



13. Governance – The Convenor Role

Introduction – Membership / Marketing Convenor

Membership subscriptions are commonly the highest revenue source for clubs, however until recently very few committees had a role with direct responsibility for the recruitment and retention of new members. This section highlights the importance of effective governance aligned to this role in order to make it a success.

Step 1 - Recruit the right person for the job

To get the right person to lead your club's membership marketing, it is important to have a job a description committed to print. People with the relevant skills and interests will be more inclined to put themselves forward for a role when they are aware of what the role involves. Use the Membership Marketing Convenor's Job Description example and tailor it to suit your own club's needs to advertise for the position. Having such a document also allows those who do not have experience of ever being on a Committee or Board some insight into what is involved.

Step 2 - Establish a Membership Marketing sub-committee or working group

It is a big task for one person, so your club should consider establish a small sub-committee or working group to share the workload and support the convenor. This may enable you to attract other volunteers who are passionate about this area but don't want to sit on the full committee. The Convenor should lead the group and report back to the committee, but look to attract members with complimentary skills, such as design, copywriting, social media content, video and photography, sales and general marketing. These roles may also be attractive to some of your younger members looking to build up their CV and bring ideas on recruiting more young people.

Step 3 – Produce a Membership Marketing Plan

Creating a marketing plan will help your convenor and sub-committee focus on the key actions and objectives, aligned to your club's wider business plan. It should act as a tool to keep you on track, monitor your budget and share ownership across relevant staff and volunteers. You can use Scottish Golf's Example Business Planning Page on Marketing to create your own plan and involve your sub-committee in shaping it.

Step 4 – Create a Budget

With membership revenue being such a large source of income for most clubs it should command a budget commensurate with what you are trying to achieve, as the return on investment (ROI) can be significant. If you invest £1,000 in a marketing campaign which generates 8 new members at £500 each, then your ROI is 4:1. The initial outlay may sound a lot, but if successful it will more than pay off. Social media advertising has become a more cost-effective and targeted marketing channel but is still requires investment to reach the non-member audience you want.

See example below for how a membership marketing budget might look:

| Marketing Budget: Our Golf Club (£1500 Total) | | | | | | |
|---|------------|------------|------------|------------|------------|------------|
| | March-20 | | April-20 | | May-20 | |
| | Budget (£) | Actual (£) | Budget (£) | Actual (£) | Budget (£) | Actual (£) |
| Design | 100.00 | 100.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Printing | 100.00 | 100.00 | 0.00 | 0.00 | 100.00 | 100.00 |
| Facebook Advertising | 100.00 | 100.00 | 100.00 | 50.00 | 0.00 | 0.00 |
| Open Day - Catering | 0.00 | 0.00 | 0.00 | 0.00 | 150.00 | 150.00 |
| Local Events | 0.00 | 0.00 | 0.00 | 0.00 | 250.00 | 250.00 |
| Photography | 0.00 | 0.00 | 300.00 | 300.00 | 0.00 | 0.00 |
| Video | 0.00 | 0.00 | 250.00 | 250.00 | 0.00 | 0.00 |
| TOTAL | 300.00 | 250.00 | 650.00 | 600.00 | 500.00 | 500.00 |

Step 5 - Implement the plan and report back to Committee

Once you have established your plan and are busy getting on with your actions, make sure you report back to committee in an effective way. Whilst the way clubs run their monthly committee meetings may vary, it is generally accepted good practice that Convenors report a week in advance on the key activities of that area of the club's business.

This allows the report to be read in advance, not on the evening of the meeting, and only reported on by exception. This will not only allow you to contribute towards quicker and more efficient meetings, but also that your fellow club officials can formulate any feedback or queries in advance.

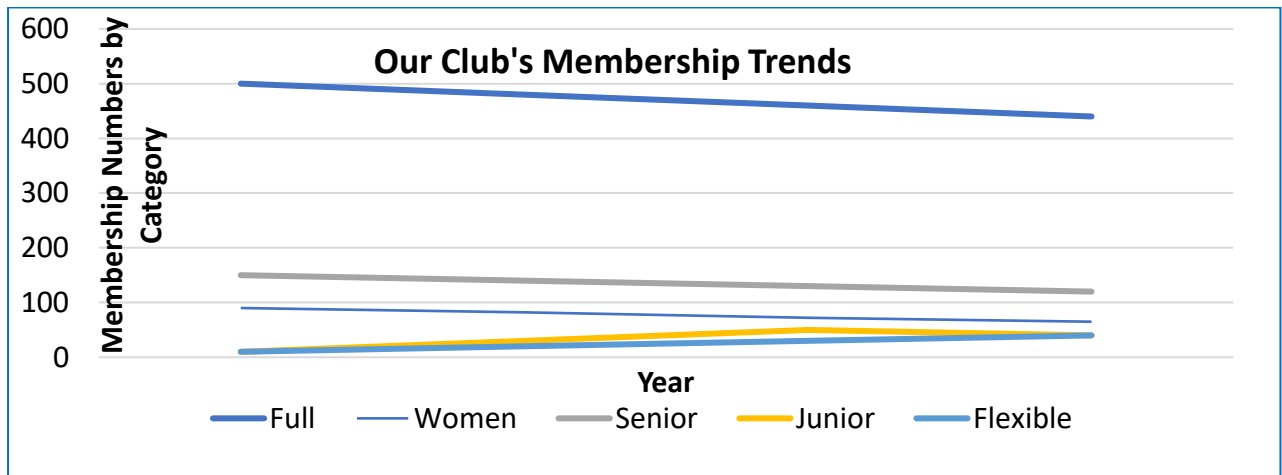
Use the Marketing Report for Committee Guidance below as a basis to create your own template that will save you time and effort.

Step 6 – Evaluate your Success and Improve Next Year

After every key initiative where you spend budget, a return on investment (ROI) analysis and debrief should be done. For example, if an Open Day has generated more memberships than your Facebook campaign, you should concentrate even more resource on that next season. Your sub-committee can also use a simple debrief technique such as WWW / EBI (What Went Well? Even Better If?), so you can determine what was successful and what can be improved next time around. This can also help justify any future budget with your Captain and Finance Convenor.

Example Membership Marketing Convenor Report

| Key Performance Indicator | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Progress Comments |
|---|--------|--------|--------|--------|-----|-----|-----|-----|------|-----|-----|-----|---|
| Customer Satisfaction : Catering at 85% | Yellow | Yellow | Yellow | Green | | | | | | | | | Considerable improvements in satisfaction with new staff. |
| Membership : 400 members (all cat) | Green | Green | Yellow | Yellow | | | | | | | | | Currently 27 short of objective. |



➤ Monthly progress – March to April

➤ What went well, what can be improved

- Note here number and categories of any new members recruited
- Note here how many new members short of target
- Note here how much budget has been spent
- Note here any specific marketing activities that have taken place this month, including any particular successes e.g. popular social media posts, testimonials from new members
- Note here any key actions arising from sub-committee
- Note here any relevant examples of work e.g. poster/Facebook advert/Open day plan

➤ Coming Month (perhaps 6-8 weeks in advance in high season)

➤ Looking at the events / initiatives for the coming 4-6-8 weeks (looking forward)

- Note here any key activities for month ahead for staff or committee to be aware of
- Note here a plan for your Open Day with timings, as well as staff required e.g. club captain, manager, Pro, club ambassadors
- Note here any additional budget requirements
- Note here any new membership packages or special offers that need committee approval