



Waipu Golf Club

# CASE STUDY:

Innovation:  
Staff Led Operation

## CONCEPT

There are a number of ways to structure the staff within a Golf Club. From full owner operation to full contracting out of all services, it can be a difficult decision for a club to make. With Golf Clubs being so unique, no one solution suits every Club.

Waipu Golf Club is an example of one Club operating a successful staff led operation.

The club decided to train all staff across all areas ensuring not only quality delivery and service but greater staff engagement. The club were aware of the potential risks but calculated these risks and decided that the potential gains were worth pursuing.

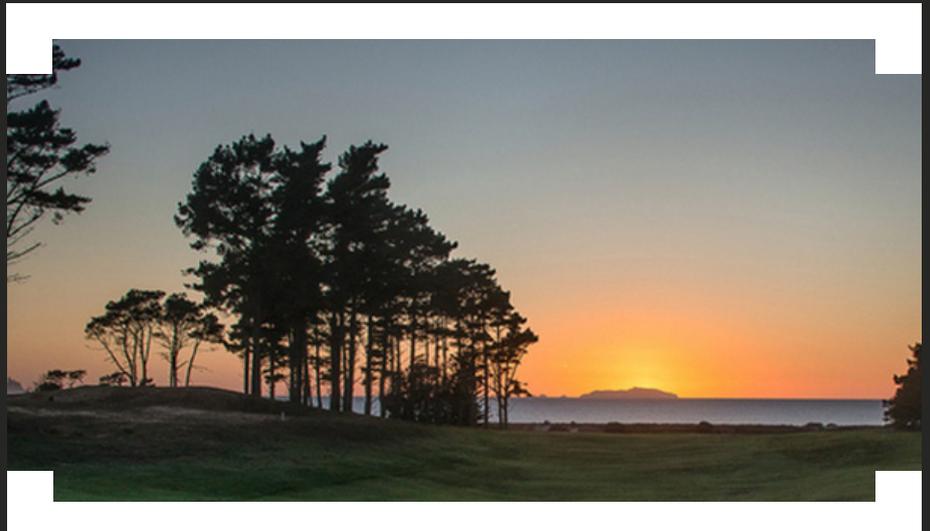
# PROCESS

Waipu Golf Club like many Clubs, were faced with the uncertain prospect of leading a bar, shop and reception with volunteers, often on a very part time basis. The club were aware of the potential drawbacks and were concerned about the quality of customer service dropping and a reduction in the golfing experience at the Club.

Waipu Golf Club decided several years ago to take a different approach and take the plunge into running all of the operations with paid staff, the majority of whom are non-golfers. This moved the operation from a volunteer led operation to a business operation.

To maximise the use of staff and the Clubs resources, the following was decided:

1. Each staff member would have to take on an additional roles. These roles included shop stock purchasing, social media, managing events, Dot Golf management, front-line liaison and so on. The main emphasis was on this front-line reception and customer service.
2. It was decided to concentrate on stocking the shop with golf gear but not golf clubs, as this was not an area of expertise.
3. Each person would need to be multitalented, taking on several shifts a week that could be in any area within the club. This enabled the workload to be split over the week and attract a variety of people to the roles.



## OUTCOMES

The variety of staff expertise has allowed the treasurer to pass over many of her accounting duties, freeing up her time to focus on more funding, sponsorship and development projects. The difficulty with finding, training, and rostering suitable volunteers for the shop was solved, freeing up those people for other jobs. Staff are more engaged as there is always a lot going on and a greater level of responsibility for each individual staff member.

A full complement of staff also means the club could expand services to include cart and club hire. The building of a covered coaching facility meant administration of driving range balls as well as 1st Tee and other coaching programmes could be initiated.

The club have noted “Our main focus at Waipu Golf Club is customer service – and having people on site to meet and greet, answer the phone and add the personal touch. These are all positives and make for a better golf experience.”



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