



GOLF
MANAGER'S
ASSOCIATION
of New Zealand (Inc.)

Expert Hackfest

8th Biennial Golf Managers Association of New Zealand Conference

Mind mapping

- Experts
- Table topics
- Participant notes

CHANGE > SUCCESS 09-11 OCTOBER 2018

Suggestions on how to optimise Workshop Outputs

- These notes are verbatim from a range of sources
- They cover a wide range of topics so choose wisely
- To use effectively we suggest the following:
 1. Complete a thorough scan of the notes, as this may remind you of key issues
 2. **Highlight** points of interest to refer back to later
 3. Identify your own key issue/s
 4. Focus on the relevant sections linked to your agenda
 5. Consider the key messaging you think is the most relevant
 6. Look for more information if comment/note not clear
 7. ASK FOR HELP- Experts/Facilitators/GMANZ/NZ Golf/Regions/Peers
 8. Enjoy

Warren Collett GM Manawatu GC

- 72% Revenue (vs membership) from food & beverage
- Cornhole game worth considering

Randy Ruder Vice President CMAA

Using local suppliers

- On the board support key
- Keep it local

**Maximising Club
Profitability
Panel Points**

Rob Selley - GM Royal Auckland GC
Golf Retail

- Significance of golf shop
 - Customer needs
 - Suppliers Collaboration
 - Effort into sales
 - Keep moving dead stock

Ally Shadbolt – Key Account Manager n3

Reduce business running cost

- Economies of scale
- Buying power with suppliers

Maximising Club Profitability
Table Topics

Retail

- Team incentives to move stock....
- competition

Food & Beverage

- Golf & packaging with Green Fee...
- Pay & the day's experience

Corporate Golf Market

- Tourist market
- Multiple, short....period experiences
- Something different other than golf
- Rebranded wine
- Attracting non-traditional market, entry, short experiences

Member value add-on

- E.g. Sat & Sun club competition
- Community outreach/engagement
 - Social member activities
 - Different product/ Food & Beverage
 - Hot bread idea

Corporate Golf Market

- Tourist market
- Rebranded

Investing in your people

- Getting the right people in & investing in then

Cost Reduction

- Managing cost around
- transport movement (abstracting)

Trying new things

- Utilising quiet time e.g. coring week

Diversity of income

- Land sale/use
- Renting extra/dead space



PROFITABILITY- Participant notes (Page 1)

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| <ul style="list-style-type: none">• Membership Retaining members, gaining new members• Food & Beverage• Community Engagement i.e. talking to your people, let them know about your facilities etc., social media, word of mouth ...• Gather data – all casual golfers, create functions to increase club usage – engage with local community• Know what your costs are and keep under control – watch the dollars• Be open to new ideas and be current with trends• Don't be afraid to try new things (revamp social \$50 social incl green fee \$20 on card)• Community Open Day, Social Media, capture data• Sunday Club Competition | <ul style="list-style-type: none">• Themed nights• English Golf Skills Juniors• Invest in the best people• Non-traditional golf on course – twilight• Café making take home meals Bread, pies etc• Retail Bingo• 9 hole Twilight Golf & opportunities to market to non-golfing sector• Retail product choice – range of products to suit clients• Invest in our people/product/marketing |
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PROFITABILITY- Participant notes (Page 2)

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| <ul style="list-style-type: none">• Retail/Pro Shop – doorway of the club – maximise opportunity to impress• Food/Beverage/Green Fee package• Diversity of Income – Cornhole• Community Awareness• Try new things – Coring use: worked with greenkeeper – 14 kids \$350 wk, 2 new members, altered coring to allow green use.• Capacity – utilise room better – 3 x in a day, 1 function at a time• Table Service• Staff incentivised | <ul style="list-style-type: none">• Get off the counter• Targeted events – non-golf \$• Staff culture – grow a sales scenario• Members moving to function dining• Sales Bingo• Reality around margin• upsell food & beverages – “would you like fries with that”• Understand margin \$ margin control• New Initiatives, Putting comps/with food & beverage, Hole-in-one• Sales Bingo |
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PROFITABILITY- Participant notes (Page 3)

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| <ul style="list-style-type: none">• Staff Sales culture• Competition between/with clubs• Clarity of roles – reviews• Creativity of options• F & B Package• Increase corporate spend for golf – skills challenges, per head price• Better utilisation of facilities, cart shed to function centre• Club label wine – High margin• Max Club \$'s Revenue – new members | <ul style="list-style-type: none">• Expenses managed – budgets• Quality product – bunkers, drainage, equipment• Diversification of income !!!!• Long term perspective to provide a quality product• Utilise facilities better• Increase subs• Corporate spend, Golf skills challenge, English Golf Union, Kids Golf• Retail bingo for shop staff• Ability to turn dead \$ into good \$ by having correct vendors |
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PROFITABILITY- Participant notes (Page 4)

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- Drop products that others can sell (Golf Warehouse)
- Member discounts
- Diversification of Income – not relying just on traditional means
- Rent out digital signage by highway
- Rent out extra space in clubhouse
- Cell phone towers/radio towers/weather stations
- Walking trails for public
- Running/costs – maintenance, power bills, operational, fuel etc., cost down profit up
- Increasing profit – 1.5%
- Turf maintenance costs
- Embrace neighbours F & B
- Largest ongoing area of spend?
- Labour costs using resources available. Use of automated machinery
- Additional spend from members outside Food beverage sales on course
- Members/Guests incentives
- Understand your real costs – not just CPI
- Increase subs every year – 1.5% above this number
- Automation
- Productivity – Transport movements, GPS, tracking
- Increase revenue, Decrease overheads
- Keeping costs down – Increase casual golfers, increase clubhouse usage
- Themed nights – whiskey/wine



PROFITABILITY- Participant notes (Page 3)

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| <ul style="list-style-type: none">• Food at proshop – coffee, on licence – carts• Bring a friend• Control staff costs• Increase sales in hardware & soft goods• Maximise visitor spend• Relationships with vendors• Listening to your members• Consistency of service/products• Set up Club On Licence• Set up a club company as you can not do this under an incorporated society• Still trade as an incorporated society and all trading goes through the society | <ul style="list-style-type: none">• Paperwork on line, needs a director to sign off• Cost about \$1500 in council fees in Christchurch• Club experience – Member value add ons, Product differentiation, Saturday & Sunday Club competitions, Social member activities• Clean skin wines then label them with your club brand• Combine sprig bar with proshop• Function Marketing• Alcohol sponsorship• Sprig Bar• Three separate function areas – On Licence• Take back Pro shop – merge with starter |
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Panel:

Dr Lesley Ferkins – Sports Management Professor – AUT

Jeffery Morgan CEO CMAA

Andrew Gay GM Royal Adelaide GC

James McGhie Managing Director Apex Insurance

GM – Board relationship/expectations

Future focus

Management vs Leadership

Effective
Governance
Relationships
Panel Points

Sport as a sector in transition

- Moving from committee based to governing with a strategic orientation

Resources available to develop club governance (e.g. Sport NZ)

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Strategic Orientation

- Need a strategic plan (5 yrs)
- Keep the board focussed on its work
- Board meetings framed by strategic plan

Preboard meeting work

- The board meeting work relationship building/lobbying board members

Diversity on the board

- Ideas from different quarters
- People there that represent different experiences understand members

Effective Governance relationships Table Topics

Induction

- Of new board members
- Clarity re: role & responsibilities

Board performance

- Use period of transition/change in board members to set standards
- Job description for board members
- Establish contracts
- Skills matrix

Board composition

- Professional board members
- Highly skilled
- Finding the right people

Chair hijacking for a particular agenda
– work with other members to steer



GOVERNANCE- Participant notes (Page 1)

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| <ul style="list-style-type: none">• Orientation• Induction of new Board Members – skills Matrix• Job Description• Rotation of Board• Adherence to Plan• How do we resource change when its so broad & transient & no one wants to put their hand up?• Better quality governance at our clubs/districts understanding role• Time & commitment understanding• Governance understanding | <ul style="list-style-type: none">• Transient• Operational Dive• Nominating process• Contract board agreement• GMA Book on strategic planning• Use change as an opportunity to implement board training• Pre-Induction Process – identifying governance responsibility pre• employment to board• Lack of planning |
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GOVERNANCE- Participant notes (Page 2)

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| <ul style="list-style-type: none">• Confidentiality agreement – Board to sign and engage with and abide by• Planning, Strategic Business Plan• Initiation process/orientation• Board composition: capable people elected & co-opted• Problems often presenting drives• Skills matrix for Board Composition• President elected by Board instead of membership.• Skill based rather than popularity competition | <ul style="list-style-type: none">• Effective Governance Relationship• Have a strong board succession plan & transition new board member into the board• Governance 101 – Sport NZ• Develop strong professional relationships• Skills matrix• Staff & Board education through Sports NZ Governance 101• Managing expectations |
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GOVERNANCE- Participant notes (Page 3)

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| <ul style="list-style-type: none">• Strategic & business plan/budget guide direction• Modern constitution• Capable people• Board diversity represents the club as whole• Induction programme with various areas of the operation | <ul style="list-style-type: none">• Education for board members – directors' course• Turnover of board – term sometimes too short• Independent directors |
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Chris Davies GM Remuera GC

- Addressing the revenue problem
- Think about how you can price the game & how you can do it differently

Jack Naden CEO Golf Rewards

- Course Optimisation
- Determine where/when
- Calculate tee times
- Make the best of what you've got
- Tee time = time space
- How do we optimise time, space/ # of tee times

**Club Revenue
Optimisation
Panel Points**

Warwick Hill-Rennie GM Royal Melbourne GC

- Game development for members
- Appointed a mental skills coach
- Strength & conditioning

Dominic Sainsbury General Manager PGA

- Education programmes
- School holiday programmes
- How are you working with your PGA prof. to increase revenue & programmes

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Opening the 'locked gate'

- Creating greater access
- Card fee

Pricing of Golf

- Too cheap, green fees need to increase
- Must be tied to value
- More effective structure for revenue generation

Community engagement

- The key to success

Ladies Golf After Work (6 holes)

- Social event, drinks
- Owned golf clubs but not using (hopeful husband)

Trial memberships

- Attracting new to golf, family engagement
- Collective grouping....families

Developing Junior Programme

- Transition into full club members
- Create opportunities for those new to golf
- Challenge membership thinking

Corporate Golf

- Repositioning corporate day from Friday to Monday
- Challenge yourself to drive change

Club Revenue Optimization Table Topics

Drive to full tee times

- Initiatives to drive casual play & fill tee times
- Different membership options
- Establish key points of difference

Two primary sources of \$

1. Subscriptions
 2. Green fees
- Getting membership to let go of traditional use
 - Mix between subscriptions & green fees
 - Find the value proposition for changing membership mentality



CLUB REVENUES- Participant notes (Page 1)

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| <ul style="list-style-type: none">• Utilising Tee times – filling gaps, make course busy on quiet days• Using your PGA professional• Strategic Plan• Using you PGA professional on corporate days – run specials• Having something on every day of the week• Flexi memberships• Understand where your gaps are• Make those times attractive• Marketing – promoting what you have to offer• Upselling – carts etc• Have a plan in place to leverage your PGA member | <ul style="list-style-type: none">• Corporate days and off activities to maximise facility usage• Cooperation between clubs to maximise revenue• Attract members to visit the club more often• Women's golf / targeted programs, how these flow on to other revenue streams• Education / introduction to golf, the importance of knowing the steps/progression• Potential incomes, coaching, membership/green fees, F&B spend, Retail• Removes potential Barriers e.g. Women's golf, removes disconnect from club – home as both could now be at club. (Social hub)• Entrance fees• Subs/ Green Fees/ Driving Range |
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CLUB REVENUES- Participant notes (Page 2)

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| <ul style="list-style-type: none">• Driving Range• Spend – F&B, Golf Days• Prioritise Financial impetus over traditional financial structure• 12 holes for \$20.00• Free golf for school age children• Additional revenue for parents playing• Don't' be afraid to fill the space• Green fees too cheap• Competition – courage to raise fees• Yield management | <ul style="list-style-type: none">• When we raise membership fees, do we raise green fees accordingly• Concept to action• Concept to implementation• Paralysis through too many options• Resource to implement• Appetite of the membership• Inventory management• Rapid price increases• Traditional tournaments |
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CLUB REVENUES- Participant notes (Page 3)

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| <ul style="list-style-type: none">• Participant/Pathway• Youth/Women• Providing suitable offerings• Reducing Barriers actively• Current offerings need to adapt those offerings to fit both future markets & maximise profitability• Ensuring that we value our product correctly | <ul style="list-style-type: none">• Under value parts of our offering• Optimising inventory in creative ways• Recognising gaps• Women's Golf – payback to club and the women• Build relationship with community• Grow tourism• Encourage other clubs to increase green fees |
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Matt Smith GM DOTGOLF

- Scorecard journey (packet to Aust & back)
- Serving people from beyond the bar - point of sales ipads
- Technology service provider

David Brand Club Management Australia

- Need good quality imagery for online content

**The internet of things
Panel Points**

Michael Williams GM Mt Maunganui GC

- Transformation to online systems
- Central database
- Number website

Nathan Tovey epar Australia

- Electronic documents for EHS
- Dashboard for Risk Profile of Club
- Paperless business

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The Internet of Things Table Topics

How can technology enhance people interact

- we're in the relationship business
- Feedback on experience (app)

Process

- Is there another way to progress
- some are through your golf shop using technology

Facebook Instagram

Engage University student to help with use of social media

Need data around casual green tee play

Golf electronic staff logging in and out, avoids time thieves

Pace of player

- Tracking speed then the course (GPS)

Technology budget

- What's your backup strategy?
- What protections do you have in place?

Mining 4 expertise in technology

- Ask for help

Integration of data bases

- What's out there for use behind the bar to help then

Websites (front of house)

- How easy are they to navigate?
- How useful is the content
- How well does the website instruct re: play/programme opportunities

Use of app

- Russley Golf Club App
- Golf Tinder

THE INTERNET OF THINGS - Participant notes

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- Tell your story
- Training for social media software and systems / Hire right staff
- Create and develop community through technology
- Analytics to better understand
- Lack of casual green fee player data – concrete, accurate detailed
- Better way of casual play measurement
- Centralised system / confidential rounds played & value number of people
- Biggest barrier is clubs protecting their information
- Russley GC app
- Golf Buddies
- Self-check In

- Staff out from behind the counter
- Check in Online – order dozen balls etc (waiting for them on cart)
- Auto Responder, Dot Golf send a thank you email
- Driving Range remote picker
- Snapshot of club health
- Air NZ app
- Seamless pathway from booking to golf shop to cart to food & beverage and geo-fencing to understand where people leave. All based off phone.
- Empower people to work on what matters – building relationships with customers.
- Skill set deficit on social media at clubs
- Social media intern to fit in to skill gap

Vision without action is a daydream

Emily – NZG

Women in Golf

- What's important for women?
 - Social friends
 - Experience
- How are you developing confidence in the first timer experience?

Mike – Golf Industry Central

- What's your story?
- Who are you, What are you trying to achieve?
- Are your actions representing your words, vision?

SUSTAINABILITY
the environment,
inclusion, diversity &
equity
Panel Points

Brendon – The Hills

- Linking the future of golf with diversity & inclusion
- The future of golf is a family friendly environment

Will – SSDM

- Environmental perspective
- Custodial responsibility for the environment friendly course
- Maximising environmental value of golf courses
- Profiling environmental ecological benefits (GEO friendly)
- Profiling open space benefits
- Recognising environmental excellence

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Environmental

Diversity

Changing the story about environmental sustainability & changing the story re: diversity

Sustainability/Environment

Water protection

Electric Green keeping equipment

Its not cool if its not environmentally friendly

If we don't change, it will be forced upon us – take the initiative

Accredited for environmental sustainability for future generations

Diversity

Women in Sport

- \$10 Million (NZ Government)
- 2021 40% female board composition

Gender Equity in membership

- Integrating male & female
- Accessibility for female throughout the year

Accommodating Transgender participants

- Need some help/direction
- She does golf programme success
- Regular thing

Changes to the board composition will impact diverse thinking

- Leadership opportunities for women in golf management?
- What are the pathways?
- Encourage from within

Know your community

- Beyond the golf membership
- Get out of your door into the community

SUSTAINABILITY
the environment
inclusion, diversity
& equity
Table topics



SUSTAINABILITY- Participant notes

- Skills Matrix Diversity
- Succession Plan
- Induction frame work
- Role descriptions
- Strategic Plan / direction
- Board Portal / reporting
- Increasing junior visibility at club – instead of hiding them away
- Positive feedback from vet members
- Leadership opportunities for women in golf accessible & promoted
- One membership criteria – no gender specific memberships
- Environmental comms – membership – wider community