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RESEARCH AND INSIGHTS FROM THE LEADING ADVISORS IN GOLF

SEPTEMBER 2014

**Club Communications**  
**Series:**  
**Communicating To Members**

Survey Results



GLOBAL GOLF  
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**Insight | Strategy | Success**

## **CLUB COMMUNICATIONS SERIES: COMMUNICATING TO YOUR MEMBERS**

One of the most important responsibilities of any Club is its capacity for communications. The greatest factor that separates a Club that communicates well from one that doesn't is the strength of the Club's communications plan.

This is the first installment of a series of communication surveys that GGA will be undertaking over the next six months. Each survey is designed to provide research and insight with respect to communication trends at private clubs across the globe and to define common elements of successful communications.

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### **PARTICIPANTS**

GGA received 442 completed surveys from executives, managers, and key facilitators directly involved with club management.

The participants hold club management positions listed below:

- General Manager
- Chief Executive Officer (CEO)
- Chief Operating Officer (COO)
- Chief Financial Officer (CFO)
- Director of Golf
- Assistant Manager
- Controller
- Key executives of multi-course owner/operator groups
- Various directors and coordinators involved with membership, communications, marketing, and development

### **EXECUTIVE SUMMARY**

When facilitating member discussions or conducting focus groups for clients, GGA frequently detects complaints or concerns that all point to a lack of communication from the club to the members. However, upon reviewing the operations at many clubs, GGA sees that its clients are more often than not delivering a steady stream of e-blasts, newsletters, locker room flyers, new member orientation meetings, special interest group meetings, 'word-of-mouth feedback' options for members, and even direct phone calls to them. So what gives?

Generally it seems to be the case that members feel they are not getting the information they want, when they want, in the way that they would prefer it. This puts an incredible





amount of pressure on clubs to be everything, to everyone, all at once, and most importantly, all the time. This is precisely what clubs, those that are great communicators, are doing. The top performers are utilizing technology and digitally-based types of communications to reach members rapidly and frequently, delivering information in incremental, bite-sized bits without overwhelming them.

The results of this survey: 1) highlight a trend towards implementation of multifarious digital communication methods, and 2) provide club leaders with actionable intelligence to strategize and enhance their communications plans. The following trends and key takeaways were unmistakable in the results:

- 1. Clarity is the weakest attribute of club communications, defined as the overall coherence and intelligibility of information communicated from the club to its members.**
- 2. Frequency of communications is the strongest attribute of club communications.**
- 3. Daily social media posts are not a common form of member communications currently leveraged by clubs. Only a small amount (less than one-quarter) of participating clubs employ the use of daily social media posts.**
- 4. Management communicates with members most frequently via updates and special announcements delivered on a weekly basis. Boards and Committees communicate with members roughly once per month.**
- 5. Management delivers information to members more clearly than every other department. Communications delivered by the Board of Directors and Accounting/Administration were ranked least coherent and understandable of all.**
- 6. Communications from the Management, Golf Shop, and Food and Beverage departments are delivered to members at the fastest rate. These departments are most accessible to members and have the greatest amount of member interaction.**
- 7. Digital communications delivered via email are the most effective forms of media at private clubs. E-blasts, Direct Emails, and a digital Newsletter that is emailed to members are the most compelling communication methods.**





8. Social media outlets are the least effective methods of communication overall. Clubs believe that Facebook provides an average level of effectiveness while all other outlets received below average ratings.
9. There is a trend toward making website and members-only content accessible to members on-the-go. More than half of participating clubs (57%) have a unique mobile application for their members.
10. Participating clubs that do not currently have a mobile application believe that such a service for smart phones is the most important type of media that should be implemented at their club.
11. There is a need for rapid and varied updates to reach members instantaneously. Digital communication screens/interactive kiosks in the club house and the capacity for text messaging updates were regarded as the second and third most important media to implement behind mobile apps.
12. Allowing members to be directive of communications – permitting them to choose the methods by which they wish to receive communications - is a best practice employed by three out of four clubs.
13. Utilize member surveys and polls to encourage directive communication. Six in ten (62%) participating clubs have surveyed their members on the methods and frequencies by which they wish to receive particular information.
14. Increasing the capacity for participation in club events via online registration should be the ultimate goal of a club's digital presence. The two most important functions for web and smart phone users are (a) the ability to book a tee time and (b) the ability to view the club calendar and details of events.
15. Despite beliefs regarding the importance of digital communications, many clubs still distribute information via hardcopy media such as flyers, bulletins, cards, brochures, and newsletters. Approximately two-thirds (63%) of clubs distribute hardcopy media one to two times each week.
16. The use of a calendar to schedule events at the beginning of the year is a very effective method for organizing communications. More than four out of five (84%) clubs annually schedule key club events using a calendar. Roughly half of this group has 30 events or more scheduled at the beginning of the year.





17. Continuity across all communications platforms and items is key. Two-thirds of clubs use an established, understood brand message that is stylized for every club communication to ensure consistency.
18. Great communicators understand that their members are busy and develop the capacity to be accessible to members who are away from their desk or computers. Approximately seven in ten (68%) clubs have a website that is compatible with use on mobile devices.
19. Current members are often the best ‘salespeople’ for the club. More than eight in ten participants believe in member testimonials as an effective way to encourage member participation and attract new members. Surprisingly, few clubs actively seek to enable members to become champions of the club; only 8% of clubs promote and encourage online peer reviews.
20. There is a direct correlation between member awareness of club happenings and their overall level satisfaction. ‘Increased member satisfaction’ is regarded as the highest ranked club benefit of a strong communications plan while ‘increased awareness’ is regarded as the most direct member benefit.

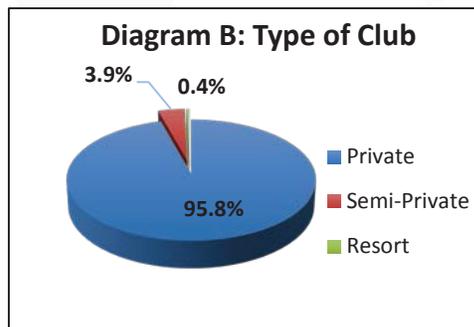
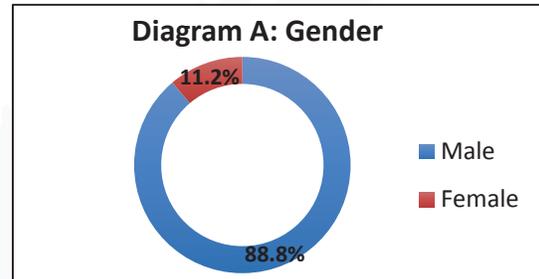
#### **Conclusion:**

The success of clubs that have established themselves as great communicators relies on the strength of their communications plan. The survey results indicate that top performers communicate by following a very organized, stylized, and prescheduled plan that enables members to control the ways that they receive information. Typically this means that members receive all ‘standard’ forms of club communications while also having the option of going entirely digital.



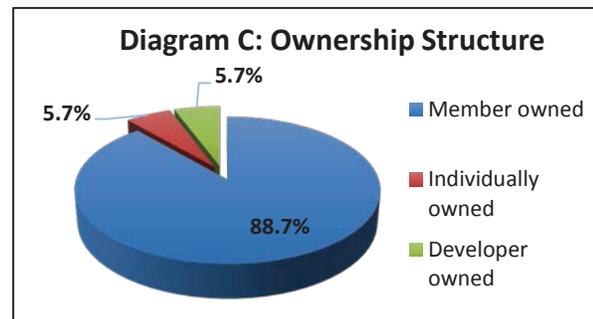
## RESPONDENT PROFILE

Of those that completed the survey nearly nine out of ten (89%) respondents were male and approximately 11% were female.



More than nine out of ten (96%) respondents were operators, managers, or executives at private country clubs while semi-private (4%) and resort (0.4%) communities made up the remainder. There were several participants from bundled communities, community associations, or military clubs.

More than four in five (89%) respondents belong to facilities that are member owned, though few belong to individually owned (5.7%) or developer owned (5.7%) facilities. Several facilities are uniquely owned by entities such as a village, military or armed forces, university, or corporation.



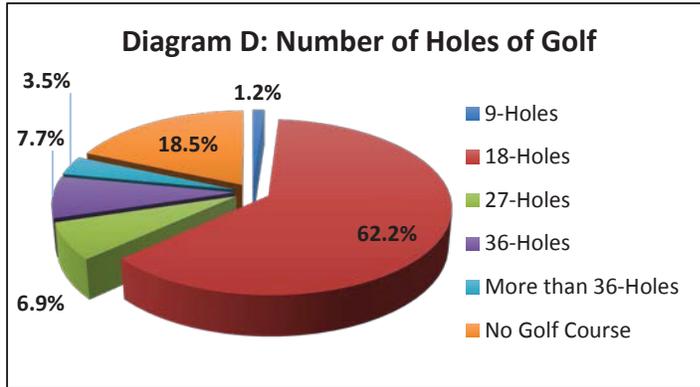
The majority of respondents belong to a facility with a leadership structure containing a Board of Directors (83%), General Manager or Chief Operating Officer (92%), Board of Advisors (4%), Owner (7%), Ownership Company (2%), and Director of Golf (13%). The following additional leadership roles were mentioned by respondents:

- Club Manager
- Golf Professional
- Superintendent
- Chief Financial Officer
- Mayor & Trustees
- Management Company
- Military/Armed Forces

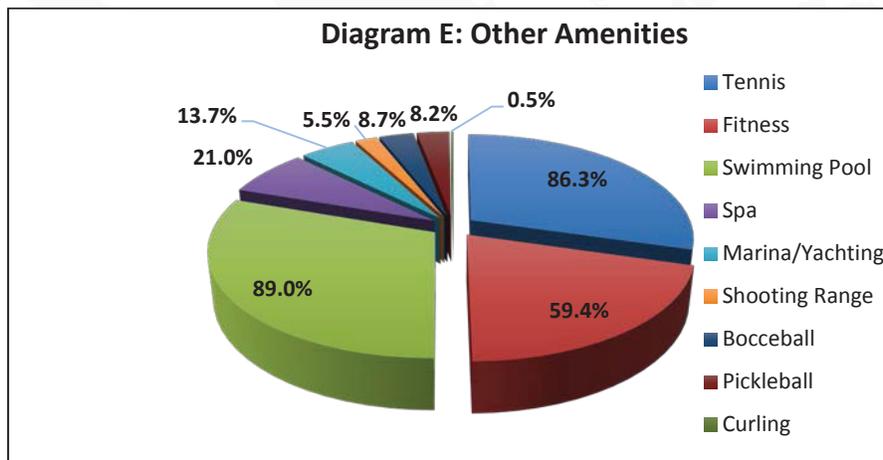




Most participating clubs operate 18-hole golf facilities (62%) though a contingent of respondents belong to clubs exclusively focused on tennis, yachting, and other non-golf related sports (18.5%).



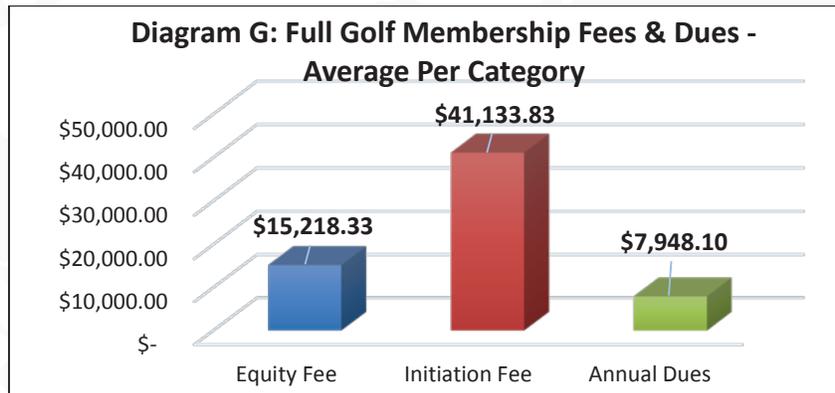
Respondents hail from facilities that include, but are not limited to, the following amenities:



The membership profile was generated by asking participants to indicate the number of members by category. On average, participants have 402 Full Golf Members, 465 Total Golfing Members, and 860 Members overall.



Survey participants reported detailed fees and dues associated with Full Golf Memberships at their respective clubs. On average, these clubs reported an Equity Fee of approximately \$15,200, an Initiation Fee of \$41,100, and Annual Dues around \$8,000.



The average green fee rates fall in the range of \$123 to \$128 for weekday and weekend play respectively.

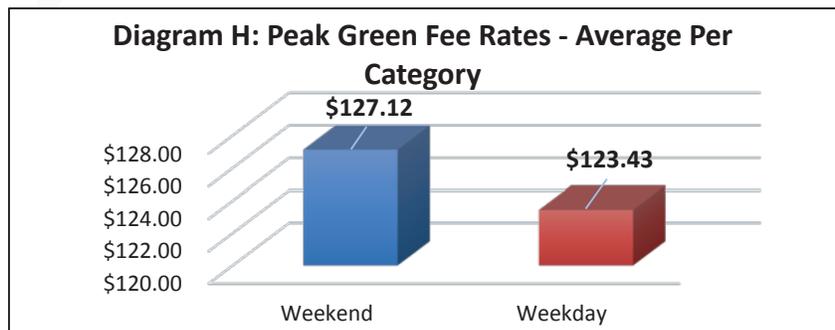
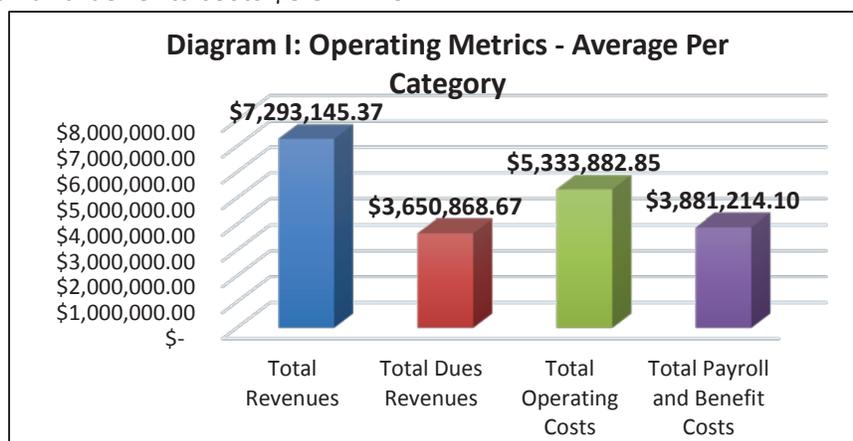


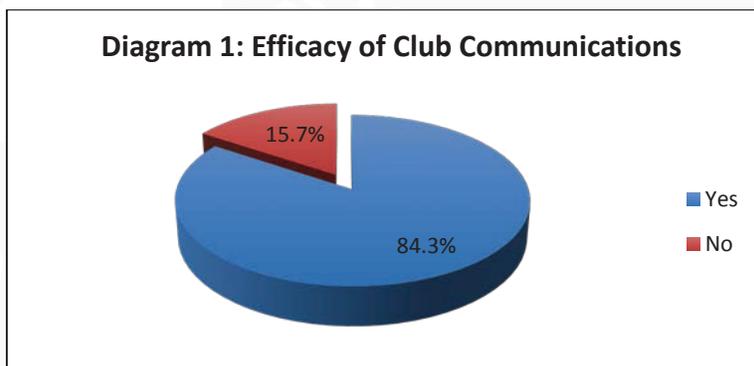
Diagram I depicts the average operational metrics by category: total revenues average \$7.3 million, total dues revenues \$3.7 million, total operating costs \$5.3 million, and total payroll and benefits costs \$3.9 million.



## SURVEY QUESTIONS

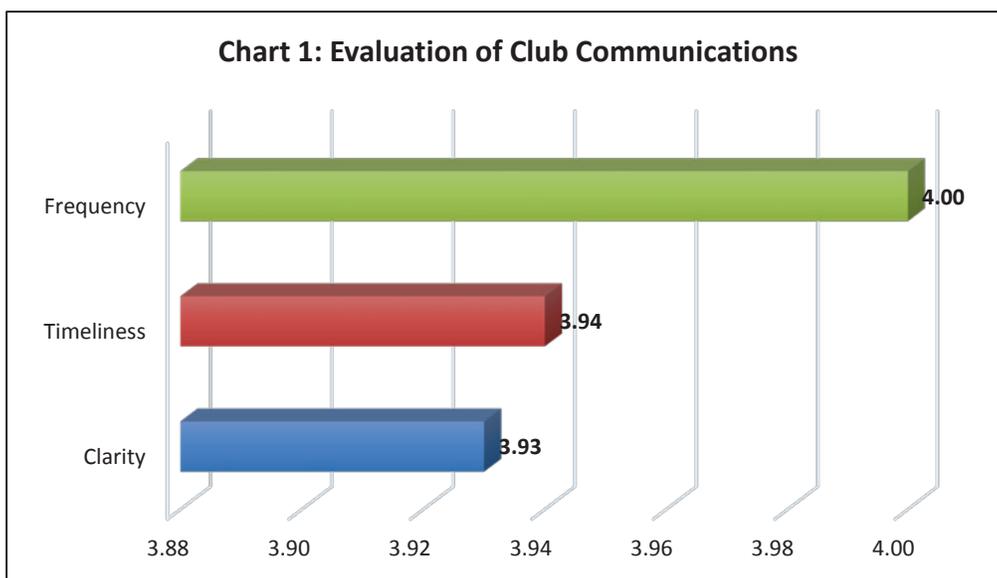
### Q. DO YOU FEEL THAT THE CLUB COMMUNICATES EFFECTIVELY WITH ITS MEMBERS?

Out of all club managers surveyed, more than eight in ten (84%) believe that their club communicates effectively with its members while the remaining 16% reported that club communications are falling short of expected standards.



### Q. EVALUATION OF CLUB COMMUNICATIONS

The survey asked respondents to evaluate communications with members on a scale of one to five, "Poor" to "Excellent". Three specific criteria were used: timeliness (how rapidly content is delivered), frequency (how often content is delivered), and clarity (how coherent or intelligible the content appears).

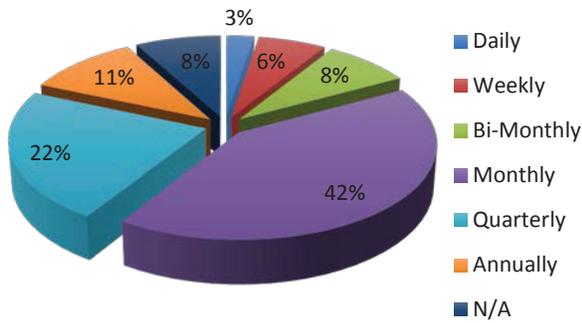




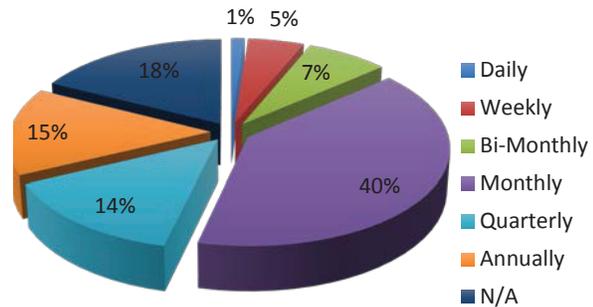
Club managers believe that the rate at which information is delivered to members (frequency) is the strongest aspect of club communications while the overall intelligibility (clarity) is the weakest of the three criteria.

**Q. HOW FREQUENTLY DOES EACH ASPECT OR DEPARTMENT OF THE CLUB COMMUNICATE WITH ITS MEMBERS?**

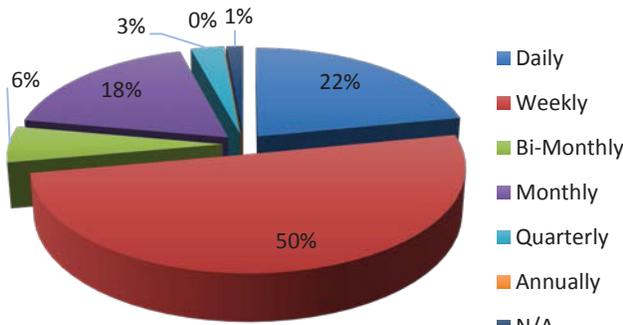
**Board**



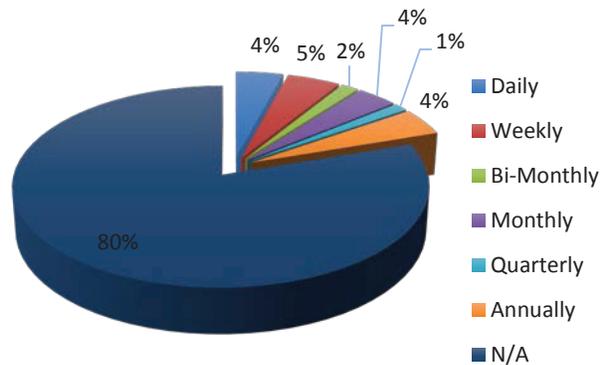
**Committees**



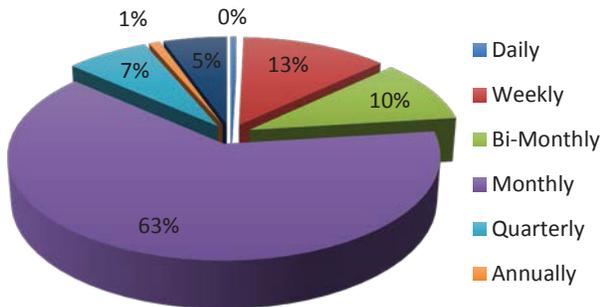
**Management**



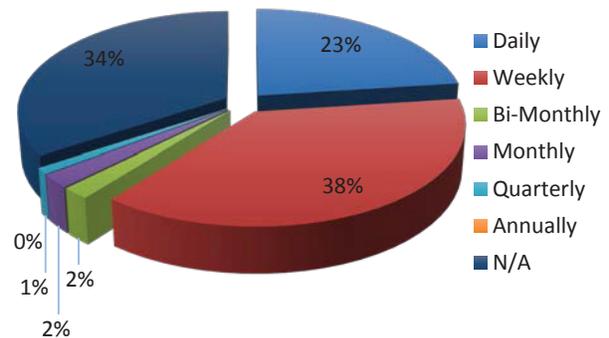
**Ownership**

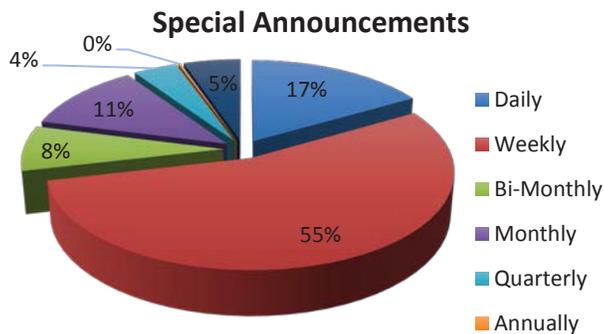


**Newsletters**



**Social Media Posts**





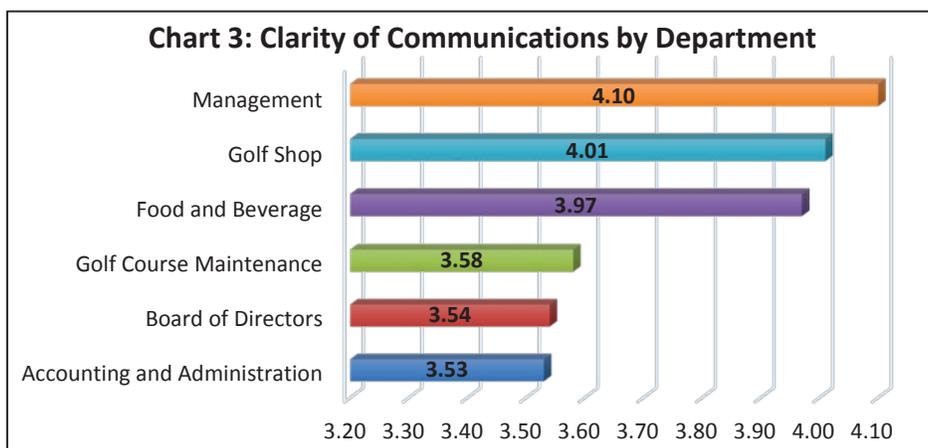
Overall responses regarding the frequency of communication by category indicated the following:

**Chart 2 – Predominant Communication Frequency by Aspect**

Aspect	Largest Quantity of Information	Frequency
Board	42%	Monthly
Committees	40%	Monthly
Management	50%	Weekly
Ownership	80%	Never
Newsletters	63%	Monthly
Social Media Posts	38%	Weekly
Special Announcements	55%	Weekly

**Q: EVALUATE THE EXTENT TO WHICH DEPARTMENTAL STAFF, MANAGEMENT, AND THE BOARD COMMUNICATE CLEARLY WITH MEMBERSHIP.**

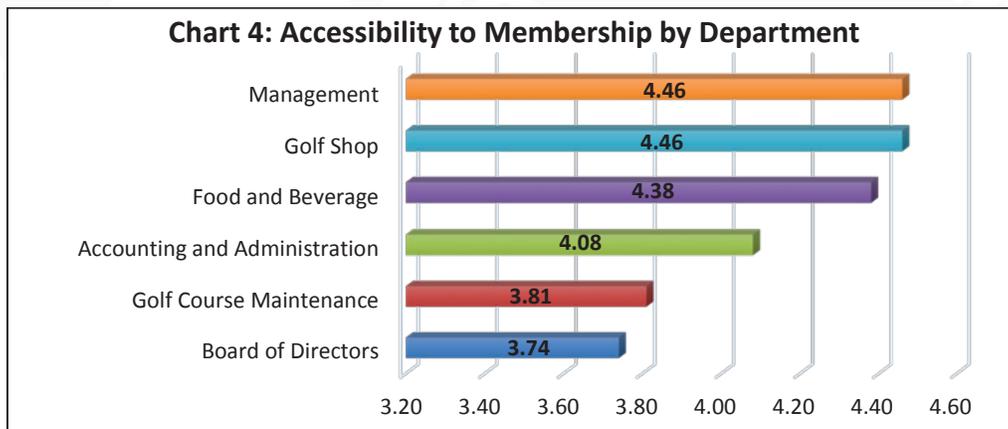
On a scale of one to five, “Poor” to “Excellent”, respondents rated Management the highest in terms of communication clarity. Interestingly, the Board of Directors and



Accounting and Administration were ranked the lowest, indicating that communications from these departments are the least coherent or intelligible of all.

**Q: EVALUATE THE EXTENT TO WHICH DEPARTMENTAL STAFF, MANAGEMENT, AND THE BOARD ARE ACCESSIBLE TO THE MEMBERSHIP.**

On the same scale – one to five, “Poor” to “Excellent” – respondents reported Management and the Golf Shop are most accessible to members while the Maintenance department and Board of Directors have the least amount of accessibility to members.



**Q: HOW EFFECTIVE IS EACH FORM OF MEDIA CURRENTLY USED TO COMMUNICATE WITH MEMBERS?**

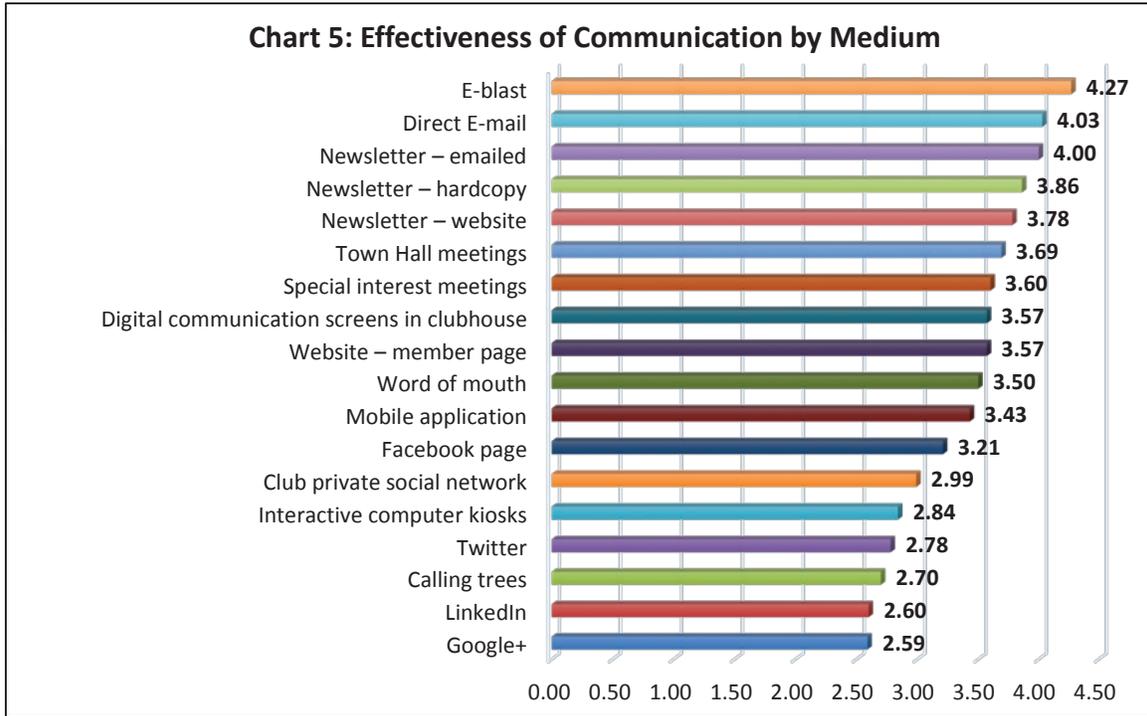
The top three most effective forms of media currently used by clubs are E-blast (4.27 out of 5.0), Direct Email (4.03), and a digital Newsletter that is emailed to members (4.00). It should be noted that social media outlets received lower rankings than nearly every other medium listed. Social media ratings indicated that they are least effective relative to other possible forms of communication employed by clubs.

Charts 5 and 6, shown on the following page, detail rankings for each form of communication as well as the overall usage of each medium at clubs.





**Chart 5: Effectiveness of Communication by Medium**



**Chart 6: Effectiveness Average Ratings & Usage by Category**

Medium	Average Rating	% of Clubs Currently Using Medium
E-blast	4.27	97%
Direct E-mail	4.03	83%
Newsletter – emailed	4.00	86%
Newsletter – hardcopy	3.86	80%
Newsletter – website	3.78	87%
Town Hall meetings	3.69	67%
Special interest meetings	3.60	64%
Website – member homepage	3.57	96%
Digital communication screens in clubhouse	3.57	38%
Word of mouth	3.50	97%
Mobile application	3.43	57%
Facebook page	3.21	53%
Club private social network	2.99	21%
Interactive computer kiosks	2.84	12%
Twitter	2.78	37%
Calling trees	2.70	34%
LinkedIn	2.60	25%
Google+	2.59	18%



Some clubs employ other communication methods that were not listed in the ranking section:

- Special Interest Group emails
- Instagram
- Bulletin Board Postings
- New Member Orientation
- Text Messaging
- Signs/Flyers in Golf Carts
- Custom Weekly Video
- Cold Calling
- Event/Themed Meetings
- Letter from the President (Annual/Semi-Annual)
- Member Booklet (Annual)

**Q: PLEASE INDICATE WHAT YOU BELIEVE SHOULD BE THE NEXT NEW FORM OF MEMBER COMMUNICATION THAT SHOULD BE INTRODUCED AT YOUR CLUB.**

Club managers indicated strong inclination toward the implementation and improvement of digital communication capacities at their clubs. Nearly all comments received indicated a form of communication that is entirely technological. *Key words that frequently arose as descriptors of respondent comments include 'digital', 'technological', 'interactive', 'video content', and 'personalized'.*

The top 10 responses are summarized below with '1' indicating the most frequently mentioned communication method:

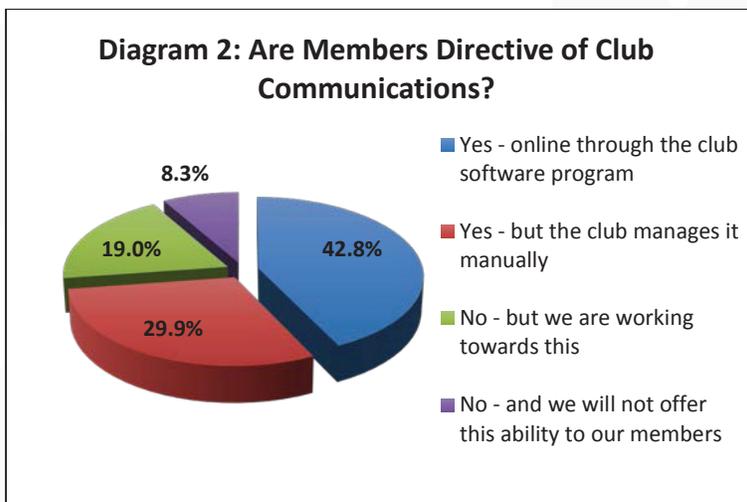
1. Mobile application for smartphones
2. Digital communication screens or interactive kiosks in the clubhouse
3. Text messaging to members, both personalized and generalized
4. Private social network for internal use
5. Social media overall, or all appropriate social mediums
6. Website upgrade and renovation
7. Twitter
8. Facebook
9. Personalized e-blasts based on membership or personal interests
10. Digital newsletter emailed to members or accessible from club website.

**Q. DOES YOUR CLUB ALLOW ITS MEMBERS TO BE 'DIRECTIVE' OF COMMUNICATIONS; ENABLING MEMBERS TO SELECT THEIR PREFERRED METHOD AND CHANNEL FOR CLUB COMMUNICATIONS, OPTING IN OR OUT OF VARIOUS FORMS AND CHANNELS OF COMMUNICATION?**

Overall, more than seven in ten (73%) respondents indicated that they allow members to direct communications by preference. Less than half (43%) manage this online through the club software program while 30% manage it manually at the club.

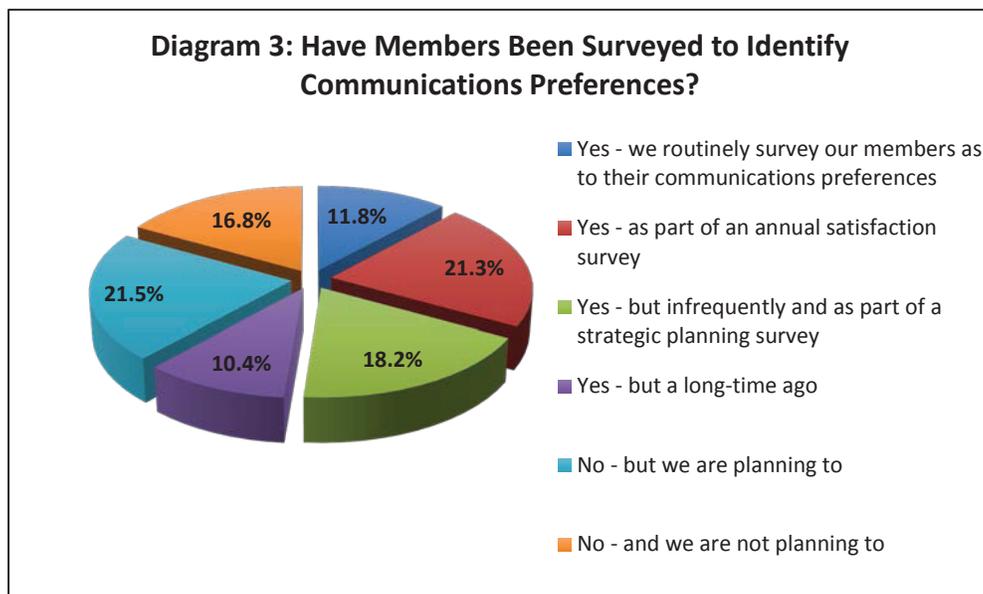


Approximately 8% of respondents indicated that they do not and will not offer this ability to members.



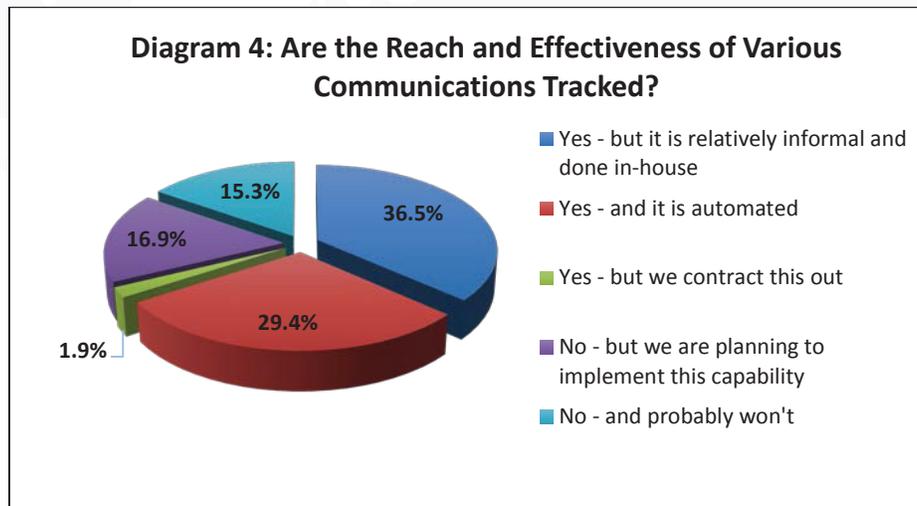
**Q. HAS YOUR CLUB UNDERTAKEN A SURVEY OF ITS MEMBERS ENQUIRING AS TO THEIR PREFERRED FREQUENCY AND MEDIA FOR RECEIVING CLUB COMMUNICATIONS?**

While most club managers (62%) indicated that they had indeed surveyed members regarding communication methods and frequencies, respondents were divided regarding their application of such a survey. Diagram 3 summarizes responses by category.



**Q. DOES YOUR CLUB TRACK THE REACH AND RELATIVE EFFECTIVENESS OF ITS VARIOUS COMMUNICATIONS TO ITS MEMBERS?**

Slightly less than seven out of ten (68%) respondents stated that they track the reach of certain club communications. However, more than half of this group (37%) indicated that this is relatively informal and tracked in-house. Approximately one-third (32%) do not track reach or effectiveness.



Those inclined to comment on this question, roughly 3% of respondents, said that reach is typically a measurement of open rates with emails but that effectiveness is not measured in a meaningful way except for word of mouth from members. Only one comment indicated frequent, in-depth usage of analytics software.

**Q. WHAT IS THE MOST IMPORTANT FUNCTION THAT SHOULD BE INCLUDED ON THE PRIVATE, MEMBERS-ONLY SIDE OF THE CLUB WEBSITE?**

The survey asked participants to rank the importance of particular items in addition to indicating those they believe to be unimportant to the private area of the club website. The most important function was reported to be the ability to check the Club calendar and view details of events.

Chart 7, on the page below, summarizes responses to this question.



**Chart 7: Members-Only Section of Club Website – Most Important Functions**

Function	Average Rating	% Important
1. Ability to check the Club calendar and view details of events	5.72	99%
2. Ability to view and manage your online billing accounts/member statements	3.65	96%
3. Ability to access the member directory	4.69	96%
4. Ability to register for events	4.89	93%
5. Ability to review Club documents (such as rules and by-laws)	9.71	92%
6. Ability to view and update your calendar	7.14	88%
7. Ability to connect and communicate with other members	6.71	87%
8. Ability to view and update your calendar and sync with the Club calendar	8.23	86%
9. Ability to make dining reservations	6.48	86%
10. Ability to make other Club reservations	4.31	84%
11. Ability to observe which members are attending specific events	8.97	82%
12. Ability to view local weather forecast and access the radar around the Club	10.06	72%
13. Ability to book tee times	2.52	67%

It is interesting that the ability to book tee times was ranked the highest overall yet was regarded as important by roughly two-thirds (67%) of respondents. If the responses to this question were based on rankings alone, the list would look like this:

1. Ability to book tee times (2.52)
2. Ability to view and manage your online billing accounts/member statements (3.65)
3. Ability to make other Club reservations (4.31)
4. Ability to access the member directory (4.69)
5. Ability to register for events (4.89)
6. Ability to check the Club calendar and view details of events (5.72)
7. Ability to make dining reservations (6.48)
8. Ability to connect and communicate with other members (6.71)
9. Ability to view and update your calendar (7.14)



10. Ability to view and update your calendar and sync with the Club calendar (8.23)
11. Ability to observe which members are attending specific events (8.97)
12. Ability to review Club documents (such as rules and by-laws) (9.71)
13. Ability to view local weather forecast and access the radar around the Club (10.06)

**Q. WHAT IS THE MOST IMPORTANT FUNCTION THAT SHOULD BE INCLUDED IN A PRIVATE MEMBERS ONLY SMARTPHONE APPLICATION?**

The most important function of a private, members-only smartphone application is the ability to check the club calendar and view details of events (99%) followed by the ability to access the member directory (93%). Overall responses are detailed in Chart 8.

**Chart 8: Mobile Smartphone Application – Most Important Functions**

Function	Average Rating	% Important
1. Ability to check the Club calendar and view details of events	6.60	95%
2. Ability to access the member directory	4.88	93%
3. Ability to register for events	5.21	91%
4. Ability to view and manage your online billing accounts/member statements	4.59	90%
5. Ability to make dining reservations	6.56	89%
6. Ability to view and update your calendar	7.30	87%
7. Ability to make other Club reservations	3.59	86%
8. Ability to connect and communicate with other members	6.34	86%
9. Ability to view and update your calendar and sync with the Club calendar	8.56	85%
10. Ability to observe what members are attending specific events	9.76	79%
11. Ability to enter scores and manage handicap	8.47	78%
12. Ability to view local weather forecast and access the radar around the Club	9.57	72%
13. Ability to book tee times	2.07	71%

Again, it is important to note that the ability to book tee times is ranked the highest overall yet was deemed least important overall (71%) by respondents. If the list were based on ranking alone, the order would be like this:

1. Ability to book tee times (2.07)
2. Ability to make other Club reservations (3.59)





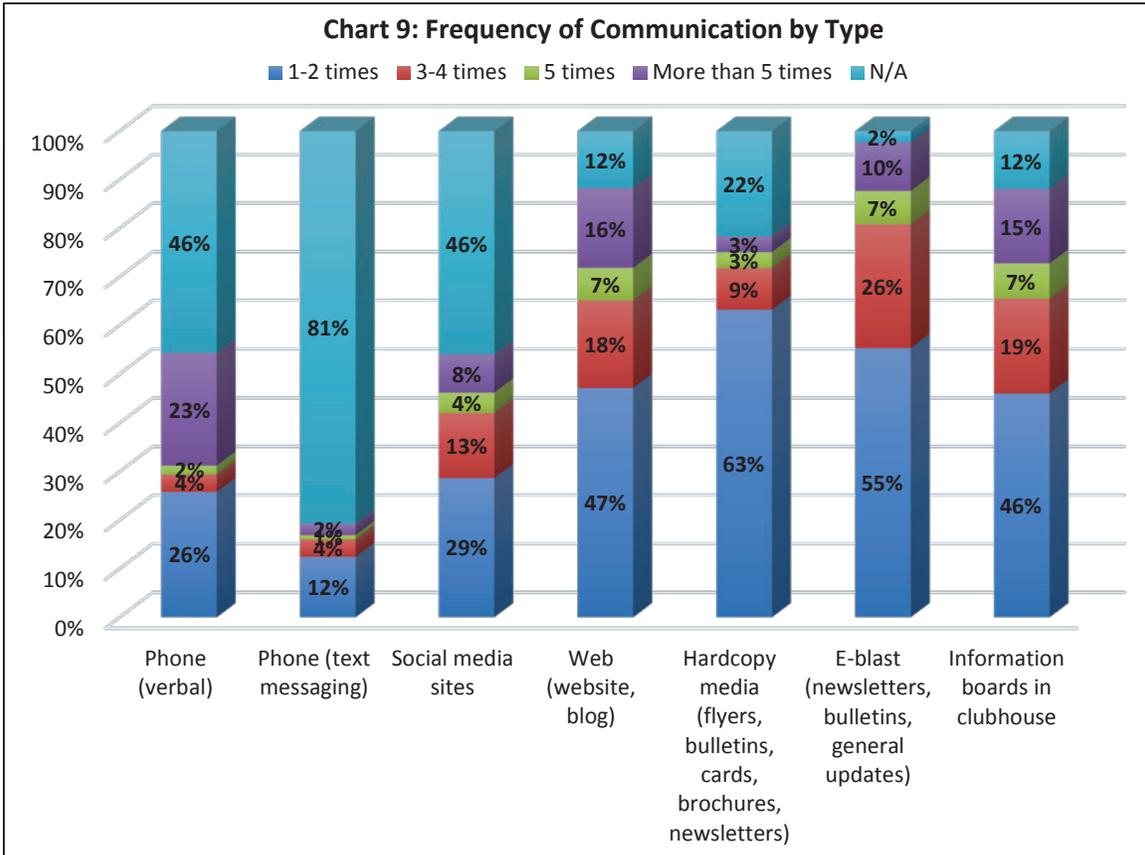
3. Ability to view and manage your online billing accounts/member statements (4.59)
4. Ability to access the member directory (4.88)
5. Ability to register for events (5.21)
6. Ability to connect and communicate with other members (6.34)
7. Ability to make dining reservations (6.56)
8. Ability to check the Club calendar and view details of events (6.60)
9. Ability to view and update your calendar (7.30)
10. Ability to enter scores and manage handicap (8.47)
11. Ability to view and update your calendar and sync with the Club calendar (8.56)
12. Ability to view local weather forecast and access the radar around the Club (9.57)
13. Ability to observe what members are attending specific events (9.76)

**Q: HOW MANY TIMES PER WEEK DOES THE CLUB USE PARTICULAR ITEMS TO COMMUNICATE WITH MEMBERS?**

The most predominant form of communication is the distribution of hardcopy media which nearly two-thirds (63%) of clubs distribute once or twice each week. The least utilized form of communication is text messaging even though it was ranked third on the list of next communication methods to be implemented at most clubs (page 8).

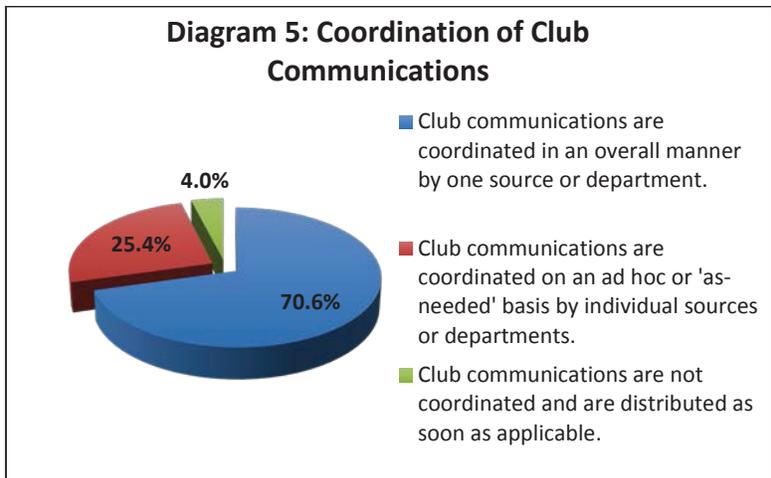
Responses for each particular item are detailed in Chart 9 on the following page.





**Q: HOW ARE CLUB COMMUNICATIONS COORDINATED?**

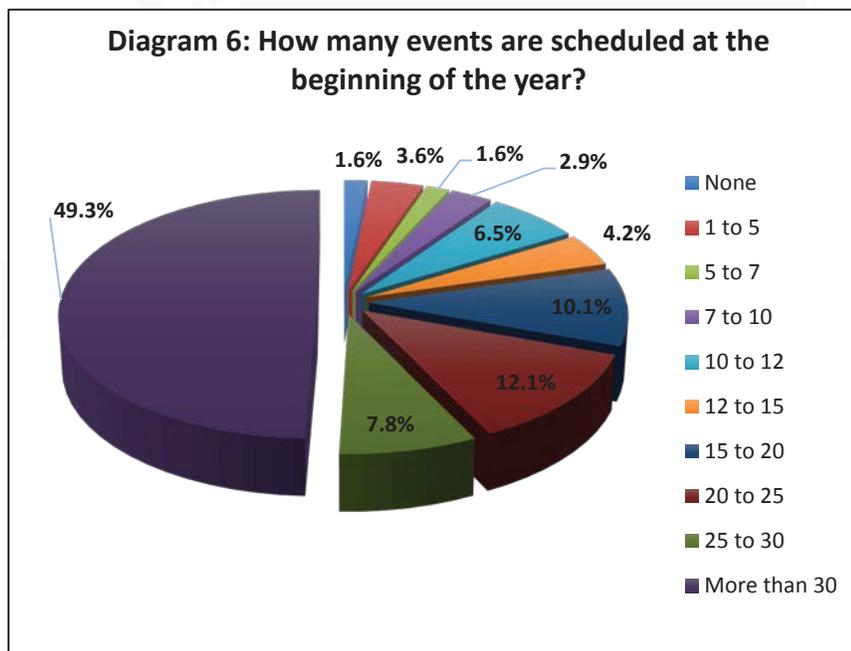
Roughly seven out of ten (71%) participating clubs indicated that club communications are coordinated in an overall manner by one source or department. One-quarter of clubs (25%) coordinate communications on an ‘as-needed’ basis by an individual source or department.



**Q: DOES THE CLUB UTILIZE A CALENDAR FOR THE SCHEDULING OF COMMUNICATIONS FOR KEY CLUB EVENTS THROUGHOUT THE YEAR?**

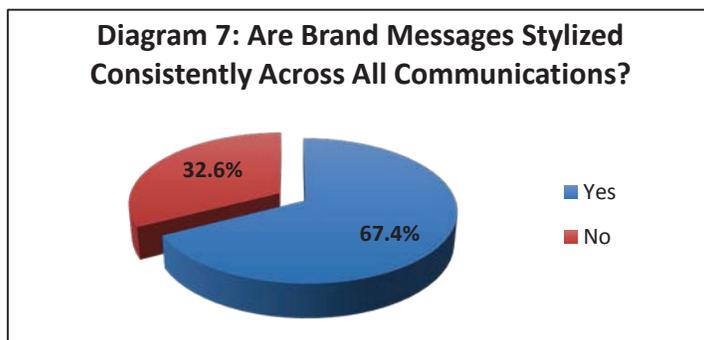
More than four out of five (84%) clubs annually schedule key club events using a calendar while the remaining 16% organize communication as a matter of necessity if and when the occasion arises.

Diagram 6 shows that of the group that uses a calendar to schedule events for the year, approximately half (49%) have 30 or more events scheduled at the beginning of the year.



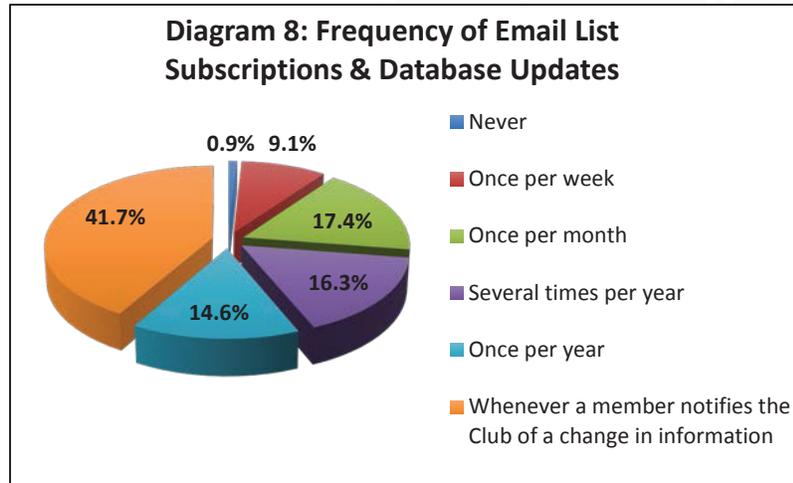
**Q: DOES THE CLUB HAVE AN ESTABLISHED, UNDERSTOOD BRAND MESSAGE THAT IS STYLIZED AS A PART OF EACH COMMUNICATION TO ENSURE CONSISTENCY?**

Two-thirds (67%) of participants indicated that such a brand message is used by the club, while the remaining one-third (33%) do not employ a standardized brand message on each communication.



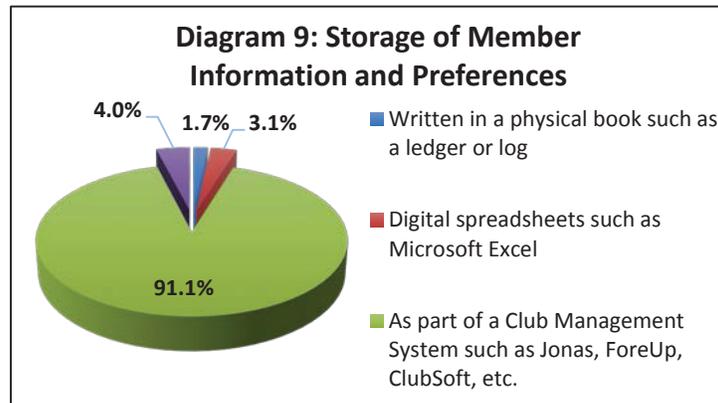
**Q: HOW FREQUENTLY DOES THE CLUB MANAGE MEMBER EMAIL LIST SUBSCRIPTIONS AND UPDATE CONTACT INFORMATION DATABASES?**

Four in ten participating clubs (42%) reported that updates regarding contact information and distribution subscriptions are implemented only when a member notifies the Club on their own. Only one-quarter (27%) of clubs update their databases on a monthly basis.



**Q: HOW DOES THE CLUB STORE DATA AND INFORMATION RELATED TO MEMBER PROFILES, PREFERENCES, AND CONTACT INFORMATION?**

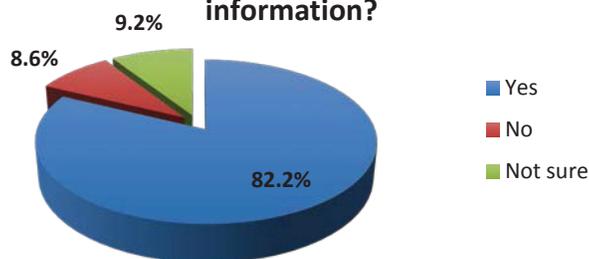
An overwhelming majority (91%) of clubs utilize a club management system such as Jonas, ForeUp, ClubSoft, etc. to store data and information related to member preferences. Nearly 5% (4.8%) use an informal method for storing this type of information. Overall responses to this question are summarized in Diagram 9, below.



**Q: DOES THE CLUB HAVE SECURITY PROTOCOLS IN PLACE TO PROTECT DIGITAL INFORMATION?**

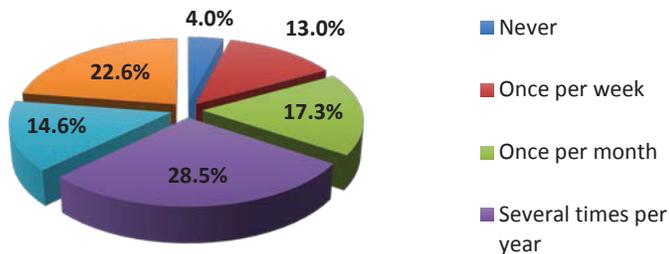
Approximately eight in ten (82%) respondents are certain about their security measures regarding digital information.

**Diagram 10: Does the Club have security protocols in place to protect digital information?**



Of this group, approximately 30% test or update their security measures on a monthly basis while slightly less than one-quarter (23%) of respondents indicated that they don't know how often their systems are updated.

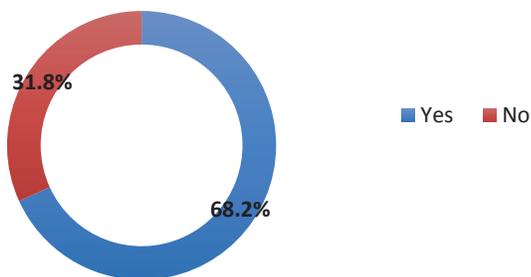
**Diagram 11: How frequently are these systems or protocols tested or updated?**



**Q: IS THE CLUB WEBSITE MOBILE FRIENDLY?**

Approximately seven in ten (68%) clubs have a website that is compatible with use on mobile devices. Just shy of one-third (32%) of participants indicated that their website is not optimized for usage on mobile devices.

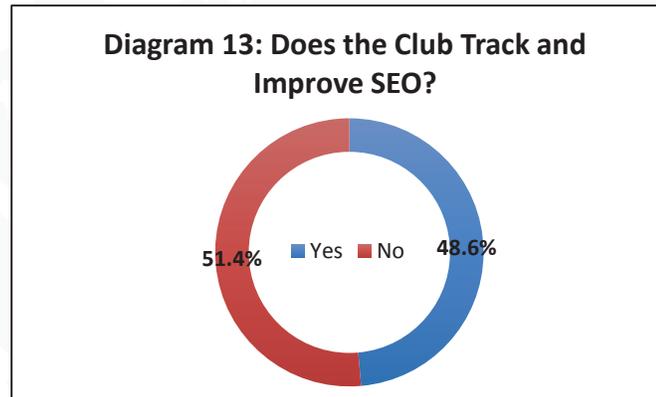
**Diagram 12: Is the Club Website Mobile Friendly?**



**Q: DOES THE CLUB TAKE MEASURES TO TRACK AND IMPROVE THE CLUB'S S.E.O.?**

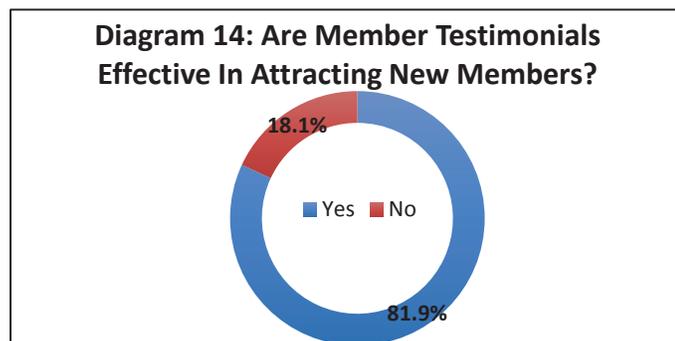
Search Engine Optimization (SEO) is the process of affecting the visibility of the Club's website in natural searches. In essence this measures how effectively the Club website appears when the name of the club is entered into a search engine.

Respondents were divided on this particular issue, the majority (51%) indicated that they do not optimize the Club website for searches while slightly less than half (49%) reported that they do.



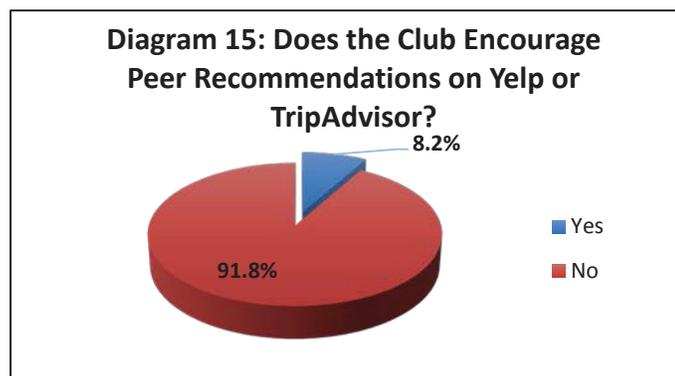
**Q: DO YOU BELIEVE THAT MEMBER TESTIMONIALS ENCOURAGE MEMBER PARTICIPATION AND AID IN THE ATTRACTION OF NEW MEMBERS?**

More than eight in ten (82%) participants believe in member testimonials as an effective way to encourage member participation and attract new members.



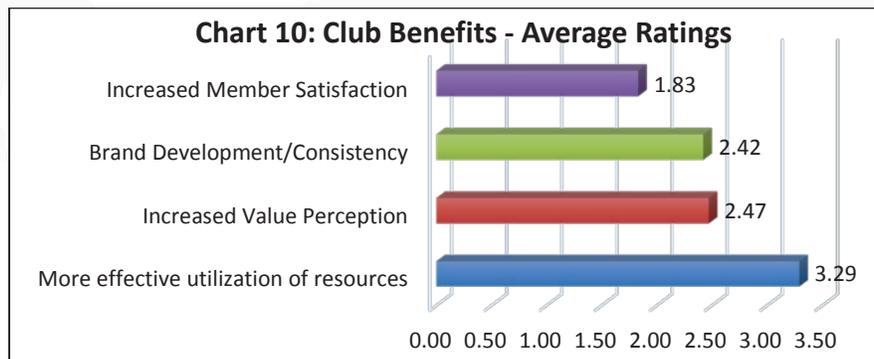
**Q: DOES THE CLUB ACTIVELY PROMOTE AND ENCOURAGE ONLINE PEER RECOMMENDATIONS ON WEBSITE SUCH AS YELP OR TRIPADVISOR?**

A vast majority (92%) of participating clubs *DO NOT* make use of peer recommendation and travel planning services such as Yelp or TripAdvisor.



**Q: PLEASE RATE THE BENEFITS TO THE CLUB OF HAVING A STRATEGIC COMMUNICATIONS PLAN.**

Participants were asked to consider four distinct categories and to rate potential club benefits in order of importance. The most important benefit that a strategic communications plan provides to the club is increased member satisfaction (1.83).



**Q: PLEASE RATE THE BENEFITS TO THE MEMBERS HAVING A STRATEGIC COMMUNICATIONS PLAN.**

Similarly, the survey measured potential member benefits and asked respondents to rate them in order of importance. Participating clubs defined the most important member benefit of having a strategic communications plan to be awareness of club operations and activities (1.90) which would thereby make it easier or more convenient (2.19) to be involved. Chart 11 summarizes club responses.

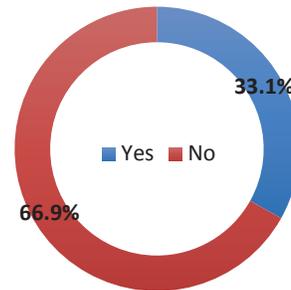




**Q: DOES THE CLUB HAVE SEPARATE BUDGETS FOR BOTH MARKETING AND COMMUNICATIONS?**

Only one-third (33%) of participating clubs indicated that there are separate budgets for marketing and communications while the remaining 67% do not distinguish between the two.

**Diagram 16: Separate Budgets for Marketing and Communications?**



**Q: HOW MUCH DOES THE CLUB SPEND PER YEAR ON COMMUNICATIONS SERVICES?**

Approximately 63% of survey participants responded to this question, providing answers ranging from several hundred dollars up to \$750,000 for all communications department expenses, salaries included. ***Participating clubs spend an average of \$40,545 per year on communications services or a median of \$20,000.***

Thank you for reading and please do not hesitate to contact us with any questions.

**THE END**





## ABOUT GLOBAL GOLF ADVISORS

Global Golf Advisors provides highly specialized consulting services to the international golf, private club, real estate, resort, and investment communities. Headquartered in Phoenix (US), Toronto (Canada) and Dublin (Ireland), GGA offers its services in five strategic categories: i) Corporate Strategy, Financial Engineering and Transaction Advisory, ii) Asset Management, iii) Performance and Operations Consulting, iv) Club Membership Programs & Solutions, and v) Strategic Marketing and Business Planning. The firm takes a 360-degree view of financial, management and operational issues before developing a strategic plan that establishes benchmarks for success and identifies potential outcomes of recommended actions. In its 22-year history, GGA has consulted on more than 2,300 golf-related projects worldwide. For more information, please visit [www.globalgolfadvisors.com](http://www.globalgolfadvisors.com) or call 1.888.432.9494.

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