



## A Strategic Plan for Bowral Golf Club

### **Bowral Golf Club's Mission.**

To provide an enjoyable golf and club experience in a welcoming atmosphere to members and guests whilst maintaining the legacy of our history and traditions.

#### Executive Summary

Bowral Golf Club's greatest strengths are the traditions, ambience and atmosphere of the club together with the excellent presentation of the course. The opportunities identified in the plan will ensure the club's future if exploited.

- To capitalise on these strengths by promoting them through the membership and staff to increase club membership.
- To increase the utilisation of the clubhouse by developing the daily kitchen service and to develop BGC as a function centre.
- To set in place for current and future boards an enduring culture of conservative financial management and establish an EBITDA% of 15% as the accepted criteria for operations.

#### Introduction

This plan has been developed to be a written statement confirming the one vision and one set of values that we, the Board, members, staff and our strategic partners have as a club so we are all pulling in the one direction. There perhaps are many ways to state a strategic plan, many have been seen before deciding on a model for this strategic plan. Readers may not be fully in agreement with the priorities of and some of the ideas in the plan or how they are put - the plan is the amalgam of many ideas and represents a common thread of thought and ideals.



## Governance Principles

1. The Board together with management develops strategy and oversees performance.
2. The Management Committee develop business and marketing plans in conjunction with business partners (club caterers and accommodation partners).
3. The Secretary Manager, staff and volunteer members execute the plans.

## Objectives

1. Maintain and enhance the Club's golf course and golf practice facilities and commit the financial resources necessary to maintain the course at a high level.
2. Build membership and retain members.
3. Build competition fields.
4. Improve clubhouse amenities.
5. Maintain and enhance the traditional and friendly golf-oriented culture of the Club.
6. Maintain conservative management of finances and preserve the Club's value to ensure the club's future whilst building financial resources.

## Goals

Build income: - Build active golfing membership to achieve a competition size (combined) of at least 120 ++ on Saturdays to build income. New comp members also spend in the club so BGC gets a kick-on effect right through the operation. Retain golfing members as active comp players by offering a shorter 12-hole competition. Start a monthly Sunday 12-hole comp with meal.

Continue to develop Bowral Golf Club as a complete club, not only a golf club. A club where people come to meet and socialise 7 days a week.

Build a cash reserve of \$500,000 - to mitigate the risk that stems from small financial reserves.

To provide better facilities for members and visitors to the course and continue to improve the aesthetic of the course.

Develop BGC as a quality club venue for food and functions. This would capitalise on the club's position and facilities by building up another income stream.



## Market Analysis

Bowral is situated in the Southern Highlands region of NSW approximately 100km south of Sydney. The membership is drawn substantially from the local area. The total shire population is 48,000 (July 2016). Population growth in the shire is 2.1% (compared to the state average of 1.1%) so the membership catchment, in terms of population, is expected to improve. Many of the residents in Bowral and surrounding area would be attracted to a golf club that is more like a traditional club not just a golf course with a clubhouse. Growth is possible in four areas

- Membership
- Visitor rounds
- Function centre type events
- Clubhouse meals including everyday lunches and dinners

## Marketing Plan Summary

As in most things we are resource limited. Ideas abound but in getting them actioned they have to compete with the operational side of the club.

### *On-line*

Website – keep changing and up to date. Monitor traffic stats.

Coming events – on website and sent out fortnightly.

Facebook/social media – post to promote club – advertise.

Google description and reviews – monitored and replied to.

Trip advisor - monitored and replied to.

### *Personal*

Visit local business houses to promote venue with information pack.

Engage visitors by welcoming them and offering them brochures and postcards.

## Operational Plan

Only concentrating on a few projects considering efficacy - that is funds returned on effort, likelihood of success, funds required and personnel work required in % man time.

The priorities are in no particular order:-

- Increase membership by membership promotions, developing a strategy to attract new members for the clubhouse staff, advertising, encourage pro shop staff to attract future visits.
- Increase clubhouse utilisation for functions - these have the highest contribution of clubhouse activities
- Continue to improve the clubhouse experience, ambience, staff training in hospitality, food offering and activities available.