The business side of strategic planning
CMAA World Conference 2013
San Diego

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Today’s Program

- There has been much discussion and debate over strategic planning in clubs in recent years. Unfortunately too many strategic plans never make it beyond the planning stage – there is a failure in strategic execution.

- This session will discuss how club executives need to plug the strategy gap and lead their board down the path to sustained success.

- The presenters will review key steps in making sure the strategic planning process leads to business processes and procedures that effectively deliver on the club’s mission and vision – please note that “The purpose of strategic planning is not to produce a plan, but to produce results!”

- The session will discuss planning and business practices that are the cornerstones of successful clubs around the country.
Today’s Program

- Understand how to get your club’s strategic plan executed.
- Understand how to relate the elements of your strategic plan to the daily business planning that is critical for all businesses and especially your club!
- Understand the key strategy and tactical questions a club must continually ask itself in order to deliver on its strategic goals.
- Real life examples of successful strategic planning.
The cat said to Alice as she hesitated along the path to Wonderland,

“If you don’t know where you are going, any road will take you there.”

-- Lewis Carroll
Alice’s Adventures in Wonderland
Strategies and tactics used by many of today’s successful CEOs in the non-club world have been used by club executives in the past few years in response to the economic and changing lifestyle challenges that have greatly impacted club life as we knew it.
In Today’s Club World…
Strategic Planning is Global Thinking

- Too often, the Strategic Planning Committee languishes or is inactive and ineffective. For the Club to be viable in the future, this Committee and Plan must be fluid, visited continually and communicated on a regular basis to the Membership!
- Model Clubs make Strategic Planning a Priority and normal order of business!
Strategic Planning Committee

What should the Committee be considering?

- Governance issues
- Board and Committee job descriptions
- Mission and Vision Statements
- Membership issues and categories
- Capital programs
- Competitive analysis of the competition
- Feasibility studies
- 3 to 5 years out, 5 to 7 years out, and so on…
Strategic Planning
Things to Consider

- It’s a road map for the future (beyond just tomorrow!) in an environment where often-times the ‘players’ change (Board and Committee members, etc.)

- It’s not just a capital plan to determine facility needs, but the strategic plan helps to determine and support capital decisions that may be needed, amongst many other things that will help to keep the club vibrant and perpetuating.
Strategic Planning

- It determines **who and what you are** and **what purpose you serve**, or serves to reiterate same in an environment (club industry recession) where many clubs have to do ‘extreme makeovers’ just to stay alive! In effect, it establishes or, more likely in this case, re-establishes your ‘brand’ so that all constituencies, internal and external, are clearly aware of who and what you are and provide

- It is the basis for your “Marketing Plan”
Strategic Planning

- It helps to **prepare for** and **manage** change (and yet deter “change” for the sake of “change” each year by new Boards), which has become an increasingly more ‘normal’ part of the club world.

- It’s about being **proactive** rather than **reactive**, especially in this economic environment and while the club is still outperforming others in the local market.

- It provides the club management team with clear and measurable goals and objectives.

- It’s **strategic** in nature, but sets the tone and annual direction for operational decisions and efforts.
Benefits of Strategic Planning

- Helps your club understand and clarify its objectives and set goals accordingly (attainment of common goals)
- Defines short-term actions and avoids deviating from “The Bronze Plaque on the Wall” (forces decisions/actions)
- Gets member and employee buy-in early in the process to facilitate positive (politically supportive) change
Benefits of Strategic Planning

- Lends a greater degree of confidence of long-term success and improves long-range performance (helps the club remain economically viable while at the same time attempting to become recession proof)
- Unites the membership and staff through consensus building!
- Creates a healthy disciplined methodology for decision making (laser-like)
- It is one of the common denominators found in today’s top performing clubs
Benefits of Strategic Planning

- Let me repeat
- It provides the club management team with clear and measurable goals and objectives
- It is the Management Team’s “Best Friend”
The Seven Distinct Steps of Strategic planning

1. Canvass the club; we need to understand the external and internal factors that determine the satisfaction and also the desires of the membership. Review all information on the Club operations including previous surveys, long-range plans, membership categories, financial and governance data and any other information regarding the club that would assist us in better understanding the current state of the Club.
2. The “why for the what.” How do we define our “charter” to create this plan and what are the “core values,” the “mission statement” and “vision statement” for the Club, which would drive this plan? Through a “SWOT “exercise we identify the initial key strategic issues facing the Club.
The Seven Distinct Steps of Strategic planning

3. Build consensus and “buy in” to the plan by conducting focus group sessions with staff, member and Committee groups reviewing the strategic issues identified by the Board also identifying others suggested by the group.
The Seven Distinct Steps of Strategic planning

4. Review of the data; interpret the data and calibrate the information, creating what you believe, based on each of the first three steps, the key issues and drivers are for the Club.
5. The Board and Executive team would construct the plan and focus on the top five issues in each area of the Club. Define where the accountability will fall for the accomplishment of each objective, along with target dates for achievement, how they will be measured for success, and so on.

Create an “Action Plan”
6. Develop the final report, with an Executive Summary including a complete recap on the process, constituency input and the ultimate plan recommendations that guide the decisions made at the Club. The Executive Summary of this report should be shared with the entire membership either in written form or at a “Town Hall” meeting.
The Seven Distinct Steps of Strategic planning

7. Monitoring Progress and Results - ensure an ongoing process to measure and celebrate successes and reaction to changes in the environment – “A Living Document”.
Strategic Planning

- “The purpose of a plan is not to produce a plan, but to produce results.”
Pushing Strategic and Business Planning Throughout Your Club
“People who are in financial capacities at nonprofit organizations have to understand that we budget for the mission. We don’t change the mission to suit the budget.”

-- Stanley Corman, former CFO, YWCA

Are you ready, willing and able to shut down The Sugar Shack?
Strategy Failures: The Circle of Truth

A club is **not** a restaurant!

Key Components:
- Privacy
- Repetition
- Quality & Quantity
- Club Policies
- Pricing
- Staffing & Labor
- Capacity
- The Mix

Images:
- Happy Hour
- Club Policies
- Staffing & Labor
- Pricing
- Capacity
- The Mix

Brands:
- McGladrey
- Kopplin & Kuebler
Strategy Failures: The Circle Of Death

Cut costs → Cut quality → Cut prices → Lose members → Devalue brand → Cut costs

Cut costs → Devalue brand
Cut quality → Cut prices
Cut prices → Lose members
Lose members → Devalue brand
Devalue brand → Cut costs
Strategy Development or Strategy Execution? **Clubs Need Both**

Strategic success requires going beyond successful strategy formulation to successful strategy execution.¹

There are generally accepted tools to manage finances, customers, processes, and people. But what about strategy?

The Balanced Scorecard is the vehicle that fills the Strategy Management Gap.
The Balanced Scorecard

- A mix of past, present and future measures
- Broad range of metrics
- Integrated system of measures
- Focus on a few key measures
- Measure and change with strategic goals
## Balanced Scorecard Adopters

<table>
<thead>
<tr>
<th>Allfirst Bank</th>
<th>Fannie Mae</th>
<th>Media General</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ann Taylor Stores</td>
<td>Finnforest, UK</td>
<td>Mercury Computer Systems, Inc.</td>
</tr>
<tr>
<td>AT&amp;T Canada Long Distance</td>
<td>First Energy Corp.</td>
<td>Mercury Computer Systems, Inc.</td>
</tr>
<tr>
<td>Bank of Tokyo-Mitsubishi</td>
<td>Ford Motor Company</td>
<td>Mobil North American Marketing &amp; Refining</td>
</tr>
<tr>
<td>Blue Cross Blue Shield of Minnesota</td>
<td>Fort Hays State University</td>
<td>Montefiore Medical Center</td>
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<td>BMW Financial Services</td>
<td>Foster Farms</td>
<td>National City Bank</td>
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<tr>
<td>Bonneville Power Administration</td>
<td>General Electric Company</td>
<td>National Reconnaissance Office</td>
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<tr>
<td>Boston Lyric Opera</td>
<td>High Performance Systems, Inc.</td>
<td>NCR Corp.</td>
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<tr>
<td>British Telecommunications Worldwide</td>
<td>Hilton Hotels Corp.</td>
<td>Northern States Power Company</td>
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<td>CA Poly. State Univ. San Luis Obispo</td>
<td>Homestead Technologies</td>
<td>Northwestern Mutual</td>
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<td>California State University System</td>
<td>Honeywell</td>
<td>Nova Scotia Power, Inc.</td>
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<td>California State University, Pomona</td>
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<td>Ohio State University</td>
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<td>Carleton University</td>
<td>Illinois Benedictine College</td>
<td>Ontario Hospitals</td>
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<td>Caterpillar, Inc.</td>
<td>Indiana University</td>
<td>Owens &amp; Minor</td>
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<td>Charleston Southern University</td>
<td>Ingersoll-Rand</td>
<td>Pennsylvania State University</td>
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<tr>
<td>Chemical Bank</td>
<td>International Data Corp.</td>
<td>Pfizer Inc.</td>
</tr>
<tr>
<td>Cigna Property &amp; Casualty</td>
<td>KeyCorp</td>
<td>Philips Electronics</td>
</tr>
<tr>
<td>Citizen Schools</td>
<td>Lawrence Hospital</td>
<td>Prison Fellowship Ministries</td>
</tr>
<tr>
<td>City of Charlotte</td>
<td>Link List</td>
<td>Reuters America, Inc.</td>
</tr>
<tr>
<td>Cornell University</td>
<td>Link List</td>
<td>Ricoh Corp.</td>
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<tr>
<td>Crown Castle International Corp.</td>
<td>Lloyds TSB Bank</td>
<td>Royal Canadian Mounted Police</td>
</tr>
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<td>DaimlerChrysler</td>
<td>May Institute</td>
<td>Saatchi &amp; Saatchi Worldwide</td>
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<tr>
<td>Datex-Ohmeda</td>
<td>McCord Travel Mgmt (WorldTravel BTI)</td>
<td>Saint Leo University</td>
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<td>DDB Worldwide</td>
<td>MDS</td>
<td>Scudder Kemper Investments Inc.</td>
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<td>Defense Logistics Agency</td>
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<td>Devereux Foundation</td>
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<td>Duke University Hospital</td>
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<td>Equifax, Inc.</td>
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<tr>
<td>ExxonMobil Corp.</td>
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</table>
Reflecting a “Natural Cause and Effect Logic” of Business Performance

- Knowledge, Skills, Systems, and Tools
- Internal Capabilities
- Member Benefits
- Financial Results

And Realize the Vision
To Drive Financial Success...
Needed to Deliver Unique Sets of Benefits to Members...
To Build the Strategic Capabilities...
Equip our People...
The Balanced Scorecard

FINANCIAL/REGULATORY
To satisfy our constituents, what financial & regulatory objectives must we accomplish?

MEMBER
To achieve our vision, what member needs must we serve?

INTERNAL
To satisfy our members and stakeholders, in which business processes must we excel?

LEARNING & GROWTH
To achieve our goals, how must we learn, communicate and grow?
The Balanced Scorecard

**FINANCIAL/REGULATORY**
- Cost of sales;
- RevPar;
- Capital reserve levels;
- Payroll as a % of revenue;
- Budget

**MEMBER**
- Customer Satisfaction (Average);
- Satisfaction Gap Analysis (Satisfaction vs. Level of Importance);
- Satisfaction Distribution (% of each area scored)

**INTERNAL**
- Check In Time;
- Completion Rate;
- Workload and Employee Utilization
- Ratio of members per employee;
- Errors or Rework

**LEARNING & GROWTH**
- Employee Satisfaction
- Retention and Turnover
- Training Hours and Resources
- Technology Investment
Targets

- Targets need to be set for all measures
- Should have a “solid basis”
- Give personnel something for which to aim
- If achieved will transform the club
- Careful not to develop measures/targets in a fragmented approach:
  i.e. Asking people to increase member satisfaction has to be backed up with the knowledge, tools, and means to achieve that target.
Initiatives

Once measures and targets are established, it is the responsibility of management to determine how the club will achieve its goals.

Measures are used to determine the effectiveness of strategic initiatives.
Sample Metrics used to Measure Success of a Strategic Plan

- Rounds played
- Golf tournament participation
- Food and beverage revenue
- Tennis and pool participation
- Number of members
- Changes in membership classifications
- Utilization of each profit center (golf, food, beverage, event, pool, tennis)
- Profitability
- Age distribution of membership that predicts sustainability
DH scored 88.75 out of possible 100 and so earns 88.75% of bonus potential.
Budgeting
What Is “It”? 

“It sucks the energy, time, fun, and big dreams out of an organization. It hides opportunity and stunts growth. It brings out the most unproductive behaviors in an organization, from sandbagging to settling for mediocrity.”

• Winning
  
  Jack Welch
The 10 Questions a Business Should Never Stop Asking

1. What is our purpose for existing?
2. Who is our target customer?
3. Why does anyone need what we're selling?
4. If a need exists, is it enough to support a profitable business?
5. What are our competitors up to?
6. Can you reduce expenses without harming the product or brand?
7. Do we have the right leadership and structure?
8. Do we have the right employees?
9. How will we continue to drive revenue?
10. How are your employees holding up?

www.forbes.com
An Effective Budget Is...

Realistic –
If a budget is to serve as a guide for activities in the coming year, it must be well-reasoned and reflect current conditions. Unsubstantiated revenue projections and “wild guess” cost estimates will render a budget ineffective as a management tool.

Consistent –
A budget must be consistent with short- and long-term strategic plans, and remain in line with the organization’s mission.

Flexible –
Budgets are based on a combination of facts and assumptions. If actual events and conditions vary from these assumptions, there must be opportunities to amend the budget to address revenue shortfalls and windfalls, and unexpected expenses.

Measurable –
The basis on which the budget is created should be the same basis on which the books are maintained.
Budget Methods: Incremental

Under the incremental approach the foundation of the budget is simply the prior years’ results. Managers start the process with last year’s figures as the baseline and make adjustments based on anticipated needs and circumstances. Only expenditures over and above the baseline are required to be justified.

- The advantage to this approach is that it’s easy for managers to understand, does not require much documentation or support and as a result is not very time consuming.

- The disadvantage to this approach is that it promotes “spending or managing to the budget” as opposed to actually understanding and managing the budget; and over the course of time can lead to a severely inflated budget as managers simply spend money so they don’t lose it the subsequent year.
Under the Zero Based approach the budget is created from the ground up or a zero base. Historical results are still used, but only as a guideline not as the foundation of the budget. This is the fundamental difference between the two concepts.

- Zero Based Approach – Managers are required to justify every expenditure included in the budget
- Incremental – Managers are only required to justify expenditures over and above the prior year’s results.
- Properly implemented, the zero based approach is a significantly more valuable management tool than the incremental approach.
Advantages of the Zero Based Approach

- Identifies and eliminates wasteful spending
  - Every expenditure is required to be justified, if it’s not adequately justified it’s removed from the budget.

- Provides for a more efficient allocation of resources based on needs and benefits
  - “We’re analyzing what we’re spending and where we’re spending it to determine if the benefit justifies the investment.”

- Increases staff motivation by creating a greater ownership and responsibility in decision making.

- Creates accountability and challenges management and staff to think “outside the box” to identify more cost effective ways to improve operations.

- Not simply doing what was done in the past.

- The disadvantage is that the process can be difficult for managers to understand because it’s a very involved process that requires a significant amount of time and documentation.
Case Study: Zero Based Budgeting

- We required each manager to create a basic business plan for their respective department to essentially serve as the foundation of their budget. Each business plan included the following:
  - Mission statement – to clearly define who we are and what we’re striving to be.
  - Goals/objectives – A minimum of 2-3 goals for the coming year to help us achieve our mission.
  - Action Steps – A series of steps or a road map to accomplish the established goals.

- We felt as though the addition of the business plan would serve to
  - Help managers define a direction for their respective department before getting into the numbers.
  - Improve transparency with the Finance Committee and the Board by articulating what we’re trying to accomplish
  - Create more accountability with management.
We utilize zero based budgeting. The benefits of this methodology include; a more efficient allocation of resources, eliminating unnecessary/excess spending and wasteful/inefficient operations. In addition, it challenges management and staff to evaluate our current operations and think “outside the box” to find cost effective ways to improve existing operations, while simultaneously increasing the motivation, communication and coordination of the entire team.

In order to achieve successful implementation of this methodology, each manager will be responsible for completing the following items for their respective departments.

- **Goals** – Each manager is required to establish 2 to 3 departmental goals. Each goal must be measurable and include action steps that will be taken to achieve the identified goals.

- **Assumptions** – Managers must make certain assumptions during the budget process. It is imperative that all assumptions are clearly identified.

- **Completion of the hourly labor budget template which has been provided.**

- **Completion of the operating expense budget template which has been provided, including justification in complete detail for every line item (revenue/expense).**

- **Capital requests** - All capital requests must be accompanied by an explanation justifying the need and highlighting the benefit that will be recognized by the Club. All capital requests require three (3) bids without exception.

Each manager is responsible for completing the aforementioned items and submitting to the controller for review no later than August 6, 2012.

Case Study: 2013 Department Head Budget Instructions
Case Study: F&B Business Plan

**Mission:** To provide a superior dining experience to the Membership and their guests; above and beyond their expectations at an attractive price.

**Goals:**

- Provide exceptional member service and deliver a consistent dining experience on a daily basis. This will be achieved through an aggressive training program for both mid management and staff focusing on service standards, purchasing standards, production standards, recipe standardizations, etc. with a clear focus on staff retention.
- To increase food and beverage revenues without increasing price points. Management's objective is to maximize the dining value offered at all venues of the Club, which in turn will increase overall sales volume.
- To enhance the dining experience at the pool restaurant. Management has made several improvements to both member service and staff efficiency that are expected to have a substantial impact on the overall sales volume. These improvements will be implemented during December 2011 and include the following:
  - Full service dining experience - Members will no longer have to step up to the counter to place their orders. Tableside service will now be provided.
  - Poolside & Beachside service - Members will now be able to order refreshments while relaxing poolside or beachside. Food and beverages **will** be available to those members on the beach, while only beverages will be available poolside (in accordance with state regulations).
  - Full time supervision - A seasonal supervisor has been added to the team to work exclusively at the pool restaurant. This position will ensure that a high quality product is delivered on a consistent basis.
  - The addition of two more point of sale units and the redesign of the production and service areas to increase staff efficiency.
“Overall the zero based approach is an entirely different management philosophy or culture that we’ve been implementing over the past three years and we believe it has been the catalyst behind the Club’s recent success. Now, it’s certainly a learning process that we’ll all improve on as we gain experience and continue to better understand the intricacies of the operation.”
If You Live And Die By The Budget…

- Budget drivers & Information Systems…
  - C.S.F.’s  K.P.I.’s
    • Covers
    • Rounds
    • FTE’s

- Do linkages make sense?
  - Do we have the history to stress test our budget?
  - Ratio analysis beyond COS %...

- How do we use benchmarking?
- Budgeting vs. Forecasting
- Does the budget tell the story of what you really plan to do during the month/quarter/year?
Strategic Planning in Private Clubs

- Execution of the Plan through real life examples
# Board and Management Team Roles and Responsibilities

<table>
<thead>
<tr>
<th><strong>Area/Department</strong></th>
<th><strong>Board</strong></th>
<th><strong>Management</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Term &amp; Strategic Goals</td>
<td>Determines/Approves</td>
<td>Provides Input</td>
</tr>
<tr>
<td>Short Term Goals</td>
<td>Monitors</td>
<td>Establishes and Executes</td>
</tr>
<tr>
<td>Day-To-Day Operations</td>
<td>No Role</td>
<td>Makes All Management Decisions</td>
</tr>
<tr>
<td>Budget</td>
<td>Approves</td>
<td>Develops/Recommends</td>
</tr>
<tr>
<td>Capital Purchases</td>
<td>Approves</td>
<td>Prepares Requests</td>
</tr>
<tr>
<td>Decisions on Building Renovations and Expansions</td>
<td>Makes Decisions that are Responsible Considering MAJORITY of Members Best</td>
<td>Provides Input, if Authorized</td>
</tr>
<tr>
<td>Supply Purchases</td>
<td>Sets Policy/Approves Budget</td>
<td>Signs and Executes Contracts</td>
</tr>
<tr>
<td>Emergency Repairs</td>
<td>Works with GM and Acts with</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>Adopts Policy</td>
<td></td>
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<tr>
<td>Hiring of Staff</td>
<td>No Role</td>
<td></td>
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<tr>
<td><strong>Staff Deployment and Assignment</strong></td>
<td>No Role</td>
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<tr>
<td><strong>Personnel Policies</strong></td>
<td>No Role</td>
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<tr>
<td><strong>Staff Salaries</strong></td>
<td>Adopts Policy</td>
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<tr>
<td><strong>Staff Evaluations</strong></td>
<td>Allocates Line Item for Budget</td>
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<tr>
<td></td>
<td>Evaluates ONLY the GM</td>
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</tbody>
</table>

**McGladrey**

**Kopplin & Kuebler**

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## Clubhouse Project Accountability Matrix

<table>
<thead>
<tr>
<th>Conceptual and schematic design phase</th>
<th>Owner’s Rep</th>
<th>General Manager</th>
<th>Executive Committee</th>
<th>Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and approve schematics for design development</td>
<td>Analyze</td>
<td>Recommend</td>
<td>Review</td>
<td>Approve</td>
</tr>
<tr>
<td>Review and approve scope changes (ongoing)</td>
<td>Analyze</td>
<td>Recommend</td>
<td>Review</td>
<td>Approve</td>
</tr>
<tr>
<td>Discuss value engineering to meet budget guidelines (ongoing)</td>
<td>Recommend</td>
<td>Approve</td>
<td>--</td>
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</tr>
<tr>
<td>Establish legal review and contract signing process</td>
<td>Analyze</td>
<td>Review</td>
<td>--</td>
<td>Approve</td>
</tr>
<tr>
<td>Review / approve contracts for owner’s rep, architect and interior design</td>
<td>Analyze</td>
<td>Recommend</td>
<td>Approve</td>
<td>Be informed</td>
</tr>
<tr>
<td>Select a general contractor to serve as preconstruction advisor</td>
<td>Recommend</td>
<td>Review</td>
<td>Approve</td>
<td>Be informed</td>
</tr>
<tr>
<td>Approve loan agreements</td>
<td>--</td>
<td>Review</td>
<td>--</td>
<td>Approve</td>
</tr>
<tr>
<td>Review and approve budget changes/use of contingency (ongoing)</td>
<td>Recommend</td>
<td>Recommend</td>
<td>Review</td>
<td>Approve</td>
</tr>
<tr>
<td>Establish change order maximums</td>
<td>Recommend</td>
<td>Recommend</td>
<td>Review</td>
<td>Approve</td>
</tr>
<tr>
<td>Change order monitoring</td>
<td>Analyze</td>
<td>Approve</td>
<td>Be Informed</td>
<td>Be Informed</td>
</tr>
<tr>
<td>Set up insurance and legal needs</td>
<td>--</td>
<td>Review</td>
<td>Approve</td>
<td>Be Informed</td>
</tr>
<tr>
<td>Review staging plan to achieve minimal disruption to membership 5/10</td>
<td>Analyze</td>
<td>Recommend</td>
<td>Review</td>
<td>Approve</td>
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<tr>
<td>Preliminary construction budget</td>
<td>Analyze</td>
<td>Recommend</td>
<td>Review</td>
<td>Approve</td>
</tr>
<tr>
<td>Communicating to members</td>
<td>Analyze</td>
<td>Approve</td>
<td>Be Informed</td>
<td>Be Informed</td>
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</tbody>
</table>

Note: Scope change—Adding or deleting square footage or function not originally approved.
“We Don’t Do Carrots”
## Action Plan

<table>
<thead>
<tr>
<th>Issue</th>
<th>Goal/ Objective</th>
<th>Strategy/ Tactics</th>
<th>Assigned to</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Membership</strong></td>
<td><strong>Membership Growth</strong></td>
<td>Define policy for a cap and review membership categories</td>
<td>Membership Committee Chair and Director</td>
<td>Feb. 1st</td>
</tr>
<tr>
<td><strong>New Social</strong></td>
<td><strong>Growth Campaign</strong></td>
<td>Developing a marketing program</td>
<td></td>
<td>Jan 1st</td>
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<tr>
<td></td>
<td><strong>High Membership Satisfaction</strong></td>
<td>Develop a membership satisfaction survey &amp; process</td>
<td>Communications Chair</td>
<td>Nov. 15th</td>
</tr>
<tr>
<td><strong>Membership Services</strong></td>
<td><strong>Improve Golf Shop Operations</strong></td>
<td>Measure the effectiveness of merchandising and the level of customer service standards</td>
<td>Golf Chair</td>
<td>April 1st</td>
</tr>
<tr>
<td></td>
<td><strong>Provide High Quality Food &amp; Beverage operations in a fiscally responsible manner</strong></td>
<td>Develop quality and customer service standards</td>
<td>House Committee and Management</td>
<td>Jan. 17th</td>
</tr>
<tr>
<td></td>
<td><strong>Offer a variety of quality golf &amp; social Events</strong></td>
<td>Continuous evaluation of events and participation</td>
<td>Golf, House &amp; Management</td>
<td>Jan. 17th</td>
</tr>
</tbody>
</table>
## Action Plan

<table>
<thead>
<tr>
<th><strong>Issue</strong></th>
<th><strong>Goal/ Objective</strong></th>
<th><strong>Strategy/ Tactics</strong></th>
<th><strong>Assigned to</strong></th>
<th><strong>Due Date</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance &amp; Financial</td>
<td>Maintain Financial Stability</td>
<td>Develop and operate within a annual operations budget</td>
<td>Finance Chairman and General Manager</td>
<td>Ongoing monthly</td>
</tr>
<tr>
<td></td>
<td>Establish needs and funding for future Capital for the next three - five years</td>
<td>Develop a three to five-year capital plan</td>
<td>Finance, House, Grounds &amp; Management</td>
<td>April 1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Complete a reserve study</td>
<td></td>
<td>July 1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Succession Planning</td>
<td>Encourage committee participation before being on the Board</td>
<td>Executive Committee</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Review Governing Documents</td>
<td>Complete review of all rules, regulations, membership plan and by-laws</td>
<td>Board, Legal &amp; Bylaws</td>
<td>January 17&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Benchmarking</td>
<td>Establish base standards by which to measure against both internally and externally</td>
<td>Committee Chairs</td>
<td>January 17&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
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## Action Plan

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<tr>
<td><strong>Facilities &amp; Golf Course</strong></td>
<td>Provide superior Golf Course conditions</td>
<td>Continuous program of quality maintenance and improvements</td>
<td>Greens Committee</td>
<td>January 17th</td>
</tr>
<tr>
<td></td>
<td>Provide and maintain Superior Social Facilities</td>
<td>Continuous program of quality maintenance and improvements</td>
<td>House Committee and Management</td>
<td>March 15th</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Improved relationship between Club &amp; MHOA</td>
<td>Broaden communications between both organizations</td>
<td>HOA Representative</td>
<td>January 30th</td>
</tr>
<tr>
<td></td>
<td>Improve relationship with outside community</td>
<td>Develop and communicate a community outreach program</td>
<td>Communications Chair</td>
<td>November 29th</td>
</tr>
<tr>
<td><strong>Communications &amp; Engagement</strong></td>
<td>Improve Technology and use of new media</td>
<td>Review use of all new social media</td>
<td>Communications Chair</td>
<td>November 29th</td>
</tr>
<tr>
<td></td>
<td>Improve member input &amp; feedback</td>
<td>Incorporate and coordinate within all action items</td>
<td>Board, Committees and Management</td>
<td>January 17th</td>
</tr>
</tbody>
</table>
The Weekly General Manager’s Report

- Tim Minahan, CCM General Manager of the Country Club of Buffalo

Tim provides a weekly update to his Board with information from all Department Heads on the status of all activities and projects taking place at the Club. Many of these issues tie directly to the goals of the strategic plan and helps avoid the “Carrot Syndrome.”
Operational Charter and Guiding Principles

Operational Charter and Guiding Principles

Adopted: __________
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Vision Statement

Charlotte Country Club will be among the premier family country clubs in the United States.
Employee Mission Statement

Our mission is to provide a personal, unparalleled country club experience highlighted by superior facilities and highly skilled club professionals performing with gracious hospitality.
To ensure that the principles set forth in the Operational Charter and Guiding Principles ("OCGP") carry through to future Boards, committees, and management, the following are procedures the Governing Board and management will follow:
At the first or second Board meeting of a new administration:

The Board will review the current OCGP, discuss modifications, and ratify any changes to the OCGP.

The Membership Issues Task Force will convene at the request of the President to address any needs.
Management Implementation

The Chief Executive Officer and senior staff will conduct committee orientations to include a section on the OCGP.

The Chief Executive Officer and senior staff will all be required to read and be thoroughly familiar with the OCGP as well as the detailed principles and implementation plans.

Management will annually prepare a brief report on the status of the OCGP and suggested changes.
Strategic Planning in Private Clubs

- General Discussion
- Please share your success story
Thank you for allowing us to spend time with you today!

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