



TASK FORCE SUB COMMITTEE MEETING – GOLF DIRECTORS / OPERATIONS

17 APRIL 2020

1. THE SUBCOMMITTEE:

Chairperson:

Rachel Howard Golf Director / Shop Owner | The Lake Club Benoni

Committee:

Damian Wrigley General Manager | Pearl Valley Estates
Brendon Timm General Manager | Humewood Golf Club
Darrin Hedley Golf Director | Bryanston Country Club
Darren Plumb CEO | Mbombela Golf Club / Nelspruit Golf Club
Sheldon Stroebel Golf Operations Manager | Durban Country Club

2. CONCERNS AND THOUGHTS:

- Fear of the unknown:
 - How long before fully back to full operational trade?
 - When we exit lock down, what areas of business will be open for trade?
- How do we survive the short term?
- Immediate cashflows.
- Corporate golf days and business will be under pressure.
- Post-lockdown health and safety procedures.
 - How will this affect us long term?

- Cutting of costs will be a reality.
 - Staff:
 - Short time?
 - Retrenchments?
 - Golf course maintenance.
- Staff and customer safety.
- Discounting in market as soon as its re-opens for trade:
 - Greenfees?
 - Memberships?
- What will be the effect for the caddies?
 - How do we assist and ensure longevity?

Short Term: (Within the first month of post lock down)

- Cashflow concerns and how to increase those short term cashflows.
 - Communicate and engage with your personal/business banks on loans and repayment. Banks are generally happy to discuss terms.
 - Communicate and engage with suppliers on a payment plan.
 - Staff salaries.
 - Contractors.
- Look at all costs and cut to only what is really needed.
- Saving of jobs.
 - Government relief?
 - How do we access funds available?
- Communication to staff and members will be critical.
 - Ensure that staff and members feel that they are safe at the Club.
 - Communicate that golf is a safe option as a sport.
- Re-budgeting must be realistic and you should not over commit.
- Restaurants/catering at clubs will be affected severely and probably not be able to operate within 30 days and longer after post lock down.
 - How can alcohol / food sales be done after lockdown safely i.e. on course.
- Look at ways to assist and enhance on your current membership before looking at attracting new members.
- The value of being a club member will need to be highlighted.
- When food and beverage does open again, possible ideas to deliver to homes on estates or provide home meals for membership.

- Social distancing and health and safety will be a priority at Clubs:
 - Outside Check in.
 - Halfway house on 10th tee.
 - Online or outside store for shop.
- Online green fees platforms will have to be used.
- Discounting of greenfees:
 - This should be avoided as much as possible.
 - Rather add value to the golfer.
- Golf days and other corporate days rescheduling from March to the 4th quarter of the year.
 - What will the new corporate golf day look like
 - Smaller / more boutique offering

Mid-term: (2 to 6 months after removal of lock down)

- Rebuilding rounds of golf.
 - Tourism possibly only starting again end of 2020
- Restrictions will still be in place.
- Retail.
 - Online.
 - Outside on the course?
- Members and guests golf experience.
 - How will the social distancing narratives impact in the mid-term and long-term on people?
 - Will this affect the return to clubs and spending?
- Restaurant and halfway experience will probably take longer to take off.
- Sustainability of golf facilities.
- Provide ongoing value rather than discounting.
- Marketing for the club and restaurant.
- Ongoing communication is a key point.
 - Staff
 - Membership
 - Tour Operators (Foreign market)
- The crisis will probably let you look at your business and possibly restructuring and changing the way the business operates.
- Staff productivity will be a touch point.

- Challenges of golf course conditioning and the current maintenance restrictions:
 - Managing expectations of members and guests on golf course conditions.
 - What is pristine course conditioning?
 - What product should we be delivering?
- Postponed golf days from early in the year to take place later in the year but dependant on what restrictions will be in place.
- Communicate with members on playing golf at their home course.
 - Make sure they feel safe at the Club.

Long term: (6 months and onwards post lock down)

- Tourism will be impacted for the next 12 – 18 months.
- Golf days and future corporate events are in doubt.
- Relationships with suppliers and banks are essential for long term sustainability.
- Collectively involvement with CMASA and GolfRSA is essential to be able to work with government.
- Prepare effectively for similar scenarios that could take place in the future.
- Social distancing narrative long term effect.
- Do not over commit with budgets to committees.
 - Be realistic
- Introduce events at the Club to get people to feel comfortable at the Club, after all a club is a social platform for people.

3. ACTIONS/RECOMMENDATIONS/SOLUTIONS:

a. CASHFLOWS:

- Discounting should not be the solution.
- Change in thinking around alcohol and food:
 - Sell non-alcohol beers.
 - Healthier take away options such as smoothies, energy bars etc.
- Proactively manage all supplier and bank relationships for better rates.
- Analyse all contracts to see if there could be savings incurred:
 - Check insurance policy to see if there are options of claiming.
- Look at option for members to top up their accounts now to assist with club cashflows going forward.
 - Possible incentive for topping up now.
 - Look at member round specials and incentives to boost cashflows.

- Short term unlimited golf packages:
 - Optimising tee sheet to ensure you are ready for post lockdown.
 - Look at option to contact a certain amount of staff in during the summer vs winter.
 - Option to reduce staff
 - Check scope of work
 - Negotiate with all suppliers.
 - Save jobs as far as possible and should be one of your first priorities.
 - UIF and TERS applications if applicable.
 - Use skeleton staff for a period and use short time to get back on your feet.
- b. MEMBERS / STAFF AND CONTRACTORS:
- Interact with key members closer to post lockdown.
 - Try and understand their needs for them to return to the Club.
 - Staff safety is a priority:
 - If they feel safe then they will look after the members and guests.
 - Training for staff.
 - Ask the staff how do they feel and let them contribute to the safety regulations.
 - Possible testing for staff and members/visitors. (temperature)
 - UIF & TERS Government relief funds are available to assist staff.
- c. CORPORATE GOLF
- Engage actively with your current corporate database:
 - Communicate that the golf club is a safe haven and good exercise in these times.
 - Promote the social distancing and health and safety to make corporates feel comfortable.
 - Charity golf days must be fully utilised as schools/NGOs will required funding and this will be on the increase.
 - Use these opportunities and create focused charity packages.
 - Approach schools to see if they need fundraising.
 - Suggest virtual prize giving's to the organisers to ensure that they keep in contact with their clients and align with the social distancing regulations.
 - On course prize giving for social distancing.
 - Food and drink stalls on course (Avoid halfway house)
 - Live prizegiving's

- GPS advertising could be a potential revenue spinner in these times.
 - Do one tee start golf days.
 - Boutique style golf days.
 - Sweet spot of 40 – 60 pax.
 - Use these boutique style days to showcase the whole facility and the benefits of being a member of a club.
 - Increase family golf days as families are getting used to spending time together.
- d. RETAIL:
- Put up screens in shops at counters.
 - Online retail facility:
 - Free delivery?
 - Selling and communicate to your database.
 - Engage with suppliers for longer terms. Create a fair relationship.
 - Par 3 challenges from 15:00 onwards. Shorten versions of the game should be considered.
- e. CADDIES:
- Caddies should be used as soon as lock down is lifted.
 - Put in place temporary local rules.
 - Caddy only carries bag.
 - Caddies should be permitted on site and strict social distancing enforced.
 - Let players book caddies before play.
 - Education of caddies and how to handle situations:
 - Let player take own club
 - Let player clean own ball
 - Wash caddy uniforms on site.
 - Try and control as much as you can onsite for the caddies.
 - Raise funds through membership for caddies.
- f. 3rd PARTY RESELLERS:
- Maintain a good rate.
 - Definitely not less than your member or member guest rate.
 - They do have reach especially for the clubs in further reaching areas.

4. Meeting Close:

Key thought for growing long term.

Sheldon: Communication is key around a safe and enjoyable environment.

Focus on what you can control.

Brendon: Maintain open and positive communication

- Staff
- Suppliers
- Members
- Banks

Damian: Everyone is looking for answers.

Remain positive.

Share your plan with everyone involved. Staff, members, suppliers and be flexible with the plan as things might change.

Darrin: Excited as golf will be on high demand and you have to show value to your club and members.

Sell your club and community as a place where you can enjoy sport and meet likeminded people.

Darren: Golf industry model needs to be looked at as changes must be made. Golfers must play more golf at their home facilities than the current scenario of Membership at a cheap club that they never ever visit of play at.

Work more closely together with decision making entities.

Time for all to reset.

Create forums for sharing by members for members such as this task force.

Rachel: Show understanding towards staff and membership during this time as everyone in in the same storm and experiencing the same stresses and challenges.