

BUSINESS PLAN

Naval Association of Australia, Victoria Section
36 Barretts Road, Langwarrin South. Victoria, 3911

4 August 2022

Executive Summary

The Ownership

The company will be structured as a:

A Federation of States and Territories across Australia of which the Victorian Section belongs.

The Management

The Section is managed by an Executive group with the Chair responsible to the Annual General Meeting for the running of the Executive.

The Goals and Objectives

Our vision is to deliver an optimistic environment, to Victorian Naval Association members and partners, through unwavering support; to inspire current and future Sub-section members through positive change that enriches and contributes to member's prosperity.

Goals. Communicate well and often at every level. Improve mandatory reporting to State and Federal agencies. Embed Commemoration across NAA Victoria. Improve Esprit de Corps. Encourage Advocacy. Improve recognition for NAA achievements via the White Ensign Magazine.

The Product

Care and support, opportunities for camaraderie, Commemoration services, Community Engagement and Australian Navy Cadets.

The Target Market

Australian veterans.

Pricing Strategy

Membership for annual subscriptions is determined annually by the Naval Association of Australia National Council.

The Competitors

Existing Ex-service providers such as the Returned Services League, Soldier On both well established in the public domain with a strong member base.

Capital Requirements

An annual operating budget of \$15 000 is required.

Business Plan - Naval Association of Australia, Victoria Section

The Company

Business Sector

The owners would like to start a business in the following industry:
Ex-military service.

Company Goals and Objectives

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Company Ownership Structure

The company will be structured as a:
A Federation of States and Territories across Australia of which the Victorian Section belongs.

Ownership Background

Victorian Section (owner):
Limited.

Company Management Structure

The Section is managed by an Executive group with the Chair responsible to the Annual General Meeting for the running of the Executive.

Organizational Timeline

within 12 months.

Company Assets

Assets are cash and cash investments with a limited amount of physical assets.

The Product

The Product

Care and support, opportunities for camaraderie, Commemoration services, Community Engagement and Australian Navy Cadets.

Marketing Plan

The Target Market

Australian veterans.

Established Customers

Australian ex-Navy veterans.

Pricing

Membership for annual subscriptions is determined annually by the Naval Association of Australia National Council.

Advertising

Advertising for new members is limited to word of mouth from existing and former Australian Navy members and partners.

Competitor Analysis

The Competitors

Existing Ex-service providers such as the Returned Services League, Soldier On both well established in the public domain with a strong member base.

SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats)

Strengths

Weaknesses

Staff, Skills, Training

Staff: No full-time staff are employed by the NAA. All positions in the executive structure of the

NAA at National, Section and Sub Section levels are all filled by volunteers.

Skills: The NAA relies on the skills that members have gained from being self-taught or training provided by other sources such as training provided by past employers.

Training: No training provided. Some Sub-sections attempt to run very basic Excel and Word courses for interested members. Funding usually provided by a grant for these courses

Procedures & Practices: Procedures are not well documented and, in many cases, members working for the NAA use their own initiative and any knowledge that is passed on to them by other members or that gained from previous roles outside of NAA.

Practices are thought to be inconsistent across the Victorian Sub-sections.

Strategy & Planning: There is limited strategic focus on key areas of the NAA, mainly due to the workload on members and the absence of a consistent strategic planning agenda or methodology.

Planning is generally short term and focused on the budget and financial performance.

Members, Services, Recruitment: There is no broad recruitment plan or process to review performance and address areas of concern. As with many similar associations that rely on previous military or organisation participation, membership can decline over time unless younger members are recruited regularly. Therein lies the key problem.

Potential younger members often have multiple options to join associations and clubs and their choices will usually reflect the time they have for participation, their family and other important responsibilities, the perceived and real value from possible membership, and the quality of the marketing by the associations and clubs. Word of mouth communication can be a significant driver of choice.

The marketing channels for new membership that NAA can use effectively are limited by budget constraints, administration skills and available time as well as the absence of any detailed analysis and understanding of the of the target demographics. Effective marketing for an association requires a thorough understanding of its current and future services, the perceived value of those services, the competition for members, the expectation of members, and the quality of the comradery that is provided through membership. Being a member of NAA should feel like being a member of a large crew where the mission is to make sure every person is valued, supported and able to contribute to the NAA and the Community.

Communication: The flow of information is mainly in the form of emails from the National Secretary to State Section Secretaries who disseminate the emails to the Sub-section Secretaries.

Sub-section secretaries then forward the emails to those members who have provided an email address.

Business Plan: A sound business plan for NAA will clearly identify the key outcomes that are agreed to, the strategies to achieve them and, most importantly, ensure that the resources are provided to reach the objectives. Having Key Performance Indicators (KPI's) is critical and setting realistic targets to achieve the outcomes with regular reporting of progress.

Opportunities

Performance, Reporting & Review: Current reporting is generally satisfactory with adequate recording of events, activities and financial transactions. There is very limited reporting of achievement against agreed targets for major objectives such as membership sustainability and growth, member services, member satisfaction, financial viability, marketing, communications and liaison with government and relevant organisations.

Threats

The NAA has many risks with negative consequences. The financial consequences have not been quantified.

High Risk Factors: Victoria Section ceases to function within a few years due to:

- Inadequate planning, vision and leadership
- Inadequate funding to support operations
- Inability to attract volunteers to fill key roles
- Membership declines significantly due to age, dispirited socialisation, reduced member participation and the inability to recruit sufficient new members.

Medium Risk Factors– Victorian Section functions at current level with the perception of increasing dissatisfaction due to:

- Reducing participation by existing members
- Member services and delivery integration decline
- Relationships deteriorate including with ESO's
- Processes continue to be inconsistent and labour intensive
- Member communication declines
- Grants application success declines
- Position roles not clearly defined or not being correctly performed
- IT systems and data management do not have consistent experienced support
- NAA image devalues due to poor marketing
- Office accommodation is inadequate
- Volunteer skill levels are inadequate with reduced individual performance
- Failing to support cadets

Low Risk Factors – Victorian Section functions effectively with limited negative impacts due to:

- Research capability reduces
- Meetings are not all necessary or fully productive
- Failing to set and meet targets.

Operations

Operational Facilities

The Victorian Section is headquartered at the Frankston Naval Memorial Club with ,limited IT and cash resources.

Staffing

The Section is manned by eight volunteers delivering against individual roles and responsibilities.

Suppliers

An off shore fabricator producing Association badges.

Capital Requirements Plan

Capital Requirements

An annual operating budget of \$15 000 is required.