integrate a ticketing process (e.g., Eventbrite or TicketSource) into the website for paid events. Streamline the enquiry-to-booking process for private hires, aiming for sub-24hr response to all enquiries.
Physical Evidence	Currently: The building itself and the TV screen. Recommendation: Curate the physical evidence to support the new brand. Improve external signage. Use professional, consistent digital signage on the entrance TV. Create 'branded zones' (e.g., a photo wall for families to take pictures at parties) to generate user-generated content for social media (Bitner, 1992).

Content & Communications Strategy

Digital-First Communications Funnel

Funnel Stage	Objective	Target Audience	Channel & Content Type (Chaffey & Ellis-Chadwick, 2019)	Key Metrics
1. Awareness	Drive reach & visibility	New families, adults in Menston	Instagram/Facebook (Paid & Organic): High-energy video reels of events. Local Facebook Groups: Community posts.	Reach, Impressions, Video Views
2. Consideration	Build engagement & preference	Warm audience (visited website or engaged on social)	Instagram Stories: 'Takeover' by a volunteer. Email Marketing (Mailchimp): Weekly 'What's On' digest.	Engagement Rate (likes, shares, saves), Click-through Rate (CTR) (Kotler, 2000)
3. Conversion	Drive ticket & room hire bookings	Engaged audience	Website (Landing Pages): Clear, mobile-optimised booking pages. Use retargeting ads on Facebook for those who visited site but didn't book.	Conversion Rate, Cost per Acquisition (CPA)
4. Loyalty & Advocacy	Build repeat custom & NPS	Existing customers & hirers	Post-event email survey (NPS). User-Generated Content (UGC) campaign: Create a hashtag (e.g., #MyKirklands). Offer small prize for best photo.	NPS score, Repeat Booking Rate, UGC volume

Action Plan (Gantt Chart)

(Horizontal Gantt Chart - Q3 2026 to Q2 2027)

Action / Deliverable (SMART)	Owner(s)	Q3 26 (Jul-Sep)	Q4 26 (Oct-Dec)	Q1 27 (Jan-Mar)	Q2 27 (Apr-Jun)
1. Foundation & Set-up					
- Recruit & train 5 'Kirklands Champions' (volunteers)	Centre Mgr				
- Create brand guidelines & content calendar	Events Coord				
- Set up Eventbrite & Mailchimp accounts	Events Coord				
2. Pilot New Event Series					
- Run 2 x 'Sunday Cinema' pilot events	Events Coord + Vols				
- Run 2 x 'Kirklands Live' (e.g., open mic, quiz) pilot events	Events Coord + Vols				
- Launch 'Wellbeing Wednesdays' schedule	Centre Mgr				
3. Marketing & Promotion					
- Launch Instagram & Facebook content calendar	Events Coord + Vols				
- Run first paid Facebook ad campaign (£50) for Oct event	Events Coord				
- Send monthly email newsletter (Mailchimp)	Events Coord				
4. Measurement & Review					
- Monthly review of KPIs (Revenue, Occ., Engagement)	Centre Mgr				
- Collect & analyse quarterly NPS survey	Centre Mgr				

Key Performance Indicators (KPIs) Dashboard

Objective Supported	KPI	Measurement Tool	Target (Q2 2027)	Frequency
Financial	Total earned income (room hire + tickets)	Hallmaster + Xero	+20% vs baseline	Monthly
Occupancy	Hall utilisation rate (evenings & weekends)	Hallmaster report	+15%	Monthly
Digital Engagement	Instagram + Facebook Engagement Rate	Meta Business Suite	Avg. 3.5%	Weekly
Customer Loyalty	Net Promoter Score (NPS)	SurveyMonkey (post-event)	+50	Quarterly

High-Level Costs / Budget (Allocation of existing resources + contingency)

Category	Budget Allocation	Notes
Staff Time (Existing)	£0	Reallocation of Centre Mgr (20hrs/wk) and Events Coord (11hrs/wk) time from admin to marketing.
Volunteer Programme	£50	For tea/coffee and thank-you vouchers for 'Kirklands Champions'.
Paid Social Media Ads	£200	For targeted Facebook/Instagram campaigns to promote pilot events (e.g., £50 per event).
Ticketing Software (e.g., Eventbrite)	£0	Free for free events, small fee per ticket can be passed to customer or absorbed.
Marketing Collateral	£150	For a simple, professional pull-up banner and new external A-board chalkboard.
Total Marketing Budget	£400	(Utilising existing resources, minimal new spend)
Contingency (10% of new spend)	£40	For unexpected small costs.

Critical Analysis of SOSTAC

Critique of SOSTAC for a Community Organisation

SOSTAC is an excellent, logical planning tool, but its application to a small charity like Kirklands reveals both strengths and weaknesses.

Strengths:

- **Structured Logic:** It forces a rigorous, research-first approach, preventing the common trap of jumping straight to tactics (e.g., "we need a Facebook page") without strategic context (Chaffey & Ellis-Chadwick, 2019).
- **Customer-Centricity:** The focus on Controls (KPIs) ensures the plan is driven by measurable outcomes, which is vital for reporting to Trustees.

Weaknesses & Challenges:

- **Resource Intensiveness:** For a part-time Centre Manager, completing a full PESTLE, Five Forces, and VRIO analysis is time-consuming. The framework can be overly complex for a micro-organisation (Richardson, 2019).
- **Risk of Stagnation:** The linear, waterfall nature of SOSTAC can be slow in a fast-changing environment. A more agile, iterative approach might be better suited to an organisation with very limited marketing capacity (New Local, 2025).

Critical Analysis of Two Core Concepts:

Porter's Five Forces (Porter, 2008):

Not used in competitive mapping but its industry-based, stable view can have problems in the co-operative nature of the charity sector. Kirklands is also an opponent of Queens Hall, but also a possible partner (e.g., co-promotion of events). This important interdependence characteristic can be ignored by the pure rivals lens in the model (Brandenburger & Nalebuff, 1996).

SMART Objectives (Doran, 1981):

Indispensable to definition and quantification. Nevertheless, the need to be SMART and the emphasis on simple steps to be taken to increase them over more mission-oriented yet more difficult to quantify ones (e.g., community cohesion) can result in overemphasis on quantifiable metrics (e.g., social media likes). We had a substitute to this by entering the qualitative NPS objective.

Personal Reflection on Learning (What? So What? Now What?)

What? (Description of Experience)

- Using the SOSTAC checklist in weeks 4, 7, and 11 forced me to apply theory to a real client, not just read about it (Borton, 1970).
- I found the VRIO analysis particularly challenging but enlightening, as it moved beyond a generic SWOT to explain why Kirklands has a competitive advantage.

So What? (Analysis of Learning)

- I learned that marketing planning is not a linear, desk-based task but a messy, iterative process. My initial SWOT was too generic until I used PESTLE and Five Forces as inputs (Helms & Nixon, 2010).
- The 'So What' moment was realising that a model's value is in its application. VRIO's conclusion — that Kirklands' community trust is a 'temporary advantage' — shaped my entire WO strategy. Without that analysis, we might have just suggested a newsletter.
- I also learned the practical difficulty of setting a credible baseline for KPIs like occupancy when real-world data is incomplete.

Now What? (Future Actions & Learning)

- In future, I will always begin a marketing plan with a structured audit (PESTLE/5Fs/VRIO) before brainstorming any tactics. I will also seek to understand the client's data capabilities earlier to set more realistic KPIs.
- Professionally, I now appreciate the role of 'co-opetition' in the non-profit sector, a nuance I would incorporate into future competitor analysis (Brandenburger & Nalebuff, 1996).
- Action: I will volunteer to help a local community group with a mini-marketing audit, applying this learning in a real-world setting.

Conclusion & Call to Action

Summary of Strategic Case

Kirklands is at a crossroad. my physical resources and reputation in the community are at the high end but my internet presence and active promotion are at the low end and this both has to be improved so as to reach my desired status of self-sufficiency. This strategy offers a risk-averse pathway approach to migrating a reactive hall-for-hire to an active, colourful village centre.

The Next Step is a Low-Risk Pilot

We do not recommend a costly, high-risk transformation. Instead, we propose a small-scale, 90-day pilot of the recommendations:

- Week 1: Recruit 2 'Kirklands Champions'.
- Week 2: Set up the Instagram account and content calendar.
- Week 3: Launch a single 'Sunday Cinema' pilot event.
- Week 4: Review ticket sales and social media engagement.

Call to Action

Trustees, it is evident. It is a competitive market and the opportunity is high. This pilot programme would be low cost and high impact and we request my permission to commence this pilot programme in the Q3 of 2026. Together we will make sure that Kirklands is a building, but the vibrant sustainable first choice of any village event in decades to come.



Slide 20: References (1 of 2)

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Thank you!
