



Take This Job  
And .... Love It!

There are no Silver Bullets!



Period – End of Story.



OR



IF YOU ALWAYS DO  
WHAT YOU ALWAYS DID,  
  
YOU WILL ALWAYS GET  
WHAT YOU ALWAYS GOT!

- + Membership sales is a process
  - + Act like a sales business
- + Membership drives everything – everything!
- + What you do today will be felt in 3 to 6 months
  - + This is a marathon, not a sprint
  - + The Spaghetti Approach

Attract 'Em

Engage 'Em

Keep 'Em

# How Members Calculate Value

$$\frac{\text{Dues}}{\text{Usage}} = \text{Value}$$





## Value of a Member

$$IF + 7D^* + 7S^*$$

\*Club specific – What is your 7 (years)?

Initiation/Joining Fee

£5,000

Dues/Annual Subscription

£ 1,000 × 7 = £7,000

Avg. Annual Spending

£1,000 × 7 = £7,000

**Total Value of Member**

**£19,000\*\***

\*Multiplies with each new member they sponsor.

Example : 3 × £19,000 = £57,000



# Marketing Plan

## Preparation

SWOT

Competition

Who are our members?

## Target Audience

Who are our best member prospects?

## Goals

What is our closing ratio?

How many do we leads do we need to make our goal?

## Strategies

What are we going to do?

## Tactics

How are we going to do it?

## Budget

What is required to do it and do it right?

# Who are my Members?

- + Have you conducted a Member needs survey?
- + Have you mapped their home and work locations?
- + Do you know their likes and dislikes?
- + Why are they here?
- + What is their demographic make-up?
- + What is your Member DNA?

**What does my “Perfect Prospect” look like?**

## Matriculation/Resignation Statistics

Year	Matriculation	Resignations	Net Members
2003/2004	403	423	-20
2004/2005	296	345	-49
2005/2006	456	326	130
2006/2007	383	407	-24
2007/2008	265	551	-286
2008/2009	286	486	-200
2009/2010	276	412	-136
<b>TOTAL</b>			<b>-585</b>
*3 Join Free Program			
** Hwy 40 closed for 2 years, Jan 08 Assessment (\$60/\$40 for 6 months)			

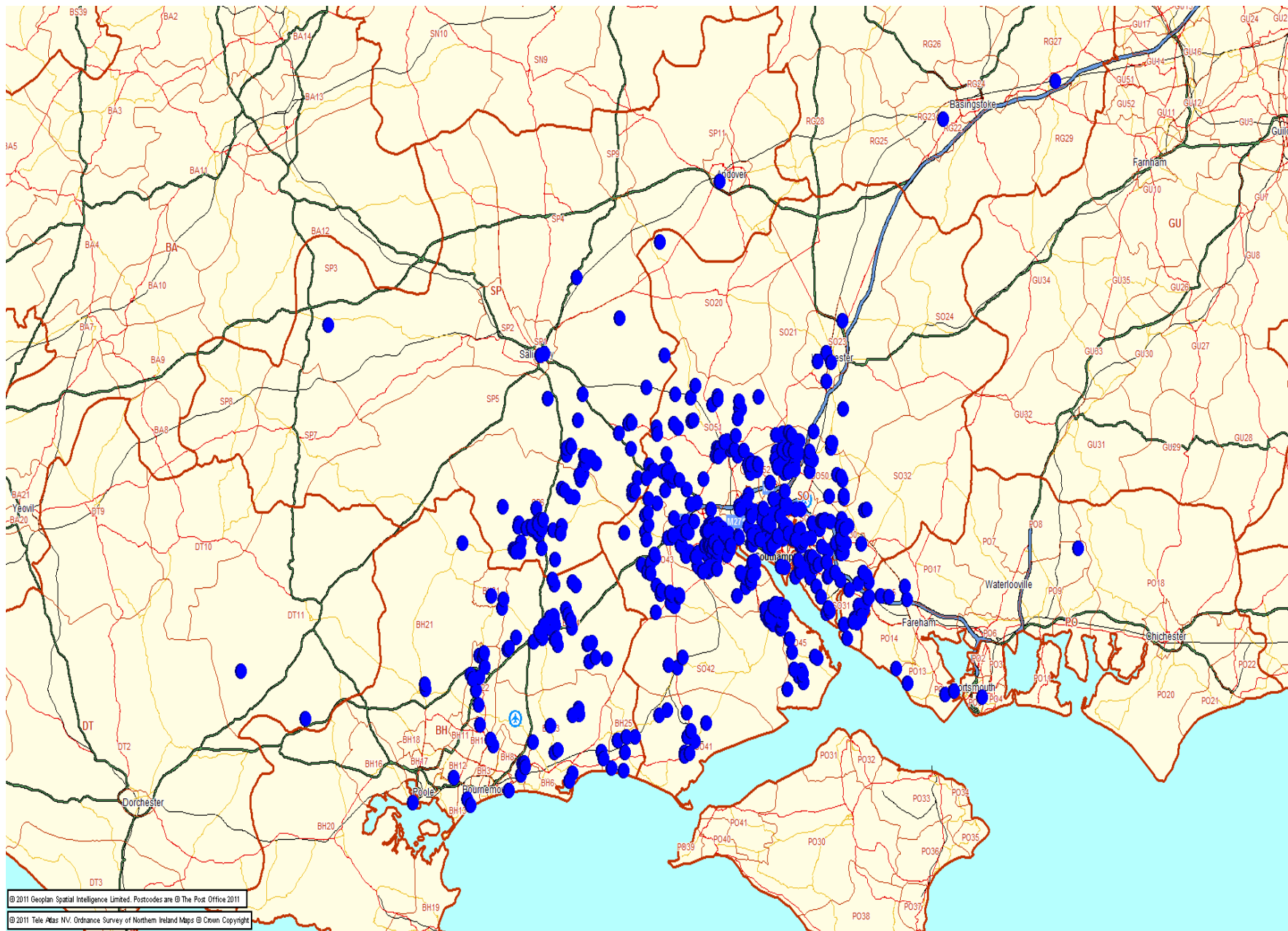
## Membership Statistics by Class

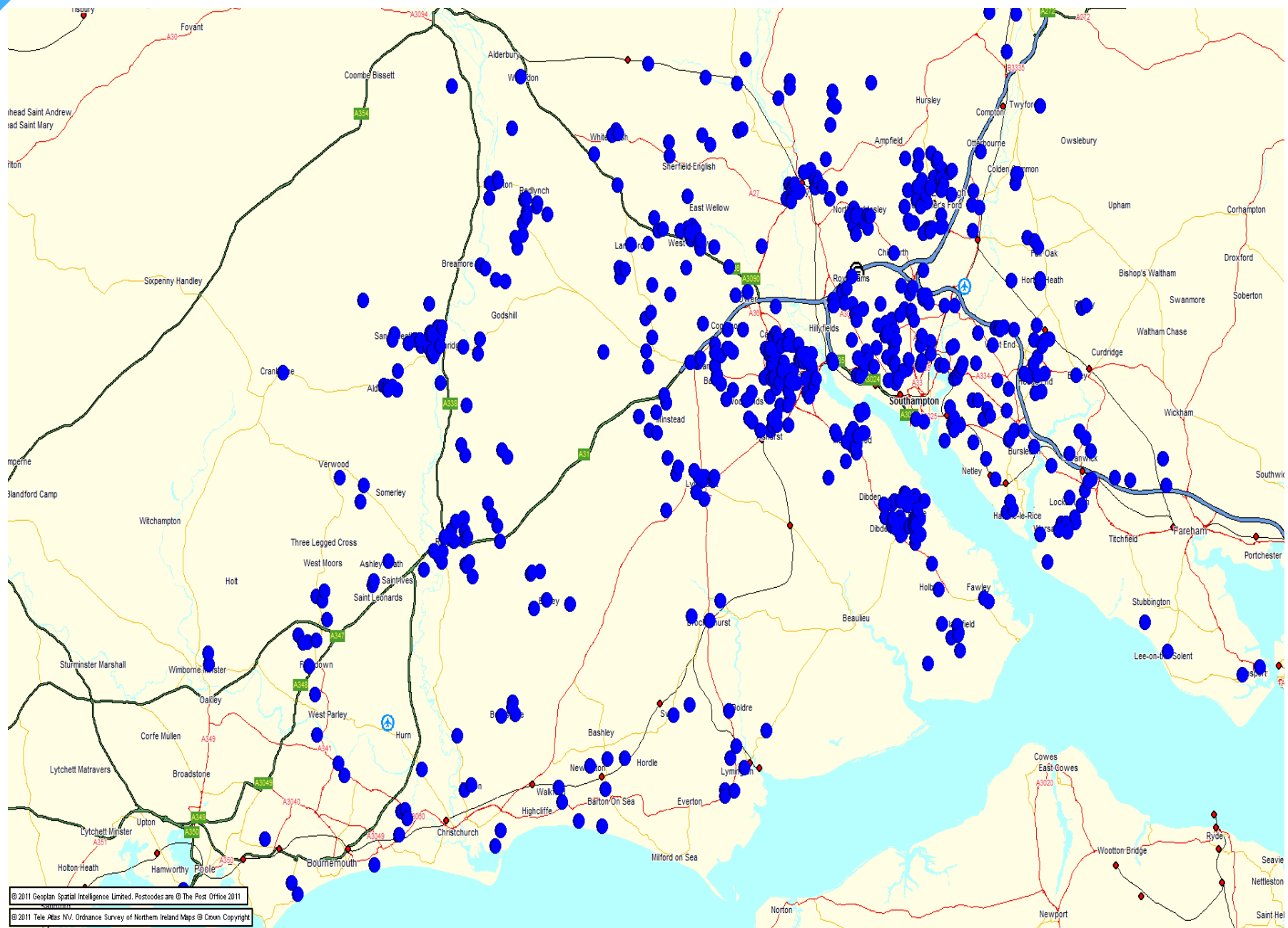
	2008			2009			2010		
Classification	Beginning	Ending	Net	Beginning	Ending	Net	Beginning	May-10	Net
Resident	2056	1839	-217	1839	1682	-157	1682	1621	-61
Jr. Resident	86	72	-14	72	74	2	74	79	5
Emeritus Life	470	438	-32	438	431	-7	431	436	5
Clerical	18	16	-2	16	18	2	18	17	-1
Associate I	103	84	-19	84	90	6	90	77	-13
Associate II	186	180	-6	180	191	11	191	197	6
Non-Resident	207	181	-26	181	159	-22	159	145	-14
<b>Total</b>	<b>3126</b>	<b>2810</b>	<b>-316</b>	<b>2810</b>	<b>2645</b>	<b>-165</b>	<b>2645</b>	<b>2572</b>	<b>-73</b>
Notes:									
Lost 147 less in 2009 than in 2008									

# Succeeding in a down market– Can you?

Look at your opportunities within your own membership

- + Upgrades
- + Reinstatement
- + Price Incentives
- + Aggressive Implementation
- + Increased usage
- + Member Referrals







### **POSTCODE MAPS**

A clear, easy to use, flexible and great value way to visualise your business.



### **DATA**

Extend your capabilities with accurate and advanced digital mapping information.



### **MAPPING SOFTWARE**

From off-the-shelf software to sophisticated, bespoke systems.



### **CONSULTANCY**

Tailored solutions to your specific problems from specialist consultants.



### **TRAINING**

Training courses to suit your business and equip you with the knowledge to unlock the full potential of Geoplan software

**Less than the  
cost of 1 new  
Member**

# Setting Goals

What is our Closing Ratio?  
How many suspects/prospects do I need?

$$\text{Closing Ratio} = \frac{\text{number of memberships sold}}{\text{number of total leads we worked}} = \frac{40}{1000} = 4\%$$

**Goal 50 new Members** – How many leads do I need?

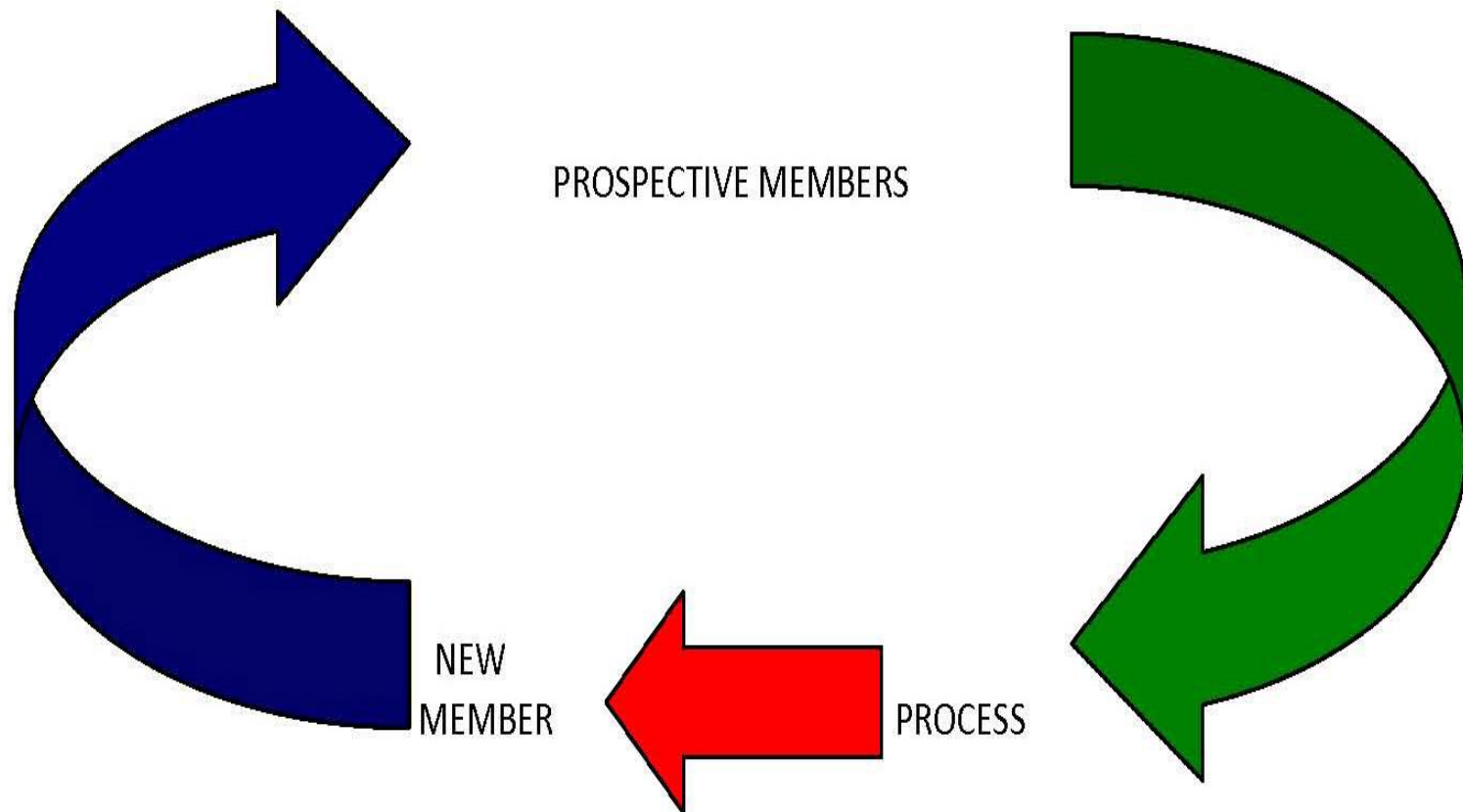
1250



# Building a Sales Team

- + This means everyone!
- + Club/General Manager
- + Board
- + Membership Committee
- + Membership Director
- + Golf Professional & Staff
- + No body wins if Membership doesn't win!
- + Motivate and incent everyone for results.

# The Sales Cycle



# Working leads efficiently?

- + CRM – Customer Relations Management System
- + Every lead is precious
- + Treat this like it's a sale for 1 million pounds
- + Track leads by source – website, call-in, adv, member
- + Consistent process
- + CRM - Allows manager to become a Sales Manager
- + Pipeline Reports
- + Forecasting

# Marketing Strategies

- + Discovery Package
- + Alumni Affiliations
- + Realtors – Incentive, Newsletter
- + Member Sponsor Preview Weekend

# Marketing Strategies continued...

- +References as Prospects

- +Affinity Groups

- +Loyalty Program

- +Referral Programs

# Member Referrals

**Members will only respond when they believe  
either of two things will/could happen:**

- +1.** Increase in dues/assessment – loss of amenities/services
- +2.** They will get something – facilities, amenities

**Must be developed to gain maximum participation – what  
will get them to respond?**

Dues credit

Dining Credit

Trips

Private Cart Credit

\* Remember 1099 for \$600 or more

# Member Referrals

Key to success is Communication!

- + Members should know the number of members necessary to financially run the Club. State of the Club (annual, bi-annual, quarterly)
- + More Members Make A Better Club
- + Instill the MBIO philosophy at enrollment

# Successful Campaigns

## Buddy Program

Bring in a friend/associate - Member and Referral dues decrease for a period of time

If one member leaves, dues go back to normal for the remaining member.



# Closing Techniques

## **Biggest Sin of Membership Directors – Not asking for the membership sale!**

- + Rescinding of Membership Invitation
- + Closing of Membership Category/Program
- + Admission Committee Club
- + Fee Escalation
- + Full Complement/Limited Openings
- + Assumptive Close
- + Sponsor Close

# Details, Details, Details

- + Members make a buying decision every time they come to the Club
- + Walk your Club every day! Look at the Club from the eyes of a Prospect/Member. See what they see and see what others don't see. Encourage your senior management team to do the same.

**Who ever said: "Don't sweat the small stuff, surely was not in the Club Business"**



# Thank you!

Beth Meister

Club Marketing & Communications

561-373-0919

[www.ClubMarketingCommunications.com](http://www.ClubMarketingCommunications.com)

[Club\\_Concepts@bellsouth.net](mailto:Club_Concepts@bellsouth.net)

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