



**SCOTTISH
GOLF™**

EGCOA CONFERENCE

27 November 2015

Andy Salmon – Scottish Golf



Scotland
The Home of Golf



Vision

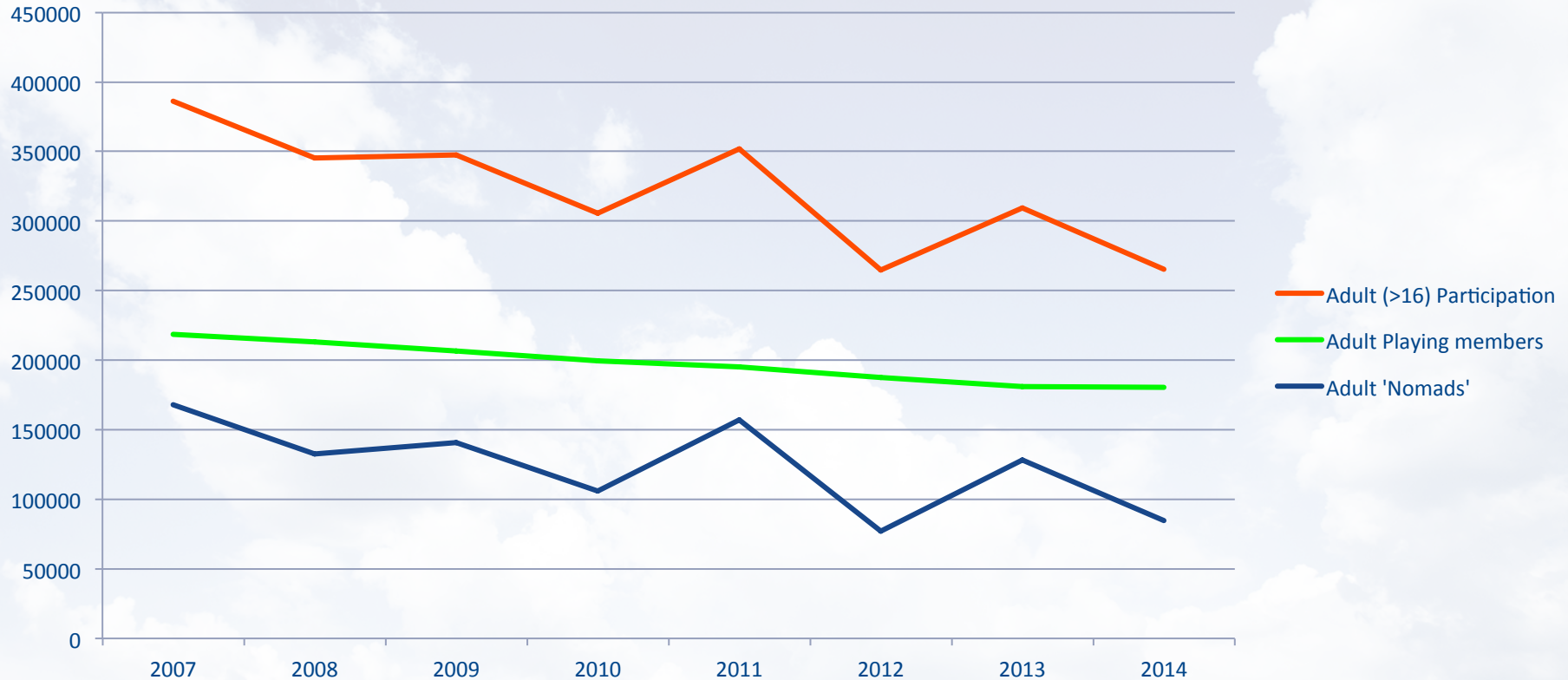
To lead our clubs, develop champions and provide the opportunity for everyone in Scotland to play golf for life

Our Strategy

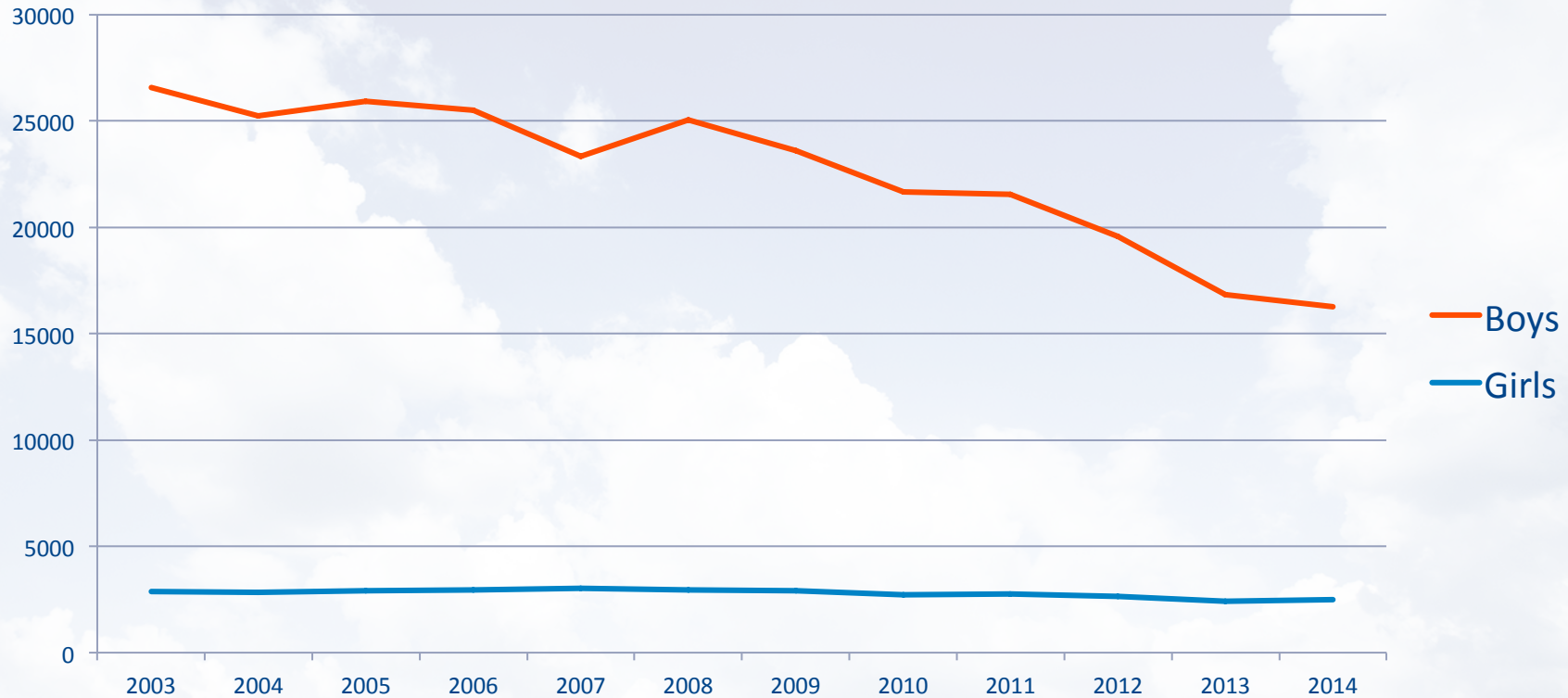


1. Stronger Clubs
2. More Golfers
3. Quality Coaching
4. Winning Golfers
5. Outstanding Championships
6. Excellent Governance
7. Strong Partnerships

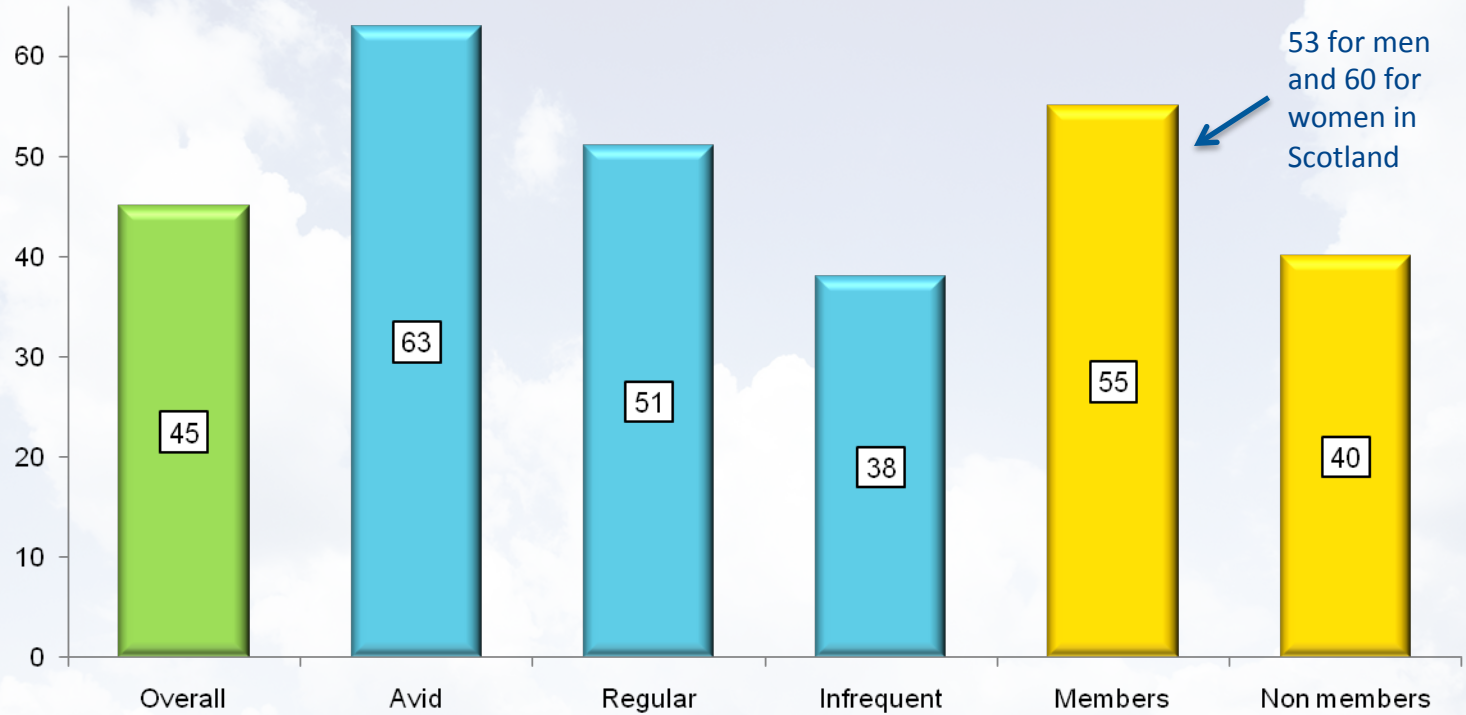
Where are we now - Membership & Participation?



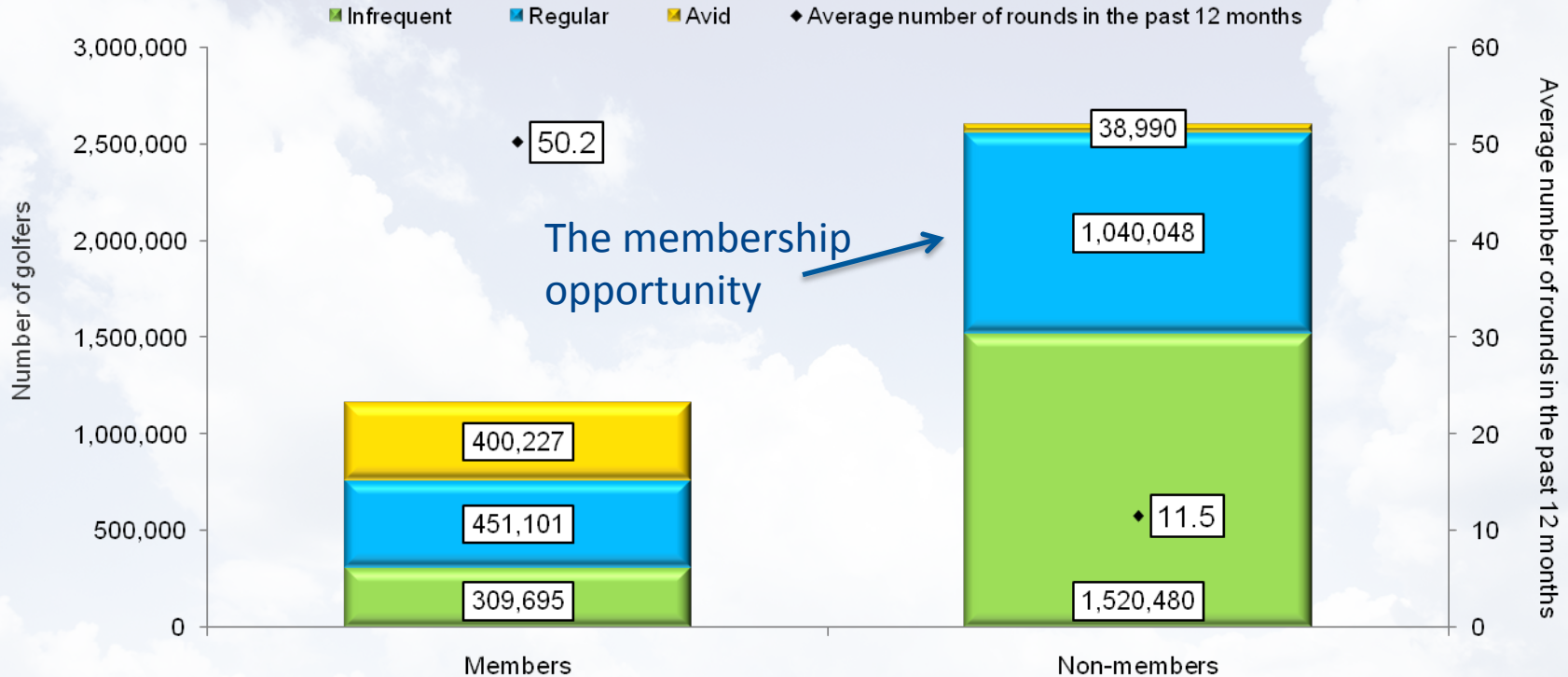
Junior membership



UK Age profile



Potential for growth?



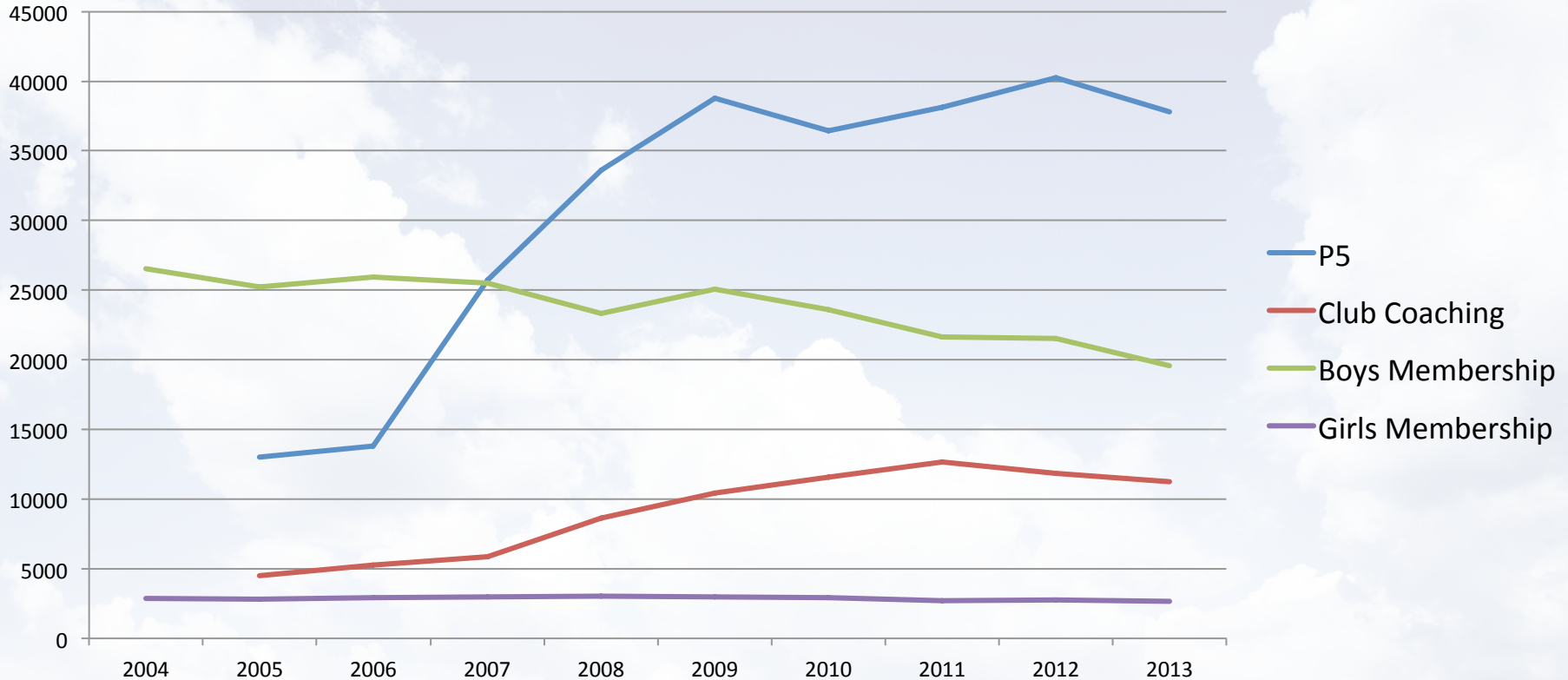
Our issue!





What hasn't work?

Throwing kids into the leaky bucket



Family Friendly?



- NO STROLLERS –**
- NO HIGH CHAIRS –**
- NO BOOSTER CHAIRS –**

Children crying or making loud noises
are a distraction to other diners, and as such
are not allowed in the dining room





What is working well?

BACKGROUND BENEFITS

ClubGolf Camps are a huge part of what will be Scotland's biggest ever junior participation event this summer. And we're inviting ClubGolf delivery centres, volunteer coaches and PGA pros to be a part of this fantastic, national festival.

CLUBGOLF DELIVERY CENTRES

We are looking for ClubGolf delivery centres to host 5 day golf camps from Monday 1th - Friday 5th July. Clubs wishing to participate should visit www.clubgolfcamphost.eventbrite.co.uk. Here you can log your club details, register your ClubGolf volunteer coaches and sign up your PGA professional.

In order to host a ClubGolf Camp, we ask that clubs meet the following criteria:

- > **PGA Pro** – to lead on delivery
- > **Volunteers** – PGA qualified and licensed coaches to support the delivery of the camp
- > **Facilities** – allow access to the Clubhouse & provide an indoor space for lunch & if the weather is bad
- > **Child Protection** – registered Child Protection Officer & Child Protection policy in place

- In return, there are plenty of benefits for your coaches and the club:
- > Fantastic opportunity to expand your ClubGolf program
 - > Perfect chance to reward your existing ClubGolfers
 - > Achieve great publicity for your club in local and national press
 - > Receive brand new, updated coaching materials
 - > Receive special ClubGolf clothing for participating coaches
 - > Volunteer coaches entered into a prize draw to win Scottish Open tickets

GIVEAWAYS

ClubGolf will provide host clubs with fun giveaways, prizes & certificates for the juniors.



Register your club to host a ClubGolf Camp this summer! Hurry, limited places available...

FIND OUT HOW YOUR CLUB CAN BENEFIT

RUN A ClubGolf Camp THIS SUMMER

Be part of Scotland's summer festival of golfing fun. 1 – 5 July 2013

CLICK HERE TO HOST A ClubGolf Camp

ClubGolf Camp TEE TIME TASK BOOK

CAMPERS NAME:

COACHES NAME:

This Tee Time task book is for all ClubGolf Campers to use as their own scribble pad for the week ahead. Your coach has pens and crayons for you to use. There's plenty of space for you to draw, write notes and think about what you are learning during the week.

DON'T FORGET TO BRING IT WITH YOU EACH DAY!

golfing fun. 1 – 5 July 2013 Visit www.clubgolfsotland.com or follow us on facebook

JOIN THE CLUB!

clubgolf PROTECTING THE JUNIOR GAME SINCE 1974

Junior involved in ClubGolf coaching can claim £20 off the cost of their first junior membership... Enjoy hundreds of days' worth of action, claim your £20 voucher now!

CLAIM £20 OFF JUNIOR MEMBERSHIP

To claim your £20 voucher visit clubgolfsotland.com

Junior friendly ClubGolf coaching takes 300 clubs around Scotland clubs welcome Junior members

INTRODUCTION & INFORMATION FOR PARENTS

Welcome to ClubGolf Camp 2013. We are delighted that your child is joining us this year.

We have a few quick details that are important for you to take a look at, including:

- ClubGolf Camp objectives and the role you play
- What is ClubGolf?

Objectives of ClubGolf Camp

The ClubGolf Camp, now in its second year, is a five day golf camp designed to promote and manage the teaching, knowledge and practice of golf. This will be done within a safe, happy and FUN environment to allow young people to participate in golf.

PGA Professionals and volunteer coaches will deliver the Camp ensuring that the basic golf skills are taught in a fun and interactive manner. These will generally be games and skills challenges designed to be basic shot types required in golf. In addition to this, Coaches will introduce dynamic warm up activities focusing on balance, flexibility and core strength. All of these skills are essential, not just for golf, but for a healthier lifestyle.

Each day will have a separate theme which will promote a better understanding of the game. In addition, each child will receive a "Tee Time" which they will write in throughout the week. This will be done with the aim of ensuring that the child will be able to write about their experience of the week.

We have given you a leaflet about Positive Coaching Scotland, please take this home and have a read. We will really be promoting the effort, recognition and emotional link concepts throughout the week. It would be great if some of this could be reinforced at home too.

There are lots of facilities here at Inverant Golf Club. If you wish to have a look or use any of the facilities/living range, or have a drink in our clubhouse/cafe/restaurant, then you are more than welcome at any time throughout the Camp week. Membership packages can also be found at reception should you wish to look into this opportunity.

What is ClubGolf?

The ClubGolf programme was launched in 2003 to fulfil the Scottish Government's promise to provide every child in Scotland with an opportunity to experience golf, part of the Scottish Government's commitment to provide every child in Scotland with an opportunity to experience golf, part of the Scottish Government's commitment to provide every child in Scotland with an opportunity to experience golf, part of the Scottish Government's commitment to provide every child in Scotland with an opportunity to experience golf.

SIGN UP FOR ClubGolf Camp THIS SUMMER!

1-5 July 2013. For boys & girls aged 9-13

Just £40 for a great week of coaching, fun on the course and fantastic prizes. Registration closes Sunday 9th June. For more information, visit our website: clubgolfsotland.com/camp2013

*Camp in Glasgow and Dumfries and Galloway will run 8-12 July.

IS PROUD TO BE A ClubGolf Camper!



Manager Education



- Management Development Programme (MDP)
- MDP1: 139
- MDP2: 64
- 52 CMAE Diplomas
- MDP Golf: 40
- MDP Leadership: 19
- MDP F&B: 10

Committee Education



- Captains Education
- Demand-led workshops
- 10 topics
- Regional delivery



*“Education is an ornament in
prosperity and a refuge
in adversity”*

Aristotle

Business Planning



- 10 step process
- Clarity on the clubs purpose
- Governance
- Objectives
- Actions
- KPI's

- Simple!..... But tough.....

Giving the customer what they want



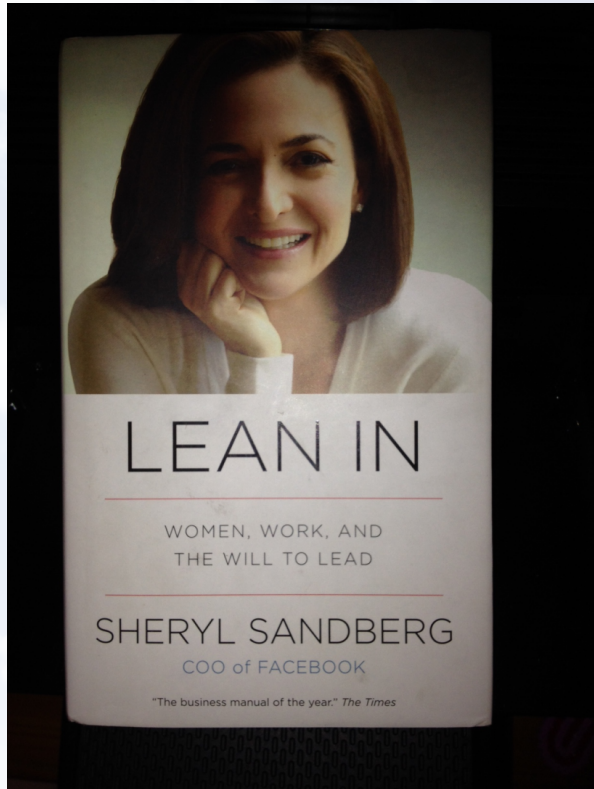
- Customer Feedback Tracker:
 - Members – 7,000 responses to date!
 - Visitors
 - Leaving members
 - New members
- Mystery Shopper – customer service training

Advocacy & Support services



- Health & Safety
- Employment Law
- Environment
- Handicap & Course Rating
- VAT
- Marketing toolkit
- Case Studies

Gender Equality



Clubs should segment their customers (Members) by their consumer behaviour and not by gender or age:

- NO Women's Committee
- Mixed Golf
- Gender quotas on the Club Board

Impact – Stronger Clubs?



- 2012/13 to 2013/14 membership figures:
- Whole market: -3.28%
- Clubs where Manager did MDP 1: -1.95%
- Clubs where Manager did MDP 1 & 2: -1.24%
- Clubs where Manager did MDP and club is engaged with business planning and support services: +1.2%

Impact of our initiatives – More Golfers?



- 400,000 children introduced to golf, but.....
- Clubs delivering ClubGolf have 3 times more junior members than those that don't
- 53% of boys and 63% of girls who joined a club did so via the ClubGolf Programme

People



- Development Team re-structure:
- Combined ClubGolf and Scottish Golf workforce – one team
- 8 Club Development Officers
- 3 School & Community Officers
- Coaching Manager & Officer
- Office-based specialists – Education, Environment, Golf

Our Focus



- Business Planning & Governance
- Education (Manager & Committee)
- ClubGolf (Junior Participation)
- Get into Golf (Adult Participation)
- Support Services (numerous)

Future



- Accelerate progress based on tried and tested programmes
- Women & Girls
- Halt membership attrition and return to growth
- A membership offering for everyone
- Family ethos
- Health agenda

A background image of a bright blue sky filled with fluffy white clouds. A solid, medium-blue horizontal band runs across the center of the image. The word "QUESTIONS?" is written in white, bold, sans-serif capital letters on the left side of this band.

QUESTIONS?