

The Dragons TC Present

# DRAGON STRATEGY

Our 3 Year Strategic Plan 2023 to 2026.



The Heart of Dragon Culture

**INCLUSIVE**

**DIVERSE**

**UNIQUE**

# THE PREZ

*Since the AGM last year where I was elected President, I haven't been able to stop and reflect or reach out to you all as much as I would have liked. To be honest, the transition from Secretary to President has been a lot harder than I expected. Regardless, I have had great support and want to strive for club success.*

*I am looking forward to being a part of the team that plans and guides our way through the redevelopment. During this time, I would like to see us maintain our participation rates.*

*With new facilities by late 2024 I look forward to The Dragons hosting many off court events for members. Quiz nights, junior/senior functions, gala dinners and the like to really make use of a beautiful new facility.*

*With a strong passion for Fiery 3's I can't wait to see where our social tennis leads and I also want to see our first mid week ladies team introduced by 2026.*

*Kaylah Wilson - Dragons President*



# THE VP

*At our most recent AGM, I made a commitment to deliver a three year strategic plan to assist in the long term well being of The Dragons TC. As we continue on our history defining journey, we enter a new stage which is as exciting as what it is stressful. With a total redevelopment of our home at Greenacres Reserve there is no better time to re-imagine and redefine who we are.*

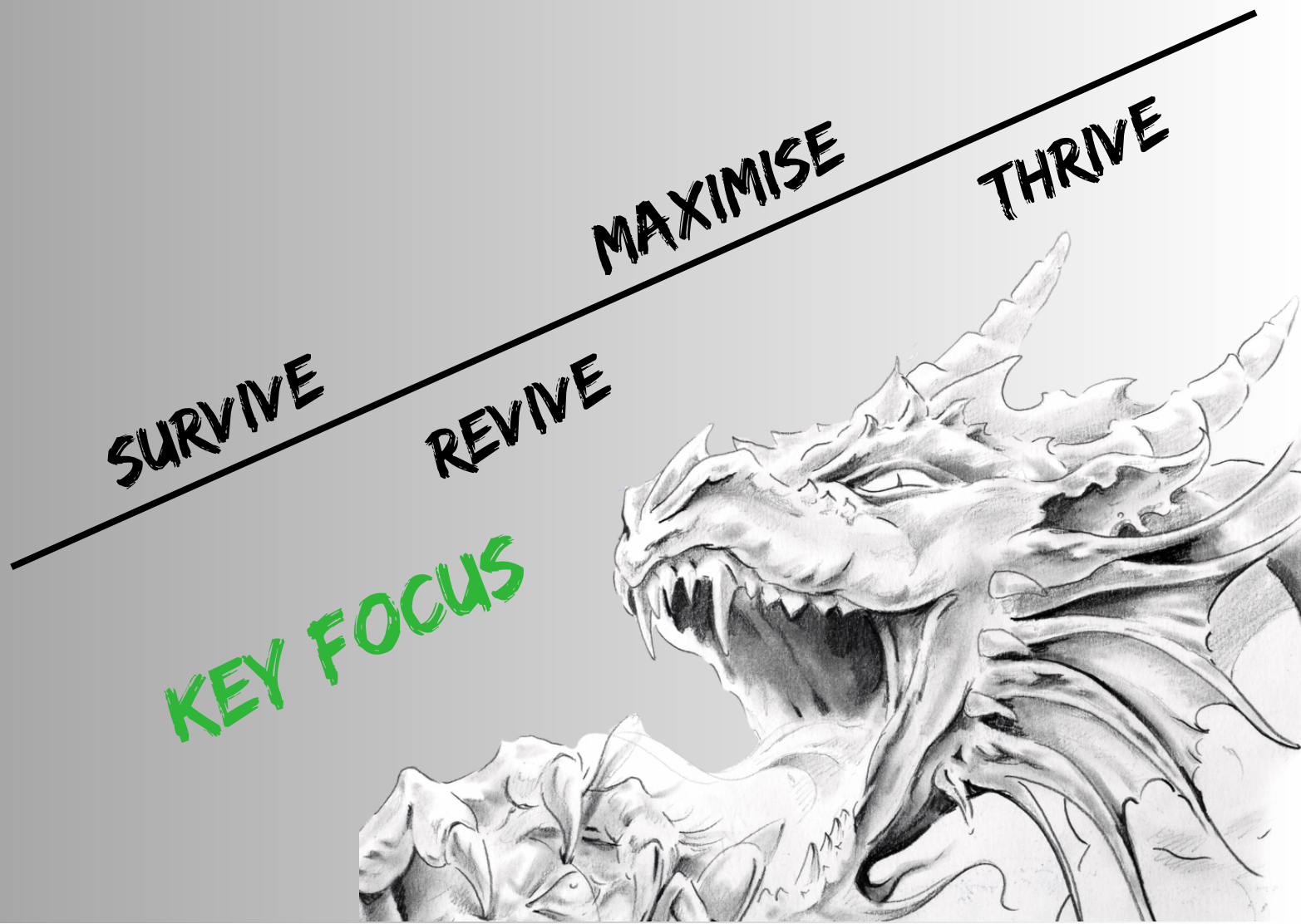
*There is no doubt that this is the biggest undertaking in the history of the club. While we will endure some short term pain for 12-18 months, we will continue to provide tennis excellence to our members and the community. With a solid foundation already established it is time to strengthen and be as one as we move forward into a new era.*

*Daz Lambden - Dragons Vice President*

# THE DRAGON VISION

Dragon culture embraces mateship and a sense of community spirit through ongoing and new initiatives. We provide a safe and inclusive environment, offering unique opportunities which we will expand with our new HQ.

**OH! AND HAVE HIGHLY COMPETITIVE FUN THROUGH THE GREAT SPORT OF TENNIS!**



**SURVIVE**

**REVIVE**

**MAXIMISE**

**THRIVE**

**KEY FOCUS**

Winter 2023

**SURVIVE**

While there is a necessity for more courts in winter, less are actually available. Through innovative thinking and relationship building with PAEC, St Paul's College, St Monica's Netball and TSA we will continue to offer coaching, junior/senior competition and from August 2023 training and Fiery 3's as normal  
We will survive!.

**REVIVE**

An exciting time as we see the completion and opening of the new Dragon HQ. Leasing negotiations with PAEC and new liquor license to be established prior to grand open day. Leasing of Laurie Knight Reserve to be negotiated as ongoing including club house and storage. Further growth and development of the club. Introduction of the new tournament concepts with an emphasis on FUN. Inter-club tournaments to be become a calendar fixture.



As netball comes to an end at St Monica's in mid August, we will launch our summer campaign with an open/registration night at our summer home Laurie Knight Reserve. A seasonal lease to be negotiated with PAEC and a base to resume ALL club activities at the one location. A unique opportunity to showcase what we offer and promote our club. The open night will be heavily promoted with a Fiery 3's come and try and interclub exhibition match as a highlight.

## THE CORNERSTONES

With more certainty and confidence of learned outcomes of 2023, we will aim to secure winter venues well in advance. With the redevelopment in full swing we will be able to update members every step of the way and to stay on as Dragons through winter. Potential negotiations with TSA to schedule extra away matches to assist us.

**THRIVE**

**MAXIMISE**

Winter 2024

Summer 24/25 and beyond

Summer 23/24

# MATCH TIME

LIKE A MAJOR GRAND SLAM, WE HAVE 5 SETS OF STRATEGIC PLANNING FOCUS.

## SET 1

Dragon Values

## Set 2

Governance

## SET 3

Growth, Development and Retention

## Set 4

Branding and Marketing

## Set 5

Financial Sustainability



# SET 1 DRAGON VALUES

## INNOVATIVE

strive to offer unique concepts  
embrace new ideas, no complacency  
no fear! challenge the norm always

## RESPECTFUL

respect and support the club  
show empathy toward members  
acknowledge our volunteers

## PASSIONATE & FUN

be proud of yourself, your team, your club!  
encourage enjoyment, it should be fun  
play at your best, every game counts

## INCLUSIVE/DIVERSE

welcome in everyone  
encourage participation at all levels  
provide support for members

## PROFESSIONAL

clearly defined volunteer roles  
up to date club documentation  
strong relationship with governing bodies



# SET 2

# GOVERNANCE

Our committee structure is one of fairness and equality and we will continue with this proven model. As we move forward we look to expand our committee structure encouraging valued volunteers to take on a role.

The Executive Committee is made up of 5 roles: President, Vice President, Secretary, Treasurer and Member Protection Officer. Executive Committee roles are for 1 year with renomination required each year for a maximum of 4 consecutive years in the same role.

The General Committee roles consist of: Club Captain, Junior Coordinator and Bar/Canteen Manager.



With the new HQ we will look to evolve the committee structure. We envisage sub-committees to be introduced to assist with the operation of The Dragons TC. This will lessen the workload of roles and will aid in succession planning. A facility manager role will be developed to oversee lease and sublease arrangements and a liaison between other seasonal users and community hire.

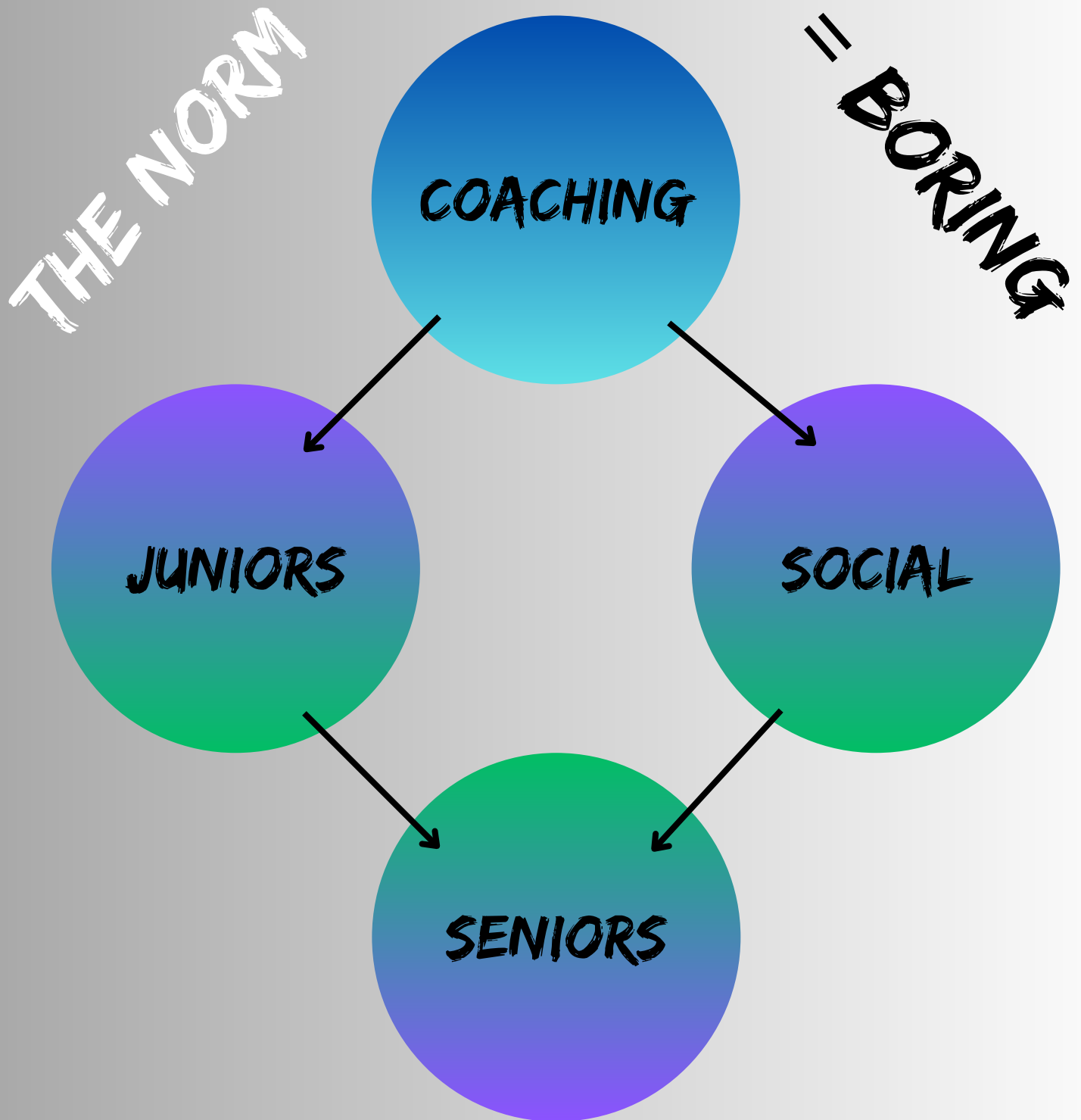
We are strongly committed to the well being of our members and the community. We have structures in place, that all committee members have police and working with children clearances. We want our members to feel at ease and feel safe so we have a dedicated support page on our website. We will continue to promote good mental health guidelines through our socials and website.



**The Dragons, more than just a tennis club!**

# SET 3

## Growth, Development and Retention

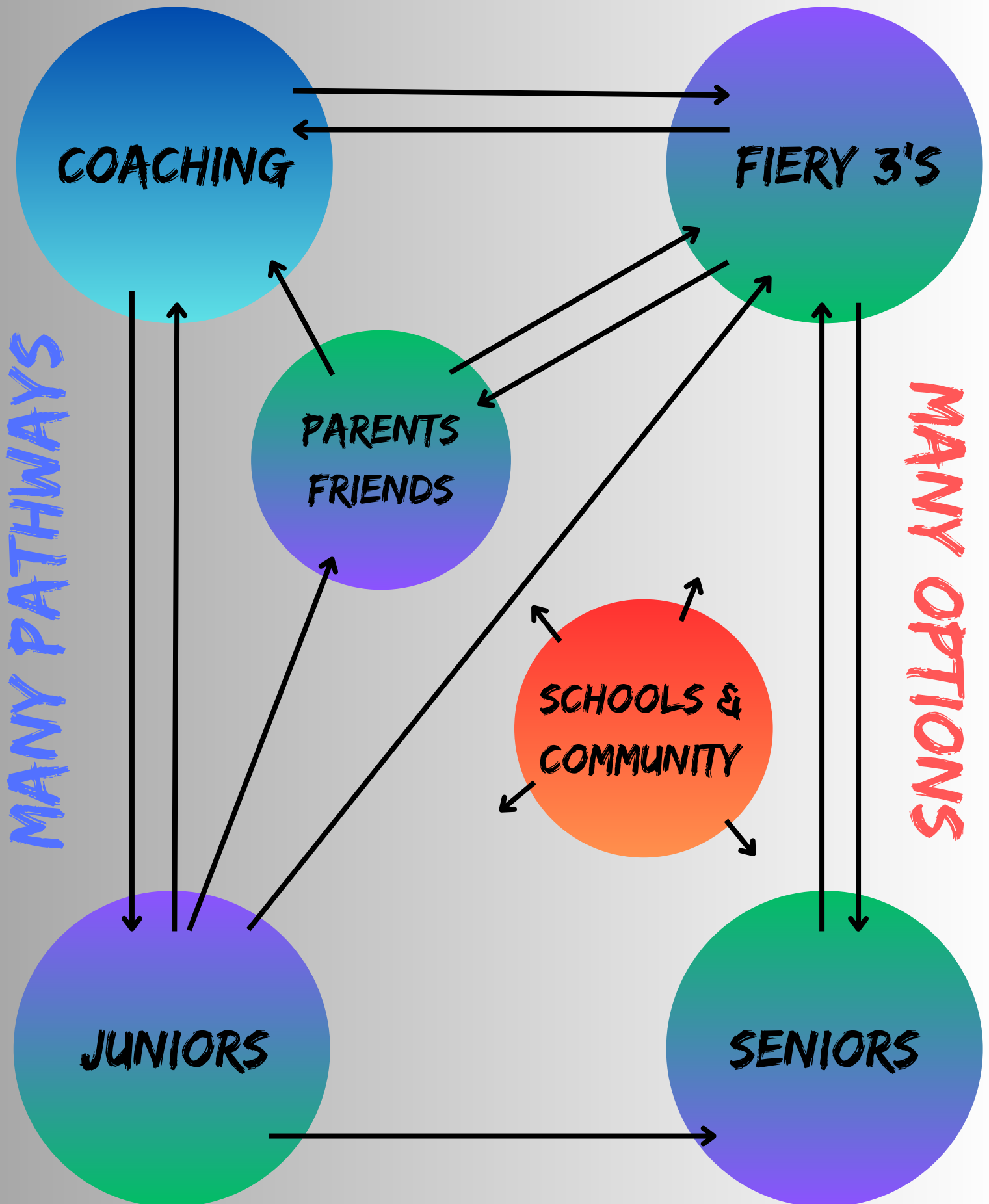


**CHALLENGE THE NORM**



# SET 3

## Growth, Development and Retention



# COACHING

Matt and Rachel Owens have done an outstanding job in operating The Matt Owens Tennis School and we are proud to have them as club coaches at The Dragons.

## THE GOAL

- deliver a full coaching program from ages of five to adult
- provide a safe and inclusive environment
- provide opportunities for assistant coaches
- continued development of players
- providing pathways to juniors
- providing pathways to Fiery 3's/Senior competition for adult students
- partnering with local schools

## OBSTACLES

- the redevelopment
- limitations on court space
- finding suitable assistant coaches
- weather implications

## STRATEGY

- work in with St Monica's Netball Club to utilise courts during winter 2023
- attempt to source alternative courts for 2024 (April to August)
- communicate throughout redevelopment with families on the progress of the redevelopment
- campaign, reach out and relaunch for summer 2024/25
- utilise club Facebook and website to assist in the promotion of Matt Owens Tennis School
- supplying 8 week terms with make up lessons scheduled in the final two weeks of a school term where possible
- continue to work with local schools, promote The Dragons



# JUNIORS

Our juniors are our now and our future and we look forward to seeing them develop their skills in a competitive and fun environment.

## THE GOAL

- deliver a well organised and professional junior competition
- encourage a high level of participation from our local community and coaching groups
- have clear pathways for juniors including orange, green and yellow ball competition options
- promote and maximise participation of the Hotshots junior tennis program
- instil a sense of club pride
- welcome advanced juniors into senior teams for further development
- retain and maintain maximum numbers for the court space we have

## OBSTACLES

- the redevelopment
- court allocations
- keeping juniors interested to transition into seniors
- "bigger" clubs
- ensuring enough volunteers as team managers and supervisors

## STRATEGY

- promote the move to Laurie Knight this summer as an opportunity to be all under the one "roof"
- work with PAEC in relation to junior hubs for winter 2024
- continue to offer competitive and affordable fees
- promote that we offer a full range of tennis options and pathways through direct email, website and social media
- reach out to families to assist where they can with our junior teams
- subsidised uniform offers
- junior/senior events and tournaments, be one club



# FIERY 3'S

A social competition like no other, Fiery 3's is unique, fun and highly competitive and has been embraced by many. A three time finalist in the TSA Awards and winner of Most Outstanding Competition 2022. Fiery 3's is a must have competition at The Dragons TC.

## THE GOAL

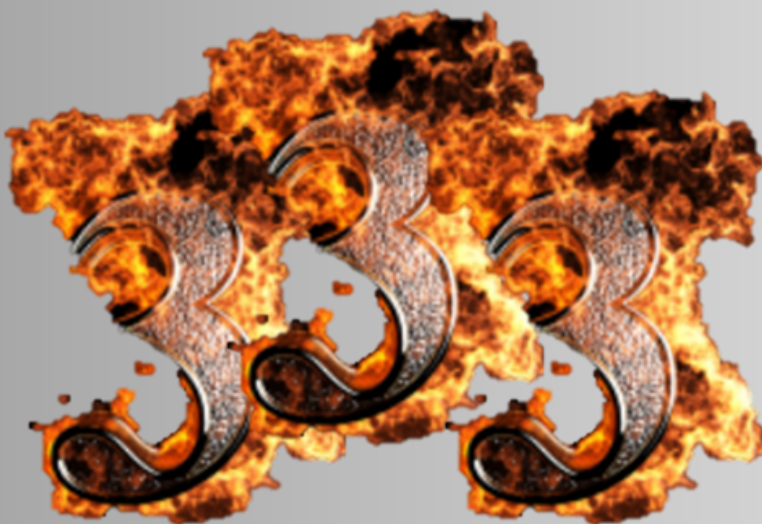
- to deliver a unique concept that is not only highly competitive but fun for all levels from beginner to advanced
- continue to evolve the competition keeping interest levels and participation at maximum
- nominate and reach TSA Awards finals for Most Outstanding Competition
- secure a Fiery 3's sponsor (post redevelopment)
- have seasons planned 12 months in advance
- inter-club tournaments

## OBSTACLES

- the redevelopment
- weather implications
- requirement for fill-ins
- scheduling issues, working around holidays/Melbourne Cup

## STRATEGY

- secure lease arrangements for Laurie Knight Reserve from late August 2023
- host an Open Night with Fiery 3's exhibition matches on display and a come and try on 22nd August 2023
- use downtime through mid June to late July to plan themes and dates for upcoming seasons
- involve several member volunteers to assist with planning
- actively seek sponsorship through our sponsorship committee (being formed prior to completion of redevelopment)
- be mindful in planning of significant dates such as public holidays, Melbourne Cup
- utilise members with a bye as fill ins
- continue discussions with other local clubs regarding inter-club activities
- ongoing come and try/community open nights



# SENIORS

With pathways in place it all leads to our pinnacle competition, Saturday afternoon seniors. With an emphasis on commitment, hard work and enjoyment, we want to see our Dragons at their best.

## THE GOAL

- provide opportunities for competitive play at all levels
- increase participation and maintain minimum of 8 senior teams in summer and 6 senior teams in winter
- keep member fees affordable
- secure future hubs for secondary venues
- introduce a mid week ladies team by 2026

## OBSTACLES

- the redevelopment
- retaining players
- lack of court space

## STRATEGY

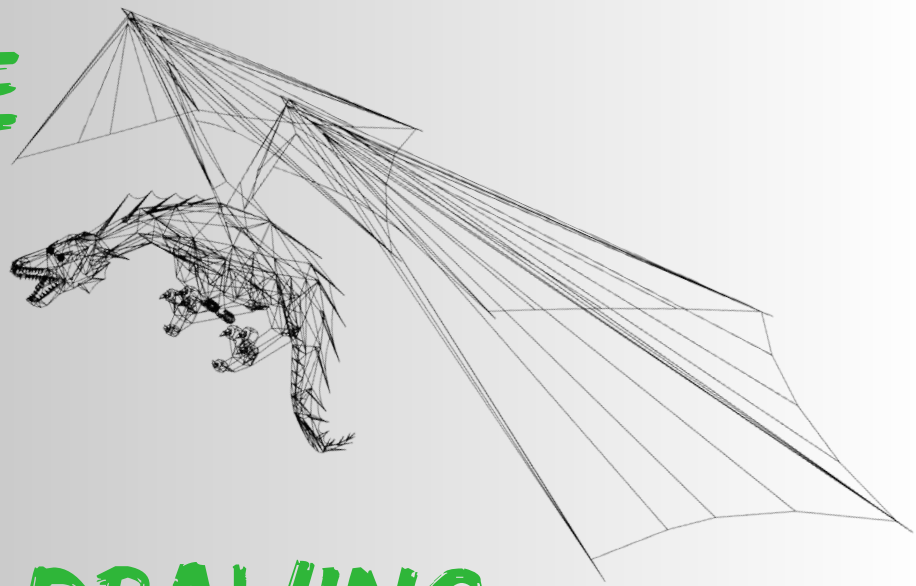
- secure lease arrangements for Laurie Knight Reserve from late August 2023
- like with juniors promote the move to Laurie Knight this summer as an opportunity to be all under the one "roof"
- encourage and promote play in all formats including singles, doubles and mixed competitions
- introduce juniors into senior teams so they can be mentored
- direct contact with members and heavy promotion for new members for the upcoming open/registration night
- utilise social hitting apps/sites to reach out to potential new members
- reintroducing split times at new HQ to give members maximised usage of new facility
- periodical checking of fees at nearby clubs and ensure we are affordable
- off court entertainment nights to engage members, open community nights (quiz nights, 8 ball or table tennis fun nights)



SET 4

# BRANDING & MARKETING

BACK TO THE



DRAWING

BOARD

# THE BRAND

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Our brand is what defines us and the Greenacres Tennis Club over the past 5 years has successfully transformed into The Dragons. We look to strengthen our brand and what it represents as part of our future plan.

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## THE GOAL

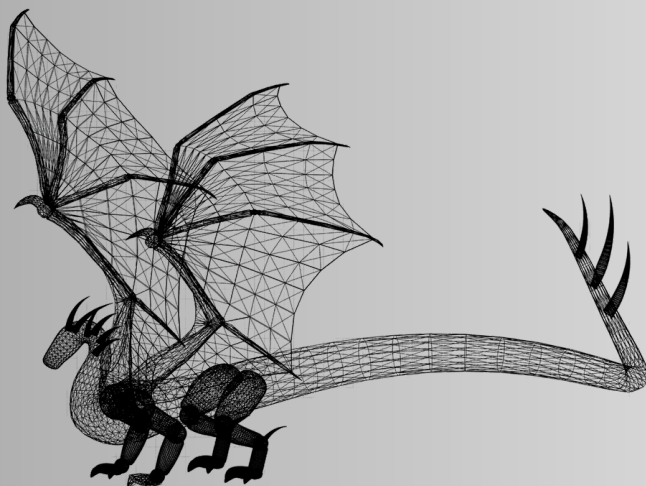
- strengthen the Dragon brand and what it represents
- to have proud and committed Dragon members and volunteers
- release new merchandise
- platinum sponsorship
- finalist/winner of TSA Award categories: Most Outstanding Club, Most Outstanding Competition

## OBSTACLES

- meeting all criteria for TSA Award categories
- maintaining volunteer interest
- keeping members happy and entertained

## STRATEGY

- promote digitally and by word of mouth what being a Dragon represents, The Dragons represent a strong unified culture, inclusive and diverse in nature encouraging competitive fun through tennis
- secure lease arrangements with PAEC for HQ and seasonal summer lease at Laurie Knight Reserve
- with new uniforms already released, introduce further merchandise such as drink bottles and personalised uniform options
- continue with sponsorship talks and look to secure platinum sponsors through sponsorship committee
- gain brand strength with strong nominations for TSA Awards showcasing our achievements
- work with TSA to ensure we are meeting all requirements for award nominations



# ~~MARKET ENTER THE DRAGON~~

With the immense amount of hard work that has gone into defining The Dragons, the new HQ coupled with our unique club offerings will make us very marketable over the next 3 years and beyond.

## THE GOAL

- new logo / new signage
- continue the roll out of newly designed uniforms with a view to have all members in uniform for Saturday competition
- general sponsorship
- redesigned website and social media

## OBSTACLES

- restrictions on signage displays
- gaining sponsorship
- costs involved in marketing
- time/volunteers
- encouraging all members to be in uniform for Saturday competition

## STRATEGY

- redesign our logo through a local tattoo artist/artist and have a unique edgy design
- discuss with PAEC signage regulations and put in place new signage on completion of redevelopment
- offer flash sales on uniforms leading into season
- subsidise uniform pricing with grant money to get all members owning a uniform
- use analytical data from Wix and Google to gain sponsorship, show our strong traffic rates and what exposure a sponsor would receive
- rework website with new imagery to align with new branding, logo, fonts and animations
- revisit sponsorship tiers previously presented to committee and promote near completion of new HQ





SET 5

# FINANCIAL SUSTAINABILITY



*"We got bills, we gotta pay!"*  
*LunchMoney Lewis*



# FINANCE THE DRAGON

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Anticipating the redevelopment prior to Covid delays, we have managed to keep funds in reserve to give us a head start on the new HQ. We look forward to setting up our new home, having something for all our members to be proud of.

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## THE GOAL

- invest in new club room fit out (chairs, tables, pool table/ table tennis, TV as examples)
- keep member fees at a competitive rate compared with other clubs
- gain sponsorship
- win grants/funding
- invest in new nets
- have leases in place for Dragon HQ and Laurie Knight Reserve
- increase canteen/bar sales

## OBSTACLES

- member retention and gaining new members
- grant and funding applications
- rising costs

## STRATEGY

- keep membership high and fees low to cover costs of running the club, keeping money in reserve to invest in new HQ
- research member fees at local clubs periodically/seasonally to ensure we are competitive
- communicate with potential sponsors leading into completion of new HQ
- advertise for sponsors through socials, website, alternative apps
- keep members engaged on and off the court with new facility
- appropriate leases in place with PAEC and budget around known charges
- continually look for grant and funding opportunities and apply with supporting documentation and endorsements
- dedicated canteen/bar manager for tighter stock control and sales
- buying consumable stock at best possible prices, take advantage of sale items



# THE DRAGONS TC...



**WE WILL DELIVER!**