

# SCOTTISH GOLF STRATEGY

## FREQUENTLY ASKED QUESTIONS



### TOPICS FOR DISCUSSION:

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#### CRM SYSTEM

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#### NATIONAL AFFILIATION FEE

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#### AREAS & COUNTIES

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#### CLUB SUPPORT

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#### CLUB & MEMBER BENEFITS

## INTRODUCTION:

Over the period of our consultation process we have endeavoured to respond to questions and requests for clarification arising from our roadshow seminars, online feedback forms, letters and e-mails.

For those who attended the roadshow events, we were able to provide answers face-to-face, so the purpose of this document is to answer all questions which have arisen around the most common themes.

## Customer Relationship Management (CRM System)

### **Q. What are the timescales for implementation of the National CRM system?**

A. The procurement process will commence in early 2018, followed by partner(s) selection, design, build and testing then data integration, with a view to launching the system in 2019. We appreciate clubs will have their own contracts in place with existing CRM or software providers and we will work with those clubs on a 1:1 basis to ensure a smooth transition and integration subject to the timings of their own contracts.

### **Q. Is the CRM mandatory/compulsory for all affiliated clubs?**

A. Yes, we will make this a requirement for clubs within the regulations. A national CRM system will deliver a number of major benefits to clubs, golfers, Areas & Counties, but it will achieve its maximum potential if all clubs and members are a part of it. One of Scottish Golf's strongest assets is the collective size of its membership, the biggest of any sports governing body in Scotland, and the ability for clubs to understand their customers better and communicate to specific groups of golfers provides a great opportunity both locally and nationally. This will be a benefit of being an affiliated club.

### **Q. Will Club Systems be considered as a partner?**

A. Yes, as part of an extensive procurement process to find the right technology partner or partners to suit our requirements. We fully appreciate that many clubs work closely with Club Systems. There are a number of other technology companies from within the golf industry that have delivered solutions in other countries and beyond who will be considered so that we obtain the best possible solution for our clubs.



**Q. Will the national tee-time booking platform be part of the CRM system?**

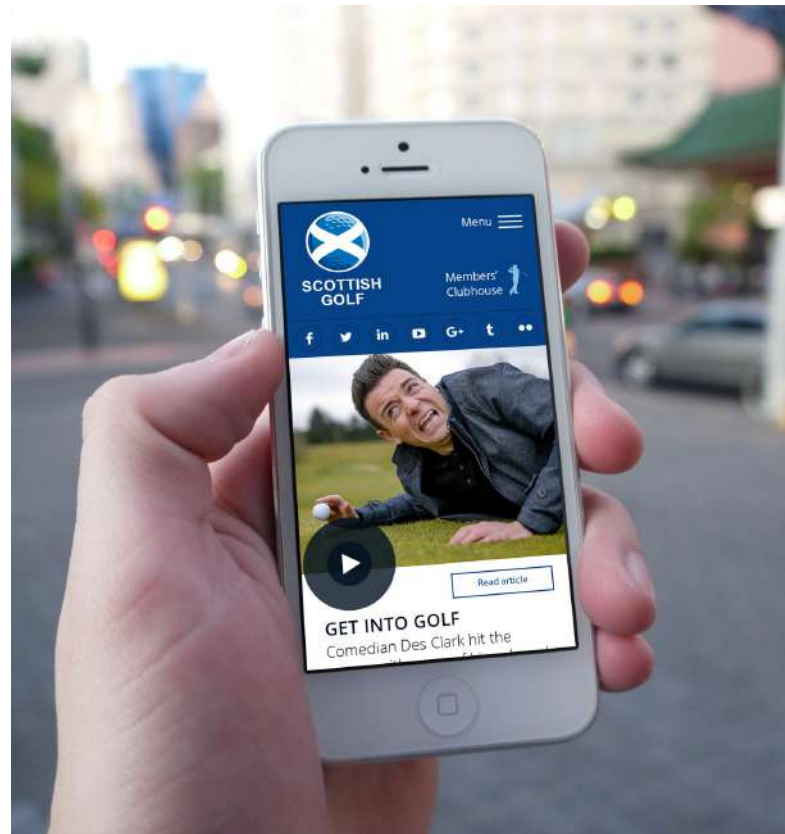
A. In the long term yes, but our initial priority will be the CRM system, with tee-time booking implemented in phase 2. However indications from suppliers is that there could be options to integrate this function sooner rather than later in line with the CRM solution. Part of the specification will be a requirement for both systems to integrate to ensure the best overall solution.

**Q. Why do we need a national CRM system when our club already has a good one?**

A. In line with the overall strategy, we firmly believe that the strength of Scottish golf lies in the collective power of the clubs and their membership. Our goal is to deliver what is best for the greater good of the game, and like other countries across Europe, we believe a national CRM system can provide great benefits for clubs of all sizes whether it be greater investment of new income or increased marketing and promotional activity to produce the outcomes we all desire. Also like any business, clubs need to keep pace with technology and the collective buying power of 587 affiliated clubs will make the best technology more affordable.

**Q. Have other countries delivered a National CRM solution for their clubs?**

A. Yes, many countries have already done this and Scotland has not yet. France has developed its own bespoke solution over the last ten years. Ireland has also delivered this in a similar way. Other countries have delivered solutions in partnership with suppliers via off the shelf solutions. The development of CRM's are at an advanced stage and we are confident in procuring a partner to deliver the appropriate quality solution for Scotland.



**Q. How will a national tee-booking platform help clubs?**

A. Our key objective in this area is to put clubs back in control of their green fee pricing. A significant portion of green fee spend is going out of the game into the hands of commercial companies and over the years clubs have asked the governing body to help change the culture of cut price deals.

There are many online booking options out there, but we want to create the best one which improves the user experience, makes it easier for golfers to book their tee-times and ultimately allows a club to determine their own prices, using stronger marketing channels to promote visitor golf at all clubs who are in the market of selling tee-times to visitors. In addition some current providers do not share the visitor data for marketing and communication purposes. This is something that will change with the suggested solution for all clubs.

Visitor data and information can be collected and used appropriately via the use of data protection laws. The data collected nationally will also help make the case not only for commercial partners to invest in our clubs but it will also provide vital information on the number of tee times being used, activity and participation data, peak times etc to allow increased planning and communication as well as promotional activity.

**Q. Will my club's hardware be compatible with the CRM system?**

A. The specification for the national CRM system will be extensive, covering all bases. Significant research will be involved to establish what work will be required/technology developed to ensure that the transition from or integration with other software providers will be as smooth as possible. Any system will be fully tested and piloted before going live to ensure it delivers the required standards of performance, information and service. Where hardware is not compatible there will be a fund available to support clubs to enable them to make use of the new system.

**Q. What is the hardware cost or implications for clubs as part of the new system?**

A. An audit will be carried out in partnership with clubs and the supplier of the National CRM solution. This will include hardware. Hardware is expected in the main to be compatible but where it is not, this will be examined by Scottish Golf and a fund made available to provide the appropriate solutions.

**Q. Can you 100% guarantee that existing and historical data can be transferred across?**

A. This will be part of the specification of the tender. The suppliers are confident that this aspect can be dealt with within the transition to the new approach and new system. We are committed to ensuring that we deliver the correct solution for clubs. We appreciate that different clubs will have different operational requirements and this will also be taken into account.



**Q. Will the CRM also have a facility for bar, catering and till systems?**

A. The ability to either deliver this function or interface with other systems will be a constituent part of the tender specification and procurement process. However this will not be part of the licence that Scottish Golf will be funding.

**Q. My club website is linked to our CRM system. Will you offer clubs a website service?**

A. The ability to either deliver this function or interface with other systems will be a constituent part of the tender specification and procurement process. However this will not be part of the licence that Scottish Golf will be funding.

**Q. We don't have a database?**

A. We will give you a database as part of the new system. We would encourage clubs to be able to benefit from modern technology. Where clubs have no staff we will endeavour to supply the system to suit your clubs needs. E.g some club secretaries have systems at home rather than the club.

## National Affiliation Fee

**Q. How much will the affiliation fee increase from its current level of £11.25 per adult member?**

A. We are currently working through different budget options but cannot confirm what the fee will be at this stage. Clearly funding the new CRM and tee-time booking solution nationally for all clubs is the priority and the increased funding will be designed to fully fund this for all clubs.

We would like your support to increase our funding so that we can invest in the benefits for Areas & Counties, clubs and club members as detailed in our strategy documents. We believe that having listened to your needs, this is the best way forward to make the sea change of increased investment in our members that we all require to grow our game.

A relatively small increase per person can have a significant increase on our resources and ultimately lead to more investment from other sources thus facilitating us to drive the changes required to make golf and golf clubs more sustainable in the future. Compared to other countries in golf and other sports in Scotland, our members pay much less which it could be argued is starving our sport of investment.

**Q. Will I have to pay the affiliation fee more than once if I am a member of more than one club?**

A. We will be able to clearly track multiple memberships via the new National Club CRM. Therefore currently we are planning on identifying those members to ensure they pay the new affiliation fee only once per annum. It should be seen as an individual member contribution and not the club's contribution. This will be clarified within the Articles of Association. The sample invoice is shown in our strategy documents. For clarity this can only be done and is proposed to start when the CRM is operational in 2019.



**Q. Will the Affiliation Fee be linked as a percentage to the sub?**

A. No. The Affiliation Fee is an individual member contribution and therefore will be required to be consistent across the country.

**Q. What does a member get for their money from Scottish Golf?**

A. Refer to the proposed 'Benefits Package' within the strategy document via the icon above. In return, we are providing a service to every golf club member through the CRM system, the national tee-time booking platform, individual golfer insurance, preferential green fee rates and other partner/sponsor benefits, such as discounts and relevant special offers.

The marketing opportunities created by the CRM system will allow us to communicate and engage more with the average golf club member to improve understanding of who we are and what we do. Through partnerships and sponsors, we will grow the added value we give members. We expect that the new CRM will provide the platform for delivering significant new income and resources to invest as we have highlighted for clubs, club members, and Areas & Counties. This is consistent with other countries, Federations and Associations.

The current fee is less than £1 a month and we believe it's not too much to ask golfers to make a small monthly contribution to the game so that they can benefit from the increased investment.

For example, there will be a new Club Development Fund that will invest new resources into clubs facilities to ensure that members benefit from ongoing improvements at their club. We believe most golfers want to see the game flourish and prosper with stronger clubs, better condition courses, growing membership, Scottish players fulfilling their potential and performing on the world stage. We are proud of our position as The Home of Golf but we need to invest in our clubs and infrastructure or risk being left behind by other countries around the world.



**Q. What benefit will the insurance offer?**

A. This will go to tender and we will aim to secure the best coverage for the best price possible, but guarantee a minimum level of cover for each individual club member in Scotland and give every golfer peace of mind that they have some level of cover included as part of their club membership and National Affiliation.

**Q. What about commercial use of the database – will my data be shared with 3rd parties?**

A. It will be Data Protection compliant, we have been working with our legal advisers and potential suppliers to ensure this. Current suppliers for other countries deal with this issue consistent with how we propose to deliver it for Scotland. Companies will only be able to communicate through Scottish Golf's own channels, as is the case at present.

Feedback from some clubs demonstrated that some private sector software suppliers are refusing to share data on visitors with the clubs they use via green fees. This situation will be rectified with the new system paid for via the new Affiliation price and process.

**Q. If I don't have a handicap, should I have to pay?**

A. Having a handicap is just one of the benefits of the affiliation fee, and while it is very important, we will deliver other benefits that all golfers can enjoy, from insurance, preferential green fee rates, to promotional merchandise and competition prizes.

Your club will also benefit from the new plan which will unlock greater revenues to be invested in our clubs to improve the playing experience and club facilities.





## Areas and Counties

### Q. What is happening with Area & County amalgamation?

Although an important topic for discussion, delivering the new strategy to grow the game and support clubs, members and Areas & Counties is the priority at this stage.

Discussions are ongoing between various Areas & Counties and we will support and where necessary advise on these discussions where required.



Clubs have an important role to play in this debate as ultimately the Areas & Counties represent their clubs. Similarly, those involved at Area & County level have an important role to play in delivering our new strategy and support golf at a regional level, particularly through the great work they do in volunteering and developing players.

We are keen to deliver greater investment in these themes once we have the increased resources to support Areas & Counties in an appropriate and meaningful way. Please click the document icon below to view the Benefits to Areas & Counties.



[Scottish Golf Strategy - Consultation Benefits Package | 10 August](#)

## Club Support

### Q. Are you continuing to support education?

Yes, but we would like to have more input on the themes and content which are most relevant to helping a golf club, working with partners such as the SGCMA, BIGGA, PGA, VisitScotland, Golf Foundation and Scottish Enterprise. We want to provide good quality education to enable club managers, secretaries, committee members and other volunteers to run their clubs more effectively in a business-like manner.



Greater resources will enable us to do more together in this vital area. With greater resources ideally we would like to offer increased training and qualifications opportunities for our clubs managers, secretaries and volunteers.



### Q. Where does the money go and what do clubs get from Scottish Golf?

A. Our current expenditure is detailed within our Annual Review on the website, within the 'Who We Are' section (or via document icon above). Currently 40% is spent on club development, including our development officers, business planning, training and education, handicapping, course rating, environment, marketing support, ClubGolf and Get into Golf resources. This will evolve as we grow our income and deliver the new areas of the strategy. All income we generate is reinvested back into the game as we operate as a not for profit organisation. We have itemised where we intend to invest any new resources via the potential Affiliation increase within the Benefits strategy document so that we can be clear where any extra revenue is invested.

### Q. Does all the money go to elite golf?

A. No, our expenditure is spread across all areas of our business and indeed the vast majority of expenditure on performance golf comes from sportscotland and commercial grants which is ring fenced for that purpose linked with targets for performance.

**Q. How will my club benefit directly from any increase in investment?**

A. The strategy is designed to grow the game and support clubs. We are a not for profit organisation and everything we generate goes back into the game. The more investment we get, the more resources we can give to clubs.

Many clubs are struggling and need support. They can't rely on volunteers to make major changes – they need industry expertise, learn from best practice, examine what works in other countries, increased training and qualification support for our club managers to run their club as a business and attract new customers. There are savings for clubs due to the fully funded National CRM and booking software proposals. This will save on current costs incurred by clubs that Scottish Golf will fund via the new strategy and affiliation plans.

There will be greater investment for clubs with the new Club Development Fund and Greenkeeper Fund that will allow clubs to apply for additional and new grant funding for equipment and facility investment. These funds are expected to increase in value as we deliver greater revenues from the plans outlined.

**Q. What about the small clubs under pressure financially?**

A. We will invest in the clubs that need the support the most. It is important that we help prioritize investment via the plans presented. We would like your help in delivering this for all Scottish golf clubs so that we can help capitalise on the demand for Scottish Golf and help generate greater revenues to invest in the clubs that need it the most for the greater good of the game. Our aim is to also generate increased revenue through visitor green fees, and International Licences/Affiliation so that the greater appeal and demand for golf in Scotland leading to greater revenues is spread across all clubs.

**Q. What about non-course clubs and resort courses?**

A. No, all affiliated clubs will be required to transition to the new system.



**Q. How will my club get an invite to the Special General Meeting?**

A. Via post and e-mail. There will be an opportunity for proxy votes for those unable to attend the meeting. We plan to ensure that as much information and opportunity for clarity is delivered as soon as possible so that decisions on the voting re Affiliation and Article changes can be made in advance of the Special General Meeting on the 2nd December 2017. Proxy voting will be available. The Regional Development Team will be available for further questions or clarity in addition to the team at The Duke's St Andrews. All staff have been briefed and where questions cannot be answered they will be escalated for a response.

**Q. Can you provide more detail on how the additional funding will be spent?**

A. This is detailed within the Benefits of the Strategy document on our web site (or via document icon above). The main areas for investment are the CRM and national tee-time booking system, however the focus will be on the key areas of our strategy – supporting clubs, growing the game and developing talented golfers via investment in clubs, club members and Areas & Counties as outlined in our documents.

**Q. Will there be a National Forum for Areas & Counties?**

A. Yes, this is planned to be extended to all stakeholders such as sportscotland who invest significant funds into golf in Scotland, along with other partners. This will form part of the revised Articles of Association.

**Q. Are there any issues with one supplier for Scottish affiliated clubs?**

A. No. This is consistent with other countries where one solution is provided for affiliated clubs as part of their affiliation.

**Q. Will the World Wide Handicapping System (WHS) have an impact on the CRM/handicap system?**

A. No. The WHS is likely to offer greater opportunity for handicap events and card input. The new system will be compliant to the WHS. This will be a benefit of the new system as research shows that the number of medals being played is dropping. We need to offer greater opportunity for handicap qualifying events and also greater use of technology to make it easier to enter and to record/analyse scores.

**Q. Will clubs opt out of Affiliation to the governing body rather than increase the affiliation fee per member?**

A. If clubs go down this route they will not be able to have their course rated or offer handicaps even via the WHS as this will be administered via the GB&I governing bodies via CONGU or any subsequent agreed body. This also relates to the Affiliation Fee being payable by the member not by the club.

**Q. Is it correct that Scottish Golf will require to reduce its expenditure by £400,000 per annum starting next financial year if the plans for increased Affiliation Fees do not go ahead?**

A. Yes, this is correct. As we have communicated, the revenue sources for Scottish Golf to invest in our members are from affiliation linked to member numbers (decreasing), sponsorship (decreasing) and government funding for governing bodies (decreasing).

We have already reduced the expenditure of the organisation by a significant figure in line with resources and budgets this financial year. However next financial year will require the above reductions if members do not vote for the affiliation changes.

This reduction will be in the form of staff numbers significantly dropping via redundancy, and budget reductions in development, performance and events. Clearly this will mean delivering less support and investment for our clubs, members and Areas & Counties.

**Additional Documents - Please click icon to view**

Scottish Golf Strategy - Consultation Benefits Package | 10 August



Scottish Golf Annual Review 2016