

# State of the Industry We Can Be Optimistic!

**THERE REALLY NEVER BEEN A MORE APPROPRIATE TIME TO TALK ABOUT THE "STATE OF THE INDUSTRY", BECAUSE THAT'S WHAT THE INDUSTRY TALK IS ALL ABOUT ANYWAY.**

We need a shot of optimism and that's the focus with our "State of the Industry" issue.

Admittedly the private club industry has been in the doldrums, but at the same time, many industry and club leaders have been placing the emphasis, and rightly so, on what's being done right and what needs to be done to inject new life into the changing industry.

The stickler, as John Fornaro suggests in his Publisher's Perspective, is the "status quo"...it's gotta go!

In our cover story several other industry leaders give us their thoughts, where we are and where we should be headed...tried and true methods you can take away and use to your advantage.

Charles Dorn, as you'll read, is big on club branding. His thesis... "Establish your brand and set yourself apart from the competition." Dorn explains just how several clubs have done that -by doing new things, or by getting rid of the 'old.' Undoubtedly it has helped the clubs Dorn talks about.

John Johnson detects a major change in attitude. "It's now 'I will', not 'we can't'," Johnson suggests. It's been a matter of clubs working on things that "are not working." From Johnson's

point of view, it means being proactive, seeking positive change and meeting the needs of members.

And as Kurt Kuebler sees it, in this sphere of "high expectations, fast delivery and highly adaptive club world now seen as normal" that all-important ingredient of strong competent leadership is what clubs need to flourish in this "new world order."

Members must perceive "strong value...and positive experiences" and clubs that walk the talk are going to be the survivors.

These thoughts tie in neatly with those of Frank Gore who insists that clubs must remain relevant to the new consumer, and are at their peril, if they don't. But change, he suggests must be by evolution more so than revolution.

Of course, there must be a "high perceived value" both for members and those considering joining a private club, and Frank Vain contends, clubs, as social organizations, must respond to the lifestyle trends and competitive dynamics if they're going to attract new members.

These writers do give us insight into the industry today, and they've got tried and true methods that can help.



In our May/June, 2010 "Going Green" issue we featured the efforts of Bella Collina Towne and Golf Club in San Clemente, CA.



DAVE WHITE  
EDITOR, BOARDROOM

"I was remiss in not mentioning Rachel Carter, our membership director at the time and explaining her contributions in assisting the club," said John Fornaro, BoardRoom publisher and one of the club's owners.

"She helped us be the success we are today. Rachel played key parts with our green movement, sold over 75 memberships at the beginning and during one of the toughest recessions we have ever had, and in doing so brought down our average age by 10 years.

"Rachel designed our mission around the traditions of yesterday and the vision of tomorrow, directed us through a successful name change, oversaw development of our mission statement and then our collateral material development.

"Rachel has moved on," Fornaro explained. "She's now a mother, with a baby boy named Cash and has moved to northern California... and members new and old we all miss her greatly." **BR**

*Got a comment? Drop us a note:  
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