



# **MONIFIETH GOLF LINKS Ltd.**

## **BUSINESS Strategy**

**For the period 2017-2020**

***This plan has been created by: The Business Plan Sub Committee***

## VERSION RECORD

<b>Version</b>	<b>Date</b>	<b>People</b>
V1.0	25 April 2017	Jack Hutcheon
V1.1	11 June 2017	Mark Armstrong
V1.2	22 June 2017	Finance sub-committee
V1.3	11 September 2017	Aileen Hunter
V1.4	13 October 2017	Business Plan Sub Committee

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## INTRODUCTION

- ***A brief, relevant history and summary of Monifieth Golf Links (MGL)***

**MGL** was created in 2009 although a Council of Management have administered the Links since 1898. However the first club at Monifieth (the Panmure Club now located at Barry was formed in 1845). A 9 hole course was laid out that year on land leased from the Earl of Dalhousie and extended to 18 holes in 1880. As additional land was acquired the Medal course was lengthened and by 1930 the Ashludie course was constructed with 18 holes. The current organisation consists of representatives of Monifieth GC, Broughty GC, Ladies Panmure GC, Grange GC, Angus Council and an employed Managing Secretary and Head Greenkeeper.

- ***The legal status of MGL***

A company limited by guarantee and not having a share capital.

- ***Do we view MGL as a business?***

Yes. We are a non-profit making business that employs staff, owns and rents property.

We need to generate operating surpluses that can be injected back into **MGL** in the form of capital investment to maintain our position as a leading provider of superior golf courses in the area.

- ***What is our Business Plan designed to achieve?***

1. An excellent member experience that makes us the automatic choice of those seeking to play golf in the surrounding area.

2. Continuing development of facilities and services to the latest standards in order to attract and retain members.

3. Longer term, sustainable planning goals that successive committees develop on an ongoing basis.

4. A strategic business development direction that will inform marketing and advertising activity

5. Diversification of revenue streams to maintain growth.

- ***What time frame is this Business Plan based upon?***

Rolling 3-5 years detailed plan with the possibility of up to 10 years if required for major individual specific objectives.

- ***How have and how will we engage our membership in the Business Planning Process?***
  1. Demonstrate the value placed on members' needs and expectations by generating action plans based on feedback gained via Forums, Satisfaction Surveys and Ad-hoc feedback received by Managing Secretary and Board members.
  2. Communicate progress to members via online weekly Newsletters, Notice Boards and Club Reps.
  3. Have the Business Plan as Agenda item at each AGM and Monthly Directors' meetings.
  
- ***How will the plan be shared?***
  1. The Business Plan Sub Committee will present the plan to the Directors, then to the Members.
  2. Short Summary on website with a link to full plan
  3. Updates via **MGL** Newsletters and Directors' reports.
  
- ***Who will be reading this plan?***
  1. PRIMARY READERS: Directors, Secretary and Head Greenkeeper.
  2. SECONDARY READERS: All members, all staff, prospective members and potential visitors.

## SITUATIONAL ANALYSIS

Understanding **MGL's** current situation is an important part to help plan its future. By understanding these exercises we understand where **MGL** is and what direction we should be heading in.

### SWOT Analysis

Our SWOT analysis is designed to identify 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 organisation. Below is our **MGL** SWOT analysis which includes input from our members' forum, satisfaction survey and our own Marketing Group.

#### Membership SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• 2 challenging but playable courses</li> <li>• All year round golf</li> <li>• Courses in great condition</li> <li>• Lots of free time</li> <li>• Buggies readily available</li> <li>• Flat courses</li> <li>• Decent size practice ground</li> <li>• Friendly service</li> <li>• Reciprocal agreements with other courses</li> <li>• Unlimited members' guests</li> <li>• Website &amp; improving communication</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Some weekend morning and Wednesday Medal timeslots over subscribed</li> <li>• Practice ground is remote</li> <li>• Fragmented/lack of facilities – takes more work to appear “joined up”</li> <li>• Lack of facilities for links only members</li> <li>• Golfers stick to their own groups making it difficult for new members to integrate</li> <li>• Slow play</li> <li>• Few opportunities for MGL controlled competitive golf</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Active senior participation - attract older members</li> <li>• Bring in more ‘new to golf’ members</li> <li>• Past members/current members as advocates</li> <li>• Great deals for country/overseas members</li> <li>• Caravan parks nearby</li> <li>• New housing being developed locally</li> <li>• Other courses/clubs failing</li> <li>• Collaborative approach benefits (from clubs and pro)</li> <li>• Golf in the city (Dundee)</li> <li>• Scottish Golf Show</li> <li>• Diminishing loyalty to one club</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Complacency</li> <li>• Viability of clubs</li> <li>• Competition from other local courses</li> <li>• Falling numbers of golfers generally (ageing membership and lack of juniors, young adults and 30-retirement members)</li> <li>• Trend for nomadic golfing continues</li> <li>• Reliance on third parties (clubs/pro)</li> <li>• Resistance to change by key partners (clubs)</li> </ul>

## Visitor SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Traditional links</li> <li>• 2 challenging but playable links courses which are in excellent condition</li> <li>• All year round golf</li> <li>• Heritage (11<sup>th</sup> oldest course in Scotland?)</li> <li>• 1<sup>st</sup> open qualifying course Seve played on</li> <li>• Jean Van de Velde</li> <li>• Ian Hutcheon</li> <li>• Location (near Carnoustie &amp; St Andrews)</li> <li>• Buggies/Caddies</li> <li>• Availability of times (we are not full!)</li> <li>• Website</li> <li>• Friendly service</li> <li>• Proximity of off course facilities</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Club opening hours</li> <li>• Poor changing and shower facilities</li> <li>• Fragmented offering</li> <li>• Unavailability of Wednesday and weekend morning times</li> <li>• Practice area location/lack of driving range</li> <li>• Cannot attract international tours on our own</li> <li>• Perceived limited quality local accommodation for overseas stay and play</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Members as ambassadors for large parties/special guests</li> <li>• Development of tour operator business</li> <li>• Development of nomadic golfer trade</li> <li>• Upcoming events (2018 Open, 2017 British Ladies Open, V &amp; A opening)</li> <li>• Members to act as advocates as they visit other clubs e.g. leave leaflets/cards</li> <li>• Local hotels, guest houses, caravan park</li> <li>• Scottish Golf Show</li> <li>• Carnoustie Country</li> <li>• Increased accommodation infrastructure on back of Dundee waterfront development</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Club opening hours</li> <li>• Lack of facilities</li> <li>• Reliance on 3<sup>rd</sup> parties (clubs/pros)</li> <li>• Other courses (competition for same trade)</li> <li>• Complacency</li> <li>• Knock-on effect of declining membership to product offering</li> </ul>

## MORE OF/LESS OF

Every Club/Links has things that they would like more of, and things that they would like less of. This is our **MGL** list

<b>More of</b>	<b>Less of</b>
<ul style="list-style-type: none"><li>• Members in the 20-50 years age range</li><li>• Juniors coming through as long term members</li><li>• Visiting parties, ideally at quiet times</li><li>• Professional marketing of club based on business requirements</li><li>• Tie-in with other clubs/organisations</li><li>• Members playing in competitions</li><li>• Income generation via other revenue streams</li></ul>	<ul style="list-style-type: none"><li>• Resistance to change</li><li>• Under usage of facilities</li><li>• Trivial and petty rules</li><li>• Objections to modernisation</li><li>• Whingeing through no official channels</li><li>• Slow play</li></ul>

## **Competitors Analysis**

The market competition that **MGL** faces is much more than just other Links/Golf Clubs. Here is the competition we have identified in our **MGL** market place:

<p><b>Direct Competitors/Rivals</b></p> <ul style="list-style-type: none"><li>• Other Links/Golf Clubs - within 10 miles of Monifieth for members/45 min travel for visitors</li><li>• 10 driving ranges within 30 miles</li><li>• 18 leisure centres within 30 miles</li><li>• Other sports/multi sports clubs</li></ul>	<p><b>New Entrants</b></p> <ul style="list-style-type: none"><li>• Any other leisure time opportunity for individuals and families</li></ul>
<p><b>Customer Bargaining Power</b></p> <ul style="list-style-type: none"><li>• Deals offered by other clubs</li><li>• Groupon/Bunkered etc</li><li>• Large group joining together</li><li>• Pay to play available</li></ul>	<p><b>Threat of Substitutes</b></p> <ul style="list-style-type: none"><li>• Indoor sports/Leisure Centre</li><li>• Cheap golfing holidays</li></ul>



## PEST Analysis

Our PEST Analysis helps us understand the external factors which impact upon **MGL**. These fall into 4 different areas:

<p style="text-align: center;"><b>Political</b></p> <ul style="list-style-type: none"> <li>• Disability Legislation</li> <li>• Historic Scotland</li> <li>• Health and Safety</li> <li>• Environmental Health</li> <li>• Clean Air Act</li> <li>• SEPA</li> <li>• Availability of Grants</li> <li>• Possible IndyRef 2</li> <li>• Brexit</li> <li>• Angus Council as landowner</li> </ul>	<p style="text-align: center;"><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Recession/Austerity</li> <li>• Some older members with more disposable income</li> <li>• The need to have value for money</li> <li>• Carnoustie Country</li> </ul>
<p style="text-align: center;"><b>Social</b></p> <ul style="list-style-type: none"> <li>• Shared domestic responsibilities</li> <li>• Increase of family inclusive activities</li> <li>• Limited time for sport</li> <li>• Changing attitude to membership of any club – i.e. expect to pay and play</li> <li>• Changing attitudes to volunteering/getting involved</li> </ul>	<p style="text-align: center;"><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Social Media</li> <li>• Apps</li> <li>• Internet Booking</li> <li>• Quality of Web presence and overall digital experience</li> <li>• Marketing Initiatives</li> </ul>

## Financial Analysis

To get an understanding of **MGL's** financial situation we have completed a Financial Analysis. Using this information we have identified a number of noteworthy recent financial trends at **MGL**:

<b>Recent Financial Trends at MGL</b>
---------------------------------------

1	Decreasing club membership income stream
2	Reducing wage costs linked to restructure
3	Increasing links only ticket holders
4	Increasing level of visitors income
5	Payback from Electricity generation
6	Improved control over running costs

We define the following financial targets that **MGL** must achieve as part of this plan

<b>Future Financial Targets for MGL</b>	
1	Sustain current membership income level
2	Overall increase in visitor income (10 year goal is to achieve 50/50 members/visitor income levels)
3	Value for money running costs where we achieve a justified return on investment

## SECTION 2: WHERE ARE WE GOING?

### Purpose

We have chosen the words that featured most prominently in our Situational Analysis to create a statement of why **MGL** exists. Our **MGL** Purpose is:

***“Monifieth Golf Links’ purpose is to offer all year friendly golf on 2 excellent flat traditional links courses that are challenging but playable regardless of your ability. Our courses will not disappoint.***

### MGL CORE AREAS

With our **MGL** Purpose at the centre of everything we do, we have identified our Core Areas. Those that deserve our greatest focus have been prioritised into;

- 3 Category **A** priority Core Areas &
- 3 Category **B** priority Core Areas.

	<b>MGL Core Area</b>	<b>Priority</b>
1	Attracting & Retaining Members	A
2	Growing Visitor Numbers	A
3	High Quality Golf Courses	A
4	High Quality Customer Facilities	B
5	Diversification of Income	B
6	MGL Governance	B

The current work to implement the **MGL Marketing Strategy** is a significant **enabler** to the delivery of all Priority As.

### Section 3: HOW ARE WE GOING TO GET THERE?

This section is how **MGL** will achieve its purpose. For each of **MGL's Core Areas**, we have identified:

- A **Strategy Statement**; how this core area will contribute to our overall **MGL** purpose.
- **SMART Objectives**; what we are seeking to achieve in this *core area*.
- **Initiatives**; the ideas that will help us achieve our **SMART Objectives**

A-Class Core Area	Attracting & Retaining Members
<b>Strategy Statement</b>	
<ul style="list-style-type: none"> <li>• To create an exceptional member experience that makes <b>MGL</b> the automatic choice of those seeking to play golf in the surrounding area.</li> <li>• Our customers are the No 1 priority of <b>MGL</b></li> <li>• We will provide excellent value for money</li> <li>• We will provide 2 excellent golf courses</li> <li>• Members will have a sense of 'belonging' to <b>MGL</b></li> </ul>	
<b>SMART Objectives</b>	
<b><i>SPECIFIC-MEASUREABLE-ACHIEVABLE-REALISTIC-TIMED</i></b>	
<ul style="list-style-type: none"> <li>• Retain membership levels at 2017 levels for the next 5 years</li> <li>• Maintain/Improve satisfaction scores from members annual summary</li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• 1.1 Members expectations understood and met via regular satisfaction surveys and regularly communicated follow up actions</li> <li>• 1.2 Competitive Membership fee structure designed to meet the needs of current and future members</li> <li>• 1.3 Provide flexible golf course options to best suit the needs of current and future members</li> <li>• 1.4 Improved collaboration with clubs/pro to develop a 'joined up' community oriented experience</li> <li>• 1.5 Grow and retain the number of members in the 20-50 year old category</li> <li>• 1.6 Grow and retain the number of young members (u20)</li> </ul>	

A-Class Core Area	Growing Visitor Numbers
<b>Strategy Statement</b>	
<ul style="list-style-type: none"> <li>To create an exceptional visitor experience that makes <b>MGL</b> the automatic choice of those seeking to play golf in Carnoustie Country</li> <li>To increase the revenues from visitors and visiting parties</li> </ul>	
<b>SMART Objectives</b>	
<b><i>SPECIFIC-MEASUREABLE-ACHIEVABLE-REALISTIC-TIMED</i></b>	
<ul style="list-style-type: none"> <li>Achieve 50/50 members/visitor revenue by 2027</li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>2.1 Visitors expectations understood and met via regular surveys and marketplace research</li> <li>2.2 Competitive pricing strategy with discounting for off peak times and quiet days</li> <li>2.3 Develop collaborative relationships with local hotels and other courses in Carnoustie Country</li> <li>2.4 Develop relationships with Tour Operators</li> <li>2.5 Targeted advertising to suit objectives</li> </ul>	

A-Class Core Area	High Quality Golf Courses
<b>Strategy Statement</b>	
<ul style="list-style-type: none"> <li>To offer a true links experience on 2 excellent flat links courses that are both challenging but playable regardless of ability.</li> </ul>	
<b>SMART Objectives</b>	
<b><i>SPECIFIC-MEASUREABLE-ACHIEVABLE-REALISTIC-TIMED</i></b>	
<ul style="list-style-type: none"> <li>Improved results of STRI report</li> <li>Increased member and visitor satisfaction, evidenced by surveys</li> <li>Improved placement in top 100 lists</li> <li>Increased enquiries to use the links from industry reps e.g. Scottish Golf, Tour Operators</li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>3.1 A 3 year investment plan in the courses and course facilities</li> <li>3.2 Prioritise STRI annual report recommendations</li> <li>3.3 Continually review the course layout and assets to ensure we meet the needs of our customers and the market</li> <li>3.4 Improve teeing areas, paths, bunkers and practice areas as evidenced by the completion of each annual winter programme</li> <li>3.5 Annual risk review using near miss report book</li> <li>3.6 Produce a workforce plan by 31 March 2018 to ensure succession planning</li> <li>3.7 Communicate course initiatives to members- initially monthly then review intervals</li> </ul>	

<b>B-Class Core Area</b>	<b>High Quality Customer Facilities</b>
<b>Strategy Statement</b>	
<ul style="list-style-type: none"> <li>• Continue to develop facilities and services to the latest standards in order to attract and retain members</li> </ul>	
<b>SMART Objectives</b>	
<b><i>SPECIFIC-MEASUREABLE-ACHIEVABLE-REALISTIC-TIMED</i></b>	
<ul style="list-style-type: none"> <li>• Improved feedback on MGL facilities year on year via visitor feedback</li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• 4.1 Develop a 3 year facilities investment plan</li> <li>• 4.2 Communicate facility improvement initiatives to members- initially monthly then review intervals</li> <li>• 4.3 Be open and receptive to working with the clubs on improving the overall golfer experience at Monifieth</li> </ul>	

<b>B-Class Core Area</b>	<b>Diversification of Income</b>
<b>Strategy Statement</b>	
<ul style="list-style-type: none"> <li>• To ensure that MGL maximises the opportunity to raise income from sources other than members and visitors</li> </ul>	
<b>SMART Objectives</b>	
<b><i>SPECIFIC-MEASUREABLE-ACHIEVABLE-REALISTIC-TIMED</i></b>	
<ul style="list-style-type: none"> <li>• Income diversification plan in place</li> <li>• Increased income via other sources</li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• 5.1 Develop a diversification of income plan including e.g. tee &amp; competition sponsorship, corporate membership, complementary facilities</li> </ul>	

B-Class Core Area	MGL Governance
<b>Strategy Statement</b>	
<ul style="list-style-type: none"> <li>• To have an effective, modern management structure aligned to the business plan</li> </ul>	
<b>SMART Objectives</b>	
<b><i>SPECIFIC-MEASUREABLE-ACHIEVABLE-REALISTIC-TIMED</i></b>	
<ul style="list-style-type: none"> <li>• Consider revised committee structure by end December 2017</li> <li>• Job description for Managing Secretary</li> <li>• Create job descriptions for chairman &amp; sub-committee conveners</li> <li>• Conveners take ownership for both problems and solutions by end March 2018</li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• 6.1 Review constitution</li> <li>• 6.2 Clarify committee and employee roles and responsibilities</li> </ul>	

## Section 4: WHO IS ACCOUNTABLE?

### Staff & Volunteers

Having completed our plan we have reflected upon who will lead this work successfully. For each of **MGL's** Core Areas there is a person with lead accountability and those who will support them:

<b>MGL Core Area</b>	<b>Lead Accountability</b>	<b>Supported By</b>
Attracting & Retaining Members	Managing Secretary	Business Development Group
Growing Visitor Numbers	Managing Secretary	Business Development Group
High Quality Golf Courses	Head Greenkeeper	Greens Committee
High Quality Customer Facilities	Chairman	Board
Diversification of income	Finance Convenor	MGL Admin Staff
MGL Governance	Chairman	Board

### TRAINING

In certain cases our staff and volunteers who have much expertise in a wide variety of areas may need or want additional training to help them in their roles. Here are some of the possible types of training that may or may not be required depending on current knowledge and experience gained:

<b>Person</b>	<b>Training that may be required</b>
Marketing Convenor	To be discussed
Chairman	To be discussed
Head Green keeper	To be discussed
Managing Secretary	To be discussed
MGL Vice Chairman	To be discussed
Links Staff	To be discussed
Greens Convenor	To be discussed

## Section 5: HOW WILL WE KNOW WE ARE THERE?

To know if we are progressing our Business Plan we need to keep score for each **MGL** Core Area.

These are **MGL's** Key Performance Indicators (**KPIs**)- the things that will determine whether our **SMART** Objectives are on track to be achieved:




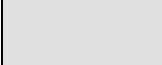
MGL Core Area	KPI	Starting Point
Attracting & Retaining members	Membership level	1135 (1/12/17)
	Numbers of new 20-50 members	70 (2017 season)
	Numbers of new members aged under 20	44 (2017 season)
	Members feedback	2016 Members Satisfaction Survey
	Retention of new members	167 (2017 season)
Growing Visitor Numbers	Increase in visitor numbers	2774 (company year 2016/7)
	Increase in visitor income	£147,661 (company year 2016/7)
	Visitor feedback	2017 season Visitor Feedback Report
High Quality Golf Courses	Customer feedback	2016 Members Satisfaction Survey + 2017 Visitors Feedback Report
	STRI annual report	2017 STRI Report
	Progress against investment and maintenance plan	Plan to be established by 31/3/18
High Quality Customer Facilities	Customer feedback	2016 Members Satisfaction Survey + August 2017 Visitors Feedback Report
	Progress against investment and maintenance plan	Plan to be established by 31/3/18
Diversification of income	Increased income from other sources	£21,942
MGL Governance	Progress against action plan	Revised constitution to be implemented by 31/05/18

**Our Monthly Director's meeting agenda will consist of our KPI Report and any discussion required around any Core Areas that are 'Not on Target'**



## Appendix 1 - Core Area Plans

### Plan key

	<b>Means Action is on track and meeting deadline</b>
	<b>Means there is an issue with the action which may lead to it going off track and missing deadline</b>
	<b>Means the Action is overdue or requires board discussion to resolve/change</b>
	<b>Means action is complete for now but may become live again in the future</b>