

Overview



GAMEON

Contents

- 3 **Impact**
- 7 **Setting the Scene**
- 11 **Program Overview**
- 21 **Output of the Program**
- 25 **Connection to the Coaching Pathway**
- 31 **Next Steps**



Impact



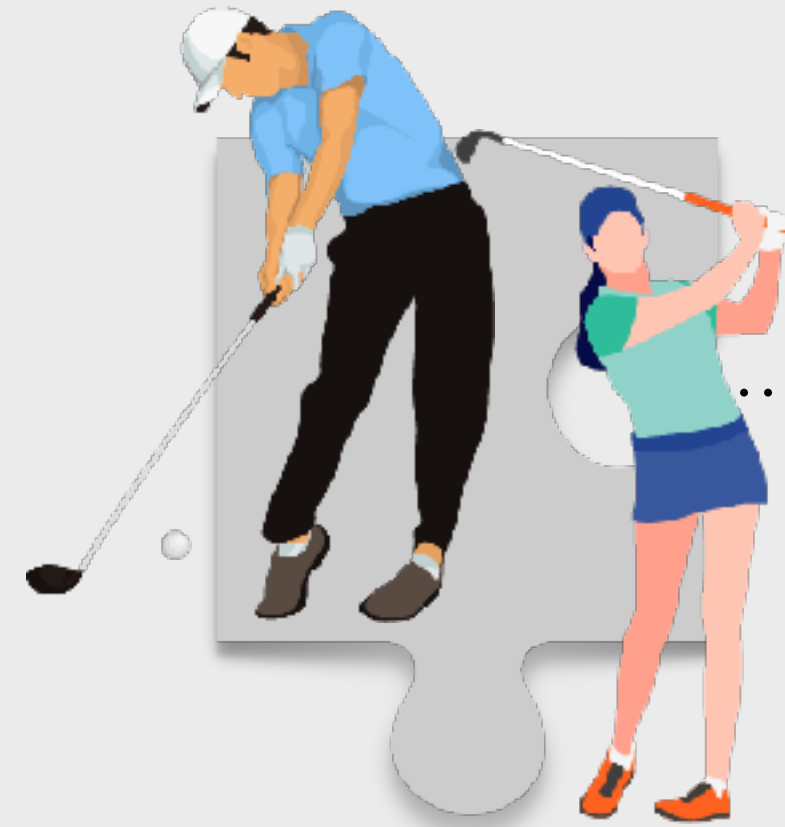
GAMEON

Impact on our KPI's

The Learner Program will have a significant impact at your venue and the business as a whole across our key performance indicators, both directly from the participants involved but also the connections these participants have to our current members. The program will be of impact in the following ways:

New Member Acquisition

The Learner Program will create new members into the club. The program will provide participants with the knowledge, skills and social connections to actively play the game, be confident at the club and ultimately become an active member to ensure they can benefit fully from their membership experience.

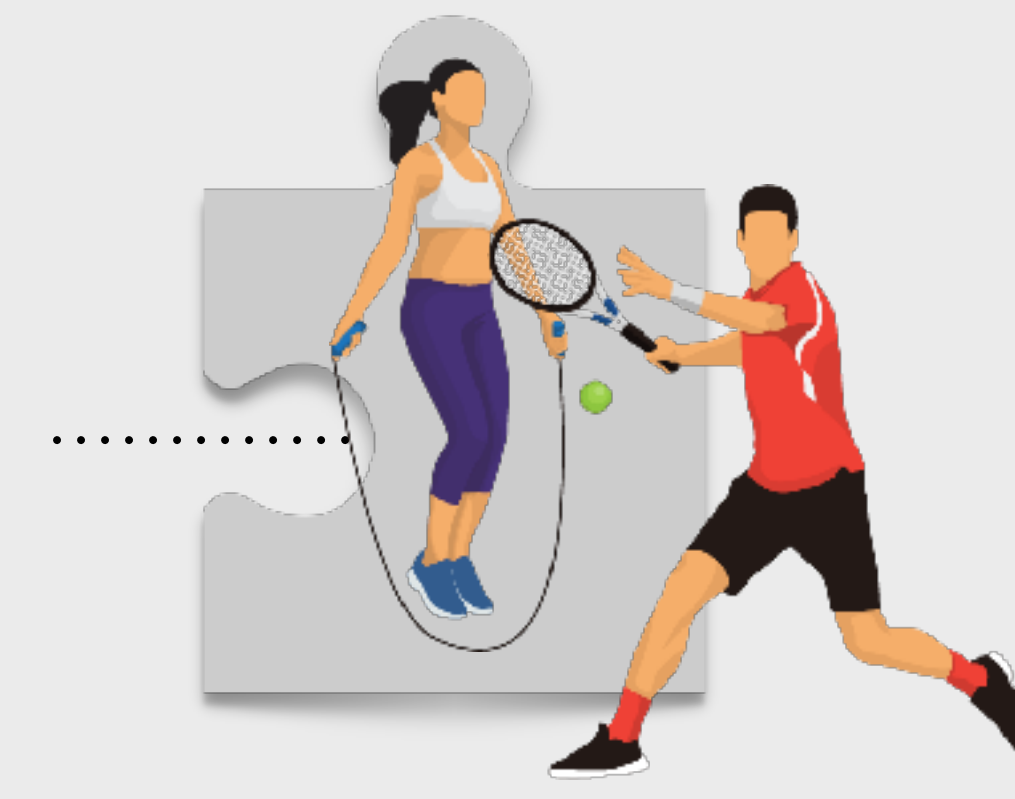


Increase Member Activation and Spend

Current members will use the club more often with family and friends that are participating in the program and therefore spend more as a result.

Drive Member Retention

Members will see increased value in our proposition by being able to integrate their friends and family into the program and club. This will mean they can spend more time at the club, enjoying it with their family and also know that the club is meeting the needs of their lifestyle.



Drive Member Upgrades

Members from other sections will be inspired to upgrade so they can learn the game and utilize all the services the club has to offer. This will maximize the value of each of our club members.

Additional Areas of Impact

Outside of the impact the Learner Program will have on our key performance indicators, it will also impact your venue and the business as a whole in the following ways:



Drive our Value Proposition

- The Learner Program will drive our value proposition to our current members. Many will have friends, family and spouses that will want to learn the game to become more actively engaged in life at the club.



Give Back

- Golf has a key role to play in creating positive experiences for all and engagement in sport to drive active and healthy lifestyles. Great programs and engagement activities will drive activity to play the game for the best interests of society.



Club and Course Ready Members

- By giving participants the skills, knowledge and social connections that will leave an important legacy by creating new members that are club and course ready and can therefore maximize their enjoyment of their membership.



Change Perceptions

- The Learner Program will change perception of your venue in the local community and break down barriers to participation. The program will provide a welcoming environment to learn the game and ultimately drive future membership of the club.



Integrate the Family

- The Learner Program will provide the opportunity for the member to spend more time at the club with their family and enjoy everything that the club has to offer.



Drive Brand Loyalty

- Delivering a program that meets the needs of our members and their connections will increase our value to them, their loyalty to the club and the business and drive a brand perception that your club is welcoming, inclusive and forward thinking.

The Big Picture

Running the Learner Program at your club may seem insignificant, however each of the participants enrolled onto your program can make a huge impact on your book, your club and the business. Each of your participants will hold enormous value both short and long term. Each participant that attends your Learner Programs has the potential to become future long term clients and club members for years to come.

Do not underestimate their value! Retention on the program, activity at the club and conversion into membership holds enormous value!



Setting the Scene



GAMEON

Reasons to Learn the Game

In order to create an effective Learner Program, targeted towards those new to the game and understanding the reasons why people are inspired to start the game is vital. Of course, every person's goals and aspirations will be different, however from surveying thousands of coaches and golfers across the world and reviewing evidence from a range of governing bodies, these are broadly the following reasons for learning the game:



Make New Social Connections

- The need to meet others of similar experience and goals and have the environment to harness new social connections is one of the main drivers for starting the game.



Spend More Time with Loved Ones

- Learners of the game often point towards the desire to spend more time with a close family member or spouse as a reason for learning the game.



Learn New Skills

- People often begin new activities and sports in order to experience mastery. The need for humans to develop themselves through learning new skills that bring enjoyment and satisfaction.



A Healthier Lifestyle

- Golf can have numerous benefits on the physical and mental well being of those in society and this is often one of the main reasons why people begin to learn the game. Improving physical health, reducing stress levels and more time spent outdoors are all core outputs from learning the game.



Activity for the Family

- Golf sits in a unique position in being able to cater for a range of ages and abilities in one environment and often people start the game in order to have an activity to be played as a family. The golf course provides an environment for the whole family to be active and the club allows them to spend time together.

Barriers to Participation

When we know the benefits that golf can bring, the reasons why golf is attractive to people in society and there is clearly a demand based on participation figures, why do these participants drop out of the sport and ultimately never convert in regular play and become club members? This is vital to consider when developing the Learner Program and to ensure it has the biggest impact on these learners and ultimately retain them in the program and convert them into active golf members at your venue.



Difficulty Level

- Golf is a difficult game to learn and master under the current playing structure. Of course, some will start and realize that the game isn't for them but overcoming the perceived difficulty of the game in its current format is vital.



Lack of Social Connections

- Those learning the game need to make social connections in order to inspire independent practice and play outside of organized activity as well as drive confidence and support when learning. The lack of these connections means that many drop out of the sport.



Limited Time on the Course

- Traditional learning opportunities of hitting balls on the driving range without any access to the course reduces engagement in the game over the long term. Learners need to learn the real nature of the game and get out on the course as soon as possible.



An unwelcoming Environment

- Golf courses and clubs can be imposing and golf has years of historical perceptions about the nature of the sport. A learner's first experience of the club and how welcoming it is, can be a major barrier to continued enjoyment and engagement.



Accessibility to Play and Practice

- Participants won't develop the skills they need to without practicing and playing regularly. Many people start learning the game but struggle to access the environment to develop their skills to enjoy the game and see it as the sport for them.



A Clear Pathway

- Those learning the game need to see a clear pathway of the skills, knowledge and experiences they will acquire and the level of investment from them to facilitate this and their continued engagement in learning the game.



Lack of a Defined Goal

- A learner won't want to be a learner forever. They will want to play the game with friends and social connections they have made or with their family. The lack of a defined goal of any program or one that is viewed as unattainable is a major barrier to continued participation.



Stop/ Start Approach

- Traditional learning opportunities often provide a definitive start and end point or restrict progress of the learner through a pass/fail approach to the program. The traditional model of 'Learn Golf in 5 Weeks' also gives a false impression as to the difficulty of the game.

Guiding Principles to the Program

The Learner Program has been designed with the needs of participants at its core. The principles of the program are based on why people take up the game, the reasons they drop out, as well as delivering on the business needs of the company. By delivering on these needs and overcoming the barriers, through a knockout experience, your skills as a coach should strengthen your ability to retain participants in the program for the long term and ultimately convert them into members.



Accessibility to Practice and Play

- The program will encourage and harness opportunities to practice and play outside of organized events and classes either independently or socially with other attendees or family members at the club.



Cover Broad Learning Outcomes

- The program will cover a broad range of skills that participants need to develop in order to develop the four skills to become **Course Ready and Club Ready**



Provide and Harness Social connections

- The program opportunities are built to develop and harness social interactions and connect across participants. This will drive enjoyment and motivate independent and social practice and play.



Delivering High Quality Experiences

- The program is built to support you to provide high quality coaching and experiences to all those that attend and that will drive the development of the skills and knowledge required.



Block Based Sign Ups

- The program delivery will allow participants to register for blocks of classes across different steps and have flexibility to make up missed sessions by attending make up classes where possible.



Structured Pathway and End Goal

- The program provides a clear pathway for the learner, consisting of clear learning outcomes, structured classes, engaging class content, challenges and defined output to the program.



Ability Based Course Access from the Start

- Getting your participants onto the golf course as early as possible in their journey is one the main goals of the program through an ability based system and access built in. This will drive enjoyment, self confidence and the sense of achievement.



Deliver a Welcoming Club Environment

- The experience of participants when attending classes and events on the program needs to deliver a welcoming environment at the club. Program classes, practice clubs and on course events will all play a role in this.

Program Overview



GAMEON

Introduction to *Game On*

The Game On Learner Program is a game changing golf development program targeted towards adults who are new to the game or with limited experience of playing. It will take them on a journey to becoming Club and Course Ready by helping them to develop the skills, knowledge, experience and social connections to make golf a game for life. Crucially it will drive member upgrades, increase member spend, drive member retention and new member acquisition at your club.

“Welcome to **Golf.**”

Ease into the game of golf in a relaxed, no-rules environment. Game On is a fun way to walk into the game of golf making new connections and having more fun than you thought possible on a golf course.”

GAMEON



Introduction from the CEO



“**Game On!** is a great way for adults to get into the game no matter how much experience they have. **Game On!** allows players to work at their own pace, have fun, connect with other members and ultimately build the skills and relationships to be comfortable on the golf course.”

David Pilsbury
CEO, Invited

Target Participants

The Learner Program is built to service the needs of customers that have limited or no previous experience of the game. The program will provide the ideal way for these customers to experience learning the game in an environment and structure that will enable them to build the skills, knowledge and social connections to actively play the game and join the club. The program is targeted to those new to the game and with limited experience across a range of demographics.

There are three target customers that the Learner Program is built for:

Connected Non Golfers

The program is targeted towards current members family and friendship circles. This is vital for driving new members and driving our value proposition to current members by engaging their family at the club.



Members Looking to Upgrade

We need to reach, activate and inspire members from within other sections of the club to start the game, learn and ultimately have the tools they need to upgrade their membership.

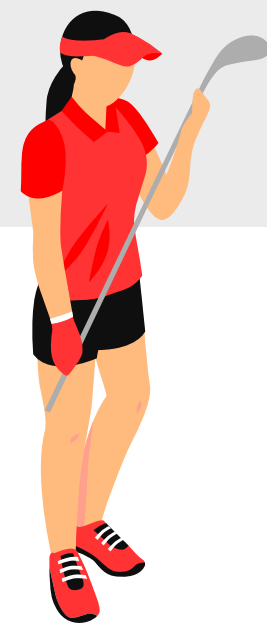
Un-Connected Non Golfers

The program will be attractive to non-golfers in your local community without any connection to the club. This will help to drive new membership growth, widen our reach in the local area and inspire these participants golfing connections to join the club.

Driving Female Inclusion

One of the core aims of the program is to attract more female golfers into the program, and ultimately to engage them in the club environment. Research has shown that specific female only programs or teeing positions on the golf course can only lead to more segregation, exclusion and ultimately drop out.

Therefore the program will drive the recruitment, development and retention of female golfers in the following ways without the need to a separate ladies program:



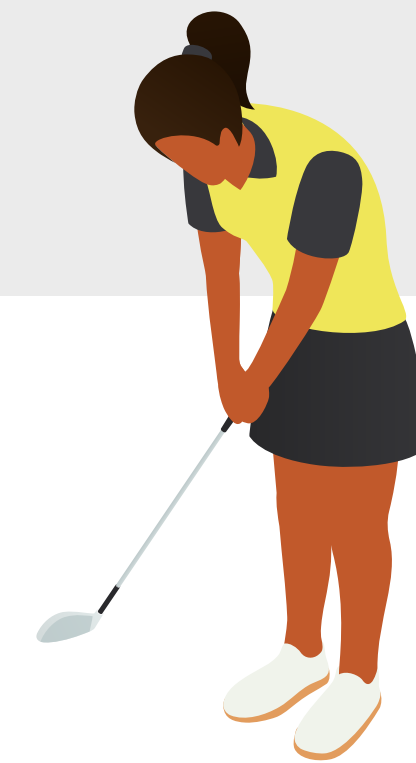
Female Lead Delivery and Support

Female learners will be attracted to join the program through seeing female coaches delivering the program. Female coaches, where available at your venue, should lead the program and also be supported by female support staff.



Option to Deliver Ladies Only Groups

Some females will be interested to engage in the program through an option to attend female only groups. You have flexibility to delivered these at your venue within the program structure.



Mixed Group Learning or Course Access

The program content and delivery of on course opportunities will be through mixed coaching groups but be tailored towards the development needs of each individual.

Program Overview

The Learner Program is designed to provide all new or aspiring golfers with all the tools, learning opportunities and social connections needed to become **Course Ready and Club Ready**. The program structure encourages continuous engagement and flexibility to capture enthusiasm, drive improvement and ultimately reduce drop off:

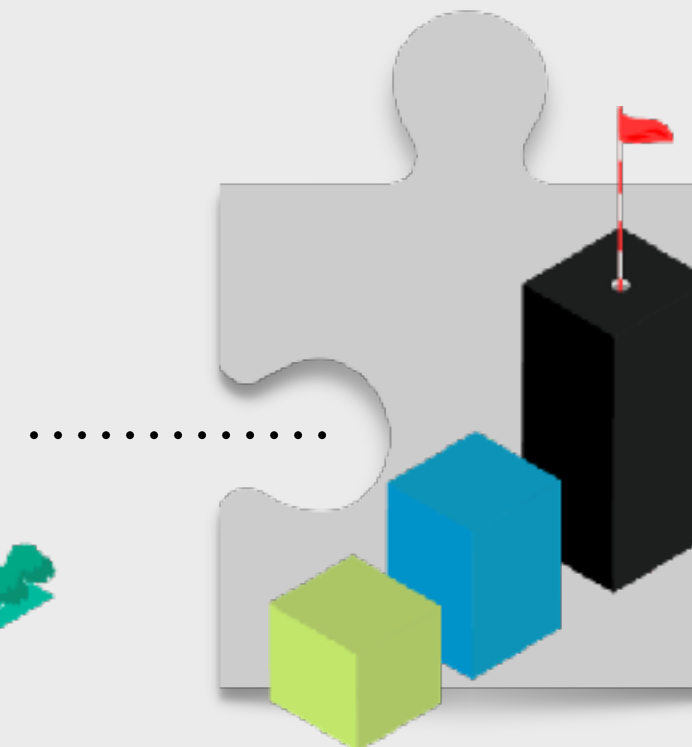
Block Based Themed Group Classes & Scramble Events

- Participants of the program sign up for 3 distinct steps of classes after their initial experience on the Experience Day. Each of the classes in each step are themed to a specific learning outcome with a fun On Course 9 Hole Scramble included at the end of each step.



Integrated Ability Appropriate On Course Event

- A supervised chargeable on course events is built into the program, allowing participants to experience playing on the course with others. Providing opportunities on the course that will build a new golfers confidence is essential, and built into the program is an ability based system to playing the course.



Weekly Supplementary Practice Clubs

- Each week there are weekly practice club opportunities across the four skill categories that can be delivered at your venue and this is an opportunity for those on the program at any step to develop social connections and practice their skills with the support of a coach.

3-Step Progression Pathway and Skill Challenges

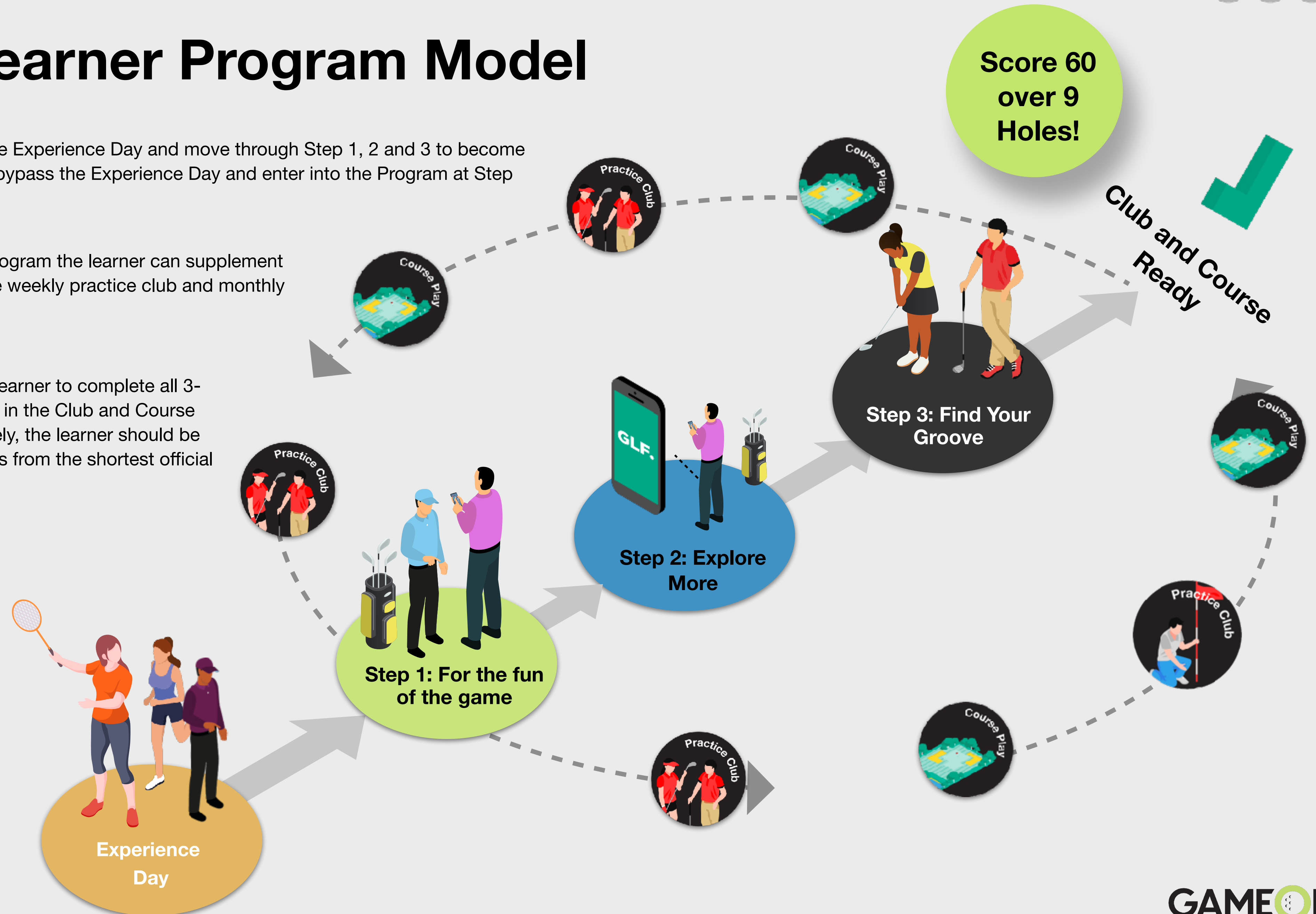
- To track participants progress towards the skills to become **Course Ready and Club Ready**, a 3 step progression pathway has been built so that the coach and the participants know when they have the tools they need to play the course and be at the club with confidence. A range of skills challenges are also provided and included in the classes to help the coach and student track their journey through the pathway.

Game On Learner Program Model

Learners can enter the program at the Experience Day and move through Step 1, 2 and 3 to become 'Club & Course Ready' but can also bypass the Experience Day and enter into the Program at Step 1.

When enrolled on any stage of the program the learner can supplement their experience by registering for the weekly practice club and monthly course play events.

The output of the program is for the learner to complete all 3-steps and achieve the criteria set out in the Club and Course Ready progression pathway. Ultimately, the learner should be able to score 60 or under over 9 holes from the shortest official tee box on your course.



Learning Outcomes

The learning outcomes have been identified to help shape the learning opportunities the participants will receive on the program. These are the skills and knowledge that are essential for the participants to develop the skills to become **Club Ready and Course Ready** and ultimately complete the program. These learning outcomes are built into the themed classes, practice clubs, on course opportunities and online resources. They also link directly to the skill challenges and 3-step progression pathway:



Mastering the Game

These are the skills required for participants to develop the technical and tactical skills in order to play the course to the level of competency required in order to become an active golfer and club member. The four skills are:

- Swing
- On the Green
- Around the Green
- On the Course



Learning the Game

These are the knowledge and experiences required in order for participants to play the course with confidence and competency with others. They are also the skills required in order for participants to become an active member of the club.

- Orientation
- Rules and Etiquette
- Playing and Scoring
- Preparing to Play



The Whole Golfer


This learning outcomes explores skills that will strengthen the development of participants to become active golfers, with the competence to play the course, become active club members and build golf into a healthy and active lifestyle.

- Mind
- Body
- Social

SHOTZ Adapted Course


Built into the program is an opportunity to access the course during the monthly course play event. An adapted golf course has been developed which is vital to help develop the learners confidence of playing the game, achieving a sense of success whilst maintaining the appropriate speed of play to not negatively impact others playing the course.

The adapted course is the same that can be used for Crush It Program allowing you to help utilize what is already in place at your venue. The adapted course consists of:




The Chip

This tee is 20% of the Official Tee Box length you choose on your course.



The Drive

This tee is 80% of the Official Tee Box length you choose on your course.




The Approach

This tee is 40% of the Official Tee Box length you choose on your course.

Official Tee Box

This tee should be the an official tee box on your course that should ideally fall within the recommended yardage in the guidance provided in the Game On Course Play event training.



The Stinger

This tee is 60% of the Official Tee Box length you choose on your course.



Supporting the Learner's Journey

To drive engagement in the program for participants, and for the coach and student to track their progress to achieve the necessary skills to become 'Club and Course Ready', it is vital that progress can be measured, assessed and recorded at every stage. This will be achieved as follows:

Tracking Progress Skill Based Challenges

- To drive continuous engagement in the program and support the ability for you and your participant to track their development, a variety of skill based challenges have been built across the Mastering the Game elements and skills. These can be completed during practice club classes or independently/ socially by the learner.



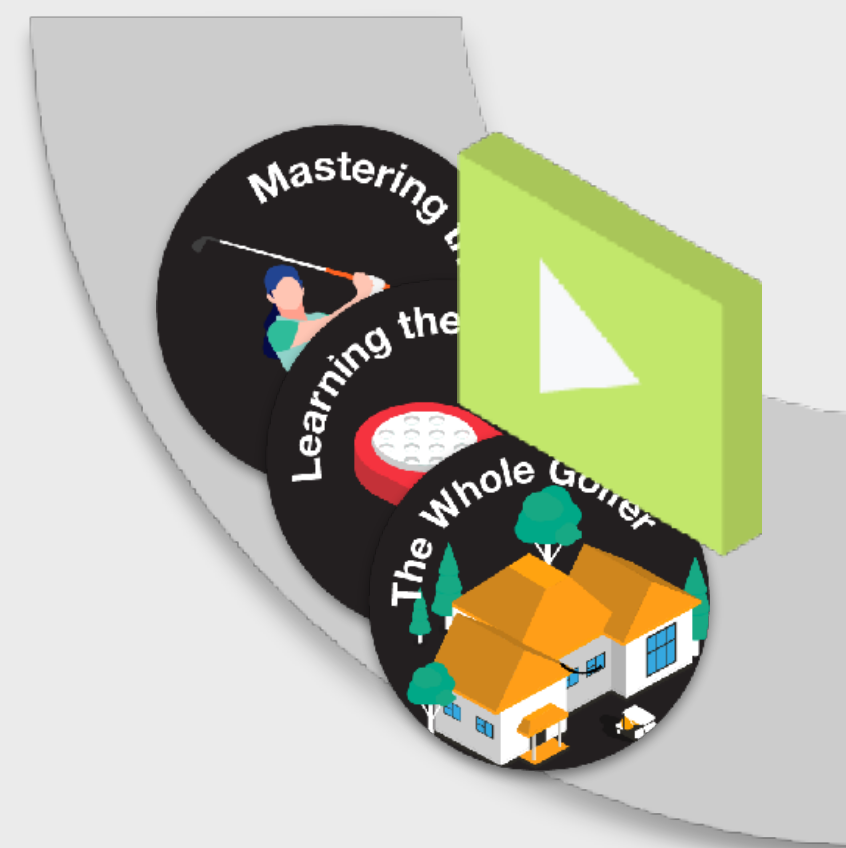
Recording Progress *myGame* on GLF. Connect

- To record the learners progress through the 3-step progression pathway and the skill based challenges, the GLF. Connect MyGame+ feature can be used. The learners progress can be visually tracked via the progress wheels, milestones and on course score tracker. Through GLF. Connect, the learner can also see a visual of each of the challenges and how to complete these as well as log and record their score.



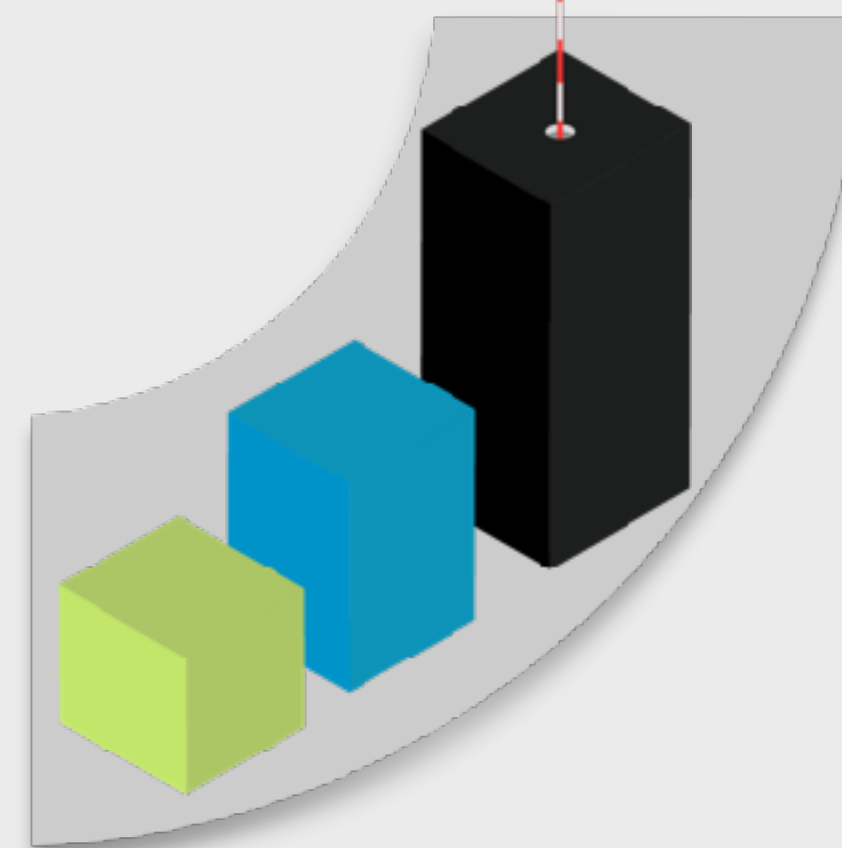
Supporting Progress Online Resources

- To support the learner progress through the program, they will be able to access online resources through the GLF. Connect system on the specific learning outcomes that are delivered during program classes or events.



Assessing Progress 3 Step Progression Pathway

- To track participants progress towards the skills to become Course Ready and Club Ready, a 3 step progression pathway has been built. The learner is assessed across **Score, Game Development & On Course Experience.**



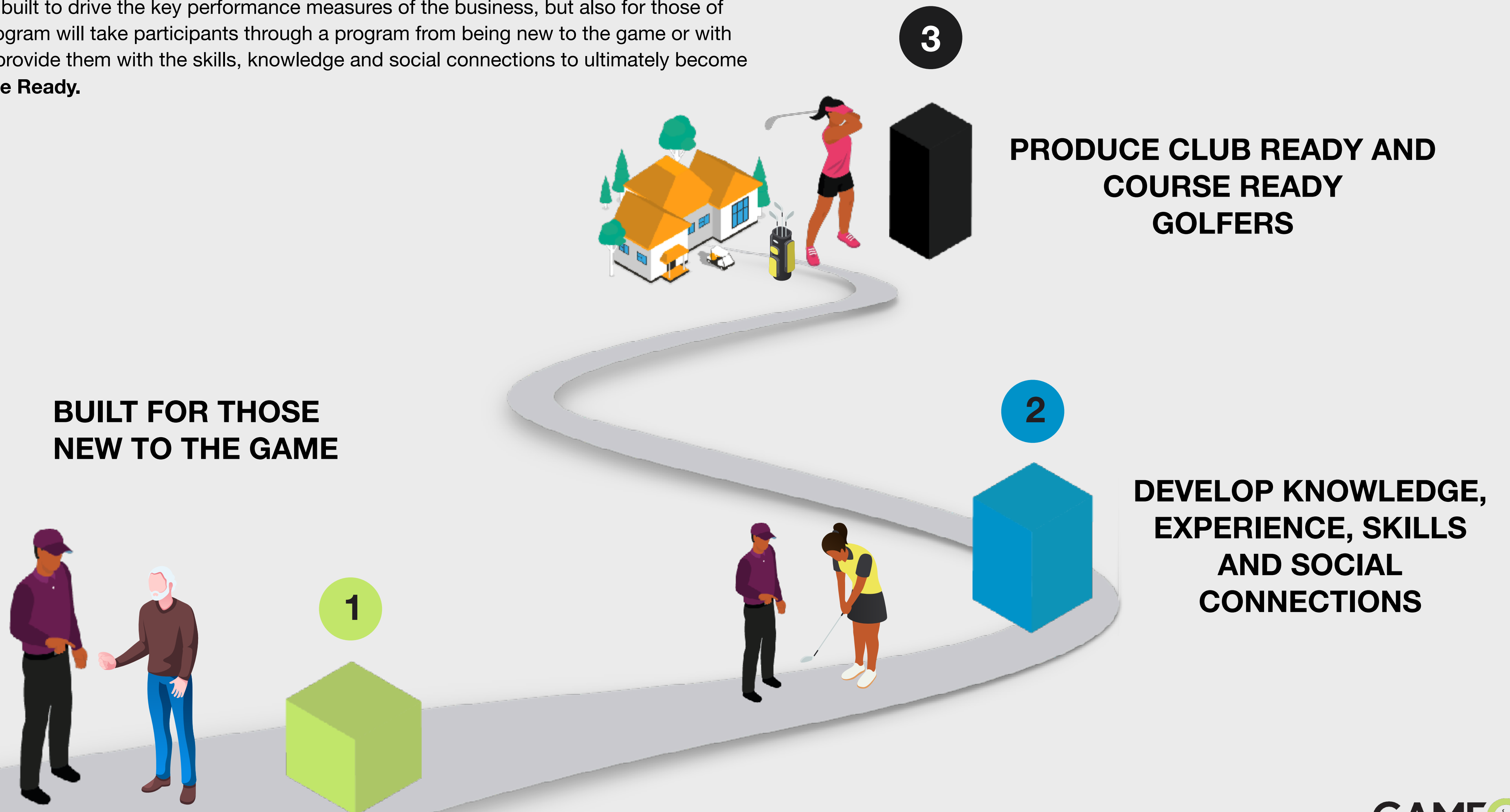
Output of the Program



GAMEON

Journey to Club and Course Ready

The Learner Program is built to drive the key performance measures of the business, but also for those of the participants. The program will take participants through a program from being new to the game or with limited experience and provide them with the skills, knowledge and social connections to ultimately become **Club Ready and Course Ready**.



Skill, Experience, Knowledge and Social Connections

The Learner Program has been built to provide those enrolled with the program access to opportunities to develop their competency to score a sufficiently standard on the golf course, be exposed to the necessary experience at the club and on the course, to develop the necessary knowledge within the game and exposure to social connections.

It is these 4 principles that shape the structure of the program, the opportunities and the curriculum.

Score

The Learner is developing the skills to play on the golf course from the designated Official Tee Box and complete 9 holes in 60 or under.

A score of 60 or under shows that the learner not only has the technical skills to complete a round of golf similar to a traditional entry point handicap of 54, but also play the course at a suitable speed and within the rules of the game.



Social Connections

The learner will have the opportunity to meet others of similar goals, ability and experience. The program opportunities and their access to the club environment and course will help strengthen these social connections. This will drive conversion into club membership and long term retention.

Experience

The learner is being exposed to time at the club, on the course and across the range of practice environments. They are also developing their experience with others in both social and competitive environments.

Knowledge

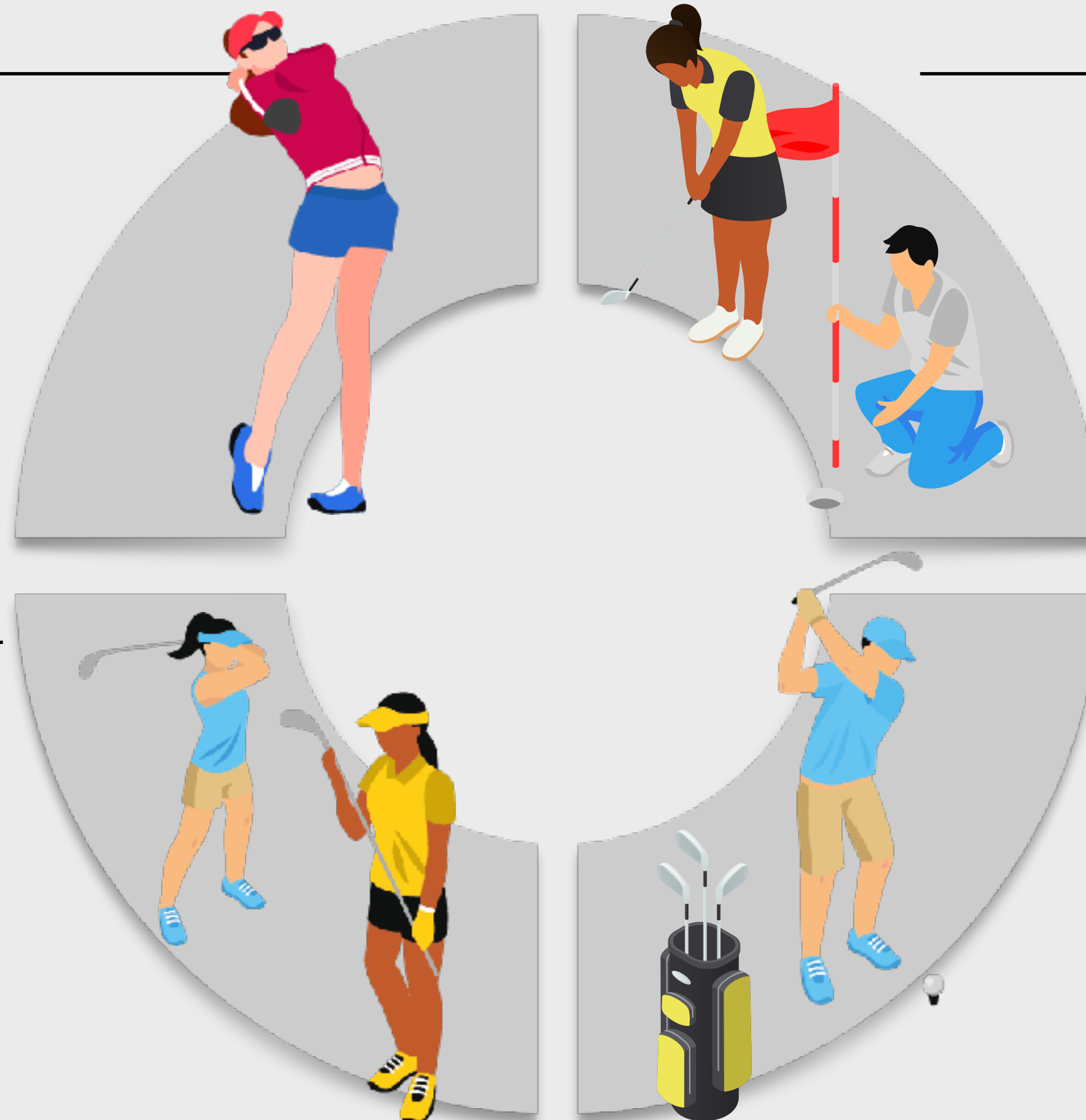
Through the structured themed classes, additional support within the practice clubs and the on course events, the learner will be developing the knowledge of the game, being at the club and playing on the course.

The Club Ready and Course Ready Learner

The program provides a structured curriculum and opportunities that cover a range of learning outcomes that are deemed as vital for a learner to develop the skills, knowledge and confidence to play and participate actively in the game. The output of the program is to produce golfers who can demonstrate the following skills:

Play with Competence

A learner stops becoming a 'learner' on the program when they can demonstrate the technical skills to play from the Shortest Tee box on your golf course.



Play within the Rules and Standards of the Game

The learner can play in social or competitive situations and understand how to play within the rules of games and standards that ensure that the enjoyment of all is maintained.

Play Safely with Others

The learner can demonstrate they can play safely with others in social or competitive situations without impacting their playing partners or others playing the course enjoyment of the game.

Play with Sufficient Speed of Play

The learner can play a golf course and demonstrate that they can play up to the standardized speed of play for that specific course and not impact the enjoyment of the game of their playing partners or others on the course.

Connection to the Coaching Pathway



GAMEON



Link to the Coaching Pathway

The Learner Program crucially connects to the phases of the coaching pathway. **Phase 1** is all about finding participants through outreach in the local community, referrals through our current members to their friends and family and engaging with all sections of the club to inspire member upgrades through customer care. **Phase 2** is then focussed on meeting potential participants on the program, giving them a great first experience of learning at your club and then guiding them onto the Learner Program.

The Learner Program itself exists in Phase 3 and their participation in the program can be supplemented by the additional programs.



Finding Participants

Participants will move into the program directly from Phase 1 or by initially engaging in the opportunities at Phase 2. This will be from member referrals, marketing and promotional activity, or engagement with your care list. Conversation with your care list about the program will drive participation from the members family and friendship groups.



Coach Led through Customer Care

Through conversations with members in your care group, you will be able to inform them about the program and how it will benefit their friends or family members.

Member Referrals

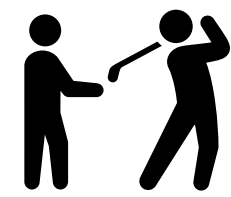
By delivering a knockout experience and harnessing relationships with members, they will shout about how great you are and will drive their friends and family into the Learner Program.

Marketing and Promotional Activities

Shouting about your program at your club and in the local community with help from the team at Retail Tribe will help you fill your program.

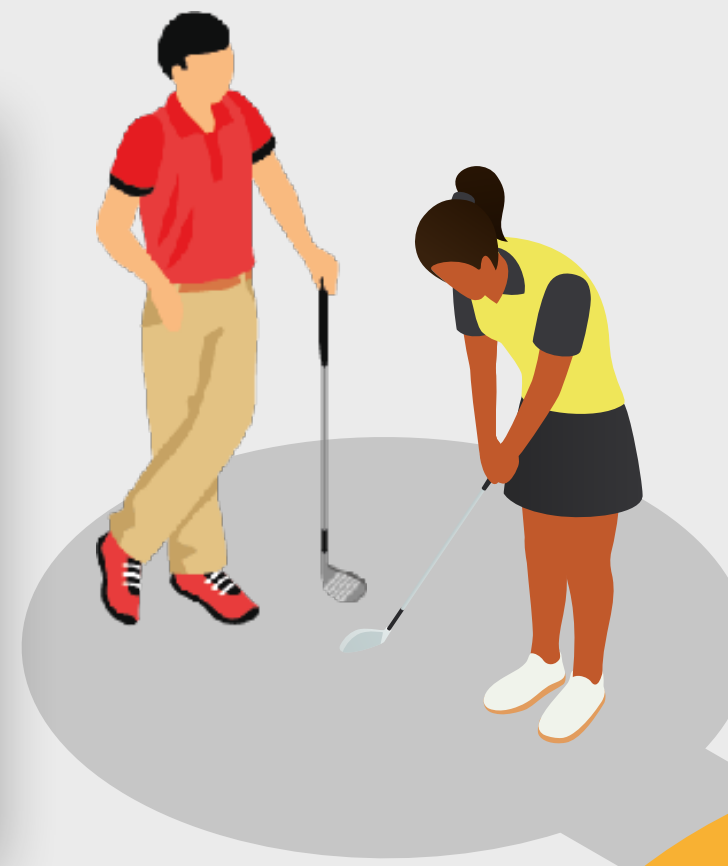
Entering the Program from Phase 2

The programs in **Phase 2**, have been designed to create an opportunity for participants to experience learning the game with you and the club. This will then act as an ideal platform to share program information and upsell the learner program as the next step. Primarily members will move into the Learner Program from one of the Activation Programs or a conversation with you once a lead has been generated.



Activation Programs

The prospect can experience learning the game at your club by attending an Activation Program. This will provide you with the opportunity to guide them into the program.



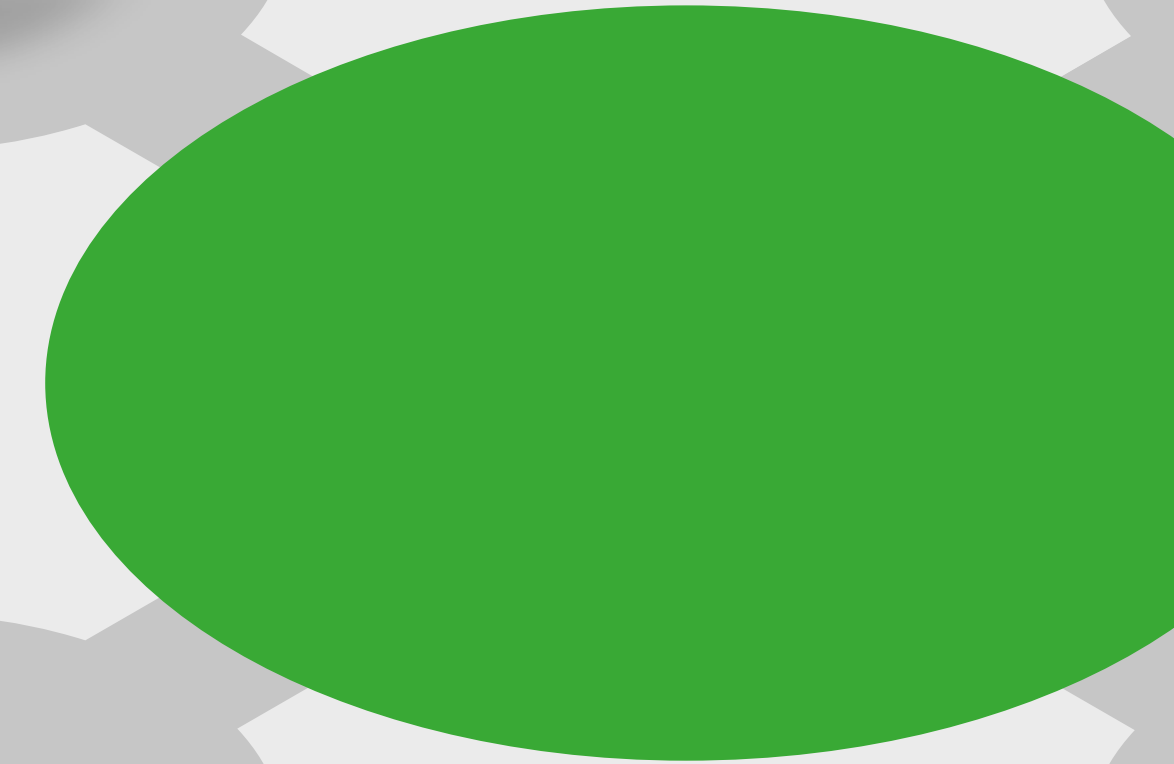
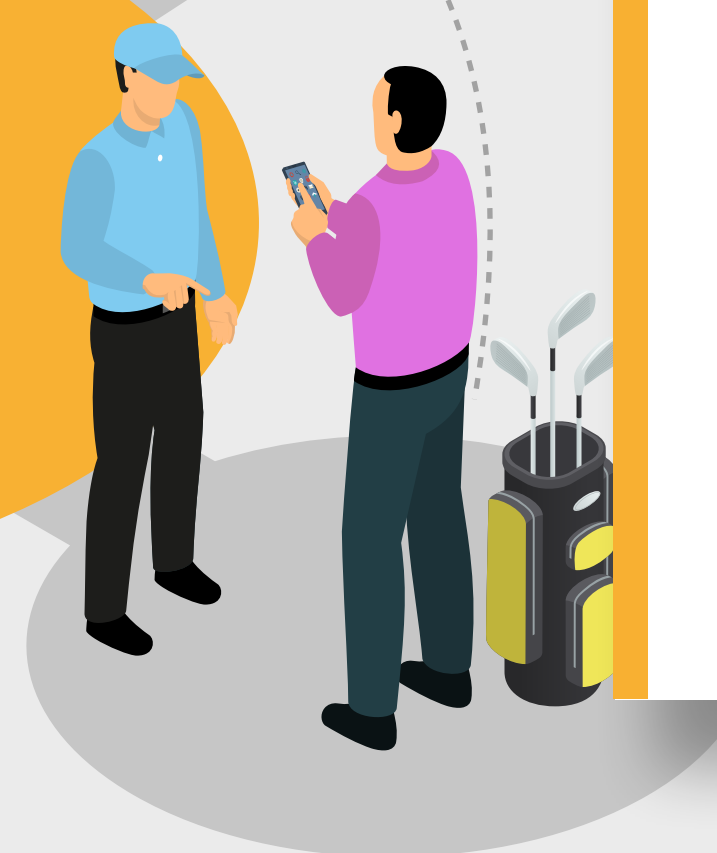
Conversation and Dialogue

The opportunity for an Informal engagement with the learner to share program information, understand their needs and guide them into the program.



AMM Programs

Through proactive conversations with members and those in your care list, you can provide program information to engage the members family or friends in the program.



Phase 3 - Supplementing their Experience

Once a customer has been converted into your Learner Program, it is then all about getting them engaged and active at the club to support their journey through the program and ultimately help them to develop the skills, knowledge, confidence and social connections. At this phase, participants are actively encouraged to supplement their participation by engaging in Private Lessons, Adult Group Coaching and where appropriate Shotz Social Events.

Private Lessons

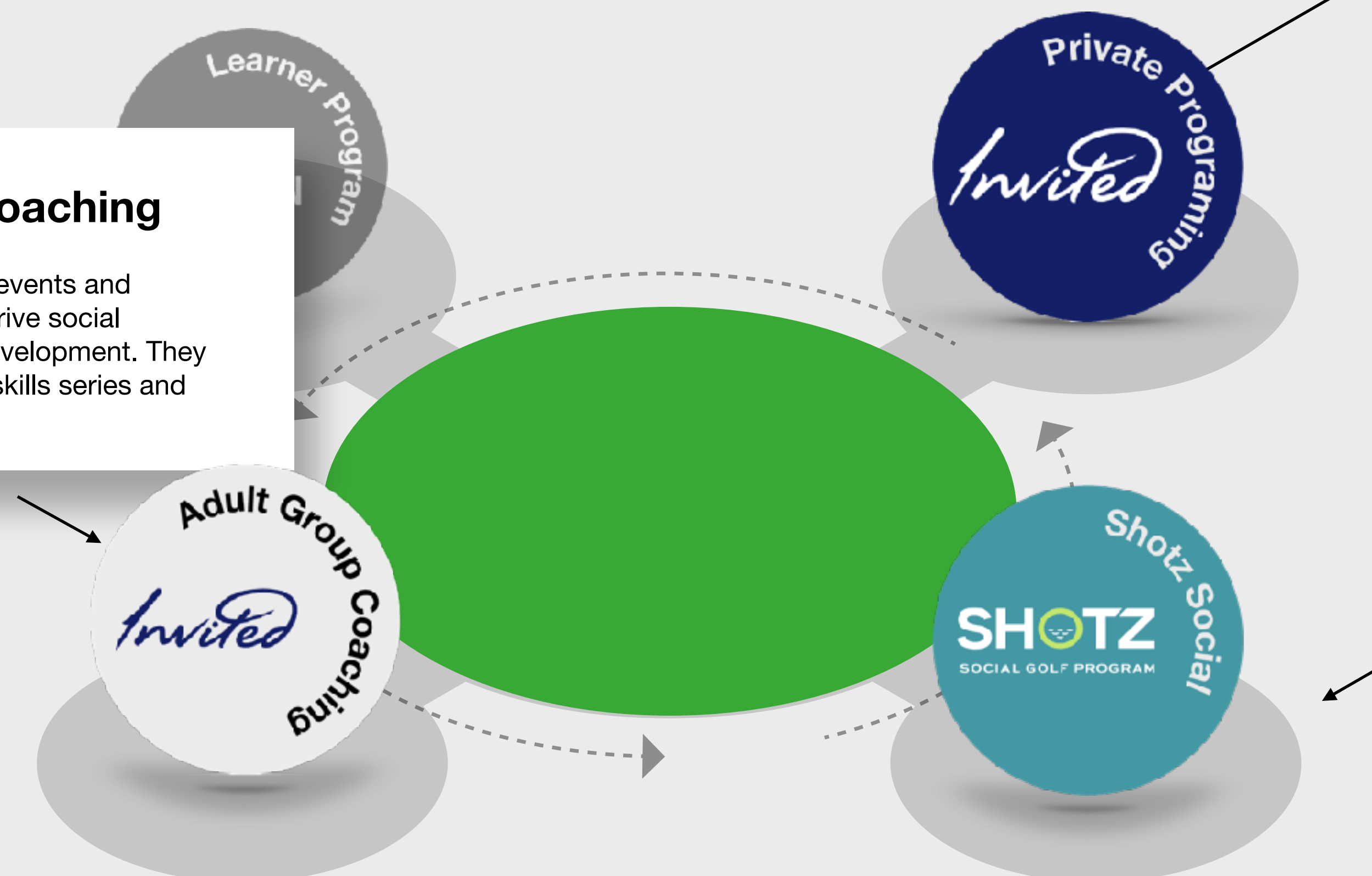
Private coaching opportunities and long-term programming built to develop the members and guest games to drive a love for the sport and enjoyment at the club. Standardized lesson experiences and long-term goal based programs to help provide accountability and benchmarking at every stage of the journey.

Adult Group Coaching

These are coaching led events and programs designed to drive social interaction and game development. They include one-off events, skills series and scoring clubs.

Shotz Social Events

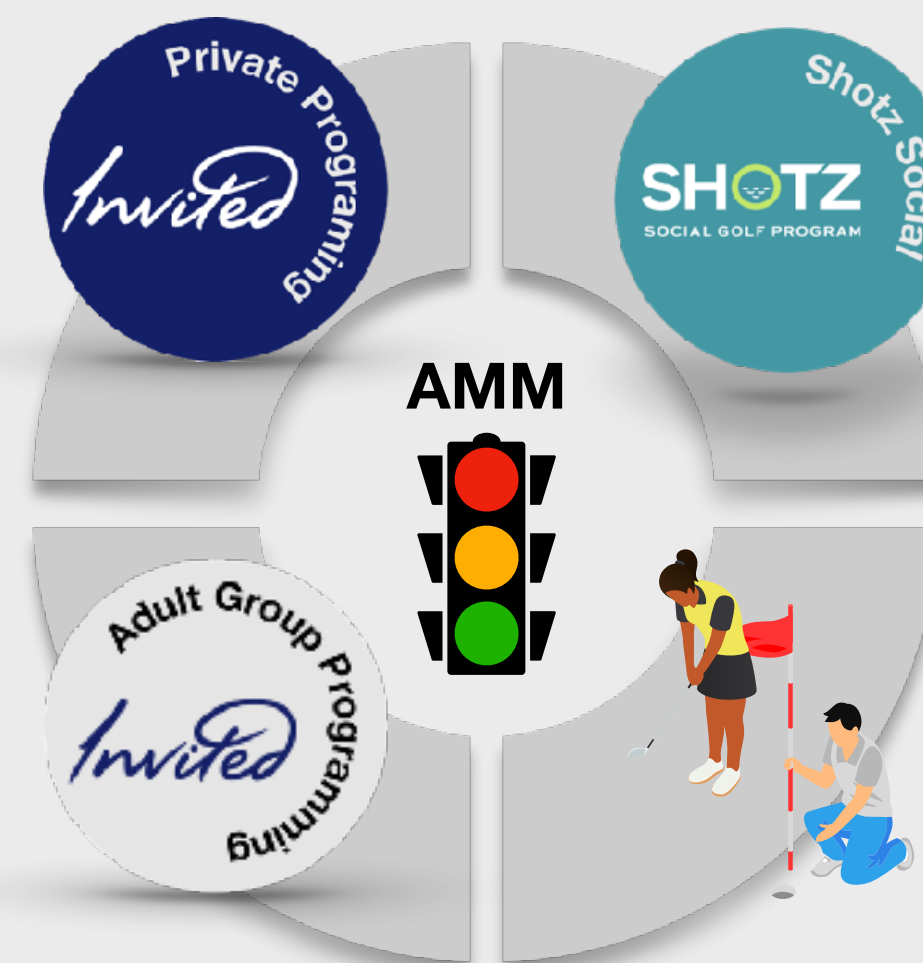
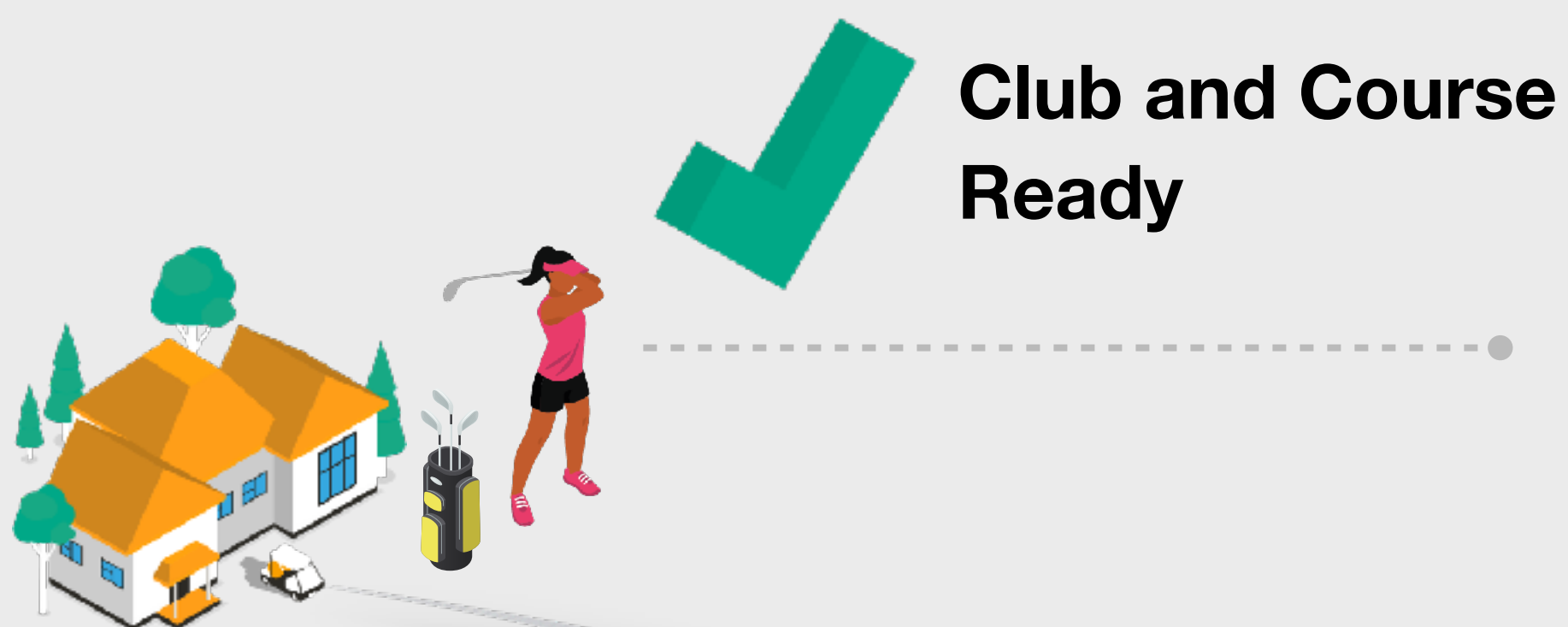
These are fun social events with a lighthearted approach to golf. Everyone is welcome and no golf skills are required. These events are not coaching events but are designed to be supported by the coach to drive the member and customer experience.



What Next for a Learner?

It is vital that once the learner has developed the necessary skills identified to become Club and Course Ready, that the right opportunities are in place for them to engage in further activity at the club and become a proactive club member. A learner will want to feel they can move to the next step on their journey and play and learn with others of similar ability and experience.

The principles and systems with the Active Member Management are central to ensuring that the learner is continually engaged in activity and usage of the club. Once a learner completes the program they should be moved to engage in:



Private Lessons

Participants of the Learner Program can continue their development through the private lessons and long term programs.

SHOTZ Social Events

The learner can continue to attend these events which are built to develop social connections at the club. This will also help the learner to continue to develop their skills, knowledge and also to gain confidence being at the club.

Adult Group Programs

The learner can attend these coaching led events and programs designed to drive social interaction and game development. They include one off events, skills series and scoring clubs.

Independent, Competitive and Social Play at the Club

The learner can continue to play the course from the adapted teeing positions and play in a range of events and opportunities at the club on a social or competitive basis. The learner can also play the course independently. The AMM program and the customer care list will become a key element in ensuring the learner is continually engaged in life at the club.

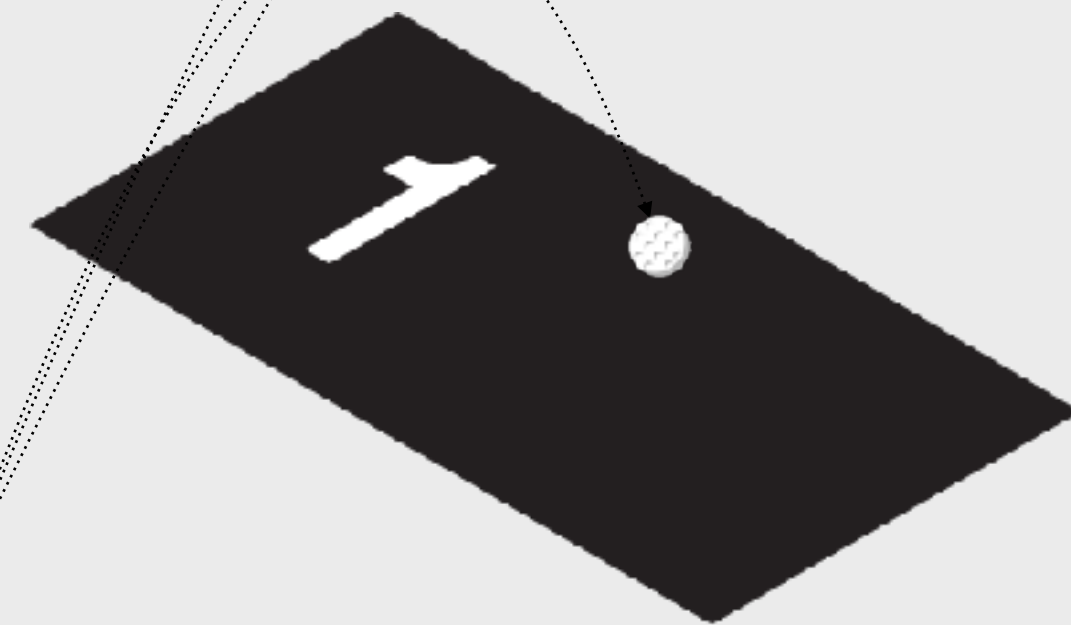
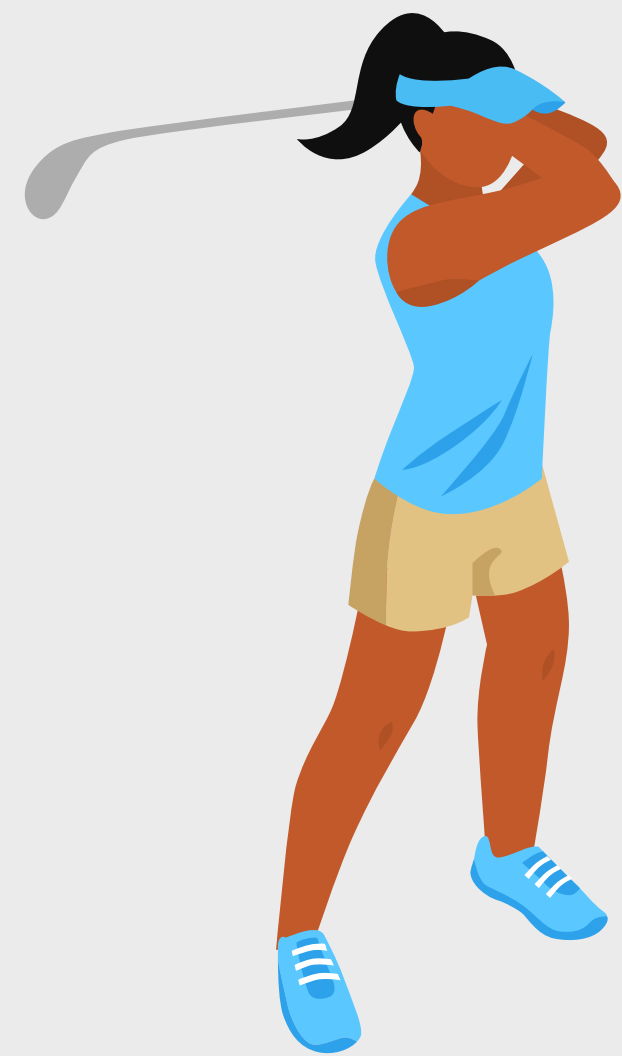
Next Steps



GAMEON

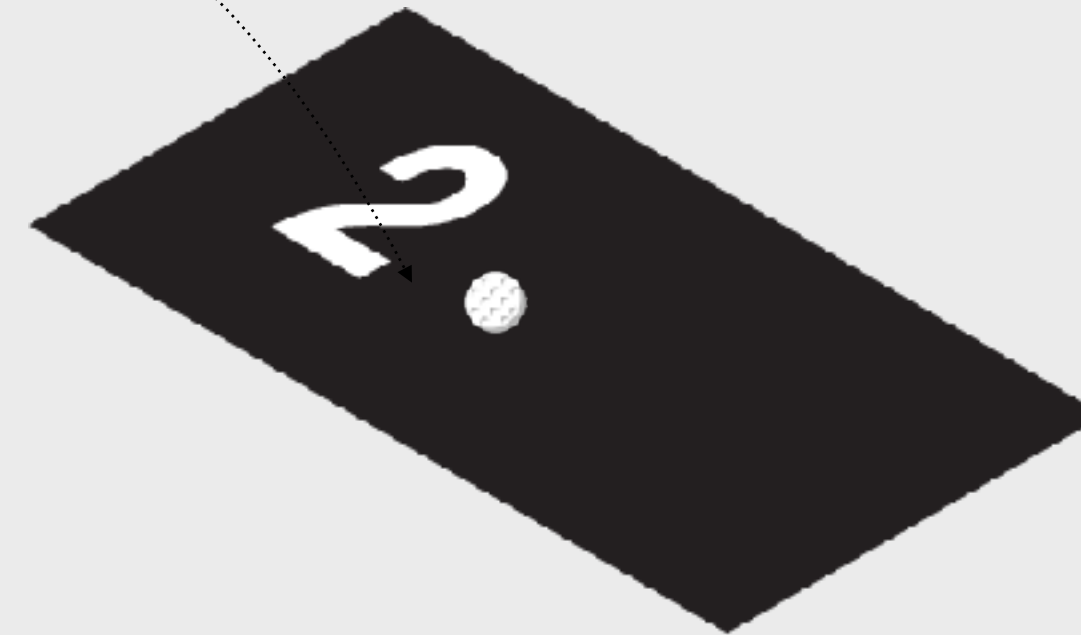
Next Steps

Take the next steps towards a thriving adult learner program at your club...



1. Complete the Pathway and Curriculum Training

- This includes an overview of the opportunities within the program, the curriculum and how the learner progress is tracked, measured and recorded.



2. Complete the Implementing Your Program Training

- This will help you understand the expectation of the program, your role, the delivery of the program and how these should link together at your club.



3. Move on to Complete the Step by Step Guides

- You will now be ready to begin the implementation of your program at your venue in partnership with your Experience Day events and you can complete the tasks listed within the Step by Step guides to get up and running.

Key Contacts

Program management are available to help with the implementation of the program at your venue. The key contacts and their email addresses are as follows:



Jennifer Bermingham
Director of Golf Programming
Jennifer.Bermingham@invitedclubs.com



Andrew Simmonds
Orbis Golf
andrew@orbisgolf.com



Rob Spurrier
Orbis Golf
rob@orbisgolf.com



Bart De Schepper
Retail Tribe
bartdeschepper@retailtribe.com



Thank you.

Please complete the Pathway and Curriculum Training Module within the Game On Learner Program page in the Training Hub.

GAMEON