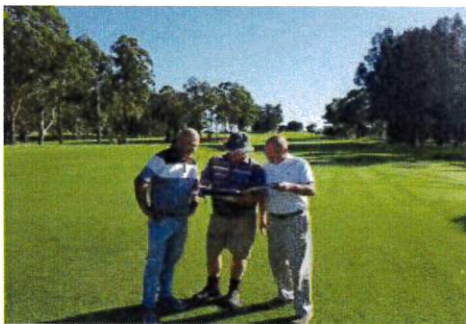




**CABRAMATTA**  
Golf Club

# **BUSINESS PLAN**

## **2021-2022**



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## History:

The original Land Grant of 200 acres was given to Robert Cummings in 1805.

From this area in 1927 Arthur Bull purchased 157 acres and then in 1939 W. Hansford bought 98 acres and constructed a golf course and clubhouse which was leased to the Cabramatta County Golf Club. The club was affiliated with the Metropolitan Golf Association and Sydney Sub District Golf Association. The original course was a par 66 on approximately 78 acres with 20 acres of undeveloped land south at the old 3rd green. A boundary fence ran behind the 3rd green across to the Cabramatta Creek.



During 1946/47 discussions took place with the owners regarding purchasing the property and at the meeting held at the Granville Town Hall it was decided to buy the land at a cost of 16,000 pounds, financed by a loan from the bank of N.S.W and an equal investment by Member Debenture Holders. On 4th March 1947, Cabramatta Golf Club Ltd was formed and incorporated under the companies Act. The property was transferred on the 24th March 1947. This remains the history of the humble beginnings of the Cabramatta Golf Club.

The biggest challenge facing golf is the inclusion of younger players (under 18), and the attrition of these age groups. Retention seems to be the number 1 challenge for any golf club in Australia, and will continue to be.

COVID has assisted with female inclusion and overall increases- but still lacks the overall participation rate increase desired by each club.

Golf in Australia has been played in Australia since 1839, certainly a rich history with overall participation, which builds a passion by those who love the sport.





## Background Information:

Over the 2019-2020 period, the COVID pandemic has certainly effected the financial performance of the last 18 months. Lock downs, hospitality constraints and dining limitations have hampered potential spending and member usage. The Club has been fortunate to weather this period and still be in a strong financial position, with healthy cash reserves poised to assist with future enhancements and development.



The club's membership numbers are consistent with overall NSW and Australia trends- see attached Golf Membership trends for confirmation below.

## Golf Membership Trends:

Whilst rounds played are an indicator of activity at a facility and are one of the pointers to the value being received from membership, for most golf clubs/facilities in Australia, it is membership sales and subscription revenues that are the most important measure, having the largest impact on the profit and loss statement. Golf Australia is thus pleased to provide this follow up report, detailing the insights found regarding membership trends over the 2020 year and the Covid-19 period. As detailed in this report, the opportunity available to the industry is a significant one. With the industry to undoubtedly face increased competition from other less Covid-19 friendly sports in 2021, it will however take an industry wide effort to fully capitalise on the opportunity available. Golf Australia, the PGA, the state golf associations and each facility all have a role to play, with the extent to which we benefit to be determined by the sum of all of the actions undertaken. It stands to reason that with increased knowledge about club participants, better plans can be constructed, including a focus on marketing and member retention initiatives. From this, better facility results can then be generated and overall club health can be improved, with these results all driving improved industry health. Facilities in any establishment can very much be the driver for new membership interest.

Table 1: Number of New Members, YTD October, in State and Region cohorts

State	Location	YTD Oct 2019	YTD Oct 2020	Growth 2020 v 2019	
		# New Members	# New Members	# NewMembers Increase	% # New Members Increase
NSW	Metro	2,436	4,731	2,295	94%
	Regional	4,587	10,551	5,964	130%
	<b>Total</b>	<b>7,023</b>	<b>15,282</b>	<b>8,259</b>	<b>118%</b>
NT	Metro	14	55	41	293%
	Regional	115	298	183	159%
	<b>Total</b>	<b>129</b>	<b>353</b>	<b>224</b>	<b>174%</b>
QLD	Metro	520	1,474	954	183%
	Regional	3,258	6,293	3,035	93%
	<b>Total</b>	<b>3,778</b>	<b>7,767</b>	<b>3,989</b>	<b>106%</b>
SA	Metro	487	1,057	570	117%
	Regional	497	1,461	964	194%
	<b>Total</b>	<b>984</b>	<b>2,518</b>	<b>1,534</b>	<b>156%</b>
TAS	Metro	-	-	-	0%
	Regional	472	1,141	669	142%
	<b>Total</b>	<b>472</b>	<b>1,141</b>	<b>669</b>	<b>142%</b>
VIC	Metro	1,270	2,369	1,099	87%
	Regional	3,740	10,035	6,295	168%
	<b>Total</b>	<b>5,010</b>	<b>12,404</b>	<b>7,394</b>	<b>148%</b>
WA	Metro	540	1,364	824	153%
	Regional	1,028	2,111	1,083	105%
	<b>Total</b>	<b>1,568</b>	<b>3,475</b>	<b>1,907</b>	<b>122%</b>
<b>Total</b>	<b>Metro</b>	<b>5,257</b>	<b>11,050</b>	<b>5,793</b>	<b>110%</b>
	<b>Regional</b>	<b>13,677</b>	<b>31,890</b>	<b>18,193</b>	<b>133%</b>
	<b>Total</b>	<b>18,934</b>	<b>42,940</b>	<b>23,976</b>	<b>126%</b>

## YTD 2020 Results

Examining the GOLFLink database, there has been near 41,000 new GOLFLink records created in the 10 months to the end of October 2020. For comparison purposes, in 2019 approximately 19,000 new records were created over the same 10-month period, a growth rate of 126%. The same trend has continued in 2021 (YTD May).

## Club Type - Traditional

New Club member demand is evident in both traditional clubs/facilities and in non-course based social clubs.

The YTD outcomes achieved by the traditional segment are well in advance of same period 2019 results, growing by 120%. Should growth continue at the same average monthly pace over the next two months, annual growth in new member demand is forecast to grow by 114% over 2020.

2021 will see the trend continue but certainly effected by the Jan- March results.

## Club Type – Social

In recent years, growth in social club member numbers have played a large role in the overall outcomes achieved in membership demand. The YTD outcomes achieved by this segment are still well in advance of YTD 2019 results, growing by 194%. The Social club segment is on track to record its largest one-year increase, with growth to reach 175% for the year over 2019/ 2020.

Table 2: New Member Demand by Club Type

Total New	% Growth over 2019				
	YTD Oct 2019	YTD Oct 2020	2020 Forecast	YTD	Forecast
Traditional	17,303	38,049	45,659	120%	114%
Social	1,661	4,891	5,869	194%	175%
<b>Total</b>	<b>18,964</b>	<b>42,940</b>	<b>51,528</b>	<b>126%</b>	<b>120%</b>
<b>Total New % Mix</b>					
Traditional	91%	89%	89%		
Social	9%	11%	11%		

Note: Forecasts are based on proportional addition of new members for the months November and December

## Gender:

Analysis of GOLFLink data indicates that new member demand in 2020 has been greater within the male cohort, growing by 141% over YTD 2019 results, double the female growth of 59%. It is clear that the appeal of club membership has been greater for males than females over the pandemic period. As a result, the new member demand mix is one that is more skewed to male golfers, reflecting 88% of new demand versus 83% of new demand in 2019. The trend in 2020 has continued with the same %'s reflective in each gender. COVID has also certainly brought more females to the golf courses.

Table 3: New Member Demand by Gender

Total New	% Growth over 2019				
	YTD Oct 2019	YTD Oct 2020	2020 Forecast	YTD	Forecast
Female	3,307	5,265	6,318	59%	57%
Male	15,657	37,675	45,210	141%	133%
<b>Total</b>	<b>18,964</b>	<b>42,940</b>	<b>51,528</b>	<b>126%</b>	<b>120%</b>
<b>Total New % Mix</b>					
Female	17%	12%	12%		
Male	83%	88%	88%		

Note: Forecasts are based on proportional addition of new members for the months November and December



## Female Demand by Age

Chart 2 summarises the monthly outcomes achieved within female demand, split into three age cohorts. The majority of female growth (56%) has come from the 50-89 category, with the 30-49 category accounting for 26% of YTD growth. With the 50-89 category accounting for 91% of total female demand, it is apparent that new females to golf clubs/ facilities have been largely drawn from its traditional base.

Whilst fewer in absolute number, the above historical share/growth achieved in the 30-49 cohort (12% of demand, 26% of growth) needs highlighting, with such growth being important to help increase the appeal of golf and golf club membership to younger females.

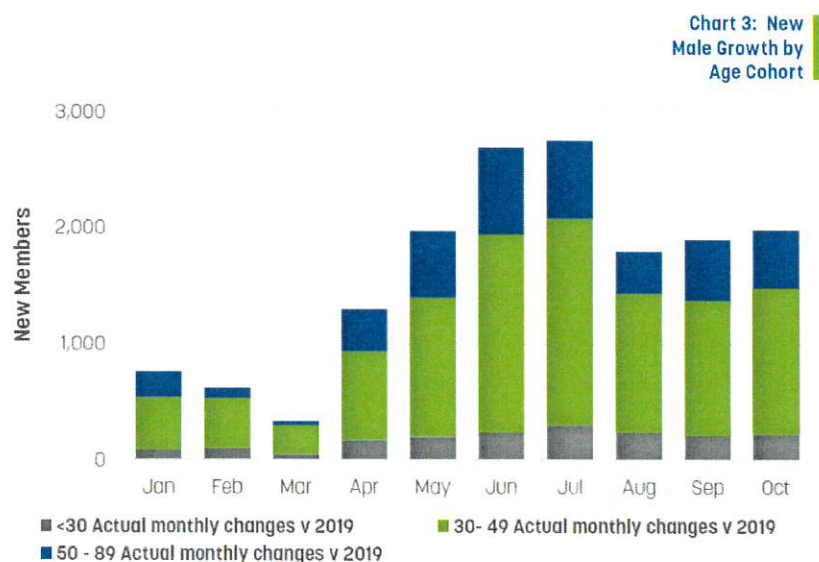


## Male Demand by Age

Chart 3 summarises the monthly outcomes achieved within male demand, also split into three main age cohorts. Opposite to female outcomes, the majority of male growth (75%) has come from the <30 and 30-49 categories (39% and 35% respectively), with the 50-89 category accounting for 25% of YTD growth.

With the <30 and 30-49 categories accounting for 33% of total male demand, it is apparent that new males to golf clubs/facilities have been largely drawn from a cohort that have historically had less formal engagement. The above historical share/growth achieved also needs highlighting as it too is important to help increase the appeal of golf club membership to younger males.

The YTD new demand mix by gender compared to 2019 is illustrated in Chart 4.



## SWOT Analysis:

Our SWOT analysis identifies what we are good at, what we can do better, as well as the things which may have a positive or negative impact on our club. These are our Club's SWOT Analysis Results which includes the input from the Members Survey & general feedback from Staff and Members.



<b>STRENGTHS:</b> Current membership numbers Member loyalty Club reputation Staff experience & retention Challenging course Clubhouse facilities Friendly & welcoming club Course layout & condition Value for money	<b>WEAKNESSES:</b> Member limitations Lack of female involvement Social media presence Clubhouse hiring opportunities Car parking limitation Current storage of buggies Range of Pro-shop products Community input
<b>OPPORTUNITIES:</b> Affiliations with other sporting clubs Female participation Possible new member classifications Corporate sponsorships / partnerships Utilisation of club house Visitor incentives Twilight round times Planned Capital investment – refurbishments Marketing to a younger profile Casual food offering Price point on Pro-shop products General Branding of Club Promoting Health from Golf participation Member communication	<b>THREATS:</b> Other promoted sports within region Promotion of other sports in schools Aging population COVID effects Promotion of surrounding Golf Clubs Perception of Golf Discounts in other sports offerings Support from Governing Body & local council

The Opportunities and Weaknesses will feature in our strategic plan for further action.



## Recent Club Trends & Feedback:



The following club trends have been noted and relayed to management, which are worth noting in regards to other focuses in our strategic plan. There are also some financial and business attributes listed as well.

- Membership has remained consistent – with loyal members
- Limitation on current member types
- Feedback on food offering was communicated in early 2021, and acted upon
- Range of beverages has been expanded
- Strong financial position
- Course structure feedback has been positive
- Sponsorships and engagement have opportunities
- Despite COVID, performance has been good
- Expenditure has been well controlled
- Positive feedback from corporate events
- Google rating of 4.4 stars – with 225 reviews
- Facebook ratings – 5 star – with 102 reviews
- Currently rated 88 best golf club in Australia- from top 100 list





# Mission, Purpose and Vision



## Our Mission

**"To be the premier golfing facility throughout the South West district, where members can enjoy their golfing and social experiences."**

*Definition: Our mission statement mentions our desire to be the premier golfing facility throughout the South West region- and in the required areas we intend to achieve this. It also highlights the importance of including both the "On and Off" the golf course experiences.*



## Our Purpose

**"To provide facilities to our members which exceed their expectations both on and off the golf course."**

*Definition: Our purpose states our intentions to exceed expectations of our members – mentioning both the on golf course perspective and the facilities provided by our club -off the golf course. Our purpose states the intention of what the management and staff need to focus on.*

## Our Vision

**"We will strive to accomplish overall member satisfaction by engaging, listening, and acting upon the priorities & feedback- to ensure that together we all achieve greatness."**

*Definition: Our Vision encapsulates the need for us to act upon general member feedback whilst achieving greatness in our reputation and execution. The vision also draws upon the engagement with members and acting upon feedback and concerns.*

### Our Mission

- "To be the premier golfing facility throughout the South West district, where members can enjoy their golfing and social experiences."

### Our Purpose

- "To provide facilities to our members which exceed their expectations both on and off the golf course."

### Our Vision

- We will strive to accomplish overall member satisfaction by engaging, listening, and acting upon the priorities & feedback- to ensure that together we all achieve greatness."

## OUR VALUES:

Our values are the set of guiding principles and fundamental beliefs that help us function together as a team and work toward common goals.

**G** – Give back to our members and community

**O** – Own our actions and take responsibility

**L** - Live by honesty, integrity & respect

**F** – Focus on doing our best to achieve success & best outcomes



## Our strategic pillars are:

### 1. Leadership, Management & Governance:

Establish a unified governance structure which aligns the Board, Management & Members



### 2. Club, Course & Facilities:

Enhance current facilities to ensure they are always modern and fresh- whilst addressing the needs of our members.



### 3. Member Engagement & Participation:

Make golf easier for all surrounding residents to access, learn and play



### 4. Women and Girls:

Lead the transformation of golf for women and girls



### 5. Community & Trust Bank:

Showcase and promote our game across all levels of the sport whilst being a strongly regarded citizen within the community.





# Strategic Pillars Outline

## Leadership, Management & Governance

- Ensure member feedback is presented to board meetings
- Greater engagement of Directors and GM to local communities
- Invite legal/ accountant to board meeting for external feedback
- Look at training staff to conduct management responsibilities
- Club captain to represent club at external events / functions
- Structured Board meetings to evaluate opportunities
- Board input into 3 year projected Capital Expenditure
- Investment fund to look at 3 year plan.
- Invite of a senior Golf Australia official to a board meeting to discuss overall strategic plan of GA.

## Club, Course & Facilities

- Ensure course is continuously looking at its best
- To continue the improvement of food offering in both value and price
- Involvement of Pro-golfers for course evolution
- review member amenities such as toilets, dressing rooms, and Pro-shop
- Expand of retail offering in Pro-shop
- External facilities to be upgraded with a budget projection
- Encourage more corporate sponsorship & signage to build on revenue
- Expand on club branded merchandise
- Look at Solar opportunities to minimise power consumption
- Buggy investment ongoing

## Member Engagement & Participation

- Host a member forum by an external party to gain feedback
- Set up a suggestion box and email address - member feedback@
- Offer members online purchasing through website with discount
- Engage with members on club feedback / survey after round/ attendance
- "What's new, What's Happening" area to post details on club events.
- Look at food offering external of club to capitalise on revenue opportunities
- Reward 20, 25 + membership milestones
- Member testimonials to be used on social media
- Member Sponsorship wall
- Review Membership limits and numbers to capitalise of opportunities
- Review annual fees

## Women & Girls

- Align with 2-4 girls schools for the offer of afternoon sport - as well as a \$20 off voucher to promote the game
- Discount 4 month membership for girls 11-18 years of age, to encourage a "trial" period.
- Use women in marketing and branding
- Testimonials on website and social media from female members
- Hold a "Free" intro to Golf - for under 18's.
- Reward Female loyalty with club merchandise
- Dedicated investment into Grassroots - focusing on females under 18's.

## Community & Trustbank

- Offer 4 x 6 month memberships for community leaders
- Use community/ leaders in marketing / branding
- Form alliances with community public figure heads
- Encourage community groups to use club facilities
- Align with 4 local charities
- Notify members of charity alignment to assist charity with assistance
- Host School Golf tournaments
- Club alignments to be noted in club for all members to be a part of
- Local charities to feature in member communication