SUSSNER

BRAND STRATEGY & DESIGN BUILT FOR PRIVATE CLUBS

CLUB BRAND WORKBOK

AN EXERCISE THAT EVALUATES YOUR CLUB'S BRAND AND UNCOVERS OPPORTUNITIES FOR GROWTH.



DEFINING & DESIGNING THE FUTURE OF PRIVATE CLUBS

How to use this workbook

This workbook is a hands-on guide to evaluating your club's brand, identifying areas for improvement, and creating opportunities for growth. It's designed to be a collaborative tool that sparks meaningful discussions and helps you focus on actionable steps.

| 1. SET TIME ASIDE | Dedicate 20 minutes to each section for discussion. When done thoughtfully, this exercise should take at least an hour. |
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| 2. GATHER YOUR TEAM: | Involve leadership, staff, and key stakeholders to capture diverse perspectives from across the club. |
| 3. GATHER REFERENCES: | Have access to brand materials and assets such as logos, brochures, and member communications to reference. |
| 4. BE HONEST: | Assess your brand with clarity and openness to uncover insights. Make sure to be objective rather than subjective. |
| 5. REVISIT AND REFINE: | Return to sections as needed to deepen your understanding and refine your plans. Remember that progress is better than perfection. |
| THIS WORKBOOK HELPS YOUR TEAM: | Uncover strengths and weaknesses in your brand. |
| | Bridge gaps between brand perception and member experience. |
| | Develop an strategic path forward for your club's brand. |

Final Thought

Your club's brand is an evolving, living asset that will never be perfect. Always strive for brand growth or improvement over brand perfection.

Your Club's Brand: A Strategic Asset

Your brand is more than just a logo or a tagline—it's the collective perception of your club, shaped by the experiences you deliver, the reputation you've built, and the identity you project to members, guests, and the community.

BUT WHY DOES IT MATTER?

| IT ATTRACTS IDEAL NEW MEMBERS: | A strong, compelling brand makes your club stand out in a competitive market and calls out to people who would be a good fit for your club. |
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| IT ENGAGES CURRENT MEMBERS: | Your brand reinforces pride and satisfaction among members, encouraging long-term loyalty and legacy memberships. |
| IT SHAPES PERCEPTIONS: | Your brand is the foundation of how members describe your club to their friends, family, and peers. |

THE OPPORTUNITY:

Many private clubs overlook the importance of their brand, assuming their reputation or history is enough. But in today's competitive landscape, a strong brand is a strategic tool for growth and engagement. Evolving your brand ensures it speaks to the needs of today's members and future generations.

1. Articulate your identity

Use this page to document your answers. Encourage team members to add their perspectives and identify common themes or surprising insights.

| DESCRIBING YOUR CLUB: How do new and long-term members describe your club? What are the differences? | DESCRIBING YOUR CULTURE: What three words best describe your club's culture? Would staff and members agree? | CLUB DIFFERENTIATION: What makes your club special compared to other clubs in the local market? | MARKET AWARENESS: How does the local market describe your club in conversation? |
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| CLUB STRENGTHS: What do your members consistently praise about your club? | CLUB CHALLENGES: What challenges do you face in attracting members and maintaining satisfaction? | LONG TERM VISION: How would you ideally like someone to describe your club 10 years from today? | LONG TERM MISSION: What improvements or expansions do you hope to achieve in the next 10 years? |
| What do your members consistently praise | What challenges do you face in attracting | How would you ideally like someone to | What improvements or expansions do |
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| What do your members consistently praise | What challenges do you face in attracting | How would you ideally like someone to | What improvements or expansions do |

2. Evaluate your Experiences

Your club's brand is shaped by the experiences you deliver. This section helps you assess whether your members' and guests' experiences align with the identity and values your brand represents.

| Which experiences across the club (dining, events, amenities) do not align with your identity (value proposition, story, brand)? | What elements of the member journey (onboarding, visits, events) feel inconsistent or outdated from your brand perception? | How well do staff embody your club's values and culture in their interactions? | Identify your top ten most important member experiences and evaluate the success of each on a scale of 1 to 10. | | |
|--|--|--|--|------------------|--|
| | | | MEMBER EXPERIENCE | RATING | |
| | | | | /10 | |
| | | | | /10 | |
| | | | | /10 | |
| | | | | /10 | |
| | | | | /10 | |
| How are first-time guests welcomed and oriented to the club? | Do guests leave with a clear understanding of what makes your club unique? | Are there gaps between the guest experience and how members perceive the club? | | /10 | |
| | | | _ | /10 | |
| | | | | /10 | |
| | | | | /10 | |
| | | | | /10 | |
| | | | MEMBER EXPERIENCE SCORE | /100 | |
| | | | 92 - 100 = Remarkable member ex 91 - 80 = Clear member experience 79 - 70 = Member experiences nee Below 70 = Member experiences la | es ed clarity | |

3. Evaluate your brand

Your club's brand is reflected in its materials, communications, and overall strategy. By assessing these assets, we can determine whether they are consistent, relevant, and aligned with your club's ideal perception and goals.

| VISUAL IDENTITY (LOGOS, COLOR, TYPOGRAPHY, GRAPHICS) | YES | NO | VERBAL IDENTITY (NAME, SLOGANS, CORE MESSAGING, MEMBER COMMUNICATION) | YES | NO |
|--|-----|----|--|-----|----|
| Does your imagery align with your club's atmosphere and values? | | | Are these words memorable and reflective of your club's core offering? | | |
| Does your visual identity help you achieve your club's ideal perception (how you want people to think of you)? | | | Is your message consistent across all communications? | | |
| If a random member, employee, and board member were each asked what your logo means, would they all give a similar answer? | | | Does your language clearly convey what makes your club unique? | | |
| SUB-BRANDING (TOURNAMENTS, DINING AREAS, EVENTS) | YES | NO | GUIDELINES AND GOVERNANCE (BRAND BOOK, TRAINING, MERCHANDISING) | YES | NO |
| Do your sub-brands offer a variety of experiences around the club? | | | Do you have documented standards and expectations for using logos, colors, and messaging? | | |
| Do your members and guests celebrate your unique events throughout the entire season? | | | Does the staff receive training so that they are equipped to meet these standards in their work? | | |
| Are sub-brands in-line with the master brand while telling a unique aspect of your story? | | | Are branded items (e.g., hats, shirts, golf accessories) consistent and desirable? | | |

*When reviewing your brand, any more than 3 NOs to the questions on this page should be addressed.

| WHICH PARTS OF YOUR BRAND FEEL OUTDATED OR INCONSISTENT? | WHAT MISSING ELEMENTS COULD BETTER REPRESENT YOUR CLUB? |
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4. Where are the gaps?

This section is your chance to summarize of all the insights gathered from the previous pages. By consolidating the areas where your brand, experience, and identity can improve, you'll gain a clear understanding of where to focus your efforts for maximum impact.

| ARTICULATE IDENTITY How distinctive and memorable are your club's story, culture, and offering? | 2. EVALUATE EXPERIENCES What gaps exist in the member and guest experience from the perception you hope to create? | 3. EVALUATE BRAND: Which parts of your brand are outdated, inconsistent, or missing altogether to help the club tell a unique story? |
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5. Create a priorities list

Now that you've identified areas for improvement, it's time to prioritize. This section helps you focus efforts on the changes that will have the greatest impact on the club's brand, experience, and identity. Use these questions to guide your prioritization:

WHICH OPPORTUNITIES WILL HAVE THE GREATEST IMPACT ON MEMBER SATISFACTION AND ENGAGEMENT?

HOW CAN THESE CHANGES SUPPORT YOUR CLUB'S FUTURE GROWTH AND VISION?

ARE THERE ANY IMPROVEMENTS THAT CAN BE PHASED IN OVER TIME TO MANAGE RESOURCES EFFECTIVELY?

Review the gaps listed on the previous page. Categorize each improvement based on the impact it will create for the club and the effort required to achieve that change. Use the table below to organize and prioritize your opportunities.

| OPPORTUNITY | EFFORT REQUIRED | IMPACT POTENTIAL | PRIORITY LEVEL | NEXT STEPS |
|--|--------------------|---------------------|-------------------|--------------------------------------|
| EXAMPLE: Energize members with new merch at the pro-shop for the start of the next golf season. | LOW | HIGH | MEDIUM | TALK WITH GOLF PRO ABOUT NEW OPTIONS |
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TIP: Focus on opportunities that balance high impact with manageable effort. Quick wins build momentum, while long-term goals ensure sustained success.

Your brand journey has already begun

Completing this workbook is an important first step in understanding and improving your club's brand. By identifying gaps, exploring opportunities, and setting priorities, you've already built the foundation for meaningful change.

| REVIEW YOUR FINDINGS: | Share your insights with key stakeholders to align on priorities. Refine your plans based on feedback from leadership and staff. |
|-----------------------|---|
| TAKE ACTION: | Start with quick wins to build momentum. Develop a phased approach for tackling long-term goals. |
| SEEK GUIDANCE: | If you need help executing your brand strategy, consider partnering with experts who specialize in branding for private clubs. |

Your club's brand is a living asset—one that evolves with your members, your market, and your goals. Strive for growth and alignment, not perfection, and remember that every small improvement contributes to a stronger, more cohesive identity.

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BRAND STRATEGY & DESIGN FIRM BUILT FOR PRIVATE CLUBS

Create something worth celebrating



THINK WE CAN HELP?

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