



The R.A.N. Ski Club – Membership and Marketing Plan

Dated: 11 March 2023

The objective of this plan is to increase awareness of the R.A.N. Ski Club within the Navy Community and achieve the Club Mission whilst generating sufficient revenue through use of Club assets by members and their guests to enable progressive enhancement of Club amenities to a contemporary level.

This plan describes actions to implement tasks detailed in the R.A.N. Ski Club Strategy (2022 to 2027). The Club Strategy details the following Membership and Marketing tasks:

MM1. Analyse current membership trends and implement initiatives to encourage increased Club membership.

MM2. Maximise summer and winter bed occupancy rates through innovative marketing initiatives, consistent with the Club's Mission.

MM3. Review and amend Club membership terms and conditions to ensure they remain consistent with the Club's Vision and Mission.

MM4. Develop and implement a Communications Plan to ensure effective Communication with Club Members.

MM5. Develop a Marketing plan to recruit current and past serving Navy members and their families.

Constraints (must do)

Ensure compliance with the Club Constitution and By Laws. In particular, membership and marketing initiatives must be consistent with the Club objectives as follows:

- a. foster the sport of skiing and other alpine sports among members of the Royal Australian Navy;
- b. provide accommodation at Australian ski resorts for members of the Club;
- c. provide means of social intercourse between persons who are serving or who have served in the Royal Australian Navy and other Club members; and

- d. make such contributions to Navy Snowsports Teams, any charitable relief, benefit, commemoration, or memorial fund of any kind whatsoever as the Club may deem desirable.

Treat all members fairly and openly while affording them a reasonable opportunity to access Club facilities.

Restrictions (must not do)

Increase membership numbers or Club prices to a level where members do not consider Club membership to offer value.

Endstate

This Plan is focussed on two objectives;

1. Membership: to increase Navy's footprint in the Club by increasing membership of Ordinary (serving & ex-serving) members of the Royal Australian Navy.
2. Lodge occupancy: Generate sufficient revenue to support maintenance and progressive timely renovation of Club Lodges through optimal winter and increased summer occupancy of all three lodges.

By 2027 Our membership structure and marketing effort will result in:

- An increase in Ordinary membership in the age range 21-45 years
- An increase in Ordinary members to near parity with Associate members
- Total club membership is managed to a level that supports achievement of the Club strategy.
- Winter lodge occupancy sustained at optimal levels.
- Increased occupancy during the summer season.

Objective 1. Membership

The Membership objective will be achieved by:

1. Raise awareness of the R.A.N. SKI CLUB throughout the Navy community in order to increase the number of Ordinary membership across all age groups in Navy with a focus on the 21-40 year age group.
2. Encourage younger Ordinary members to volunteer to serve on committees and eventually the Board of Directors.
3. Market membership of the Club as being a fun place to say, as well as offering economic accommodation on snow.
4. Regain the ambiance of being a private club for serving & ex-serving members of Navy with privileged Associate memberships: make it feel 'special' for Navy members to belong to the Club.

Ways in which to achieve the objective

To achieve the membership objective, VPMMC will actively work towards increasing Navy's footprint in the club's membership by:

- Promoting membership of R.A.N. SLKI CLUB via various means throughout Navy, including flyers, daily base emails, Navy Newsweek, Base websites, sharepoint sites, via RANCCB large screen advertising on the bases and flyers included in RANCCB *showbag* distributed to Navy personnel attending their Annual General Meeting (AGM) in December.
- Addressing and dispelling the current largely-held perception by Navy members who are vaguely aware of the club's existence that it is an 'old boys' club.
- Exposing RAN members to Club facilities through engagement with Navy units to use the Lodges during Summer and Winter (low season/Buller mid-week) for adventurous training, sporting and recreational activities.
- Promoting a "Best of both Worlds" concept: combine the attractive EPIC Military Season ski Pass for Perisher, with staying at the Thredbo Lodge which by nature of its location in Thredbo Village offers scope for apres-ski fun both within the lodge and around the Village. Thredbo Village is a short drive to the Skit-tube at Bullocks flat allowing Military members easy access to utilise their EPIC Military pass on the Perisher ski-slopes
- Promoting the Club's affordable accommodation in close proximity to Alpine regions and sporting activities – both summer and winter - to combine with a fun, enjoyable skiing holiday, as opposed to just being affordable accommodation on the snow.
- Foster a Club Lodge ambiance which is perceived as 'fun' as well being an attractive place for families to stay.
- Ensuring all members have confidence that they will have fair and reasonable access to Club facilities and membership benefits.

Means of achieving the objective

Promoting the Club to Navy across all platforms by

- Activity 1: Distributing eye-catching flyers for distribution across all Navy & RANCCB platforms.
- Activity 2: Inclusion in KUTTABUL daily email distributed to all staff on the base
- Activity 3: Including promotional section on regular emails in all Navy bases
- Activity 4: Access to CERBERUS and CRESWELL website & sharepoint databases
- Activity 5: Attending the Alpine Snowsports Association (NSA) aka Navy Ski Week annual Presentation Dinner to promote the club and offer a one-

off special deal to any members of the Ski Team – sign up on the day and pay only the joining fee (first year annual subs waived)

- Activity 6: Promoting the Club via a series of adverts in Navy Newsweek
- Activity 7: Making membership of the Club an appealing attraction to Navy by promoting the lodges as being fun places to stay – not just affordable accommodation.
- Activity 8: Introducing a Saturday ‘party welcome night’ Happy Hour with snacks and gluwain conducted by the respective Lodge Managers
- Activity 9: continuing the current special deal for LS and below and SBLT and below to charge only the joining fee with 1st year annual subscription waived.
- Activity 10: Introduce a special deal to all Navy Members who join after 15 August to pay only the joining fee and the annual subs for the remainder of year in which they join will be waived. This renders them financial and able to utilise our Lodges up until 31 December. Fees for the following year will be invoiced as normal.
- Activity 11: Children of Ordinary and Associate Members. As of 1 January 2024 these members will be invited to apply for Associate Membership in the year of their 21st Birthday. Applications need to be submitted by December that year. These applications will be prioritised after new ordinary member applications and before new Associate member applications. The Membership and Marketing Committee will facilitate nomination and secondment of applications.
- Activity 12: include flyers in RANCCB showbags distributed on conclusion of the RANCCB AGMs. Ordinary members joining as a result of this promotion/incentive pay only the joining fee with first year subs waived.
- Activity 13: Monitor and manage new Associate member applications to preference Ordinary members are accepted in preference to Associate members and total new membership is managed within annually agreed targets.
- Activity 14: Promulgate By Laws governing all membership entitlements and benefits, then ensure Club officers administer the Club in accordance with the Club Constitution and By Laws.
- Activity 15: Promote a Navy ambiance within lodges through provision of memorabilia and the appointment of suitable Lodge managers.
- Activity 16: Consider implementation of a new Band 2 booking priority for ordinary members to make 5/7 day bookings.

Objective 2: Increased Summer occupancy

Historically the summer occupancy at the three lodges has been poor and in consequence the Club must generate most of its income from membership

subscriptions and winter Lodge occupancy. Increasing summer (and winter low season) occupancy would enable reductions in winter high season tariffs while maintaining sufficient revenue flows to meet Club operating and development costs.

The operating costs to open Perisher & Buller lodges during summer for infrequent bookings is excessive in comparison to income. Perisher's remoteness and lack of infrastructure doesn't lend itself to continuous summer occupancy. The Buller resort is beginning to generate summer season activities. Whole of Lodge (WOL) booking arrangements for Perisher & Buller lodges offer an opportunity to generate summer income but require one member of the group to be fully trained in lodge opening, closing and management procedures.

Thredbo, on the other hand is located in Thredbo Village which offers a comprehensive summer programme of bush-walking, mountain-biking and music festivals. Provision of a resident manager at Thredbo Lodge for most of the summer season will support normal member bookings.

Objective

Promote the summer use of all three lodges to maximise occupancy during the off season.

Ways to achieve this objective

- Delegate the three Lodge committees to work on organising a couple of Club Events at their respective lodges during the summer
- Events to focus on presenting logistically well-planned, appealing, themed events that offer good value for money and a fun and enjoyable weekend at the lodge.
- Depending on the lodge, the events to incorporate an in-house event and/or an event incorporating regional attractions
- Consider use of Temporary and Summer membership provisions to support guest occupancy initiatives.

Means of achieving this objective

Activity 17: Organise themed fully catered dinners, including by not limited to :

- Summer welcome at November at Thredbo,
- Valentines Day Dinner
- New Year's Eve extravaganza dinner
- Navy wardoom-style dinner
- Bush-walk with gourmet Picnic in the mountain
- Texas Holdem Poker (non-gambling) come along and learn

Perisher Lodge : due to the remoteness of the lodge and lack of restaurants in the immediate surrounding area lends itself more to in-house themed events, but also weekend allows for scope to incorporate a themed event with local attractions.

Activity 18: Identify and engage Defence and non-Defence entities (Charities, Schools, Sporting Associations) to elicit use of the Lodges during Summer.

Activity 19: Develop and implement Temporary and/or Summer Membership arrangements which support increased use of Lodges in summer as well as winter low season and mid-week at Buller.