

CONTEMPORARY CLUB LEADERSHIP LTD 10 X 10 X 10 WORKSHOP NOTES

Dunblane - May 2018

SGCMA WORKSHOP SPONSORED BY CIRCLE INSURANCE

Thank you for making such a positive contribution to the recent SGCMA workshop in Dunblane. Whilst our congratulations go to the six presenters who shared their knowledge of the industry with us, I would also congratulate everyone for what was the most interactive session I have ever attended.

The 6 videos are now available on the SGCMA website at the following link -

https://www.youtube.com/channel/UCtO5YpiDJ29g0MM_Jd7Kvnm

Please feel free to share these videos with your Committee Members if you feel that they will help you to make a break through in any of those particular areas of club operations. Below you will find the notes collected on the day, which give an indication of the number of great take aways you generated in the room.

Female Participation

- Clubs generally don't know where to begin
- Clubs may be set in their ways
- You cant force interaction, but you can facilitate it.
- Existing members are vying for positions of strength.
- So, introduce incentives
- Ensure there are alternative medals, including genuinely mixed events.
- The right person for a committee person is the right person – not gender specific
- Preparation/Execution/And keep it going !
- If there is a need for this in your club, make sure the constitution reflects it, make sure its included in the business plan, and roles and responsibilities for fixing it are defined
- This is not just a female problem, overall participation is down.
- But accept that change is needed then, and a genuine change in attitude towards female golfers is a great place to start.



Food and Beverage Management – Challenges

- Opening hours, Quality, customer service stds,,consistency,value for money/price
- Discounts ? Controls,Recruitment, Lack of transparency with financials
- Managing – were not experts in this field
- Weather related cancellations
- Local competition – other clubs/other establishments attracting our customers
- Lack of member commitment – our fault or theirs ?
- 24 hr availability ? Really ?
- The character of the chef –
- Members unreasonable demands, franchise unreasonable demands
- Club Managers workload on the other 9 competencies
- The space in the clubhouse to provide multiple dining demands
- Ageing expensive equipment
- Relationships

Food and Beverage Management – Opportunities

- A welcome board for all visitors & Staff recognition of birthdays and special occasions
- Specials Board – repeated in Pro Shop – and all staff aware of whats on it today
- Target “car park” golfers to use the facility
- Bar and Catering staff to be shared
- Offer take-aways to visitors before they head to another course/hotel
- Clubs generally don’t know where to begin
- Clubs may be set in their ways
- Food on demand - Great quality and great customer service
- Great value (not always cheapest)
- Understand your customers – what do the want – and give it to them
- The right people – people who want to serve
- Could you grow membership through a great F&B reputation ?
- Can the staff have a corporate/club identify in their uniforms
- Profit (may be break even)
- Long stay staff – helps with consistency
- Leave this challenging area to the experts –
- Business Plan for catering – if not, it gets away from you
- Well trained service staff – part of a team aiming for a common goal
- “Familiar food done exceptionally well”



Increasing Member Interaction - all

- Better use of technology (foto of members)
- New member night
- Name recognition
- New Member pack – freebies
- Integration of new and existing members through careful competition draws
- Clubs generally don't know where to begin
- Clubs may be set in their ways
- A relaxed 9 holes with a pie and a pint on us
- Follow up after 3 months – how did we do ?
- Buddy system to help people acclimatize and stay
- The red napkin !
- Value the individual – not just the cheque they gave you
- Club orientation – club/course/shop/comps etc
- Welcome from the pro – The Director of First Impressions
- Matchmaking with people you think they will like

Increasing Member Interaction - Club Manager Specific

- More visibility in the club- its part of the role – weekends too
- More smiles – its ok to bring your normal self to work
- Social interaction – your in the hospitality business
- More comms – can you ever communicate enough in a club ?
- Prompt response to all comms received
- Better use of technology (foto of members)
- GM surgery – 1 hour a month May – September on any topic – come and speak to me
- Prioritise your time management – how important is interaction with the members?
- Open door policy
- Golf/social interaction
- Happy Birthday card/email ?



Club Governance – How do we recognize the contribution of our volunteers ?

- It's a team effort – make sure they feel that way too
- It's a team effort to thank volunteers for their efforts too
- Give them a golf club experience – at your club, or somewhere else
- Consider a reward – but beware the financial reward doesn't attract the wrong sort
- Better comms with the committee will always make them feel more in the loop
- Dedicated club convenors club email addresses
- Whatsapp group during their tenure. Or even beyond
- Young volunteers award – how else can we lure them in ?
- A little board room discretion to recognize main contributors properly
- Thanks in the club newsletters
- An invite to a dance, meal etc – that suits them
- Respect their wishes – not everyone wants to be in the limelight (newsletter)
- Recognise the danger signs when a committee member needs help
- Be available and accept everyone is different – they may not see it like you, so listen.
- Committee Xmas lunch ? Or a sponsors day with the committee ?
- A hand written letter of thanks from the Captain or Secretary
- Ipads for committee members to keep all club business on
- Training offered to committee members to bring them up to speed with GM level
- Consider snacks/food at committee meetings

Club Governance – How to be a leaner & effective decision making body?

- Is the club ready for change – find out by showing where you are now, and where you could be
- Is the constitution fit for purpose – does it help or hinder – if its not working, change it
- Balance between tradition and contemporary – facilitate the discussion in the open
- Time to try something new – so lets try it
- Clubs generally don't know where to begin
- Clubs may be set in their ways
- Role descriptors for the key positions, and get rid of the rest
- Communicate your purpose with the members – they will be suspicious if you don't
- An effective business plan will spell out the importance of a contemporary structure

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