

## **BUSINESS PLAN**

**2016/2018**

### **Objectives**

- To maintain financial security,
- Provide
- Provide a challenging and attractive golf course members and social golfers
- a welcoming , active club for members and the community.

Approved at MCC Board Meeting July 2009.

## INTRODUCTION

This document outlines our plans for MCC for 2016/18. It has been deliberately kept as short and succinct as possible, to ensure that it becomes a working tool for the Board and Administration of the Club.

### MCC POSITIONING IN MARKET 2009 (LEISURE WITH PRIMARY FOCUS ON GOLF)

|                 |  |
|-----------------|--|
| <b>PRODUCT</b>  | <b>golf and ancillary services. 18 hole course, long driving range, short ranges, putting and chipping greens, Proshop, cafe, clubhouse.</b> |
| <b>PRICE</b>    | <b>mid range golf</b>  |
| <b>PLACE</b>    | <b>South Canberra, Tuggeranong Valley</b>  |
| <b>POSITION</b> | <b>great value golf, having a good time,welcoming complimentary activities.</b>  |

### GOALS FOR THE 2009/12 PERIOD

**At the highest level, we see the goals we need to achieve as being to**

1. Secure the survival of the physical course for the future.
2. Increase utilisation of the course and facilities by members and social players.
3. Develop additional revenue streams.
4. Secure the Club's financial future.

In the remainder of the Plan each of these goals is broken down into more direct strategies and actions for 2009/10, with planned timescales. This will help us understand whether we are moving in the right direction in 2009/10

#### **GOAL 1 - Secure the survival of the physical course for the future.**

**Strategy 1** Examine options to secure improved water availability for the course (present investigation is a pipeline from the river, within our existing water allocation). Seek grant if necessary.

Action (and Responsibility)

Bring final recommendation and draft grant submission to August 09 MCC Board meeting. If submission successful, finalise funding and arrange implementation of decision (WDG; Treasurer; G-M)

Strategy 2 Improve water utilisation on the course by changing to the most suitable grass (for this part of Canberra) for the fairways and tees. Seek Grant if necessary

Action (& Responsibility)

Bring final recommendation and draft grant submission to August 09 MCC Board meeting. If submission successful, finalise funding and arrange implementation of decision. (G&G Committee; Treasurer; G-M).

Strategy 3 Reduce water consumption on course by implementing recommendations of the Goodfellow report and installing the irrigation control equipment required by Course Superintendant. Seek as part of above grant.

Action (& Responsibility) – As for Strategy 2.

Strategy 4 Improve water holdings on the course by upgrades to the water reticulation between existing dams, and implementing a regular de-silting program.

Action (& Responsibility)

Bring firm proposal (including costings) to MCC Board by end November. (G&G Committee; G-M)

## **GOAL 2 - Increase utilisation of the course and facilities by members and social players**

Strategy 1 Enhance the attraction of the course by reviewing/updating earlier course development reports (Sept 2002 and the “Nagle report”)

### Action (& Responsibilities)

Bring recommendations to Board by End March 2010. (G&G Committee).

Strategy 2 Implement a Volunteers programme to help maintain the course and its surrounds.

### Actions (&Responsibilities)

Board appoint a Volunteers Co-ordinator from amongst Directors during 2009; broad approach to be developed by end November 09.

Strategy 3 Develop and implement active member retention strategy by end September 09. Action examples might include improving member communications further; immediate follow up of members who do not re-join in 09; use of life members as agents; some special celebration/thank you for continuing members (eg recognition/appreciation for long term members such as Certificates of Appreciation for 10 year members; fee structure that rewards longer term members)

### Action (& Responsibilities)

Board to appoint working group by end August. Group to report by end October 09

Strategy 4      Develop and implement membership growth strategies, particularly for demographics with greatest potential for MCC – ie seniors and women

Action (& Responsibilities) GM, Pro, ViceP + volunteers

Strategy 5      Develop and implement strategies to grow currently social player numbers. Examples might include a 9 hole comp; a handicap maintenance package for occasional golfers; causal events for time poor people.

Action (& Responsibilities) GM, Pro, ViceP + volunteers

Strategy 6      Develop and implement active, timely marketing approaches to support Strategies 2 – 3 above by

- Identifying attractive market segments
- Ensuring we have suitable packages to offer
- Developing marketing plan to target both wider market and market segments.

Action (& Responsibilities)  
Board to identify.

**GOAL 3 - Develop additional revenue streams. (this is probably strictly a strategy of Goal 4, but it is important enough to be included at this level)**

Strategy 1      Implement regular activities to improve revenue during 09/10.

Action (& Responsibilities) – House Committee; GM.

Strategy 2      Run all club events at a profit (unless by conscious decision, when a small loss is acceptable for market development)

Action (& Responsibilities) – House Committee; GM.

Strategy 3      Develop Functions market further – eg family events (anniversaries, celebrations etc. Start with members then widen)

Action (& Responsibilities) – House Committee;GM

Strategy 4 Develop Meetings market – start with small groups eg for working breakfasts etc. Note – need to either provide exclusive access for a meeting or invest in a way to close off dining room or cafe.

Action (& Responsibilities) - GM

Strategy 5 Commission study of possible development strategies for available land within our lease (other than the known motel and Maddisons retirement village options)

Action (& Responsibilities) – report by March 2010 (Treasurer; GM).

#### **GOAL 4 - Secure the Club's financial future.**

Strategy 1 Implement tighter fiscal management by

- Set board approved budget by end July 2009 (done)
- Set clear responsibility for GM to achieve budget outcomes (on cost side)
- Improved monthly reporting on progress by Treasurer and GM, and
- Full review after November 09 figures available.

Action (& Responsibilities) – Vice-P; Treasurer; GM

Strategy 2 Develop forward asset management plan, identifying expected timetable for replacement of existing assets and acquisition of new assets (realistic not optimal).

Action (& Responsibilities) – G& G committee, GM; by end 09.

Strategy 3 Ensure that

- Key staff (plus Pro and Chef) roles and accountabilities are clear,
- Performance agreements are in place where appropriate,
- Key communication lines are clear, and
- Employer responsibilities are implemented (eg OH&S)

Action (& Responsibilities)

Pres/ViceP for GM performance agreement; GM for others. By end October 09.

Strategy 4    Ensure efficient club administration by regular reviews.

Action (& Responsibilities) – identify process by end 09. (ViceP + volunteers)

**Purpose:** to enable the Club to exploit any Opportunities and build on its Strengths while minimising its Threats and correcting/addressing its Weaknesses. Evaluation of opportunities and threats provides information on what the Club *might* do; assessment of strengths and weaknesses enable the Club to determine what it *can* do. The SWOT is linked to the Club's mission statement which indicates what the Club *wants* to do.

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>▪ 18 hole Championship layout</li> <li>▪ Has hosted events such as NSW Championships</li> <li>▪ Only golf club in Tuggeranong area which has 1/3 Canberra's population (90,000 people)</li> <li>▪ Scenic setting'</li> <li>▪ Friendly/easy-going membership</li> <li>▪ Women rank equally as members</li> <li>▪ Well developed new member orientation program for women</li> <li>▪ Great Professionals</li> <li>▪ Competitive membership fees</li> <li>▪ Driving range, pitching, chipping bunker practice areas</li> <li>▪ Lease provides for expansion of clubhouse facilities</li> <li>▪ Excess land for possible development</li> <li>▪ Historic, 'no-smoking' clubhouse policy</li> <li>▪ Accessibility to tee times</li> <li>▪ Active Seniors Group</li> <li>▪ Eco friendly Club</li> <li>▪ Has ACT's No. 1 Junior Golf Academy</li> <li>▪ Full range of Pennant teams (men &amp; women)</li> <li>▪ Within walking distance to 450 houses</li> </ul> | <ul style="list-style-type: none"> <li>▪ facilities, including clubhouse design &amp; lack of views of/to finishing holes/ mountains</li> <li>▪ Unattractive entrance (eg gateway) to the club (from Kambah Pool Road)</li> <li>▪ location</li> <li>▪ maintenance of non(golf) land</li> <li>▪ current financial position</li> <li>▪ resource constraints on maintenance</li> <li>▪ inefficient irrigation system</li> <li>▪ poor public awareness</li> <li>▪ catering/food service</li> <li>▪ static membership level (some leakage to other clubs)</li> <li>▪ lack of facilities to run large corporate days and/or functions (eg golf carts, separate function rooms)</li> <li>▪ lack of passing traffic</li> <li>▪ lack of local residential support</li> </ul> |



## Opportunities

- 'community centre' for Gleneagles & surrounding area
- marketing as the 'social/friendly' club to social golfers
- explore more marketing channels
- hire of clubhouse functions for private/corporate receptions/parties
- local residents, Tuggeranong seniors, ladies, beginners
- leverage potential with sponsors
- greater use of MCC website – for members and enquiring visitors
- land utilisation/sale
- unexploited lease purposes
- additional sponsors/additional income from sponsors – that is mutually beneficial
- innovative activities with revenue generating capability
- extended membership base/growth (social + other membership types)
- explore demographic changes
- schemes to attract/retain new/old members
- access to more local houses
- leverage membership experience & talents
- diversified sporting activities
  
- business affiliations with local sporting groups & social golf clubs
- interaction with government departments & social clubs
- junior age golfers (more Jack Newton Foundation)
- relationship with hotels/motels for 'stay and play' packages
- business alliances, strategic alliances (motels, hotels, interstate clubs, bus companies/tours)
- corporate social days
- unit/accommodation development
- links with environmental & ecological interests
- possible partnerships e.g. reciprocal rights with other golf clubs

## Threats

- stress on non-financial resources
- current financial situation
- declining participation
- competition from other golf clubs & sporting activities and social clubs (eg Burns, Vikings)
- government regulations (but see also Opportunities)
- unreliable water
- intolerance of fee increase
- discretionary spend of members and potential members.
- high power of buyers (potential new members can be selective re which golf club to join)
- Historically low price of golf in Australia
- Wide buyer choice
- vandalism