

MEMBERSHIP RECRUITMENT & RETENTION RESOURCES

2. SWOT Analysis & Objective Setting

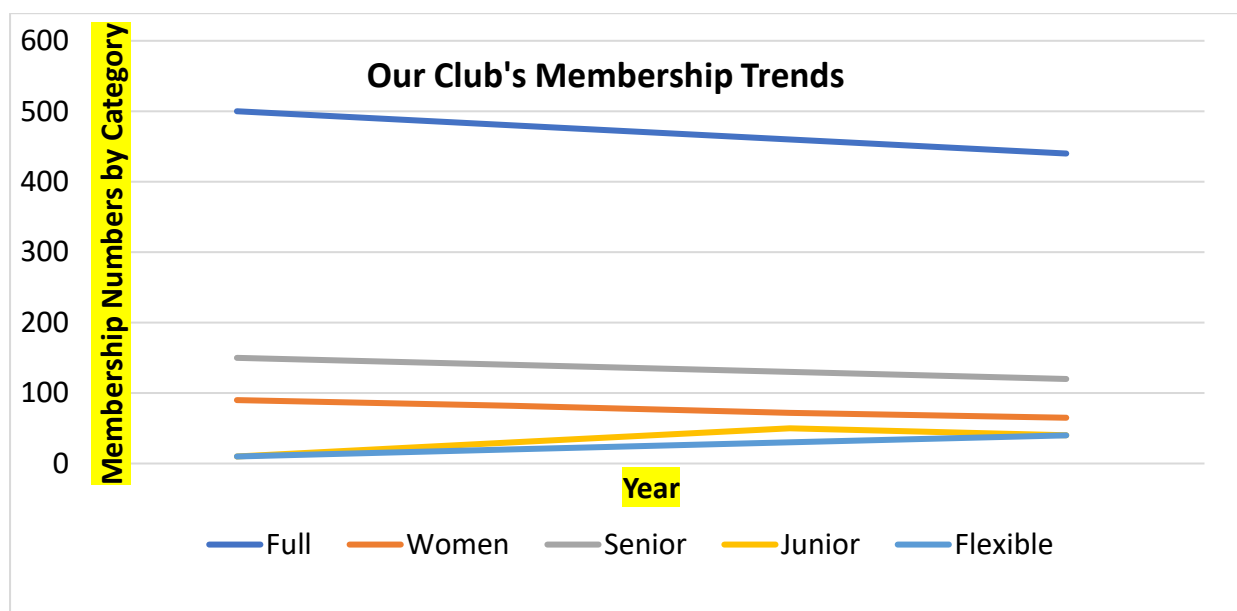


Scottish
Golf

When looking to attract and retain members, it is important to understand where you currently stand, before setting objectives of where you would like to get to. To set the scene for this, you should be able to present data showing your membership trends in recent years, if you are required to present your case to your members or a committee/sub-committee to convince them that action needs to be taken – such as investing budget in this area or recruiting a convenor/sub-committee.

Membership Trends Graph

Presenting your membership trends in a graph such as the one below can bring this data to life:



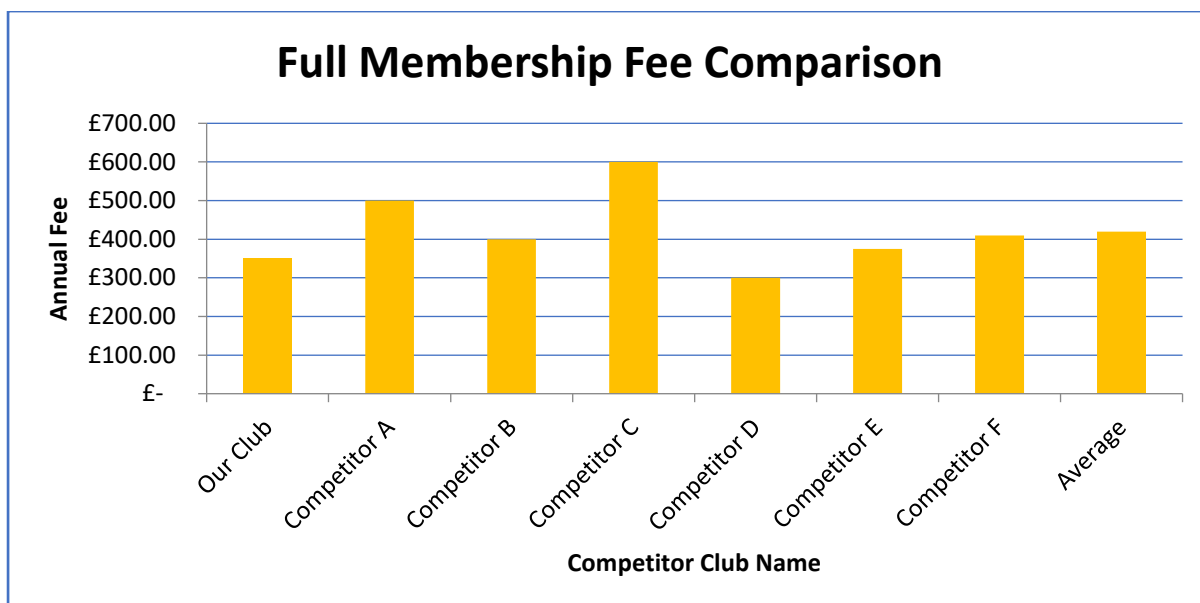
Competitor Analysis

Knowing where you stand in comparison to your competitors, particularly with regards to pricing, is a useful exercise in giving you – and your members – an understanding of your position within the local market. If your club is looking to increase its annual membership fee or visitor green fee, it is important to highlight that club's fees are below average (if that is the perceived case) against competitor clubs of a similar stature.

Such analysis will help provide the evidence required for decision-making and provide a good gage as to what your pricing levels should be. It is worth doing this across your different categories, whether full membership, adult transition or Get into Golf.

This can be used for setting an objective e.g.

We aim to increase our annual membership fee from £X to £Y to be more aligned to the industry average in our region



Objectives – What is your Starting Point?

In order to set measurable objectives for your membership recruitment campaign, you should know your starting point. Consider some of the following areas of where you are currently and what you want to achieve:

CLUB MEMBERSHIP OBJECTIVES		
Target Area	Current Status	Objective
Membership Fee Revenue	£150,000	£165,000 (10% increase)
Number of Full Adult Members	300	322 (7.5% increase)
Number of Social Members	50	60 (20% increase)
Percentage of new members being retained after Year 1	50%	75%
Overall Membership Satisfaction (from club survey*)	75%	85% (10 increase)
Overall Membership Attrition year on year (% members lost)	5%	2.5%
Revenue per member on bar spend (based on bar card)	£80	£100 (25% increase)

Setting SMART Objectives

To assist with your planning and monitoring of your recruitment campaign's effectiveness, we recommend you set objectives (targets). This helps your committee define what results you want to achieve and go after them with a sense of purpose. It also helps you analyse your return on investment, so you can gauge whether that investment has been worthwhile, then try other approaches if it hasn't.

By applying the commonly used 'SMART' format, you can ensure the objectives you set stand up to scrutiny.

S	M	A	R	T
Specific	Measurable	Achievable	Relevant	Timebound

Specific: There's little point in setting a generic goal because it's not specifically tailored to your business. Adapt the goal to apply to what the club needs, then it will be much more valuable to you.

Measurable: Is it quantifiable? Don't just say 'We want to increase memberships' but instead say 'We want to increase membership income by 10%'. This allows to identify when you've reached your target and achieve an end result, with shared purpose within your team.

Achievable: Don't set your bar too high. The aim of goal-setting is to motivate people and set a challenge that can be obtained. Likewise, if a target is too easy, it will inhibit your team from pushing and doing more. Setting a reasonable target that is agreed by those involved is crucial.

Relevant: Make sure your targets are appropriate and focused on the task on hand. Don't waste your time setting targets that don't make a difference to your business. Keep your targets to a minimum, particularly if you have a small team.

Timebound: 'By when?' is always a difficult question at the Committee table. However, if you do not know when you need to achieve a target by then it is likely that the work will simply drag on with actions being carried forward meeting after meeting, or year on year.

Example Smart Objectives:

- We will increase membership subscription revenue by 10% by 30th September 2021
- We will recruit 20 Get into Golf members by the 1st July 2020
- We will increase female membership from 50 to 60 by end of 202
- We will reduce overall membership attrition from 5% to 2.5% by 30th September 2020
- We will retain 75% of new members annually
- We will improve overall membership satisfaction in our annual survey from 75% to 85%
- We will increase our annual full membership fee to £600 (aligned to our competitors average) by the start of the 2021 season with membership revenue increasing at the same time

Summary

- Gather relevant data and information to help define your current status
- Bring this data to life through graphs to show your members/committee the key trends
- Conduct a competitor analysis to help set pricing (or target pricing) at the correct levels
- Agree and set SMART objectives for your team