Is data important to clubs?

The best organisations in the world use data to drive good decision making. John McCormack FCCA CCM, director of Club Benchmarking EMEA, explains why.

I was struck recently by an article in *The Sunday Times* which had the headline 'Data before emotion in Liverpool's search for Klopp successor'.

This is so relevant to our own clubs. The 'best in class' Members clubs around the world already know about making decisions using data before emotion to ensure their clubs operate strategically and are ultimately successful. Private clubs operate in a unique and dynamic environment where success hinges on effective financial and operational management.

In this article, we delve into the critical importance of utilising financial and operational data in Member clubs and how it can drive strategic decisionmaking, enhance effectiveness, and ensure long-term financial sustainability.

At the heart of every successful club should lie strategic decision-making guided by data-driven insights. Financial and operational data provides club management with a comprehensive view of the organisation's performance, including revenue streams, expenses, membership trends, facility utilisation, and more. By analysing this data, club leaders can make informed decisions regarding budget allocation, membership pricing, facility upgrades, marketing strategies, and programme offerings. Whether it is investing in new equipment, expanding facilities, or diversifying revenue streams, leveraging financial and operational data enables clubs to align their actions with their overarching goals and objectives.

A key priority for all clubs must be the delivery of an exceptional member experience that fosters loyalty and retention. Financial and operational data play a crucial role in achieving this goal by informing decisions that directly impact member satisfaction. For example, analysing member feedback through benchmarked surveys. Usage patterns and programme participation data allows clubs to tailor offerings to meet the needs and preferences of their members.

Whether it is investing in new amenities, enhancing coaching programmes, or organising exclusive member events, leveraging data enables clubs to deliver personalised experiences that resonate with their members and strengthen their sense of belonging. Well governed and strategically focused clubs already realise that the real driver in any club is capital. These clubs will have taken time to develop a fully rounded and robust capital plan. They then use this plan to create a financial model for the club which looks out at least 10 years. That allows the club to know exactly how much it requires each year for the next 10 years to meet its obligatory capital needs. This means that all the assets that the club currently owns, from clubhouse to golf course and beyond, are kept fresh and well

Data before emotion in Liverpool's search for Klopp's successor

Jonathan Northcroft
Football Correspondent

Liverpool will take a da approach to their hunt fo manager as they attempt to the process that led them to Jürgen Klopp.

The Bayer Leverkusen he Xabi Alonso, and Brighton Albion's Roberto De Z among those who will b ered but although the ment of the former midfielder Alonso w hugely popular with club want to take emoti their search.

A hire will made afte research and crunching preferred

This app underpin

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maintained to ensure the best possible Member experience.

Our capital and financial model will also factor in aspirational capital to add additional facilities that members may desire (think indoor swing rooms, enhanced outdoor dining etc.)

In an increasingly competitive landscape, clubs must harness the power of insight from a fact-based understanding of financial and operational data to thrive and succeed. By leveraging data-driven insights to inform strategic decision-making, optimise revenue generation, enhance member experiences, and ensure operational effectiveness, clubs can position themselves for long-term success and sustainability.

Ultimately, the effective utilisation of financial and operational data is not just a competitive advantage but a fundamental requirement for clubs seeking to excel in today's dynamic and ever-evolving environment. Going back to Liverpool – They are owned by the Fenway Group who also employed the Moneyball concept at the Boston Red Sox baseball team.

The Moneyball concept spawned the movie of the same name starring Brad Pitt as General Manager of the Oakland A's, Billy Beane. Moneyball describes the true story of how Billy Beane, his staff and the club used data to assemble a competitive team on a limited budget and achieving success while doing so. By embracing data, you can become the Brad Pitt in your club and become famous for promoting decisions made using data before emotion. Enjoy the Journey.

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