



Club Planning Studies

CLUB RESOURCES



Member Input ... Science and Art Form

We believe that in order for club leaders to move their club forward into the future, to preserve its culture and heritage, and to ensure its strength and viability, through both good times and bad, the members-at-large must be integral to the planning process.

The art of listening meets the science of our process...

We have developed methods that turn the chaotic process of proactively seeking member input into concise, logical and effective discovery reports and action plans.

Pioneers in Planning Studies

OUR UNIQUE METHODS...

- PRE-SURVEY FOCUS GROUPS.
- 15% OF MEMBERS IN FOCUS GROUPS.
- DIGITAL RECORDING AND TRANSCRIBING.
- WEBINAR-STYLE FOCUS GROUPS FOR LONG DISTANCE MEMBER GROUPS.
- SURVEY RESULTS AND TOWN HALL PRESENTATIONS DELIVERED ON THE WEB.
- MULTI-LAYERED REPORTING
- YEAR-TO-YEAR BENCHMARKING
- UNIQUE 5-POINT RATING/RANKING SYSTEM
- STATISTICAL "ACTION PLAN" SUMMARY

20 YEARS OF FOCUS...

Beginning in 1990, Pacific Century Clubs, Inc, now called Club Resources, began conducting member surveys as the primary approach to club planning. Shortly thereafter, we began conducting focus groups prior to the member surveys, in order to integrate member concerns in our survey questionnaires.

Having the members raise the issues most important to them, having them help determine what questions need to be asked, providing a forum for them to ask and answer their own questions, thus educating each other and dispelling their own rumors, all seemed to be a winning combination.

This methodology made sense to us. It made sense to the members in our group sessions. It also made sense to Board Members and Managers, as it provided more effective club planning in the short and long run.

BENEFITS OF OUR APPROACH

- Brings out the most important membership issues.
- Increases survey response rates.
- Brings integrity to the process and to the Board.
- Ensures greater support for Board decisions and plans.
- Increases the probability of a "YES" on future votes.
- Engages members in the process.



Method to the Madness...

OUR FOCUS GROUP METHODS

With over 20 years experience conducting Member Focus Groups, Capital Improvement Presentations, Town Hall Meetings and Board and Planning Retreat Facilitation, Club Resources has refined the process of gaining member input into the planning process. Simply stated, our method is to open-invite all members to participate in a series of 90-minute discussion groups. Our goal is to get 15% of the membership to attend. We ask about nine open-ended questions that we have found to be effective in deriving the members' central issues. We digitally record the thousand-plus comments and then synthesize the voluminous data into an easy to digest report.

OUR SURVEY METHODS

Member surveys have been a fundamental best practice for decades and Club Resources has been providing them for decades as well. Regardless of the survey's objectives (i.e., member satisfaction, capital project, pre-vote, demographic, membership marketing, governance best practices, SWOT, and others), we have refined our survey parameters to what really gets results.



OUR REPORTING METHODS

We know how to get the members to respond. We also know what to do with the results. Our survey results reporting is second to none. We have developed a multi-layer report system that attends to the needs of different end users within the club, Beginning with the raw statistical results and a 5-point Weighted Average scale (an industry best practice), we go beyond percentages. Club Resources has developed its own industry and priority rankings to make the results dynamic for Club Managers and Board Members alike.

Club Resources believes strongly that the members-at-large need continual integration in the club's planning process, however, it is also impractical to expect the club to disseminate reams of data to hundreds of members. Mindful of the different levels of reporting needs, we provide the following reports:

- Focus Group Member Comments Report (Edited Transcription)
- Focus Group Summary of Comments (Consolidated and Categorized)
- Survey Results Report (Spreadsheet Statistics, Queries and Weighted Averages)
- Survey Summary Report (with Weighted Rankings, Priorities, and Charts)
- Executive Summary (Publication and Distribution to the Members)
- Narrated PowerPoint Presentation and Web Hosting

Larry Marx
General Manager/COO
Diablo Country Club
Danville, CA

"Bob Bodman and Ken Kelley from Club Resources were engaged to assist our Long Range Strategic Planning Committee in a series of member focus groups that were held to provide data in the development of a member satisfaction/strategic planning survey. The results of the survey in the various formats provided were invaluable to the committee, the Board of Directors and the management of the club. They also provided some very good reports that were shared with the entire membership that were easy to comprehend and meaningful.

As the GM COO of the club I was particularly impressed by the way they were able to work within our very tight timeline and still provide such a professionally delivered product. They were also a great value. I would recommend Club resources without hesitation to any Club Executive looking for the best survey/consulting company in the club industry."

Bob Busch
Chairman,
Strategic Planning Committee
The Club at las Campanas,
Santa Fe, NM

"Bob Bodman is an expert in the field of Club Strategic Planning. Despite the fact that we have a good Board and that many of us have a lot of experience in our own businesses, not many of us have any experience in doing strategic planning for club communities.

Bob and his firm have been doing this literally for decades, and beyond that has a wealth of knowledge about what others have done. Lots of other very smart people have done this before and Bob has brought to us the structure and the knowledge of many others who have gone through this. It has been a real help."

Kevin Connelly
President, Board of Directors
Bethesda Country Club
Bethesda, MD

“The Board of Directors and Survey Committee want to thank you for your outstanding service to Bethesda Country Club. Your technical expertise and country club knowledge was evident from the initial design of our Member Satisfaction Survey to the interpretation of our results.

Your insight into the use of surveys was far greater than we, as a Board, had hoped for. This survey will definitely be part of our management team’s toolbox and the Board is sold on the need to continually survey our membership to track the success of our past initiatives and target our future ones.”

Michael Bowhay
General Manager COO
Monterey Peninsula Country Club
Pebble Beach, CA

“Bob Bodman, the principal of Club Resources, was engaged by Monterey Peninsula Country Club on two separate occasions for the purpose of conducting focus groups with our members and resulting member surveys. Throughout this process Bob and his team were extremely efficient and professional, and delivered results that were beyond our expectations. If Monterey Peninsula Country Club has a need for support in the future, we will certainly consider Bob and his organization.”



OUR CLIENT LIST...

- ALMADEN COUNTRY CLUB (SAN JOSE, CA)
- BLACKHAWK COUNTRY CLUB (DANVILLE, CA)
- CONTRA COSTA COUNTRY CLUB (PLEASANT HILL, CA)
- CORDEVALLE (SAN MARTIN, CA)
- GOLF CLUB AT QUAIL LODGE (CARMEL, CA)
- LA RINCONADA COUNTRY CLUB (LOS GATOS, CA)
- LOS ALTOS GOLF & COUNTRY CLUB (LOS ALTOS, CA)
- MARIN COUNTRY CLUB (NOVATO, CA)
- MONTEREY PENINSULA COUNTRY CLUB (PEBBLE BEACH, CA)
- MORAGA COUNTRY CLUB (MORAGA, CA)
- PALO ALTO HILLS GOLF & CC (PALO ALTO HILLS, CA)
- PASATIEMPO (SANTA CRUZ, CA)
- ROUND HILL COUNTRY CLUB (DANVILLE, CA)
- ST. FRANCIS YACHT CLUB (SAN FRANCISCO, CA)
- SILVER CREEK VALLEY COUNTRY CLUB (SAN JOSE, CA)
- DIABLO COUNTRY CLUB (DANVILLE, CA)
- BETHESDA COUNTRY CLUB (BETHESDA, MD)
- MANOR COUNTRY CLUB (ROCKVILLE, MD)
- CHERRY VALLEY COUNTRY CLUB (SKILLMAN, NJ)
- THE CLUB AT LAS CAMPANAS (SANTA FE, NM)
- THE DENVER COUNTRY CLUB (DENVER, CO)
- FORT COLLINS COUNTRY CLUB (FORT COLLINS, CO)
- NORTH RIDGE COUNTRY CLUB (FAIR OAKS, CA)
- TAHOE MOUNTAIN CLUB (TRUCKEE, CA)
- TIMILICK TAHOE (TRUCKEE, CA)
- GRANITE BAY GOLF CLUB (GRANITE BAY, CA)
- AUBURN VALLEY COUNTRY CLUB (AUBURN, CA)
- MORGAN CREEK GOLF & COUNTRY CLUB (ROSEVILLE, CA)
- MONTREUX (GALENA, NV)
- WITNEY OAKS GOLF COURSE (ROCKLIN, CA)
- THE RIDGE GOLF COURSE (AUBURN, CA)
- THE POWDER HORN CLUB (SHERIDAN, WY)
- OLYMPIC HILLS GOLF CLUB (EDEN PRAIRIE, MN)
- GLEN OAKS COUNTRY CLUB (WEST DES MOINES, IA)
- CABO DEL SOL (CABO SAN LUCAS, MX)
- DESERT HORIZONS COUNTRY CLUB (INDIAN WELLS, CA)
- MANOR COUNTRY CLUB (ROCKVILLE, MD)
- THE CLUB AT LAS CAMPANAS (SANTA FE, NM)
- THE SANTA LUZ CLUB (SAN DIEGO, CA)
- OLD RANCH COUNTRY CLUB (SEAL BEACH, CA)
- HIDDEN VALLEY COUNTRY CLUB (RENO, NV)
- ...AND OTHERS

CLUB RESOURCES

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