



Increasing Member Retention and Growth



YACHTING
VICTORIA

2015 Club Conference

Royal Geelong Yacht Club

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General Manager



Our Vision

Royal Geelong Yacht Club will be the iconic lifestyle club in the Geelong Region, with a vibrant experience on and off the water



Our Achievements in 2014-2015

- Retained 89% of our Members
- Reached Membership targets with 1201 Members, the highest it has ever been at the club
- Received a 10+ on our Member referral Net Promotor Score
- Introduced a Day Pass System which resulted in over 35 new members being recruited
- Established a Marketing Plan
- Established a Social Media Plan



RGYC Strategic Plan

- Introduced in 2012, updated in 2014
- Provides Board, Management and Staff with clear direction to achieve our Vision and Mission
- Pillars include
 - Membership
 - Marketing and Communication
 - Facilities
 - Events and Programs
 - Governance and Staff



What works for us

- Having a direction created from our Strategic and Marketing Plans
- Holding Member Forums, Focus Groups and conduct of Surveys
- Introduction of Member processes:
 - Membership Renewal Procedure
 - New Member Welcome letter and pack
 - Resigned Member Process
- Introduced new campaigns i.e. Member Get Member, Birthday recognition, Gold Anchor
- The RGYC Board committed to being united and transparent to members



What works for us (cont.)

- Being aware of our Membership data, tracking performance throughout the year, education and ownership for staff of the Pillar KPIs
- Understanding what wasn't working and acting on it
- Not listening to a minority
- A commitment to continuing high Customer Service Standards
- Transition Strategies
- Active Social Media



What works for us

Some examples

- Cruising Group Dinners
- Power Boat Navigation Rallies
- Vibrant Social calendar
- Car Rallies
- Whisky Night
- Fundraising events
- Vibrant & varied sailing program
- Friendly people!



Marketing Plan

- Introduced in 2014, designed to reflect Key Initiatives stated in the Strategic Plan:
- Takes into consideration the GEMBA report
- Recognizes the “RGYC Brand DNA”, by understanding who we are, allows us to understand more about our members and who our target markets are. Prior to this we were trying to be all things to all people
- Our challenge for the 2014-2015 year was “how do we connect the RGYC with the Broader community – building awareness and making it more accessible”



Marketing Plan (cont.)

2014/15 INITIATIVE EXAMPLE

- Membership Fee restructure
- The club issued a Member's Survey in May 2014 and held focus groups to find out how Members perceived the Category structure. It showed us that Members were proud of the club, wanting it to grow and thrive and to share it with more people.
- 68% of our respondents saw the current system made it difficult to join with too many categories and financially penalised those who were wanting to stay on at the club.



Marketing Plan (cont.)

2014.15 INITIATIVE EXAMPLE

- Membership Fee restructure – What we did

Held Focus Groups and forums covering this issue, allowed members time to voice their opinion in the lead up to the vote

Researched best Categories to introduce, that would encourage Members to stay on and join the club

Members adopted the changes unanimously



Marketing Plan (cont.)

- Growth Drivers established, each with specific goals, time frames and budgets:
 - Membership Restructure
 - Social Interaction Manager
 - Festival of Sails Recruitment
 - Twilight Sailing Events
 - Sailing Programs

Where to now!





RGYC MARKETING PLAN 2015/16



TARGETS

2017 BUSINESS VISION: RGYC will be the iconic lifestyle club in the Geelong region, with a vibrant experience on and off the water



BACKGROUND

Established in 1844, RGYC is one of few Australian yacht clubs with a royal charter. It is home to the Festival of Sails, Australia's oldest sporting event (and the largest regatta in the southern hemisphere).

THE FACTS

- General public perception is that yachting is **elitist, expensive**, time consuming, dangerous and for **older people** (Source: *Yachting Australia report*). It is also viewed as male-dominated.
- To reach its growth targets, RGYC must transform into a true 'lifestyle' club that is **inclusive, accessible** and truly fosters the love of sailing across all generations

KEY OPPORTUNITIES

1. Raise awareness of the club in the wider community (social media, advertising, events)
2. Raise accessibility of the club and sailing for general public (reduce membership fees/make it less complex to join)
3. Raise participation levels in competitive or social racing (via twilight sailing, Learn To Sail programs)
4. Recruit corporate partners to deliver both sponsorship investment and additional membership
5. Actively recruit female members

BUSINESS GOALS

| | Member Count | Growth % v YAGO | Member Income | New members | New member % | Retained members | Retained member % | Av member age | Female member % |
|---------------|--------------|-----------------|---------------|-------------|--------------|------------------|-------------------|---------------|-----------------|
| 2016 (target) | 1262 | 5% | \$436,751 | 226 | 19% | 1034 | 86% | 50 | 25% |
| 2015 (target) | 1207 | 5% | \$477,902 | 200 | 17% | 1007 | 85% | 53 | 22% |
| 2015 (Actual) | 1201 | 4.3% | \$451,151 | 171 | 13% | 1038 | 89% | 51 | 23% |
| 2014 (Actual) | 1160 | 1% | \$437,518 | 152 | 16% | 949 | 85% | 54 | 21% |



BRAND DNA



RGYC BRAND Vision

Geelong's premier lifestyle club and one of Australia's cornerstone yacht clubs, hosting world class events and home to the nation's best sailors

RGYC Purpose

To champion nautical pursuits by providing exceptional facilities and activities in an inviting atmosphere where members feel they belong.

RGYC Target Market

Those who are passionate about being on or around the water. They are attracted to our culture of sociability, where members help each other out whilst encouraging personal and team achievement.

RGYC Truth

Since 1859 RGYC has proudly fostered the love of sailing. It is here that generations of its members have been introduced to the wind and the waves of Corio Bay. Season after season they have honed their skills, reveling in friendly competition and the sense of belonging that comes with being part of a legendary club

Human Truth

Our desire for belonging and kinship can only be fulfilled by connecting with those who share our values and passions.

RGYC Brand Values

Equality Achievement Camaraderie Energy

RGYC Personality

Spirited and friendly, RGYC is respectful of heritage and tradition yet embraces the future with open-mindedness.

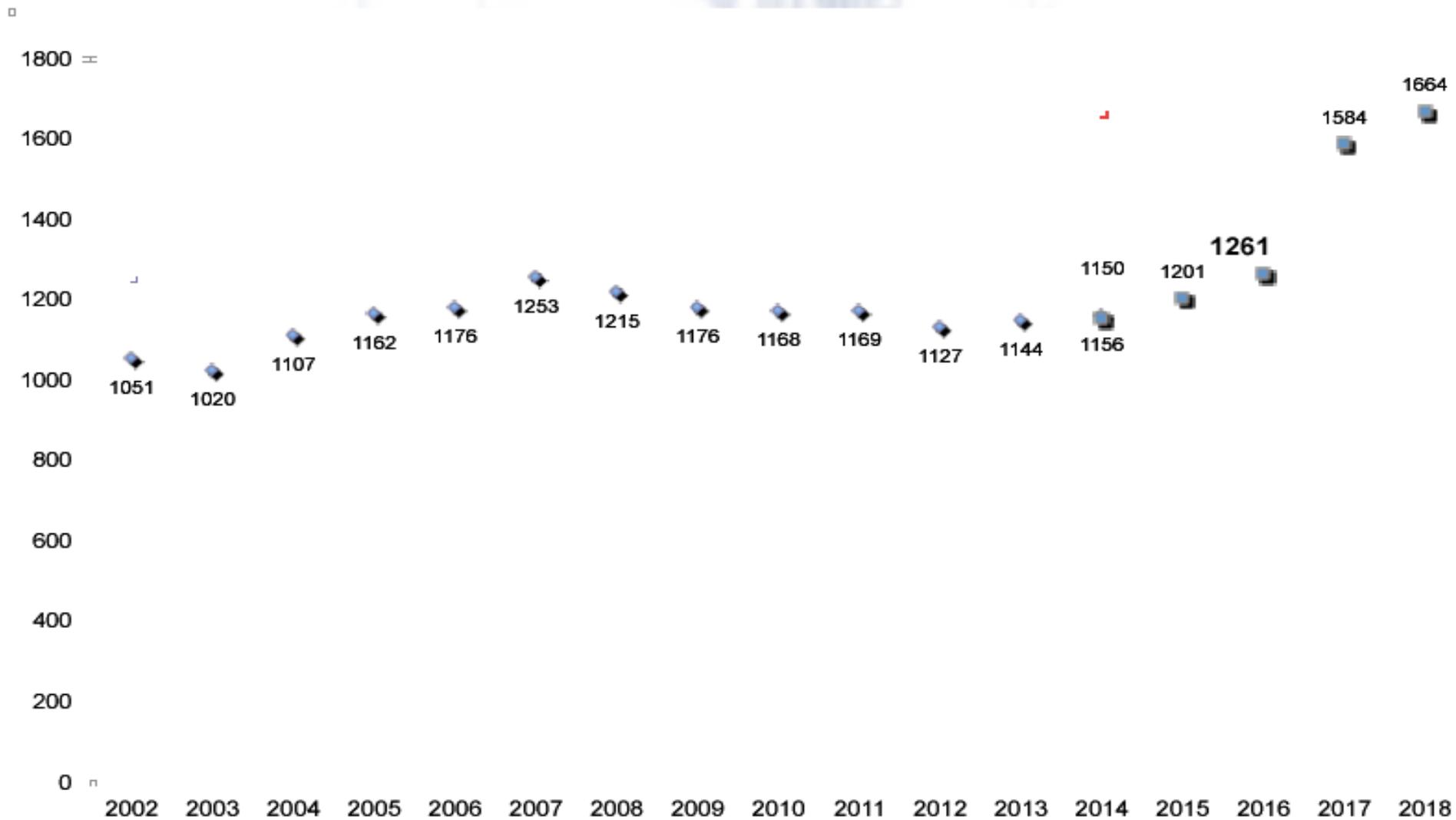




MARKETING STRATEGY



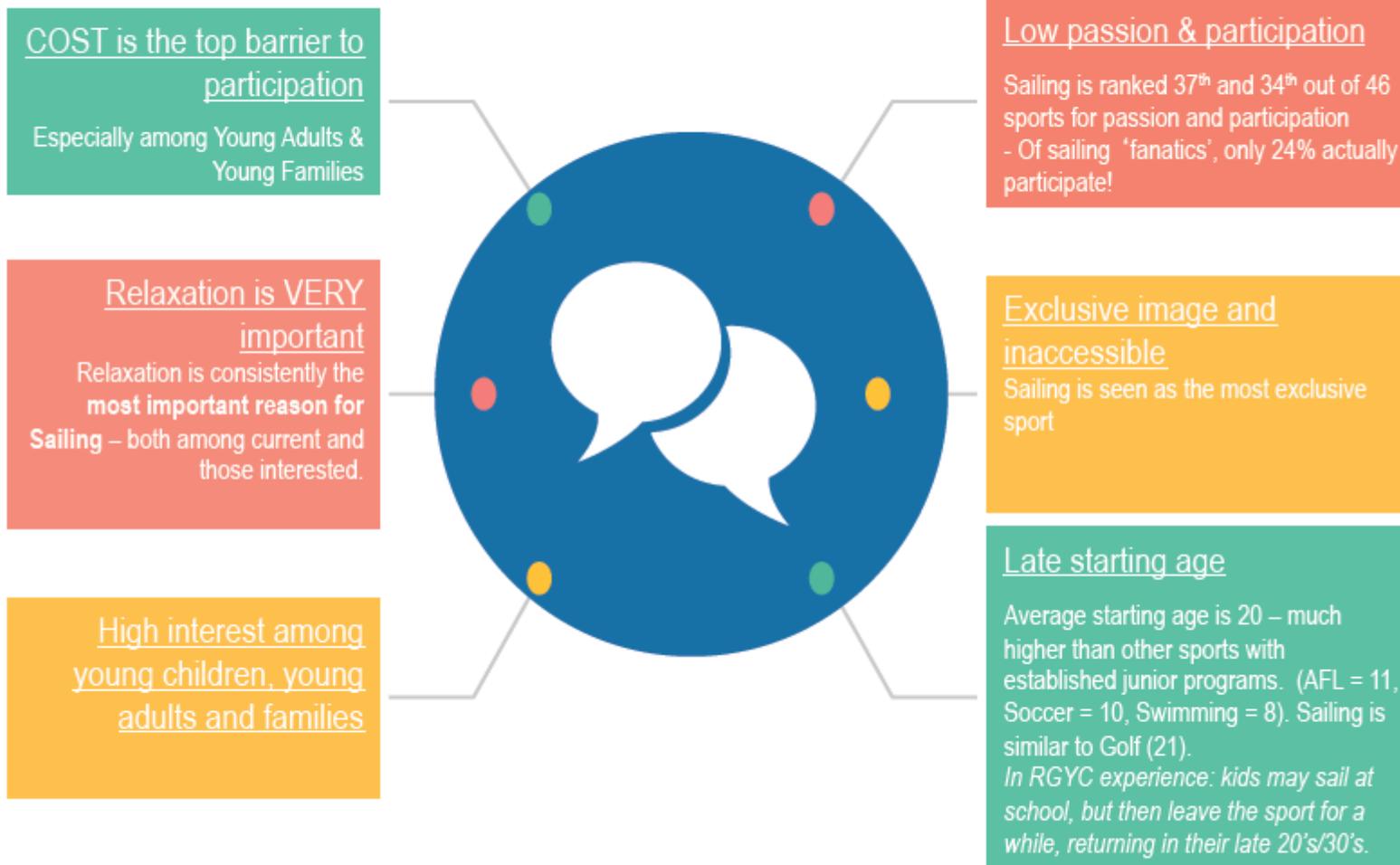
MEMBERSHIP TARGETS



- In 2015/16, retention must rise to 86%, and new members must grow from 171 (2015) to 246 (2016)



YACHTING AUSTRALIA RESEARCH



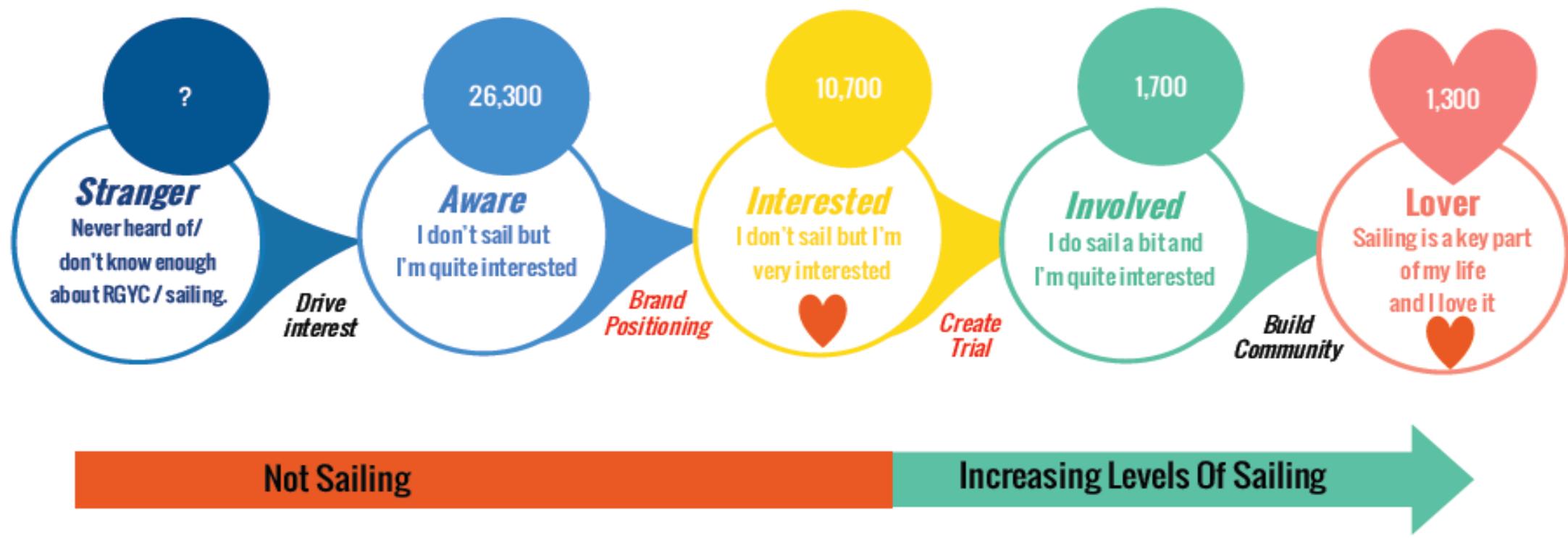


YEAR 2 MARKETING PLAN



PASSION SCALE: BEHAVIOUR + ATTITUDES

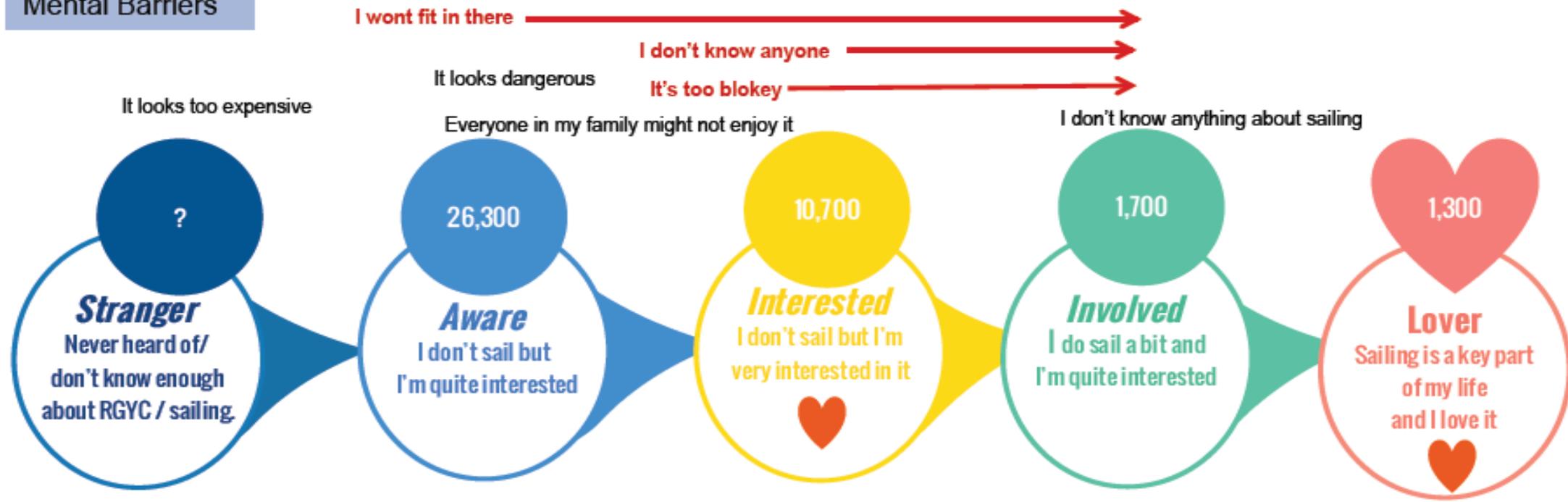
- Framework to determine which segment to focus on
- Identify passion barriers and triggers



- Geelong & Surf Coast population: 255k
- YA data: 16% (41k) are interested in sailing BUT only 2.6% (6.6k) have sailed in 12mths. RGYC membership represents only 17% of this number
 - 12K are classed as 'fanatics' but only 25% of them (4k) sail. This could be RGYC membership

PASSION BARRIERS: What holds people up?

Mental Barriers



Practical Barriers



STRATEGY ON A PAGE



By 2017, RGYC will be the iconic lifestyle club in the Geelong region, with a vibrant experience on and off the water

Business Vision

Who
Sailing appeals to Young Families & Corporates

Competitive Set
Young Families: (kids 6-15yrs). AFL, Swimming, Soccer
Corporates (Business clubs, Chamber of Commerce, GFC Boxes

Their Need
Relaxation and connection in a social environment

Market Opportunity

2017 Membership Goal: 1664

2016 Membership Goal: 1262

Goals

| Change attitude/behaviour from |
|------------------------------------|
| It's too expensive |
| Its too blokey |
| I don't know how to 'get in' there |

| Change attitude/behaviour to |
|---|
| Its comparable to other sporting/lifestyle activities over the course of a year |
| RGYC is inviting for everyone - it has a great friendly community of women and families |
| RGYC makes it easy to try sailing, and is simple to join. I don't need a boat! |

Target Changes

A Club For All
(Target exclusivity & accessibility)
Brought to life by social media, on-water activities, in-club activities, membership structures, events

Lets Go Sailing
(Champion participation)
Recruit new members via targeted programs, FOS

Growth Drivers





2015/16 MARKETING INITIATIVES





RGYC BUSINESS VISION:
By 2017 be Geelong's iconic lifestyle club, with a vibrant experience on and off the water

2015/6 CHALLENGE:
How to connect RGYC with the broader community - **building awareness** and making it **more accessible**

Growth Driver

Growth Driver: Club For All

Growth Driver: Lets Go Sailing

Initiatives

| | | |
|--|---|---|
| <p>Silver Membership Drive <i>(new members)</i></p> | <p>Corporate Partnerships <i>(new members)</i></p> | <p>Member Engagement <i>(existing members)</i></p> |
|--|---|---|

| | |
|---|--|
| <p>Discover Sailing (Twilights, Fri/Sun) <i>(new + existing members)</i></p> | <p>Learn To Sail <i>(new members)</i></p> |
|---|--|

Target

| | | |
|-----------------|----------------|---------------|
| 115 new members | 20 new members | 89% retention |
|-----------------|----------------|---------------|

| | | |
|----------------|----------------|-------------------|
| 35 new members | 56 new members | = 226 new members |
|----------------|----------------|-------------------|

KPI

| | | |
|--|---|--|
| <ul style="list-style-type: none"> - Member Get Member/ Day Pass – 60 - Café/Community – 55 - Bundle Membership Packages for Families | <ul style="list-style-type: none"> - Partner Get Partner Scheme: 5 - New 15 - 100% retention | <ul style="list-style-type: none"> - NPS 15 |
|--|---|--|

| | |
|---|--|
| <p>Participants/New Members</p> <ul style="list-style-type: none"> Discover Sailing: 200/15 FOS Discover Sailing: 40 /5 Sail Experience: 30 /10 Crew Party: 25/5 | <ul style="list-style-type: none"> - 295 Participants - 56 new members |
|---|--|

Budget

| | | |
|----------|---------|---------|
| \$11,000 | \$2,500 | \$5,000 |
|----------|---------|---------|

| | | |
|---------|-----------------------------------|---------|
| \$5,000 | \$6,500 (+\$1,500 sailing budget) | = \$300 |
|---------|-----------------------------------|---------|





Marketing Plan

Developed in Association with

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