

**Cleveland Country Club
Future Success Plan
2009**




CCC State of the Club Address

Welcome & Introduction	Sam Cooper
Summary of the Current State of CCC	David Schweppe
Current Financial Status	Al Taranto
The Strategic Planning Committee Directive	David Schweppe
The New CCC Membership Structure	Scott Handback
Questions & Answer	

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CCC Mission Statement

Cleveland Country Club is a traditional, private, family-oriented club dedicated to providing its membership with excellent products, programs, and services in an atmosphere of comfort and sincere hospitality while operating responsibly within financial bounds that can be sustained by the membership.

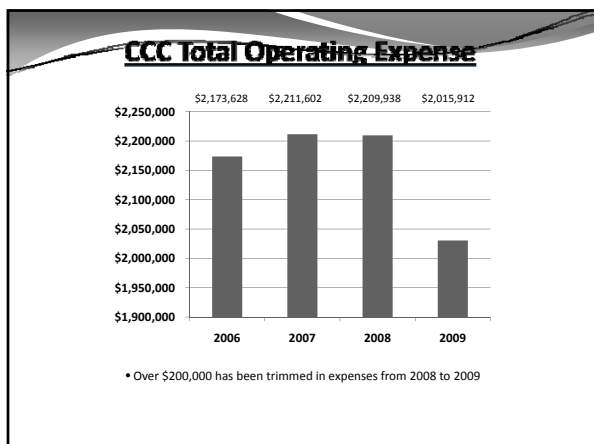
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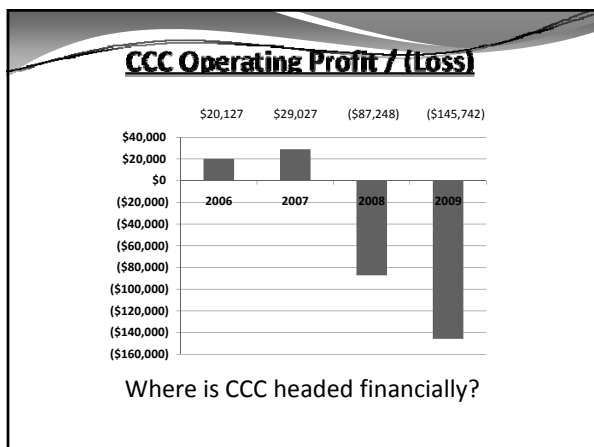
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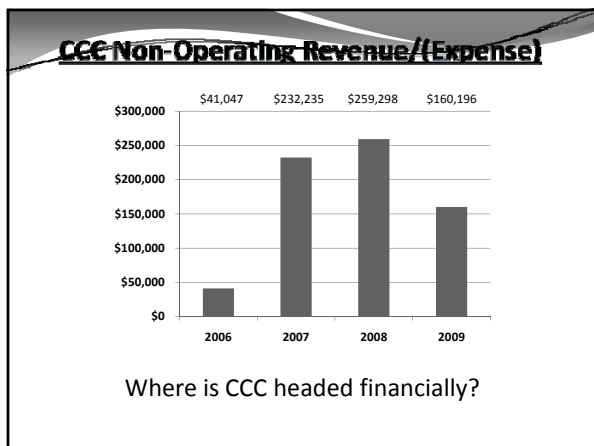
CCC Total Operating Revenue

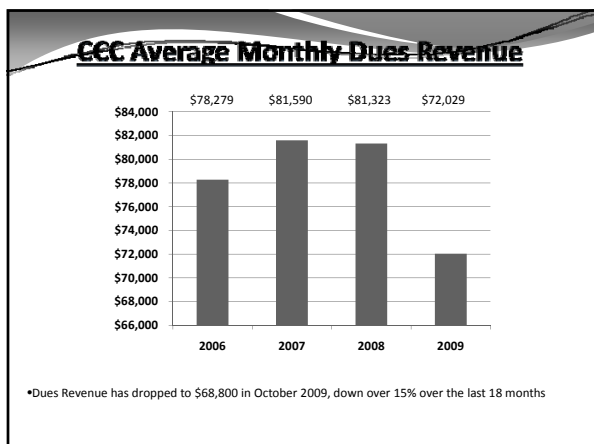
Year	Total Operating Revenue
2006	\$2,193,755
2007	\$2,240,629
2008	\$2,122,690
2009	\$1,870,170

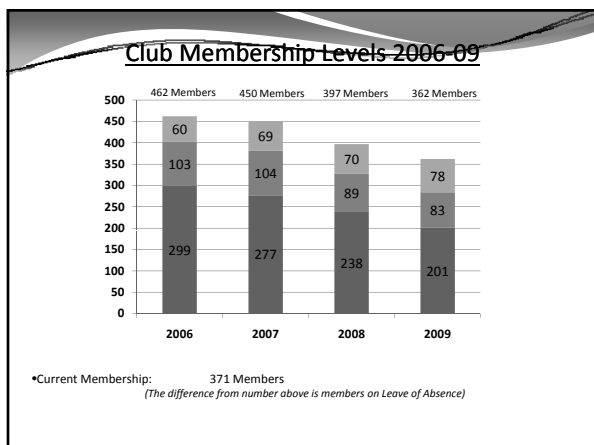
- Club Utilization and therefore Operational Revenue is down since 2006
- Golf Revenue has dropped from \$264,775 in 2006 to \$193,552 in 2009
- Food & Beverage Revenue has decreased from \$922,676 in 2006 to \$722,272 in 2009











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Strategic Planning

- Strategic Planning is an organization’s process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people.

CCC Strategic Planning Committee Directives for 2009

- CCC Vision Statement
- Demographic Studies
 - CCC Membership
 - Profile of Cleveland County
 - Market Competition Analysis for CCC
- Focus Group Survey
- Identify CCC Weaknesses
- Development of Alternative Business Models

CCC Vision Statement

In servicing an ever-increasing membership, Cleveland Country Club strives to provide its members with unique distinctive facilities, innovative programming, excellent customer service and responsible strategic management.

- Stable and active membership of over 600 members
- Financial stability
- Diverse and competitively-priced membership options
- “The Place to Be” in the community
- Innovative programming across the board
- Facilities that meets the need of the membership

Recommendations of the SPC

1. Designate a person responsible for outside marketing of memberships, banquets, weddings and golf outings
2. Develop a new member orientation program to integrate members into club operations on a quarterly basis

Recommendations of the SPC

3. Do not outsource any segment of club operations
4. Be more efficient in anticipating reduction of revenues and look to manage expenses prior to securing emergency revenue from the membership in times of revenue shortages

Recommendations of the SPC

5. Allow for depreciation and future capital expenditures, but SPC does not feel the organization is capable of doing so at this time
6. Sustain the strategic planning process and meet quarterly to continue the process already established

Recommendations of the SPC

7. Develop a new membership structure that addresses the issue of Membership Value (Cost vs. Benefit)

8. Develop a plan to generate additional revenues through membership sales, departmental programming and special events (weddings, banquets, golf outings)

7. Development of a New Membership Structure

The SPC explored three options in regards to developing a new membership structure:

1. Status Quo
2. Existing structure with the addition of specific use memberships
3. Develop a new membership structure that is adaptable to current and future market conditions

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Developing a New CCC Membership Plan

The Driving Question:

How can Cleveland Country Club create increase membership revenue in an economic downturn in a hypercompetitive small market?

The Answer:

Vertical Market Segmentation

The process of separating consumers in the marketplace based on the principle of price (willingness to pay) for a product or service.

Think of Toyota Corporation...They also produce the Lexus and Scion brands which offer automobiles at differing price-points, albeit with differing levels of product characteristics and service.

Developing a New CCC Membership Plan

Three Levels of Membership:

Founder's Club Equity Membership

Full Club Equity Membership

Annual Memberships (Non-Equity)

Developing a New CCC Membership Plan

Founder's Club Membership

- Dues: \$400 per month
- Initiation Fee for New Members: \$6000

- No golf cart fees or trail fees
- 20% Discount on Food & Beverage
- No Tennis or Pool Guest Fees
- No Food & Beverage Minimum
- Special Series of Events for Founder's Club Members

Developing a New CCC Membership Plan

Full Club Membership – Individual & Family Option

- Dues: Individual \$150/month
Family \$225/month
- Initiation Fee for New Members: \$2500
- \$15 golf cart fee or \$55 per month trail fee
- \$10 Tennis & Pool Guest Fee
- \$25 per month Food & Beverage Minimum
- Juniors, Seniors and Non-Resident Members get 25% off the Full Club Family Membership dues (\$168.75/month)

Developing a New CCC Membership Plan

There will be new eligibility rules for new Junior, Senior and Non-Resident Members beginning in 2010:

- Junior Members – Members under the age of 35 years
- Senior Members – Members who have reached the age of 70 and have been a member of the club for at least 10 years
- Non-Resident Members – Members who live in a location outside of Cleveland County for more than 183 days each year or who have declared a location outside of Cleveland County in filing their personal income taxes.

All current CCC Members who are ALREADY classified as a Junior, Senior or Non-Resident are eligible for the discount.

Developing a New CCC Membership Plan

Annual Memberships

- Non-Equity – No Initiation fees and not entitled to vote and/or serve
- Begin April 1st each year and end March 31st of next year
- Board of Directors will decide the details of the Annual Membership Program each November for the following year
- Applicants must complete an application and go through the same approval process
- Payment of Annual Fee in full or 30% with application and the remaining amount paid over a maximum of seven (7) months

Developing a New CCC Membership Plan

Annual Memberships to be offered in 2010

Golf Annual Membership – Individual & Family

- Dues: Individual \$1500 per year
Family \$1800 per year
- Access to Golf & Dining (No tennis or pool access)
- \$20 golf cart fee (No trail fee option)
- \$45 Golf guest fee
- \$25 per month Food & Beverage Minimum

Developing a New CCC Membership Plan

Annual Memberships to be offered in 2010

Tennis/Pool/Fitness Annual Membership – Individual & Family

- Dues: Individual \$1000 per year
Family \$1500 per year
- Access to Tennis, Pool, Fitness & Dining(No golf access)
- \$20 tennis guest fee, \$10 pool guest fee
- \$25 per month Food & Beverage Minimum

Developing a New CCC Membership Plan

Annual Memberships to be offered in 2010

House Annual Membership

- Dues: Family \$600 per year
- Access Dining (No golf, tennis, pool or fitness access)
- \$100 per month Food & Beverage Minimum

Developing a New CCC Membership Plan

Annual Memberships to be offered in 2010

Special Junior Annual Membership

- Dues: \$600 per year
- Access to golf, tennis, fitness, pool and dining
- Required for participation in golf & tennis clinic programs
- No advance reservations
- No Food & Beverage Minimum

Developing a New CCC Membership Plan

Annual Memberships to be offered in 2010

Pool Seasonal Membership

- Dues: Family \$400 per year
- Begins May 1st and ends September 30th
- Access to pool and dining services
- \$15 pool guest fee
- No Food & Beverage Minimum

How does this affect current CCC Members?

The Transition Process

- Members will receive an info packet by January 1st
- Members return the registration form by February 1st notifying the club of their membership choice decision
- New memberships begin April 1st
- New membership numbers will be distributed
- No transfer fees during this transition

How does this affect current CCC Members?

Members who Elect to Transfer to an Annual Membership

- Retain their stock and vote at Annual Meeting
- Responsible for remaining initiation fees and assessments still owed
- May not serve on CCC Board of Directors or Chair a committee
- Will be subject to a transfer fee and possible re-initiation fee if they decide to transfer back to an equity level of membership later

How does this affect current CCC Members?

Current CCC Preview Memberships

- Memberships will continue until the end of their preview membership
- Must notify the club of their intention in writing 30 days prior to the end of their preview membership term

Building the *New* Cleveland Country Club!



While these recommendations and the new membership structure are the instruments we must use to build a successful club, our ultimate goal must be to create a positive attitude amongst our members in how they feel about their CCC membership.



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