

Ivybridge Tennis Club

The Way Forward

These proposals have been formulated

- Committee meetings
- Member feedback
- Worked extensively with Jen Brogan who has put a huge amount of time looking at the best way forward and developed the basic revised pricing model
- Analysis of court occupancy in the last few years (stood at about 55-60%)
- Analysis of financial accounts
- Comparative with other clubs with indoor tennis in Devon and elsewhere

Pay and play v's Membership

- The club is a hybrid
- 130 members
- 130 non-members
- It is no accident that successful clubs are member's clubs with strictly controlled access by visitors
- Re-focus the club...

“Commitment to Membership”

- Everything the club does should be
“beneficial to and fair to its members”
- All efforts should be centered on meeting members needs
- The club should constantly seek to develop the amenity of members and thus the future membership of the club

Pricing

- Our pricing model should be such that full members get the best value.
- Non-members should pay a clear premium to members
- No back-doors to cheaper tennis at the club for non-members
- The pricing should help to manage capacity so that fairness is achieved between members *(ie cheaper tennis for those willing to play off-peak and thus reduce the strain at peak times)*
- Loyalty of longstanding members should be rewarded

Membership commitment

- Membership cards
 - Make it clear that we are committed to membership
 - Make managing who is on court easier
 - Discounts at the bar
 - In time cashless catering
- Membership pack with court pricing
- Procedures for going on court
- Booking procedures
- Mycourts
- Change in year end

Products - Club sessions

- The fantastic strength of Clubs Sessions
 - Currently the club's outstanding product
 - The ultimate in convenience
 - Exceptional value
 - Promote a “club” ethos
- The future
 - Look at building upon the principle of “turn up and play tennis” and introduce new sessions for our full range of members
 - Must only be available to members

Products – ‘Syndicates’

- The second strongest product of the club
 - A fantastic way of guaranteeing a regular game of doubles with people that you want to play with
 - An effective way of improving court occupancy
 - VAT free
- Build upon these attributes to introduce ‘open’ syndicates targeted at specific groups and in particular new members
- Improve the accessibility of syndicates
 - *dedicated committee member Sarah Owen*
 - *notice board*
 - *incentives for ‘open’ syndicates*

Products – box leagues

- A popular and important product for members
- Taking part in the leagues promotes the club
- The club will promote the leagues for example through
 - *offering some cheaper court time (at off peak times for singles or peak for doubles) for anyone playing all their matches in the previous league*
 - *or cheaper court time for matches played in the first two weeks of a league*

Competitions

- There is currently a lack of competitive play accessible at the club. (Club championships have been very poorly attended)
- This is a function of not having a large membership base
- Proposals going forward
 - Weekend social 'American Doubles' tournaments
 - Weekend competitive tournaments
 - Handicap tournaments
 - Competitive Winter leagues centered on the summer team squads
 - Competitive 'open' syndicates
 - One or more committee members allocated to competitive play

Family Tennis

- Currently an under-represented group at the club
 - Dedicated committee member (Dominic Hall)
 - Family Sundays
 - Junior club session
 - Family syndicate
 - Holiday program for juniors
 - Junior tournaments

Member Benefits – bar and catering

- The bar and catering to be run as a service to members
- To be run as a profit centre with respect to visitors
 - Achieved through a discount to prices for members initially through a club card
 - Potentially through cashless system in future
 - Some special discounted rates at club events

Members Benefits

- Visiting family or friends of members to be able to play up to 6 times per year per guest (not per member)
- This is intended that this is for genuine visitors for whom membership is not a realistic option and must not be a back door to membership
- Guests will be asked to sign the visitor book everytime they play

Coaching

- TennisMad are an independent business and have exclusivity on coaching at the club
- The club will work with TennisMad to ensure that they deliver a program that is consistent with meeting the needs of members above those of non-members
- Dedicated committee member – Nell Clotworthy

Non-members

- Regular players will soon find that the pricing favours membership
- Genuine visitors – such as holiday makers – the club may run some special offers during the summer
- Guests of members covered under member-benefits
- First time visitors contemplating the club – initial court fees to be off set against membership (if taken up within a period of time)