



# **The united Kenya club**



## **STRATEGIC PLAN**

# **2024 TO 2028**

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## FORWARD BY THE CHAIRMAN



For many years since 2018, The Club has charted very turbulent times through a reactive kind of approach to governance and managerial issues. This previous season was uncertain considering the COVID-19 pandemic which disrupted the entire business environment. However, the resilience of The United Kenya Club realised due to the love of the Club by over 700 members enabled The Club to be in operation today. The current Board of Directors for the year 2022/2023 took a proactive step and agreed on a future blueprint to ensure the

Club's growth and sustainability in order to respond to the growing needs of members and to react to the demands of the global business community.

A strategic plan is an important instrument in any establishment as it steers an organization toward development and good governance. This Strategic plan shall keep the Club on track over time, and allow the Board and Management to respond to change while remaining focused to the mission and vision. The opportunity to step back and scrutinize, evaluate, consider and question our activities is crucial, and not afforded by the daily pace of the Club. As a Club that represents the diverse interests of members, it is important to have a plan that guides the Board and Management towards successful set of processes agreed by all stake holders for a period of at least three years. This plan covers a period of five years but with a major evaluation plan on its impact in the third year. I am happy to note that the process was highly consultative, inclusive and extensive since this process began early in 2023 by a survey which gave the Board a feeling of what the members' needs. The three strategic pillars on Membership, Governance, Leadership and Management together with Business and Product Development, gives this strategic plan a compelling reason for consideration and implementation beyond the current Board of Directors.

I would like to thank the Strategic Planning Committee Members Chaired by Mr. Job Makanga OGW; Club Hon. Treasurer, together with Mr. Noah Onsomu (First vice chairman), Mr. Dixon Karani (Chairman, membership and governance committee) Mr Felix Okatch OGW (Chairman human resources), Dr. Grace Kiringa (Chairlady Hospitality), Mr. Patrick Kigen (Chairman, development and environment) and Dr. Nathan Mugambi; The Club General Manager and secretary to the Board. Further, the steering committee subjected the document to the full board of directors who scrutinised and questioned every proposed strategy for adoption.

The secondary review team consisted of other board members Namely Mrs Sarah Karingi (Second Vice Chairman), Mr. Anthony Waithaka (Chairman Audit Committee), Dr Jennifer Kilonzo, and Dr. John Magambo.

I also wish to appreciate every staff of The UKC for their commitment to this planning process, their patience and fortitude in seeing it through to the end.

I urge Members and all stakeholders of the Club through to adopt and support this strategic plan for implementation and give timely feedback in order to have a dynamic space for unity and diversity at The United Kenya Club.

Prof. Julius M. Mwabora.

Club Chairman.

## **STRATEGIC PLAN 2024- 2028 STEERING COMMITTEE CHAIRMAN.**



My involvement with the Club's governance and management affairs would not be satisfying without presenting a strategic plan for to the entire Board, Management and the Club members at a large. I wish to thank the Chairman of the Club for trusting me with this process and my team of all committee Chairpersons whose concerted efforts enabled compilation of this 5-year plan.

Sandwiched between two critical roles of an Honorary Treasurer and the strategic plan steering committee Chairperson, I feel equally sandwiched between the present and the future responsibilities. The present has and is challenging due to the effect of the past and current financial challenges which almost collapsed the Club due to many financial liabilities facing the Club. The future is demanding that the Club continues to be of service to a growing list of honorable active members whose demands keep on growing for a contemporary discerning customer. A strategic plan therefore became an inevitable responsibility that will help bridge the past to the future. I am confident that this tool will perpetuate good governance, good management and bring visible growth towards a vibrant, global private members club in Kenya.

My committee was keen of getting all stakeholders views including general membership, Life membership, staff and the partners especially the immediate neighboring institutions. The team was also keen to adopt Specific, measurable, realistic and time bound objectives which the evaluation criteria will allow for flexibility and fit the prevailing conditions in the social, economic and political environments. The three pillars on Membership, Governance Leadership and Management together with Business and Product Development, will definitely be key in realizing the Club's vision. My call to my fellow members is to propose for Club membership and a good future to family and friends in order to realize numbers that will sustain the Club. In our analysis, we realized that the Club's growth may be lagging the digital economy and the contemporary society whose social needs are changing and whereas there is an opportunity in the same, it's a threat to extinction. However, this plan has strategies and resources towards winning the passion of the so-called digital community qualifying the plan for a futuristic masterpiece.

I wish to thank the Board of Directors, the management and all members who responded to our questionnaires, interviews and contributed their opinions candidly. This enabled us to have a simple task of aligning the wishes of the stakeholders to a reality of available and attainable resources and hence this five-year plan. I challenge the management to be proactive in implementing this plan in close consultation with other stakeholders for delivery of the plan. I urge my fellow members that we adopt and support the plan by fulfilling our agreed obligations as Honorable Members.

Mr. Job, B. Makanga (OGW)

Hon. Treasurer/ Chairman, strategic plan steering committee

December 2023



## THE CLUB GENERAL MANAGER



When I reported on duty in March 2023, I found myself in between a stone and a hard rock since i am used to follow a certain course of action with systematic processes. The United Kenya Club did not have any but I clearly remembered the words of the Chairman that we need to have a strategic plan by the end of September 2023. I was fully engaged by the Club Chairman in handling secretarial duties from the formation of the steering committee, analysis of customer survey and in planning many committee meetings that were held both in the Club and away in retreat itineraries. What was most exciting, is the effort that was demonstrated by my management team namely Mr. Omayo Benard, Mrs. Vascaline Nduku, Mrs. Nancy Nanjala and Mr. Richard Makato who worked tirelessly to put together all secretarial needs necessary to compilation of this plan. Their time keeping and initiatives demonstrated a potential team who are ready to see the plan to its successful end.

We have a very thorough document which took dedication and commitment in bringing it together for the sake of the Club. What is most important in this process of strategic planning is implementation. What i assure my Board and all members is that this will not be a desk document like it is with other documents in other institutions. I have been involved in proposing simple but effective strategies that i believe if well implemented, they will bring The United Kenya Club to a greater level of performance and influence. I call upon my colleagues to scrutinize and embrace the values herein for a successful delivery of this strategic plan.

Dr. Nathan Mugambi Mwamba . Ph.D

General Manager, Secretary, Board of Directors.

December 2023.

## 2024-2028 STRATEGIC PLANNING COMMITTEE MEMBERS



## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>AGM</b>	Annual General Meeting
<b>BSC</b>	Balanced Score Card
<b>CBD</b>	Central Business District
<b>BPR</b>	Business Process Re-engineering
<b>UKC</b>	United Kenya Club

## **DEFINITION OF TERMS IN THE STRATEGIC PLAN CONTEXT**

<b>Active Member</b>	A member who has demonstrated interest, use of club facilities, payment of all club annual subscriptions, various club levies, and bills consistently.
<b>Inactive member</b>	A member who has not paid his/her various Club levies, and bills and annual subscription fees for 3years and beyond
<b>Lapsed Member</b>	A member who has for one reason or the other has been inactive for more than 3years.
<b>Governance;</b>	The system of rules, practices and processes by which a company is directed and controlled.
<b>Leadership;</b>	The ability to bring out the best in others for the greater good of all.
<b>Management;</b>	this is how businesses organize and direct workflow, operations, and employees to meet company goals.
<b>Balanced Scorecard:</b>	It refers to a tool of performance management that maps an organization's strategic objectives into performance metrics in four perspectives namely; financial, customers, internal processes, and learning and growth (Kaplan, 2010).



# CHAPTER ONE

## INTRODUCTION

This document outlines The United Kenya Club's five years' strategic plan for the period starting in the year 2024 and ending in 2028. To help come up with proper revenue generating strategies and prevent ad hoc, Reactive and unjustified expenditure, The Board and Management of The United Kenya Club agreed on a guided revenue and expenditure strategies contained in this strategic plan. For sustainability and growth of The United Kenya Club, there has always been a need for a strategic plan to steer the Club towards market leadership in her niche. The key pillars to foster this growth are and not limited to, Membership, Governance, Leadership and Management; and Business and Product Development.

### **Vision**

*A dynamic space for unity and diversity*

### **Mission**

*To bring together people of common interest for networking, relaxation, socializing and discussing topical issues towards social economic development of a global citizen. We do this without any discrimination in Race, Gender, tribe, age, religion or one's political affiliation.*

### **Core Values**

1. **Consistency and Sustainability:** we shall at all times maintain our core values and continually improve the standards of our products and services. We shall not compromise the quality of our services and standards for expedient sake and strive at all times to keep The Club a going-concern. We shall implement this strategic plan and always improvise strategies to keep the UKC in operation and make the Club the leading Private Members Club in the City.
2. **Innovation:** We shall endeavor to keep up with the contemporary technological and socio-economic trends in the global sphere to continually give efficient and World class services to our Members/Guests. We shall adopt new ways of service delivery to the members and we are committed to business process re-engineering (BPR) in order to be effective and efficient.
3. **Flexibility and Team work:** We shall cohesively be dynamic and nimble enough to navigate the rapid changing Members/guests preferences and needs to improve their experience at the Club by giving personalized services rather than a one fits all. We shall work as a unit across all levels to achieve a common goal of making UKC the ultimate Club within the metropolitan.

4. **Community Service:** We shall adopt Corporate Social Responsibility strategies to holistically impact the community. We shall always empathize with our staff, members and the community at large and make it a norm to give back to the community in every suitable manner. This will uplift our corporate image and significantly attract a huge number of prospective members.
5. **Integrity and Professionalism;** we shall embrace transparency, honesty and openness at all times. In all services and transaction be it internal, external or interpersonal transactions we shall demonstrate and be guided by ethos, acceptable global standards towards and contemporary best practices in all our service delivery.

### **Seasonal slogan**

*Unity in diversity, bringing the world together in Kenya.*

### **Strategic goal**

To grow the Club towards sustainability, Growth and improved members experience.

### **STRATEGIC PILLARS**

This five-year strategic plan will be based on three thematic areas namely

1. **Membership**
2. **Governance, Leadership and Management**
3. **Business growth and Product development**

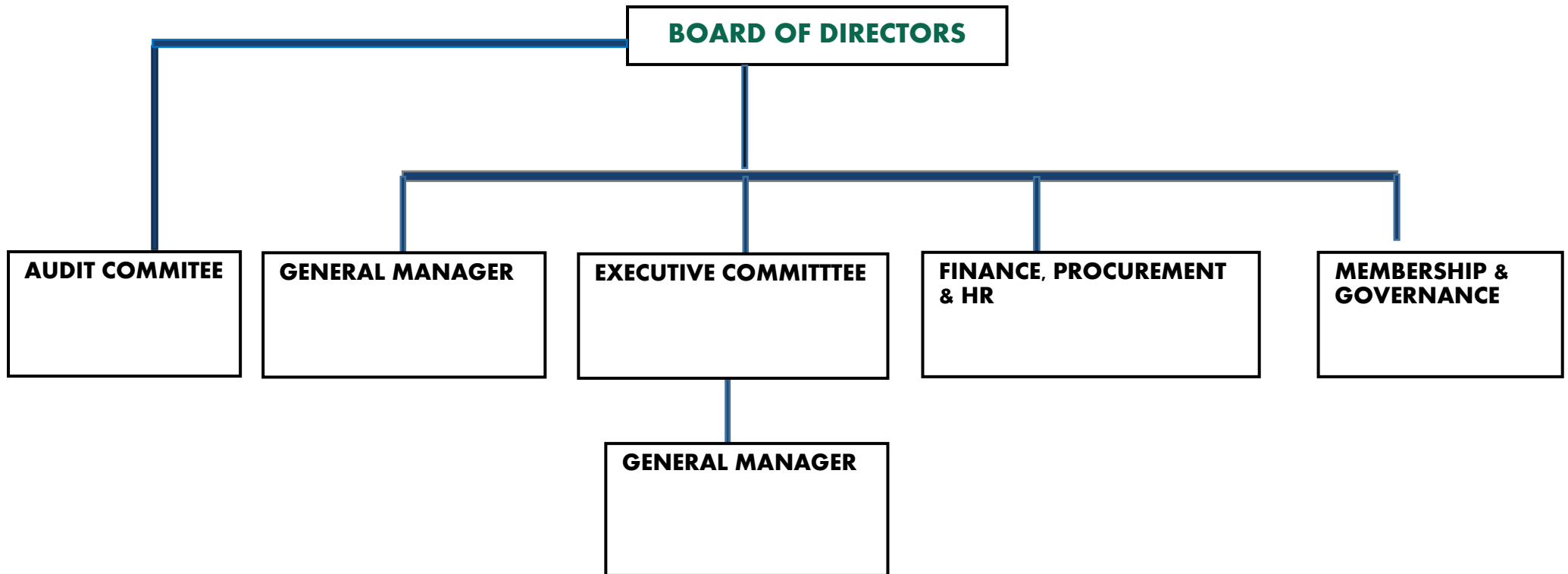
## **CHAPTER TWO**

### **ASSESSING THE UNITED KENYA CLUB**

#### **Club history**

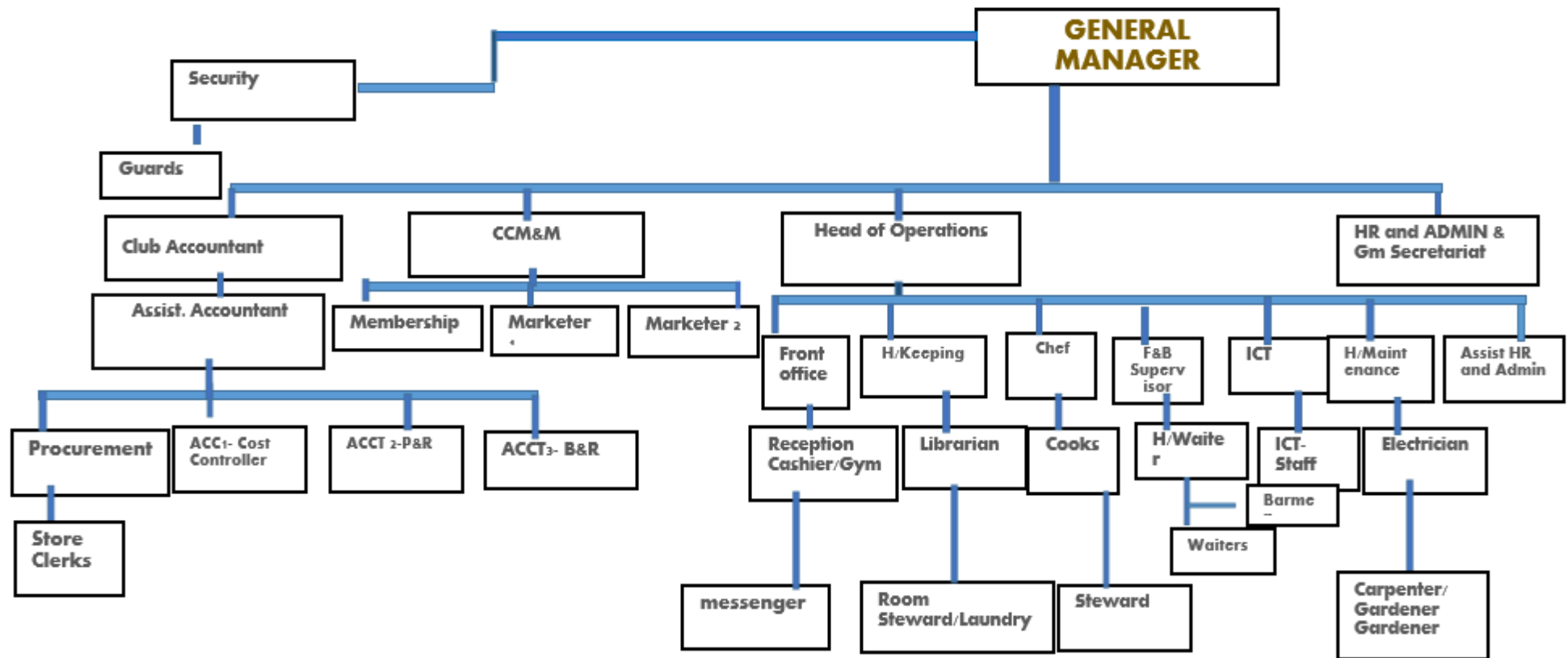
The UKC was established in the year 1946 as the first multi-racial and multicultural Members Club in Kenya's precolonial era by Tom Askwith and "others of goodwill" who had a greater vision of harmony among races. In an era where Africans were viewed as employees at best, and lowest in the social structure, the UKC created a space for equity among Europeans, Asians and Africans. The Club significantly reduced discrimination and social segregation and became a hub for social freedom. The founding of the Club was of equal representation in numbers, rights and leadership by all races. The rules of the Club advocated for rotational leadership among Europeans, Asians and Africans. The UKC ensured that Africans, Europeans and Asians found a way of living and working together in a highly mixed community that was full of systemic discrimination. The Club has to date held on to the principles of its foundation and continues to be a dynamic space for diversity.

## GOVERNANCE STRUCTURE





## MANAGEMENT STRUCTURE



## **SWOT ANALYSIS**

In making of this strategic plan, we have analyzed every strategic pillar towards deep understanding of strength, weaknesses, opportunities and threats which enabled the development of Specific, Measurable, Attainable, Realistic and Timely strategic objectives for every strategic pillar. To do this we adopted the SWOT (Strength, Weaknesses, Opportunities and Threats) framework tool complimented by PESTEL (Political, Economic, Social, Technological, Ecological and Legal) analysis tool of environmental scanning. The primary goal of using the SWOT analysis is to increase awareness of factors that go into making a business decision or establishing a business strategy. PESTEL enabled evaluation of specific factors that could impact on the Clubs business.

Every strategic pillar was subjected to the SWOT analysis which enabled deep understanding of each pillar and brought about in depth interrogation of every pillar in relation to PESTEL. Whereas the mentioned frameworks were heavily relied in influencing strategy, the persons steering this process borrowed a lot from history, case studies, real past and forecasted future especially in the republic of Kenya but with a glimpse of global perspectives.

## MEMBERSHIP

### Key Objectives;

1. **To increase membership by 200 members per year.**
2. **To increase active members from an average of 75% as at June 2023 to 90% in December 2028.**

### Strengths.

- **75% of active members;** The Club enjoys a 75% active membership, making our total number of active members to be 525 members. We will continue to come up with strategies to improve this patronage to at least 90% active membership by 2028.
- **Active and vibrant Membership and Governance committee:** the committee in charge of membership has continued to exercise their mandate through impartial balloting of prospective members to give the Club highly dignified and quality members.
- **Affordable membership and subscription fees:** The UKC remain to be the most affordable Members Club within the Nairobi metropolitan. Our favorable fees have attracted huge interest of membership. We shall continue to harness this advantage for the growth of the Club.
- **Increased patronage;** we have continued to enjoy increasing patronage from our current members to the Club services. This has increased our revenue and subsequent development of the Club. To realize this strategic plan, we shall endeavor to give our members desired experience and satisfaction at all times.
- **Equity and Equality [members have equal rights, privileges and responsibilities];** the UKC has continued to foster an open and liberal culture where each member has inalienable right to speech, expression and freedom within the Club. We shall continue building on this to improve our unity in diversity.
- **Active members' recruitment;** the UKC membership personnel has continued to be robust in recruitment drive that has earned the club dozens of members each year. We shall continue to be strategic in recruitment of new members to attain 1000 members in the short-term and 2500 members by the maturity of this strategic period.

### Weaknesses

- **A growing list of lapsed/defaulted members;** due to the Covid-19 pandemic the Club's list of inactive members has grown to about 191. This has weakened the Club's revenue both in Members subscriptions and sales. To remedy this, the Club has been

intentional in communication to solicit lapsed and defaulted members in reviving their membership.

- **Disengaged members;** most young and new members do not participate in the activities of the Club.
- **Diversity failure;** the Club lacks proper representation of multi-racial and women as principal members. These groups constitute less than 20% of total members.
- **Limited facilities for members:** as we keep growing our membership, huge demand for the limited facilities at the Club has made it improbable for every member to feel accommodated. There has been a big demand for these facilities especially the indoor games and the gym, forcing other members to seek alternative options.
- **Poor patriotism to the Club;** some members do not take pride in their membership to the Club. This has weakened participation to the activities of the Club and patronage towards growth of the UKC.
- **Misinformation;** dissemination of information has ceased to be a prerogative of the management and instead some members have relied on information given to them by other informal sources. Procedures on acquisition of information and every other issue is well laid in the Club by-laws. Members should be advised to acquaint themselves to the Club by-laws.
- **Weak enforcement of the Club by-laws;** the Club has been reluctant in enforcing some rules especially on membership subscription deadlines and penalties. This has made most lapsed members to make late payments without any ramifications.
- **Suppression of views from younger members;** although not to a great degree, there has been noted to be an anti-youth cohort of members who are vocal and influential that has continually undermined the views of youthful members. If not managed, this might cause an efflux of youthful members whom are imperative to the growth of the Club.
- **Lean junior membership;** the club future is bleak since the number of junior membership is very lean with very few junior members. Equally, there are no programs to attract these members. This challenges club perpetuity and future growth.

## Opportunities

- **Creation of a compelling product;** the Club needs to create a unique and distinctive product that defines its brand like having a mandatory leadership and community service programs, special programs for youthful members, special programs for young membership etc.

- **Expansion of our diversity;** in the spirit of unity, we need to grow a multiracial profile that attracts people from all races, especially the Asian and White races.
- **Focus on the expatriate class;** the Club can use its history to attract international experts to membership at the Club and use their network to gain reciprocal agreement with their local Clubs.
- **Create a members' engagement events calendar;** this calendar may include indoor and outdoor gaming activities, professional talks, networking and social events that shall converge all our members to the Club and subsequently increase patronage and revenue to the Club.
- **Build more spaces for members;** creation of more spaces like sports bar, outdoor toilets and other facilities that attract prospective members.
- **Harness the parking as a marketing tool;** our strategic location and available parking may be used to attract potential members especially those working in the CBD. This will eventually have a positive ripple effect on our sales.
- **Increase in membership (Room for more members):** The Club has continually recruited high profile and adept members through the years, the growing resourceful membership has increased our diversity and provided huge prospects for good governance and growth. We believe that there still is room for more members to reach our target of 3000 Members.
- **Continuous pipeline of interested members;** the Club has continued to attract prospective members at all times, we have continually had a long list of interested members who have either shown commitment through partial payment or filling of membership forms.

### **Threats.**

- **Significant aging membership;** due to the huge percentage of aging members who are retired from employment, there is a huge risk of having an increased number of life members and reduced expenditure of our members to the Club.
- **Lack of adequate facilities;** the Club is significantly handicapped in facilities especially sports and fitness facilities, expansion and improvement of the current gym may significantly mitigate this risk.
- **Location convenience membership;** some of our members remain active due to their regular access to the CBD, this convenience of location may threaten membership of such members upon retirement or relocation of their business.

- **Extinction due to “digital Clubs”.** Globally, societies are going digital in most aspects of life. The young generation of between ages 25 to 40 have migrated into social Clubs which are virtual, global and active digitally. For this reason, the physical Clubs are slowly losing the crave and a threat exist where the future may not attract physical meetings or events. A chess player in Kenya can today play a counterpart in Europe and discuss the results digitally.

## **Governance, Leadership and Management.**

***Governance;** The system of rules, practices and processes by which a company is directed and controlled.*

***Leadership;** The ability to bring out the best in others for the greater good of all.*

***Management;** this is how businesses organize and direct workflow, operations, and employees to meet company goals.*

### **Governance, Leadership and Management Key Objectives**

- **To enhance the capacity of governance and management performance to above 65% performance levels annually**
- **To enhance management and staff welfare**

### **Strength;**

- **Clear governance, leadership and Management structures;** The Club has its governance structures well-articulated in the memorandum and articles of association. The embedment of this pillar in the articles has at all times guided the Club’s decision making at all levels.
- **The Club has a clear calendar of the Annual General Meeting;** as the most important decision-making organ in any institution, The Club has always ensured that the AGM is held within every calendar year and elections are freely and democratically conducted. This has strengthened the Club’s governance and improved transparency at the Club.
- **Leadership Tenure;** the Club advocates for rotation in leadership with clear tenures for various leadership positions. This has always been through a democratically conducted elections to the Board through the AGM.
- **Delegated Authority;** Members have delegated authority to the Board of directors and supports their decisions ratified in the annual general meetings. The Board has always been given the autonomy to govern the Club without interference from members or any

other external forces. Equally, the Board has delegated authority to management and consults widely with management on operational decisions, there is no director with conflict of interest on matters related to operations of the day to day Club affairs. Management decisions are fully considered before implementation.

## **Weaknesses**

- **Separation of Board and management roles;** lack of clear separation of duties and responsibilities in the operation of the Club, has previously led to poor implementation of strategies by the management. In the past, it is evident that Board members have taken up the management roles and functions leading to lack of separation of powers and authority.
- **Too short staff and management tenures;** the Club has been hiring on a 2years contractual agreements which has put the Club at a risk of losing her best employees. This has also led to insufficient time for management and staff to complete implementation of the Club's development plans.
- **Too many staff court cases with a financial claim;** The Club owed over Kshs13 million in debt to its current and former employees as at June 2023. This huge liability and lack of proper strategies to generate more revenue towards reducing these debts, bears a huge risk in the corporate image and the reputation of the Club.
- **Unrevised memorandum and articles of association;** for a long time, the Club articles and memorandum of association remained unrevised fully. There is a need to revise the Club's articles of association to provide for clear guidelines in governance and management of the Club, provide well defined roles of the Board and the Patron and to harmonize current issues with the Club articles. The Club by laws have equally remained unrevised for a long time hence having some clauses that may be seen outdated.
- **Lack of defined financial allowances system;** The Club has no specific guidance in expenditure as far as allowances of Directors and staff are concern. A strategic provision for these allowances will help the Club in managing the budget provided for such allowances.
- **Lack of training and orientations for both Board and management levels;** The Club has not been giving training and continuous development to its directors and staff. This has caused poor, professional orientation of directors and Management staff upon assumption of duty at the Club. This has led to lack of detailed understanding of the

Club's needs and existing plans that if implemented would improve the Club. It has also failed perpetuation of a honorable culture to the club directors, erosion of values long espoused by members and erosion of fidelity to the original reason as to why the Club was formed and named The United Kenya Club. Training will bring belongingness and adoption of a culture that perpetuates Club ethos, values and norms to all successive governors and staff. Training will bring the club to realization of the current contemporary value of a learning organization,

### **Opportunities**

- **Adoption of a leaner governance structure;** we recognize that change is uncomfortable but necessary for the growth of any institution. Adoption of a flatter governance structure will foster the Club to a more successful and sustainable future.
- **Use of digital modern platforms for meetings;** there is need for adoption of video conferencing for both board and general membership meetings. This increases convenience and reduces costs attached to physical meetings.
- **Enhancement of management structures for effective and efficient productivity;** as a steering wheel towards implementation of this strategic plan, management structures have been enhanced to ensure rapid mobilization and prudent use of the available resources towards sustainability and development of the Club.

### **Threats.**

- **Poor organization image;** the brand of the Club is at a threat of degradation due to inconsistency in leadership and governance of the club. There is a need for a leadership manual, norms and behaviors that will transmit good leadership and governance practices from one group of leaders to the other
- **Lack of strategic positioning of the Club;** A strategic plan 2024 to 2028 will be a first tool that will trigger good governance practices from one group of leaders to the other for posterity.
- **Degradation of dignity, Club Values and professionalism;** where there is lack club value, professional approach on issues and lack of dignified members, the brand equity of the Club downgrades and fails the entire system towards low attractiveness for potential members.



## **BUSINESS GROWTH AND PRODUCT DEVELOPMENT**

### **Key Strategic Objectives**

- **To diversify products and services**
- **To increase sales by 15%, 20%, 35%40% and 50% in respective years.**
- **To increase surplus of the Club by 15% annually**

### **Strengths**

- **The Club has registered land asset;** this factor of production enables the Club to pursue Capital development projects that would add value and increase revenue to the Club.
- **The Club has well-built structures with 36 hotel rooms and 18 apartments;** this is a distinguishing factor from most of the existing competitors, giving the Club an edge over other Clubs. If significantly improved, the Club accommodation complimented with her strategic location is a key tool in the implementation of this strategic plan.
- **The Club is a registered Company by guarantee;** the separation of the Club's liabilities from its members, somewhat guarantees patronage of members to the Club and gives the Club autonomy as a registered person. This guarantees the Club a perpetual life that a group of members can build on to make it greater every year.
- **The Club has very specific hospitality services** (hotel rooms, apartments and restaurant services), library services, gym, parking, laundry, conference rooms, conference facilities and snooker sports room are purely a project of Club members. This separates a club membership from Club projects.
- The Club has a green serene and a tranquil garden in the city, which is perfect for weddings/graduations, photography and hosting of outdoor events.

### **Weaknesses**

- **The Club has low quality interior furnishings and facility outlook;** some of the Club's facilities are dilapidated and wanting in status. This does not create a perfect first impression to our guests and prospective members. The Club old models of guest rooms stands out to be magnetic only in architectural designs but the interiors need some modernity to accommodate change in lifestyle trends.
- **The Club's building roofs are old and leaking;** the old asbestos roofing of the Club is in a state of concern. A lot of leakages from the roof has caused damage of the Club's ceiling in most parts of the Club.

- **The Club hospitality services are limited to restaurant, formal accommodation and terrace restaurant;** there is need for diversification of our products and services to create a healthy portfolio for the sustainability of the Club.
- **The Club hotel services are not rated;** our services and facilities are yet to be rated to give the Club a competitive advantage. A good star rating opens the Club to the Global market. There is a need for the Club to be recognized by the Kenyan Government tourism and hospitality organs like the ministry of Tourism, tourism fund and other tourism research bodies.
- **The Club services lack modern equipment and structures that ensures efficiency in performance at all levels.**
  - i. *The library facility and services are not digitized; the Club boasts of one of the oldest and most iconic libraries in the city, there is need for investment towards digitalizing of its services.*
  - ii. *The laundry machines are not commercial; there is need for upgrade from the current semi-commercial machines to commercial laundry and dry-cleaning machines to improve efficiency and revenue from that stream.*
  - iii. *The kitchen lacks modern equipment's leading to poor quality products, ineffective in mass production and inefficiency. There is a need to replace old cooking equipment's with new modern energy saving machines.*
  - iv. *The gym equipment is old and gym location not appropriate and space is limited and cannot accommodate a good aerobic Classes.*
  - v. *Accommodation rooms needs a phase lift to a 4 star standard so as to be competitive and be able to serve diverse global membership envisaged.*
  - vi. *Energy saving systems needs to be integrated for efficiency especially to exploit modern solar technology.*
- The parking facility is small and does not match the current membership and the envisioned membership; as we keep attracting and recruiting more members, we need to invest towards expansion of the Club parking to be commensurate to the number of members now and in future.
- The Club has no adequate staff changing rooms
- The Club washrooms facilities are constrained
- The Club needs to adopt new technology for communication and operational equipment.

- The Club has no administrative and leadership office facilities.
- There is a need for spacious modern conference facilities.
- No adequate and appropriate storage capacity.
- Weak financial (balance sheet) base.
- Security systems and facilities do not match the status of the Club.
- The Club facilities do not meet standards for persons abled differently.

## Opportunities

- **Maximizing Club facility returns;** we need to improve our facilities to maximize their output. The budget for this strategic plan is therefore based on the capacity of the Club rather than historical growth trends.
- **Enhanced value to membership through increased facility;** there is an opportunity to develop new and upgrade old facilities to accommodate a competitive Club in the City.
- Diversification of products and services through capital development.
- **Diversify our food and beverages;** the Club may offer more cuisines and beverages to cater members and guests from different cultures and demographics. This will attract more members and distinguish us from other players in the industry.

## Threats

- **Lack of focus leading to mediocrity in service delivery;** Focus to growth and improved customer experience is required in all Club perspectives and Club levels. In management levels, presence and relational approaches will be appropriate for the future enhanced membership. At the Board level focus must be towards improved member experience with a more presence of the Board members to the Club. Focus in succession management especially for a new Board is required for perpetuation of dreams and aspirations of one group of leaders to another.
- **Lack of perpetual plan of development;** many plans must be available to succeed one phase of the Club to the other. A strategic plan therefore is very necessary as a perpetual blue print succeeding one board to the other.
- **A global discerning customer;** There is a need to address the growing global informed customer whose demands are unquestionably realistic in a contemporary world where all customer demands for value for money and their rights cannot be compromised in whatever circumstance.

## **CHAPTER THREE**

### **STRATEGIC INITIATIVES**

Whereas the committee guarding this strategic plan process was keen in considering strategic initiatives informed by the SWOT analysis; the proposals herein have highly been based on the Balanced Score Card Model of performance as proposed by Kaplan and Norton (2010).

Balanced Scorecard It refers to a tool of performance management that maps an organization's strategic objectives into performance metrics in four perspectives namely; financial, customers, internal processes, and learning and growth (Kaplan, 2010).

The model proposes adoption of a balanced view towards organisation performance where all four perspectives receives equitable attention so as to place an organisation in a competitive advantage in the future. These performance perspectives are Customer Perspective, financial perspective, internal business processes and learning and growth perspective. This will be a guiding model for implementing this strategic Plan so that no important aspect of business perspective is not attended to. An overview of this model is summarised by examples tabulated here below,

## Business and product development initiatives table

<b>BUSINESS PERSPECTIVE AS PER THE MODEL</b>	<b>STRATEGIC INITIATIVES</b>	<b>EXAMPLES OF ACTIONS TO BE IMPLEMENTED</b>
<b>Customer perspective</b>	Improved member experience	<i>Diversification of services and products</i>  <i>Enhanced members digital platform</i>  <i>Upgraded accommodation facilities</i>
<b>Financial perspective</b>	Growth in surpluses and enhanced financial base  Secure financial reserves.	<i>Gratuity savings for staff</i>  <i>Reduction of Club debts both for staff and statutory debts</i>  <i>Increased incomes based on zero budgeting</i>
<b>Internal Business processes</b>	Digitization of Clubs processes	<i>Improved club computer infrastructure and systems</i>
<b>Learning and Growth</b>	Improved governance leadership and management	<i>Regular trainings for staff</i>  <i>Regular training for board of directors</i>  <i>Improved communication to members</i>

## KEY MEMBERSHIP STRATEGIC INITIATIVES

- **Membership Recruitment Drive;** we shall strategically from time to time have a robust members' recruitment drive that shall target both individuals and corporates to increase our membership base. This shall be done offering incentives to our members for referrals, partnership with corporates for corporate membership, participating in other institutional events for our partners and widening scope in geographical reach.
- **Create a members' engagement events calendar;** this calendar may include indoor and outdoor gaming activities, professional talks, networking Golf outdoor, international group travels and other social considered emerging events. The members' engagement calendar will make members converge all members to the Club and subsequently increase patronage and revenue to the Club in addition to enriched members' experience. Some of the programs will be a shared contribution between members and the Club.
- **Introduction of UKC kids Club;** we shall significantly invest in children engagement activities and games such as mentorship programs, outdoor and indoor games like PlayStations, bouncing castles among others. We will form a UKC kids Club which will be a strategic tool for future Club members. The Club will span from age 7-12 where interested teenager will enroll for junior membership. The program for junior membership will also be tailor made to include local and international exchange programs with annual theme which will always align to Club theme. For example in the first year of the strategic plan, the Club theme is Community service and leadership where programs for the Junior Club will have a similar program fitting junior members. This will significantly and equally influence young parents to membership at the Club.
- **Launch campaign for junior members' recruitment;** We shall be intentional in fostering a membership for the future, junior membership shall secure the future of the Club upon graduation of such members to principal membership. We need to invest in activities that enhance interest and patronage of junior members.
- **Leadership and community service program;** we shall have leadership and community service program for all our members. This will be based on professional training and development to improve governance and leadership skills at all levels. The primary aim for this program is to create a networking and capacity-building platform for all members both locally and internationally. The program will be thematic to an extent that every category of members will be enriched through trainings, activities, talks and sharing of experiences. This will also involve get to all categories of members

including the Kids Club, junior members, middle aged members and life members. Selected life members will be more in community service program, mentorship

- **Enhanced communication to members and other stakeholders;** the communication strategy for the Club has been weak and ineffective. The club will enhance this by constant Sensitization of members on subscriptions deadline, membership events, reminder of club by laws, reminder of club activities in the club event calendar and new product promotion.
- **Monthly membership programs;** we shall have monthly programs for our members to increase patronage of our members to the Club. These programs will be duly communicated through emails, SMS and posting of the same on the Club notice boards. We will create programs for life and aged members that from whose patronage to the Club during their active years, we are reaping. Some of the activities are regular visitations, recording of testimonials and general welfare. We will prepare special program for every category of membership especially for town youth and junior membership. This will go a long way in securing the attractiveness of the club in the future.

## MEMBERSHIP INITIATIVES RESOURCE ALLOCATION

Key Strategic Initiative	Description	2024	2025	2026	2027	2028
Membership Recruitment Drive	Marketing and promotions	1,400,000	1,400,000	1,000,000	600,000	400,000
Members' engagement events calendar	Members nights	450,000	450,000	450,000	450,000	450,000
	Speakers forum	150,000	150,000	150,000	150,000	150,000
	Leadership and community service programs	200,000	200,000	200,000	500,000	500,000
	Visitations	100,000	100,000	100,000	100,000	100,000
UKC kids Club	Bouncing Castles	700,000				
	Swings	200,000				
	Karate/cycling/swimming Club formation	150,000				
	Play station	400,000				
Leadership and community service program	Participation in community service programs and trainings for enrolled members	250,000	250,000	250,000	250,000	250,000



## KEY GOVERNANCE, LEADERSHIP AND MANAGEMENT INITIATIVES.

- **Regular Trainings to stay ahead of customer and organization needs;** to promote good governance the board of directors and management and increase competence and efficiency in service delivery of the staff, we shall ensure mandatory training across all levels of the Club structure.
- **Improve Processes;** we shall continually reduce unnecessary bottlenecks in service delivery processes and procedures. This will be realized through adoption of contemporary processes in delivery of all services both to internal and external customers through adoption of current modern technology, regular business process reengineering, participating in process standard audit and certification by external bodies and continuous training of staff. That shall improve convenience and efficiency.
- **Upgrade technology;** to meet the current global market standards, there is an imminent need for investment towards upgrade of the existing machinery and acquisition of new technological innovation for a more efficient Club. This shall be through investment towards Member's validation system, staff biometric system and accommodation lock system.
- **Build Members and client relationships;** we have established in our organogram a corporate communication, membership and marketing department, that together with the Club General manager shall continually build and cultivate a good guest relationship. This is with an aim to create a solid patronage of our members to the Club and improve our customer retention.
- **Developing Clear KPI for employees to enhance service delivery;** the management has developed clear performance indicators for every staff in the management, supervisory and subordinate levels to maximize delivery of service across all levels. This shall improve efficiency and guide the management on training needs of our employees.
- **Staff Training and Development;** we are intentional in improving competency of our staff for more proficient service delivery. As such, we shall invest where necessary in the training of our management staff at Kenya Institute of Management, Institute of Directors and ICPAK for accounts staff, Kenya Utalii College refresher courses other professional institutions.
- **Improvement of staff welfare.** Enhanced staff welfare leads to staff retention and higher productivity of staff due to higher motivation and good working environment.

Therefore in the next strategic season we will endeavor to improve staff welfare by exploring favorable medical cover for our staff, Improving staff amenities by establishing a staff canteen, improved staff administrative offices, changing rooms, staff transportation, sustaining staff uniforms and protective clothing and establish an annual staff motivation from Club operational surpluses that shall have a provision of 2%,3% 4%,5% and 6% percent of our net surplus from 2024 to 2028 respectively as bonuses;

### Governance, leadership and management Initiatives Resource Allocation

Key Strategic Initiative	Description	2024	2025	2026	2027	2028
Staff Training Expenses		600,000	600,000	650,000	800,000	1,000,000
Improvement of operational processes	System upgrade		3,000,000		3,000,000	
	Acquisition of a server		700,000			
	Staff biometric clock in and gate control system			1,500,000		
	Internet & wifi upgrade	500,000	500,000	400,000	250,000	250,000
	Computerized accommodation security doors	850,000				
	Standards certification and process Audit	200,000	250,000	250,000	250,000	250,000
	Computers	1,070,000	850,000	850,000	850,000	850,000
	Enhancement of security systems (Guarding/CCTV/intelligence systems)	300,000	350,000	400,000	450,000	500,000
Governance	Directors Allowances	672,000	772,800	888,720	1,022,028	1,175,333
	AGM	1,320,000	1,452,000	1,597,200	1,756,920	1,932,612
	Directors trainings and consultancies	1,500,000	2,250,000	3,375,000	5,062,500	7,593,750
Build Members and client relationships	Relationship marketing and enhanced communication to members see also budgeting marketing	3,500,000	4,375,000	5,468,750	6,835,937	7,900,000
Staff welfare	Staff medical	500,000	700,000	4,000,000	6,000,000	8,000,000
	Staff canteen	500,000	500,000	500,000	500,000	500,000
	Administrative offices	650,000	650,000	650,000	650,000	650,000
	Changing room maintenance	150,000	150,000	150,000	150,000	150,000
	Staff uniforms and protective clothing	350,000	450,000	450,000	550,000	700,000

## **BUSINESS GROWTH AND PRODUCT DEVELOPMENT STRATEGIC INITIATIVES.**

This is a key section of the Clubs perspective towards realising greater member experience for membership growth. In this strategic period, the Club membership programs is separate from its Hospitality business which is a members' project. However, hospitality business of the Club should enhance member experience making the Club more attractive to members and make member experience memorable. Besides, it is envisaged that the Club will run into surpluses which would in turn relieve members of very high levies, subscriptions and other charges. The following strategic initiatives will enable the Club to have the drive in reserving its competitive advantage;

### **CATERING**

- **Create a distinctive product;** we shall introduce a trademark product that shall define the Club services. So far, the club is known for quality fresh good food and beverages. There is great potential in reinstating the Club back into this position with a diverse menu and great specials to cater for Junior members, middle aged members, life members Asian (Indian and Chinese) cuisines. This does not undermine the potential of conferences and accommodation becoming key products of the Club but first built by the signature product that builds the Club Brand. This will be expanded considering spacious Grounds, recruitment of specialised qualified brigade and retaining the same through competitive staff welfare of food and beverage staff.
- **Diversify cuisines;** we shall incorporate different cuisines in our menu to offer all kinds of cuisines especially Indian, Chinese and other African cuisines. This will match the Club theme of diversity.
- **Renovation of the main bar and Billiards Bar towards improvement of ambience and comfort.** The two outlets are significant to members since they meet different demands for Club members.
- **Optimize staffing levels and capacity to reduce wait time and increase efficiency in service delivery.** This will be done through enhancing staff numbers, recruitment of trained staff, taking care of staff welfare, and continuous training of staff in order to increase revenue.
- **Reintroduction of daily buffet.** Daily Buffet is known to have an effective and an efficient satisfaction to customers due to the quick fix on issues especially for business clients from the immediate neighbourhood. There will be a need to have professional staff to man the buffet, have adequate equipment which will integrate normal buffet set

up with some live cooking towards enhancement of showmanship. Buffet set ups have the advantage of assurance in all customer satisfaction.

- As we work on food related matters, ala carte menu is known to be an interactive way of satisfying palate since a customer will order as per the palatial likings. There is therefore a need to integrate buffet service with an efficient ala carte packages where the Club will be equipped to offer efficient ordering system. This will require mobile ala carte stations with burners, pans and work surfaces to enable instant food production with enhancement of gazebo restaurant.
- **Offer outside catering services** to tap the lucrative public market and introduce dining al- fresco for members. This therefore means there will be a need to invest in purchase of outdoor tents, public address, outdoor furniture, outside catering equipment and landscaping of the Clubs gardens.
- **Enhance the procurement function of the Club** in order to diversify acquisition of goods and services from diverse sources and at different levels.
- **The kitchen will require replacement of old catering equipment and systems with new ones** especially ovens, cooking range, dispense equipment and systems like storage systems.

## ACCOMMODATION

- **Improve standards of the room** to meet current market demands; for the first year of the strategic plan, it is envisaged that 13 rooms will be upgraded to 4 star standards where 10 rooms will require serious renovations and refurbishments.
- **Offer auxiliary services** such as flight booking for guests in the rooms; A reservation desk of the Club will be tasked to go beyond normal booking and reservations but manage itinerary for groups and individuals. This will include airport transfers, City tours and entertainment of guest.
- **Improve internet quality in every room and apartment;** this will consider expansion in terms of geographical coverage and strength of internet. Currently we are at 90mbps but the bandwidth will be raised to 120 Mbps.
- **Be robust in online marketing platforms such as Air Bnb , Expedia and Booking.com**

- **Standardize rooms' amenities;** a ministry of tourism standardisation criteria will be established towards attaining first 3-star standards by 2025 and later 4-star outlet by the end of the strategic season in 2028.
- **Upgrade our laundry services and offer dry-cleaning services;** after a cost benefit analysis is done for the laundry, it is essentially strategic to run a commercial laundry that will serve both members and the hotel project. This will be achieved through first change of the current washing machines and a drier from domestic to commercial, acquisition of a calendar and a steam press machine and finally installation of dry cleaning services.

### **CONFERENCE FACILITY AND INFRASTRUCTURE;**

Conferencing will serve, members conferencing needs, corporate members' conference and meeting needs and other conventions taking place in the conferencing business of the City. Therefore to grow this need, the Club shall pursue to have the best of this undertaking through the following initiatives;

- Improve the Club conference room ambience and acoustics through conference room gypsum fixing, Wall to wall curtains, wall to wall carpets and sound and audio-visual aid facilities.
- Considering the library upgrade, the current need for online meetings will be realised through having the online conferencing facilities by investing in the appropriate technology and infrastructure.
- Construction of a larger conference/board room and increase the number of small meeting rooms. This is a long-term project to be integrated in the transformational iconic building block that will bring together other facilities described in this plan. This will ensure that the Club has more space and different meeting rooms.
- **Purchase of appropriate conference furniture and linen;** there is a need to furnish the conference rooms appropriately and due to the growing demand of such services we shall endeavour to acquire high quality and durable linen.
- In the first year of the plan we will acquire small aluminium tents to accommodate members group meetings and other conference needs.

## ENTERTAINMENT

- **Enhance indoor gaming activities** and introduce more games like darts members and PlayStations for the Kids Club and junior members.
- **Introduce weekend live football on big screen.** This will attract football lovers to the Club and improve our weekend sales.
- **Introduce activities/games for junior members**
- **Invest in kids' games such as bouncing castles, trampolines and other kids' games through the Kids Club and junior membership.**

## PREMISES

- **Separation of Members, Guest, staff and suppliers' entrance to the Club;** There is a need to separate staff, supplier and members entry due to varying reasons and treatment. Staff gate should have staff attendance biometric systems and suppliers needs to be inspected for compliance. Members and other Guest entrance inspect vehicles for other reasons far from the suppliers and staff inspections. However both gates will have electronic control systems.
- **Facelift of the Club's main reception;** besides main Club Entrance, the reception must portray the aura and the dignity of the Club on the first impression. The reception must guide any on getting to the club on all directions, information and Club member rules while enhancing control and monitoring club rules. A case in example is how guns should be handled at the Club, who should get to what room and administration of club rules and regulations should all be sorted at the main reception. Other functions of the reception will also include safe custody, Key Control, the lobby and a business centre.
- **Construction of a perimeter wall;** Perimeter wall will be part of projects enhancing security towards realising a safe space for a global Club where all persons will have a feeling of security and privacy. This will replace the current porous fence and will include an elaborate intelligent Gate.
- **Installation of security cameras at the Club;** The club will continue acquiring the latest intelligent camera and the number will keep on changing depending on the need at a particular time.
- **Upgrade of the gym and spa complex.** A gym and spa facility will be a unit to refresh members' anatomical formations. Besides, there will be a centre for beauty and adding to the value of presentability to members. Thus a salon, a barber shop and a beauty therapist will be a valuable section for members.

- **Invest in a Parking management System;** this will be in the effort of separating human phase to system based car parking function.

## **THE LIBRARY**

There has been an outcry over an old dilapidated library. Members have called upon the Club governance and management to consider several measures in order to modernise the library. The following initiatives will be observed

- Subscriptions to a global network of digital library
- Additional computers and computer booths
- Purchase of digital reading materials.
- Procuring of thematic books and current one even if it's through book harvest.

## **OTHER CLUB STRATEGIC AREAS INITIATIVES**

The other Club functional areas also need some strategic approaches and initiatives.

### **Human resources**

**The strategic initiatives considered for the most important resource of the club for its day to day running includes but not limited to:**

- Enrolment of management staff in respective professional clubs e.g accounts (ICPAK), other management staff (KIM) and For the General Manager (KIM/ institute of directors). The Club will endeavour to pay at least for annual subscriptions and at least 1 professional point earning seminar.
- Improvement of staff welfare through construction of staff offices/ work stations staff canteen, upgrade of staff changing rooms and improved staff health and pension schemes.

### **Accounts.**

- Training on the current systems to all accountants and other related department
- Accounting system upgrade to include member accounting
- system upgrade

### **Marketing**

There will be three units for the marketing, Public relations and corporate communication. This department has been funded fully for a year to enable club visibility in all platforms.



**Iconic project for a 15 storey building.**

This is an iconic dream project that will be implemented in several phases depending on the cash flow of the club. The project will start through concept feasibility study, designs and architectural drawings and finally resource mobilisation. It will host very important spaces like conference halls, leadership and administrative offices, parking, stores, coffee centre, swimming pool, washrooms, accommodation rooms, gym and spa. The project will kick on in the first year by concept and feasibility studies and the final stage if approve by authorities will be through to finance mobilisation.

### Business Growth and product development Initiatives Resource Allocation

Key Strategic Initiative	Activities	2024	2025	2026	2027	2028
ACCOMMODATION	Hood repair	300,000				
	Oven three in one conventional	3,500,000				
	Cooking range	500,000				
	Service contract	150,000				
	Hot water solar system	500,000				
	Miscellaneous	500,000				
	Restaurant furniture		2,000,000			
	Miscellaneous	500,000				
	Garden furniture		1,000,000			
	Bar seat repairs	150,000				
	10 rooms refurbishment with safe 3 star standards	8,000,000				
	Three rooms Refurbishment	750,000				
	Apartments	1,000,000	2,000,000	2,000,000	500,000	500,000
CONFERENCE	Sound system					
	Furniture, Drapers, crockery, tents	2,000,000	3,000,000			
	vehicle hire	500,000	500,000	500,000	500,000	500,000
ENTERTAINMENT	Aerobic studio tiling	470,000				
	Machines					15,000,000
	Steam bath and sauna			3,000,000		

	Salon, barbershop				1,000,000	
	Chase, Darts	150,000				
	Large screen system		450,000			
PREMISES	Engineer test of the building					
	Painting	250,000				
	Restaurant repairs (sanding and others)	500,000				
	Glass branded wall		750,000			
	Bar painting and gypsum	200,000				
	Lounge wall to wall carpet		1,200,000			
	Lounge sanding		300,000			
	Interior design and furniture		1,500,000			
	Glass cabinet at the front office	300,000				
	Reception upgrade and design	1,000,000	2,500,000			
	Corridor retiling	450,000				
	Roof repairs		3,000,000	2,000,000		
	Cyber	120,000				
	Digital library			2,000,000		
	Miscellaneous	750,000				
	Landscaping back of the house	750,000				
	Electrification		1,200,000			
	Handwashing stations	200,000				
	Walkway cabro	750,000				
	Waterproofing and painting of the basement	150,000				
	House painting	1,000,000	3,000,000			

	Perimeter wall		2,500,000	2,500,000	2,500,000	
	15 floors complex					
	Feasibility study	250,000				
	Conceptualization and approvals		750,000			
	Project architectural designs			35,000,000		
	Project approvals				7,500,000	
	Phase 1				200,000	
	Phase 2				50,000,000	80,000,000
	Phase 3					
	Phase 4					
OTHERS	Dry cleaning and laundry machines		5,000,000	3,000,000	2,000,000	
	Calendar, steam press and iron		3,000,000			
	Office safe for GM office	250,000				
	See marketing plan	2,100,000	2,100,000	1,500,000	900,000	600,000

## WORK PLAN

A work plan will specifically translate the envisaged strategic initiatives into action with expected actual time. This will help in monitoring and evaluation vis a viz financial projection.

### FIVE YEAR STRATEGIC WORK PLAN

UNITED KENYA CLUB STRATEGIC PLAN MONITORING PLAN 2024 - 2028										
MONITORING PLAN										
		<i>red</i>	A must do project							
		<i>yellow</i>	May vary due to availability of resources							
		<i>grey</i>	Capital project may delay	This section may mean units/ values or coded						
NO	Strategic Pillar	Strategic initiatives	Activity	yr1	yr2	yr3	yr4	yr5	Key Performance Indicators	Responsibility
1	Membership	membership recruitment	membership recruitment drives	200	200	200	200	200	New Members	GM/ Membership

		<i>members event calendar</i>	members night	2	2	2	2	2	the event	<b>GM/ TOUR FIRM</b>
			professional talks	2	2	2	2	2	the event	<b>GM/Membership</b>
			life member visitations	2	2	2	2	2	life members visit	<b>GM/BOD</b>
			members international tour	1	1	1	1	1	travel	<b>GM/BOD</b>
		<i>leadership and community service course</i>	mentorship of junior and new members	1	1	1	1	1	certification event every December	<b>GM/Membership</b>
			New UKC kids club	Establish	monito r	expan d	monito r	expan d	Club kids yr 7 to 12 active	<b>GM/Kids club</b>
		<i>improved membership communication</i>	Formation of management impact team	1	1	1	1	1	increased awareness of club events	<b>GM/Ass, HR</b>
									increased awareness of club deadlines	
			membership recording and documentaries	3	3	3	3	3	record of digital clips	<b>GM/ Marketing</b>
2	<b>Governance</b>	<i>improved trainings and sensitizations</i>	BOD Orientation	1	1	1	1	1	Informed directors on club matters	<b>Company Secretary</b>
	<b>leadership</b>	<i>Business Processes Re- engineering</i>	various process audit and review	1	1	1	1	1	increased effectiveness	<b>GM</b>
	<b>management</b>		policy reviews Hr/ Finance / By laws	By laws	HR policy	financ e policy	Charte r	procur ement	revised policies with current issues	<b>BOD/ GM</b>

			strategic plan review	1		1		1	Revised plans for every pillar	<b>BOD/GM</b>
		<i>Enhanced training</i>	HACCP Training	1		1		1	improved hygiene and certification	<b>GM/KEBS</b>
			enrolment of mangt staff in institutions	1	1	1	1	1	continuous development points	<b>Assistant HR</b>
		<i>staff uniforms and protective clothing</i>	staff uniforms	1	1	1	1	1	Presentable staff	<b>Assistant HR</b>
			staff canteen upgrade	Establish	maintain	maintain	maintain	review	staff canteen room	<b>GM/ Ass HR</b>
			changing rooms	paint		paint		paint	Clean presentable staff	<b>GM/ Ass HR</b>
			Staff and leadership administrative offices	maintain	maintain	establish	expand	expand	leadership and staff offices	<b>GM/Ass HR</b>
		<i>ISO certification</i>	certification enrolment and training	1	1	1	1	1	ISO certification	<b>GM</b>
		<i>Enhanced accounting systems</i>	Upgrade of accounting and Club master	Review	expand	review	expand	acquire	Accounting systems	<b>GM/ Accountant</b>
3	<b>Business growth.</b>									
	<b>product development</b>	<i>Creation of unique product or service</i>	Construction of tandoori pizza oven	1					Pizza sales increased	<b>GM/ Chef</b>
			purchase of UKC branded Tents	4	4	4	4	4	units of tents	<b>GM/Chef</b>

			Kitchen service and production equipment	1	1	1	1	1	Annual replacement and inventory	<b>GM/ Accounts</b>
			renovation and refurbishment of a bar and billiards	main bar	billiards				nice floor and surfaces	<b>GM</b>
			billiards Audio visual and sound			billiards			audio visual 65 inch screen	<b>GM/ Procurement</b>
			Ala carte mobile station			1			ala carte service any time anywhere	<b>GM/ Chef</b>
		<i><b>Offer outdoor catering</b></i>	acquisition of sound system	1					weekend outdoor activities	<b>GM/ F&amp;B supervisor</b>
			acquisition of outdoor furniture	1	1	1	1	1	less hiring of equipment	<b>GM/ F&amp;B supervisor</b>
			Landscaping of Club Gardens	1	1	1	1	1	improved ambience	<b>GM/ Maintenance</b>
			outdoor washroom complex	1					more satisfied customers	<b>GM/ Maintenance</b>
		<i><b>Enhance procurement function of the Club</b></i>	prequalification	1	1	1	1	1	Updated prequalification list	<b>GM/ Procurement</b>
			sourcing of 1st level supplier in bulk pricing	1	1	1	1	1	Fairer supply prices	<b>GM/ Procurement</b>
			Monthly market surveys	1	1	1	1	1	market survey reports	<b>GM/ Procurement</b>



		<i>replacement of kitchen equipment</i>	conventional commercial oven	1					mass food production oven	<b>GM/Chef</b>
			food pass	1					warm food dispensed in garnish	<b>GM/Chef</b>
			installation of solar water heating system	1					reduced electricity Bills	<b>GM/Maintenance</b>
			walk in cold room system		1	1			reduced electricity Bills and wastage	<b>GM/Chef</b>
			Dish washing machine			1	1		Less breakage and better hygiene	<b>GM/Chef</b>
	<b>accounts/ reception</b>	<i>system upgrade</i>	training and modules expansion	1					expanded use of system	<b>GM / Ass. HR/ Accounts</b>
			computers acquisition	5	5	5	5	5	desktops and laptops	<b>GM/ Procurement</b>
			server acquisition	1					Server	<b>GM/ Procurement</b>
			system upgrade	1	1	1	1		all department to use systems	<b>GM/ Procurement</b>
	<b>Accommodation</b>									
		<i>improvement of rooms standards</i>	renovation, redesign and refurbishment	13	10	10	10	10	higher occupancy	<b>GM/Housekeeper</b>
		<i>to 4 star standards</i>	star rating by tourism fund		1	1			star rating Plaque	<b>GM</b>

			upgrade of internet bandwidth	90 to 100	100-120	120 and beyond			Faster internet more users	GM/ICT
			acquisition of laundry equipment	washing	drying	calendar	steam press	dry clean	Additional revenue and hygiene	GM/HSKEEPR/Prmtn
	Conferencing									
		<i>improvement of conference rooms</i>	repair of basement room	1					smoother surfaces	GM/ Maintenance
			installation of Gypsum and curtains in mtng room	1					beauty décor ambience improved	GM/ Maintenance
			fixing of electronic projectors/ screens	1					projectors fixed overhead	GM/ Maintenance
			enhance internet in conference rooms	1					increased usage	GM/ Maintenance
			acquisition of conference furniture	1	1	1	1	1	increase in conference turnover	GM/ Procurement
			acquisition of conference linen	1	1	1	1	1	increase in conference turnover	GM/ Procurement
			purchase of aluminum based tents self-fixing		1	1	1	1	increase in conference turnover	GM/ Procurement
	Entertainment	<i>improving sound and music systems</i>	Acquisition of elaborate sound system	1	1	1			better music sound	GM/ Procurement

		<i>enhancing indoor games</i>	acquisition of Darts and Chess	1					more players in snooker room	<b>GM/ Procurement</b>
			Outdoor and indoor screens for movies and shows	1	1	1	1	1	more patrons especially the youth	<b>GM/ KIDS CLUB</b>
		<i>interaction on performances with UKC kids</i>	Established UKC kids	1	1	1	1	1	kids club of UKC	<b>GM/ KIDS CLUB</b>
			swings/ trampoline in /slides	1	1	1	1		More parents more kids	<b>GM/ KIDS CLUB</b>
			theatre visits with Junior members	1	1	1	1		more kids and junior members	<b>GM/ KIDS CLUB</b>
	<b>Premise</b>	<i>general infrastructure development</i>	Club reception upgrade		1	1			guided and informed members	<b>BOD/GM/consultant</b>
			Stone perimeter wall and gate project	1	1				enhanced security	<b>BOD/GM/consultant</b>
			establishment of staff and supplier entrance				1	1	separated entrance for staff	<b>BOD/GM/consultant</b>
			cctv upgrade	1	1	1	1	1	enhanced security	<b>BOD/GM/consultant</b>
			Upgrade of Gym and spa facility		1	1			great membership experience	<b>BOD/GM/consultant</b>

			Acquisition of parking management system			1			controlled member parking	<b>BOD/GM/consultant</b>
		<i>library upgrade</i>	library global networks subscriptions	1					library attendance and readership	<b>BOD/GM/consultant</b>
			library computer and booths		1	1	1	1	digital use by library users	<b>BOD/GM/consultant</b>
			library digital books		1	1	1	1	more readers	<b>BOD/GM/consultant</b>
		<i>development of futuristic iconic building</i>	Concept discussions analysis and agreement						minutes and approvals	<b>BOD/GM/consultant</b>
			feasibility study						minutes and approvals	<b>BOD/GM/consultant</b>
			designs and approvals						designs minutes and approvals	<b>BOD/GM/consultant</b>
			Construction phase 1						project steering committee reports	<b>BOD/GM/consultant</b>
			Construction phase 2 and final						project steering committee reports	<b>BOD/GM/consultant</b>
	marketing	<i>establish a robust marketing department</i>	marketing, PR. Corporate communication	3,5M	3,5M	4.5M	5M	6M	increased outreach	<b>GM</b>

# RESOURCE MOBILISATION.

A forward thinking reader of this strategic plan will always ask how the organisation will finance the five year plan. Several ways have been considered for financing this plan.

## 1. Internal recouping of surpluses

Members have entrusted management with a facility that has the potential to generate revenue sustaining its operations and realising surpluses that are envisaged to be recouped into the operations to finance development. This will be given a priority especially in the second year of operation with a great hope of making surplus in the first year of operation. However, considering the clubs present financial position, there will be a need to inject capital in upgrading of 13 guest rooms, apartments and landscaping of the grounds in order to realise maximum surpluses in the first year of the plan which will in turn support the second year of operation. This will roll over to the second and the third years of operation before a major review for the fourth and the fifth year of the plan.

This will mainly be applicable in operations medium term plans e.g. purchase of laundry equipment's, solar installations in the kitchen, repair, maintenance and refurbishment of apartments.

2. **Partnerships;** to support strategy one above, we propose to partner with suppliers, persons of goodwill and members who are in a position to sponsor projects with an agreement of staggered refunds with low interest rate over a negotiated period s. this is not limited to individual partners but also with organisations that are willing for financial partnership for capital long-term and medium term plans.

This is applicable in upgrading of 13 hotel rooms in the first year of the plan.

3. **Membership development levy;** the Board will endeavour to have visible plans that will be presented to members for adoption and agreement towards a annual development Levy. This levy will be agreed by the Annual General meeting after the Board has approved all structural designs and bills of quantities. Members will be approached to sponsor a project that can be named after ones name leaving a mark of legacy and memory for a member.

**This is applicable in the iconic project of developing the outdoor facilities like washrooms complex and landscaping that will accommodate outdoor events, changing rooms for the gym, swimming pool and sports bar.**

4. **Borrowings;** Short-term borrowings may apply in terms of bank borrowings, financial institutions borrowings that are sustainable and not straining current financial frameworks. However such borrowings must be approved by the board and the AGM. **This will be applicable for major projects that will go beyond the three years of the plan especially the transformative capital projects with offices, conference halls and club storage facilities.**