

Social Enterprise Strategic Planning

September 2016

Social Enterprise, What are we here for?

The success of our commercial activities is essential to support the vital work of the Union representing the interests of our members. The income that we generate is reinvested into the opportunities, facilities and services that we provide to the benefit of all students.

Our Social Enterprise operation including Retail, Bar and Catering outlets and Venue Hire have delivered a strong performance in 2015/16 and the Social Enterprise team have continued to develop the facilities, services and customer experience across our outlets throughout the year.

We have begun to consider our future strategy for Social Enterprises, and as we continue this process it is perhaps helpful to outline some of the principles and common themes that we will address, and reflect on some of our past learnings and successes. As a first task we have drafted a commercial strategy and SWOT analysis for each commercial activity or unit attached in the following Appendix by area.

Our pricing policy

Our objective every day is to deliver exemplary services and entertainments that appeal to our members and customers and reflect their needs and interests. We will continue to provide a competitively priced product mix representing the best value on campus and in our immediate surrounding areas.

To help achieve this we will ensure that we benchmark against our competitors and review our operating costs, product and prices regularly. We will negotiate the best possible deals with our suppliers and continue to look for improved pricing structures with existing and potential new suppliers.

Safe Space

Our existing operation and our future strategy recognises the importance of ensuring that our activities are delivered in safe and inclusive environments which are welcoming to all. This will always remain a priority. In recent years the Union and the Social Enterprise team have made great progress working with students and stakeholders to ensure that the requirements of our Premises Licence are adhered to, and that we have the necessary policies and procedures, staff resource and training in place to create a positive and enjoyable experience for customers and employees.

Noticeable improvements in 2015/16 included a reduction in reported incidents in our bars, and we did not receive any noise complaints from external neighbours, which was not uncommon in previous years. We appointed a new security provider following a competitive tender process, and we also continued to meet with local neighbours and stakeholders at the Neighbourhood Watch meetings, and hosted the last meeting here at the Union in July.

Student Employment Opportunities

The success of the Union is dependent on the support and engagement of its members. Students working for the Union continue to make a significant contribution to our success, and we have continued to increase the number of students employed, and the range of roles available to them throughout the year. In addition to the typical bar work that member's sometimes associate with working for the Union, we have successfully recruited students to

assist with a variety of roles across a number of departments. Of particular note in recent months was the recruitment of students to work with the Enterprise Venue team to deliver the BBC Proms extra. The Venues team worked closely with student representatives of Dramsoc to help plan and deliver a series of events throughout the summer from July – September hosting the BBC Proms Extra programme in the Union. A number of Students were also recruited to work in technical and operational roles supporting the Venues team, and were employed for more than 500 hours throughout the period of the event.

Our future strategy will continue to prioritise opportunities for student employment, development and training and we will seek to increase the diversity of opportunities available.

Customer Service

We have a high commitment to customer service in our bars and retail outlets, but at present we have limited procedures for collecting feedback and developing training for the teams. This is something we intend to focus more attention on in future. We have recently introduced secret shopper schemes in our bars and we will introduce customer feedback forms in September. Our future strategy will give greater emphasis to the training and development of our staff, and customer feedback and evaluation schemes to ensure we understand and meet the expectations of our customers.

A key strategic objective over the next period is to install a new Epos system at the union which will enable us to significantly improve our operation, and develop and enhance the customer experience. We are in the process of selecting a new Epos provider through a competitive tender process and we plan to install the new system in January.

What's new?

We are continually investing time and resource in improving the experience for our members and customers. We have had a very busy year opening new facilities and improving existing ones. We have been very fortunate to have the support of student staff to help achieve this. We will continue to look to be innovative and ambitious in the development of services and opportunities for our members, but some notable examples of recent success would include:

- The Foundry Bar & Kitchen has benefited from continued improvements to ambience and service levels managed by the Social Enterprise team and we continue to manage the operation on a management fee basis. The Foundry has established itself in the area with local business and residents, but we are still ambitious to increase the use by our members.
- The Reynolds Bar at Charing Cross received some significant investment and refurbishment which has been very well received and supported by students and we are anticipating much greater use and success of the facility in the short to medium term.
- Bar 568 had new TV screens installed in time for the European Football Championship, the external furniture in the Quad was refurbished and horticulture was improved. In addition, new furniture has been purchased for the bar which is due for delivery in September.
- The Union Bar has had a new bespoke trophy cabinet made and installed and the bar and furniture re varnished.

New sites

As new opportunities emerge we want to be ready to explore them and work with College and stakeholders to ensure the best possible experience for our members. The White City development is something that will feature more often on our agenda this year, and we are keen to give this much great focus over the coming months. The Union have begun to identify working groups and schedule meetings from September to consider the possible implications and opportunities that this development presents for the Union.

We are also conscious of the need to continually vigilant to needs of our members and to be open to new opportunities at new locations when they might arise. We are also working more closely with the Alumni office to explore opportunities for improving the Alumni experience supported by the Union.

Marketing

We are an organisation with a highly diverse and complex membership, comprising multiple overlapping stakeholder groups and with a high level of churn each year.

This provides both an engagement challenge and an enterprise opportunity. To maximise our positive impact on our members, we will continue to develop in-house marketing expertise which can provide insights and intelligence to support our social enterprise teams in continually tailoring and improving their offers across all of our services. This expertise will support not only social enterprise, but other engagement projects such as democracy, student development and campaigning.

We are also committed to maintaining active and multi-channel communications, using new and established social and other media to stay connected to our membership and build a positive connection with them that lasts beyond their time at Imperial.

We will also seek to maximise the benefits of a new Epos system to capture data and create a compelling offer for our members. This may include loyalty schemes and tailored offers designed to appeal to our audience.

Strategy Timeline

Further development of the draft strategic plan for Social Enterprise will take place over the coming months in line with the development of the Union Strategic Plan and will be implemented in January.

Commercial Strategy Framework

Swot Analysis of your Venue

Strengths: <ol style="list-style-type: none">1. Location2. Variety of space3. Experienced event managers to help clients make the most out of their event budgets and plans4. Technical equipment5. Access to professional production crew6. Improved catering menu7. High profile clients, such as the BBC, reflect positively on the Beit Venues service and the Union as a whole	Weaknesses: <ol style="list-style-type: none">1. The amount of space available for clients2. The current state of some of the rooms3. Access to certain rooms is difficult, such as meeting room 4 by the catering team when meeting room 3 is in use, and also the Dining Hall when the kitchen is in use by the catering team.4. The lack of/perceived lack of support for Union departments such as marketing, HR, Health and Safety, Building administration
Opportunities: <ol style="list-style-type: none">1. Increase our brand/awareness by increasing current marketing to include external flights in print and online.2. Further to point 1. Look at contracting a media buyer to help with the purchase of marketing space externally.3. Hold a stall at Confex conference drive awareness in the industry4. Attend event networking events around London.5. Create 'DIY' event newsletter for our current clients and potential clients.6. Print media and guerrilla campaigns such as 'coffee cup sticker' art installations utilising social media and viral tactics.7. White City Campus could free up space in SK to allow more client bookings8. H Bar activity space access on KX would also free up more space at Beit Quad	Threats: <ol style="list-style-type: none">1. College Conferencing Department2. South Kensington businesses offering venue space such as the Natural History Museum3. Potential to price ourselves out of the market4. Increase of student clubs and other union department wanting space Increase of union wanting space5. Sustainability of the workload of the current Beit Venues team6.

Overview

Beit Venues is the branch of the Union offering event consultancy and external hire of Imperial College Union Spaces for functions and events. All revenue raised through external hire goes directly towards the continued improvement of the facilities and services that we provide to our students.

Beit Venues provides space for a variety of events and functions for internal and external clients.

Increased attendance from Imperial College London staff booking meeting rooms – this is a steady trade and where the majority of our ad hoc income comes from. The first showcase day in 2015 helped to highlight to College the untapped resources here that is plentiful meetings rooms and quality catering which in the past year, had significantly improved and is often anecdotally praised by clients resulting in increased income for catering through Beit Venues.

Recently BV has been one of the BBC Proms venues and seen a large summer season of musical events. The BBC Proms has significantly contributed to our summer ad hoc income, not to mention offered approximately 500 hours of paid work to Imperial students who have gained experience working with an internationally known and impressive client as well as adding new skill sets to their CV.

Below are the spaces Beit Venues offers for hire.

Activity Spaces

Usable as two separate rooms or opened up into one larger space, the Activity Spaces are bright and commodious multifunctional spaces, suitable for a variety of different events.

Concert hall

The Concert hall is perhaps one of our most historic rooms. Located in the heart of the Student Union Building, fully equipped with sound lighting and a 33ft screen, the Concert Hall has seen a plethora of theatre productions, cinema shows, talks, readings, compositions, orchestra arrangements, gala dinners, networking events, and was host to what Brian May considers 'Queen's first proper gig' in 1970. Many significant moments have been experienced and continue to be hosted by the Union Concert Hall.

Dining Hall

The Dining Hall is a large wood panelled room with a warm, traditional feel. The Dining hall, is a recommended space to host any dinner, cabaret, acoustic or electric show, or simply a meeting space with vintage charm, The Dining Hall has a capacity of 100-150 people. It possesses great character and has over 100 years of history host president's awards, dinners, and student events

Gymnasium

With its mirror wall the Gym is a bright and spacious room that is perfect for a number of different dance and activity classes.

Meeting Rooms

Our four modern meeting rooms are perfect for private meetings or break out spaces, and all with building AV equipment that can be easily connected to a laptop or tablet. These rooms are easily accessible and offer great views of the Royal Albert hall and Kensington gardens.

Metric

Metric, our nightclub was named by our students as a play on the Imperial/Metric measuring systems. It features a superb sound and lighting system, large stage and dance floor, DJ booth, and fixed booth seating. It is ideal for occasions such as club nights, award presentations, and birthday celebrations.

Reynolds

The Reynolds bar is a cosy little London pub situated behind Charing Cross hospital in Hammersmith. Historic paintings and memorabilia adorn the walls in what is the spiritual heart of Imperial Medical School. All wooden furniture and cosy rich burgundy booths combined with our friendly student staff and craft beer and spirits selection, make this a perfect setting for gatherings of any size in the heart of West London.

Union Bar

The Union Bar, built in 1911, is an intimate wood panelled space providing a great setting for smaller functions. It is also the home to one of Europe's largest collections of pewter tankards which are available for our clubs, societies, and alumni of the College.

Mission statement

Beit Venues strives to perform as a commercial activity, for Imperial College Union by hitting ambitious targets and budget each year through consistent, sustainable, and excellent venue and event managing service for external clients, and student events.

Strategic Aims & Plan

- Offer quality customer service to all guests of Beit Venues to ensure repeat business from external clients
- Maximise Beit Venues awareness
- Increase resource to seek and land clients
- Ensure repeat business from external clients
- Minimise disruption to clubs and societies sharing the space
- Spend more time booking clients than advertising space

Strategic actions & tactics

- Offer quality customer service to all guests of Beit Venues to ensure repeat business from external clients
 - Increase training standards and support for all staff
 - Help improve the customer booking process by using clear and concise and timely emails regarding booking requests
 - Review the customer journey through direct surveys, 'visitors book' and Union survey
 - Follow up with thank you e-shots to customers after their event
 - Ensure service is consistent and monitor by receiving 90% positive feedback
- Maximise Beit Venues awareness
 - Plan Implement and Deliver annual Showcase days for external clients
 - Update, monitor and continuous improvement on BV website
 - Create online gifs/tiles/skyscrapers/rotating online adds for our website

- Monthly meetings with marketing to promote BV online OR do this 'in house' (ourselves) with the help of an extra team member
 - Research external sites for marketing potential
 - A presence on google search engines
 - Increase the social media/marketing output of Beit Venues to include online flights, email marketing to current and potential clients
- Increase resource to seek and land clients
 - Increase resource within the BV team allowing more time for BV Manager to implement our own marketing
 - Increase of resource to plan and deliver a BV stall at Event Trade Shows such as Confex thus hitting multiple clients at once
 - Utilise resource to free up time for the BV team to focus on external marketing such as online, guerrilla, event trade shows, and e-marketing
 - Spend more time booking clients than advertising space
 - Continuous social media presence to drive home our product through multiple channels
 - Creation of customer testimonials to market our product
 - Development of WOM bonuses and feedback offers to encourage referrals
 - Implement and monitor an easy to use self-service website enquiry system for Beit Venues
 - Promote highly BV website to get customers over the line
 - Plan and deliver a BV stall at Event Trade Shows such as Confex thus hitting multiple clients at once
 - Minimise disruption to clubs and societies sharing the space
 - Gain control of booking the two activity spaces next to H bar to ease space issue
 - Work with Student Activities team to ensure important club events are booked in at the beginning of each booking period
 - Work with Leadership to develop an improved and more efficient Traffic Light System

Through this work what do you see as the future of your venue:

I see Beit Venues becoming a highly sort after venue space for a range of clients such as film crews, music performances, travelling theatre shows, dance and sport businesses, local businesses searching for meeting space and also national and international business seeking a venue for staff getaways, and Christmas parties.

Future Performance

In three years' time I hope to see Beit Venues spending the majority of its time answering client queries and booking requests, and less time spent researching and trying to seek clients.

The Beit venues team will have grown to incorporate more support in club WAMS and student events. Welcome Week will include a variety of vibrant and exciting events which will largely be run by the Beit Venues team in collaboration with Beit Bars.

The events BV will be booking will include more dinners, more theatre shows, and more party/club events thus enabling the UDH, UCH, Metric to be used for what they are originally intended.

Commercial Strategy – Beit Bars

SWOT Analysis

<p>Strengths:</p> <ul style="list-style-type: none"> • Speed of service and amount of service points • Variety of menu and quality of products, both bar and food • Competitive pricing for local area and against other student unions in London • Dedicated and committed student staff, with generally high levels of retention • Location – South Kensington campus • Diverse mixture of events and entertainments • Large Quad area, best and largest beer garden in the area • Long standing reputation and engrained culturally to many CSP's activities • Strong levels of engagement of students, from CSP's delivering events to pizza and ale voting. 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Inconsistent customer service, as shown in Mystery Shopper visits • The building is not a purpose-built catering or entertainment venue • There is currently no formal training recognition for student supervisors and managers • Lack of storage space for both wet and dry stock • Lack of joined-up thinking/link between budgets (Ents and Bars), but both are key to the other's success. • Small kitchen can impact on food delivery, this can reflect badly on the bar operation. • Out-dated EPoS system and a lack of knowledge or resource on how to use it to its best functionality
<p>Opportunities:</p> <ul style="list-style-type: none"> • Expansion of the coffee service to prove the demand for potentially opening a coffee shop in the future. • Working with external promoters to provide high quality entertainment across a variety of mediums including comedy, club nights and live music. • Better stock control and financial control through a new EPoS system • Working alongside students to start brewing our own ales, in line with the ongoing craft beer trend • Working with the licensing authorities to alter our license to service non-members, such as NUS card holders boost trade with additional sales from walk in trade and joint events with other Unions. • Loyalty, promotion and discount opportunities through YOYO, as well as direct or targeting marketing. 	<p>Threats:</p> <ul style="list-style-type: none"> • No formal technical staff or maintenance contracts for lights, sound and video – reliance on volunteers and passed on knowledge. This is true from a delivery and H&S point of view. • Poor quality of some of our spaces within the building could dissuade potential clients from making bookings, impacting functions trade. • The annual rise in prices potentially making the bar expensive in terms of comparable venues • Currently unknown external threats to the university and our supplier pricing due to the exit from the EU. • Campus Services adapting their venues to become a serious rival in terms of pricing and offering • College's new approach to allowing third party operators open on Campus, increasing competition. • White city, potentially students moving off the SK Campus will affect trade.

Overview

The venue provides a good value and quality food, drink and entertainment offering, as well as spaces for people to relax, socialise and watch sports. The spaces also provide opportunities for CSPs to run and events and functions, as well as providing real life employment opportunities for students to increase their employability.

The bars cater for students and staff of Imperial College; guests of the College; staff at the nearby museums; Royal Albert Hall staff; members of the Royal Geographical Society; staff and students of the Royal College of Music and the Royal College of Art; and bonafide guests of the above. Our license restricts us to these groups. The bulk of the trade is made up of UG students, however it is also used by PGs and College staff, especially out of term time, in the summer period.

Trade has increased over the past 12 months and a better quality and variety of product has been introduced. Trade has particularly grown during the day time and at weekends. This is down to consistent marketing of offers and entertainments. The bigger social media presence has helped in this regard, but this is still in its infancy. We also have a competent and stable management team, better staff training and a well-run and managed kitchen with a new head chef. We have seen increased footfall during the day times and weekends, and during the evenings for food trade. However it is difficult to quantify this increase. We also have an increased event attendance.

In regards to the customer mix, a larger selection of societies using the bar spaces for bookings and ad hoc visits. A continually diversifying mix of students using the bar, especially for food. Students from the associate colleges and RCM and RCA are using the bars more, as are Proms guests, hotel guests and PG students over the summer months. During term time, we have developed a better reputation for food and events that make people return on a regular basis. Encouraging more societies to hold events with us. Taking BBC Proms Extra bookings over summer has helped increase the customer mix from these events.

Mission Statement

Beit Bars provide inclusive, social spaces for Imperial College students to enjoy good quality, great value food, drink, and events.

Strategic Aims & Plan

- To offer quality customer service comparable to any high street or public outlet
- To continue to offer a varied, ever changing menu of quality food and drink at prices that compete with other student unions, College outlets and local venues
- To expand the hot drink, soft drink and snack offering with a view to opening a standalone coffee shop
- To be ahead of the curve on digital and online technology when it comes to ordering, customer feedback and promotional activity
- To run a venue that can adapt its space in a professional and timely manner to suit the diverse nature of events that we put on now and will put on in the future

Actions based on Strategic Aims

To offer quality customer service comparable to any high street or public outlet.

- Increase training standards and support for all staff, including regular refresher training
- Continually review the customer journey through direct surveys, mystery shopper reports and the Union survey
- Improve direct marketing and promotion via social media, data collection of customers and YOYO promotions and to compile data in regards to their success.
- Review our customer feedback and communication to improve our interaction with guests
- Regularly bench mark ourselves against venues who not only compete with us, but also those we admire and aspire to surpass in terms of customer service.

To continue to offer a varied, ever changing menu of quality food and drink at prices that compete with other student unions, College outlets and local venues.

- Ensure we are offering a varied menu with quality alternatives when it comes to non-alcoholic options, dietary requirements and healthy options.
- Continue to work with suppliers to negotiate keen pricing and appropriate deals that keep our cost of sales low but quality high
- Keep up-to-date with food and drink trends, aiming to stay ahead of the curve when it comes to new products and customer expectations. To attend trade shows to keep the bar management informed of new innovations in the market.
- Build close relationships with other student unions and share ideas and best practice in an open platform
- Investigate innovative ideas on how to diversify as a venue, seeking out partnerships or relationships that will help us grow, e.g. microbrewery, pop up food stalls
- Invest into our spaces to ensure they are well maintained and increase their flexibility to meet the demands of trade and our members' requirements.

To expand the hot drink, soft drink and snack offering with a view to opening a standalone coffee shop.

- Improve our coffee loyalty by using schemes through YOYO and visible, in-house promotion
- Ensure our snack offering (both bar snacks and lighter meals/sandwiches) is reviewed regularly on pricing and popularity
- Train more staff in barista skills and ensure all staff are competent in making and serving hot drinks
- Conduct research at other student unions about their experience running coffee outlets
- Work alongside College to obtain funds to open an ICU coffee outlet, and locate a space that is suitable for the outlet

To be ahead of the curve on digital and online technology when it comes to ordering, customer feedback and promotional activity.

- Work alongside YOYO to improve our offers, ticketing and customer targeting
- Utilise a new EPoS system to effectively manage stock, collect CRM data at entry and track orders
- Investigate opportunities for online ordering and collection, with real time updates about the preparation of your order.
- Have an effective form of customer feedback that is easily used by customers and easily examined and quantified by the bar

- Ensure appropriate staff are trained in how to use online Union areas including the bar's section of the website and the Back of House EPoS module, and are able to use these tools effectively.
- Keep up to date with social media trends and successfully diversify the bar's social media presence to other platforms, e.g. Instagram, Twitter and Snapchat as well as building our current presence.

To run a venue that can adapt its space in a professional and timely manner to suit the diverse nature of events that we put on now and will put on in the future.

- Ensure the spaces are kept in good repair and are well maintained, working with the Union and College to improve and refurbish Metric and the upstairs spaces
- Recruit a Technical Co-ordinator who can take direct responsibility for the maintenance and upkeep of lighting, AV and sound equipment, and manage a team of student technicians.
- Build relationships with promoters and agents to bring ticketed events (tours, comedy shows, productions) into the venue
- Work on expanding the kitchen and cellar and relocating the bar office in order to maximise space downstairs
- Improve our gate entry system to speed up service at the door and seriously evaluate the benefits of reducing or removing the door charge permanently.
- Work towards recruiting an Entertainments Manager who will take responsibility for regular nights, student led events and one-off Union events as well, across multiple sites.

The Vision for future of the Beit Bars

In three years' time the Beit Bars will retain its position as the number one venue on campus for food, drink, coffee and entertainment, providing a quality and efficient customer service with a strong focus on the customer journey. It will serve students (including non-Imperial students) and Imperial staff: guests of the College; staff at the nearby museums; Royal Albert Hall staff; members of the Royal Geographical Society; staff and students of the Royal College of Music and the Royal College of Art; and bonafide guests of the above; event guests at gigs and shows, as well as NUS card holders.

We will have started running ticketed event with outside promoters to increase the range of events on offer, and have a clear Entertainments and Events plan led by a confident and experienced Entertainments Manager.

There is a stronger focus on coffee and we will have a better understanding of the coffee shop market, so we can capitalise on any opportunities for non-alcoholic based social spaces in college. We will use our expertise and success in the Licensed Trade sector to prove to College that we are the right people to move into any new non-alcoholic spaces. We will also have introduced the basis of an online pre-order system for takeaway food including salad boxes, coffees and pizzas. This could be through our own or a third party application.

We will have increased our use of cashless systems to improve security, such as contactless or wallet-style payment methods with staff who are confident and well-trained in customer service.

In three years, with the current trends, we will have hit capacity for the bar, food and event services. This will force a move towards takeaways and online orders or expansion of our current spaces/a move into new spaces.

We will achieve this by continually offering good quality and competitively priced food and drink

A new EPoS system will improve service and door entry

The continued trend that catering is experiencing growth in the industry as a whole, while bars are generally not experiencing growth or are seeing decline

Beit Bars will still focus mainly on our UG members whilst taking advantage of other group to maximise income. We will see more walk in trade, particularly other students from other universities and guests from RAH and other local bodies all year round

We will be attracting more students from outside the EU as the UK leaves the EU and it becomes more expensive for those students to move and study here

We will also see more students from cultures and backgrounds who may be hesitant to come to an alcohol-driven outlet. We will diversify our offer to suit this change.

Future Performance

Income will have increased across the bar, the increase will come from additional trade. This will be no more than 7-10%.

We will achieve this with

- Better staff training with a focus on recognition and development for staff at all levels.
- A new till system and a focus on digital and technical advances.
- Close attention paid to the new trends in the sector, both on the high street and within universities and Student Unions.
- Growth in the Catering (food and coffee) areas, fuelling plans to open a new outlet
- Increased footfall during mornings, altering the venue opening hours accordingly for a potential new breakfast and coffee service
- Increased footfall at one-off and regular events, with better queuing and door entry systems to limit wait times

Importantly, the income on catering will have peaked, with the only increase in income seen through rising prices. Unless the capacity of the kitchen is increased, we will not see any further increase in volume of food sent out, and this could have an adverse effect on bar sales as well if people are forced to go elsewhere.

We would also see our weekly entertainment selling out on a regular basis.

Our costs could rise with the UK leaving the EU, but we will have negotiated some key contracts through tendering for all bar products together and working alongside suppliers for favourable pricing and retro deals. Our staff costs for student staff are also likely to rise if the College makes the decision to pay all student staff the London Living Wage. We will have increased our full time staffing with new roles including an Entertainments Manager and a Technical Co-ordinator, although these costs could be shared with other Union departments. Depreciation will be higher with a proposed refurbishment of Metric and extension of the cellar. However, we will have worked with Finance to investigate and hopefully remove some or all of the Phase III depreciation.

**Imperial College Union
Commercial Strategy 2016**

Swot Analysis of the current Catering Department of Imperial College Union

Strengths:

- Delivering quality food at competitive price
- Quick service from FiveSixEight
- Minimal negative feedback in relation to volume of trade
- Positive attitude amongst the catering team to strive to make improvements
- Steady increase in the quality and consistency of functions catering
- Good financial management in terms of elevated income levels and cost controls/efficiencies

Opportunities:

- Increase number of student staff
- Further the development of the staff in the catering department so that their skills grow in line with the ever increasing demand
- Increase the number of employment positions available to students, not just limited to FiveSixEight kitchen
- Benchmark the standards to promote high quality services
- Add more avenues for feedback regarding catering in both FiveSixEight & Functions
- Further invest into catering as a whole in regards to:
 - Size and layout of FiveSixEight kitchen to improve levels of service, standards, health & safety and productivity
 - Level of staff competence across the department in regards to skills, knowledge and abilities
 - Union Dining Hall Kitchen regarding its
 - Layout
 - Equipment
 - Logistics for serving functions from its location safely, efficiently and effectively
- Increase Mystery Shoppers scores to meet KPI score of 80% or above consistently
- Input into a review of the unions approach to functions/meeting room bookings:
 - Maximise on the sales made per booking by highlighting the Union's most profitable packages
 - Minimise student's needs for the rooms
 - Use of resource to sell and secure our bookings from external clients with a focus on relationships & standards
- Identify opportunities for increasing sales in areas where catering is not being offered at present
- Play more of a part in the development of student skills; those that are not employed by the union

Weakness

- Poor retention and uptake of student staff due to expectations from the role
- Inconsistent KPI objective Mystery Shopper score
- Ability to deliver functions at a high level due to limitations on:
 - Building layout
 - Union Dining Hall Kitchen
 - Condition and facilities of the Union Dining Hall
- Use of sellable spaces is not done so efficiently to maximise on the higher profitable packages the union
 - Sell less spaces at a higher return that includes catering

- Lessen the disruption in order to maximise on student usage
- Lower standard in the upkeep and presentation of sellable spaces (Union Dining Hall in particular)
- Facilities to deliver catering do not meet the increased demand for the service
 - FiveSixEight kitchen, small, lack of storage and safe movement of people in the space
 - No gas in the building
- Limited resource in terms of selling the services and packages that are offered to our members and external customers
- Lack of first hand awareness from the organisation as to the pressures the catering team are under to deliver the service that they offer each day

Threats

- Reaching capacity in October following a successful 2015 income Health & Safety and income at risk
- Potential for more campus outlets opening, including third party operators
- White city
 - Possibility of a smaller market in SK campus
 - Increased pressure on union resource to sell services
 - Dilution of union resources
- Eastside re-opening at weekends
- Possible increase of cost of food due not being in EU
- Risk of accident as demand for service grows within increasingly unsafe spaces
- Staff skillsets may grow quicker than our ability to bring in functions and events to match the expertise of the team leading to people leaving for more challenging work opportunities
- Changes in people's wants and needs and the union's ability to adapt
- Focus on functions trade could diminish the necessity for time and resource to be used in FiveSixEight kitchen to sustain and increase upon the standards

Overview

The catering department of Imperial College Union supply a number of services consisting of bar food sales from FiveSixEight, sit down dinners, BBQs, meeting room refreshments and buffets.

89% of the financial turnover from catering in the 2015/16 budget was done through the FiveSixEight services. FiveSixEight operates 7 days a week and was able to increase turnover by £93,911 compared to budget in 2015/16. Catering from functions trade also delivered a higher than budgeted turnover in the same year of £3,324. Combined, both of these income streams were delivered at 2% higher than budgeted gross profit margin.

The Union offers all of its catering services to all of its members and external clients. Due to licensing requirements FiveSixEight has restrictions to serve the general public and can only cater to those stipulated on its license.

The catering delivered for functions is done so mainly to external clients including staff of Imperial College London. The union's own staff do utilise the catering provisions for their own events, meetings and functions

FiveSixEight trade has seen an increased level of footfall due to an increase in the standards and ability to deliver a service that is valued by the union's members. This has been done through restructuring the department and bringing in an experienced head chef who has been able to review the processes and delivery to match the ever increasing demand

The type of customer that frequents FiveSixEight has remained the same during term times over this change but what has changed is the frequency of visits and also by maximising on quieter times of the day such as lunch trade adding on to what has always been a busy evening trade.

Mission Statement

To be considered the top outlet for catering on campus delivering and exceeding the expectations of our members and external customers

Strategic Aims & Plan

- *To offer quality customer service comparable to any high street or public outlet*
- *Employ more student staff, to offer them an income stream and work experience*
- *Increase training standards and support for all staff*
- *To offer affordable meals giving great value for our students and other customers*
- *Enhance the offer from the Union's functions to increase trade from external bookings*

Actions Based on Strategic Aims

In order to offer quality customer service comparable to any high street or public outlet the union must:

- Build on our success using and reacting to customer feedback and Mystery shopper reports
- Increase score from Mystery shoppers by working with the Beit bar team
- Promote and encourage the use of feedback mechanisms and introduce new ways to gain customer feedback to make improvements
- Be more active in our external market research to stay current and identify future trends

In order for the Union to successfully employ more student staff in order to offer them an income streams and work experience the union must:

- Increase training standards and support for all staff
- Promote and identify the importance of transferable skills that can be gained from working within the department
- Offer an accredited award that students can use to prove their skills and use in future job applications
- Increase the working conditions in the catering department through investment in the spaces

In order for the Union to increase training standards and support for all staff it must:

- Employ more full time catering staff which will increase standards as well as reducing the reliance on external agency workers
- Recognise the importance of developing the team in their training
- Understand the pressures and concerns that arise from working with the catering environment and to help identify areas for improvement whether through capital investment or training possibilities

In order to offer affordable meals giving great value for our students and external customers the Union must:

- Increase its efficiency at providing accurate management accounts for the catering department in order to consistently report its successes and identify areas for improvement
- Actively source the best suppliers that give value for money as well as offering the services and support that the union requires to deliver its services

- Be aware of changes in the market
- Invest in the catering spaces so as to increase efficiencies of preparation and working conditions

In order for the Union to enhance the offer from the Union's functions to increase trade from external bookings it must:

- Recognise the importance of resources needed when comparing to expectations of income from functions, i.e. through optimised website design, sales copywriting
- Invest in the spaces used to deliver functions so that they complement the catering offer that is being improved upon daily
- Look for ways to maximise on the sales of its spaces so as to increase revenue from external customers whilst minimising disruption to union members
- Invest in all of the catering spaces to provide the equipment, human resource and environment that will help to deliver the standards that the union strives to offer its members and customers

The Future for Catering

In three years' time the Catering Department will have continued to be seen as the most developed and improved area of the Union and will be recognised as a key part of the Union's structure not only for its ability to generate revenues but for its ability to deliver results across multiple areas and to be a department that will always look to improve upon itself.

This will be possible through the investment in its staff, not only in the raising of the headcount for full time staff but in its approach to training to allow its team to grow at the same pace as the expectations and demand for its services.

This increased perception has also been possible through the investment in the Union's catering spaces that have allowed the team to work in conditions that meet the demand with the appropriate equipment that increase efficiency and the abilities to adapt to any changes in the market's needs.

The Catering Department will be viewed positively by its members in its ability to deliver a high quality product and service that matches the expectations and value. The Union's members will also see the Catering Department as an opportunity to gain work experience, social and life skills that will be transferable and usable in the future prospects.

Along with Beit Venues as a whole the Union's Catering Department will be seen as a highly respected part of South Kensington's hospitality offerings and will be a venue of choice for those searching for the services it provides. This is possible through the increased abilities of sales and promotion that allows the department's team to focus on the delivery and customer service standards that those utilising the Union's services expect and deserve

Commercial Strategy: The Foundry

SWOT Analysis of your Venue

Strengths:

Great, modern décor- recently uplifted ambience of the premises 'The Foundry' by new decorations, paint & new furniture which has given a new look to be recognised as a Modern Bar on the contrary to the canteen style facilities we offered earlier.

Competitive pricing within the Vicinity
Limited competition – Regular check on competition analysis viz-a-viz with 'Castle' Bar and found similarity in the business with us.

Good reputation, collected feedback- The Foundry is known as a good venue for lunch with great service and food.

Cocktails- one of the biggest seller. The Foundry offer cocktails all day every day. New cocktail menu is coming in October so there is opportunity to refresh it.

Food- recently updated menu has more vegetarian and vegan options to attract more guest, new prices are matching all outlets in the College.

Events- The Foundry use the opportunity to organise few events such as Christmas parties, business dinners, family meetings and VAC breakfast and dinners.

All the above events were successful and we have bookings for our future events as well.

Holiday Inn Express catering – working close by to enhance and advertise better in local area, we have publicise our pamphlets at their reception with the permission from Manager and we have got turnaround for breakfast service. We are looking forward to fortify our relation to enhance our consistence business with them.

Social media-

Actively engaged in social media group and increasing engagement rate gradually. Currently we have 240 likes.

Website- The Foundry website is live, opportunity to be visible on google map

Weaknesses:

Location- Foundry is located in North Acton, business, quiet area. We can only attract local businessmen and residence. Unfortunately it is not a party destination for people who live in the neighbourhood. Outside area is very close to the highway, no quiet area available.

Cooperation with the College- Union is complicated and slowing down the ideas and progress.

There is no procedures in place, very chaotic communication and low staff morale as it is not clear if we are College or Union outlet.

Till system- even though the system improved in the last few weeks there are still outstanding issues.

Staff level out of term- it is difficult to cover bar shifts during the college Closure. The Foundry casual students are away so there is lack of staff during this time.

Full time employees can't work overtimes as they won't be able to use their lieu days in the near future.

Few people helping us from different outlet are not supportive as they are not committed to adhere to The Foundry way of work.

No wireless for public- many customers would like to stay longer and do some work at The Foundry unfortunately we can't provide a public wireless.

The Cloud is slow and it requires log in.

Marketing – both The Union and College have no experience in marketing to non – students and non- staff customers.

<p>as a bar. Good channel of communication with public.</p> <p>Good cooperation with University of The Art- we are appearing on their website and they are advertising the Foundry as a great local place to visit.</p>	
<p>Opportunities:</p> <p>Foundry Birthday party – food and drink festival for public. Opportunity to check out The Foundry New Look! Taste some dishes, BBQ and wine tasting.</p> <p>It is crucial for local people to understand that we are open to all, happy to serve everybody.</p> <p>Marketing- with some help of marketing team we can advertise the presence and offers to our guest. Improving the website and social media will help increasing the number of guest.</p> <p>Regular events, quiz night, karaoke etc.</p> <p>Fresher week- with more lead time and established teams we are in better place to welcome new students.</p> <p>New flats – when completed December 2017 more people to use The foundry.</p> <p>Yoyo- regular promotions and loyalty stamp cards</p>	<p>Threats:</p> <p>New residential buildings- possibility of opening new bars and restaurants</p> <p>Economic roller-coaster, Brexit- customer don't feel secure anymore what the future will bring.</p> <p>Customer choice – in the last few years many people changed their eating habits to healthy diet and alcohol free life.</p>

Overview

The Foundry is a bar run by Union but with Imperial College funding.

We are open to students and public serving fresh food and drinks .

The Foundry is open from September 2015. Imperial College Union didn't have a chance prepare opening in a correct way as they didn't have enough notice.

We have been given empty bar with canteen style décor and high expectation about the future.

First few months proved that rush opening was a mistake. We only have few customer per day, below £1500 revenue per week.

We thought that having over 700 students living next door will bring them over and we were wrong. They were happy staying in common rooms and didn't like the foundry as a party destination.

Lack of marketing research, plain atmosphere and wrong communication with the College didn't give a bright picture of the future. Even though above facts let us down the staff morale was high and we never lost the hope that we will change it.

We had more and more customers, great feedback about food and service but atmosphere let us down.

Catalyst for changes

We made some changes on the menu so it is more affordable for students.

Twist of the décor by adding some plants, books to make a place look warm and welcoming.

Promotions and offers for customers

Events organised for local companies.

The beginning of 2016 it was a breaking point when we realised that the idea we have will never work without proper décor and marketing. After few Months College agreed to fund some for furniture and redecorate the place. Finally we are proud of The Foundry presentation.

Mission Statement (The Foundry)

To make Foundry the best public place in the West London by providing various offerings to public and students to make their visit memorable each time from our skilled, enthusiastic team who are full of passion and believes in delivering the right product every time.

Strategic Aims & Plan

Great customer service

- Staff training, employees to attend a maximum number of training in 2016/2017(health and safety, food hygiene, service that sell , product knowledge, dealing with customer complaints)
- Meeting customers expectation, listen to feedback (Foundry feedback database to be review and all the comments taken to consideration)
- WOW factor, mystery shopper reports over 90%
- Customer service training for all employees

The Foundry needs repetitive business, we are based in a distance from main campus and the area is not really appealing so we have to make sure people are impressed with their experience so they will come back.

Brand recognition in West London

- Aggressive marketing in social media, local gazette
- New offers and loyalty points
- Cooperation with local businesses e.g Carphone Warehouse, Holiday Inn express.
- Cooperation with Woodward and University of The Art
- Word of mouth advertisement

People start to recognise The Foundry as a bar and great place to spend time but without marketing we have no chance to progress. It is important that our offer is attractive to our customers but we have to make sure that marketing team will create the brand and spread the word around West London.

Staff satisfaction

- Room for personal and professional grow (management opportunities)
- Staff incentive for great performers, highest sellers (Cinema tickets, Foundry money)
- Clear goals and objectives (regular one to one meetings, daily briefings, PDR)
- Staff party, bonding between front and back of house.

It is important to keep staff motivated and satisfied. They are first line of the business and it is actually their role to sell and look after the guest. If we will be able to keep the staff smiley and happy our guest will notice that. Also it is a bar staff who generate the revenue, when they happy they will more likely sell more drinks and food. There is nothing worst in a business than miserable employees.

Smooth Cooperation between Union and College

- Approved procedure of communication between departments
- The Foundry become an independent outlet regarding ordering system , stock take procedure and have full control and access to F&B system
- Sale increase due to VAC bookings Summer time. The Foundry will provide breakfasts and dinners in summer 2017.
- Agreement between College and Union to use Volunteering room by The Foundry

This is the most difficult aim in my opinion. From the moment we start all decision are delayed, procedures are not clear. We are willing to adjust to College procedures but it seems they don't really have any.

We send our cooperation proposal to procurement department, hopefully they will agree with our idea of smooth cooperation. The aim is to be independent outlet by having full control of stock take , purchasing and finance.

In three years' time when you will be asked to write this strategy again what would you put as your overview?

The Foundry will be offering breakfast, lunches and dinners to public and students. Our menu will contain many healthy options and The Foundry will be recognise as a great place for everyone.

Local businesses will be using Foundry for meetings, business lunches and after work socialising.

New house residents will be coming for regular events and weekend relax.

Students will be running their own events and we will create "home "for all of them.

In three years' time from now we will achieve good reputation, stable business and outstanding experience for our guest.

With the very low revenue in a first year it is safe to say that we will increase revenue by 30% year on year.

We will be run by Union with full control without any unnecessary input from The College.

Strategy Retail

Overview

The Unions Retail team supports our members by ensuring that they have convenient access to a range of goods that would otherwise be lacking in the heart of the South Kensington Campus.

They also provide a financial surplus to underpin other services that are provided by the Union along with employment opportunities for our members

The Unions Retail Operations can be spilt into three main income streams:

The Union Shop

This outlet sells mainly stationary, study goods, clothing, branded memorabilia and gifts, travel goods and electrical accessories.

The customer base for this outlet is our members, Imperial College Staff, Imperial College Departments, Visitors to the College, especially guest attending conferences on site.

Shop Xtra

This is a newsagent outlet that sells newspapers, magazines, cold drinks, and snacks.

The customer base for this site is members, Imperial College Staff and Contractors, VAC guests, Visitors to the College, especially guest attending conferences on site.

The Online Shop

This is host on the Unions website and sells clothing and branded gifts.

The customer base for this service is largely Alumni of the College and we ship to many parts of the world on a regular basis, but especially Singapore and Australia.

In 2014 the Newsagent was moved from onside of the Sherfield walkway to the other to help free up some spaces for college. As part of this the shop was refitted and branded, as Shop Xtra. This was done very quickly over a summer period and the results are a much better presented space with an easier layout.

One of the side effects of the changes to shop Xtra was that by comparison, the Union Shop appeared old, tiered and crowded. As a result of this we are planning to refurbish the Union Shop in the 2017/18 financial year.

In July 2016, at a request from College we withdrew tobacco products from sale from all of our retail outlets. This of course represents a loss in income in two ways:

1. The direct loss of sales, from not being able to sell the tobacco products
2. The indirect loss of sale of other products that customers may have purchased when in the shop for the purchase of tobacco.
- 3.

We have budgeted for the loss of these sales. However we are unable to foretell the total financial impact of the loss of indirect sales.

Swot Analysis

Strengths: <ol style="list-style-type: none">1. Prime location on Campus2. Captive market to some degree3. Strong product lines which are regularly updated4. Items that cover all price points	Weaknesses: <ol style="list-style-type: none">9. Union Shop "Street Appeal" is poor10. Union Shop fixtures and fittings are tired11. Union shop is crowed and awkward for the customer to navigate
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<ul style="list-style-type: none"> 5. Strong stocktake results 6. Well established team with low turnover 7. Recently refurbished newsagent 8. Benefit from noncore college activities, such as VAC and Conference bookings 	<ul style="list-style-type: none"> 12. Lack of storage means we miss out on bulk purchase discounts and increased staff costs for taking deliveries 13. Deliveries received in public spaces due to a lack of load bay area. 14. Web site need reviewing and streamlining 15. Unable to offer click and collect type service 16. Lack of specific retail marketing knowledge within the Union
<p>Opportunities:</p> <ul style="list-style-type: none"> 17. Union Shop refurbishment could refresh our offer and increase footfall. 18. Expand branded range in light of the Business School branded products success. 19. Introduce Yoyo with new Epos system 20. Increase the quality of the customer journey in the Union Shop and Online. 21. Target year groups of Alumni as they reach key anniversaries 22. Compile a data base of past customers and their spending habits to help target marketing messages. 23. Package groups of products to fit with the student time table, such as welcome packs. 24. Brexit will change the demographic of the student population 	<p>Threats:</p> <ul style="list-style-type: none"> 25. Competition, Essentials, Amazon Click and Collect and large retails close to student's residences and online. 26. Brexit may increase some costs and will change the demographic of the student population. 27. Decreasing sales of some lines due to changes in technology, such as newspapers. 28. Reallocation of students, staff and College facilities to other campuses, such as White City. 29. College departments retailing their own branded goods. 30. As trade grows, we may be unable to store enough stock, this could lead to empty shelves and therefore hinder growth.

Mission Statement

The Retail Department aims to provide affordable products and services that enhance our members academic and non-academic experience at Imperial. Whilst also providing a key service for the College and its visitors.

Strategic Aims & Plan

1. To redevelop the space and offer in the Union Shop to drive revenue.
2. To increase sales of the online shop
3. To extend the reach of the retail department to encompass other campus
4. To provide a clear and measurable training package for our student staff that provides them with demonstrable skills in the work place

5. To build relationships and networks with other like-minded retail teams to share information for our mutual benefit.

Strategic Actions and Tactics

1. To redevelop the space and offer in the Union Shop to drive revenue.

- 1.1 To design a shop that is open, merchandise easily accessible, easy to shop and has the WOW factor.
- 1.2 To encourage add on sales in the way the shop is designed and merchandised.
- 1.3 To design the layout that is flexible and easy to change.- slat walls.
- 1.4 To take into consideration the critical trading dates within retail as to the timing of the re-development.

2. To increase sales of the online shop

- 2.1 Review the customer journey/experience of the online shop.
- 2.2 Make the online shop quick and easy to navigate.
- 2.3 Additional categories to be added eg: Branded stationery lines, branded cases/bags.
- 2.4 Capability to email customers about the products, offers and events eg: promoting graduation gifts.
- 2.5 Link to the online shop in as much marketing tools as possible eg: fresher's booklet
- 2.6 Offer a click & collect service.
- 2.7 Online newsletter.

To improve the marketing opportunities of all retail outlets including the online shop.

- To have a page in the college booklet that they send out to all graduating students.
- To work closer with the Union's marketing department.

The shop needs to have its own template to be able to do signage without the need to request from marketing.

Future Performance

The future performance of both the retail outlets will largely depend upon any re-development of the walkway.

Particularly with regards to the Union Shop the future development will heavily rely on the re-development of the shop.

Reynolds Bar Strategy

SWOT

Strengths

- On high footfall medic's campus venue with Gym, ICSMSU Offices, Library and Café on site – central to student life/experience.
- Location – Hammersmith is a popular area for students living out of halls.
- Competitive pricing compared with many other Hammersmith venues.
- Wide product range with good relationships with suppliers.
- Two long established events – Sports Night and Friday Bops
- Successful annual events that are a firm part of the student calendar such as Battle of the Bands.
- Successfully developed Cocktail provision.
- Staff members, Supervisors and Managers that are students and can provide insight into customer base and student consumer trends.
- Empowered Student Duty Managers.
- Good links with the University and local authorities.
- Strong links and positive relationship with ICSMSU President and Executive Committee.
- Positive reputation with key student stakeholders due to tangible successes: New Flooring, Refurbishment success.
- Increased non-sports club/society student 'ownership' and input into bar as emphasized by outcome of April 2016 Refurbishment.
- Newly Refurbished with focus on Medical history and theme, creating unique environment that stands the venue apart from other Hammersmith premises.
- New sound system and ambient lighting system allow us to deliver consistent and appropriate ambience.
- Well-developed staff training pack.

New Security Contractor providing more robust protection of venue and control of behaviour as necessary.

Weaknesses

- Previously regarded no so much as 'a medics bar' but as a medics sports club/society bar.
- Substantial restrictions due to location in Charing Cross Hospital. – No smoking area/ limited advertising etc.
- Shared space with Taste Imperial.
- Lack of passing trade from hospital – lack of awareness of venue
- 'The Reynolds Bar' brand has potential negative connotations
- Historic 'traditions' about inappropriate use of space.
- Non-Medics put off coming to venue as 'medics only'.
- Lack of marketing resource available to be deployed for the venue
- No full time staff working at the venue, and no assistant/Full Time Duty manager support.
- Lack of developed tailored communication with key groups.
- Social media presence in its infancy
- Lack of developed direct lines of communication with doctors/staff etc.
- No external marketing allowed outside Hospital grounds.
- ICSMSU/Bar/Imperial College Union Relationship dependent in part to elected individuals who change every year.
- Competition in Hammersmith undercuts prices – Slug + Weatherspoon's.
- Restrictions on opening times due to College Building Security.
- Distance from SK site.
- Café side of space inconsistent with design.
- Location in College Building means heavy reliance on agreement with many stakeholders (building management, Security etc.)

Large turnover of staff and difficulty in maintaining consistency when working few shifts.

Opportunities

- Cocktail provision every day as of August 2016.
- Developed marketing plan created and implemented:
Recognition of different key markets: Medical Students, NHS Staff, Wider Student Body and development of communication streams and distinct marketing to each group.
- Increased food offer and development of improved menu.
- Further empowerment of Student Duty Managers to encourage creating a student led voice for the venue.
- Increased food and drink promotions to drive wet sales.
- Various irregular events throughout the year for specific events – Football, comedy nights used to showcase venue.
- Further professionalization of service with introduction of paid stewarding/floor staff team from October 2016.
- Fresher's week provides the opportunity to introduce new students to the 'newly launched' venue and set the tone of the year ahead.
- Vast array of student societies and talent from Imperial College to use for events.
- Potential for establishing and developing weekly events program: Free pool (Monday), Quiz Night (Tuesday), Sports Nights (Wednesday), 2 Pizzas for £8.00 (Thursday), Cocktail Night (Friday).
- Shared space with Taste Imperial.
- Development and extension of venue hire package working with Events and Conferencing Manager.
- Increased student input into product mix – cocktail of the month, craft beer voting.
- Development of strong relationship with various NHS staff, increasing awareness of venue and emphasis of its potentially central role in NHS/College/Medic community.
- Focus on Doctors Mess Parties
- Develop relationship with key F1 and F2 figures in particular elected NHS Mess Presidents who arrange a number of social events for doctors through the year.
- Alumni events working with the alumni office and utilising their connection with previous
- Better use of Unique Selling Point – all profits go back to Students' Union – Clubs Societies, advice etc.
- Develop a long term marketing strategy targeting different groups – students/ staff/ medics/ doctors/ college staff etc.

Threats

- Inadequate marketing support due to lack of resource.
- Historic cultural behaviours and drinking culture (6 year medics course means change takes longer to instil)
- Refurbishment does not achieve aspirational financial expectations in short/medium or long term.
- Changing student population – likes and interests change year on year.
- Successful and established venues in Hammersmith with greater resources.
- Licensed trade trends – move towards food led venues and increase drinking at home.
- Cheap availability of off trade alcohol causing students to drink at home.
- Location in Charing Cross Hospital, potential for issues with various stakeholders due to possible 'public nuisance'.
- Lack of continued funding, resulting in inability to maintain upkeep of new venue set up.
- Other union priorities (new venue, Welcome week) meaning resource deployed elsewhere.
- Historic use of venue and memory of badly attended events.
- Potential Reputational damage.
- Potential animosity between ICSM and ICU at a student member level.
- Pizza Offer in its infancy with aspirational targets and high expectations on student staff.
- Large number of student staff required due to medical academic commitments – potential for lack of consistency.
- Rival ICSMSU events pushing trade elsewhere with backing of effective communication channels.
- BOP trade varies and dependent, in part, on student commitment to events – lack of consistent 'Friday night' atmosphere.
- New bar set up not tested under term time or extremely busy circumstances.
- Lack of storage space in venue.
- Relationship with Taste Imperial and in particular joint use of Café kitchen space in its infancy.
- Lack of upkeep of café side of space.

<ul style="list-style-type: none"> • Continue to develop relationship with Taste Imperial with potential to offer joint events/advertising as appropriate. • Loyalty cards (joint with café) etc. • Venue hire packages for NHS staff/college staff etc. • Increased use of YOYO wallet promotions and potential for joined up stamp card promotion with Taste Imperial. • Improved relationship with Faculty of Medicine, with potential to deliver events for College Staff, and increase awareness of venue amongst Faculty. • New potential to market in hospital grounds (exterior to Reynolds Building). • Engagement with nursing students on campus – 3 x halls based on site with potential to become venue of choice for group. • Continue to Increase Bar involvement with student groups delivering Bop Events • Non Bop student lead events developed and supported. • Recognise the unique nature of the Medics student calendar and cater for different year groups specifically. • Increased supplier/rep engagement with delivery of Wine/whiskey/gin tastings a possibility. • Further use of social media to build relationship with customer base. 	<ul style="list-style-type: none"> • Medics Calendar – students on Firms potential to be located far away from Charring Cross campus. • Competition with external venues with capability to undercut prices.
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Context

Reynolds Bar historically was a wholly student run bar, regarded as the home of Imperial College School of Medicine Students' Union, predominantly serving ICSM sports clubs and to a lesser extent ICSM societies. It also has the function of a common room for students and staff and a Café in the daytime, run by Taste Imperial. The focal point for trading activity has been Bops (student run club night style events) and Wednesday Sports Nights. Trade outside of these events has been negligible.

Over the past two years we have worked to change attitudes and behaviours in the venue whilst introducing new products, events and offers to increase trade outside of these student lead events to varying degrees of success. Cocktail Nights, Battle of the Bands and our premium product ranges have all gathered positive feedback so far. After a substantial refurbishment of the space in April 2016, where we put student consultation at the heart of our efforts, the new venue launched in May 2016 with feedback so far being very positive indeed.

There are however a number of weaknesses and threats which have been identified in the SWOT above. There threats can be summarised as three areas. **1. Reputational issues** surrounding historic events and behaviours, creating the sense that the venue was exclusively for ICSMSU sports clubs and societies, and reminding potential customers of past inappropriate behaviours/control of these resulting in lost trade. **2. Sites position and restrictions**, located within a shared space in a college building, with substantial restrictions on service and no outside area, as well as fierce competition within Hammersmith. 3.

Awareness issues, communicating with and gaining insight into the varied groups the bar serves has proved difficult historically; as has emphasising that the bars position in the Staff as well as student community.

The Refurbishment has been a key intervention in the project of increasing the reputation and Reach of Imperial College Union. The new venue presents new opportunities, with a revamped space, changed product offer, increased bar lead events and a whole new hot food Pizza offer, providing the springboard to developing new trade as we move into 2016/2017.

Markets

1. The primary market for the Reynolds Bar is all ICSM students – the focus currently is on ensuring that we serve the group in its entirety - not any particular sub group, club or society, but the Medical student population as a whole. This group is made up of six different year groups based on different sites, with vastly varying timetables and workloads and substantially different needs.
2. NHS and College staff based in the surrounding areas represents a key secondary market we have begun to develop. The Imperial College NHS trust employs around 10,000 staff over its 5 hospital sites which our licence allows us to serve.
3. F1 and F2 doctors – catering for the new foundation year 1 and foundation year 2 doctors employed by the Imperial College NHS trust is a small but potentially 'high impact' market. Furthermore three small accommodation blocks for Nursing students are based on Charring cross hospital and offers a potential new revenue stream. We have begun the process of introducing the new doctors to the venue and hope they will become a key group moving forward.
4. Imperial College Community as a whole – although the space is predominantly aimed at the ICSM community, there are a number of students based in the Hammersmith area and one of events such as Battle of the Bands draw in a wider crowd we should further capitalise on.

The next three years will be transformative in establishing a new kind of trade for the venue and safeguarding its future by accessing and utilising the four key markets identified, building a casual walk in trade and ultimately making the venue self-financing.

Current Situation

What does the Venue Do?

The Reynolds Bar is a two room venue with a capacity of 450, offering a range of alcoholic and non-alcoholic drinks, a substantial cocktail range, and a pizza offer. We have the capacity to run Club nights, live music as well as 'standard' pub style trade. The bar trades five nights a week from 17:00 and sporadically at weekends for one of events.

Who does it service?

The Reynolds bar currently services a range of ICSM students from all years of study. Although we are heavily reliant on Sports Club and Society trade, the bar has seen an increase in walk in trade over the past year as well as an increasing number of NHS staff using the venue sporadically.

Past Year

Trade Patterns

Over the past year we have seen a slight shift in trade away from 'one off' student event nights, to a slightly more varied trade across the week. Increased cocktail sales and offer as well as improved product range and consistent venue ambience (music, lighting plan, layout), outlined

by an increased focus on customer service, have been drivers for this change. Furthermore the introduction of a pool table has proved successful in encouraging people into the space on 'non-event' nights.

The Footfall of the venue has been consistent through the year but most clearly the venue has seen more individuals using the space since May 2016 (post refurbishment). The space is designed to encourage walk in trade, focusing on developing a 'cosy, friendly' London pub' style look, with booths, a pool table, wooden furniture and low lighting maintaining a more 'pub' as opposed to 'club' like atmosphere.

Customer Mix has broadened with 'non-medical' students predominantly attending Battle of the Band Events, as well as other one off events such as a LGTB cocktail night. Furthermore the increase in ambient/casual trade suggests the beginnings of a move away from 'societies and sports clubs' to individuals using the space in other groups. This has not been an easy change and there is still a long way to go.

As the SWOT has identified, the space has historically suffered from a negative reputation as well as a lack of passing trade and lack of advertising to key groups; this is something that has certainly consistently negatively impacted on trade with students and other key markets alike.

In terms of College and NHS staff we have certainly seen an increase post refurbishment. We ran an introductory event for F1 and F2 students as well as a Student and College staff launch event which saw the venue being used by a wide group of individuals who historically did not frequent the space. Since then we have enjoyed sporadic trade with doctors coming to the venue on and off. This is however in its infancy and is a key growth area. We have historically struggled to communicate with this group and a great deal of work is still to be done in this area.

We also held a successful 'alumni reunion' last year which saw a healthy bar take and great support for the ICSM community old and new.

The Catalyst for the positive changes above has ultimately been a focus on the four key pillars which have and will continue to be central to the bars development: **1. Consistent Ambience and 'pub' atmosphere; 2. increased product offer with cocktails as its focus; 3. Professional and friendly customer service and 4. Recognition of diverse nature of key markets.** Although in this form, these are not our specific strategic objectives; they provide a general framework for running a successful bar and do underline all the work moving forward, alongside an awareness of the needs of our key student members, and a strong and reflective relationship with our ICSM executive colleagues.

Purpose

The provision of relevant licenced trade services to the ICSM community, creating a positive impact on our memberships experience whilst increasing income to deliver a self-financing venue.

Our Vision

To be recognised as the 'place to be' by ICSM student, NHS and College staff alike any night of the week, at the heart of the ICSM community, increasing the reach, reputation and ultimately income of Imperial College Union, whilst delivering positive cultural impacts to the ICSM population in general and decreasing reliance on one off 'high risk' events.

Our Mission

Reynolds Bar provides consistent, professional and innovative service to the student and staff of the community it serves, by interacting actively with the whole ICSM community, providing excellent customer service, consistently excellent ambience and creating unique experiences in a safe and fun environment. We ensure a comprehensive and consistent engagement with our ICSM stakeholders ensuring that our membership is able to influence every level of the bars operations to provide positive impacts in terms of student development, staff engagement and the creation of a unique community.

Mission Statement

To deliver professional and quality experiences to the community we serve at the Reynolds Bar, with our members at the heart of all our activities.

Strategic Aims & Plan

1. Develop a substantial and consistent ambient trade every night of the week.
2. Be recognised as a player in the ICSM community, increasing the number of NHS and college staff frequenting the venue to create a vibrant customer base.
3. Provide a consistent and enjoyable experience for our customers, delivering and maintaining operational excellence and high levels of customer satisfaction while controlling any high risk behaviours.
4. Create a long term financially sustainable venue which will break even by the end of the year 2019, with a projected bottom line increase year on year.
5. Ensure positive and proactive engagement with key markets and stakeholder groups to ensure that students are able to meaningfully influence the bars work at every level of the operation.

Operational Plan

Strategic Aim: **Develop a substantial and consistent ambient trade every night of the week.**

Actions/Objectives

- Review the customer journey of each of the identified 'markets'/groups through direct surveys, mystery shopper reports and union survey.
- Deliver and promote a new consistent bar lead weekly events program with focus on smaller scale activities that do not interfere with the pub atmosphere/ambience. E.g. free pool, quiz nights.
- Work with marketing to revolutionise the approach to marketing to all groups, focusing on venue and 'brand' awareness as opposed to promotion of one of events.
- Continue to implement cocktail provision every week night, focusing on consistency.
- Work with ICSMSU to recognise key periods in the 6 year student calendar and interact with particular groups, advertising the venue accordingly.
- Increase interaction with BioMed President and other interested student groups, offering services, events and support.

Strategic Aim: Be recognised as a player in the ICSM community, increasing the number of NHS and college staff frequenting the venue to create a vibrant customer base.

Actions/Objectives:

- Improve visibility of venue in Hospital grounds with exterior signage/A-boards and relevant marketing collateral in Doctors Messes and Nurses accommodation block.
- Develop relationship with key NHS staff contacts including Mess presidents to promote service directly to these groups.
- Develop and advertise functions package, particularly around Christmas, to NHS staff, in particular focusing on running Doctors Mess parties at preferential hire rates.
- Create an NHS staff mailing list with regular promotions, events and interaction aimed at increasing usage by key group, and ensuring staff regard themselves as key stakeholders.
- Work with Alumni office to deliver events that bring community of Students, NHS staff and old students together in the space.
- Deliver at least 1 event aimed at NHS staff per term, liaising with relevant contacts and building network to increase venue awareness.

Strategic Aim: Provide a consistent and enjoyable experience for our customers, delivering and maintaining operational excellence and high levels of customer satisfaction while controlling any high risk behaviours.

Actions/Objectives:

- Increase training standards and support to student staff by focusing on ensuring all staff complete staff markers and have ½ yearly one to ones with Student Duty Managers.
- Empower Student Duty Managers with specific areas of responsibility and monitor thoroughly through PDR process.
- Contact external suppliers to supply bespoke professional training where appropriate; e.g. cocktail training by Pernod Ricard.
- Implement a feedback scheme/cards and respond to all feedback promptly with tangible actions.
- Service the needs of our customers, gaining insight and encouraging repeat custom through collection and efficient use of CRM data.
- Utilize new EPOS system to improve stock control systems, speed of service and general point of sale interaction.
- Develop customer service training for key members of staff focusing on key competencies and expectations.
- Move away from 'volunteer' ICSMSU stewards and implement full bar staff responsibility for 'floor area'; focusing on ensuring venue safety and inclusivity.
- Develop stronger relationship with key figures within ICSM sports clubs and societies to help drive further cultural change.

Strategic Aim: Create a long term financially sustainable venue which will break even by the end of the year 2019, with a projected bottom line increase year on year.

Actions/Objectives:

- Deliver an excellent and consistent fresher's fortnight to introduce new students to the venue and ensure a consistent standard and expectation of what the venue is about is set.
- Support and Implement Reynolds Refurbishment Legacy Marketing Plan and Social Media plan to ensure awareness of venue and greatest potential to increase footfall.
- Work with Taste Imperial to develop joint working and potential loyalty scheme and cross promote as appropriate.
- Utilise YOYO Wallet; implementing regular promotions and activities; in particular making use of in app messages and push notifications.
- Increase and develop catering offer as a key growth area and to encourage customer retention, reviewing product offer on a regular basis reviewing year on year and looking at joint working opportunities with Taste Imperial.
- Run successful Battle of the Bands events increasing attendance and turnover year on year.
- Increase sales of cocktails, creating a higher sales mix against draft products.
- Work with student groups and ICSMSU to ensure BOP events offer a consistently positive experience in line with expectations about the venue, thus achieving budgeted income.
- Create a series of wine, whiskey and cocktail tasting sessions, liaising with suppliers as appropriate, to drive in trade.
- Develop and extend the venue functions package working with Events and Conferencing manager.
- Carry out regular market research, reviewing the competition in Hammersmith and taking tangible actions as appropriate.
- Control costs as appropriate, making savings where possible and utilising expenditure to best achieve the strategic objective.

Strategic Aim: Ensure positive and proactive engagement with key markets and stakeholder groups to ensure that students are able to meaningfully influence the bars work at every level of the operation.

- Develop a formal framework for the relationship between Reynolds Bar and ICSMSU executive in terms of expectations when putting on events, publicity and joint working.
- Continue to support ICSMSU President with regular one to ones and joint working, extending this to include ICSMSU Entertainments Chair, ICSMSU Clubs and Societies Officer and ICSMSU Sites and Services Officer.
- Implement at You Said; We Did type scheme or similar and ensure student feedback is encouraged for all events and activities.
- Empower Student Managers to take a lead as the 'face' of the venue, emphasising the role student's play in the operation and encouraging honest feedback.
- Review the Bop night procedure and general plans for putting on Student lead events.
- Develop increased awareness of unique selling points of venue – focusing on 'medical theme' and student focus in terms of memorabilia, venue design and brand.
- Introduce student input into product mix – 'pizza of the month', 'cocktail competitions', 'craft product selection'.

Future of the Venue

The strategic objectives outlined and detailed as actions/objectives will allow us to achieve a transformation of not only the level but the type of trade that is central to the Reynolds Bars future. By 2019/2020 the bar will be the location of choice for Students, NHS and College Staff alike, with an established weekly bar lead events program, consistently successful student lead events and a key role in the ICSM community. Footfall will have substantially increased,

with the bar busy every night of the week, even attracting trade even in the traditionally quiet summer months out of term time.

Costs Moving Forward

The venue will need to continue to invest in maintaining its equipment and in maintaining the new venue design (booths, furniture, Lighting etc.).

Additional catering equipment may be required moving forward depending on the success of the Catering offer.

Increase in cocktail offer may incur additional consumable costs.

Staffing costs to deliver food offer and in order to deliver stewarding, as noted in 2016/2017 operational budget, need to be under review as the staffing required to deliver the service is still being tested.

Marketing Costs may increase to meet demand of advertising to new markets.

Despite possible additional costs, the venue aims to be self-financing with growth in bottom line year on year.

Future Financial Performance

The Reynolds Bar aspires to:

- Deliver an increase of turnover of 10% year on year
- In three years' time, achieve a small surplus and begin generating income for Imperial College Union
- Run consistently financially successful bar lead events for all of the markets identified.
- Run regular functions with positive impact to both Reynolds bar and Events and Conferencing Budgets.
- Have built Catering income to such an extent that we will review the operation and consider the creation of a fully functioning kitchen and full catering offer.
- Have stabilised trade across the week, reducing reliance on one of and irregular high risk student lead events.
- Be recognised as the best Students' Union bar, based in a Med School, In London.

**Imperial College Union
Entertainments Commercial Strategy
2016**

SWOT Analysis of the current Entertainments of Imperial College Union

Strengths:

- Being on the main campus in close proximity to a major pool of students
- Offering a safe place for Imperial students to socialise
- Consistent approach to how we deliver events
- Consistent approach to how we book events
- Visible increase in the number of attendees and also the revenue brought in
- Good inventory of industry standard equipment for use
- Higher number of students employed to deliver events such as DJ's, Lighting technicians, photographers
- Welcome Week events increased in both attendance and revenue year on year
- Winter and Spring Carnivals at an all-time high in regards to attendance and revenue
- Summer Carnival has been run in 2015 and 2016. This was introduced due to the success of the Winter/Spring Carnivals
- Offering regular opportunities for clubs and societies such as Music Tech & DramSoc. Carnivals offer opportunities for other societies that fit with the theme of the events.

Weaknesses:

- Perception of Wednesday and Fridays still not seen as being as high a value as the Union would like
- Door charge for Wednesdays and Friday nights is not viewed very favourably by students. This sheds a negative light onto Entertainments and the Union as a whole
- Availability of student staff in positions such as Photographers and Lighting Technicians mean that sometimes these positions are left vacant at events lowering the effectiveness of the delivery and post event promotion of the events
- Time available to put into these events has become limited due to the Licensed Trade Manager's other commitments such as bars and catering
- Marketing
 - Marketing and promotions are not measured in terms of effectiveness
 - Resources available to help build the effectiveness of marketing and promotion limits the impact and possibilities of what is available and possible
 - Joint up approach to the ownership of the success of our entertainments is not seen cross departments
 - Time and resource from the Licensed Trade department is being heavily invested into
- Entertainments budget does not show a true reflection of the impact of the Entertainments bookings and programming due to it only focusing on door income against all expenditure. The true impact of the Entertainments is seen through bar income and catering sales in Beit Bars at these events which sits in their respective budgets.

	<ul style="list-style-type: none"> • Lack of technical skills within Union staff to be able to manage the upkeep of the increasing inventory of technical equipment within Licensed Trade and the organisation as a whole
<p>Opportunities:</p> <ul style="list-style-type: none"> • Generate more footfall at the events to maximise on the food and drink sales for the Beit Bars and Catering budgets • Increase relationship with DramSoc to be able to offer events with higher production value • Increase the number of students employed to deliver events such as DJ's, Lighting technicians, photographers • Increase the attendance of non-Wednesday & Friday events such as comedy nights • Extend the opening hours of Wednesday nights to be in line with Friday's 02:00am closing • Exploring other outlets for advanced ticket sales and data collection through Yoyo to increase the promotional activities for Wednesday and Friday nights • Putting all internal ticket sales for entertainment through Yoyo (Comedy Nights, Carnivals & Welcome Week) • Add late night entertainment to Thursday nights also in FiveSixEight (£0 income for Ents but more revenue for Beit Bars and Catering) • Increase the focus on suitable entertainments across all of the Licensed Trade Department's venues • Employ a full time Entertainments Manager who will be able to <ul style="list-style-type: none"> ◦ Programme all Wed/Fri nights in Beit Bars ◦ Help students with their WAMs and BOPs ◦ Run and programme all auxiliary entertainments alongside the 	<p>Threats:</p> <ul style="list-style-type: none"> • Alternative destination for Friday & Saturday nights being promoted to students as well as other non-weekend nights • Cost of acts and entertainment increases year on year whereas the door price does not in relation • Door price will eventually need to be increased. The value delivered for that door charge will need to increase also. This increase will have a negative impact in the perception of the Union to its Members • As the perception of Wednesdays and Fridays becomes more positive and consistent the time needed to book and promote these events becomes a lot more consuming for the Licensed Trade Manager • White City Campus - Increased capacity for the union as a whole as well as a less students potentially at Beit • Drinking culture changes meaning that less people will be wanting to use spend money on drinks at late night entertainment. This would have a knock on effect to not only door income but food and drink sales also • Increased reliance on Beit Bars Manager to help co-ordinate Wed/Fri nights, carnivals and welcome week due to licensed trade manager's other commitments. This could have an impact on the Beit Bars Manager's time to focus on other duties • Increase in marketing needs across the Union may limit the available

<p>managers in the licensed trade department for mid week and weekends at</p> <ul style="list-style-type: none"> • Beit Bars • Reynolds Bar • h-bar • The Foundry <ul style="list-style-type: none"> • Employ a commercially focused additional member of the Marketing department to solely work on Licensed Trade as a whole, Retail and Beit Venues in order to <ul style="list-style-type: none"> ◦ Identify markets and their needs/requirements ◦ Effectively market in a commercially focused way whilst still remaining ethical to the Union's wider aims ◦ Ensure that the promotion and delivery of all services and events is done effectively so as to ensure that repeat custom is maximised through all opportunities • Offer spaces to outside promoters in order to maximise on the use of spaces and facilities across the Union's venues • Secure relevant and ethically appropriate sponsorship for each Wednesday & Friday night at Beit Bars to add an extra revenue stream to the Entertainments budget and to positively increase the perception of the events in the eyes of our members 	<p>resources from the Marketing department to effectively deliver the marketing and promotions needed to grow the entertainment package.</p> <ul style="list-style-type: none"> • Negative perception of the Union from the College if more focus is being put on students late night activities and income generation instead of welfare and educational impact • Lack of technical knowledge and skills could mean that equipment is not maintained correctly resulting in increased expenditure for replacement and maintenance as well as lost income due to lack of functional equipment
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Overview

Imperial College Union's Entertainments offers a range of safe, engaging and commercially competitive late night entertainment outlets at Beit Bars for the members of Imperial College Union. From DJ's, Live Music, Karaoke and Quizzes the Entertainment package provided at Beit Bars delivers a varied range of entertainments to the Union's diverse membership.

Late night entertainment currently consists of:

- Twice weekly Full Venue Club Night every week of term
- Monthly Comedy Night
- Weekly Pub Quiz
- Karaoke
- End of Term Carnivals (Winter, Spring & Summer)
- Welcome Week activities at the start of each academic year

The Union's entertainments are there mainly to offer its members a safe and fun environment in which to meet and socialise with other members of the Imperial College Community as well as its associated membership and members of the local community who are entitled to use the services at Beit Bars as part of its licensed activities.

The Entertainments at Beit Bars do not serve currently as a positive bottom line variance due to the main impact from generated income being seen through the food and drink sales at Beit Bars.

Over the past three years the perception, reputation and financial impact seen through the Entertainments at Imperial College Union has followed a positive trajectory. This has mainly been noticed in the Wednesday and Friday night club events that the Union delivers to its members each and every week during term time.

In regards to Wednesday nights, this was formerly promoted as "Sports Night" the Union has seen a greater uptake in this offer through increased footfall and revenue generation. There has been an increase in non-sports club attendance at these events resulting in a much more diverse representation of the membership using its services.

This similar increase in footfall and revenue has been seen across the Friday night club events where consistency of higher footfall and revenue generation has gone from strength to strength over this same period of time.

The main reason behind this positive change is down to an increase in the consistency of the delivery of not only the events but in the licensed trade department's ability as a whole to effectively deliver a competitive experience for our members to that of a non-Students Union venue.

This is evident in

- The concepts and delivery of that concept at events in terms
 - Visuals (Screens, banners, posters etc.)
 - Lighting and Effects
- The consistency and improvements of the venue staff's delivery of services through training, management and leadership in regards to:
 - Bar Staffing & Supervising
 - Stewarding
 - Catering and Food Standards
 - Box office

- Cloak Room
- SIA Security
- Consistency of booking events resulting in
 - No missed events due to non-availability of entertainers (DJ's, Bands etc)
 - Varied genres of events
 - Increased event types i.e.
 - Comedy Nights
 - Karaoke Night
 - Open Mic Events
- Improvements in the planning, promoting and delivery of
 - Welcome Week
 - End of Term Carnivals
- The decrease of incidents regarding alcohol and other unsafe activities
- Social Media Engagement
 - Event pages usage and data capture
 - Post event promotion through photography

Through this increased quality of service across all aspects of Beit Bars, Catering and by extension Licensed Trade as a whole the Union has been able to not only increase revenue, footfall and the engagement with our members but has also:

- increased the union's reputation in the eyes of its members as a place that cares about the quality of its services it delivers to the student body
- enabled the Union to become a highly respected part of Imperial College London as a whole through the services it delivers and its abilities
- given the Union an opportunity show an increased compliance and understanding of licensable activities
- allowed for more student involvement through an increased number of job roles and responsibilities such as:
 - Student Supervisors
 - Senior Stewarding/Floor Managers
 - Photographers
 - Lighting Engineers

Mission Statement

To deliver consistent & high quality entertainment services to the members of Imperial College Union that exceeds expectations

Strategic Aims & Plan

- To effectively use marketing and promotions to ensure that the Union is fulfilling the needs of the membership to maximise on its reputation and revenue
- To offer quality entertainment service that are comparable to any non-student union venue
- To grow the revenue streams from entertainments to be able to re-invest in the department and the organisation as a whole
- To enhance the entertainments offer at all Licensed Trade Department venues
- To offer more opportunities for student delivered entertainment aimed at the wider membership

Actions based on Strategic Aims

In order to effectively use marketing and promotions to ensure that the Union is fulfilling the needs of the membership to maximise on its reputation and revenue the Union must:

- Ensure that all marketing and promotional activities are measurable in terms of effectiveness, return on investment and impact
- Promote and manage a joined up approach for cross department working where there is an understanding of ownership and delivery of key performance indicators
- Allow for investment in the marketing department to ensure that the head count and skill set is in line with the needs of Entertainments, Licensed Trade and the organisation as a whole
- Become efficient in the use of CRM data usage from ePos and Yoyo to service the needs of our customers and encourage repeat custom and maximisation of future business
- Deliver a Marketing plan for each of the Union's venues focusing on but not limited to:
 - Increasing footfall
 - Increasing spend per head
 - Increasing repeat custom

Through an effective use of marketing Entertainments will be able to increase its quality and service delivery.

In order to offer quality entertainment service that are comparable to any non-student union venue the Union must:

- Be knowledgeable of current trends and how our membership is responding to this through research and feedback
- Continue to invest in the equipment, upkeep and available trained staff to utilise the equipment to its potential
- Plan for investment in the overall aesthetics of all of its venues to stay current and attractive to the its members
- Invest in areas of relevant training for the Union's full time and student staff to help deliver its events professionally and compliantly

Through and increase in the services and delivery of its events and entertainment packages the Union will be able to increase the revenue for organisation.

In order to grow the revenue capabilities through entertainments to be able to re-invest in the department and the organisation as a whole the Union must:

- Seek out and offer the Union's venues, equipment and technical expertise to become part of London's destinations for live music, comedy and other entertainment through external promoters and agents
- Secure sponsorship initially for Wednesday and Friday nights
- Offer additional entertainment across the week in order to have seven nights of entertainment available to the Union's members at any given point during term time
- Communicate effectively the need for rises in ticket prices for events whilst still offering the same quality of bookings, delivery and standards to justify the rise
- Increase the offer of non-paid entertainments across its venues focusing on footfall to generate revenue through food and drink sales

Through increased revenue streams and cost effectiveness the Union will be able to offer more opportunities for its members to host, participate and promote events therefore further increasing revenue and footfall.

In order to offer more opportunities for student delivered entertainment aimed at the wider membership the Union must:

- Review its approach to student event booking in regards to the available rooms, services and financial impact to the clubs and societies
- Be able to offer a facility for non-clubs and society members to be able to easily book events
- Have clear guidelines as to what the Union's rooms and venues can be used for and offer, not limited to bars and clubs within the main Union building
- Continue to increase the involvement of Clubs and Societies in the Union's events not limited to Welcome Week and End of Term Carnivals

Through the increase of Union and student events the Union will need to invest in its staffing to ensure that there is enough resource to sustain this in terms of financials and reputation.

In order to enhance the entertainments offer at all Licensed Trade Department venues the Union must:

- Look at the current expected duties across the Licensed Trade Department in order to gauge whether the duties, head count, skills and experiences are in line with the strategic aims of the department
- Consider the employment of a permanent Entertainments Manager to look after Entertainments and to grow its influence over all Licensed Trade's venues and to increase student events bookings and delivery relieving the duties from other Union staff to focus on other aspects of the organisation's needs.
- Consider the employment of a Technical Manager to increase the Union's compliance in regards to Health & Safety, to minimise the costs of maintenance and replacements, to minimise the loss of income caused by inactive equipment and to also ensure that the technical requirements of the organisation as a whole are in line with regulation and standards

The future vision for Entertainments

In three years' time Entertainments at Imperial College Union will not be solely associated with the Wednesday and Friday nights at Beit Bars, it will be responsible for the planning and delivery of:

- All entertainments at Beit Bars
- Reynolds Bar entertainments
- h-bar entertainments
- The Foundry Bar & Kitchen Entertainments
- Student organised events such as WAMs and BOPs

This will be possible through the employment of an Entertainments Manager who will be responsible for the entertainment budget whilst contributing and being responsible for the expected revenue generated through entertainments in other Licensed Trade budgets.

The Union's entertainments will be perceived highly in the eyes of its members from their first engagement at Welcome Week through to their Alumni years. This will be achieved through the quality, consistency and with a carefully crafted entertainments package across all venues the Union will be able to cater for more of the needs from its diverse membership.

The organisation will have a joined up approach across all departments in regards to successfully marketing and promoting events, the health and safety aspects planning and delivering entertainments as well as having a clear plan of the importance of investing into and maintaining its assets to enable a smooth and constant delivery of services

The Union will have become more accessible to outside promoters and bookers who will help to increase the reputation of the organisation as well people's awareness. This will also provide additional revenue through food & drink sales as well as hire fees.