• Associate Professor, Lutgert College of Business
• Thirty years consulting
• SWFL Club Experience
  ✓ Bonita Bay Club
  ✓ Country Club of Naples
  ✓ Fiddlesticks Golf and Country Club
  ✓ Gulf Harbour Golf and Country Club
  ✓ Hideaway Beach
  ✓ Legends Golf and Country Club
  ✓ Naples Heritage Golf and Country Club
  ✓ Olde Hickory Golf and Country Club
  ✓ Quail West Country Club
  ✓ Spring Run Golf Club
  ✓ The Forest Golf & Country Club
  ✓ Wyndemere Golf and Country Club
Focus Groups Purpose

• Focus groups were designed to build upon the survey findings and town hall meetings to better understand the desires and needs of the membership.

• Member input is the foundation needed to guide the Club through the decision making processes that will ensure a successful future.
HP Focus Group Sessions

- Nine focus group sessions were held over three dates.
- Each session had between 10 – 17 participants.
- Participants were Directors of Neighborhood Associations or their delegates.
- Participants were asked to solicit input from their neighbors on four key questions prior to their session.
HP Focus Group Sessions

- Participants were asked to share their opinions and the perspectives of those they represented.
- A diversity of viewpoints was encouraged.
- Gaining insight on what are the variety of viewpoints held by members and why they hold these viewpoints was a goal of this process. (Goes beyond survey data methodology)
- Qualitative assessment based on consistency of viewpoints shared across sessions.
Focus Group Discussion Question

How can the Club meet members’ increasing desires for casual dining while maintaining a formal dining experience?
Casual Dining Facility

• A Grill Room/ Pub has strong interest
• Preferred location is at current bar area
• Dedicated facility with own décor and separate entrance.
  • Expand to include covered outdoor dining
• Size: 120 – 150 seats
• More extensive hours of operation
Casual Dining Facility

• Recognition that an increase in the number and variety of meals served may necessitate an expansion of the kitchen.

• Would like expert opinion to drive this decision.

• Would lead to lost of meeting room/library.

• Impact of casual dining facility on main dining room: Lost seating – do we need to recapture this? Is there a need for a second bar for dining room?
Focus Group Discussion Questions

- How should the Club best meet the evolving needs of current and future members for fitness and wellness activities?

- As the interest and demand for a variety of activities continues to grow, is there a need and desire for greater dedicated meeting space?
Activities Center

- Recognition that any discussion of changes to fitness should also include need for more meeting space, card rooms, library, administrative offices to better meet the diverse needs of membership.
- Current fitness: Busy but only during peak morning hours; overcrowded with equipment, no room for stretching, safety concerns; classes at Lodge; classes overcrowded, multipurpose floor; Competitive disadvantage to attract new members.
Activities Center

• Greater diversity of opinions then Casual Dining Facility.

• Two main locations discussed:
  – Expanded Lodge
  – On land by practice green/ Pickleball courts
  – Both locations have associated pros and cons
At what level and manner would members’ prefer to pay for desired member driven capital improvements?
Any proposal must demonstrate good value and benefits to members versus costs.

At what increase in annual assessment/dues level does the community become less attractive to potential new members versus other communities?

Does any increase in annual assessment/dues price the community out for some current members?

Payment options are desired. One time, two payments, monthly.
Project Costs

- Range: zero – 12.9 million
- Within focus groups most felt that a middle ground of 6 – 8 million would be acceptable.
- Would like a time period of less than 15 years.
Other Considerations

- Would like to continue to benchmark other area Clubs to learn what they have done, why, and how.
- Would like to know more on what are the key trends in Clubs.
- Any changes should be part of a comprehensive long range plan. Done right the first time for the long term. Not a Band-Aid approach.
- Desire on-going communication, education and input throughout this process.
Final Thoughts

• The focus group sessions go beyond the survey process by providing a forum for greater discussion of opinions and viewpoints with a representative sample of the membership.

• Provides greater clarity and understanding of member desires and expectations.

• Key step in narrowing process from broad to more specific.
Questions??
THANK YOU