



Nelson Golf Club
Greenacres Golf Club

CASE STUDY:

**Membership Retention & Recruitment:
How to build and implement a membership
pathway model**

OVERVIEW

Two golf clubs from the Tasman region are taking the quote from Henry Ford very seriously, "If you always do what you've always done, you'll always get what you've always got." Nelson and Greenacres Golf Clubs have decided to approach membership retention and recruitment by starting from the top down. They sent a number of their board members along to the New Zealand Golf Seminar Series workshop where Garth Partridge from Integrated Intelligence Ltd. introduced them to a new way of thinking about the roles and responsibilities of board members with regards to membership.

The board members took so much from the workshop that they decided to invite Garth back down to Nelson to spend some dedicated time with both golf clubs full boards. "I was delighted to hear from both clubs after the workshop because it meant that I could go into more detail around some of the great concepts that I introduced them to earlier on in the year" said Garth – Business Coach and Mentor for Integrated Intelligence Ltd.

CHALLENGES



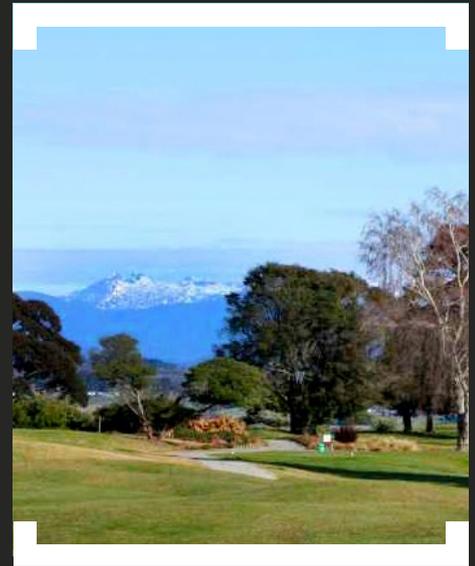
STAFF ENGAGEMENT

Getting the board, staff and volunteers within golf clubs 'on the same page' with regards to membership retention and recruitment.



ROLES AND RESPONSIBILITIES

Assigning roles and responsibilities to board members so that they focus on specific areas of membership.



PROCESSES FOR RECRUITMENT

Having models and processes for dealing effectively with the membership recruitment and retention.

SOLUTION

Integrated Intelligence Ltd. and New Zealand Golf developed a tailored workshop for golf clubs on how to approach membership retention and recruitment. The workshop covered a number of key areas, including the 'Membership Pathway'. The pathway breaks membership retention and recruitment into five areas:

1. Market Research
2. Lead Generation
3. Application Process
4. New Member Process
5. Member Experience

Market research provides an understanding of where you are, where you are heading, what your market looks like and the gaps that you can take advantage of. Once you are aware of the potential areas of growth, you need to generate a pool of leads (potential members) within these areas. Taking a person from the lead stage to getting a commitment for membership is a vitally important procedure. The application process is a specific stepped approach allowing value to be added at each stage, increasing the trust of the lead until they are ready to commit to membership. Once you have a new member, a correct

induction is imperative to maintain the membership and negate buyer's remorse. When this new member feels like a part of the club, you need to put some "bricks in the wall" (strategies) to stop the member leaving to another club, or leaving the game of golf altogether.

Every golf club has a leadership team, which can be a paid General Manager, part-time administrator, board/committee members and volunteers in a lot of instances. The key to the success of using the Membership Pathway is to have different people from the leadership team take responsibility for one of the five areas. "It is critical for golf clubs to identify who their leadership team is and what area of the pathway they will take responsibility for" said Garth. Both Nelson and Greenacres Golf Clubs went through the pathway in more detail with Garth and assigned roles and responsibilities before going deeper into each area. "Getting Garth back down here after the workshop was definitely a positive step in the right direction for us and our board has certainly become more proactive with their roles and responsibilities around membership" said Linley Jamieson-Hill – Office Manager at Greenacres Golf Club.

RESULTS

19
WORKSHOPS

True national coverage with 19 successful workshops delivered throughout New Zealand.

287
GOLF CLUB
REPRESENTATIVES

Great representation from a number of key positions within golf clubs.

2
CLUBS CONTINUED

2 clubs found the initial workshop so valuable that they were proactive and contacted Garth to do club specific sessions.

2
CLUBS WITH NEW
STRUCTURE

2 clubs now have a membership pathway model to guide them with membership recruitment and retention.

KEY LEARNING LESSONS

There is general acceptance that golf clubs need to look at membership differently and need to have a structured approach to how they manage it. Integrated Intelligence Ltd. work with SMEs (Small and medium-sized enterprises) on a daily basis and Garth provides business coaching and mentoring to ultimately help them make more money.

A business approach to how clubs operate is more important than ever before and the more we collectively look at sound business practice, the more capable golf clubs will become. This is why Integrated Intelligence Ltd. and New Zealand Golf partnered up to create the 'Membership Retention and Recruitment' Seminar Series. "We are mad passionate about golf, my family has a long history and affiliation to the industry. That is why we jumped at the chance to sit down with Kenny from New Zealand Golf to develop the content of the workshops" said Garth.

The most important learning of all is that the workshop is only the beginning, it's the continued engagement and commitment of golf clubs and their leadership teams that will make the real difference. That is what Nelson and Greenacres Golf Clubs have done, they flew Garth down to Nelson to spend half a day with each of their leadership teams.

CONCLUSION / SUMMARY

Providing club capability workshops to help upskill people working and volunteering in golf is very



important and is a positive step in the right direction by New Zealand Golf. The more golf clubs can engage passionate business development experts like Garth Partridge from Integrated Intelligence Ltd. can only help inspire and motivate them into action.

Both Nelson and Greenacres Golf Clubs have taken positive steps towards how they run their business and a fresh look at how board/committee members can contribute towards membership. The membership pathway is a great model to follow and gives golf clubs a structured step-by-step approach that can be tried, tested and improved over time.

"I have enjoyed meeting the golf clubs and introducing them to some business principles and a membership model that we specifically designed for them. I'm very confident that Nelson and Greenacres Golf Clubs will start to get some positive results if they follow the model and their people stay motivated" said Garth.

"We found the whole exercise particularly good value. We were delighted to get someone of Garth's calibre to do a club only session and introduce us to a nice mix of business theory with practical tools" said John Dow – President of Nelson Golf Club.

If golf clubs want to follow in the footsteps of Nelson and Greenacres they can contact Garth from Integrated Intelligence Ltd. directly at:

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