

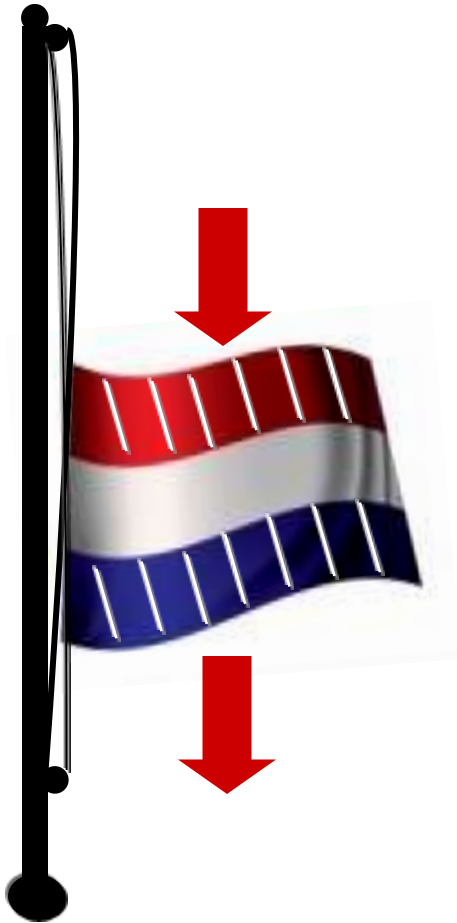
**“We’re a yacht club, not a business ...
do we really need a plan?”**

Yacht Club Summit

February 6, 2014



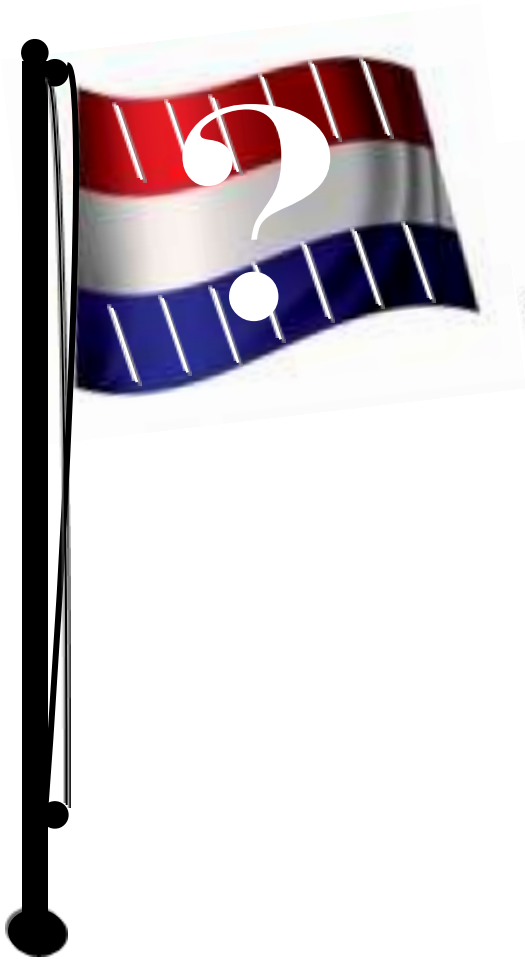
The Case Of The Dying Club



- 250 members
- 17 members with head-of-household less than 50 years old
- Only two of the 17 are non-legacies
- Worrisome attrition rate
- “Pass the hat” mentality to make the funding work



The Case Of “Who Are We?” Club



“Who Are We” Complications



- Uncoordinated schedules
- Budget conflict – who pays?
- “Competition” for the club house, parking, the pool
- Hot debate about guest privileges
- Vocal factions, fractured membership
- But ... at least they agreed on the bar



The Case Of The “Club-Within-A-Club”



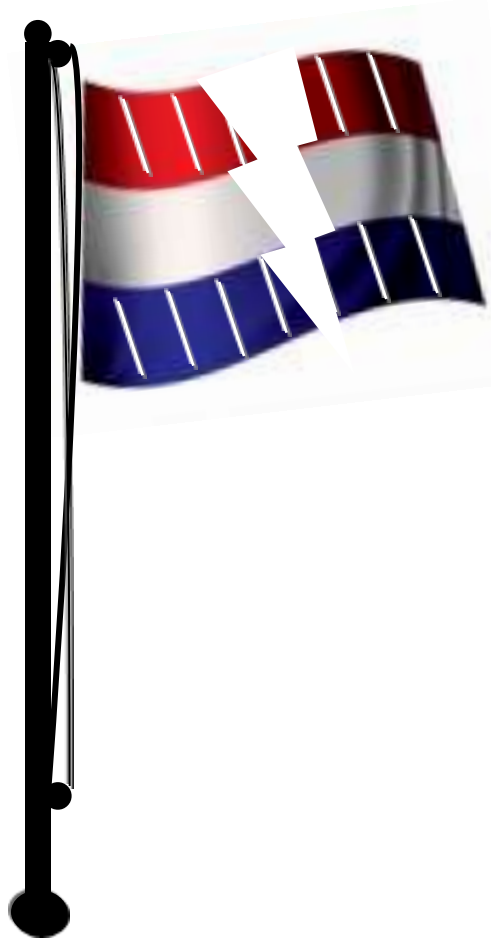
A group of very influential members (and mostly large yacht owners) becomes disgusted with House food and service

They begin throwing nightly, private dockside happy hours and barbeques to “boycott” the House

The membership becomes deeply fractured, board members resign, club management is ultimately fired. A multi-year revolving door ensues



The Case Of The “Border War”



The Club decides to appropriate dry-sail and boatyard space for tennis courts, a tennis shack and pro shop, and parking. Paddle tennis courts follow

The hard core sailing membership goes berserk, and many sailors and non-sailors raise heightened concerns about dues, charges, etc.

The tennis program is initially somewhat popular, but ultimately migrates into very low utilization and marginal usage

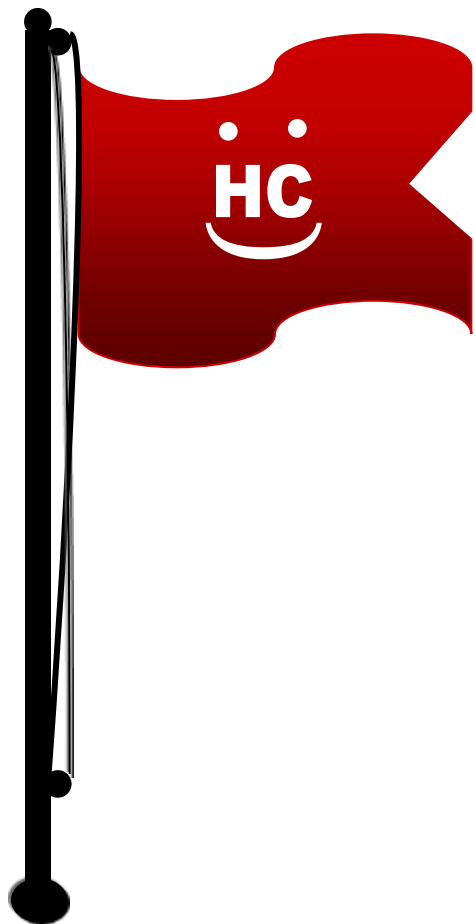


The Flag Officers' Lament

**“The best part of being
Commodore is becoming
Past-Commodore ... I get a
great table and great
service!”**



The Health Club Has a **DEEP** Relationship With Its Members



Development of a strong membership

Engagement of high % of members

Enrichment of member identity and affinity

Perpuation of the club



Elements Of A Sound Plan For A **DEEP** Membership

- D**evelop Clear membership development plan and process
- E**ngage Compelling on-the-water and shoreside program.
Creation of unique Club experiences, traditions and memories. Understanding of “activity” and “connectivity”
- E**nrich Membership outreach to create high levels of involvement, participation, identification and satisfaction
- P**erpetuate Perpetuation of the Club via
- Governance
 - Budgets and financial stewardship
 - Facilities, funding of deferred maintenance



Membership Development

Things to consider

- ⚓ Does decline of the sport affect our membership level?
- ⚓ Is our membership growing, shrinking or flat? Are we successfully attracting the members we want?
- ⚓ Do we understand why?
- ⚓ Do we understand the link between size and growth of our membership, and health of our Club?
- ⚓ Are our membership standards understood and supported?
- ⚓ Does the nomination process work well?"
- ⚓ Are good people involved in the life of the Club? Is the leadership group frozen, or renewing?



Membership Engagement

Things to consider

- 🚢 Are we happy with the number of active members? Do we have enough participation in important events?
- 🚢 Do we understand how different groups of members wish to use the Club?
- 🚢 Are our members “Highly Satisfied?” What drives member satisfaction levels?
- 🚢 Can we clearly articulate our most important activities, events, programs? What things make us relevant, and to whom?
- 🚢 Are there things we clearly won’t support?
- 🚢 What activities, events and programs define our membership experience?



Membership **E**nrichment

Things to consider

- 🚢 What does our Club stand for? What is our distinctive appeal?
- 🚢 Are we preserving, delivering and reinforcing our sources of distinctive appeal?
- 🚢 How are we communicating with our members? How are we reinforcing pride in the burgee?
- 🚢 Can we clearly articulate our most important activities, events, programs?
- 🚢 How do members' emotive connections strengthen or weaken over time? Do we know why?
- 🚢 How can Enrichment initiatives reinforce “activity” and “connectivity”? Bring members to the Club ... and bring the Club to members!



Perpetuation Of The Club

Things to consider

- ⚓ Do our governance processes provide strong leadership and sound oversight?
 - Does flag succession work well?
 - Do our Committees work well?
- ⚓ Do our budgets and financial stewardship provide adequately for Club needs?
 - Are we properly allocating scarce resources?
 - Are we financially responsible and accountable?
- ⚓ Are our facilities appropriate for Club needs and expectations?
 - Are we continuously investing in our most precious assets?



My Advice: Try New Things, Especially On The Water

HPR

Team Racing

Matching Racing

Cruising/rendezvous

PHRF

Pursuit races/
Fleet race
creativity

Multi-Hulls

FORCES OF STABILITY

- Safety
- Rules/regimentation
- Consistent standards
- Governing body
- Internal experts
- Affordability

One Design
development

Foiling

Kite-boarding,
Kayaking, SUP

Young/Old

STICK WITH WHAT WE KNOW

Community sailing
partnerships

Pro/Am

Special
needs/disabled
sailing

Youth
programs

Young
members



**Never forget why we
do this ...**

















Your Opinion Matters

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and complete the session survey

Or

Complete one of the yellow survey forms in the back of the room and drop in
the box

Thank you for attending this session

