

**2007 CMAA World Conference**  
**“Membership Marketing: Recruitment & Retention”**

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**MEMBERSHIP MARKETING**

- ~ ***SOCIETY HAS CHANGED!!***
  - ~ **COMPETITION HAS BECOME MORE SOPHISTICATED WHILE THE PRIVATE CLUB INDUSTRY HAS NOT.**
  - ~ **MEMBERS USE TO SPEND 70-80% OF DISCRETIONARY TIME AND INCOME AT THEIR CLUBS...THIS IS NOT THE CASE TODAY.**
  - ~ **THERE ARE MANY MORE CHOICES TODAY WHEN DECIDING WHERE WE EAT, MEET, SOCIALIZE AND GOLF.**



## **MEMBERSHIP MARKETING**

**~ PRIVATE CLUBS LOSE 6-8% OF THEIR MEMBERS EACH YEAR**

- ~ DEATH**
- ~ HEALTH**
- ~ JOB TRANSFER/RELOCATION**
- ~ FINANCES**

**YOU CANNOT CONTROL THESE FACTORS.**

**THE REALITY IS THAT CLUBS ARE IN THE MEMBERSHIP REPLACEMENT BUSINESS!**

**LIKE IT OR NOT, CLUBS MUST REALIZE THEY ARE IN COMPETITION WITH EXTERNAL ENTITIES.**



## **MEMBERSHIP MARKETING & RETENTION**

**~ THE THREE TENETS THAT MUST BE FOLLOWED TO BE SUCCESSFUL!**

- ~ FRIENDSHIP**
- ~ EXCLUSIVITY**
- ~ VALUE**



## **MEMBERSHIP RETENTION**

***~ EVERYONE IS GOING TO "BARE BONES"  
BUDGETS WHEN THEY SHOULD BE  
EXPANDING SERVICES AND AMENITIES.***

- ~ CHANGE***
- ~ COURAGE***
- ~ GRACIOUS***
- ~ PASSION***



## **MEMBERSHIP RETENTION**

***~ MOVE WELL BEYOND TRADITIONAL  
OFFERINGS! THINK "OUTSIDE THE BOX".***  
( Golf Course, Tennis Courts, Swimming Pool, Clubhouse & Social Activities)

- ~ BUSINESS CENTER***
- ~ ATM MACHINE***
- ~ AUTO DETAILING***
- ~ FITNESS CENTERS***
- ~ MASSAGE AND SPA SERVICES***
- ~ RECIPROCAL RELATIONSHIPS***
- ~ CONCIERGE SERVICES***
- ~ CHILD CARE***
- ~ DRY CLEANING***
- ~ UPS/FED EX/USPS SERVICES***



## **MEMBERSHIP MARKETING**

### ***~ OPTIMUM MEMBERSHIP CLASSIFICATIONS***

- ~ SINGLE/INDIVIDUAL MEMBERSHIPS - YES**
- ~ SENIOR MEMBERSHIPS – BE CAREFUL**
- ~ WEEKDAY MEMBERSHIPS - YES**
- ~ COPORATE MEMBERSHIPS – TAX ISSUES**
- ~ AFFORDABLE SOCIAL/DINING MEMBERSHIPS - YES**



## **MEMBERSHIP MARKETING**

### ***~ AVERAGE AGE IS 61 YEARS.... TOO MANY RAISINS AND NOT ENOUGH GRAPES.***

- ~ YOUNG EXECUTIVE/PROFESSIONAL MEMBERS  
OPTMUM AGE GROUPS:  
TWO TIERS: AGE 21 – 30  
                  AGE 31 – 35**
- ~ INITIATION FEE AND DUES CONCESSIONS.**
- ~ ACTIVITIES AND EVENTS THAT CATER TO  
YOUNG FAMILIES.**
- ~ COMPETING FOR THEIR TIME; YOUNG FAMILIES  
ARE BUSY WITH EVENTS CENTERED AROUND  
THEIR CHILDREN.**
- ~ CASUAL IS “IN”, SO WHY NO JEANS ALLOWED?**



## **MEMBERSHIP MARKETING**

### ***~ DESIGNING THE PERFECT MARKETING INITIATIVE.***

- ~ DON'T DESIGN AN INITIATIVE THAT MAKES YOU HAPPY.**
- ~ THERE IS NO "EASY" BUTTON.**
- ~ DECISIONS CAN'T BE MADE ON EMOTION AND EGO.**
- ~ WHAT ARE YOU TRYING TO ACCOMPLISH?**
- ~ MEMBERS MUST BE GIVEN THE PROPER TOOLS TO MAKE THE PROCESS ENJOYABLE AND SUCCESSFUL: AN ADEQUATE REWARD PACKAGE IS A MUST. DON'T BE CHEAP!**



### ***~ TIMING***

- ~ URGENCY: MUST HAVE A START AND END DATE.**
- ~ OPEN ENDED MARKETING INITIATIVES OFTEN FAIL.**

### ***~ PACKAGING***

- ~ MAINTAIN THE STANDARD AND QUALITY OF YOUR CLUB.**
- ~ MEMBERS WILL BE PROUD AND TAKE OWNERSHIP IF PACKAGED PROPERLY.**
- ~ MESSAGE MUST BE SIMPLE, CONCISE AND UNDERSTANDABLE.**

### ***~ IMPLEMENTATION***

- ~ MUST HAVE SUPPORT OF BOARD, MANAGEMENT TEAM AND STAFF.**
- ~ "CREATE AND EVENT"**
- ~ WHAT IS THE PROPER DELIVERY SYSTEM?**



## **MEMBERSHIP MARKETING & RETENTION**

### **~ THE MEMBERSHIP DIRECTOR!!!**

*(Member Services Director)*

- ~ **THEORY VS. REALITY**
- ~ **MORE LIKE A CONCIERGE**
- ~ **INTERNAL & EXTERNAL MARKETING**
- ~ **VOICE – FACE – ATTITUDE OF THE CLUB**
- ~ **PEOPLE/COMMUNICATION SKILLS**
- ~ **HUGGING ALLOWED!**

