

In mid-June, our Chairman, Bill Maxson, called to ask me if I would head an ISP Task Force in assisting with a Strategic Planning Process for Eglin Air Force Base Officers and NCO Clubs. After several orientation meetings with Lt. Col. Donald A. Cox and others, under the command of Col. Joseph D. Ferris of 96th Support Group, 96th Air Base Wing, we held our first formal meeting on August 2, 1994 at the Eglin NCO Club. Subsequent meetings have been held at the Officers Club at Eglin and the NCO Beach Club, as well as a review of the Officers' Beach Club. To date, October 15th, we have held 6 formal meetings, a total of 10 meetings in all and numerous telephone and informal meetings.

To give you a brief background, on May 23, 1994, Col. Ferris requested in a letter to Mr. Howard Dimmig, "

At our initial August 2nd meeting, Col. Cox informed those attending, 11 in all, consisting of officers, non-commissioned officers, managers of the Officers and NCO Clubs and invited guests, that our efforts were chartered by Brig. General Cranston. He described the purpose of IPG (Integrated Product Group) and stated that our conclusions/recommendations would be presented to General Cranston, once concluded. The out-date hopefully being November 15 - 20.

In reporting to Chairman Maxson, I requested that he appoint two additional task force members following our next meeting on August 9th. At this time, I want to sincerely thank Dick Phillips and Allyn Donaldson for their tremendous support, assistance, suggestions, and effort. I think that Dick will discuss additional task force members later.

The theme of IPG is "Plotting a Course for the Future". A theme and Strategic Master Plan of Business Operation that will carry them to the year 2000.

While this may be a little optimistic, it is a vision, and as I learned years ago, where there is no vision, projects and plans perish and fail. So we will work, and we will make every effort to see that we are successful with this effort. I personally feel that ISP should be honored to participate in this long-range effort. It could impact the entire Eglin community.

So after 30 days of organization and two months of meetings, where are we now, what do we know for sure and where is it going?

Well, needless to say, it has been a learning experience and I do know now what the word "mission" means, as it applies to the military. Although we have pledged an oath of confidentiality in many areas, we can report several results, facts and general information. The IPG has completed a matrix priority study of Officer/NCO clubs, based on information we have gathered to date, which includes the five strengths and weaknesses:

Strengths: marketbase  
tradition  
location  
security and safety  
Indirect appropriated support

Weaknesses: lack of applications  
lifestyle changes  
local competition  
customer participation and involvement  
?

To confirm this priority study by our plan now is to conduct a complete and comprehensive joint mailing study of nearly 10,000 current members of both clubs, and 10,000 non-members of the Officers and NCO Clubs.

Once this is completed, analyzed and studied, we can begin the drafting of our marketing plan of action. The Officers' Club currently has 62% membership of its market base, while the NCO Club has less than 30% membership. It is still necessary to determine the opportunities of the clubs and review the many constraints still in operation regarding regulations/policies and funding guidelines. We can report that the Eglin Clubs received a cut of \$500,000 for the year beginning October 1st. This is all part of the downsizing of the military by the Clinton Administration.

Therefore, Air Force Command has ordered clubs to provide market-driven programs and services which are self-sustaining and do not detract from other services' programs.

At our next ISP meeting, we can discuss more and obviously we have more to discuss.

THE IPT HAS COMPLETED A MATRIX PRIORITY STUDY OF OFFICER/NCO"...  
CLUBS, BASED ON INFORMATION WE HAVE GATHERED TO DATE, WHICH INCLUDES:  
THE FIVE STRENGTHS AND WEAKNESSES...

(LIST)

TO CONFIRM THIS PRIORITY STUDY BY  
OUR PLAN NOW IS.../TO CONDUCT/A COMPLETE AND COMPREHENSIVE JOINT  
MAILING STUDY OF NEARLY 10,000 CURRENT MEMBERS OF BOTH CLUBS,  
AND 10,000 NON MEMBERS OF THE OFFICERS CLUBS AND NCO CLUBS....  
I HAVE ASKED ALLYN TO DISCUSS THIS IN GREATER DETAIL IN JUST  
A MOMENT.

ONCE THIS IS COMPLETED, ANALYSED AND STUDIED ... WE CAN BEGIN

THE DRAFTING OF OUR MARKETING PLAN OF ACTION. THE O CLUB

CURRENTLY HAS 62% MEMBERSHIP OF ITS MARKET BASE, WHILE THE

NCO CLUB HAS LESS THAN 30% MEMBERSHIP.

IT IS STILL NECESSARY TO DETERMINE THE OPPORTUNITIES OF THE

CLUBS AND THE REVIEW OF THE MANY CONSTRAINTS STILL IN OPERATION,

REGARDING REGULATIONS/POLICIES AND FUNDING GUIDELINES.

WE CAN REPORT THAT THE EGLIN CLUBS RECEIVED A CUT OF \$500,000.000  
FOR THE YEAR BEGINNING OCTOBER FIRST.

THIS IS ALL PART OF THE DOWNSIZING OF THE MILITARY AND THE CLINTON  
ADMINISTRATION.

THEREFORE, AIRFORCE COMMAND HAS ORDERED CLUBS TO PROVIDE MARKET  
DRIVEN PROGRAM AND SERVICES WHICH ARE SELF-SUSTAINING AND DO  
NOT DISTRACT FROM OTHER SERVICES" PROGRAMS.

AT OUR NEXT ISP MEETING WE CAN DISCUSS MORE AND OBVIOUSLY WE HAVE  
HAVE MORE TO DISCUSS. THANK YOU VERY MUCH FOR YOUR ATTENTION.

*ending part - cost of food is extremely high*  
*In the 94 fiscal year*  
*benefit*  
*up*

THE ITT HAS COMPLETED A MARKET PRIORITY STUDY OF OFFICERS' CLUBS...  
CLUBS, BASED ON INFORMATION WE HAVE GATHERED TO DATE, WHICH INCLUDES:  
THE FIVE STRENGTHS AND WEAKNESSES...

(LIST)

TO CONFIRM THIS PRIORITY STUDY BY  
OUR PLAN NOW IS... AND CONDUCT A COMPREHENSIVE AND COMPREHENSIVE JOINT  
MARKING STUDY OF NEARLY 10,000 CURRENT MEMBERS OF BOTH CLUBS,  
AND 10,000 NON MEMBERS OF THE OFFICERS CLUBS AND NCO CLUBS...  
I HAVE ASKED ALAN TO DISCUSS THIS IN GREATER DETAIL IN HIS  
A MOMENT.

ONCE THIS IS COMPLETED, ANALYZED AND STUDIED... WE CAN BEGIN

THE DETERMINING OF OUR MARKETING PLAN OF ACTION. THE CLUB

CURRENTLY HAS 622 MEMBERSHIP OF ITS MARKET BASE, WHILE THE

NCO CLUB HAS LESS THAN 300 MEMBERSHIP.

IT IS STILL NECESSARY TO DETERMINE THE OPPORTUNITIES OF THE

CLUBS AND THE REVIEW OF THE MANY CONSTRAINTS STILL IN OPERATION.

REGARDING REGULATIONS, POLICIES AND FUNDING GUIDELINES.

WE CAN REPORT THAT THE MAIN CLUBS RECEIVED A TOTAL OF \$200,000.00

FOR THE YEAR BEGINNING OCTOBER FIRST.

THIS IS ALL PART OF THE DOWNIZING OF THE MILITARY AND THE CLINTON

ADMINISTRATION.

THEREFORE, AIR FORCE COMMAND HAS ORDERED CLUBS TO PROVIDE MARKET

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AT OUR NEXT ITT MEETING WE CAN DISCUSS MORE AND OBVIOUSLY WE HAVE

HAVE YOU TO DISCUSS... THANK YOU VERY MUCH FOR YOUR ATTENTION.

IN MID JUNE... ABOUT 90 DAYS AGO ... OUR CHAIRMAN, BILL MAXSON,  
CALLED AND TO ASK ME IF I WOULD HEAD AN ISF TASK FORCE *would head an ISF Task Force*  
*IN ASSISTING WITH A STRATEGIC PLANNING PROCESS FOR EGLIN*  
*AND AIRCRAFT BASE OFFICERS + NCO CLUBS.*  
IN ASSISTING WITH A STRATEGIC PLANNING PROCESS FOR EGLIN  
~~AIRCRAFT BASE OFFICERS AND NCO CLUBS.~~

AFTER SEVERAL ORIENTATION MEETINGS WITH LT COL DONALD A COX AND OTHERS, UNDER THE COMMAND OF COL JOSEPH D. FERRIS OF 96 SUPPORT GROUP / 96th AIR BASE WING ... WE HELD OUR FIRST FORMAL MEETING ON AUGUST 2nd AT THE NCO CLUB AT EGLIN. SUBSEQUENT MEETINGS HAVE BEEN HELD AT THE OFFICERS CLUB AT EGLIN AND AT THE NCO CLUB AT THE BEACH, AS WELL AS A REVIEW OF THE OFFICERS CLUB AT THE BEACH. TO DATE ... THRU THURSDAY, OCTOBER 15TH, WE HAVE HELD 6 FORMAL MEETINGS ... A TOTAL OF 10 MEETINGS IN ALL AND NUMEROUS TELEPHONE AND INFORMAL MEETINGS.

TO GIVE YOU A BRIEF BACKGROUND ... ON MAY 23rd, COL FERRIS REQUESTED IN A LETTER TO MR. HOWARD DIMMING AND I QUOTE:

(LETTER)

*(Bobby - you have letter in file)*

AT OUR INITIAL AUGUST 2ND MEETING COL COX INFORMED THOSE ATTENDING... ELEVEN IN ALL, CONSISTING OF OFFICERS, NON-COMMISSIONED OFFICERS,

MANAGERS OF THE OFFICERS AND NCO CLUBS AND INVITED GUESTS ... ~~OUR EFFORTS WERE CHARTERED BY BRIG GENERAL CRANSTON, HE DESCRIBED~~ *THAT*  
~~OUR EFFORTS WERE CHARTERED BY BRIG GENERAL CRANSTON, HE DESCRIBED~~ *THAT*  
~~THE PURPOSE OF IPT AND STATED THAT~~ *OUR EFFORTS WERE CHARTERED BY BRIG GENERAL CRANSTON, HE DESCRIBED*  
~~THE PURPOSE OF IPT AND STATED THAT OUR CONCLUSIONS/RECOMMENDATIONS~~ *THE PURPOSE OF IPT AND STATED THAT*  
~~WOULD BE PRESENTED TO GENERAL CRANSTON ... ONCE CONCLUDED.~~ *WOULD BE PRESENTED TO GENERAL CRANSTON - ONCE CONCLUDED*  
~~THE OUT DATE HOPEFULLY BEING NOVEMBER 15-20th.~~ *THE OUT DATE HOPEFULLY BEING NOVEMBER 15-20th*  
~~IPT ... IS INTEGRATED PRODUCT GROUP.~~ *IPT - IS INTEGRATED PRODUCT GROUP,*  
~~IPT ... IS INTEGRATED PRODUCT GROUP.~~

IN REPORTING TO CHAIRMAN MAXSON ... I REQUESTED THAT HE APPOINT TWO ADDITIONAL TASK FORCE MEMBERS FOLLOWING OUR NEXT MEETING ON AUGUST 9TH.

IN MID JUNE... ABOUT 90 DAYS AGO... OUR CHAIRMAN, BILL MAXSON,

*Handwritten notes:* Called... Bill Maxson... ~~CONFIDENTIAL~~

ATTEN SEVERAL ORIENTATION MEETINGS WITH LTJ COL DONALD A COX AND OTHERS, UNDER THE COMMAND OF COL JOSEPH DE FERRIS OF 75 SUPPORT GROUP \ BOB AIR BASE WING... WE HELD OUR FIRST FORMAL MEETING ON AUGUST 2ND AT THE NCO CLUB AT ELLIOT. SUBSEQUENT MEETINGS HAVE BEEN HELD AT THE OFFICERS CLUB AT DORTON AND AT THE NCO CLUB AT THE BEACH, AS WELL AS A REVIEW OF THE OFFICERS CLUB AT THE BEACH. TO DATE... THRU THURSDAY, OCTOBER 19TH, WE HAVE HELD 6 FORMAL MEETINGS... A TOTAL OF 10 MEETINGS IN ALL AND NUMEROUS TELEPHONE AND INFORMAL MEETINGS.

TO GIVE YOU A BRIEF BACKGROUND... ON MAY 23RD, COL FERRIS REQUESTED IN A LETTER TO MR. HOWARD DIMMING AND I QUOTE:

*Handwritten:* (Letter) - How Howard Dimming

AT OUR INITIAL AUGUST 2ND MEETING COL COX INFORMED THOSE ATTENDING...

ELVEN IN ALL, CONSISTING OF OFFICERS, NON-COMMISSIONED OFFICERS, MANAGERS OF THE OFFICERS AND NCO CLUBS AND INVITED GUESTS... ~~CONFIDENTIAL~~

IN REPORTING TO CHAIRMAN MAXSON... I REQUESTED THAT HE APPOINT

TWO ADDITIONAL FASH KORN MEMBERS FOLLOWING OUR NEXT MEETING

ON AUGUST 27TH.

AND AT THIS TIME, I WANT TO SINCERELY THANK DICK PHILLIPS AND ALLYN DONALDSON FOR THIER TREMENDOUS ~~CONTRIBUTION~~<sup>CONTRIBUTION</sup>, SUPPORT, ASSISTANCE, SUGGESTIONS AND EFFORT.... I THINK THAT DICK WILL DISCUSS ADDITIONAL TASK FORCE MEMBERS LATER, / AND I HAVE ASKED THAT ALLYN ADD TO MY COMMENTS AND DISCUSS HIS EFFORTS TO DATE.

THE THEME OF IPT IS "PLOTTING A COURSE FOR THE FUTURE" .... A THEME..... AND STRATEGIC MASTER PLAN OF BUSINESS OPERATION THAT WILL CARRY ~~THE~~ THEM TO THE YEAR 2000.

WHILE THIS MAY BE ALITTLE OPTOMISTIC....IT IS A VISION ... AND AS I LEARNED YEARS AGO ... .. WHERE THERE IS NO VISION ... PROJECTS AND PLANS PERISH AND FAIL ... SO WE WILL WORK, AND WE WILL MAKE EVERY EFFORT TO SEE THAT WE ARE SUCCESSFUL....WITH THIS EFFORT. I PERSONALLY FEEL THAT ISP SHOULD BE HONORED TO PARTICIPATE IN THIS LONG RANGE PLANNING EFFORT.. IT COULD IMPACT THE ENTIRE EGLIN COMMUNITY.

SO AFTER THIRTY DAYS OF ORGANIZATION .... AND TWO MONTHS OF MEETINGS ... WHERE ARE WE NOW .... WHAT DO WE KNOW FOR SURE AND WHERE IS IT GOING.

WELL, NEEDLESS TO SAY AND THE UNDERSTATEMENT OF MY LIFE ... IT HAS BEEN A LEARNING EXPERIENCE ... AND I DO KNOW NOW <sup>COL FLEET</sup> BILL ... IN YOUR ABSENCE, DICK, BILL BROWN, AND OTHERS OF ISP... I DO KNOW WHAT THE WORD MISSION MEANS, AS IT APPLIES TO THE MILITARY.. ~~ALTHOUGH~~ ALTHOUGH WE HAVE PLEDGED AN OATH OF CONFIDENTIALITY IN MANY AREAS... WE CAN REPORT SEVERAL RESULTS, FACTS AND GENERAL INFORMATION.



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ALTHOUGH WE HAVE FEARED AN OATH OF CONFIDENTIALITY IN MANY AREAS...  
WE CAN REPORT SEVERAL RESULTS, FACTS AND GENERAL INFORMATION.

# S.W.O.C. WORKSHEET

## STRENGTHS

1. Market Size
2. TAXATION
3. LDC + Marketing
4. Security + Safety
5. Investor Appointed Support

## OPPORTUNITIES

- 1.
- 2.
- 3.
- 4.
- 5

## WEAKNESSES

1. Inflation
2. Lack of Appeal
3. Lifestyle Change
4. Local Competition
5. Customer Perceptions + Investment

## CONSTRAINTS

- 1.
- 2.
- 3.
- 4.
- 5