

Club Management During Lockdown

analysis by

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CONTEMPORARY
CLUB LEADERSHIP

A GCMA Zoom Webinar attended by over 230 industry leaders



Golf Club Managers Association

Hungry for industry insight & info ?

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Are club General Managers / Secretaries still working at this time?

Continuing work	81%
Working reduced hours	4%
Furloughed at 80% of pay	10%
Furloughed at 80% plus club contributing 20%	4%
Made Redundant	1%

Are other administrative staff still working?

Continuing work	37%
Working reduced hours.	5%
Furloughed at 80% of pay	28%
Furloughed at 80% plus club contributing remaining 20%						32%

In-House Food Operations

Continuing work	6%
Furloughed at 80% of pay	50%
Furloughed at 80% plus club contributing remaining 20%						44%

Franchise Food Operators in Clubs

Agreed to continue payment of franchise fee	.	37%
Agreed to pay portion of fee	16%
Agreed not to pay fee	47%

In-House Golf Shop Operations

Continuing work.	9%
Furloughed at 80% of pay	63%
Furloughed at 80% plus club contributing remaining 20%						28%

Franchised Golf Shop or Professional on a Retainer

Agreed to continue payment of retainer	.	.	67%
Agreed to pay a portion of retainer	.	.	19%
Agreed not to pay retainer	.	.	14%

Golf Course Maintenance Operations

Reduced or essential course maintenance	97% (3.3 staff/18)
All course maintenance temporarily suspended	3%
All continuing work	19%
Reduced staffing with others furloughed at 80%	41%
Reduced staffing with others furloughed at 80% plus 20%	36%
All staff furloughed at 80%	3%
All staff furloughed at 80% plus 20%	1%

Are Members querying their annual payment to the club ?

Yes – some clubs have had as many as **30%** query this.

On average clubs report about 10% of their members querying their annual subscription payment

Membership Subscription payments during Lockdown

No alteration to existing payment policies	.	.	67%
Additional credit or vouchers for members	.	.	6%
Extending membership year	.	.	17%
A percentage of membership fee refunded	.	.	10%
Option for a full refund of membership	.	.	0%

Anticipated Resignations 2020

Before we analyse 2020 – lets establish a benchmark –

**CCL Barometer Report Dec 2019 – typical resignation rates
in the UK 6% -7%**

Our CCL 2020 snapshot poll – currently estimates 9%

**But an important insight – only one third of managers estimate
a figure higher than the typical UK average of 6%**

So what happens next ?

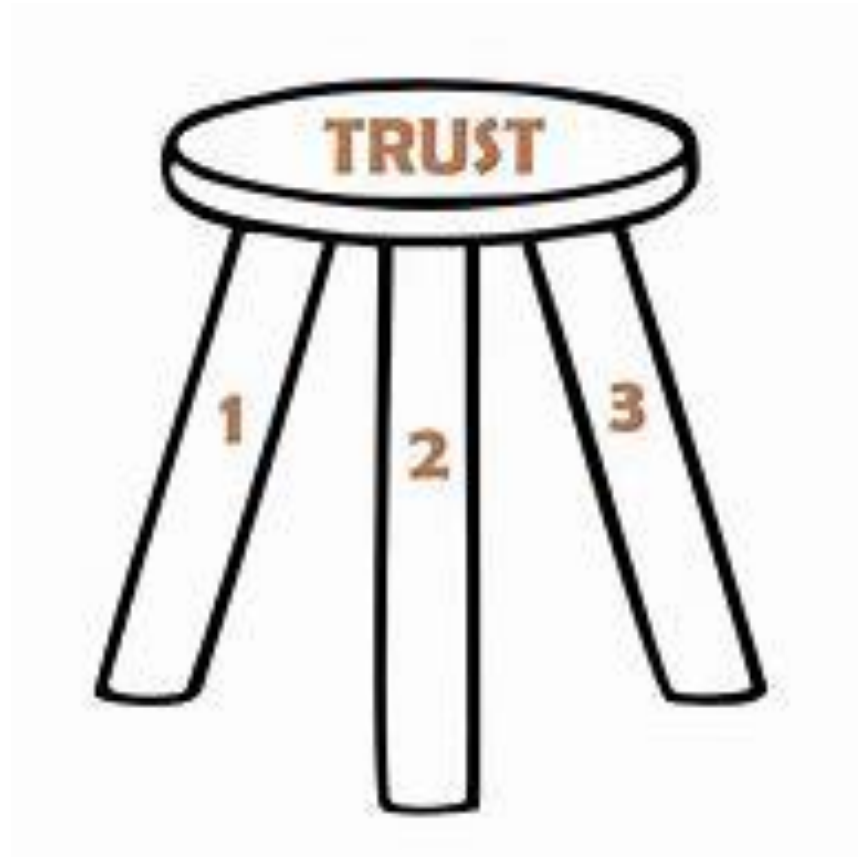


So what happens next ?

Clubs secure most gross profit (80%) from members subs

The second largest is from Golf Operations (16%)

So what happens next ?



So what happens next ?



So what happens next ?



So what happens next ?

1. **Email me – for this information & further insights (inc next poll)**

kevin@ccl.services

2. **Free 20 minute Zoom Session with your Chairman/Chairwoman**

Friday 24 April – 2pm CCL Webinar

Will provide further insight & clarity of thinking for the way ahead.

Still in the watching and waiting phase ?



“Gimme 5” Poll April 2020

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