



portfolio

STEVE DIRKS

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## GOLF CLUB MARKETING AND MEMBERSHIP SALES



# STEVE DIRKS

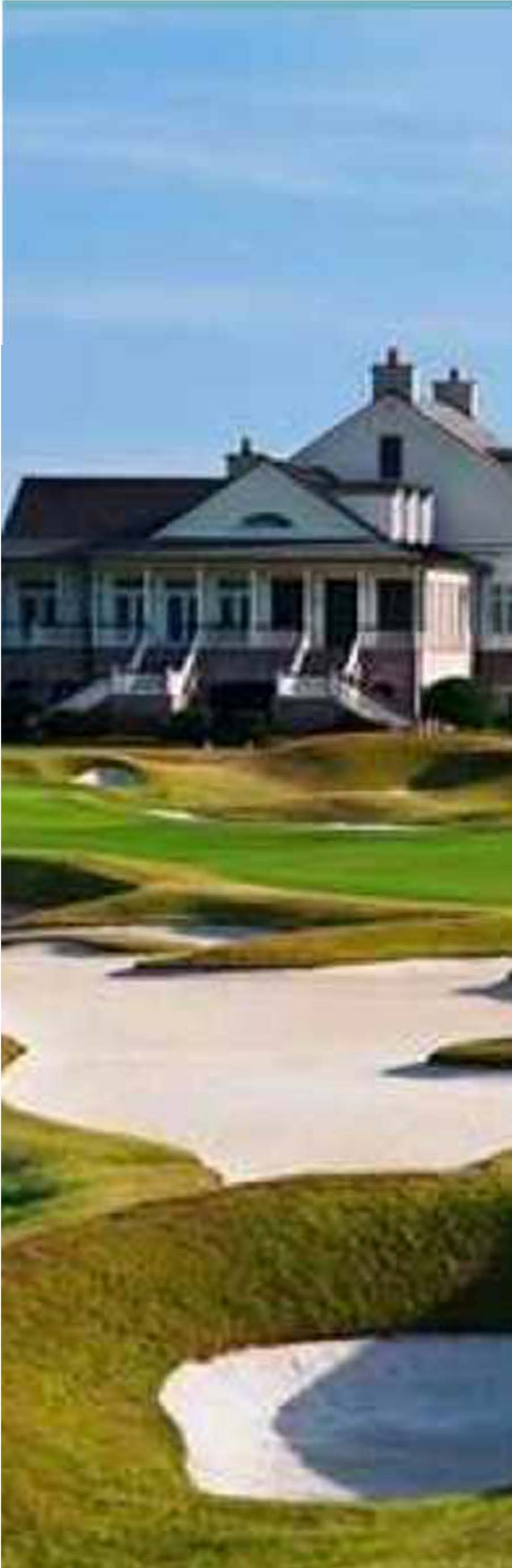


Table of Contents.....	2
Introduction.....	3
Sports, Business and Real Estate Highlights.....	4
Steve Sells Memberships	
CordeValle.....	5
The Concession.....	6
TPC Stonebrae.....	7
Braemar.....	8
Private Club Marketing.....	9
Private Club Marketing Examples	
Internet Banner Ads.....	16
Analysis	
Search – Google AdWords.....	23
Analytics	
Membership Initiatives	
Membership Marketing Playbook.....	29
Exciting New Membership Programming.....	35
Pop Up Dining Ideas.....	36
Plan To Sell 200 New Golf Memberships.....	37
My Golf Club Memberships.....	38
Golf Club References.....	39
Thank You.....	40

STEVE DIRKS

## INTRODUCTION

Thank you for reviewing this portfolio. It is meant to provide detail in addition to my resume, cover letter and other written materials.

I am looking for an opportunity to work with an organization that would like to celebrate and market the country club of the future. An iconic club that will differentiate from area country clubs and draw new members from regional, national and international areas to build a truly remarkable place. Cool environments, pool, spa and dining experiences, music, lighting of grounds and luxury event programming can propel a club into a world class sphere.

## STEVE DIRKS

### SPORTS, BUSINESS AND REAL ESTATE HIGHLIGHTS

My first job out of college was as one of the original producer/directors for ESPN SportsCenter in Bristol, CT. After 4 years, I went to Wall Street and became a registered principal and branch manager in New York City and Los Angeles. 10 years later I formed a company called the Pro Athletes Golf League in conjunction with ESPN. We televised golf tournaments with \$300,000 in prize money with a tour made up of current and former professional MLB, NFL, NBA and NHL players, including Joe Montana and George Brett as our co-commissioners. Some of our players included Rick Barry, James Worthy, Dr. J, Jim Rice, John Brodie, Jim Brown, Stan Mikita and Bobby Grich. I brought in Pepsi, Hyatt and Anheuser-Busch as title sponsors.

I lived in Edinburgh, Scotland in 2003 and 2004 while obtaining my postgraduate degree in golf and country club management from Queen Margaret University. I worked weekly in St. Andrews with the Links Trust and The Old Course Experience. My dissertation was called Golfreconomics and looked at how clubs in the US might survive if they act more like cool, hip and chic brands like Nikki Beach and Annabel's in London. I also completed papers on golf club marketing, finance, valuation appraisals as well as a look at current golf club industry prospects and potential for the golf clubs of the future. I had the good fortune to entertain my friends and family with many golf trips to stay and play the iconic courses of St. Andrews, Carnoustie, Troon, Prestwick, Turnberry, Crail, Kingsbarns and Portmarnock in Ireland.

In 2015 I received my real estate license in the state of California with Windermere Homes and Estates in Del Mar, and formed an internet newsletter called The San Diego Golf and Country Club Membership Report. The report differentiated benefits, membership initiation and dues pricing at all 12 of the private golf clubs and resorts in the San Diego area. It appealed to golfers considering buying a home and becoming a member at a club in one of the gated golf communities.

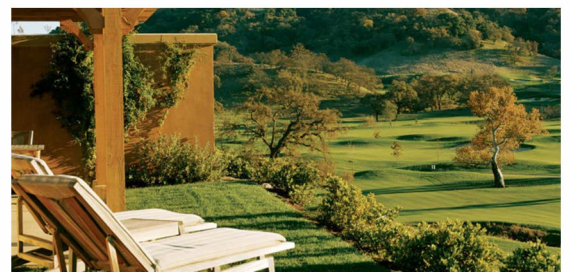
# STEVE DIRKS

## STEVE SELLS MEMBERSHIPS.

CordeValle Golf Club, Silicon Valley, CA by Robert Trent Jones II

34 Ultra luxury villas and 3, four bedroom Fairway homes  
(An Auberge and Rosewood Resort)

- Sold 21 new full golf memberships in 2006 at \$125,000 and \$100,000 per corporate designee, an increase of 1,050% over 2004 and 2005 respectively
- Sold 40 new golf memberships in 2007 and 2008, for a total of \$5 million+, successfully resulting in three price increases during the year, rising from \$125,000 to \$135,000 to \$160,000 to \$185,000
- The Club began earning its first profits since opening in 2000





# STEVE DIRKS

## STEVE SELLS MEMBERSHIPS.

The Concession Golf Club, Sarasota, FL  
designed by Jack Nicklaus and Tony Jacklin

3 Luxury five bedroom residences

- Sold 15 new full golf memberships at \$100,000 to \$125,000 and upgraded 5 golf memberships from \$70,000 each, resulting in net new membership deposits of \$1,733,000, an increase of 370% over 2008 and 2009 respectively
- Increased total golf memberships in the Club by 20%, successfully resulting in a price increase from \$100,000 to \$125,000



# STEVE DIRKS

## STEVE SELLS MEMBERSHIPS.

TPC Stonebrae, San Francisco, CA designed by David MacLay Kidd (Bandon Dunes, The Castle course at St. Andrews and Nanea Golf Club)

Built a \$16 million clubhouse with no assessments to members.

- Sold 57 new full golf memberships and 60 new social sports memberships, increases of 47% and 72% respectively.



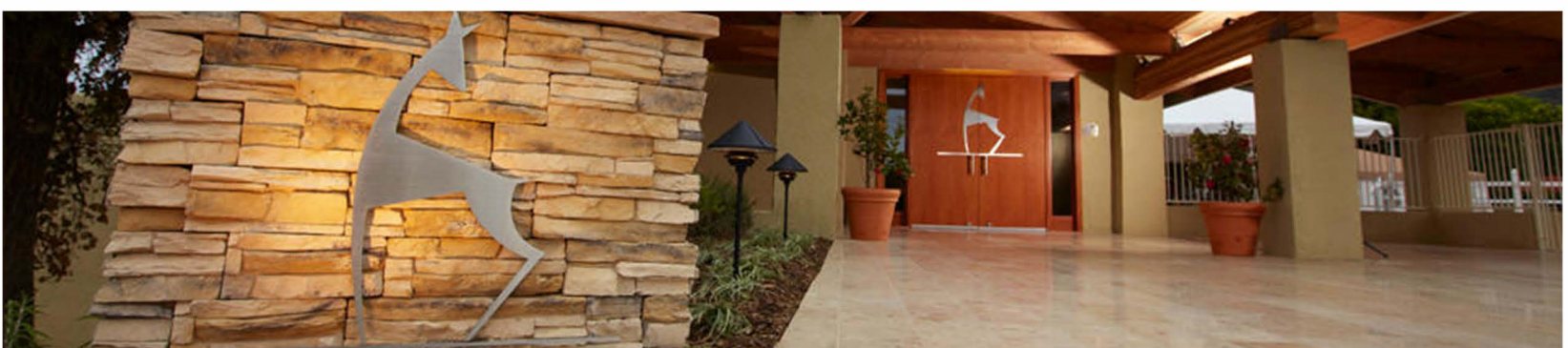


# STEVE DIRKS

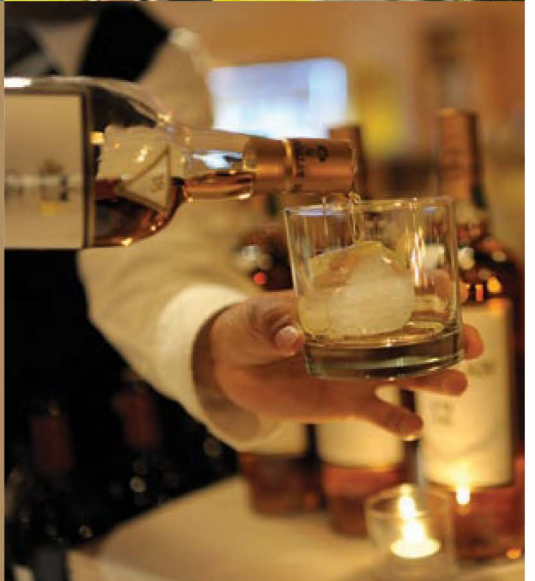
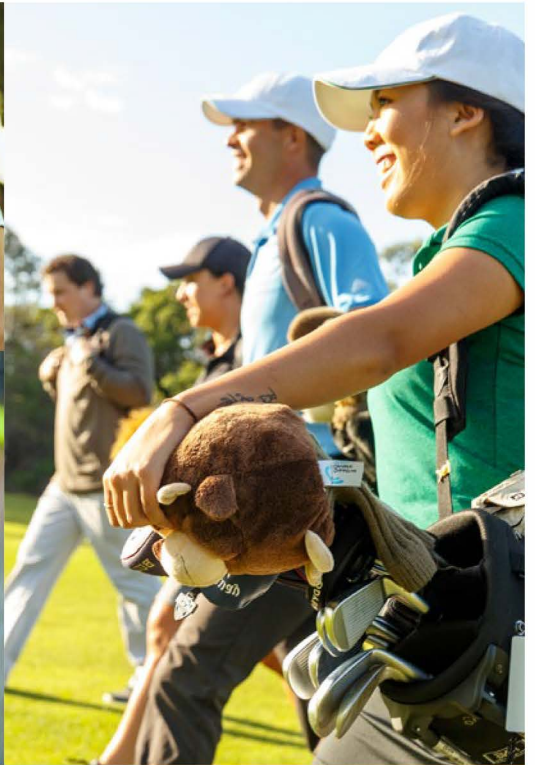
## STEVE SELLS MEMBERSHIPS.

Braemar Country Club (ClubCorp, Inc.), Los Angeles, CA designed by Ted Robinson.

- Membership team was responsible for the sale of 67 new golf memberships, an increase of 320%. We added a total of 125 new club memberships, an increase of 152%
- Reversed eight straight years of declining Net Dues and produced Positive Net Dues
- Increased Braemar's Positive Net Dues ranking within ClubCorp's private golf clubs to second out of 80 from last out of 80







Private Club Marketing, Inc.  
20301 SW Birch St. #203 | Newport Beach, CA 92660  
P. (949) 743-5793  
[www.PrivateClubMarketing.com](http://www.PrivateClubMarketing.com)







## About Us

### MEMBERSHIP SALES CONSULTING, LUXURY MARKETING, BRANDING

Established in 2009, Newport Beach-based Private Club Marketing is a luxury marketing, branding and membership sales consulting firm specializing in private clubs, golf communities, resort destinations, boutique hotels, estates and unique lifestyle environments. We help Developers, Owners, Financial Institutions, and Management Companies make big decisions on envisioning, strategy, marketing, sales, and organization.

Our mission is to improve the member experience by offering lifestyle expertise that inspires opportunity and celebrates our traditions and leaders. Whether your needs be a curated sales strategy, creative direction and design, photography, content, and marketing collateral development or website design and management; Private Club Marketing has a coveted reputation for delivering and providing a 'turn-key' approach to marketing essentials.

Decades of experience with international luxury brands and Top 100 private members' clubs facilitated the need to evolve, continually pushing the boundaries of modern technology. We assist numerous brands from start-ups to well-established and implement a range of identity, product and image strategies propelling companies forward to further success.

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*When selecting our preferred partners to recommend to the best private clubs around the world, Private Club Marketing's experience and resume speaks for itself.*

*Our exclusive list of Clubs are always looking for ways to better communicate with their members, drive referrals and increase value.*

Dennis Burns  
Executive Director  
Platinum Clubs of America & Platinum Clubs of the World

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# A Few Of Our Key Players



**ZACK BATES**

**Position :** FOUNDER & CEO  
**Experience :** 16 years

Zack began his career at ClubCorp where he ignited internal marketing standards and cross-club communication strategies to improve member usage and foster new member referrals.

Since that time Zack has worked closely with world-renowned Platinum Clubs of America and in 2016 oversaw the rebranding, marketing and membership sales for Newport Beach Country Club (winner of club of the year in 2017) with \$12M in Membership sales in 9 months.

Zack was recently named to the 2018 Top 25 List of Luxury Digital People to follow by Verb Brands.



**STEVE DIRKS**

**Position :** PARTNER  
**Experience :** 15 years

Over the past 14 years Steve Dirks has been Director of Membership Sales and Marketing for five exclusive country clubs in California and Florida, including the PGA TOUR'S TPC Stonebrae outside San Francisco, CordeValle in Silicon Valley, and The Concession in Bradenton/Sarasota, Florida. Steve has also been a member of 4 private clubs in New York and California. He is a 12 year member of the Professional Club Marketing Association (PCMA.) Steve has also had the good fortune to live in Edinburgh, Scotland and work with The Old Course Experience at St. Andrews, while receiving his post-graduate degree in golf and country club management from Queen Margaret University.



**KATHY SANDERS**

**Position :** VP SALES  
**Experience :** 30 years

Kathy began her private club career at ClubCorp as a Membership Director and was highly successful in implementing various membership programs to increase member referrals and net member growth at Sports Clubs and Business Clubs in Michigan and California. A recipient of two prestigious President's Club Awards for overachievement in membership sales goals, Kathy was also recognized as a Regional Trainer for Membership Directors.

In 2011 Kathy was named president of the Professional Club Marketing Association (PCMA).

*Preferred Golf is seen by many club managers and golf professionals as a resource to assist in creating bespoke golf travel itineraries for their members, so we look forward to working with Private Club Marketing to increase our reach within the private club industry and help even more golf enthusiasts enjoy once-in-a-lifetime experiences at our destinations worldwide.*

Casey Ueberroth  
Former Vice-President of Preferred Hotels and Resorts

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## Our Competencies

Since 2009, club owners, operators, and developers have engaged Private Club Marketing to achieve the revenue potential of new and existing properties through expert club management, membership sales, marketing, and retention tactics.



### STRATEGIC MEMBERSHIP SALES PLANNING

With our vast experience working with, and in, TOP 100 private clubs, Private Club Marketing works with your executive team to develop membership strategies to maximize exposure through exclusive introductions and invitations for membership at your club. We will develop outreach programs to invite qualified individuals and families to inquire about membership at your club and create buzz so new and existing members continue to invite their friends and close acquaintances to inquire about Membership as well.



### CLUB MANAGEMENT

Relationships with brands like LVMH, Aston Martin, Gulfstream, Omega, Macallan, Preferred Hotels and more... Private Club Marketing will leverage its strong connections with qualified luxury brands to create strategic brand partnerships to make introductions and share those brands best customers with your Club.



### MARKETING & ADVERTISING

Private Club Marketing's extensive relationships with luxury brands like Bentley Motors, WheelsUp, Riva Yachts and others allow for cross-promotional marketing experiences between like-consumer brands.

In addition, mailed invitations to an upcoming cocktail mixer, strategic placement of membership opportunities online and in print... Private Club Marketing's expertise in qualified lead generation can streamline the membership process for your club.



### NEW CLUB DEVELOPMENT & ADVISORY

Coordinate with owners and operators the development of Rules and Regulations, Club Bylaws, Membership Applications, Club Interests Forms, Website Development, CRM, New Member Connect (Retention and Usage), Annual Calendar Development and more to ensure proper prospect information is gathered and new members are integrated and welcomed into the club.

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# Luxury Brands We've Worked with

## RETAIL & LUXURY GOODS

A. Lange & Söhne  
Burberry  
Louis Vuitton  
Chanel  
Christie's Auction House  
De Re Gallery  
Jo Malone  
OMEGA  
Paddle 8  
Payne Mason Cigars  
PRADA  
Porsche Designs  
Compagnie Financière Richemont SA  
Sotheby's  
Vivienne Westwood  
Winston Art Group

## FOOD & WINE

£10 Beverly Hills  
The Balvenie  
Champagne Jacquart  
Donelan Family Wines  
Foley Food and Wine Society  
Gloria Ferrer  
Macallan  
Mastros Ocean Club  
Moët Hennessy  
Pebble Beach Food and Wine  
Wally's Beverly Hills  
Glenfiddich  
Petrossian Caviar

## AVIATION, YACHTS & AUTOMOTIVE

ACI Jets FBO  
Aston Martin  
Bentley Newport Beach  
BMW  
Bombardier  
Custom Line Yachts  
Ferretti Yachts  
Ferrari Beverly Hills  
Gulfstream Aerospace  
Infiniti  
Itama Yachts  
Mercedes-Benz  
Pershing Yachts  
Riva Yachts  
Rolls Royce Motor Cars  
WheelsUp

## UHNW SERVICES

Bessemer Trust  
Beverly Hills Medical Concierge  
Boston Private Bank & Trust Company  
Chubb Insurance  
Deloitte  
Ernst & Young  
Hub International Insurance  
KPMG  
Messner Reeves LLP  
PricewaterhouseCooper  
UBS Bank  
US Trust  
Wood Gutmann & Bogart

# Recent Projects

We don't share all of our projects on our website, due to client exclusivity. Please find a few here that get us excited.



## 01

Newport Beach C.C.	June 2015	December 2016	Membership Consulting
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### THE NEWPORT BEACH COUNTRY CLUB OPENS TO SOLD OUT MEMBERSHIP WITH NEW \$40M CLUBHOUSE

That club life though. Orange County residents who want a little extra something something this summer might try their luck at procuring a membership to the Newport Beach Country Club, which has just unveiled its all-new, \$40 million, 56,000 square foot Clubhouse.

This private, two-story structure has been designed in the Craftsman style, a signature look for Orange County. Here, residential style meets resort sophistication in a chic gathering place made of wood and glass.

Over 400 new Members in 9 months leading up to reopening, with 80 on the wait-list.



## 02

### MESA VERDE COUNTRY CLUB

Assisted Mesa Verde C.C. gain membership approval of rebrand and remodel of its club and facilities. A \$7.3M renovation broke ground in spring 2018 and membership currently on wait-list only for new members. The Membership Initiation Fee doubled in the past 12 months.



## 03

### BALBOA BAY CLUB AND RESORT

The historic Balboa Bay Club was redefining itself and in need of an elevated brand experience. Improved member communication, paired with their ongoing social calendar allowed the club to maintain positive net members while a new club was being built across the street.



## 04

### THE TENNIS CLUB AT NEWPORT BEACH

The Tennis Club is in beginning stages of a major rebrand and renovation of the 60 year old club. The new facility will erect at \$50M clubhouse including, spas, tennis, pool and bungalows for its international membership. Private Club Marketing has been retained as management partner in the project, overseeing the rebrand and driving new revenues into the club. Over 70 new memberships were introduced in the first 90 days.





Monthly  
Performance  
Review  
September  
2017

Confidential

Presented to  
Steve Dirks, Director of Marketing



# STEVE DIRKS



Timeless elegance awaits you



NEW



Where every hole is picture perfect!



NEW



We have fun for all ages!



NEW



Happily ever after starts here...



NEW



Fashionistas make Fabulous Friends  
Come join us!



Re-Start



Why settle for a Clubhouse when you can have a Mansion?



Continue



NOW BOOKING 2018 WEDDINGS



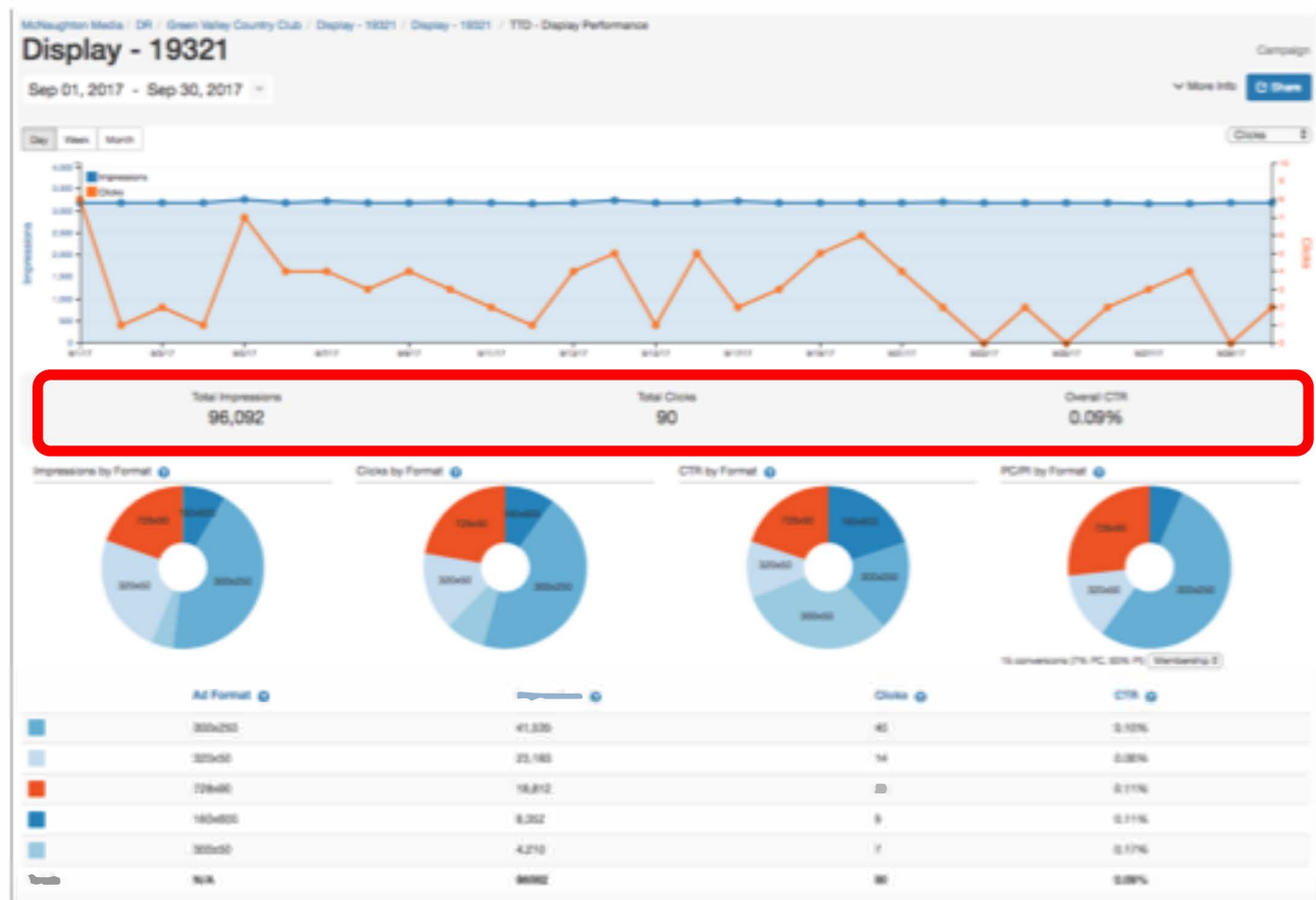
Continue

As we move into the fourth quarter we will continue to optimize the campaign by allocating impressions based on the best conversion analytics. We will also be changing out creative to keep campaign fresh and relevant. This includes adding additional creatives targeting wedding planning to help generate bookings into 2018.

Attached are the creatives we will run for the next 6-8 weeks. 4 of these are completely new, 1 is being restarted from a prior run and 2 of these were added about 4 weeks ago.



STEVE DIRKS



Overall click through rate was slightly below the 10% threshold, however because of our guarantee, we over delivered at our expense, to meet the minimum of 90 clicks for the period.

# STEVE DIRKS

McNaughton Media / DR / Green Valley Country Club / Display - 19321 / Display - 19321 / TTD - Display Conversions

## Display - 19321

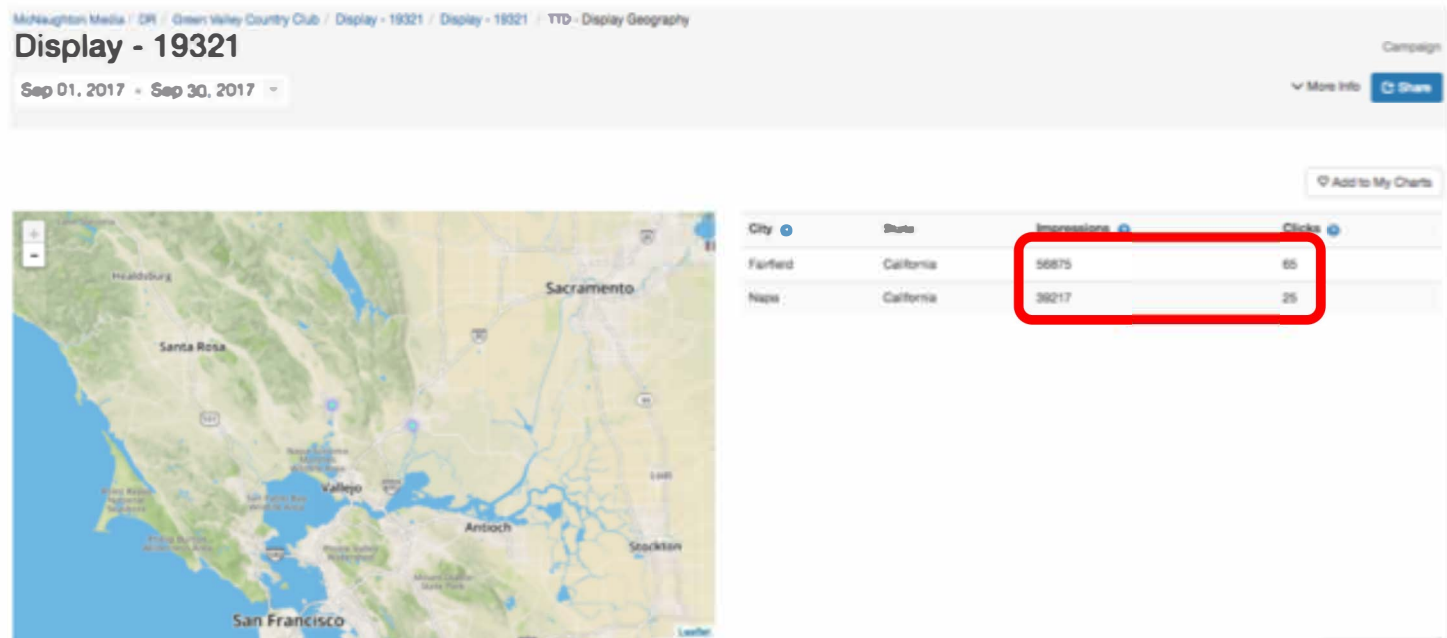
Sep 01, 2017 - Sep 30, 2017

	PC ⓘ	PI ⓘ	% PC	% PI	Total Conversions ⓘ
Membership	1	14	0.57%	93.33%	15
Contact	0	8	0.00%	100.00%	8
EventInquiry	0	2	0.00%	100.00%	2
Amenities	0	0	0.00%	0.00%	0
AllPages	35	3,984	0.87%	99.13%	4,019
PC/PI s	0	0	0.00%	0.00%	0

Conversions (*navigation to other pages after a click, or coming back to the site after view an ad, but not clicking*) really increased this month. We saw 36 post click conversions and an incredible 3,988 post impression conversions, with 14 going to the membership page. Some of this increase may be attributed to a retargeted ad that is served to a current member or site visitor, so not all can be attributed as a new visitor.

This is an increase over last month when there we 22 post click conversions and 973 post impression conversions.

STEVE DIRKS

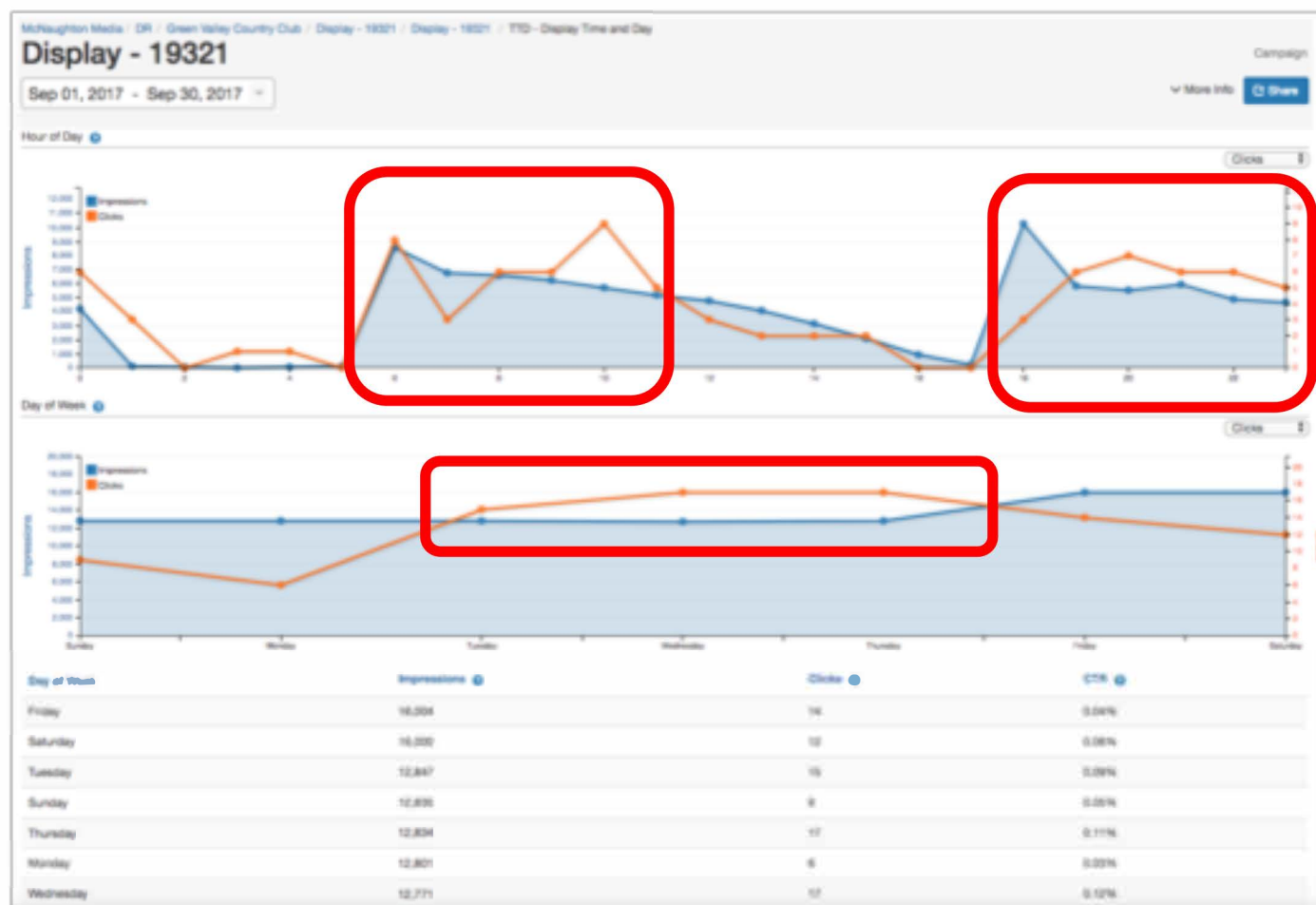


Unlike prior months, where the impressions were divided pretty equally between Fairfield and Napa, in September we delivered approx. 60% of the impressions in Fairfield and 40% in Napa. This is because we were beginning to recognize we were getting a better CTR in Fairfield.

In September The campaign received approx. 72% of the clicks in Fairfield with a CTR of .11, compared to Napa where we received 28% of the clicks with a CTR of .06



# STEVE DIRKS



As you can see we are beginning to day part the impressions as we are seeing much better activity in the morning hours and then again in the early afternoon into the evening. Peak hours were between 6-10 am and 7-10 pm.

Although we are seeing pretty good activity through out the week, the most active days are between Tuesday and Thursday, with Monday being the least active.

# STEVE DIRKS

	Source ⓘ	Medium ⓘ	Sessions ⓘ	New Users
■	(direct)	(direct) / (none)	2,830	891
■	google	google / organic	1,305	747
■	yahoo	yahoo / organic	121	64
■	facebook.com	facebook.com / referral	114	13
■	bing	bing / organic	112	61
■	3461	3461 / Display	92	88
■	m.facebook.com	m.facebook.com / referral	48	37
■	outlook.live.com	outlook.live.com / referral	24	1
■	search.tb.ask.com	search.tb.ask.com / referral	23	1
■	yelp.com	yelp.com / referral	21	16
Totals	N/A	N/A	4784	1984

Looking at acquisitions within your Google Analytics, this display campaign is ranking as the 3<sup>rd</sup> largest driver of new users to your site, right behind direct traffic and Google. Additionally some of the Direct traffic could be attributed to the post impression conversions generated from the campaign.

STEVE DIRKS

# Green Valley Country Club

## **Search - Google AdWords Analytics**

Presented to Steve Dirks, Director of  
Marketing



STEVE DIRKS



Hardcastle Consulting

## AUGUST MARKETING REPORT

### Fourth Assessment

- 5,440 Impressions
- 224 Clicks
- 48 Phone Calls and a total of 99 Total Conversions

### Deposit

- A total of \$608 was spent this month out of the \$1,000 deposit

### Value

- A total of \$585.26 of advertising produced a conversion value of \$21,550\*
- Note: Conversion value is the valuation we give to have potential customers produce certain results .e.g. visit specific webpages, fill out inquiry documents, or make phone calls based on online advertisements
- \*\* Increased budget by 20%

STEVE DIRKS



GREEN VALLEY  
COUNTRY CLUB

## Adjustments

**Increased budget to \$600 dollars per month**

**Weddings and Events rose 50% to 38 requesting information**

**Inquiry in to membership rose by 28% to 23**

**The transfer of funds to specific area has improved Impressions by 10%**

**Added "Negative Keywords" to prevent misclicks.**



DIGITAL MARKETING CAMPAIGN 2017

38

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GREEN VALLEY  
COUNTRY CLUB

# Google Analytics

Page Title	Page views	Unique Page views	Avg. Time on Page (seconds)
Member Login - Green Valley Country Club	2,250	1,773	44
Member Directory - Green Valley Country Club	1,755	992	65
Home - Green Valley Country Club	1,469	1,183	42
My Club - Green Valley Country Club	1,322	1,099	88
Public Home - Green Valley Country Club	1,271	1,032	50
Dining & Special Events - Green Valley Country Club	1,213	1,051	55
Membership - Green Valley Country Club	632	515	81
Golf - Green Valley Country Club	405	310	74
Club Calendar - Green Valley Country Club	352	230	42
Private Home - Green Valley Country Club	327	238	50
Total	16,181	12,150	61

\* These are the top 10 page views and the time spend on the website. This includes all active members.



DIGITAL MARKETING CAMPAIGN 2017



STEVE DIRKS



GREEN VALLEY  
COUNTRY CLUB

## Top 10 Search Terms (AdWords)

Keyword	Clicks	Impr.	CTR	Avg. CPC	Cost
Country Club	44	888	4.95	\$2.56	112.55
Wedding Venues	38	1,185	3.21%	\$4.23	\$160.76
Golf Lessons	22	559	3.94%	\$3.04	\$66.84
Swimming Pool	13	300	4.33%	\$3..07	\$39.86
Green Valley	12	68	2.78%	\$1.89	\$22.73
Green Valley Country Club	12	251	17.65%	\$0.66	\$7.87
Area Golf Course	12	251	4.78%	\$2.79	\$33.50
Golf Course Finder	9	169	5.33%	\$2.38	\$21.42
Green Valley Golf	9	41	21.95%	\$.056	\$5.04
PGA	6	126	4.76%	\$2.33	\$13.97

• Note: This is the "Clicks" Based on June's Edits



DIGITAL MARKETING CAMPAIGN 2017

STEVE DIRKS



GREEN VALLEY  
COUNTRY CLUB

## Conversion Summary (AdWords)

Ad group	Impressions	Cost	Clicks	CTR	Avg. CPC	Phone calls	Conversions	Conversion Values
Green Valley Country Club	461	\$54.51	56	12.15%	\$0.97	12	12	\$456
Country Club	925	\$108.61	48	5.19%	\$2.26	10	20	\$316
Wedding	1,339	\$201.86	41	3.06%	\$4.92	1	14	\$1,550
Golf Course	521	\$95.54	33	6.33%	\$2.90	19	10	\$116
Membership	266	\$38.40	19	7.14%	\$2.02	4	28	\$986
Facilities	533	\$34.85	11	2.06%	\$3.17	0	4	\$170
Bocce Ball	221	\$15.82	6	2.71%	\$2.64	0	5	\$112
Tennis	75	\$4.79	4	5.33%	\$1.20	0	1	\$6
Golf & tennis lessons	126	\$9.56	4	3.17%	\$2.39	1	3	\$20
Corporate Events	93	\$13.33	3	3.23%	\$4.44	1	0	\$0
Competition	41	\$6.06	2	4.88%	\$3.03	1	2	
Kids' Camp	20	\$1.93	1	5.00%	\$1.93	0	0	\$52
<b>Total</b>	<b>4635</b>	<b>\$585.26</b>	<b>228</b>	<b>4.92%</b>	<b>31.87</b>	<b>49</b>	<b>99</b>	<b>\$3,766</b>

\* Note: conversion Values are based on adjusted value estimates. This is based on a total value of the Adgroup conversions over the month.



DIGITAL MARKETING CAMPAIGN 2017

# STEVE DIRKS

## MEMBERSHIP MARKETING PLAYBOOK BY STEVE DIRKS

**Intro:** This is a first draft of some sections with specific tasks, which may be used to build annual and quarterly membership marketing plans for my involvement as the MD at the country club. The material is formed from a culmination of my experience as a membership director, and of what I have found that works for me (produces positive results.)

Sources include best practices from ClubCorp Bell Notes and Star training, MembersFirst, Clubessentials, Jonas seminars, numerous PCMA annual and quarterly meetings, meetings with hundreds of other membership directors and articles on membership marketing and club social media marketing in particular.

Create Fun, successful, wine dinners, parties, corporate meetings, holidays, clubs within the club, member trips, giants, warriors games

Call and invite all current leads from lists over the last 3 years

Invite to meet with each member and talk about present, future of club. Ask them for suggestions, wants, we can do better and ask for referrals

Be on 1st tee every Saturday morning 8 to 1.

Invite to meet with membership board liaison and president of club to come up with a plan of action for membership and board meetings. Before each meeting each member must give me 5 leads, contact info and why. Hand out index cards.

All guests requested to fill out contact info card at pro shop, tennis and pool. Collect every day so I can follow up within 5 days.



## STEVE DIRKS

### NEW MEMBER ORIENTATION

Leather binder including welcome letter, membership certificate, 1 print Exec. Summary, rules and regs, FAQ, Plan for the Offering of Membership, and a copy of their agreement with copy of check or wire info. Gifts include black weatherproof member jacket, leather golf bag pouch, divot tool, one sleeve of logo balls, give them member website info, and set up their username and password on member website, latest member letter. Pick out locker for new members and designees, write name and new locker # in book at locker room, email staff with all changes. Order new locker nameplate and new bag tag.

Visit with employers within a 15 mile radius

Visit outside groups

Join Chambers of Commerce

Tech

Doctors,

Dentists,

Hospitals,

Med groups Insurance Finance Atty's CPA's Airport services, pilots, airlines

City governments

### GENERAL MARKETING STRATEGIES TO IDENTIFY POTENTIAL NEW MEMBERS:

1. Member referral and sponsorship
  - Call or meet every Member to introduce myself and ask for referrals (500)
  - Members who refer new Members will receive an account credit equal to six months of dues

## STEVE DIRKS

- Post New Members list with Member Sponsor names in men's and women's lounge
- Member email blasts bi-monthly with New Member list with Member Sponsor names
- 2. Real Estate marketing
  - Work with several Members who are in the local real estate sales, and mortgage banking industry to host one of their industry breakfasts (100-250)
  - Announce a plan whereby any real estate professional who refers a lead that becomes a New Golf Member will receive a complimentary one night, mid-week stay, including a round of golf or a classic massage for two, and a complimentary dinner for two, not including alcohol
  - Attend monthly real estate industry meetings and get to know local brokers (6 meetings)
- 3. Chamber of Commerce marketing· Attend C of C meetings monthly (6 meetings annually)
- 4. Corporate marketing· Identify area corporations which may be interested in

### **CORPORATE MEMBERSHIP :**

- \* We have identified the top 200 regional corporations, according to market capitalization
  - Call C-level executives who are golfers to invite them to visit the club
  - Go on sales calls to corporations with Sales team and present Membership opportunities. Get with Sales team to identify upcoming outside events on the schedule. Ask for permission to possibly attend a reception and make a brief presentation on Membership opportunities. Ask for permission to put membership literature in welcome kits.
  - Call all Corporate Designees to ask if they would like to add net new Designees to their Corporate membership
  - Create a gift certificate for golf, spa, "Member for a Day" program etc. and distribute to potential new Corporate Members

## STEVE DIRKS

- Identify and call on stock brokerage branch managers
- Identify and call on accountants
- Identify and call on law firms
- Create two bi-annual New Member/Sponsor golf tournaments

### 5. Club Employee/Partner Referral Program

- Any employee/partner who refers a new Member receives \$250 and a big “Thank You!”

### 6. Members’ Website, locker room and email blasts with Club updates

Update Members’ Website regularly with news and info

- Department heads to provide updates to Director of membership Sales for immediate updates
- Continual updates on bulletin boards in locker rooms with information on course condition, events, tournaments and Member Benefit packages
- Update Member Website with pertinent information regarding complimentary account credit for each New Member sponsored by a member

### 7. Co-market with local business that interact with potential new Members

### 8. Attend quarterly meetings with local area Membership Directors to keep abreast of competition and acquire new best practices. Attend national meetings of PCMA (Private Club Marketing Association)

## TENNIS MEMBERSHIP MARKETING PLAN - DIRKS

Marketing strategies to identify potential new Tennis Members:

Need: Create Tennis membership collateral, once courts are complete (photos)

1. Member referral and sponsorship

- Call or meet every Member to introduce myself and ask for Tennis referrals (500)
- Members who refer new Tennis Members will receive an account credit equal to four months of dues (golf, one year)



## STEVE DIRKS

- Post New Tennis Members list with Member Sponsor names at Tennis Pavilion (need a message board like in the golf lounge areas)
  - Create a Tennis Section with New Tennis Member list with Member Sponsor names in each Member Letter. Include tennis calendar with our events, as well as tickets for US Open, etc.
2. Tennis Pro marketing
    - Work with tennis pros to identify tennis pros at other Tennis Clubs. Visit them, invite them here, have functions for visiting tennis pro's. Pro Clinics with big name pro's. Seek referrals.
    - Announce a plan whereby any tennis pro who refers a lead that becomes a New Tennis Member will receive a complimentary 2 night, weekend stay, breakfast for two
  3. Tennis event marketing at the Tennis Club
    - Hold monthly tennis events featuring Member/Guest tournament/clinics
    - Offer complimentary light hors d'oeuvres and beverages
  4. Real Estate marketing
    - Work with several Members who are in local real estate sales, and mortgage banking industry for referrals· Announce a plan whereby any real estate professional who refers a lead that becomes a New Tennis Member will receive a complimentary one night, mid-week stay at Club, including breakfast for two· Attend monthly real estate industry meetings and get to know local brokers (6 meetings)
    - Call C-level executives who are tennis players to invite them to visit
    - Go on sales calls to corporations with Sales team and present Membership opportunities. Get with Sales team to identify upcoming outside events on the schedule. Ask for permission to possibly attend a reception and make a brief presentation on Tennis Membership opportunities. Ask for permission to put tennis membership literature in welcome kits.

## STEVE DIRKS

- Call all Corporate Designees to ask if they would like to add net new Tennis Designees to their Corporate Membership
- Create a gift certificate for golf, spa, "Tennis Member for a Day" program etc. and distribute to potential new Tennis Members· Identify and call on stock brokerage branch managers
- Identify and call on accountants· Identify and call on law firms
- Identify and call on dentists, veterinarians, physicians
- Examples: <http://www.dentaltennis.org/> The United States Dental Tennis Association was founded in 1969 by Sanford S. Golden, DDS, of Los Angeles, California. By 1972, the group's membership had increased to over 200 dentists and their families, and the USDTA was officially incorporated in the Spring of 1973.
- American Medical Tennis Association event· USTA meetings· Create two bi-annual New Member/Sponsor Tennis tournaments
- Update Members' Website regularly with news and info· Continual updates on bulletin boards in Tennis Pavilion with information on court conditions, weather forecasts, events, tournaments and Member Benefit packages

### THE PRESIDENT'S LECTURE SERIES

#### The President's Wine List

Residential Amenities Built with Your Kids in Mind

<https://robbreport.com/shelter/spaces/these-residential-amenities-are-built-with-your-kids-in-mind-2822470/>

#### How to Write a Marketing Plan - Marketing Strategies: A Comprehensive Guide for Growth

[https://www.shopify.com/enterprise/ecommerce-marketing-strategies?mid=28026&utm\\_campaign=digest&utm\\_content=digest\\_exchange\\_burst&utm\\_medium=email&utm\\_source=exacttarget](https://www.shopify.com/enterprise/ecommerce-marketing-strategies?mid=28026&utm_campaign=digest&utm_content=digest_exchange_burst&utm_medium=email&utm_source=exacttarget)

## STEVE DIRKS

### FRESH SQUEEZED CONTENT EVERY MORNING

CHANHASSEN, Minn., Oct. 11, 2018 /PRNewswire/ -- When Life Time Athletic Oklahoma City opens its doors at Quail Springs Mall for workouts on Monday, October 15, the former Macy's site will become the first of many Life Time athletic lifestyle resorts at regional shopping centers across the country, changing the retail landscape for years to come.

<https://www.clubindustry.com/news-central/life-time-transforming-retail-landscape-first-shopping-center-based-athletic-lifestyle>

RIVERVIEW, Fla., October 10, 2018 — Crunch Franchise today announced that 2,915 memberships were sold for the Crunch gym opening in Riverview, Florida, on the first day of its pre-opening sales period. That figure sets a Crunch Franchise record for the most memberships sold by a Crunch gym in a 24-hour period, and comes on the heels of 1,500+ and 1,200+ day-one membership sales during July 2018 in Tuscaloosa, Florida, and Killeen, Texas, respectively.

<https://www.clubindustry.com/news-central/nearly-3000-join-new-crunch-gym-record-first-day-pre-opening-sales>

### MEMBER REFERRAL AND NEW MEMBER INCENTIVES

See above Marketing Plan and Daily and Weekly Tasks

Comparative Analysis of other Area Clubs

Initiation Deposit - Equity, Full Golf, Social, Sports

Refundable Deposit or Non-refundable Fee

Monthly Dues

F & B Minimums

# of Members by categories

Cap per categories

Resign List #'s

## STEVE DIRKS

### POP UP DINING FOR GOLF CLUBS...

Visiting chefs for 2 - 6 weeks or keep open for 6 months

<https://robbreport.com/food-drink/dining/daniel-humm-winter-house-culinary-winter-wonderland-2827583/>

Example: SBE <https://www.sbe.com/aboutsbe/>

[https://en.wikipedia.org/wiki/Sam\\_Nazarian](https://en.wikipedia.org/wiki/Sam_Nazarian)

SBE owns several Los Angeles nightclubs and lounges: Create, Greystone Manor, Emerson, Hyde, XIV, Colony, Eden, MyHouse, MyStudio and The Abbey. As clubs tend to wane in popularity quickly, Nazarian typically only keeps his clubs open for eight months to a year, closes them for extensive renovations, and then reopens them (often under a new name, preferably short) to keep the brand fresh.[3] SBE generally owns each of its venues outright giving it the flexibility to quickly adjust to the vagaries of the market.[3] These venues continue to see a high level of popularity and celebrity patronage, as well as being frequently visited by the characters of HBO's Entourage.

<https://www.sbe.com/nightlife/locations/hyde-aaarena/>

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### Comment from Donna G. of Fairbanks Ranch Country Club, a Bay Club Property

5/12/2018 Many thanks, Penny, for your glowing review of Bay Club Fairbanks Ranch. We're delighted you enjoyed our Nantucket Shucket event last evening. Our next pop-up restaurant experience is planned for June 16 - Steakhouse Americana - 5 p.m. to 8 p.m. in The Grille. We're all celebrating the completion of our \$15M renovation that includes a spectacular pool experience - May 26 we will cut the ribbon and toast to a new Bay Club Fairbanks Ranch! We sincerely appreciate your membership - thank you





## STEVE DIRKS

### MY GOLF CLUB MEMBERSHIPS

I highlight this as I feel I can converse with current and prospective club members as a peer, and genuinely enjoy relating stories of the great golf architects and great golf courses of the world. I have been a full golf member at the following private golf clubs:

**Pelham Country Club, NY** - *Founded in 1921 and designed by noted golf architect, Devereux Emmet. "Long" Jim Barnes, one of the top three golfers in the world, was Pelham's first golf professional. One week after opening the new course, Jim Barnes went down to Columbia Country Club in Washington, D.C., and handily won the 1921 U.S. Open Championship. Barnes also bested the field in the first PGA Championship played at neighboring Siwanoy C.C., and in 1921 was presented the U.S. Open Trophy by the President of the United States, Warren G. Harding.*

*In 1923, the decision was made to hold the PGA Championship at Pelham Country Club, and the hotly-contested final match between Gene Sarazen and Walter Hagen has stood the test of time. To this day, the epic 38-hole match, won by Gene Sarazen, is considered to be one of the most dramatic match play finals in the annals of the Championship.*

In 1987, I was presented with a plaque from the club, as the member with the greatest decrease in handicap over 2 years in the club's history. I went from a 22 to an 11 to a 6.

**Wood Ranch Golf Club, CA** - With a course rating of 75.8 and 151, Wood Ranch is one of the highest rated courses in the country. Among the members I regularly played with were the reigning U.S. Amateur champion Mitch Voges and reigning Cal State Amateur Champion Charlie Wie. Our club championships were legendary.

**Rancho Santa Fe Farms Golf Club, CA** - Designed by Perry Dye, The Farms was named as one of the top "50 Clubs with the Best Players" in The United States by Golf Digest/Index.

**Del Mar Country Club, CA** - A Joe Lee design, Del Mar CC was owned by Allen Paulson, founder of Gulfstream Aerospace and T. Boone Pickens, both former husbands of Madeline, the club's current owner.

## STEVE DIRKS

### A PLAN TO SELL 200 NEW GOLF MEMBERSHIPS – 2020 - 2022

- Announce new plan “200 in 2020”, 3 weeks before opening events via email blast and mailer. Put up announcements as postings in golf shop and member areas. Announcement will include an invite for each current Member to bring their friends and business associates as guests and invite them to consider membership in the Club. Kick-off party is designed to recruit new members.
- Eblast again 1 week prior as a reminder – ask for names and contact info with each invite and at the event.
- Trial membership: each new potential member makes an application to the club along with \$5,000 fully-refundable deposit. Deposit will be put toward initiation deposit once the trial is converted. Trial period is 3 months.
- Full dues are charged for the 3 months.
- The Club announces that for the first 50 new memberships who convert, they will pay \$x annually and their full membership initiation deposit is \$x
- The next 50 memberships sold, ID is \$z
- The next 50 memberships sold, ID is \$z + 25%
- The next 50 memberships sold, ID is \$z + 50%
- Conversion is facilitated when new member pays club 50%.
- Sponsoring Members referring new members will receive 3 months comp. dues for each new trial membership at signing.



# STEVE DIRKS

## GOLF CLUB MARKETING AND MEMBERSHIP REFERENCES

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STEVE DIRKS

Thank You