



Arikikapakapa

The Rotorua Golf Club

Strategic Plan 2019

OUR VISION:

For Arikikapakapa to be become recognised as the premier course in the Bay Of Plenty. To be internationally recognised as a unique geothermal golf experience.

OUR MISSION:

To develop Arikikapakapa to a highest possible standard thereby attracting people from around New Zealand and overseas by providing a truly unique golfing experience.

Introduction.

In the light of circumstances and fresh direction, the Board has reviewed and up-dated the Rotorua Golf Club's strategic plan for the next five years. The plan will continue to be reviewed by the current and future Boards as circumstances and New priorities change. Long-term goals must provide a framework and point of reference in planning for the future.

A **vision** encapsulates our purpose as an organisation – what we see ourselves as and want to be.

The **mission statement** describes how and why we will obtain our vision of Arikikapakapa.

The strategic plan gives our organisation focus, coherence and a sense of direction. It identifies the key objectives and goals we seek to achieve, thereby enabling us to better realise the Club's vision. The objectives provide the basis for the annual business planning, which is an essential tool for Board and Management, as it sets out in detail the actions that need to be taken each year in order to achieve the objectives.

It is against these actions and the related objectives that the Club's performance at both governance and management levels should be measured and assessed. They provide the disciplines which should underpin all our decisions and operations.■

Core Values:

- Commitment to the passion of its members and longevity of golf at Arikikapakapa.
 - Sense of pride intertwined with an understanding of members' needs and visitors' aspirations.
 - Maintaining the affordability of golfing while succeeding financially.
 - To provide an ambience that welcomes and creates lasting memories.
 - To preserve and promote integrity and traditions of the game.
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Club Constitution:

Under clause 27 1 (g) of the Club's constitution the RGC Board is "responsible for the formulation each year of a Strategic Plan for the improvement, development, renewal, alteration or replacement of any of the Club's land, buildings, machinery, plant and equipment or any other property of the club or the acquisition of property of any nature, course development or design, the provision of further club amenities and any matter pertaining to the development of the activities of the club."

Financial situation.

The current financial situation of the Club is marginal. Genuine possibilities' are being explored which is anticipated to provide some genuine breathing space. These include the ability of the Club to secure grants from various charitable bodies as a result of the Club now having charitable status.

Swot Analysis 2019

Strengths:

- Great course layout with greens among the best of any club course in NZ
- Location, Bordered by two main roads close to downtown
- Golf Shop, Professional and friendly service
- Board and Committees, strong involvement of these entities
- Tremendous potential to change and upgrade amenities and services
- Volunteers, many available (if a little aged).
- Staff, good green keepers
- Charity, as a charity we can apply for grants
- Good relationship with our Land lord Ngati Whakaue

Weaknesses:

- Ageing member ship up to 70% are over 55
- Financial trajectory not good at this time
- Trouble attracting new members to club
- Money and time needed to make changes
- Perception of club friendliness not great
- Not enough Green keepers
- Revenues of Pro Shop and Catering go to separate businesses not the club

Opportunities:

- Potential to improve and grow sponsorship especially at cooperate level
- Signage, ability to sell signage for advertising on course perimeter
- Ability to redesign course to develop an 18 hole Championship course
- Green keepers house can be turned into air B’N’B
- Stay and play packages can be marketed to domestic/international tourists
- Foot-golf can be developed along with disc golf and putt-putt
- More playing memberships can be found if we develop social setting
- Non playing members can be attained with greater social setting

Threats:

- Increasing cost of maintaining course and clubhouse
- Competition for members from other clubs
- Equipment needs replacing (fairway mower)
- Opposition to changing culture by moving away from member based club to business
- Difficulty in changing liquor licence

Strategic Objectives:

Objective #1-To upgrade the design, services and amenities at the clubhouse

- Remodel of club house. Front entrance to face road. Kitchen upgrade. Deck
- Create the Club as a social hub for members and visitors

Objective #2- Marketing and Sales

- Seek out new corporate sponsor
- Use perimeter of course to sell signage
- Develop and sell Foot-golf for business entertainment/functions
- Create more cooperate/business 9 holes functions
- To develop and maintain a strong successful social media programs'
- Relationship building with key users and sponsors
- Maintain and strengthen hole sponsorships
- Develop Newsletter for advertising sales
- Develop stronger relationships with BOP Golf /Golf Tourism operators

Objective #3-Governance and Management

- Budgeting and financial management
- Annual review of strategic plan
- Staff management and training
- Development safety at work operations manual

Objective #4- Communication and Club Culture

- Regular newsletter to inform and entertain
- Ensure that all new members are properly welcomed and shown continued friendliness
- Listen to members views and properly attend to complaints
- To encourage members to be a part of working bees
- Communicate strategic directions and achievements to members
- Encourage members to host functions and social activities at the club to promote more of a family atmosphere and encourage sharing of these experiences
- Utilize social media in an effective way

Objective#5- Tournaments/New tournaments Pro/Am

- Aim to make the Rotorua Open a premier event for the country's top golfers
- Make tournaments a priority for all Club members to foster Club spirit

Objective#6- New ideas to attract new members/visitors

- Build driving range
- Develop and sell stay and play air BNB packages
- Raise the profile of the club via social media
- Develop a Foot-Golf league- summer business house/ Saturday tournament
- Continue to support effort for junior golf and look into school programs

Objective#7- The Course, Add improvements/Redesign

- Await review of suggested course development
- Once we have plan, we must then devise how we are best able to implement the parts of the plan that are of priority
- Redevelop practice area to high standard, this enhances visitor appeal
- Develop greater volunteer force
- Consider driving range and putt putt as additional earners
- Course must be seen to be moving forward including small project undertaken on course to improve looks and functionality (path on 6th for example). Core fairways etc

Summary of Critical issues

Arikikapakapa foremost endeavour is now focused on Club House remodelling with the intention of a greatly enhanced the social setting on offer to members and visitors including a major upgrade of menus and services once the remodel is complete.

Following some success in the above endeavour an undertaking of course design and improvements will be presented. In the mean time increased attention shall be given to increasing sponsorship, developing fundraising tournaments and continuing to develop a cohesiveness of culture fostering Club Spirit.

