

# Business and Marketing Planning – for long term success

Gary Pearce

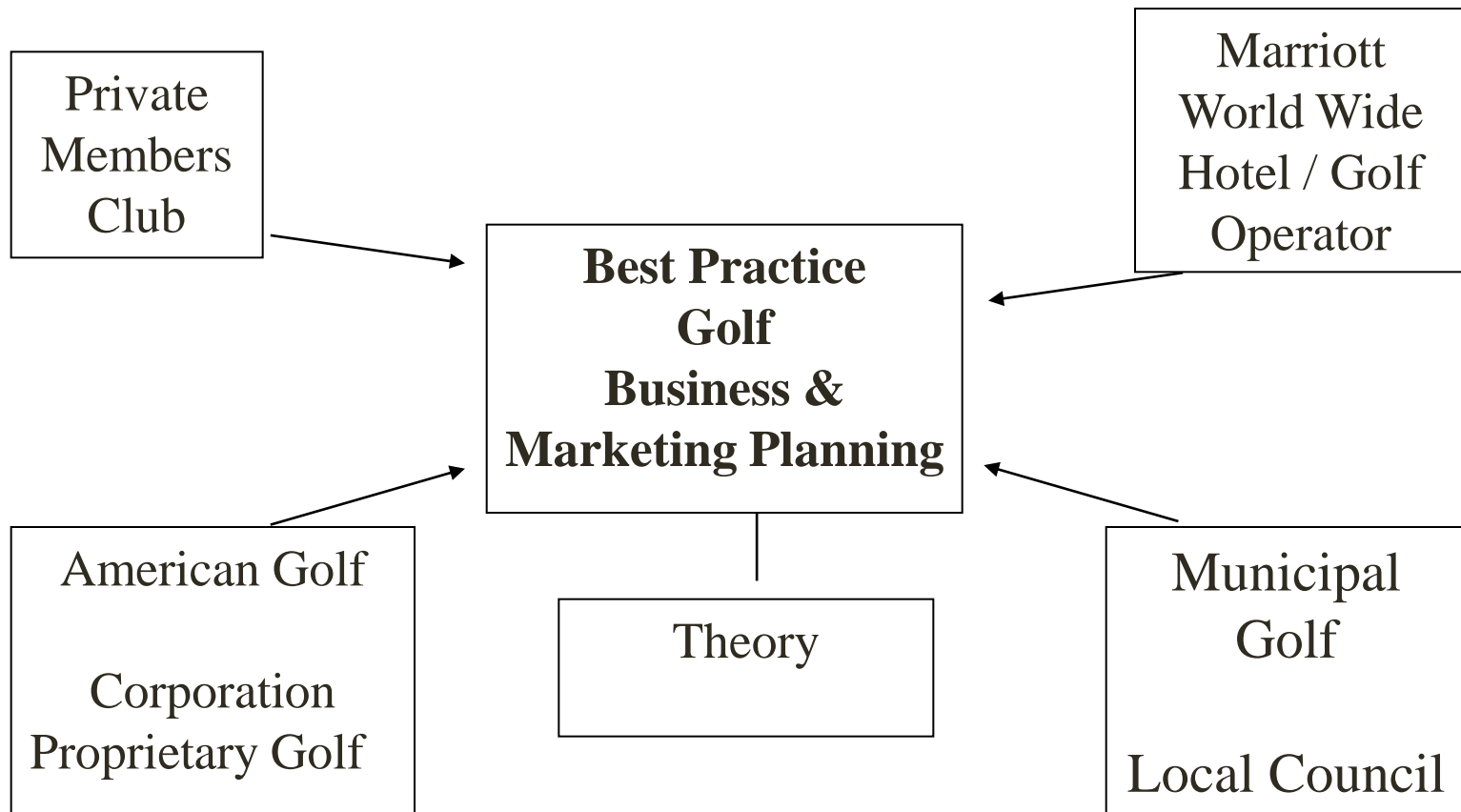
Manager: Fulford (York) Golf Club

- Research methods
- Example Business Plan
- Example Marketing Planning

# Why me?

- Wheatley Golf Club    Volunteer / member    Private Club
- Degree at Leeds    Business & Recreational Management  
Marketing in Golf - Dissertation
- Leeds City Council    Golf Development    Municipal
- Marriott Dalmahoy    Graduate Manager    Golf / Hotel Resort
- Cottesmore G&CC    General Manager    Golf / Hotel Resort
- Marriott Hollins Hall    Director of Golf    Golf / Hotel Resort
- Fulford Golf Club    General Manager    Private Club

# BEST PRACTICE



# Aims of Presentation

- To show how a long term strategic Business Plan will benefit all types of golf operation
- Demonstrate that a business will not have long term success from marketing initiatives, if they are not linked to a Business Plan
- Provide examples and best practice ideas on how to achieve the above

# Business Plan

- A business plan is a written document that describes a business, its objectives, its strategies, the market it is in and its financial forecasts. It has many functions, from securing external funding to measuring success and providing common goals within your business.
- **Benefits**
  - Give you a sense of direction and an action plan.
  - Keep you and your staff focused.
  - Demonstrate the seriousness of your intentions to members, guests, colleagues and employees.
  - Enable you to identify problems early and take appropriate action.
  - Set targets and measure your success.
  - Provides a focus for a marketing Plan

# A good Business Plan includes the following steps:-

- Research
- Analysis and Agreeing Goals
- Formulating the Business Plan
  - Mission Statement
  - Aims, Objectives
  - Financial Plan
- Marketing Plan
- Review

# Step 1: Research

- Internal
  - Are we equipped to achieve?
  - What are the financial constraints?
- Customers
  - Members
  - Guests
  - Social and Golfing
- Competition
  - Who are they?
  - Where do you fit in the market?
  - Not always a golf course

# Example Research

## Marriott

Internal - Golf Audit, Mystery Guest

Customers - GSS survey, membership survey, Golf day follow up

Competition – Competitor set from HQ

## American Golf Corporation

No research done

## Leeds City Council

Internal – full research review

Customers – membership and user survey

Competition - research project

## Fulford

Internal – Facilities and Staffing audit

Customers – Survey in 2006, follow up with all groups

Competition – Extract information every year from our competitor set



# Fulford Research - 2006

- **SWOT – Internal & External opportunities**

  - Weaknesses in staffing (Professional, Catering, Bar)

  - STRI - identified weaknesses on the golf course

  - Building survey

  - Financial review

- **Customers**

  - Membership survey

  - Collect data on non members

  - Recognised who our competitors are

- **Competition**

  - Property Diagnosis Plan

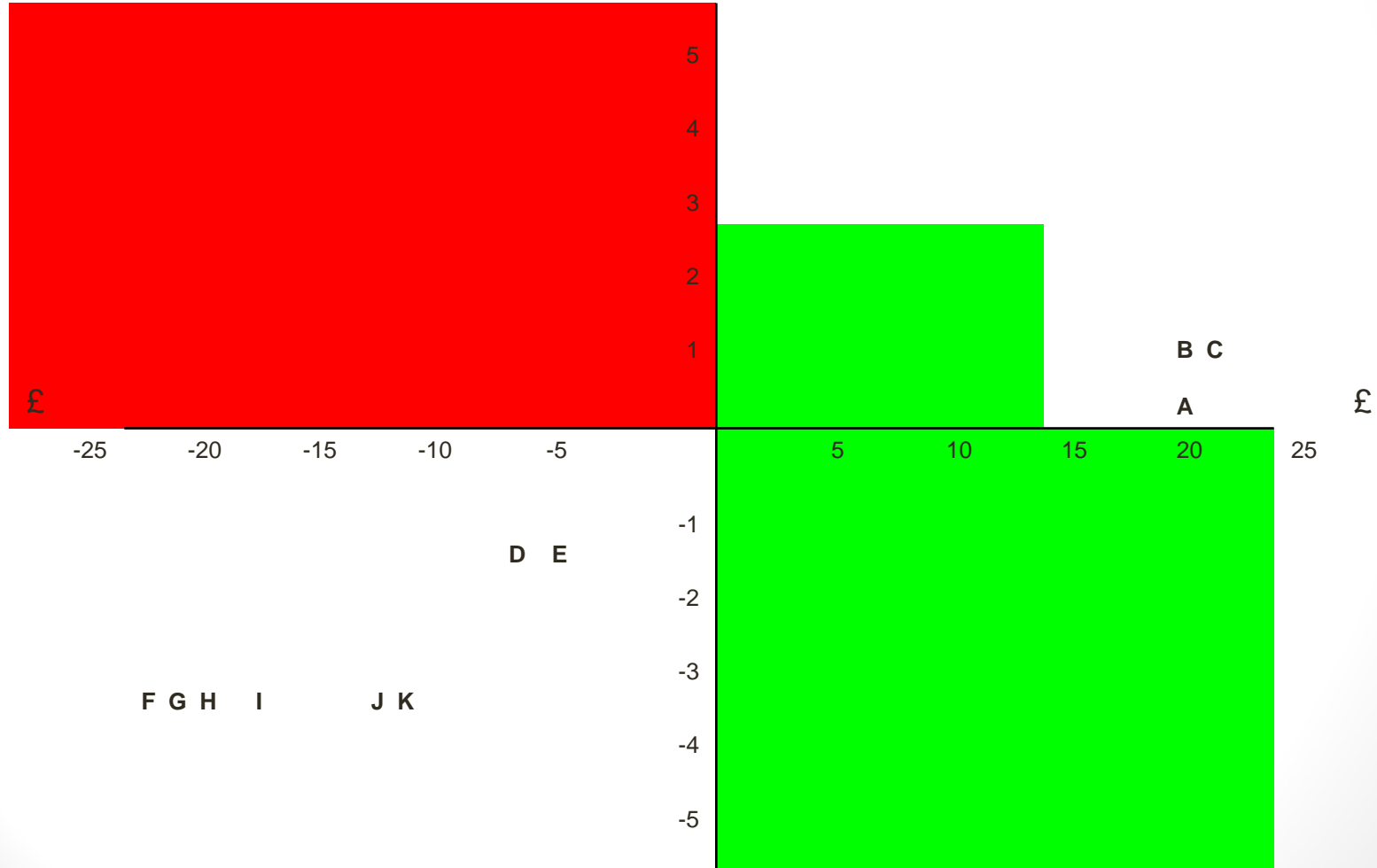
  - Espionage

# Fulford - SWOT

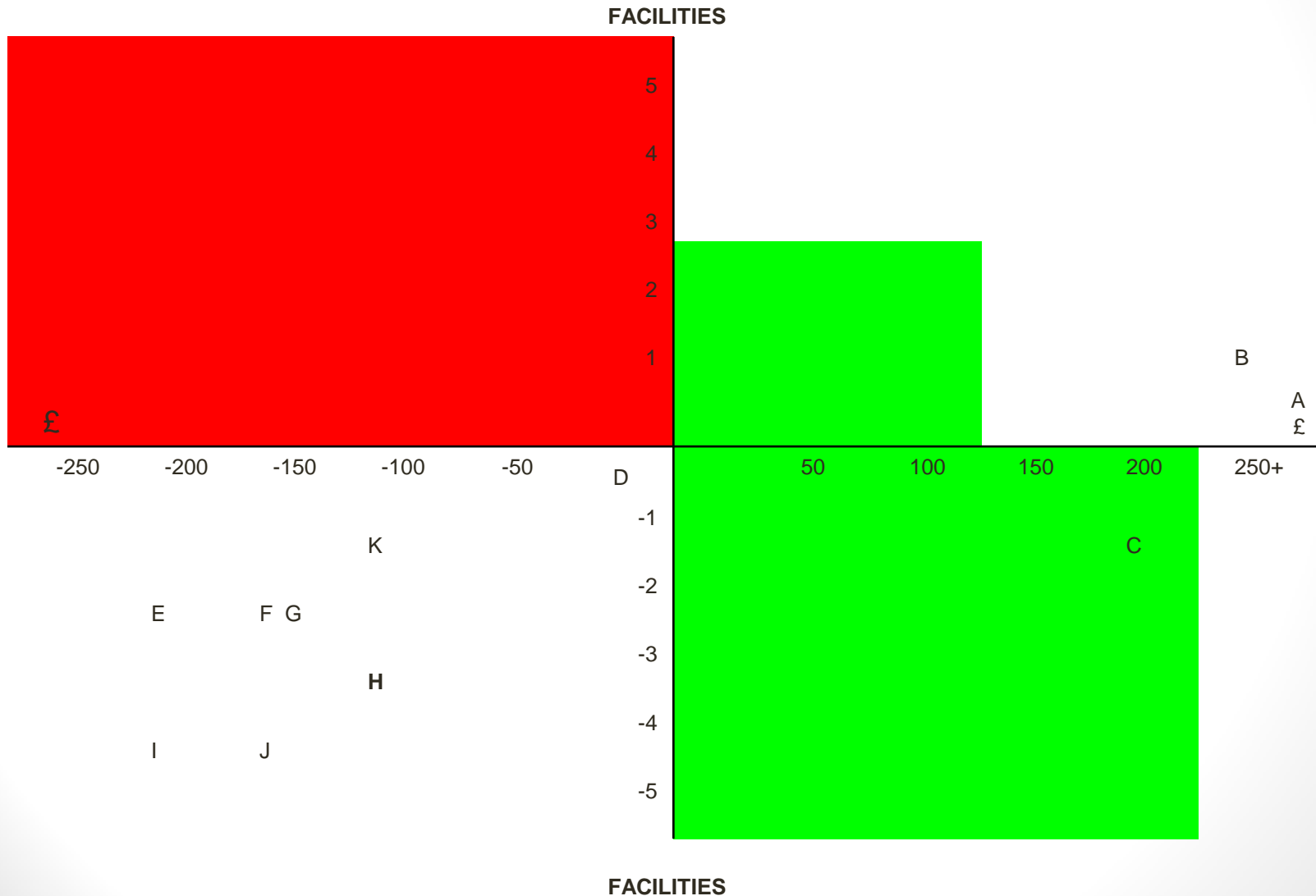
<b>Strengths</b> History and national reputation Demand for membership Golf Course Long serving staff Board commitment Capital available Greens team commitment	<b>Weaknesses</b> Catering, Bar and PGA pro services Equipment Management process Aging facilities Age profile of membership Age profile of staff
<b>Opportunities</b> Membership demand University Science Park – corporate membership and golf days. Develop social dining experience	<b>Threats</b> Number of courses in the area Recent brand reputation of golf course and services. Golf Market changes Economy Leisure Club - Next Generation Race Course

# PROPERTY DIAGNOSIS PLAN: GREEN FEES

FACILITIES



# PROPERTY DIAGNOSIS PLAN: MEMBERSHIP



# ESPIONAGE - MEMBERSHIP

2011 MEMBERSHIP ANALYSIS									
GOLF CLUB	TEL	JOINING FEE	SUBSCRIPTIONS			NUMBER OF MEMBE		AVAILABILITY	EMAIL
			FULL	5 DAY	%	JUNIOR			
<b>FULFORD GOLF CLUB</b>	01904 413579	1550	842	601	71%	82	542	NO	
Comments									
<b>MOOR ALLERTON</b>	01132 665209								<a href="http://www.magc.co.uk/">www.magc.co.uk/</a>
Comments									
<b>KIRKBY MOORSIDE</b>	01751 431525								<a href="http://www.kirkbymoorsidegolf.co.uk">www.kirkbymoorsidegolf.co.uk</a>
Comments									
<b>FOREST PARK</b>	01904 400425								<a href="http://www.forestparkgolfclub.co.uk">www.forestparkgolfclub.co.uk</a>
Comments									
<b>MALDWARK MANOR</b>	01347 838353								
Comments									
<b>HEWORTH</b>	01904 426156								<a href="http://heworthgolfclub.co.uk">http://heworthgolfclub.co.uk</a>
Comments									
<b>YORK - STRENSALL</b>	01904 491840								<a href="http://www.yorkgolfclub.co.uk">www.yorkgolfclub.co.uk</a>
Comments									
<b>SANDMOOR</b>	01132 685180								<a href="http://www.sandmoorgolf.co.uk">www.sandmoorgolf.co.uk</a>
Comments									
<b>PIKE HILLS</b>	700797								<a href="http://www.pikehillsgolfclub.co.uk">www.pikehillsgolfclub.co.uk</a>
Comments									
<b>SELBY</b>	01943 600214								<a href="http://www.selbygolfclub.co.uk">www.selbygolfclub.co.uk</a>
Comments									
<b>WETHERBY</b>	01484 426203								<a href="http://www.wetherbygolfclub.co.uk">www.wetherbygolfclub.co.uk</a>
Comments									
<b>EASINGWOLD</b>	01347 821486								<a href="http://www.easingwoldgolfclub.co.uk">www.easingwoldgolfclub.co.uk</a>
Comments									
<b>SCARTHINGWELL</b>	0870 6098024								<a href="http://www.scarthingwellgolfcourse.co.uk">www.scarthingwellgolfcourse.co.uk</a>
Comments									
<b>SAND BURN HALL</b>	01904 469922								<a href="http://www.sandburnhall.co.uk">www.sandburnhall.co.uk</a>
Comments									
<b>MALTON &amp; NORTON</b>	01904 469922								<a href="http://www.maltonandnortongolfclub.co.uk">www.maltonandnortongolfclub.co.uk</a>
Comments									

# ESPIONAGE - Green Fees

## 2011 GREEN FEE ANALYSIS

GOLF CLUB	TEL	GREEN FEES		SOCIETY DAYS				DISCOUNT	ON LINE BOOKING
		18 65	27/36 72	MINSTER 62	CENTENARY 67	FULFORD 74	EBOR 65		
FULFORD GOLF CLUB									YES
Comments	£220 PER 4 BALL = £55								
MOOR ALLERTON	01132 665209								YES <a href="http://www.magic.co.uk/">www.magic.co.uk/</a>
Comments									
MOORTOWN									YES <a href="http://www.moortown-gc.co.uk/">www.moortown-gc.co.uk/</a>
Comments									
GANTON	01944 710529								NO <a href="http://www.ganton-golf-club.com/">www.ganton-golf-club.com/</a>
Comments									
YORK - STRENSALL	01904 401840								YES <a href="http://www.york-golf-club.co.uk/">www.york-golf-club.co.uk</a>
Comments									
SANDMOOR	01132 665180								NO <a href="http://www.sandmoorgolf.co.uk/">www.sandmoorgolf.co.uk</a>
Comments									
LINDRICK	01909 489685								YES <a href="http://www.lindrickgolfclub.co.uk/">www.lindrickgolfclub.co.uk/</a>
Comments									
LELEY	01943 603214								NO <a href="http://www.lileysgolfclub.co.uk/">www.lileysgolfclub.co.uk</a>
Comments									
HUDDERSFIELD - FIXBY	01484 426203								NO <a href="http://www.huddersfield-golf.co.uk/">www.huddersfield-golf.co.uk</a>
Comments									
PARNAL	01423 672 628								NO <a href="http://www.parnalgc.co.uk">www.parnalgc.co.uk</a>
Comments									
MALTON & NORTON	01904 469022								YES <a href="http://www.maltonandnortongolfclub.co.uk">www.maltonandnortongolfclub.co.uk</a>
Comments									

# Step 2:

## Analysis & Agreeing Of Goals

- Be honest / accept criticism
- Be brave in the decision making process
- Identify gaps in the market
- Highlight areas of weakness
  
- Identify
  - Market Opportunities
  - Internal Challenges
  - The needs of you user groups
  - Management processes
  
- Agree
  - Direction, goals and a timeframe

## Areas identified as 'opportunities' at Fulford – extracted from the 2006 research

### INTERNAL REVIEW

- Staffing changes and training required
- Brand image improvements required
- Communication with staff and guests – IT & Web Site
- Streamline the Board
- Management systems and IT
- Data collection
- Booking Process & Start sheets needed for competitions
- Introduce equality legislation
- Financial processes updating
- Sitting on investments with no plans to spend



# CAPITAL INVESTMENT

- Golf Course improvement plan required – 2006 – on going
- Greens machinery – ‘tools to do the job’ 2006 – on going
- Gents showers and toilets refurbishment – 2006
- Club House décor and furnishing 2007 – on going
- Kitchen Equipment – ‘tools to do the job’ 2007 – on going
- Gents and Ladies changing rooms and showers in need of refurbishment - 2009
- Disabled access improvements – 2007 – on going
- Front entrance - 2011
- Driving range facilities – in discussions with university - 2013
- First floor development – architects plans submitted -2014

# Financial Plan

- How can we fund the strategies to meet the Aims and Objectives of the Business?
- What is the return on investment?
- Fulford Example
  - We had funds available to kick start the capital investment needed on the course and club house, and we invested money into rolling out parts of the Business & Marketing initiatives.
  - We did stress from the beginning that this initiative would be self funding. Monies generated through improved revenues would be used to fund the Capital plans.
  - Such has been the success, we have spent over £900,000 on capital projects in 6 years, and we have £50,000 less in reserve than we did in 2006.

# CAPITAL INVESTMENT - FULFORD

YEAR	PROJECT	COST	
2006	TOILETS AND SHOWERS	47000	
	GREENS MACHINERY	27000	
	<b>TOTAL</b>	<b>74000</b>	
2007	IT EQUIPMENT	1500	
	ROAD TARMAC ALONG GOLF COL	68000	
	TRACTOR	12000	
	SPRAYER	3500	
	HAND MOWER	1800	
	BLOWER	1000	
	14TH PATHWAY	8000	
	WASH DOWN AREA - GREENS	5000	
	1ST TEE PATHWAY	7850	
	FREEZERS	8000	
	<b>TOTAL</b>	<b>116650</b>	
	2008	GRINDER	23000
		WEIDERNAM - ROUGH CUTTER	20000
IRRIGATION - 11TH TEES		2000	
BUNKERS		4000	
DITCH ON 2ND		8000	
HAND MOWERS		1750	
HAND MOWERS * 3		3640	
CURTAINS		8000	
AIR CONDITIONING		9000	
TOUCH SCREEN TERMINALS		3000	
DISHWASHER		3250	
EXTRACTOR UNIT		1000	
UPVC DOORS		1000	
TROLLEY SHED ENTRANCE		3000	
CARPET - LOUNGE		15000	
BOILERS		20000	
SHOE CLEANER		1000	
BIN STORAGE AREA		2500	
<b>TOTAL</b>		<b>129140</b>	
2009		ISEKI - TRACTOR	12000
		GANG MOWERS	10000
	GANG MOWERS - PRACTICE GRO	10000	
	SINDWINDER	14250	
	QUADDROP	3000	
	BRIDGEWORK	4300	
	KITCHEN CROCKERY	2000	
	SPREADER	9560	
	BLOWER	4550	
	DRAINAGE PLAN 7th & 17th	26450	
	CHAIRS	2500	
	GENTS CHANGING ROOM DOOR	2500	
	CLUB SYSTEMS UPGRADE	4000	
	COMPS COMPUTER	1000	
	LOCKER ROOMS	130000	
	CARPET	14500	
	BUNKER PROJECT	20000	
	<b>TOTAL</b>	<b>270610</b>	

YEAR	PROJECT	COST
2010	GREENS ROLLER	8332
	BEARWOOD LAKES	11465
	BEARWOOD LAKES	600
	LITTER BINS	3462
	JOHN DEER TRACTOR	26292
	SHED SECURITY DOORS	2190
	PATHWAY	7791
	SCARIFYER	6000
	PATIO FURNITURE	2773
	CAR PARK FLAPS	3138
	KITCHEN FRYER	2000
	GLASSWASHER	1745
	BUNKER PROJECT	10000
	CELLAR COOLING UNIT	2680
<b>TOTAL</b>	<b>88468</b>	
2011	CAR PARK AND GARDENS	5000
	BAR REFURB	3500
	FRON ENTRANCE AND DISABLED TO	59000
	TROLLEY SHED REFURB	5000
	IRRIGATION	2000
	HYDROJET	2000
	SPRAYER	6500
	TRAILER	20000
	FAIRWAY SCARIFYER	4000
	BRS BOOKING SYSTEM	3000
	BUNKER PROJECT	10000
<b>TOTAL</b>	<b>120000</b>	
2012	PICK UP	16500
	GREEN SHED EXTENSION	50000
	AMAZON	16500
	FENCING	2500
	UPVC DOORS WINDOWS	7500
<b>TOTAL</b>	<b>105000</b>	

YEAR	DEPARTMENT	COST
2006	GREENS MACHINERY	27000
	COURSE	0
	HOUSE	47000
	ADMIN	0
	<b>TOTAL</b>	<b>74000</b>
2007	GREENS MACHINERY	18300
	COURSE	88850
	HOUSE	8000
	ADMIN	1500
	<b>TOTAL</b>	<b>116650</b>
2008	GREENS MACHINERY	48390
	COURSE	14000
	HOUSE	63750
	ADMIN	3000
	<b>TOTAL</b>	<b>129140</b>
2009	GREENS MACHINERY	63360
	COURSE	50750
	HOUSE	151500
	ADMIN	5000
	<b>TOTAL</b>	<b>270610</b>
2010	GREENS MACHINERY	54879
	COURSE	21253
	HOUSE	12336
	ADMIN	0
	<b>TOTAL</b>	<b>88468</b>
2011	GREENS MACHINERY	32500
	COURSE	12000
	HOUSE	72500
	ADMIN	3000
	<b>TOTAL</b>	<b>120000</b>
2012	GREENS MACHINERY	83000
	COURSE	12500
	HOUSE	9500
	ADMIN	0
	<b>TOTAL</b>	<b>105000</b>

2006 - 2012 SPEND

GREENS MACHINERY	327429
COURSE	199353
HOUSE	364586
ADMIN	12500
<b>TOTAL</b>	<b>903868</b>

# BUSINESS / MARKET OPPORTUNITIES

- Develop junior section / structure
- Reduce the number of members and increase the subs rate
- Increase 5 day membership rates and numbers
- Introduce a waiting list category
- Develop social functions / social membership
- Corporate Golf - University Business Park
- Develop temporary green fees and corporate golf – Volume and rate
- Work with agents / hotels to increase travel business
- Increase demand for bar sales
- Professional / Amateur events & Open Days

# Step 3 – Write the Business Plan

- **Mission Statement**

- What is a mission statement?

- A mission statement is a statement of the purpose of a company or organization. The mission statement should guide the actions of the organization, spell out its overall goal, provide a path, and guide decision-making. It provides "the framework or context within which the company's strategies are formulated."

- Fulford Golf Club

- "To cement our position as one of the leading golfing venues in the North of England; aiming to exceed our member and guest expectations by delivering professional service at first class facilities; whilst ensuring an appropriate return on investment for our shareholders"

# Aims and Objectives

- These need to be SMART in order for the business to know what progress it has made towards achieving the objective:
  - Specific - clear and easy to understand.
  - Measurable - i.e. able to be quantified.
  - Achievable - possible to be attained.
  - Realistic - not 'pie in the sky'.
  - Time bound - associated with a specific time period.

# Fulford - Example Aims & Objectives

WE IDENTIFIED 4 KEY AREAS TO CONCENTRATE ON TO  
ACHIEVE THIS MISSION

We recognized that there were several product and service issues that needed addressing before we could develop the demand/revenue.

## • 1 FACILITIES

Aim: To be a leading Golf Provider in the North of England.

Objective: To provide excellent golf and club house facilities for our members and guests.

Strategy: Introduce a 5 year rolling Capital Investment Plan, reviewing all areas of club house and golf course.

# 2 SERVICE

AIM: To exceed our members and customer expectations, and provide professional and consistent service.

Objective: To improve customer relations and provide the right staff with the right 'tools to do the job'

Strategy: To review current staff, and train / hire to improve service

- New caterer required - structure
- New professional required
- New Steward required (retirement)
- Training and succession planning required on Greens staff



# 3 MANAGEMENT PROCESS

Aim: To improve management processes (Financial, Board, Staffing, Communication)

Objective: To have efficient processes in place to allow delivery of the Business plan

Strategy:

- To introduce better communication - (meetings and IT)
- To introduce stronger financial management
- To ensure all staff know AND BUY INTO the Mission statement and Aims of the club
- Reorganise the Board

# 4 DRIVE REVENUE AND PROFIT

**Aim:** To have a self financing business, providing profit to reinvest into improving the product.

**Objective:** To improve all revenue streams, and meet the expectations of the shareholders.

**Strategy:** Introduce a robust Strategic Marketing Plan which identifies and delivers financial improvements.

- Membership – review rates, numbers
- Green Fees – increase demand and rate
- Bar – introduce new products and pricing
- Catering – improve arrangements for conference/groups
- Lockers/Battery charging – new pricing structure appropriate to the new facilities offered
- Expenditure – review contracts and items of expenditure

# Marketing Plan

## 2 Examples From Fulford

- Membership Plan
- Green Fees Plan

# MEMBERSHIP - PLAN

PROJECT DISCRPTION	TARGET MARKET	MARKETING ACTIONS	DATE OF COMPLETION	RESULTS	PROJECT COST
5 DAY MEMBERSHIP	OLDER CURRENT MEMBERS	INCREASE PRICE	01.04.2010	INCREASED TO 70 - WAS 54.	£100
		INFORM CURRENT MEMBERS THAT WE WILL BE CLOSING OUT AT 70 MEMBERSHIPS			
		SET UP WAITING LIST			
6 DAY MEMBERSHIP	NEW MEMBERS	CREATE A MEMBERSHIP PACK TO MAKE THIS CATEGORY ATTRACTIVE	01.04.10	15 NEW MEMBERS	£300
		AGREE RULES AND REGS OF MEMBERSHIP		RESTRUCTURED COMPETITIONS SO EQUAL NUMBER OF SAT / SUN	
		Buy-IN FROM MEMBERSHIP CHAIRMAN			
FULL MEMBERSHIP	CURRENT MEMBERS	REDUCE NUMBER OF MEMBERS & INCREASE SUBS RATE.CREATE AWARENESS OF THIS STRATEGY TO CURRENT MEMBERS AND WIDER COMMUNITY	01.04.13	2011 - REDUCED TO 548	£100

# MEMBERSHIP PLAN – cont....

PROJECT DISCRPTION	TARGET MARKET	MARKETING ACTIONS	DATE OF REVIEW	RESULTS	PROJECT COST
LADIES SECTION	CURRENT MEMBERS RELITIVES AND LOCAL RESIDENTS	TARGET LOW HANDICAP GOLFERS	01.04.13	NEWSCRATCH TEAM – WON 2 <sup>ND</sup> DIVISION	£200
		TARGET YOUNGER GOLFERS		AVERAGE AGE DROPPED TO 62	
		TARGET BEGINNER GOLFERS – TASTER SESSIONS		1 <sup>ST</sup> TASTER SESSIONS START IN APRIL 2012. FUNDING AGRED FROM LOCAL COUNCIL.	
JUNIOR SECTION	CURRENT MEMBERS RELITIVES AND LOCAL RESIDENTS	NEW STRUCTURE	01.04.11	82 JUNIOR MEMBERS	£550
		NEW JUNIOR ORGANISERS		JLP – JUNIOR ORGANISER	
		COACHING SESSIONS		FREE COACHING EVERY WEEK	
		RESTRUCTURE SUBSCRIPTION RATES		INCREASED SUBS	
		SECURE FUNDING		OUTSIDE AND INTERNAL FUNDING SECURED	
SOCIAL	CURRENT MEMBERS RELITIVES AND LOCAL RESIDENTS	ATTRACT NON GOLFING MEMBERSHIP FROM LOCAL COMMUNITY	01.04.12	DOUBLED TO 125	£200
		INSIST THAT PARENTS OF JUNIORS AND GOLF MEMBERS PARTNERS BECOME SOCIAL MEMBERS		SEPARATE CATEGORY SET UP ADDITIONAL 123 MEMBERS	
		TARGET LOCAL BUSINESS		NOT SUCCESFULL YET – 01.11.2011	
		INCREASE PRIVATE FUNCTION DEMAND		PRIVATE DINING FUNCTIONS INCREASED YOY 120%	

# MEMBERSHIP PROFILE

- Membership is reducing in line with plan
- Still have 24 too many members
- Average age of adult member has dropped to 56 yrs
- Recognise we still have work to do on ladies membership
- Junior membership is thriving
- Social membership – huge increase
- Created a waiting list and Joining fee is £1,550

<b>CATEGORY</b>	<b>2005</b>	<b>2011</b>
<b>Male Full Members</b>	<b>516</b>	<b>475</b>
<b>Lady full members</b>	<b>90</b>	<b>75</b>
<b>5 Day members</b>	<b>45</b>	<b>72</b>
<b>Junior members</b>	<b>35</b>	<b>82</b>
<b>Social Members</b>	<b>62</b>	<b>125</b>
<b>Six day</b>	<b>n/a</b>	<b>15</b>
<b>Waiting List</b>	<b>5</b>	<b>35</b>

# GREEN FEE PLAN

PROJECT DISCRPTION	TARGET MARKET	MARKETING ACTIONS	DATE OF COMPLETION	RESULTS	PROJECT COST
TOURNAMENT STRATEGY	PGA, EGU, EWGA, R&A, SENIORS TOUR	REGIONAL AND NATIONAL PGA TOURNAMENTS  CONTACT EGU, R&A AND EWGA AND OFFER COURSE FOR CHAMPIONSHIPS  SECURE PROFESSIONAL SENIORS TOURNAMENT	01.04.12	2 NATIONAL PGA EVENTS IN 2012. 1 REGIONAL PRO-AM WITH GANTON  SENIORS TOUR - WANT TO HOLD AN EVENT WITH US - PROMOTER TO SOURCE SPONSORSHIP  EUROPEAN LADIES TEAM CHAMPIONSHIP IN 2013  EGU AND R&A UNDER CONSIDERATION	£1,000
CORPORATE GOLF	NORTH REGION BUSINESS,	CREATE NEW PACKAGES	01.04.2011	INCREASE YOY OF 7%	£2,000
	UNIVERSITY SCIENCE PARK,	SELECTED TARGET MARKETING - EMAIL, MAILSHOT AND VISITS		DATA BASE REFINED AND IMPROVED	
	CHAMBER OF COMMERCE	CORPORATE OPEN DAY		HOSTED CHAMBER GOLF EVENT	
SOCIETY GOLF	NORTH REGION BASED SOCIETIES, PREVIOUS USERS	CREATE NEW PACKAGES	01.04.11	INCREASE YOY OF 7%	£2,000
		USE SELECTED REGIONAL PRESS FOR ADVERTISING CAMPAIGN		DATA BASE REFINED AND IMPROVED	
		IMPROVE DATABASE		BUSINESS ON BOOKS FOR 2011 - BOOKED WELL IN ADVANCE. WINTER PACKAGE INCREASE OF 15%	
CASUAL GOLF	HOLIDAY VISITORS	DATA CAPTURE	01.04.11	RECORD NUMBERS AND REVENUES	£2,000
	REGIONAL COMMUNITY	TARGETED ADVERTISING CAMPAIGN			
	DISCOUNT GOLFERS	STRUCTURED PRICING			
	NON MEMBERS	OPEN DAYS			
	MEMBERS AT OTHER CLUBS	ONLINE BOOKING SYSTEM			
MEMBERS GUESTS	CURRENT MEME	INCREASE PRICING ON FRI/SAT/SUN	01.04.11	INCREASE YOY OF 8%	£50

# Review

- The Business and Marketing plan is a 'fluid document' that can be reviewed and updated at any time. Don't do all the hard work and then throw it in a draw and dust it off when a new Chairman mentions planning.
- Re – define the goals if the situation in the market changes
- Always make sure that your staff know the Aims of the organisation and how they can make an impact.
- Celebrate successes with the team & reward appropriately



QUESTIONS?