



# **Kanda Golf – Management Support for the Golf Industry**

## **Menu of Presentation Subjects**

### **Overview:**

Kanda Golf provides services principally in the field of golf club governance for golf clubs, but we also deliver education on strategic planning, revenue generation and membership marketing.

Presentations and educational activity focus on how golf clubs are structured, making sure the right documentation (Articles, Constitutions, Rules & Byelaws etc...) are compliant and relevant, and the management structure that is in place to be able to implement the decisions of the Board/Committee.

Kanda Golf education also covers how a golf club can be more successful in their marketing activities, attract and retain more club members and generate revenue from members, visitors, events, sponsorship, retail and other areas of operation.

The subjects listed below can be delivered in the following formats:

- Short, concise and thought-provoking conference presentations, from 20 minutes to 90 minutes long as required to fit into the conference programme
- Seminar or Webinar presentations from 45 to 90 minutes long
- Interactive educational workshops, either online or in classrooms, from 90 minutes long to 2 days in length, covering subjects in depth and/or multiple subjects

### **Please Note:**

- Depending on the time available, the presentation can cover any one of the subjects below, or two subjects can be combined if time permits
- Mix and match several of the subjects below into a programme to suit your delegates
- A personalised presentation can be created for your specific audience to address a problem or challenge

### **Governance and Club Management**

- **Effective Governance for Not-For-Profit Clubs and Organisations**  
*How are decisions made in your club or not-for-profit organisation? Are they transparent and effective, and the decision-makers accountable to the membership? Or does your club or organisation suffer from short-term decision-making and a lack of long-term planning? This session tackles one of the most important issues facing the golf industry today.*
- **Managing Upwards:**  
*How to get the best working relationship with your club's Committee, Owner or senior management colleagues; How to influence decision-making at golf clubs; How to communicate your vision and ideas to decision-makers above you in the management hierarchy. Pitfalls and problems to avoid along the way*

- **Is Your Board Aware of their Compliance Responsibilities?**  
*There is no escaping it – the buck stops with the Directors. If anything goes wrong, the Directors are responsible, and it is not good enough anymore for Directors to say “I thought our Manager was doing that”. This subject provides practical advice and guidance covering the Directors’ responsibilities, and how they can rest easy, knowing the management team at their club have everything covered.*
- **Effective Relationships – Getting the best from your Committee or Board**  
*In an ideal world, the elected volunteers at a club and the employed management team should be working together, in harmony, towards an agreed common aim and vision for the Club. How can you make this a reality at your Club? This session will provide some answers.*
- **The Principles of Collective Decision-Making**  
*There are many different views on how a Committee or Board should be organised and managed. But what does ‘best practice’ look like? How do clubs ensure consensus is achieved?*
- **Membership Discipline – Essential for a happy club**  
*With an increasing tendency in society for members to voice their opinions, sometimes their views can be considered abusive, insulting and sometimes discriminatory. How should a Club deal with these breaches of fair and reasonable behaviour? What are the pitfalls to watch out for and how to avoid them.*
- **Do Golf Clubs Rely too much on Volunteers?**  
*Clubs have for centuries relied on members to volunteer for various tasks, and before the age of the professional, well-trained and full-time club manager, volunteers were the only option. But time has moved on and are Clubs asking too much of their volunteers? In particular too much valuable time perhaps? Are the roles that Clubs are asking volunteers too onerous?*
- **Board Self-Assessment – Making sure your Board performs effectively**  
*Are the Board achieving their goals, and are they operating efficiently? To answer this question, this session will provide the manager with tools that they can share with the Board, to help them undertake their own self-assessment.*
- **Profitable Golf Club Management:**  
*Revenue generation and cost control are essential to ensure your club makes a profit or surplus. This session covers both subjects and suggests ways in which your club can increase profitability*
- **Golf Club Finances for Non-Financial Managers:**  
*This session is a walk-through of club accounting, for both commercially-owned and not-for-profit clubs. Explaining terminology and accounting procedures in layman’s language, helping you better understand where clubs make and spend money.*
- **Selling a Capital Project to your Board/Committee/Owner**  
*Particularly relevant for club managers and/or course managers, this presentation gives practical ideas and techniques to help you convince the decision-makers why they should make a capital investment.*

## **Golf Marketing**

- **Revenue Generation for Golf Clubs:**  
*Are you maximising every possible source of revenue at your club? What options are there? How can I secure new revenue streams for my club? This session provides a long list of ideas and suggestions for revenue generation and tips as to how you can go about securing this for your club*



- **Club Membership Marketing**  
*Why do golfers join clubs? Why do they leave clubs? This session discusses all the techniques to attract and retain golf club members, including the subject of 'flexible' membership. Even when full, how should a Club manage its waiting list, to ensure it remains full and healthy..*
- **Selling the Intangible Benefits of Golf Club Membership**  
*Golfers frequently join clubs for reasons such as prestige, status, social and business enhancement, all 'intangible' benefits of club membership. How can club managers define these extremely valuable benefits of membership at their club and use these to sell more memberships?*
- **Marketing your Golf Club to Visitors**  
*This session gives insight into how a club can maximise revenue from green fee paying visitors, as individuals, groups and corporate events. This session covers defining and delivering the 'visitor experience' and subjects such as 'yield', 'occupancy' and tee-sheet management.*
- **Marketing your Golf Resort to Tourists**  
*Understanding the market for golf tourism and how destinations have become successful in attracting golfers. Whether you own or operate a golf resort hotel, or a golf course in a tourism destination, or you would like to increase tourist traffic to your facility, this session is for you.*
- **Flexible Membership – The do's and don'ts**  
*This is a detailed session on all aspects of 'flexible' membership, packed full of case studies of golf clubs that have increased their business as a result of this modern approach to club membership. The session also includes ideas and solutions for making the change from a 'traditional' membership model to a 'flexible' scheme without affecting the revenue currently generated and pricing strategies.*
- **Communicating the Value of Golf Club Membership**  
*How does a customer define 'value for money' when they consider joining a club, renewing their membership or deciding where to play as a visitor? How can you, as golf club manager, owner or operator, better communicate the value that you offer members and visitors? This session will provide the answers.*

## **Golf Industry Issues**

- **Reversing the trend towards Nomadic Golf**  
*Is the golfer preferring to be a nomad, or are clubs making this happen? Can the trend in recent years be turned around? What are the possible consequences of this trend if the golf industry allows it to continue? What action can be taken by club managers, golf professionals and golfing organisations to stop this trend and move golfers back into club membership?*
- **Change or Die**  
*Encouraging and managing change at a golf club can sometimes be very challenging, as golfers resist changes and prefer to keep the status quo. What is the likely consequence for clubs that do not change? When is it OK to keep traditional behaviour at a club and when is it essential that old habits must be discarded? What is the difference between a tradition and a bad habit at a golf club?*
- **A Personal Overview of the European Golf Industry**  
*After 30 years of working in the golf business, this is a personal view of the industry, with a light-hearted look at all of the various golf organisations, their roles, responsibilities and their relationships with each other. If you are confused by all of the various golf organisations out there, this will give some clarity and insight.*

## **Customer Service**

- **A Complaint is a Gift**  
*One of the most important aspects of customer service is frequently forgotten – how staff should handle complaints from members and visitors. What should a complaints procedure look like? How can a club*



*teach all customer-facing staff and management how to react when the customer is unhappy? How can you turn a negative experience into a positive one for both the customer and the club?*

## **Sales**

- **Sales Techniques for Golf Managers**  
*We know how to take an order, but to convince a customer to make a purchase decision, which in clubs can sometimes be a significant financial commitment, is a skill that can be learned and perfected. This session will cover the top 20 proven sales techniques, with practical tips on how and when to use each of them.*
  
- **Managing the Sales Process at your Golf Club**  
*As the manager, monitoring the sales performance of your team is a vital function, so you can answer the standard questions from the Committee/Owner/Members – “How are we doing?”....”Will we finish the year better or worse than budget?” This session covers simple and practical solutions to setting targets for team members, incentivising team members and monitoring performance against these targets.*

## **Career and Professional Development**

- **Moving into Management**  
*This session is designed for golf professionals, greenkeepers, hospitality managers, students and all aspiring managers, as it offers practical advice and guidance on how to prepare yourself for a senior management position at a golf club.*
  
- **Networking to Your Advantage**  
*You are always meeting people in this industry, and this session will show you how to make the most of your attendance at conferences, exhibitions and other golf industry events.*

## **Personal Case Studies**

- **Nad Al Sheba Club, Dubai**  
*The story of 5 years at the helm of one of the world’s busiest golf clubs. How was the club affected by 9/11 and how did the management team turn the business around to become one of the most profitable clubs in the Middle East.*

***Presentations on all aspects of marketing in the golf industry can be personalised to your members/delegates, to address specific challenges that you may be facing today, or have to overcome in the near future.***

*Please note that all my presentations are my own personal views and opinions, based on relevant published research and over 35 years’ experience in the golf industry in United Kingdom, Europe and the Middle East.*