



NGCOA



Pulling Back the Layers: Identifying the Internal Issues Holding Back Your Business

Michael O'Donnell, PGA of America
Jim Remy, VP/General Manager, Okemo Golf Division

Presenting Sponsors:



NATIONAL GOLF COURSE OWNERS ASSOCIATION



NGCOA



The Value of Research

- The overall thinking for owners and operators is that no-one knows their operations / course / customers and members better than management!
- Because of this thinking – many feel bringing in outside help is not needed.....

- “ We hear valuable information all the time”
We know what is going on. We speak to these folks all the time!
- Fact is that guests / members are more likely to share important and very valuable information in a non-evasive format compared to just those casual conversations. You will what they really think!

- We have done member surveys and questionnaires in the past with limited success.
- Fact is that most self-generated surveys deliver poor results due to the fact that the questions are created around strengths and foregone conclusions compared to asking the hard questions.

- What I found was that it was very important...
- To work with a company who has products designed for clubs. I used Great Blue Research and was part of the process the entire way. This is very important!
- The result was the GB Fairways product gave my staff great insights. The consumer will tell more than they have ever told you before!

Step 1

- Working with a company like Great Blue Research was only the Step 1..... It was the beginning of the process.
- It was easy, painless and really open my eyes to a new way of communication with my customers.
- From the moment I received the results I knew that I have been missing something.

Step 2

- Work with your staff to understand the data.
- Review it in detail and discuss with staff and management.
- Develop a plan of action around different departments.
- Share results with all staff not just management. Make sure to address those success that appear in the results!

Step 3

- Communicate results back to your customers and membership. Don't be afraid to share....
- Let them know “you heard them” from the survey and provide a road map for improvement.
- You may not be able to make all changes (due to costs) but important to address them and develop both short and long term plans.

Step 4

- Benchmark and compare year to year.
- Plan for a follow up one year later.
- Compare results and evaluate successes.
- Celebrate your successes.
- Continue to develop plans to address old and new concerns.
- Communicate – Communicate - Communicate