



UPPER MIDWEST CHAPTER

CLUB MANAGEMENT
ASSOCIATION OF AMERICA

Reimagining Strategy: Owning the Future

Presented by



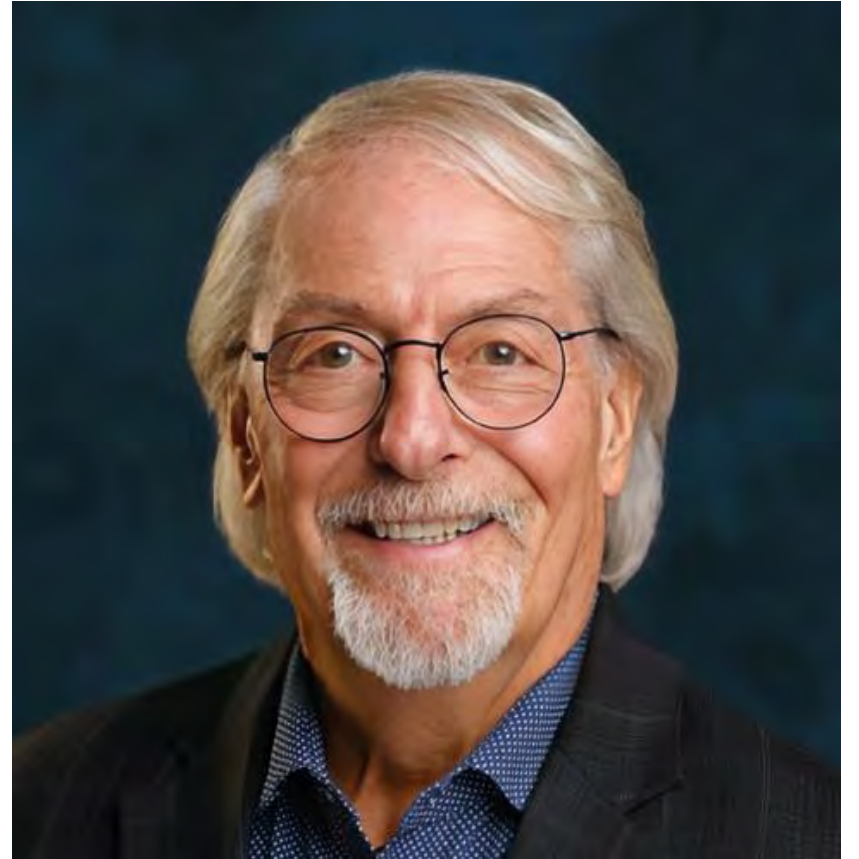
CLUB MARK
ADVISORS

Rick Coyne

Founder & President of Club Mark Advisors

Founder of Professional Club Marketing Association

- 55 Years experience with over 1400 private clubs and communities
- Participated in over 900 educational venues throughout the world twice earning the coveted Gary Player Black Knight Award.
- Published over 500 articles and white papers including authoring hospitality college curriculum, online certification programs, and extensively published in industry related magazines, including Club Management, BoardRoom, Club Director
- BoardRoom's first recipient of the Lifetime Achievement Award



Skip Avery CCM, CCE
CMAA Fellow
Club Development Director
Stone Group

Skip is an experienced professional with an impressive 44 year career. As the GM/COO at renowned private clubs throughout North America his extensive experience has developed a skill set he now shares with his peers. His dedication and contributions are well known, serving on the national Board for nine years and president in 2012. In 2022, he received the title of Fellow in CMA for his outstanding achievements. In his position at Stone Group Architects, Skip collaborates closely with the design team, utilizing his operational and club consulting experience to create innovative client solutions. Skip has become a popular speaker, writer and a trusted advisor for clubs and a mentor willing to share his vast experience to his peers.

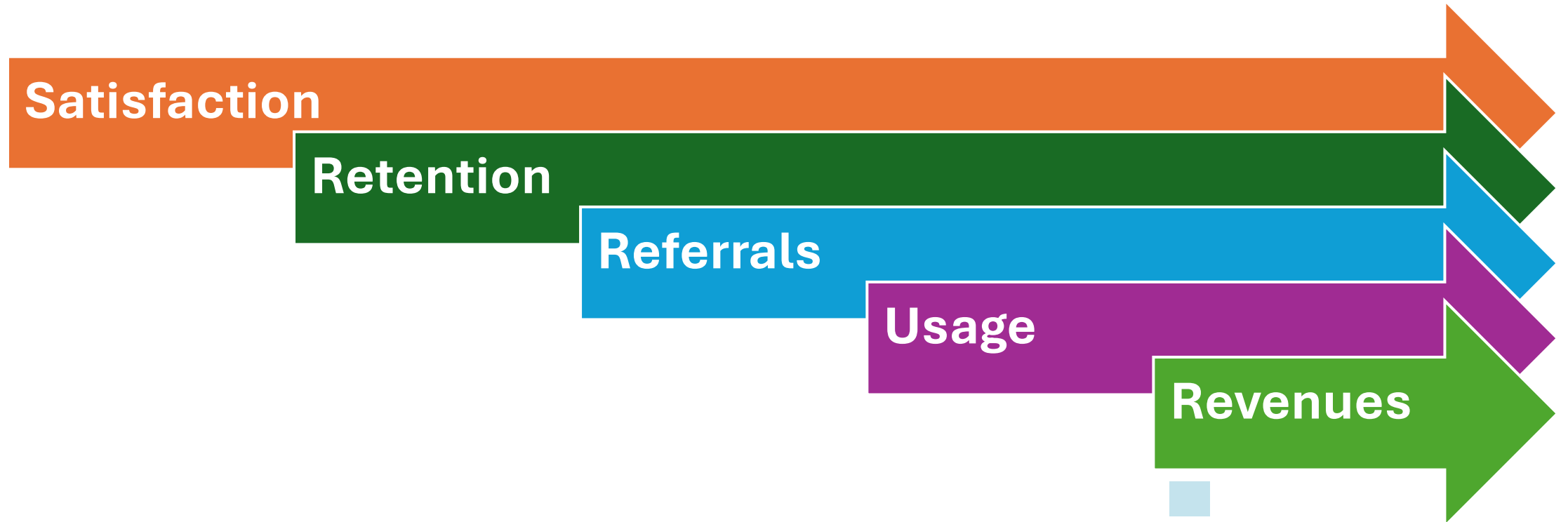




“Owning the Future” Agenda

- 1. Laying the Foundation:** You cannot manage what you do not measure.
- 2. Fact Based Decisions & Strategy:** Drive consistent governance, decision making and market strategy.
- 3. Market Based Member Engagement:** Demographic brand attractiveness, enhanced member engagement are your foundation to success.
- 4. Transformational Communication Strategy:** Purposeful, organized and intentional information flow, internally and externally

Laying the foundation! If Your'e Not Offering What Current or Potential Members Want, Price Won't Matter.



Market Positioning: The Starting Point

No matter the type of club, your market and your members are finite and predictable. Engaging market data provides the framework for who your market is and what they want.



The 6 Stages of Market Positioning

Target Market

Perception

Market Depth of Target Market

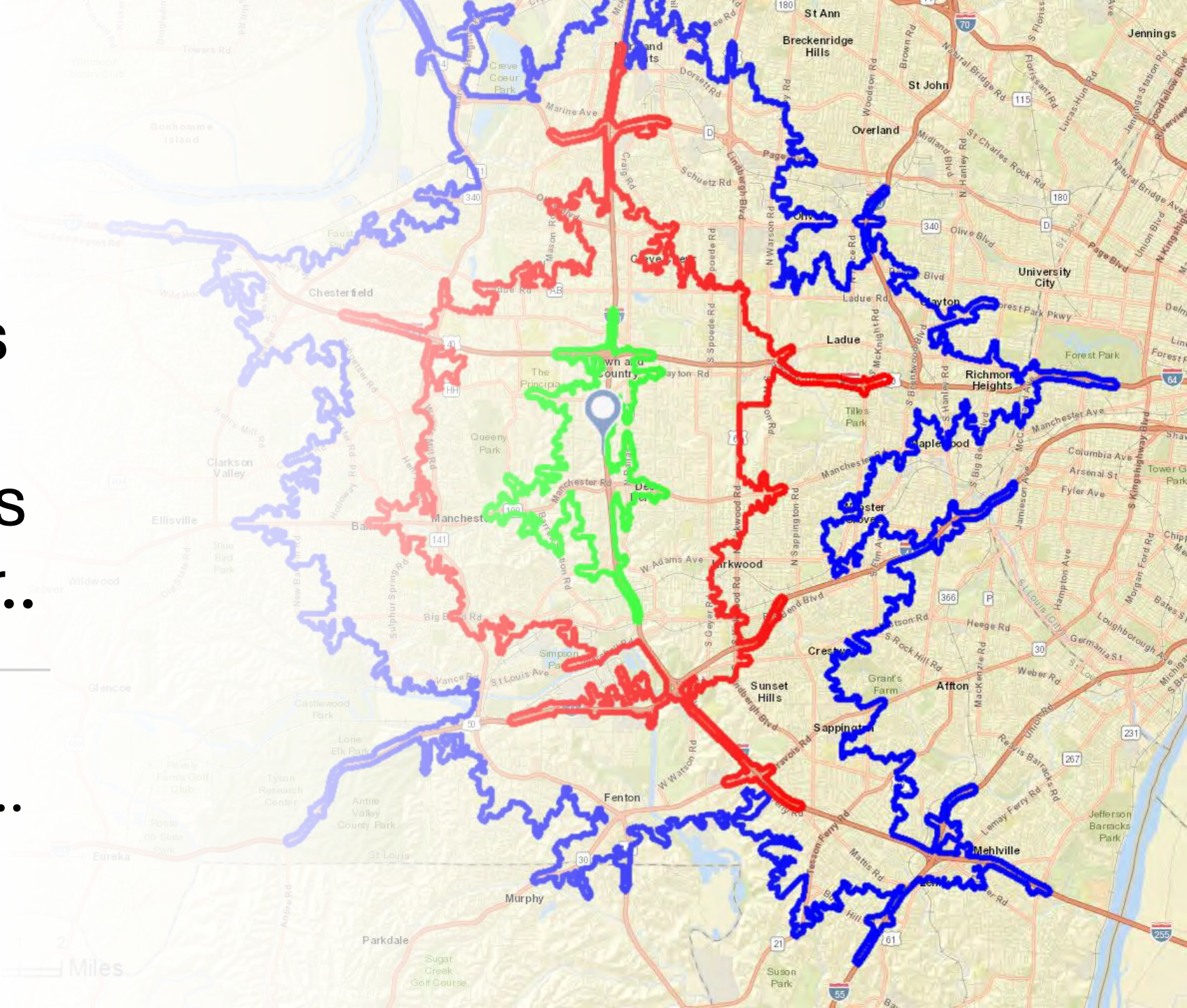
Current Market Position

Who/What Do You Compete With

Changes Required to Better Position

85% of members typically reside within 15 minutes of your front door.

Why That Matters...



Target Market Who Are They?

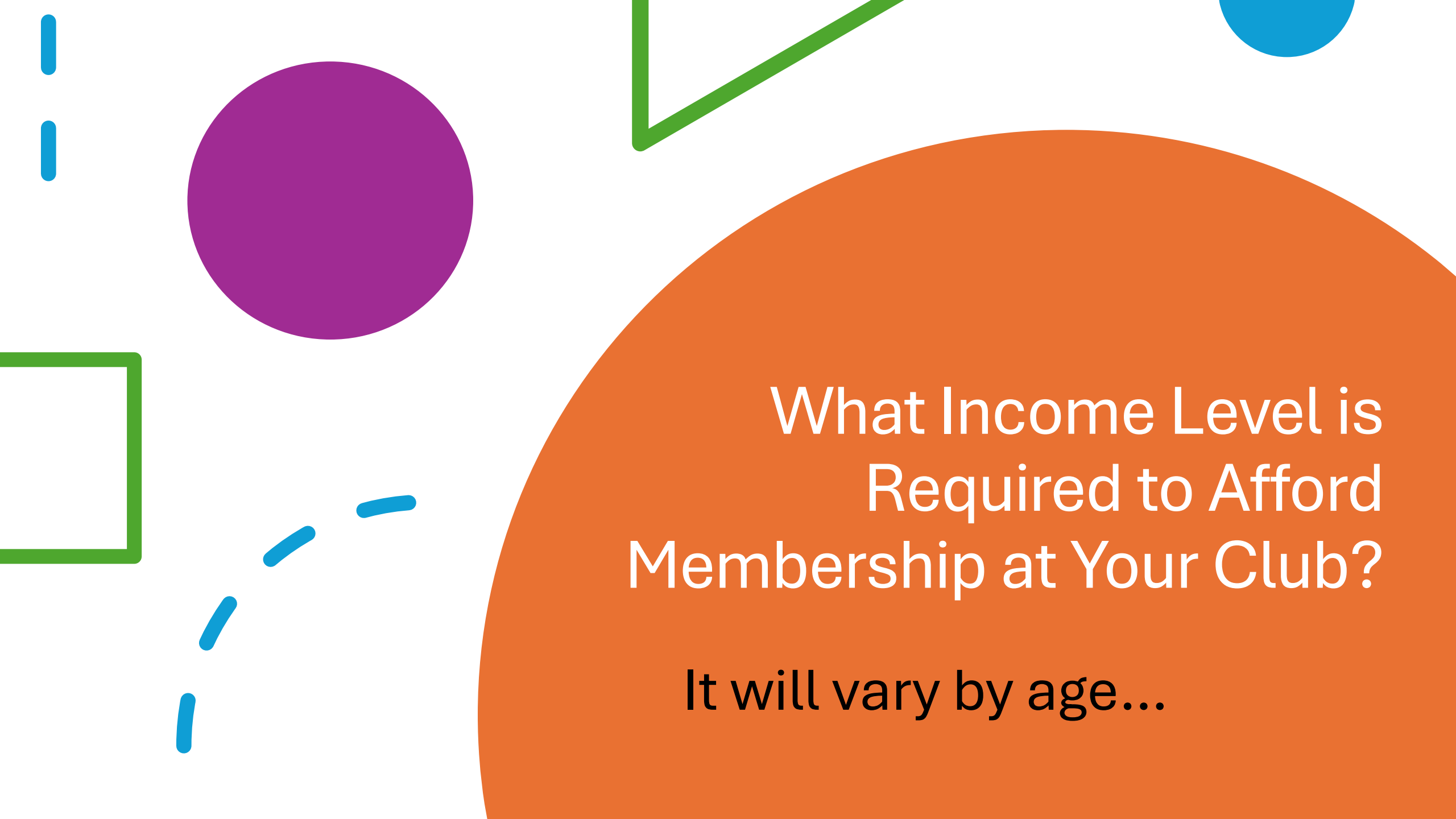
What's the total population?

What are their ages?

How many have children?

How many could afford membership?

How many participate in the activities you provide?



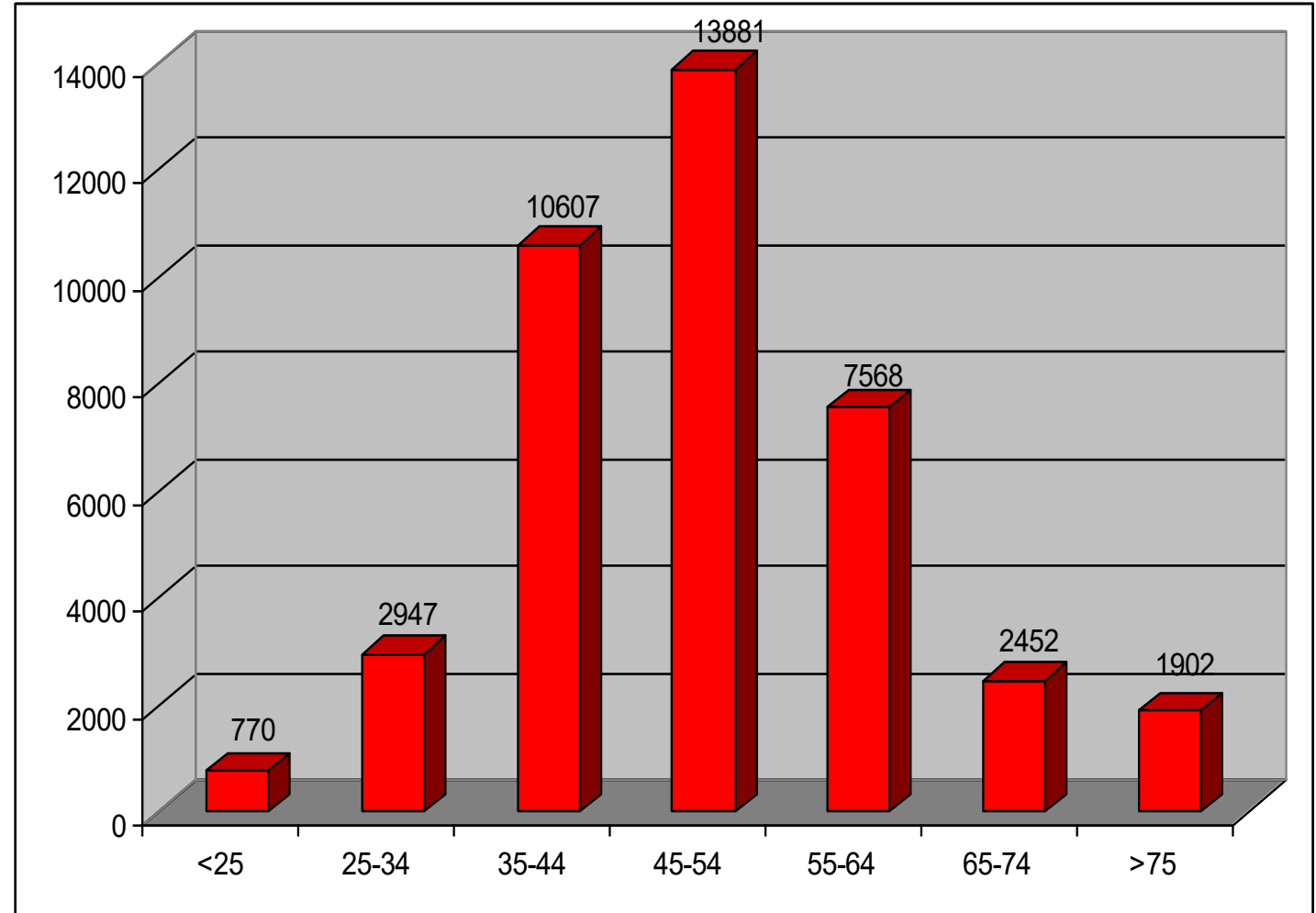
What Income Level is
Required to Afford
Membership at Your Club?

It will vary by age...

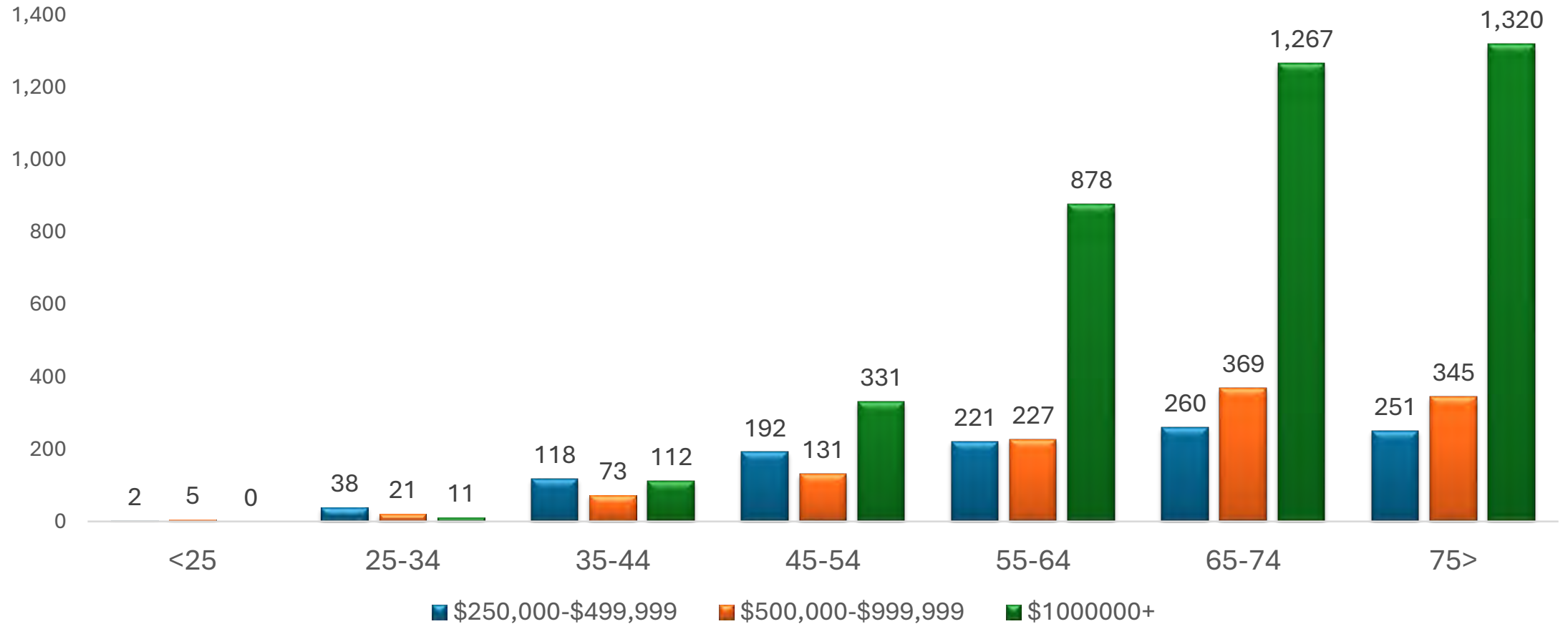



How Much Net Worth is Required to Afford Your Initiation Fee

15 Minute
Drive \$200K
Plus Annual
Income



15 Minute Drive Time Net Worth By Age

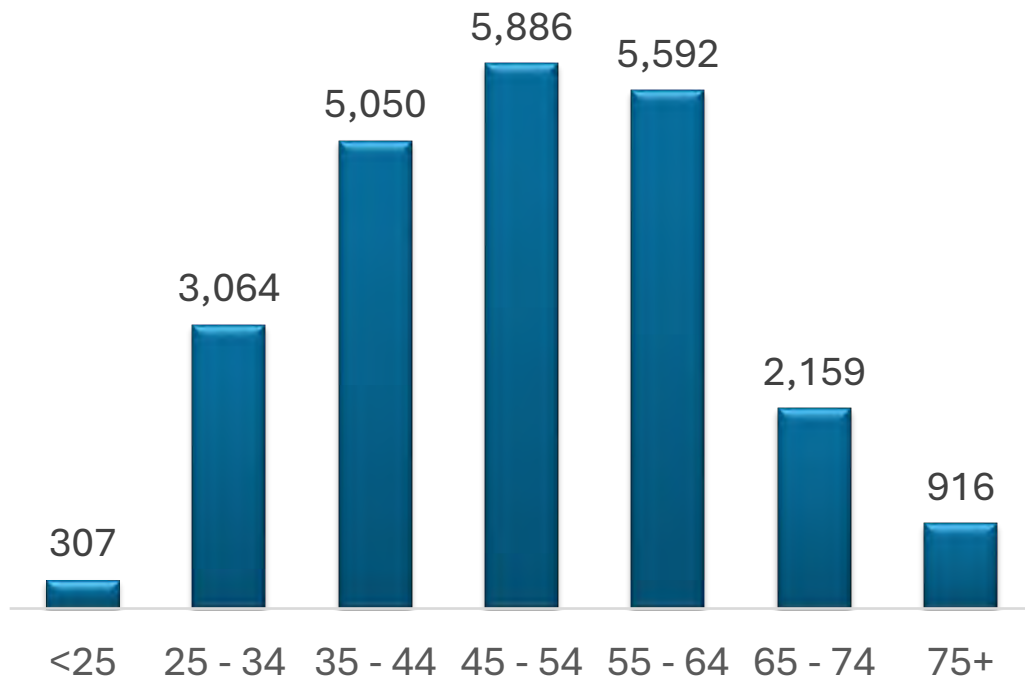


The background is a dark, blurred image of a document. A pen is visible in the upper right corner, pointing towards the center. A line graph with a dotted trend line is visible in the lower half. Some numbers like '2.5' and '2.47' are faintly visible on the document.

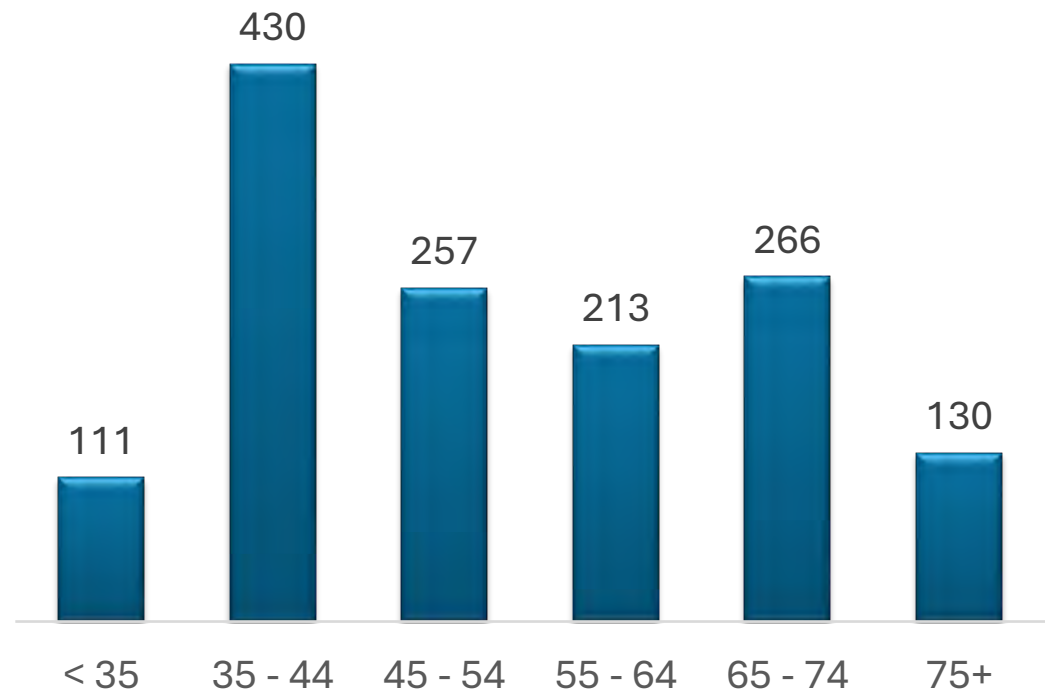
Let's Look at Some Examples of Why
Market Analysis is Important

Your Age Demographics as Compared to Your Market

15 Minute External Market



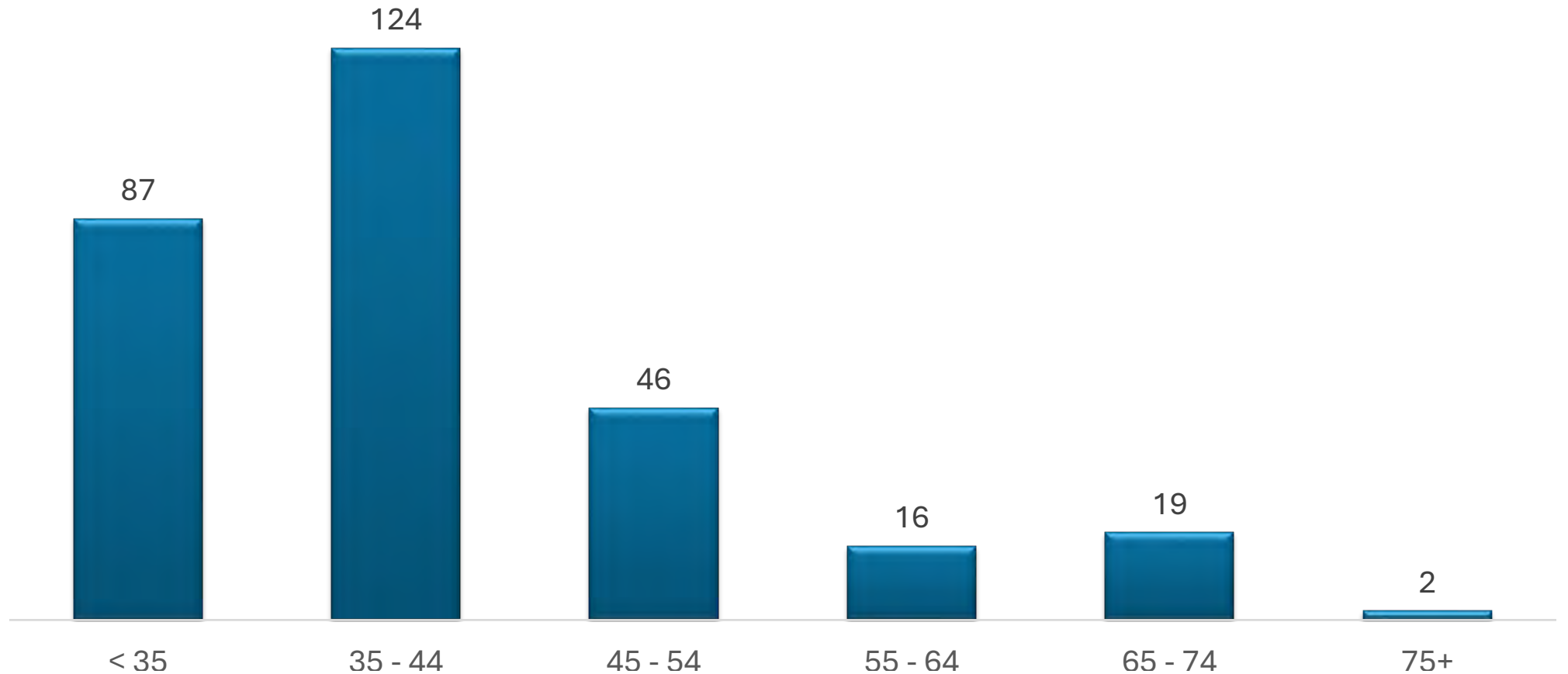
Existing Members



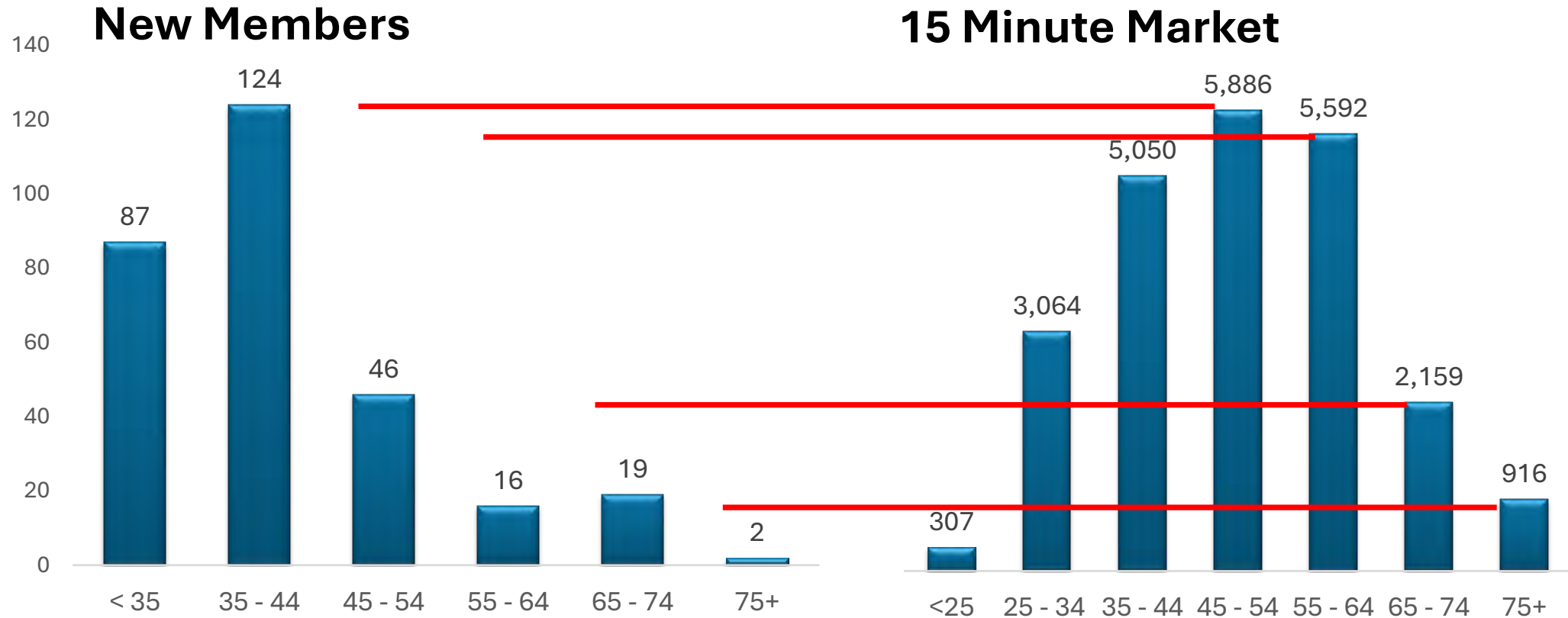
Here's Another Example.



What are Your New Member Ages Over the Past 5 Years?



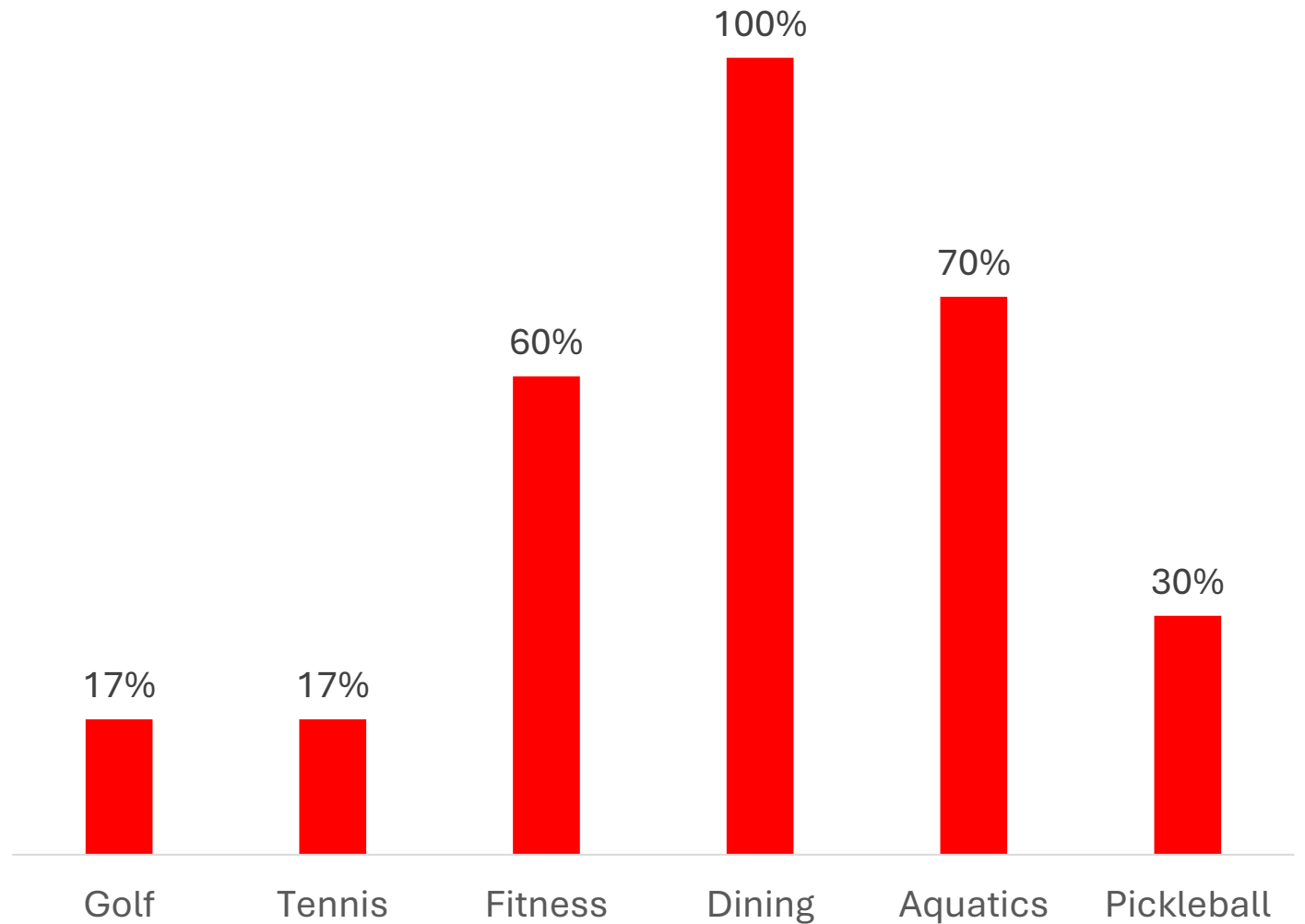
Over 70% of Clubs Studied Clearly Demonstrate Market Positioning Opportunities Being Missed



There are 2
Qualifiers for
Club
Membership



Here's the Interest Penetration Rates by Club Activity



Making the Data Come Alive

LESS THAN 5% OF THE
POPULATION CAN AFFORD
LARGE INITIATION FEES

Gross Availability of Potential Candidates – 15 Minutes Drive	Percentage	Households	Available Candidates
Golf	19%	24211	3874
Tennis	17%	24211	3390
Dining & Social	100%	24211	24211

Where to Find the Data....

- Census Reports
- Demographic Research Firms
- Internal Surveys
- Club Mark Advisors



Other Data Points You Need

Disposable
Income

Family Make-Up

Interests

Age & Family
Demographic of
Past 5 Year's New
Members

Summary

If You Have the Data to Address Member and Market Realities, You're Ready to Embark on Market Positioning and Strategic Branding...





Use surveys to ascertain member demographics



Compare to external market for discrepancies



Determine needs by demographic



Next generation needs are often revealed in less tenured new member responses

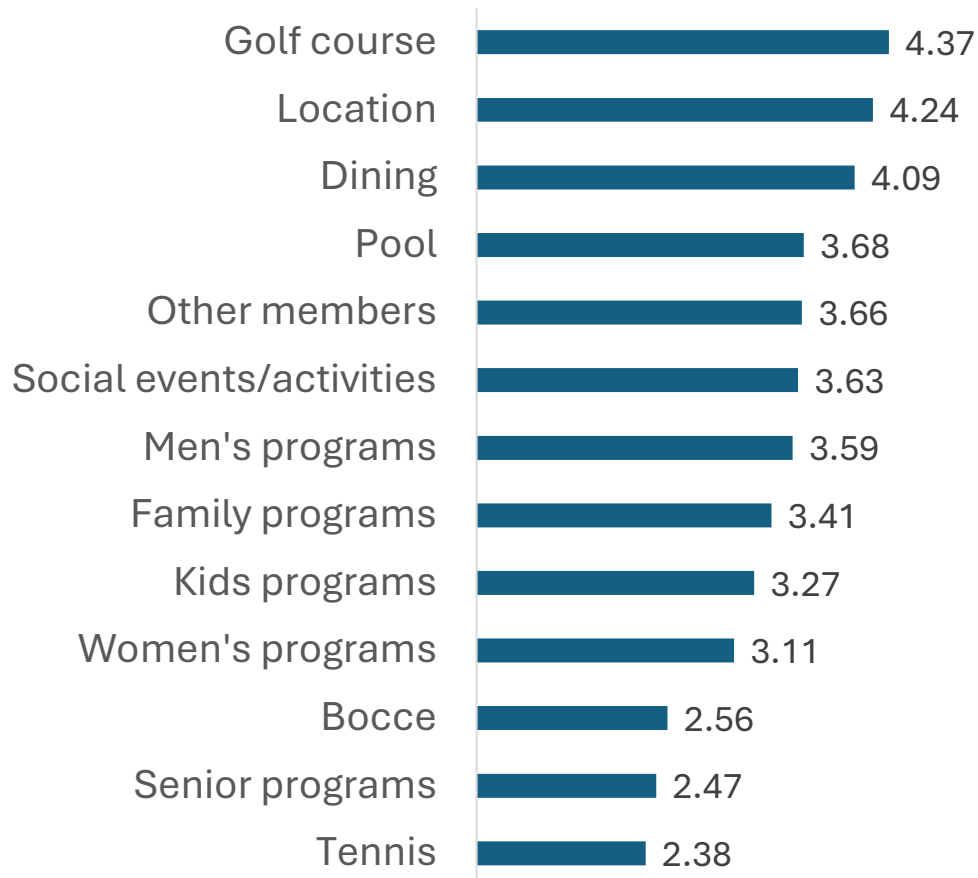
SURVEY

Why Demographic
Responses are
Critical....

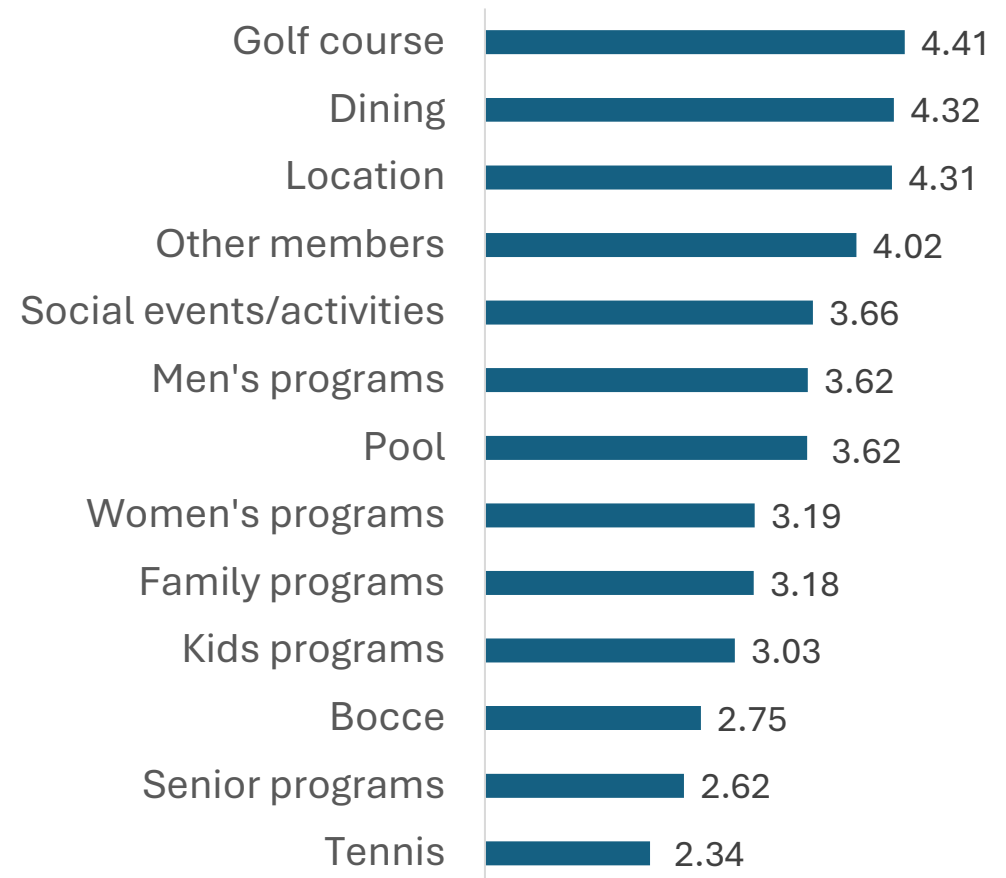
- Demographic Question Qualifiers
 - Age
 - Gender
 - Tenure
 - Family
 - Interest
 - Location

Two Questions That Provide You Depth....

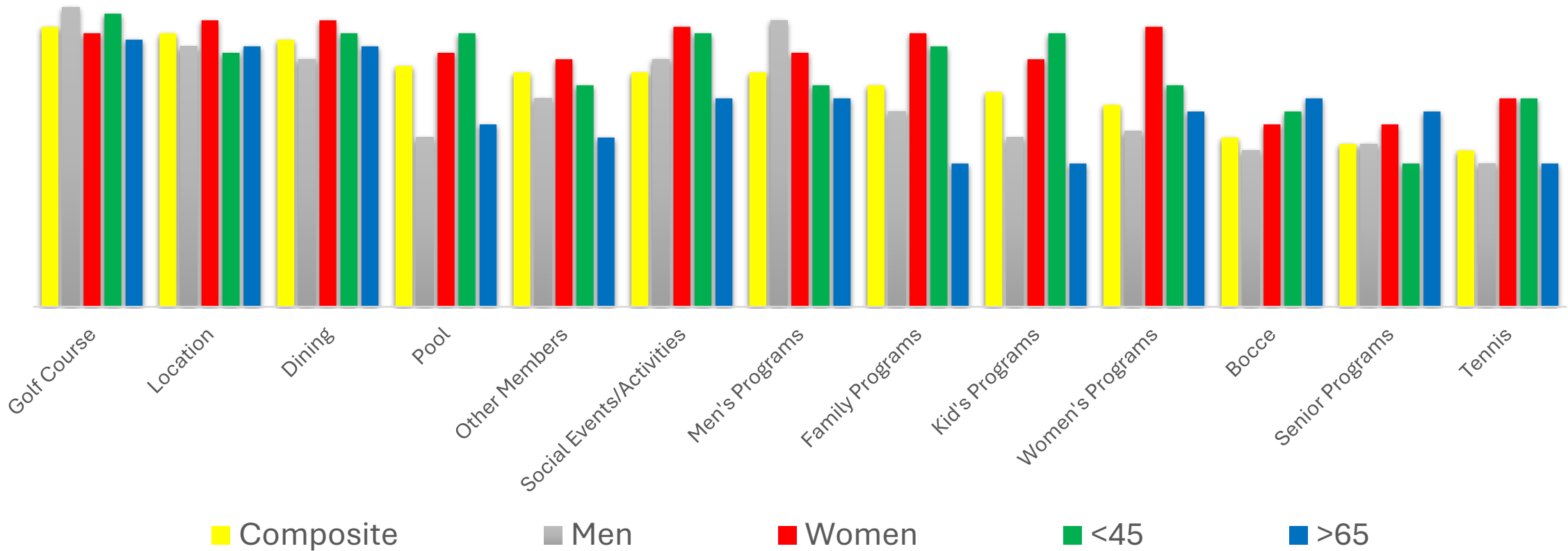
Importance of Reasons to Join



Importance of Reasons to Stay



It Gets Even Deeper on the Basis of Demographics



How Important are Women's Response?

Why Does it Matter?



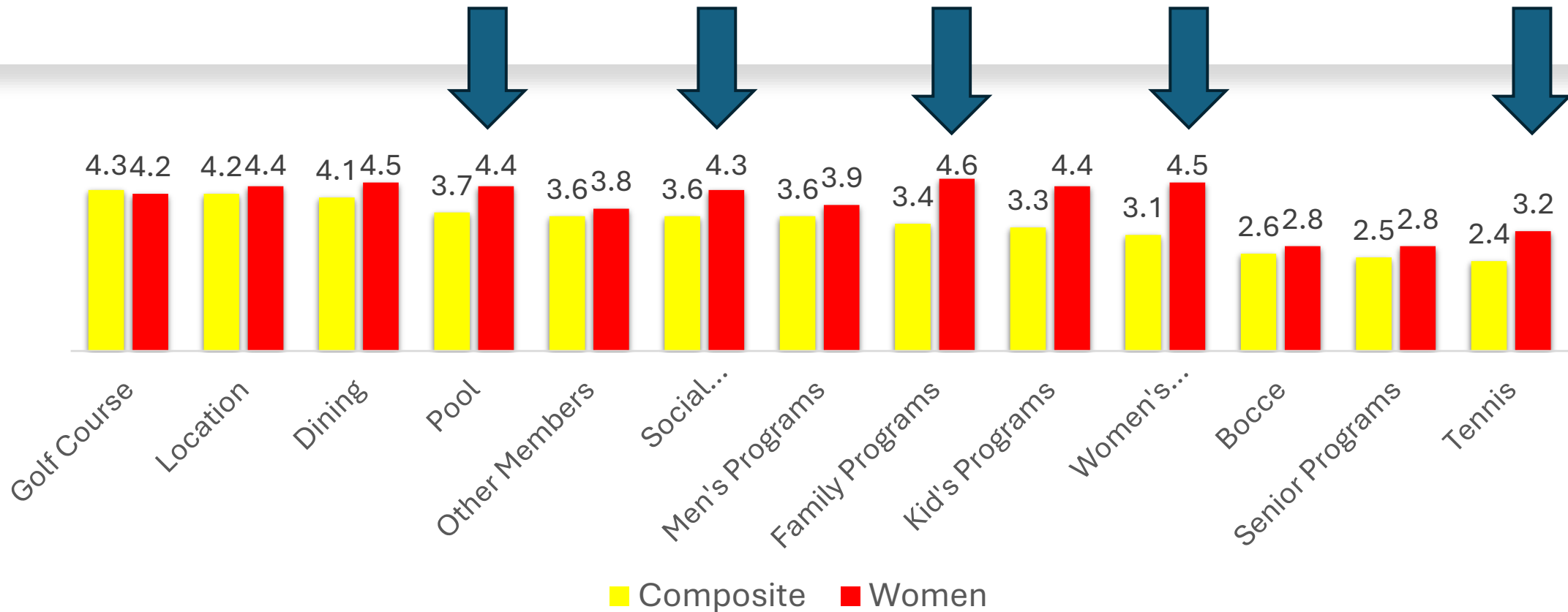
*Women Today Account for Over
85% of Discretionary Decisions*



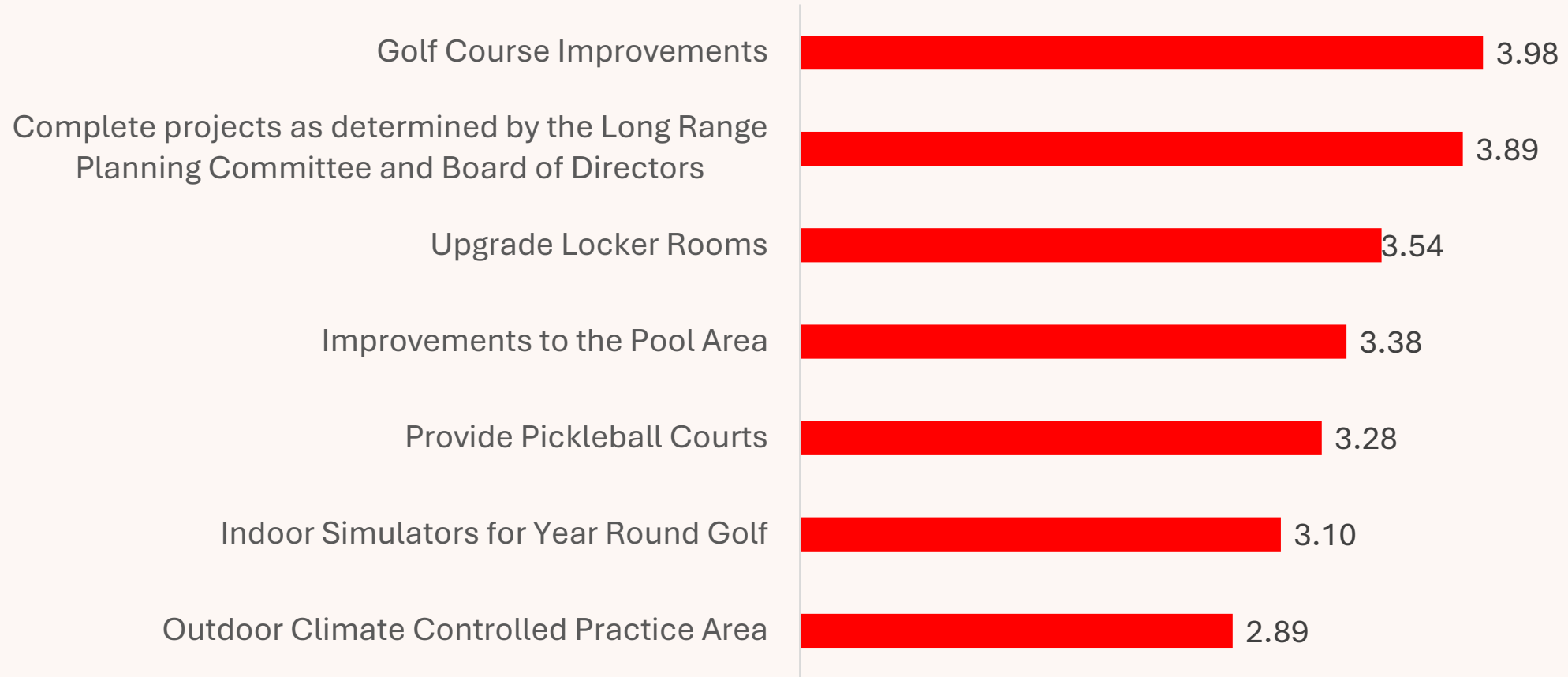
*Women Over 50 Control 75% of the
Nation's Wealth*

*Women Seek Lifestyle Experiences that
Extend to Total Family*

Its Simply Good Business to Know What She Wants.....



Know What Members Will Support



In Combination, Market Data & Surveys Are the Foundational Elements to Market Positioning, Retention, Enhanced Usage and Greater Member Satisfaction


If You Know Who Your Target Market Is and Your Market Research Collaborates, The Survey Correspondingly Tells You What They Want



Developing Strategy Around Empirical Data Provides Certainty



Being Current on Data and Research is Sometimes More Valuable Than Institutional Memory



By Knowing and Sharing, You Become Invaluable as a Leader

Don't Fear Surveys.....

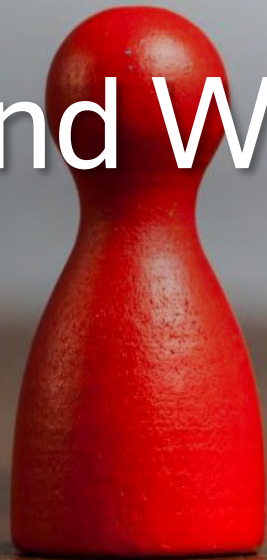
Full Member Surveys

Employee Surveys

Pulse Surveys

Board Evaluation Surveys

Finally:
Who and What is Your Competition?





In Your Surveys, What Questions Do
You Ask Regarding Competition?

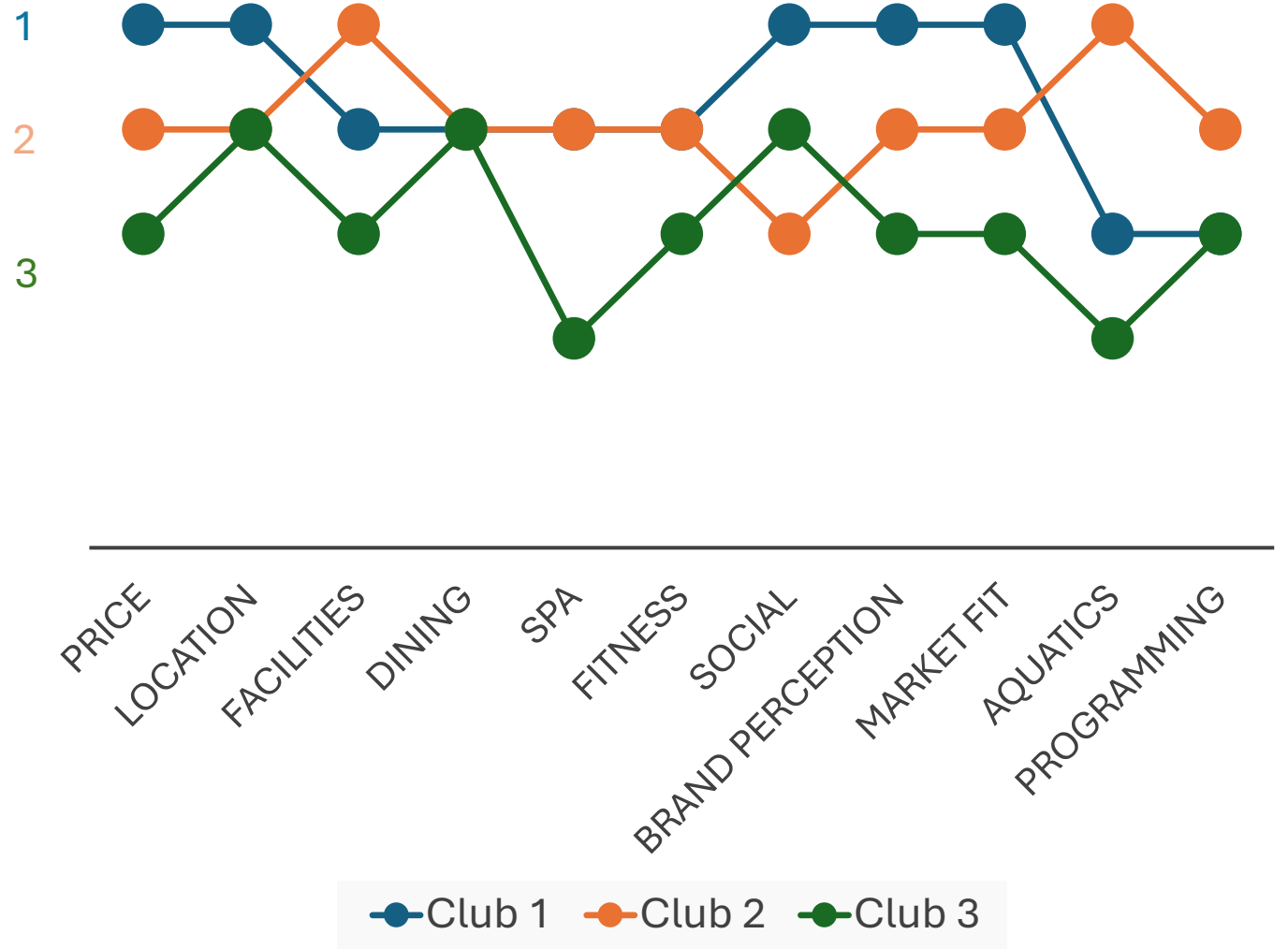
What Key Factors Do You
Consider Relative to
Competition?



An aerial photograph of a massive, curling blue ocean wave. The water is a vibrant turquoise color, and the wave is forming a large, hollow barrel. A small surfer is visible inside the barrel, riding the wave. The sky is bright blue with scattered white clouds. The overall scene is dynamic and powerful, capturing the raw energy of the ocean.

Blue Ocean Competitive Overview

Blue Ocean Competitive Comparison



- +
-
-

Part 2: Consistent Core Value Decision Making

Market Positioning



Use the Data in Part 1 to Balance Member and Market Needs
With Transparent & Sustainable Capital and Operational
Decisions

Create a 3-5 Year Plan, Accountable in 1 Year Increments

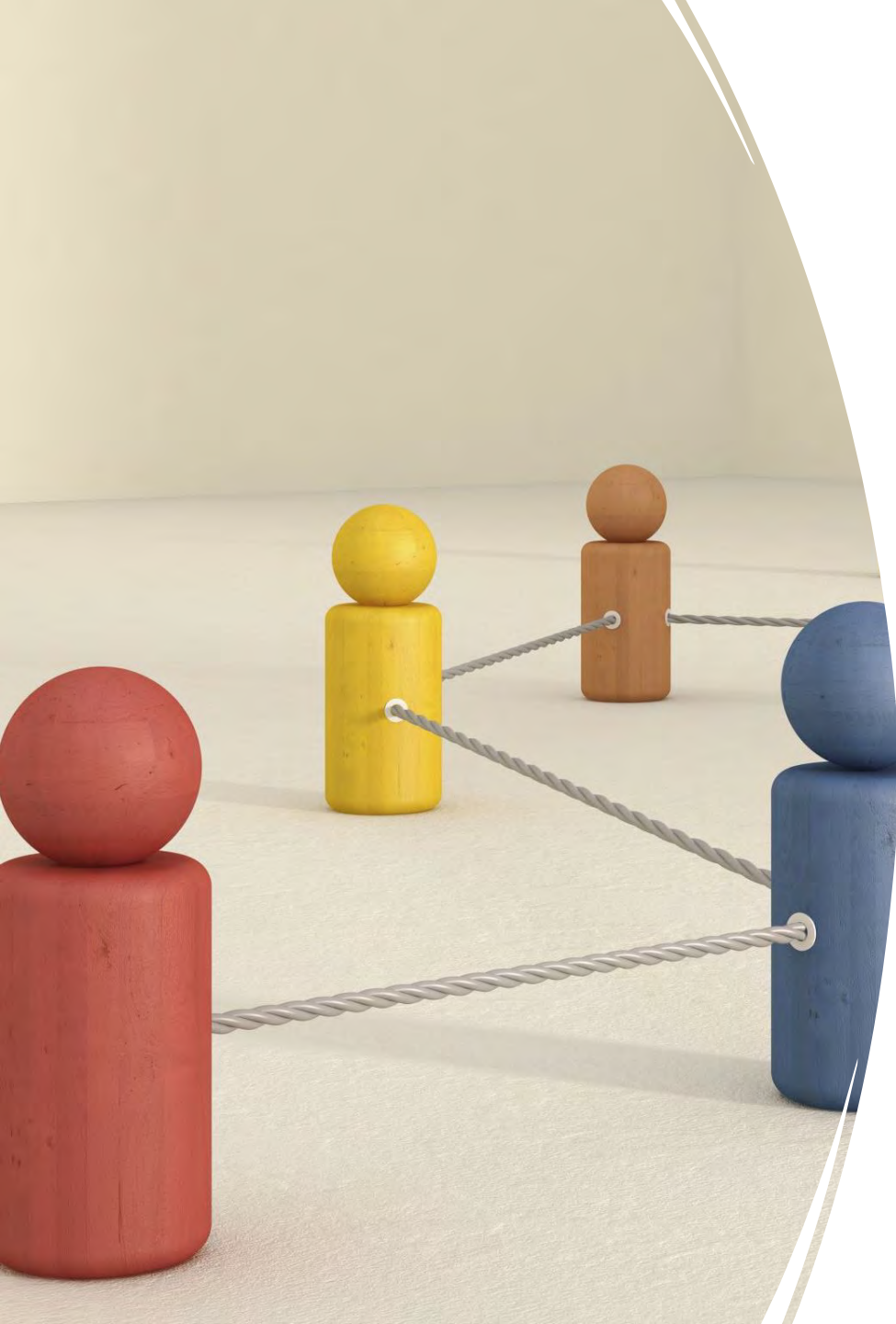
Look 5-10 Years With Goals and Objectives


Transformational Strategy Requires....

- Objective and careful evaluation of all factors internally and externally affecting your success. Market, needs, facilities, engagement activities.
- Big picture buy-in and prioritization across guiding principals, as they relate to facilities, governance practices, brand positioning, finance and operational excellence.
- Collective agreement on necessity for changes
- Universally endorsed mission/vision, Consistent application, accountability and action planning around facilitation of the strategy

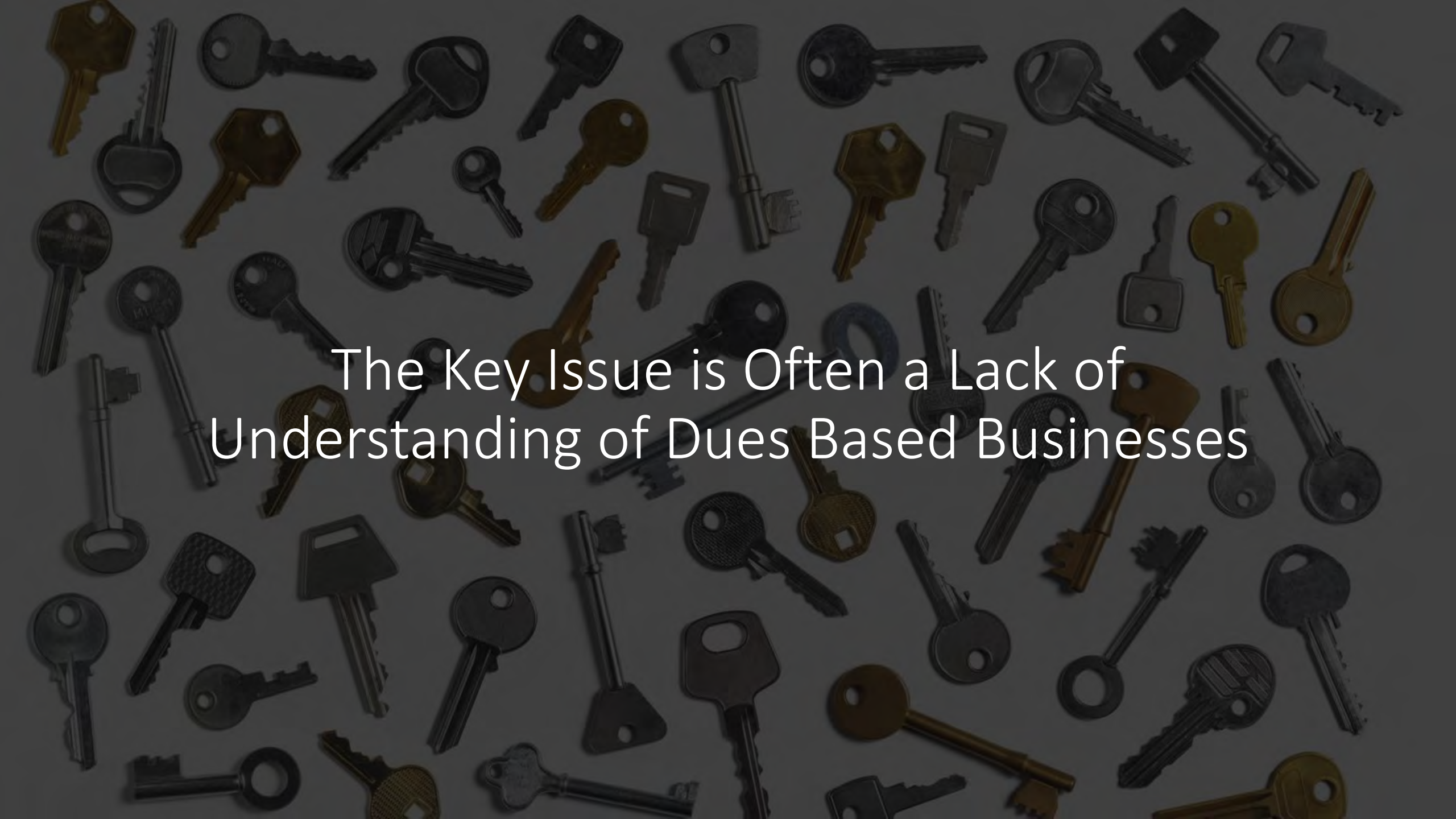
Key Governance and Strategy Components.....

- Guiding Principals – Mission/Vision/Core Values – Reinforce Meaning to Every Stakeholder
- Succession Selection Process
- Code of Ethics and Conduct
- Organizational Responsibility Matrix
- Commitment to Maintaining Consistent Structure Through Annual Retrerats
- Removal of Bias, Education on Dues Based Businesses, Creating Institutional Memory on Past Decisions



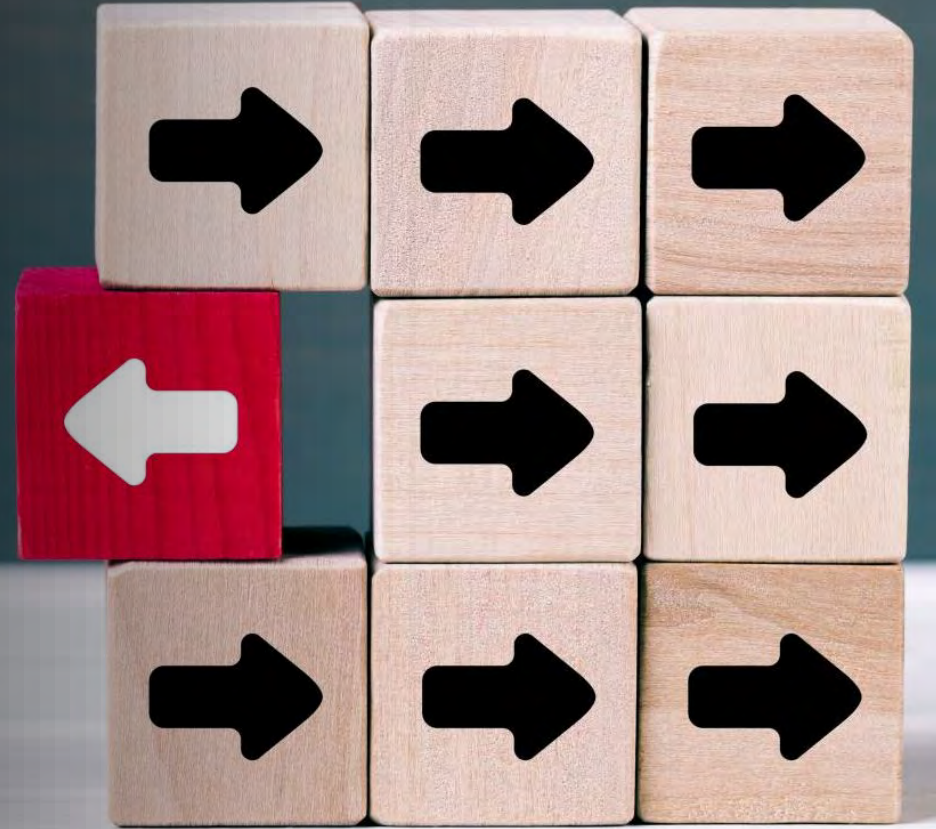
A close-up photograph of several hands of various skin tones (light, medium, and dark brown) rolling up their sleeves. The hands are positioned in a way that suggests a collective effort or a shared commitment to a cause. The background is a soft, out-of-focus gradient of light to dark grey.

When Volunteers See Issues, They
React by Rolling Up Their Sleeves
and Taking Over.... UGH!



The Key Issue is Often a Lack of Understanding of Dues Based Businesses

Return on
Investment Vs.
Return on
Enjoyment



The Realities of a Dues Based Business

Clubs are high-cost businesses – “efficiency” is not a strategic issue.

The strategy is providing a Compelling Experience!

Without that experience, you have a brand that is likely more bargain related than member-centric

Clubs compete on the value they offer, not the price they charge.

Dues Based Operational Governance

Misconception

Facts

The club just isn't being run "efficiently."

"Efficiency" effects less than 7% of spending.

The food and beverage department should make money.

Clubs **choosing** "profit" in F&B are the weakest financially. Clubs **choosing** to subsidize F&B the most are the healthiest financially.

Lower dues/initiation fees will attract more members.

Clubs with the highest initiation fees and dues have the most members. Clubs with lower initiation fees and dues have the least members.

Restricted capital investment keeps our club "affordable."

Lack of investment (kicking the can down the road) leads to inevitable failure.

CHARACTERISTICS OF HIGH PERFORMING CLUBS:

Appropriate and timely data decision based upon the best interests of the entire membership

“Clarity” of mission, vision and core values and consistent adherence to those standards

High employee morale, community satisfaction and low turnover amongst members and staff

Complete transparency through structured & timely communications

Processes for selection, onboarding & education of volunteer leadership

Relevance in Branding – Best Practice

Develop a Brand That Culturally Meets Your Needs Across Age, Gender, Distance, Interests and Family Make-Up. This Allows You to Clearly Define Your Target Market, Simultaneously Augmenting Your Target Opportunity Through the Relevance of Your Offerings.



Sharing Your Data

- Create an Available Depository for Pertinent Data
- Engage Your Leadership Team Into Focusing on Data for All Member Activities
- Volunteer Leadership Requires Full Orientation on Your Current Market Positioning & Why. It Builds Confidence
- Keep Data Current and Programs Relevant
- Engage Data in Facility, Programming and Operational Decisions

Why Its Important



Mission, Vision Sets
Standards for Who You Are
- Governance

It Sets the Tone for How You
are Perceived - Brand

Transparency/Honesty
Inspires Trust

Shared Aspirations, Goals and
Alignment of Principles
Unite

It is Expected and Important
When You Get it Right

OFFER 24/7
OPPORTUNITIES
FOR MEMBER
FEEDBACK



CENTRALIZE ITS IMPORTANCE
AROUND EVERYTHING YOU DO



A photograph of a business meeting in progress. Several people in professional attire are gathered around a table. One person is holding a tablet displaying a data visualization with two large circles. Another person is holding a smartphone. There are coffee cups on the table. A semi-transparent white box is overlaid on the left side of the image, containing text.

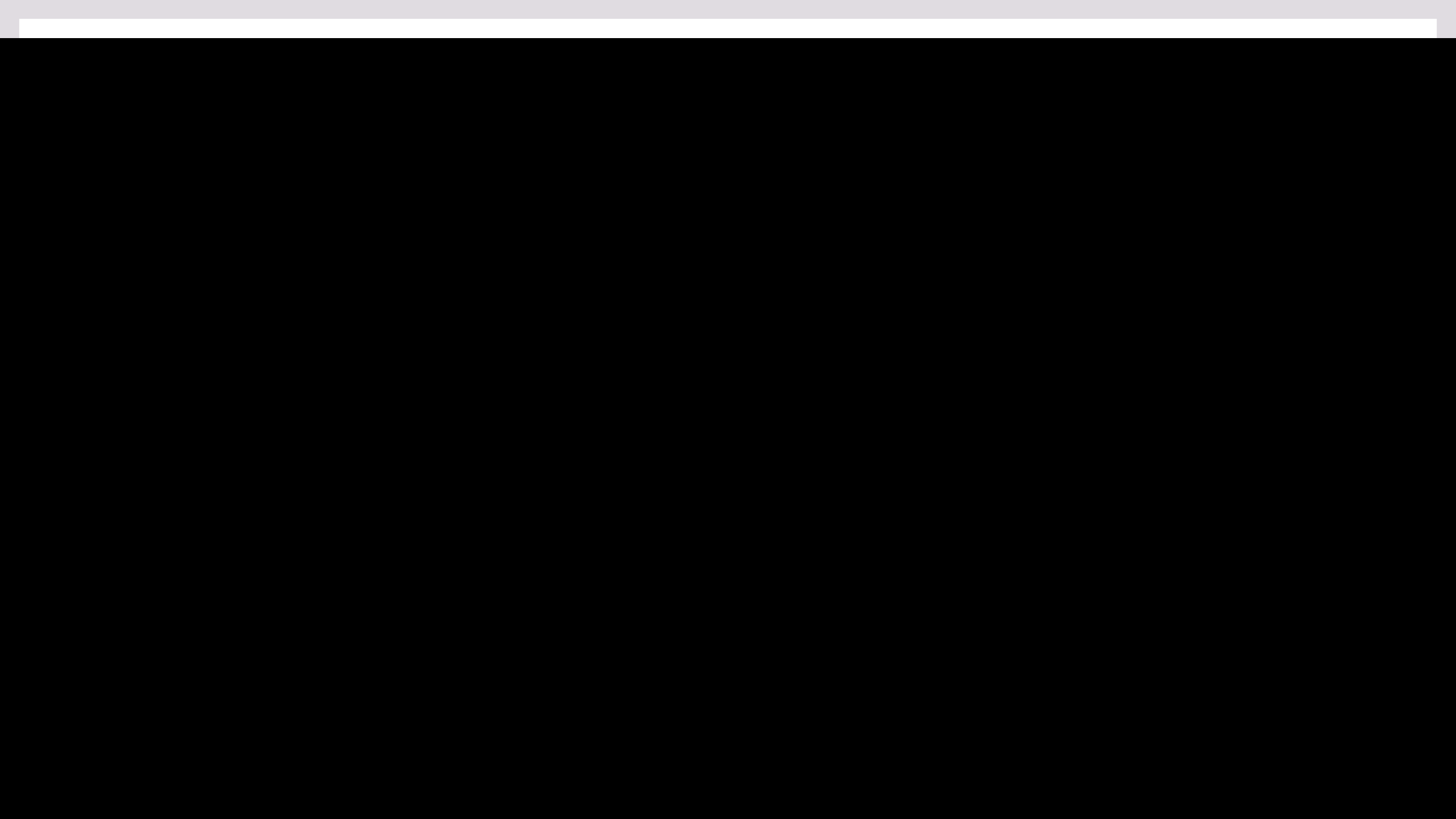
WE COMMUNICATE
IN MANY WAYS,
SOMETIMES
WITHOUT EVEN
BEING AWARE



Passive (Sometimes Unintentional) Communication

Passive – Perceptions, 1st Impressions,
Facilities, Amenities, Maintenance,
Services, Attentiveness





Active Communication

Active – Purposeful, Often Scripted,
and Audience Driven/With Multiple
Mediums and Looks



Strategy Starts Here: 24/7 Intentional Cognizance and Plan for Every Signal We Send

ACTIVE



Print



Electronic/Website



Graphics



Video



Verbal

PASSIVE

Well Trained and Courteous Staff

Contemporary, Well Planned and
Maintained Facilities & Amenities

Demographically Diverse Activities
and Events

Integrity & Adherence to Standards

ACTIVE
MESSAGING BY
AUDIENCE &
PURPOSE



What are Your
Trying to
Accomplish &
With Whom



Members – Inspire Trust,
Event Participation,
Feedback, Capital
Improvements, Vote

New Members –
Engagement, Onboarding

Community – Attractive,
Inclusive, Welcoming &
Family Friendly

Board – Consistency,
Decision Making
Responsibility Matrix, Live
by Mission/Vision

Try Videos. They are Tremendously Effective
If It's a Capital Plan Keep Them Transparently
Engaged Throughout the Entire Process
Regular Benchmarking Surveys
Did We Say Videos? They Work



A background image showing a desk with a notebook, a pen, and a calculator. The notebook is open, and the pen is lying on it. The calculator is visible in the background. The overall scene is a workspace.

New Members



Engagement Opportunities

Onboarding Process

Departmental Invitations

Passports to Engage Guests

A group of business professionals in an office setting. A woman in a grey blazer is looking at a smartphone. A man in a dark suit and striped tie is looking at a tablet. Another person is holding a white coffee cup. The scene is brightly lit, likely from a window in the background.

MAKE COMMUNICATION A TEAM
JOB RESPONSIBILITY!

—◆—
Make it a Priority That Everyone
Plays a Consistent and Uniform
Part

FOCUS ON EXCEPTIONAL MEMBER
EXPERIENCES DRIVING GROWTH,
RETENTION, INCREASED ENGAGEMENT
AND ENHANCED MEMBER EXPERIENCES

It is the only reason we exist.....



UPPER MIDWEST CHAPTER

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Thank-You!

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