

## **Nordic Meeting 2017-09-11**

Helsinki Golf Club, Helsinki, Finland

*Att: Staffan, Oli-Pekka, Mathias, Jörgen, Arne, Thomas, Torbjörn*

Staffan and Oli-Pekka Welcomed everyone.

- Information about the location, oldest golf club in Finland.

### **FINLAND**

50 golf clubs in the region. 150 in total. Turbulent year in the golf industry. Situation is not that good. The usual model is that you buy a golf share to become a member. Shareholding company – members own a part of the company.

The economy in Finland hasn't been that good. People not committed in clubs. The amount of rounds is stable. But the shares go down – less people want to buy shares. Even the more prestigious clubs struggle.

145 000 registered golfers. 2/3 own a share.

Every strategy looked the same over whole Golf-Finland! More profiling the last couple of years. Looking more into Sweden right now. Different management models.

Still people are playing golf! No bankruptcy (Yet). The big difference is between the south of Finland and Helsinki – more loyal to the “one course – in one town”. The more north you go the season shortens.

### **FGMA**

Manager organisation.

New manager and president of the Finnish Golf Federation. A change will come, but it has not been visible yet. From the FGMA perspective, waiting to see what will happen.

Was supposed to hire a full-time employee together with the owners association. Pushed the employment decision until the end of the year. Too many uncertain things right now.

150 managers. Almost everyone is a member! 99 %!

50-60 other members (office workers). Head Greenkeepers – growing a lot! 250-60 members as we speak. Too many organisations..... Trying to bring people together. Under the same umbrella.

The organisation is now more about education than before, when too often it was only about to meet and “drink beer”.

Andrea is on maternity leave, the organisation uses the administrator for the owners association + Esa (presidents) office staff.

Everything is growing – the need for multiple seminars at education and an employee!

Interest from members are outsourcing, management. A group wants to do more – international etc. Others want to go and discuss different topics.

Lately a lot of people hired as managers comes from other businesses than golf. Bankers, financial workers. Key hirings has come from the outside.

## **NORWAY**

A lot of young managers come into the industry – and then leave 2 years later. Mathias is one of the youngest. Arne is retired, but still president of GAF Norway.

180 golf clubs. 17 holes with 6 holes, 89 9 holes, 63 courses with 18/18 + holes.  
95 000 memberships. (124 000 at most). 550 members/club. Women – below 25 %. 4 th biggest Federation in Norway.

Financial standing for the golf clubs are still very tough. (for ten years going)

NGF has a financial challenge.

30-40 % have employed administrative staff.

32 of 60 clubs do not have the same managers as 24 months ago.

Current issue Board-Manager!

Too many employes in NGF.

Too many holes/too few players.

NGF is not always walking in the same direction as the clubs.

### **GAF Norway**

No administration – not too active.

Recruitment to the board is tough. Same managers in the Golf Course Owners association as in GAF. Also with the same focus. Turnover 15 000 Euro.

PGA, NGA, FNG and GAF have established a meeting point together.

Bachelors degree in PGA! Administration and golf training.

Going for a future House of Golf.

Interested in a secretary for both GAF and FNG.

Biannual congress in November. A big issue is the greenfee-agreement.

## **Denmark**

Not much information about golf in Denmark, mainly because Jörgen don't get the info yet to GAF.

### **GAF Denmark**

1 half-time employee in Jörgen.

Have members from 2/3 of all clubs in Denmark. 107 members clubs out of 158.

It is all about cooperation and there have been little of it between DGU and GAF, but improving. Jörgen lost his boss – Kjeld – and the Board have been very invisible since. Working a lot on his own.

Education – working with Klaus Frejo, a programme for managers that works well. There are also courses for secretaries.

GAF try to be visible with newsletters to all golf clubs and also offer courses for all clubs with discounts for GAF members. They startet the Golf Manager of the year and also the Golf secretary of the year.

They have printed a pamphlet for new and potential members. Also working with both the DGU magazine and the DGA magazine.

Essential wwith knowledge sharing in a Facebook group, on the website, regional meetings and in the newsletter. They are looking at a central purchasing format together with the DGU. GAF can offer markering sponsorship.

A lout of networking activities with “Brokampen” with GAF Sweden. Yearly conference, yearly GAF Championships, regional meetings and also visits at clubs + network meetings.

Talking about sponsors they have three categories:

Partner, Sponsor and Exhibitor. 10 000 Dkr and 5 000 Dkr. 7 partners, 8 sponsors and 4 exhibitors in 2017.

A plus membership with connection to CMAE works for almost all members. Maybe in 2018 they only have one category.

Now it is important to visit the members – and also visit the non-members.

## **Sweden**

A good year for golf in Sweden. More licensed players. 461 golf clubs, 480 000 licensed members. But as we see some clubs having a good business model, there are also many struggling. Golf Federation about 67 employees with 7 club advisors. A project currently very “hot” is vision 50/50 working for more equality in the clubs. And also “Golfnyttan I samhället” that appeal to politicians and see what good things golf create for the society.

## **GAF Sweden**

2 full-time employees in Torbjörn and John.

Torbjörn will quit in the middle of October to start as the new Director of Education for CMAE (Club Manager Association of Europe). A recruitment add is out and hopefully a new person will be in the office late 2017 or early 2018.

Almost 700 members 2017 and out of them are 46 plus members and 50 supportive members.

Turnover will be close to 450 000 Euro.

A big issue right now is the Working environment! 20 % of the full time employees at the clubhouse at Swedish golf clubs leave their job every year!

Released a new website late in August. More static, focus on education and activities more than news.

Head partner is the Swedish Golf Federation together with their sponsors who wants to sell their products to the clubs – through GAF! Then GAF have 10 direct partners who pay 70 000 SEK.

2 National Education conferences every year that is three days. This year focus on Business Development.

Education model:

GUA – 3 days (basic education). HUA – 6 days (higher education). FUA 3-6 days (Continuous education). GKCU – Golf Club Managers Education – 18 months, 27 physical days with IHM Business School.

### Content among many others

GUA – Service 1.0 (What is Service) : - GIT (person/club)

HUA – Service 2.0 (Conflicts) : - GIT (reports)

GKCU – Service management : Key figures / Price strategy

FUA – Different.....

EXTRA: Social Media, Leadership, Kickoff, GIT, Time Management etc (on demand)

Club manager of the year has really been successful. Over 200 nominations each year and a travel cheque for 25 000 sek to the winner.

A new deal with Acushnet (Footjoy) made a clothing line possible. Members can buy 5 clothes with GAF logo on the sleeve.

Two foundations (Jimmy Grön & John Deere) give bursaries to members who wants to attend the education days as well as educations in Sweden and abroad.

We also perform enquiries: salary, key figures and working envorinment. And hava purchasing guide for our members.

Networking activities include GAF Denmark, Ireland and GCMA (Great Britain).

But the biggest challenge right now is the recruitment of a new manager at GAF.

## **Other subjects**

### ***What can we do to help the shorten the bridge between Board – Manager??***

- There is a Knowledge-gap
- Look at it like a threat – instead as the possibility of

Local laws / Legislation – Corporate Law. Important to have the list of responsibilities. We are there to help, assist. If everyone is happy – golf will grow.

Talk a lot about how we can help each other.

### ***Education.***

Norway 2x2 days. Then 1 ½ years.

FGMA – New institution

Denmark – Working with Klaus Frejo.

MDP

Torbjörn informed about the whole pathway of MDP to CCM. Decision to try to offer the MDP Strategy & Leadership in Sweden. We need 3-5 people from each country.

MDP – 9-13<sup>th</sup> April, Stockholm – Sweden.

### **Next meeting 2018**

June -18 (or late September). Norway responsible for deciding the place and dates and will send suggestions to all other countries. Perhaps invite Iceland next year?!

/Torbjörn Johansson, Writing the minutes