



Increasing Member Retention and Growth



YACHTING
VICTORIA

2015 Club Conference

Royal Geelong Yacht Club
Phil Clohesy
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

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

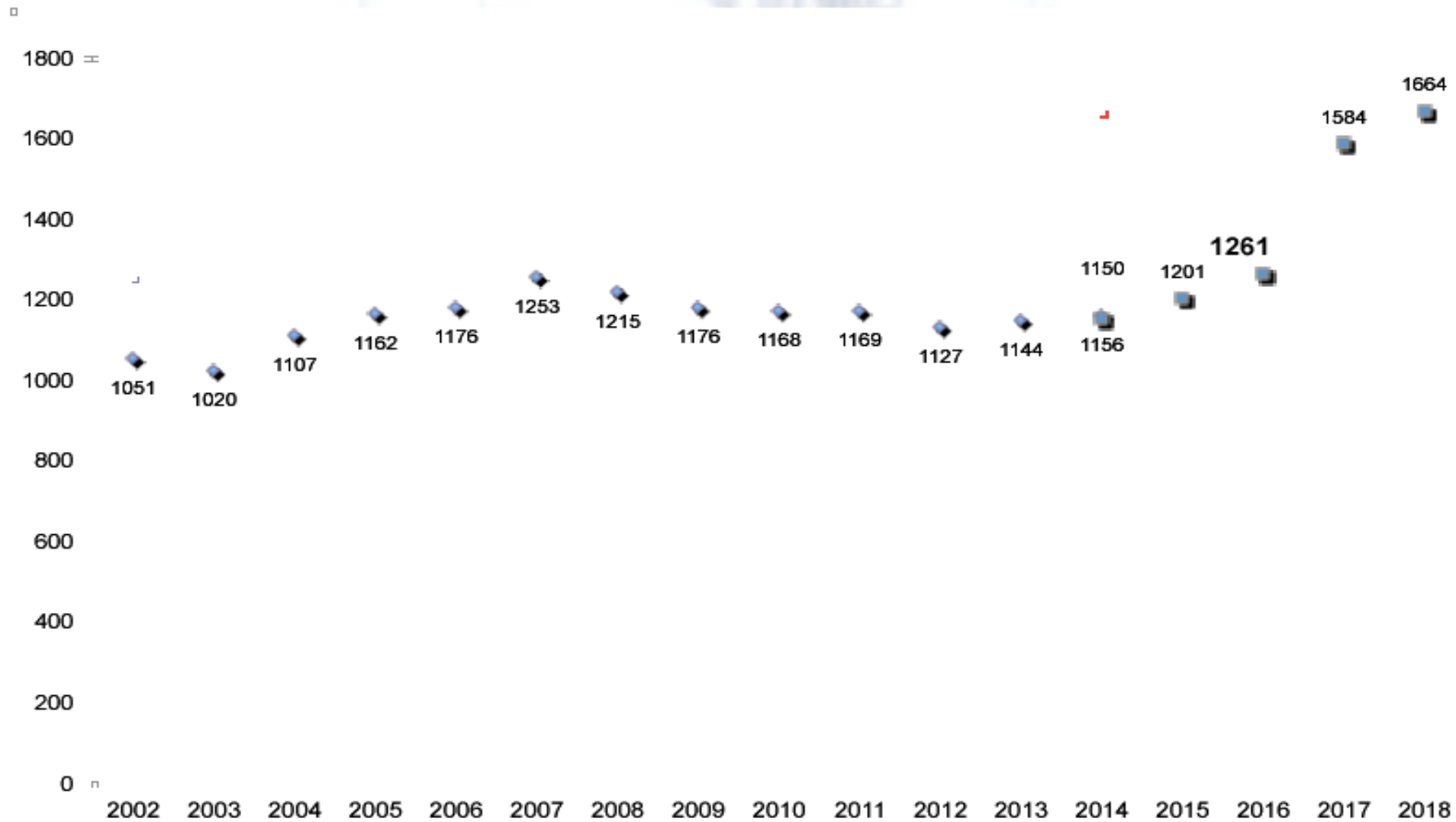




MARKETING STRATEGY



MEMBERSHIP TARGETS



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



YACHTING AUSTRALIA RESEARCH



COST is the top barrier to participation

Especially among Young Adults & Young Families

Relaxation is VERY important

Relaxation is consistently the **most important reason for Sailing** – both among current and those interested.

High interest among young children, young adults and families

Low passion & participation

Sailing is ranked 37th and 34th out of 46 sports for passion and participation
- Of sailing 'fanatics', only 24% actually participate!

Exclusive image and inaccessible

Sailing is seen as the most exclusive sport

Late starting age

Average starting age is 20 – much higher than other sports with established junior programs. (AFL = 11, Soccer = 10, Swimming = 8). Sailing is similar to Golf (21).

In RGYC experience: kids may sail at school, but then leave the sport for a while, returning in their late 20's/30's.





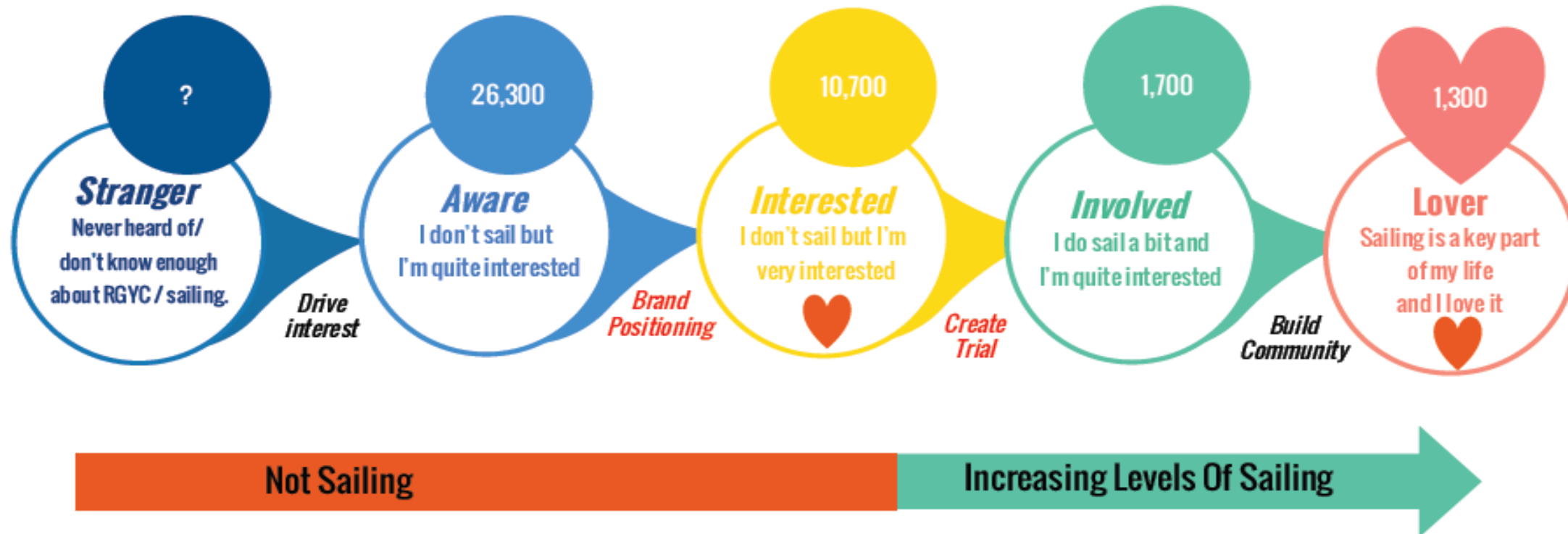
YEAR 2 MARKETING PLAN



PASSION SCALE: BEHAVIOUR + ATTITUDES



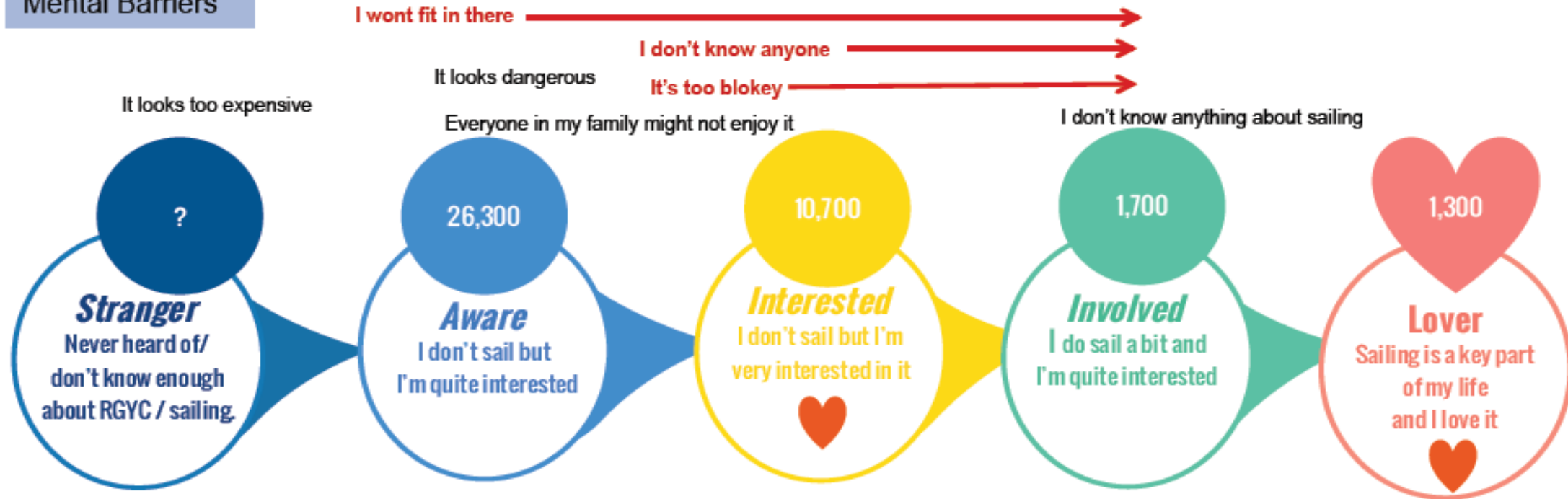
- Framework to determine which segment to focus on
- Identify passion barriers and triggers



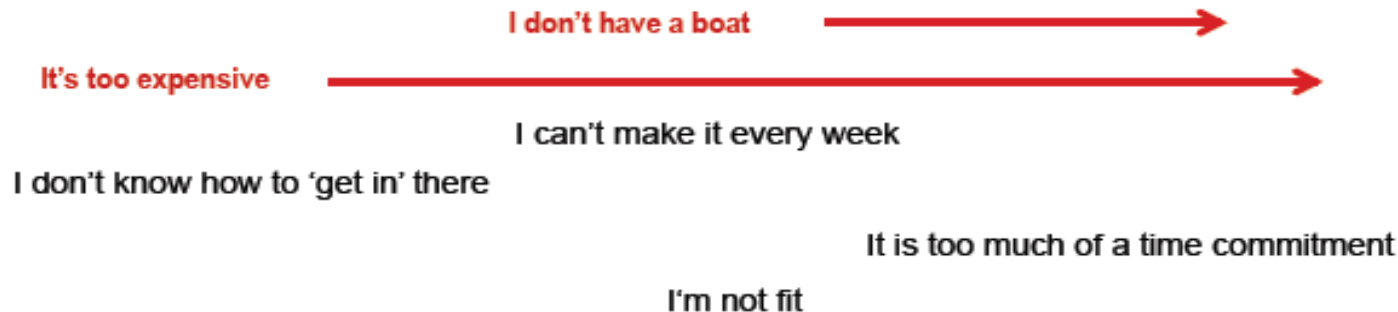
- Geelong & Surf Coast population: 255k
- YA data: 16% (41k) are interested in sailing BUT only 2.6% (6.6k) have sailed in 12mths. RGYC membership represents only 17% of this number
 - 12K are classed as 'fanatics' but only 25% of them (4k) sail. This could be RGYC membership

PASSION BARRIERS: What holds people up?

Mental Barriers



Practical Barriers



STRATEGY ON A PAGE



Business Vision

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

Market Opportunity

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

Goals

2017 Membership Goal: 1664

2016 Membership Goal: 1262

Target Changes

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!

Growth Drivers

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





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

Initiatives

Silver Membership Drive

(new members)

Corporate Partnerships

(new members)

Member Engagement

(existing members)

Target

115 new members

20 new members

89% retention

KPI

- Member Get Member/
Day Pass – 60
- Café/Community – 55
- Bundle Membership
Packages for Families

- Partner Get Partner
Scheme: 5
- New 15
- 100% retention

- NPS 15

Budget

\$11,000

\$2,500

\$5,000

Growth Driver: Lets Go Sailing

Discover Sailing (Twilights, Fri/Sun)

*(new + existing
members)*

Learn To Sail

(new members)

35 new members

56 new members

= 226 new members

Participants/New Members
Discover Sailing: 200/15
FOS Discover Sailing: 40 /5
Sail Experience: 30 /10
Crew Party: 25/5

- 295 Participants
- 56 new members

\$5,000

\$6,500 (+\$1,500 sailing
budget)

= \$300





Marketing Plan

Developed in Association with

Janet Boland

Passionfolk

ADDRESS

Suite 9
50 Moorabool St
Geelong VIC 3218
Ph. 0409 523 258

ONLINE

Website
www.passionfolk.com
Social Media
www.twitter.com/passionfolk
www.facebook.com/passionfolk
www.instagram.com/passionfolk

