



Club coaching programs to attract & retain members and grow capability.



Club Conference 8th August, 2015



Overview

- Market/product opportunity
- Innovation process
 - jobs customers are trying to get done
 - product & session design
 - success criteria
- ‘Productise’ the offering
 - program inputs & C.O.G.S analysis
 - consumer pricing models
- Service delivery enablers
- Program evaluation (continuous improvement)

Who the hell is Mark?

- Sailing Background: 40 yrs sailing: started Yarrawonga Yacht Club. Youth & teens: Minnow, Sparrow, Morror, 125, Fireball, Laser, Windsurfer One Design (Vic Sail: Gippsland Lakes, G Collings). Post Uni & early career: Estuary One Design, Sigma 33, Cruising Caribbean, Atlantic Crossings. 1994-1999: got busy in to Laser (but already 'an old man' at 29..... all too late!). 4 X European Campaigns, Qualified 5 X Laser Worlds, VIS Athlete, best rank 33 in world, 4th Aus, retired 2000; press boat driver Sydney Olympic Sailing courses. Since: Laser Masters, some Nationals & Worlds; got busy in to Etchells Nationals & World Champs, Windsurfer One Design (too many interests: kayaking, fly fishing, swimming, cycling). Biggest influencers - athlete: Arnold Burns, Peter Darby, Bob Sloan, Mike Roberts, Nigel Abbott, Glenn Collings, Stuart Wallace, Adam Beashel, Nic Burfoot, Phillip Bergmans, Robert Scheidt, Ben Ainsley, Michael Blackburn, Sarah Blanck, Krystal Weir, John Bertrand.
- Roles & Memberships: Previously President and Vice President of Victorian and Australian Laser Association; Member of Yarrawonga YC, Mordialloc YC, Essex YC (UK), Royal Brighton Yacht Club, Sandringham Yacht Club (Current), Banks Rowing Club, Powerpoints Swimming Club.
- Coaching Pathway: Avid self directed learner and self-coach. Started sharing knowledge and teaching at Yarrawonga. Much practice, learning & experimenting.....State Coach....Performance Coach. Biggest influencers - coach: Mike Fletcher, Lex Bertrand, Hamish Wilcox, Eric Stibbe, Arthur Brett, Michael Blackburn (Mentor Coach). Clients: Yachting AUS, Yachting QLD, Yachting VIC, Royal QLD Yacht Squadron, Royal Melbourne Yacht Squadron, Royal Yacht Club of Victoria, Victorian Taser Association, Victorian Laser Association, lots of individuals & teams. Current Coach: Victorian High Performance Youth Laser – Radial & 4.7 (13 athletes, approx. 600 hr annual commitment).
- Business Life: B.Com, MEI, MAICD. Background in MARCOMMS & Business Strategy for Growth. Now CEO & Founder Cracker Systems – owner of the brands CrackerSports.com and CrackerCentral.com. Technology applications to power collaboration, mentoring and knowledge sharing of private communities.

Classic Club Products/Services

- Social hub
- Meeting point
- Amenities
- Racing series
- Volunteering
- Storage (?)
- Food / Bev (?)



FUNdamentals



TrainToTrain

TrainToCompete

TrainToWin

FightingForGlory

Opportunity Zone

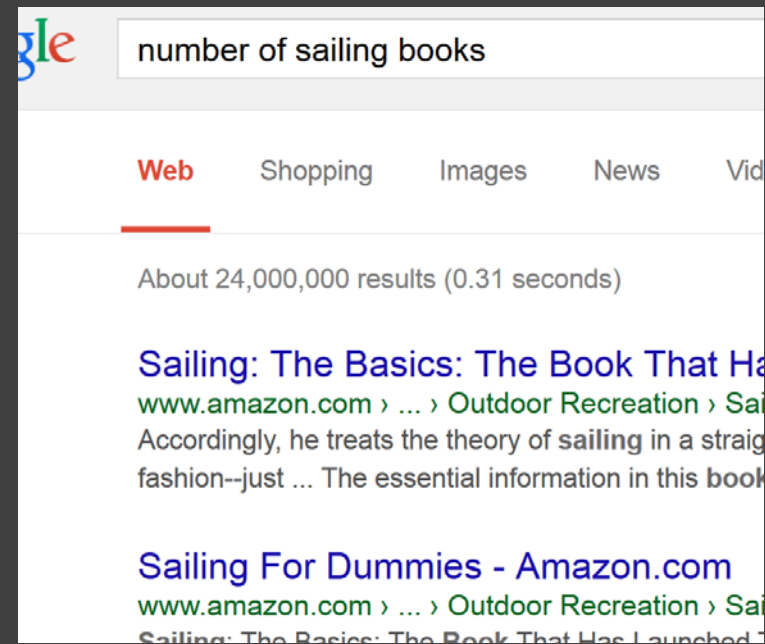
- Engagement
- Retention
- Progression

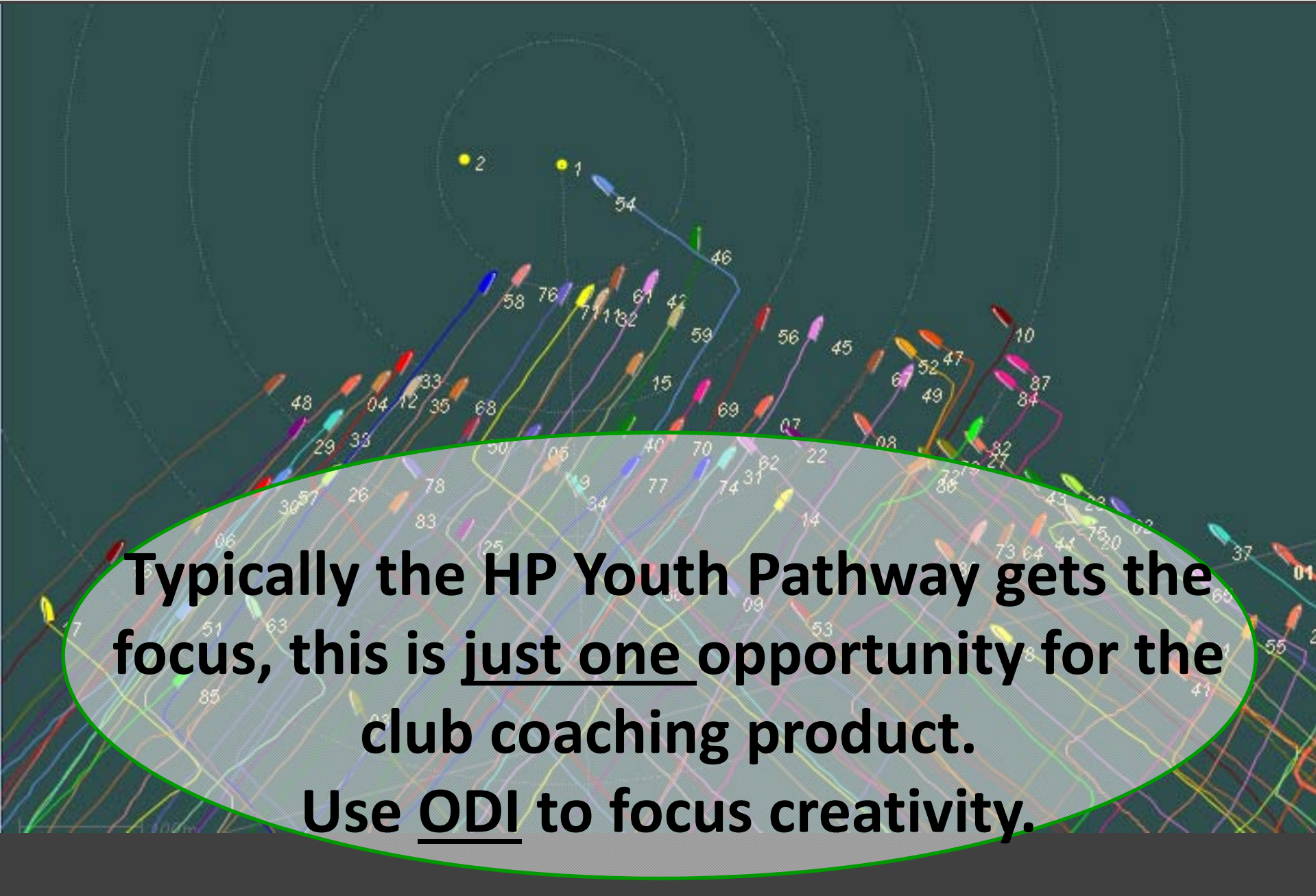
Club product innovation:
Service Learning & Development Goals

*Excellence: 10,000 hrs focused development
(capacity & capability building)*

Ave. member will only ever
be in this zone: <2,000 hrs

Development in sailing offers a huge range of possible product directions!





**Typically the HP Youth Pathway gets the focus, this is just one opportunity for the club coaching product.
Use ODI to focus creativity.**

Process: 'Outcome Driven Innovation'

Jobs customers are trying to get done (ODI, A Ulwick) (Examples)	What does it mean to do it 'brilliantly'? Discover and build product to deliver on this criteria. (Examples)
Go faster upwind	Be clear on fast shapes for variety of conditions Have a guide for setting up our rig and sails Have speed team working in harmony to move boat Get the steerer to focus on steering (& eliminating helm)
Go faster off the wind	Be clear on fast settings & technique for variety of conditions Have speed team working in harmony to go fast Get the steerer to be a key team member for off wind speed Change the ratio of upwind /downwind training from 70/30 to 40/60
Rapidly improve racing performance	Work together as an excellent team with clear roles & communication Dramatically improve ability to predict next mile for w/l racing Consistently be in contention at the first weather mark in w/l racing Make starting a weapon for us rather than the source of such despair
Get team working more effectively	
Increase my confidence and skills to be a boat owner	
Have a great time with the kids, learn & develop and meet other young families	To be able to team up without all the usual struggle – and to have a whole lot more fun together Learn more about racing skills and develop faster Build interdependence of kids Get more club members collaborating as a team

'Boat Speed' product design: Example

Jobs customers are trying to get done (ODI, A Ulwick) (Examples)	What does it mean to do it 'brilliantly'? Discover and build product to deliver on this criteria. (Examples)
Go faster upwind	Be clear on fast shapes for variety of conditions Have a guide for setting up our rig and sails Have speed team working in harmony to mode boat Get the steerer to focus on steering (& eliminating helm)
Explore 'speed team' awareness and understanding of fast shapes (Sharing & thinking session)	
Evaluate 'speed team' ability to rapidly achieve fast shapes & mode boat (video & photographic review 1. L / 2. M / 3. H)	
Develop tuning guide with cross overs & develop shared awareness and deeper understanding through <Reference Material>	
Work with team(s) to improve communication and technique (video & photographic review 1. L / 2. M / 3. H)	
Work with steerer(s) to change focus and behaviour to delegate positioning & tactics to tactician (1. L / 2. M /3. H)	
Optional Extra: Photograph new sails when delivered, run numbers, work with team and sail maker to optimise	

'Participation & Development': Example

Jobs customers are trying to get done (ODI, A Ulwick) (Examples)	What does it mean to do it 'brilliantly'? Discover and build product to deliver on this criteria. (Examples)
Have a great time with the kids, learn & develop and meet other young families	To be able to team up without all the usual struggle – and to have a whole lot more fun together Learn more about racing skills and develop faster Build interdependence of kids Get more club members collaborating as a team
Dads & mums, children: family commitment to learning and development program	
Child / parent to rotate roles on boat or otherwise team up with another child or sail own boat	
Off water sessions: 1. Weather strategy; predicting the next mile. 2. Start zones & line transits	
On water sessions: 1. Boat Handling; 2. Racing Skills: Starting & first 2 minutes; 3. Racing Skills: 1 st beat & top mark entry; 4. Top mark exit and first downwind through gate.	
Flip the 'classroom': share drill notes, video and thinking resources	
Travel to Albury-Wodonga for Sail Country Regatta (Melb Cup Weekend): everyone to camp. All to compete in regatta representing Club. Travel Friday afternoon, camp Fri, Saturday and Sunday nights. Coach supported to assist squad with confidence and club with safety.	

Session Design: Focused & Goal Oriented

Tasar Association Victoria
Training Day
Session Plan: Starting & the 1st 2 minutes
Saturday 25th October, 2014
Sandringham
Coach: Mark Tonner-Joyce

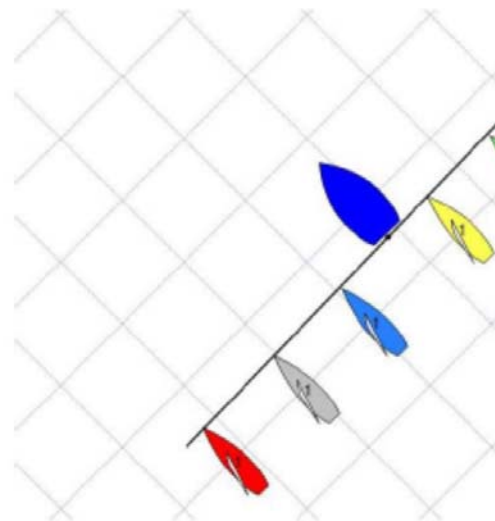


Watch the coach boat: low speed control

1.	Arrive & get sorted	Prepare equipment: masts up, rigging hoisting.
2.	9.00am SHARP – 9:15am	Thinking Session & Briefing ○ Keys to success: Jumping to the
3.	9:15am – 10:15am	Transit rehearsal: Trey Bit Reser
4.	10:15 – 10:45am	Bring start watch, whisker pole & Hit water & warm up in drill area
5.	10:45 – 11:45	Drill session: Exercise 55: Rolling
6.	11:45 – 12:30am	Drill session: Exercise # 50a – M Pre start control: sailing slow & pre
7.	12:30 – 1:20pm	Race to shore & lunch break Drop sails, change to stay warm if n
8.	1:20 – 1:35	Thinking Session – Review & Bri ○ Keys to success: Pre start control This afternoon on the water – the first
9.	1:35 – 2:10pm	Prep equipment, hit water and w
10.	2:10 – 2:40pm	Drill session: Exercise # 54b – S Pre start control: placement, stoppin
11.	2:40 –	Drill session: Exercise # 51a – Ro

low speed control skills especially sailing slow at all angles, stopping, re
improve our skills for selecting the best gear set up for pre start condition

straight line
from the transom
ch boat, like a
irting barrier in a
.....join the
ur bow needs to
e as you can get
, not in front of it
it. Now match the
speed of the
as it changes
it stops, reverses
well can you
e skills to stay in
? What do you
adjust to make it
that new skills, or
ou need to apply to get the outcome you want?



starters are the teams who can sail slowest, stop fastest and accelerate
all whilst they are also keeping a broad/external focus on the wind & v
e in this group

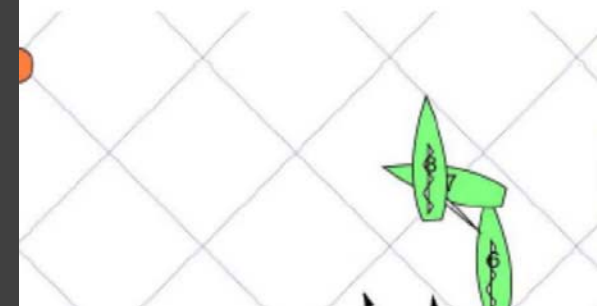
Exercise 54b: Pre Start Control – Sto

Objective: Improve pre start control skills – particul
power position / defending hole to leewa
no-win position when a competitor has y

Method: Picture this line to be approx. 3-4 boat
forward, thus giving yourself the ability t

This drill is all about placing your boat, a
space to leeward so you can get your b
practice reversing in a straight line back
down to an angle of attack you can use
again to a new position to leeward. Rep
space you eat up to leeward through re

The extension of this drill is to have one
starboard defend their positions.



Success Criteria

- Focused on development outcomes
 - Quality of teaching (relationship, pedagogy)
 - Quality of 'curriculum' & resources
 - Engaging development environment (culture)
 - Build momentum (target performance)
 - Timely to achieve (time commitment suitably matched to performance orientation)
 - Value perception
- (Never cancelled: always a fall back option)

'Productise' the prof services offering



Campaigning for Success

Royal Melbourne Sail Training Academy: April 17, 2012

Prepared: Mark Tonner-Joyce - StartToWin

Workshop: Campaigning for Success

Developing Competitive Advantage

- Vision & Values
- Evaluation
- Program Plan
- Roles & Responsibilities
- Information & knowledge sharing

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Program Design & COGS Analysis

Program Delivery Projections 2015-2016		Program Requirement							
		Design & Prep	Standard Travel	Travel X-Base	Boat Commute	Service Delivery	Follow up/other admin	Total X-Base travel	Total inc. travel
Date	Program element								
Date	Program element								
Total Program Contribution Hrs		15.3%	11.2%	6.9%	1.5%	58.2%	7.6%	93%	100%

- Define all inputs
- Identify cost of goods sold (COGS): e.g.
 - Labour hire
 - Travel & disbursements
 - RIB, Fuel
 - Support (e.g. driver for some sessions)
 - Etc

Note: 'service delivery time' is only a proportion of the true cost to deliver a quality product (58 – 68% usually). To be sustainable better to negotiate on fixed price for product - not day rate / half day rate etc

Pricing

You are running a business; make money, be profitable - otherwise servicing your customer is not sustainable.

Customers are buying:

wellbeing, activity, social
connectedness, entertainment, fun,
development, achievement,
recognition.

Newsflash:

customers don't care how much something costs you to make, they care how much value they're receiving at a particular price.

Consumer pricing models: examples

- Costs + %
- Competitor comparison
- Value pricing (it's all about the customer)

Use some science



Year of the Sheep / Goat / Ram

👉 2015 is the Year of the Sheep according to Chinese zodiac. 2015 (the Lunar New Year / [Spring Festival of China](#)) and lasts

Chinese: 羊 yáng

Years of the Sheep: 1919, 1931, 1943, 1955, 1967, 1979, 1991, 2003, 2015, 2027

Lucky Numbers



Three



Four



Nine

Lucky Colors



Green



Red



Purple



Things Should be Avoided:

Unlucky Numbers: 6, 7, 8

Unlucky Colors: gold, black

Value pricing example

Recommended retail per boat	\$2,340			
Program Contact Hours	55			
Average team size:	7			
Ave. team member investment	\$334			
Team member investment per hr.	\$6.08			
Registered Teams	7	10	15	20
Total People	49	70	105	140
Club Gross Revenue	\$16,380	\$23,400	\$35,100	\$46,800
<i>Less Total Professional Fees</i>	\$ 9,490	\$ 9,490	\$ 9,490	\$ 9,490
<i>Support #2</i>			\$ 5,940	\$ 5,940
Club Gross Margin	\$6,890	\$13,910	\$19,670	\$31,370
Gross Contribution %	73%	147%	207%	331%
<u>Less</u>				
<i>Allocation to club equipment</i>	\$ 1,500	\$ 1,500	\$ 2,000	\$ 2,000
<i>Allocation to Marketing&Selling</i>	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Club Net Margin	\$2,890	\$9,910	\$15,170	\$26,870
	18%	42%	43%	57%
ROI to club				
Active club with a demonstrated commitment to member learning and development				
Member collaboration and knowledge sharing				
Satisfied customers with high levels of advocacy				
More competitive club teams on Port Phillip Bay				
Better than break even commercials				
Food & bev ancillary revenue from activities				

Success enablers

- Program Registrar
 - Marketing & Direct Selling
 - Facilities coordination
 - Club legacy
- Technology: CrackerSports (coming)
 - ('flip the classroom') Notifications, collaboration, resource & knowledge sharing (private, member only)



Home



Locker



Network



SkillsProfile



SkillLibrary

Home

Notifications

History



mark tonner-joyce



Home

Feed

+ View by groups

Share your thoughts, ideas, knowledge

All | Recommendations | Review Requests | Shared Items | Posts | Following



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you shared the following resource with the following comment:

Gang, trust you've seen this..if not think "movement in the leech". Our last session vid out tomorrow. m

Wednesday August 5, 2015 11:45:42 PM



How to Set Your Vang in a Laser

A nice video on how to get Laser vang tension correct for good downwind speed.

+ Save

Like It

View

Profile



mark tonner-joyce

Coach

Victorian High Performance Youth Coach:
Laser Radial and Laser 4.7 Classes. I'm
the Founder and CEO of Cracker and we
are very pleased to be delivering our
Purpose Driven Learning & Development
Platform for a growing number of clients:
Yachting Australia, Swimming Australia,
the Australian Swimming Coaches &
Teachers Association and Swim Australia.

Groups



test group



Program Evaluation: Product Continuous Improvement



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