Membership Revenue Planning Workbook

A straightforward workbook to help golf clubs review membership income, understand the risks and agree practical next steps.

CLUB DETAILS

Club	Planning period
Completed by	Date

For General Managers, club teams and committees.

01

Start with where the club is now

Use the club's own figures wherever possible. Make a note where a figure is estimated.

WHAT THIS WORKBOOK IS FOR

This short workbook helps the club see what membership income is already in place, what may be at risk and where there may be room to improve. It is there to support a useful management and committee discussion alongside the club budget.

Information to have to hand

Membership information	Financial information
Current members by category	Membership income budget
Previous-year member numbers	Income received to date
New joins and resignations	Annual fee by category
Renewal information	Expected year-end income
Playing or usage data, if available	Any recorded member spend

Headline revenue snapshot

Measure	Previous year	Current year	Budget	Difference
Total members				
Membership revenue	£	£	£	£
Average revenue per member	£	£	£	£
New members joined				
Members resigned				
Renewal rate	%	%	%	%

FIRST VIEW

Current position:

☐ Ahead of plan ☐ On plan ☐ Behind plan

Difference: £

02

Membership categories and renewals

Review the income from each category, then look at what could be at risk when renewals are due.

Membership category	Members	Annual fee	Current revenue	Expected revenue
Full / seven-day		£	£	£
Five-day		£	£	£
Intermediate		£	£	£
Junior		£	£	£
Flexible / lifestyle		£	£	£
Country / associate		£	£	£
Other		£	£	£
TOTAL			**£**	**£**

Renewals and income at risk

Category	Due to renew	Likely renewal rate	Income retained	Income at risk
Full		%	£	£
Intermediate		%	£	£
Flexible / lifestyle		%	£	£
Other		%	£	£
TOTAL			**£**	**£**

- Which category brings in the most dependable income?
- Which members may be less likely to renew, and what are they telling us?
- Could another membership option help keep someone who might otherwise leave?

03

How golfers move into membership

Look at how golfers first come to the club, join, move between categories and stay connected.

A COMMON PATHWAY

VISITOR ⟶ REPEAT VISITOR ⟶ INTRODUCTORY OR FLEXIBLE MEMBER ⟶ FULL MEMBER ⟶ LONG-TERM MEMBER

Member movement	Previous year	Current year	Next-year aim
Visitor to membership			
Flexible / lifestyle to full			
Intermediate to full			
Full to another category			
Kept through a category move			
Membership resignations			

Questions for the club

- Where are most new members coming from?
- At what point do potential or existing members tend to drift away?
- Is there a suitable option for golfers who want to belong but cannot justify full membership?
- Which movement would be most valuable for the club?

MAIN PATHWAY TO IMPROVE

The movement we most need to improve is:

Reason:

04

Revenue gap and tee-sheet space

Work out the income gap, then check whether the membership required would fit comfortably around the tee sheet.

Revenue gap calculator

Revenue measure	Amount
Annual membership revenue target	£
Membership revenue already secured or expected	£
Expected income lost through resignations	£
Revised expected revenue	£
REMAINING REVENUE GAP	**£**

Possible route	Revenue per member	Members needed	Total revenue
Full members	£		£
Intermediate members	£		£
Flexible / lifestyle members	£		£
A mixture of categories	£		£

Tee-sheet check

Period	Current use	Space available	Possible access / pricing change
Weekday mornings	%		
Weekday afternoons	%		
Friday	%		
Weekend afternoons	%		
Winter periods	%		

KEEP IN MIND

Look after peak access first. Any extra membership income should be planned around genuine space on the course and clear access rules.

05

What each member may be worth

Look beyond the subscription fee, while keeping recorded figures separate from sensible estimates.

Annual member value	Recorded figure	Estimated figure	Where the figure came from
Membership fee	£	£	
Guest revenue	£	£	
Food and beverage	£	£	
Competitions and events	£	£	
Coaching or practice	£	£	
Other club spend	£	£	
ESTIMATED ANNUAL VALUE	**£**	**£**	

Three possible outcomes

Outcome	Members	Renewal rate	New joins	Expected revenue	Gap to budget
Cautious		%		£	£
Expected		%		£	£
Growth		%		£	£

WORKING VIEW

Selected outcome: ☐ Cautious ☐ Expected ☐ Growth

Main assumption:

- What happens if more members leave than expected?
- What would need to go well for the growth figure to be realistic?

05A

How members and green fees are brought in

Compare what the club spends to win business, what each sale is worth and how dependable that income is.

WHY LOOK AT THIS

This section helps the club compare regular membership income with green fees that need to be won again each time, while showing what is being spent to bring in each member or booking.

Marketing spend and cost of bringing in a sale

Where the sale comes from	Marketing spend	Other selling cost	Sales made	Cost per sale
Full membership	£	£		£
Flexible / lifestyle membership	£	£		£
Visitor green fees	£	£		£
Societies / group bookings	£	£		£
Other	£	£		£

SIMPLE CALCULATION

Cost per sale = marketing and selling costs linked to that activity ÷ number of sales made

How often the income is likely to return

Type of income	Average sale	Visits / purchases per customer	Annual value	How dependable is it?
Full membership	£		£	
Flexible / lifestyle membership	£		£	
Visitor green fees	£		£	
Societies / group bookings	£		£	

Questions for the club

- Which marketing activity regularly brings in members or green-fee bookings at a sensible cost?
- How much green-fee income relies on the same golfer choosing to come back and pay again?
- How much visitor income is booked ahead, and how much is affected by weather or late demand?
- Does the likely value of the customer justify what the club spent to win the sale?
- Could regular visitors be given a clearer route into membership?

OVERALL VIEW

The route that gives the club the best balance of cost, value and dependable income is:

06

Turning interest into new members

Link the income required to a manageable number of enquiries, conversations and joins.

Stage	Current level	Conversion rate	Level needed	Who owns it
Good-quality enquiries		%		
Membership conversations		%		
Applications / decisions		%		
New members joined		%		
First-year renewals		%		

Where new members may come from

Source	Who we want to reach	Activity	Expected joins	Spend
Club website				£
Member referrals				£
Former members				£
Repeat visitors				£
Local / digital activity				£
Partner channel				£

- Which group is the best fit for the club, rather than simply the largest?
- Is the membership offer clear on the website and easy to enquire about?
- What happens after an enquiry, and who follows it up?

07

Actions and club review

Agree a small number of clear actions, each with someone responsible and a simple way to check progress.

Priority	Action	Who	By when	Income effect	How we will check
1				£	
2				£	
3				£	
4				£	
5				£	

IDEAS TO CONSIDER

Renewal communication • Conversations with members who may leave • Category review • Website journey • Enquiry follow-up • Former members • Visitor conversion • Quieter tee times • Pricing and access rules

When we will review it

Review	Date	Who is involved	Figures to look at	Decision / action
Monthly				
Quarterly				
Before renewals				

FIRST STEP

The first action the club can take is:

Who:

Review date:

08

Committee summary

A short page that can be lifted straight into a management or committee paper.

Current position	Figure
Current membership revenue	£
Expected year-end revenue	£
Difference to budget	£
Renewal rate	%
Income currently at risk	£

Recommended priorities

Priority	Recommended action	Who
1		
2		
3		

Likely financial effect

Area	Cautious figure	Expected figure
Keeping existing members	£	£
New-member recruitment	£	£
Moving members between categories	£	£
New or revised category	£	£
TOTAL POTENTIAL IMPACT	**£**	**£**

DECISION NEEDED

Committee approval or decision:

Recommended review date:

09

Final check and next step

Make sure the plan is based on the club's own figures, is realistic and can be managed by the team.

FINAL CHECK

- ☐ We have agreed the figure we expect to achieve
- ☐ We have worked out what income may be at risk
- ☐ We understand the remaining income gap
- ☐ We have checked growth against space on the course
- ☐ We have chosen no more than five actions
- ☐ Every action has someone responsible and a review date

Where flexible membership may fit

If this review shows demand from golfers who want to belong to the club but cannot justify a traditional membership, a carefully structured flexible category may provide an additional source of regular income.

PlayMoreGolf helps clubs reach this audience and manage the flexible member journey, while the club keeps control of its main categories, pricing, access rules and peak tee-time availability.

The aim is not to replace traditional membership. It is to give golfers who might otherwise remain visitors, or leave the club altogether, a suitable way to belong.

A PRACTICAL CONVERSATION

Use the figures in this workbook to speak with the PlayMoreGolf club team about the club's income gap, quieter tee times, the golfers it would like to attract and the safeguards it needs.

Notes

playmoregolf.com