



## Carrying out a SWOT Analysis

SWOT analysis is the process of looking closely at your golf club and asking what is good and bad, what are the challenges you are facing and how a potential member may regard you.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. By using the SWOT analysis you can identify where your golf club stands in the market.

This provides a useful basis for making future strategic and marketing plans.

### Strengths

Examples of typical golf club strengths include:

- Strong financial base.
- Many new members.
- Strong junior programmes.
- No joining fee.
- Strong green fee business.
- Strong corporate business.
- Quality course.
- Well-equipped clubhouse.
- Committee is well-structured, enthusiastic, capable.

### Weaknesses

Weaknesses often appear as the direct opposite of the golf clubs strengths and include:

- Weak financial base.
- Declining membership.
- Low green fee business.
- Low junior members.
- Few volunteers.
- No support from local businesses.
- Out of date ill equipped clubhouse.
- Committee is poorly structured, and has poor skills.



## **Opportunities**

Opportunities refer to the possibilities of new growth because of the changes in the external environment and can include such things as:

- Not many other courses in area.
- New population of potential members moving into the area
- Growth of ageing population.
- Nearby local schools.
- Growth of local business sector
- Lack of social venues in area.
- Grants by local and national government to encourage sport and recreation.

## **Threats**

As with strengths and weaknesses, the threats are often very similar to the opportunities. Examples of threats include:

- Traditional sponsors of golf clubs changing the way they spend their sponsorship dollars.
- Other interests including television, video games, school activities, part-time work for teenagers, and so on.
- Time related issues for example, competition for volunteers time, longer working hours, both parents working – children unable to attend, limited available free time for both children and parents.
- Other local golf clubs with better facilities.
- Lack of local knowledge and interest in your product.
- Local business sector in recession.

In your Business Support teams conduct a brainstorm session where you list what you feel your main strengths, weaknesses, opportunities and threats to be. You will disagree and there are no right and wrong answers. Spend no longer than an hour on this exercise.