

# ***Belvoir Park Golf Club***

## ***Strategy Workshop Resource***



# This workbook will help you prepare for the workshop by;

- Understanding the outcomes of the Gameplan assessment and general themes of the Member survey
- Thinking about Belvoir Park Golf Clubs Strengths, Weaknesses, Opportunities & Threats
- Thinking about your vision for the future of Belvoir Park Golf Club
- Taking some notes to bring along to the workshop



# STRATEGY FOR AUSTRALIAN GOLF 2022 – 2025

## OUR PURPOSE

More Australians playing more golf

## OUR PHILOSOPHY

All golf is golf and all of us can be golfers

## OUR POSITIONING

A sport for life and fun for all

### Strategic Pillars

### Strategic Enablers

#### Tell our story better

#### Attract new golfers

#### Grow our core

#### Attract new fans & grow revenue

#### Work together

#### Ambition

Golf is seen as a sport for life and fun for all

More Australians playing more golf – in all its forms

Golf clubs and facilities are vibrant, solvent, sustainable community hubs

An exciting summer of golf and new revenue to reinvest in growth

Reduce fragmentation and grow golf as efficiently and collaboratively as possible

#### What is Success?

Grow golf's audience and address misconception as a sport for few

More golfers having great golf experiences

Healthy clubs and facilities that reflect their communities

Great events and digital products that grow passion and revenue to reinvest

A more aligned, less fragmented industry

#### What will we do?

Promote the "3Ps" – our purpose, philosophy and positioning – at every opportunity

Rollout national participation programs, embrace off-course facilities and grow golf among women, kids and families

Support clubs and facilities with targeted services and invest in workforce development

Create a compelling 'Summer of Golf' with a simplified commercial proposition, and build our digital portfolio

Continue to work together as an industry, removing duplication and silos

# AUSTRALIAN GOLF VALUES

PGA  
AUSTRALIA

GOLF  
AUSTRALIA



We welcome

**everyone**

- | Our sport strives to be welcoming and inclusive, and to help people feel that they belong.
- | We believe in equal opportunity for all people, and that you can play your own way.
- | There is a home for you in the game of Golf.



We are

**connected**

- | We work together. We collaborate through strong relationships.
- | We show genuine care and believe collective success comes from connection and mutual understanding.
- | We respect and acknowledge the Traditional Owners of lands on which we work and play, and are committed to promoting environmental sustainability.



We bring

**our best**

- | Our culture inspires people to achieve great things.
- | We encourage people to be themselves, and to experience all the benefits that Golf has to offer.
- | We recognise individual contributions and support people in their personal growth.
- | We believe that an aspirational, balanced, supportive workplace allows us to get the best out of each other.



We are

**courageous**

- | Some say Golf is a game for a lucky few – we disagree!
- | Our vision for the sport is bold.
- | We lean into leadership, change and growth.
- | We challenge the status quo, encourage learning, and go beyond 'just making the cut'.
- | We're thinking big here and our impact will reflect it.

**Our purpose is more Australians  
playing more golf!**

# Game Plan Results

*Game Plan is the Australian Sports Commissions club assessment tool covering 13 Best Practice areas, providing a maturity rating for each*



## Not in place

*Unlikely that minimum standard is met.*

- **Safeguarding**
- **Diversity Equity and Inclusion**
- **Values/behaviours**
- **Workforce**
- **Strategy roles & responsibilities**

## Developing

*Potentially does meet minimum standard, action required.*

- **Tech and digital**
- **Marketing and Comms**
- **Women in Golf**

## Developed

*Meets minimum standards and is a sound process but has room for improvement.*

- **Finance**
- **Governance**
- **Participation**

## Excelling

*Maintenance of current standard required at minimum*

- **Stakeholder alignment**
- **Infrastructure**

# Survey Results - Net Promoter Score



**Belvoir Park Golf Club: 67**

**Men: 63**

**Women: 88**

**Current National Benchmark: 37**

**Response Rate: 72% (336)**

## Net Promoter Score Explained

Net Promoter Score (NPS) is a metric used in customer experience programs, measuring the loyalty of customers to a company. NPS scores are measured with a single-question survey and reported with a number from the range -100 to +100, a higher score is desirable. It measures customer perception based on one simple question:

How likely is it that you would recommend [Organisation] to a friend or colleague?

Respondents give a rating between 0 (not at all likely) and 10 (extremely likely) and, depending on their response, customers fall into one of 3 categories to establish an NPS score:

- Promoters respond with a score of 9 or 10 and are typically loyal and enthusiastic customers.
- Passives respond with a score of 7 or 8. They are satisfied with your service but not happy enough to be considered promoters.
- Detractors respond with a score of 0 to 6. They are unhappy who are unlikely to buy from you again and may even discourage others from buying from you.

## Service Areas

Club rating/national benchmark

### Needs Immediate Attention

- Nil

### Under Performing

- **Club Life** 78/75
- **The club in General** 77/75
- **The Course** 74/72
- **Practice Facilities** 65/70

### In Balance

- **Food & Beverage** 76/71

### Over Performing

- **The Pro Shop** 76/78
- **Clubhouse** 78/77
- **Lessons** 83/81

# Survey Results – Service Area’s



Service Area’s are the eight key areas of the club's operations sorted into “Needs immediate attention”, “Underperforming”, “In balance” & “Overperforming”, and are in order based on performance and importance:

## Club Life - 78

### Needs immediate attention

The club is important to me, and when I have the opportunity I like to participate in activities organised in the club (competitions, committees, club socials, etc.)	72
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### Underperforming

There is a friendly/welcoming atmosphere in the clubhouse	83
There is a good social environment at the club	77
The variety of competitions covers my needs	80
I feel well informed of the club's competitions	81
Great social events were held at the club during the previous 12 months	70
I am happy with the number of social events offered throughout the year	70

### In balance

Belvoir Park is a place I really like to come to	87
It has been a good experience when I have played with members I hadn't previously met	82
I would feel comfortable booking onto a tee time to play with club members I haven't played with before	78

## The Club in General - 77

### Needs immediate attention

The Committee of Management listens when members make suggestions and new ideas	72
I feel well informed about important issues and developments at the club	73

### Underperforming

The Committee of Management is effective	77
The day to day management meets or exceeds my expectations	77
I think my membership offers great value for money	82

### In balance

The different types of club membership meet my needs	81
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## The Course - 74

### Needs immediate attention

Bunkers are well maintained	44
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### Underperforming

Fairways are excellent	82
The greenkeeping team are friendly and service minded	84
The course is, as a whole, well maintained	83
The club keeps us well informed if work is being carried out on the course	77
Tee boxes are excellent	62

### In balance

In general, the course is varied and exciting to play	85
The distance markers on the course are good	82
The course design and conditions make it reasonably easy to find one's ball	78
The rough is satisfactory	78
The number of available tee times makes it easy to get onto the course when you want to	77
The toilet facilities on the course are good	65
The game usually flows well, and there is generally only limited waiting time during the round	74
The greens are smooth and the ball rolls as it should	68
The greens are uniform (same speed and firmness)	69

## Practice Facilities - 65

### Needs immediate attention

The tee area in the practice fairway	61
All in all, I am satisfied with the club's practice facilities	63

### Underperforming

In general, the practice facilities are available/accessible when I want to use them	75
Targets to aim at on the driving range	55
The chipping green/short game area	55
Quality of practice facilities overall	61

### In balance

The putting green	77
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# Survey Results – Service Area's cont.



Service Area's are the eight key areas of the club's operations sorted into "Needs immediate attention", "Underperforming", "In balance" & "Overperforming", and are in order based on performance and importance:

## Food & Beverage - 76

Needs immediate attention

The selection of food and beverages is sufficient	64
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Underperforming

The operation of, and service in, the clubhouse is excellent	78
The price level is appropriate to the choice and quality	81
The food & drink quality is excellent	69

In balance

The clubhouse's operating hours suit my needs	82
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## The Pro Shop - 76

Underperforming

Hours of operation	81
Selection of retail goods	74

In balance

Customer service and attention	78
Price levels	73

## Clubhouse - 78

Underperforming

The club is clean and tidy	84
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In balance

The changing rooms and toilet facilities are satisfactory	70
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## Lessons - 83

Overperforming

Technically proficient	89
Good and varied range of instruction	84
Reasonable affordability	88
Improves my golf game	83
Educational and exciting coach	80
Attentive and service-minded	80
Contributes positively to the environment of the club	84
Sufficient opportunities for booking lessons	81

# Key Survey Themes – Club Life



Overall, the feedback highlights a positive sentiment towards the current events while also suggesting opportunities for enhancing inclusivity, variety, and engagement within the club.

- 1. Desire for Variety and Mix of Events:** Members appreciate the current variety of events and wish to maintain this diversity. There is also openness to more events, particularly those that include social elements like barbecues or social nights.
- 2. Interest in Team-Based Events:** Many members express interest in team-based events such as Ambrose, Gentsomes, and 4BBB. They enjoy the camaraderie and social aspect of playing with others.
- 3. Consideration for Inclusivity and Choice:** There's a call for more inclusivity, especially in gender-specific events, and a desire for equal choices for all members including creating more opportunities for womens events and choices in competition formats.
- 4. Novelty and Fun Events:** Several members suggest incorporating novelty events or fun formats into the calendar, such as themed competitions, night golf, or events with unique rules like using only one club per hole.
- 5. Community Engagement and Fundraising:** Some members propose events aimed at community engagement, such as charity fundraising involving local organisations. There's also a desire for events catering for families and juniors, promoting inclusivity and community.

# Key Survey Themes – Food & Beverage



Overall, there's a strong desire for an expanded and improved food and beverage service that caters to the diverse needs and preferences of the club's members, while also considering the practicalities of volunteer-based operations.

## 1. Limited Food Options:

- Many respondents expressed a desire for more food variety beyond pies and sausage rolls, such as sandwiches, salad rolls, hot dogs, dim sims, and other light snacks.

## 2. Volunteer-Based Service:

- The club's food and beverage service relies on volunteers, and there's acknowledgment and appreciation for their efforts. However, it's noted the volunteer pool could be expanded to improve service.

## 3. Suggestions for Improvement:

- Suggestions for enhancing food and beverage offerings, included introducing a drinks cart, leasing out kitchen facilities, modernising facilities, and collaborating with local wineries.

## 4. Desire for Consistency and Quality:

- There's a consensus on wanting consistent and quality offerings, including barista-quality coffee, fresh food options, and cold beverages.

## 5. Catering to Dietary Needs and Preferences:

- Members highlighted the importance of catering to various dietary needs and preferences, including 11 vegetarian, gluten-free, and healthier options.

# Key Survey Themes – Do well



- 1. Friendly and Welcoming Atmosphere:** The club is consistently praised for its friendly and welcoming atmosphere, with members and staff being described as approachable, sociable, and inclusive.
- 2. Course Quality and Maintenance:** Members appreciate the good quality and maintenance of the course, with specific mentions of improvements in fairways, greens, and overall course layout. The picturesque views and challenging yet enjoyable course layout are also highlighted.
- 3. Affordability and Value for Money:** There is recognition of the club's affordability, reasonable fees, and good value for money, making it accessible to a wide range of players. The club is commended for its efforts to keep membership costs down while providing a high-quality golfing experience.
- 4. Communication and Organisation:** Positive feedback is given regarding effective communication about course conditions, events, and competitions. Members appreciate well-organised competitions and events, as well as initiatives like the Friday clinics for beginners.
- 5. Volunteerism and Community Engagement:** The club's volunteer ethos and sense of community are highly regarded. Members highlight the importance of volunteer efforts in maintaining the course and organising events, fostering a sense of camaraderie and belonging among players.

# Key Survey Themes – Could be better



Overall, the feedback highlights a desire for continuous improvement in various aspects of the club, focusing on enhancing the member experience, course quality, and operational efficiency.

- 1. Improvement of Practice Facilities:** Several members expressed the need for better practice areas, including expanding the chipping and putting areas, enhancing the driving range with netting, and upgrading the bunkers with better sand.
- 2. Course Maintenance and Upgrades:** Members highlighted various aspects of course maintenance and upgrades, such as leveling tee boxes, improving the condition of bunkers, maintaining greens, and introducing additional challenges to the course to make it more engaging.
- 3. Clubhouse and Amenities:** Suggestions were made to upgrade the clubhouse facilities, including better toilet facilities, modernising the pro shop, providing better customer service, and offering more food and drink options.
- 4. Communication and Member Engagement:** Members emphasised the importance of transparent communication from the committee, facilitating handicapping on non-traditional days, organising social events, and fostering a welcoming atmosphere for all members.
- 5. Management and Operational Improvements:** Recommendations were made regarding management practices, including completing projects before moving on to new ones, considering the needs of disabled golfers, implementing technology upgrades such as MiScore, and potentially transitioning to a professional management model.

# Shaping the Strategy?



What do you believe are Belvoir Park Golf Clubs;

*Think about these from an internal perspective*

STRENGTHS
WEAKNESSES

*Think about these from an external perspective*

OPPORTUNITIES
THREATS

# Building the Strategy?



The following sections will be addressed at the workshop, feel free to prepare some notes, otherwise you can use it to take notes during the workshop as thoughts and ideas come to mind.

For reference, the purpose, philosophy and positioning of Australian Golf below will be maintained in the Belvoir Park strategy;

Our Purpose  
More Australians playing more golf

Our Philosophy  
All golf is golf and all of us can be golfers

Our Positioning  
A sport for life and fun for all

This pillar focuses on the perception of our Clubs and golf in the region.

To become a genuine community sport, the views of the community **outside** of the golf are critically important.

## Pillar One – Tell our story better

What is our *Ambition? Looking 20 years into the future*

What is *success? Over the next 5 years*

What will we do? *To achieve success*

# Building the Strategy?



This pillar addresses the purpose of "More Australians playing more golf".

It's helpful to not only consider the immediate attraction of golfers, but also the retention through their first year of golfing and then into long term membership.

## Pillar Two – Attract New Golfers

What is our Ambition? *Looking 20 years into the future*

What is success? *Over the next 5 years*

What will we do? *To achieve success*

This pillar focuses on the things that are most important to any organisation – areas and items that have the biggest impact on the experience as a golfer or a member.

Think; Governance, Membership, Customer experience.....

## Pillar Three – Grow our core

What is our Ambition? *Looking 20 years into the future*

What is success? *Over the next 5 years*

What will we do? *To achieve success*



# Building the Strategy?



This pillar addresses strategies that will enable financial viability to help fund the ambitions within the strategy.

Attracting new supporters is important to this discussion, as is delivering value to those supporters to maintain their support long term.

## Pillar Four – Attract fans & Grow revenue

What is our Ambition? *Looking 20 years into the future*

What is success? *Over the next 5 years*

What will we do? *To achieve success*

The last pillar is about how the game of golf can grow more efficiently by working together.

Working with nearby clubs and external stakeholders could work together to improve the perception of golf being exclusive, expensive, and time consuming to attract new people to the sport

## Pillar Five – Work Together

What is our Ambition? *Looking 20 years into the future*

What is success? *Over the next 5 years*

What will we do? *To achieve success*

# Questions to have a think about...



- A friend who has never played before wants to come out for casual hit with you:
  - What do they need to make sure they have in terms of clothing, equipment and understanding?
  - What else do you need to tell them before the day?
  - What happens if they want to join as a member?
  - Turn the tables, imagine you want to join a friend for a casual hit of tennis...what do they need to tell you?
  
- Think about your family and friends who are NOT golfers:
  - How would they describe the sport?
  - What words do you think they would use to describe your club?
  - What does your club your club to help improve their perception of the club, and golf in general?
  - If you have an opportunity before the workshop, maybe test this with some friends...
  
- What do you think the core reasons are that people stop playing golf at your club?

# Questions to have a think about...



- If for some reason your club had to close tomorrow, outside of golfers, who else would care or be affected by the closure?
- Who does your club currently communicate to, and what do you tell them about?
- What has your club done to attract NEW golfers (not golfers who have come from another club/re-discovered the game)?
- What initiatives could you implement at your club to attract new golfers? Think about those that might require resources, like clinics, and those that may not cost any money, like policy changes.
- What does the concept of a “community hub” mean to you? What words come to mind?
- What key areas of the club need investment in to allow for growth? Does this existing members, or attract new golfers?
- What other bodies could you work with that would benefit both organisations? What could partnerships look like?

