



2023

**BUSINESS
MANAGEMENT
PLAN**

CONTENTS

Business Management Plan Overview	3
Issues Facing our Club	4
Strength, Weakness, Opportunities & Threats (SWOT)	5

Action Plan

- Goal # 1 – Culture & Heritage 6 - 8
- Goal # 2 – Sporting Commitment 9 - 10
- Goal # 3 – Sustainability 11 - 12
- Goal # 4 – Community Involvement 13 - 14

BUSINESS MANAGEMENT PLAN OVERVIEW

Business opportunities are like buses, there's always another one coming. - Richard Branson

We recognise and thank our founding members who had the drive and foresight into the planning, development, and implementation of our club back in 1967. The club has continued to grow slowly and steadily over the years thanks to the dedication and commitment of our members.

We now are heading towards an exciting future which will see the club continue to prosper and grow, identifying it as a 'club for future generations'

In order to effectively lead the club into the future, it is imperative that we have a solid and structured approach outlining issues that are important to our members, and the club.

The purpose of implementing a Business Management Plan (BMP) is to detail the 'how to' for our club to achieve its strategic goals. Defining our strategies, how these will be implemented, identifying and implementing suitable resources, and measuring our successes, will ensure a positive and vibrant future for the club.

This BMP aligns with the goals of our Strategic Management Plan (SMP) which is all encompassing for the club, and will require consultation and collaboration with members, and various committees of IAC in order to initiate and implement actions pertinent to our future.

Actions, pertinent to the BMP, will be reviewed and monitored at programmed Board meetings, ensuring they remain viable and relevant to the club's changing needs.

The Board will undertake responsibility, to the best of their ability to ensure that detailed and documented actions against the plan's goals are achieved, within the designated time frames.

ISSUES FACING OUR CLUB

Mt Gambier Italo Australian Club (IAC) face the following:

ISSUES

- Skill level of key personnel.
- Declining volunteer numbers.
- Sourcing sponsorship & relevant grants.
- Minimal marketing & promotions.
- Community demands & club expectations.
- Administration & operational requirements.
- Competing clubs.
- Aging main building & grounds.

OUTCOMES

- Future financial stability & growth.
- Development of a strong marketing position.
- Recognised as 'Club of Choice'.
- Player membership growth.
- Higher level of sponsorship.
- Development of players, referees and coaches.
- Increased growth in female participation.
- Support from local community.

*The potential for greatness lives within each of us
- Wilma Rudolph -*

SWOT ANALYSIS

For IAC to move forwards, the Board deemed it important to assess what was done successfully and areas where improvement was required. A SWOT analysis was undertaken to enable the identification of our strengths, weaknesses, opportunities and threats. The issues identified in the SWOT analysis will provide the club with insights to improve our competitive edge and increase our profitability and future.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Rich history of the club. • New changeroom & canteen facility. • Strong growth in sporting teams. • Support of current sponsors. • Venue for large functions. • Large potential for sponsorships. • Two playing pitches. • Effective governance and management practices. • Positive strategic planning. • Experienced Board members. • Function facilities. • Catering and events marketing. • Large membership base. • Family atmosphere. • Authentic Italian food. • Pizza & Pasta nights. • Sunday night meals after games. 	<ul style="list-style-type: none"> • Reliance on grants, funding, and sponsorships. • Lack of effective marketing and promotion. • Lack of A League games in regional areas. • Decline of volunteers. • Demand & reliance upon key personnel. • Reliance upon key group of kitchen volunteers. • Aging building facilities. • Lack of collegiality and reputation between other regional football (soccer) clubs. • Declining attendance at Sunday night meals following home games. • Declining number of members with personal knowledge of club history and culture.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Attract more members. • Increase Bocce membership & competitions. • Secure further sponsorship deals. • Improve marketing and brand awareness. • Promote cultural community events. • Form strategic alliances with schools and other soccer clubs. • Promote use of major facilities for events/functions. • Increase support from local councils and local government. • Sports scholarship within club or within league or community. • Capture & document Club history. 	<ul style="list-style-type: none"> • Limited cash flow and revenue. • Competition with other soccer clubs. • Risk of vandalism. • Decline in membership. • Decline in sponsorship. • Rising cost of operational activities. • Brand damage. • Misrepresentation by some members. • Meeting legislative requirements. • Transfer of historical knowledge. • Lack of volunteers.

BUSINESS MANAGEMENT PLAN

GOAL	ACTION	KPI	PROGRESS	TIMELINE
# 1 CULTURE & HERTIAGE				
We will aim to preserve, protect, promote, and build a supportive and positive culture for our members, whilst maintaining the heritage of the club.	Board to provide informative material on history of club through programmed meetings or via social media posts.	Completed newsletter	<ul style="list-style-type: none"> • Newsletter to members issued each ¼ by club president. • Information posted on new website. 	March, July, October, December
	We will ensure our history and culture remains alive through our social media posts and relevant displays of memorabilia within and around the club.	Form a sub-committee to research most appropriate method to recognise our forefathers with a report back to Board for consideration.	Completed submission	<ul style="list-style-type: none"> • Committee to be formed in April 2023.
	Sub-committee to source and apply for a grant to design and implement a suitable memorial to Lieutenant A. Casadio, then develop a project plan and implement.	Project plan	<ul style="list-style-type: none"> • 'Salute their Service' Grant applications close 2024. • Awaiting ideas from members. 	June 2023

GOAL	ACTION	KPI	PROGRESS	TIMELINE
# 2 SPORTING COMMITMENT				
<p>Encourage members to be excited about sport, and engage in healthy activities to assist them to achieve their best.</p> <p>Identify, encourage and support emerging and talented members.</p> <p>Encourage use of our sporting facilities for all genders, skills and abilities within the club and across the wider community.</p>	Board to appoint a sub-committee to determine the need for a club or community sport scholarship.	Report	<ul style="list-style-type: none"> Discussions to occur at Sports Committee level by November 2023. 	July 2024
	Develop a sub-committee to explore opportunities for use of grounds and facilities by other clubs/organisations outside football season and report finding to the Board.	Report	<ul style="list-style-type: none"> Sports committee to discuss and present findings to the Board of Management. 	June 2025
	Board to interact and develop partnerships with major league & local clubs to attract higher level games to region.	Emails received	<ul style="list-style-type: none"> Discussions continue with LCFA & FSA for potential games. 	December 2024
	Sports Committee & Board to develop and implement a suitable package to support and encourage new players and sponsors.	Completed package	<ul style="list-style-type: none"> Package for 2023 completed and issued to relevant parties. 	Completed March 2023

GOAL	ACTION	KPI	PROGRESS	TIMELINE
# 3 SUSTAINABILITY				
Ensure sustainable financial business practices to guarantee the club's longevity.	Financial Director & Board to develop an annual budget and allocate to relevant areas for adoption.	Final budget	<ul style="list-style-type: none"> Information regarding budget to be issued to Board of Management for discussion in May 2023. 	June 2023
	Build a proactive board and develop the skills and capacity of our younger members in order to implement a sustainable business model leading the club towards the future.	Board to source and provide relevant governance training for Board members.	Training package	<ul style="list-style-type: none"> Training to be sourced through Clubs SA.
	Sub-committee to determine the need to implement a partnership with younger members to take on individual board roles with mentoring a 12-month – 2 - year period and report to Board.	Report	<ul style="list-style-type: none"> Sports committee to discuss with teams and advise the Board of Management by December 2023. 	December 2024
	Sub-committee to explore (with members) the potential to engage a Club Manager and discuss rationale with Board.	Report	<ul style="list-style-type: none"> Working party called for from members to determine business strategy for future of club. 	June 2023
	Board to identify businesses that could potentially support the club (financially or in kind), and implement a Memorandum of Understanding (MoU).	Completed MoU's	<ul style="list-style-type: none"> Current MoU in place with several parties. These are current for a period of time. 	November 2023

GOAL	ACTION	KPI	PROGRESS	TIMELINE
# 4 COMMUNITY INVOLVEMENT				
<p>Continue to develop and share 'our story' with our community.</p> <p>Provide an environment that supports inclusivity, diversity, and a culture of giving back to the community.</p>	Sub-committee to research, develop and implement a suitable strategy to outline IAC's story and post this on club's social media platforms.	Social media posts	<ul style="list-style-type: none"> This is in line with the new web design which will be released by April 2023. 	April 2023
	Board to determine most suitable method of recognising individuals who have made a positive impact on the club, and implement a plan to follow this through.	Individual recognition	<ul style="list-style-type: none"> Currently have life membership. 	July 2024
	Sub-committee to identify and support local groups/clubs who may require assistance to achieve their goals and report back to Board.	Report	<ul style="list-style-type: none"> Currently assisting 'Spare ya Change for Kids' and Disability support group. 	October 2024
	Sub-committee to explore opportunities of how IAC can assist caring organisations and report back to Board.	Report	<ul style="list-style-type: none"> Current arrangements with Spare Ya Change for Kids, and Disability Support Groups. 	December 2024