

Business Planning Workshop

Club name, date & logo



Introductions

Agenda

- Introductions and background
- Why business planning is important?
- **Where are you now? Introduction and situational analysis**
- **Where are you going? Mission and vision**
- **How are you going to get there? Strategy, objectives and initiatives**
- Who is accountable and how will we keep score?
- Next steps, reflections and action plan

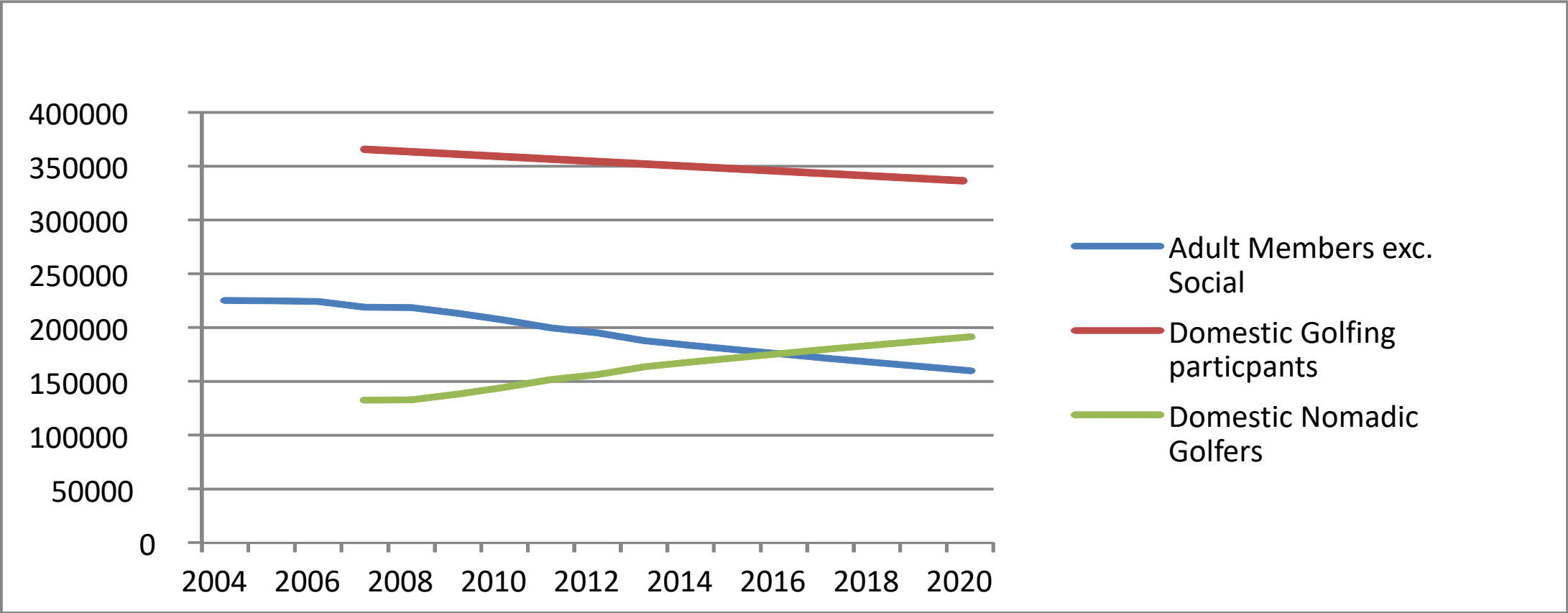
As a result of your time today...

- You will recognise the importance of a business plan
- You will have a personalised planning template
- You will have a vehicle to share your vision with others
- You will be SMART objective setting to keep the score
- You will have a list of actions to take forward
- **You can start living and breathing your business plan**

Background

- How did we get here?
 - at this Business Planning Workshop
- Is golf an industry in decline?

Scottish Golf Membership Trends 2004 - 2020



So what are Scottish Golf doing?

- A commitment to support clubs to move in the right direction
- A focus on clubs becoming more 'business-like'
- Business like – Business plans
- **Having a plan is important, otherwise this happens...**



A common challenge for clubs



“Alice in Wonderland comes to a fork in the road and asks the Cheshire Cat which way she should go. “That depends a good deal on where you want to get to” the Cat says, “I don’t much care where” Alice replies.

“Then it doesn’t matter which way you go,” the Cat says.

- **Inconsistency of Mission**
- **Lack of continuity**



**You need to look ahead
not behind you...**

**Which group of customers
are you trying to attract in
the future?**



Business Planning Process – Overview

1) Introductory Fact-Finding Meeting

An informal meeting with your Development Officer / Club Business Manager to discuss the clubs current position and options for future business support

Business Planning Process – Overview

2) Complete the Self-Assessment Governance Questionnaire

Send this to Committee / Board members and Club Employees to be anonymously completed and send the collated answer grid back to your Club Development Officer

Business Planning Process – Overview

3) Create your bullet-point Governance Action Plan

Review your Self-Assessment at a session facilitated by your Club Development Officer and plan the next steps towards effective club governance

Business Planning Process – Overview

4) Survey your Club Membership

Gather insights about how your membership rate their club experience using Scottish Golf's free Customer Feedback Tracker online survey tool

Business Planning Process – Overview

5) Hold a Members Forum

Establish your club's purpose & direction with your membership



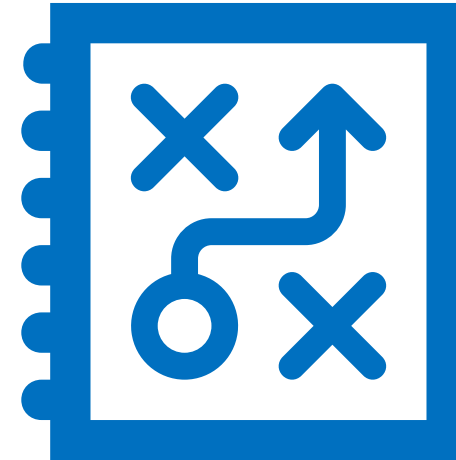
Business Planning Process

6) Attend or Host a Scottish Golf Business Planning Workshop

A Scottish Golf facilitated workshop where you will use our **Golf Club Business Plan Template and User Guide** to plan the future of your club

Effective Plans Identify

1. Where are we now?
2. Where do we want to be?
3. How will we get there?



Business Plan - success factors

- More than spreadsheets
- Links between vision and today's action
- Written for real people
- Customer focused
- Sincere meaning and real language
- Roles and responsibilities
- Short / medium / long term
- Involvement and ownership
- Review process and learning lessons
- Training seen as integral
- Sharing of the vision, mission and plan
- SMART objectives
- Innovative / creative
- Complementary effort
- Tangible / measurable
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Your Business Plan Pack...

- **Your Club's bespoke Business Plan**
 - Yours to adapt for your club
- **User Guide Document**
 - Guidance on completing your plan
 - Techniques & Tools
 - Further areas to consider

Electronic versions of these documents will be provided

The One-Page Plan

Today's actions deliver tomorrow's vision...

Initiative	By Who	By When
<i>Complete Section 1 of Business Plan</i>	<i>Club Captain</i>	<i>1st Sept</i>
[add rows if necessary]		

The One-Page Plan

- Should be constantly updated
- Included in monthly review (committee meeting)

BY WHO

- Responsibility & Accountability
- Not all one person
- Avoid - All / Everyone

BY WHEN

- 3-month Focus
- Avoid - ASAP
- Avoid - Ongoing

Where are we now?

Introduction:

- A concise and relevant history of the club...
- Is your club a business?
- What is this plan designed to achieve?
- Who will be reading the plan?

Change?

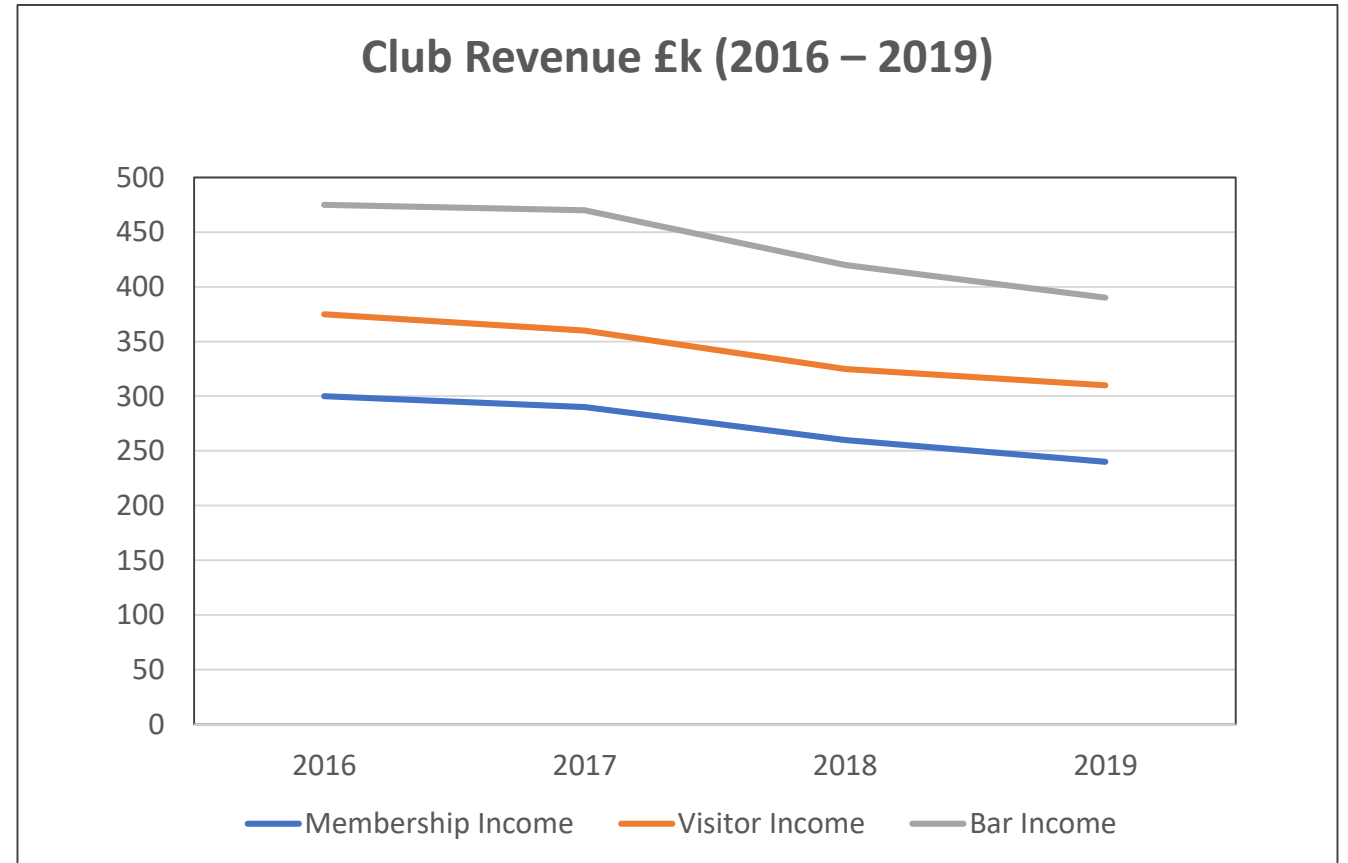
Is your business plan designed to:

- Build on a successful platform
- Make a change to something that happens at present?
- Create something that doesn't currently exist?
- Implement something new?
- Maintain things as they are?
- **All of the above?!**

Where are we now?

Situational Analysis Tools:

- **SWOT**
- **Financial Trends**
- **Membership Trends**



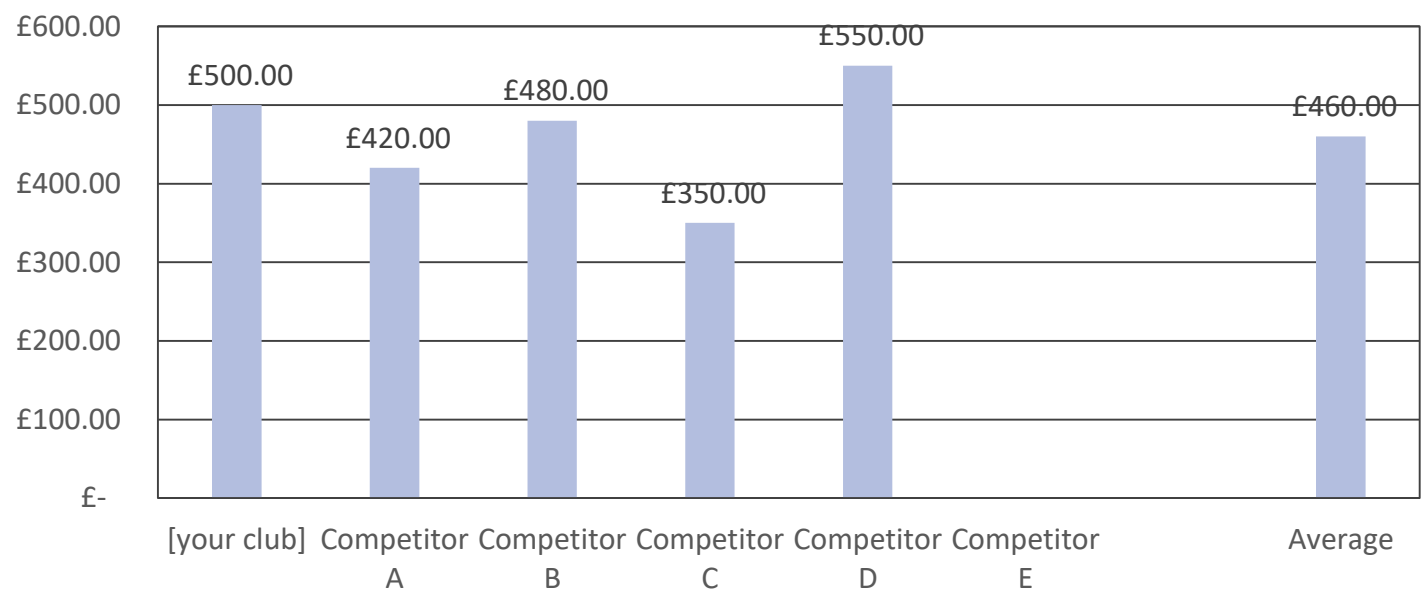
Further Situation Analysis Tools

Competitor Analysis

- Golf Clubs
- Other Competitors

More Of / Less Of...

Full Membership Fee Comparison



What do we want more of?

- Female members
- Weekday visitors
- Members functions (e.g. birthdays)

What do we want less of?

- Complaints about the coffee
- Machinery breakdowns
- Cancelling junior team matches



Actions - One Page Plan

Further Scottish Golf Business Planning Services:

- **Member (and Visitors) Survey**
- **Members' Forum**
- **Governance Assessment**

- Complete Introduction
- Complete SWOT
- Complete Financial Analysis
- Complete Competitor Analysis

Where are you going? - Mission and Vision



Remember this guy?

- Defining your clubs **Mission** and **Vision** is important so that you can move forward together towards a common goal and to test key decisions against them
- Here are some tactics to create your own...

Example of a Club Mission - Peebles Golf Club

“ The jewel in the Borders golfing crown, Peebles is a Harry Colt designed course and vibrant community club set in a beautiful location...

Our recently refurbished family-friendly clubhouse matches the splendour of our course, offering stunning views across the town and beyond. We have a proud reputation as one of Scotland's leading junior clubs, fantastic new practice facilities and a top class PGA professional. Peebles is the perfect place to enjoy your golf, whether joining for life or visiting for a day... ”

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Scottish
Golf

Tool 1 - SWOT Analysis

- Weave the key strengths of your club into a mission statement
- Don't forget to add at least one feeling or emotion – club isn't just about the 'tangible stuff'
- Consider a working group or individual responses to create the content and a wordsmith to put it together



Club Mission and Vision

- Use the feedback from your Members' Forum
- Tell the members in advance what their feedback will create
- Have a dedicated 'vision' session on where the members would like to see the club in the future



Club Mission and Vision

The SOOTy Scale (Score Out Of Ten)

Where are you now and where do you want to be?

- ✓ Family friendly
- ✓ Welcoming to new members
- ✓ Welcoming to beginner golfers
- ✓ Community focused
- ✓ Welcoming to visitors
- ✓ Traditional
- ✓ Championship standard golf course
- ✓ Fine dining
- ✓ Gender neutral



Club Mission and Vision

Whisky Map – 2 Axis Analysis

What are YOUR key axis?

Refer to the User Guide!



How are we going to get there?

> Core Areas

1. Governance
2. Golf Course
3. Catering Services
4. Bar Services
5. Customer Service
6. Visitor Revenue
7. Clubhouse Functions
8. Financial Management
9. Membership Recruitment
10. Membership Retention
11. Competitive Golf at our Club
12. PGA Professional – Coaching/Shop
13. Junior Golf
14. Facility Development

Complete this sentence:

Golf club committees are full of...



Lots of ideas but where do you want to go?

How are we going to get there?

Strategy statements

A short statement of how each core area will contribute to your overall club mission

SMART objectives

What you are seeking to achieve in each core area

Initiatives

The projects, campaigns or activities that will help propel you towards achieving your objectives

Example Core Area Page

Core Area	Junior Golf
Strategy Statement	
SMART Objectives	
<ul style="list-style-type: none">--	
Initiatives	
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Lets try a page

Club: Anytown Community Golf Club

Club Mission: *“We are a community focused family-friendly club where golf is enjoyed by all as a sport for life.”*

Core Area: Junior Golf

How are we going to get there?

Core Area of your Club :

Club Governance

Who is accountable?

Who’s going to do all this work ?

Who’s going to help them ?

CORE AREA OF OUR CLUB	PERSON ACCOUNTABLE		SUPPORTED BY
Membership Recruitment			
Membership Retention			
Club Governance			

Who is accountable?

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Who's going to help them ?

CORE AREA OF OUR CLUB	PERSON ACCOUNTABLE		SUPPORTED BY
Visitor Revenue			
Customer Service			
Golf Course			

What if you don't have the people / skills you need?

Do you have the right people on-board ?

Recruitment / Co-opt

Do they have the skills ?

Training

Do you need to look elsewhere ?

Outsourcing



How will we know we are there?

Fine... Fine... Fine...

Objective / Key Performance Indicator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Progress Comments
Visitor green fee revenue £30,000													Facebook campaign boost to revenue this month
Membership : 400 members (all cat)													Currently 27 short of objective.

NOW what will you be talking about at Committee meetings?

The One-Page Plan

Just a reminder!!!!

Your One-Page plan will...

- Provide 3-month focus
- Be reviewed at your committee meetings
- Updated / revised quarterly

Next steps

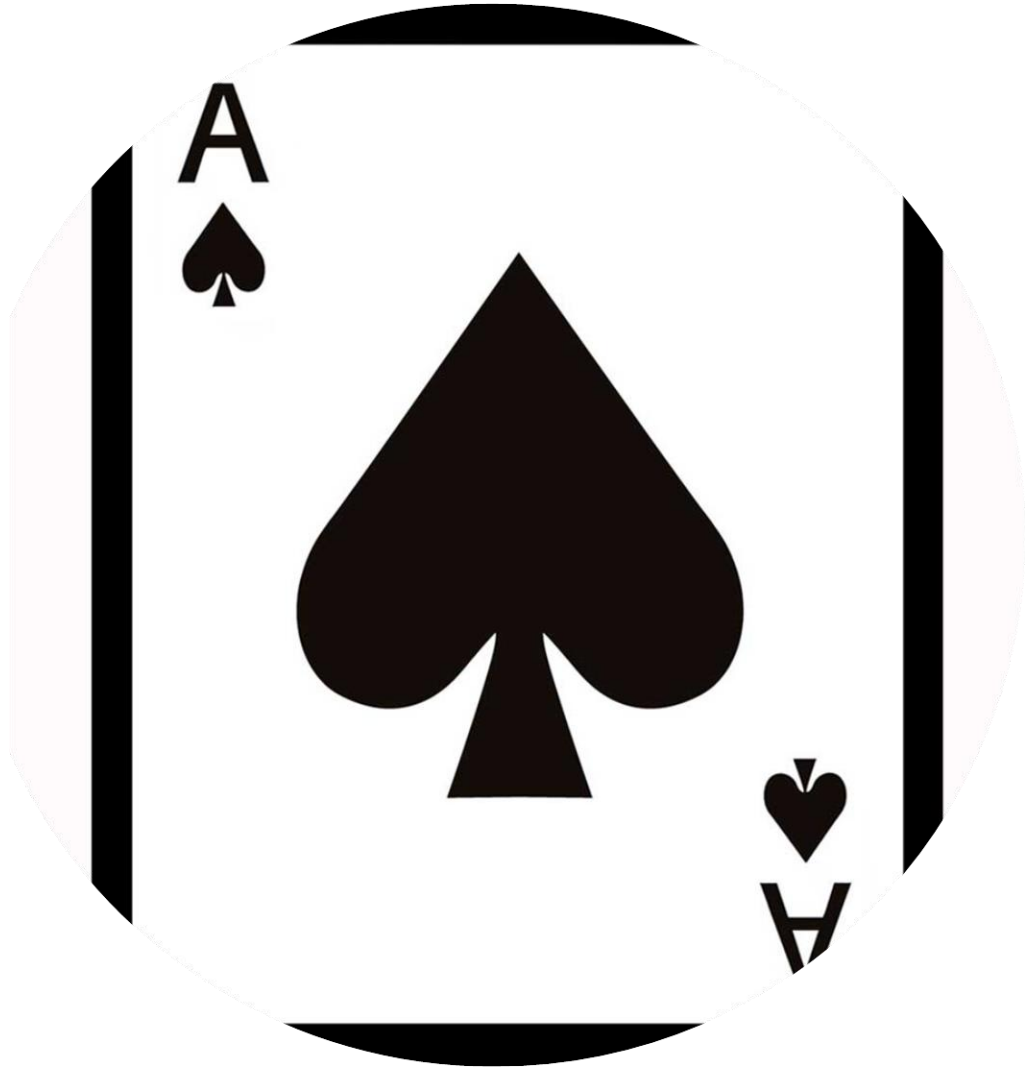
- Recap on actions - what do you need to do to complete your plan and by when will you do that?
- Who else do you need to involve, in what way will you involve them and when?
- What support do you need from Scottish Golf ?
- Set dates for your monthly reviews, quarterly updates and annual review 12 months from completion of the plan.

You must use the plan

"Coffee stained...not coffee table"



"Look what I found in the dumpster!
A perfectly good business plan!"



Key success attributes?

- Attitude
- Competence
- Energy

Thank you for having us



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