

Marketing Communications Committee
Minutes for 2011

CCMA Marketing Committee
Meeting Notes - Feb. 8, 2011
Internal Meeting

Decision was made to postpone joint meeting due to recent events related to Chapter 11 and a pending decision from the CCMA Board related to positions on deeply discounted promotions.

Attending: John Bittenbring, Al Davis, Carmen Kleiser, Jim Henry, Barry Golliday

Chapter 11 Update

- Discussed recent activity and rulings related to the Chapter 11 process.
- Discussed recent communications from club management, creditors committee and CCMA. Opinion of the committee was that communications from both the creditors committee and the CCMA have been timely and informative, while communications from management have lacked credibility and at times been incendiary.
- Discussed recent difficulty in utilizing FCCC email distribution capability, and concerns about non-resident members being kept informed if LGA and MGA lists are our primary means to communicate. Suggest that a message be prepared encouraging resident members to share communications when they know of non-resident members, but not circulated until/unless we truly lose access to FCCC systems.
- Briefly discussed CCMA position related to both current management and Prudential.

Promotions Update

- Reviewed the recent Groupon.com offer and discussed what could have been done better. Awaiting CCMA BOD final position on deeply discounted promotions.
- Players Card offering - Club intends to roll this out for the spring season, apparently with some minor changes to the version we last saw in the fall. Have asked Steve Drybus to provide a copy for review prior to the CCMA BOD meeting.

Membership Levels

- The committee has concern about recent membership numbers which indicate either a greatly increased rate in the number of resignations or a shift in membership categories (it is hard to know which based on the nature of the data available). Much of the concern is related to inquiring on a regular basis as to membership status, and never being given any indication of either increased resignation levels or shifts. Will try to meet with Steve Drybus to better understand.

FCCC Business Model Update

- Barry Golliday provided an update on efforts to work with management in the development of a true business plan to improve the financial viability of the club. He stated at this point things are on hold pending the submission and review of the re-organization plan required by the court.

Next Steps

-Briefly discussed marketing committee next steps related to outcomes from the Chapter 11 process. There was general agreement that should current management succeed in the development and acceptance of a re-organization plan they will require assistance in creating a communications/PR plan to reassure the membership of the value and their ability to succeed going forward.

**CCMA/FCCC MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY MARCH 1, 2011**

Attending: Steve Drybus, Gary Huneycutt, Melissa Blaine, Al Davis, Barry Golliday, Carmen Kleiser, Jim Henry, John Bittenbring

Membership Status - Discussed current membership levels and impact of Chapter 11 situation. Steve shared that current membership levels are 598 in town and 287 out of town. The rate of resignations is slightly higher than the average of the past few years, which is attributed primarily to those members who were offered the opportunity to re-join, avoiding monthly dues by having the amount deducted from what they were owed on their refundable initiation fees. It also seems that resignations of out of town members is greater than that of in town.

Also briefly discussed ideas for continuing to add members in light of the Chapter 11. Steve informed us that they have had several new members join with initiation fees held in escrow pending the resolution, and have another 8-9 members on a trial type program pending resolution.

Players Card - Reviewed the revised Players Card proposed structure of an eight month structure with unlimited play and use of practice facilities for a one time fee of \$2,000. Restrictions would include no play on the members course, no tee times before 2PM Monday through Friday or before 10AM Saturday and Sunday. The committee expressed their general support of the program, especially in light of the level of commitment involved versus other deep discount programs that have been offered, although we did question the timing given the continuing uncertainty of the Chapter 11 status. It was noted that if/when they move forward with the program it would be advertised in several local papers.

Other Marketing - Steve & Gary shared that public greens fees have been raised for the 2011 season in an effort to protect member value. They also noted that they are pursuing several other programs which they believe will bring more play/revenue to FCCC. These include a relationship with GolfNow.com, which is advertised frequently on such outlets as the Golf Channel, and a more aggressive relationship with Williamsburg Areas Golf Assoc. (WAGA) which they feel will generate significant activity.

Increasing Non-Member Awareness - Discussed ideas for increasing awareness among non-member Ford's Colony residents of activities available to them at the club, such as special dining nights at Harry's or events that could be opened to non-members as a result of low member participation. Ideas included adding a monthly events section to fliers sent out with the Talk of the Colony or possibly an information line targeted more to non-members. We also briefly discussed special events targeted at a wider audience.

CCMA Marketing Committee/Affiniti Golf
Joint Meeting Notes
May 10, 2011

In Attendance: Doug Meredith, GM, Megan Stuckey, Marketing Director, John Bittenbring, Carmen Kleiser, Gary Krull, Jim Henry, Al Davis, Tom Lamb

-Review of past Marketing Committee activities, including:

*Membership campaigns - formats, results, areas for improvement

*Social Event/Dining Attendance Protocol - review of background, development and implementation.

*Member communications and event promotions - review of changes and enhancements designed to increase member awareness of club activities and upcoming events.

*Member surveys - discussion of the process and outcomes.

-Discussion of areas for improvement not addressed by previous management:

*Improved information systems that would allow for better data capture to assist in understanding both member and non member activity levels, trends, etc which could then be used in the development of more attractive programs, merchandise selection, etc.

*Creation of both a multi year business plan and a member value proposition to better guide operations of the club, and protect member value.

*Simplification of membership plans, reducing the overall number of plans and ensuring balance between amenities/privileges provided and the dues structure.

*The establishment of a well-defined policy/plan related to outside events and promotional pricing for public play, specifically focused on the impact to members.

-Discussion of Affiniti's immediate marketing plans.

*Competitive analysis of other clubs in the area in relation to their banquet and special events offerings.

*Advertising campaign utilizing both local media and social networking services.

-Discussion of how we work together going forward. It was determined that there should be flexibility initially allowing for Affiniti to seek the committee's review/input on advertising, new programs, membership campaigns, etc on an as needed basis versus regularly scheduled meetings during the transition process.

FCCC/CCMA MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY AUGUST 9, 2011

Present - Doug Meredith, Gary Huneycutt, Melissa Blaine, Gary Krull, Al Davis, Jim Henry, John Bittenbring

Update on the status of membership transitions and new member campaign:

- Approx 1000 letters were sent out to members of the club.
- Communications have taken place with almost all members on the roll's prior to the transition, with generally very positive response.
- Approx 800 members have remained under the new ownership.
- Have welcomed 20 new members and 13 returning members since the transition.
- Overall revenue is up with a good mix of membership types.

Update and discussion of communications:

- Significant effort is being made to establishing a consistent style pattern for all communications (colors, logo's, font, etc).
- The new monthly news letter has been well received in general, but with some concerns related to the format when read online. The hardcopy version is very attractive and copies will be available in the clubhouse.
- Some concern noted regarding the timeliness of communications. Doug noted that this was due to challenges in collecting information from the various departments, and is looking to address this with the hiring of a local coordinator.

Update and discussion of marketing plans:

- Doug shared drafts of an ad campaign targeted for local publications in the fall. The committee stressed that these should be of reasonable size (¼ page or more) and run on multiple occasions to maximize awareness.
- The beginner and junior golf programs have been very successful and will be continued, with the intent of leveraging them to grow membership.
- The committee suggested that referral programs be considered as part of the membership campaign, targeted both at current members and the realtor community. Also suggested that a series of lunches be held for local realtors to present the new FCCC and membership options available to new residents of the Williamsburg community.

-Doug shared that the new coordinator referenced above would be starting Sept 1st, and would work closely with local staff as well as the Affiniti marketing team in Atlanta.

Next meeting of the committee is Tuesday September 6th.

FCCC/CCMA MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY SEPTEMBER 6TH, 2011

Present - Doug Meredith, Gary Huneycutt, Melissa Blaine, Megan Stuckey, Steve Willy, Erin Melikian, Tom Lamb, Carmen Kleiser, Barry Golliday, John Bittenbring

-Membership Update

-The club has gained five memberships since our August meeting, primarily returning members in social and associate golf categories.

-The TOC and targeted mailings will be used to remind resigned members of incentives to re-join the club before they expire at the end of the year.

-Referral programs are being considered, but would not be implemented until after the new year.

-Follow up discussion on realtor outreach to further grow membership. Doug reported that meetings have been held with local realtors to update them on the status of the club. There is also activity working with both 1st Choice and the FC HOA to make the club a focal point of upcoming Parade of Homes.

-Recognition of new members. New member packages are being completed and plans made for a new member event that could include overviews of club activities and amenities as well as events to enhance the fun.

-Marketing Update

-Erin Melikian was introduced as the new local coordinator for communications and marketing who will work closely with the staff in Atlanta.

-Communications schedule - the intent is to send food and dining announcements on Mondays, the social activities update on Tuesdays and the golf activities update on Wednesdays. The newsletter will be sent at the end of each month.

-Advertising has begun in the Daily Press, with the Gazette to follow. Will also be running a half page ad in Williamsburg Neighbor.

-Megan shared copies of new pieces that are being put together for the Marriott to better inform guests of golf and dining amenities, as well as a new wedding package to better position the club.

Next meeting is Tuesday October 4th at 3PM.

FCCC/CCMA MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY OCTOBER 4, 2011

Present - Doug Meredith, Gary Huneycutt, Melissa Blaine, Erin Melikian, Barry Golliday, Al Davis, John Bittenbring

-Membership Update

-The club has gained four memberships since our September meeting, 3 Social and 1 Associate.

-A direct mailing was sent to residents of Governor's Land, Windsor Forest and Greensprings.

-One last push will be made to attract resigned members before the special offer expires at the end of the year.

-New member reception being planned for Nov. 3rd. Looking to have representation from each of the CCMA Committee's as well as the LGA, LGA 9 and MGA.

-Marketing Update

-Advertising has begun in the Gazette and will continue for several more weeks.

-Business profile of FCCC and the new management appeared in the Sept 28th Gazette

Working with FC HOA

-The Ford's Colony 25th Anniversary Gala will take place May 5th at the club.

-Working closely with HOA and local realtors on a spring parade of homes with the club as a focal point of activities.

-Discussed working with Colony Kids to identify activities that would attract younger families to the club.

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Next meeting is Tuesday November 1st. Will consider change of time due to possible conflicts FC Bowling League.

FCCC/CCMA MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY NOVEMBER 1, 2011

Present - Doug Meredith, Gary Huneycutt, Melissa Blaine, Erin Melikian, Gary Krull, Jim Henry, Carmen Kleiser, John Bittenbring

-Membership Update

-The club has gained five new memberships since our October meeting, 1 Social, 1 Full Golf, 1 Senior-75, 1 Senior-85 and 1 Non Resident Golf.

-A letter was being sent to all resigned members reminding them of the special opportunity to return for only a \$500 administrative fee prior to Dec. 1, 2011. After that they would be subject to the then current initiation fee.

-Discussed thoughts/plans for future/spring membership efforts.

-Print advertising will resume in the spring.

-Looking to establish member referral program/incentives.

-Monitor all lot/homes sales, as well as all new construction starts within FC to initiate early contact with new residents.

-Create material to be included in "Move In" packages that could include information about the club, dining coupons, golf lesson coupon, etc.

-Discussed the creation of a more comprehensive Junior Golf program to attract young families to the club.

-Discussed ideas targeted at attracting faculty members and graduate or Law School students from William & Mary.

Next regularly scheduled meeting would be Tuesday December 6th, but may be changed based on the status of the GM.

FCCC/CCMA MARKETING COMMITTEE
JOINT MEETING NOTES
TUESDAY DECEMBER 13, 2011

Present - Bruce Szafran , Megan Stuckey, Gary Huneycutt, Melissa Blaine, Erin Melikian, Gary Krull, Jim Henry, Carmen Kleiser, Al Davis, Barry Golliday, John Bittenbring

-Introduction of Bruce Szafran as new General Manager.

-Membership Update

-The club has gained five new memberships since our November meeting, 4 Social (returning members), 1 Associate..

-Effectiveness of the resigned member outreach effort was 21 former members have returned. 17 Social, 3 Associate and 1 Full Golf. Discussed possibly extending the deadline until mid to late February, with further communication (letter, phone contact).

-Year end resignations. During November and early December 17 resignations have been received. Primary reason is lack of use, with some also attributed to final fallout from the clean-up of membership plans.

-Advertising plans for 2012. Limited targeted seasonal ads will be used during the winter, with the renewal of the primary ad campaign to re-start in March for the spring season.

-Publicizing of Social Events - Some concern had been expressed regarding the lack of posters, table tents, etc to publicize social events. Affiniti now has the templates that were used previously and Erin Melikian will manage the production going forward..

-Working with the FCHOA. Club management has been working with the HOA in several areas to both improve relationships with the community and increase exposure of the club, hopefully leading to increased membership. The two primary efforts are working closely with the Colony Kids group to identify activities targeted at younger families such as holiday events (Santa Brunch), movie nights, etc, and a spring Parade of Homes coordinated with outside realtors (Long & Foster, Prudential, William E Wood, Liz Moore, etc) using the club as the focal point for activities.

-Sale of FCCC-Member impact. It was determined that it is too early to predict the potential impact of having the club officially listed for sale. However the committee felt that communication with the membership throughout this process is an important as it was during the Chapter 11 process.