

Club Case Study

We have a session in the conference – Enhancing the Club Experience.

Please can you provide an example of a club that has excelled at customer/member experience enhancement.

Club name: Richmond (Yorks) Golf Club

What were the positive changes that were made to the club?

Richmond Golf Club have embraced a wide variety of support through England Golf which has all primarily focused on improving the club experience for all.

Firstly, the club recognized the need to undertake a governance review to ensure its strategic and operational structures were in the best possible position to make sure all elements of the club are achieving the best possible outcomes for members.

Secondly, the club placed a huge emphasis on membership and wanted to enhance their recruitment & retention practices to make sure they accommodate for golfers from all backgrounds. In relation to this, the club also conducted a member's survey through the Players 1st platform. This enables the club to gain a real insight into members' views and opinions on all areas of their club to then develop improvements to meet their needs and interests.

And finally, the club acknowledged the need to improve its marketing strategy to enable the club to engage with those who never had experienced Richmond GC.

What was the impact of these changes?

Through going through this process and engaging in various forms of support from England Golf, the club seen a significant impact within the areas of focus which all ultimately enhanced the experience of those who engage with Richmond GC.

First and foremost, the club have improved its governance structure and practices which has led to members reaping the benefits of a more cohesive implementation plan being delivered by the Board of Directors. Through this improvement, the club have a much more informed membership through improved communications which has led to an improved atmosphere and relationship between the membership and the Board.

Further to this, the club have seen increases in the volume of members who they have recruited and retained.

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How were the changes delivered?

As a result of these activities, the Board of RGC formulated a number of action plans which led to a host of impactful changes at the club.

From the governance review, the club introduced a formal induction process for new Directors, devised a formal business plan which improved the effective delivery of sub-committees, and created a nominations committee to help recruit the right people into the right roles at the club.

With regards to membership recruitment and retention, the club engaged in a series of workshops which enabled them to identify specific improvements to a variety of practices. This included creating a more thorough membership application form to gain a greater understanding of their members' interests and habits, launching a new members welcome pack and events to improve their club induction, improving internal communications and external marketing through local and social media, and improved membership relations through developing specific course and clubhouse plans based upon the membership survey.

What were the learnings from this process for all stakeholders?

The Board of Directors firmly believe that it was hugely beneficial to do what is often difficult, and that was to take a step back and take some time to review the club's ambitions and aspirations. Through creating the space to review these, and through the support from England Golf, the club were able to develop and deliver a more thorough, clearer strategy and operational plan, which resulted in a wide variety of benefits for members, staff and visitors.