

Sport Product Delivery Channels Tip Sheet

This resource is designed for people exploring new sport participation products, supporting critical decisions about which delivery channels will be most suitable.

It has been developed based on experiences of State Sport Associations (SSAs) and Regional Sports Assemblies (RSAs) in Victoria that have developed new products over the past decade, and the evaluation of these products by La Trobe University's Centre for Sport and Social Impact.



The term ‘delivery channel’ refers to the people or organisations who co-ordinate the delivery of the participation experience.

The delivery channel engages the deliverer to run the sessions. Sport participation products are usually owned by state or national organisations and commonly delivered by:

- SSA/National Sporting Organisation (NSO) employees
- Leisure Facilities employees
- Club volunteers
- For profit third-party provider employees
- Schools – teachers or external deliverer.

Many sports only consider delivery through their traditional club network. There are pros and cons to each delivery channel and more than one can be used.

The evaluation of VicHealth funded products explored benefits and challenges of various delivery channels that had an impact on the success and sustainability of products. An outline of considerations for each delivery channel types is provided below:



Delivery channel	Examples of cost structure	When could you use it (and other considerations)
<p>SSA/NSO employees (existing sport deliverers)</p> <p>Deliverers who are already employed directly by the SSA/NSO to deliver the sport.</p>	<ul style="list-style-type: none"> • Deliverers could be paid salary, per hour, or per session delivered. 	<ul style="list-style-type: none"> • If you have a capable internal workforce. • If you want to get the program up and running fast or to pilot program design. • If you want greater control and flexibility to expand or retract quickly. • If you have a strong management team within the SSA/NSO to control the delivery.
<p>SSA/NSO employees (new deliverers with specific attributes)</p> <p>Deliverers who are hired and employed directly by the SSA/NSO to deliver a new product.</p>	<ul style="list-style-type: none"> • Deliverers could be paid salary, per hour, or per session delivered. 	<ul style="list-style-type: none"> • If you have a new product or want to reach into a new market, then recruiting new deliverers who have specific skills or experience could be beneficial. For example, if your program is not traditional sport then traditional sport coaches/deliverers may not be suitable or to target children with Autism Spectrum Disorder, then you may recruit individuals with existing experience in that area and provide them sport specific training.

Delivery channel	Examples of cost structure	When could you use it (and other considerations)
<p>Leisure Facilities operators</p> <p>Products delivered through a sport or leisure facility staff where the facility may be for profit or not for profit (such as those operated by YMCA or a Basketball Association).</p>	<ul style="list-style-type: none"> • Facility operator could licence the product. • Participants could pay directly to the facility operator or through a centralised SSA/NSO payment channel. 	<ul style="list-style-type: none"> • If you want geographical reach quickly. • Because these providers are larger organisations or for-profit, they will often have systems in place for marketing, registration, and participant communication. They also rely on retention, so in general they are focused on customer service and delivering a quality experience. • Staff may be required to undertake professional development and training and likely to complete training on your program. There should be quality assurance in-place however to ensure that what is delivered is keeping with the product identity. • Can be difficult to get facility/court time to deliver the product at a time most likely to attract participants. • SSA/NSO may also like to require contact details as part of the licence so they can communicate directly with the participant about their experience.
<p>Club volunteers</p> <p>Products delivered through the community sport club system.</p>	<ul style="list-style-type: none"> • Clubs could pay per program, session, or participant or the SSA could provide the product free-of-charge to clubs to generate revenue. • Participants could pay directly to the club or through a centralised SSA/NSO channel. • A licence can cover these arrangements. 	<ul style="list-style-type: none"> • If you want clubs to take ownership of the product. • If the product could be a key step in your participant pathway. • Volunteers often care deeply about the sport and are experienced, however they do require support to deliver new and less traditional products and experiences. • The club could have competing priorities that could affect the quality of the experience (e.g. if the club needs to fill competition teams and engages beginners into competition too quickly before they are ready or when they're not interested). • Can be difficult to sustain and retain consistent levels of quality if volunteers are continuously relied upon to deliver at no cost or benefit.

Delivery channel	Examples of cost structure	When could you use it (and other considerations)
<p>For profit third-party providers</p> <p>Programs delivered by third party providers, often an individual who runs a sport or physical activity business.</p> <p>(such as personal trainers or tennis coaches)</p>	<ul style="list-style-type: none"> • Third-party could licence the product. • Participants could pay directly to the third-party provider, the provider retains a portion and forwards a set-fee onto the SSA. 	<ul style="list-style-type: none"> • Because these third-party providers are for-profit, they will often have systems in place for marketing, registration, and participant communication. They also rely on retention, so in general they are focused on customer service and delivering a quality experience. • Staff may be required to undertake professional development and training and likely to complete training on your program. There should be quality assurance in-place however to ensure that what is delivered is keeping with the product identity. • SSA/NSO would be required to have a robust financial process to ensure payment is reliable and an accessible communication channel for providers, so they can access support and product information. • SSA/NSO may also like to require contact details as part of the licence so they can communicate directly with the participant about their experience.
<p>Schools</p> <p>Product could be delivered by a teacher or an external deliverer</p>	<ul style="list-style-type: none"> • Schools could pay for the product and have a teacher deliver, pay the SSA/NSO to deliver, or they could pay a third-party to deliver. 	<ul style="list-style-type: none"> • If the product can align to curriculum and add value to the school then schools could be more likely to engage. • If you want to engage young children/youth on a pathway into the sport, then you should include a local community sport club in the delivery and consider key transition strategies for ongoing participation in the sport. • Can be time-consuming to organise delivery and often requires an existing relationship or communication channel with a teacher within the school (such as a school Ambassador for the sport). • Generally the SSA/NSO will not be able to access participant contact details.



Tip #1



For the product to be successful it must provide value for the delivery channel (which is known as the Deliverer Value Proposition) as well as the participant.

The Deliverer Value Proposition will vary for each partner and will include the motivation and needs of the delivery channel. Therefore, it is useful to engage delivery partners early to identify why they would deliver your product and what they would need to be successful. Engage early and consider:

How their purpose and vision align with that of your organisation

How your product might help them achieve their strategic objectives

What outcomes your organisation is seeking from the partnership – such as increased participation rates, revenue, access to resources or other benefits

What resources you can or will provide to offer value to them

Co-designing products with delivery partners to better understand the deliverer value proposition

Examples of potential motivators for clubs or other delivery channel partners includes:

Attract new participants and members, and re-engaging past members

Retaining existing members

Broaden their market and be more relevant to the local community through programs that target women and girls, juniors or people with disability or other segments of the population

Access an additional revenue stream (e.g., bringing new people to a club entertainment venue, access grants)

Provide existing participants with another product (i.e. maintaining connection with participants, addressing a participation pathway 'gap')

Tip #2



The Deliverer Value Proposition should be documented and clearly describe how the program meets deliverer needs.

DHW Simpson Advisory has previously worked with VicHealth funded sport participation products to help them in developing value propositions for their deliverers. The template that has been successfully used to assist with this is provided at Attachment 1.

Attachment 1 – Deliverer Value Proposition Template



This template can be used to match your product with the motivators and barriers of a specific delivery channel partner or audience.

Audience	Drivers	Features	Benefits
<p>Describe the deliverer: e.g. new SSA/NSO employees who are 18–25 to deliver a new product to young people</p>	<p>Describe the motivators and barriers that youth aged 18–25 might face in relation to delivering the product/experience</p> <p>E.g. motivators could be:</p> <ul style="list-style-type: none"> • Income • Utilising their sport skills for work 	<p>Describe the features of your product/experience that will match up with motivators, e.g. For income, this might be a high hourly rate</p>	<p>Describe how this feature benefits the audience, e.g. getting paid a higher rate than other casual or part time jobs</p>
	<p>E.g. barriers might be:</p> <ul style="list-style-type: none"> • Seeking longer hours • Lacking the confidence to deliver the product/experience 	<p>Describe the features of your product/experience that will match up with barriers, e.g. for people lacking confidence this might be quality training and delivery manuals</p>	<p>Describe how this feature benefits the audience, e.g. feeling supported to succeed and learning new skills</p>



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