

BUILDING A SUSTAINABLE GOLF CLUB BUSINESS MODEL



Scottish
Golf

WELCOME TO SCOTTISH GOLF'S CLUB BUSINESS PLANNING SUPPORT

The traditional golf club model is changing but Scottish Golf are committed to supporting clubs with make the required changes as smooth as possible. The process can be a daunting prospect, with committees facing a number of challenges both internally and externally. However, by adapting our experiences and insights from working with many clubs in recent years and bringing in expertise from other industries, our Business Planning Process provides the key tools you need to make positive change happen.

“After a period of decline, we took the decision to engage Scottish Golf with their Business Planning Process to help us rebuild. We set up a working group and committed to it, but the hard work was worth it, and the result was membership growth for the next four years, a more cohesive committee and a club with a vision for where it wanted to go. I'd recommend it to any club in a similar situation.”
Alan Boocock, former captain, Peebles GC.

SELF-REFLECTION

It is important for those involved in running golf clubs to 'face the brutal truth' and ask yourself some of the questions you may have been wanting to ask, but have been reluctant to do so. We're aware of many clubs who have struggled by not adopting a more modern approach to running the club, so it's vital that you hold up a mirror at the start of the process.

Problems with your Club Committee – Questions

- Do your committee meetings drag on for hours?
- Do you spend too much time covering the same old ground during meetings?
- Does it feel like the same one or two people always end up doing the bulk of the work?
- Do new committee members struggle to get up to speed with the workings of the club?
- Do you struggle to get members to attend the AGM, or always have the same people there?
- Do you struggle to attract committee members...or the right people for the required roles?

Are you thinking about your club's long-term future – Questions

- Does your club have a Business Plan...that is more than just a budget?
- Does your club financially 'muddle' along from one year to the next?
- Do you struggle to attract funding?
- Do you know what your club's purpose is?
- Could you tell a potential member what makes your club special?
- Do your club members feel like they're not being listened to?
- Does your club communicate its vision to your members?
- Are your members fully aware of the external factors affecting golf clubs?

If yours answers are mainly 'Yes', don't worry as you're not alone. By investing time now in making changes to your governance structure and a longer-term approach to running your golf club, our Regional Club Development Officers can provide the necessary support so that these answers become 'No' in the future.

BUSINESS PLANNING PROCESS

STEP-BY-STEP GUIDE



SCOTTISH
GOLF™

1. Introductory Fact-Facing Meeting

We'll arrange an informal meeting with your Club Development Officer / Club Business Manager to discuss the club's current position, understand your challenges and review options for future club business support from Scottish Golf...



2. Complete the Self-Assessment Governance Questionnaire

Share this with your Committee/Board Members and senior club employees to be anonymously completed then send the collated answer grid back to your Club Development Officer for review...



3. Create your Bullet Point Governance Action Plan

Your Club Development Officer will facilitate a Self-Assessment session with members of your committee and work with you to create an Action Plan with the required steps towards more effective club governance...



4. Survey your Club Members – Ask Them for Their Views

Scottish Golf's Customer Feedback Tracker (CFT) is a fantastic free tool which allows you to create an on-line survey for your members to gather insights and information about their views on their club experience...



5a. Hold a Committee Forum

Get your committee together to establish your Club's purpose and vision based on the insights from your Survey and other planning work...



5b. Hold a Members Forum

Get your members together in an open forum environment to gather further insights and establish buy-in and ownership of the Club's plan...



6. Attend or Host a Business Planning Workshop

Scottish Golf will facilitate a half-day workshop with your group using our Business Planning Template to set out the future vision of your club, outlining your mission statement, core objectives and short, medium and long-term targets...



7. Finish your Plan – Share It, Live and Breathe It, Review It

You are now ready to complete your Business Plan document. Once its ready, share it with your members and key stakeholders – print and online. Don't let it gather dust on the shelf. Use it at committee meetings, review regularly with your Club Development Officer and monitor your progress against targets and objectives...

